



Transport Management Training in Zanzibar

Project Location: Zanzibar (Unguja and Pemba islands), Tanzania

Project Start Date: May 2014

Project Duration: 3 weeks

Introduction: In 2013 the Ministry of Health (MoH) in Zanzibar established a Transport Unit and employed a new Transport Officer. The Transport Unit are in charge of over 235 vehicles doing critical health work, and they have been tasked with implementing a transport management system, starting with a review of the current situation and drafting transport policy guidelines. However, while considerable funds were being spent on transport, there was little information available on what the fleet costs to run, what the condition of the fleet is like, how maintenance is organised and how vehicles are planned and scheduled.

The MoH's Transport Officer attended an Africa Community Access Programme (AFCAP)/Transaid Emergency Transport Workshop in March 2014 in Dar es Salaam and highlighted a need for transport management and driver training at Zanzibar's MoH. This workshop brought together 45 key emergency transport stakeholders from 12 different countries to discuss and explore how to improve emergency transport for health across sub-Saharan Africa.

Please visit this page for more information –

<http://www.transaid.org/resources/afcap-transaid-emergency-transport-workshop-march-2014>

The MoH's Transport Officer and Transaid identified that there was scope for improved efficiency and safety in the way that transport is managed, which (based on evidence from other countries) would lead to cost savings and improved service delivery (many vehicles are used as ambulances, for supervision and immunisation programmes). In May 2014, Transaid sent two of its transport management professionals to conduct training and work closely with the MoH Zanzibar.

Through discussions with the Ministry of Health and Danida (Danish Development Assistance who provide support to the MoH in Zanzibar) the following activities were prioritised:

- A transport management training course for the Transport Unit (team of three) and other key stakeholders (programme heads/workshop heads)
- Transaid technical assistance supporting:
 - A situational analysis on the islands of Unguja and Pemba (the two main islands of the Zanzibar Archipelago) working with and providing support to the transport unit as they conduct this assessment and apply the theoretical training in a practical context
 - A workshop with key stakeholders to help facilitate using the situational analysis to collaboratively develop Ministry of Health transport policy guidelines and an action plan

This project was made possible by the Africa Community Access Programme (AFCAP).

Methodology: The TMS training was preceded by a period of desk-based work, which included meetings with the MoH and Danida to agree priorities for the TMS training and other activities. The MoH produced an initial participant list for the TMS training, which included the transport management unit, the Heads of MoH Garages, an official from the Ministry of Transport and Infrastructure as well as heads of various key health programmes with fleets ranging between three and eleven. Colleagues from both Unguja and Pemba were invited to ensure capacity building on both islands.

Between Unguja and Pemba, 12 participants attended transport management training. The purpose was to build the capacity, skills and confidence of those responsible for transport with the Zanzibar MoH.

The key modules covered over the three day TMS training were:

- Introduction to TMS
- Human Resources within a transport operation
- Operational controls
- Management information – Transport Key Performance Indicators (KPIs) and reporting
- Fleet Management
- Pre-drive checks
- Road safety
- Financial Management (budgeting, replacing vehicles etc.)
- Management information
- Transport management quiz to ascertain knowledge retained

The training saw a mixture of presentations from the trainers, group activities, group discussions and practical training components such as the Driver's Daily Vehicle Walk-round Check. This practical exercise is a simple and effective way to spot potentially dangerous issues or defects before the vehicle is used and was a useful inclusion in the training as the participants all had vehicles under their management. A Daily Vehicle Walk-round Check a way for the driver to ensure that the vehicle is fit for use and when combined with an effective defect reporting system it can ensure that issues can be dealt with early and at a lower cost than if the issue/defect was permitted to develop further and become potentially life threatening. The participants had the Check demonstrated to them and were guided through how to complete a check sheet. They then completed their own check of various vehicles, filling out the check sheet as they went along.

Between the 26th and 30th May, 17 drivers from a selection of key health programmes on both Unguja and Pemba underwent short interactive driver training presentations and discussions on some of the key issues that contribute to road traffic crashes and how to mitigate against them.

The training included the following topics::

- Driver Error
- Drink driving
- Drugs
- Fatigue/tiredness
- Speed
- Dual tasking
- Seatbelt use and its benefits

In addition to the road safety training received by the drivers, they also received training on filling out the updated Vehicle Logbook that was developed. Based on this training, and so that all drivers can understand the correct method of completion, a “How To Guide” for completing the Vehicle Logbook was developed in Swahili and English.

Twelve drivers also underwent driving assessments and received feedback aimed at improving their driving.

In addition to the training, Transaid also conducted a situational analysis to look at the total transport system to identify opportunities and problems. Two teams were mobilised for the situational analysis. Each had a Transaid facilitator and three participants from the TMS training who have key day-to-day transport responsibilities. Unguja and Pemba were both visited in order to see a number of hospitals, garages and programmes to speak to those in charge of transport and to see, amongst other things, the vehicles, their condition and whether they have log books and working odometers. The Situational Analysis had two objectives:

- To gain a deeper insight into how transport is managed at hospitals and within the various MoH programmes
- To allow the teams to apply the knowledge and learning from the TMS training when visiting sites. The teams were encouraged to ask questions about roles and responsibilities for transport, vehicle allocation, financing, training, reporting etc. They also completed spot checks on vehicles that were parked to help update the vehicle inventory. The visits were also an opportunity to sensitise people on the need to manage transport and to start the process of rolling out a new logbook and basic monthly reports to the transport unit that would be summarised and sent to the senior management

On 29th May and 2nd June 2014, briefings took place with the Senior Management to seek their buy-in and support for the proposed changes regarding transport management. The programme heads were supportive of the recommendations and time was taken to highlight how critical their role would be to implement transport improvements and some specific reports and tools that could be adopted. Some clear actions were taken around management structures and reporting, management information and documentation, tracking fuel use and maintenance procedures.

Outputs: Transaid produced a final report which detailed the findings and emerging themes from the situational analysis and training. Below is a summary of the emerging trends from the situational analysis.

Challenges:

- Funding for maintenance/repair of vehicles often not immediately available meaning vehicles are none operational for long periods of time
- Perception of limited resources (at MoH garages)
- Fuel management – concerns voiced about insufficient fuel allocations for ambulances
- Lack of data on actual transport costs means it is difficult to make evidence based decisions
- Aging fleet – a large number of the fleet need disposing or replacing
- Further need for capacity building (driver training and transport management training for those managing fleets)

Opportunities:

- Implement basic controls to track vehicle use, including logbooks and recording of kilometres and fuel utilisation monthly
- Start gathering data on transport costs to see the scale of issues and report these monthly to senior management
- A range of further training needs identified
- Standardising of serving at garages (with referral garages pre-approved)
- Implementation of transport policy guidelines and TMS

Following the TMS training and the situation analysis, the Transport Unit, working in collaboration with Transaid and Danida, developed an action plan to guide and address the key issues.

This project saw 12 MoH participants receive transport management training and 17 drivers receive road safety training. The final report details the key emerging issues and group discussions on topics including ‘why manage transport’, transport constraints and the costs incurred when running a transport operation.

The driver assessment revealed that the areas where the most improvements could be gained were commonly in the use of gears, clutch, mirrors, speed and steering. The Transport Unit were highly involved in this driver training so they will be able to roll out the classroom training parts and logbook orientation to the other MoH drivers.

Conclusion: The TMS Training and practical application through situational analysis helped to build transport management and driving capacity within the MoH. The Transport Unit will be able to use the action plan they have developed to bring about further transport management improvements, with the support of the MoH Senior Management Team.

Tools Utilised: TMS manual, Daily vehicle check sheet, vehicle logbook (plus guidelines), driving standards criteria matrix, driving assessment.

Partners: AFCAP, Zanzibar MoH, Danida.

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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