

July 2013

ZAMBIA

FREIGHT & TRADING WEEKLY

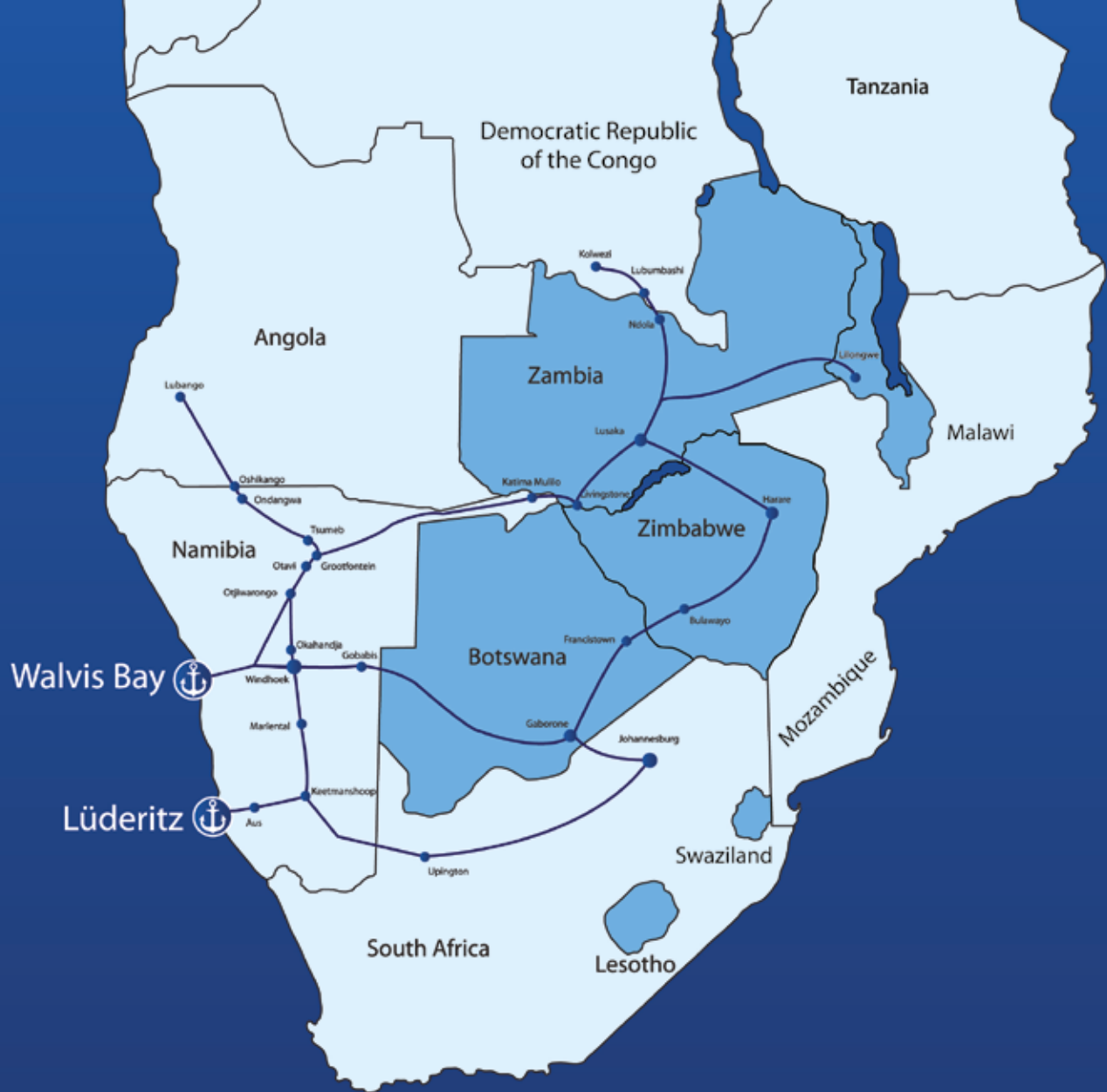
ftw 40
YEARS

MINE OVER MATTER ...
Zambia dethroning SA?

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Kennedy Chama on why Hitachi chose Zambia



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Being in the middle of nowhere has its advantages – if you look at it another way and see yourself as being in the middle of everywhere. That change in mindset is fuelling a logistics-based revival of the Zambian economy. Like its neighbour Namibia, the Zambian government has realised that efficient trade routes combined with incentives attract investment. FTW’s Africa correspondent Ed Richardson reports on the progress after his fourth visit since 2010.



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ROAD UPGRADES – PARTNERING WITH THE PRIVATE SECTOR



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Zambia dethroning South Africa?

Becoming the hub of intra-African trade

Ed Richardson

Zambia's psyche has tangibly transformed over the past few years from "being the middle of nowhere" to "being the middle of everywhere".

Seeing Zambia as the central hub for southern African trade was a consistent theme through the interviews and meetings FTW had with industry leaders during its annual visit to the country.

There have been references to the geographic centrality of Zambia

during previous visits, but this was the first where it emerged as a consistent theme.

This has far-reaching implications for the logistics sector and the economy of the country as a whole. Sentiment drives investment, and as reported in this feature, logistics companies are investing in Zambia in order to meet the needs of shippers and cargo owners.

Freight is flowing because the economy is growing. Critically, the economy is diversifying and its reliance on copper is diminishing. There is a (still small) revival of manufacturing combined with major growth in agricultural output.

Advertisers featured in this special report are investing at all points along the logistics value chain, with some entering the market for the first time. Others are expanding into neighbouring countries either through alliances or by opening their own subsidiaries.

Many are working hard to ensure that their airfreight business takes off. Zambia is now served by British Airways, Emirates, KLM, South African Airways, Kenya Airways, Ethiopian Airlines and TAAG Angola Airlines.

The number of dedicated freighters serving both Lusaka and Ndola continues to grow.

Industry has the backing of

government, which offers investors attractive incentives, and is working on reducing business red tape and border bottlenecks.

Zambia is also a signatory to a number of trade agreements designed to facilitate intra-African trade.

According to the 2013 Economic Development in Africa Report by the United Nations Conference on Trade and Development (Unctad), Zambia is a member of the Common Market for Eastern and Southern Africa

(Comesa), the Southern African Development Community (SADC) and International Conference on the Great Lakes Region (ICGLR).

Investors in Zambia are also seeing a good return. According to the 2013 World Investment Report, Zambia ranks 17th in the top 20 global economies with the highest inward foreign direct investment (FDI) rates of return in 2011 – on a par with Bolivia, the Czech Republic and Russian Federation; and ahead of Honduras and Chile.

In 2012, Zambia attracted up to US\$1066 billion in FDI. This is slightly below the US\$1108 in 2011, but 53% ahead of the US\$695 million of 2009 during the international financial melt-down.

Much of this investment is from China, according to the report. But investors from Japan, South Africa, India, Canada and the United Kingdom are challenging this dominance.

Zambia's trade links also show an interesting pattern.

According to Ernst & Young, Zambia's

major trading partners are China (21.4%), Saudi Arabia (8.9%), DRC (8.6%), South Korea (8.3%) and Egypt (8.1%).

There are also major logistics investments driving growth: The World Investment Report singles out the Angola-Zambia Refined Petroleum Multi-Product Project, which involves Ba Liseli Resources (Zambia) constructing a 1400-km pipeline and related infrastructure from a refinery in Lobito, Angola, to Lusaka, Zambia.

The overall project represents an investment of US\$2.5 billion within the framework of a public-private partnership. Of this,

US\$168 million was announced in 2012 as Zambia's first greenfield project in Angola since 2003.

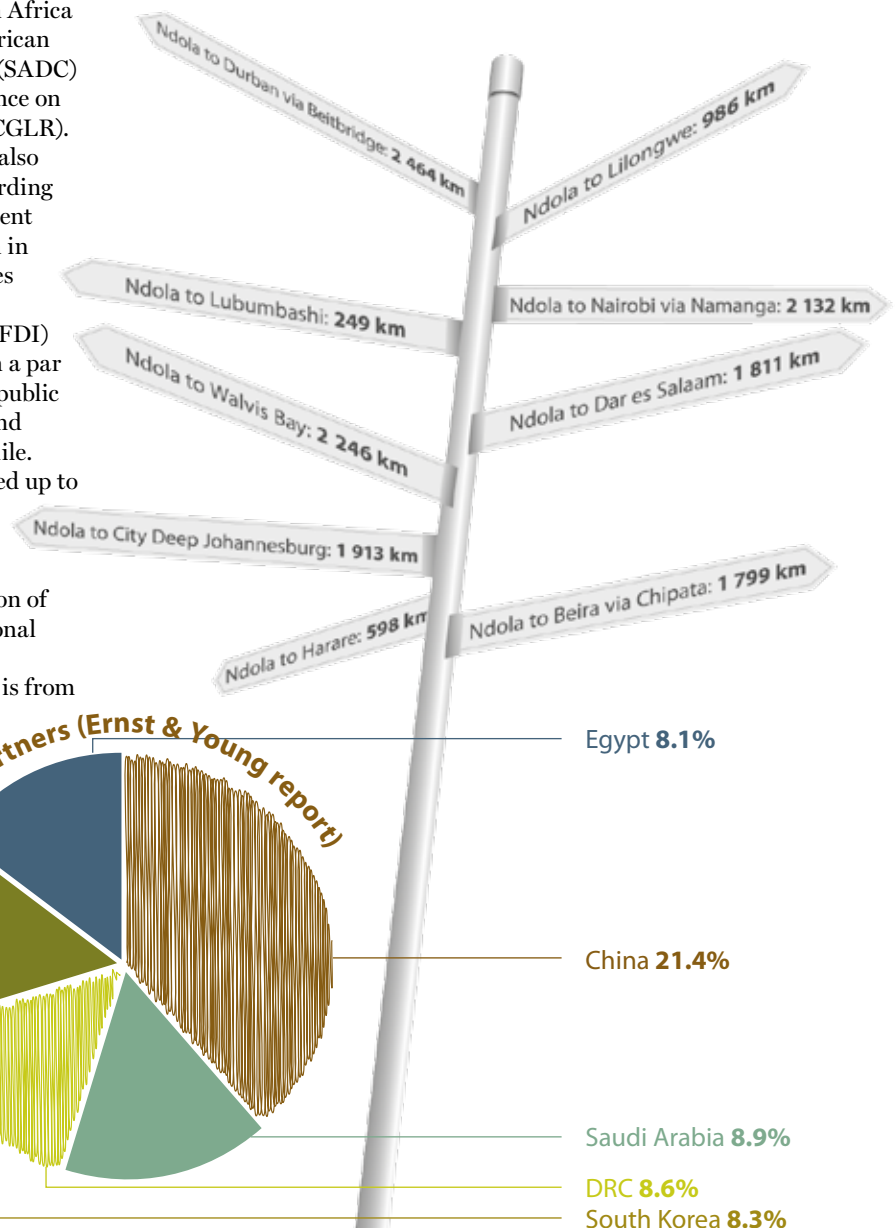
But the key to unlocking intra-African trade and reducing the overall cost of doing business on the continent lies in rail – and here the consensus (even among trucking companies) is that the region's authorities have failed to build up the necessary head of steam to drive the revival of rail.

There are plans and policies, but road is likely to be the main artery connecting the Zambian hub to the rest of the region for the next five to 10 years at least.

“

The key to unlocking intra-African trade lies in rail – and the region's authorities have failed to drive its revival.

Road likely to be main connecting artery



South African and international logistics companies are finding it quicker and more cost-effective to buy shares in established Zambian firms rather than establishing new entities.

An economic growth rate of around 8% and diversification of the economy into agriculture, manufacturing and logistics makes it an attractive destination.

Zambia has eased trade by implementing a one-stop border post with Zimbabwe, launching web-based submission of customs declarations, and introducing scanning machines at border posts.

These measures are in line with the relatively new government's focus on attracting investment – but it has some way to go.

While Zambia is placed fourth

Big focus on attracting foreign investment

... but government has a long way to go

in Africa on the World Bank's Ease of Doing Business ranking, its global standing is 94.

17 days

The average time to register a business.

South Africa is 39th, followed by Botswana (59), and Namibia (87). Lesotho at 136 is the next-best African country for

business after Zambia.

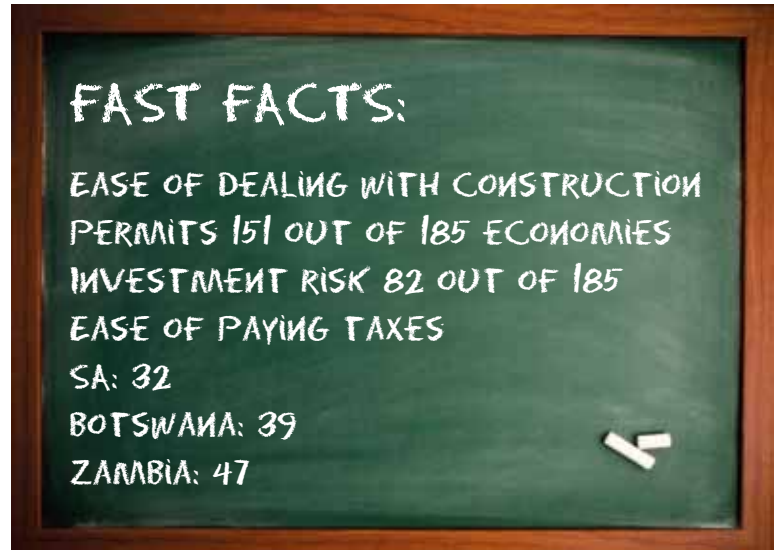
Investors are free to invest in any sector of the Zambian economy and are entitled to incentives provided through the Zambia Development Agency (ZDA) Act of 2006.

The ZDA Act does not discriminate against foreign investors, and no business ventures are reserved solely for the government.

Companies wanting to establish a new operation can expect to take an average of 17 days to register a business.

But building that new warehouse or truck depot can take longer: Globally, Zambia stands at 151 in the ranking of 185 economies on the ease of dealing with construction permits.

It will also take at least 40 days to register the property. Pulling power into the facility will take 117 days on average – Zambia is ranked at 151 out of 185 economies on the ease of



getting electricity.

And then a back-up generator will be required for operations relying on power.

New builds are, therefore, designed as "green" facilities not only to reduce the carbon footprint of the logistics chain but also to contain costs.

The country's two power companies have warned that power prices in Zambia may need to double by 2015 to make it viable to build new generation capacity and end a supply shortage

That is not the only risk facing

40 days

The time it takes to register your property.

117 days

Getting power into your facility.

investors in the country.

In terms of investment risk, Zambia is ranked at 82 out of 185 economies on the strength of investor protection index.

Then there is the question of taxes: Zambia stands at 47 in the ranking of 185 economies on the ease of paying taxes. (Third in Africa, behind South Africa at 32 and Botswana at 39.)

On average, firms make 37 tax payments a year, spend 132 hours a year filing, preparing and paying taxes and pay total taxes amounting to 15.2% of profit.



Hitachi chooses Zambia as its home

Remanufacturing Centre serves southern Africa business

Ed Richardson

Japanese firm Hitachi Construction Machinery Group decided to open its first African remanufacturing centre in Lusaka because of the geographic centrality of the country. The project aim is to have components brought in from throughout the region – including South Africa – for remanufacturing to “as good as new” standard, according to Kennedy Chama, planning and logistics manager for Hitachi Construction Machinery Zambia.

The company’s Remanufacturing Centre is being utilised by a number of mines in the region, including the Canadian-owned Lumwana mine in Zambia, which is Africa’s largest copper mine; First Quantum Minerals Limited also located in the North Western Zambia; the Konkola Copper Mines plc; and the giant Moatize coal mine in Mozambique which is operated by Vale of Brazil.

With the mining boom in southern Africa and the positive trends in investment in this sector, there are strong demands for parts components to support the equipment already in the



The new high-profile Hitachi Construction Machinery remanufacturing plant in Lusaka.

field, says Chama. Because of this huge demand in the region and the company’s policy in offering high levels of customer support, Hitachi invested US\$15 million in the Lusaka plant to ensure the availability of replacement components. In addition to ensuring the availability of components for models in the field, “remanufacturing is more environmentally friendly than always using new components,” he says. Hitachi adopted the globally accepted principle of recycling cores and casings which are still within standard specifications and replacing the inner parts with new ones.

For high reliability and

“

One of the biggest challenges in the region is not the transporting of the large components, which can weigh tons, but negotiating through the different tax regimes in the neighbouring countries.

– KENNEDY CHAMA

equipment availability, Hitachi remanufactured components are of high quality and are backed by the same warranty as the “new parts” warranty policy but offered at a significantly lower price, Chama told FTW. “And the Lusaka facility has a record of zero premature failures since operations started in June 2012,” he said.

The more than 30 technicians working in the plant are mostly Zambian, in line with Hitachi’s policy to promote local economic development. Machinery used in the plant was imported directly

from Japan, and measuring and testing equipment from South Africa. The Zambian government facilitated this investment with start-up incentives including the waiving of import duty on manufacturing equipment, which was another factor that influenced

Hitachi’s decision to become the first major Japanese private company to invest in Zambia.

To carry out its

remanufacturing business successfully, Hitachi Remanufacturing Centre imports and stocks a huge volume of parts of over 3 400 line

\$14m

The value of the more than 3 400 line items stored in the Hitachi Remanufacturing Centre.

items valued at over US\$14 m in the company’s Lusaka warehouse.

These stocks are replenished through a combination of direct shipments from Hitachi Construction Machinery HCM in Japan, and Hitachi Truck Manufacturing HTM in Canada, through Durban and Beira. There is also quite a significant amount of airfreighting for urgent parts, says Chama.

There are deliveries from Hitachi Construction Machinery Africa in Jet Park, Gauteng three times a month on current average, he added. The Lusaka warehouse supplies the Hitachi warehouses with the remanufactured components in the Copperbelt, with weekly deliveries to Kitwe and Lumwana so that remanufactured components are stocked near the mine site operations.

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Ed Richardson

Talk on the Zambian Copperbelt quickly turns to the opportunities just over Kafue River which forms the border between Zambia and the Democratic Republic of Congo (DRC).

The capital of the Katanga province and second-largest city in the DRC is the new El Dorado of central Africa. Like the legendary city of El Dorado, it has gold.

But, there is much more. Best known for the copper mines, the area also produces cobalt (with half the world's known reserves), diamonds, zinc and manganese.

It has estimated reserves of five million tons of cobalt, and 6 m tons of zinc. The 70 m tons of copper reserves put the region behind Chile, which has reserves of 88 m tons. However, the DRC's

deposits are of superior quality, yielding an average 3.5% copper compared with Chile's 0.5%.

All of which make for rich pickings for both miners and logistics suppliers, without which no industry can survive.

The DRC is seen as the next big opportunity in Africa for the logistics industry, with the initial focus being on the pot of gold that is most accessible from Zambia.

Lubumbashi has undergone a demographic and

Lubumbashi the new El Dorado

economic transformation over the last 10 years, with a doubling of population to around 1.5 million.

By 2020, the city's population will double to more than 5m, according to the United Nations. The growth is supported by diversification of the economy.

Manufactures include textiles, food products and beverages, printing, bricks, and copper smelting. The city is home to the Simba brewery, which produces Tembo beer. It is served by a daily newspaper.

Lubumbashi also hosts the headquarters of one of the country's largest

banks, Trust Merchant Bank. Korongo Airlines, a joint-venture between Brussels Airlines and the multinational Groupe George Forrest International Afrique, has its head office in Lubumbashi. The airline introduced a Johannesburg-Lubumbashi service in April 2012.

Some of the larger mining companies in the area include Anvil Mining Congo SARL,

“

The DRC is seen as the next big opportunity in Africa for the logistics industry, with the initial focus being on the pot of gold which is most accessible from Zambia.



Hakuna Matata (No worries): The banner on the back of this Congolese truck making its way through Ndola says it all.

First Quantum Minerals, Kababankola Mining Company, Tenke Fungurume, Ruashi Mining, Somika, Freeport-McMoRan Copper & Gold and Glencore International.

The city's rapidly growing population needs to be housed and fed. But, in contrast to many other cities in the region, Lubumbashi is growing its own rather than importing all its requirements.

A Food and Agriculture Organisation (FAO) project has created a flourishing urban and peri-urban horticulture (UPH) sector.

The area under horticulture has risen from less than 100 hectares to 725 ha. Market gardens ringing the city produce more than 60 000 tons of vegetables a year.

This still creates business for the logistics supply chain as fertilisers and farming equipment is mostly imported, and must of necessity

travel through Zambia.

Rapid growth and urbanisation come at a cost in terms of stability. In April this year the city was invaded by Mai-Mai Bakata Katanga secessionists, followed by fighting which left 35 dead. South African troops are part of the United Nations peacekeeping force in the eastern Goma province.

The city of Goma is around 1600 km from Lubumbashi.

No one said life would be easy in El Dorado.

The DRC is currently ranked 181st out of 185 countries on the World Bank's Ease of Doing Business index. Zambia is ranked 74th.

Logistics providers are opting to retain their base in Zambia. Mines are also storing chemicals and other supplies in Zambia – which has created a demand for warehousing on the Copperbelt and as far south as Walvis Bay.



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MSC comes on strong in Zambia

Providing a through bill of lading from source to destination

MSC's decision to open its own offices in Lusaka is already making waves in the shipping industry serving Zambia, according to Mesele Seyuba, who has returned to his home city to establish the Mediterranean Shipping Company (MSC) corporate presence in the country.

Born and raised in Zambia, Seyuba spent some time in minerals exploration after graduating from the University of Cape Town.

MSC is building on the existing support network it had in Zambia before the opening of the offices, and is now in a better position to "ensure a smooth passage of cargo" in and out of the country, he says.

"We opened the office in order to support the economic growth of Zambia. MSC can help bolster exports of both minerals and agricultural products by offering tailor-made solutions," he says.

The line works closely with forwarders in order to offer the best transport solutions to shippers. "We are not forwarders or clearing agents. What we are selling is shipping and ocean freight," he says.

“



MSC can help bolster exports of both minerals and agricultural products by offering tailor-made solutions.

– MESELE SEYUBA

Shippers and their agents are now able to liaise directly with the shipping line in Zambia. Working with sub-contractors, MSC is able to provide a through bill of lading from source to destination.

"We have stringent arrangements in place with transporters to ensure that they are reliable and that the cargo is fully covered by insurance," he says.

Seyuba encourages clients to work closely with the shipping line so that the Lusaka office can ensure that "all relevant parties are correctly lined up."

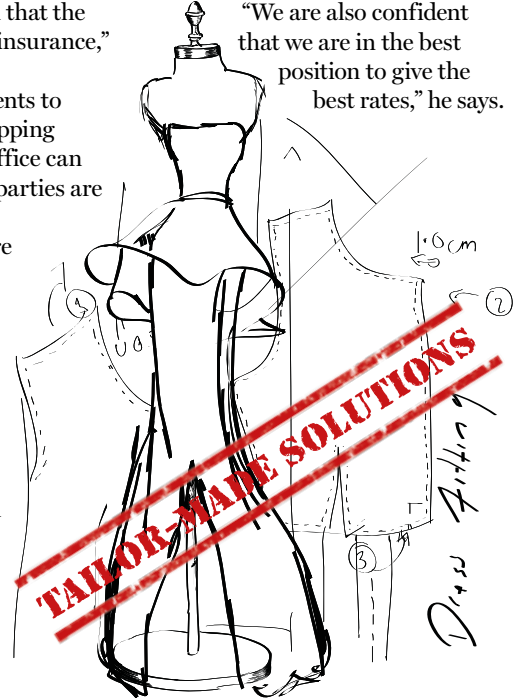
Full container loads are now accommodated, with the Lusaka office returning the empties into the MSC system through Beira and Dar es Salaam.

Alternatively, containers can be destuffed in Durban and conveyed as breakbulk cargo.

"What we offer is tailor-made solutions. We are responsive to the needs of clients and do

our best to match the services we offer to their requirements.

"We are also confident that we are in the best position to give the best rates," he says.



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New services offer improved connectivity

'Beware of potential for hidden costs'

Zambia's connectivity to the rest of the world has been strengthened through the recent addition of two new CMA CGM/Delmas services, according to Syreeta Chitengi, general manager of CMA CGM Zambia.

"A direct call on Maputo eastbound provides customers with a service linking Zambia via Mozambique and the Far East offering a short transit

time. The first call for this service was in mid May.

"A new MIDAS call on Durban from (July) this month offers customers direct access from India and Middle East Gulf to Durban and on carriage to Zambia, with the most competitive transit time in the market," she says.

According to Chitengi, the addition of new services is a reflection of growing demand into and out of Zambia. "We have grown and continue to grow our business in Zambia and we have achieved great results all round in both import and export shipping services," she says.

CMA CGM Zambia "takes care of both the ocean and land needs of our customers, allowing them to focus on their core business and let us worry about their

shipping and logistics needs".

She warns shippers to beware of hidden costs. "There is a misconception sometimes in the market that the end-to-end through bill of lading product is more expensive than separating the ocean transport and contracting another entity

to handle the inland trucking.

"What many cargo owners do not realise is the potential of hidden costs in the event that this does not

35

The number of years the CMA CGM Group has been serving the industry.

go smoothly. These can easily outweigh any intended savings. My advice is for the customer to always make an informed choice by getting quotations for both services and reading the fine print."

The value of good service should also not be ignored: "This year the CMA CGM Group clocks 35 years in shipping and logistics services, and both our past and future success is underpinned by providing customer-focused solutions," she says.

“

The addition of new services is a reflection of growing demand into and out of Zambia.

— SYREETA CHITENGI



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Heavyweight appointment sets KWE on growth path

Integrated global logistics company Kintetsu World Express (KWE) is ready for take-off in the regional and international airfreight and aerospace logistics market following the appointment of Keith Horn Management Services (KHMS).

Richard Szabo, director at KWE says: "Keith Horn has chalked up numerous accolades throughout his business tenure, most notably in the supply chain and logistics industry. He is particularly well known for his meticulous approach to managing the intricate demands of the aerospace industry and for building cohesive teams and network support."

Horn has been involved in the integrated logistics and supply chain management disciplines for over 20 years, and has served in the clearing and forwarding industry for over 45 years in a range of positions – from operations, sales and marketing to logistics and general management."

Prior to 2011, Horn was



Richard Szabo, Keith Horn and Ikuhiro Hojo ... partners in logistics.

employed at KWE in various capacities, including that of supply chain and logistics director. He was also responsible

for managing the on-site OR Tambo supply chain and integrated logistics requirements of South African Airways

Technical (SAAT.)

Through his consultancy company he is also involved in the development of end-to-end supply chain management solutions and training in logistics and supply chain management for freight forwarders, third party logistics service providers, importers and exporters.

The contract with KWE will run concurrently with other contracts that KHMS has in place.

In 2011 KWE formed Project Cargo Japan in a joint venture with Hitachi Transport Systems.

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Catering for growing warehousing demand

In order to meet the growing demand for warehousing space, Transworld Cargo has developed its logistics facility opposite the port of Walvis Bay, according to Frank Gschwender, who heads up business development for Windhoek-based Transworld Cargo.

The facility has more than 14 000 sqm of storage space, of which 2 000 sqm is under roof, including a bonded facility.

Transworld provides destuffing and container loading services at the facility with an experienced staff of more than 30, he says.

The company is one of the pioneers in the development

of the Walvis Bay Corridors, including the Trans Caprivi corridor which serves Zambia and neighbouring states, says Gschwender.

“This process started 10 years ago and is producing ample opportunities for Zambia and Namibia alike. The Walvis Bay-Zambia route still offers fast transit times, minimal cross-border delays and high security standards,” says Gschwender.



“

The Walvis Bay-Zambia route offers fast transit times, minimal cross-border delays and high security standards.

– FRANK GSCHWENDER

Transworld provides sea, air and road freight, as well as warehousing and distribution services in Namibia, Botswana and South Africa.

“Our strongest cross-border operations are along the Trans

Caprivi Corridor in and out of



The Transworld Container yard in Walvis Bay.

Zambia and the DRC,” he says.

Export cargo is made up mainly of mining commodities from the Copperbelt, with imports comprising a mix of mining and agricultural equipment, as

well as chemicals for the mining industry.

The freight is carried on Transworld Cargo’s own fleet, as well as selected Namibian sub-contractors in order to provide the necessary flexibility to meet demand, he says.



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Hill & Delamain expands into Zimbabwe

Hill & Delamain has expanded into Zimbabwe as part of its drive to establish a regional footprint.

The company has opened offices in Harare and at Beitbridge, according to general manager Hiten Bhagat. In Zimbabwe the company is trading as Combined Logistics.

According to Bhagat, the new company is a strategic investment that will enable Hill & Delamain and its customers to benefit from the growing economies of both Zambia and Zimbabwe, as well as the rest of southern

Africa.

It is an integral part of the company's expansion in the sub-region.

"Our focus is on the interior and moving cargo within the region. "Zimbabwe offers huge potential. It is at a point of transition. It is the right time for Hill & Delamain to invest in the country. There are already synergies between Zambia and Zimbabwe. A number of our clients have interests in both countries," he told FTW.

Bhagat sees the expansion as part of a bigger picture where the SADC region becomes a single trading zone. "We had to decide whether to remain a Zambian

company or to become a regional player.

"With the opening of the two offices we can now control freight all the way from Beitbridge to the Congo.

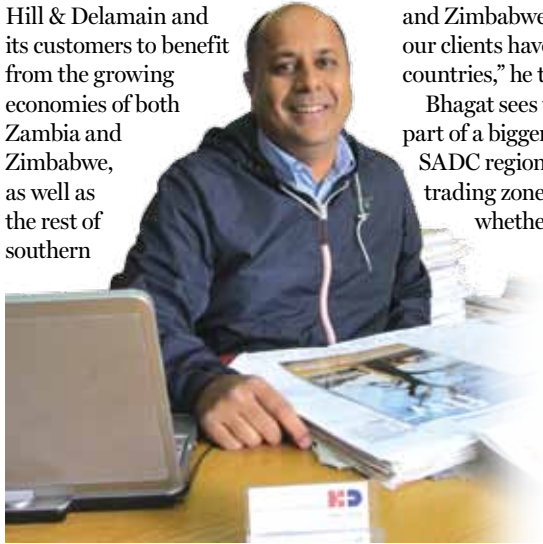
"Our next office will be at the Forbes border post between Zimbabwe and Mozambique because Beira is the closest port for much of the Copperbelt, and Zimbabwean companies use it a lot," he says.

A US\$1.5 million bond has been registered to expedite transit cargo between Zambia and South Africa through Zimbabwe.

Hill & Delamain, which has its own fleet of trucks in Zambia, is in the process of registering vehicles in Zimbabwe in order to provide maximum flexibility.

Bhagat is also very confident about prospects within Zambia itself due to a massive investment in road, rail and power infrastructure by the government.

"The government has raised a 750 million Eurobond to fund the investment," he said.



“

Zimbabwe offers huge potential. It is at a point of transition.

– HITEN BHAGAT

Ed Richardson

Fresh resources, funding and skills are being injected into Ndola-based Buks Haulage Limited (BHL) following the purchase by Cargo Carriers of a 55% share in the company from the founder Buks van Rensburg, who has remained as managing director.

"BHL is a preferred transport supplier to a major international mining house operating in Zambia which has huge expansion projects of its own. Working from this base we are now ready to diversify into other sectors," says technical director Tom Mennie.

BHL's current footprint covers Zambia, the Democratic Republic of Congo (DRC), Mozambique and Namibia.



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BHL set to extend African footprint

“We believe that the Namibian corridor will be important to the new mines opening in the western Copperbelt,” he says.

The company operates a fleet of 126 vehicles ranging from tippers to front-end loaders from its depots in Ndola and Solwezi. BHL recently expanded its fleet with the purchase of 80 FAW trucks that were imported from the manufacturer in China.

“Going directly to source has enabled BHL

to reduce its cost structures and gain competitive edge in Zambia’s logistics industry,” Van Rensburg said at the hand-over of the vehicles.



“

Namibian corridor will be important to the new mines opening in the western Copperbelt.

– TOM MENNIE

“The trucks are considerably cheaper than equivalent alternatives. We tested the FAW trucks in

Zambian conditions and found that they were suited to the African terrain and have far better fuel consumption (about 8%) than

their nearest competitors.”

The FAW investment increased the total BHL fleet from 75 to 126 trucks while boosting the company’s business by 60%.

Cargo Carriers’ investment in the company is facilitating BHL’s rapid expansion while BHL gives Cargo Carriers a broader footprint in sub-Saharan Africa, and the chance to take advantage of the boom in the Zambian mining industry, says Van Rensburg.

Future plans are in place to build a warehouse complex on the grounds in Ndola which currently houses the head office and transport operations.

Having efficient cross-

country and cross-regional transportation will encourage Zambian businesses to seek new opportunities both inside and outside the country, and

126

The number of vehicles in the BHL fleet.

will stimulate local business expansion, says Mennie.

All the vehicles are under 24-hour surveillance backed up by regular road patrols, mobile workshops, as well as in-house maintenance and repair facilities.



BHL is expanding following its incorporation into the Cargo Carriers group.

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“

South African companies should be doing more.



SA companies urged to be more active in Africa

South African companies should be doing more to take advantage of the additional capacity that is available to transport goods into the rest of Africa, says Hilton Tait, chief executive officer of FT Global Logistics.

While the logistics sector is investing in the continent to support trade, the challenge is

getting South Africans to go and market their products in Africa, says Tait.

“All too often we see South Africans waiting for buyers to come and place orders.

“Hopefully the exporters will spend money and invest resources in trying to develop or re-develop these markets north of the Limpopo.”

‘Living’ the logistics

CML staff get first-hand experience of ports and routes

Ed Richardson

In the interests of improving service levels, staff based in the Zambian offices of Cargo Management & Logistics (CML) are visiting the major ports of entry.

“This gives them first-hand experience of the conditions in the ports and provides the opportunity to meet the shipping line agents and customs officials,” says CML’s Rainer Frick.

CML management and staff travel along the main trade routes to the ports in order to experience the whole logistics value chain.

Staff who have been on these educational visits are now more able to understand where and what causes these delays and in turn be better informed to explain these to the customers.

According to Frick, the team is also able to handle the growing volumes being managed by CML.



“

Educational visits enable staff to understand where and what causes delays.

– RAINER FRICK

“At the moment copper is doing well, but we are seeing growth across the market.

Volumes of agricultural

produce are expanding. Imports are also doing well and volumes of construction materials are also increasing,” he says.

CML routes cargo through all the main ports serving Zambia on both the east and west coasts.

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- 2 010:** Million Euros turnover per year
- 6 000:** Transport vehicles used in Africa
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- 6 500 000:** Tons of freight handled per year
- 8 000 000:** Square metres of warehousing space and yards

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chain

With 13 offices in Zambia, employing more than 50 staff, the company is also able to cater for an increased demand for local cargo movements.

“We are able to help clients reduce costs on local and transshipment cargo,” he says.

Strong links and synergies between CML in Zambia and the company’s headquarters in the United Kingdom mean it can advise importers and exporters on both continents of the most cost-effective way of moving cargo. All offices are linked, making contact and the exchange of information immediate.

Many of the procedures and systems in place in the UK, implemented as part of their ISO 9001 accreditation, are used in the Zambian offices and staff from the UK regularly visit.

JV creates opportunities for trade with Zambia

A joint venture between FT Global Logistics and Speedlink Cargo of Zambia will benefit Zambian shippers, according to Hilton Tait, chief executive officer of FT Global Logistics.

“Speedlink is a well-established company with a 22-year history and a presence in South Africa.

“The joint venture has helped fast-track the entry of FT Global Logistics into the market, while clients benefit from the economies of



scale,” said Tait. “Volumes have grown quickly to three consolidated loads a week out of Gauteng to Zimbabwe.

“While this JV is aimed at the

“

Volumes to Zambia are growing, as many exporters with goods bound for Zimbabwe also have regular traffic to Zambia.

– HILTON TAIT

Zimbabwean route, the extensive marketing on the route has had significant spin-off business on other export routes,” he added.

“We have canvassed over 100 South African export

clients in the past two months. In addition to new Zimbabwean business, we have also secured road and air freight traffic on the Zambian route.

“Volumes to Zambia are growing, as many exporters with goods bound for Zimbabwe also have regular traffic to Zambia.

“We are now looking at a similar arrangement on the Zambian trade route,” he says.

FT Global Logistics established a presence in Zambia primarily to support the activities of the First Tech Group of which it is part.

These include Flint Construction, which designs and builds rail infrastructure mainly for the mining industries.

The group also exports large volumes of HDPE piping to Northern Zambia, as well as lighting products and electrical components to appointed agents in Lusaka.

“We now have a base from which to operate and the new business means we are now able to generate our own consolidation and full load rates for markets in Zambia,” says Tait.



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Celtic sticks to the knitting

Focus on SA-Zambia route maintains quality – Kuntawala

“We focus solely on the SA-Zambia route because the quality of your service drops when you lose focus,” says Yogesh Kuntawala, managing director of Celtic Freight Zambia.

The company, which has grown into one of the largest logistics, trucking and distribution companies in Zambia over the past 15 years, continues to invest in order to sustain service levels

and to ensure that the Durban, Gauteng to Zambia connection remains competitive.

We have continually invested in newer trucks and new trailers,” he told FTW, “so that we continually try to improve

our down time.”

Celtic started investing in trucks around 10 years ago when “we realised that in order to get logistics right you need to be your own master on your trucking,” he says.



“

Wherever physically possible consolidation cargo is packed in a container at no cost to the customer.

– YOGESH KUNTAWALA

With its own fleet Celtic is able to offer a full door-to-door delivery and distribution system within Zambia.

LCL or truck load, freight from South

Africa is consolidated at the company’s facilities in Gauteng and then hauled to Zambia where it is deconsolidated and distributed throughout Zambia by Celtic.

There is always a demand

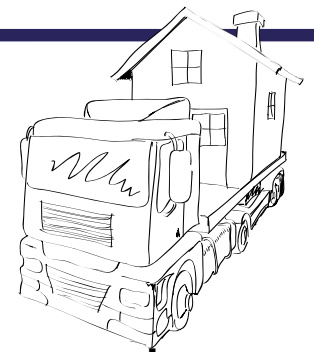
for smaller loads as Zambian companies focus on cash flow and gain confidence in the ability of Celtic to deliver on time out of South Africa, he added.

“When you source from South Africa you do not need to order a full container load as you do out of China or Europe,” he says.

Kuntawala points out that there are minimal savings from a freight perspective between full container loads and breakbulk.

“You are paying per ton kilometre either way.

In fact, you may save because you are not paying for the container, which on its own weighs 2.2 tons,” he says. With this in mind Celtic has made the commercial decision that wherever physically possible consolidation cargo is packed in a container at no cost to the customer.



Leveraging strengths to cater for personal effects

Celtic Freight is leveraging its national trucking and distribution system combined with logistics, clearing and forwarding know-how to cater for the home removals industry.

“A number of the household packing companies use us because of the level of service we provide, and infrastructure that is on offer,” says Celtic’s Yogesh Kuntawala. “We negotiate with the shipping lines for the ocean freight in order to offer a full service from anywhere in Zambia to the final destination anywhere in the world, as well as within Zambia,” he said.

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Zambia is working with the private sector to invest in the country's road infrastructure in order to support economic growth which is forecast to grow between 7.5% and 8% annually over the next five years.

The goal of the "Link Zambia 8000 Project" is to build 8 000 km of high-quality single and dual lane roads throughout the country over next five years, at a cost of over US\$5 billion.

Work has already started on Phase 1 of the project. Zambia

raised a US\$750-million Eurobond in September 2012 to finance

infrastructure projects.

Priority freight toll routes identified by the Roads Development Agency (RDA) include Solwezi to Kazungula (with a spur to Kasumbalesa); Kapiri Mposhi to Nakonde; and Lusaka to Mehinji via Chipata.

"Developed and managed

Zambia partners with private sector on road upgrades

properly, this project could make Zambia a transportation hub for Southern Africa," says the United States Department of State.

It has urged US companies to become involved.

"The RDA has invited world-class American road construction project management companies to

take part in this growth opportunity.

In addition to roads, the construction sector in

Zambia offers opportunities in housing, urban planning and power generation and distribution. Other growth sectors in Zambia include mining, agriculture, energy, transportation and water management," it says.

Zambia depends on its road

7.5-8%

Estimated annual economic growth.



Convoys of trucks from the Copperbelt travelling through Zambia to neighbouring port gateways.

network to ship mine inputs and exports overseas through its eight neighbouring countries.

The country's neighbours are

also heavy users of Zambian roads to provide a reliable and shorter path to African ports, says the State Department.



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Walvis Bay corridor volumes reaching critical mass

Freight capacity on the Trans-Caprivi Corridor is approaching the critical mass required to ensure that freight moves smoothly along the Walvis Bay-Ndola-Lubumbashi Development Corridor, says Andrew Sinyangwe, Zambian business development manager for the Walvis Bay Corridor Group (WBCG).

“There is increased interest from the mines. We are now focusing on increasing truck

efficient than on the other main routes, says Sinyangwe.

So much so that exporters from Malawi have also started using the Trans-Caprivi Corridor in preference to those linking the country to much closer ports.

According to the WBCG group, there has been a 75% increase in volumes along the corridor over the past year.

“We are seeing growth in the full spectrum of cargo, and not only mining-related freight.”

At present there is some capacity on the return journey as the corridor is presently carrying more imports for Zambia and neighbouring countries than exports, he says.

The Walvis Bay Corridor Group is working closely with its members to help them benefit from the growth of the corridor.

“Anyone who can offer a service and has the capacity to deliver is welcome to speak to me,” he says.

Sinyangwe has hosted a

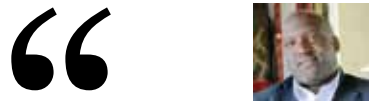


The Port of Walvis Bay ... viable alternative to Dar es Salaam and Durban.

number of information sessions for WBCG members wanting to expand their services into the Copperbelt and other regions. Members are also welcome to accompany him on his regular

visits to market the corridor in the Zambian hinterland.

“We believe there is massive potential to offer Walvis Bay as an alternative to Dar es Salaam and Durban. All the links are



We are now focusing on increasing truck capacity and storage in Walvis Bay.

— ANDREW SINYANGWE

capacity and storage in Walvis Bay,” he says.

It is estimated that the corridor has the capacity to carry three thousand tons of cargo a month.

Mines which have been testing the route with convoys of up to 25 trucks at a time are reporting that their cargo moves faster, and that the shipping is more

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Toll opens own office

Logistics giant Toll Global Forwarding has started its African expansion strategy by opening its own wholly owned operation in Zambia.

“We understand how important it is to our customers for Toll to have complete control over our service delivery – particularly in Zambia where most of our competitors have to rely on local agents,” says Mark Mould, country manager – Zambia. “This way we can manage our supply chain ourselves and deliver on our promises.”

“Many Zambian importers and exporters have become frustrated by poor service delivery in this market,” said Mould, who believes that Toll is plugging that gap.

The company sees Zambia as a strong growth market with huge potential. He believes the company’s worldwide forwarding network supported by a local team of logistics experts is a winning formula.

Having worked for Toll in South Africa, Mould took on the challenge of running

the Zambian operation early this year and has been joined by his wife Maggie who also has many years in the logistics business.

“Even though I’ve only been here for a short period, I’ve spent many years working in other parts of Africa, and the one thing that I’ve learnt about doing business in Zambia is that it’s about relationships and trust

with your customer,” say Mould.

The company has a large office and warehouse facility in Lusaka and operations at all the major border posts to control and manage import and export processes on behalf of its customers. “Part of our success is having the right people not only in Lusaka but also at the border posts where most of the challenges occur,” he said.

now in place.”

Namibian customs is also working with the WBCG to facilitate the movement of cargo by creating common codes and

75%

The increase in volumes along the corridor over the past year.

doing away with bond fees for certain cargo, he says.

Zambian hauliers have seen the opportunity and have increased the capacity on the route by up to 200 trucks over recent months.

South African hauliers are also opening up companies in Zambia or buying into existing operations in order to service the corridor.

Namport, for its part, continues to invest in the port of Walvis Bay in order to support the growing volumes.



One thing that I’ve learnt about doing business in Zambia is that it’s about relationships and trust with your customer.

– MARK MOULD



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Expediting flow of cargo through Dar es Salaam

'Competitive option for Zambian cargo'

The port of Dar es Salaam offers several competitive advantages against other harbours serving Zambia – particularly for exports, says Firoz Dungarsi, managing director of Ndola-based Inland Investments.

"Everyone talks about congestion in Dar es Salaam, but there are only delays when it comes to offloading, which is where ships are forced to wait outside the port. Once they are in the port it is efficient.

"There are no delays when it comes to loading," he says.

Having a strong presence in the Tanzanian port through the

parent TRH group also helps the company to expedite the flow of cargo through the port.

"We are able to ensure that the cargo is cleared and delivered to the stack on time for loading," he says.

Regarding security in the port, he says it is important to time

delivery to the very last day to ensure minimum dwell time.

Inland Investments provides storage outside of the port so that cargo can

be stored ahead of stack date.

"We believe no other company has as much infrastructure and support in Dar es Salaam as the TRH group of companies, and we continue to invest in the port

city," he says.

The company also provides trucking and security services from the Copperbelt to Dar es Salaam, operating up to 460 loads a month.

The TRH group has plans to establish its own fuel storage facility in order to manage an annual fuel shortage. "We use 50 000-70 000 litres of fuel a month, and we are faced with shortages of supply every year. Having our own facility will mean that we will not run out, and we will be able to keep our clients' freight moving," he says.

Copper is the main commodity on the outbound leg, and the trucks are loaded with general cargo for the return.

"The total transit time from the Democratic Republic of Congo is between eight to ten days, with up

“



Storage provided outside of the port so that cargo can be stored ahead of stack date.

– **FIROZ DUNGARSI**

to five days spent at the border. Actual travelling time is about five days," he says.

Inefficiencies and theft have seen rail volumes decline, although some freight is still moved by rail. Dungarsi is one of many who are hoping that the promises of the rejuvenation of the rail link by the Tanzania Zambia Railways Authority (Tazara) will be fulfilled.

Mines sideline freight forwarders

Zambian freight forwarders are feeling the pinch as mines cut costs by dealing directly with transport companies.

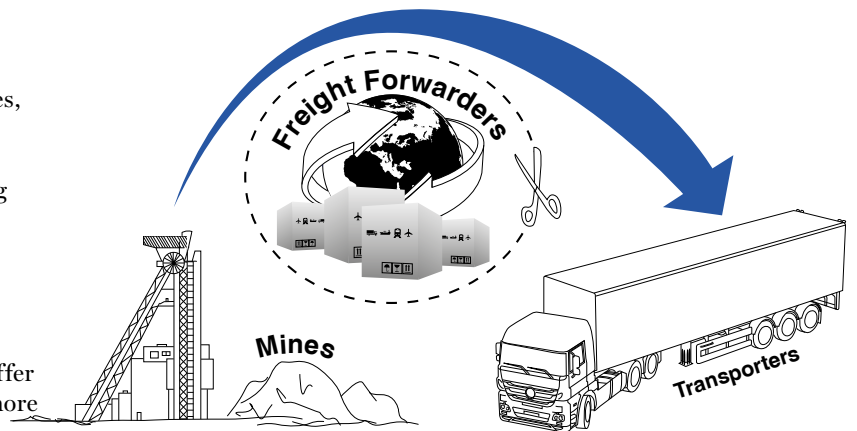
A number of people interviewed in Zambia by FTW commented on the trend, which is also being followed by some of the larger importers of goods and machinery.

Trucking companies are keen to sign the business due to over-

capacity on some of the routes, which is putting pressure on prices and margins.

A similar trend is emerging elsewhere.

The consensus is that the forwarding companies who want to retain a share of the market are going to have to reinvent themselves and to offer a higher level of services at more competitive rates.





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An efficient logistics system supports this semi-formal manufacturing sector in a Lusaka suburb. The doors, windows and burglar bars are made on site by small manufacturers who purchase materials from suppliers whose warehouses are strategically positioned containers. This keeps logistics costs down as the containers take full truckloads of rods and sheeting. Delivery of the final product is handled by the customers, who include builders and retailers.

Zambia's multi facility economic zones – which are designed to attract investment into the country – are starting to sign up tenants.

Introduced to Zambia in 2005 by the Japanese Government through Japan International Corporation Agency (Jica), the MFEZs are special industrial zones for both export-oriented and domestic-oriented industries.

Infrastructure within the zones is designed to minimise logistics costs.

The zones are expected to act as catalysts for industrial development in Zambia and contribute to the achievement of Vision 2030, which aims to make Zambia a prosperous middle-income country by that year.

In April this year it was

Multi facility economic zones start signing up tenants

announced that 10 Chinese companies had shown interest in investing into the Chambishi Multi-Facility Economic Zone on the Copperbelt.

Making the announcement, ministry of commerce, trade and industry permanent secretary Stephen Mwansa said

\$350m

The investment of each potential tenant in the Multi-Facility Economic Zones.

this brought the number of potential investors into the zone to 30, with each investing

between US\$300 million and US\$400 m.

Among them is Chinese logistics provider Sintra.

The Zambia Development Agency has granted MFEZ status to developments at Chambishi, Lusaka East, Lusaka

South, and Lumwana. Industrial parks are being developed in Ndola Roma in order to support manufacturing.

A 2100-hectare MFEZ near the airport in Lusaka (Lusaka East) will include a mix of residential, commercial and business facilities.

Logistics has been identified as a key sector for the zone due to the geographic advantages offered by the central position of Lusaka in relation to the region.

In June this year the first World Health Organisation (WHO)-certified pharmaceutical plant in southern Africa became the first investor in the zone.

MFEZ incentives are non-discriminatory and can be claimed by all eligible foreign and local investors.

Manica establishes Zambian forwarding division

Manica Zambia has established a forwarding division in order to meet demand in the fast-growing Zambian economy.

“We are seeing strong growth already in the forwarding division after opening it in December 2012,” says Marlon Nkhata, regional manager north of Manica Zambia.

Having its own forwarding division is enabling Manica Zambia to leverage its financial strength and regional network. The company is able to cover the bonds for high-value cargo transiting through neighbouring countries into Zambia, as well as export loads.

It also has the facilities and expertise to support the expansion of the Zambian agricultural sector.

“We are bringing in large quantities of agricultural equipment and supplies for the eastern and central provinces,” he says.

Manica Zambia handles exports from Zambia into the rest of Africa for the World Food Programme.

Having a strong base in Walvis Bay through Manica Namibia enables Manica Zambia to optimise the use of the corridor for imports and exports, he said.

“The country is strategically positioned. It is politically stable, and its economy is growing,” he says.

In response to the growth Manica Zambia is expanding its services in Kitwe, Chingola and Solwezi.

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Oil and gas supports growth

The past few months have been a tumultuous period for the local logistics industry - especially in view of the ever-increasing fuel prices and the weaker rand/dollar exchange rate, says Manica Group MD Hans-Werner Timke.

"Changes in the volumes of some shipping liners have also impacted on the revenue and operations of the local logistics industry. On the positive side, Manica has been fortunate in securing a foothold in the budding oil and gas exploration industry.

"Similarly we are also exploring more extensive bunkering services as part of our portfolio expansion drive. Organic growth remains one of our top priorities, especially as it means we can provide more job opportunities and on-the-job training to the local community," Timke said.

We are focusing on expansion in Kitwe, Chingola and Solwezi.

Walvis Bay investments woo Zambian shippers

Investments by the Walvis Bay-based Manica Group Namibia have strengthened the appeal of Walvis Bay as a port of entry and exit for Zambia and the Democratic Republic of Congo.

Over the past financial year the group has invested more than R21 million in additional logistics equipment and upgrading its facilities.

New equipment includes a 55t crane, 45t reach stacker, side-loader, trucks, forklifts and flatbed trailers. The company is also in its final stages of implementing

a computerised track-and-trace system, upgrading its telecommunication system and creating a whole new section to provide an "office-away-from-home" facility for its marine clients, known as the Manica Business Centre.

"This investment was a strategic move not only to meet the requirements of some of our clients and unusual cargo types, but also to provide other logistics-related services that

are often outsourced. In that way we constantly improve our productivity and cost effectiveness," says Manica

Group MD, Hans-Werner Timke.

One such example is the peripheral services that the warehousing arm of Manica,

R21m

What the Manica Group invested in equipment last year.

Rennies Consolidated, now offers its clients.

These include a mobile and a fixed ramp to offload vehicles, container repair and cleaning services, packing and de-stuffing of containers and cargo inventory control - to mention a few.

Rennies also obtained certification for the storage of hazardous and radioactive

“

New Manica Business Centre provides an 'office-away-from-home' facility for its marine clients.

— HANS-WERNER TIMKE



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material such as uranium. About R5 million will be ploughed into modernising and upgrading the warehousing and depot facilities.

"In other instances Manica has had to adapt to new logistics requirements, especially in the oil and gas field. With

our 89 years of experience, skilled workforce and our vast infrastructure resources we have been able to adapt and stay flexible in providing seamless, one-touch solutions – especially to the stringent demands of project freight and the oil and gas industry," says Timke.

Still place for smaller agencies

There is still space in the Zambian market for smaller agencies as they are more flexible and offer the personal touch that does not come as easily for bigger companies, says Perry Siatulye of Ndola-based Halifax Freight Services.

"We are always flexible. As the owner and manager I do not just sit in my office. I get involved in the operations myself."

His speciality is clearing. "My life is clearing," he says.

Siatulye also has first-hand experience of being a shipper himself as he imports toys and other goods to his own account for sale and distribution.

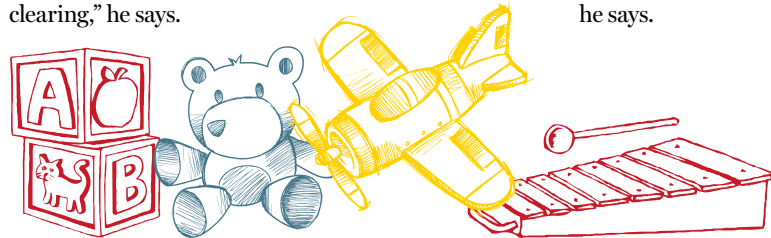
Halifax offers the full range of logistics services, including the procurement of supplies.



It and other small agencies punch above their weight through partnerships. "You need to be well connected all along the route in order to provide quality service," he says.

“
First-hand experience of being a shipper – importing toys for sale and distribution.

– PERRY SIATULYE



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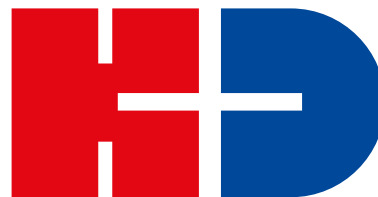
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African Cargo to set up DRC subsidiary

You will get burned in the Democratic Republic of Congo (DRC) if you do not know what you are doing," says Stephen Roberts, managing director of All Cargo Solutions (ACS).

The Zambian company, which is part of the UK-based African Cargo Services Group, is forming a DRC subsidiary and opening a Lubumbashi office in order to provide support on the ground for clients.

ACS's Zambian head office has been moved from Ndola to Kitwe to be closer to the border and

clients.

It has warehouse facilities, and has also invested in forklifts which are available on a contract basis to clients.

The company has retained its presence and warehousing in Ndola.

Roberts is confident about growth in volumes out of the DRC, but warns that the fluid situation in the country requires careful management, with on-the-ground support.

A recent example is an amendment to the DRC VAT legislation which requires that VAT be paid for transport "on the DRC

leg" for exports.

In May this year the DRC opened a customs office in Tanzania to monitor all transit cargo entering through the port of Dar es Salaam.

The twin objectives of the office are to curb the theft of DRC exports in the port of Dar es Salaam and also to prevent the sale of DRC-bound goods in Tanzania. There are reports of commodities such as fuel meant for transit to the

DRC being sold in the local market, causing loss of revenue to Tanzania.

Despite the problems in Dar es Salaam, it remains the cheapest option, says Roberts, whose group has offices in Tanzania. "Our expertise lies in getting cargo through despite the challenges," he says.

Durban, which also has an ACS presence, is used for out-of-gauge and abnormal cargo.

“

The fluid situation in the DRC requires careful management, with on-the-ground support.

– STEPHEN ROBERTS



Help build a classroom

Bid to emulate soccer success in school environment

All Cargo Solutions (ACS) is looking for partners in the logistics sector to raise US\$40 000 for new classrooms for the Arteco Orphanage in Kabwe, Zambia.

Copperbelt-based ACS has been helping kit out the Arteco Orphanage team for the past six years.

UK-based African Cargo Services (ACS) – the holding company of ACS Zambia – collects boots and kit through clubs in around its head office in Colchester, Essex and from UK Companies such as Reed Employment and Prime Purchasing.

"British Airways kindly lets me bring four big suitcases stuffed with kit free," says ACS UK managing director Stephen Roberts.

But, he wants to see the successes on the soccer field (Arteco is one of the top teams in its league) being emulated in the classroom.

"Through soccer we know the kids have the discipline and the will to succeed. But to do that they need to have the right facilities," he says.

Roberts can be contacted through Stephen@africancargo.co.uk



Banks urged to finance manufacturing revival

Zambia's mining and banking sectors hold the keys to reviving the country's manufacturing industry, according to Bank of Zambia (BoZ) governor Michael Gondwe.

Speaking at the opening of a new Stanbic branch in Ndola's Jacaranda Mall in June, Gondwe is quoted by the Times of Zambia as saying "various mining companies require sub-contracting and supplies of various goods and services. It should be the objective of local business houses to ensure that the

goods supplied to the mines are largely produced here and I urge the banks to develop products and services for these segments."

While the mines have limited potential for job creation, jobs can be created by enhancing local content through industries supplying the mines, he said.

Investment by foreign-owned companies is being encouraged by the Zambian government, which has introduced a range of incentives.

According to the Zambian

embassy in Sweden, there are opportunities in agro-processing, textiles, motor vehicle and bicycle assembly, as well as leather and wood processing.

The message is being heard, judging by the numbers through the gates of the annual Zambia International Trade Fair, which was held in Ndola between June 26 and June 28.

According to the organisers, the fair attracted 108 000, which is 21% more than the 85 000 who passed through the gates in 2012.

Zambia a mirror of global value chain practices

The Zambian copper mining sector provides good ground to compare how companies based in different countries approach their global value chains (GVCs), according to the 2013 World Investment Report by the United Nations Conference on Trade and Development (Unctad).

It says North American, European and South African buyers have aligned their supply chain practices to global practices that are increasingly dominant in the mining sector. These are characterised by emphasis on quality, lead times and trust as key market requirements, with support and cooperative practices for suppliers to improve their management and technological competences.

Chinese buyers are considered result-oriented buyers, but their supply chain is governed more at arm's length.

Indian buyers are more price-driven, but by adopting low entry barriers and low performance requirements, they ensure high levels of competition in the supply chain.

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1983 Facts: Chimfunshi Wildlife Orphanage was founded after a dying infant chimpanzee was brought to a farm in central Zambia and successfully rescued.

FTW6016

Handling contract gives cold store plans wings

Plans to build an additional cold storage facility at Lusaka's Kenneth Kaunda International Airport have taken off.

The warehouse is being built by NAC 2000, which now handles cargo in Lusaka for Kenya Airways, Ethiopian Airlines, KLM Royal Dutch Airlines and South African Airways.

Kenya Airways operates a weekly and South African Airways a thrice-weekly B737F cargo flight that has good load factors "both incoming and outgoing" says the company's managing director Jonathan Lewis.

Significant increases in the volumes handled by NAC2000 recently are attributed to the SAA 737 freighters carrying around 14 tons of cargo in, and 18 tons of mainly perishable export cargo. That is in addition to the cargo capacity on the up to thrice daily SAA passenger flights into the airport, he says.

With exports of flowers, perishable



Photo: Steve Allison

produce and fish growing, NAC2000 has started work on a 1 000 sqm cold storage facility, which is due to be operational by the end of August 2013.

It will be a modern multi-temperature facility "built to aviation standards," which is designed to meet phytosanitary legislation both in Zambia and export markets.

"This will provide further impetus

for the export of perishable cargo from Zambia, and is proof of NAC2000's commitment to the industry.

"We consulted with the farmers when designing the facility to ensure that it meets their needs," he says.

Lewis is confident that the demand for airfreight will continue to increase as it is an essential component in the government's plans to strengthen Lusaka's position as an inland logistics hub for the region.

"There will always be a need to

“



Work has started on a 1 000-sqm cold storage facility, which is due to be operational by the end of August 2013.

— JONATHAN LEWIS

transport freight by air," he says.

Airfreight is also being driven by additional capacity as new markets open up to perishables exporters.

Airlines which have increased frequencies into both Lusaka and Ndola include Ethiopian Airlines, SAA, Kenya Airways and KLM.

Kenya Airways is now flying direct into Ndola where NAC2000 also has facilities.

"This service is significant because it means that importers and exporters in Ndola now have a northbound service and do not have to go through OR Tambo or Lusaka. This could definitely open up new opportunities for exporters and importers."

Another possible game changer will be the upgrading of Livingstone airport to take wide-bodied aircraft day and night. The tourism industry is expected to be the first to take advantage of direct flights out of Europe, but freight is sure to follow, he believes.



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Bollore's new warehouse under construction in Lusaka.

Logistics hubs reduce costs

Zambian exporters can increase control of their logistics chains by using hubs as staging posts, says Jerome Binois, who has been executive director of Bollore Africa Logistics Zambia since February this year.

Bollore is busy with "significant investments into logistics in Zambia" in order to allow clients to make use of the hub concept.

The company will soon be opening a 2 000-sqm warehouse in Lusaka to add to the 20 000 sqm of warehouse and open space area, bonded or free, it already has in the country.

Instead of despatching goods from the point of production, exports can be routed through a warehouse hub using the most cost-effective port, taking into account the full costs along the

logistics chain.

Bollore is able to leverage the strength of its sister companies Zalawi Haulage, Rainbow and White Horse Carriers, which between them operate over 400 trucks running from the Copperbelt along all the trade corridors.

Bollore also has offices at all the ports and in neighbouring countries.

The company's African network covers 42 countries, says Binois.

"We can take advantage of the strength of the group to help both importers and exporters in Zambia," he says.

Group expertise includes value-added logistics, and Bollore manages a high-security warehouse in Lusaka where cellphones are assembled before distribution in the local market.

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The nuts and bolts of doing business in Zambia

Indicator	Zambia	Sub-Saharan Africa average	OECD high income average
Documents to export (number)	6	8	4
Time to export (days)	44	31	10
Cost to export (US\$ per container)	2 765	1 990	1 028
Documents to import (number)	8	9	5
Time to import (days)	56	37	10
Cost to import (US\$ per container)	3 560	2 567	1 080

Procedures to export	Time (days)	Cost (US\$)
Documents preparation	27	230
Customs clearance and technical control	4	150
Ports and terminal handling	4	285
Inland transportation and handling	9	2 100
Totals	44	2 765

Procedures to import	Time (days)	Cost (US\$)
Documents preparation	26	365
Customs clearance and technical control	6	245
Ports and terminal handling	11	450
Inland transportation and handling	13	2 500
Totals	56	3 560

Documents to export
Bill of Lading
Certificate of Origin
Commercial invoice
Customs export declaration (CE20 Form)
Export permit
Transit entry documents (South Africa & Zimbabwe)

Documents to import
Bill of Lading
Certificate of Origin
Commercial invoice
Customs import declaration (CE20 Declaration)
Import permit
Packing list
Road manifest
Transit documents

Source: World Bank Doing Business 2013: Smarter Regulations for Small and Medium-Sized Enterprises.

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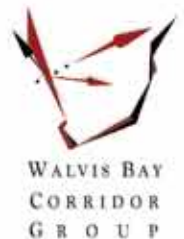
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