



Development of a Transport Management System Guide for Self Directed Learning

Project Location:	London, UK and Kano State, Nigeria
Project Start Date:	2009
Project Duration:	1 Year

Introduction: In September 2009 Transaid were contracted to develop a transport management system guide for self directed learning. The Guide was based on the Transaid Transport Management System Manual which was originally developed in 1996, and is essentially a trainer's resource for Transaid technical staff implementing Transport Management Systems within Ministries of Health in developing countries.

The new Guide was developed because of the recognition that a number of aspiring or acting transport officers are not able to attend training, and would like to teach themselves. The Guide is appropriate for a number of contexts from transport officers responsible for managing ambulance operations to those at a central medical store managing drug distribution. It was based on Transaid's extensive work in promoting best practice in transport management throughout Africa and elsewhere, and on sound principles of transport management coupled with real-life experience.

Methodology: Transaid used existing Transaid materials, practical field experience, real life project data, and input from past and present project staff to make the content of the Guide as appropriate and rich as possible. Each module of the Guide contained real life case studies and self-assessment tasks so that users can assess their understanding and progress through the course. The language and structure of the Guide is designed to be very accessible for self-teaching purposes.

Transaid formed a writing team of two staff, and established a quality assurance group (a group of individuals from Transaid's corporate supporters from the UK transport and logistics industry). A draft of the Guide was produced and reviewed by the quality assurance team. Following the review and appropriate amendments, the updated guide was piloted with a group of Cold Chain Officers from the state of Jigawa in Northern Nigeria.

The pilot lasted five days and involved the Cold Chain Officers working their way through the material and at each stage being tested to confirm their knowledge and ability to apply what they had learnt. The pilot produced valuable feedback which was used to produce the Guide's third draft ready for final review.

Outcomes: The final draft of the Guide is a very comprehensive and practical document. The entire Guide is designed so that an individual without any assistance can obtain the necessary knowledge to manage a fleet efficiently. The content of the final guide is as follows:

How to Use This Guide

- Learning approaches
- A few hints

MODULE 1: Operational Management 1

- Introduction
- Tasks and responsibilities
- Vehicle planning: the main steps
- Operational controls

MODULE 2: Financial Management

- Introduction
- Transport finance vision
- Replacing vehicles
- Annual budget and core financial management

MODULE 3: Fleet Management

- Introduction
- Specification, selection, and procurement of vehicles
- Maintenance and repair of vehicles
- Managing the maintenance schedule
- Managing vehicle maintenance
- Maintenance options
- Cold chain, distribution modelling and truck fill

MODULE 4: Health and Safety

- Introduction
- Health and safety in transport management
- Crash and incident procedures for vehicles
- Asset security and transport insurance
- Other health and safety issues

MODULE 5: Human Resources

- Introduction
- Organizational structure
- A competent, committed workforce
- Developing specific policy guidance

MODULE 6: Monitoring and Evaluation

- Key Performance Indicators

MODULE 7: Situation Analysis

- How to conduct a Situation Analysis

MODULE 8: Policy and Policy Development

- Introduction
- Policies vs. Procedures
- Policy Structures
- Reviewing and developing policies
- TMS Stakeholder Role in Policy Development and Review

The appendices include a number of essential transport management tools including:

- Vehicle Log Book Templates
- Daily Check Sheets
- Vehicle Defect Reports
- Crash/Incident Reports
- Driver Assessment Tools
- Trip Authorities
- Seven Day Transport Schedules
- Motorcycle and Vehicle Servicing Guidelines
- Example Transport Policies
- Key Performance Indicator guides
- Example Organisational Charts
- Operational Assessment Tools

Each of these tools is in a clear format which can be easily photocopied ready for immediate use.

Conclusion: This Guide is written to share comprehensive best practices for transport management with local transport and logistics managers of public health services in developing countries. Stakeholders with other management, operational, or support roles will also benefit from the lessons and methods detailed herein.

Transport and storage are core logistics and supply chain activities and, in international public health, often represent the largest share of organisational budgets. Having a well-functioning transport management system can extend the working life of a transport fleet, reduce the overall costs of transport, and improve service.

Tools Utilised: Transaid Transport Management System Manual for Public Health Organisations, Transaid's Transport Management Tool Library

Partners: Transaid's input in the guide was the result of a sub contract with JSI as part of the USAID | DELIVER PROJECT, Task Order 1, which is funded by the U.S. Agency for International Development under contract no. GPO-I-01-06-00007-00, beginning September 29, 2006. Task Order 1 is implemented by John Snow, Inc., in collaboration with PATH; Crown Agents Consultancy, Inc.; Abt Associates; Fuel Logistics Group (Pty) Ltd.; UPS Supply Chain Solutions; The Manoff Group; and 3i Infotech.

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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.

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