



Reducing the Cost of Getting Produce to Market; Zambia Marketeers Project – Part 2: Planning the Solution

Project Location:	Lusaka, Zambia and London, UK
Project Start Date:	2009
Project Duration:	6 Months

Introduction: The Zambia National Marketeers Credit Association (ZANAMACA) approached Transaid early in 2009, requesting support to empower Zambian marketeers through strengthening their transport. A research activity was undertaken by Transaid, the findings of which can be found in part 1 of this case study.

Methodology: Following the research element of this project, a Transaid team and ZANAMACA began to develop a project plan. Transaid was keen to consider the possibility of strengthening existing transport services rather than settling on provision of vehicles, because of the large costs involved in the latter sort of transport operation. Whilst it was from the information gathered that there was no transport operation in place specifically for marketeers, it was proposed that improvements could be made to the short-distance transport network in Lusaka so that it could legally, safely and inexpensively cater for marketeers. Transaid looked into the possibility of altering the minibus setup, suggesting that trailers or roof racks be fitted so that marketeers could legally travel on them with their goods. However, at a meeting with Zambia's Road Transport and Safety Agency (RTSA) this was deemed inappropriate and unachievable because of plans at the time to rationalize the passenger transport sector.

Transaid and ZANAMACA then agreed that the focus of the project should be on the main long-distance routes to Lusaka; the result to be direct links to Zambia's central market. With marketeers who travel long distances currently relying solely on hitchhiking on private vehicles, this solution would involve provision of vehicles to ZANAMACA for a transport operation.

Outcomes: The operation has to be well-focussed for ZANAMACA to manage such an operation effectively. By starting with a few key routes the system would be manageable and allow ZANAMACA to gain experience in running a transport service. In the future the service can expand, with the long-term aim of operating on all the main roads in Zambia. Five long-distance routes were identified as those that generate the highest demand. They run between Lusaka and the central markets in five of Zambia's nine provinces:

- Mpulungu (Northern Province) – 1,100km from Lusaka
- Mwinilungu (North-Western Province) – 900km from Lusaka
- Chipata (Eastern Province) – 600km from Lusaka
- Mongu (Western Province) – 600km from Lusaka
- Livingstone (Southern Province) – 500km from Lusaka

ZANAMACA confirmed these provinces as producing the most goods, perishable and non-perishable, stating that the highest numbers of marketeers travel on these routes. This reduces the possibility that vehicles will not regularly be filled and reaches out to the maximum number of marketeers.

The vehicle of choice used currently by marketeers is a truck, so this was agreed as the most appropriate one for ZANAMACA to use in their transport service. Transaid consulted with a UK-based truck expert who sells trucks in Africa and decided on two types of truck with different weights and load capacities. This means that smaller trucks can be used on the routes with less demand and the larger trucks on busier ones. Zambian legal restrictions on axle loading mean that trucks cannot be filled to capacity. The Transaid team was able to estimate of the load they can take. The recommended make of vehicles is Mercedes Benz and the model specifications are:

- Atego 1823 4x2 Curtainsider – Normal load 12t, Zambian load 9t
- Atego 2528 4x2 Curtainsider – Normal load 18t, Zambian load 13t

Curtainsiders were chosen to allow for easy loading and unloading of goods and the trucks are the largest suitable for travelling on Zambian roads. The five specified routes are all main roads and are tarmac throughout. A system with six trucks was proposed, three of each type. This allows for a replacement vehicle when others undergo planned preventative maintenance. Transaid experience at the Industrial Training Centre Trust (ITCT) in Zambia has demonstrated this necessity. No trucks will stand idle - the vehicles will rotate around the routes and it was recommended that a shorter sixth route be identified to keep all of them running. The trucks would be based mainly in the Soweto market in Lusaka, where ZANAMACA already has parking facilities. While away they will park at their destination points, with suitable security.

Transaid would train ZANAMACA staff in running a safe, efficient transport service, including the recruitment and training of a Transport Officer (TO), seven drivers, seven conductors/loaders and a fleet mechanic. The latter will be in charge of daily basic checks and services and trained in basic planned preventative maintenance to ensure the sustainability of safe, dependable transport. A strict maintenance plan would be established for the vehicles. ZANAMACA drivers would be trained in the SAFED (Safe and Fuel Efficient Driving) technique that has been applied by Transaid to the ITCT. In the UK and elsewhere this is demonstrated to have significant impact on fuel-efficient driving and safe driving practice of commercial drivers. It has been suggested that ITCT could supply this training.

It was also proposed that Transaid should employ an advisor to support management of the transport system in its initial phases and to transfer skills to ZANAMACA. Through this process ZANAMACA will learn how to run its own transport using an established transport

management system using Key Performance Indicators (KPIs). The technical advisor will mentor the TO in planning scheduling of the vehicles. A fixed timetable will allow marketeers to organise and plan their programmes so they can maximise their selling capabilities and family time. Once the service has begun, the TO, supervised by the advisor, will monitor the operation on a daily/weekly/monthly basis, as determined by the KPIs.

A market transport users' focus group will be established at Soweto market, facilitated by ZANAMACA and Transaid. This group will provide feedback on the effectiveness of the transport operation and ensure that marketeers' needs are being met. The service will be advertised and run using a ticketing system. Tickets will be purchased from ZANAMACA's Soweto office and only its members will be able to use the transport. Far from being discriminatory, it is felt that this will encourage marketeers to become members, thus increasing ZANAMACA's capacity and giving the marketeers a more prominent voice.

Transaid and ZANAMACA have developed a detailed budget for this transport operation including capital costs, depreciation, fixed costs, variable costs, running costs and indirect costs, all of which have been estimated based on Transaid's considerable experience. In addition, an all-inclusive cost per kilometre has been calculated based on this budget. From the baseline data provided by marketeers, those who travel long distance currently pay £0.17 per km travelled with their goods, based on an average load of one tonne per person. From the proposed project's budget, this charge will reduce to £0.12 per km. Completely accurate required fares will be established between ZANAMACA and Transaid at start of the operation to ensure a cost-effective and acceptable operation for users.

An independent expert livelihoods analysis team will be contracted by Transaid to monitor the impact of the transport service on the livelihoods and communities of the marketeers and their families. This will involve an initial baseline livelihoods survey of the target group, and periodic monitoring of them throughout the project. Such a study will provide the quantitative information necessary to measure impact. Additional ZANAMACA plans to extend their administrative support (eg. additional offices, computer with internet access for the TO, and enhanced accountancy capacity). Projected costs for management, administration, monitoring and evaluation in Zambia and the UK have also been calculated in for the project duration.

Conclusion: The proposed transport operation enables Zambian marketeers to use safe, reliable transport to move themselves and their goods between Lusaka and other provinces, potentially at a reduced cost from what they currently pay. This transport service will lessen the long waiting periods the marketeers currently experience, and the consequent risk to themselves and their goods.

Timetabled, efficient transport will provide more time for the marketeers to trade and reduce the spoilage of perishable goods. The system will not only result in increased earning potential for the marketeers but also will help ensure that they work within more socially acceptable hours, allowing them more family time. Routes will be direct, preventing the need for multiple, costly and potentially dangerous stops.

Marketeers will no longer be vulnerable to exploitation by private transporters, whether financially or sexually. The transport will be well maintained and operated by drivers trained to SAFED standards, in order to eliminate the frequent overloading of vehicles that presently occurs which is dangerous for the marketeers and damages their goods.

Tools Utilised: Transaid Transport Management System Manual for Public Health Organisations

Partners: ZANAMACA is a Zambian Non-Governmental Organisation that was formed by a small group of marketeers in 2005. Its management currently consists of 30 unpaid volunteers, all of whom have their own market businesses, and one full-time employee (an accountant), since March 2009.

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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