



**The Chartered
Institute of Logistics
and Transport**

TERRITORIAL AUDIT VISIT REPORT

CILT NIGERIA

VISIT MARCH 13TH TO 18TH 2017

AUDIT REPORT 5TH MAY 2017

INTERNATIONAL SECRETARY GENERAL

KEITH NEWTON



The Chartered Institute of Logistics and Transport

Overall Recommendation

CILT Nigeria should retain its territorial status. It has had a 3 year period of growth in membership and income and is financially strong. It continues to contribute internationally to the global family with African and WiLAT leadership, event attendance and support for International committees and business. It is very responsive as a territory and has proved in the audit to have a strong reach across the country. It has experienced significant internal governance issues in 2016 but has exited those in a stronger position.

There remains some considerable work in education which has suffered a reduction in income over the period and CILT Nigeria will need to work with Nigeria on these remaining issues to solve. The report outlines the agreements between International and CILT Nigeria on how these issues are resolved. CILT International retains its right within the territorial agreement to remove the education responsibilities if standards and progress on issues are not sufficient.

CILT Nigeria should now set very high standards and goals with full territory status and set itself the goal of doubling and trebling its membership over the next 2 -3 years.

Purpose of the Visit

The purpose of the audit was to complete the final review of CILT Nigeria as a functioning territory following the award of territory status on January 1st 2014 and the first audit conducted in June 2014.

Date of the Visit, Scope of Audit and Key Itinerary Appointments

The audit took place between Tuesday 14th and Saturday 18th March 2017. The detailed itinerary included attendance at the Multimodal event in Lagos on Wednesday 15th April which was part sponsored by CILT Nigeria. The National Executive Director, Paul Ndibe was present throughout the audit

Visit itinerary:

16/3 Inspection audit at CILT Offices in Lagos. Included meetings with the President, Ibrahim Jibril, and Deputy President, Alban Igwe.

17/3 Visit to Apapa port, tour of port, WiLAT executive meeting and report. Evening spent at the Fellows & Corporate Members Forum at the Sheraton Lagos Hotel where new individual & corporate members were welcomed & an invited speaker addressed over 150 members.

18/3 Final inspection items. YP meeting with YP Chairperson, Usman Shaibu and Committee members. Attended the National Council meeting. All held at the Lagos Offices.

The Chartered Institute of Logistics and Transport

Registered Office: Earlstrees Court | Earlstrees Road | Corby | Northants | United Kingdom | NN17 4AX
T +44 (0)1536 740162 | E info@ciltinternational.org | W www.ciltinternational.org

Charity Registration Number: 313376



Review of the Main Audit Items

1. Aims & Objectives of CILT Nigeria

CILT Nigeria's Strategy and Business Plan

CILT Nigeria has produced a business plan with financial and strategic goals over the next 3 years. The business plan is multi dimensional and if followed and reviewed regularly will give the territory a strong path to growth.

ACTION:

Formally Review at Council level the Business plan annually and use to monitor and influence actions and activities of the Institute.

2. Organisational Management & Growth

Governance & Committees

The National Council meeting attended was well attended with many members travelling large distances to attend in Lagos. The meeting itself was structured and disciplined. It was conducted to formal protocols by the National President and displayed a unity of purpose. Meeting minutes from the previous meeting were available. Some action items were not clear and the urgency of a few had not been met but these were all identified in the meeting itself. It was overall a very good example of how a Council meeting should be conducted. The council needs to ensure there is adequate secretarial support for its activities. The meeting I observed had some delays because of lack of documentation but this could easily be explained by the pressures on staff from the audit visit.

The 2016 AGM had been postponed because of internal disagreements on the timing related to a constitutional change that had been proposed by the outgoing President. This had caused significant issues and difficulties. It was clear that the eventual AGM and the election of a new Council had resolved all these issues and a new sense of purpose created for the Institute.

All Committees were represented on the Council and at the council meeting. Meetings of the main committees were not observed but their minutes were available and they appeared to function well. The Professional Development Committee continues to be responsible for Education and Membership rather than have 2 separate committees. This remains the plan for CILT Nigeria going forward.

ACTIONS:

Ensure that there is an explicit declaration of interest for all Committee and Council members that is requested as part of the meeting processes and is documented in the Institute records. This was not



The Chartered Institute of Logistics and Transport

asked for during the audit visit and may exist but as part of the audit report is being asked for or to be implemented.

Ensure there is adequate secretarial and finance support for the Council to support actions and activities.

Constitute the Audit and Finance Committee and appoint a chairperson.

National Secretariat – Office, Management & staffing

The Office itself has had all signage updated with the new logo and also added some impressive new boards showing the Institute scope and brand.

The National Executive Director (NED) has remained in office since the original audit and there is strong continuity of staff. The NED has remained in an acting role during this time. The Finance Officer has recently given his notice to move to another role elsewhere and will need replacing. The office was clean and functions well with training and meeting rooms. The office in Abuja was not visited and there are other regional offices used by CILT in the regions.

ACTIONS:

Resolve as is planned the appointment of the NED to the full role.

WiLAT

WiLAT has contributed strongly to the Institute by encouraging new members, actively supporting women in the work place and professionally and in a wider scale globally. Its governance is clear and explicit and there are now several female Council members including the Chair of the Professional Development Committee. WiLAT is financially self supporting for its own activities and also contributes to the Institute through events and membership.

ACTIONS:

As a continuance of the role CILT Nigeria has had in establishing WiLAT in the global Institute review locally the professional support being given to women in our transport and logistics sector and create a plan to address Nigerian issues for women in the industry. This should go into the overall business plan and should be used internationally as a next step model for other countries.

Consider how the global mentoring programme for WiLAT can be used in Nigeria. This should also be considered for YP and the wider membership.



The Chartered Institute of Logistics and Transport

Young Professionals

We met the YP chairperson and 6 members of his committee who attended the audit on Saturday 18th March. The YP Committee is well structured with appointed roles. YP's need encouragement to become full members and to be supported as individuals in the profession and as a group. This support could come from a mentoring programme and adoption of the MISE programme, from involvement in the Council meetings and

ACTIONS:

Consider how the YP's can be represented on the Council. The IMC recommendation is for the YP Chair to be a co-opted member of the Council and CILT Nigeria should seek to implement this.

Consider also how to support the needs of YP's in work as an Institute. Mentoring could be a useful encouragement to YP's but would need to be recognised as a significant programme to undertake. The MISE programme goes further than this into internship and sponsoring and the Council should discuss the merits of this programme with the YP's.

Look at how to move student and associate members to Member and Chartered Member status. Create a specific project or programme to encourage this.

Branch Development and organisation across Nigeria

There are 8 branches and branch chairpersons across Nigeria and there is in place a strong infrastructure for members in regions. There are 2 more regions planned. It was not possible in the audit to test the strength of the regional offering for members.

ACTIONS:

Continue to ensure representation is managed across the whole of Nigeria and continue to develop the regional membership offering and support.

3. Financial

Financial Records, Accounts and Processes

The accounts were presented and reviewed as part of the audit. These continue to be appropriately managed, reviewed and audited. The recent accounts show a reasonable surplus and demonstrate a healthy Institute. Accounts for the last 5 years were presented.

NO ACTIONS



4. Education Growth and Standards

Some Education processes (certification and moderation) remained with International post the 2014 audit. David Maunder carried out an audit of examination and moderation processes in Nigeria in October 2015 and followed up his recommendations in April 2016. This identified that the marking standards met the correct standards and that providing the standards were maintained separate moderation by International would not be necessary.

The Education processes were reviewed in depth in the audit and discussed with the secretariat and with the Council. These ten observations were shared with CILT Nigeria in the 2nd week of April and the IESC on April 13th 2017.

1. Education Recognition Issue has significantly impacted the education programmes in Nigeria. A letter has been delivered from CILT UK and CILT Nigeria have a planned meeting with the ministry to resolve this long term issue
2. Education Certificate wording has not helped in the recognition issue. CILT Nigeria has identified during the visit now exactly what is required and International can accommodate the change.
3. Education processes audit visits by David Maunder confirmed that there had been improvements in process and that the processes and procedures were now in a good state.
4. Numbers of students taking International qualifications have declined in the last two years and some training institutes had ceased taking students altogether (e.g. NITT)
5. Payments for students in 2015 and 2016 had not been made yet as students need to be registered.
6. CILT Nigeria Champion for the International Education Standards Committee (IESC) is needed and is committed to being nominated. The next meeting is on 13th April and a nomination will be made in time for that.
7. CILT Nigeria wish to help develop further modules for use internationally and assist in the development of new training & education products.
8. CILT Nigeria wishes to develop its own internal education and training products now as a territory.
9. CILT Nigeria obtained consent to run six subject areas as against the minimum of 4 subjects at the International Diploma level in order to widen the subject areas for that certificate, under the current new syllabus.
10. CILT Nigeria is having less CILT examination students and more new membership students due to the outputs of the universities that have been accredited as TPs, who now register as members with equivalent academic qualifications that will qualify them to be exempted from writing CILT International Diploma and International Advanced Diploma Examinations.



The Chartered Institute of Logistics and Transport

ACTIONS – passed to CILT Nigeria and agreed at IESC on 13th April 2017

1. CILT Nigeria to complete the discussions with government on education and inform International once done. This will enable a reinvigorated campaign for new students which CILT Nigeria should commence. *(It is noted that the response from the Ministry on 4th April post the audit means this issue is not solved)*. This remains the most significant issue in education to overcome and a new plan should be drawn up by CILT Nigeria and International support sought. This should be monitored and managed at IESC.
2. CILT International to confirm that the certificate wording can be changed to ensure that there is no confusion between the Chartered Institute of Logistics and Transport as the awarding body and the International Secretariat Office address. CILT International to commit then to providing certificates in that agreed format. *(International has committed to these changes)*
3. Education processes ownership
 - a. Education processes for accreditation, moderation and examination should reside with CILT Nigeria. *(Agreed at the IESC but subject to the two IESC actions requested – see below)*.
 - b. International will continue to provide the certification services through registration on the International database of student names once they have successfully completed their examinations. *(Agreed at the IESC but subject to the two IESC actions requested – see below)*.
 - c. International / CILT Nigeria would discuss and agree the certification fee. This fee would also include the intellectual property charges for use of International material. *(See IESC proposed fees – it is noted the IVP request for reduced fees for examination and re-sit examinations made in his IVP report at the IMC on April 27th. This must be submitted by CILT Nigeria to the IESC formally and discussed and agreed there)*.
 - d. CILT Nigeria will provide when requested evidence of accreditation, moderation and examination processes to enable International to underwrite and support the qualifications. The frequency of this will need to be agreed but will be based on an occasional audit basis. *(See IESC action)*
4. CILT Nigeria to actively now resume qualifications as all training providers and understand reasons why numbers had declined or Institutes no longer were registering students.
5. CILT Nigeria to register all students for 2015 and 2016 as soon as possible so that invoices can be raised. *(Action has reached point of raising invoices – still to be paid)*

The Chartered Institute of Logistics and Transport

Registered Office: Earlstrees Court | Earlstrees Road | Corby | Northants | United Kingdom | NN17 4AX
T +44 (0)1536 740162 | E info@ciltinternational.org | W www.ciltinternational.org

Charity Registration Number: 313376



The Chartered Institute of Logistics and Transport

6. CILT Nigeria to appoint an individual who will be able to attend the quarterly IESC meetings
(Action completed)
7. CILT International wishes to enable CILT Nigeria to input content into current modules and create new modules and will encourage this to begin.
8. CILT International support the development of local training courses and qualifications and can also help market these internationally as well as provide links to other countries experts and material that may be of help in Nigeria.
9. CILT Nigeria will be encouraged to continue with their preferred number of subjects for examinations that will meet the expectations and acceptance of their local environment.
10. CILT Nigeria should do more to get the affected universities whose accreditations had elapsed, to renew them in order to enable their students, on graduation, to be accorded the necessary recognition and exemptions from CILT's examinations.

The IESC meeting on 13th April discussed and then agreed 2 additional actions

- (a) That CILT Nigeria provides full details of all students to be certified at least 3 months before the end of their courses. This would allow time for invoices to be raised in respect of each student batch, the invoices to be paid and cleared, so that there is no delay in drawing certificates and transcripts from the system once the exam results are issued. This verification only would continue at the £65 per student agreed fee but with no moderation/assessment/exam services from CILT International.
- (b) That CILT Nigeria would fund annual education audit visits for the next 3 years. The cost of this should either be met by CILT Nigeria as a lump sum (50% of cost of each visit) or by a surcharge on local provider fees which is then retained in a ring-fenced fund to cover the visit costs.

OVERALL ACTION

CILT Nigeria to respond to the education items on the report with status and responses on each item International and CILT Nigeria to hold an education review meeting ahead of the next IESC to discuss each of the points in detail. Final decisions to be taken at the next IESC – action P Ndibe and J Harris to execute. It will be essential that an annual monitoring of education by International is part of the final decisions made.



**The Chartered
Institute of Logistics
and Transport**

5. Membership, Marketing & Growth

The membership processes for registering members and handling membership applications were reviewed and found to be secure and fit for purpose.

The membership application and review process followed the Membership Guidelines document. A points system is in use for assessing CMILT and FCILT. It is being used as a support measure under the membership guidelines and should be kept as such.

Membership at a corporate level has grown from 25 members to 43 since the 2014 audit and there is a successful approach to corporates with events and a gold / silver / bronze set of categories.

Membership is growing by 30% a year. This has potential for much larger growth if the recognition on education and on the Institute can be achieved.

6. Other Relevant areas

CILT Nigeria has the ability to play a strong regional role by supporting growth and new country set ups. This has been compromised in 2016 by the internal issues around the AGM but CILT Nigeria should now look to the 2018 Africa Forum and seek to provide the regional leadership. Francophone countries are another area discussed as Nigeria should propose how they can support branch start ups in there countries.

May 2016