



Deputy chief secretary for Public Sector Modernisation, Performance Management and Administration to the President and Cabinet, Ray Ndhelukula addressing delegates at the 2016 ZimTrade Annual Exporters' Conference in Harare.

# Addressing export sector challenges

IN order to address the problems faced by the Zimbabwe's export sector, I am requesting the Ministry of Industry and Commerce working in collaboration with ZimTrade to put in place a Rapid Results Approach initiative (RRA) to immediately address the following challenges:

- Complex and burdensome procedures administered by multiple regulatory agencies
- Low prices from the exports of non value added products, high cost or delays caused by domestic transportation
- Corruption at border posts
- Limited access to trade finance from local and international financial institutions
- Multiple taxes/levies charged
- Centralisation of agencies in major cities
- Uncompetitive prices for imported inputs.

The RRA was adopted by government in 2014. The RRA is part of the IRBM methodology and is used to break down long term goals into smaller components that can be implemented over a short period of time usually 100 days.

The RRA is therefore a strategy that optimizes the achievement of results in the short term even in an environment of limited fiscal space.

The adoption of RRA is bringing a revolution in the way projects are implemented in the public sector. The information below depicts the areas of focus and milestones achieved since the adoption of the RRA: Policy level: Crafting of a Monitoring and evaluation Policy document was using the RRA within 100 days

Ease of Doing Business Reform: Following the directive by the President Robert Mugabe to use RRA to

improve the investment climate by reviewing the Companies Act and other ancillary legislation and procedures, the ease of doing business reforms were then launched in September 2015 based on the following technical working groups:

- Starting a business and protecting minority investors
- Enforcing contracts and resolving insolvency
- Getting credit
- Paying taxes and trading across borders
- Construction permits and registering property

This reform was implemented focusing on the 10 general ease of doing business indices as reflected by the composition of the technical wrking groups.

Legislation: Since the commencement of the rapid results initiative, nine out of the 13 legislative instruments were reviewed by the technical working groups.

These were approved by Cabinet and five of the Bills have been gazette for Parliamentary processes.

Administrative procedures: These were rationalized and streamlined to reduce delays and the cost of doing business.

For instance the number of days to start a business has been significantly reduced by more than half from 90 days: Property registration now takes 11 days or less from the initial 36 days; time taken to pay taxes was also reduced from 242 hours to 160 hours.

**Sectoral approaches to RRA**  
Having registered significant milestones on the initial reforms on the ease of doing business, government is now widening the reforms to cover other areas:

To Z4

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## ZimTrade honours border Timbers Ltd

BORDER Timbers Limited Border is a subsidiary of the Rift Valley Corporation and is listed on the Zimbabwe Stock Exchange.

Border Timbers Limited has grown its plantation size to the current 23 000 hectares under plantation. The company has undergone significant re-engineering since 2013 and has narrowed its focus to its core strength areas of forestry, sawmilling and treated pole production. The forestry division manages a total of five estates. Three of these, Charter, Tilbury and Sawerombe are in the Chimanimani area to the south of Mutare, while Imbeza and Sheba estates are to the north in the Penhalonga area.

Saw logs are processed at Border's two sawmills, Charter and Sheba. The sawmilling division has capacity to process 300 000 cubic metres of saw logs annually. Border's sawmills both utilise a kiln drying process which results in a high quality dimensional lumber.

The Nyakamete Pole Treatment Plant in Mutare produces a variety of specifications of high quality treated poles which are sold into both local and export markets

Border Timbers Limited exports mostly within the SADC region but is in a drive to explore the overseas markets. Its major line Kiln Dried Timber has a huge demand in export markets like Botswana and South Africa due to its unbeatable quality and timeous delivery complimented with professional and friendly service.

In 2015 Border Timbers Limited increased export volumes owing to several contracts of transmission poles into the SADC region. This boosted the export revenue for the organisation and the country as a whole.

Border Timbers Limited has re-introduced two product lines namely Eucalyptus Maculata, a rare hardwood ideal for furniture and outdoor applications. Light fencing and construction poles, treated in Creosote and CCA chemical for local and export markets.

This was out of a realisation of a huge demand and a supply gap on the market.

Border Timbers thrives to dominate the local and export market with quality products produced from well own managed forests.



Border Timbers Ltd was crowned the overall Exporter of the Year for 2015.

## Addressing export sector challenges

**From Z3**

Transport Operators Association of Zimbabwe: To address challenges faced by the transporters associated with legislation, procedures, levies, permits/licences and delays due to numerous procedures to be fulfilled especially at borders, the RRA was launched in August 2016 and ends in November 2016. A mid-term review was held on September 14, 2016 to assess the progress made in achieving the targets after 50 days of implementation. Three sub-committees were constituted to address the challenges.

Tourism and enabler sectors: The RRA was launched in September 2016 for this sector to also address the challenges faced. The RRA launched in September ends in December 2016 (100 days). Four technical working groups were constituted to address challenges around destination accessibility, tourism facilitation, regulatory environment and other administrative bottlenecks.

City of Harare: The City of Harare

also launched its RRA on September 12, 2016 to address the plethora of challenges faced in providing services to residents.

Command agriculture: Government is also using the RRA for the implementation of the command agriculture programme.

Government will continue with the path of reforms until the following have been achieved:

- A more conducive environment has been created for business operations
- Zimbabwe's competitiveness has been improved
- Performance of the public service improves
- The citizens are happy with quality of services delivered (improved Happiness Index).

• **An edited version of the speech delivered by the deputy chief secretary for Public Sector Modernization, Performance Management and Administration to the President and Cabinet Ray Ndhlovu**