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JUNIOR ANALYST MONTHLY REPORT - JULY 2025

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# MANUFACTURING AND AGRICULTURE



Table of Contents

<b>BACKGROUND .....</b>	<b>2</b>
<b>KEY TASKS .....</b>	<b>2</b>
<b>PERSONAL ACHEIVMENS IN THIS DEPARTMENT .....</b>	<b>7</b>
<b>LESSONS LEARNT IN THIS DEPARTMENT .....</b>	<b>7</b>
<b>CHALLENGES .....</b>	<b>8</b>
<b>CONCLUSION .....</b>	<b>8</b>

## 1. BACKGROUND

The Industrial Development Corporation (IDC), established in January 2014, is Zambia's primary investment arm, mandated to foster industrial growth and create sustainable employment. As part of its commitment to talent development, IDC offers a Graduate Trainee Program through which Junior Analysts (JAs) rotate across various directorates to receive hands-on training and mentorship.

In June 2025, I was privileged to work in the Portfolio **Directorate – Manufacturing and Agriculture Department**, where I learnt from and contributed to critical projects to foster the transformation agenda of various subsidiaries.

## 2. KEY TASKS

The following were the keys tasks assigned to me in the Department.

S/ N	Key Assignment	Expected Deliverables
1	Drafting Go To Market Strategy for Kawambwa Tea Industries Limited	<p>Kawambwa Tea is one of the subsidiaries with significant potential to revolutionize the tea industry in Zambia and across the SADC region. Although it dominates the bulk tea industry, it still lags behind in the processed tea market due to competition from established brands such as Five Roses, Freshpak, and Quick Brew.</p> <p>The Go-To-Market (GTM) strategy is therefore an initiative aimed at penetrating the processed tea market by employing effective strategies that can increase brand preference for KTIL.</p> <p>My deliverables included:</p> <ol style="list-style-type: none"> <li><b>1. Understanding and Analyzing KTIL Strategies.</b> This involved reviewing KTIL's current efforts in addressing the above issue, seeing what works and telling it apart from what doesn't work.</li> <li><b>2. Suggesting, Changes, modifications and Improvements</b> Suggested initiatives aimed at improving brand visibility included marketing strategies, pricing strategies and brand positioning strategies.</li> </ol>



2	Drafting Proxy Notes for the Lusaka Trust Hospital Annual General Meeting	<p>Following the scheduling of the AGM to be held at Lusaka Trust Hospital, I was tasked with drafting proxy notes based on the minutes of the previous AGM and the audited financial statements for the year under review.</p> <p><b>My deliverables included:</b></p> <ol style="list-style-type: none"> <li><b>1. Reviewing and understanding all financial statements</b> Before commenting on IDC's position regarding the balance sheet, cash flow statement, income statement, or statement of changes in equity, it was essential to understand the rationale behind the figures presented in the financial statements.</li> <li><b>2. Stating IDC's position regarding various issues on the agenda</b> Upon reviewing the financials, it became clear that Lusaka Trust Hospital was not in a position to pay a dividend. The recommended commentary therefore supported the Board's proposal that no dividend be declared, and advised that the shareholder approve and adopt the recommendation.</li> </ol>
3	Drafting Proxy Notes for the Marcopolo Tiles Company Limited Annual General Meeting	<p>Following the setting of Marcopolo Tiles' AGM, I was tasked with drafting proxy notes based on the minutes of the previous AGM and the audited financial statements for the year under review.</p> <p><b>My deliverables included:</b></p> <ol style="list-style-type: none"> <li><b>1. Reviewing and understanding all financial statements</b> This involved analyzing components such as other income, taxation, inventory, and the company's investment initiatives in both current and non-current assets.</li> <li><b>2. Stating IDC's position regarding various issues on the agenda</b> After reviewing the financials, the financial position of Marcopolo Tiles Company Limited became clear, enabling me to provide the required commentary with accuracy and confidence.</li> </ol>

4	Compiling List of Board Members for Zampalm, NCZ and SMCL	<p><b>Compiling List of Board Members for Zampalm, NCZ, and SMCL</b></p> <p>Following the need to appoint board members for the named subsidiaries to fill various vacant positions on their respective Board committees, a list of potentially eligible individuals was compiled. I was tasked with identifying and recommending the most suitable candidates for each subsidiary.</p> <p>My specific deliverables included:</p> <ol style="list-style-type: none"> <li>1. Assessing experience and sector relevance Reviewed candidate profiles to ensure their backgrounds aligned with the operational focus of each subsidiary.</li> <li>2. Ensuring governance and skill diversity Considered board experience, governance capabilities, and the need for a balanced mix of expertise across committees.</li> </ol>
4	Zampalm Trip, payroll support and PMC review meeting.	<p>With need to diversify from zampalm either fully or partially, the search for SEPs has continued and in light of the above, I was tasked with preparing a trip for IDC and CZPC to visit Zampalm with hopes of a possible future partnership.</p> <p>Notwithstanding the above, Zampalm limited wrote to IDC requesting for payroll support intandem with the IDC budget for Zampalm 2025. I wrote back to Zampalm in response to the above</p>

5	Review of resubmitted proposal by Kawambwa Development Projects Company	<p>The Kawambwa Development Projects Company (KDPC) is a special purpose vehicle involving the Kipchichim of Kenya. KDPC submitted an unsolicited proposal to manage and expand Kawambwa Tea Industries Limited. Following this unsolicited proposal, I had the following as findings and shared with KDPC to submit for better conclusiveness regarding this issue.</p> <ul style="list-style-type: none"> <li>• Detailed financial model showing IRR, repayment structure, revenue assumptions, and risk scenarios;</li> <li>• Organizational structure of the project team, with named technical and management personnel and their credentials;</li> <li>• Phased implementation plan with timelines, cost tranches, and key performance milestones;</li> <li>• Risk allocation matrix clearly stating who bears what financial and legal risk;</li> <li>• Clarification of IDC's role post-concession and treatment of ongoing management fees.</li> </ul>
6	Conducting Selection Interviews for KTIL Sales & Marketing Manager, HR & Admin Manager, and Internal Audit Manager	<p>I conducted preliminary phone screening interviews to assess shortlisted candidates' suitability and availability for in-person interviews at Kawambwa Tea Industries Limited (KTIL).</p> <p><b>My deliverables included:</b></p> <ul style="list-style-type: none"> <li>• <b>Identifying strong candidates willing to travel to Kawambwa</b></li> </ul> <p>Prioritized those with the highest potential to contribute meaningfully to KTIL's growth.</p> <ul style="list-style-type: none"> <li>• <b>Assessing key skills and competencies</b></li> </ul> <p>Evaluated candidates based on salary expectations, prior success in similar roles, and their approach to the responsibilities of the position.</p>



*Table 1: Key Assignment and Expected Deliverables*

### **3. PERSONAL ACHIEVEMENTS IN THIS DEPARTMENT**

#### **i. Capacity Building**

As part of the initiative to build capacity within the Portfolio Directorate, I started working on the PMC hub in hopes of addressing the issue of multiple excel sheets involved in data sharing between subsidiaries and the IDC.

#### **Other Personal Achievements**

- i. Strategically repositioned KTIL by drafting a Go-To-Market strategy focused on boosting processed tea market presence through targeted branding, pricing, and marketing improvements.
- ii. Informed shareholder decision-making by preparing clear, data-driven proxy notes for AGMs of Lusaka Trust Hospital and Marcopolo Tiles based on deep financial analysis.
- iii. Strengthened governance across subsidiaries by identifying and recommending qualified board candidates for Zampalm, NCZ, and SMCL, ensuring sector relevance and skill diversity.
- iv. Contributed to Zampalm's strategic direction by organizing partnership engagement trips and handling payroll support communication aligned with budget planning.
- v. Improved project proposal standards by evaluating KDPC's unsolicited submission and outlining critical financial and operational requirements for viability.
- vi. Enhanced recruitment outcomes at KTIL through targeted candidate screening, ensuring selection of competent professionals aligned with company needs and location requirements.

### **4. LESSONS LEARNT IN THIS DEPARTMENT**

#### **i. Strategic Alignment**

Learned the importance of aligning business strategies with market conditions and long-term growth goals, especially when reviewing proposals and drafting GTM plans.

**ii. Data-Driven Insight**

Gained appreciation for using financial data to support decisions, particularly in AGM proxy notes and performance evaluations.

**iii. Effective Governance**

Recognized the value of selecting board members with sector-relevant experience to strengthen oversight and governance structures.

**iv. Clear Stakeholder Communication**

Improved skills in drafting concise, targeted communication to internal and external stakeholders, enhancing decision-making and trust.

**v. Competency-Based Recruitment**

Learned to assess candidates beyond qualifications, focusing on adaptability, location readiness, and cultural fit.

## **5. CHALLENGES**

- i. **Interpreting Diverse Proposal Submissions:** Evaluating unsolicited or underdeveloped proposals (e.g., KDPC's) required extra effort to clarify assumptions and assess feasibility.
- ii. **Balancing Objectivity with Internal Pressures:** Maintaining professional independence while aligning recommendations with institutional expectations or shareholder positions was challenging. This was further complicated by numerous short-turnaround tasks, such as drafting memos and handling urgent requests which, though small, were time-consuming and often diverted focus from more strategic responsibilities.
- iii. **Managing competing tasks under tight timelines:** At times, I was responsible for multiple deliverables simultaneously. I overcame this by prioritizing tasks based on urgency and deadlines, which helped me stay organized and meet expectations without compromising quality.

## **6. CONCLUSION**

This placement has been a pivotal phase in my professional development, offering both enrichment and impact. The assignments undertaken provided valuable exposure to



high-level corporate strategy, governance, and operational oversight. Despite challenges such as time constraints, competing priorities, and limited resources, the experience significantly strengthened my ability to analyze complex financial information, make objective recommendations, and contribute meaningfully to the strategic direction of IDC's subsidiaries. The lessons learned have enhanced my professional judgment, stakeholder communication, and decision-making skills capabilities that will continue to add value in future engagements.

A handwritten signature in black ink, appearing to read 'Mutale Kondolo', positioned above a horizontal line.

Mr. Mutale Kondolo  
(Portfolio Officer)

A handwritten signature in black ink, appearing to read 'Alphaus Nkandu', positioned above a horizontal line.

Mr. Alphaus Nkandu  
(Junior Analyst)