



Transaid's Support to the Industrial Training Centre (ITC) in Zambia: Improving Bus and Coach Driver Training Standards

Project Location:	Lusaka, Zambia
Project Start Date:	2009
Project Duration:	6 months

Introduction: In August 2008, Transaid partnered with the Industrial Training Centre (ITC) in Zambia to build their capacity and improve HGV driver training to internationally recognised standards. Prior to this intervention there was no formal way for a driver to access quality HGV driver training in the country. While major operators have in-house training, these procedures are not tested or standardised. The consequences are inevitable with high road crash rates and resulting death and injury. The aim of this project was to reduce the number of road crashes occurring in the region. The project was set up with support from a UK consortium of Transaid member companies from the transport and logistics industry who provided funding, resources and expertise. The Transaid Professional Driver Training Project (PDTP) is the only current programme in Zambia to be building commercial vehicle driver training skills in this way.

Bus and coach driver training was identified as one of the areas where input was needed to improve the centre's training capacity. Fatal crashes involving public service vehicles (PSV) drivers are a regular occurrence and the number of PSVs operating in Zambia recently topped 4,000, with more than half of these based in the capital Lusaka. In Zambia, there are two main types of PSV vehicles: the minibuses, which account for the vast majority of all PSV vehicles and are often licensed to carry between 14 and 28 passengers; and the national and international coach services utilising relatively modern European-style coaches to carry up to 69 passengers over medium and long distances.

Although PSV drivers in Zambia often have the necessary basic skills for driving a vehicle, driver behaviour and attitude is potentially the cause of many crashes, with excessive speed, drink driving, fatigue and driving defective vehicles being prevalent amongst drivers. To tackle this problem and improve the ability of the ITC to provide PSV driver training to high-quality standards, Transaid secured the secondment of Neil Rettie, a driver trainer from the Stagecoach Group, to work directly with bus and coach operators in Lusaka.

Methodology:

Neil Rettie was the Stagecoach driver trainer seconded to the project for 6 months, divided into two 3 months inputs: the first one from August to October 2009 and the second one from January to April 2011. A summary of the activities carried out during the secondment period is detailed below.

- **Formative research:** to better understand the PSV driver training reality in Zambia and the problems faced by bus and coach drivers, Neil conducted initial research when he first arrived in Zambia. This included consulting with RTSA (the Road Transport & Safety Agency), coach operators and spending many hours travelling on long distance buses as well as talking to drivers and operators, in order to understand some of the problems faced by drivers in Zambia.

- **Defensive Driving Course:** a defensive driving course entitled "Safe & Skilled Driving – Zambia" was designed to suit the perceived needs of drivers in Zambia. This programme was based on a course being run within Stagecoach, but greatly altered to suit the Zambian reality. The course was structured in 3 sections:

1. 5 hours in the classroom – Covering:
 - The Benefits of Safe & Skilled driving
 - The Principles of Safe & Skilled driving
 - Hazard Perception
 - Causes of, and Contributory Factors to crashes
 - The Highway Code (The Ten Basic Rules of Driving and Road Signs & Markings)
2. A 45-minute driving assessment
3. A short period of skill upgrading – correcting faults identified during the assessment

- **Training of bus and coach drivers:** Training was delivered to bus and coach drivers from private Zambian coach operators. This contributed also to a better understanding of the skills and knowledge of Zambian PSV drivers and it will also allow the ITC to adapt its PSV driver training to meet the actual needs of drivers in the country. In addition, Neil Rettie spent time with owners and operators of some of the large bus companies to discuss the importance and benefits of professional driver training.

- **Support to the ITC senior driving instructors:** During his time in Zambia, Neil also assisted the ITC senior driving instructor, Malikana Ailola Kamuwanga, conduct defensive driving courses and driver assessments in the Copperbelt province.

Outcomes:

As part of this secondment, a defensive driving course was designed and the ITC driver instructors prepared to deliver the course at the centre. A total of 96 drivers took part of the defensive driving course during Neil Rettie's secondment in Zambia, 69 during the 1st input and 27 during the 2nd input.

In addition, as part of this project, Stagecoach donated a bus to the ITC in December 2010. Neil Rettie then spent a week at the ITC in January 2011 conducting crossover training to the ITC instructors. The donation of the bus and training of the ITC instructors was an

important step to build the capacity of the ITC instructors and their ability to deliver high-quality PSV driver training at the ITC.

Conclusion: This case study provides a good example of the PDTP's approach to support the training capacity of the ITC in Lusaka. It also shows that secondments are most successful when based on a 'training of trainers' methodology, to enable skills to remain in country and thus ensuring project sustainability. During his 6 months secondment Neil Rettie trained nearly 100 drivers, but given that the centre now owns a bus and its instructors were given (and will continue to receive) adequate training resources, the ITC can now deliver high-quality PSV driver training to a much larger number of drivers.

Improving driver training capacity and standards at the ITC was one of the key project objectives, so that companies can clearly see the benefits of sending their drivers to the centre for training. Ultimately, the project will run 'training of trainer' courses for external organisations to continue to increase driver training capacity within the sector.

The improvement of PSV driver training standards is expected to have a positive impact on the quality of driving in Zambia and contribute to a reduction in the number of crashes involving PSVs. However, management of the individual coach companies will need to ensure that they provide the drivers with a framework that will allow them to implement and develop the techniques and knowledge they have gained. In order to reinforce the importance of a conducive company policy, Transaid has been working with the Zambian government's Road Transport and Safety Agency (RTSA) to advise on policy relating to truck and bus driver training. This has included issues surrounding working time (regular rest breaks for drivers, setting realistic journey times and thus discouraging speeding), legislation (prohibiting drivers from using a mobile phone whilst driving, having a Zero Tolerance policy on drink driving and ensuring all vehicles are in a fully road-worthy condition) and the potential introduction of breathalysers.

The PDTP has exceeded expectations in terms of what we planned to deliver at the start of the project back in August 2008. It has developed enormously in terms of scope and variety of courses on offer and its success within Zambia and expansion into Tanzania is testament to this.

Road deaths continue to be a huge killer across Africa, often pushing families further into poverty and creating a massive burden on an under resourced health service. Through investment in driver training, drivers can become safer and more risk aware; ultimately reducing the number of fatalities and the financial burden this imposes as well as costs to the economy through untransported and damaged goods.

While Transaid are committed to continuing to support the ITC for the next 3 – 5 years, the expansion into Tanzania represents an exciting move forwards and is essential for harmonising driving standards and improving road safety across Africa.

Tools Utilised: A PowerPoint presentation was produced to help facilitate classroom training and handouts of this presentation were distributed to the participants. An assessment matrix was developed and a comprehensive report was prepared for each driver giving feedback on each driving issue found and the training that then took place to help develop that driver's skill.

Partners: Industrial Training Centre (Zambia), Road Transport and Safety Agency (Zambia), the Federation of East and Southern Africa Road Transport Associations (FESARTA), the Southern Africa Development Community (SADC).

This particular input was possible due to the support of Transaid member company Stagecoach. The PDTP project is also heavily backed by a consortium of Transaid member companies from the UK Transport and Logistics industry including: Wincanton, Hoyer, Britcom International, MAN Truck & Bus, Wallenius Wilhelmsen, Michelin, Norbert Dentressangle Logistics, DHL, Bandvulc, Bibby Distribution, CEVA Logistics and Toyota Material Handling UK.

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 system 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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