

Fleet Management in Emergencies

Guidelines for Emergency Transport Needs Assessment

What are our relief activities?

1. Relief activities

- What are the physical, economic, social and political factors of this country? What key developments have occurred in the past year?
- Has this country been affected by a disaster in the past 15 years? When and what was the impact?
- What types of disasters might occur in this country? Natural or man-made? What is the probability?
- How many people will likely be affected by the emergency? Which groups of people will be most vulnerable in the crisis?
- What will be the impact of the emergency? What will be the priority concerns (food security, health, shelter, protection, nutrition, WASH, humanitarian access, education)?
- What is the mandate of our organisation? What is it going to do to reach beneficiaries?
- How often will we need to reach them?

There are multiple vulnerability indexes or reports you can use to answer part of the above-mentioned questions. For example, the Logistics Cluster [capacity assessments](#) includes over 50 countries. In addition, the Assessment Capacities Project (ACAPS) provides an [annual humanitarian trends and risks report](#).

What external factors may hinder or facilitate fleet operations?

2. External factors

- Political: will trade restrictions or tariffs have an impact on your fleet operations? What about employment laws in relation to your logistics staff and drivers? What are the government's emergency responses policies and plans? Can political insecurity present security risks on any of the routes? Are there movement restrictions after daylight hours?
- Economic: how will the economic situation affect your fleet operations? Will the exchange rate influence procurement? What impact will this have on the availability and price of fuel?
- Social: can certain ethnicities being targeted as a result of the crisis? Are humanitarian organisations being targeted? How will this influence national and international staff?
- Financial: do banks stringently screen international financial transfers to this country? Will the tightening of banking procedures affect your organisation's payments and transfers?
- Environment: what seasonal/weather factors must be considered? Will any routes become impassable? During what periods?
- Technological: what means of communication are currently available? Are they vulnerable to collapse during an emergency?

What are the (operational) needs?

3. What configurations of vehicles are needed?

- What is the condition of the routes that will be used? Tarmac roads, good unpaved roads (with stone or macadam surface), sand or dirt trails, or no roads (in which case consider animals for transport).
- How long are the journeys expected to be?

Heavy vehicles • What configuration for heavy vehicles should be used according to the road conditions: 4x2, 4x4, 6x2 or 6x4?

- Should trailers be used? Trailers can be more economical, e.g. with relatively small investment, one is able to transport twice the amount of cargo. The following configurations for heavy vehicles (trucks/trailers) could be appropriate:
 - Truck with trailer (6x2 or 6x4) with a combined capacity of 20-40MT for transport up to 3,000 km, 2-7 day trip, normally for use on tarmac roads;
 - Truck (6x4, 4x4, 4x2) for intermediary distribution with a capacity of 10-15MT (normally 1 day trip) on unpaved roads with stone or macadam surface;
 - 5-10MT capacity trucks on tracks and trails (generally for trips of half a day or less up to distribution points).

- Light vehicles*
- What configuration for light vehicles should be used according to the road conditions: 4x2 or 4x4?

- Trailers*
- Prior to purchasing trailers, the following additional questions should be considered:
- Are the roads and bridges suitable to drive on with trailers?
 - Are the drivers capable of driving with trailers?
 - What are the regulations in the country regarding weight and length of truck-trailer combinations?
 - What type of trailer is needed? Can the trucks be operated with trailers or would tractor-trailers be better? Can the trailer be transported on the truck on empty runs? Ensure there are airbrakes, a towing hook, extra fuel tanks, and spare wheels. Particular attention must be paid to the tow-bar strength and number of axles.

3. What will the vehicles be used for and how many are needed?

- Light vehicles*
- How many vehicles are needed for staff? See calculator in **Error! Reference source not found.**
 - What special vehicles may be needed (e.g. ambulance)?

- Heavy vehicles*
- Will the vehicle be used for transporting people or relief supplies?
 - What will be the frequency or use (one off transport, or scheduled deliveries for distribution)?
 - What is the total quantity (of supplies or people) to be transported?
 - Are any special configurations necessary: if a truck is to carry dangerous goods such as fuel, ensure that dangerous goods regulations are followed

What is available capacity?

4. What makes and models of vehicles would be appropriate?

- What makes of vehicles are maintained (to supplier specifications) by local service dealers? The heavy vehicle fleet must be standardized to suitable makes and Samples already operating in the country. If a mixture of samples of truck is unavoidable, it may still be possible to standardize to a single make.
- What is the availability of vehicles: the spare capacity of local transport companies, and possibility of purchasing new or second hand vehicles?

5. Available transport

- Which types of light support vehicles are best suitable for staff transport, and are such vehicles locally available for rent. Give the approximate rates.
- What trucks are available in running order? How many of each type/capacity? Who controls them? What is the cost?

6. Infrastructure (fuel, workshops)

- What maintenance facilities exist? For what types of vehicles? Is there a service network available with the know how to maintain the fleet, or will it be necessary to set up dedicated workshops and fuel stations?
- What range of spare parts is available? Are there sufficient spare parts and tires in the local market, or must they be imported?
- Are fuel (diesel and gasoline) and lubricants readily available in the area of operation? (note the number of fuel stations, capacity and likelihood of fuel availability). Is replenishment assured? What is the cost? What is the payment method, cash, currency, etc? What is the quality of the fuel?
- Where are fuel depots? How could supplies be obtained directly, transported and stored in field locations?

7. Transport routes

- What routes are available? Have particular routes been designated UN/ humanitarian assistance routes?
- What particular constraints are there on each route: weight limits on damaged and other bridges – ferry capacities – restricted depths (rivers) – adverse weather?
- Provide a map and or sketch, indicating major routes, border points, railheads, town-names, bridge types, locations and capacities, overhangs, steep hills (%), river crossing and or ferries, tolls, etc.;
- What bottlenecks exist?

8. Available resources

- Is there a ToR for a fleet manager? Is there a dedicated person to manage the fleet of the organisation? Has he or she received any fleet management training in the past 3 years?
- Is the person dedicated to fleet management on a full-time basis (only applicable if the organisation has 30 or more vehicles)? If a disaster strikes within 6 months, would this person still be in the employment of the organisation?
- How many drivers work within the organisation? Does the organisation have (at least) 1 driver per vehicle? What training have they received in the past 3 years? Is driver performance measured?
- Does the organisation have a driving policy that covers driving responsibilities, speed limits, vulnerable users, safety equipment, use of seatbelts, of mobile phones, alcohol and drugs, and fatigue?
- Are driver medical checks conducted every 12 months?
- Does the organisation have a procedure for recruiting and selecting drivers? Does the organisation have minimum driver standards for recruiting and selecting drivers during an emergency?
- Based on the assessment thus far, use the inputs to calculate the total fleet costs