Ghana Health Service Transport Management System Training / Transaid
June 2014
CONTRACT REF NO. AFCAP/GEN/138/C

This project was funded by the Africa Community Access Programme (AFCAP) which promotes safe and sustainable access to markets, healthcare, education, employment and social and political networks for rural communities in Africa.

Launched in June 2008 and managed by Crown Agents, the five year-long, UK government (DFID) funded project, supports research and knowledge sharing between participating countries to enhance the uptake of low cost, proven solutions for rural access that maximise the use of local resources.

The programme is currently active in Ethiopia, Kenya, Ghana, Malawi, Mozambique, Tanzania, Zambia, South Africa, Democratic Republic of Congo and South Sudan and is developing relationships with a number of other countries and regional organisations across Africa.

This material has been funded by UKaid from the Department for International Development, however the views expressed do not necessarily reflect the department’s or the managing agent’s official policies.

For further information visit https://www.afcap.org

Report summary

This final report summarises the preparation activities, the content of the training, and the conclusions and recommendations that emerged from a 4 day training workshop held in Accra, Ghana in May 2014. Funded by UKaid through the Africa Community Access Programme, the training workshop was organised by Transaid and the Ghana Health Service (GHS) and brought together GHS Transport Managers representing all of Ghana’s 10 regions as well as participants from wider organisations with a role in transport management. This workshop provided participants with a unique opportunity to share and exchange varied experiences and improve on existing transport management practices. The training was designed according to the stated priorities given by the GHS with a view to building capacity and making maximum use of the full 4 days’ worth of training. The training revealed a growing appetite amongst Transport Managers for training opportunities with participants showing a particular desire to cascade the knowledge that they learnt during the training workshop to their colleagues and respective staff teams. The workshop proposed the implementation of a number of systems to improve the effectiveness of transport management, and linked to this, a number of recommendations have emerged and are noted in this report.
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List of Abbreviations

AFCAP  Africa Community Access Programme
CSRPM  Centre for Scientific Research into Plant Medicine
DfID  Department for International Development
FDA  Food & Drugs Authority Ghana
GHS  Ghana Health Service
KBTH  Korle Bu Teaching Hospital
KPIs  Key Performance Indicators
MoH  Ministry of Health
NAS  National Ambulance Service
NMC  Nursing & Midwifery Council of Ghana
RTM  Regional Transport Manager
SOPs  Standard Operating Procedures
TM  Transport Manager
TMS  Transport Management System
TO  Transport Officer

List of Tables

Table 1: Gant chart to show progress against the key planned activities
Table 2: Payment schedule

It should be noted that the BSI Symbol and UKAS Accreditation mark signify that Crown Agents operate a documented Quality Management System registered with the British Standards Institution to the international quality standard BS EN ISO 9001:2008. The provision of consultancy services in revenue enhancement and expenditure and debt management including: customs, taxation and trade, human institutional and organisational development, engineering, procurement management advice and reform, health logistics and procurement services. The management of third party quality assurance and inspection services related to the supply of manufactured and processed products. International freight forwarding services utilising in house sub-contract warehousing. Verification of service as follows: Air Import – Clearance UK airport; Exports – Airport of departure; Sea Imports – Clearance UK port; Sea Exports – Port of loading.
Between the 26th and 29th May 2014, Transaid conducted a Transport Management System Training Workshop in partnership with the Ghana Health Service in Accra, Ghana. This activity brought together Regional Transport Managers representing the Ghana Health Service, Ministry of Health, Food & Drugs Authority, Nursing & Midwifery Council of Ghana, Centre for Scientific Research Plant Medicine & Korle Bu Teaching Hospital to undergo training in Transport Management Systems. The 4 day training workshop aimed to build the capacity of Transport Managers representing various agencies while providing a forum for them to share experiences and best practice.

The training was opened with a speech by Mr Ebo Hammond, Deputy Director of Transport at Ghana Health Service and was followed by Transport Management System Training under 7 themes which included operational management, financial management, fleet management, health and safety, human resources, monitoring & evaluation, and policy. The training workshop saw transport managers from all over the country come together to gain an in-depth knowledge of transport management as well as providing a unique opportunity for transport managers from different agencies to share experiences and improve transport management practices.
1. Executive Summary

From 26th to 29th May 2014, Transaid ran a 4 day training workshop at the M Plaza Hotel in Accra, Ghana. This training workshop was made possible by the Africa Community Access Programme (AFCAP) which is funded by UKaid from the Department of International Development (DFID) and managed by Crown Agents. The aim of this training workshop was to build the capacity of the leading rural health service provider in Ghana (the Ghana Health Service) by providing tailor made transport management training to regional Transport Managers, provide a forum through which they can share their experience, expertise and best practice, and give them the skills to cascade the training down to colleagues within the Ghana Health Service.

This training workshop brought together all of Ghana Health Service’s Transport Managers as well as TMs from various other agencies including the Ministry of Health, the National Ambulance Service, the Nursing & Midwifery Council and more, to build transport management capacity. The Transport Managers from Ghana Health Service represented all 10 regions in Ghana and in total there were 23 participants.

The Transport Management System training itself took place over 4 days and covered the following areas: operational management, financial management, fleet management, health & safety, human resources, monitoring and evaluation, outsourcing and policy. The workshop comprised of a mix of classroom based training, and participatory group work activities. The high level of competency amongst the participants, most of whom were Regional Transport Managers and therefore senior members of staff within the GHS, enabled Transaid to deliver higher level training than expected, and allowed us to cover more topics that planned, overall carrying out a very successful and well received training workshop. The commitment demonstrated by all participants without exception in terms of their time keeping and attendance pointed to a productive 4 days.

As a result, a very positive relationship between Transaid and the Ghana Health Service has developed with talk of further collaborations in the future, as illustrated by the feedback given by participants after the training. A number of recommendations for future collaboration arose based on the agreement that the systems introduced as part of the training would be implemented on the ground in the regional offices. Firstly it was suggested that the training be followed up with a supervisory visit to review the systems put in place, to ensure that they are working and that the data gathered is effectively contributing to transport management decision making. Secondly the feedback expresses a desire for refresher training to ensure that the transport management training has been retained and is being used. Lastly, a natural progression would be to carry out training, combined with a situational analysis, to wider colleagues in the Transport Department and to other organisations and agencies operating in the Health Sector and the provision of a multi-agency transport management forum to promote collaboration and the sharing of best practice.

The level of ability throughout this workshop was impressive and served well in making it a worthwhile experience both for the workshop participants, and likewise the trainers. In addition to the training, best practice examples were shared amongst regions and ideas were generated on how to strengthen transport management in Ghana’s Health Sector.
2. Background

Millennium Development Goals 4, 5 and 6 relate directly to a requirement to overcome barriers to accessing health services particularly in developing countries. Nowhere is this more vital than in rural areas where terrain, lack of available and/or affordable transport, gender inequality and employment opportunities are just some of the challenges to accessing healthcare faced by rural populations on a daily basis. If reduced child mortality, improved maternal health and the combatting of diseases such as HIV/AIDS and Malaria are to be achieved by 2015 then action must be taken to overcome the barriers to accessing health care and to improve the quality of service delivery.

A key factor which is often overlooked is the need by health professionals of an effectively managed means of transport to assist service delivery, particularly to rural populations. Whether it’s the transportation of health professionals or the supply chain activities that ensure the distribution of essential medicines, cost effective, efficient and reliable transport provision is an obvious prerequisite.

Whether an organisation has a fleet size of 6 or 6000 vehicles, to ensure the quality of the organisation’s service delivery, this fleet must be managed to ensure that the best use is achieved from every vehicle. The challenges to optimising transport provision include:

- The need to build institutional transport management capacity within the Ghana Health Service
- The need to share experience and evidence amongst regional Transport Managers
- The need to be informed by and to employ best practice management of transport to ensure quality service delivery.

In Ghana, a 1996 act created the Ghana Health Service which is an autonomous body responsible for implementing national policy relating to the delivery of health services, improving access to health care, and ensuring that the available resources are managed efficiently and effectively to ensure the provision of quality health care.

Within the GHS lies the Transport Department which employs over 1000 staff of which 11 are Transport Managers, responsible for the planning, organisation and management of a total fleet size of 1,643 vehicles and 6,520 motorcycles, ensuring that this fleet operates in the most effective and efficient way possible.

Transaid’s proposal to work with the Ghana Health Service was driven by the outcomes of the AFCAP funded ‘Emergency Transport Workshop’ which Transaid conducted in Dar es Salaam, where participants identified a number of areas for potential support with rural service delivery. Aligned with this workshop’s outcomes which stressed the importance of ‘strong local buy in’, and based on Transaid’s long history of working on transport management issues with the Ministry of Health in Ghana, the Ghana Health Service agreed to host a 4 day training workshop aimed at building the capacity of their Senior Transport Managers from all 10 regions within Ghana, as well as providing a forum through which experience, expertise and best practice could be shared.
3. Progress Against Work Plan

Progress against the project work plan is all on track with each deliverable completed in the month planned. A summary of the key activities undertaken between April and June 2014 is set out in the table below.

Table 1. Gantt Chart to show progress against the key planned activities

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<th>April 2014</th>
<th>May 2014</th>
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<td>Submission of Project Proposal to Crown Agents</td>
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<td>Contract Signed</td>
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<td>Participant List Finalised</td>
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<td>Confirmation of Venue for Training Workshop</td>
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<td>Training Content Agreed with Partners</td>
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<td>4 Day Training Workshop</td>
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<tr>
<td>Completion of Reporting Requirements</td>
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4. Key Preparation Activities

4.1 Workshop Participants

The Ghana Health Service was responsible for producing an initial participant list. Participants were chosen in a way that ensured that there were representatives of all 10 regions within Ghana, and for their seniority, with a view to them cascading the information that they learnt during the training to their colleagues and wider Ghana Health Service staff members. The Ghana Health Service then formally invited all proposed participants to the training workshop.

The Ghana Health Service made the necessary arrangements for the transportation of all its Regional Transport Managers to Accra, and their accommodation, as well as the transportation of all non-Accra based staff to and from the training venue on each of the 4 days. All of these costs were covered as part of the funding Transaid received from AFCAP for this training workshop.

Closer to the date of the workshop, and due to wider agencies being able to self-fund, Transaid and the GHS decided to accommodate an additional 7 participants representing agencies within the Ghanaian Health Sector with a view to widening the reach of the training, to whom GHS sent invitation letters. Transaid were therefore able to train a total of 23 participants which exceeded the expectations in the original proposal which stated out intention to train 12-14 participants.

Mr Ebo Hammond, Deputy Director of Transport within the GHS, agreed to open the event, whilst Mr Kofi Poku, Director of Transport, closed the training workshop at the end of the 4 days.

4.2 Workshop Venue

The venue for the training workshop was chosen on the recommendation of key participants based in Ghana, its capacity to provide the facilities and equipment necessary to carry out such an activity, as well as the competitive rates charged when compared to other similar venues. Key also to the decision was that the venue provided Accra-based participants with time away from the office with a view to focussing...
purely on the contents of the workshop over the 4 days. The M Plaza Hotel was chosen based on the above criteria.

### 4.3 Review of TMS Training Materials

Key topics were selected as priority areas by the Ghana Health Service to ensure that the training was tailor made to their needs. Although the level of experience and expertise was unknown at the start of this training, an ‘overview’ of TMS was placed in the agenda to ascertain the individual levels of ability amongst the 23 participants. Group activities were also reviewed and prepared to elicit teamwork and cooperation amongst participants as well as to provide practical experience of problem solving and monitoring and evaluation techniques.

### 5. Transport Management System Training Workshop

The primary reference material used for this training workshop was the handbook entitled “Transport Management: A Self-Learning Guide for Local Transport Managers of Public Health Services”. This handbook was originally produced by Transaid for Jon Snow Inc. and can be found at the following web link: [http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/TMS_Guide.pdf](http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/TMS_Guide.pdf)

The following core modules formed the content of the training:

#### 5.1 Operational Management

Operational management comprises the day-to-day management of the physical, technical and human resources needed to operate a fleet of vehicles. Who needs to take what action, when and how, needs to be clearly defined to make a success of managing transport. This section runs through key roles in any TMS and what their suggested responsibilities would include:

i. Tasks & Responsibilities
ii. Vehicle Operators
iii. Transport Officers
iv. Vehicle Planning
v. Operational Controls

#### 5.2 Financial Management

Developing an understanding as to why financial management is key to Transport Management in improving service delivery. Transport can be one of the largest costs in many of the government departments or organisations which run large fleets of vehicles. The following subjects were covered:

i. Transport Finance Vision
ii. Vehicle Replacement
iii. Annual Budget & Core Financial Management
5.3 Fleet Management

The systems and procedures that record, manage and impact upon life histories of vehicles from the cradle to the grave. It is a cyclical process, informed by policy, and dependent on keeping in touch with running conditions through well documented and adhered-to systems and procedures that enable the right decisions about fleet specification, maintenance, and replacement, to be taken. The following subjects were covered:

i. Specification, Selection and Procurement of Vehicles
ii. Maintenance & Repair of Vehicles
iii. Managing the Maintenance Schedule
iv. Managing Vehicle Maintenance
v. Cold Chain & Truck Fill

5.4 Health & Safety

This module aimed to develop the participants’ ability to identify health and safety concerns, monitor and improve health and safety in their own transport management systems, manage accidents and incidents, as well as understanding the appropriate insurance coverage.

i. Health & Safety in Transport Management
ii. Crash and Incident Procedures for Vehicles
iii. Asset Security and Transport Insurance
iv. Other Health & Safety Issues
5.5 Human Resources

The identification, recruitment, training and retention of suitably qualified people to run and manage transport, requires a great deal of attention.

i. Organisational Structure
ii. A Competent, Committed Workforce
iii. Developing Specific Policy Guidance

5.6 Monitoring and Evaluation

The foundation for any successful TMS is a good understanding of Key Performance Indicators (KPIs) of which 7 were introduced which included: kilometres travelled, fuel consumption, running cost, vehicle availability, vehicle utilisation, needs satisfaction and safety record. This module developed their skills in data analysis and presentation of data through group work with the ultimate aim of monitoring these KPIs to inform management decision making.

i. Transport Management Information
ii. Key Performance Indicators
5.7 Outsourcing

Outsourcing refers to a situation where an organisation contracts an external service provider to carry out functions that were previously carried out in house. This section defines outsourcing, describes the reasons why an organisation might consider outsourcing supply chain activities and the steps to determining whether outsourcing is a viable option, and finally summarises the key principles relating to contracting external providers as well as contract management itself.

i. What is outsourcing?

ii. When should outsourcing be considered?

iii. Implementing Outsourcing

iv. Examples of Outsourcing TMS Activities
5.8 Policy
A situational analysis provides a sound basis upon which to develop a policy to guide transport management. The process of formulating policy should be participatory and invite the input of a representative sample of all stakeholders. Policy documents should be reviewed and updated where necessary at regular intervals to reflect the inevitable changes within or external to the organisation.

i. Policies vs Procedures
ii. Policies and Procedures in Decentralised Systems
iii. Policy Structure for TMS
iv. Reviewing & Developing Policies
v. TMS Stakeholder Role in Policy Development & Review

6. Conclusions & Next Steps

6.1 Participation & Commitment
All participants demonstrated a high level of commitment throughout the training with 100% attendance throughout the 4 days. A series of rules were set out in the opening session of the training workshop and all rules were adhered to, the most important of which was punctuality. All attendees participated well during the presentation of the training materials and during group work.

6.2 Transport Management Ability
Participants showed a high level of ability demonstrated in the questions that they asked, and the analysis and presentation of their data during group work. It was, however, evident that many of the transport management practices being introduced were not carried out on a day to day basis.

6.3 Conclusions
From the feedback received the 4 day TMS Training Workshop has been received well by Transport Managers at the Ghana Health Service.

“This workshop should be organised for all the stakeholders in the health sector”.

“The workshop has broadened our horizons with regard to Transport Management and we would be very grateful if similar training could be organised in the near future as a refresher for us”.

The feedback also pointed to some areas that could potentially be improved with constraints being primarily related to the cost of bringing such a large group of people to Accra and taking them out of their jobs.

“Using more than 4 days to deliberate issues and more demonstration and group activities with possible field trips for participants”.

The TMS Training has placed the Regional Transport Managers in a strong position to improve the way transport is managed within the Ghana Health Service. Practical analysis and presentation of data should, in future, play a greater role in informing the day to day decision-making within the Transport Department in all 10 regions. Also, the level of ability demonstrated by Transport Managers bodes well for the cascading of TMS practices to their colleagues and junior members of staff within their respective teams.
6.4 Gender balance

The TMS training in Ghana had one female participant. The one female participant was an administrator and all of the transport managers present were men. The participant list was constructed by the Ghana Health Service and the gender balance was probably a reasonable reflection of transport management in health sector institutions. Despite the fact that the majority of health services have a predominantly female workforce, transport functions remain dominated by men. There are female senior managers within the Ghana Health Service and in the service delivery side. The Ghana National Ambulance Service also has a number of female paramedics.

Large formal institutions can play an important role in realising a more equitable gender balanced in transport roles, as evidenced by the Ghana National Ambulance Service where patterns of training may have impacted on the composition. In the informal sector achieving this balance may take longer as private sector operators may not decide to make this change ‘themselves’. A study on the ‘Road Transport Industry in East Africa’ by The Sub-Sahara Africa Transport Policy Program (SSATP) found that; ‘The road transport industry offers limited employment opportunities to women. There are very few exceptions. Women are primarily employed in management or other non-technical positions’

There are very few examples of women working as professional drivers in the health sector in Africa or indeed in the commercial sector as taxi drivers, truck or bus drivers. The military is an institution which opens up the possibility of women drivers and this has been observed by Transaid staff at commercial driver training centres in Zambia and Tanzania. There is a body of evidence in the global north that demonstrates that women are statistically safer drivers. However, there appears to be very real research gaps on this issue for the global south. It is possible that encouraging and supporting more women to enter the transport profession and achieving a more equitable workforce could lead to both an increased understanding of issues faced by women transport users as well as reductions in road crashes.

1 Hartmann and Asebe. "Road Transport Industry in East Africa" 2013
6.5 Recommendations & Next Steps

6.5.1 Dissemination of Knowledge
The resources that relate to the content of this TMS Training Workshop have been distributed to all participants and are available online at the following link:

A case study of this project will be created and will be made available on Transaid’s Knowledge Management Centre at http://www.transaid.org/resources/technical-case-studies

The workshop has stimulated further interest in working collaborations between the Ghana Health Service and Transaid which are being explored.

6.5.2 Follow-Up Supervisory Visit
After many interesting discussions and exchanges of information during the workshop in Accra, participants agreed to put into practice the TMS components that they currently do not use in their operations.

It is recommended that in order to ensure these new skills and knowledge are effectively put into practice a follow up supervision visit is conducted. This will allow the evaluation of those components which have been put into practice and to review data collected and reports being produced to ensure they are contributing to informing transport related management decisions and that the benefits are contributing towards improved service delivery.

It would also be an opportunity to review any documentation such as SOPs (Standard Operating Procedures) and other forms such as crash report forms that may have not been in place prior to the training or may have needed amending based on the workshop discussions.

6.5.3 Refresher Training
As was noted by the participants and is best practice when new skills and knowledge are gained, it is recommended that refresher training is conducted for those who participated in the training within a reasonable timeframe. The feedback points to suggestions by some participants that the training should ideally take place over more days.

Refresher training would help satisfy this request as well as ensure that the knowledge is retained and is fully understood to maximise successful transport management practices and in turn optimise service delivery. This would consist of a number of days training, revisiting the topics covered to review their use in everyday transport management practice since the training. This would be an opportunity to solidify the participants understanding of the topic as well as their application of it.

6.5.4 Expansion of Training
The training has been a very positive step in addition to all the other hard work that the GHS is doing in ensuring good quality service delivery through effective transport management. A natural next step would be to ensure the knowledge is passed on to colleagues and junior members of staff who feed into the decision making process.

A similar training workshop would take place for members of staff not present at the first training. This would maximize the scope and reach of the knowledge within the GHS.
8. Appendices

8.1 Appendix A: Project Proposal

Proposal One: Translating Knowledge into Practice: Transport Management Training

(Ghana Health Service)

Objective

This project will build the capacity of the leading rural health service provider in Ghana (the Ghana Health Service) providing tailor-made transport management training to regional Transport Managers, build their knowledge and giving them the skills to cascade the training down to colleagues within the Ghana Health Service.

Context

The Ghana Health System has undergone substantial change over the last 10 years with a move to universal health insurance and widespread access to healthcare at the point of care. The creation of a Ghana Health Service focused on service delivery is also a noteworthy example of change that has influence across the region.

There is an increasing recognition across the whole of the Ghanaian Health Sector that transport plays an important part in ensuring effective rural service delivery. However, there remain a number of challenges to the effective management of transport provision to ensure that the impact on service delivery especially in rural areas is optimized. These include:

- The need to build institutional transport management capacity within the Ghana Health Service
- The need to share experience and evidence amongst regional Transport Managers
- The need to be informed by and to employ best practice management of transport to ensure quality service delivery.

Methodology

We propose holding a 4 day Transport Management Systems (TMS) training workshop in Ghana bringing together Transport Managers from all 10 regions within Ghana with the following objectives:

- To build the capacity of Managers within the Ghana Health Service and equip them with knowledge to be able to cascade their expertise to colleagues in the wider Ghana Health Service.
- To share transport management experience and expertise from multiple regions in Ghana as well as drawing on international best practice.
- To develop, in collaboration with the GHS, a set of recommendations to guide future activities.

It is proposed that the training workshop is organised in the following way:

- The workshop will be hosted in Accra bringing together Transport Managers within the Ghana Health Service, ideally from every region.
- Transaid will provide two trainers to share TMS experiences from a range of health sector projects from across Sub-Saharan Africa, as well as drawing on international good practices.
- The topics that are currently being discussed with the GHS include the following modules:
  1. Operational Management (transport policy, vehicle planning, operational controls etc.)
  2. Financial Management (replacing vehicles, budgeting etc.)
  3. Fleet Management (procurement, maintenance, maintenance scheduling etc.)
4. Health & Safety (road safety, asset security etc.)
5. Human Resources (organisational structure, workforce etc.)
6. Monitoring & Evaluation (KPIs etc.)

- During the training the Ghana Health Service Transport Managers will be able to share their experience on transport management and lessons learned and work together towards a set of recommendations on how to further improve the way transport is managed within the Ghana Health Service

**Duration**

It is expected that this project will take one month. The training itself would take place at the end of May/early June 2014 with completion for the final reporting requirements by 20th June 2014.

**Deliverables**

- Quality transport management training provided to 12-14 Transport Managers from the GHS
- Final report on the training and recommendations submitted by 20th June 2014
8.2 Appendix B: Structure of Proposed Team with Curriculum Vitae

Transaid propose to draw on the experiences of Edward O’Connor (Transaid Project Manager) and Sam Clark (Transaid Programme Support Manager) as Technical Advisors for this project as well as coordinating the organisation of the training workshop itself. Hollie Brader (Programmes Assistant & Knowledge Management Officer) will provide support for the preparation activities as well as the report writing. Jeffrey Turner (Transaid Trustee) supported the planning of this training and will support discussions regarding potential follow up activities.

CURRICULUM VITAE: EDWARD O’CONNOR - TRANSPORT AND DEVELOPMENT PROFESSIONAL

<table>
<thead>
<tr>
<th>PROFILE</th>
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<tbody>
<tr>
<td>FAMILY NAME</td>
<td>O’Connor</td>
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<tr>
<td>OTHER NAMES</td>
<td>Edward</td>
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<tr>
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<td>Irish</td>
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<tr>
<td>DATE OF BIRTH</td>
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Key Qualifications
- Experience of delivering international development projects in Africa, including a number of emergency transport initiatives (in Nigeria, Zambia, Madagascar and currently Uganda)
- Experience of managing projects for international organisations, stakeholder management, training and workshop facilitation
- Experience of developing partnerships with African health sector organisations
- Experience in evaluating fleet management operations in Africa
- Experience in reviewing the efficacy of ambulance services in Africa

Education
- MSc International Logistics and Transport, (in progress), Chartered Institute of Logistics and Transport
- Dublin Institute of Technology, Ireland (1998-2000) - Attended both first and second year of the Mechanical Engineering Technician course

Language Capability
- English: Speaking Excellent, Reading Excellent, Writing Excellent
- French: Speaking Basic, Reading Basic, Writing Basic

Countries of Work Experience
- Ghana, Ireland, Madagascar, Mozambique, Nigeria, Uganda and UK

EMPLOYMENT AND EXPERIENCE:
FROM: February 2013    TO: Present
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<tr>
<td>FROM:</td>
<td>September 2010</td>
</tr>
<tr>
<td>EMPLOYER:</td>
<td>Transaid - MAMaZ, Zambia (DFID funded)</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Lead Transport Consultant for the Mobilizing Access to Maternal Health Services in Zambia (MAMaZ) Project. Duties include providing technical advice regarding rural transport issues. Implemented a range of successful solutions for improving emergency referral systems through low cost intermediate modes of transport</td>
</tr>
<tr>
<td>FROM:</td>
<td>July 2009</td>
</tr>
<tr>
<td>EMPLOYER:</td>
<td>Transaid - PRRINN-MNCH, Nigeria (DFID and NORAD funded)</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>Lead Transport Consultant for the Partnership for Reviving Routine Immunization in Northern Nigeria - Maternal, Newborn and Child Health Project. Duties include consultant for selection and training of Transport Managers and facilitated the development of transport policies at State level. Introduction of fleet management system and the completion of fleet assessments and inventories. Completed Ambulance Driver training and Training of Trainers. At all stages liaise with multiple stakeholders at local, national and international levels</td>
</tr>
<tr>
<td>FROM:</td>
<td>March 2010</td>
</tr>
<tr>
<td>EMPLOYER:</td>
<td>Transaid - Maternal and Neonatal Health Learning Project in Gombe State, Nigeria (Gates Foundation funded)</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>International Transport Consultant responsible for the implementation of an Emergency Transport Scheme for emergency maternal cases in rural communities, in collaboration with the National Union of Road Transport Workers. The duties included the management of a local consultant and the monitoring and evaluation of the implemented scheme. (Transaid working as a sub-partner through the Society for Family Health.)</td>
</tr>
</tbody>
</table>
# CURRICULUM VITAE: SAM CLARK - PROGRAMME SUPPORT MANAGER

## PROFILE

<table>
<thead>
<tr>
<th>FAMILY NAME</th>
<th>Clark</th>
<th>OTHER NAMES:</th>
<th>Sam</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATIONALITY</td>
<td>British</td>
<td>DATE OF BIRTH:</td>
<td>15/12/72</td>
</tr>
<tr>
<td>EMPLOYER</td>
<td>Transaid</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Key Qualifications
- Implementing and delivering projects at a grassroots level in various countries in sub-Saharan Africa including Malawi, South Africa, Tanzania, and Uganda.
- Experience in carrying out needs assessment exercises, participatory rural appraisal techniques, facilitation of focus group discussions.
- Managing projects for international and national non-governmental organisations, stakeholder management, training and workshop facilitation.
- Programme management, providing project support to Project Managers in a number of countries in sub-Saharan Africa, as well as donor liaison, quality assurance and partnership development with NGO and public sector (governmental) Africa based agencies.

### Education
- Birkbeck College, London University: HCert Community Leadership 2012
- Sussex University: BSc HONS Ecology & Conservation 1992/95

### Language Capability

<table>
<thead>
<tr>
<th>Language</th>
<th>Speaking</th>
<th>Reading</th>
<th>Writing</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
</tr>
<tr>
<td>Swahili</td>
<td>Excellent</td>
<td>Good</td>
<td>Good</td>
</tr>
<tr>
<td>French</td>
<td>Good</td>
<td>Intermediate</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Spanish</td>
<td>Intermediate</td>
<td>Intermediate</td>
<td>Intermediate</td>
</tr>
</tbody>
</table>

### Countries of Work Experience
- France, Malawi, South Africa, Tanzania, Uganda, UK, Zanzibar.

### EMPLOYMENT AND EXPERIENCE:
FROM: March 2013 TO: Present
EMPLOYER: Transaid – Programme Support Manager
DESCRIPTION: Responsible for supporting several members of the Programmes Team in various countries ensuring that projects are delivered on time and on budget and to a high quality.

Responsibilities:
- Provide supervision and management support to Project Managers in various sub-Saharan countries including Ethiopia, Tanzania, Uganda and Zambia.
- Fulfil donor liaison requirements relating to projects including report writing, budget monitoring and quality assurance responsibilities.
- Support various project related activities such as project launches, monitoring & evaluation, workshops & training and conferences.
- Represent Transaid at seminars and conferences.
- Provide technical support to projects including:
  - Merck for Mothers Project in Uganda – this project is utilising existing rural transport services to overcome barriers to accessing maternal health care services.
  - Professional Driver Training Project – liaising with transport industry partners to provide technical expertise as well as developing Africa-based partners in the transport industry to facilitate the expansion of the PDTP.
  - Transport, Agriculture and Integrated Development Project (TrAIDe) in Ethiopia – working with cooperatives in to improve the way transport supply chains are managed to improve farmer’s access to local markets.

FROM: August 2006 TO: March 2013
EMPLOYER: London Borough of Newham – Neighbourhood Participation Manager
DESCRIPTION: The lead on all community participation and engagement projects and activities within the Canning Town & Custom House area of East London.

Responsibilities & Achievements:
- Responsible for developing and delivering a programme of focussed community engagement and capacity building to increase community ownership over service delivery mechanisms.
- Facilitate community meetings with residents and other stakeholders, as well as develop youth engagement opportunities.
- Project manage a portfolio of community initiatives addressing community need and maximising community involvement.
- Develop innovative small scale projects to build community involvement such as urban food growing initiative.

FROM: June 2005 TO: July 2006
EMPLOYER: Temwa Malawi – Programme Manager
DESCRIPTION: To develop the profile and build local capacity of a fledgling national NGO in its first years of operation.

Responsibilities & Achievements:
- Oversee & coordinate community-based development projects, as well as budget management.
- Managed the performance of a team of 8 project staff, including leading on capacity building sessions, ways of working etc.
- Develop collaborative links and partnership working with voluntary and public sector representatives, as well as with project donors.
- Project plan future community based development projects according to local need and sought in-country external funding.

FROM: September 1995 TO: June 2005

EMPLOYER: Various including: Wildlife Society of Malawi (Community Development Manager & Project Evaluation Specialist), Frontier Tanzania (Country Coordinator), Clapton TMO (Community Development Worker).

DESCRIPTION: A variety of different roles with involvement at the grass roots level up to senior management.

Responsibilities & Achievements:
- Implementation of community-based wildlife management projects in southern region of Malawi.
- Facilitate the use of participatory rural appraisal techniques to establish community project impact post intervention.
- Manage environmental projects in Tanzania with a total staff team of over 20 members, and support logistically.
- Develop projects and seek out business development opportunities to be undertaken by the organisation, including proposal writing.
- Manage senior level working relations with government departments and national & international NGOs.
- Seek funding for, established and managed a community based advice and information facility for urban estate-based communities.
- Implement community projects targeting vulnerable groups on estates, including facilitating the creation of youth-led Clapton Park Youth Project.
- Represented the organisation at provider forum networks as well as leading on the creating of partnership working with neighbouring communities.
CURRICULUM VITAE – JEFFREY TURNER

PROFILE: Transport and Development Professional

FAMILY NAME: Turner  OTHER NAMES: Jeff
NATIONALITY: British  DATE OF BIRTH: 7th February, 1966
EMPLOYER: Transaid  EMAIL ADDRESS: jeffreymturner@hotmail.com

Key Achievements
- 25 years’ experience of undertaking social and economic research on transport in Africa
- Expertise in researching the interaction between transport and social development
- Experience of undertaking transport policy research across Africa

Education/Qualifications
- Bsc (Hons) Economics, Salford University, UK Graduated July 1998

Language Capability
- English: Excellent
- French: Basic

Countries of Work Experience
- Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mozambique, Nigeria, South Africa, Tanzania and UK

EMPLOYMENT AND EXPERIENCE:

From: 2002  To: Current
EMPLOYER: Visiting Lecturer & Independent Consultant
DESCRIPTION: 2012-2013 Deputy Team Leader, Promoting the Adoption of Rural Transport Policy Good Practice, supported the development of rural transport policy in Uganda and Nigeria as part of a SSATP-funded study.

2009-2013 Visiting Lecturer in Transport in Developing Countries, delivering Masters-level
module on MSc Transport programmes at Institute for Transport Studies, University of Leeds and supervision of Master research dissertations.

2008-2010 Programme Manager for Africa Community Access Programme (AFACP) a major £7.5 million DfID-funded partnership promoting better performance in African rural roads sector. It commissioned a review of knowledge on rural transport and maternal health.

2008 Social Development Theme Leader (gTKP) project to disseminate and communicate research and knowledge into development practice focusing particularly on Southern-generated knowledge on gender, social development and transport

2006 Gender & Transport specialist for KfW who was technical lead for a study to provide advice to the transport sector team including undertaking case studies of gender mainstreaming in rural road investments in Kenya.

2004 Social Development Specialist on a DfID funded study researching a toolkit on the inclusion of social benefits into road investment appraisal.

<table>
<thead>
<tr>
<th>ROM:</th>
<th>1995</th>
<th>To: 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYER:</td>
<td>Dept of Planning &amp; Landscape, University of Manchester</td>
<td></td>
</tr>
</tbody>
</table>
| DESCRIPTION | Senior Research Fellow responsible for undertaking research as lead technical specialist to provide evidence-base for transport policy in Europe and developing world. This included:

2001 Social Development and Gender Specialist on a DFID-funded study to develop strategies to improve the efficiency of the road transport sector. This study involved understanding the impact that inefficiencies in the transport system have on transport users, particularly the rural poor.

1998 Gender, rural transport and the Internet in rural Ghana. Lead technical specialist. The DfiD-funded project involved setting up a workshop, drawing together different groups representing rural Ghanaian women, to document the role transport and accessibility in the lives of rural Ghanaian women.

<table>
<thead>
<tr>
<th>ROM:</th>
<th>1988</th>
<th>To: 1995</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYER:</td>
<td>International Division, Transport Research Laboratory</td>
<td></td>
</tr>
</tbody>
</table>
| DESCRIPTION | Higher Scientific Officer. Undertook research to provide evidence-base for transport policy in Europe and developing world. Significant achievements included:

PROFILE: Knowledge Management Officer & Programmes Assistant

FAMILY NAME: Brader
OTHER NAMES: Hollie
NATIONALITY: British
DATE OF BIRTH: 01/05/1992
EMPLOYER: Transaid

Key Qualifications

- A member of the Transaid team undertaking research, knowledge management and assisting the Programmes Team with events and logistical support
- Organised a two day workshop in Dar es Salaam, Tanzania. This involved coordinating all of the logistics for the event, which included booking flights for over 30 delegates travelling from 12 different countries and ensuring they received advice and support regarding their travel. She also created a page on the Transaid website dedicated to disseminating the knowledge from the workshop.
- Conducted field research at the NIT in Dar es Salaam, Tanzania regarding the Professional Driver Training Programme in 2012 by interacting with key transport stakeholders. Designed qualitative and quantitative research methods to interview driver trainers, trainees, private sector and the general public in order to evaluate the impact of the project. Conducted a desk-based research project regarding the access issues faced by agricultural workers in Sub-Saharan Africa.
- Created over 35 published technical case studies for Transaid, including a number of online publications
- Developed the Knowledge Centre as part of Transaid’s Knowledge Management strategy, which includes 40 published tools that allow Transaid’s knowledge and expertise to be more readily shared
- Also worked as a temporary researcher for Integrated Transport Planning (ITP) conducting ethnographic research of public transport usage in Metropolitan Manila.

Education

- 2010 – 2013: (BA) English Literature and Drama- First Class Honours
  - Heavily research-based degree.
  - Produced a research paper regarding how interactive performance can help the intellectual development of underprivileged children by conducting drama workshops with families in Dagenham.
  - Produced a research paper on how memory creates national identity with a particular focus on the Israel/Palestine conflict by interviewing key figures and experts such as Mariam Said and academic Jacqueline Rose.
- 2008 – 2010: A Levels in English Literature (A), Psychology (A), History (B) and Biology (B)
Language Capability

<table>
<thead>
<tr>
<th>Language</th>
<th>Speaking</th>
<th>Reading</th>
<th>Writing</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>Excellent</td>
<td>Excellent</td>
<td>Excellent</td>
</tr>
<tr>
<td>French</td>
<td>Basic</td>
<td>Basic</td>
<td>Basic</td>
</tr>
<tr>
<td>German</td>
<td>Basic</td>
<td>Basic</td>
<td>Basic</td>
</tr>
</tbody>
</table>

Countries of Work Experience

- UK, Tanzania and The Philippines

EMPLOYMENT AND EXPERIENCE:

**FROM:** 2011  **TO:** Present

**EMPLOYER:** Transaid (Programmes Assistant and Knowledge Management Officer)

**DESCRIPTION:** Appointed by Transaid to develop Case Studies and tools for the Knowledge Centre, design research methods, conduct field and desk-based research and provide support to the Programmes Team. Hollie provided support to the organisation of Transaid’s high profile 15 year anniversary event, which was held at Buckingham Palace in October 2013 and is experienced in coordinating well-attended high profile events. One of these being the AFCAP/Transaid Emergency Transport Workshop in March 2014. Hollie coordinated all the logistics for this international workshop and ensured that all of the outputs were made available on a dedicated page of the website. Hollie also provided support to an AFCAP-funded project which investigated the role of Transport Operator Associations in shaping rural access, which involved providing support in the undertaking of a literature review, conducting interviews and organising a workshop in Dar es Salaam.

**FROM:** 2010  **TO:** 2011

**EMPLOYER:** READ International (Project Leader- Resource Collection)

**DESCRIPTION:** Appointed by charity READ International to collect thousands of books from East London schools, organise teams of volunteers to sort, catalogue and pack the books in crates so the books could be sent to schools in Tanzania. This required excellent organisational and logistics skills.
8.3 Appendix C: Workshop Invitation Letter

In case of a reply, the number and the date of this letter should be quoted

My Ref. No: GHS/TMD/GF-19/VOL II
Your Ref. No:

DISTRIBUTION LIST ATTACHED

INVITATION TO ATTEND TRANSPORT OPERATIONS AND MANAGEMENT TRAINING
FROM THE 26TH TO 29TH MAY 2014 (M PLAZA HOTEL)

I hereby wish to inform you that the Ghana Health Service in collaboration with Transaid (UK), is organising a Training Programme to equip Transport Managers and Officers in Transport Operations and Management in the Ghana Health Service to help build their capacity and transfer such knowledge to those they supervise.

As we consider this training programme to be very useful to other organisation in the health sector, the Service is extending an invitation to you to send your Transport Officer or Senior Officer (responsible for transport) to participate in the training programme.

Details of Training Programme:

Training Venue: - M Plaza Hotel (Roman Ridge, Accra)
Accommodation Venue: - City Centre Guest House, Adabraka-Accra (For Only Officers outside Greater Accra)
Reporting Date: - Sunday, 25th May 2014 (Officers outside Greater Accra)
Duration: - Monday 26th - Thursday 29th May, 2014 (4 days)
Time: - 8.00am-5pm Each Day
Departure Date: - Friday, 30th May 2014

Topics under consideration include:

1. Transport Policy Development (Strategic review, objective setting, etc)
2. Operational Management (vehicle planning, operational controls etc.)
3. Financial Management (replacing vehicles, budgeting etc.)
4. Fleet Management (procurement, and maintenance scheduling etc.)
5. Health & Safety (crash procedures, asset security etc.)
6. Human Resources (organisational structure, work force, etc.)
7. Monitoring & Evaluation (KPIs, etc.)

Transaid (UK), with funding from AFCAP would bear the cost of the training and other related costs.
In view of this, we would be grateful if you could confirm your acceptance of this invitation by contacting Mr. Emmanuel Ampadu, Transport Manager, GHS HQ (0244 989103).

Counting on your cooperation.

KOFI OPOKU
DIRECTOR, HEALTH ADMIN. & SUPPORT SERVICES

CC: Sam Clark- Transaid, UK

Distribution List:
1. Chief Director- MOH, Accra *Attention: Chief Transport Manager*
2. CEO-Food and Drugs Authority, Accra
3. Director- National Ambulance Service, Accra
4. CEO- Korle-Bu Teaching Hospital- Accra
5. Direct- Centre for Scientific Research into Plant Medicine, Mampong Akwapim
6. Coordinator- Health Training Institutions (MoH, Accra)
7. Registrar- Nurses and Midwives Council, Accra
8. Executive Director- Christian Health Association of Ghana, Accra
9. CEO- National Health Insurance Authority, Accra
### 8.4 Appendix D: Participant List

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Gender</th>
<th>Position</th>
<th>Organisation (Region)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Abu Alhassan</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Northern Region)</td>
</tr>
<tr>
<td>2.</td>
<td>Benjamin Addo</td>
<td>M</td>
<td>Transport Officer</td>
<td>Ghana Health Service (Greater Accra Region)</td>
</tr>
<tr>
<td>3.</td>
<td>Cynthia Owane</td>
<td>F</td>
<td>Administrative Officer</td>
<td>Ghana Health Service (Accra)</td>
</tr>
<tr>
<td>4.</td>
<td>Delove Addover</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Volta Region)</td>
</tr>
<tr>
<td>5.</td>
<td>Ebo Hammond</td>
<td>M</td>
<td>Deputy Director, Transport</td>
<td>Ghana Health Service (All Regions)</td>
</tr>
<tr>
<td>6.</td>
<td>Emmanuel Ampadu</td>
<td>M</td>
<td>Transport Manager</td>
<td>Ghana Health Service (Greater Accra Region)</td>
</tr>
<tr>
<td>7.</td>
<td>Frank Cofie</td>
<td>M</td>
<td>Transport Officer</td>
<td>Ghana Health Service (Greater Accra Region)</td>
</tr>
<tr>
<td>8.</td>
<td>Frank Okoampah</td>
<td>M</td>
<td>Transport Manager</td>
<td>Ghana Health Service (Greater Accra Region)</td>
</tr>
<tr>
<td>9.</td>
<td>Grant Abbam</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Central Region)</td>
</tr>
<tr>
<td>10.</td>
<td>Joseph Anyoka</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Upper West Region)</td>
</tr>
<tr>
<td>11.</td>
<td>John Arthur</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Western Region)</td>
</tr>
<tr>
<td>12.</td>
<td>Joseph Arthur</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Central Region)</td>
</tr>
<tr>
<td>13.</td>
<td>Patrick Fiagbe</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Asante Region)</td>
</tr>
<tr>
<td>14.</td>
<td>Rico Ampah</td>
<td>M</td>
<td>Regional Transport Manager</td>
<td>Ghana Health Service (Asante Region)</td>
</tr>
<tr>
<td>15.</td>
<td>Robert Fietsi</td>
<td>M</td>
<td>Regional Transport</td>
<td>Ghana Health Service</td>
</tr>
</tbody>
</table>
16. Timothy Banzaasi | M | Regional Transport Manager | Ghana Health Service (Upper East Region)

**Additional Participants (not funded by AFCAP):**

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Gender</th>
<th>Position</th>
<th>Organisation (Region)</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Alex Wiredu</td>
<td>M</td>
<td>Chief Transport Officer</td>
<td>Centre for Scientific Research into Plant Medicine (Central Region)</td>
</tr>
<tr>
<td>18</td>
<td>Davis Commey</td>
<td>M</td>
<td>Transport Manager</td>
<td>Nursery &amp; Midwifery Council (Accra)</td>
</tr>
<tr>
<td>19</td>
<td>Emmanuel Arhinful</td>
<td>M</td>
<td>Transport Officer</td>
<td>Ministry of Health (Accra)</td>
</tr>
<tr>
<td>20</td>
<td>Francis Attah</td>
<td>M</td>
<td>Transport Officer</td>
<td>Korle Bu Teaching Hospital (Accra)</td>
</tr>
<tr>
<td>21</td>
<td>Mahama Seidu</td>
<td>M</td>
<td>Transport Officer</td>
<td>Food &amp; Drugs Authority (Accra)</td>
</tr>
<tr>
<td>22</td>
<td>Saaka Dumba</td>
<td>M</td>
<td>Chief Transport Manager</td>
<td>Ministry of Health (Accra)</td>
</tr>
<tr>
<td>23</td>
<td>Simon Nyaaba</td>
<td>M</td>
<td>Head of Procurement &amp; Logistics</td>
<td>National Ambulance Service (Accra)</td>
</tr>
</tbody>
</table>
## 8.5 Appendix E: Training Workshop Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>26/05/2014 Monday</th>
<th>27/05/2014 Tuesday</th>
<th>28/05/2014 Wednesday</th>
<th>29/05/2014 Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00 am - 10:30 am</td>
<td>Registration</td>
<td>Recap</td>
<td>Recap</td>
<td>Recap</td>
</tr>
<tr>
<td></td>
<td>Introductions: Facilitators and Participants</td>
<td>Financial Management</td>
<td>Health and Safety</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td></td>
<td>Course Overview</td>
<td></td>
<td>Human Resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overview of the Transport Management System (TMS) &amp; Operational Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:30 am - 10:45 am</td>
<td>TEA/COFFEE</td>
<td>TEA/COFFEE</td>
<td>TEA/COFFEE</td>
<td>TEA/COFFEE</td>
</tr>
<tr>
<td>10:45 am - 1:00 pm</td>
<td>Operational Management</td>
<td>Fleet Management</td>
<td>Monitoring and Evaluation</td>
<td>Policy</td>
</tr>
<tr>
<td>1:00 pm - 1:45 pm</td>
<td>LUNCH</td>
<td>LUNCH</td>
<td>LUNCH</td>
<td>LUNCH</td>
</tr>
<tr>
<td>1:45 pm - 3:30 pm</td>
<td>Operational Management</td>
<td>Fleet Management</td>
<td>Monitoring and Evaluation</td>
<td>Policy &amp; Recap</td>
</tr>
<tr>
<td>3:30 pm - 3:45 pm</td>
<td>TEA/COFFEE</td>
<td>TEA/COFFEE</td>
<td>TEA/COFFEE</td>
<td>TEA/COFFEE</td>
</tr>
<tr>
<td>3:45 pm - 5:00 pm</td>
<td>Financial Management</td>
<td>Health and Safety</td>
<td>Monitoring and Evaluation</td>
<td>Recap &amp; Action Plan &amp; AOB</td>
</tr>
<tr>
<td><strong>What is your overall assessment of the event (1-5)</strong></td>
<td><strong>Which topics or aspects of the workshop did you find most interesting or useful?</strong></td>
<td><strong>Did the workshop achieve the programme objectives?</strong></td>
<td><strong>Did the knowledge, ideas and information gained from participation at this event meet your expectations?</strong></td>
<td><strong>Will it be useful/applicable to your work?</strong></td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>M&amp;E, Policy, Health &amp; Safety</td>
<td>Yes</td>
<td>Yes</td>
<td>By extending the workshop from 4 days to 5 days because we covered the TMS components too quickly.</td>
</tr>
<tr>
<td>5</td>
<td>M&amp;E, Fleet Management, Health &amp; Safety, Policy</td>
<td>Yes</td>
<td>Yes</td>
<td>Mostly</td>
</tr>
<tr>
<td>5</td>
<td>Planning, KPIs, Transport Management, Insurance</td>
<td>Yes</td>
<td>Yes</td>
<td>It would have been more effective if participants were given materials after each lecture and study for questions instead of at the end.</td>
</tr>
<tr>
<td>5</td>
<td>SOPs, Transport Policy, KPIs, Transport and</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Mostly</td>
<td>More on group discussions.</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----</td>
<td>-----</td>
<td>--------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Outsourcing, Human Resources, Log Books, Health &amp; Safety</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Mostly</td>
<td>More on group discussions.</td>
</tr>
<tr>
<td><strong>Operational Management, Fleet Management</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Mostly</td>
<td>More break-out sessions.</td>
</tr>
<tr>
<td><strong>KPIs, and analysis of data on graphical presentation</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>It could have been more effective if group presentations were handled by more than one Transport Manager.</td>
</tr>
<tr>
<td><strong>Policy, Financial Management, Health &amp; Safety</strong></td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Perhaps there could be more practical work in the form of field visits.</td>
</tr>
<tr>
<td><strong>Financial Management, Operational Management,</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>Need more days to cover the extensive material covered in a relatively short period.</td>
</tr>
</tbody>
</table>

Every year it will help us always to build up. Wishing you all the best and hope the training can continue yearly. We are most grateful. We need to learn more and know more.

I suggest that the training should be over 1 week the next time so that more topics are included. I also suggest that the training should be organised every 6 months.

Could organise a short test to determine the level of understanding of the training. Need for further collaborations.

The training will enable us to train the district Transport Officers. It will advance our knowledge in the transport industry, at our respective organisations.

A workshop should be organised in the UK to offer participants the opportunity to visit.

More group activities and presentations by individuals.
<table>
<thead>
<tr>
<th>Management Information</th>
<th>Yes</th>
<th>Yes</th>
<th>Definitely</th>
<th>Could involve more practical activities.</th>
<th>5</th>
<th>Extend the training to districts as soon as possible.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOPs, Health &amp; Safety, Financial Management, M&amp;E</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>I think it should have been 10 days not 4.</td>
<td>5</td>
<td>I suggest this activity should be used to top up programmes for advance level of TMS. Good work done. More of this is expected every year.</td>
</tr>
<tr>
<td>KPIs, SOPs</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>Using more than 4 days to deliberate issues and more demonstration.</td>
<td>4</td>
<td>I suggest that field trips be added next time. The facilitators were fantastic but suggest that he should share more of the topics next time.</td>
</tr>
<tr>
<td>Is using the odometer reading to determine the condition of the vehicle rather than the age of the vehicle?</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>The duration of the training should be extended to 7 days. Transport Managers should be exposed to other subject areas which are relevant to their jobs e.g. supply chain management.</td>
<td>3</td>
<td>The duration of the training should be extended to 7 days. Transport Managers should be exposed to other subject areas which are relevant to their jobs e.g. supply chain management.</td>
</tr>
<tr>
<td>KPIs, Operational Management, Fleet Management, Health &amp; Safety</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>By giving handouts to participants at the end of each training section instead of at the end of the 4 days.</td>
<td>3</td>
<td>The duration of the training should be extended to 7 days. Transport Managers should be exposed to other subject areas which are relevant to their jobs e.g. supply chain management.</td>
</tr>
<tr>
<td>All topics</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely</td>
<td>By adding/playing video descriptions of the topics to serve as real examples.</td>
<td>4</td>
<td>Allot more time for presentations of activities/exercises done by participants. Encourage brainstorming and individual idea creation of areas treated. Introduce mentoring among participants in future training activities. Also use action</td>
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<tr>
<td>4</td>
<td>Health &amp; Safety, M&amp;E, Policy</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely There should be more facilitators.</td>
<td>5</td>
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<td></td>
<td>The organisers of this programme should monitor and find out if the impact given is implemented.</td>
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<tr>
<td>4</td>
<td>Transport Management Information, Health &amp; Safety, Transport Operations Management, Finance</td>
<td>Yes</td>
<td>Yes</td>
<td>I think this training should be encouraged and extended to more transport organisations to develop the nation in transportation systems.</td>
<td>4</td>
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<td></td>
<td>I think next time the handouts should be issued before rather than after so that whilst the lecturing is going on, we can be asking questions. More of such training should be encouraged in various ministries for effective and efficient use of transport and other road users.</td>
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<tr>
<td>4</td>
<td>Transport Operations, Fleet Management, Information Management, Group Work</td>
<td>Yes</td>
<td>Yes</td>
<td>The organisation and the presentation were up to the standard.</td>
<td>4</td>
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<td></td>
<td>Such programmes should be organised for other public sector organisations to improve their transport management.</td>
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<td>4</td>
<td>All was useful and served as a refresher with the most interesting being the SOPs</td>
<td>Yes</td>
<td>Yes</td>
<td>Most of the participants knew about 70% of the stuff, so if it took the form of more breakout sessions and presentations it could have gone down well.</td>
<td>5</td>
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<tr>
<td></td>
<td>Develop an advanced version for experienced officers (I could be of help), develop more breakout sessions.</td>
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<tr>
<td>5</td>
<td>Operational Management, Policy, M&amp;E</td>
<td>Yes</td>
<td>Yes</td>
<td>Definitely More group work/sessions.</td>
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<td></td>
<td>A lot of information to absorb within 4 days. Programme could be planned to focus on 2 areas and then take another</td>
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<tr>
<td>Rating</td>
<td>Component</td>
<td>Response</td>
<td>Description</td>
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<tr>
<td>5</td>
<td>Operations Management, Policy, Financial Management, Information Management, Health &amp; Safety</td>
<td>Yes Yes Definitively</td>
<td>I feel this all went satisfactorily.</td>
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</tr>
<tr>
<td>5</td>
<td>The 7 components of the Transport Management System, Outsourcing, SOPs</td>
<td>Yes Yes mostly</td>
<td>The method and the mode of facilitating I think could have been the workshop more effective.</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Fleet Management, Outsourcing, Policy, Human Resource Management</td>
<td>Yes Yes</td>
<td>The workshop is very good in terms of effectiveness but would have liked to have had more practical sessions.</td>
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</tbody>
</table>

2 later. Commend the facilitator for the brilliant and great work done over the 4 day period.

More group discussions or assignments to be included. Excellent presentations by the facilitator but there should have been more practical exercises to keep the participants more involved.

In future this workshop should be organised for all the stakeholders in the health sector. The knowledge gained by the Transport Managers should help them to perform effectively and efficiently.

The workshop has broadened our horizons with regard to transport management and we would be very grateful if a similar one could be organised in the near future as refresher training for us.