

## Seconding Trainee Managers from the UK Transport Industry onto Transaid Programmes

<b>Project Location:</b>	Dar es Salaam, Tanzania
<b>Project Start Date:</b>	August 2012
<b>Project Duration:</b>	This programme is ongoing, placements to date have lasted 6 months. As of Jan 2015, there have been three placements.

**Introduction:** In sub-Saharan Africa there is a severe shortage of skilled heavy goods vehicle (HGV) and public service vehicle (PSV) drivers and often limited quality training available. Transaid partnered with a training centre in Tanzania, the National Institute of Transport (NIT), and is implementing a programme to build the capacity and capability of the centres to deliver quality training. This involves training bus and truck driver trainers to equip drivers with the necessary skills to try and keep them safe on the roads. This Professional Driver Training Programme (PDTP) began in 2008.

In 2012, Transaid and their local partners identified a need for support in developing relations with the transport industry in Tanzania and helping to measure the impact of the PDTP. This resulted in the introduction of a six month secondment for one candidate on the XPO Logistics (formerly Norbert Dentressangle) Fast Track Talent Programme as a Project Officer based at the National Institute of Transport (NIT) in Dar es Salaam, with scope for providing support on other Transaid programmes. The Fast Track Talent Programme at XPO Logistics consists of four placements each lasting six months and focusing on managing people and projects.

By 2015 there have been three completed placements. The terms of reference for each placement have varied depending on need but the main objectives include;

- Strengthening transport industry linkages:
  - a. Building relations with the transport industry
  - b. Conducting a market analysis to guide the development of NIT's training courses
  - c. Developing Memorandums of Understanding with private sector (as appropriate)
  - d. Developing tools for this process that Transaid/NIT will be able to use on future projects
- Impact Measurement:
  - a. Developing case studies with NIT trainers who are on the programme as well as trainee drivers
  - b. Developing case studies from the transport industry in Tanzania identifying how the training has met their needs
  - c. Developing training evaluation questionnaires for all trainees at NIT (before and after training)
  - d. Gathering data of training provided
- Supporting the Transaid Project Manager in:
  - a. Managing various volunteer inputs

- b. Assisting NIT to develop:
  - i. Training programmes tailored to meet the needs of the transport industry through liaison with key stakeholders, identified while carrying out the market analysis
  - ii. Manage an effective Planned Preventative Maintenance system for their vehicles
  - iii. Raising Health and Safety awareness amongst staff and students
- c. Integrating best practice:
  - i. Importance and benefits of planning and scheduling
  - ii. Use of recording and logging vehicle usage data

- Support NIT senior management in working towards improved levels of reporting from Department Heads to increase effectiveness of departmental supervision and management.
- Support the Transport Safety & Environmental Studies (TSES) department and the Vehicle and Heavy Equipment Management Unit (VHEMU) in the effective scheduling of driver training courses; making best use of the available training vehicle fleet while incorporating regularly scheduled Planned Preventative Maintenance.

Two of the secondments also included a learning and evaluation visit to the Industrial Training Centre in Zambia while another secondment involved supporting transport management strengthening for the Ministry of Health for Zanzibar.

**Methodology:** Transaid worked closely with XPO Logistics to identify suitable candidates for the secondment. Transaid conducted interviews and selected the successful candidate. Each secondee was then given a two day briefing and training in the UK where they were introduced to Transaid and their specific objectives for their placement. They then travelled to Tanzania a few weeks later to carry out their six month secondment.

One of the key objectives of the earlier secondments has been to strengthen linkages within the industry. This was mainly conducted through face-to-face meetings with industry representatives where the content of the courses offered by NIT were explained and discussed with the representative. Discussions were held that enabled the gathering of information and data that could be used to determine the customer's training needs and depict any other relevant industry trends. The objective of each meeting was to raise awareness about the training facilities available at NIT, gather relevant information and establish a relationship between the two institutions to encourage future partnership.

A tool was developed by the first volunteer to obtain qualitative information from 5 stakeholder groups (largely companies involved in

the freight transportation sector) to assess the impact of the project and capture the current situation with regards to road safety and perception of driver training in Tanzania. This tool was used and further developed by the subsequent secondees.

Another objective was to support in the effective scheduling of driver training courses, maximising the equipment availability and time of lecturers through the usage of coaching techniques with all levels of NIT management.

To enable the improved monitoring of NIT's progress, Key Performance Indicators (KPIs) and a reporting system were introduced. These were introduced alongside a costing tool, allowing the NIT to accurately calculate the running costs of courses per student, based on varying overhead costs and class sizes. Over time, the KPIs and reporting will allow Transaid to draw specific and measurable comparisons of the NIT's development over a period, while the costing tool allows the NIT to price courses in full knowledge of the profit/loss each individual contributes.

Each secondee was responsible for raising awareness about the NIT to different sectors to widen its exposure as well as guaranteeing a more effective sample that would produce accurate results for the qualitative/quantitative study. The following types of organisations were targeted; road freight transportation companies, companies that operate Heavy Good Vehicle (HGV) fleet as a supporting function, companies that outsource transport.

**Outcomes and Conclusions:** This annual secondment has offered considerable value and benefits for Transaid, XPO Logistics, the individual secondee and the NIT in Tanzania.

New Planned Preventative Maintenance (PPM) systems have been implemented at the NIT as well as the important work undertaken to build linkages between the NIT and the transport industry in Tanzania. One secondee advised that their key learning included working in a new environment, in a different country, public sector, NGO and working as a 'technical assistant' not as a manager which required a different way of working. They felt they had developed their skills and had exposure to industry leaders and high ranking officials as well as getting involved in new tasks such as monitoring and evaluation and operational research.

One of the secondees remarked before undertaking the secondment; "I'm so excited and privileged to be working for such a fantastic organisation. The partnership between XPO Logistics and Transaid is one that is taken very seriously by everyone in my company and I'll be giving all my colleagues back in the UK regular updates on all the things I get involved with."

The secondment is unique in providing the secondee an opportunity to work on and improve their skills in a different and sometimes challenging environment. The experience gained can be regularly drawn upon when they have returned to the UK and throughout their career, whilst diversifying their experience and significantly enhancing their skill set and techniques. The Learning and Development Manager at XPO Logistics explained that the placement in Tanzania gives the secondee an opportunity for accelerated learning as well as strategic thinking. As well as the development of the individual, he saw the other benefits to XPO Logistics as being internal and external PR. He also advised he saw an increase in

applications for the company's graduate scheme and during an assessment centre in 2013 noted there was considerable interest in the opportunity to complete a stage of the development programme in Africa with Transaid. He advised he is keen to repeat this experience every year.

While this secondment provides valuable opportunities for XPO Logistics, Transaid and the NIT, it ultimately helps to strengthen the PDTP and, as such, significantly helps to improve the standards of professional driver training in Tanzania, therefore contributing towards improving overall road safety and decreasing the number of road deaths.

**Tools Utilised/Developed:** Impact evaluation tool, results data capture tool, course costing tool, weekly NIT departmental report, vehicle pre-use check sheet

**Partners:** XPO Logistics, National Institute of Transport, Ministry of Health

#### About Transaid:

Transaid is an international UK development charity that aims to reduce poverty and improve livelihoods across Africa and the developing world through creating better transport. Transaid was founded by Save the Children and the Chartered Institute of Logistics and Transport. Our Patron is HRH The Princess Royal. Transaid specializes in the following:

- Building the capacity of public health authorities to provide effective, safe and cost efficient transport management systems to promote equitable access to primary health care services.
- Developing and improving logistics and supply chain systems to enhance the delivery of medicines, equipment and relief services to vulnerable communities.
- Promoting effective partnerships to support and enhance community participation in developing sustainable transport solutions in rural areas.
- Developing and delivering transport and logistics training and qualifications for public and private sector operators.

Transaid has the capacity and reach to lead projects throughout the developing world, but is equally capable of providing niche technical assistance to large scale health systems strengthening projects. Transaid maintains strong relationships with a number of leading international organizations including donor agencies such as DfID, DANIDA and USAID, and implementing organizations such as Health Partners International, Options Consulting, John Snow Inc. and Management Sciences for Health.

#### Contact:

Transaid  
137 Euston Road, London NW1 2AA  
United Kingdom

t: +44 (0)20 7387 8136

f: +44 (0)20 7387 2669

e: [info@transaid.org](mailto:info@transaid.org)

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

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