

At a Glance



ANNUAL REPORT 2017/18

ITLS (Africa)

Institute of Transport and
Logistics Studies (Africa)
Department of Transport and
Supply Chain Management



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The Department of Transport and Supply Chain Management was established in 1968 and is widely recognized for its education, training and research in the fields of transport economics, logistics and supply chain management.

The Institute of Transport and Logistics Studies (Africa) was created within the Department of Transport and Supply Chain Management at the University of Johannesburg in response to industry's need for independent, unbiased, relevant and up-to-date research.

In 2007 ITLS (Africa) partnered with the Institute of Transport and Logistics Studies at the University of Sydney, as part of a plan to enhance collaboration between the universities, advance information sharing and dissemination and build research ties. In 2018, the MOU with ITLS at the University of Sydney was extended for a further five years.

To maximise the impact of transport and supply chain research on the South African society and economy, ITLS (Africa) provides specialist high-level research services for both the private and public sectors, focusing on the most urgent research priorities in the country.

ITLS (Africa) has, at its core, the skills, experience and network as well as a long history of providing research excellence to both the public and private sectors, in topics ranging from policy and government strategy to various customised transport solutions in all modes of transport.





BOARD MEMBER	COMPANY / INSTITUTION	REPRESENTATIVE OF
Mr Mervin Chetty	Transnet SOC (Ltd)	Maritime sector
Mr Abrie de Swardt	Consultant (Abrie de Swardt & Associates)	Supply Chain Management
Prof David Hensher	ITLS, University of Sydney	International
Mr Thys Heyns	Larimar Group	Public transport sector
Mr Hans Ittmann	Private	Research Associate ITLS (Africa)
Dr Peter Kilbourn	University of Johannesburg	UJ Department of Transport and Supply Chain Management
Dr Rose Luke	University of Johannesburg	UJ Department of Transport and Supply Chain Management
Ms Thandeka Mgoduso	Jojobe Investments	Transport in general
Mr Ravi Nair	Transnet Freight Rail	Rail Sector
Dr Carol Nonkwelo	University of Johannesburg	UJ Executive Director (Research and Innovation)
Dr Noleen Pisa	University of Johannesburg	UJ Department of Transport and Supply Chain Management
Mr Piet van Hoven	BA/Comair	Aviation sector
Hon Dr Ismail Vadi	MEC, Department of Roads and Transport (Gauteng Provincial Government)	Public sector
Prof Daneel van Lill	Executive Dean, University of Johannesburg	UJ College of Business and Economics
Prof Jackie Walters	University of Johannesburg, ITLS (Africa)	ITLS (Africa)





OBJECTIVES

The objectives of the Institute of Transport and Logistics Studies (Africa) are:

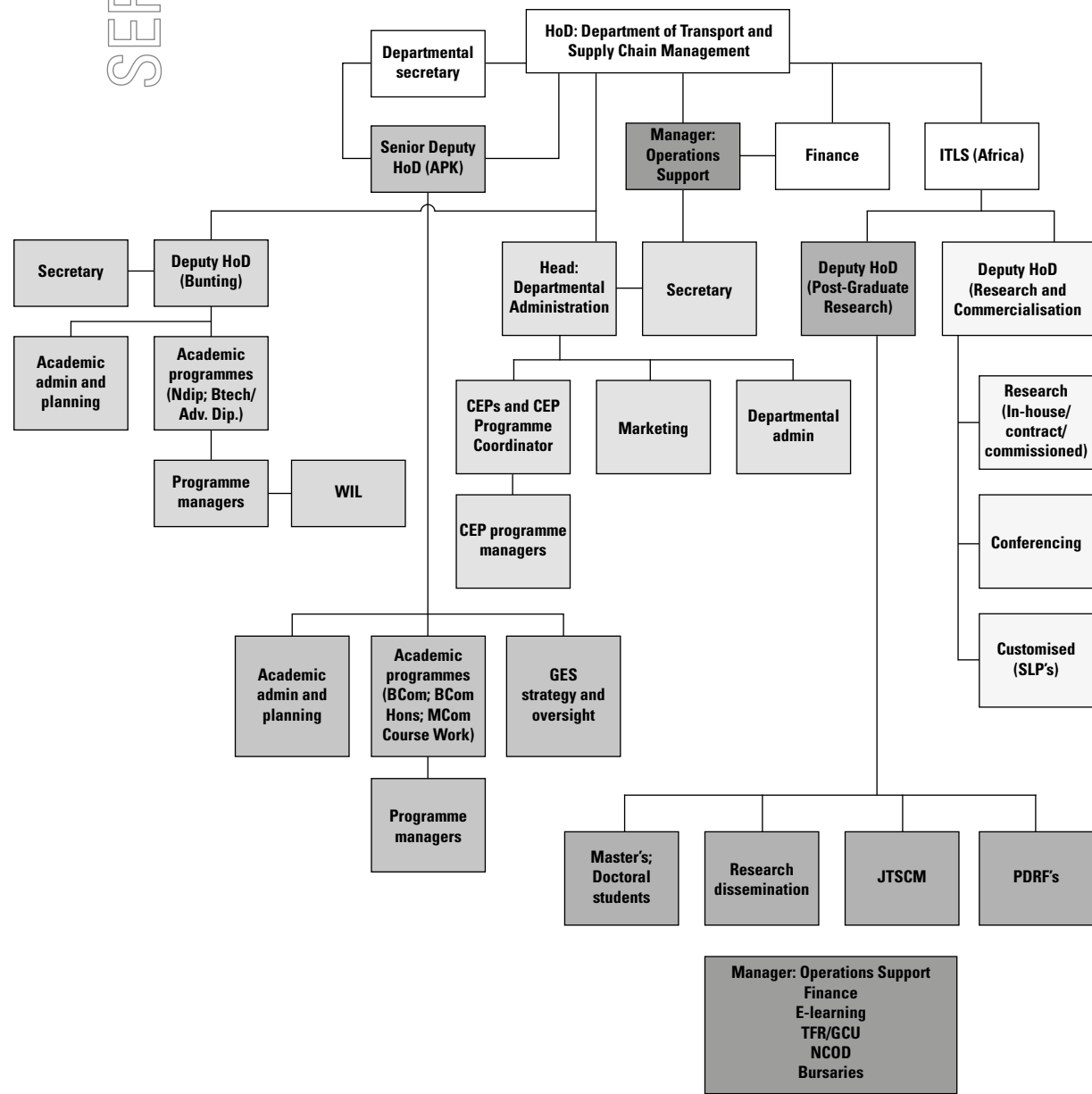
- To continuously study the transport, logistics and supply chain business environments in South and southern Africa.
- To establish a database on critical and key transport and supply chain trends in South and southern Africa.
- To secure commercial research projects by offering customized client-focused research solutions.
- To optimise, manage and market the dissemination of applied and new knowledge of Masters and Doctoral students.
- To develop a research culture and to increase academic output
- To publicise research findings through public debates, symposia, briefing sessions and publications.
- To make a meaningful contribution to the southern African transport, logistics and supply chain body of knowledge, including the provision of specialized training programmes.





SERVICES

The services provided by ITLS (Africa) were determined based on our objective to continuously study the transport, logistics and supply chain business environments in South and southern Africa. The structure of the services is therefore designed to enable maximum academic research, which is financed through revenue bearing research streams such as conferences, customised courses and commissioned research as shown in the figure below:





OVERVIEW

ITLS (Africa) does research in a number of key areas. Internal research projects range from ongoing surveys to determine trends in the transport, logistics and supply chain management fields, to one-off specialist research projects aimed at addressing the most important current research requirements in transport and logistics in South and southern Africa. In addition to its internal research activities, ITLS (Africa) undertakes commissioned research on behalf of stakeholders in the transport, logistics and supply chain sectors.

Skills Gap Research

In South Africa, skills shortages are well documented and receive frequent coverage in trade publications as well as in the popular press. The skills shortage is particularly acute in the transport and supply chain sector, where the required skills range is extensive and the complex, dynamic nature of the supply chain requires skills sets that are adaptable and agile. The lack of research into this area prompted an initial skills gap survey in 2011. This survey was developed based on a number of pre-tested survey instruments and refined during a peer review process. The first survey was conducted at the annual SAPICS conference in Sun City in 2011, the largest supply chain conference in South Africa. The initial survey results were presented at the SAPICS conference in June 2012 and an article was published in the Journal for Transport and Supply Chain Management in September 2012. This initial article is now a frequently cited publication on the supply chain skills shortage in South Africa and has, to date, received over 20 citations.

The success of the initial article implied a need for regular research into the area and the research was expanded to include:

- Annual industry (practitioners) surveys
- Starting in 2013, regular student surveys at UJ – this not only provides an indication of student's perceptions of skills requirements in the industry, but also informs educators of the issues which need to be addressed in curricula
- Student survey at Stellenbosch University
- Practitioners and student survey in Namibia
- Student survey in Zimbabwe
- Investigation of the effectiveness of internships, learnerships and graduate training programmes
- Student, practitioner and academic surveys and interviews in Kenya

To date, the skills gap research has led to two non-peer reviewed publications, one peer reviewed article (another scheduled for publication in early 2019), ten peer reviewed conference proceedings and numerous non-peer reviewed conference presentations. Articles on the skills gap in Zimbabwe and Kenya are currently in development.



MOU with the World Bank

A Memorandum of Understanding (MOU) was signed in August 2018 with the World Bank (WB) (as the lead institution), the World Resources Institute (WRI), the World Council on Transportation and Research Society (WCTRS) and five African Universities (University of Dar es Salaam, Tanzania; The University of Nairobi, Kenya; The Institut National Polytechnique Félix Houphouët-Boigny, Côte d' Ivoire; Cheikh Anta Diop University, Dakar, Senegal and the Institute of Transport and Logistics Studies (ITLS), University of Johannesburg) to further, amongst other the following:

- Joint research (between two or more parties);
- Exchange programmes for capacity building;
- Joint training programmes

The development and implementation of the MOU will be under the guidance of Mr Ibou Diouf, Programme Manager: Africa Transport Policy Program (ATPP) of the World Bank. Mr Diouf is a Senior Transport Specialist of the WB, and, in particular, in the sub-Saharan Africa Transport Program (SSATP).

It is envisaged that this MOU will result in a range of new activities for ITLS (Africa) that will be focused on sub-Sahara Africa.





ITLS's research capacity is expanded by means of the inclusion of master's and doctoral students into the ITLS (Africa) structure. This ensures that research at this level remains focused and aligned with national research imperatives, thereby adding relevance and value to South and southern Africa's local body of knowledge. The proceeding tables show the current registered masters' and doctoral students as well as the graduates.

REGISTERED MASTER'S STUDENTS

Name of student	Field of research	Dissertation Based	Course Work
T Buthelezi	The impact of supply chain performance on customer service for mining explosives		✓
N Hadebe	Collaborating with international suppliers: A framework implementing efficient supply chains		✓
A Kotze	The link between financial performance and supply chain process strategy		✓
N Kambule	The success, failure and risks of transport megaprojects: An analysis of the Gautrain	✓	
XM Maluleke	Towards an advanced sales and operations planning process: A special focus on a South African based multinational FMCG company		✓
O Masite	Understanding the economic impact of moving freight from road to rail in South Africa		✓
LL Mavhungu	The last mile distribution challenges for a convenience and forecourts stores' distributor in Johannesburg, South Africa		✓
D Monyela	The constraints of a spend analysis model on strategic sourcing to achieve spend performance		✓
R Moses	Impact of vehicle emissions in the pharmaceutical distribution sector		✓
M Muranganwa	Impact of information sharing on reducing the bullwhip effect in a pharmaceutical distribution company		✓
K Mwarumba	Collaborating for effective humanitarian logistics		✓



S Myeza	Non-compliance in supply chain management divisions in the municipal environment		✓
J Nthuba	Comparative analysis of forecasting techniques		✓
Z Ntshakala	Determining best practice of inventory management and its influence on customer satisfaction		✓
J Pieters	Evaluation of supply chain management and its influence on customer satisfaction		✓
S Prinsloo	Challenges faced in last mile e-grocery delivery: Consumer's perspectives	✓	
OK Sebitlo	Benchmarking South African practices on public-private partnerships in transport against the four largest developing economies	✓	
L Sithole	The impact of measuring driver performance on a bulk fuel supply chain		✓
B Tavengwa	An analysis of business aircraft demand within South Africa		✓
C Uriesi	Passenger perceptions of Metrorail services in Johannesburg	✓	
E van der Merwe	The impact of quality master data on organisational supply performance		✓
CM Ziqubu	The enhancement of supply chain information sharing with 3rd party logistics service providers (3PL)		✓

Pre-registered dissertation based Master's students

Name of student	Field of research
S Buringo	Socio-Economic impact of Cape Town container terminal infrastructure improvements initiatives
C Khumalo	Evaluating small and medium enterprises (SME's) logistics problems in the City of Johannesburg Municipality
T Mhangara	Challenges affecting long distance bus operations and passengers along the Harare-Johannesburg route
O Pitso	The use of minibus taxis as courier services
T Radebe	The impact of customer forecasting in the supplier production strategy approach



Course Work Master's graduates for 2017/2018

Name of Student	Title of Study	Date of graduation
L Kiggell	Using fourth party logistics outsourcing to manage courier distribution - A case study	October 2017
H Makan	Progress made in reducing emissions of Green House Gases in long haul freight	October 2017
T Makgato	Customer service in the distribution environment of an alcohol beverage company in Gauteng	October 2018
RS Mashava	Factors influencing rail traffic between South Africa and Swaziland	October 2018

REGISTERED DOCTORAL STUDENTS

O Atiga	A comparative analysis of the public and private medical commodity supply chains in Ghana, the case of the last mile delivery in the Upper East Region
L Dimitrov	Evaluating the impact of new public transport investments
G Heyns	An assessment of the supply chain skills gap in South Africa
L Jacobs	Impact of the implementation of Single Level Exit Pricing on the South African pharmaceutical supply chain
N Tshetu	The impact of the Yamoussoukro Declaration on Airlines
C Tsikada	Zimbabwean smallholder paprika growers from field to fork – Sustainable value network analysis
D Raza	Diversified service provision and the success of freight forwarding in South Africa

Pre-registered doctoral students

Name of student	Field of research
OJ Adewale	Building a strong humanitarian supply chain through resilience in the distribution of disaster relief in crisis affected areas in South Africa
E Agbandzo	Influence of supply chain forecasting accuracy on production optimisation and inventory planning effectiveness
C Chisungo	An assessment of the effects of collaborative supply chains on supply chain resilience in the Zimbabwean agro- processing industry
P Duba	Adoption of blockchain technology for transportation in logistics and supply chain in South Africa



S Gumbi	Resourcing road safety support institutions for social and economic development in South Africa
E Moyo	Use of information systems for planning and control in supply chain management
M Mwale	Forecasting road-based public transportation needs of developing cities: A case of Lusaka City

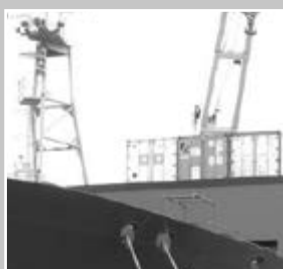
Doctoral graduations

Name of Student	Title of Study	Date of graduation
J Mageto	Logistics outsourcing and performance of small and medium sized manufacturing enterprises in Nairobi, Kenya	April 2018

MASTERS AND DOCTORAL RESEARCH GROWTH STRATEGY

As part of its ongoing strategy to increase the number of masters' students, improve research publications and raise the intake of doctoral students, a new coursework master's degree (MCom Business Management) with a specialisation in supply chain management was introduced in January 2011. The following table sets out the number of graduates between 2013 and 2018 for the respective qualifications:

YEAR	Dissertation-based Master's	Course work Master's MCom	Doctorate
	Graduates	Graduates	Graduates
2013	2	3	0
2014	2	6	1
2015	0	3	1
2016	2	3	1
2017	2	8	0
2018	0	2	1
TOTAL	8	25	4





ITLS (Africa) has started its own publication, the Journal of Transport and Supply Chain Management, and is the first of its kind in South Africa. The journal, which is an electronic or e-journal, was first published in November 2007 following a process of approval for publication. The journal contains peer-reviewed articles by local and international transport and supply chain specialists. As from January 2010, the journal has been fully accredited by the Department of Higher Education. The eleventh edition of the journal was published in November 2017. The Editor of the Journal is Prof S. Kruger and the day-to-day administration is outsourced to African Online Scientific Information Systems (Pty) Ltd (AOSIS), a professional publishing company that manages (amongst others) academic journals. The format of the journal was amended in 2012 from being an annual journal to an ongoing open access publication. This has enabled authors to have their work published at any stage during the year rather than waiting for end-of-year publication, resulting in a fast turn-around time for authors.



A total of 181 articles has been published since the inception of the Journal in 2007. It is evident that the Journal is fulfilling a major gap in the dissemination of transport and supply chain research in the country.

The current version (2018) can be viewed in full at: <http://jtscm.co.za/index.php/jtscm>

The following table contains an overview of the articles published to date for the year 2018 (the 2018 edition has not yet been closed) and 2017.

Year	Article	Authors
2018	Enhancing supply chain performance through supply chain practices	P Hove-Sibanda RID Poee
	Inventory decision-making by small Sowetan retailers	T Eicker JO Cilliers
	The influence of dimensions of organisational culture on supply chain performance in selected state-owned enterprises in Zimbabwe	M Musanzikwa M Ramchander
	Liner shipping cascading effect on Southern African development community port strategies	S Goolam-Nabee J Walters



Investigating environmental management practices within the Northern Cape wine supply chain	EG Trollip
The last-mile logistical challenges of an omnichannel grocery retailer: A South African perspective	AN Weber JA Badenhorst-Weiss
Industry expectations of supply chain management graduates: Perspectives from third-party logistics providers in South Africa	M Allden W Niemann T Kotzé
Internal barriers to supply chain management implementation in a South African traditional university	MZ Masete C Mafini
Sustainable supply chain initiatives in reducing greenhouse gas emission within the road freight industry	H Makan GJ Heyns
Capacitated vehicle routing problem for carriers	I-D Rojas-Cuevas S-O Caballero-Morales J-L Martinez-Flores J-R Mendoza-Vazquez
A heavy goods vehicle fleet forecast for South Africa	JH Havenga PPT le Roux ZP Simpson
Green supply chain management in small and medium enterprises: Further empirical thoughts from South Africa	LR Epoh C Mafini
Supply Chain disruptions: Insights from South African third-party logistics service providers and clients	J Nel E de Goede W Niemann
Logistics and the future: The rise of macrologistics	JH Havenga
The extent of logistics outsourcing among small and medium-sized manufacturing enterprises in Nairobi	JN Mageto GC Prinsloo R Luke
Spatial economic attributes of O.R. Tambo and Cape Town airport-centric developments in South Africa	M Mokhele
What practice can learn from theory: The potential impact of disposition decision factors on organizational performance	A Badenhorst
Investigating supply chain sustainability in South African organizations	G Niehaus HW Feiboth LL Goedhals-Gerber



2017	Equipping small business retailers to manage logistical supply chain drivers: A theoretical guideline	T Eicker JO Cilliers
	Demand planning approaches employed by clothing industry stakeholders in Gauteng, South Africa	NJ Matsoma IM Ambe
	Informal public transport driver behaviour and regulatory policy linkage: An exposé	S Dumba
	A performance measurement framework for the South African bulk export wine supply chain	JB Smit J van Eeden FE van Dyk
	Supply chain risk management processes for resilience: A study of South African grocery manufacturers	A Simba W Niemann T Kotzé A Agigi
	Investigating stock-outs in Johannesburg's warehouse retail liquor sector	A Govind R Luke N Pisa
	Assessing the impact of road transport infrastructure investment on economic development in South Africa	A Hlotywa EA Ndaguba
	Drivers and barriers of reverse logistics practices: A study of large grocery retailers in South Africa	A Meyer W Niemann J Mackenzie J Lombaard
	The impact of point-of-sale date in demand planning in the South African clothing retail industry	P Kilbourn DN Raza
	Benchmarking criteria for evaluating third-party logistics providers in South Africa	C Karrappan M Sishange E Swanepoel P Kilbourn
	Supply Chain bottlenecks in the South African construction industry: Qualitative insights	P Pillay C Mafini
	Spatial relationship and movement patterns of the air cargo industry in airport regions	PJ van V Coetzee PA Swanepoel
	Rail freight transportation concerns of developing economies: A Namibian perspective	F Saruchera
	Minimising negative externalities cost using 0-1 mixed integer linear programming model in e-commerce environment	A Tetteh S Dsane-Nsor
	System dynamics comparison of three inventory management models in an automotive parts supply chain	A Botha J Grobler VSS Yadavalli



A multi-objective fuzzy mathematical approach for sustainable reverse supply chain configuration	JD Darbari V Agarwal VSS Yadavalli D Galar PC Jha
Private-public partnerships: A mechanism for freight transport infrastructure delivery?	HW Ittmann
Problems affecting the operational procurement process: A study of the Zimbabwean public sector	A Dzuke MJA Naude
The impact of green supply chain management in small to medium enterprise: Cross-sectional evidence	C Mafini A Muposhi
The correlation between relationship value and business expansion in the South African automotive supply chains	AS Tolmay
The temperature profile of an apple supply chain: A case study of the Ceres district	AG duToit LL Goedhals-Gerber



ITLS (Africa) hosted a number of TransportSIG events during the course of 2017/2018 in order to provide appropriate forums for transport, logistics and supply chain information exchange and debate. These events have been very well attended with an average attendance of between 120 and 180 delegates per session.

In October 2017, ITLS (Africa) hosted TransportSIG for transport month. The theme for the full day event was “What organisations are doing to be successful”. Presenters included Dr Peter Kilbourn (Department of Transport and Supply Chain Management, University of Johannesburg); Mr Mike Schussler (Economist); Ms Nozipho Sithole (Chief Executive, Transnet Port Terminals); Mr Dirk Hoffman (CEO, Safmarine); Mr Paul Dickson (Business Development Executive, Resolve Solution Partners); Mr Marcus Balzereit (CEO, Kuehne+Nagel); Mr Erik Venter (CEO, Comair Ltd./Kulula.com); Mr Terence Delomoney (GM, King Shaka International Airport) and Mr Deon Cloete (GM, Cape Town International Airport)

The first event for 2018 was held in April where the theme was “Policy and Implementation”. Speakers were Mr Tatenda Mbara (Department of Transport and Supply Chain Management, University of Johannesburg); Mr Trevor Teegler (Deputy Executive Manager Operations, Lanseria International Airport); Adv. Sanet Botha (Divisional Director, iSAHA International (Pty) Ltd.) and Ms Lisa Seftel (Executive Director: Transportation, CoJ).

The second event was held in June and the theme was “Bus Rapid Transport”. Speakers included Prof Jackie Walters (Department of Transport and Supply Chain Management, University of Johannesburg); Mr Ibrahim Seedat (Director: Public Transport Policies Department of Transport); Prof Christo Venter (Department of Civil Engineering, University of Pretoria); Mr Tobie Pretorius (Transport Engineer, City Support Programme); Mr Jeff Ngcobo (Executive Head: Scheduled Services Management agency); Ms Daisy Dwango (Director: Planning and Policy, CoJ) and Ms Dikeledi Magadzi (Chairperson: Portfolio Committee on Transport, Parliament).

The third session for 2018 took place in September and was themed “PPP’s and Transport” This session featured Mr Harry van Huyssteen (Custodian, Transport Forum); Prof Jackie Walters (Department of Transport and Supply Chain Management, University of Johannesburg); Ms Barbara Mommen (CEO, Maputo Corridor Logistics Initiative); Mr Tshepo Kgobe (Senior Executive, GMA); Mr James Aiello (Senior Project Advisor: GTAC, National Treasury) and Mr Skhumbuzo Macozoma (CEO, SANRAL)

The final transport forum for the year took place on 11 October 2018 during Transport Month. The theme for the event was “Rail Day.”

Since the inception of TransportSIG in 2007, approximately 360 papers have been read that are freely available on the TransportSIG website www.transportsig.com and is a useful resource on the latest trends and developments in the transport and supply chain industries in South Africa.



Other Conference Presentations – 2017/2018

- Operational-level supplier relationship best practices in the South African automotive industry. 12th International Business Conference, Le Méridien, Mauritius (PJ Kilbourn & J Walters, September 2018)
- Improving supply chain operations through a transport management system implementation: a case study, 12th International Business Conference, Le Méridien, Mauritius (E Koster, SC Carstens & GJ Heyns, September 2018)
- Determining the quality of supply chain management education at a South African university using an adapted SERVPERF model, 12th International Business Conference, Le Méridien, Mauritius (R Luke & GJ Heyns, September 2018)
- Measurement of service quality of 3PLs and 4PLs in the manufacturing sector in Johannesburg, International Business Conference, Le Méridien, Mauritius (M Chigodo, B Rakereng, D Mahiwa & NM Pisa, September, 2018)
- Evaluating the sustainability of Rea Vaya System through measuring the service quality, 3rd North America IEOM Conference, (O Lengana, P Mabaso, B Mavuso & S Thaba, September 2018)
- Rea Vaya BRT System Progress and Service Delivery to Commuters since Implementation, 3rd North America IEOM Conference, (MK Tsotetsi, NR Letlhogile, T Sithole & S Thaba, September 2018)
- An Analysis of Impediments to deliver Sustainable Transport in Cities of the Developing countries: the Case of Harare, Zimbabwe, Urban Transport Conference, Seville, Spain, (T Mbara & N Pisa, September 2018)
- PPP's in Transport, TransportSIG, University of Johannesburg, Bunting Road Campus, (J. Walters, September 2018)
- A preliminary investigation into the inclusion of local communities into the Last Mile Logistics Distribution Systems of a Luxury Wildlife Tourism Destination: 7th International Tourism Studies Association Biennial Conference, CSIR in Pretoria (H van den Berg, August 2018)
- Sustainable urban city development from a public transport perspective, SABOA Conference and Exhibition, CSIR, Pretoria, (J Walters, July 2018)
- Rail commuter service quality in South Africa: Results from a longitudinal study, 37th Annual Southern African Transport Conference – Towards a desired transport future: Safe, Sufficient and Affordable, Pretoria, South Africa (GJ Heyns & R Luke, July 2018)
- The spatial trend associations between socio-economic factors and households' travel patterns in Gauteng, Southern African Transport Conference - Towards a desired transport future: Safe, Sufficient and Affordable, Pretoria, South Africa, (NM Pisa & R Luke, July 2018)
- Measuring rail commuters' perception of service quality in South Africa, 37th Annual Southern African Transport Conference – Towards a desired transport future: Safe, Sufficient and Affordable, Pretoria, South Africa (GJ Heyns & R Luke, July 2018)



- As assessment of road safety management programmes at institutional level in South Africa, 8th Biennial Conference of the Academy of World Business, Marketing and management Development, Athens, Greece (LM Mpunzi & R. Luke, July 2018)
- Implementing sustainable supply chain initiatives in the South African road freight industry, 8th Biennial Conference of the Academy of World Business, Marketing and management Development, Athens, Greece (H Makan & GJ Heyns, July 2018)
- Time Trends and Associations between GDP Variations and Transport Services Trade: Evidence from South Africa, Academy of World Business, Marketing and Management Development Conference, Athens, Greece (NM Pisa & R Luke, July 2018)
- Supplier relationship management best practices: A perspective on South African-based light-vehicle manufacturers, 8th Biennial Conference of the Academy of World Business, Marketing and Management Development, Athens, Greece (PJ Kilbourn & J Walters, July 2018)
- An assessment of the effectiveness of supply chain management internships and graduate training programmes in South Africa, 8th Biennial Conference of the Academy of World Business, Marketing and management Development, Athens, Greece (GJ Heyns & R Luke, July 2018)
- Bus Rapid Transit Systems in South Africa, TransportSIG, University of Johannesburg, Bunting Road Campus (J Walters, June 2018)
- An evaluation of supply chain risk management practices: a developing country perspective, 35th Pan-Pacific Conference: Innovation for Value Creation and Beyond, Seoul, South Korea (R Luke & GJ Heyns, May 2018)
- Determining a distribution strategy for fast moving goods in informal markets, 35th Pan-Pacific Conference: Innovation for Value Creation and Beyond, Seoul, South Korea (T Rasethaba & R Luke, May 2018)
- Trend Associations between Economic Growth and Air Transport In South Africa: An Ecological and Joinpoint Regression Analysis Between 1993 and 2016, 35th Pan-Pacific Conference: Innovation for Value Creation and Beyond, Seoul, South Korea (NM Pisa & R Luke, May 2018)
- Contracting risks in public transport, ITLS Sydney, Leadership Seminar, Sydney Australia, (J Walters, April 2018)
- Plagiarism: Student Perspectives, Ireland International Conference on Education, Dublin, Ireland (NM Pisa & S Nabee, April 2018)
- Industry perspectives on supply chain curriculums in South Africa, Ireland International Conference on Education, Dublin, Ireland (GJ Heyns & R Luke, April 2018)
- Skills requirements in the modern logistics environment, Women in Maritime Leadership (R Luke, April 2018)
- Procurement Related Risks in the Gauteng Public Sector, 8th Industrial Engineering and Operations Management Conference (IEOM), (C Ziqubu, N Dlamini & S Thaba, March 2018)



- Methods to mitigate supply chain risks related to freeze-dried fruit importation to South Africa, 8th Industrial Engineering and Operations Management Conference (IEOM), (K Styles, J Keyser, A Bosman & S Thaba, March, 2018)
- Urban mobility management: Emerging trends from Africa, World Bank Conference on Sustainable City Development, Washington, USA (J Walters, January 2018)
- Promoting research and the African universities network, World Bank Conference on Sustainable City Development, Washington, USA (J Walters, January 2018)
- The Skills gap in the freight and logistics sector, Gauteng Provincial Government Freight Seminar, (R Luke, October 2017)
- User perspectives on transport infrastructure in Johannesburg: challenges and opportunities for the public sector. 4th Annual Conference on Infrastructure Development and Investment Strategies for Africa: Infrastructure and Sustainable Development, Livingstone, Zambia (R Luke, September 2017).
- Importance of transport infrastructure for socio-economic development: a South African public opinion survey, 4th Annual Conference on Infrastructure Development and Investment Strategies for Africa: Infrastructure and Sustainable Development, Livingstone, Zambia (GJ Heyns & R Luke, September 2017).
- Selection criteria for South African third-party logistics service providers, 11th International Business Conference, Dar es Salaam, Tanzania (C Karrapan, M Sishange, E Swanepoel & P Kilbourn, September 2017).
- The Role of Information Flow and Technology in Supply Chain Collaboration – A Case Study of Logwin Logistics, 11th International Business Conference, Dar-es- Salaam, Tanzania (IS Van Wyk, AS Gaobidiwe, ML Dlamini & NM Pisa, September 2017)
- Measuring commuters' perceptions of service quality of minibus taxi services in the City of Johannesburg, 11th International Business Conference, Dar es Salaam, Tanzania (R Luke & GJ Heyns, September 2017).
- Evaluating the Nature of Supply Chain Collaboration: A Case Study of Imperial Logistics, 11th International Business Conference, Dar-es- Salaam, Tanzania (NM Pisa & GJ Heyns, September 2017)
- Evaluating the nature of supply chain collaboration: A case study of Imperial Logistics, 11th International Business Conference, Dar es Salaam, Tanzania (N Pisa & GJ Heyns, September 2017).



In addition to research-based activities, ITLS (Africa) also offers customised training courses to sector role players. To date, the Institute has created and offered customised training courses for a number of key South African role players including Transnet, the South African Post Office, the University of Liege/Transport SETA and the Gauteng Portfolio Committee on Transport.

Transnet Freight Rail (TFR)/ Glasgow Caledonian University

TFR identified a major training gap in rail operations in the organization. In an alliance between TFR, the Glasgow Caledonian University, ITLS (Africa) and the Institute of Rail Operators in Britain, a course was identified to address these needs through certificate, diploma and degree programmes. ITLS (Africa) has been involved in this course from a development, managerial and presentation perspective. The first intake of students (TFR employees) started in April 2012. The success of this venture developed into an extension of the contract between UJ and Transnet with intakes of students in 2013, 2014 and 2015. A further extension was agreed upon in August 2017, resulting in an additional five cohorts of students registering in 2017, 2018, 2019, 2020 and 2021. This extension also incorporated the offering of a Honour's and Master's Degree. The total number of students to be trained is estimated at 1160.





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