



## Transport Management Study Operations in the Great Lakes Region

**Project Location:** Great Lakes region- Uganda, Burundi, Democratic Republic of the Congo (DRC) and Rwanda

**Project Start Date:** 1999

**Project Duration:** 1 year

### Introduction:

In 1999, Save the Children Fund (SCF) operated road fleets in support of programme work throughout the Great Lakes region. The fleets were of varying sizes and involved various vehicles. As with any transport operation, back-up support is needed in terms of maintenance, mechanics, spare parts, drivers, planners and fuel. These often differ depending upon the country. The nature of programmes also differs depending upon the country. Programmes include emergency aid, support for social services, health/nutrition, liaison with government departments and water sanitation. Transaid conducted a Transport Management Study of the transport operations in Uganda, Burundi, DRC and Rwanda. The transport operations in each of these countries evolved according to the factors stated.

Terms of reference (ToR) for this consultancy were given before commencement. The core recommendations within each ToR are:

- The central task for Uganda was to assist with the out-sourcing of the garage activity, which has been made necessary due to the decision to move offices
- The central tasks in Burundi were to assist the Logistician in introducing systems to improve control of vehicle utilisation and systems for vehicle servicing
- The central task in Bukavu was to introduce systems for managing spare parts and forecasting requirements so that spares can be ordered in good time
- The central tasks in Kigali involved reviewing servicing systems, improve management information regarding stores of spare parts and to provide advice about the large stock of spare parts on hand

The consultancy as a whole provided an opportunity to see the SCF transport operations in a regional context as well as in individual parts. The report produced at the end provides some feedback for the benefit of SCF (UK) London in a regional sense, with regard to the situation in each country and also regarding issues that may have a regional solution or a bearing on regional decision-making.

### Methodology:

The work undertaken has been divided into the different countries.

#### Uganda-

- In order to report of the best alternatives for out-sourcing, vehicle maintenance visits were undertaken to 4 short-listed garages.
- A number of discussions were held with the logistics manager so to be able to understand his current duties and the duties required when the maintenance is out-sourced.
- The information required was considered in order to allow the country director to better monitor the cost effectiveness of the transport.
- Vehicle type requirements for the future were considered.
- The stores required when the maintenance activity is out-sourced and of disposal of current stores and spares were discussed.
- Improving utilisation of vehicles in fleet, particularly those controlled by the administration office was considered.
- A detailed report and recommendations regarding the out-sourcing of vehicle maintenance was submitted to the Country Director
- A spreadsheet-based management information system was developed while on site and the logistics manager was trained in its use. If used correctly and input regularly then this will provide straightforward information for the Country Director
- A job description was prepared and supplied to the Country Director for the new role of the logistics manager

#### Burundi-

- Discussions were made with the manager with responsibility for transport and with the head drivers at Bujumbura and Gitega.
- Files and documentation at Burundi and Gitega were examined.
- Service schedules were prepared.
- Workshop facilities at Burundi and Gitega were visited and assessed.
- A management information system was implemented to assist with the management of transport and based upon purchasing, servicing and vehicle utilisation for Kampala office.
- Drafts of vehicle service schedules for evaluation, development and implementation were given to the manager as well as a suggested format of a monthly report.

#### DRC-

- Discussions were held with the Bukavu Logician.
- Stores and spare parts were examined.
- SCF Bukavu repair facilities were examined.
- Documentation associated with vehicle servicing and transport operation was examined.

- A number of garages in Bukavu were visited.
- Service schedules were drawn up and given to the logistician.
- A programme of servicing was drawn up and given to the logistician.
- Some analysis was done on spares requirements and some suggestions were made about minimum stock levels.
- A revised stock card was drawn up

#### Rwanda-

- The current fleet underwent a status check.
- Discussions were held with Kigali Resources Manager, Transport Manager and Workshop Manager.
- The spare parts store was examined.
- The vehicles off the road were examined.
- Workshop documentation was examined.
- Fuel purchasing and issue system was examined.
- Transport management procedures were examined.
- Management information systems were examined.
- Accident follow up procedures were examined.
- Transport purchasing procedures were examined.
- Vehicle insurance policy was considered.
- Two spreadsheet-based management information systems were given to the Resources Manager for consideration and development.
- A system of Service Schedules was given to the Workshop Manager.
- A suggested programme of servicing was given to the Workshop Manager.
- A spreadsheet status report of the current fleet was given to the Resources manager.
- A system for forecasting spare parts requirements was given to the Workshop Manager.

#### Outcomes:

An extensive report was produced that evaluated the (then) current Transport Management System in the Great Lakes. This report was given to SCF so they could utilise some of the findings and act upon the conclusions and recommendations made in order to improve the transport operations in this region.

#### Conclusion:

In the context of road transport operation requirements in 1999-2000, based upon the information available at the time, it was concluded that it was in the interests of SCF in Kampala that the vehicle maintenance activity should be out-sourced. The retention of an in-house maintenance activity could, in itself, be a justification for retaining vehicles. Without this activity, a more objective view of vehicle requirements could be taken and decisions regarding retention and procurement would be assisted.

It is crucially important from the point of view of achieving cost effectiveness and obtaining value for money from vehicles and maintenance suppliers, that there is good management information.

The logistics manager should have a more valuable and pivotal role in the new arrangements. Future procurement would be influenced by service received from maintenance suppliers but evidence favours Toyota over Land Rover 4 wheel drive vehicles.

It is recommended that an improved system of requesting vehicles be introduced involving the logistics manager. This would provide utilisation and pooling. The suggested management information would provide improved information to be able to monitor utilisation

and the transparency of this would in itself have an effect. It would also indicate in the vehicle fleet could be further reduced.

**Tools Utilised:** Transport Management Study Operations in the Great Lakes Region for SCF Feb 2000

**Partners:** Save the Children Fund, Cooper Motor Corporation Ltd., Lohnro Motors Ltd., Hard Drive Ltd., Walusimbi's Garage Ltd.

#### 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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