



**The Chartered
Institute of Logistics
and Transport**

**TERRITORIAL AUDIT VISIT REPORT
CILT ZAMBIA, LUSAKA, 14TH – 23RD NOVEMBER 2020**

**Special Advisor to the Council of Trustees
Chief Teete OWUSU-NORTEY**

SUMMARY OBSERVATION AND RECOMMENDATIONS

CILT ZAMBIA in the past was doing well until their eyes went off the ball. They were not following process in terms of registration timing and waiting until exams to inform international about students. After the audit review the following are outcomes that needs consideration. The following are not in any particular order.

It was unfortunate the President of CILT Zambia, Mr Soko did not attend any of the meetings as well as making time to meet me for briefing or debriefing as the head of the institute in Zambia.

During the first day briefing only 4 National Council Members, i.e. Col. Kennedy Simukanga, Mrs. Mumeka Walumyeya, Mr. Vyonsi Manda and Mrs. Phidelia Mwaba who attended including Mr. Rodgers Nkandu, the Registrar. In the wrap up meeting only Col. Kennedy Simukanga and Mr. Rodgers Nkandu attended, both gentlemen deserve our commendation. It is very disappointing how this important visit was down-played by the entire National Council of CILT Zambia which subsequently should not be encouraged.

- 1 As a bait to encourage the Training Providers to pay the outstanding debts, Chief Teete offered discounts to the Training Providers who can make full payment in cash or pay either into CILT International or CILT Zambia account whilst he was in Zambia.
- 2 The second bait was to encourage those who owe and needs to be reaccredited an offer to pay 80% by 31st December 2020 and the balance of 20% by 28th March 2021. This offer was those who did not meet the timelines of point 1. The above was refined upon my arrival on a case by case basis with a discussion between **TON/JH/KN/TOM NAYLOR**
- 3 All the Training Providers made it known that they were going to use other sources of income to settle the outstanding debts than to rely on the students as they are certain the monies owed will finally be collected from most of the students.
- 4 A suggested amount of £140 to be paid for all entry student to increase the enrolment numbers in that most of the applicants at that level cannot afford the current fees. CILT Zambia need to substantiate the figure with a summary

of why this amount is appropriate (i.e. income levels of students, competition from other prof bodies etc) especially as some of the 'no debt' providers (e.g. LOBC) are continuing to pay at the full rate **RN/KS/PROVIDERS**

- 5 I suggest if the amount is acceptable, we lock it down for 2 years as it is the matter of affordability to the students and refer this to the IESC meeting on 28/1/21 for which evidence from CILT Zambia will be needed. Secondly, this would mean locking down the per student price to say 30/9/22 (end of the FY21/22) and launching the new price only if payment plans are met and debts cleared. The earliest this would be offered is 1/4/21 and would be subject to IESC accepting the proposal to reduce fees in Zambia.
KN/JH/IESC
- 6 Zambia to submit a position paper in respect of discount on the student registration fee. **JAN 2021**
- 7 A Seminar to be organised for Universities offering undergraduate degree programmes in Zambia to make them appreciate why their programmes need to be approved by CILT-International. Timing to be by end March 2021
JH
- 8 Remittance of amounts for student registration fees to be done in a timely fashion with supporting paperwork to evidence what each payment is for. Money will be transferred to the UK in batches from the Forex account by CILT-Zambia. **RN (ONGOING)**
- 9 CILT-Zambia to ensure that moderated examination results for September, 2020 are submitted for certification before 30th November, 2020.
COMPLETED
- 10 CILT-Zambia to finalise and submit the schedule for students awaiting certification by 30th November, 2020. **COMPLETED**
- 11 CILT-Zambia to prepare examination papers for December, 2020 examinations and submit them to CILT-International for moderation.
COMPLETED
- 12 Need for Train the Trainers to align with all our Training Providers before the resumption of the new cohorts. This also includes clarification on administration and 'back room' processes **JH/RN**
- 13 Consider training of lecturers through virtual means to build capacity for lecturers employed by Accredited CILT Training Providers. Zoom training sessions can take up to 30 to 40 participants at a go. Mr. Mbara could assist

in this regard as part of visit and/or with JH on Zoom . To take place by March 2021 once the finalised list of providers is agreed and visits have been conducted **JH**

- 14 I interrogated a few of the examiners who set the examination questions, mark them and also verified the processes that is carried out before the results are released. I am happy with the process. **COMPLETED**
- 15 All the Training Providers that require reaccreditation should be carried out subject to paying what is owed CILT International. **ONGOING**
- 16 Zambia to submit a position paper in respect of discount on the student registration fee. **JAN 2021**
- 17 **These Audit visits should be mandatory “with boots on the ground” every 2 years in Zambia and perhaps other branches to forestall some of these avoidable challenges.** We stand the risk of incurring more cost in managing our brand/branches if this proposal is not adhered to. I made this recommendation a couple of years ago when I visited Zambia.
- 18 As a general point and we have a lot of issues with other branches (in Africa) remotely but the fact that they know we are not physically there to verify what is on the ground, they tell us what we want to hear and not the facts. **I will recommend such Governance and Education visits are done regularly to combine it with ACCREDITATIONS AND REACCREDITATION.**

1 Introduction

1.1 Scope of visit

- **Chief Teete OWUSU-NORTEY** informed the opening meeting that the Audit visit was on behalf of the Council of Trustees and the CILT Secretariat and the focus was to address CILT Zambia's governance and education quality control gaps. CILT International's aim was that after the visit all issues would have been address and the way forward established.
- The visit was from 14th November, 2020 to 23rd November, 2020. Training Providers to visit includes Zambia Institute of Management (ZAMIM), National Institute of Public Administration (NIPA), Lusaka Open Business College (LOBC), Kabwe Institute of Logistics (KIL), Transport and Logistics Training Institute Limited (TLTI), and Zambia College of Pensions and Insurance Trust (ZCPIT). Further, the visit centred on addressing the position of Accredited Training Providers regarding the debt owed to CILT International in student registration fees and the way-forward on the provision of training.
- During the meetings, discussions also covered business development and growth of Training Providers, capacity building for CILT lecturers and challenges that Training providers are facing.
- The Training Providers visit was conducted by the **Special Advisor to the Council of Trustees for CILT International, Chief Teete OWUSU-NORTEY, and the Registrar for the Chartered Institute of Logistics and Transport Zambia, Mr. Rodgers Nkandu**. Accredited Training Providers were represented by their various senior staff members. A list of the Training Provider Representatives who attended the meeting is available as a separate document.

1.2 Introductory Meeting

- The Audit started with an introductory meeting on Monday, 16th November, 2020 with the National Council of CILT Zambia. The introductory meeting was attended by CILT International, represented by Chief Teete OWUSU-NORTEY, Mr. Keith Newton and Mr. Jon Harris. CILT Zambia was represented by National Council Members who included Col. Kennedy Simukanga, Mrs. Mumeka Walumweya, Mr. Vyonsi Manda and Mrs. Phidelia Mwaba.
- The meeting was co-chaired by Chief Teete OWUSU-NORTEY and (RTD) Col. Kennedy Simukanga. Col. Simukanga opened the meeting and welcomed the delegate from CILT International, Chief Teete OWUSU-NORTEY, Mr. Keith Newton and Mr. Jon Harris who attended the meeting through virtual means. Col. Simukanga indicated that CILT Zambia had anxiously been waiting for the visit so that all hanging issues could be resolved. After the introduction of meeting participants the following salient issues were discussed:

1.3 Concerns and Discussions during the Introductory meeting

- Chief Teete OWUSU-NORTEY highlighted that there were a number of concerns that CILT International had for CILT Zambia. One of them was that although Zambia had signed the Delegation Agreement with CILT International and had an obligation to make reference to CILT International Bye-laws, some of the provisions of the Agreement were not being implemented. Further, this meant that CILT Zambia was supposed to make reference to the bye-laws and the delegation agreement when the Act of Parliament for Zambia Chartered Institute of Logistics and Transport was being developed.
- The Delegation Agreement provides that Accreditation was a preserve of CILT International Council, hence the provision in the Zambia Chartered Institute of Logistics and Transport Act (ZCILT Act) was in conflict with the CILT International Bye-laws. However, it was highlighted that the Delegation Agreement provided for CILT International to consult with CILT Zambia when accrediting local Training Providers.
- Further CILT Members in Zambia belong to CILT International including the Post Nominals, which are an intellectual property of CILT International and not CILT Zambia.
- It was also highlighted that the ZCILT Act does not in any way mention or make reference to CILT International. Awarding of Education Certificates to CILT graduates (of CILT International qualifications) was also a preserve of CILT International, and for Assessed Membership Certificates (MILT, CMILT and FCILT levels) this authority also rested with CILT International and not CILT Zambia.
- The meeting was informed that the highlighted concerns could lead to the termination of the Delegation Agreement if they were not resolved.
- After the above submissions were made by CILT International, responses were requested and CILT Zambia responded as follows:
 - All issues raised by CILT International were clear and noted. It was mentioned that the process for establishing laws in Zambia is lengthy and requires wide.
 - Consultations with stakeholders such as Ministry of Transport and Ministry of Justice was made with a number of provisions which initially were included but later removed from the Draft Bill when consultations were being made at the time of establishing the Act.
- Further, it was pointed out that concerns that were raised by CILT International would be considered during review of the ZCILT Act. The meeting was also informed that CILT Zambia made a lot of consultations with CILT International during the process of developing the Act, except most communication was on email but unfortunately the Data Base and Emails that were being used at that time collapsed and is no longer accessible. National Council Members, some of whom were part of the process for establishing the

Act attested to the fact that there had been engagements with CILT International. Both CILT Zambia and CILT International acknowledged that there had been a lot of changes in leadership which makes it difficult to know what actually transpired.

- In response Keith Newton indicated that it was important for all the gaps in the Act to be quickly resolved as future leaders of the Institute would not be aware of what could have transpired and what the gaps are in the current Act. Further, it was clarified by Mr. Keith Newton and Mr. Jon Harris when they joined the meeting that CILT International was aware at the time that Zambia was developing an Act but nothing was presented to the Council of Trustees. Both CILT International and CILT Zambia should acknowledge the gaps which were there in the process and the gaps that are in the current Act and it is important that the issues are resolved to avoid embarrassing the International Body of CILT.
- Further emphasis was made by Mr. Jon Harris regarding CILT International's involvement in curriculum and syllabus development for Academic Degrees in Universities. Mr. Jon Harris clarified that CILT's involvement in this process is to ensure that the content of the study programme aligns with international standards and that graduates from such programmes could be accepted to be registered under the international Post Nominals of MILT. Mr. Harris further requested that if there were any Universities requesting for approval of their curriculum and syllabus, Chief Teete OWUSU-NORTEY could visit such Universities whilst in Zambia.

1.4 ACTION:

CILT International should submit in writing to CILT Zambia all the concerns that were raised in the meeting so that during the review of the Act, the said concerns could be addressed. **KN**

2.0 Educational Visit to Lusaka Open Business College (LOBC)

- The visit to LOBC was conducted on Monday, 16 November 2020. The meeting was attended by the College Director, Mrs. Noriana Muneku and the Financial Director, Mrs. Mary Lesa Zulu. The meeting was attended by Chief Teete OWUSU-NORTEY and Mr. Rodgers Nkandu. LOBC stated that the College has undergone transformation in governance, strategic direction and business development. The Directors of the College are determined to change and grow the business and therefore the two Directors have become directly involved in the management of the college. The business expansion is evidenced by the infrastructure expansions that are taking place at the college to accommodate other newly introduced study programmes.
- Previously the College relied on the CILT Training Program as the main Training program offered at the college but due to the COVID-19 Pandemic and the suspension of CILT Education in Zambia, which has negatively

affected its business, the college has now diversified into offering health related training programmes such as nursing.

- LOBC submitted that the College is small in size but well packaged in relation to the quality of education and services offered. Further, it was stated that the college feels great to be associated with International Education Institutions especially CILT International.
- LOBC further requested for support by CILT-International in marketing the CILT Courses in Zambia and the College was advised that marketing is delegated to the local branch but materials could be shared. They were also advised that local websites could be linked to the CILT-International website for marketing purposes.

2.1 Challenges

- LOBC had until recently been counting on the CILT Programme as a 'cash-cow'. However, the foreign exchange rate had gone beyond the margin of affordability for students, affecting the College revenues.
- The £170 registration fee for certificate students currently translates to around K5,000.
- Once other fees, including tuition, examination and local subscription are added, the cost of the CILT certificate programme comes to around K10,000(app. £345), which in some cases, cost higher than fees being paid by students studying undergraduate academic programmes.

2.2 Recommendations

- LOBC recommended that a consideration be given for student registration fees to be reduced based on the current economic performance of the country and the effects of the COVID-19 Pandemic. The student registration fees charged should vary from country to country based on the criteria that could be put in place which. For example, the ABE Study Programme, countries are graded according to their economic status and fees applied accordingly.
- However, LOBC was informed that the proposal for CILT-International to introduce varying registration fees for countries was not possible since the fees were global and standard for all training providers. It was stated that whilst some countries could be struggling with the rates for fees, countries like Rwanda had even made a request to have the fees hiked. The problem in some cases, for example in Nigeria, the cost of the CILT Programme was high because Training Providers had loaded the course with other several fees.
- LOBC indicated that their case was different since their students only paid K3,000 (£111) in tuition fees per level and there were no other charges.

2.3 ACTION:

A position paper to be prepared to present a case for Zambia, providing a comparative analysis of the cost of other International Study Programmes and offering alternative fee structure with justifiable reasons. **RN BY JAN 2021**

3.0 Educational Visit to Zambia College for Pensions and Insurance Trust (ZCPIT)

- The visit to ZCPIT was conducted on Monday, 16th November, 2020. After welcoming remarks by the College Executive Director, Mr. Julu Simule, Mr. Rodgers Nkandu indicated that the purpose of the visit was to resolve the debt issue and the suspension of CILT Education in Zambia and address other issues such as business development opportunities.
- In his brief, the ZCPIT Executive Director indicated that although the College provided training in insurance, the fact was that insurance cannot be detached from transport, hence the introduction of transport related study courses.
- Chief Teete in response to the welcome indicated that he was glad to be in Zambia and eager to ensure issues are resolved and that's why he had to take the risk of travelling amidst the COVID-19 Pandemic. It was important that issues are resolved for the sake of the CILT Training in Zambia and the future young generations.
- Mr. Simule acknowledged that the relationship was okay and the number of enrolments increasing but the whole model just failed to work. He didn't want to blame anyone because what was important was to focus on find a solution. The debt problem had arisen because there was no one taking responsibility regarding the collection of student registration fees as students were allowed to proceed with studies without payment of registration fees. The fact of the matter was that the money was being owed by students but there had been a problem with the collection of money from students. The concern for ZCPIT was whether they were going to continue to offer CILT Training.
- Chief Teete indicated that CILT-International was ready to proceed with ZCPIT as long as ZCPIT settled the debt within a realistic time frame. There was good news for ZCPIT in that they could continue offering CILT training depending on the outcome of the meeting. ZCPIT was also informed that the Accreditation Certificate had expired and that they could only continue offering the training subject to reaccreditation and once the debt was settled.

3.1 Challenges

- ZCPIT indicated that they had faced challenges with cash flows as a result of the suspension of CILT training, coupled with the negative impacts of the COVID-19 Pandemic.

- Chief Teete requested ZCPIT to submit a tentative payment plan. Mr. Simule requested that ZCPIT be given the leeway to submit a flexible payment plan with realistic timeframe.
- Chief Teete offered to write off £720 if ZCPIT could pay cash for the remaining balance of £3,000 before he left Zambia or else ZCPIT would need to pay the whole debt by 31st March, 2021.
- Mr. Nkandu, highlighted business development opportunities that have been presented in view of the implementation of the ZCILT Act No. 4 of 2014 and employed ZCPIT to take advantage of the opportunities to increase the number of student enrolments. Other opportunities highlighted included the marketing of ZCPIT Study programmes on the ZCPIT Website which is under development.
- Further, Chief Teete encouraged ZCPIT to ensure they develop and implement a robust marketing strategy to attract prospective students for 2021 intakes and beyond. He further advised that the College could develop special training programmes such as Transport Marketing, that are tailor made for certain companies or professionals based on their needs. Mr. Simule agreed that short/special courses were the strength of the College and that the College will definitely explore the proposal for other special courses to improve revenue collection.
- Further, Mr. Simule emphasised the need CILT to enhance communication with students, right from the time of registration and throughout the training period. However, Chief Teete responded that communication on all matters was a delegated function to CILT-Zambia and therefore students should always go through them and not directly to CILT-International.

3.2 ACTION:

£720 to be written off if ZCPIT could pay cash or remit into CILT account for the remaining balance of £3,000 before Chief Teete left Zambia or else ZCPIT would need to pay the whole debt (£3,720) by 31st March, 2021. **ZCPIT COULD NOT MEET THE DEADLINE**

4.0 Educational Visit to Transport and Logistics Training Institute (TLTI)

- The visit to TLTI was done on 17th November, 2020. The meeting was attended by the two (2) Directors of the School, namely Mr. Joseph Mwambazi and Mr. Richard Nyundu. The Mr. Nkandu gave introductory remarks and mentioned that the purpose of the visit was to engage all our Training Providers and share best practice as well addressing any challenges if there are any. It was further pointed out that the two Directors of the school were senior members and Gurus of the Chartered Institute of Logistics and Transport, Zambia. TLIT have no debt to CILT however discussions on their

location in relation to the health and safety of the students was discussed and the Directors agreed to take action on it before the new enrolment in 2020.

- Discussions also encouraged the Directors to market the school as well as the CILT programs as they are strategically positioned.
- Chief Teete indicated that he was glad that he was interacting with CILT Gurus who were also involved in the developing the ZCILT Act No. 4 of 2014. He highlighted some of the gaps of the Act such as the omission to make reference to CILT-International among others.
- In response Mr. Mwambazi informed the meeting that CILT-Zambia went through a lot of challenges when developing the Act as the profession was not recognised by government, however since the Act is in place now there is room to make amendments and ensure all concerns are dealt with.
- Chief Teete recommended that the two Directors, who are senior members of the Institute and have a proper history of the Institute and the development of the Act be incorporated in the committee to review the Act.
- Mr. Nkandu indicated that consideration will be made for the senior Gurus to be included in the ZCILT Review Committee and also informed the meeting that there was an established process existing in Zambia under the Business Regulatory Review Agency, which required that a Regulatory Impact Assessment (RIA) be done before a review of the Act was done.
- Chief Teete indicated that he was happy that there was recognition of gaps existing in the Act and requested that once the final draft was done it should be shared with CILT-International.
- He further encouraged the two Directors to ensure that the Act was revised now in that when their generation passes, the coming generations will not understand the proper background of the Act and the existing gaps.
- Chief Teete commended TLTI for their good standing with CILT-International and stated that he will recommend that the relationship between the School and CILT should continue. However, there were areas which TLTI needed to benchmark with other Training Providers to ensure business development. He further assured TLTI of support from CILT-International and CILT-Zambia.

4.1 ACTIONS

The Directors who are senior members of the Institute have a proper insight of the Institute and the development of the Act be incorporated in the committee to review the Act.

The Directors agreed to take action on the health and safety related issue in respect of their location before the new enrolment in 2021. **RN TO FOLLOW UP**

5.0 Educational Visit to Kabwe Institute of Logistics (KIL)

- The visit to KIL, which is located in Kabwe-Central province, was conducted on 17th November, 2020. Mr. Mundia, the Finance Director gave a brief on the operations of KIL and indicated that KIL was first registered as Kabwe Institute of Logistics and Transport (KILT) on 6th February, 2017 but later changed the name to Kabwe Institute of Logistics (KIL) on 28th August, 2017. He further stated that KIL was accredited with the Chartered Institute of Logistics and Transport (CILT) on 16th January 2018 and their accreditation certificate is valid until 31 December, 2021.

5.1 Challenges

- The following were submitted as challenges for KIL:
- The school has had a low number of student enrolments due to COVID-19 Pandemic.
- Due to the COVID-19 Pandemic, most students are unable to pay for tuition fees in full and also student registration fees. This situation caused KIL to owe CILT-International £600, which had since reduced to £150 as of November, 2020.
- Directors of the school had to contribute money to pay on behalf of the students to ensure their operations were not distracted by an indefinite suspension of CILT Training.
- Further, the school is failing to pay bills and other costs due to lack of finances.

5.2 Recommendations

- In view of the challenges mentioned above, KIL proposed that CILT-International considers reducing both accreditation and student registration fees, especially in view of the COVID-19 Pandemic.
- The COVID-19 Pandemic had also contributed to the high rate of the exchange rate between the Zambia Kwacha and the Great Britain Pound (GBP).
- In response to the submission, Mr. Nkandu challenged KIL to enhance their marketing and capture available business opportunities on the market. The school could consider offering short courses that tailor made to the needs of companies and professionals based on current trends in the industry; conduct consultancies in logistics and transport and probably consider opening other branches in Lusaka or Copper-belt Provinces.
- Chief Teete stated that according to available information, KIL was strategically located to attract prospective students from the railway sector. He challenged KIL to take advantage of their strategic location by developing a marketing strategy to claim their position in the market. They could even use cheaper social media platforms such as WhatsApp, twitter, Instagram, etc. to

advertise their services apart from formal platforms such as radio and television.

- Chief Teete offered to write off one thirds (1/3) of the debt if KIL would pay the remaining two thirds (2/3) before he left the country.
- Further, Chief indicated that KIL should take note that accreditation fees was a one payment and that the others were simply renewals (re-accreditations) which the fees are not that much subject to the number of accreditations or reaccreditations to be made by the international accessor. He also clarified that fees payable to CILT-International were fixed and applicable at global level, making it difficult to adjust downwards only for one country. He however indicated that comments were taken and the CILT-Zambia Registrar had already been given a task to benchmark with other training programmes and prepare a paper to present to CILT-International.
- With regard to the proposal to impose punitive measure on defaulting students rather than Training Providers; Chief indicated that a new system had already been devised meaning the challenge had been resolved and the expectation is that going forward there shouldn't be any such problems. In the future any student who had not registered accordingly would not be allowed to sit for examinations.

5.3 ACTION

KIL accepted the offer to have £50 written off and committed to paying £100 before Chief Teete left the country.

6. Educational Visit to Zambia Institute of Management (ZAMIM)

- The education visit to ZAMIM was conducted on 18th November, 2020. The College was represented by the Head of Emmasdale Campus, Mr. Henry Mugala and the CILT Course Coordinator, Mr. Simasiku Muyunda.
- The meeting was informed that ZAMIM had several campuses around the country among which Emmasdale was one of them and the only campus handling logistics and transport courses. He mentioned that the College had intentions to introduce logistics and transport courses at its Chingola Campus in the near future.
- Mr. Nkandu stated that the purpose of the visit was to ensure that solutions are found to the challenges that had arisen in the recent past and that the way forward was established.
- Chief Teete stated that they had been a good rapport between CILT and ZAMIM until recently when the problem of debt began. However, whatever caused the problems, there was need to ensure that the interests of students were prioritised.
- The following provisions of the signed MoU were highlighted and clarified by Chief Teete:

- Clauses 11,12, and 13 from the MoU were clarified regarding the process for registration and emphasis made on clause 13 which provides for a penalty for late student registration. He also indicated that if the Accredited Training Provider was owing, then CILT could withhold certificates for all students including certificates for students who were not owing.
- In response Mr. Mugala indicated acknowledged that the College shared the blame as they had their own internal issues where their accounts department was not comfortable with the college collecting student registration fees and sending to UK on behalf of students, especially that the Institution was under the government. The college position was that students should handle their own payments.
- ZAMIM was informed that a new process had been put in place and account had since been opened to centrally handle student registration fees through CILT-Zambia.
- Chief Teete offered to write off £751.05, meaning that the debt would come down to £10,000, on condition that half the amount (£5,000) should be paid whilst Chief Teete was around in Zambia. If ZAMIM would not take up the offer, then they would be required to pay the current debt of £11,751.05 by 31st March, 2021.
- Mr. Mugala undertook to share the offer with the rest of Management and then revert to indicate if the College was taking up the offer. He further, indicated that the College was very interested in ensuring that the matter was resolved for the sake of progress of CILT Training in Zambia. He mentioned that he was one of the people who had actively being involved in CILT Training for a long time now and that he also appeared before Parliament in support of the establishment of the Act. He further indicated that there was growing demand for the CILT Study Programme in Zambia, and that should the issue of debt and suspension be resolved, the College was likely to see an increase in the number of student enrolments for 2021 intake.
- Mr. Mugala stated that there had also been support from government and 50% Bursaries are own offer to CILT Students even for the 2021 intake. This is the more reason why the CILT Programme should not fail in Zambia.
- He indicated that students were being actively engaged to ensure they paid the debt and that no recommendation were being written for students requesting for recommendation letters as long as they were owing registration fees. The requirement by Zambia Qualifications Authority (ZAQA) for Training Providers to submit names of graduating students will also compel students to ensure they paid the debts.
- Chief Teete wanted to know if the college had a marketing strategy in place and the answer was in the affirmative. Mr. Mugala informed the meeting that in view of the

- COVID-19 Pandemic, the college had implemented an e-learning platform to ensure continuity of learning in spite of the COVID-19 Pandemic. Chief Teete encouraged ZAMIM to develop fliers in hard and soft copies to share on WhatsApp platforms and other social media platforms to market CILT program. The flier could include membership benefits such as attendance of Forums and Conferences, exchange programs, CPD's among others.
- Mr. Nkandu challenged the college to ensure that they taught research methodology and assigned supervisors for students who were studying level three (3) and doing their research projects.
- Chief Teete indicated that he would share the template of the MoU signed between ZAMIM and CILT-International to ensure ZAMIM and CILT-Zambia were well versed with the contents of the MoU.
- ZAMIM informed the meeting that what had happened was regrettable but the College was committed to resolving the matter. They thanked CILT-International and Zambia for the visit and indicated that the visit had given credence to CILT Training.

6.1 ACTIONS

Chief Teete indicated that he would share the MoU signed between ZAMIM and CILT-International to ensure ZAMIM and CILT-Zambia were well versed with the contents of the MoU. **(ZR/TON)**

ZAMIM to be reaccredited subject to making 80% of the agreed amount by 31st December 2020. **(JH/ZR)**

7. Educational Visit to National Institute of Public Administration (NIPA)

7.1 Brief Meeting with NIPA Registrar

- NIPA's visit and was conducted on 18th November, 2020. A brief meeting was held with the Registrar for NIPA as he could not join the main meeting.
- The Registrar indicated that he had constituted a team to attend the meeting however, took advantage to mention a few issues that was critical to him before the main meeting. He requested for an amendment in the provision in the MoU that covers the model of payments for student registration.
- Chief Teete informed the Registrar that the problem had already been resolved as students are now required to pay registration fees through an account that had been opened for that purpose by CILT-Zambia.
- Further, Chief Teete informed the Registrar that CILT-International's concern was on the debt that NIPA was owing and in response the Registrar mentioned that the Institute had some concerns on the debt as some students who were appearing under the NIPA list did not in fact belong to the Institute and the issue needed to be resolved in the main meeting. The list of students

needed to be streamlined in order to establish the actual debt that NIPA owed.

7.2 Proceedings of the Main Meeting

- The main meeting commenced was chaired by Dr. Muchemwa Sinkala, and Dr. P.K Mwansa, Mrs. Sinkala, Mr. Mundia as a supporting team from NIPA.
- Dr. Sinkala gave opening remarks and requested that details of the issues discussed in the initial meeting with the Registrar be shared. Chief Teete update the meeting on issues discussed with the Registrar and indicated that two (2) major issues had been considered.
- The first one being NIPA's request that NIPA should not be handling payments for student registration, instead students should be paying their fees directly to CILT-International. He mentioned that the issue had been resolved as a central account for student registrations had been opened by CILT-Zambia.
- The second issue was the issue of the total debt that NIPA owed, that there was need to streamline the list of students as some of the names on the list included names for non-NIPA students. The meeting was updated that it had been agreed that NIPA would streamline the list and communicate the actual debt owed to CILT-Zambia and CILT-International.
- Dr. P.K Mwansa wanted to know what process had been there in past for student registration and Chief Teete clarified that under the current signed MoU, NIPA was supposed to collect the student registration fees on behalf of CILT-International. He went further to highlight the whole process for student registration as spelt out in the MoU. Chief Teete further indicated that he was going to provide a copy of the MoU for all stakeholders to appreciate the content therein and also mentioned that NIPA will be required to sign a new MoU when re-accredited however re-accreditation could only be done after the debt issue was resolved. He further stated that since the debt amount had been contended, the onus was on NIPA to streamline the list of students and submit the actual debt.
- Dr. Sinkala requested CILT to benchmark with other International study programmes in order to learn how student registrations were being done and Chief Teete undertook to do a benchmark. Dr. Sinkala stated that there was need to develop a web portal that is user friendly for student registrations and that other details such as the name and ID of the student needed to be included on the bank details.
- NIPA indicated that some students had already paid their debt and that a quick reconciliation could be done before Chief left the country so that the total debt is established.
- NIPA, in response to Chief Teete's question as to whether NIPA had a marketing strategy in place, NIPA indicated that they had a very robust marketing strategy but would appreciate if CILT shared marketing materials

as well to supplement their marketing efforts. NIPA does a lot of training programs, projects and consultancies with government institutions through which marketing is incorporated.

- Chief Teete challenged NIPA to develop more specialised training programmes such as Transport Marketing which are tailored for specific professionals or institutions. Mr. Nkandu also advised NIPA to take advantage of the Website that CILT-Zambia was developing to advertise their programmes once the website was operational.
- NIPA further wanted to know the categorisation of the CILT Profession with regard to the Zambia Qualification Authority (ZAQA). Mr. Nkandu informed the meeting that the Advanced Level for CILT in Zambia was categorised at level 7, which was the same level as an under graduate degree programme.

7.3 Challenges

- Dr. Sinkala informed the meeting that CILT had become very popular in Zambia, but the challenge was that the programme was very expensive when compared to other similar study programmes but also in view of the impact of COVID-19 Pandemic. He mentioned that in other study programmes discounts had been given to students in view of the Pandemic.
- Chief Teete responded and indicated that CILT-Zambia had been tasked to prepare a paper and present a comparative analysis of the fees, then some actions would be taken depending on the outcome of the analysis. He further, indicated that it was not every country that was complaining about the fees. He gave an example of Rwanda that had requested for an increase in the fees because they perceived them to be low and that it could cause the study programme to be inferior to other programmes.
- He further mentioned that there was generally a lack of lecturers in the field of logistics and transport, especially given the requirements under Ministry of Education that one can only lecture a level of qualification for which they were more qualified than the level they would be lecturing, e.g. an undergraduate degree holder cannot lecture at undergraduate level, instead a master's holder is the one who qualifies to lecturer at undergraduate degree level.

7.4 Capacity Building

- Since there is need to build capacity for lecturers in the field of logistics and transport, NIPA indicated that they would want to train some of their lecturers to ensure they were qualified to lecturer CILT Courses.
- However, certain incentives needed to be given to NIPA for them to have a good number of lecturers to be trained. Proposed incentives would include exemptions for certain courses for various CILT levels and discounts for registration fees. Once such incentives were given, trained lecturers would

then be bonded for a period of time to ensure they continued to lecture logistics and transport courses for an agreed period of time, say five (5) years.

- Chief Teete indicated that the proposal would be explored and feedback provided. He further added that in order to build capacity for professionals and lecturers as well, exchange programmes could be organised between different countries and this could also be used as a benefit for CILT Members. He further proceeded to highlight the requirements and procedure for CILT Membership applications.

7.5 Proposal to adjust the fees

- A proposal was made to reduce the entry level registration fees £140 as this would encourage more enrolments. It was emphasised that the strategy should be make the entry level registration very affordable to attract more recruitments and then recover the amounts from Diploma and Advanced Diploma level as usually at Diploma and Advanced Diploma, most students would have started working and therefore find it easier raise money to pay the fees.

7.6 ACTIONS

NIPA to streamline the list of students and submit a fresh figure for the debt (NIPA) Application for re-accreditation to be done by NIPA after settling the debt.(ZR/NIPA)

Guidelines for re-accreditation to be shared by CILT-Zambia **(JH/RN)**

CILT Committed to share marketing materials with NIPA. **(JH)**

NIPA to start advertising and enrolling for the 2021 January intake based on the agreed debt payment plan.**(NIPA)**

NIPA requested the entry introductory fees to be discounted to use as a bait to enrol more students. **(part of paper from CILT Zambia to IESC via JH)**

8. Wrap up Meeting and Subsequent Actions

- The wrap up meeting was held on Friday, 20th November, 2020. The meeting was attended by CILT-Zambia National Council Members and CILT-International Representatives, including Mr. Jon Harris and the visiting CILT-Representative, Chief Teete OWUSU-NORTEY. Chief Teete chaired the meeting and indicated that the purpose of the meeting was to provide an update on the findings from the visit conducted on selected Training Providers in Zambia and agreed on the position regarding each Training Provider. I further proceeded to update the meeting on the findings and recommendations.
- Table 1 below summarises the recommendations which were presented and the final resolutions made during the wrap up meetingThis reflects the position at the time of the wrap-up and was followed by further discussions regarding each provider with Keith Newton and Jon Harris. As a result a finalised table of agreed debt and payment plan terms was developed during November 2020 and official letters issued to 9 affected training providers in December

2020. The full schedule is provided for reference at Annex 1 (separate document)

Table 1: Recommendations/Outcomes.

S/No	Training Provider	Location	Recommendations	Resolutions
1.	LUSAKA OPEN BUSINESS COLLEGE (LOBC)	Lusaka	LOBC to continue offering the CILT Training. LOBC has no debt and no issues pending.	Meeting acknowledged the well organised manner in which LOBC is offering the training and agreed to support the College especially with regard to marketing strategies and capacity building for delivery of training.
2.	KABWE INSTITUTE OF LOGISTICS (KIL)	Lusaka	KIL to have £50 written off and to settle the balance of £100 before Chief Teete leaves Zambia. They took advantage of the offer and paid £ 100 to Chief	Meeting agreed as follows: <ol style="list-style-type: none"> 1. Allow KIL to continue offering the programme 2. Write off £50 from KIL's debt and allow them to pay the remaining £100. 3. Allow KIL to start enrolments for 2021.
3.	ZAMBIA INSTITUTE OF MANAGEMENT (ZAMIM)	Lusaka	ZAMIM to continue offering CILT training and be given up to March 2021 to pay the debt of 11,751.05. Initially they were given an offer of 1,751.05 as a write off but did not take it up.	Meeting agreed as follows: <ol style="list-style-type: none"> 1. Allow ZAMIM to continue offering CILT training; 2. ZAMIM to at least pay £5,000 by 23rd December 2020 and pay remaining balance of £6,751.05 by 31st March 2021; 3. CILT may extend suspension for ZAMIM if they don't show commitment
4.	NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION (NIPA)	Lusaka	To continue offering CILT training. Further, NIPA to submit a reconciled position on debt in view of their different position on the debt amount. A discount could not be given as the figure for the debt was contended.	Meeting agreed as follows: <ol style="list-style-type: none"> 1. Allow NIPA to continue offering CILT training. 2. 20% to be written off as long as bulk sum of the debt is paid by 23rd December 2020 and remaining balance to be settled by 31st March 2020. If NIPA does not take up the offer, then the whole debt should still be settled by 31st March 2021. 3. Allow NIPA to start enrolments for January 2021.

5.	ZAMBIA COLLEGE OF PENSIONS AND INSURANCE TRUST (ZCPIT)	Lusaka	To continue offering the program. Further, ZCPIT to be given Six (6) months payment plan up to June 2021.	Meeting agreed as follows: 1. Allow ZCPIT to continue offering training for CILT 2. Write off £720 from ZCPIT's debt and allow them to pay a lump sum of £1000 by 23 rd December 2020 and pay the remaining £2,000 by 31 st March 2021. 3. Allow ZCPIT to start enrolments for 2021.
6.	TRANSPORT AND LOGISTICS TRAINING INSTITUTE LIMITED (TLTI)	Lusaka	To continue offering training and since they have no debt and accreditation certificate is valid.	Meeting agreed to support training efforts for TLTI. CILT-Zambia to ensure that the school is located in a safe and accessible location to ensure safety and ease of accessibility for their students.
7.	ZAMBIA ICT COLLEGE (ZICTC)	Ndola	TEAM DID NOT VISIT	Meeting agreed as follows: 1. Allow ZICT College to continue with CILT training, but Mr. Tatenda Mbara to inspect the College later in January 2021. 2. ZICT College to settle the debt by 31 st March 2021 but settle the bulk of the debt by 23 December 2020. 3. Allow ZICT College to start enrolments for January 2021.
8.	ZAMBIA INSTITUTE OF BUSINESS AND INDUSTRIAL PRACTICE (ZIBSIP)	Ndola	TEAM DID NOT VISIT	Meeting agreed as follows: 1. Allow ZIBSIP to continue with CILT training, but Mr. Tatenda Mbara to inspect the College later in January 2021. 2. ZIBSIP College to settle the debt by 31 st March 2021 but settle the bulk of the debt by 23 rd December, 2020. 3. Allow ZIBSIP College to start enrolments for January, 2021.
9.	MAKINA, INDUSTRIAL TRAINING CENTER LIBES AND		TEAM DID NOT AGREE	Meeting agreed to offer the four (4) Training providers two (2) options as follows: 1. Option 1: Give them up to 31 st March, 2021 to

	COPPERSTONE			<p>pay the debt but on condition that they pay significant amounts by 31st December, 2020.</p> <p>2. Option 2: Allow them to submit alternative payment plans which deadline should only be up to 31st March, 2021 and if they fail to honour the plans then the relation should be terminated.</p>
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