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Abridged Strategic Plan



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VISION **Towards sustainable tobacco production, enhanced marketing systems and improved livelihoods in Zimbabwe by 2025.**

MISSION **To promote the viable sustainable growth and marketing of the tobacco and related products through regulation and coordination of tobacco value chains.**

VALUES

Client and Stakeholder Satisfaction
Integrity
Teamwork
Accountability
Innovation

1.0 INTRODUCTION AND BACKGROUND

Tobacco Marketing and Levy Act, the Tobacco Marketing Board was formed resulting in the selling of tobacco through the Auction Floors and, later, Contract floors (from 2004). 1994 saw the Board reconstituted to cater for the interests of all classes of different types of tobacco growers (Virginia, Burley, Oriental and Dark-Air Cured), buyers and other stakeholders. In the same year, indigenous buyers started participating for the first time in competition with traditional buyers. The Tobacco Marketing and Levy (Amendment) Act of 1997 saw the Tobacco Marketing Board being renamed to the Tobacco Industry and Marketing Board. The amended Act also brought about a change in the collection of levies, which are now paid to the Ministry of Agriculture instead of recognized Growers' and Buyers' Associations.

The mission of the TIMB is enabled by the actions of Board of Directors, CEO, management and staff. The key strategic focus areas of TIMB identified in this plan are tobacco industry regulation, sustainable tobacco production and policy formulation and administration. The TIMB's internal departments include the, CEO's office, Operations (Tobacco Operations, Registration, Market Information, Business Development); Human Capital and Administration; Corporate services (Public Affairs, Procurement Management Unit, Inspectorate, Audit and Risk Management); and Information and Communication Technology.

2.0 TERMS OF REFERENCE

The scope and limitations of TIMB is guided by the following:

Vision 2030

National Development Strategy 1: 2021 – 2025

UN Sustainable Development Goals (SDGs)

AU Agenda 2063

Tobacco Industry and Marketing Act
[Chapter 18:20]

3.0 OVERALL FUNCTIONS

The following powers and functions derived from the Tobacco Industry and Marketing Act [Chapter 18:20] are:

To control and regulate the exchange of all tobacco produced in Zimbabwe between growers and merchants;

To promote, protect and maintain the sale of tobacco at all authorized selling places;

To collate statistics relating to the provision, marketing, manufacture and consumption of tobacco;

To distribute market studies and information relating to the marketing, manufacture and consumption of tobacco;

To monitor all tobacco handling premises for pest control;

To advise the Minister responsible for Agriculture on all matters relating to the marketing of tobacco;

To do all things which the Act or any other enactment requires shall be done;

4.0 ENVIRONMENTAL SCANNING

4.1 PESTELG ANALYSIS

This part looks at the current Political, Economic, Social, Technological, Environmental and Legal factors prevalent in the environment that the TIMB is currently operating in and gives an overview of these macro-environmental factors to be taken into consideration.

PESTLEG

IMPACT

Factor		Negative	Positive
Political	Zimbabwe re-engagement with the international community		Opening of new markets
	2023 General elections	Farming community may abuse input schemes	
Economic	Foreign currency shortages	Procurement of imported raw materials and services is constrained	
	A large number of farmers do not have 99 year lease	Farmers are not able to borrow from financial service providers	
	High inflation rate	Budgeting becomes short-term	
	High interest rates	Increased cost of borrowing	
Social	Anti-Tobacco campaign	Reduces global demand and creates subsequent loss of export revenue	
	Disease Pandemics	May reduce farm productivity	
	Child labour issues	Limits the demand/uptake of Zimbabwean tobacco	
Technological	Limited use of green technologies	Reduces global demand and creates subsequent loss of export revenue.	
	Adopting GIS		Improves crop monitoring and estimates
	Big data analytics and machine learning		Improves operational efficiencies
Legal	Tobacco Industry & Marketing Act(Chapter 18:		Current act is being reviewed
	Stop Order Act (Chapter 18:12)	Is outdated and requires review	
	Contribution towards FCTC (WHO)	Reduced global demand of tobacco and loss of export revenue	

Towards Increased Efficiency and Long-Term Industry Sustainability

	Noncompliance by farmers	Hindering orderly marketing and proliferation of diseases Destroys financing of the tobacco industry	
Environmental	Depletion of the forests and sharp decline of production	Increased Deforestation	
	Climate change	Reduced tobacco production	
Governance	Public Entities Corporate Governance Act		Compels the TIMB to standardise corporate governance practices
	Devolution and decentralisation		Improved ease of doing business

4.2 SWOT ANALYSIS

This section deals with current Strengths, Weakness, Opportunities and Threats to TIMB;

Strengths	Weaknesses
Strong culture of good Governance	Gender imbalance on strategic positions
Hub of information on tobacco production and marketing	Limited influence on tobacco pricing
Regulatory power from the Act	Incomplete and inconsistent information on tobacco grower register
In house training capacity	Inaccurate farmer estimates
Strong stakeholder linkages	Recovery of loans
Decentralization- presence of TIMB in all major tobacco producing regions	
Qualified and competent young human capital	
Innovative culture	
Opportunities	Threats
Compliance and growth of Tobacco Industry	Inconsistent payment modalities
Alternative Crops	WHO-Framework Convention on Tobacco Control
Government support for the Tobacco industry	Deforestation
Niche markets	Anti-smoking lobbies
	High input, transport and storage costs
	Decreased demand of tobacco by markets such as China (COVID 19 (Corona) Virus)
	Declining Export Prices
	Side marketing

	Climate Change
	No control over timely disbursement of funds
	New innovative products (Nicotine produced in the lab)

5.0 KEY RESULT AREAS

This section identifies the Key Result Areas that the Tobacco Industry and Marketing Board must focus on for the next 3 years to ensure delivery of the mandate;

KRA Ref	KRA Description	weight	SKRA REF	NKRA REF	NPA REF
KRA1	Control and regulate production and selling of tobacco.	40%	2,7,9,10,11,13	3,6,7,12	1,2,3,4
KRA2	Promotion of the growth of the tobacco industry.	30%	2,7,9,10,11,13	3,6,7,12	1,3,4
KRA3	Sustainable Tobacco production.	30%	2,6,8,10,11,13	8,9,10,13	2,3

6.0 CLIENTS' NEEDS AND PROBLEM ANALYSIS

This section identifies the clients that the TIMB must serve, their problems and needs and the extent of these problems and needs.

6.1 EXTERNAL STAKEHOLDERS

Direct Clients	Needs/Problems	Extent (<i>Magnitude/seriousness</i>)
GROWERS	<p>Grower numbers</p> <p>Viable producer price,</p> <p>Training in production and marketing,</p> <p>Timely and affordable inputs,</p> <p>Conducive/Orderly marketing environment</p> <p>Decentralisation of tobacco floors</p> <p>Market information</p> <p>Debt (problem)</p>	<p>100% of bonafide application</p> <p>100% Sustainable</p> <p>Training of 20% of all growers annually</p> <p>Funding for 50 000 hectares for small scale growers</p> <p>100% compliance with marketing rules</p> <p>Regional offices in tobacco growing regions</p> <p>Zimbabwe</p> <p>100% Accurate information</p> <p>100% capacity to settle in stipulated time</p>
MERCHANTS	Accurate production estimate figures	100% accurate figures

Towards Increased Efficiency and Long-Term Industry Sustainability

	Well graded and presented tobacco Efficient marketing system Trade permits/certificates/licenses Statistical reports	0% Rejection rate 100% compliance to marketing regulations Fast and Efficient issuing of permits within 48 hours 100% Accurate reports
AUCTION FLOORS	Orderly marketing Accurate crop estimates weekly reports and annual reports Efficient marketing systems	Zero congestion i.e. tobacco deliveries that match selling capacity 100 % Accurate reports 100 % Accurate report 100% compliance to marketing regulations
TRANSPORTERS	Transporter permits	100% permits issued
BANKS	Sales statistics	100 % Accurate reports
STAFF	Tools to execute mandate Good salaries and working conditions Safe working environment Fair treatment (dignified and fair Leadership) Job security	100% Availability of tools Fair and competitive Zero harm working environment 100% compliance to the code of conduct and policies 100% guaranteed

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6.1 INTERNAL STAKEHOLDERS

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/seriousness</i>)
Board of Directors	Execution of strategy Good corporate governance	100% achievement of program outcomes 100% Compliance to PECGA
TIMB DEPARTMENTS	Shorter procurement turn-around Statistical reports (daily reports, weekly reports and annual reports) Effective ICT system	Procurement cycle to be completed in accordance with policy. 0% accurate reports daily, weekly, monthly and annual reports 99.99% System availability
Ministry of lands, agriculture, fisheries, water and rural resettlement	Industry growth	\$5 billion tobacco industry
Government departments	Orderly tobacco marketing system Gender equality on distribution of funds / loans Compliance Timeous payment of all statutory obligations	Zero congestion at auction floors and Fair pricing Equity distribution of funds 100% Compliance 100% Compliance To Statutory Limits
Parliament of Zimbabwe	Orderly Marketing Compliance	Farmers to be paid on time 100% Compliance
Media	Media responses	Timely and accurate responses
Farmer Unions and associations	Orderly Marketing	100% Farmer satisfaction
Anti-tobacco lobby groups	Eradication of tobacco	zero Tobacco products
Workers Committee /Works Council	Job Security Fair treatment (dignified and fair Leadership)	100% job security 100% compliance to the code of conduct and policies

7.0 PROJECTED BUDGET

Below are the anticipated results to be achieved by this strategy over the next 2 years;

Projected Budget

For the Years

Total Income for the year

RECURRENT EXPENDITURE

Total Recurrent Expenditure

CAPITAL EXPENDITURE

Total Capital Expenditure

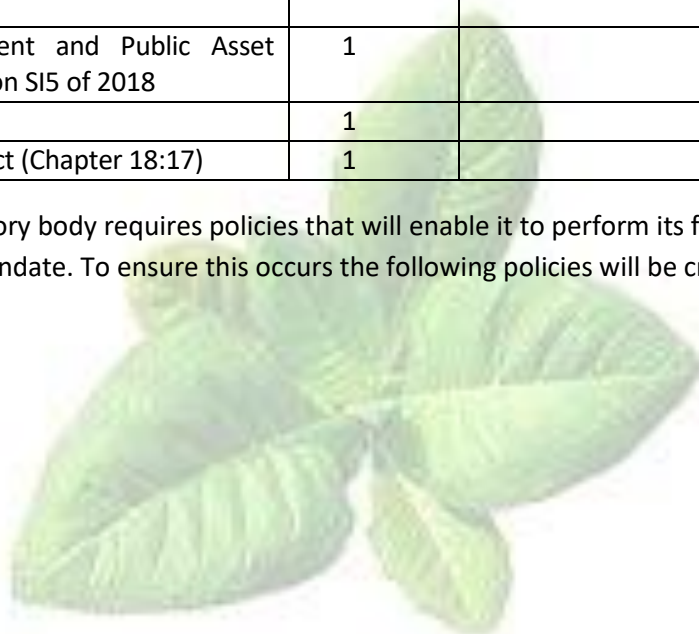
Total Expenditure

Surplus/(Deficit)

8.0 POLICIES

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	Child labour Policy	3	Update on all HR Policies	1
2.	Sustainable production of tobacco	3	Waste Management policy	1
3.	Pollution management policy	3	Communicable diseases policy	1
4.	Afforestation policy	3		
5.	National Gender policy	1		
6.	Youth Empowerment Policy	1,2,3		
7.	Sustainable development goals	1,2,3		
8.	NDS1 (2021-2025)	1,2,3		
9.	Constitution of Zimbabwe	1,2,3		
10.	Public entities Corporate Governance Act (Chapter 10:31)	1		
11.	Public Procurement and Public Asset Disposal Regulation SI5 of 2018	1		
12.	Devolution Policy	1		
13.	Produce Export Act (Chapter 18:17)	1		

The TIMB as a regulatory body requires policies that will enable it to perform its functions and assist in the delivery of the mandate. To ensure this occurs the following policies will be crucial for the delivery of the mandate.



9. TIMB PROGRAMS & OUTCOMES

TIMB's strategic programs are derived from national and sectorial strategies as well as the stakeholder needs and problem analysis. The key result areas were identified during the strategic planning session and should be used as a guide in the application of resources when executing the program to deliver the desired outcome. Below is the list of the key programs that TIMB will engage in and the desired outcomes of each program: -

PROGRAM	PROGRAM OUTCOME
1 Policy and Administration	Corporate Governance
2 Tobacco Industry Regulation	Improved Compliance

3	Sustainable Tobacco and Alternative Crop production	Improved tobacco and alternative crops production Improved tobacco quality
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STRATEGIES

Period		Strategies
		Programme 1: Policy and Administration
		Outcome: Improved Corporate Governance
Budget Year		Exchange Programmes (to learn from other regional and international companies)
		Increase employee engagement
		Consistent Cyber Security Training
		Reduced turnaround time for all recruitments
		Performance Commitment Contracts
		Stakeholder Awareness Campaigns
		Draft TIMB Act Amendments (Harmonize laws)
		Systems needs analysis
		Strengthening procurement planning
		Implementing strong internal controls
2-3 Years		Mobilizing Funding for Initiatives
		Performance Commitment Contracts
		Employee Engagement Survey
		Exchange Programmes (to learn from other regional and international companies)
		Develop Accounting Officer Manual
		Risk Management
4-5 Years		Performance Commitment Contracts
		Employee Engagement Survey
		Exchange Programmes (to learn from other regional and international companies)
		Review of the adequacy of the Act

Period		Strategies
		Program 2: Tobacco Industry Regulation
		Outcome: Improved Compliance
Budget Year		Review/Lobbying regulatory adequacy and align with other related statutes:
		<ul style="list-style-type: none"> Contract farming Registration of contractors
		Establish sound legal framework governing contract farming
		Develop new pricing model for tobacco

Towards Increased Efficiency and Long-Term Industry Sustainability

	<p>Improve and facilitate transparent and equitable profitable sharing of expenses throughout the tobacco value chain:</p> <ul style="list-style-type: none"> • Value chain mapping • Stakeholder consultation • Determine value chain cost matrix
2-3 Years	Use Administrative penalties to curtail errant farmers and merchants.
	Promote Initiate inter-agency approach to curtail illicit tobacco trading
	Implement Standardisation of input packages
4-5 Years	Regulate issuance of Contracting licences
	Review of the adequacy of the Act

Period	Strategies
PROGRAMME 3: Sustainable Tobacco and Alternative Crop production	
Outcome: Improved tobacco and alternative crops production :Improved tobacco quality	
	Developing and monitoring standards for sustainable tobacco production
	Developing and monitoring standards for good agricultural labour practices
	Facilitating public/private partnerships in localizing funding for tobacco production
	Develop agriculture diversification programme (Alternative crops and alternate uses of tobacco)
	Facilitating investors to pursue new tobacco and alternative markets
	Providing tobacco inputs to farmers
	Promotion of youths, women and differently abled persons in tobacco farming
	Promote investment into value addition
	Support sustainable afforestation programs
	Facilitating Research and Development and promote the use of fuel efficient curing facilities.
	Promoting use of alternative sources of energies for curing tobacco such as biogas and solar hybrid barns
	Intensification of farmer awareness and education programmes
	Promoting investments into water and energy use
4-5 Years	Put in place an Input support scheme
	Providing tobacco inputs to farmers
	Facilitating Research into new technologies such as vapour heating vs conventional cigarettes

PROGRAM PERFORMANCE FRAMEWORK

Ref	Outcome Description	KPI:	Measurement Criterion (time; \$; rate; etc)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
1	Improved corporate governance	Customer satisfaction index	%	2018	72	72	+/-3	75	+/-3	80	+/-5	85	+/-5	90	+/_5
		Compliance with statutory regulations	%	2020	100	100	0	100	0	100	0	100	0	100	0
2	Improved client compliance	Compliance Level with TIMB regulations	%	2020		100	0	100	0	100	0	100	0	100	0
3	Increased production	Tobacco Volume	kgs	2020	183M	200m	20m	250m	25m	276m	28m	283m	28m	300m	30m
		Alternative crops	% of Farmers Revenue	-	-	-	-	5	0.5	10	1	15	1.5	25	2.5
4	Improved tobacco quality	% of Grades(1-3)	%	2020	47	75	7.5	60	6	65	6.5	70	7	75	7.5

Towards Increased Efficiency and Long-Term Industry Sustainability

T = Target; ALV = Allowable Variance¹⁸.

Outputs Performance Framework

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets							
					2020			2021			2022		2023		2024		2025	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV	
Programme: Policy and Administration																		
OUC 1 Improved Corporate governance																		
OP 1.1	Performance appraisal conducted	10	2	2021	2	2	0	2	1	+/- 1	2	+/- 1	2	+/- 1	2	+/- 1	2	+/- 1
OP 1.2	vacancy posts filled	12	4	2021	0	0	0	4	4	+/- 1	4	+/- 1	4	+/- 1	0	0	0	0
OP1.3	Internal processes digitized	10									2	1	2	1	2	1	2	1
OP 1.4	Number of employees trained	100%	70	2021	100	60	40	100	70	30	100	+/- 10	100	+/- 10	100	+/- 10	100	+/- 10
OP1.5	Monthly procurement returns submitted	5	1	2020	1	1	0	1	1	0	1	+/- 1	1	+/- 1	1	+/- 1	1	+/- 1
OP1.6	Annual report produced	5	1	2019							1	+/- 1	1	+/- 1	1	+/- 1	1	+/- 1
OP1.7	Audited financial report produced	5	1	2020	1	1	0	1	1	0	1	0	1	0	1	0	1	0

Towards Increased Efficiency and Long-Term Industry Sustainability

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets							
					2020			2021			2022		2023		2024		2025	
			Value	Year	T	A	AV	T	ALV		T	ALV	T	ALV	T	ALV	T	ALV
OP1.8	Budget approved	5	1	2021	1	1	0	1	1	0	1	0	1	0	1	0	1	0
OP1.9	Statutory meetings held	5	1	2020	1	1	0	1	1	0	1	0	1	0	1	0	1	0



Towards Increased Efficiency and Long-Term Industry Sustainability

Programme: Regulation and Compliance																		
OUC 1 Improved Compliance																		
OP 1.1	Grower registered in time(%)	80	88	2021	2	2	0	80	88	10	80	10	80	10	80	10	80	10
OP 1.2	Stop Orders processed (%)	100		2021														
OP1.3	% Complied	100																



No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets							
					2020			2021			2022		2023		2024		2025	
			Value	Year	T	A	AV	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
Programme: Sustainable Tobacco Production																		
OUC 3: Increased Tobacco Production																		
OP 1.1	Local Financing mobilised(%)	70	12.5	2021				26			41		54		68		70	
OP 1.2	Kg tobacco produced/ha	2500	1600	2021	2300	1700	-600	2.5K	1600	-900	1825	183	2050	205	2275	228	2500	250
OP1.3	Tobacco Volumes produced(mln kg)	300	260	2019	270	184	-86	200	210	10	250	25	276	28	283	28	300	30
OP 1.4	Farmer trained	100K	20K	2021	2K	15,5K	4,5K	20K	9,72 0	10280	20K	2K	20K	2K	20K	2K	20K	2K
OP1.6	Infrastructure Developed (% increase in	80	1	2019	40	4	-36	40	5	-35								

Towards Increased Efficiency and Long-Term Industry Sustainability

farmers utilizing fuel efficient curing facilities)																	
Infrastructure Developed (Hecters under irrigation)																	



ANNEXURE I: BOARD AUTHORISATION OF TIMB STRATEGIC PLAN

Approved by:

Chief Executive Officer: _____/_____/_____/2020
Name Signature Date

Board Chairperson: _____/_____/_____/2020
Name Signature Date

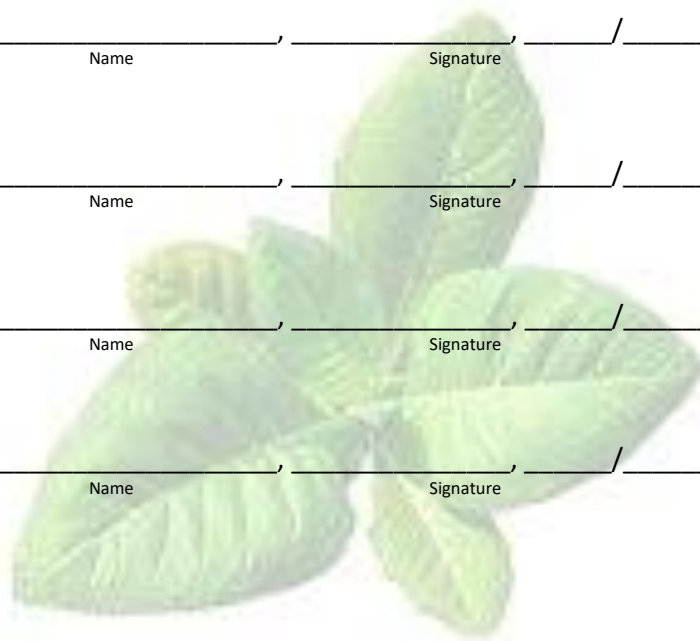
Board member: _____/_____/_____/2020
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