

# The Business Case for a Fleet Manager in Humanitarian Organizations

An analysis of role maturity, training and RoI



# Unlocking the Power of Fleet Management in Humanitarian Operations

The research explores the vital role of fleet managers within humanitarian and development organizations. We'll dive into the research findings on the maturity of this role, the challenges and opportunities for training, and the financial benefits of investing in dedicated fleet managers.

We hope the research findings will support the Fleet Forum community to appoint professional fleet managers in their respective organisations that support the organisation with environmentally friendly, save, effective and cost-efficient transport solutions

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# Why Fleet Management is the Backbone of Effective Humanitarian Aid

In humanitarian contexts, effective fleet management is essential for timely and efficient delivery of aid. This study, conducted across seven organisations, aims to understand the current state of fleet management, identify gaps, and propose solutions for enhancing the role's effectiveness. We'll explore the reasons why this role is critical and yet often underdeveloped.

# The Fleet Manager: a Critical Yet Undervalued Role

*“A lot of the national fleet managers have come up through the ranks from being a driver, a head driver and then a fleet manager. But no formal qualifications; Sometimes it has just been the longest serving driver.”*

Fleet managers are responsible for overseeing vehicle operations, ensuring that aid reaches those in need without delay.

However, despite their importance, fleet managers often face challenges in role recognition. The role is frequently conflated with other logistics functions, which undermines its distinct value, and the specific expertise required.

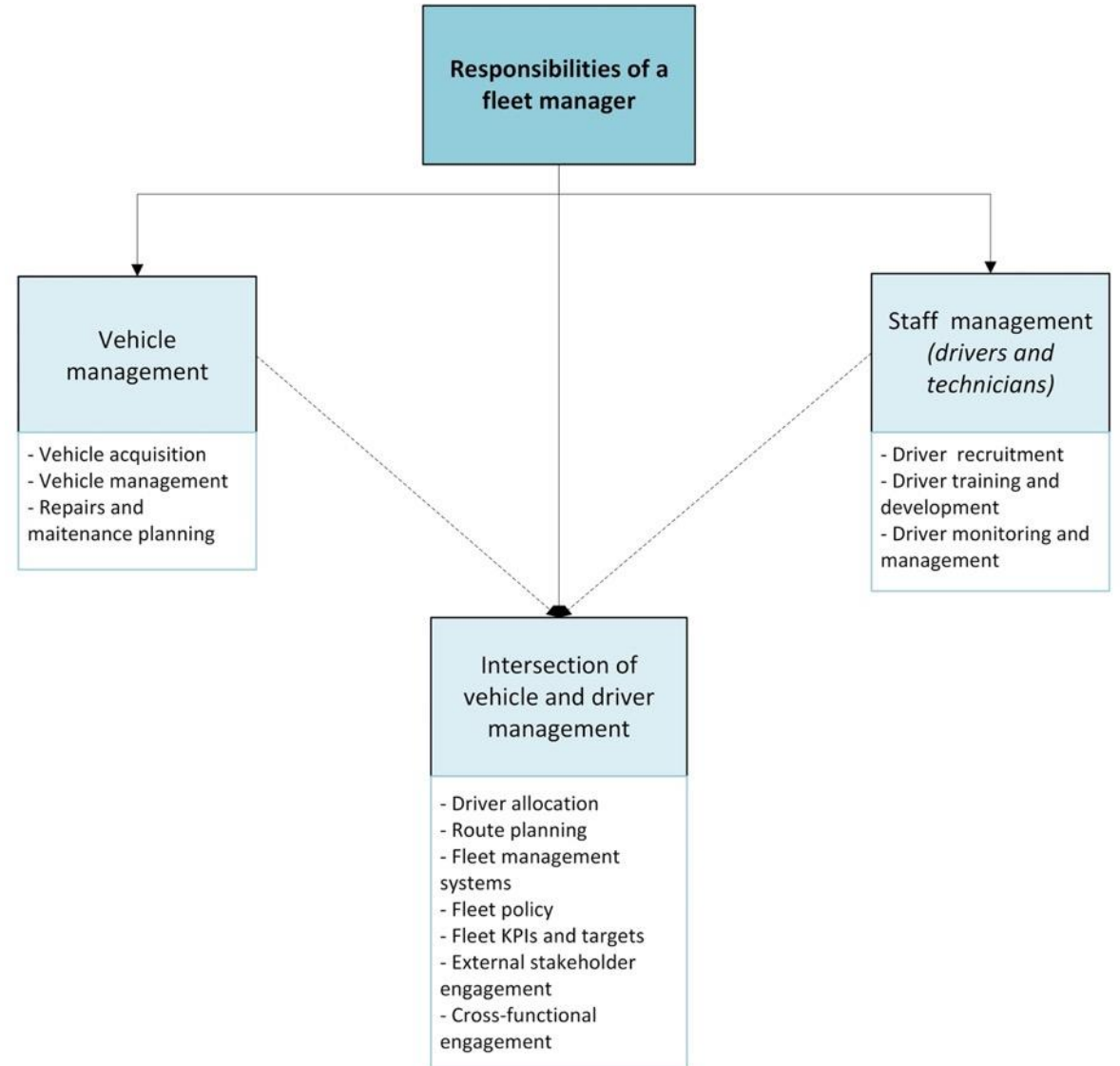


Figure 1: The responsibilities of a fleet manager

# Assessing the Maturity of Fleet Management: Where Do We Stand?

We developed a maturity model to assess the fleet manager role across organisations. The model highlights varying levels of role development, from basic operational management to advanced strategic leadership. While the sector recognizes the importance of fleet managers, practical implementation of the role often lags behind, impacting overall effectiveness.

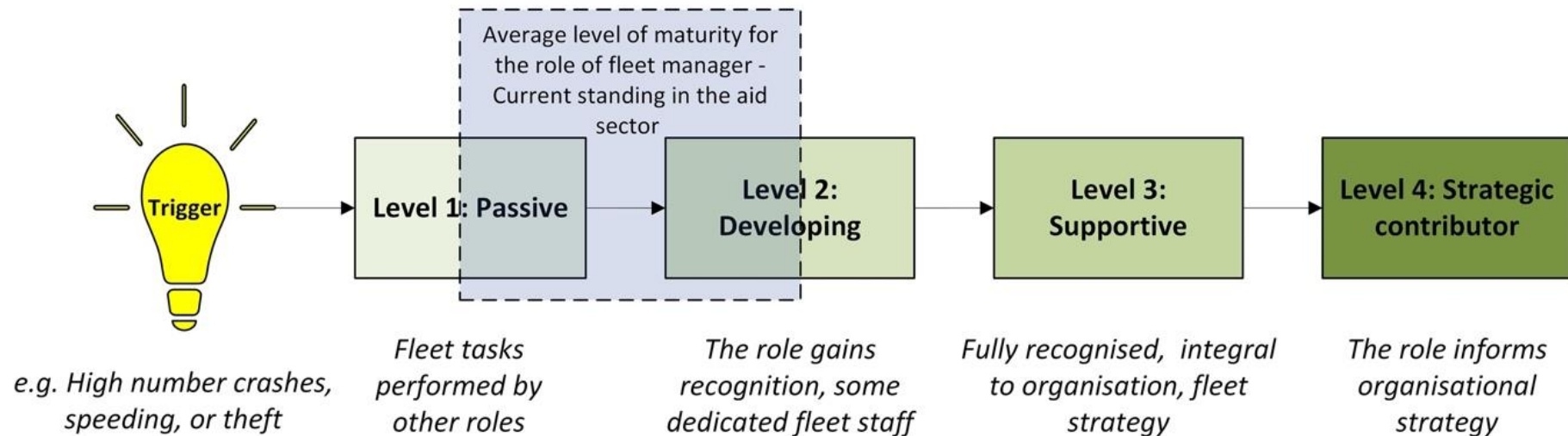






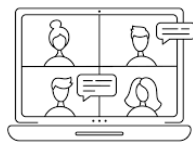
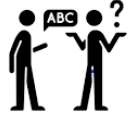


Figure 4: The average level of maturity for the role of fleet manager in the aid sector

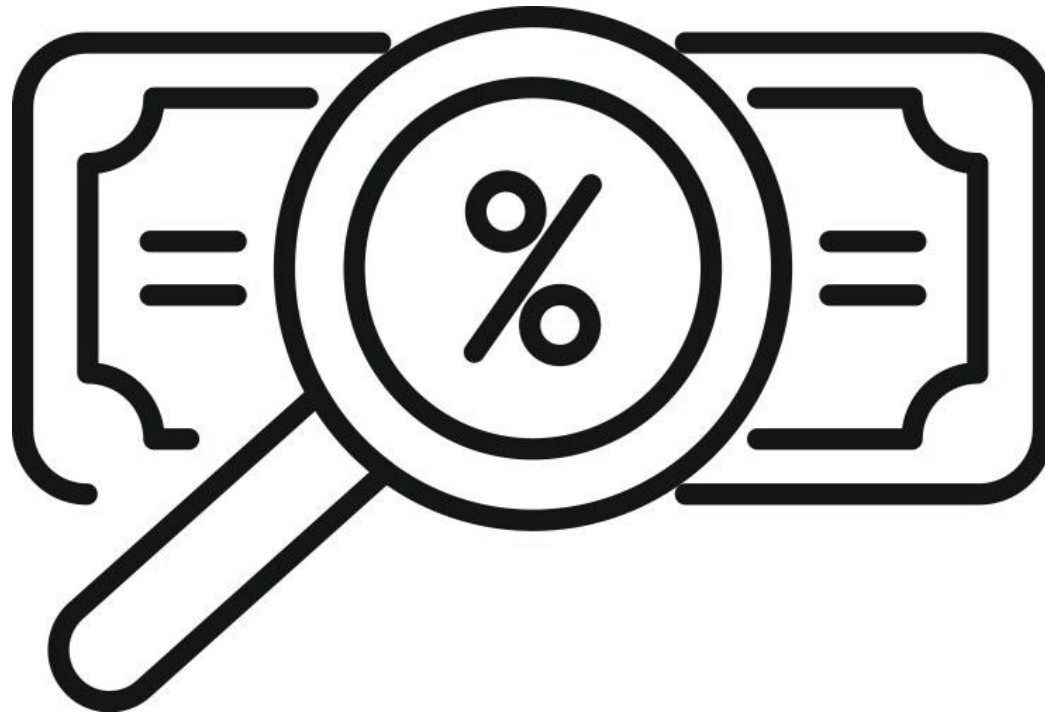
# Bridging the Skills Gap: The Need for Targeted Fleet Manager Training

Professional development is crucial for enhancing the effectiveness of fleet managers. Our research identified both enablers and barriers to training.

Enablers	Barriers
 <p data-bbox="496 506 1057 556">Headquarters policy making</p>	 <p data-bbox="1579 506 2395 606">Disconnect between training achievements and career progression</p>
 <p data-bbox="496 706 1121 756">Periodic reports and newsletters</p>	 <p data-bbox="1579 763 2140 806">Lack of dedicated fleet staff</p>
 <p data-bbox="496 906 1184 1006">Recognition of development through certificates and awards</p>	 <p data-bbox="1579 963 2140 1006">Volatile working environment</p>
 <p data-bbox="496 1106 1108 1206">Internal workplace platforms to promote professional training</p>	 <p data-bbox="1579 1163 1923 1206">Language barrier</p>

# The Financial Case: How Fleet Managers Deliver Substantial ROI

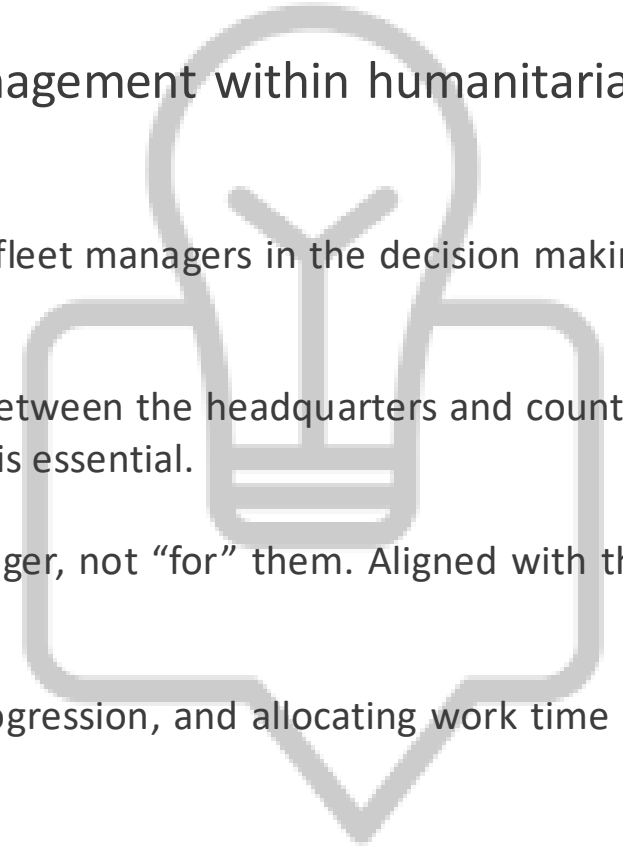
One of the most compelling findings from our research is the substantial ROI associated with dedicated fleet management. For every dollar invested in recruiting and training a fleet manager, organizations could see a return from \$3.38 and \$5.61 respectively. This demonstrates not only the financial feasibility but the strategic importance of investing in this role.



# Transformative Recommendations: Elevating Fleet Management to the Next Level

Based on our findings, we recommend several strategies to enhance fleet management within humanitarian organizations.

1. To move the fleet manager role to a more mature status, investment in the role and including fleet managers in the decision making are two key considerations.
2. To propel the role to a more mature status and to close the existing knowledge and skills gap between the headquarters and country offices, providing role-specific training based on a wider set of fleet management competencies is essential.
3. Aid organisations need to develop an overarching fleet strategy “with” the country fleet manager, not “for” them. Aligned with the strategy, a fleet competency framework is also essential.
4. Training should be embedded in the role through inclusion in the job requirements, career progression, and allocating work time to training.
5. Offering a higher starting salary attracts more competent fleet managers who generate higher financial returns for the organisation in the short-term following their recruitment. On the other hand, less competent fleet managers recruited would provide more benefits to the organisation once they receive training and development in the longer term.





# Reaping Long-Term Benefits: The Future of Fleet Management in Humanitarian Aid

To conclude, fleet managers are indispensable to the success of humanitarian operations.

By professionalizing this role, providing adequate training, and making strategic investments, organisations can not only improve their operational efficiency but also realize significant cost savings. The benefits are clear and long-term.



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