

JANUARY | 2026 | ISSUE XVIII



# Wings of Change



Women in Logistics  
and Transport

Editor's Note 03

Message from the Interim Global  
WiLAT Chairperson 04

Message from Immediate Past  
Global WiLAT Chairperson 05

Global Footprint 06

Global News 07

WCBC News 17

Territorial News 19

Feature Article 26

CILT News 30

Industry Recap 41

Sisterhood Corner 44

Member Articles 47

Future Events 58

# EDITORIAL COMMITTEE



*Editor*  
**Amra Zareer,**  
CMILT



*Deputy Editor*  
**Shakya Perera,**  
MILT



**Patrick Andoh,**  
FCILT



**Kalani Dissanayake,**  
MILT



**Kaushani Perera,**  
MILT



**Wong Jenna Hiu Tung,**  
CMILT



**Estelle Alexis,**  
MILT



**Prathagi Munipura**



**Erashi Navaratne**

# EDITOR'S NOTE



As we step into 2026, I extend warm New Year greetings to our Global WiLAT community, partners, and readers across the world. A new year offers us a moment to reflect with gratitude, celebrate progress, and look ahead with renewed purpose.

2025 has truly been a year to remember for Global WiLAT. It was a year marked by connection, collaboration, and meaningful impact. A key highlight was the Global WiLAT Workshop held in Sri Lanka, alongside the CILT International Convention 2025—a powerful gathering that brought together voices, experiences, and leadership from across regions, reinforcing our shared commitment to advancing women in logistics and transport.

As we look ahead, I am pleased to welcome Ms. Gayani de Alwis, FCILT, as the Interim Global WiLAT Chairperson. We are confident that her experience and vision will guide Global WiLAT with strength and continuity. At the same time, I extend our heartfelt appreciation to Ms. Vicky Koo, FCILT, for her outstanding leadership and unwavering guidance to Global WiLAT over the years. We wish her every success as she transitions into her new role as Honorary Secretary of CILT International.

We also take this opportunity to express our sincere thanks to Chief Teete Owusu-Nortey, FCILT for his exceptional leadership as President of CILT International. His tenure has been marked by inclusivity, progress, and global engagement. As we welcome Mr. Jan Steenberg, FCILT, as the new President of CILT International, we wish him every success in leading the Institute into its next chapter. We also warmly welcome Mr. Romesh David, FCILT, as President-Elect of CILT International, and look forward to his contributions in the years ahead.

It is with great pleasure that we congratulate the following new Global WiLAT appointments, whose commitment and leadership will further strengthen our global presence:

- Elise Ashda Kwok, CMILT – Global WiLAT Vice Chairperson, East Asia
- Nasreen Haque, FCILT – Global WiLAT Vice Chairperson, South Asia
- Narad Dawoodarry, FCILT – Global WiLAT Advisor
- Rumal Fernando, CMILT – WiLAT Champion for Leadership and Mentoring

We also extend our sincere thanks to Dr. Catherine and Reshma for their continued dedication and impactful work under the WiLAT Capacity Building Committee (WCBC). In the year ahead, we look forward to introducing more learning and development programmes, further strengthening knowledge-sharing across our network.

My appreciation also goes to all Global WiLAT Champions, who continue to deliver meaningful work under their respective pillars, translating strategy into action across regions.

In this edition, we are pleased to feature Ms. Nasreen Haque, FCILT, our new Global WiLAT Vice Chairperson for South Asia. Her interview is rich with insights, experience, and thoughtful perspectives on leadership and growth. We also take a moment to thank Ms. Niroza Gazzali, CMILT, the outgoing GVC for South Asia, for her dedication and valuable contributions during her tenure.

I would like to thank all our members who contributed articles to this issue. The theme for this publication focuses on Public Passenger Mobility, highlighting emerging insights around sustainability, inclusivity, innovation, and urban transformation—topics that are increasingly shaping the future of transport globally.

We also congratulate our members on their achievements and milestones, and wish each of you continued success in the year ahead.

As Global WiLAT moves forward in 2026, we will be strengthening our work under our strategic thrusts, while unveiling several new initiatives aimed at impact, engagement, and growth. We remain grateful to CILT International for its continued support and partnership throughout this journey.

My sincere thanks go to the Editorial Team and the Global WiLAT secretariat for their dedication and professionalism in bringing our 18th publication of Wings of Change to life. To our readers, thank you for the encouragement and trust you place in this publication. I invite you to enjoy this edition and share your feedback with us.

Wishing you a purposeful, inspiring, and impactful year ahead.

We are Stronger Together!

A handwritten signature in black ink, appearing to read 'Amra'.

**Amra Zareer**  
*Editor – Wings of Change*  
*Global Vice Chairperson – External Relations & Publications, Global WiLAT*

# MESSAGE FROM THE INTERIM GLOBAL WiLAT CHAIRPERSON



As we step into 2026, I extend my warmest wishes to our global WiLAT community. This moment offers us not only a time for reflection, but an opportunity to recommit to shaping a more resilient, equitable, inclusive, and sustainable future for our industry.

The year behind us has underscored how deeply interconnected our world has become. Global supply chains continue to navigate economic uncertainty, geopolitical shifts, climate challenges, and rapid technological transformation. In this complex environment, logistics and transport are not merely support functions — they are strategic enablers of global stability, growth, and social progress.

Women across our sector have continued to lead with courage, innovation, and integrity. From ports to policy tables, from warehouses to boardrooms, women are driving change, strengthening resilience, and bringing diverse perspectives that are essential for the future of global trade and mobility. Your leadership matters now more than ever.

As we look ahead, our collective focus must be on collaboration across borders, accelerating digital and green transitions, and building talent pipelines that empower women at every stage of their careers. By investing in skills, mentorship, and inclusive leadership, we can ensure that the logistics and transport sector reflects the diversity of the world it serves.

The new year calls on us to think boldly, act responsibly, and support one another as a global community. Together, we can transform challenges into opportunities and ensure that women are not just participants in the future of logistics and transport — but architects of it.

Thank you for your commitment, your leadership, and your unwavering belief in WiLAT. I am happy to be back at the helm of Global WiLAT once again as your Interim Global Chairperson and I look forward to the year ahead and to continuing this journey together.

With best wishes for a successful, impactful, and inspiring New Year.

We are stronger together!

A handwritten signature in black ink, appearing to read 'Gayani De Alwis', with a horizontal line underneath.

**Gayani De Alwis**  
*Interim Global WiLAT Chairperson*

# MESSAGE FROM THE IMMEDIATE PAST GLOBAL WILAT CHAIRPERSON



Dear WiLAT Family,

As we close the chapter on 2025—a year of challenges and transformation—I am filled with gratitude and optimism. The world around us may seem unsettled, and the outlook for 2026 uncertain, but in every challenge lies an opportunity for leadership, resilience, and impact.

For the past years as Global WiLAT Chairperson, my focus has been clear: to advance the status of women in logistics and transport and to empower our community to lead with purpose. Together, we have expanded our leadership team, strengthened our talent pipeline, and built a foundation that will carry WiLAT far beyond today's horizon.

What inspires me most is witnessing our members grow in confidence and capability through Value in Action programs—turning principles into practice and creating ripples of positive change in their workplaces and communities. Our journey to Istanbul in November, led by Berna, opened our eyes to the strategic importance of the Middle Corridor, connecting Europe, the Middle East, and Central Asia. This insight will shape how CILT and WiLAT position themselves for the future.

As I step into my new role as Honorary Secretary, my heart remains with WiLAT. Though I will keep a respectful distance from leadership, my commitment to our mission endures. I look forward to seeing Value in Action and WCBC flourish—transforming values into practical toolkits that help enterprises leverage ESG for sustainable business performance.

“Leadership is not about holding on—it’s about passing the torch, so the flame burns brighter.” Equally, my sincere appreciation goes to our past Global Chairpersons Aisha Ali Ibrahim, Dorothy Chan and Gayani de Alwis, whose dedication and foresight laid the foundation for the progress we celebrate today. Every milestone we achieve is built

upon the leadership that came before us, and we honour that legacy as we move forward. I also want to recognize Doreen Owusu-Fianko, Deputy Global Chairperson, whose unwavering support and leadership have been instrumental in driving WiLAT’s initiatives forward. Her commitment ensures that our programs and strategies remain impactful and sustainable.

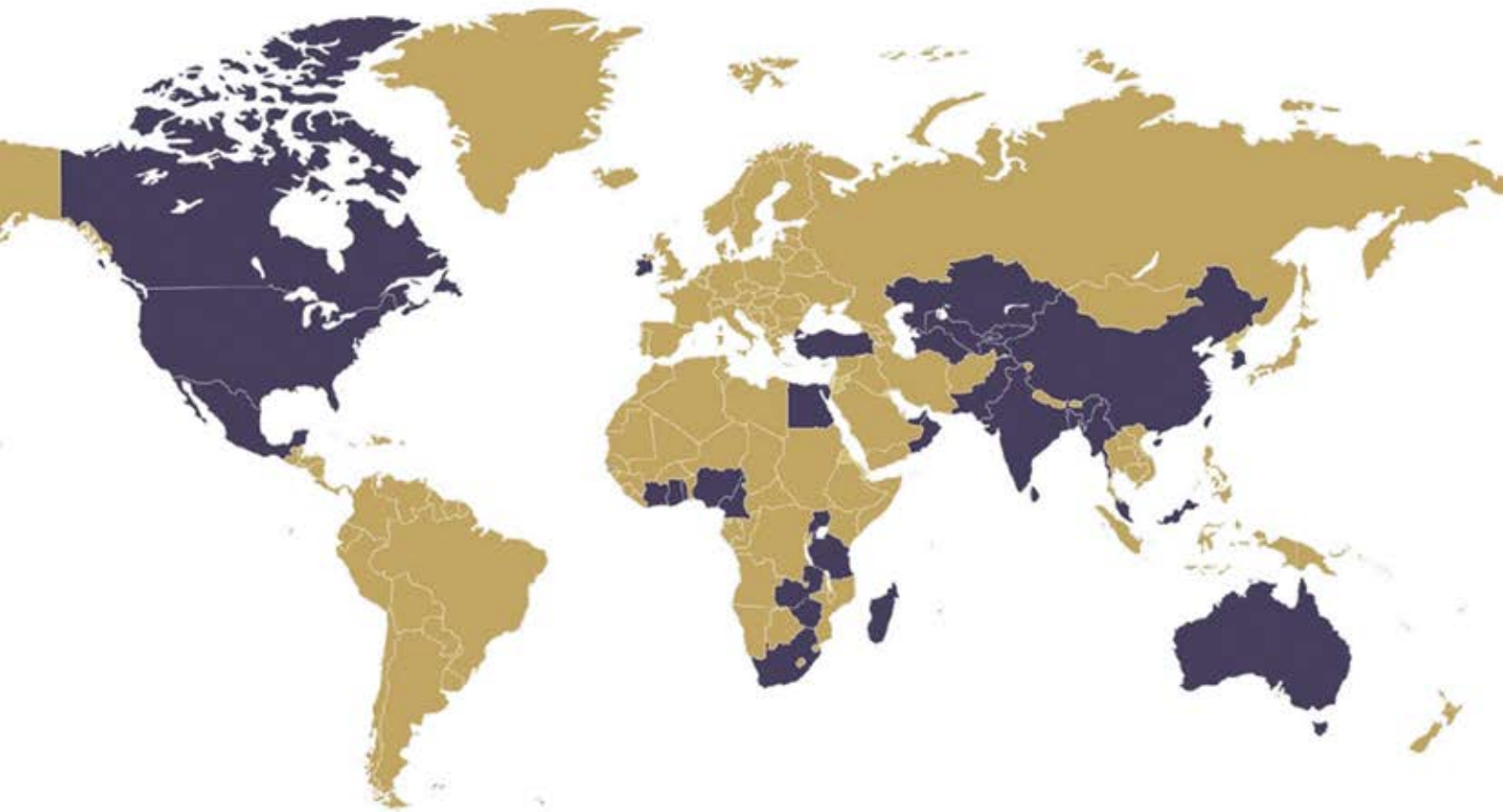
Yes, uncertainties cloud the year ahead. But I believe in the strength of our vision and the power of our community. Together, we will rise above challenges and turn them into opportunities. My heartfelt thanks to Gayani de Alwis, who has graciously stepped up as Interim Global Chairperson to ensure continuity and momentum as we prepare for the next chapter of WiLAT’s journey. And when the next Global WiLAT Chairperson takes the helm, I am confident she will lead us to soar higher than ever—toward a future where women in logistics and transport are not just participants, but pioneers.

Thank you for your passion, your courage, and your unwavering belief in our mission. Let us embrace 2026 with boldness and purpose. The sky is not the limit—it is only the beginning.

With gratitude and hope,

A handwritten signature in black ink that reads "Vicky Koo". The signature is written in a cursive, flowing style.

**Vicky Koo**  
Immediate Past Global WiLAT Chairperson  
CILT Hon Secretary



**WILAT contact in place**

- Macau
- Malawi
- Afghanistan
- Kenya
- Namibia
- Philippines
- Peru
- Poland
- Reunion Islands
- Sierra Leon
- Tunisia
- Thailand
- Gabon
- Senegal
- North America
- Benin
- Liberia
- Azerbaijan

# GLOBAL FOOTPRINT

# *GLOBAL NEWS*

This section captures the exciting progress, leadership movements, and inspiring moments from WiLAT Chapters around the world as WiLAT continues to grow, connect, and lead with purpose across borders.



## Celebrating Our Very Own Editor, Amra Zareer

CILT International has recognised Amra Zareer of CILT Sri Lanka as the **latest Volunteer of the Month**, acknowledging her outstanding service to CILT and Global WiLAT. We are proud to celebrate our very own editor of Wings of Change, whose leadership and dedication have significantly strengthened WiLAT's global presence.

For more than a decade, Amra Zareer has held key roles in CILT Sri Lanka and WiLAT Sri Lanka, contributing to membership development, branding, and national events. Internationally, she restructured the WiLAT Ignite mentoring programme, redesigned its guidebook and played a major role in enhancing WiLAT's social media and digital outreach.

In her current roles as Editor of Wings of Change and Global Chairperson for External Relations and Publications, Amra Zareer supports multiple Global WiLAT initiatives, contributes regularly to CILT communications and mentors young leaders across regions.

CILT International honours Amra Zareer for her energy, commitment and impactful volunteerism, which continues to inspire and uplift the global WiLAT community.

Congratulations, Amra Zareer.



## Celebrating Our July Volunteer of The Month – Nazeema Seelarbokus

CILT International has recognised Mrs. Nazeema Seelarbokus, FCILT (CILT Mauritius) as the July Volunteer of the Month, acknowledging her valuable contributions to WiLAT and CILT across the Indian Ocean Islands. We are proud to celebrate her dedication and service to our global community.

A committed leader and advocate for women in logistics and transport, Nazeema currently serves as Secretary of CILT Mauritius, Chairperson of WiLAT Mauritius, and Global Vice Chairperson of WiLAT – Indian Ocean

Islands. Through these roles, she has strengthened mentorship initiatives, enhanced member engagement, and promoted cross-regional collaboration.

She has represented Mauritius at regional and international platforms, including the CILT International Convention 2025 in Colombo, Sri Lanka, while consistently championing inclusivity, sustainability, and professional excellence.

Congratulations to Mrs. Nazeema Seelarbokus, FCILT, on this well-deserved recognition, and thank you for your continued commitment to the CILT and WiLAT community.



## Leadership Transition at Global WiLAT

Global WiLAT marks a meaningful leadership transition with gratitude and confidence as Vicky Koo, FCILT steps into the role of Immediate Past Global WiLAT Chairperson, following her appointment as Honorary Secretary of CILT International.

Vicky’s tenure as Global WiLAT Chairperson was defined by visionary leadership, inclusivity, and global collaboration. Her unwavering commitment significantly strengthened WiLAT’s international presence and inspired women across logistics, transport, and supply chain sectors worldwide. We extend our heartfelt appreciation for her exceptional service and continued guidance.

At this important moment, Global WiLAT is proud to welcome back Gayani De Alwis, FCILT as Interim Global WiLAT Chairperson. A respected leader and advocate for women’s empowerment, Gayani will lead Global WiLAT initiatives. Gayani previously led WiLAT globally from 2020–2023, Her dedication to empowering women in the supply chain, logistics and transportation sectors continues to inspire professionals around the world.

Together, these dynamic leaders embody WiLAT’s spirit of unity, growth, and empowerment, inspiring women to rise, lead, and shape the future of logistics, transport and supply chain worldwide.



## WiLAT x Hang Seng Bank ESG Workshop: Driving Circularity, Efficiency, and Innovation

On 8 October 2025, WiLAT Hong Kong partnered with Hang Seng Bank to host an ESG workshop titled “Rewiring Gateway-to-Door Operations: Circularity, Efficiency, and Innovation.” This landmark event marked the first collaboration between WiLAT Hong Kong and a financial institution, offering a unique perspective on ESG from the financial sector’s viewpoint.

The workshop explored how sustainability principles can be integrated into logistics and transport operations, emphasizing the role of financial strategies in accelerating ESG adoption.

As a token of appreciation for this successful collaboration, WiLAT presented the WiLAT ESG Report 2025 to Professor Shelley Zhou, Head of Sustainability at Hang Seng Bank. The report reinforces WiLAT’s commitment to promoting ESG practices and driving meaningful change across the industry.



## WiLAT Hong Kong Mixer

To express gratitude to our supporters throughout the year, WiLAT Hong Kong hosted its annual mixer at the MTR Gallery. This special event was made even more meaningful through the collaboration with NG Hong Kong, bringing together partners and friends to celebrate achievements and strengthen connections within the logistics and transport community.



## Women in Motion

Women in Motion is a collaboration between WiLAT Hong Kong and the HK Chamber of Commerce., featuring a series of four workshops. These sessions explore how gender diversity is shaping the logistics and transport industry, driving operation efficiency and enhancing business performance. The first workshop was held on 15 October 2025.



## CILT HongKong Gala Dinner

CILT Hong Kong Gala Dinner was held on 7 November, celebrating CILT Hong Kong's 57th Anniversary with over 350 distinguished guests in attendance. We were honored to welcome representatives from CILT and WiLAT Singapore and China at this special occasion, which was graced by the presence of the Hong Kong SAR Chief Executive.



## LogiTrans Turkiye

Logitrans Turkiye was held on 19 & 20 November 2025. CILT Türkiye President and WiLAT GVC Berna extended invitations to the CILT / WiLAT leadership team to speak at this influential the event. Developing talents for the demanding logistics development along the Middle Corridor was recognized. We thank Esra for moderating an impactful panel discussion on the challenges that women face in the logistics industry.



## WiLAT ESG Report 2025

The WiLAT ESG Report 2025 was presented to Berna and Esra, highlighting WiLAT's commitment to advancing sustainability in logistics and transport. Esra expressed her appreciation for the exclusive content WiLAT is delivering to encourage the implementation of ESG practices in workplaces, reinforcing the importance of responsible and sustainable business operations



## Istanbul Chamber of Commerce Dinner

The Istanbul Chamber of Commerce hosted a dinner on 20 November 2025 to exchange views on logistics development with the CILT delegation. The mission of CILT as a global charity organization deeply inspired the attendees, who expressed their commitment to participate in future CILT events and initiatives.



## Council of Trustees Retreat

This was held in London was held on 26 & 27 November 2025. A strategic plan is set to be launched in Jan's new term as President in January to elevating the status and professionalism of CILT worldwide.



## The WiLAT Ascend Program

Was held an advisory meeting in Hong Kong on 6 December 2025. We are delighted to announce that Elise Kwok, our incoming GVC for East Asia, has also been appointed as the Champion of this program.

The initiative aims to support young members and attract more talent to join the logistics and transport industry. To truly understand the next generation, we commit to unlearning in order to genuinely learn about their needs and aspirations.

Serving as advisors to this meaningful programme Carmen, Richard, and Vicky, who will guide its development and impact.



## WiLAT Singapore’s 10th Anniversary

was celebrated with a vibrant mixer event on 12 December 2025. Thanks to Kelly’s persistence and dedication, WiLAT Singapore has grown from an interest group into one of the key forums in the country. We are also deeply grateful for the unwavering support of CILT Singapore throughout WiLAT’s development journey.

Vicky moderated an insightful panel discussion featuring four distinguished women from the logistics and transport industry. Ivy Teo from Enterprise Singapore shared initiatives to promote ESG practices among logistics corporations and SMEs, with the goal of positioning Singapore as a leading green logistics hub. Other panelists included Amrita from DHL, Jaisey from Singapore Cargo Centre, and Xiao Han from Charge+, each contributing valuable perspectives on sustainability and innovation in the sector.



## The Partnership in Supply Chain Conference

Was held in Riyadh, Kingdom of Saudi Arabia, on 16–17 December 2025. Thanks to MELI’s invitation,

Vicky was honored to be one of the keynote speakers at the main conference, where she shared her insights on the critical role of partnerships in driving successful digitalization programs.

In addition, Vicky spoke about her experience as a woman in logistics and transport. Her Day 2 session deeply resonated with many young women, inspiring them to come forward and share their own perspectives. The dialogue sparked a motivating exchange that encouraged others to strive for excellence in the industry.





## Global WiLAT Webinar Updates

### October 16, 2025- Webinar on ‘Life by Design – Enhancing Health & Wellbeing’

October marked Wellness Month at Global WiLAT, highlighted by the launch of the Living Well, Living Strong webinar series. The inaugural session, “Life by Design – Enhancing Health & Wellbeing,” was held on 16th October 2025 via Zoom, bringing together Global WiLAT leaders to reflect on balance, intentional living, and sustainable wellbeing in both personal and professional life.

The session opened with remarks by Ts. Dr. Zawiah Abdul Majid, FCILT, followed by an engaging discussion moderated by Amra Zareer, CMILT, with insights shared by Gayani De Alwis, FCILT and Elise Ashda Kwok, CMILT. Vicky Koo, FCILT delivered the closing remarks, reinforcing the importance of prioritising wellness as a foundation for strong leadership.

This session set the tone for Wellness Month, encouraging the Global WiLAT community to pause, reset, and lead with wellbeing at the centre.

**LIVE WEBINAR**

LIVING WELL, LIVING STRONG  
WEBINAR 01  
**LIFE BY DESIGN**  
ENHANCING HEALTH & WELLBEING

**Opening Remarks**

Ts. Dr. Zawiah Abdul Majid FCILT

**Panelist**

Gayani de Alwis FCILT  
Elise Ashda Kwok CMILT

**Moderator**

Amra Zareer, CMILT

**Closing Remarks**

Vicky Koo FCILT

16<sup>th</sup> October 2025  
9AM GMT

Join Zoom Meeting  
Meeting ID: 800 4007 3824  
Passcode: 115833

QR Code

Women in Logistics and Transport

**November 01, 2025- Webinar on ‘Mind by Design- Building mental resilience for everyday success’**

Global WiLAT successfully conducted Webinar 02 of its Living Well, Living Strong series, titled Mind by Design: Building Mental Resilience for Everyday Success, on 1st November 2025 via Zoom.

The session commenced with opening remarks by Ts. Dr. Zawiah Abdul Majid, FCILT, Global WiLAT Webinar Champion and Deputy President of CILT Malaysia. The webinar featured a distinguished panel comprising Dr. Gloria Asare, Lecturer at the Department of Community Health, University of Ghana Medical School, and Maj Gen Olatilewa Amusu (Rtd), FCILT, Fellow of the National Postgraduate Medical College.

The discussion was guided by Pharm. Khadijat Sheidu-Shabi, Chairperson of WiLAT Nigeria, who served as the moderator. The session concluded with closing remarks by Doreen Owusu-Fianko, FCILT, Deputy Chairperson of Global WiLAT.



This webinar reaffirmed Global WiLAT’s continued commitment to promoting wellbeing, resilience, and holistic leadership across the global logistics and transport community.

**November 6, 2025- Webinar on ‘Early Marriages: A Barrier to Women’s Empowerment’**



WiLAT Pakistan successfully conducted a webinar titled “Early Marriages: A Barrier to Women’s Empowerment”

It took place on the 6th of November 2025, highlighting the social, psychological, and economic implications of early marriages on women’s lives.

The session opened with remarks by Vicky Koo, Immediate Past Chair and Hon. Secretary of CILT International,

and was moderated by Hebah Tariq of SZABIST University. Insightful perspectives were shared by the panellists Prof. Dr. Kiran Bashir, Prof. Dr. Sobia Aftab, Prof. Dr. Khalida Tanweer, and Maryam Pracha, who emphasised the importance of education, awareness, and policy-level interventions in empowering young women.

The webinar concluded with closing remarks by Nasreen Haque, Chairperson of WiLAT Pakistan, reinforcing WiLAT’s continued commitment to advancing women’s empowerment through meaningful dialogue and advocacy.

## New Global WiLAT Appointments



**GLOBAL WiLAT  
ADVISOR**  
NARAD DAWOODARRY, FCILT



**GLOBAL WiLAT VICE  
CHAIRPERSON, SOUTH ASIA**  
NASREEN HAQUE, FCILT



**GLOBAL WiLAT VICE  
CHAIRPERSON, EAST ASIA**  
ELISE ASHDA KWOK, CMILT



**WiLAT CHAMPION FOR  
LEADERSHIP AND MENTORING**  
RUMAL FERNANDO, CMILT

# WCBC NEWS

This section highlights key initiatives from the WCBC, showcasing leadership training, skill-development programs, and global learning efforts designed to strengthen member capability and drive professional excellence across all WiLAT regions.

## WiLAT Capacity Building Centre – Programme Direction 2026

As the Lead of the WiLAT Capacity Building Centre (CBC), I am pleased to outline our programme direction and priorities for 2026, shaped directly by insights gathered from our global member survey. This feedback-driven approach ensures that our initiatives remain relevant, inclusive, and aligned with the real needs of women professionals across logistics, transport, maritime, and supply chain sectors worldwide.

### Member-Focused Learning and ESG Foundations

Our first programme of the year will commence on 3 February 2026 with ESG Basics, designed to introduce participants to the fundamentals of Environmental, Social, and Governance practices in a clear and practical manner.

Most of the micro-learning topics to be delivered by CBC in 2026, beginning with ESG Basics, will be offered **free of charge** to all WiLAT and CILT members. This reflects CBC's commitment to widening access to foundational knowledge and supporting professional development

CBC also **encourages national WiLAT National Chapters** to adapt and offer these micro-learning sessions to members of the public within their respective countries at a fee level they deem appropriate. This enables national WiLATs to generate funds to support local activities while maintaining global content consistency.

ESG Intermediate and ESG Advanced programmes are planned for delivery in the second and third quarters of 2026.

## ELEVATE Programme 2026

The ELEVATE Programme 2026 intake is now open, with delivery scheduled to begin in July 2026. This flagship programme combines structured learning with applied insights and leadership development.

**2026 INTAKE  
OPEN NOW!**

The flyer for the ELEVATE Programme 2026 Intake features a purple header with the text '2026 INTAKE OPEN NOW!'. Below this, the program is identified as 'ELEVATE' by 'The Chartered Institute of Logistics and Transport' and 'Women in Logistics and Transport Capacity Building Centre'. It is described as a 'Global Industry Experts' program, 'ONLINE – VIRTUAL', and 'INSTRUCTOR LED', running from 'July – September, 2026' with 'Weekly Classes'. The tagline is 'Shaping Tomorrow's Leaders in Logistics & Transport'. A photograph shows a group of professionals in a meeting. A QR code is provided for more information, with the text 'SCAN QR FOR MORE INFORMATION'.

### Speakers' Network

CBC is establishing a Speakers' Network to connect professionals with opportunities to contribute to conferences, seminars, webinars, and CBC workshops. This network will be open to both WiLAT and CILT members. Registration details will be shared in the next newsletter.

Members may also contact Associate Professor Catherine Lou or visit the CBC website for updates.

### Programmes Under Development

In addition to ESG-focused learning, CBC is currently planning dedicated programmes in:

- Leadership Development
- Public Speaking and Executive Presence

These initiatives reflect CBC's broader mission to equip women professionals not only with technical and sustainability knowledge, but also with the leadership confidence, communication skills, and visibility required to influence decision-making and drive change within the industry.

As we move into 2026, the WiLAT Capacity Building Centre remains firmly committed to inclusive learning, global collaboration, and creating tangible value for members and national associations alike. We look forward to another impactful year of shared learning, growth, and engagement.

Written By:

~ **Associate Professor Catherine Lou**



# *TERRITORIAL NEWS*

This section presents key updates, achievements, and milestones from WiLAT territories worldwide, reflecting local progress, advocacy efforts, and collaborative initiatives that strengthen the global WiLAT network.



**Pakistan**

● Miss Ayesha Masood’s shortlisting to the final round of Stars of WiLAT (SOW) was celebrated through a cake-cutting ceremony, which was followed by light refreshments, allowing everyone to relax further, socialize, and share their experiences from the event

● WiLAT Pakistan organized a powerful and insightful webinar titled “Early Marriages: A Barrier to Women’s Empowerment on

November 6, 2025. The session brought together professionals dedicated to addressing the long-standing social challenge of early marriages and its impact on the lives, choices, and prospects of women.



● Women in Logistics and Transport (WiLAT) Pakistan celebrated Wellness Month with a special gathering on 27th October 2025. A yoga session was initially held by

trained yoga teachers. This was followed by a calming mindfulness and meditation session, led by a professional trainer. Her guidance helped create a serene atmosphere, allowing everyone to unwind and reconnect with themselves.



**Sri Lanka**

● The first virtual mentee meetup of the IGNITE 11 Mentoring Program, organized by WiLAT Sri Lanka, was successfully concluded, marking an exciting beginning to this year’s mentoring journey.



● As part of the celebrations for WiLAT Wellness Month, a rejuvenating Yoga Session was held at the Ishtara Holistic Wellness & Learning Centre for members of CILT and WiLAT. The session was expertly conducted by Mr.L.B.P Sankha

Balasooriya, Yoga Consultant and Visiting Lecturer.



● Mr. Prasad delivered an insightful and interactive program focused on understanding mental wellness both in the workplace and in everyday life. A highlight of the session was the introduction of the Iceberg Concept of Culture, which illustrates how our visible behaviors are often shaped by deeper, unseen values and beliefs.



● WiLAT Sri Lanka team, together with our mobility partners from PickMe, visited Indira Cancer Trust / Suwa Arana on 29th October. The visit included a meaningful breast cancer awareness session, giving participants the opportunity to learn about the remarkable services provided to cancer patients and their families.



● On 30th October, the WiLAT Sri Lanka team had the privilege of hosting an enlightening session conducted by Mr. Ushan De Silva, a seasoned industry expert with over 20 years organizations such as

Brandix, Unilever, and Abans. Mr. De Silva currently serves as the Chairman of the Import Section of the Ceylon Chamber of Commerce, bringing invaluable expertise and perspective to the discussion. The session saw the participation of 60+ attendees from across our network.

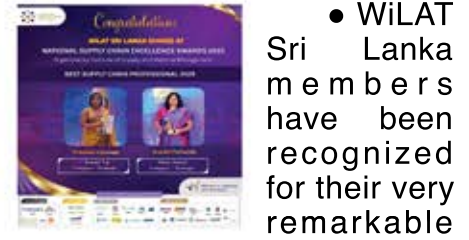


● On 27th November, WiLAT Sri Lanka successfully concluded an inspiring learning session led by Ms. Nadeesha Wijesingha, as part of our exclusive program on “The Dysfunctions of Teamwork.” Members from both our professional and student communities participated in a thought-provoking discussion focused on the common challenges that can hinder effective teamwork.



● WiLAT Sri Lanka members were honored at the Top50 Professional Women Global Awards 2025, organized by Women in Management (WIM) to recognize exceptional women leaders who are making a significant impact locally and globally.

● WiLAT Sri Lanka successfully conducted a Membership Drive at Cleantech (Pvt) Ltd, creating an engaging platform for staff and leaders to learn about the value of being connected to the Chartered Institute of Logistics & Transport (CILT).



● WiLAT Sri Lanka members have been recognized for their very remarkable achievements at the National Supply Chain Excellence Awards 2025, a prestigious platform that celebrates leadership, innovation, and outstanding contributions to the supply chain sector in Sri Lanka. Our heartiest congratulations go to Prashani Liyanage and Aranthi Fernando, who were honored for their exemplary performance and dedication to advancing the profession. Their accomplishments show not only their personal commitment to excellence but also the strength, ability, and professionalism that WiLAT members bring to the industry.

**INDIAN OCEAN ISLAND**  
Global Vice Chairperson  
*Nazeema Seelarbokus, CMILT*

Mauritius    Seychelles    Madagascar

**Mauritius**

● Chairperson of WiLAT Mauritius Catherine Veerapen, CMILT conducted a networking programme to create an awareness about the achievements of WiLAT to the new members of CILTM in October, 2025. The event was graced by Hon. Kaviraj Sukon, Minister of Tertiary Education, Science and Technology, who in person

presented the membership certificates to the recipients, marking a significant milestone in their professional journey.

Global Vice Chairperson of WiLAT Indian Ocean Islands Nazeema Seelarbokus, FCILT was recognized at the event for her pivotal role in promoting Women in Logistics

**Madagascar**

● An awareness session was conducted by WiLAT members in partnership with SPAT’s Women association in the port on November 27, 2025.

Opportunities were also taken to educate members on cervical cancer screening process and contraceptive method.



**MIDDLE EAST & EUROPE**

Global Vice Chairperson  
Berna Akyıldız, FCILT



**Turkey**

● CILT Türkiye members Prof. Dr. Alev Taşkın and WiLAT Türkiye Chair Ms. Esra Kıvrak delivered two training programmes hosted at Bahçeşehir University and Altınbaş University on “Digitalisation and Artificial Intelligence in Logistics” and “Women in Logistics on 6th November 2025



● WiLAT Türkiye hosted our international guests at the “Empowering Women in

Logistics” panel during the Logitrans Fair, emphasising the perspective, strength and leadership women bring to the logistics sector.

Present at the meeting WiLAT Global Immediate Past Chair, CILT International Honorary Secretary, Trustee - Vicky Koo, FCILT and Ruth Francis – Education Strategy Lead, CILT International.



**SOUTH EAST ASIA**

Global Vice Chairperson  
Juliana Sofhia Damu, CMILT



**Malaysia**

● Coffee talk on “Women Leading the Change Towards Sustainable Transport” concluded successfully with over 100 enthusiastic participants from across Southeast Asia on 27th November, 2025. The strong attendance and active engagement from the audience demonstrated the relevance and urgency of this topic in today’s evolving transport landscape. The discussions highlighted how women are increasingly stepping forward as drivers of sustainability, innovation, and inclusive mobility across the region.



● GVC Juliana Sofhia Damu, FCILT had the honour of attending the Borneo International Maritime Week 2025, held in Bintulu, Sarawak, from 28 to 30 October 2025.

This prestigious event brought together maritime leaders, stakeholders, and professionals from across the region to discuss the future of the maritime and logistics industry.



● WiLAT Malaysia presented A Gamified Intervention to Reduce Food Waste and won Best Presentation. The research showcased sustainability impact in campus living labs, demonstrating behavioural change through gamification. The achievement increased WiLAT visibility in academic & ESG platforms on September 2-3, 2025.



● WiLAT ran a dedicated session on Women & Youth in Maritime and Entrepreneurship featuring speakers from Malaysia & Brunei. The forum strengthened BIMP–EAGA relations and highlighted the importance of female leadership in maritime logistics on 28-30, October, 2025.



- A youth-focused program introducing students to professional membership, digital certification, career pathways & CILT/WiLAT role in industry. This was to encourage young talent to join logistics associations early to build portfolio and competency.



- A platform for women leaders in ASEAN to discuss export capability, trade readiness & entrepreneurship. WiLAT input contributed toward empowering women participation in international markets and economic growth initiatives on 8th October, 2025



- WiLAT Chair invited as Guest Panellist (Dr. Zawiah) for WE Future in Motion 2025 - acknowledging leadership role in maritime.

Focus on leadership inclusion, gender capacity building & future roles of women in global shipping.



**Myanmar**

- WiLAT Chairperson visit Korea logistics company and Airline GSA companies on 17th August, 2025.



- Chairperson Hla Hla Honey, CMILT attended the Myanmar International Freight Forwarders' Associations New board election and AGM on 10th October, 2025.



- Chairperson Hla Hla Honey, CMILT participated in the ASEAN Logistics Industry Cooperation Conference at Chongqing, China on 1st November, 2025.

The Programme aim among other things to promote new collaborative division of labor within the corridor region, shaping a new regional economic pattern, and driving comprehensive transformation and upgrading.

- WiLAT Executives took part in Opening Creamery Day of St Peterburg organized by Russia Embassy on the 13th October, 2025.



- WiLAT Executives joined the ASEAN Business and Investment Summit 2025 Kuala Lumpur on 26th to 28th November, 2025.



**Indonesia**

● WiLAT Indonesia Advisory Board Member Juliana Sofhia Damu, along with Goisto Academy, visited PT Prima Langgeng AND welcomed by its President Director, Mini Hartati Arief September 8, 2025.



● Several WiLAT Indonesia administrators attended the Perpina Anniversary event, on the Sept, 9, 2025. They joined the AVN Global Conference in Hong Kong.



● GVC WiLAT Southeast Asia and the WiLAT Indonesia management attended the Transportation and Logistics Work Competency Standards (SKK) on 11th September, 2025.



● The Chairperson of WiLAT Indonesia Nurmaria Sarosa, CMILT, was one of the speakers at the Blue Industry and ESG Alignment Training Course for Podomoro University students on 25th September, 2025.



● The Chairperson of WiLAT Indonesia served as a member of the jury for the 8th Economic Review in the field of Economy, Finance, and Investment "CSR - SDG - ESG" in 2025, with the theme "Innovation, Sustainability, and Measurable Value Creation" and was also a speaker at the Award Ceremony on 26th September, 2025.



● The Chairperson and Executive Director of WiLAT Indonesia attended a seminar held by Supply Chain Indonesia on the theme "Indonesia Economic Outlook 2026 on October 7-9, 2025.



● WiLAT Indonesia signed a memorandum of understanding (MoU) with PT Mutu Agung, a Halal Inspection Agency, to provide product and service inspection services in accordance with BPJPH regulations. The MoU is expected to bridge WiLAT Indonesia's Halal-certified member companies with simple, fast, and affordable SOPs, enabling all companies to achieve Halal certification by 2026, in accordance with Indonesian government policy October 9, 2025.



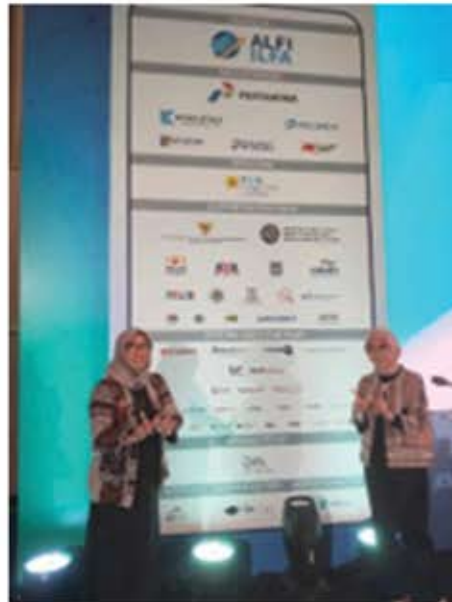
● The HSE & Green Action Division of WiLAT Indonesia held a Green Practice Webinar with the theme: "Oceans of Opportunity: Building a Greener Maritime Industry on Oct, 28, 2025.



- The WiLAT Indonesia Chairperson was one of the speakers at a Keind event titled "Keind Goes to Campus" at Mahakarya Asia University, Yogyakarta, along with several other speakers, including Juliana Sofhia Damu, FCILT, GVC WiLAT Global, and the WKU KEIND Logistics on October 23 – 25, 2025.



- WiLAT Indonesia was a Support Partner for the ALFI CONVEX event, organized by ALFI/ILFA at ICE BSD for three days, November 12-13, with the theme "Indonesia Digital Logistics Infrastructure Forum 2025: Connecting Indonesia to the World" on 12th November, 2025.



- WiLAT Indonesia initiated a meeting at PT Mutu Agung Internasional's office to introduce and utilize the services of PT Mutu Agung Internasional, a testing, inspection, and certification (TIC) company for various industries on 19th November, 2025.



- WiLAT Indonesia, in collaboration with PT. Mostrans, held a hybrid Logistics and Transportation Leadership Seminar at the PT. Mostrans office. The theme was "Driving Business Success Through Collaborative Problem Solving" on 4th November, 2025.



- WiLAT Indonesia, in collaboration with the Economic Review, hosted the Indonesia Logistics and Transportation Awards (ILTA) 2025, which featured and won by leading logistics and transportation companies on 14th November, 2025.



- WiLAT Kepri, accompanied by the management of WiLAT Indonesia, received a brief visit from MARA Malaysia, the Majelis Amanah Rakyat (People's Trust Council), a Malaysian government agency under the Ministry of Rural and Regional Development that supports the economic and social development of the Bumiputera community via programs on 23rd November, 2025.



- The Chairperson of WiLAT Indonesia attended the largest logistics and transportation exhibition in Southeast Asia in Singapore, where logistics and transportation players from various countries could spot industry developments on 29th October, 2025.





**Nasreen Haque, FCILT**  
***GVC - South Asia***

In this edition of Wings of Change, we spotlight Nasreen Haque, the newly appointed WiLAT Global Vice Chairperson for South Asia. With over four decades of leadership across railways, ports, mass transit, and public administration — including serving as the first female Chairperson of Karachi Port Trust and leading key passenger and freight roles in Pakistan Railways — Nasreen brings unmatched expertise to the region's evolving mobility landscape.

# **FEATURE ARTICLE**

Interviewed by:  
**Amra Zareer, CMILT**  
*GVC - External Relations and Publications*  
*Editor - Wings of Change*



## **1. As the newly appointed WiLAT Global Vice Chairperson for South Asia, what is your key priority areas?**

My priorities outline focus on three interconnected goals i.e., enhancing gender inclusion in leadership roles, fostering regional collaboration to develop shared frameworks on sustainable transport policies, and equipping women with skills in logistics, transport and supply chain management to bridge gaps across South Asia.

## **2. You have led major roles in Pakistan Railways and the Karachi Urban Transport Corporation. What key lessons from those experiences can South Asian countries apply to build more efficient and people-centric mobility systems?**

The key lessons learnt are to build a more efficient and people-centric mobility system, which involves integrated planning for multimodal systems, focusing on seamless integration, safety through reliable scheduling, and public-private partnerships for funding.

## **3. How can women in logistics and transport play a stronger role in shaping the future of public passenger mobility in South Asia?**

Women can lead by advocating for inclusive policies, like gender-sensitive urban planning, such as designing public spaces with safe lighting, accessible restrooms, and child-friendly transit hubs to encourage higher female participation in mobility. They can also push for tech-driven safety features, including real-time tracking apps with SOS buttons and AI-monitored overcrowding alerts, reducing harassment risks and boosting commuter trust. Structured mentoring programs and WiLAT networks will amplify their voices in policy forums, driving innovations like women-only coaches and flexible work models. Together, these will amplify women's impact, fostering regional collaboration and people-centric mobility that reduces congestion and promotes economic inclusion.

## **4. You successfully executed mega projects through PPP models at Karachi Port. Do you believe similar frameworks could accelerate mass transit development in the region? Why or why not?**

Yes, PPP (Public-Private Partnership) models will accelerate mass transit projects by tapping private sector strengths, as seen in Karachi Port's successful mega projects that boosted port efficiency and regional trade.

Private entities excel in deploying cutting-edge techniques slashing project timelines from years to months while integrating smart tech for seamless operations. This contrasts with public-only models bogged down by bureaucratic hurdles and funding gaps.

Clear regulations—such as predefined KPIs, anti-corruption safeguards, and dispute resolution frameworks ensure transparency and accountability from all parties.

Risk-sharing contracts divide responsibilities equitably, with governments managing policy risks and private sector handling execution, preventing cost escalations.

## **5. South Asia often faces fragmented mobility systems. What strategies do you believe are essential for integrating rail, road, bus, and mass transit networks into a seamless passenger experience?**

Essential strategies involve unified ticketing platforms, centralized data analytics for real-time coordination, and inter-agency governance bodies. Prioritize feeder services linking rail, buses, and roads, with digital apps for seamless transfers to create a unified passenger ecosystem.

## **6. With global shifts toward smart mobility, what technologies do you think should be prioritized in South Asia to improve safety, accessibility, and efficiency for passengers?**

Biggest challenges in urban passenger mobility for South Asia stem from operational inefficiencies like overcrowding and connectivity gaps, compounded by policy fragmentation that hinders integrated solutions.

Data-driven reforms, including centralized analytics and AI for predictive maintenance, will enable targeted investments in electric buses and IoT optimization. Cross-sector collaboration via inter-agency bodies and WiLAT networks will foster inclusive policies,

accelerating women's leadership in skills development and regional sustainable transport initiatives.

### **7. Having managed freight and passenger operations at various levels, what do you see as the biggest operational and policy challenges limiting efficient urban passenger mobility today?**

The biggest constraints fall into two broad categories: operational gaps on the ground and policy/ governance weaknesses at the system level.

#### *Operational challenges*

- **Overcrowding and unreliable services:** Inadequate fleet sizes, poor maintenance regimes, and weak timetable discipline lead to delays, cancellations, and unsafe levels of crowding, especially at peak hours.

- **Poor last mile connectivity:** Stations are often not integrated with safe walking paths, feeder buses, or intermediate public transport, so passengers face long, unsafe, or expensive transfers.

- **Aging infrastructure and rolling stock:** Legacy tracks, signals, depots, and vehicles increase breakdowns, reduce speeds, and limit the ability to run frequent services.

- **Weak data and performance management:** Many systems still operate without robust real-time data on passenger flows, punctuality, or asset condition, making it hard to optimize routes and schedules or justify investment.

#### *Policy and governance challenges*

- **Fragmented institutional responsibilities:** Multiple agencies handle rail, buses, roads, and regulation separately, with limited coordination, leading to overlapping routes, gaps in service, and slow decision-making.

- **Project-centric, not network-centric planning:** Governments often focus on individual showcase projects (a metro line, BRT corridor, or flyover) rather than building an integrated multimodal network with unified fares, information, and service standards.

- **Under-pricing and unstable finances:** Political reluctance to reform fares and subsidies leaves operators financially weak, limiting their capacity to invest in maintenance, technology, and service improvements.

- **Car-centric urban planning:** Land-use

plans, road design, and parking policies frequently favor private vehicles over high-capacity public transport and non-motorized modes, locking cities into congestion and low-quality public services.

- **Insufficient inclusion and safety focus:** Policies often under weigh the needs of women, elderly, children, and persons with disabilities, resulting in unsafe, inaccessible, and underused systems.

Addressing these requires integrated transport authorities, stable funding models, rigorous asset management, and inclusive, data-driven planning that treats the entire journey—from doorstep to destination—as one continuous service.

### **8. You were the first female Principal Secretary to the President of Pakistan and Chairperson of Karachi Port Trust. How has your leadership journey shaped your approach to transforming public passenger systems?**

Holding trailblazing positions in traditionally male-dominated and highly complex institutions has fundamentally shaped a leadership style that is both systems-oriented and people-centered, and this directly influences how public passenger systems are approached. Being the first female in C-suite roles required building consensus across powerful stakeholders, navigating institutional resistance, and delivering results under scrutiny—experiences that reinforced the need for transparent governance, clear accountability, and data driven decision-making in any large public system.

The approach to transforming public passenger systems today emphasizes three things: first, integrated governance that brings rail, bus, road, and last mile services under a shared vision; second, participatory planning that engages commuters, local communities, and workers in shaping solutions; and third, deliberate gender mainstreaming, ensuring that women are not only seen as passengers to be protected, but as professionals and leaders who co design and manage the systems that moves cities.

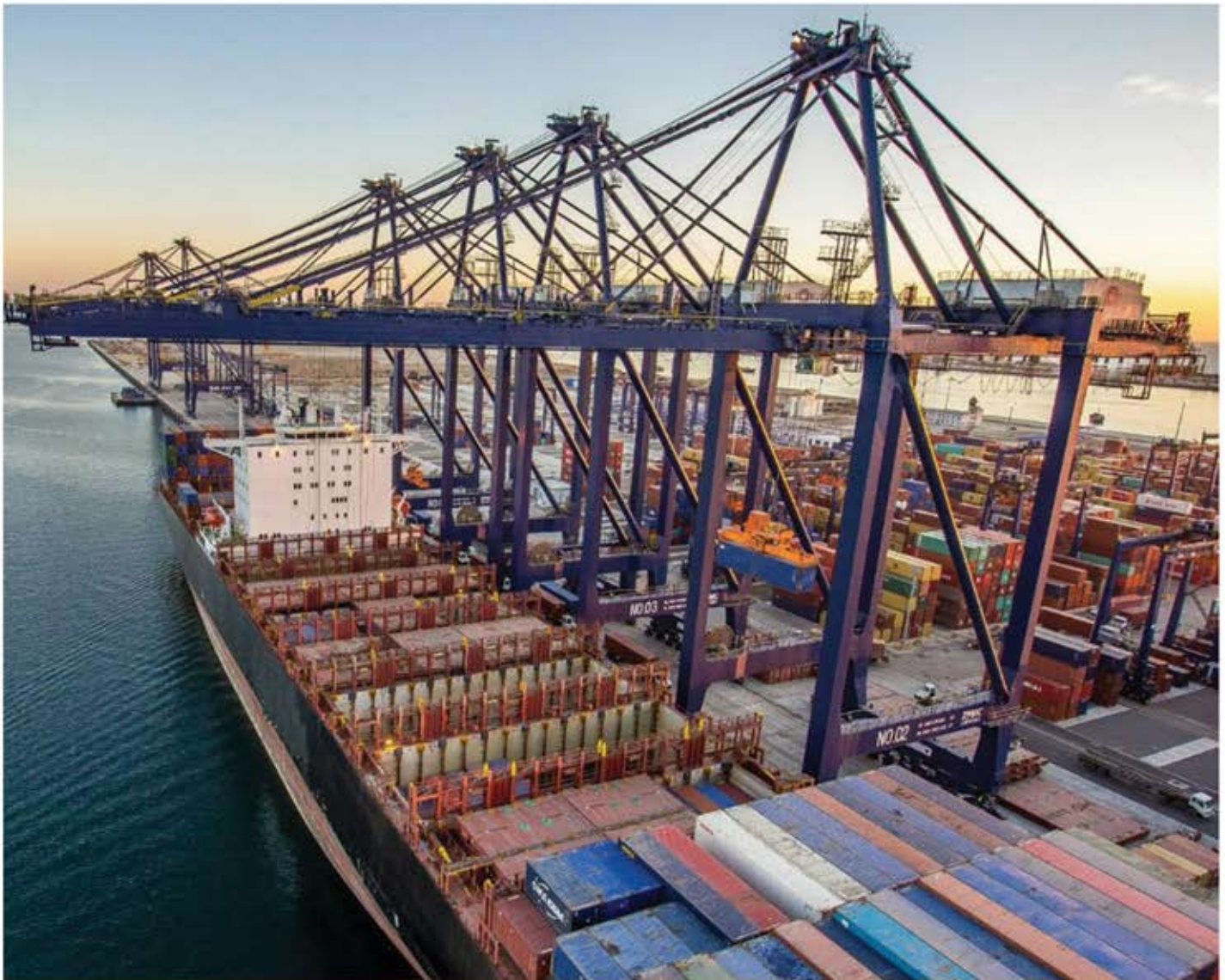
### **9. How can WiLAT South Asia further support and empower women professionals to take on leadership roles in**

## logistics and transport?

WiLAT South Asia can support women leaders by expanding targeted programs in leadership development, advocacy, and networking, aligning with regional needs in logistics and transport to elevate women into C-suite positions.

### 10. What message would you like to share with young women entering the logistics and transport field today?

Embrace challenges as opportunities to innovate; build networks relentlessly and lead with empathy. Your persistence will redefine the sector—aim high, as proven paths like mine show glass ceilings shatter with determination and collective support.



**Figure 2 South Asia Pakistan Terminal**  
Source: Karachi Port Trust, 2019



# *CILT NEWS*

This section highlights important updates, events, and announcements from CILT, reflecting the broader institute's initiatives and its synergy with WiLAT's mission to advance leadership and excellence in the transport and logistics sectors.

# Thank You!

**Chief Teete OWUSU-NORTEY, FCILT FGIPS**  
Tenure as CILT International President (2024-2025)



*We congratulate Chief Teete OWUSU-NORTEY, FCILT on the successful completion of his tenure as President of CILT International.*

*We extend our heartfelt appreciation for his unwavering support for Global WiLAT from its inception in Malta in 2010 to the present day, including his steadfast commitment during his tenure as IVP Africa and President-Elect.*

*His belief in the vision and growth of Global WiLAT has been truly invaluable. We wish him continued success and fulfilment in all his future endeavours.*



# Congratulations

Global WiLAT congratulates

**Jan Steenberg, FCILT**

On his appointment as the  
CILT International President



# Congratulations

Global WiLAT congratulates

**Romesh David, FCILT**

On his appointment as the  
President-Elect of CILT International



## Initiative for Climate Action in Nigeria, organised by UK PACT.

On the 2nd December 2025, the UK Partnership for Accelerated Climate Transitions (UK PACT) launched a new national initiative to boost how the private sector implements climate initiatives, titled “Enhancing Private Sector Capacity for Climate and Clean Air Action in Nigeria”. The initiative focuses on providing the private sector with the necessary training, tools and policy to support the transition to low carbon operations. The event convened policymakers, private sector stakeholders, and civil society.



The programme will support Nigeria to:

- Access climate finance and engagement with carbon markets;
- Develop finance ready climate action plans;
- Adopt emission reducing business practises aligned with the

national determined contribution targets and achieve net zero emission by 2060;

- Strengthen the understanding of national regulatory framework;

- Build collaboration between private sector, regulators and financial institutions;

- Integrate gender equality, disability and social inclusion considerations into climate actions.

CILT Nigeria’s National President, Dr. Boboye Oeyemi OFR, mni, NPOM, FCILT, delivered a keynote message at the launch whereby he highlighted the role of electric vehicle integration, green freight corridors, and climate-smart urban planning. CILT Nigeria emphasized the need for locally led solutions and pledged to support the development of a national transport decarbonization strategy.

## A New Chapter for CILT Nigeria as Dr. Boboye Oyeyemi Assumes Presidency

CILT Nigeria has officially transitioned to new leadership with the appointment of Dr. Boboye Oyeyemi OFR, mni, NPOM, FCILT as its 21st President and Chairman of the Council. The handover ceremony, hosted at the Nigerian Institute of International Affairs in Lagos, formally concluded the impactful four-year term of outgoing President Barrister Mfon Ekong Usoro FCILT, whose tenure was marked by extensive institutional strengthening and expansion.

Barrister Usoro’s leadership, from October 2021 to November 2025, laid a formidable foundation for the Institute. During this period, CILT Nigeria achieved considerable geographic and organizational growth, activating over fifteen branches and chapters nationwide. Strategic expansions included the establishment of new branches in Calabar, Uyo, and Kano, the revival of the Oron branch, and the creation of chapters across states such as Adamawa, Taraba, Gombe, Sokoto, and Nasarawa. This broadened network has significantly enhanced professional outreach and accessibility of CILT qualifications

throughout Nigeria.

Membership numbers saw exceptional progress under her administration, rising from 169 to 704 members, a testament to streamlined membership processes, digital enhancements, and sustained branch-level initiatives. This growth reinforces CILT Nigeria’s standing as a leading professional community within the African logistics and transport sector.

Governance and operational frameworks were also rigorously modernized. Key

These reforms contributed to improved fiscal health and operational transparency. Additionally, the adoption of electronic voting, upgraded IT systems, and an integrated online membership platform has positioned the Institute for greater efficiency and engagement.

Educational and collaborative initiatives were notably expanded through partnerships with institutions such as the Nigerian Army College of Logistics and Management, the Bureau of Public Procurement, and the Maritime Academy of Nigeria, alongside accredited training providers offering specialized courses. The administration also elevated CILT Nigeria’s profile within the global CILT network through active participation in international committees and forums.

Stepping into this role, Dr. Boboye Oyeyemi brings a distinguished background in transport policy and national safety governance, notably from his service as Corps Marshal of the Federal Road Safety Corps. His leadership is expected to further advance the Institute’s strategic objectives in professional development, stakeholder collaboration, and sustained organizational growth.



## Logitrans 2025

Held in Istanbul on the 11th to the 13th November 2025, Logitrans 2025 saw strong participation from CILT Turkey and international members. Logitrans is one of the world’s largest transport logistic fairs bringing together professionals and companies around the world organised by EKO MMI Fuarcilik. This year the exhibition was marked by the participation of more than 230 exhibitors from 22 countries confirming thus a 14% increase in participation with over 16,000 visitors from 66 countries.

CILT organized a dedicated stream on “Human Capital in the Automated Logistics Era,” featuring panelists from Maersk, DB Schenker, and academia. The institute also showcased its updated competency framework, which now includes modules on AI in logistics and circular supply chains. Over 300 visitors engaged with CILT’s booth, exploring membership benefits and continuing education programs.



## CILT New Zealand Bestows Highest Honour on Fiona Knight FCILT

CILT New Zealand has presented its most prestigious accolade, the Sir Bob Owens Memorial Award, to Fiona Knight FCILT in recognition of her decades of exemplary leadership, profound industry influence, and unwavering commitment to fostering the next generation of transport and logistics professionals.



This distinguished award honours individuals whose lasting contributions have significantly shaped the sector, coupled with a dedicated record of supporting others, a description that fully encapsulates Fiona Knight's enduring legacy. The Sir Bob Owens Memorial Award celebrates sustained leadership, service, and commitment to the profession. Fiona Knight FCILT exemplifies these virtues in totality. This recognition not only acknowledges her formidable accomplishments but also honours her generous mentorship and the pivotal role she has played in strengthening the fabric of the CILT community.

A pillar of the CILT community for over thirty years, Fiona's impact on the Institute is substantial. She attained Fellowship status in 1997 and later broke new ground as the first woman to chair a New Zealand Section. For more than fifteen years, she also stewarded the annual CILT NZ Awards programme, instilling it with rigorous fairness, consistent excellence, and a genuine culture of celebration that became a cornerstone of the Institute's calendar.

Her professional expertise is equally formidable. Fiona has occupied senior roles in critical policy development for both shipping and land transport, provided counsel to government agencies, and represented New Zealand on influential international platforms. She has been instrumental in key industry working groups, notably those addressing road management enhancements and national standards for stock effluent, consistently demonstrating a readiness to engage with the sector's most complex challenges.

Beyond her formal achievements, Fiona is distinguished by her profound investment in people. She is widely regarded as a mentor and champion for early-career professionals, offering steadfast encouragement, a listening ear, and invaluable guidance to help them navigate a dynamic and demanding field. Colleagues consistently highlight her generous spirit and unique ability to create opportunities for others to succeed.

Those who have since overseen the awards programme attest to the depth of work she managed seamlessly behind the scenes, coordinating teams, ensuring balanced judging, and actively encouraging the nomination of deserving peers. This largely unseen dedication has left an indelible mark on the Institute's culture.

## ALMAC 2025 Hong Kong

The Asia Logistics, Maritime and Aviation Conference (ALMAC 2025) convened from 17–18 November at the Hong Kong Convention and Exhibition Centre, uniting a global assembly of professionals across maritime, aviation, and land logistics sectors. Under the theme “Collaboration and Growth in the New Trade Landscape,” the conference addressed critical industry megatrends, exploring the evolving dynamics of global trade against a backdrop of geopolitical shifts and economic fragmentation. Key discussions highlighted emerging market opportunities in the Middle East and Central Asia, alongside focused dialogues on sustainability, technological innovation, and digital transformation.

CILT participated as an official Knowledge Partner, reinforcing its influential role in shaping regional and global logistics discourse. The Institute moderated a high-level executive roundtable on “Sustainable Aviation Fuel and Green Corridors,” facilitating strategic dialogue among industry leaders on decarbonization pathways.

CILT representatives also contributed expertise across several pivotal sessions, including those focused on building supply chain resilience, developing the future talent pipeline, and implementing digital twin technology in port management.

The conference served as a significant platform for thought leadership and collaboration, further affirming CILT’s active engagement in advancing policy and practice across Asia’s logistics and transport ecosystem.



## Connected for Impact: CILT Marks 106th Anniversary and Global Day of Supply Chain, Logistics and Transportation

On 3rd November 2025, CILT celebrated a dual milestone: its 106th anniversary and the annual Global Day of Supply Chain, Logistics and Transportation. This year’s theme, “Connected for Impact,” highlights the essential bonds between people, systems, and nations that drive innovation, sustainability, and progress across the global logistics and transport landscape.

In a message commemorating the occasion, Chief Teete Owusu-Nortey FCILT FGIPS, International President of CILT, reflected on the Institute’s enduring legacy that; our greatest strength lies in our connections. Across our global network, CILT members create real-world impact every day—moving goods efficiently, shaping policy, innovating for sustainability, and building resilient supply chains. Ours is a profession that moves more than products; it moves progress.

CILT’s network spans more than 33,000 professionals across 40 branches worldwide. Members have been instrumental in

advancing the movement of people and goods, strengthening communities through professional development, mentorship, and local initiatives.



## Global Highlights from the CILT Network

CILT Singapore emphasised on collaboration and knowledge exchange in the November 2025 edition of CILT Buzz, showcasing partnerships that link professionals, educators, and policymakers within Singapore's dynamic logistics ecosystem.

CILT Türkiye continues to bridge education and industry through its CILT Brand and Vision Courses. Now in their fourth year and integrated into university curricula at institutions including Altınbaş and Bahçeşehir Universities, these 14-week programmes equip students with expertise in e-commerce logistics, digitalisation, AI, and maritime finance. "Empowering young people to turn knowledge into action," stated Berna Akyıldız, President of CILT Türkiye.

CILT Ireland marked the day with a webinar focused on talent retention and workforce resilience, bringing together professionals and students to discuss strategies for stabilising and strengthening the sector's human capital.

In closing, CILT Hong Kong reflected on the broader significance of connection, stating that our collective efforts bridge communities and facilitate the seamless exchange of ideas and resources. By nurturing these connections through events, seminars, and technical visits, we create a robust network that drives operational efficiency, sustainable development, and economic growth. Together, we are stronger.

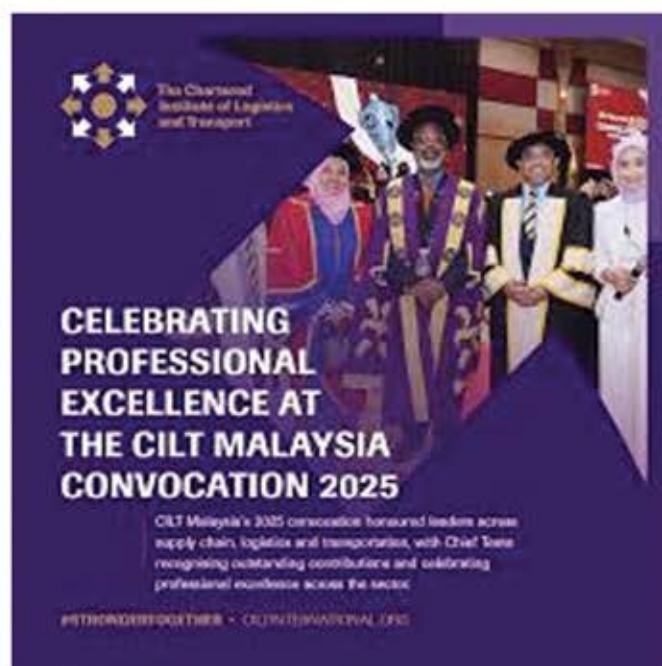
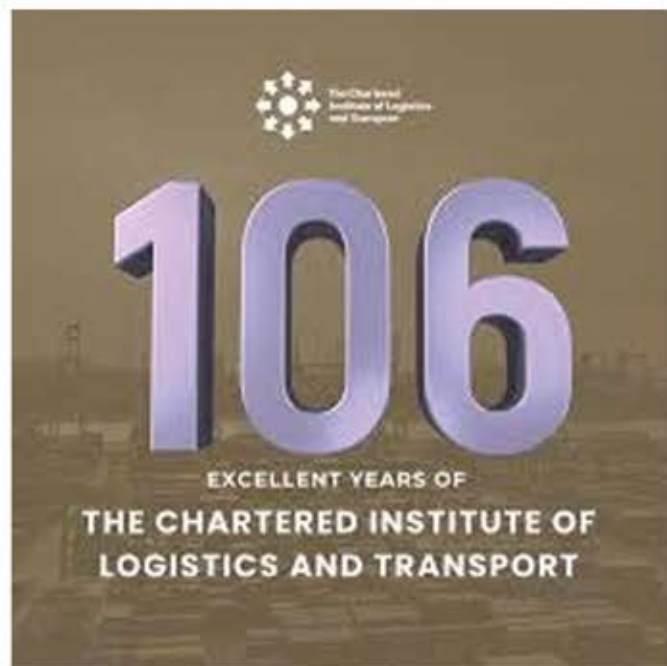
As CILT celebrated this historic anniversary, the Institute reaffirmed its commitment to fostering the global connections that keep the world in motion—today, and for the next century ahead.

## CILT Malaysia Convocation 2025 Celebrates Excellence and Elevates Professional Leadership

CILT Malaysia convened its annual Convocation ceremony in 2025 at the Shah Alam Convention Centre, bringing together industry leaders, professionals, and dignitaries to celebrate outstanding achievement and leadership within Malaysia's logistics and transport sector. The event underscored the vital role of professional accreditation in advancing national connectivity and supply chain resilience.

Presiding over the ceremony was Chief Teete Owusu-Nortey FCILT FGIPS, International President of CILT, who commended the honorees for their contributions to strengthening both the national industry and the wider CILT global community.

The highest distinction of Chartered Fellow (FCILT) was conferred upon 33 distinguished professionals, recognizing their sustained impact, leadership, and commitment to the field. Among this year's esteemed recipients were two



sector leaders:

- Datuk Seri Patrick Tiong Chiong Kui, Chief Executive Officer of the Lion Logistics Group of Companies, honored for his strategic vision and transformative influence in logistics.
- Mizool Amir Mat Drus, General Manager of the Labuan Port Authority, recognized for his dedicated service and innovation in maritime and port administration.

The convocation highlighted the diverse expertise within Malaysia's transport ecosystem, with honorees representing aviation, rail, public transport, and supply chain management reflecting the multifaceted nature of the nation's logistics infrastructure. In her remarks, Dr. Zawiah Abdul Majid, Deputy President of CILT Malaysia, emphasized the critical need for skilled and forward-looking leadership to support Malaysia's economic ambitions and regional integration. She also reaffirmed the chapter's enduring mission, since its establishment in 1965, to uphold professional standards, promote continuous education, and foster a culture of excellence across the industry.

The ceremony served not only as a recognition of individual accomplishment but also as a testament to the collective progress and growing influence of CILT Malaysia in shaping a more robust, innovative, and professionally grounded future for the nation's logistics and transport sector.

## **CILT Unveils Dedicated Brand Identity for Its Next Generation Global Forum**

CILT International has launched the inaugural, standalone brand identity for its Next Generation Forum, a global community dedicated to early-career professionals and those embarking on new pathways within supply chain, logistics, and transportation. The identity was formally unveiled at the CILT International Convention 2025.

This strategic development provides the forum with a clear, distinctive visual and conceptual identity, enhancing its visibility, recognition, and cohesion across CILT's worldwide network. For the first time, the Next Generation community is represented by a brand that mirrors its unique mission and global demographic.

Dianah Nassimbwa MILT, Global Chairperson of Next Generation's message pointed out that this new identity marks a significant milestone, giving Next Generation forum a distinct presence that reflects its global reach and unifying purpose. Designed to empower emerging professionals, foster connection, and solidify their role in shaping the future of our industry.

The identity is strategically aligned with the core CILT master brand while establishing an independent voice for the next generation of leaders. It creates a unified framework for CILT branches and members worldwide to collaborate, share knowledge and opportunities, and cultivate a vibrant pipeline of future talent.



## CILT International Expands Educational Portfolio with Three New Specialist Programmes for India

CILT International has announced the introduction of three new professional qualifications tailored to the evolving needs of India's logistics, transport, and supply chain sectors. This strategic expansion addresses identified skills gaps and supports the nation's growing demand for specialized expertise in key areas of economic importance.

Since establishing its educational presence in South India in 2017, CILT International has equipped thousands of professionals with qualifications that enhance career effectiveness and industry standards. Acknowledging that human capital development is fundamental to unlocking economic potential, these new programmes are designed to build a more skilled, knowledgeable, and agile workforce.

Developed and delivered in close collaboration with CILT International's in-country Service Delivery and Quality Assurance (SDQA) partner, The Institute of Professional Qualifications (IPQ), the new offerings leverage deep local market insight to ensure direct relevance and immediate impact. CILT International extends its appreciation to the IPQ team for their instrumental role in this initiative.

The three new specialised qualifications are:

1. Professional Certificate in Pharmaceutical Supply Chain Management
2. Professional Certificate in Healthcare Logistics and Distribution
3. Professional Certificate in Port and Terminal Operations

These programmes reflect CILT International's core mission to promote the art and science of logistics and transport through adaptive, forward-looking education. By responding to the rapid changes within one of the world's most dynamic industries, CILT continues to fulfil its commitment to evolving alongside the sector it serves, ensuring professionals are prepared to meet current and future challenges.

## CILT International launched Global Rail Group

The CILT International Global Rail Group (GRG) is a strategic initiative established to connect rail professionals across the world. Designed as a collaborative community and knowledge hub, the Group serves as a platform for sharing best practices and shaping the future of global rail systems.

As rail transport plays a vital role in enabling sustainable, efficient, and interconnected global logistics, the Global Rail Group positions CILT at the forefront of this critical sector. Through this initiative, professionals are provided with a dedicated space to exchange insights, support continuous learning and development, and advance innovation in rail policy, planning, design, operations, and supply.

The Group brings together a diverse network of rail professionals, including operators, suppliers, infrastructure planners, policymakers, and academics, fostering cross-sector collaboration and global perspectives.



## Special Interest Groups

To enable focused and in-depth engagement, the Global Rail Group operates through five dedicated streams:

- High-Speed Rail
- Light Rail
- Metro & Urban Rail
- Regional & Intercity Rail
- Rail Freight

## Activities and Engagement

Members of the Global Rail Group benefit from a range of professional engagement opportunities, including:

- Participation in a dedicated LinkedIn community
- Access to knowledge papers, publications, and webinars
- Involvement in local and regional conferences
- Attendance at global flagship events
- Podcasts and online discussions

Through these initiatives, the Global Rail Group continues to support collaboration, innovation, and professional excellence, contributing meaningfully to the advancement of rail systems worldwide.





# *INDUSTRY RECAP*

This section summarizes notable industry trends, developments, and breakthroughs in logistics and transport, helping members stay informed, inspired, and aligned with the fast-evolving global landscape.

## Rome's bus and metro company to offer refunds for poor service

Rome's public transport company Atac has committed to offering refunds for poor service, Italy's competition authority said on 03rd December, ending an investigation of the publicly controlled body. The regulator started investigating Atac in February for "possible unfair commercial practices" for allegedly not meeting quality standards during 2021-2023. Atac failed to meet targets for punctuality, the functioning of escalators and lifts, and providing security guards at metro stations, among other issues, the regulator said at the time.



<https://www.reuters.com/sustainability/boards-policy-regulation/romes-bus-metro-company-offer-refunds-poor-service-2025-12-03/?utm>

## Macau's LRT Hits Record Ridership in September 2025, Transforming Travel and Tourism: What You Need to Know

In September 2025, Macau's Light Rapid Transit (LRT) system set a new milestone, achieving an average of 30,600 passengers per day, the highest monthly ridership recorded in 2025. This growth comes as the city continues its recovery from the pandemic, with more residents and tourists opting for this efficient public transport option. The increase of 3,000 daily passengers compared to August reflects both a rebound in travel and the growing appeal of the LRT. This record ridership highlights the rising importance of Macau's LRT system for both residents and visitors, connecting key tourist spots and easing congestion in this bustling city.



<https://www.travelandtourworld.com/news/article/macaus-lrt-hits-record-ridership-in-september-2025-transforming-travel-and-tourism-what-you-need-to-know/?utm>

## Upgrades to WA public transport payment system to be rolled out in early December

Perth commuters are able to use credit cards, phones and smart watches to pay for public transport fares. The initiative, more than a year behind schedule and more than \$10 million over budget, rolled out from December 8. WA Transport Minister Rita Saffioti said a four-week trial on ferries, buses and trains earlier this year had gone well. Ms Saffioti said SmartRiders, which provide discounted fares of up to 20 per cent, would continue alongside the new payment types.



<https://www.abc.net.au/news/2025-11-20/wa-public-transport-smartrider-changes-rolled-out-on-december-8/106032174?utm>

## Danish authorities in rush to close security loophole in Chinese electric buses

Authorities in Denmark are urgently studying how to close an apparent security loophole in hundreds of Chinese-made electric buses that enables them to be remotely deactivated.

The investigation comes after transport authorities in Norway, where the Yutong buses are also in service, found that the Chinese supplier had remote access for software updates and diagnostics to the vehicles' control systems – which could be exploited to affect buses while in transit.



<https://www.theguardian.com/world/2025/nov/05/danish-authorities-in-rush-to-close-security-loophole-in-chinese-electric-buses?utm>

## Santiago adds 176 new electric buses and a new route that connects the northern area with the Metro

A new step towards the modernization of public transport was taken by the Metropolitan Public Transport Directorate (DTPM) with the incorporation of 176 new electric buses to the RED Mobility system, which replaced the old diesel buses from 16th August onwards that until now operated in various districts of the capital. The start-up of these units is accompanied by the start of operation of the new B41 service, which will benefit residents of Conchalí, Huechuraba, Independencia and Recoleta. In addition, the extension of routes 227 in Cerrillos, Pedro Aguirre Cerda and Lo Espejo, together with the extension of route 205c in Puente Alto, is added, expanding the coverage and connectivity of the network.



<https://www.red.cl/en/red-communicates/santiago-suma-176-nuevos-buses-electricos-y-un-nuevo-recorrido-que-conecta-la-zona-norte-con-el-metro/?utm>

A photograph of three women wearing high-visibility safety vests, looking at a smartphone together. The image is overlaid with a dark purple gradient and a white vertical line on the left side.

# *SISTERHOOD CORNER*

This section celebrates the stories, accomplishments, and uplifting moments that strengthen the WiLAT sisterhood, showcasing personal journeys, community bonds, and shared experiences that inspire unity and empowerment.

On 23 October 2025, Ms Gayani De Alwis FCILT, Interim Global Chairperson of WiLAT gained special recognition at the Women in Management MSME Awards 2025 in Sri Lanka for her outstanding contribution to women MSME empowerment.

Her tireless efforts to support and strengthen women-led enterprises continue to make a lasting impact across communities and industries.



The Chartered Institute of Logistics and Transport of Hong Kong Gala dinner was hosted on 5 Nov 2025.

The event was graced by The Honourable John Lee Ka-Chiu, Chief Executive of the Hong Kong Special Administrative Region, as Guest of Honour. Also in attendance were Vicky Koo FCILT, Honorary Secretary of CILT International, and Dr Dorothy Chan FCILT, Advisor to Trustees at CILT International.



The evening featured the presentation of the Chartered Fellowship Award and the participation of our Women in Logistics and Transport forum (WiLAT) Hong Kong.

During the event, Chairperson of WiLAT Hong Kong, Ms Cheris Lee, CMILT was announced to have obtained a chartered fellowship of the institute and was congratulated by participants in the event.



On 13 November 2025, Prashani Liyanage and Aranthi Fernando of Sri Lanka WiLAT gained outstanding achievements at the National Supply Chain Excellence Awards 2025.

Both were honored under the Best Supply Chain Professional 2025 stream in the Strategic category.

Prashani Liyanage was awarded First Runner-Up, while Aranthi Fernando received a Merit Award.

Their achievements highlight the growing impact of women professionals in Sri Lanka's supply chain sector and stand as a proud moment for Sri Lanka WiLAT, inspiring emerging professionals across the industry.



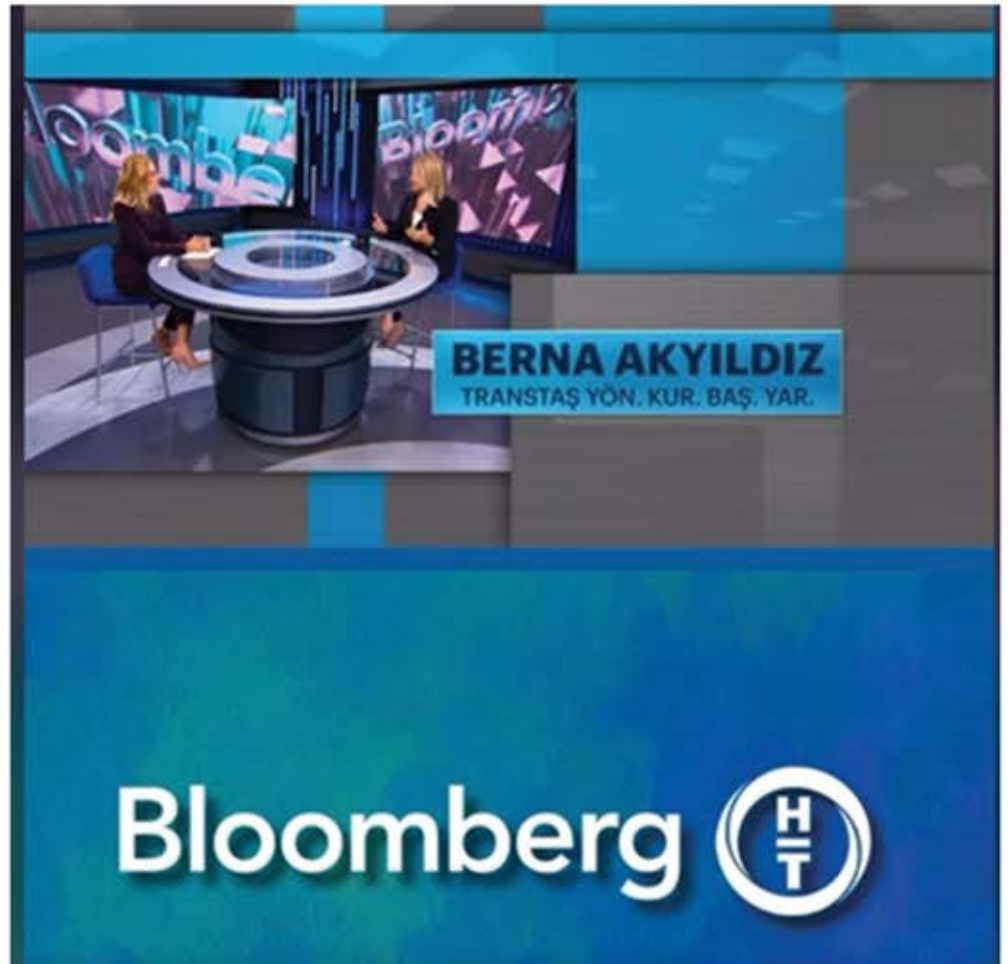
On 21-24 November 2025, Kara Cheung, FCILT and Chairperson of WiLAT Australia, and Dr Catherine Lou, FCILT participated in the Australia-China Youth Dialogue (ACYD) 2025 that took place in Guangzhou.

Kara served as a panelist, while Catherine was one of the 30 selected delegates for ACYD 2025. On the morning session of Day 2, Kara contributed to a panel discussion focused on "The Future of Australia–China Trade and Supply Chains in a Fragmented Global Economy."



On 6 December 2025, Berna Akyıldız, FCILT, President of CILT Turkey was featured on Bloomberg HT to discuss the rise of women's leadership in the logistics, transportation and supply chain sectors.

She also evaluated the development areas of the sector and the importance of inclusive growth.



Yayın sponsoru olduğumuz  
"EliF Ergü ile Kadın Dedigin"  
programını her cumartesi 15.00'da  
Bloomberg HT'de.



EliF Ergü  
Genel Müdür

Berna Akyıldız  
Transtaş Yönetim Kurulu  
Başkanı Yardımcısı

# *MEMBER ARTICLES*

This section features thought-provoking perspectives, research, and personal insights from CILT & WiLAT members, showcasing expertise, encouraging knowledge sharing, and inspiring professional growth across diverse areas within logistics, transport, and leadership.



### Edward Lau, FCILT

Chief Executive and Director of Pointline Enterprise Pvt Ltd

Mr. Edward C. W. Lau is the Chief Executive and Director of Pointline Enterprise Pvt Ltd, a strategic consulting firm specializing in aviation, supply chain, transportation, e-commerce fulfillment, and M&A integrations. With over 30 years of leadership experience, he has held prominent roles including President, Asia of Landmark Global (bpost), CEO of Jetstar Hong Kong, and senior positions at TNT Express and Federal Express. He holds postgraduate qualifications from The Chinese University of Hong Kong and the University of Warwick, UK. A Chartered Fellow of CILT, he serves as 2nd Vice-Chairman & Board Director at CILT-Singapore and Global Advisor to WiLAT. Mr. Lau is also an associate lecturer at Nanyang Technological University and SUSS, actively contributing to MBA programs and mentorship initiatives.

Urban mobility in Singapore (SG) and the wider ASEAN region is at a critical inflection point, driven by rapid urbanization, technological disruption, and the urgent need for sustainability and resilience. The path forward to 2030 and 2035 is shaped by integrating "Smart City" technologies, shifting modal share, and overcoming significant developmental and institutional barriers.



# CRITICAL PATH FORWARD OF URBAN MOBILITY IN SINGAPORE AND ASEAN (2030-2035)

## Developments and Trends

The trajectory of urban mobility in both SG and ASEAN is defined by the following major trends, backed by official regional frameworks like the ASEAN Smart Cities Network (ASCN) and the ASEAN Connectivity Strategic Plan (2026-2035).

### 1. Shift Towards Mass and Active Transport (SG Pioneering)



Singapore is actively pursuing a "Car-Lite" vision, setting clear targets under the Singapore Green Plan 2030:

**Mass Public Transport Modal Share:** Aiming for 75% during peak periods by 2030, and over 80% by 2040.

**Rail Expansion:** Expanding the rail network to 360km by the early 2030s.

**Active Mobility:** Expanding the cycling path network to around 1,300km by 2030, and ensuring every household is

within a 10-minute walk from a park.

**20 / 45-minute City:** A planning concept to ensure most daily journeys are under 20 minutes (neighbourhood level) or 45 minutes (peak-period city-wide).

In the broader ASEAN context, cities are promoting Sustainable Urban Mobility Plans (SUMPs) to shift away from private vehicles, especially the dominance of motorbikes and cars in mega-cities like Jakarta, Bangkok, and Ho Chi Minh City.

### 2. Electrification and Cleaner Energy Fleets



A major regional focus is the transition to cleaner energy vehicles to meet climate goals:

**SG Targets:** All new car and taxi registrations to be cleaner-energy models from 2030, and electric buses to constitute half of the public bus fleet by 2030. Furthermore, there is a target to deploy 60,000 EV charging

points nationwide by 2030.

**ASEAN:** While Singapore's targets are the most ambitious, other ASEAN nations are seeing significant growth in the Electric Vehicle (EV) charging market and are promoting shared electric mobility services to reduce tailpipe emissions.

### 3. Digitalization and Smart Mobility Services



Digital technologies are central to optimizing urban mobility in both SG and ASEAN:

#### Mobility-as-a-Service (MaaS):

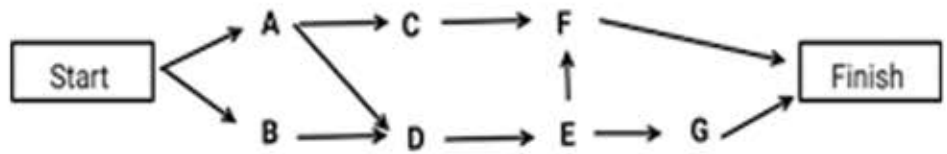
The integration of various public and private transport options (public transit, ride-hailing, bike-sharing) into a single, user-friendly digital platform.

#### Data-Driven Planning:

Leveraging Geographic Information Systems (GIS) and Big Data (often through the ASEAN Smart Cities Network) for real-time traffic management, dynamic public transport routing, and better infrastructure planning.

**Shared Mobility:** Continued growth of ride-hailing and car-sharing services (e.g., Grab, Gojek) which use technology to increase vehicle utilization and reduce the need for personal car ownership.

### Critical Path Forward (2030 & 2035)



The critical path for achieving sustainable urban mobility by 2030 and 2035 requires a dual approach—one focused on infrastructure and the other on governance/technology.

Strategic Area	Key Actions	2030 Milestone	2035 Goal
Infrastructure	Expand High-Capacity Public Transit (Rail/Bus Rapid Transit), develop multimodal hubs, and complete active mobility networks (walking/cycling).	SG: 360km rail network. ASEAN: Completion of priority regional rail/road links (MPAC).	Seamless, high-speed regional and local connectivity.
Policy & Governance	Implement integrated land-use and transport planning, deploy congestion pricing (like Singapore's ERP), and establish regional data-sharing policies and common technical standards (e.g., for EV charging).	Development of the ASEAN Connectivity Strategic Plan (2026-2035) to guide cross-border infrastructure.	ASEAN-wide regulatory harmonization for smart/green mobility technologies and cross-border travel.
Sustainability	Accelerate the transition to cleaner-energy vehicles and promote shared/on-demand services to curb private vehicle growth.	SG: 100% cleaner-energy new car/taxi registrations. ASEAN: Substantial EV infrastructure development in major cities.	Significant reduction in transport-related emissions, moving towards the 80% carbon emissions reduction target (SG).
Inclusivity	Design and retrofit urban infrastructure for universal accessibility (aging population, PWDs) and bridge the urban-rural mobility divide within ASEAN.	Implementation of barrier-free public transport and essential services access.	Equitable access to mobility services and economic opportunities for all communities.

### Barriers to Overcome



Achieving these goals, particularly across the diverse ASEAN region, faces several structural and institutional barriers:

## 1. Institutional and Regulatory Fragmentation (ASEAN)

**Strengthening of Harmonization:** Unlike the EU, ASEAN requires stronger regional institutionalization for transport, resulting in diverse technical standards, regulations, and policies across member states (*Source: ASEAN Smart Cities Framework documents*). This hinders the deployment of regional solutions like cross-border digital MaaS platforms or standardized EV charging networks.

**Data and Knowledge Sharing:** There is a significant lacking of open data sharing and common knowledge exchange among local governments in Southeast Asia, which is crucial for advanced smart mobility planning.

## 2. Financing and Investment

**Funding Gap:** ASEAN requires an estimated USD 210 billions of annual infrastructure investment from 2023 to 2030 to sustain growth and address climate change. Relying solely on public funding is insufficient, necessitating robust mechanisms to mobilize private sector investment for sustainable mobility projects.

**Affordability:** In many ASEAN cities, the high cost of public transport compared to low-cost personal vehicles (especially motorbikes) remains a barrier to shifting modal share, exacerbating income inequality challenges.

## 3. Urbanization and Sprawl

**Rapid & Unplanned Urbanization:** In many ASEAN mega-cities, rapid and often spontaneous urban expansion leads to severe congestion and

## 4. Governance and Implementation (ASEAN)

**Fragile Political Follow-through:** The need for stronger, sustained political will in some areas to enforce difficult policies—such as effective traffic restraint measures or mandatory integrated planning—slows progress on sustainable mobility.

**Siloed Planning:** Urban planning often remains siloed, with transport planning disjoined from housing, environmental, and land-use policies. An integrated, data-driven, and adaptive approach is required.

## Role of the ASEAN Smart Cities Network (ASCN)



For an Small Medium Enterprise (SME) owners looking at regional expansion or cross-border trade, the ASEAN Smart Cities Network (ASCN) is crucial. It is a collaborative platform where 26 initial pilot cities across the 10 ASEAN Member States work towards smart and sustainable urban development.

The ASCN addresses mobility challenges not by building physical infrastructure directly, but by promoting Institutional and Digital Connectivity to improve the urban environment.

### ASCN's Impact on Mobility for SMEs

ASCN Focus Area	Mobility Challenge Addressed	SME Opportunity/Relevance
Knowledge Sharing & Best Practices	Lack of standardized mobility solutions (e.g., traffic control, public transport apps) across diverse ASEAN cities.	Reliability: When Singapore shares its experiences in smart traffic lights or integrated public transport payment systems, other ASEAN cities adopt these ideas faster. Opportunity: SMEs in the tech/urban planning sector can offer proven, scalable solutions (like ticketing systems, (MaaS platforms) that have a ready market in multiple ASCN cities.
Digital Innovation	Highly manual processes for trade, logistics, and traffic management leading to congestion and delays.	Reliability: Projects include Automated Citywide Traffic Control Systems (like in Cebu City) and integrated digital logistics. Opportunity: Logistics/Trade SMEs benefit from smoother cross-border movement, predictable delivery times, and reduced costs due to less traffic congestion and improved customs processes enabled by smart systems.
Attracting Private Investment	Significant gap in funding for large-scale, sustainable mobility projects (e.g., MRTs, BRTs) in developing ASEAN cities.	Reliability: The network helps "package" city projects to make them attractive to private investors (including larger SMEs/corporates). Opportunity: Construction, Engineering, and FinTech SMEs can partner on ASCN projects, accessing government-backed contracts and expanding their services regionally.
Regulatory Excellence	Different technical standards for technology (e.g., 5G, IoT devices) in urban systems hinder regional integration.	Reliability: The goal is to move towards common standards. Opportunity: A Singaporean SME that develops an IoT sensor for a smart parking system can be more confident that their product will be compatible in Jakarta, Bangkok, or Manila, easing the path to regional export.





## 2. Focus on Aging Populations and Urban Mobility

Singapore is a regional pioneer in the challenges of a super-aged society, with its population aged 65 and over exceeding 20%—a first for an ASEAN member state. The region as a whole is aging rapidly, with the population aged 60 and over projected to reach 127 million by 2035. The collaboration in this area is vital and focuses on creating Age-Friendly Cities, aligning with the WHO Age-Friendly Cities and Communities framework.

### A. Age-Friendly Infrastructure & Design

Challenge	SG's Experience Sharing (The Solution)	ASEAN Application & SME Opportunity
Walkability and Safety	<b>Barrier-Free Accessibility:</b> Designing bus interchanges, footpaths, and MRT stations with ramps, non-slip surfaces, wider gates, and clear signage. Mandating barrier-free routes in all new developments.	<b>Application:</b> Encouraging cities like Cebu City, Kuala Lumpur, and Jakarta to audit and retrofit their existing public transport networks and sidewalks to accommodate seniors and People with Disabilities (PWDs). <b>SME Opportunity:</b> Auditing services and supply of accessible infrastructure components ( <i>lifts, specialized tactile paving</i> ).
First and Last Mile	<b>Active Mobility for Seniors:</b> Designing cycling/walking paths that are flat and well-lit, and integrating comfortable, sheltered rest stops and benches along walking routes.	<b>Application:</b> Promoting the adoption of slow-speed, smaller-scale electric shared mobility options that are easier for seniors to use for short distances.
Integrated Transport Hubs	<b>Designing Integrated Transport Hubs (ITHs)</b> where bus, rail, and commercial amenities (clinics, shops) are all under one roof, minimizing distance seniors have to travel to transfer.	<b>Application:</b> Adopting the ITH model in urban centres to ensure seniors can access transport and essential services in a single, safe, and sheltered environment, reducing exposure to weather and complexity.



## B. Technology and Digital Support



Challenge	SG's Experience Sharing (The Solution)	ASEAN Application & SME Opportunities
<b>Real-Time Information</b>	<b>Predictive and Accessible Apps:</b> Developing transport apps that provide <b>audio announcements</b> , large-text real-time bus arrival times, and personalized route planning that minimizes transfers or walking on slopes.	<b>Application:</b> Sharing the code, data standards, and UI/UX design principles for building highly accessible MaaS (Mobility-as-a-Service) platforms that are usable by older adults.
<b>Smart Homes &amp; Mobility</b>	<b>SHINESeniors (Smart Homes and Intelligent Neighbors to Enable Seniors) Program:</b> Using non-intrusive sensors in public housing to monitor movement and provide assistance, indirectly enabling seniors to age in place and remain mobile.	<b>Application:</b> Sharing findings on how <b>Ambient Assisted Living (AAL)</b> and <b>Internet of Things (IoT)</b> can link home-based care with mobility services (e.g., automatically requesting transport for medical appointments). <b>SME Opportunity:</b> Developing localized, affordable smart-home and remote health monitoring technologies for the ASEAN silver economy.
<b>Mobility Research</b>	Sharing detailed data analysis on the <b>mobility patterns of older adults</b> (how often they travel, when, where they go) gathered via GPS data and surveys to inform policy.	<b>Application:</b> Providing foundational research that allows planners in other ASEAN cities (e.g., Thailand, which is also aging fast) to understand the <i>actual</i> travel needs of their elderly, rather than relying on generalized data.

## Collaboration and Experience Sharing between SG and ASEAN

The collaboration between Singapore (SG) and the wider ASEAN region, particularly through the **ASEAN Smart Cities Network (ASCN)**, focuses on leveraging Singapore's mature urban planning and technology expertise to address common mobility and demographic challenges.

This sharing occurs across three main vectors: **Policy & Governance, Technology & Data, and Age-Friendly Infrastructure.**



## Collaboration on General Smart Mobility

Focus Area	Singapore's Journey (What SG Shares)	ASEAN's Benefit (Why it Matters)
Integrated Planning	Land-Use & Transport Integration: <b>SG's model of twinning housing, commercial, and transport development around MRT stations (Transit-Oriented Development).</b>	<b>Helps developing ASEAN cities (e.g., Jakarta, Manila, Bangkok) combat sprawl and congestion by creating high-density, mixed-use nodes that reduce travel demand.</b>
Demand Management	Electronic Road Pricing (ERP) & Vehicle Quota System (VQS): <b>Expertise in using market mechanisms and advanced tech to manage private car ownership and road usage.</b>	<b>Provides a blueprint for cities facing severe congestion to implement Congestion Pricing systems, drawing on SG's real-world data and operational experience to ensure fair and effective implementation.</b>
Public Transit Operations	Rail Reliability and Maintenance: <b>SG shares best practices in predictive maintenance, asset life-cycle management, and minimizing downtime in complex, high-capacity rail systems.</b>	<b>Directly supports ASEAN cities that are rapidly building or expanding their own metro systems (e.g., Hanoi, Ho Chi Minh City, Kuala Lumpur) to achieve high levels of service reliability.</b>

## Opportunities for SME Business Owners

### 1. Technology & Service Providers

- Traffic management systems (TMS)
- Mobile app development for integrated transport
- EV charging station installation and maintenance
- Bike-sharing and e-scooter services

2. Potential Project Funding the ASCN has established 33 partnerships since 2018 providing capacity building, knowledge sharing, and technical assistance, including support from: (*\*Southeastasiainfra*)

- World Bank
- Asian Development Bank
- U.S. Trade and Development Agency
- UN Development Programme
- Private sector partners

3. Cross-Border Business The U.S. Department of Transportation is engaging with five selected ASEAN cities through peer-to-peer partnerships to share transportation solutions and best practices.

If your SME has proven mobility solutions in one city, ASCN provides a framework to scale to other ASEAN markets. (*\*Asian Development Bank*)



## Estimated Economic Benefits

McKinsey Global Institute estimated that smart technologies could help ASEAN countries create about 1.5 million jobs and save living costs of about \$16 billion yearly. (\*ASEAN)

Installation of intelligent traffic and transit systems could save up to 8 million man-years in annual commuting time and approximately 5,000 lives from traffic crashes.



## Challenges to be aware of

### 1. Uneven Progress

Success levels vary significantly from city to city, with Singapore's application of smart technologies serving as a model for others to consider.

### 2. Infrastructure Gaps

Most of the 26 ASCN cities have plans for long-term public transport development, but face challenges balancing public and private finance, operational responsibility, and regulatory control. (\*Springer)

### 3. Human Impact

Concerns Introducing smart transport systems may eliminate traditional transport roles and could disrupt grassroots social networks, such as motorcycle taxi communities that serve as both transport operators and political mobilizers. (\*Springer)

## Bottom Line for Business Owners

### Near-Term (2025-2027)

Plan for EV transition - Incentives are available now in many cities

Locate near transit hubs - Property values will rise

Consider mobility tech solutions - Growing market across the ASEAN

### Medium-Term (2028-2030)

Expect 75% public transport usage - during peak hours in Singapore

Phase out ICE vehicles - No new sales from 2030 in many cities

Regional expansion opportunities - ASCN cities seek proven solutions

### Long-Term (2031-2040)

Net-zero transport ambitions - Singapore targeting 2050

90% sustainable journeys - Walk-Cycle-Ride dominance

Integrated ASEAN mobility - Seamless cross-border travel

## The Key Consideration:

The shift to **GREEN, SMART MOBILITY** is not a distant future—it's happening now. Businesses that adapt early will gain competitive advantages through lower operating costs, better talent attraction, and access to new markets across ASEAN. level) or 45 minutes (peak-period city-wide).



## Official Data Sources and References

### 1. Singapore's Green Commute Targets and Transport Policy

The specific targets for mass public transport modal share, rail network expansion, cycling path length, and cleaner-energy vehicles are derived directly from Singapore's national sustainability and transport planning documents. Land Transport Authority. (2019). *Land Transport Master Plan 2040 (LTMP 2040): A 45- Minute City with 20-Minute Towns*. Singapore: Land Transport Authority.

Inter-Ministerial Committee on Climate Change. (2021). *The Singapore Green Plan 2030: Our Targets*. Retrieved from [www.greenplan.gov.sg/targets/](http://www.greenplan.gov.sg/targets/) National Population and Talent Division. (2024). *Longevity: Population Trends*. Singapore: Prime Minister's Office.

### 2. ASEAN Regional Frameworks and Investment Needs

The institutional context, regional strategic plans, and recognition of urbanization/aging trends in the ASEAN region are sourced from official ASEAN Secretariat publications.

Association of Southeast Asian Nations. (2018). *ASEAN Smart Cities Framework*. Jakarta: ASEAN Secretariat. Association of Southeast Asian Nations. (2025). *ASEAN Connectivity Strategic Plan 2026-2035*. Jakarta: ASEAN Secretariat.

Asian Development Bank. (2017). *Meeting Asia's Infrastructure Needs: Highlights*. Mandaluyong City: Asian Development Bank

### 3. Aging Population and Inclusive Mobility

The global and Singaporean policy frameworks for designing for an aging demographic.

World Health Organization. (2007). *Global Age-friendly Cities Guide*. Geneva: World Health Organization. Centre for Liveable Cities, & World Bank. (2022). *ASEAN Sustainable Urbanisation Report*. Singapore: Centre for Liveable Cities.



**Dr. Namali Sirisoma, FCILT**  
Senior Lecturer at the General Sir John Kotelawala Defence University

Dr. Namali Sirisoma, FCILT is a Senior Lecturer in the general Sir John Kotelawala Defence University. In addition, she is a member of the Board of Directors in the National Transport Commission Sri Lanka. She is the Immediate Past President of CILT, Sri Lanka. She holds a PhD in Transportation Engineering. She had been a post-doctoral fellow in University of Calgary, Canada and the Aerodrome Engineer (Design and Standards) in the Civil Aviation Authority, Sri Lanka, contributing to MBA programs and mentorship initiatives.

In the existing economic development, social well-being, and inclusivity of Sri Lankan culture, transportation plays a vital role in enhancing accessibility, connectivity, and progress. As an island nation, understanding the dynamics of its transport system requirements and proper modal share usage is important in improving the standards of living of its diverse population.

At the current outset, some of the major challenges that Sri Lanka is facing can be discussed as follows:

### Traffic Congestion

Traffic congestion during peak hours is a key factor that adversely affects public transport passenger mobility in

# PUBLIC TRANSPORT PASSENGER MOBILITY CHALLENGES IN SRI LANKA

Sri Lanka. The absence of a comprehensive urban passenger rail transport system has encouraged increased reliance on private vehicles. At present, Sri Lanka Railways accounts for only about 6 percent of total passenger transport demand, while the modal share of private vehicles is approximately 52 percent (National Transport Statistics 2024, 2024). The rapid growth in motorcycle usage further reflects the poor reliability and inadequate capacity of public transport services in the country. Reduced operating speeds along major transport corridors result in significant passenger delays and increased travel-related stress in daily life.

As shown in Figure 1, the average operating speed within Colombo city limits ranges between 20 and 30 km/h, while on certain heavily congested corridors it falls below 10 km/h. Prolonged travel times limit the time commuters can spend with their families, creating wider social impacts that are increasingly recognized worldwide. Therefore, the introduction of effective traffic congestion management measures has become an urgent priority for improving public transport mobility in Sri Lanka.



Figure 1: Speed limits in the Colombo City Limits during the evening peak hours  
Source: Colombo Urban Transport Study, 2014

### Roadworthiness of the fleet

An aging vehicle fleet is another major factor that adversely affects passenger mobility in Sri Lanka's public transport system. The economic crisis and the COVID-19 pandemic led to prolonged restrictions on vehicle imports across all categories in Sri Lanka (Sri Lanka lifts import ban on trucks, heavy vehicles, 2024). These restrictions were lifted only in early 2025, and high import taxes were imposed to control the volume of vehicle imports. As a result, only about 200 new buses were registered in 2025 (National

---

Transport Commission, 2025), indicating that nearly 99 percent of the existing bus fleet is more than five years old. The roadworthiness of a significant portion of passenger transport vehicles has therefore become a serious concern. Replacing aging buses is particularly challenging due to the high cost of vehicle imports under the current tax regime. The market price of a bus has increased by approximately 2.5 to 3 times compared to early 2020 levels, placing a substantial financial burden on operators.

Consequently, fleet renewal has slowed considerably, negatively impacting service reliability, passenger comfort, and overall public transport mobility.

### **Inadequate use of Information technology**

Incorporating information technology and artificial intelligence is essential for improving operational efficiency in public transport systems.

Data-driven decision-making plays a critical role in system enhancement and evidence-based policy formulation. In Sri Lanka, the absence of real-time passenger information systems, limited vehicle tracking, and poor coordination in scheduling between private and government bus operators are key deficiencies that hinder efficient bus operations. These shortcomings reduce service reliability and negatively affect passenger experience.

Similarly, railway operations in Sri Lanka rely on outdated tracking and communication systems, with limited real-time interaction between train control centres and train

drivers. This lack of effective communication adversely impacts service reliability and weakens emergency and disaster response capabilities. However, the introduction of advanced information technology in public transport faces several challenges, including high initial capital investment, the need for a dedicated institutional framework to manage continuous system upgrades, and requirements for supporting infrastructure development. Addressing these challenges is vital for achieving a modern, efficient, and resilient public transport system in Sri Lanka.

### **Poor Connectivity & Integration**

Passenger transport system integration and connectivity remain major challenges in improving passenger transport mobility in Sri Lanka. Bus operations are provided by both private operators and the government-owned Sri Lanka Transport Board (SLTB). The majority of private bus service providers own only a single bus, and the owner is responsible for recruiting and managing the crew. This highly fragmented structure limits operational flexibility and service reliability. Rail transport is operated by the Sri Lanka Railway Department, a government institution.

However, poor reliability of rail services, an inadequate fleet to meet daily demand, and frequent train delays and cancellations increase passenger waiting times, particularly during intermodal transfers. Due to the large number of individual bus operators, it is difficult to provide replacement buses in the event of breakdowns or service cancellations.

Furthermore, changes in schedules are not effectively communicated to passengers, leading to uncertainty and inconvenience. At present, Sri Lanka has only two multimodal transport centres, each accommodating a limited number of bus services. In addition, park-and-ride facilities are insufficient to meet current demand, further constraining seamless integration and connectivity within the passenger transport system.

### **Regulatory measures**

At present, inter-provincial bus operations in Sri Lanka are regulated by the National Transport Commission (NTC), while intra-provincial bus services are regulated by the nine Provincial Road Passenger Transport Authorities (RPTAs).

However, there is no dedicated regulatory authority for railway operations. Although para-transit services and school transport are formally under the regulatory scope of the RPTAs, existing regulatory mechanisms have proven to be inadequate and weakly enforced.

With the approval of amendments to the National Transport Act in 2025, expanded regulatory powers have been granted to the NTC. Accordingly, the NTC is in the process of formulating comprehensive regulatory frameworks and fare policies for para-transit, school transport, office transport, and hired passenger services. In addition, uneconomical services are being closely monitored, while necessary operational expansions and service rationalization measures are continuously assessed and implemented. Strengthening institutional

Strengthening institutional regulation through these measures is expected to improve service efficiency, equity, and overall passenger transport mobility in Sri Lanka.

## Conclusion

The Ministry of Digital Economy, in collaboration with the Ministry of Transport, Highways, and Urban Development, is currently working toward the introduction of cashless payment systems in Sri Lanka's public transport network.

In parallel, the existing bus operation framework is planned to be restructured through the establishment of cluster-based operating companies, thereby reducing reliance on fragmented individual bus operators. This reform is expected to enhance regulatory oversight, operational efficiency, and service standardization across the sector.

Despite these initiatives, improving the quality of passenger mobility remains a significant challenge due to ongoing financial constraints affecting national economic development. Therefore, it is essential to formulate a comprehensive short-term and long-term strategic plan, supported by a financially sustainable business model.

Effective coordination among government institutions, transport stakeholders, and service providers, along with continuous performance monitoring, will be critical in enhancing service quality and achieving meaningful improvements in public transport passenger mobility in Sri Lanka.



*Figure 2 Traffic Congestion in Sri Lanka*  
Source: Daily Mirror, 2022



*Figure 3 Sri Lanka Railways*  
Source: Advocata Institute, 2018



*Figure 4 An overloaded bus in a suburb of Colombo*  
Source: Economy Next, 2022

# ***FUTURE EVENTS***

**09<sup>th</sup> Jan  
0900GMT**

**Global WiLAT New Year  
Celebration**

**15<sup>th</sup> Jan  
0900 GMT**

**WiLAT Tea Talk: GVC - Australasia**

**12<sup>th</sup> Feb  
0900 GMT**

**Global WiLAT Orientation**

**26<sup>th</sup>-27<sup>th</sup> Feb  
0900 GMT**

**WiLAT Togo Day**

**08<sup>th</sup> March  
0900 GMT**

**International Women's Day WiLAT Tea/  
Coffee Talk by GVC Middle East & Europe**

# Why Should You Join Us?

- Gain a unique Professional qualification with global recognition
- Gain access to networking opportunities with industry personnel
- Gain access for job/internship opportunities for prospective job seekers
- Gain exposure to mentoring to shape your career
- Gain access to scholarships
- Gain access to Continuing Professional Development programs
- Gain access to information & knowledge
- Gain access to International Business Forum (IBF)
- Use globally recognised post nominal



## WE ARE STRONGER TOGETHER

[www.wilat.org](http://www.wilat.org)



[www.ciltinternational.org](http://www.ciltinternational.org)



Send your thoughts and comments on Wings of Change to [shakya.maduni.perera@gmail.com](mailto:shakya.maduni.perera@gmail.com) (Deputy Editor)