



## Warehouse Management Training

**26-27 April 2022 | Bulawayo, Zimbabwe**

### Contacts

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## **Background**

Zimbabwe experienced crises due to the cyclone season which caused destruction from heavy rainfall and flooding. Schools, bridges and roads were damaged and people temporarily displaced. The seasonal crisis and other challenges emphasise the need for enhancement of stakeholder collaboration in emergency preparedness and response. Like other countries, Zimbabwe introduced lockdowns to manage the spread of COVID-19. As this year progressed, the government reduced the measures to control the spread of COVID-19 including removing the restrictions on inter-city travel and in-person meetings. This allowed the Warehouse management training to proceed. The training was a key activity for the Zimbabwe Field based Preparedness Project (FBPP). The Project is led by the government's Department of Civil Protection and the World Food Programme (WFP) with support through the Global Logistics Cluster.

The first training, held in Harare, targeted government administration officers and humanitarian partner logistics / supply chain officers responsible for handling relief items. This was the second in-person training. It was held following recommendations made during the first training. The aim was to facilitate training at the subnational level since the first training targeted Provincial level local government administration staff but did not include district officers and humanitarian partners. This was part of efforts to enhance local supply chain management capacity and improve emergency preparedness through pro-active and coordinated multi-stakeholder engagement approaches through Government, UN Agencies, Academia, Private Sector and NGO partnerships.

## **Summary**

WFP organised the Warehouse management training with the support of DCP and funding facilitated by the Global Logistics Cluster through the FBPP. The communication regarding the training was sent to local government and humanitarian partners in the form of invitation letters to participate in the two-day training in Bulawayo. The letters were written by the DCP and sent out through the Local Government Provincial Development Coordinators' offices and Country representatives of UN agencies and NGOs.

The Warehouse management training was held in Bulawayo on 26-27 April 2022. There was good participation from twenty-five participants from government (Civil Protection, Social Welfare, Local Government, Chinhoyi University of Technology and NATPHARM) and humanitarian partners (WFP, Care, Welt Hunger Hilfe, World Vision, Caritas, LEAD, ZIMCODD, HOCIC, Caritas, ADRA, NAZ, ACF, Chemonics).

Seven main facilitators successfully conducted all the training sessions as planned. Concepts such as receiving, dispatching, and custody of goods; mainly food and non-food relief items (NFIs) were shared with training participants. During the first day of the training the focus was on the context of humanitarian supply chain and the Cluster/Sector concept was introduced. This was followed by presentations on the Warehouse manager's responsibilities, commodity storage and handling, warehouse setup, inventory management, commodity loss management, key logistics functions in emergency preparedness and response, outdoor storage and management of unsolicited bilateral donations. On the second day, participants explored the practical operations of a warehouse and had the opportunity to see the theory in practice at a WFP warehouse. The training provided a platform for participants to network, share lessons and experiences across the districts and organisations including



getting a better understanding of the role of partners in collaborating with government and other stakeholders in emergency preparedness and response. An evaluation was carried out a day after the training through a meeting of the facilitators to review feedback provided by the participants and inputs from facilitators who had been in the Harare and Bulawayo training with a view to incorporate suggestions in the training which will be held in Masvingo in May 2022.

The key recommendations made during the training include:

- The need for greater coordination among partners. The participants emphasized the need to have more details on the role of DCP to enhance strategic and operational partnerships, collaboration and coordination with government in emergency preparedness and response.
- Incorporation of more partner lesson sharing during the training. There was need to ensure that more detailed presentations are made by partners by arranging their slots for presentation prior to the training.
- The need to support government in carrying out simulation exercises. The participants were confident that preparedness plans are available but there was need to stress-test the plans to strengthen preparedness at all levels of government.
- The gap in training for installation of Mobile Storage Units (MSUs) in other geographical regions. It was suggested that the next training to be held in Masvingo should include MSU assembly.
- Increasing the duration of the training. Most participants and facilitators expressed the need to allocate more time to the training, at least one more day was necessary to ensure that all topics are adequately covered.

## **Training objectives**

The management of warehouses is critical in emergency preparedness and response. The purpose of the was to strengthen the existing local expertise and capacity of a pool of government and humanitarian partner officers on how to lead management of relief items. The focus was on improving capacity to train others and raise awareness and confidence of officers who can be mobilised in times of emergency to manage stocks to enhance efficiency in emergency national response. Another objective of the training was to catalyse the development of new skills and capabilities within the logistics teams to contribute to stronger national structures and systems.

The detailed agenda is attached on Annex 1. However, in summary, the plans for the two-day training were:

### **Day 1**

- Presentations on the Logistics Sector Context in Zimbabwe and an overview on Emergency Preparedness and Response (EPR) mechanisms.
- Presentations on key concepts: Warehouse manager's responsibilities, commodity handling, receiving, storage and dispatch, warehouse selection and set up, inventory management including reconciliations and reporting, warehouse inspection and cleanliness, commodity loss management including disposal of spoiled commodities and a presentation on pest management from a private sector expert.
- Keynote speeches: Opening remarks from WFP and DCP, presentation from Academia on Key logistics functions in national emergencies, main considerations for humanitarian teams.



## Day 2

- Working groups to discuss emergency storage, outdoor stacking and sharing experiences on what happens during emergencies.
- Presentations on role of logistics teams in emergency preparedness and response, outdoor storage and key guidelines in management of unsolicited bilateral donations.
- Visit to WFP Bulawayo warehouse – discussions and demonstrations on best practices in warehouse management.
- Discussion on lessons learnt by participants, evaluation of the training and key recommendations.

## Day 3

- Facilitators review meeting

## Training Structure

### Training facilitators

The training was facilitated officers from DCP, WFP and Chinhoyi University of Technology (academia).

### List of Facilitators for Day 1 and Day 2

	NAME	POSITION
1	N. Aliji	Principal Administration Officer, DCP, Harare
2	M. Tuturu	Supply Chain Officer, WFP, Harare Field Office
3	A. Mataga	Logistics Associate, WFP, Bulawayo Field Office
4	D. Muzari	Logistics Assistant, WFP, Bulawayo Field Office
5	N. Mkandatsama	Logistics Assistant, WFP, Masvingo Field Office
6	P. Chikumba	Logistics Preparedness Officer, WFP, Harare Country Office
7	E. Saidi	Chairperson, Department of Supply Chain Management, Chinhoyi University of Technology, Chinhoyi

### List of Facilitators for the Warehouse Visit on Day 2

	NAME	POSITION
1	M. Tuturu	Supply Chain Officer, WFP, Harare Field Office
2	A. Mataga	Logistics Associate, WFP, Bulawayo Field Office
3	D. Muzari	Logistics Assistant, WFP, Bulawayo Field Office
4	V. Msindo	Storekeeper, WFP, Bulawayo Field Office
5	Z. Moyo	Business Support, WFP, Bulawayo Field Office

### Training Participants

Participants were selected based on their role in reception, storage and dispatch of relief items, their operational availability and capacity to lead and train others in Warehouse Management. The participants were invited through letters written by DCP.



### List of Participants who attended the training

1	Annel Zodzi	Logistics Manager	Action Contre la Faim (ACF)
2	Francis Masarira	Logistics officer	Adventist Development and Relief Agency
3	Blessing Manyangadze	Procurement Officer	Care International in Zimbabwe
4	Munyaradzi Madzima	Fleet Officer	Care International in Zimbabwe
5	Sibongile Sidambe	Finance Officer	Caritas Zimbabwe - Bulawayo Archdiocese
6	Mitchtilda R Takaza	Logistics Officer	Chemonics Trust
7	Elizabeth Saidi	Chairperson - Dept of Supply Chain Management	Chinhoyi University of Technology
8	Dzungu Precious	Intern	Department of Civil Protection
9	Florence Makombe	Administration Officer	Department of Civil Protection
10	Asani Wadi	Accountant	Department of social welfare
11	Jane Nhete	Administration Officer	Department of Civil Protection
12	Emmanuel Mushonga	Admin Officer	Department of social welfare
13	Lulu Mandega	Finance Assistant	Hope Of a Child In Christ (HOIC)
14	Chrispo Chikanda	Program Manager	Linkages for economic advancement of the disadvantaged (LEAD)
15	George Mutale	Warehouse Officer	Linkages for economic advancement of the disadvantaged (LEAD)
16	Priscilla Ncube	Administration Assistant	Ministry of Local Government
17	Zwelani Gqoka	Administration Assistant	Ministry of Local Government
18	Lovemore Fungurayi	Receiving Supervisor	National Pharmaceutical Company (NATPHARM)
19	Panashe Furamera	Stores Pharmacist	National Pharmaceutical Company (NATPHARM)
20	Ernest Masimba	Logistician	Nutrition Action Zimbabwe
21	Ronald Tirivavi	Head of Project	Welt Hunger Hilfe (WHH)



22	Vimbayi Msindo	Storekeeper	World Food Programme
23	Zehlile Moyo	Business Support	World Food Programme
24	Tapiwa Muzerengi	Emergencies Project Manager	World Vision Zimbabwe
25	Lydia Dhliwayo	Administration Assistant	Zimbabwe Coalition on Debt & Development (ZIMCODD)

Despite registering for the training, L. Moyo from ORAP and T. Mhangwa from Natpharm did not attend the training as they had to attend to other urgent business. Local government officers from Bulawayo and Matabeleland North Province were out on National Census duty and the Nkayi district emergency response activities, respectively, hence they could not facilitate training sessions as planned.

### **Training Materials**

PowerPoint presentations, videos and pictures were used during the training. During the visit to the WFP Bulawayo warehouse participants saw the main warehouse documents, equipment and accessories in use and practical demonstrations were carried out.

### **Methodology**

English was the main language of communication during the training. However, the main local languages of Shona and Ndebele were also used to enable better understanding, especially during some smaller group discussions and break-away sessions. The PowerPoint presentations enabled participants to receive key information on important aspects such as pest control and commodity loss management. Practical management skills such as for stacking, loading and offloading to effectively implement emergency warehousing were discussed. The presentation on key logistic functions in national emergencies made by the Chairperson of the Department of Supply Chain at Chinhoyi University of Technology ignited some discussions on real contextual issues in Zimbabwe and brought about a better understanding of the need for agility and flexibility in the context of humanitarian logistics and overall supply chain management. Participants collaborated well during group discussions and plenary feedback sessions. Group discussions were too short hence participants did not complete assigned tasks. However, participants were able to make adequate and insightful contributions for the benefit of others in a respectful and friendly atmosphere. Presentations made by World Vision, Natpharm and Department of Social Welfare highlighted how each organisation plays a critical role in emergency preparedness and response and how they collaborate with government and other stakeholders.

The training was held in sessions as indicated on the Agenda on Annex 1.

### **Date and Venue**

In October 2021, the first Warehouse Management training was conducted in line with the Project Action Plan. As recommended during the first training, plans were put in motion to conduct the second training in Bulawayo and to include partners from international and local NGOs and community-based organisations. The theoretic sessions were held at a hired conference facility in Bulawayo on 26 April 2022 and the practical sessions were held at the WFP Bulawayo Warehouse located at 7 Birkenhead Road, Belmont, Bulawayo on 27 April



2022. To avoid the spread of COVID-19, government gazetted mandatory control measures were observed throughout the training including wearing of face masks, social distancing and regular hand sanitizing. The venue was also selected for its ability to meet the standards for COVID-19 control.

## **Overall outputs**

The overall outputs for the training were:

- Well trained officers ready to serve and train others on best practices in Warehouse Management.
- Key recommendations for consideration in the next activities of the Project and future trainings.

## **Evaluation**

The training evaluation was carried out through a discussion on the last day of the training, through a survey using Microsoft forms and a facilitator's review meeting held a day after the training. The participants responses are detailed on Annex 3.

Some key feedback points are:

- All the participants expressed the wish to hear more contributions based on real-life experiences from other districts, for example how relief materials were handled during the Cyclone Idai response. The suggestion was to include a complete presentation on this topic in the next training agenda.
- The participants were enthusiastic and worked well together and engaged well with the training material. They were eager to hear more on the role of DCP and how it handles coordination and resource mobilisation during national emergencies.
- The training finished on time on both days and there were no major delays throughout all the training sessions however, participants felt they did not have adequate time for group work.
- Participant expectations were largely met. One participants' expectation on sustainable logistics (environmental sustainability issues within supply chains) was not discussed as it was beyond the scope of the training. However, the topic was handed over to ACF and CUT to discuss further and see how a presentation could be made to the Zimbabwe National Logistics Sector if adequate content could be determined for discussion after some research on the topic and its relevance in the Zimbabwean context. The use of technology in the health logistics sector was highlighted as an area that other stakeholders could learn from. A suggestion was made for Natpharm to raise more awareness of the use of technology in inventory management in the national health system during Logistics Sector meetings.

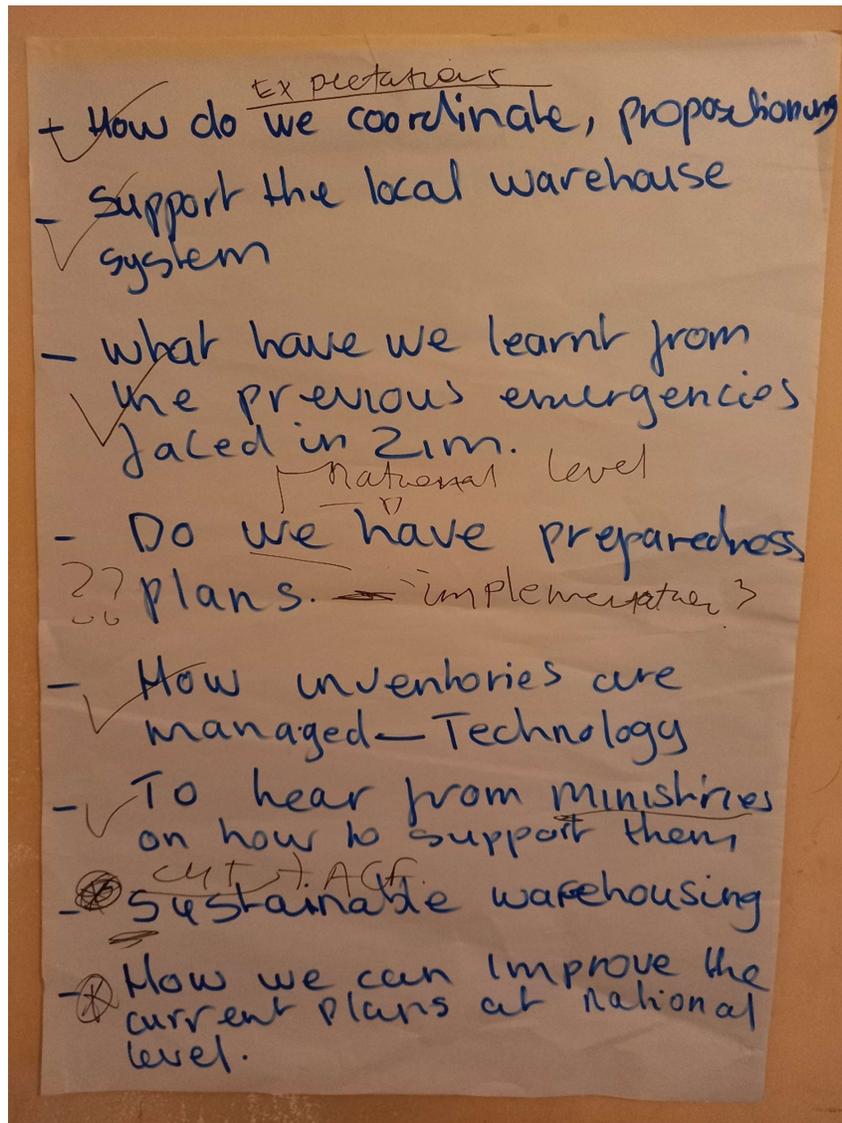


Figure 1: Flip chart indicating participant expectations

## Challenges

- There was an emergency in Nkayi district resulting in some local government officers being deployed to respond hence they were unable to attend the training.
- Government officers were involved in the National Census (21-30 April) and Zimbabwe International Trade Fair (26-30 April). These activities conflicted with the training hence some officers invited for the training were unable to attend.
- The COVID-19 control measures resulted in limited movement and interaction of participants outside the training time.



## Key recommendations and next steps

- Additional Warehouse Management training should be facilitated to include other districts.
- DCP should consider making a more detailed presentation during the next training. The presentation should provide more clarity on the role of DCP and how coordination is handled.
- Participants were encouraged to participate in National Logistics Sector meetings and activities and support government initiatives through national structures at all levels.

## Annex 1: Training Agenda

Date & Time	Content	Facilitator
<b>Day 1 : Tuesday 26 April 2022</b>		
08:00-08:30	Registration	DCP
08:30-08:50	<ul style="list-style-type: none"> <li>• Self-Introductions</li> <li>• Welcome and Official Opening Remarks</li> <li>• Group Photo</li> </ul>	All WFP DCP
08:50-09:00	<ul style="list-style-type: none"> <li>• Expectations of participants</li> <li>• Background remarks: Importance of Emergency Preparedness (EP), recent country experiences and importance of humanitarian logistics.</li> </ul>	DCP
09:00-09:15	<ul style="list-style-type: none"> <li>• Overview of agenda</li> <li>• Objectives of the Training</li> </ul>	WFP
09:15– 09:45	Introduction to the Global Logistics Cluster (GLC) <ul style="list-style-type: none"> <li>• Clusters, Emergency preparedness and response mechanism, The role of the Global Logistics Cluster</li> <li>• Logistics Sector in Zimbabwe</li> </ul>	WFP
09:45-09:55	Partner sharing - roles in emergency preparedness and response, challenges and key lessons learnt.	WFP
09:55-10:15	<i>Coffee/Tea/ Health and Networking Break</i> Group Photos	
10:15-11:15	PowerPoint presentation and discussion The Warehouse Manager responsibilities. Receipt, storage, stacking, dispatch and handling of commodities. Managing the warehouse and the stocks - basic principles of warehouse management and warehouse set up.	WFP
11:15-11:20	<i>Health Break</i>	
11:20-12:30	PowerPoint presentation and discussion Inventory of stocks, réconciliations and reporting.	WFP
12:30-12:35	<i>Health Break</i>	
12:35-13:00	PowerPoint presentation and discussion - Pest control	WFP
13:00-14:00	<i>Lunch Break</i> Group Photos	
14:00-14:50	PowerPoint presentation and discussion Warehouse Inspection, maintenance of cleanliness of the warehouse, commodities losses management, disposal of spoiled commodities, commodity destruction.	WFP
14:50-14:55	<i>Health Break</i>	
14:55-15:50	PowerPoint presentation and discussion – Key logistic functions in national emergencies, main considerations and recommendations for teams.	CUT
15:50-16:00	Question and Answer Session	WFP



16:00-16:15	Closing Remarks	DCP WFP
16:15-16:30	<i>Coffee/Tea/ Health and Networking</i>	All

Date & Time	Content	Facilitator
<b>Day 2: Wednesday 27 April 2022</b>		
08:30-08:45	Recap of Day 1: Key take-aways	WFP
08:45-09:10	Partner sharing - roles in emergency preparedness and response, challenges and key lessons learnt.	WFP
09:10-10:00	Group Exercise: Emergency storage, outdoor stacking and unsolicited bilateral donations (UBDs)	WFP
10:00-10:30	Humanitarian logistics function considerations - Emergency Preparedness, outdoor storage and unsolicited bilateral donations	WFP
10:30-11:00	<i>Coffee/Tea/ Health and Networking Break</i>	
11:00 -13:30	Practical - Visit to the warehouse Basic principles of warehouse management and warehouse set up and layout. Demonstration of best practices.	WFP
13:30-14:30	<i>Lunch Break</i>	
14:30-15:00	Lesson learnt from visit: Key take-aways Next steps discussion with all participants Were expectations met? Discuss parked questions and recommendations.	WFP
15:00-15:20	Training Evaluation Issuing of certificates	WFP
15:20-15:30	Closing Remarks	WFP DCP
15:30-15:45	Administration announcements and next steps	WFP
15:45-16:00	Networking Coffee / Tea Departure	All

Day 3 : Review meeting for training facilitators 0900-1100, WFP Bulawayo warehouse.

## **Annex 2: Pictures**



*Figure 2: Participants on Day 1 outside conference venue, Bulawayo, Zimbabwe*



*Figure 3: Participants arrive at the WFP Bulawayo warehouse on Day 2 of training*



Figure 4: Participants inside WFP Bulawayo warehouse on Day 2 of training



Figure 5: Participants receiving certificates on Day 2 of training inside conference venue, Bulawayo



### Annex 3: Participants' evaluation of the training

