

<b>CONTENTS</b>	<b>Page</b>
FOREWORD.....	iii
ACKNOWLEDGEMENT .....	iv
ACRONYMS AND ABBREVIATIONS .....	v
Definition of Keys Terms.....	vi
Executive Summary.....	vii
1.0 INTRODUCTION.....	1
1.1 Establishment of Zambia CILT.....	1
1.2 Strategic Focus.....	2
1.3 Membership benefits .....	2
1.4 Strategic Direction.....	3
1.4.1 Vision .....	3
1.4.2. Mission Statement.....	3
1.4.3. Goals.....	3
1.4.4 Core Values.....	3
2.0 SITUATIONAL ANALYSIS.....	4
2.1 Internal Assessment .....	4
2.1.1 Strengths .....	4
2.1.2 Weaknesses .....	4
2.1.3 Opportunities.....	4
2.1.4 Threats.....	5
2.2 External assessment of the Zambia CILT .....	5
2.2.1 Political Risks .....	5
2.2.2 Economic Risks .....	5
2.2.3 Social-Cultural Risks.....	5
2.2.4 Technological Risks.....	5

2.2.5	Environmental Risks.....	6
2.2.6	Legal Risks.....	6
3.0	INSTITUTIONAL STRUCTURE AND GOVERNANCE.....	6
3.1	The ZCILT National Council.....	6
3.2	ZCILT Secretariat.....	9
4.0	STRATEGIC GOALS AND OBJECTIVES.....	10
5.0	FINANCIAL REQUIREMENTS.....	15
6.0	PLAN IMPLEMENTATION, MONITORING AND EVALUATING.....	18

## **FOREWORD**

The Zambia Chartered Institute of Logistics and Transport has its origin from the Chartered Institute of Transport and the Institute of Logistics of the United Kingdom. CIT received its Royal Charter in 1919. The Zambian branch of the CIT existed prior to independence but was only registered with the Registrar of Societies in 1990.

In 2014 the Zambian CILT Act N0.4 was enacted which gave birth to the Zambia Chartered Institute of Logistics and Transport.

Notwithstanding the absence of the Act in the past, Zambia CILT functioned as a professional logistics and transport institute, extending and increasing the dissemination of knowledge while exchanging information and ideas with regard to all aspects connected to the development and improvement of logistics and transport, in the best interest of stakeholders.

In this Strategic Plan which will run from 2017 to 2020, the Zambia CILT has set out to strengthen and grow the membership, expand its finance and human resource base, maintain and enhance standards in the education programmes. ZCILT pledges to implement the provisions of the Act and adequately disseminate and communicate its activities to Government and other stakeholders.

It is also the intention of the Institute to carry along the Zambian community at large with regard to our responsibility and contribute to the attainment of the Seventh National Development Plan and the Vision 2030.

**President**

**Zambia Chartered Institute of Logistics and Transport**

## **ACKNOWLEDGEMENT**

I would like to express my deep appreciation to the Council adhoc Committee on the development of the Strategic Plan for tirelessly devoting their time and energy to the successful completion of this exercise.

I would like to further thank each member of the team for their commitment and determination during the Strategic Plan development period.

Finally, I would also like to thank the ZCILT general membership for submitting their contributions during the process. Last but not the least, I express my gratitude to the Government and other key stakeholders for providing guidance.

Let me conclude by thanking all the ZCILT Membership especially those who submitted comments during the last strategic plan from which the current strategic plan has been developed.

**Registrar/CEO**

**Zambia Chartered Institute of Logistics and Transport**

## **ACRONYMS AND ABBREVIATIONS**

AWP:	Annual Work Plan
CEO:	Chief Executive Officer
CILT:	Chartered Institute of Logistics and Transport
CIT:	Chartered Institute of Transport
CPC:	Certificate of Professional Competence
HS:	Honorary Secretary
HT:	Honorary Treasurer
IL:	Institute of Logistics
IPP:	Immediate Past President
NC:	National Council Committee
PESTEL:	Political, Economical, Social, Technological, Environmental and Legal
SWOT:	Strengths, Weaknesses, Opportunities and Threats
UK:	United Kingdom
VP:	Vice President of the Zambia Chartered Institute of Logistics and Transport
WILAT:	Women in Logistics and Transport
ZCILT:	Zambia Chartered Institute of Logistics and Transport

## **Definition of Keys Terms**

Act:	Means the Zambia Chartered Institute of Logistics and Transport Act No.4 of 2014
Council:	Means the National Council of the Zambia Chartered Institute of Logistics and Transport
Government:	Means the Government of the Republic of Zambia
Institute:	Means the Zambia Chartered Institute of Logistics and Transport
Member:	Means a person who is a member of the Zambia Chartered Institute of Logistics and Transport
President:	Means the person elected as the President of the Zambia Chartered Institute of Logistics and Transport
Registrar:	Means the person employed by the Institute as Chief Executive Officer
Trustee:	Means a person elected as Trustee of the Zambia Chartered Institute of Logistics and Transport
Vice President:	Means the person elected as Vice President of the Zambia Chartered Institute of Logistics and Transport

## **Executive Summary**

The Zambia Chartered Institute of Logistics and Transport was established by Act of Parliament No. 4 of 2014, as a body corporate with perpetual succession and common seal, capable of suing and being sued in its corporate name and shall subject to the provisions of this Act and have powers to do all such acts by law.

This Strategic Plan is for the period 2017 to 2020 and its implementation will be monitored through quarterly reports to be disseminated to Government and other stakeholders in the transport and logistics industry.

The strategic direction of the plan includes the vision, mission statement, goals and core values. These will entail systematic membership growth and promote professionalism in the whole sector.

Capacity building of the Secretariat in terms of infrastructure and human resource will be the ultimate goal.

The ZCILT budget for implementing the strategic goals is estimated at **K5, 775,000=00** to be spread over a period of 3 years. Funds will be sourced internally, from the Government Grant and other well-wishers.

## **1.0 INTRODUCTION**

The Chartered Institute of Logistics and Transport is a leading professional body in the field of logistics and transport. Its members comprise individuals and organisations that are engaged in the management, operation and planning of logistics and transport and associated activities. The Institute is autonomous and non-political.

### **1.1 Establishment of Zambia CILT**

ZCILT is a professional body whose principal mandate is to promote and encourage the study of the art and science of logistics and transport. The Institute has its origin from the Chartered Institute of Transport and the Institute of Logistics of the United Kingdom. CIT received its Royal Charter in 1919. The Zambian branch of the CIT existed prior to independence but was only registered with the Registrar of Societies in Zambia in 1990.

The Chartered Institute of Logistics and Transport came into existence in 2004 following the merger of the Institute of Logistics and Chartered Institute of Transport in the UK.

In 2014, the ZCILT Council was established by an Act of Parliament No. 4 of 2014. The Act provides for the following functions:

- i. Initiate and promote investigation and research into the means and methods of, and appliances for, logistics, transport, transit and locomotion;
- ii. Disseminate knowledge and exchange information and ideas with regard to logistics, transport, transit and locomotion and assist in the development and improvement of logistics, transport, transit and development in the best interest of the public.
- iii. Design prepare and conduct, in collaboration with other national institutions, local or foreign universities, local examining bodies, professional examinations in logistics and transport and award certificates to graduates and elevate members to higher membership classes.
- iv. Accredite educational programmers with examinations leading to professional grades including continuous professional development programmes.
- v. Co-operate with other professional institutions in the educational sector so as to raise standards in the training of logisticians and transportants.



- vi. Hold regular meetings and exchange of ideas for persons interested in logistics and transports through conferences, discussion groups, lectures, seminars presentation of papers, visits to specific and transport installations
- vii. Provide means for considering problems affecting the logistics and transport profession and take any action in the interest of the profession in relation to legislative or other measures affecting the profession.
- viii. Liaise and co-operative with government departments and other educational and appropriate institutions or bodies, both national and otherwise, concerned with or interested in the development of logistics and transport
- ix. Do all such other things as are necessary or incidental to the carrying out of its functions under this Act.

## **1.2 Strategic Focus**

During the three (03) years of the Strategic Plan the Institute will focus on providing the highest quality service to its clients, in order to meaningfully contribute to economic development of the country and consequently to the national vision of becoming a prosperous middle income country by the year 2030.

1.2.1 The strategic focus of the institute shall be membership growth and promotion of professionalism in the logistics transport

1.2.2 Increase the revenue base

## **1.3 Membership benefits**

The benefits to members include the following:

- I. Recognition of the professional qualifications of CILT through registration and licensing of members to practice as logisticians or transportants.
- II. Promotion of professionalism and ethical code of conduct.
- III. Job opportunities for only persons qualified and registered with the Institute shall be eligible for employment in the logistics and transport sector.
- IV. Safe guarding the interest of stakeholders in the logistics and transport profession.

## **1.4 Strategic Direction**

The strategic direction of the Plan shall include the vision, mission statement, goals and core values.

### **1.4.1 Vision**

To be a world class Logistics and Transport Institute

### **1.4.2. Mission Statement**

To promote, encourage, enforce and co-ordinate the science and art of logistics and transport in Zambia

### **1.4.3. Goals**

The Institute shall fulfill its mission through the following goals:

- i. Promoting and facilitation the growth the professionalism in the logistics and transport by 2020
- ii. Collaborate with Government and other stakeholders towards the growth of the logistics and transport sector.
- iii. Capacity building of the ZCILT Secretariat by 2020
- iv. Increase revenue base by 10% per annum

### **1.4.4 Core Values**

The Core Values of the Institute shall be:

- i. Integrity.
- ii. Innovation
- iii. Transparency
- iv. Professionalism.

## **2.0 SITUATIONAL ANALYSIS**

SWOT and PESTEL tools were used in carrying out the internal and external assessment of Zambia CILT performance in the last five years.

Strengths, Weaknesses, Opportunities and Threats were considered as internal factors of great importance in the repositioning of the Institution and on the implementation of the provisions of the ZCILT Act.

On the other hand, Political, Economic, Social, Technological, Environmental, and Legal factors were considered as external factors which have an influence in the realisation of and the **vision** and **mission** of the Institute.

### **2.1 Internal Assessment**

#### **2.1.1 Strengths**

- i. Dedicated and experienced members of the Council.
- ii. Formal recognition by the Government through the enactment of the ZCILT Act.
- iii. Representation as Board members in various Government institutions

#### **2.1.2 Weaknesses**

- I. Inadequate office building
- II. Lack of transport to carry out the Institute's mandate
- III. Inadequate financial resources
- IV. Inadequate staff compliment
- V. Inadequacy of fully fledged branches across the Country
- VI. Inadequate involvement of the Institute in Government consultative processes.
- VII. Lack of reading materials in the field of logistics and transport.
- VIII. Lack of information

#### **2.1.3 Opportunities**

- i. The enactment of the ZCILT Act
- ii. Cordial relationship with stakeholders in the industry
- iii. Alliances with other regulatory bodies

- iv. Increase in the number of training providers
- v. Stable economic climate
- vi. Increase in the number of service providers in the logistics and transport sector
- vii. Increase in the number of programs offered
- viii. Interaction with local Universities offering transport courses

#### **2.1.4 Threats**

- i. Competition from other professional bodies
- ii. Higher student fees demanded by CILT International
- iii. Resistance from trade associations

## **2.2 External assessment of the Zambia CILT**

### **2.2.1 Political Risks**

- i. High turnover of Ministers and Permanent Secretaries in the Ministry responsible for the transport sector
- ii. Withdrawal of goodwill by the Government
- iii. Inadequate consultations in the transport sector

### **2.2.2 Economic Risks**

- i. High cost of doing business
- ii. Uneven playing field
- iii. Multiplicity of licences and processes
- iv. Multiplicity of user fees

### **2.2.3 Social-Cultural Risks**

- i. Unemployment
- ii. Low level of professional competence in the transport sector
- iii. Misplacement of human resource in the sector
- iv. Vandalism of transport infrastructure
- v. Low levels of compliance

### **2.2.4 Technological Risks**

- i. Inadequate investment in transport infrastructure
- ii. Poor ICT infrastructure in the sector

### **2.2.5 Environmental Risks**

- i. Climate change
- ii. Externalities

### **2.2.6 Legal Risks**

- i. Changes in the legal frameworks
- ii. Inadequate legal frameworks
- iii. Inadequate regulators in other models

## **3.0 INSTITUTIONAL STRUCTURE AND GOVERNANCE**

### **3.1 The ZCILT National Council**

The National Council is responsible for the management and control of the affairs of the Institute. The Council consists of the following members, Committees and Branches as shown in figures 1, 2 and 3.

Figure 1: **Members of the Council**

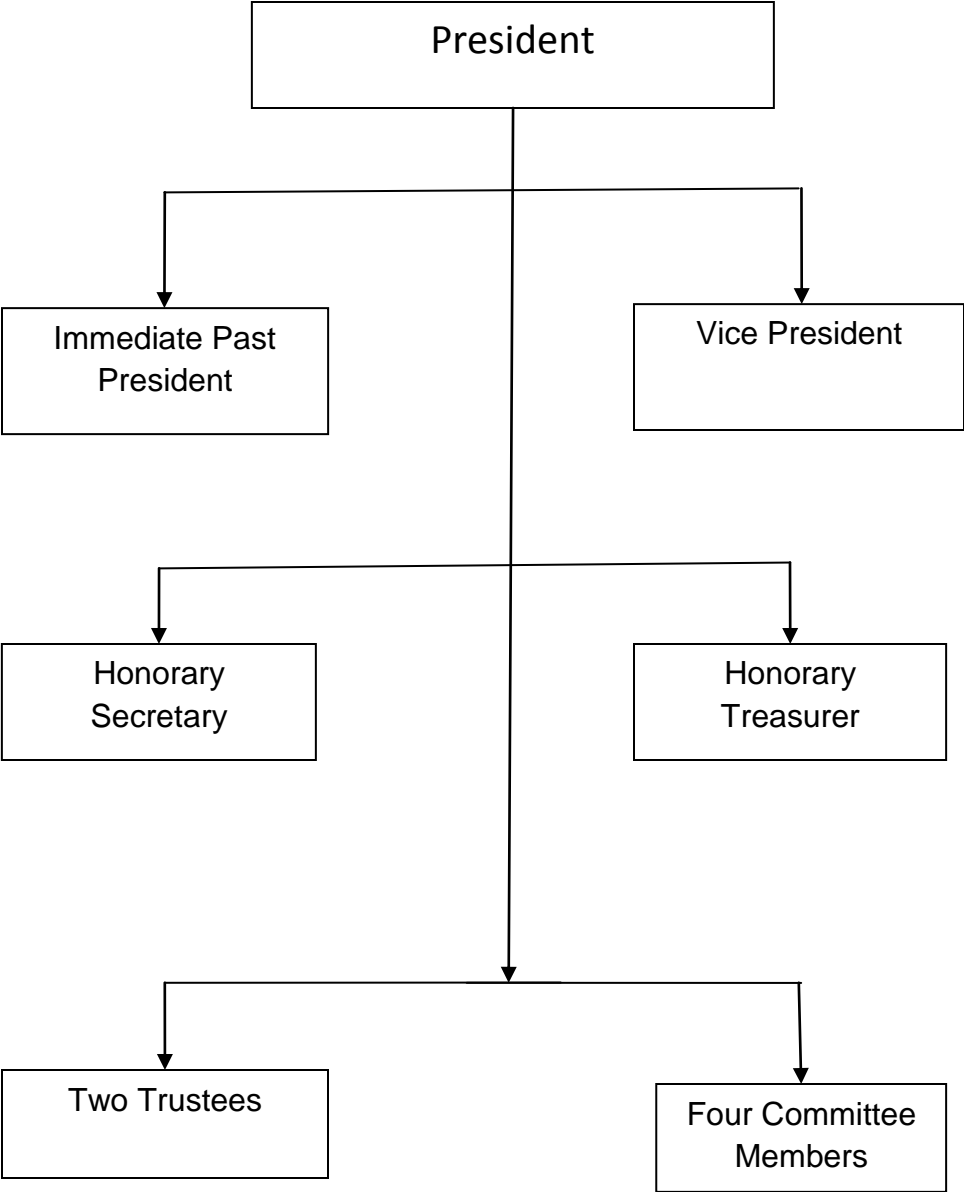


Figure 2: **Committees of the National Council**

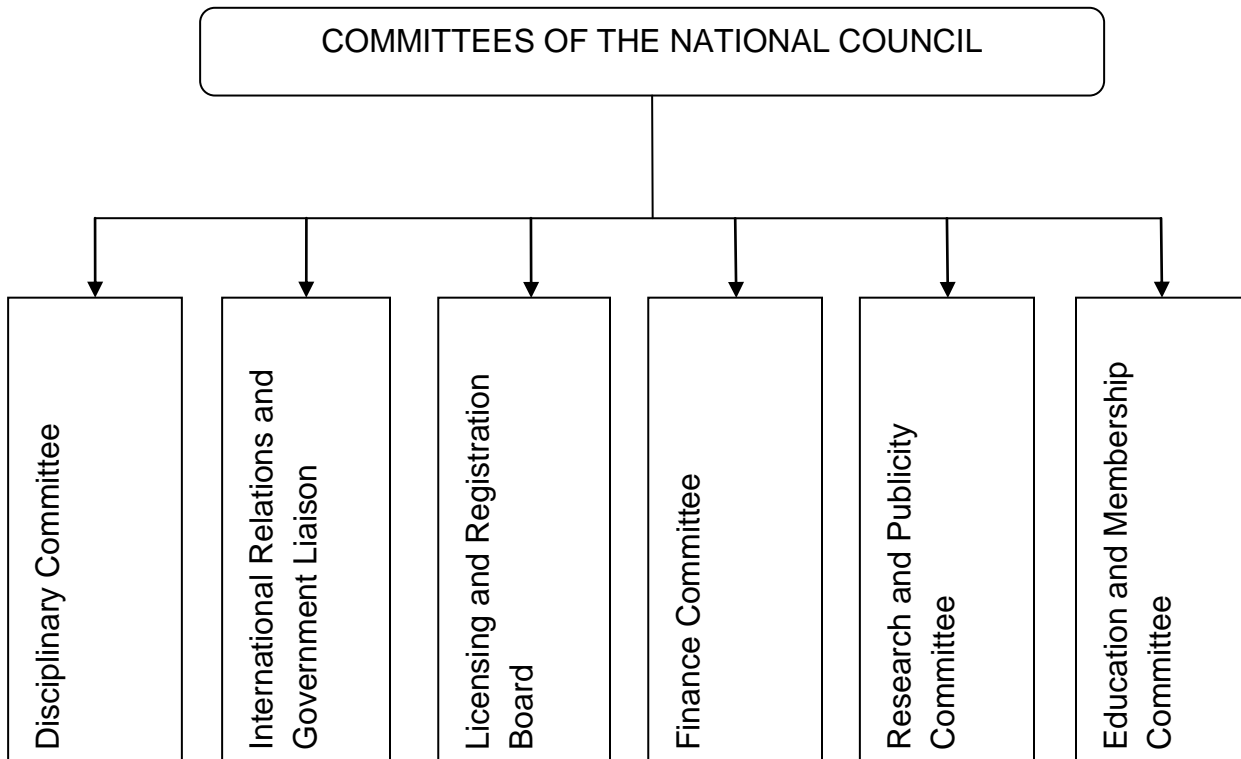
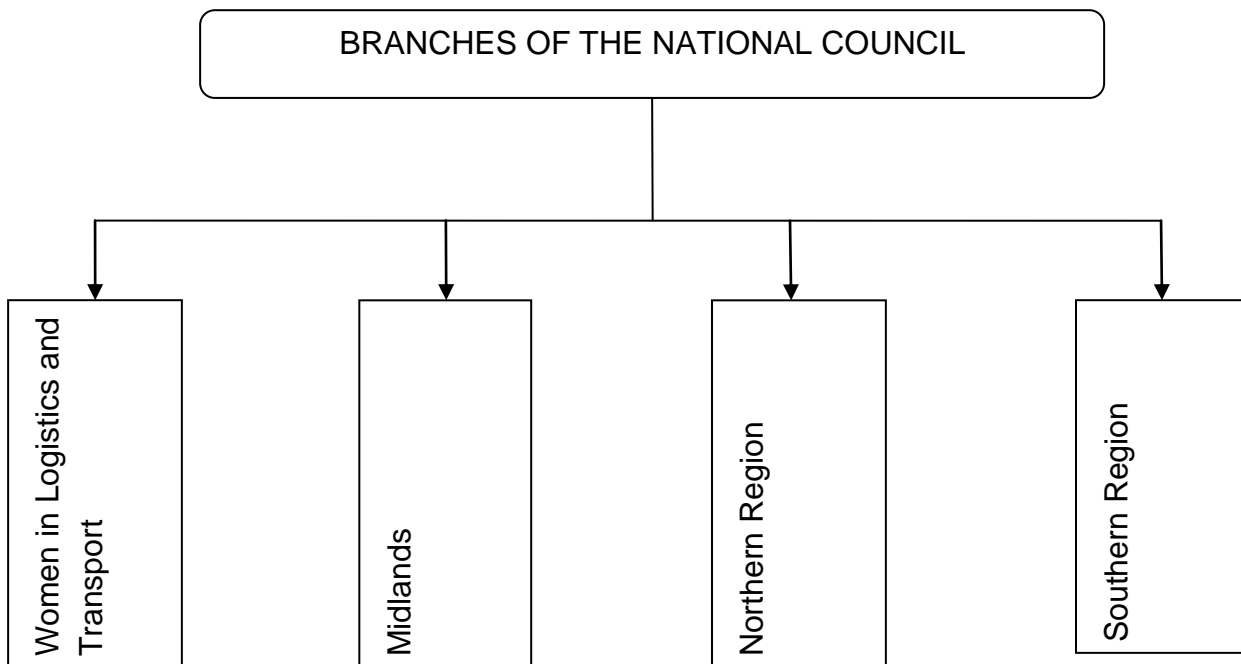


Figure 3: **Branches of the Council**

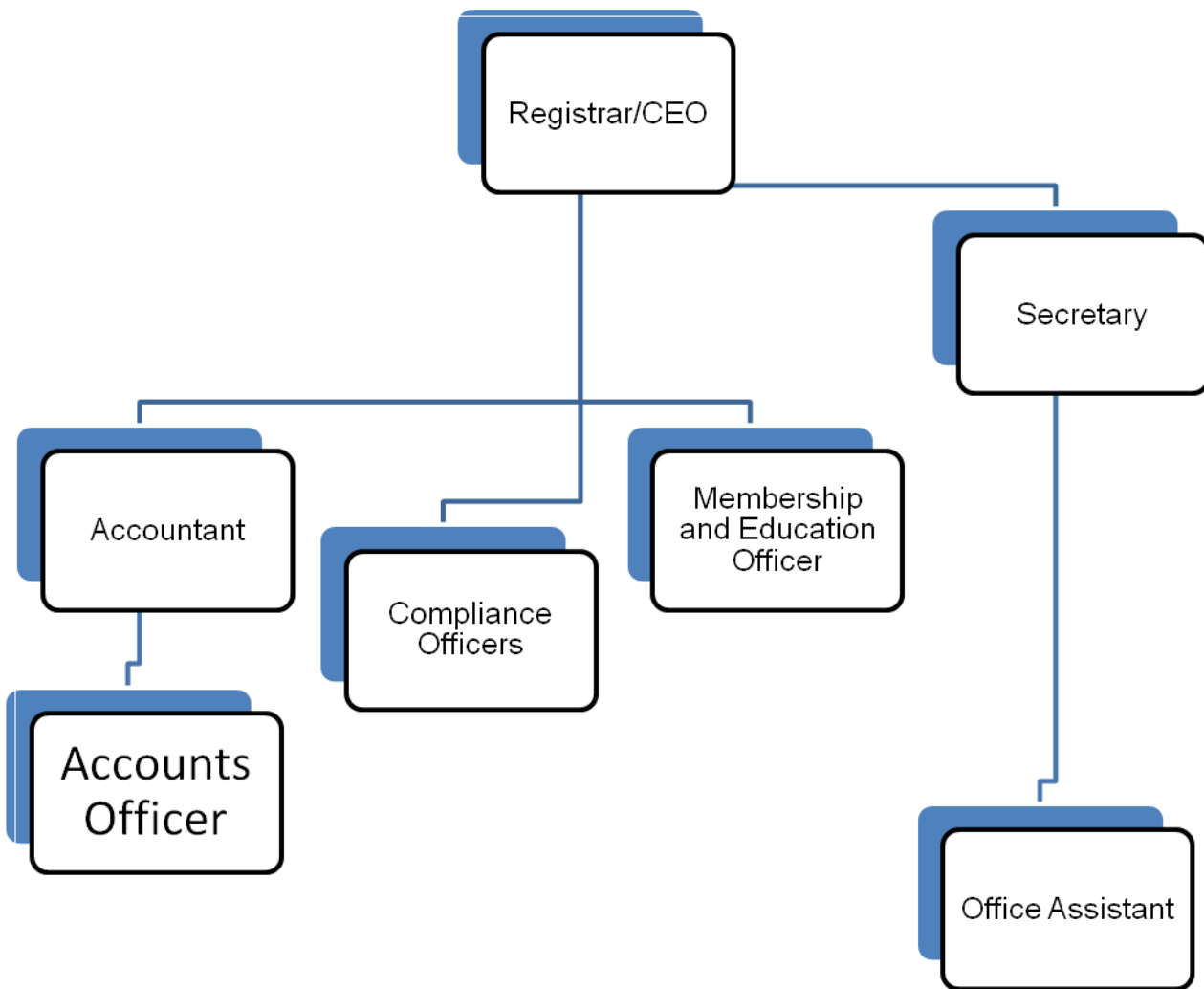


### 3.2 ZCILT Secretariat

The day-to-day affairs of the Institute are managed by the Registrar who is the CEO employed by the Council and supported by other staff as shown in Figure 1.

At present the Secretariat is manned by a skeleton support staff comprising the Registrar/ CEO, Accounts Officer, Secretary and Office Assistant. It is envisaged that at least five Compliance Officers and a Membership and Education Officer shall be employed in 2017.

Figure 4: ZCILT Secretariat Organization Chart





#### **4.0 STRATEGIC GOALS AND OBJECTIVES**

The ZCILT intends to achieve the following goals and objectives during the three years commencing 2017 to 2020 as outlined in the schedule below.

- i. Recruiting new members and retaining old members
- ii. Developing local Diploma Course
- iii. Develop transport database centre (Resource)
- iv. Enhance consultations with Government and other stakeholders
- v. Fully operationalise the Secretariat
- vi. Hosting of conferences
- vii. Career guidance for young women in Logistics and Transport
- viii. Empowering rural women with bicycles to ease transport challenges

**Goal 1: Promotion and facilitation of growth of professionalism in the Logistics and Transport industry**

Objectives	Activities	Support activities	Responsible Office	2017	2018	2019	Performance Indicator
1.  Recruiting new members and retaining old members.	Roll out and revise the CPC Course	Partner with Government and Cooperating partners	CEO	✓	✓	✓	Number of courses conducted
	Accrediting more training providers	Partner with training providers	CEO	✓	✓	✓	Number of partnerships established
		Collaboration with CILT International	HS/CEO	✓	✓	✓	Number of contacts made
	Promotion of CILT Courses	Publicity, advertising, career talks with stakeholders Visitation to all provinces for recruitment	CEO	✓ ✓	✓ ✓	✓ ✓	Number of meetings, adverts undertaken and number of new members recruited
2.	Developing Local Diploma Course	Designing the curriculum and study materials	HS/CEO	✓			Local study syllabus designed

		Roll out of the new Local programme	Sensitization visits to training providers for the new programme	HS/CEO			✓	Number of programmes conducted
3	Hosting of Conferences	Promotion & facilitation of professionalism	Hold collaborative Conferences with Government	HS/CEO				Number of conferences held
4	Career guidance for young women in Logistics and Transport	Mentor young women with choices of careers in Transport	Hold workshops and seminars	HS/CEO				Number of workshops held
5.	Empowering rural women with bicycles to ease transport challenges	Acquisition of 100 bicycles	Donation of bicycles	CEOWiLAT				Number of women given bicycles

**Goal 2: Establishment of a Resource Center for Logistics and Transport**

Objectives	Activities/Strategies	Support activities	Responsible Office	2017	2018	2019	Performance Indicator
1. Develop transport database center	Construct a resource center	Partner with Government and Cooperating partners for funding	Trustees/CEO			✓	Resource center constructed
	Renovating the existing structure	Own resources	Trustees/CEO		✓		Resource center renovated
	Acquisition of material and equipment	Own/donated resources	CEO	✓	✓	✓	Number of material acquired
	Undertaking research activities	Own/donated resources	All Members	✓	✓	✓	Number of research publications

**Goal 3: Collaboration with Government and other stakeholders towards the growth of the logistics and transport sector**

Objectives	Activities	Support activities	Responsible Office	2017	2018	2019	Performance Indicator
1. Enhance consultations with Government and other stakeholders	Organise/liaison meetings and public meetings	Collaborations with Government and stakeholders	CEO	✓	✓	✓	Number of meetings held

#### Goal 4: Capacity building of the ZCILT Secretariat

Objectives		Activities/Strategies	Support activities	Responsible Officer	2017	2018	2019	Performance Indicator
1.	Fully operationalise the Secretariat	Recruitment of staff in key positions	Own Budget and Govt. grant	CEO	✓	✓	✓	Number of key positions filled
		Acquisition of office equipment	Own Budget	CEO	✓	✓	✓	Number of equipment acquired
		Acquisition of motor vehicles	Own Budget and cooperating partners	CEO	✓	✓		Number of motor vehicles acquired

#### Goal 5: Increase Revenue Base 10%

Objectives		Activities/Strategies	Support activities	Responsible Officer	2017	2018	2019	Performance Indicator
1.	Make Institute self-sustainable financially	Magazine		CEO/HT	✓	✓	✓	Amount of revenue realised
		Sell shirts caps		CEO/HT	✓	✓	✓	Amount of revenue realised
		Key holders & Bottle Openers Fundraising Braii or Dinner Dance		CEO/HT	✓	✓		Amount of revenue realised

## 5.0 FINANCIAL REQUIREMENTS

The ZCILT budget for implementing Strategic Plan is estimated at **K5, 775,000.00**. Funds will be sourced internally, Government Grants and other sponsors.

### Goal 1: Promotion and facilitation of growth of professionalism in the Logistics and Transport industry

Objectives		Activities	Methodology	Amount (K) '000			Total
				2017	2018	2019	
1	Recruiting new members and retaining old members	Roll out and revise the CPC Course	Workshops for training of trainers	50			50
		Accrediting more training providers	Visitations to training providers	30	20	15	65
		Promotion of CILT Courses	Advertisement, visitation to employers and career talks	50	50	50	150
2	Developing Local Diploma Course	Designing the curriculum and study materials	Workshops for resource persons	50			50
		Roll out the new Local programme		30			30
3	Hosting of conferences	Create Awareness of Professionalism in Logistics & Transport	Holding collaborative Conferences with Government	150	100	100	350
4	Career guidance for young women in Logistics and Transport	Mentor young women with choices of careers in Transport	Hold workshops and seminars		60		60
5.	Empowering rural women with bicycles to ease transport challenges	Acquisition of 100 bicycles	Donation of bicycles	100		100	200
<b>Sub Total</b>							<b>955</b>

**Goal 2: Establishment of a Resource Center for Logistics and Transport**

Objectives		Activities	Methodology	Amount (K) '000			Total
				2017	2018	2019	
1.	Develop transport database center	Construct an office block to house a resource center	Contractual		1,000	1,000	2,000
		Renovating the existing structure	Contractual		100		100
		Acquisition of material and equipment	Procurement	50	20	20	90
		Undertaking research activities	Field surveys	90	50	50	190
<b>Sub Total</b>							<b>2,380</b>

**Goal 3: Collaboration with Government and other stakeholders towards the growth of the logistics and transport sector**

Objectives		Activities	Methodology	Amount (K) '000			Total
				2017	2018	2019	
1.	Enhance consultations with Government and other stakeholders	Organise liaison meetings and public meetings	Meetings, Conferences, workshop and public discussions	50	50	50	150
<b>Sub Total</b>							<b>150</b>

#### Goal 4: Capacity building for the ZCILT Secretariat

Objectives		Activities	Methodology	Amount (K) '000			Total
				2017	2018	2019	
1	Fully operationalise the Secretariat	Recruitment of staff in key positions	Advertising, interviewing and placements	100	100	100	300
		Acquisition of office equipment	Procurement	20	15	15	50
		Acquisition of motor vehicles	Donation and procurement	500	900		1400
<b>Sub Total</b>							<b>1,750</b>

#### Goal 5: Increase Revenue Base by 10%

Objectives		Activities	Methodology	Amount (K) '000			Total
				2017	2018	2019	
1	Making the Institute self-sustainable financially	ZCILT Magazine	Selling	25	25	25	75
		Sell of shirts Caps & key holder or bottle opener	Selling	100	100	100	300
		Fundraising Braii & dinner dance	Fundraising	50	50	65	165
<b>Sub Total</b>							<b>540</b>
<b>GRAND TOTAL</b>							<b>5,775.00</b>
<b>Goal 1,2,3,4 and 5</b>							



## **6.0 PLAN IMPLEMENTATION, MONITORING AND EVALUATING**

The Institute shall ensure that it remains focused on its vision, mission and objectives by periodically monitoring the implementation of its Strategic Plan. The strategies in the Plan have been transformed into goals and activities or milestones which translate into the annual budget. Quarterly reports shall be prepared as tools to monitor implementation of the Plan. The reports shall be disseminated to Government and other stakeholders in the industry.

An evaluation of the implementation of the Strategic Plan shall be undertaken at the end of the Plan period.

### **REFERENCES**

- 1. CILT Strategic Plan 2009 – 2014**