



Establishing a Sustainable Model for Professional Driver Training in Uganda

Project Location:	Uganda
Project Start Date:	November 2016
Project Duration:	49 months

Introduction:

In Uganda road crashes are a major public health issue, with over 12,000 estimated fatalities in 2016 (WHO, 2018). With the discovery of oil and gas reserves in the Albertine Region, heavy goods traffic is forecast to increase significantly as is the demand for appropriately skilled drivers. Many of the larger transporters are currently experiencing challenges in recruiting Ugandan drivers with many of them not having received training in the formal sense of the word.

In this context, and with reference to the Ugandan National Development Plan (NDPII) which places emphasis on 'increasing the safety of the road network and transport services', Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through its Employment and Skills for Eastern Africa (E4D/SOGA), commissioned Transaid and Safe Way Right Way to implement the Professional Driver Training – Uganda (PDT-U) project.

The PDT-U project aimed to build the capacity of Heavy Goods Vehicle (HGV) and Passenger Service Vehicle (PSV) driver training in Uganda in cooperation with industry partners, to meet the demands of the oil and gas, and related sectors, leading to increased employment of Ugandan drivers and to improved road safety in Uganda. It used the EAC standardised curriculum as a template for training, which was developed by Transaid in 2015. The project commenced in November 2016, and ran until November 2020

Methodology:

The project activities were implemented as nine work packages:

WORK PACKAGE ONE - Feasibility Study:

A study was conducted in December 2016 by the project team to assess driver training capacity in Uganda and to propose solutions to improving the quality of professional driver training to fulfil the needs of the transport industry and contribute to improved road safety.

WORK PACKAGE TWO - Curriculum Adaption and Partnership Building:

The EAC standardised curriculum required some adaptation to better suit the needs of transporters specific to the Ugandan context. With the project expecting a high demand for training from the oil and gas sector over the coming years, it was critical that the curriculum fully met the sector's needs.

WORK PACKAGE THREE - Media Campaign:

A media campaign was officially launched in July 2017 to raise the profile of the project, to improve people's understanding linked to the adoption of new road safety legislation, and to generate demand within the sector for the improved training that the PDT-U offered to professional drivers.

WORK PACKAGE FOUR - Training of Trainers (ToT) and Driver Training:

Drawing largely on trainers employed at existing driving schools, trainers participated in ongoing ToT to upskill them in line with the EAC standards. While all trainers held the correct licences for the vehicles

classes that they delivered training for, their experience of operating these vehicles was limited, particularly for heavier vehicles in a particular licence class, which substantially increased the level of effort needed. The best performing trainers were later invited to participate in master trainer training to develop their ability to train new trainers as and when demand requires it. This training focused on raising the driving and instructional ability standards of each participant to a much higher level, with a greater focus on fault identification, analysis and correction. The training of drivers commenced in June 2018 with a steady demand for training services. Training delivery takes place over 15 working days, five days allotted to classroom-based theory and the remaining days to practical training. For the latter element, group sizes were kept to three to maximise quality giving the participant ample time behind the wheel.

WORK PACKAGE FIVE - Interim Training Facility:

The feasibility study presented assessment of existing providers of HGV and PSV training, concluding that the future anticipated demand for drivers would overwhelm existing provision. Therefore, it recommended the development of a specialist HGV and PSV driver training school in the longer term. During the lifetime of the PDT-U project, the objective was to set up an 'interim' training facility to accommodate current demand. This interim facility would be run by Transaid's local partners, Safe Way Right Way, using a social enterprise model, whereby any surplus revenue generated would contribute to wider road safety programmes.

WORK PACKAGE SIX - Legislative Frameworks and Advocacy:

Advocacy activities commenced in July 2017 with ongoing meetings with stakeholders including the MoWT, the National Road Safety Council, the Transport Licensing Board, Ugandan Police officials, and a State Attorney from the Solicitor General's office. These ongoing discussions afforded the project team the opportunity to report on the progress of the project at regular intervals, build relationships with key stakeholders, and solicit support for the overall objectives.

WORK PACKAGE SEVEN - Institutional Support to Existing Schools:

Four driving schools were selected to receive support from the PDT-U project. Capacity assessments were carried out at each school to determine the support requirements which included marketing – improving the schools' online presence, the development of policies and standard operating procedures, vehicle management and compliance with regulations.

WORK PACKAGE EIGHT - COVID-19 Support to Truck Drivers:

In June 2020, a proportion of the PDT-U project funds were re-allocated to supporting truck drivers during the COVID-19 pandemic. The aim was to reduce driver exposure to the virus, through distributing Personal Protective Equipment (PPE) and delivering up to date, accurate sensitisation. This activity reached almost 4,000 drivers directly from 11 different countries, and many more thousands indirectly through radio station broadcasts of the project's jingles.

WORK PACKAGE NINE - Monitoring, Evaluation & Learning:

A number of targets were agreed with GIZ as summarised below:

- 12 trainers trained in line with EAC standards;
- 4-6 master trainers trained;

- 500 drivers trained (5% women);
- 100 drivers secure new or improved employment;
- Interim training facility set up;
- EAC curriculum adopted by Ugandan Government.

Outcomes:

Through extensive consultation with many of the International Oil Companies (IOCs), the gaps in the content of the EAC standardised were identified and additional material was then developed by the project team. These changes were then agreed by the Ministry of Works and Transport (MoWT). Once agreed a ToT curriculum was developed reflecting these additions to the EAC curriculum. The ToT curriculum aimed to build the pedagogical skills and instructional techniques of participating trainers and ensure an ability to deliver high quality training in the longer term.

The project team secured the use of a training yard, office and classroom facilities on a site located in Mukono, 25 km to the east of Kampala. The use of this land was agreed by its owners, Sibed Transport Ltd, for an initial three years, which was then extended for a further three years up to 2023.

Total Uganda Ltd donated a rigid truck (CM licence class) for use as a training vehicle, and secured the short term loan of an articulated truck (CH class). To grow training capacity, Transaid facilitated the donation of two tractor units, and a flatbed trailer, and GIZ made funds available for the purchase of a large bus, tractor unit and two trailers; making the PDT-U training centre one of the best equipped centres in the region.

Training related activities were able to exceed all but one of the project team's agreed targets on all counts. While the process took significantly longer than planned due to substantial differences in ability among trainers, there are now 17 fully trained Ugandan trainers able to deliver HGV and PSV training aligned to the EAC standardised curriculum. In addition, there are five master trainers, meaning that when demand requires it, there is now the capacity in Uganda to train more trainers without external support. While the opportunity to carry out further oversight of master training delivery is preferable, the project team confidently claim that these trainers are among the best skilled trainers in the region.

Despite delays to the completion of the ToT and the registration of the training school, combined with the numbers trained by external driving schools, the project has trained 642 drivers since the ToT was completed, which is likely to be an underestimate due to challenges in data collection at some driving schools. Some delays to the demand for drivers due to external dependencies occurred, however, this demand will materialise and the PDT-U project training centre will continue to support trainees in securing employment in the longer term.

Where in 2016, driver training expertise was imported by many of the larger international transporters, Uganda is now in a position to export driver HGV and PSV driver training expertise, and has done to Ethiopia, putting Uganda in a strong position to support the rollout of the EAC standardised curriculum to the other five EAC member states.

While the PDT-U project was unable to achieve the adoption of the EAC curriculum as a national standard, the Petroleum Authority of Uganda have championed the use of these training materials and have communicated their intention to mandate its use for drivers employed in the oil and gas sector.

An external evaluation took place in November 2020 and the report found that the project had made good progress against all its targets. The report also found that 100% of drivers interviewed felt that the training had equipped them with the relevant skills needed to enter the job market. All drivers were reported as having commenced training with high expectations, and the evaluation reported that the

training had either met or exceeded these expectations for 99% of drivers spoken to. Importantly, over 90% of the drivers expressed that they felt safer as drivers having undergone the training.

Conclusion:

The PDT-U project was implemented to provide sustainable driver training capacity in Uganda, contributing to making Uganda's roads safer, and upskilling Ugandan drivers ahead of an anticipated increase in demand in future years. As well as strengthening training capacity, the introduction of master trainers means that Uganda is now less dependent on external support and in a position to fulfil the needs of the transport industry. Uganda is now in an advantageous position in terms of supporting the roll out of the EAC curriculum to the other five member states, by exporting its training expertise. The full adoption of the EAC curriculum did not occur largely due to challenges with the legislative framework at EAC level, however, much progress has been made in terms of readiness for this adoption. Therefore, the potential for transformative change in the transport sector is possible provided key stakeholders continue building on the achievements of the PDT-U project.

Tools Utilised:

EAC Standardised Curriculum (and manual) for Drivers of Large Commercial Vehicles (freight & passenger), Driver and instructor assessment tools, Lesson plans.

Partners:

Safe Way Right Way, GIZ

About Transaid:

Transaid is an international development organisation that transforms lives through safe, available and sustainable transport. Through sharing its expertise, Transaid empowers communities to build the skills they need to change their own lives. Founded by Save the Children, the Chartered Institute for Logistics and Transport (CILT), and the Patron, HRH The Princess Royal, Transaid shares over 20 years' experience in 23 countries with partners and governments.

We are a unique, passionate organisation that works with partners and governments to solve transport challenges in economically developing countries. We couldn't make a tangible, sustainable difference without our corporate supporters in the UK – for which we are a logical link to transform the wider industry – or our partnerships with organisations and governments internationally.

We are trusted by international organisations, governments, and communities, to share our expertise, and to bring together expertise from other organisations, and we have a unique technical reputation in the transport and development niche.

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