

Promoting SME competitiveness in Zambia



Republic of Zambia
Ministry of Commerce, Trade and Industry

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Small firms are the key to inclusive growth

'Zambia has an opportunity to accelerate diversification in production and export of non-traditional commodities in agriculture, mining, manufacturing and tourism. This can be achieved through product and market diversification, value addition, enhanced productivity at firm level and enhanced contribution of non-traditional exports.'

Seventh National Development Plan (2017–2021), Zambia

Despite its landlocked situation, Zambia is strategically located at the intersection of the Common Market for Eastern and Southern Africa and the Southern African Development Community.

The African Continental Free Trade Agreement further broadens the opportunities for investors by lifting restrictions on foreign investment.

Strong growth indicators, supported by expanding youth, urban and middle-class populations,

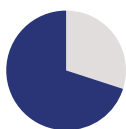
have made Zambia one of the best-performing economies in sub-Saharan Africa. The country's abundant natural resources are also important for its economic health. Zambia is among the top producers of cobalt and emeralds in the world, and is the second largest copper producer in Africa.

Aware of the risks linked to overreliance on copper, the Government of Zambia has made consistent efforts to diversify the economy and attract investment into the agriculture, manufacturing and tourism sectors. Indeed, Zambia offers appealing opportunities in crop production, fisheries and livestock, agroprocessing, light manufacturing, tourism and enhanced service delivery.

The Government has also worked to improve the business environment. This effort has paid off. In 2019, Forbes magazine ranked Zambia 10th among sub-Saharan African countries in terms of the business environment.

Zambian small and medium-sized enterprises represent

70%
Gross domestic product



88%
Employment



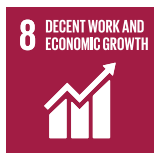
97%
Business



Small businesses: Backbone of the economy

Small and medium-sized enterprises (SMEs) in Zambia play an important role in production, employment and income. They represent 97% of all businesses in the country,¹ 70% of gross domestic product (GDP) and 88% of employment.²

SMEs also fill a key role in society, as they tend to employ a large share of the most vulnerable segments of the workforce.³ Raising the competitiveness of these enterprises would help reduce the youth unemployment rate and increase the number of women in employment. This would also contribute to progress towards achieving the United Nations Sustainable Development Goals of reducing social exclusion and enhancing productive capacities.



Furthermore, SMEs can contribute to the preservation and sustainable management of natural resources. By adopting sustainable production processes, these enterprises can directly help achieve the Sustainable Development Goals on biodiversity and protection of wildlife, forestry and water that affect climate change.



A wellspring for economic diversification

Spread across all economic sectors, SMEs have the potential to help the Zambian economy diversify.

'If Zambia has to treble or to even quadruple in its gross domestic product within the next 10 years, small businesses should have a central role in growing the economy.'

Chibamba Kanyama, Zambian Economist

Small firms in the manufacturing sector are involved in various activities, from wood and textile production to light engineering and metal fabrication. Service sector SMEs operate mainly in building and construction, restaurants, cleaning and personal care services, transport, telecommunications, financial services and business centres. Businesses in the trading sector

focus on agricultural inputs and produce, industrial and consumable products, and printing. Only a few SMEs operate in small-scale mining and quarrying.⁴

Strengthening the competitiveness of these firms would give them more opportunities to add value and to participate in regional and global production networks.

Acknowledging the positive link between SME growth and job creation, the Government of Zambia has implemented several policy and regulatory measures to promote the growth and development of smaller companies.

Under its Seventh National Development Plan 2017–2021, the Government emphasizes the creation of a credit guarantee scheme for issuance of low-interest, long-term loans to Zambian SMEs, as well as initiatives to accelerate informal sector formalization, foster skill development, create urban industrial clusters, strengthen value-chain linkages and provide business development services to SMEs.⁵

Complementing government efforts, the Zambia Development Agency has developed strategies to make it easier for SMEs to obtain finance, supply to chain stores, access government contracts and export.⁶

Better data for policymaking

Policy reform, development of the business ecosystem and capacity building at the enterprise level can all help boost the competitiveness of small firms. However, relevant data can help policymakers understand the obstacles that prevent them from scaling up and entering international markets. In this country profile, ITC uses data from its SME Competitiveness Surveys to assess the international competitiveness of Zambian enterprises.

¹ FSD Zambia, Access to Finance: SME perceptions of Financial Service Providers, December 2017.

² Zambia Invest, Zambia to Set Entrepreneurial Fund for SMEs, February 2017.

³ International Trade Centre (ITC), 2015, SME Competitiveness Outlook; www.intracen.org/SMEOutlook

⁴ Nuwagaba, A. (2015). Enterprises (SMEs) in Zambia. *International Journal of Economics, Finance and Management*, 4(4); Zambia Development Agency, SME Activities. Accessed on 7 February 2019.

⁵ Seventh National Development Plan, 2017–2021, Republic of Zambia.

⁶ Zambia Development Agency, SMEs are the Cornerstone of Development. Accessed on 7 February 2019.

The survey

Under the aegis of the Ministry of Commerce Trade and Industry, the International Trade Centre, the Zambia Development Agency and the Zambian Central Statistical Office conducted 242 in-depth, face-to-face enterprise surveys in 2018 using the ITC SME Competitiveness Survey methodology. The survey, designed to evaluate the strengths and weaknesses of companies and their business ecosystem, sheds light on the major factors constraining the competitiveness of SMEs.

Compete, connect and change for inclusive growth

Competitiveness encompasses various factors, some of which are within the control of enterprises. To simplify the concept, ITC developed the SME competitiveness framework, which views competitiveness through three pillars:

- Capacity to compete is the static dimension of competitiveness. It assesses whether firms can meet time, cost, quantity and quality requirements at any given moment.
- Capacity to connect is the connectivity dimension of competitiveness. Enterprises must link to customers, businesses and institutions to be competitive, and be literate in information and communications technology.
- Capacity to change is the dynamic dimension of competitiveness. It gauges whether enterprises have the capacity to make human, financial and innovation-driven investments to adapt to fast-changing markets.

Each pillar has three themes, resulting in nine themes of competitiveness. Together, the pillars and themes paint a comprehensive picture of the strengths and weaknesses of a country's competitiveness.

In-depth, the face-to-face surveys involved companies of all sizes in three provinces: Lusaka, Copperbelt and Central Zambia. The geographic distribution of respondents across provinces reflects differences in the density of population.

SMEs – defined as businesses employing fewer than 100 workers – represent the majority of surveyed firms in the three main economic sectors: 90% in the primary sector, 78% in manufacturing and 98% in the services sector.

Approximately 7% of respondent firms were exporters while 43% were importers. More than half of the surveyed enterprises were also part of a value chain, producing goods and services as per their buyers' requirements.

Most of the surveyed businesses were young, with 69% in operation for fewer than 10 years. On average, 21% of employees were less than 25 years old and 32% were women.

This report focuses on firms in three sectors: agri-food, manufacturing and business support services – all considered as priority sectors in Zambia's Vision 2030, and key in building a strong export base. These sectors can help diversify the economy away from its reliance on copper for revenue, as well as expand job opportunities.

Manufacturing enterprises dominated the survey, with 30.6% of the sample engaging in the sector. About 23% and 15% were active in the agri-food and business support service sectors, respectively.

This analysis provides, along with firm characteristics and business activities, detailed information on how SMEs in the three sectors perform across different areas of competitiveness. It also looks at how well their business ecosystem supports them.

Measuring environmental performance

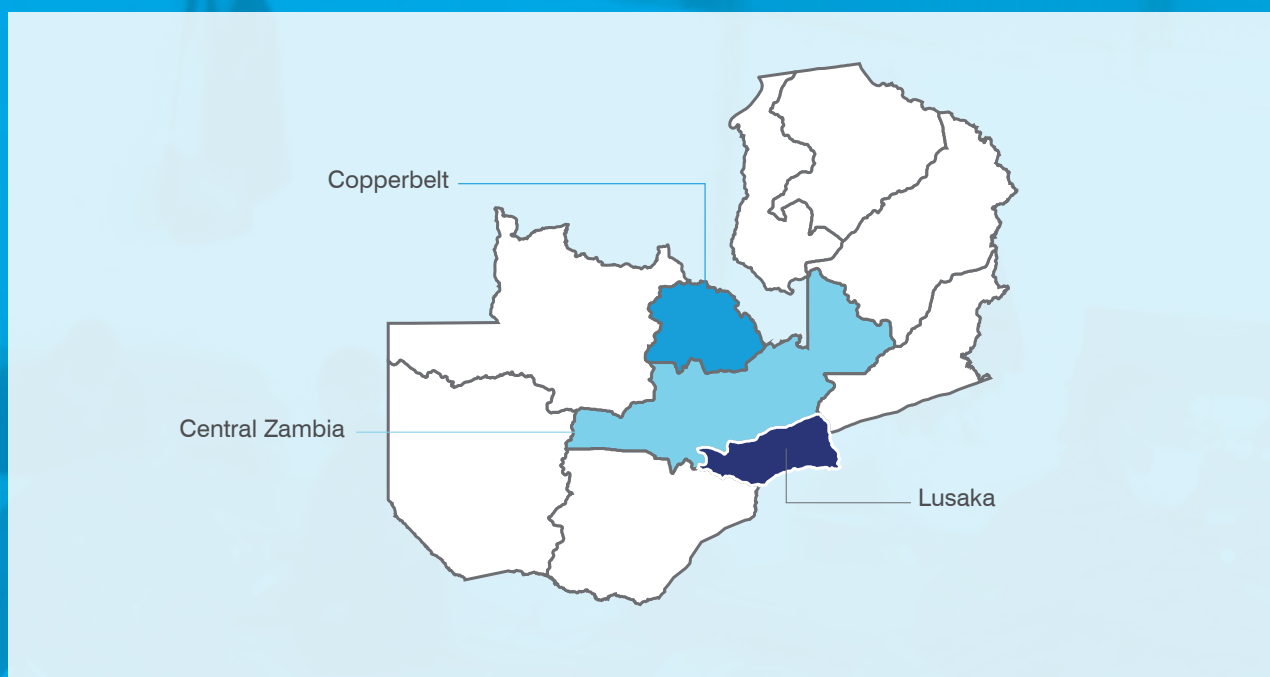
'Government is aware that climate variability and change has become a major threat to sustainable development in our country. [...] Further, we have mainstreamed climate change into our development agenda.'

President Edgar Chagwa Lungu⁷

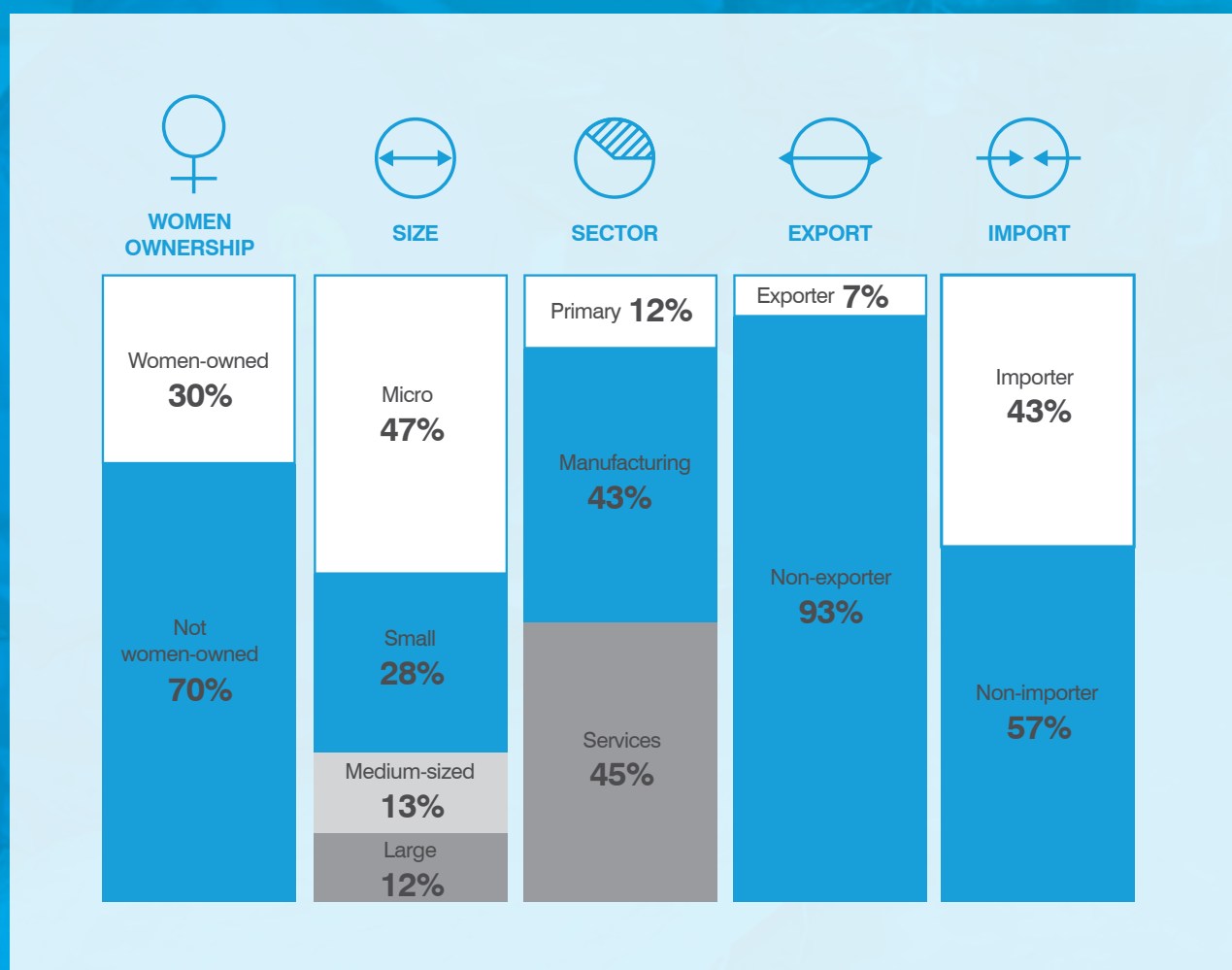
The questionnaire used in Zambia also included a module to solicit companies' perceived challenges and reactions to environmental changes. Although Zambia is a member of many environmental conventions, its rich diversity of environmental assets, including vast hectares of forests, wetlands and wildlife estates, face intense threats to their survival. This module serves to identify opportunities to improve the environmental performance of Zambian SMEs.

⁷ Address by President Edgar Chagwa Lungu on the Progress Made in the Application of National Values and Principles, delivered to the 2nd meeting of the 2nd session of the 12th National Assembly, 16 March 2018.

Geographic distribution of surveyed firms



Firm characteristics and business activities





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The agri-food sector



Agriculture contributes about 6.7% to Zambian GDP and employs more than half of the population.⁸ As the backbone of the rural economy, the sector has been highlighted in Zambia's National Agriculture Investment Plan 2014–2018 for its great potential to reduce poverty.⁹

Zambia has a total land area of 75 million hectares, of which 58% is classified as medium to high potential for agricultural production. Abundant rainfall and propitious climatic conditions make the land suitable for the production of a diverse range of crops, fish and livestock.

'Agriculture is a priority sector in Zambia as outlined in the Seventh National Development Plan, which looks at diversification of the economy from copper dependency, of which agriculture is key.'

Perry Mapani, Director General of the Zambian Development Agency¹⁰

The sample of respondents to the SME Competitiveness Survey included 55 companies operating in agriculture and the food industry. Most of these were SMEs selling in the domestic market. Although the survey results are not intended to represent the sector as a whole, they can help inform policymakers about the types of bottlenecks enterprises face.

Good logistics allow agri-food firms to deliver on time

Fast, reliable delivery is a fundamental requirement for suppliers in the agriculture sector. Aware of this, the Government has launched several ambitious programmes to improve the infrastructure network. Together, Link Zambia 8,000, Pave Zambia 2,000 and the Lusaka 400 road project entail construction of more than 10,000 kilometers of roadway.¹¹

Good infrastructure must be matched with functioning logistics services for firms to be able to deliver their products on time. In the group of respondents, 57% rated the logistics companies they used as good or excellent (even if costly). This explains why respondents reported that, on average, 74% of the goods dispatched to clients arrived on time.

Most agri-food companies had internationally recognized certificates

Zambia maintains a liberal export regime and simplified export procedures. However, for some food products exporters must obtain permits as well as quality certificates from the authorities.¹² Aware of this, most of the surveyed agri-food firms (55%) reported holding an internationally recognized certificate. This is a larger share than in other sectors of the economy. Furthermore, 65% of these enterprises considered the quality of services offered by certification authorities as good or excellent (even if costly).

Firms sought opportunities to internationalize

Although surveyed firms seemed to be able to get certified, only 31% exported their goods directly (16%) or indirectly (15%), and mostly to neighbouring countries. However, there is appetite for internationalization: 64% of the companies expressed interest in starting to export.

⁸ World Bank, World Development Indicators Database.

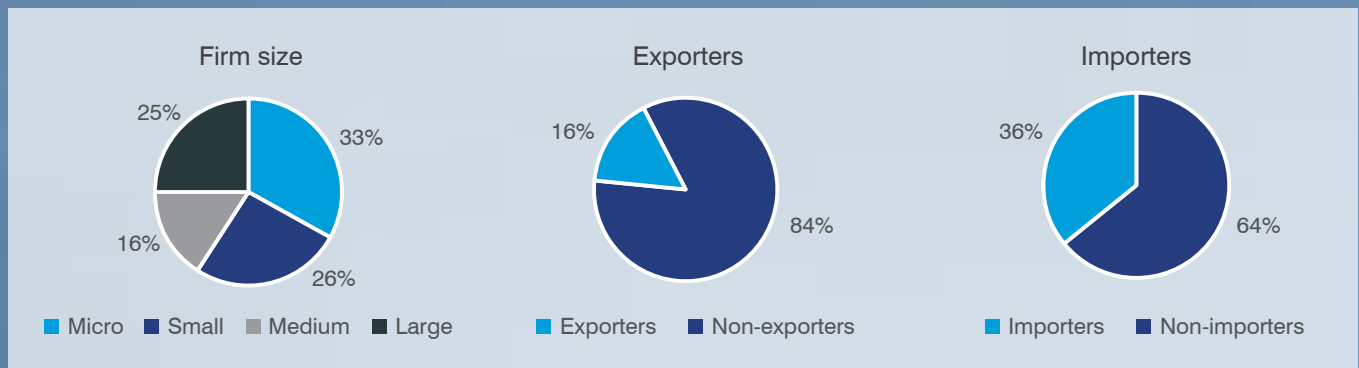
⁹ Government of the Republic of Zambia, Zambia National Agriculture Investment Plan 2014–2018.

¹⁰ Zibani Zambia (Feb 21, 2018). Agric Sector has Great Incentives – ZDA

¹¹ World Bank, Zambia – Infrastructure Development, 2017.

¹² Zambia Development Agency (2017). Exporter's Handbook: A Manual for Zambian Exporters.

Key statistics for the agri-food sector



Competitiveness grid for the agri-food sector

	Micro and small firms		Medium-sized firms		Large firms	
	Firm capabilities	Business ecosystem	Firm capabilities	Business ecosystem	Firm capabilities	Business ecosystem
Meeting quantity and cost requirements	77	82	81	66	94	77
Time Requirements	71	70	77	55	87	48
Quality Requirements	46	38	69	59	71	54
Connecting to buyers	19	50	35	56	81	75
Connecting to suppliers	26	52	51	47	50	66
Connecting to institutions	37	48	33	48	51	71
Financial requirements	33	63	58	63	49	81
Skills requirements	52	55	56	55	84	67
Intellectual property and innovation requirements	47	57	63	57	83	61

Highlighted statistics for the agri-food sector

74% of the goods dispatched to clients arrived on time

55% of firms held an internationally recognized certificate

64% of firms were interested in exporting

Note: Micro and small firms are those with 1–19 employees. Medium-sized firms are those with 20–99 employees. 'Firm capabilities' assesses whether enterprises are managed according to best practices, need resources and are competent to manage those resources. The 'business ecosystem' evaluates whether the local business ecosystem, made up of business support institutions, supplies enterprises with the resources or competencies they need to be competitive.

Source: ITC SME Competitiveness Survey.

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The manufacturing sector

The manufacturing sector accounts for about 7.5% of Zambian GDP and 83% of total exports.¹³ Diversifying and upgrading the sector are necessary to achieve the Vision 2030 objectives, with the Government aiming to increase its contribution to GDP to 18%.¹⁴

'Zambia's economic growth and the future of millions of Zambian communities are closely tied to accelerated industrialization, and the exploitation of value chains provided a potent route to prosperity.'

Kayula Siame, Permanent Secretary in the Ministry of Commerce, Trade and Industry¹⁵

Increased national demand, led by an emerging middle class, and greater regional demand, through Zambia's membership in the Common Market for Eastern and Southern Africa and the Southern African Development Community, have buoyed the domestic manufacturing sector. The textile, metal, chemical and fertilizer sectors, along with leather subsectors, have largely driven this growth.¹⁶

The SME Competitiveness Survey in Zambia interviewed 74 firms operating in the manufacturing industry. Although the survey does not represent the sector as a whole, its results inform policymakers about the bottlenecks enterprises are facing.

Participation in a value chain helped firms diversify their source of inputs

Just over half of the enterprises that were surveyed participated in a value chain. Interestingly, being in a value chain helped firms reduce their dependence on one individual supplier: 31% of the companies that were part of a value chain had 'low' reliance on their biggest supplier, while the percentage was 16% for those outside value chains.

Manufacturing firms were content with the skill set of their workforce

In recent decades, Zambia has worked to develop its human capital. The increase of the Zambian Human Development Index value to 0.59 out of 1 in 2017 put the country in the medium human development category.¹⁷

The results from the survey reflects this, where 64% of respondents reported a high match between the skill set of employees and the needs of the company. Furthermore, 51% of manufacturing firms were satisfied with the quality of bodies teaching relevant skills for the sector.

Manufacturing firms were innovating

About 48% of surveyed manufacturing firms said they often or very often introduce a new or improved product or process. This was particularly true of the textile and garments industry (72%), followed by the paper and wood industry (47%). This can be partly attributed to foreign investments as well as government support these sectors receive, especially policies aimed at stimulating industrial activities through value addition.¹⁸ Finally, 58% of the enterprises reported the quality of the services offered by patent institutions as good or excellent and only 10% rated them poorly.

¹³ World Bank, World Development Indicators, 2017.

¹⁴ Republic of Zambia, Vision 2030.

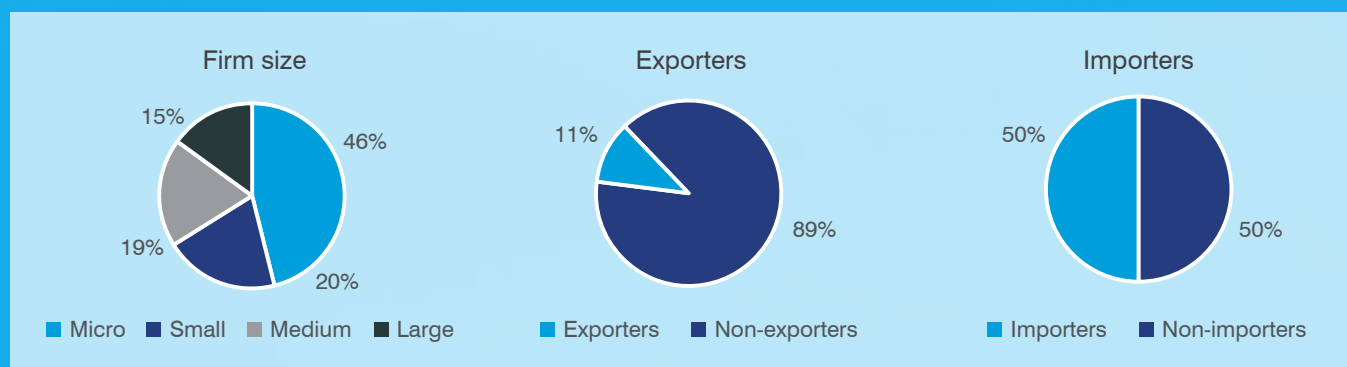
¹⁵ United Nations Economic Commission for Africa, Transforming Zambia: Policies to Foster Industrialization and Development.

¹⁶ ITC Trade Map, 2010–2017.

¹⁷ Human Development Data, 2017.

¹⁸ Zambia Development Agency, Multi-facility Economic Zones Initiative to Boost Development-ZDA.

Key statistics for the manufacturing industry



Competitiveness grid for the manufacturing sector

	Micro and small firms		Medium-sized firms		Large firms	
	Firm capabilities	Business ecosystem	Firm capabilities	Business ecosystem	Firm capabilities	Business ecosystem
Meeting quantity and cost requirements	75	73	96	79	94	58
Time Requirements	72	65	86	56	87	50
Quality Requirements	51	48	46	59	73	58
Connecting to buyers	27	55	57	66	77	62
Connecting to suppliers	31	53	53	55	42	56
Connecting to institutions	46	52	41	53	57	58
Financial requirements	30	40	42	73	57	82
Skills requirements	56	55	71	75	91	67
Intellectual property and innovation requirements	58	59	63	67	76	59

Highlighted statistics for the manufacturing sector

51% of firms participated in a value chain

64% of firms met their skill requirements

48% of firms often or very often introduced new or improved product or process

Note: Micro and small firms are those with 1–19 employees. Medium-sized firms are those with 20–99 employees. 'Firm capabilities' assesses whether enterprises are managed according to best practices, need resources and are competent to manage those resources. The 'business ecosystem' evaluates whether the local business ecosystem, made up of business support institutions, supplies enterprises with the resources or competencies they need to be competitive.

Source: ITC SME Competitiveness Survey.

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The business support service sector

Historically the largest contributor to GDP (52.2% in 2017),¹⁹ Zambia's services sector has been growing rapidly.²⁰ The sector is vital to job creation for the expanding urban population; it has absorbed 21% of the employed population since 2000.

Zambia has been actively addressing its services trade deficit, with services exports reaching \$864 million in 2017, compared with \$758 in 2013.²¹ Services exports are led by transport (46%) and travel services (39%).²² Tourism and financial services have also gained momentum over the last decade. Increasing exports of higher value-added services – such as information and communication technology, professional services and other business services – signal new opportunities for services to contribute to economic diversification.

The survey included 36 firms in the business support service sector.²³ Although the survey does not represent the sector as a whole, its results inform policymakers about the bottlenecks enterprises are facing. Most respondents were micro and small firms (89%). While only a fraction of these businesses were direct exporters (3%), nearly 70% were participating in a value chain.

Firms competed by supplying high-quality services

Offering high-quality services was the primary strategy to maintain a competitive edge for 64% of respondents in the sample. The business support service sector is vital for facilitating all aspects of economic activity. Agricultural and manufacturing producers need support services – from transport to financial services – to be able to operate their businesses and sell their goods.

Quality telecommunications technology aided competitiveness

With more than half of the surveyed firms reporting access to a good-quality Internet connection, it is no surprise that 44% of them maintained a company website and 56% advertised their businesses on the Internet or social media. This testifies to the significant development of and investment in the telecom sector since its liberalization in 1994. In fact, since 2009, the capacity to communicate and access information has increased dramatically with the presence of digital satellite, Internet and mobile networks in the country.²⁴

'We want to position Zambia as a regional hub in ICT, considering the strategic location of the country...'

Brian Mushimba, Minister of Transport and Communication

Firms were equipped with skilled workforce

Top-notch skills are essential in business support services and well rewarded with high wage premiums by the Zambian labour market.²⁵ About 53% of respondents in the business support service sector reported high availability of skilled workers for hire. Additionally, more than 65% of respondents said there was a good match between the skills of their current employees and their company's needs.

¹⁹ World Bank, World Development Indicators, 2017.

²⁰ World Bank, Republic of Zambia – Systematic Country Diagnostic, 2018.

²¹ World Integrated Trade Solutions Database, 2017.

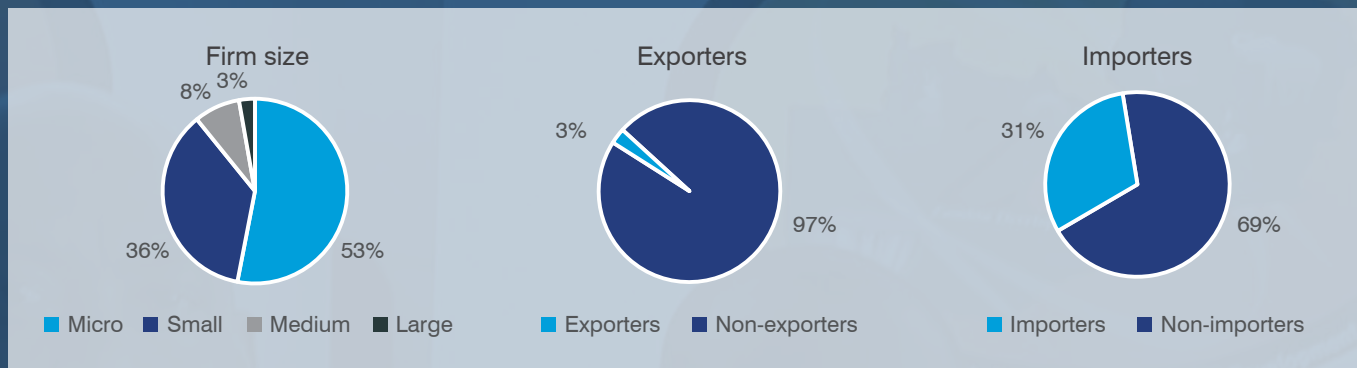
²² World Bank, The Republic of Zambia – Diagnostic Trade Integration Study, 2014.

²³ These include administrative and clerical services, transport, postal and financial services, food and accommodation, professional, educational and technical services supporting businesses.

²⁴ Zambia Invest, Zambia Telecoms, June 2016.

²⁵ World Bank, Republic of Zambia – Systematic Country Diagnostic, 2018.

Key statistics for business support services



Competitiveness grid for business support services

	Micro and small firms		Medium-sized firms		Large firms	
	Firm capabilities	Business ecosystem	Firm capabilities	Business ecosystem	Firm capabilities	Business ecosystem
Meeting quantity and cost requirements	74	74	91	90	94	30
Time Requirements	71	63	60	60	80	70
Quality Requirements	48	46	63	54	50	33
Connecting to buyers	26	52	38	55	25	75
Connecting to suppliers	38	48	67	49	80	48
Connecting to institutions	34	51	33	57	80	53
Financial requirements	31	67	39	77	60	80
Skills requirements	57	71	57	69	70	60
Intellectual property and innovation requirements	59	65	58	61	25	44

Highlighted statistics for business support services

64% of firms competed by offering high-quality services

52% of firms had good-quality Internet connection

65% of firms reported a good match between employees' skills and company's needs

Note: Micro and small firms are those with 1–19 employees. Medium-sized firms are those with 20–99 employees. 'Firm capabilities' assesses whether enterprises are managed according to best practices, need resources and are competent to manage those resources. The 'business ecosystem' evaluates whether the local business ecosystem, made up of business support institutions, supplies enterprises with the resources or competencies they need to be competitive.

Source: ITC SME Competitiveness Survey.

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Adapting to new environmental conditions

Zambia is vastly endowed with renewable and natural resources, good climate and high-intensity sunshine that can be sustainably harnessed.²⁶ The country has great economic potential in hydro and solar energy generation, organic and climate-smart agriculture, and processing. As the home of Victoria Falls and with 50 million hectares of forest and a rich wildlife estate,²⁷ its natural beauty makes Zambia a unique tourism destination.

However, climate change has adversely affected these diverse resources. Ongoing deforestation, land use practices and poaching of animals and fish pose challenges to livelihoods, businesses and social inclusion.²⁸

SMEs are vulnerable to the risks of environmental changes. Yet they can also be the instruments of environmental protection and natural resource conservation. In addition, improved environmental performance can be a competitive advantage for smaller companies.

Zambian firms are aware of the risks caused by environmental changes

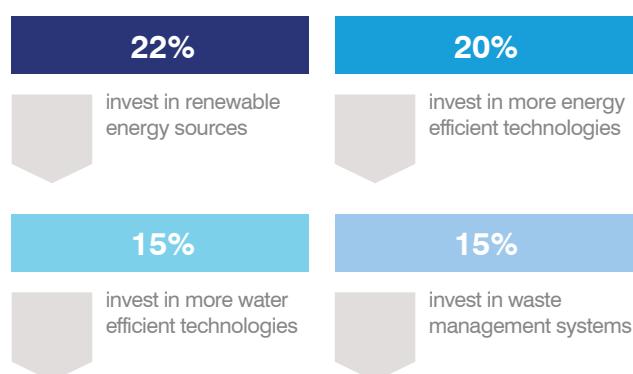
Seventy per cent of survey respondents perceived environmental change as a significant risk to the business. Among them, 50% were concerned about changing temperatures, 25% about water scarcity and 23% about depletion of production inputs.

All sectors were very concerned about changing temperatures. The agri-food sector was more worried about water scarcity, contamination and depletion of inputs, and natural calamities than other sectors.

Most firms (57%) therefore invested in reducing these risks, primarily by securing their energy and water provision as well as their transport means.

Companies are committed to sustainability efforts

Furthermore, 53% of surveyed SMEs also invested in mitigating their impact on the environment. Popular mitigation measures were related to firms' energy consumption and waste management:



However, many SMEs lacked the resources and ability to reduce their environmental impact, even though they wanted to do more. Almost 95% of surveyed firms said they would be interested in receiving assistance to help them deal with environmental issues. Such assistance should preferably help businesses access credit and communications technology, or help them get insured. As expected, assistance in insurance, risk-management methods and logistics improvement were more important in the agri-food sector, while demand for technology-enabled climate insurance was high among SMEs in business support services.

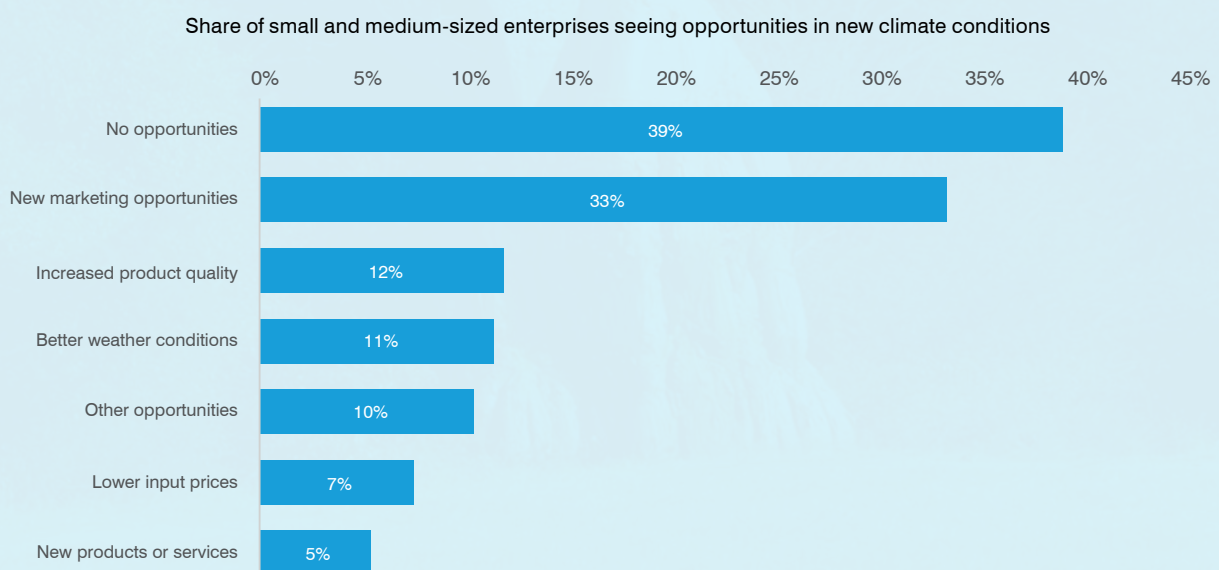
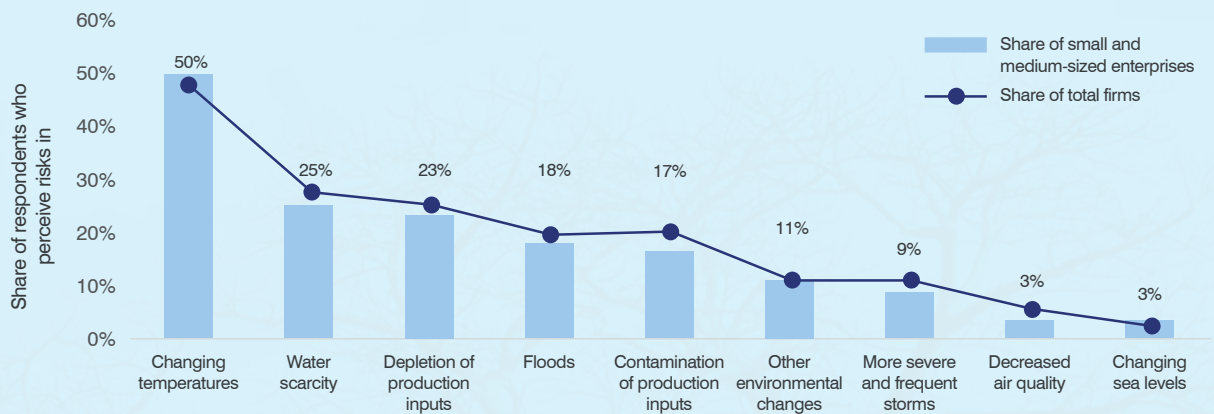
Firms saw opportunities in new climate conditions

Finally, businesses viewed climate change not only as a threat, but also as an opportunity. This was true for 61% of surveyed Zambian SMEs. New marketing opportunities, increased product quality and better weather conditions were some of the positive outcomes they envisaged.

²⁶ Africa-EU Renewable Energy Cooperation Programme, Zambia – Renewable Energy Potential

²⁷ United Nations Development Programme, Zambia – Environment & Climate Change

²⁸ USAID, Zambia – Environment





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Key findings

Agri-food sector

- Fifty-seven per cent of agri-food firms rated good logistics positively. As a result, an average of 74% of the goods dispatched to clients arrived on time.
- Most surveyed agri-food firms (55%) held an internationally recognized certificate, and 65% appreciated the quality of the certification infrastructure.
- While only 31% of surveyed firms in the sector exported their product directly (16%) or indirectly (15%), 64% of the firms expressed their interest in starting to export.

Manufacturing sector

- Being in a value chain helped firms reduce their dependence on one single supplier: 31% of the enterprises that were part of a value chain did not rely on a single supplier, against 16% for firms outside value chains.
- In this sector, 64% of surveyed companies reported a high match between the skill set of employees and the needs of the business.
- Almost half of surveyed manufacturing firms said they often or very often introduced a new or improved product or process. This percentage was driven mostly by the textile and garment industry (72%).

Business support service sector

- Offering high-quality services was the main strategy to maintain a competitive edge for 64% of respondents in the sample.
- More than half of the surveyed firms had access to a good-quality Internet connection, and 56% advertised their businesses on the Internet or social media.
- Half of respondents in the business support service sector reported a high availability of skilled workers for hire.

Environmental performance

- Almost three quarters of Zambian SMEs were aware of the risks created by environmental changes. Therefore, 57% of them invested in reducing these risks.
- SMEs were committed to sustainability; more than half invested in mitigating their impact on the environment.
- Finally, businesses viewed climate change not only as a threat, but also as an opportunity. This was true for 61% of surveyed Zambian SMEs.

Note: Although the survey does not represent each sector as a whole, its results inform policymakers about the bottlenecks enterprises are facing.

International Trade Centre

Established in 1964, the International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations. Its mission is to foster inclusive and sustainable economic development and contribute to achieving the United Nations Global Goals for Sustainable Development.

ITC is the only development agency that is fully dedicated to supporting the internationalization of small and medium-sized enterprises (SMEs). It helps SMEs in developing and transition economies become more competitive and connect to international markets for trade and investment, thus raising incomes and creating job opportunities, especially for women, young people and poor communities.

ITC works with policymakers, trade and investment support institutions, exporters and other stakeholders in the public and private sectors to enable export success of SMEs in developing countries and transition economies.

Read more at <http://www.intracen.org/>

The Zambia Development Agency

The Zambia Development Agency (ZDA) was established in 2006 by an Act of Parliament under the Ministry of Commerce, Trade and Industry. Its mission is to promote and facilitate investment, trade and enterprise development in Zambia.

ZDA aims to accomplish its mandate through an efficient, effective and coordinated private sector-led economic development strategy. The agency is also charged with facilitating the development of micro, small and medium-sized enterprises in the country by creating a favourable business environment. Another element of its mandate is formulating, co-coordinating and implementing policies and programmes designed to promote and develop micro and small business enterprises in Zambia.

ZDA is also responsible for trade development, investment promotion, enterprise restructuring, the development of greenfield projects, trade and industry fund management, and contributing to skills training development in Zambia.

Read more at <http://www.zda.org.zm/>

Central Statistical Office

The Central Statistical Office (CSO) is a department under the Zambian Ministry of National Development Planning. The department is responsible for coordinating all statistical activities in the country and is a major producer of official statistical information to various users. CSO operates under the Census and Statistical Act Chapter 127 of the laws of Zambia. Under this law, institutions and the public are obliged to provide CSO with data. In carrying out its mandate, CSO observes the confidentiality of information, rights of respondents and statistical ethics.

The mission of CSO is to coordinate and provide timely, high quality and credible official statistics that can be used by stakeholders and clients for sustainable development.

Read more at <http://www.zamstats.gov.zm/>

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The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.