



Republic of Zimbabwe



Strategic Plan 2024 – 2025

FOREWORD: BY THE CHAIRMAN OF THE BOARD OF DIRECTORS FOR CMED (PVT) LTD



It is my pleasure to present the CMED (Private) Limited Strategic Plan for the period 2024 – 2025. The Plan is aligned to the long-term development blue print for the country, the National Development Strategy 1 which aims to entrench macro-economic stability necessary for economic growth and conferring new opportunities for wealth creation, innovation and enterprise development.

The Strategic Plan focuses on:-

- 1) recapitalising the company's strategic business units in order to capacitate them to generate revenue to sustain operations;
- 2) capacitating the Construction Unit so that it continues to play a developmental role in support of Government's efforts to rehabilitate the country's infrastructure;
- 3) upgrading of the company's fuel infrastructure to world class standards;

- 4) tapping into the tourism sector through the construction of the Kariba Hotel and Conference centre;
- 5) ensuring that CMED continues to play a lead agency role in the promotion of environmentally friendly Battery Electric vehicles.

In order to attain these strategic objectives, adequate human and financial resources have been allocated and deployed to the Company's operating units.

The Strategic Plan attest to our commitment to contribute to the national vision that seeks to attain an upper middle income society by 2030.

On behalf of the Board, I sincerely thank all our stakeholders who participated in the formulation of the Strategic Plan for their contribution and commitment. Special mention goes to the Hon Minister of Transport and Infrastructural Development and his team as well as the head of the Corporate Governance Unit in the office of the President and Cabinet.

I thank you.

DR. ENG. T.M. STEVENSON

BOARD CHAIRMAN

SECTION A: Profile

i. Introduction and Background

CMED (Private) Limited is a wholly owned State Enterprise established in terms of the Central Mechanical Equipment Department (Commercialisation) Act number 14 of 2000, which outlines its core functions as the provision of the following services to both the public and private sector market:

- Transport and equipment hire services.
- Procurement of vehicles on behalf of the Government.
- Fuel supply
- Driver training and certification of government drivers, and
- Administration of the Transport Purchase Fund on behalf of the Public Service Commission and Treasury.

Over and above, CMED (Private) Limited is able to perform any other functions set out in the Memorandum of Association whilst *prioritising government* to the extent that it is *compatible with sound business practice*.

Our Strategic Focus

CMED (Private) Limited 's overarching goal is to be a *High Performing Organisation* offering best value services to achieve long term profitability on sustainable basis. We do this by merging effectiveness with efficiency to reduce costs of operations without compromising quality, to meet expectations of customers and stakeholders. We aim to be the focal point of

reference in the transport and infrastructure development sector by balancing the needs of both internal and external stakeholders whilst not losing focus of our mandate by 2030.

ii. National Level Contribution:

a. National Vision: Towards a prosperous and empowered upper middle income society by 2030

b. National Priorities the Ministry/ Agency is contributing to:

	Description of National Priority Area
NPA 1	Transport, Infrastructure and Utilities

c. National Key Result Areas the Ministry/Agency is contributing to:

	Description of National Key Result Area
NKRA 1	Provision of improved Infrastructure and services

d. National Outcomes the Ministry/Agency is contributing to:

	Description of National Outcome
NOUC 1	Improved infrastructure and access to services

iii. Sectoral Level Contribution:

Sector Name: TRANSPORT AND ENERGY

e. Sectoral Key Results Areas

	Description of Sector Key Result Area
SKRA 1	N/A

f. Sectoral Outcomes

	Description of Sectoral Outcome Description
SOUC 1	Improved roads and bridge infrastructure
SOUC 2	Improved road transport services
SOUC3	Improve national fuel retail

1.0 Agency: CMED (Private) Limited

2.0 Vote Number: 11

3.0 Vision Statement:

A one-stop centre for the provision of transport, plant and equipment services for infrastructural development in Zimbabwe by the year 2030

4.0 Mission Statement:

To champion the development of infrastructure and transport services for sustainable and inclusive social and economic growth through:-

- Vehicle and equipment hire
- Repairs and maintenance of vehicles and equipment
- Construction and maintenance of civil works.
- Transportation
- Quality fuel supply
- Driver training and development
- Purchasing of vehicles on behalf of the Government, Institutions, and corporates.
- Transport Purchase Fund (TPF) management

5.0 Core Values:

Value	
Service Excellence	<ul style="list-style-type: none"> • We observe, listen and act in the best interest of our customers. • We deliver value for money service to customers • We always seek to exceed customer expectations • We communicate to the customer regularly
Teamwork	<ul style="list-style-type: none"> • We value each other's contribution, skills, views and time. • We know our extended family of stakeholders and our communities • We value our connected family and treat each other with respect, honesty and dignity while acknowledging personal differences
Integrity	<ul style="list-style-type: none"> • Being honest with strong morals • Being dependable • Zero tolerance to corruption.
Innovation	<ul style="list-style-type: none"> • We search for solutions that create value to our customers • We strive to diversify and create new lines of business • We benchmark with best practices in all our spheres of business
Corporate Social Responsibility	<ul style="list-style-type: none"> • Environmental concerns: We need to comply with environmental statutes • Philanthropy: We also practice social responsibility by donating money, products or services to social causes
Transparency	<ul style="list-style-type: none"> • We do our business in a transparent manner and we are open to scrutiny
Accountability	<ul style="list-style-type: none"> • We take responsibility for our actions at all times.

6.0 Departments in the MDA and their functions:

	Department	Role
i.	Managing Director's Office	To direct and control the organization's operations under the strategic guidance and direction of the board to ensure that the organization achieves its mission and objectives.
ii.	Transport and Equipment Hire	Hiring out of vehicles and equipment to government, public and quasi-government institutions, passenger transportation, repair / maintenance and recovery services.
iii.	Finance	Provision of financial management, asset accounting and ICT development services to the company.
iv.	Human Resource and Administration	Provides human resource management services and implements strategic human resources programmes to meet current and future organizational needs. Advises the organization on labour laws and approved conditions of service.
v.	Corporate Affairs	Responsible for the efficient administration of the company with regard to ensuring compliance with statutory and regulatory requirements and that decisions of the board of directors are implemented.
vi	Business Development and Marketing	Coordination of strategy formulation and implementation; Research , Appraisal and Development of projects; Marketing of the organization products and Public Relations
viii	Audit	Provides independent, objective assurance and consultancy services designed to add value and improve the operations of the organization.
ix	Loss Control	Safeguards the organization's assets and implementing security programs for the organization; Coordination of the organization's Enterprise Wide Risk Management; Investigations and Recovery of losses.

x	Procurement Management Unit	Responsible for planning the procurement activities of the company and securing the adoption of the appropriate method of procurement. Implementation of procurement policies of the organization.
xi	Construction Unit	Responsible for all infrastructure development projects

7.0 CMED SUBSIDIARY COMPANIES AND THEIR FUNCTIONS.

7.1 EASYGO DRIVING SCHOOL AND CAR HIRE

- To provide driver training and development services
- To provide vehicle hire services

7.2 CMED FUELS

- Provision of wholesale and retail fuel and lubricants to the government and the general public

7.3 CMED Contracting

- Provision of construction and maintenance of civil works to public and private customers.

8.0 MDA KRAs

KRA Ref	KRA Description	Weight	SKRA REF	NKRA REF	NPA REF
1	Vehicle and Equipment Hire	40%	1.	Provision of improved Infrastructure and services	Transport, Infrastructure and Utilities
2	Construction and maintenance of civil works.	15%	1	Provision of improved Infrastructure and services	Transport, Infrastructure and Utilities
3	Fuel Sales and other ancillary services	15%	1	Provision of improved Infrastructure and services	Transport, Infrastructure and Utilities
4	Driver training and development	12%	1	Provision of improved Infrastructure and services	Transport, Infrastructure and Utilities
5	Vehicle and equipment repairs and maintenance services	10%	1	Provision of improved Infrastructure and services	Transport, Infrastructure and Utilities
6	Government Vehicle Administration	8%	1	Provision of improved Infrastructure and services	Transport, Infrastructure and Utilities

9.0 PESTLEG Analysis

Political	Issues:	Impact
	Government re-engagement drive.	Opportunity for PPPs. (Fuel infrastructure development and equipment supply; Kariba Resort Construction)
	ii. Devolution of governance.	Business opportunities across the country as provinces compete for developmental growth (all business lines).
	. iii. Sanctions on key businesses	iii. Difficult to remit funds to pay for imports at competitive prices (buying expensive product from monopolistic suppliers)
	iv. Policy – Changes	This is disruptive to our strategic plans (negative and positive)
Economic	i. Foreign exchange rate volatility ii. Foreign currency shortage iii. Normal to below normal rains resulting in low output (Met services focus for 2023/2024 season) iv. Industrial growth and tourism improvement (NDS1) v. High Inflation vi. High Interest rates vii. Erosion of disposal income viii. Pricing and Cost Structure (USD vs RTGS)	i. High cost of inputs (materials and services)leading to profits margins ii. Negatively affects recapitalisation drive iii. Economic growth slow down driven by agricultural output iv. Improvement in disposable income and improvement in forex availability from exports- (spares, recapitalisation, fuel) v. Increased cost of goods and services and loss of value (debtors book) vi. High cost of borrowing vii. Reduced demand viii. May impact CMED's ability to maintain profitability and cost efficiency
Social	i. High rate of unemployment. ii. Natural Disasters iii. Wars (e.g. Ukraine/Russia and Israel / Palestine)	i. High crime rate, reduced demand and increased competition from informal businesses. ii. Destruction of infrastructure, displacement of families and shortage of food. iii. Destruction of supply chains of grains affecting employee welfare

Results Based Budgeting (RBB) Technical Guidelines

	<ul style="list-style-type: none"> iv. Brain drain v. Demographic Changes vi. Corporate Social Responsibility (CSR) 	<ul style="list-style-type: none"> iv. Loss of key personnel or talent v. Creates new markets-driver training for the youths vi. Incorporate social responsibility practices into the corporate strategy to enhance the CMED's reputation and stakeholder relationships.
Technological	<ul style="list-style-type: none"> i. High level of technological change and adoption. ii. Use of social media as a communication tool. 	<ul style="list-style-type: none"> i. Lagging behind resulting in high cost of doing business, inefficient product/service delivery. <ul style="list-style-type: none"> a. ERP not well functional b. Forecourt Management system c. Drones and GPS usage to increase accuracy of works done. ii. Lose competitive edge and market share. (Driving school clients are techno Savvy). Real time business conduct.
Legal	<ul style="list-style-type: none"> i. Policy Shifts(Land Audit- full land utilisation, Removal of mandate to supply fuel to Government) ii. Compliance to various legislation(EMA, Cyber security, ZERA, Procurement Act, ZIMRA) 	<ul style="list-style-type: none"> i. Increased scope for agricultural related opportunities e.g. land preparation and clearance. Loss of fuel business market. ii. Need for compliance e.g. procurement Act- slow and bureaucratic leading to loss of competitive edge, CGU provides a measure of confidence to potential partners.
Environmental	<ul style="list-style-type: none"> i. Emissions leading to global warming ii. Drive towards clean energy usage iii. Environmental degradation iv. Healthy and Safety- call for cleaner environment 	<ul style="list-style-type: none"> i. Natural disasters e.g. floods and drought ii. Increased use of renewable energy and reduction in fossil fuel usage. High demand for BEVs and supporting infrastructure. iii. River siltation hence need for reclamation iv. Disease outbreak resulting loss of work hours and key personnel due to death.
Governance	<ul style="list-style-type: none"> i. Need for compliance with legislation ii. Adoption of Corporate Governance framework 	<ul style="list-style-type: none"> i. Operational Inefficiencies especially PRAZ regulations, high cost of compliance leading to thinner profit margins. Business closure due ZIMRA garnish orders for invoices not yet paid by customers, loss of operating license and heavy penalties for default. ii. Operational efficiency and professional business conduct resulting higher stakeholder confidence and positive bottom line.

10.0 MDA Programmes and Outcomes:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Departments	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1	Governance and Administration	Enhanced corporate governance and Institutional operations	20%	Board Managing Director, s Office, Business Development and Marketing, Audit, Loss Control, Finance, ICT, Human Resources and Procurement	IODZ, Financial Institutions, Institute of Internal Auditors, MAZ, PSC, NEC and PRAZ	Corporate Governance advice, Budget and financial management services, Audit Standards, Marketing trend information and training, Employee welfare issues and Procurement oversight,	Improved roads and bridge infrastructure & Improved transport roads services		
2	Transport and Equipment Logistics	Enhanced transport and Equipment service provision	45%	Operations , EasyGo and Fuels	Min. of Finance PRAZ OPC	Budget Support Procurement oversight	Improved roads and bridge infrastructure & Improved transport roads services	Improved infrastructure and access to services	17
3	Roads and Civil works	Improved infrastructure	35%	Construction	Dept. of Roads CIfFoZ and Road Authorities	Supervision Healthy and Safety Compliance	Improved roads and bridge infrastructure & Improved transport roads services	Improved infrastructure and access to services	17

11.0 Policies Applicable for the MDA:

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	National Development Strategy 1 (2-21-2025)			
2.	Cabinet Directives	1-3	Staff Manual	1-3
3.		1-3	Code of Conduct	1-3
4.	Labour Act and related statutes	1-3	Internal Audit Charter	1-3
5.	Public Finance Management Act	1-3	Strategic Plan	1-3
6.	Public Entities and Corporate Governance Act	1-3	Company Policies and Procedure Manuals	1-3
7.	Public Procurement and Disposal of public Assets Act and associated regulations	1-3	Annual Budgets	1-3
8.	Public Entities and Corporate Governance Act	1-3	Board Charter	1-3
9.	Public Procurement and Disposal of public Assets Act and associated regulations	1-3	Board Committee Charter	1-3
10.	Income Tax Act	1-3	Fuels Operational Manual	1-3
11.	Value Added Tax Act	1-3	Vehicle Driving and Usage Policy	1-3
12.	Statutory regulation – EMA	1-3	Managerial Motor Vehicle Policy	1-3
13.	NSSA Act Chap 17:04	1-3	Workshop Procedures Manual	1-3
14.	Road Traffic Act & Road Motor Transportation Act	2	Cross Border Procedures Manual	1-3
15.	Traffic Safety council Act	1-3	Enterprise wide Risk Management Policy	1-3
16.	Finance Act	1-3	Emergency Evacuation Procedures Manual	1-3
17.	Public Service Pensions Regulations	2	Loss Control Standard operational Procedures	1-3
18.	ZERA Regulatory statutes	1-3	ICT Policy	
19.	Factories and Works Act Chap 14:08	1-3		
20.	Local Government Act	1-3		
21.	Treasury Instructions	1-3		
22.	Environmental Management Act Chap 20:27	1-3		
23.	Constitution of Zimbabwe	1-3		