MARIE STOPES INTERNATIONAL
Children by choice, not chance

Best Transport Achievement Award 2018

Extended presentation pack

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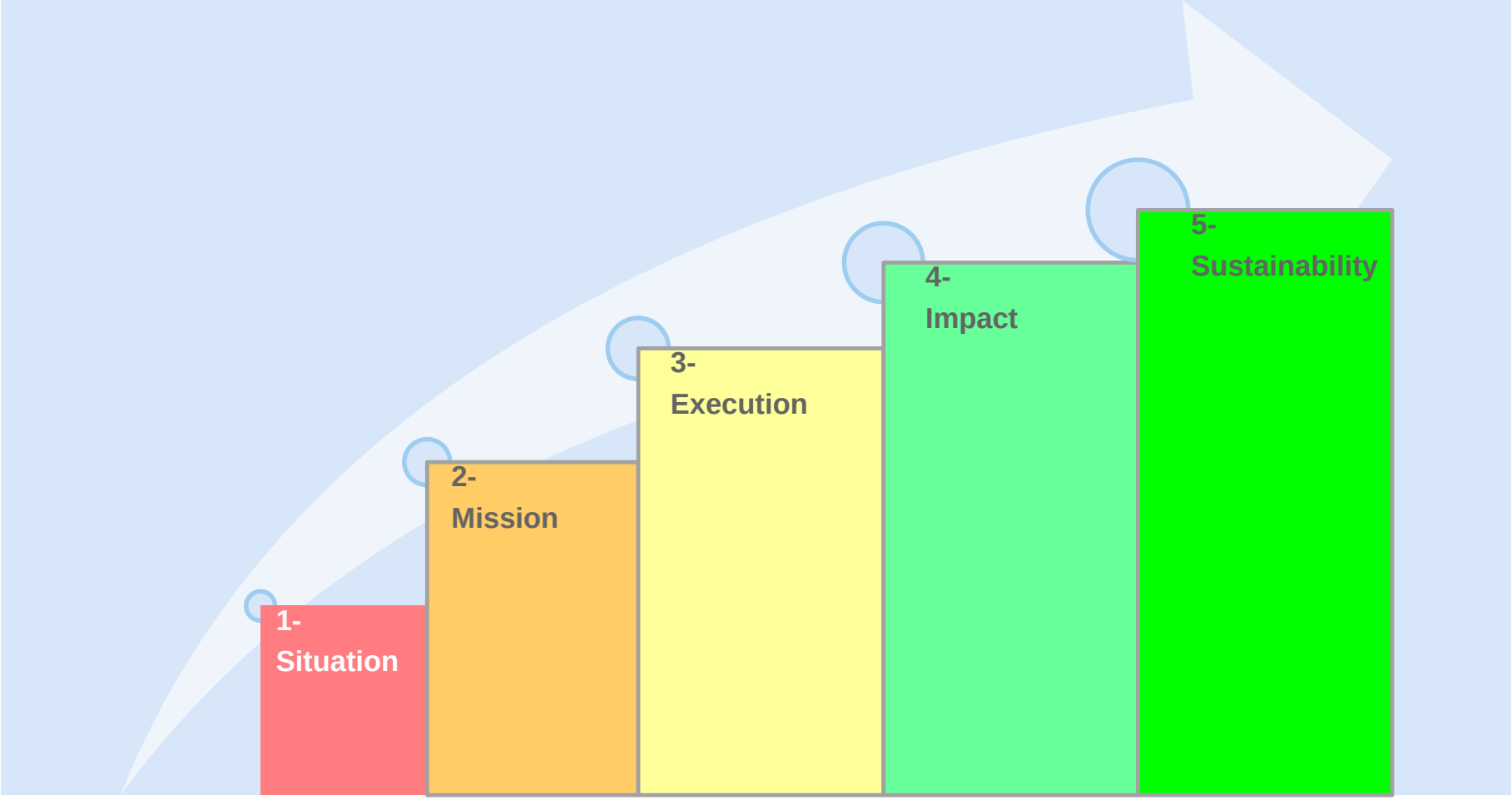
Global Fleet Management

2016-18



1. Situation

Why invest in Fleet?

Organisational strategy

Performance visibility

Service delivery effectiveness (productivity)

Why did we invest?

Making our programmes more successful

Scale & Impact productivity through Outreach scheduling

Quality minimum fleet standards; increase safety

Sustainability reduce fleet costs

Why did we invest?

Limited global **visibility**

…?

Outreach team DEP + ARR times

…?

Outreach Time-on-Site

£7-9m…?

Total Spend

700+…?

Light Vehicles

…?

Fleet Staff

…? L/100km

Fuel Consumption

…?

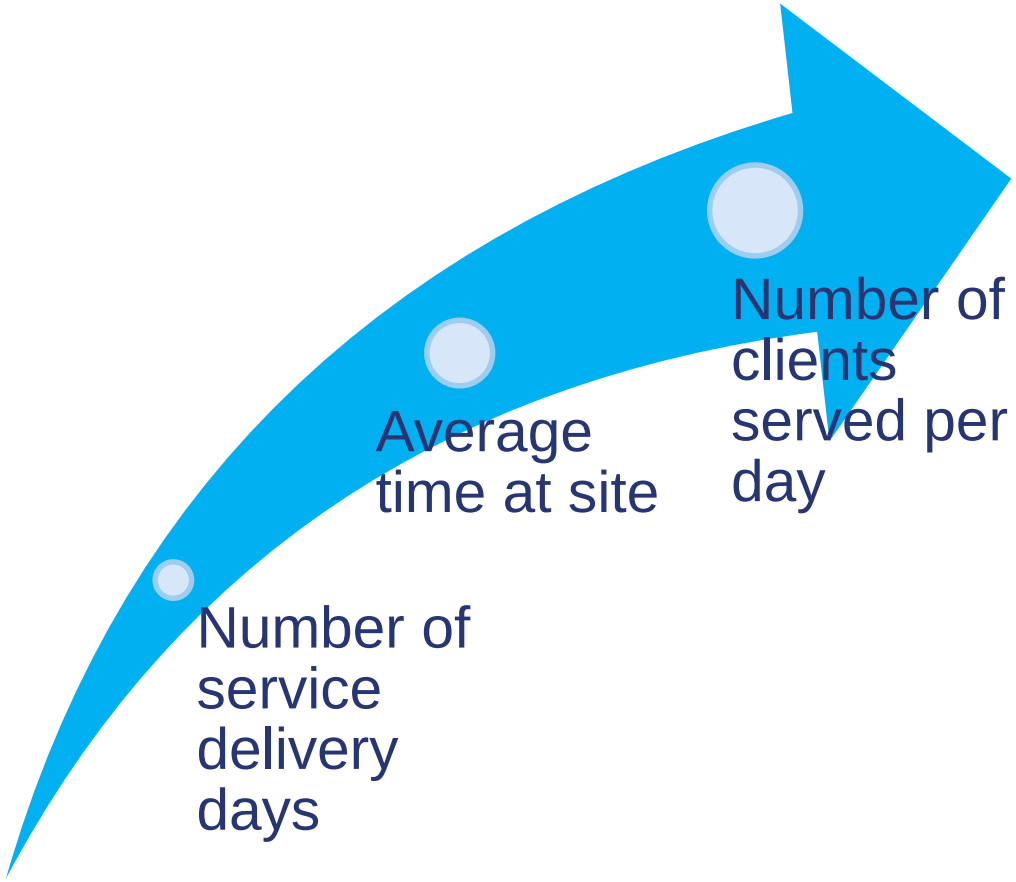
Accident Rate

…?

Total Cost Ownership

Why did we invest?

Productivity in service delivery



2. Mission

Not about cars

Project plan

Strategies

‘Islands of stability’ benchmarks

Project Plan
Objectives

Outreach
improve outreach effectiveness (productivity) by increasing the fulfilment of outreach schedules.

(1) **Effectiveness** (productivity) - increase outreach on time arrival, and team time on site to an average of 5 hours per day

Fleet Management
improve fleet management across MSI: cost, safety and reporting.

(2) **Reduce fleet costs** - visibility of fuel and maintenance for operating costs per km (per vehicle)
(3) **Increase fleet safety** - visibility of accident rates and overspeeding event figures.
(4) **Improved data reporting** - performance against indicators.

Strategies

Rolling out the benefits of Fleet

Strategies

- Project champion support from top!
- Engage external expertise
- Performance management, and visibility through dashboards
- Technology to manage performance
- Looking out for our drivers
- Looking out for our vehicles
- Country level project rollouts
- Active communications stakeholders all the time

Islands of stability

Successfully achieving one benchmark before progressing to the next

First two years (2016-17) rolled out to all our fifteen Africa country programmes

A change for year-three (2018).

- Instead of an additional 7-8 country programmes (Asia), it was decided to apply the brakes.
- Again, successfully achieving one benchmark before progressing to the next

3. Execution

Rolling out Fleet

Stakeholders

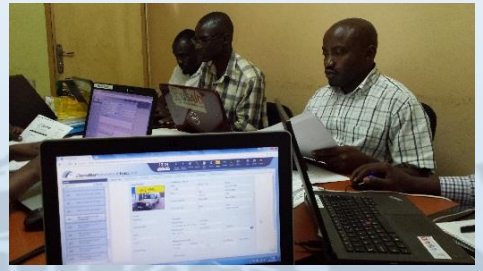
Communications

Country launches

Technology

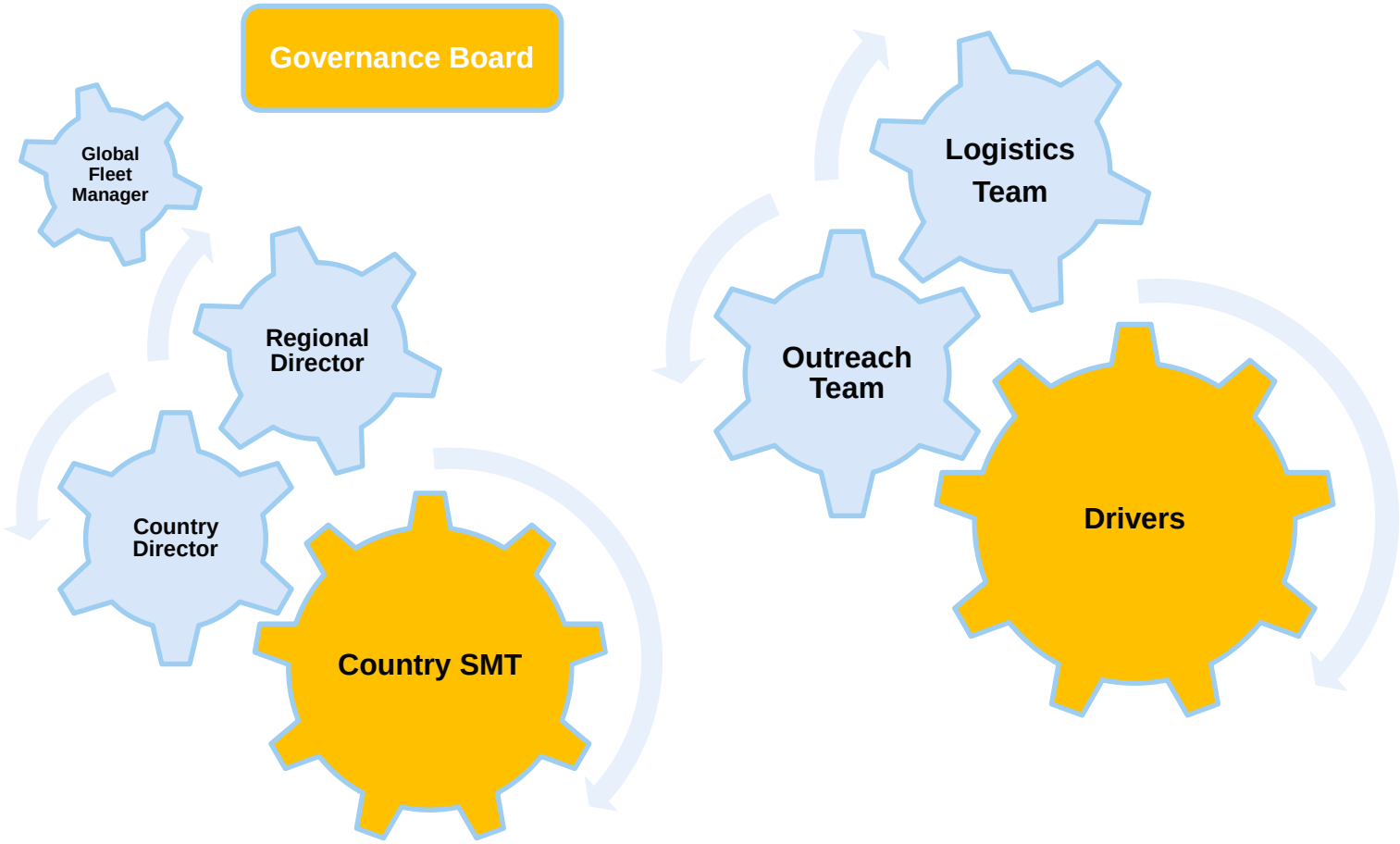
Performance management

Knowledge platform



Global Fleet Structure

Who is involved?



Communications

Messaging change

Comms Stages	Key Messaging
Project Launch	Create awareness about the project and its objectives
Pre-Rollout	Initial engagement with implementation countries
Rollout	Engage and update country SMT
Post-Rollout	Team communication and engagement Sustain team engagement and continuous improvement Recognition and reward; sustain engagement and support
Pre-Project Phase II/III	Initial engagement with next 'project phase' (e.g. 2017, 2018)
General	Recognition and reward; sustain engagement and support Senior stakeholder engagement and support

Audience options
RD,CD, PO
Outreach and Logistics Directors
Outreach and Logistics-Fleet teams
Drivers
Global Fleet Board
Channel options
Email / Announcement message
Video/ OpenDoor
CPD Live presentation
CPD email distributions
briefing/ debreifing/ trip report
email/ skype/ messaging apps
monthly skype (30 mins)
meeting minutes
office meeting
Support options
Comms team
BEU team
RD/CD/PO
Project Champion
Exec Assist HSD

Country launches

Comprehensive hands-on implementation

MSI Global Fleet Management has rolled out to all **fifteen Africa country programmes.**

Each received full **suite of tools and techniques** through four audience-specific full day workshops

Workshops	Description
Outreach productivity	□ Best practices for service delivery scheduling, and journey planning □ Introduction to the tracpoint vehicle tracking system
tracpoint usage	□ tracpoint hands-on for users □ Basic setups: passwords, vehicle / driver lists; country parameters
Fleet Management 'basics'	□ People & assets; fuel & maintenance; safety & security □ Performance management: quality standards; KPIs; dashboards □ tracpoint Fleet Management System (FMS)
Drivers engagement	□ Vehicle Care & Driving Behaviour □ Vehicle Tracking System (VTS) □ Drivers make a difference

//:tracpoint

VEHICLE AND DRIVER MANAGEMENT

Technology

tracpoint GPS hardware rollout

East & Southern Africa

	tracpoint			
ESA	100% GPS	partial GPS	w/out GPS	Remarks
Ethiopia		1		should have partial GPS by late Q1 or early Q2
Kenya	1			
Madagascar		1		tracpoint GPS on the x12 TJ Mather vehicles only
Malawi			1	
Tanzania			1	
Uganda		1		- tracpoint GPS on the x4 TJ Mather vehicles only - Remainder vehs we are testing syncing non-tracpoint hardware to the tracpoint online user interface
Zambia		1		tracpoint GPS on x5 vehicles only
Zimbabwe			1	
	1	**4**	**3**	
		8		

West & Central Africa

	tracpoint			
WALA	100% GPS	partial GPS	w/out GPS	Remarks
Congo DRC			1	
Burkina Faso	1			
Mali	1			
Niger	1			
Senegal	1			
Bolivia			1	
Ghana			1	- we are testing syncing non-tracpoint hardware to the tracpoint online user interface
Nigeria	1			
Sierra Leone	1			
	6	**0**	**3**	
		9		

Key Performance Indicators

Category	Indicator	Measurement
1- Outreach Productivity	Outreach time on site Days on site	5+ hours per day 15+ days per month
2- Fleet Costs	Operating costs (fuel + maint) Fuel consumption	costs per km (per vehicle) L/100 Km per veh
3- Fleet Safety	Accidents Overspeeding	accidents per 100'000 km avge events per driver
4- Data reporting	Reporting deadlines Data accuracy	the 7th working date monthly parameter norms (pre-defined)

Performance dashboard

Key performance indicators (outputs)

Country	
Fleet Manager	

FLEET DASHBOARD 2018

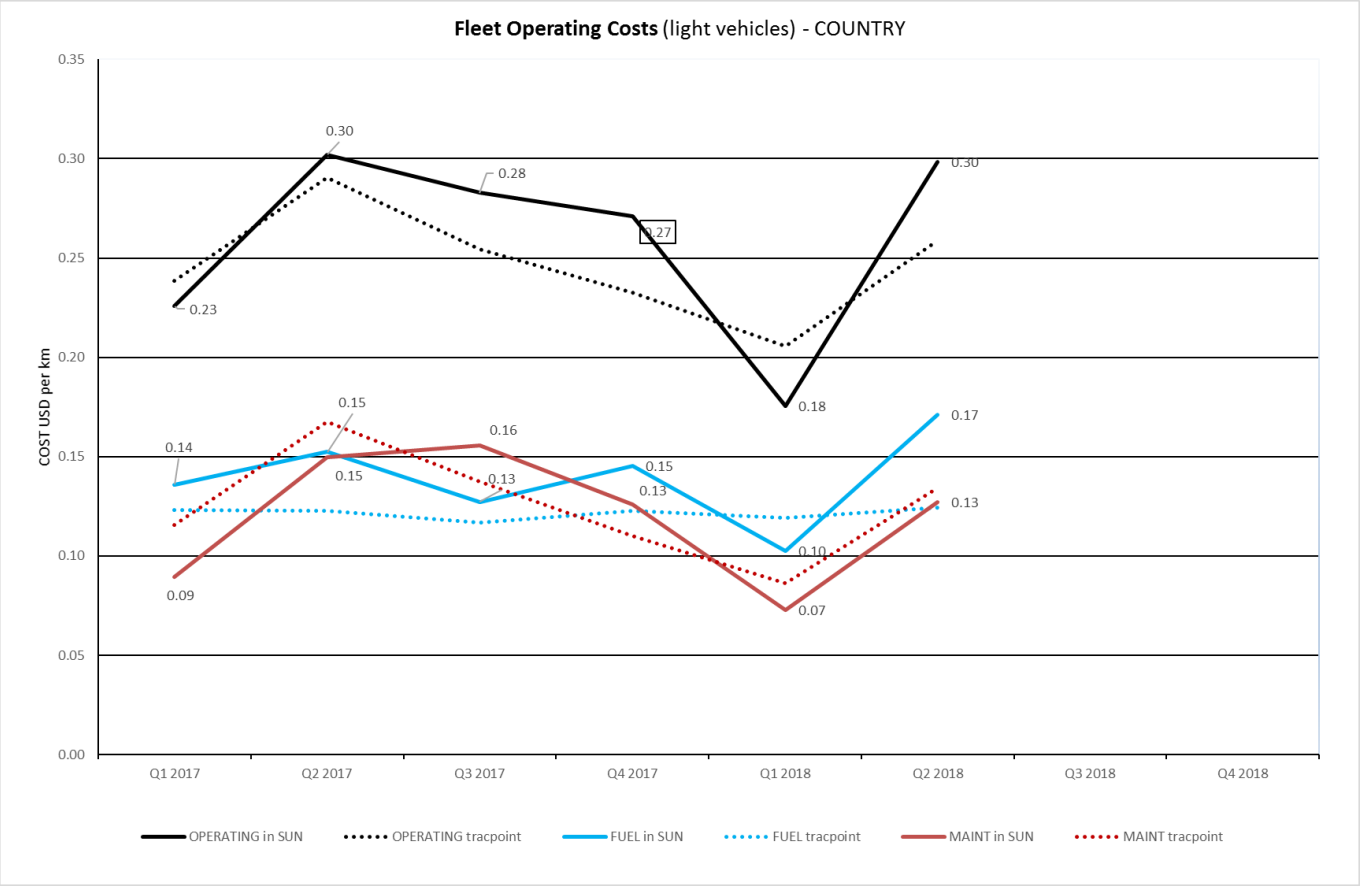
Light vehicles

category	Indicator	Unit type	RAG	SUN data Norm	SUN data Score	SUN data %	SUN data USD	tracpoint data Norm	tracpoint data Score	tracpoint data %	data difference USD	data difference %
Operating Costs	KPI Fuel cost per km	USD /km		0.124	0.137	10.0%	12,301	0.12	0.12	-2%	0.02	11%
	KPI Maintenance cost per km	USD /km		0.12	0.120	0.3%		0.13	0.13	4%	0.00	-4%
	KPI Operating cost per km	USD /km		0.244	0.257	5.2%	12,301	**0.25**	**0.25**	**1%**	0.01	4%
Consumption	KPI Fuel consumption L/100km	L/100km		11.1	12.9	16%	17,788					
Utilisation	Average distance driven per vehicle	km/month	no norm set		1920							
	Distance travelled last 12 months	km / year	no norm set		995,110							
	Average age of vehicles	years		5	4.4	-12%						
	Average odometer reading per vehicle	km/ vehicle		150,000	128,100	-15%						
Safety	KPI Accidents per 100'000km	per 100'000km	no norm set		0.8							
	KPI Injuries & fatalities	quantity	no norm set		0							
	KPI Overspeed events per driver	avge per driver		2	2.9	43%						

Interpreting the dashboard
Cost - accetpable but analyse variance
Consumption - acceptable but anaylyse variance
Utilisation - good
Safety - overspeed high, keep reporing incidents
Data quality - good cocnsistency SUN/tracpoint

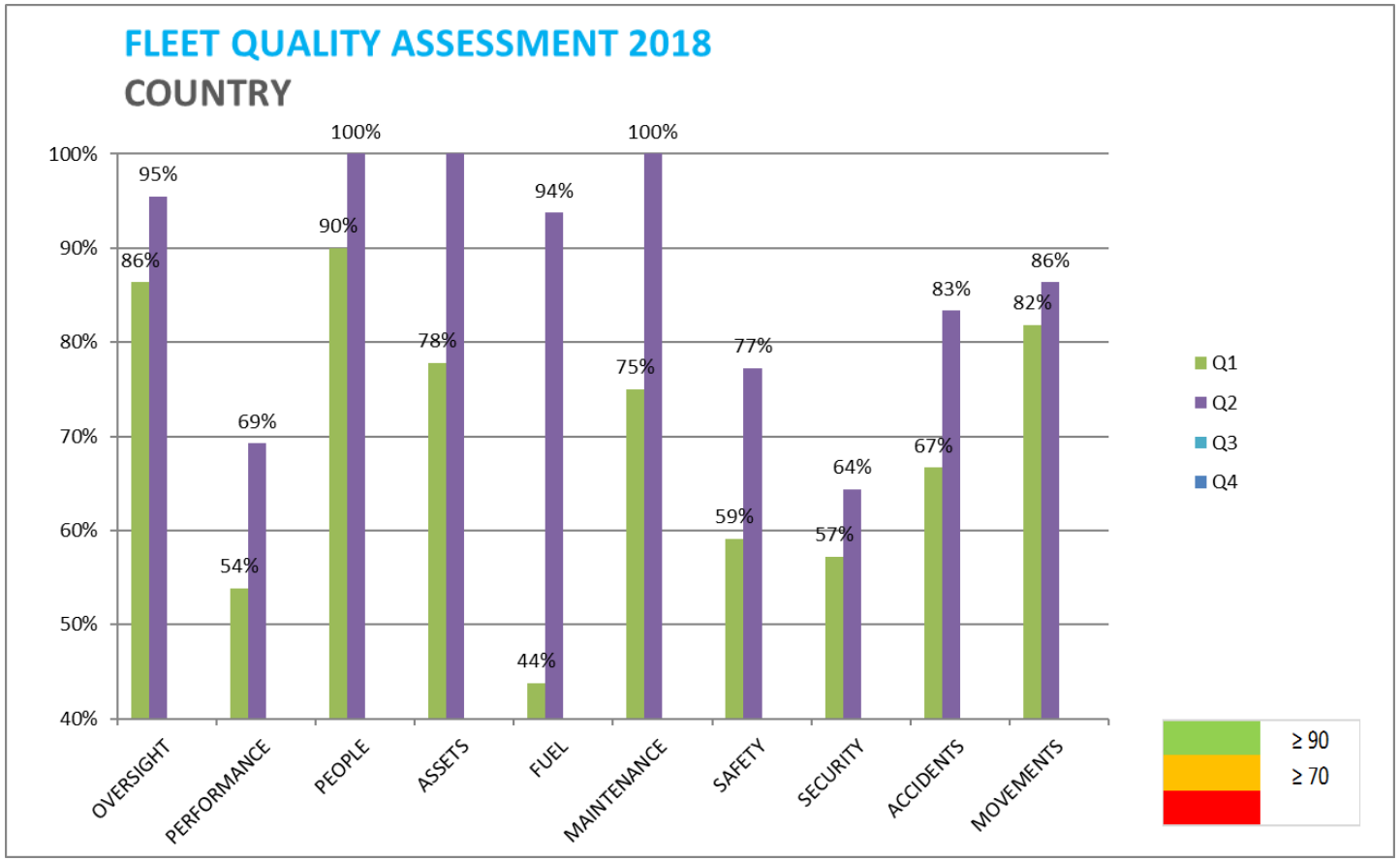
Performance dashboard

Fleet cost performance graph (outputs)



Performance dashboard

Fleet Quality standards assessment (inputs)



Vehicle specifications
usage category & description

Usage category	Usage description	Specification	Standard equipment (required)
Support Office	**Urban** *On-roader type, mainly town use.* Vehicle is based at a support or regional office, and usage remains within city/town limits only.	**Automobile 4x2**	**All vehicles** (required) Air conditioning (non-CFC) Anti-lock braking system (ABS) Airbags / driver & front Radio CD player with USB
		Passenger van 4x2	
Monitoring	**Mixed-usage** (urban/field) *Off-road capability, on-road comfort and safety* Vehicle is based at a support or regional office, and usage is intended for field monitoring visits and/or delivery of light supplies.	**Pickup double cab 4x4 light duty**	**pickups**: add fiberglass cap lockable
		Wagon 4x4 light duty	**wagons**: add heavy duty roof-rack
Field Work	**Field** *Heavy-duty off-road, no-nonsense, simple, reliable and rugged.* Regardless of where the vehicle is based, the primary day-to-day usage of the vehicle is field work.	**Pickup double cab 4x4 heavy duty**	**pickups**: add fiberglass cap lockable
		Wagon 4x4 heavy duty	**wagons:** add heavy duty roof-rack

Fleet sizing estimation model

INSEAD university

Table 1: Actual vs Predicted Fleet Size (Niger removed)

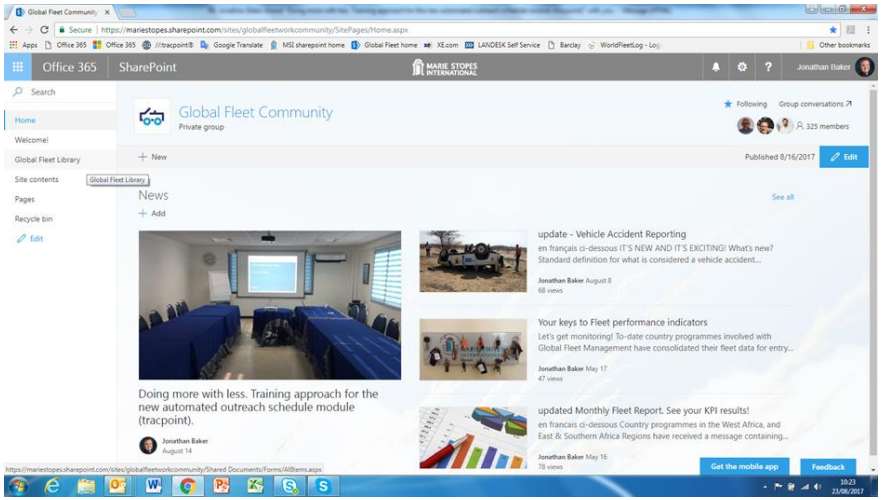
Country	SFI	Country Size	Road Density	Percentage Paved Road	Percentage Car Ownership	Staff	Locations	Current Fleet Size	Predicted Fleet Size	Difference	Absolute variation (%)
Bangladesh	12	130,170	0.163	0.095	0.003	1,705	130	38	38	0	0%
Bolivia	10	1,083,300	0.076	0.108	0.070	60	13	6	8	-2	33%
Burkina Faso	16	273,600	0.056	0.042	0.012	182	19	13	13	0	0%
Cambodia	11	176,520	0.224	0.081	0.021	89	9	7	8	-1	14%
Ethiopia	19	1,000,000	0.044	0.137	0.008	615	39	62	49	13	21%
Ghana	11	227,540	0.481	0.126	0.030	185	17	33	36	-3	9%
Kenya	10	569,140	0.283	0.143	0.024	340	39	44	38	6	14%
Madagascar	11	581,795	0.064	0.163	0.026	382	46	29	25	4	14%
Malawi	14	94,280	0.164	0.450	0.008	525	46	50	54	-4	8%
Mali	16	1,220,190	0.018	0.246	0.014	720	16	27	32	-5	19%
Myanmar	18	653,080	0.058	0.119	0.007	561	62	41	54	-13	32%
Nigeria	18	910,770	0.212	0.150	0.061	249	30	51	50	1	2%
Papua New Guinea	11	452,860	0.043	0.321	0.013	120	9	15	21	-6	40%
Senegal	10	192,530	0.086	0.361	0.022	157	10	23	15	8	35%
Sierra Leone	14	72,180	0.157	0.080	0.006	128	25	19	22	-3	16%
Tanzania	11	885,800	0.098	0.149	0.007	397	71	58	58	0	0%
Uganda	17	200,520	0.100	0.230	0.008	321	48	57	50	7	12%
Zambia	12	743,390	0.054	0.220	0.021	66	11	23	25	-2	9%
Zimbabwe	17	386,850	0.251	0.190	0.114	107	19	20	21	-1	5%

Average: 15%

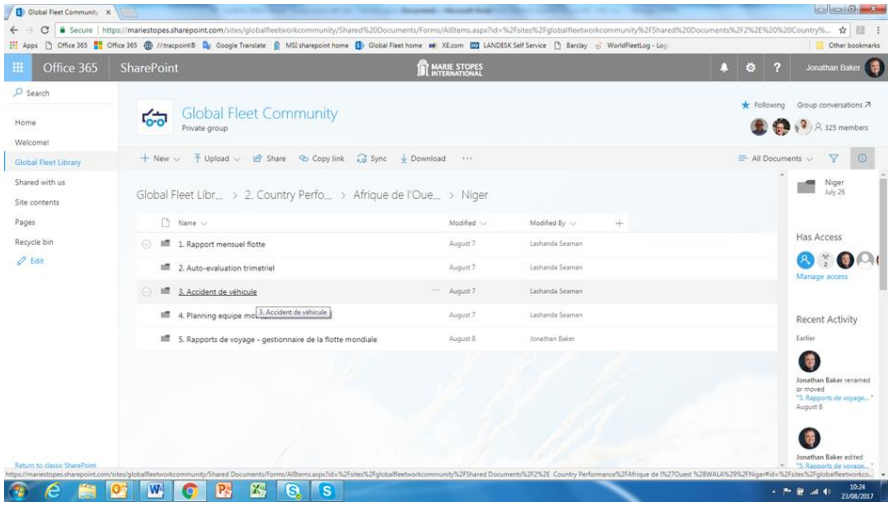
Knowledge platform

A place for Fleet (Microsoft SharePoint)

Global news articles



Country working folders



4. Impact

Productivity

Costs

Safety

Data quality

Impact highlights
2016-18

- **Over 230 Outreach teams across our country programmes are now planning their journeys** within monthly service delivery schedules. This enables teams to efficiently plan and maximise site visits in a journey, thereby reducing travel times and also increasing the rate of on-time arrivals.
- Rolling-out new **technology to manage performance**, including a bespoke Outreach scheduling module (tracpoint), a vehicle tracking system and a fleet management system.
- Creating **operating cost visibility** across 15 country fleet teams, which had not existed previously.
- Gaining **significant savings** (10-15%) on the cost of vehicles through centralising the ordering process, and a six-week reduction in the procurement time for vehicles.
- A drastic **reduction of the incidents of drivers speeding**, instilling a culture of adhering to speed limits to improve team members' safety.
- **Learning from both our successes and m**istakes and adapting the project to capitalise on what we have learnt so far.

Project objective 1

Productivity

A. Outreach monthly team scheduling

Departure & arrival times

Impact – A huge behaviour change in that over 231 teams across 15 country programmes are now preparing monthly movements planning in a detailed manner; improved clustering of site locations to reduce travel time between sites, and better time on site management to deliver services. Manager visibility over teams; team leaders control over movements; driver's clarity over expected departure and arrival times.

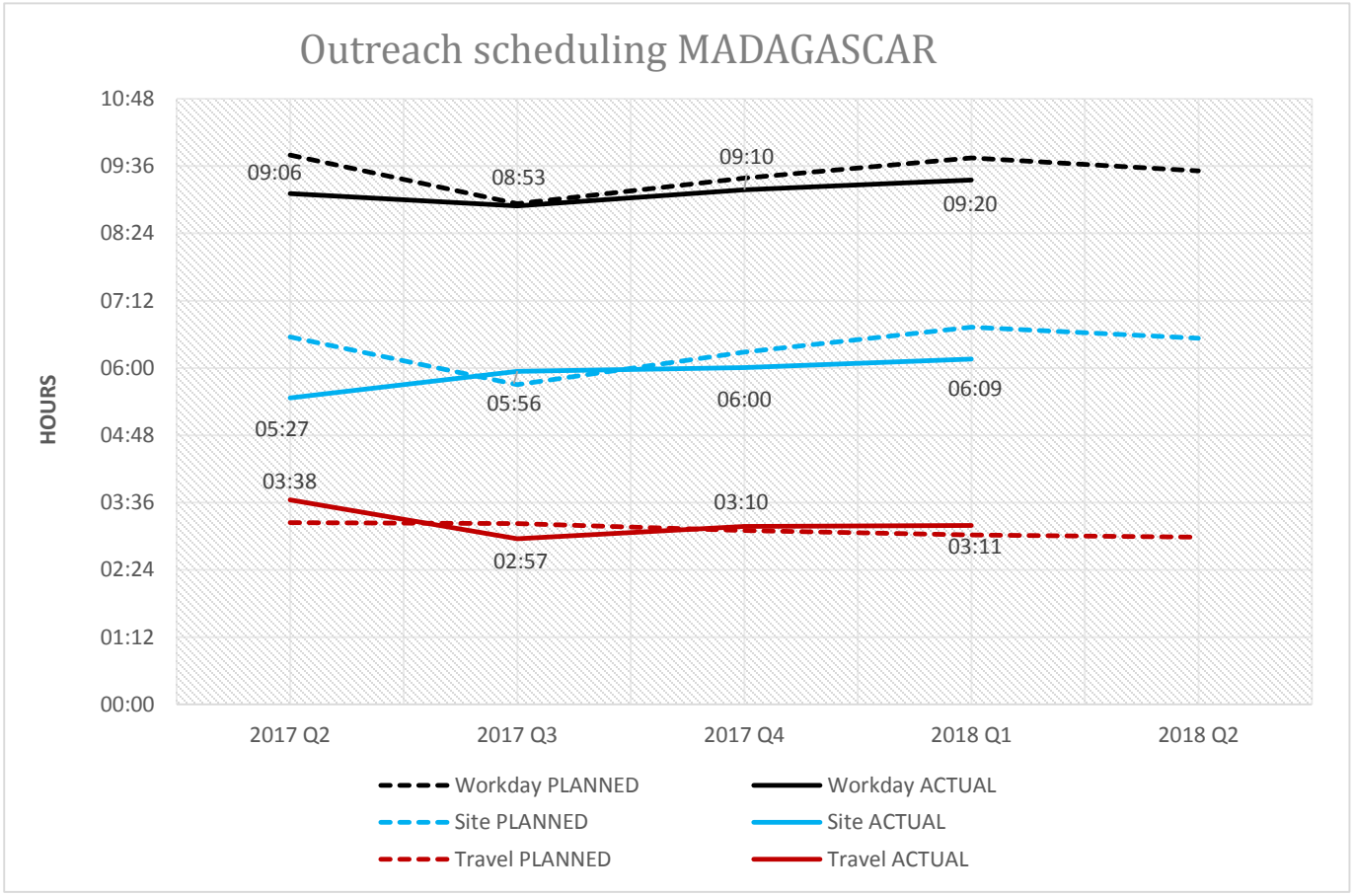
Challenges – While may not be a radical idea, it would require teams to work differently than were accustomed. Took a lapse time 2-3 three months for the message to filter to all the teams, to achieve understanding and reasonable planning data quality**.**

Innovation – Teams journey planning with scheduling ahead of service delivery month; clustering of site locations to reduce travel time, and increased time on site to deliver services.

Evidence - Scheduling done by teams; INSEAD study Uganda**.**

Case study Madagascar

Results **quantitative**



Case study Madagascar

Results **qualitative**

Activity	Before	After
1. **Schedule preparation**	1a. Limited advance planning included site dates and names	1a. departure and arrival times, with named location from start of day, site, and end of day.
	1b. Recorded to various Word or Excel local formats	1b. entry to tracpoint schedule module.
2. **Channel oversight**	2a. Insufficient supervision over the provisional planning, and adherence to the plan.	2a. revised structure with end-to-end division of labour in the scheduling process.
	2b. Lack of comparison on journey time versus working hour time	2b. On the tool we will have the difference between forecast and realization on the schedule, time, journey time.
		2b. Team Improvement Action Plan during the monthly BCM regarding the report on on-site time and journey time.
3. **Financial**	3a. Insufficient monitoring of actual team travel expenses (perdiems, accommodation etc.)	3a. Through tracking of team actual movements, able to better monitor and enforce cash advance refunds by teams on unused funds.
4. **Fleet value-add**: contribution to Outreach productivity	4a. Insufficient team awareness and understanding the functional support that fleet management and drivers can offer	4a. Consult with fleet manager for best use of vehicles and resources.
	4b. No driver involvement in the preparation of the monthly schedules.	4b. Entire team including the drivers involved in the scheduling. Taking advantage of driver local geographical knowledge, and network of drivers to get the best and latest information on route conditions , and also security.
	4c. Lack of team involvement in car planning and management	4c. Greater team understanding and participation in ensuring the proper care of vehicle by the driver, as well as ensuring good driving behaviour for the safety of the team.

B. Retrofitting technology

Bespoke schedule module for journey planning

Impact – We have two scenario results - Where the technology rollout suffered issues (locations X), the result was somewhat muddled; and where the technology was rolled out in a good way (Madagascar), we can evidence the change in behaviour and performance we sought to achieve.

Challenges - Computer skills lower than average; Locations X rollout issues – module development delayed and impacted ability to train; users challenged to set waypoints; unclear division of labour between Outreach Channel (owners of scheduling); and Fleet teams (owners of the tracpoint system). Resulted in lost time 6+ months to get back on track. Learning from missteps, and then working 'in a more together way' to bring things back on track.

Innovation – Development of a bespoke module for use by the Outreach channel; a completely new product to be designed;

Evidence – How not to, and how to retrofit technology tools; Challenges faced at our locations X programmes, however able to evidence success at Madagascar programme – better job of readying the programme to apply the technology.

Project objective 2

Costs

Operating cost visibility

Fuel & maintenance

Impact – We created operating costs visibility (fuel and maintenance) across 15 country fleet teams, where there was no visibility before. While we did have total expenditure information per country from our MSI financial system (SUN), the challenge was that this aggregate cost data in isolation doesn't inform on whether cost levels are good, or bad. Engagement of fleet teams in the preparation of their own performance dashboards and trend graphs; Tools flag out of range performance to senior management and fleet teams.

Challenges – In the setup, access to historical individual vehicle-level performance data from countries; lapse time required to gather correct data-set information to establish a benchmark of how we are doing; lack of 'evidenced' sector norm information on operating costs for vehicles; Understanding the dashboard results – good number teams believed that after they had submitted their reports that their role in the dashboard was completed, meaning no action taken by fleet managers on out of range performance. Further, some teams did not understand the results or what they meant, as they had not had experience with fleet KPIs, or had to address performance results.

Innovation – Established consensus on operating cost norms for operating costs with support from Fleet Forum; Created aggregate 'high level' country dashboards for Senior Executives; Established and communicated key performance indicators; Benchmarking cost performance; Knowing actual cost performance: averages and trend over time

Evidence – The tools and communications to teams about: key performance indicators for fleet; performance norms; tracpoint FMS for cost data entry; performance dashboard and trend graph;

Centralised vehicle procurement

Changing attitudes

Impact – We got people's attention! International supply solidly on the country programme radar; Study showing compelling results on saving by ordering through our global team; Global specifications defined and narrowed based on functional usage; Landed cost 'all-in delivered' information for vehicles given now provided to programmes; Global supply agreement to reduce procurement time by six (6) weeks; Estimated deliver within 3-4 months from approved requisition. Tables turned – programmes decide sourcing, but will need to justify their choice.

Challenges – Generally entrenched tendency to prefer local procurement of vehicles; getting programmes to plan asset requirements further in advance; some lack technical knowledge on import export – meaning risk of delays and demurrage, increased costs; some programmes buying used vehicles 4x4 and high mileage which we had not been informed/aware before purchases;

Innovation – Shipping instruction documents before order; coaching import clearance and implications; global policy parameters on the procurement of used vehicles.

Evidence – Global vehicle specification sheet; pricing study results; individual supply estimates with increasingly precise figures; Communications articles to create greater awareness of the opportunity costs.

Costs 2015-17

Summary

Global average spend USD 10.2m per annum, and USD 11.3m in 2017

Africa programmes represent average 77% of global spend, and 85% in 2017

- **East & Southern Africa region** represents average **49% of Africa** spend, and 53% in 2017
- **West & Central Africa region** represents average **28% of Africa** spend, and 31% in 2017

What good looks like (kpi norm)

Indexing fuel cost per km (by country)

EAST & SOUTHERN AFRICA			Ethiopia	Kenya	Madagascar	Tanzania	Uganda	Malawi	Zambia	Zimbabwe
fuel cost at pump per litre	local currency		16	92	3,230	2,145	3,180	816	11	1
	USD	L/100km	0.58	0.91	0.99	0.94	0.85	1.12	1.08	1.00
fuel cost norm per km	car	7	0.04	0.06	0.07	0.07	0.06	0.08	0.08	0.07
	pickup 4x4	11	0.06	0.10	0.11	0.10	0.09	0.12	0.12	0.11
	wagon 4x4 light duty	12	0.07	0.11	0.12	0.11	0.10	0.13	0.13	0.12
	wagon 4x4 heavy duty	15	0.09	0.14	0.15	0.14	0.13	0.17	0.16	0.15
			$ 0.07	$ 0.12	$ 0.13	$ 0.12	$ 0.11	$ 0.14	$ 0.14	$ 0.13

region average $ 0.118

WEST & CENTRAL AFRICA			Burkina Faso	Ghana	Mali	Niger	Nigeria	Sierra Leone	Senegal	
fuel cost at pump per litre	local currency		526	5	609	540	220	6,000	595	
	USD	L/100km	0.95	1.09	1.10	0.97	0.61	0.76	1.10	
fuel cost norm per km	car	7	0.07	0.08	0.08	0.07	0.04	0.05	0.08	
	pickup 4x4	11	0.10	0.12	0.12	0.11	0.07	0.08	0.12	
	wagon 4x4 light duty	12	0.11	0.13	0.13	0.12	0.07	0.09	0.13	
	wagon 4x4 heavy duty	15	0.14	0.16	0.17	0.15	0.09	0.11	0.17	
			$ 0.12	$ 0.14	$ 0.14	$ 0.12	$ 0.08	$ 0.10	$ 0.14	

region average $ 0.119

Fleet results 2017 Africa programmes

expenses | operating costs | fuel consumption

category	Indicator	Unit type	2017		
			Africa	Region 1	Region 2
EXPENSES *USD*	Fuel	USD	2,213,782	1,282,469	931,313
	Maintenance	USD	1,475,489	951,187	524,302
	Insurance,tax, licencing	USD	356,540	183,626	172,914
	Purchases (vehicles)	USD	3,287,037	1,355,680	1,931,356
	Rentals	USD	2,059,330	1,777,181	282,149
	Other fleet costs	USD	395,909	217,164	178,746
	Total spend	USD	9,788,086	5,767,306	4,020,780
OPERATING COSTS *Per km usd*	Fuel	USD /km	0.154	0.145	0.162
	Maintenance	USD /km	0.136	0.121	0.152
	Total operating cost	USD /km	0.290	0.266	0.314
FUEL CONSUMPTION	KPI Fuel consumption L/100km	L/100km	14.05	13.75	14.3

Fleet results 2017 Africa programmes

utilisation | safety | people

category	Indicator	Unit type	2017 Africa	2017 Region 1	2017 Region 2
UTILISATION	Fleet distance travelled	*km past 12 months*	6,055,025	9,198,848	2,911,201
	Average distance driven per vehicle	km/month	2,259	2,297	2,222
	Average age of vehicles	years	4.7	6.0	3.4
	Average odometer reading per vehicle	km/ vehicle	130,478	158,685	102,270
SAFETY	Incidents	per 100'000km	0.44	0.57	0.31
	Injuries & fatalities	number			
	Overspeed	avge events per driver	8.23	4.7	11.8
PEOPLE	Drivers	Fleet drivers	449	286	163
		Staff authorised to drive	74	57	17
		sub-total drivers	523	343	180
	Fleet managers	sub-total managers	16	9	7
		total people	539	352	187

Fleet results 2017 Africa programmes

assets

category	Indicator	Unit type	2017 Africa	2017 Region 1	2017 Region 2
ASSETS	Light vehicles (owned)	Cars (corolla)	75	45	30
		Minivan (hiace)	10	6	4
		Pickup 4x4 double cab (hilux, ranger)	156	71	85
		Wagon 4x4 Light duty (prado, patrol)	87	76	11
		Wagon 4x4 Heavy duty (landcruiser)	155	117	38
		Pickup 4x4 Heavy duty (landcruiser)	1	1	0
		Ambulance	15	15	0
		sub-total light vehs	499	331	168
	Other assets (owned)	Generators	71	46	25
		Motorcycles 2-wheeled	247	34	213
		Motorcycles 3-wheeled	36	36	0
		Trucks	3	2	1
		Trailers	5	5	0
		Boats	1	1	0
		sub-total other assets	363	124	239
		total assets	862	455	407

Costs

Reduction strategies

PURCHASE

Strategy	Measure	We doing this?
Global vehicle supply	Standardise & reduce asset mix; Reduce purchase cost; Establish global supply agreement	Yes
Asset requirements planning	Reduce number assets; Maximise asset usage; Dispose under-utilised assets	2019
Transportation outsourcing	Investigate opportunities to move away from asset ownership	2019

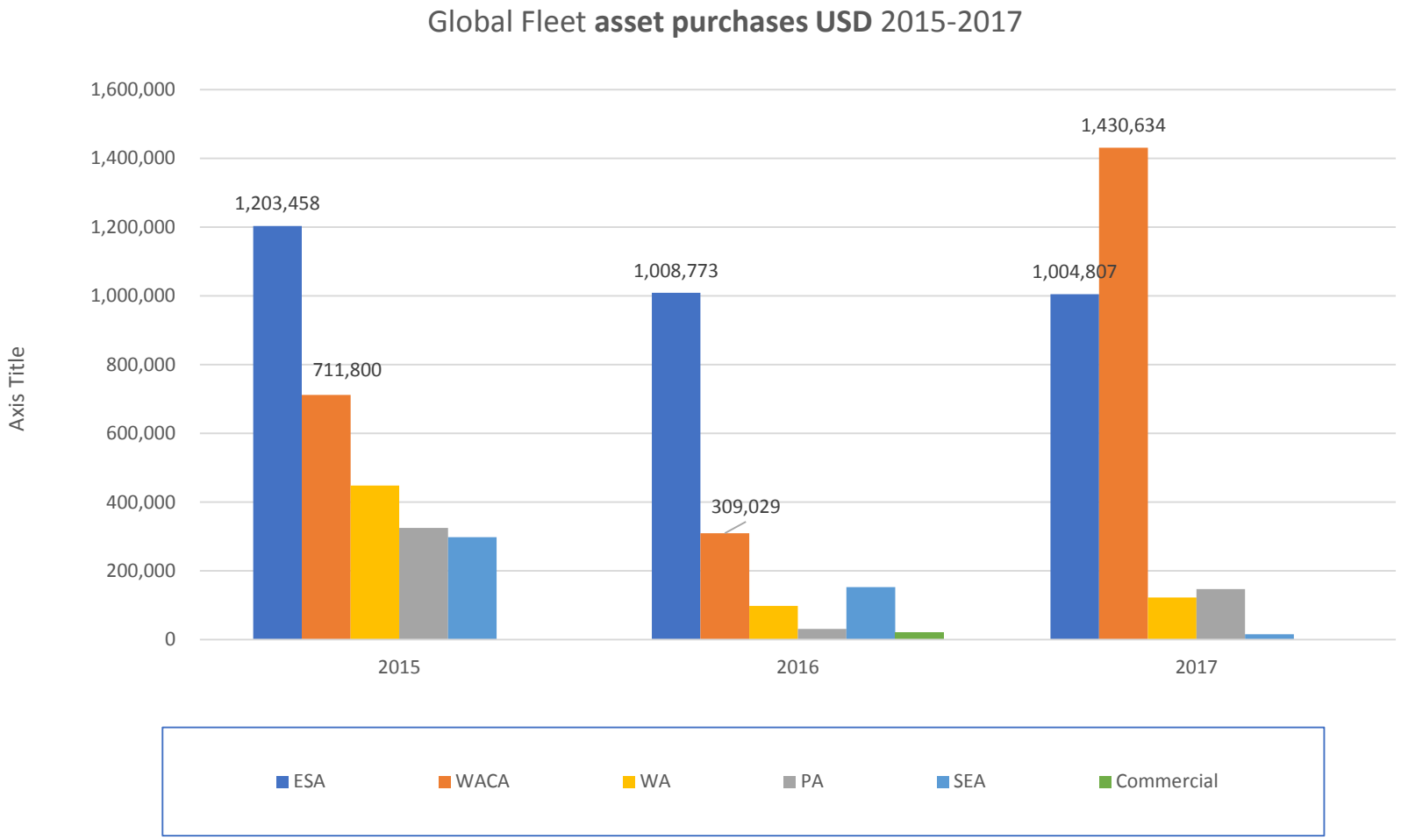
FUEL

Strategy	Measure	We doing this?
Key Performance Indicators	Norms for fuel consumption; Fuel cost per km	Yes
Fuel management controls	Monthly reconciliation; Data recording to tracpoint	Yes
	Corrective action by country programmes	Partial/ challenges
Fuel supply agreements	Post-paid supply; Automated supplier statements	No
Driving behaviour	Speed reduction	Yes
	Eco-driving	No

MAINTENANCE

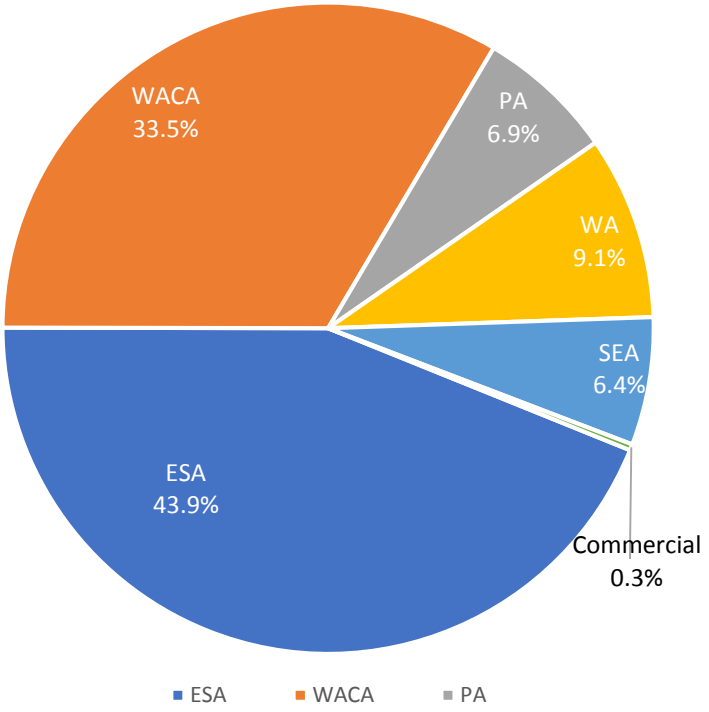
Strategy	Measure	We doing this?
Key Performance Indicators	norms for maintenance cost per km	Yes
Preventive maintenance	Daily checks; Report anad repair defects; scheduled service	Yes
	Adherance to A-B-C service requirements	Partial / review 2019
Maintenance services agreement	service, repair, tyres	Partial
Driver mechanical awareness	know their vehicle?	Poor
Scheduled vehicle replacement	organisational policy?	2019

Global Fleet 2017

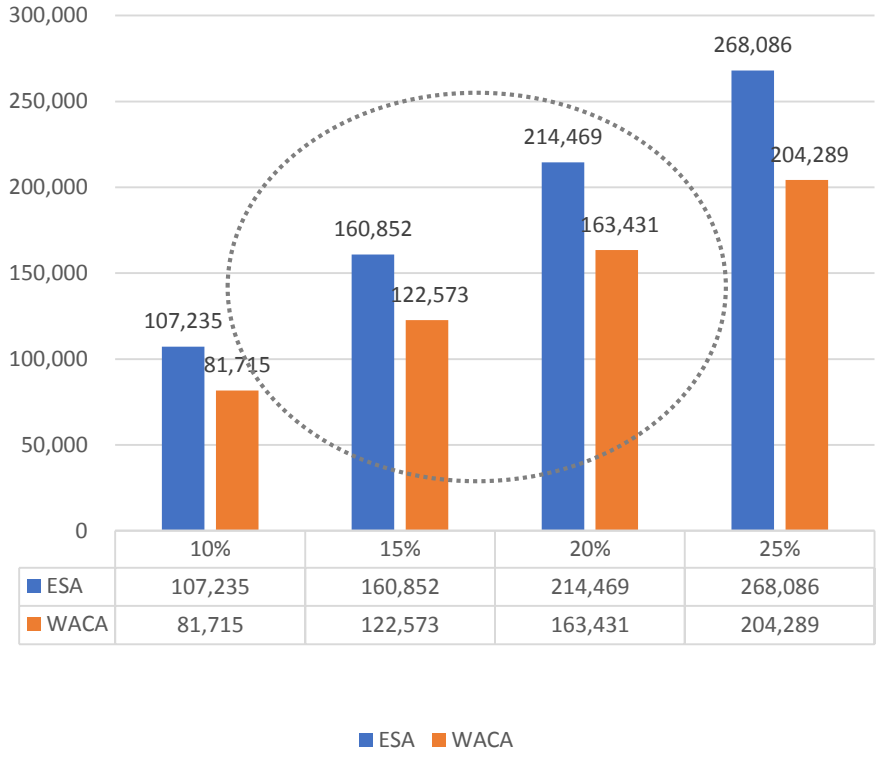


Global Fleet 2015-17 | & potential savings 2019

Global Fleet **asset purchases by region** 2015-17



Global Fleet **potential saving 2019** (USD by %)
(through central procurement)



Project objective 3

Safety

Speed reduction

High speed no more

Impact – That where GPS technology is rolled out with the right message and regular monitoring, results in reduced speed levels that are maintained low over time. Bonus impact on fuel consumption and fuel cost reduction.

Challenges – Some programmes had an ‘internal culture’ that 120kph was the norm. When confronted to offer proof of the legislated speed at the level of 120kph, they were not able to provide. Some programme speeds creeping up; and some need occasional intervention.

Innovation – the overspeed KPI ‘overspeed per driver’ is one we may have invented! We have shared with other organisations to consider applying at their organisations.

Evidence – Overspeed study results – lower speed achieved and maintained over time.

Safety

Reduced speed **evidence** (Q3 2016 – Q4 2017)

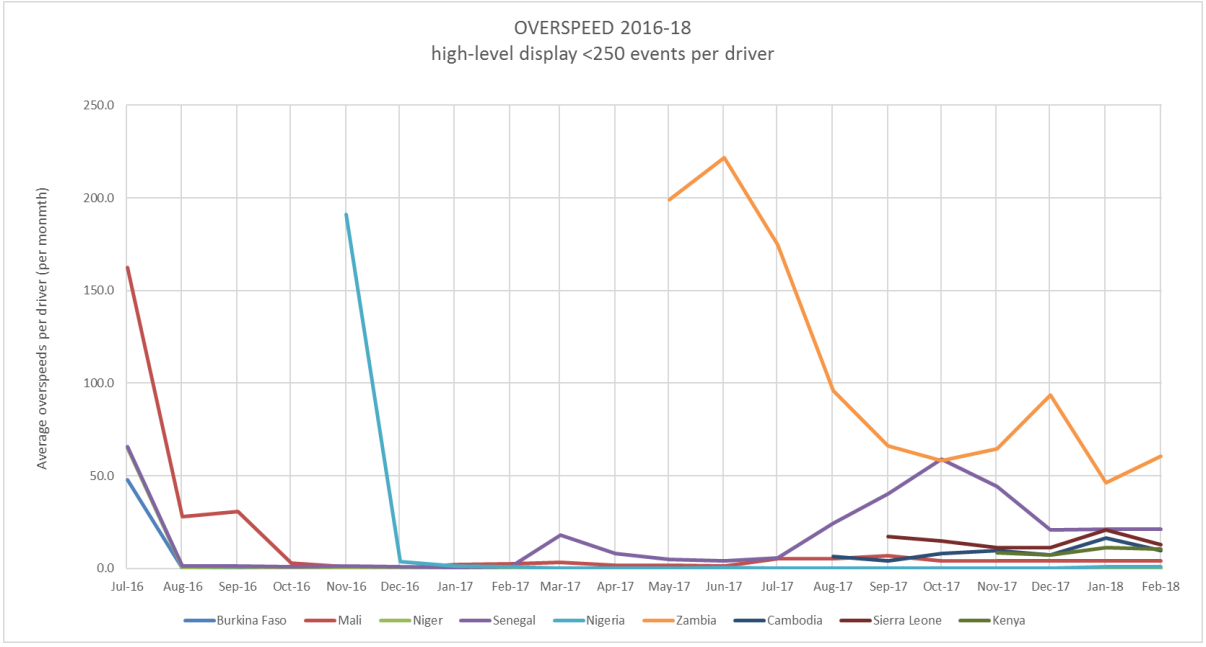


TABLE 3 - Trend data: average overspeeds per driver

	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Score	
Burkina Faso	47.8	0.2	0.4	0.1	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mali	162.3	28.0	30.8	2.9	1.0	0.3	2.0	2.5	3.1	1.7	1.6	1.3	5.5	5.3	6.9	4.2	4.2	4.2	4.2	4.2		
Niger	64.8	0.4	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Senegal	65.6	1.3	1.3	0.7	1.4	0.9	0.5	1.1	18.1	7.9	4.8	4.2	5.6	24.5	40.5	59.0	44.2	20.7	21.1	21.1		☹
Nigeria					190.9	3.7	1.2	0.8	0.2	0.2	0.3	0.5	0.3	0.1	0.1	0.1	0.1	0.0	0.7	0.8		
Zambia											199.2	221.7	174.7	95.9	66.2	58.3	64.8	93.8	46.3	60.5		☹
Cambodia														6.5	4.2	8.0	9.5	7.2	16.3	9.5		
Sierra Leone															17	15	11	11	21	13		
Kenya																	9	7	11	10		

Night driving

Rules that are safe and workable on the ground

Impact – A policy that programmes will accept and adhere - established a clear policy where programmes can and cannot drive at night and be safe. This was an issue for our Outreach teams that work remotely with varying demand for service delivery needs.

Challenges – At some programmes (not all), the choice (unofficially) at team level was to 'get service delivery numbers' after dark at the expense of existing 'no night driving' regulations.

Innovation – Addressing the realities on the ground, through meaningful and honest consultation with country programmes – for a workable night driving policy that keeps people safe.

Evidence – Global Fleet Policy v2018; acceptance and enforcement by senior management team at country level.

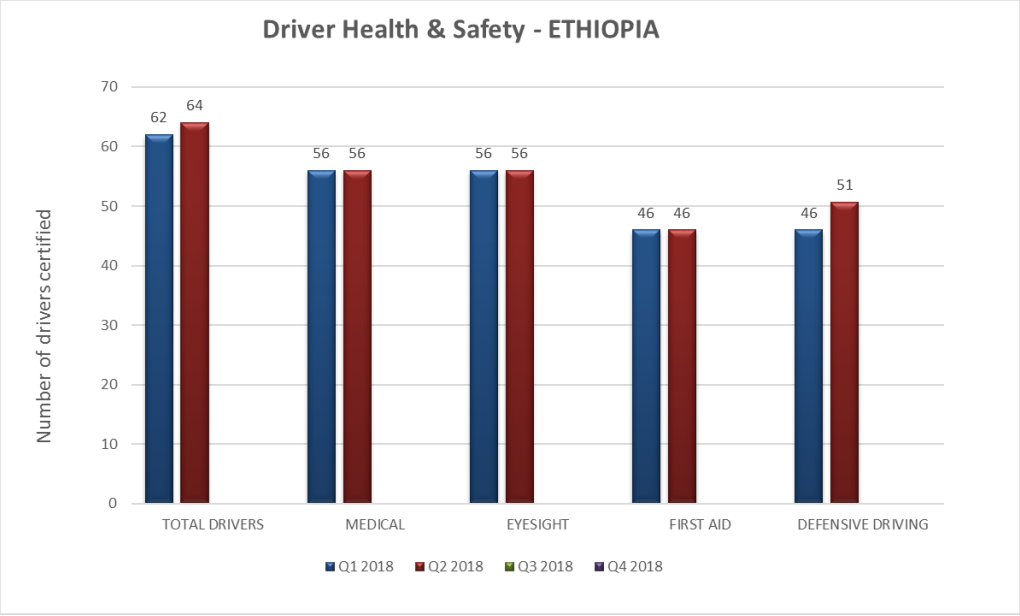
Taking care of drivers

Focus on health & safety

MSI Ethiopia leading the way!

Over 80% of drivers

- ✓ Medical health check
- ✓ Eye exam
- ✓ First aid training
- ✓ Defensive driving



Vehicle incident management

Visibility

Impact - Vehicle incidents are now reported (but we can do better); annual vehicle incident registers are maintained;

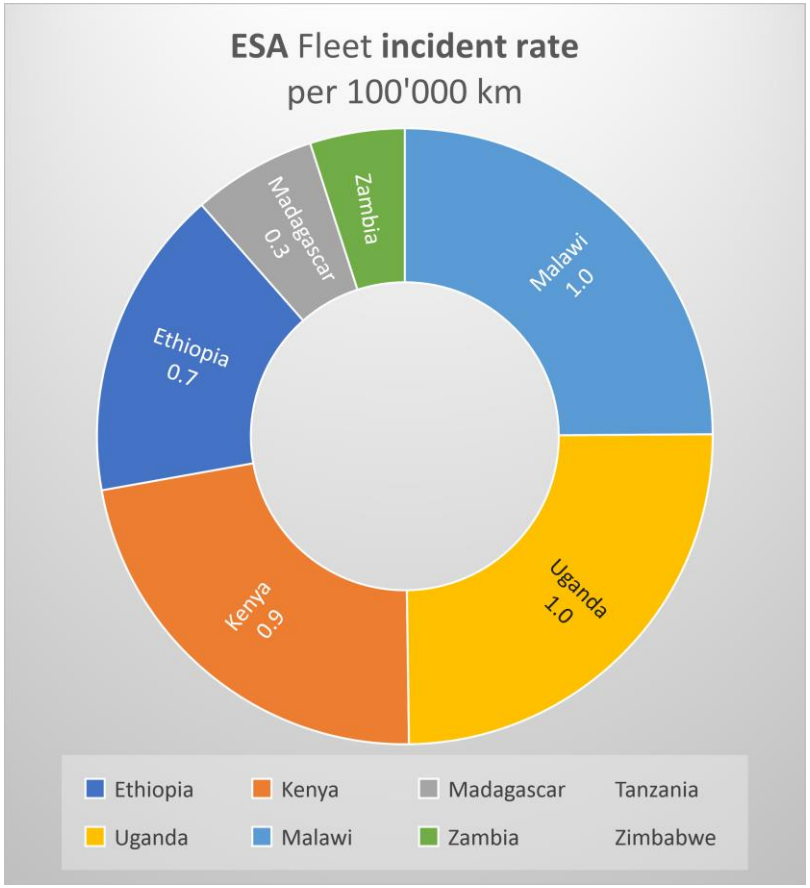
Challenges – In the past a lack of record keeping of vehicle incidents; historically vehicle incidents reported as security incidents therefore lacking fleet safety and prevention considerations. Getting fleet teams to report minor incidents continues to be challenging – but hopefully persistence will get teams to understand and accept that ALL incidents need to be reported even if under USD$500 damage.

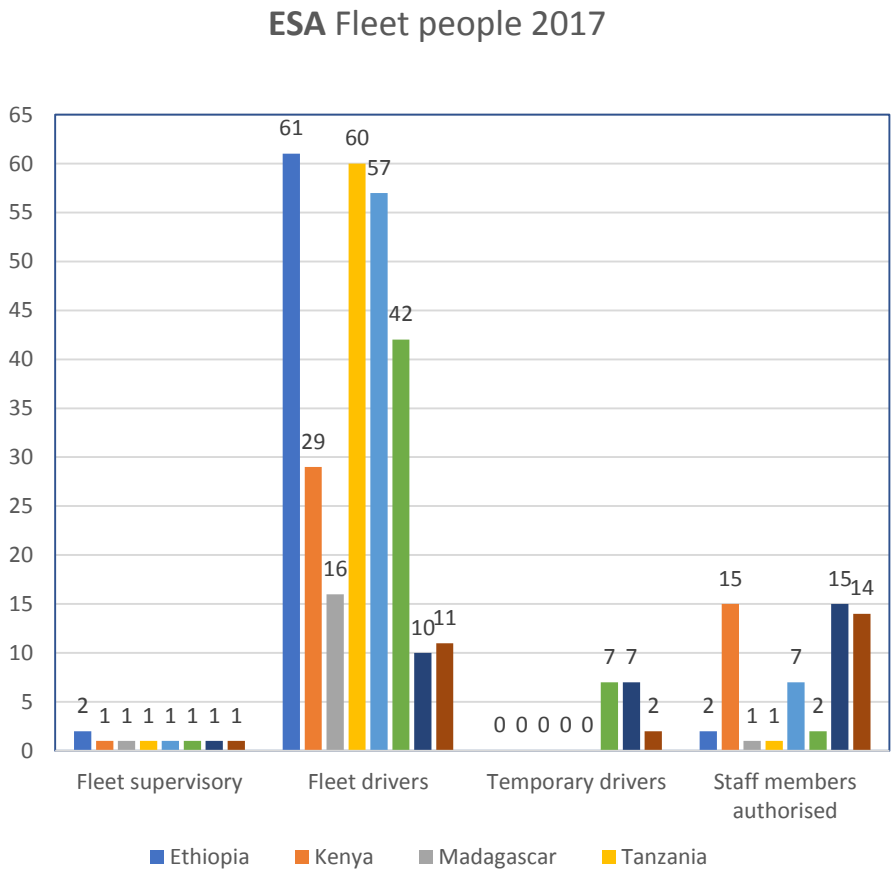
Innovation – Definition of vehicle incident; Combined vehicle incident report form to Global security (risk to staff) and Global Fleet (driving safety) information; Submission of vehicle incident reporting (uploading) via the Knowledge platform in Office 365

Evidence – Global Fleet Policy v2018; Vehicle Incident Report form

East & Southern Africa Fleet 2017

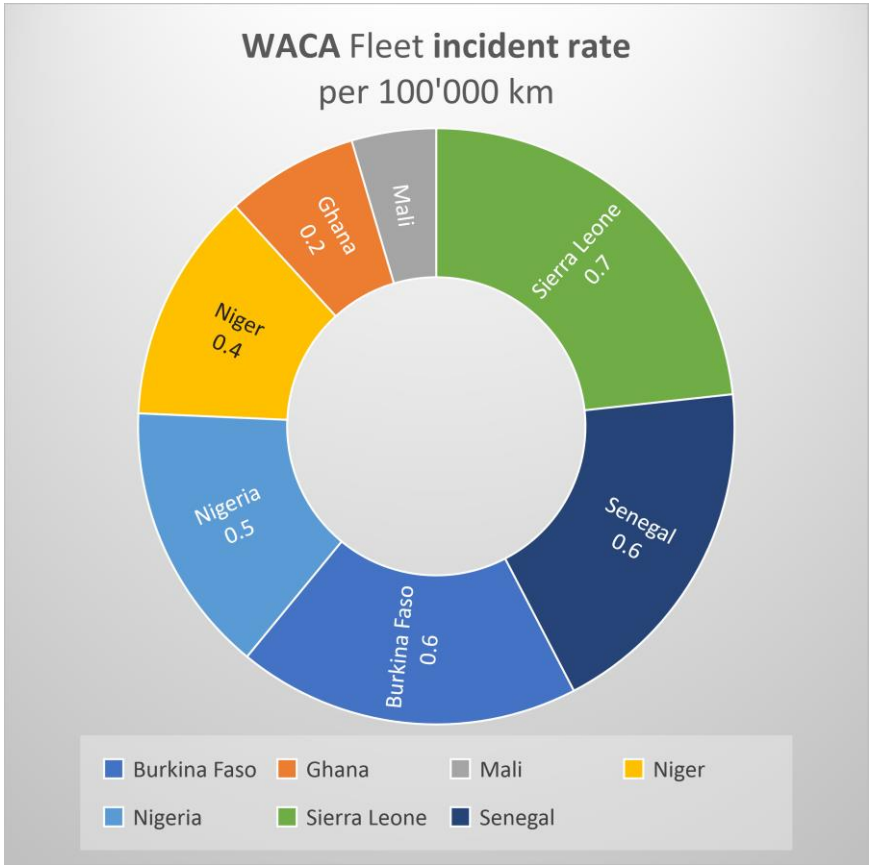
vehicle incidents | country fleet teams

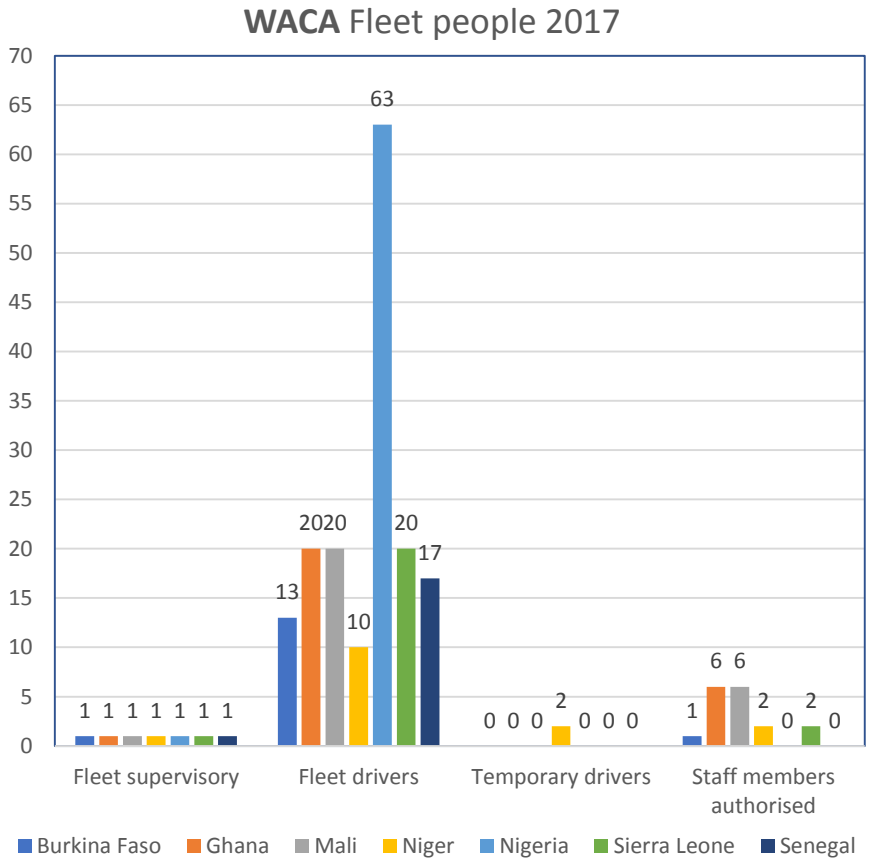




West & Central Africa Fleet 2017

vehicle incidents | country fleet teams





Project objective 4

Data Quality

Fleet operating cost results

Seeing the real costs

Impact – We can see the truth! By monitoring the quality of data entered to the tracpoint FMS vs cost data from our SUN financial system, we have established, that we cannot rely only on the fleet systems as a correct measure fleet and individual vehicle operating costs. More specifically, we can measure the % variance from the truth (data quality)

What we discovered with the enhanced visibility is that: programmes suspected of doing well, were doing well; programmes suspected of doing badly, were doing a bit worse than expected; and then there were the programmes operating somewhere in between, not terrible… but work to be done.

Challenges – not all costs entered to tracpoint; long term rental vehicle costs not entered to tracpoint, but are included in SUN system (this dashboard results); a couple programmes with extreme results.

Innovation – validating fleet management system data quality

Evidence – fleet dashboard; fleet quality assessment; SUN data

Fleet operating cost results 2017

Discovered something unexpected

Difference in performance results between SUN and tracpoint data sources

Data Quality variance	ESA		WACA	
Variance % of tracpoint from SUN	Fuel	31%	Fuel	26%
	Maintenance	34%	Maintenance	57%

Why the difference?

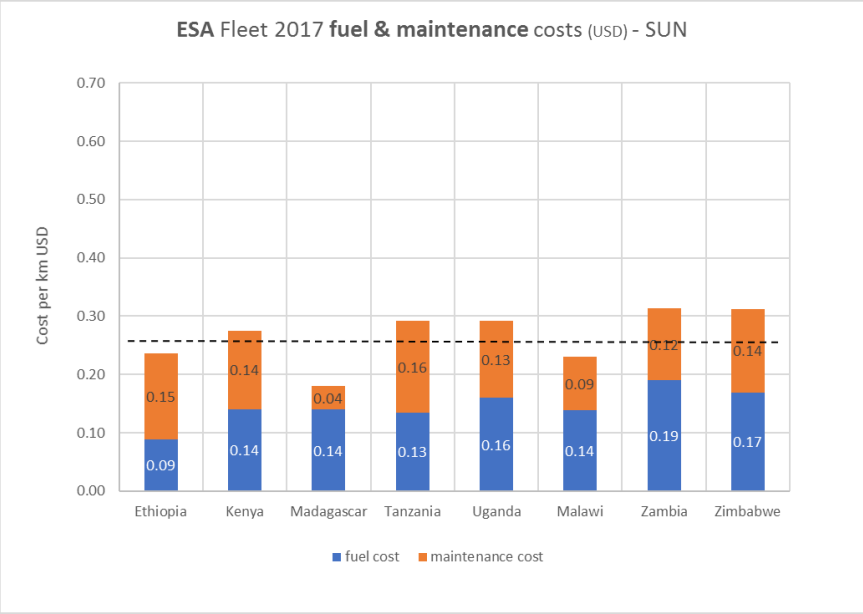
We are investigating but we suspect that some possibilities may include:

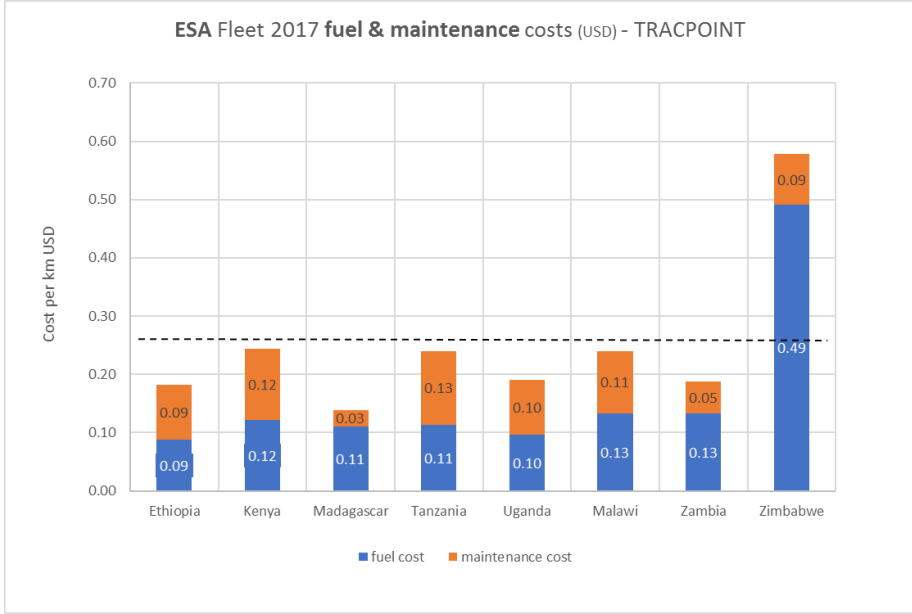
- Costs applied to fleet but fleet teams not made aware, therefore not entered to tracpoint
- Fleet teams not thoroughly entering all fleet operating cost data
- Errors in applying financial coding to payments
- Operating costs for generators, motorcycles, rental vehicles being coded to the light vehicle fleet, which could be incorrectly pushing up the reported cost per km figures (MSI does not have trucks)

** Note: since the conference date, we subsequently offset the SUN system results for each country to address the last bullet point on this page. The % variance above was the original discrepancy/

East & Southern Africa Fleet 2015-2017

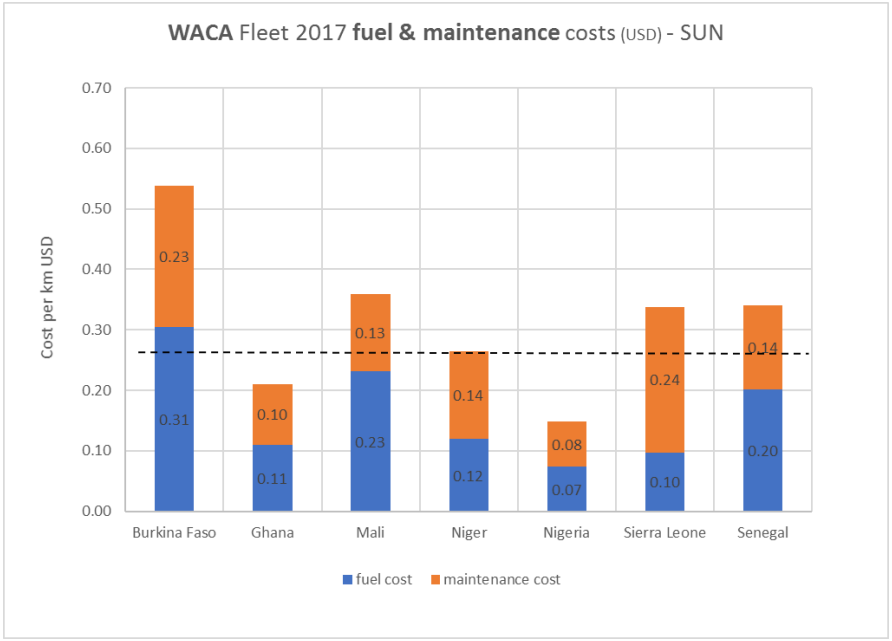
Data quality – cost results SUN vs tracpoint

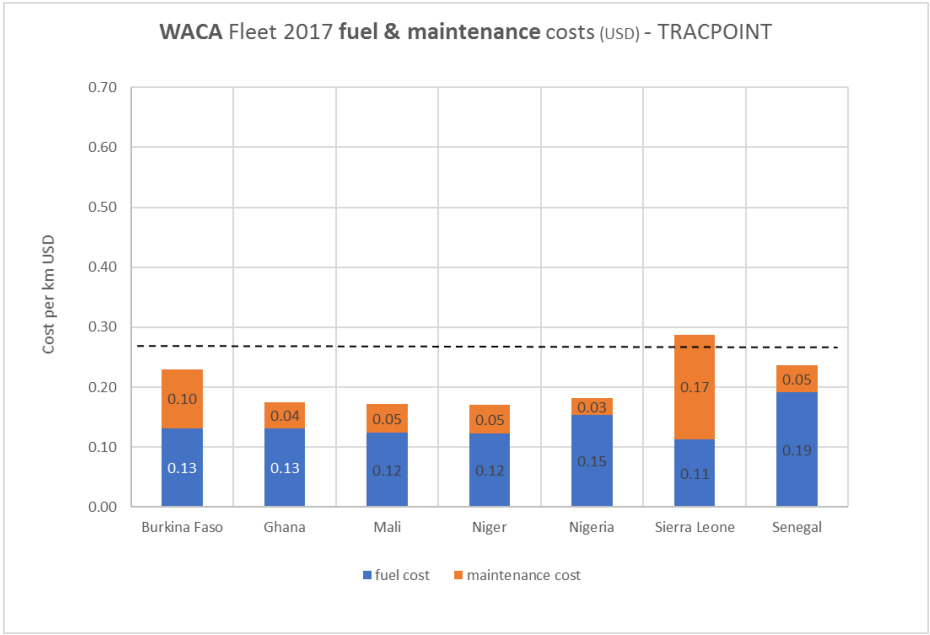




West & Central Africa Fleet 2017

Data quality – cost results SUN vs tracpoint





5-Sustainability

Acceptance

End-to-end scope

Performance management cycle

Country fleet objectives planning

Peer to Peer support

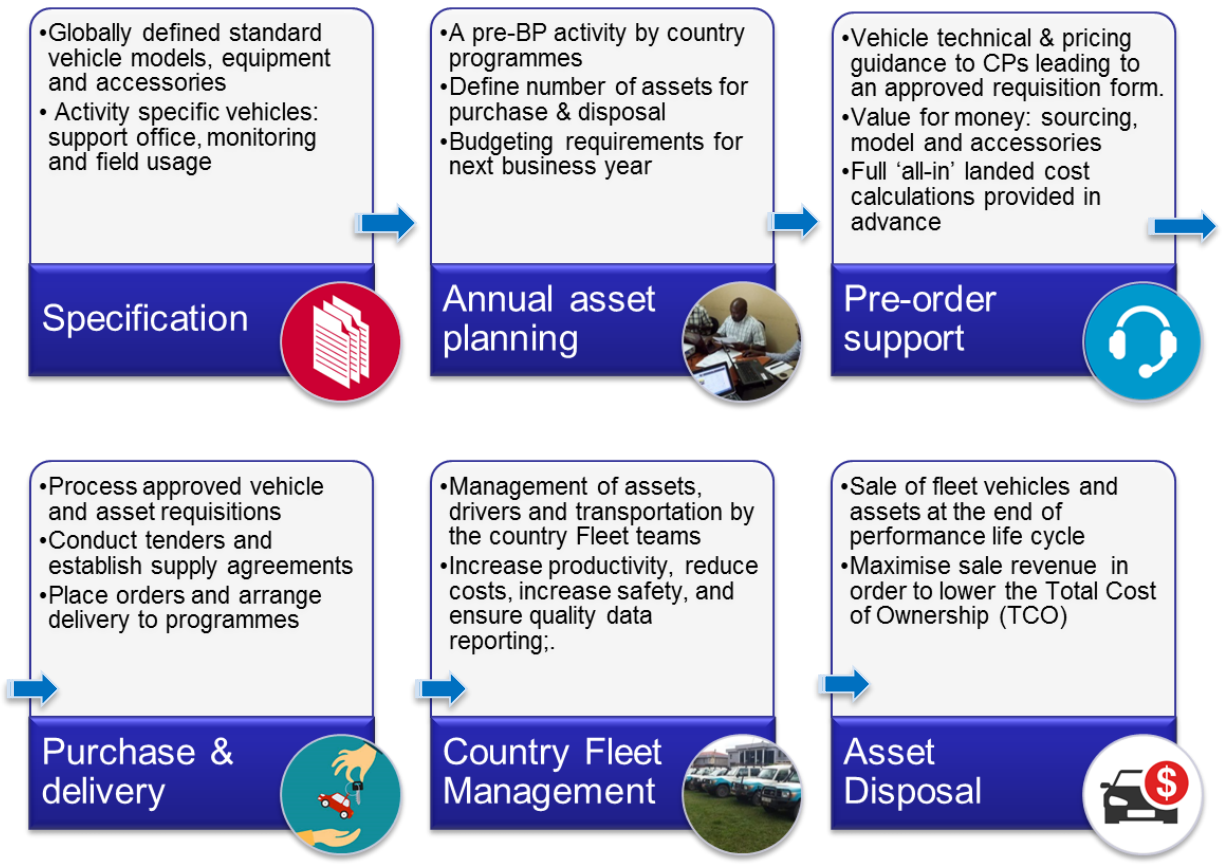
Maintenance - what we need to do

Teaming up with internal audit

***** What follows are initiatives & concepts that we're working towards … still a lot of road to cover !***

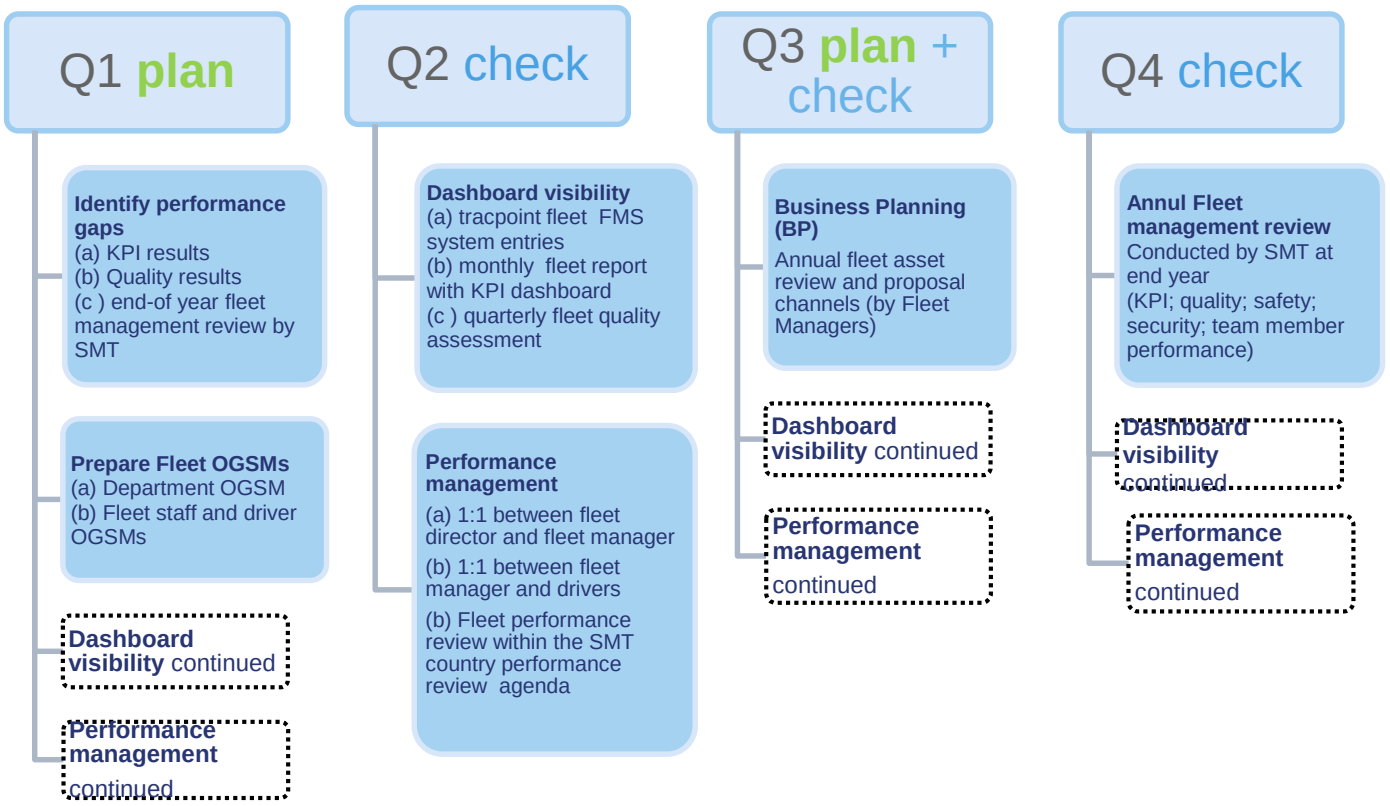
end-to-end scope

Global Fleet supply & Management



Performance management

Big picture



Performance management

Country fleet annual objectives planning

*Country fleet OGSM **annual planning** to reflect objectives, goals and strategies that **contribute directly** to effectiveness, efficiency, safety, and quality data reporting.*

Objective - Improve country fleet management: decrease costs; increase safety; achieve quality reporting

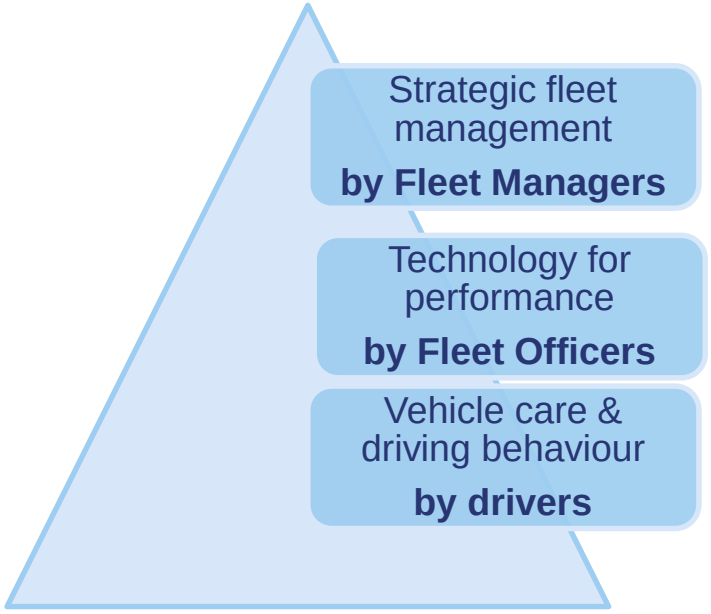
Goals – maximise asset utilisation; control costs (with quantified targets)

Strategies – depend on the goals: e.g. for fuel supply, maintenance, utilisation, safety, training. Data gathering and reporting etc. // then list measurable actions that are timebound.

Embedding ‘business-as-usual’

Global Fleet Peer-to-Peer programme

Three levels working at the grass roots to improve Fleet



	Who	What
Level 3	**Fleet Managers** - Peer to peer partners between country programmes - Each fleet manager would be paired with a fleet manager from another programme within their region	**Strategic support** Policy & procedures Performance against KPIs (outputs) Performance against quality (inputs)
Level 2	**Fleet Officer / Assitant** - One peer per region is trained by Global Fleet to monitor and support their peers at the other programmes within their region.	**Technology support** tracpoint system usage Data entry quality and reporting
Level 1	**drivers** - Some drivers (1-2) at each country programmes trained as trainers to support and develop the drivers within their programme.	**Vehicle care and driving safety** vehicle technical knowledge driver level maintenance driving skills and behaviour

Fleet maintenance … *what we need to do*

goal | strategy | measures

Goal

- Reduce fleet costs / maintenance / service, repairs, tyres
- Increase consistency of standards and adherence to standards for fleet maintenance (service, repairs and tyres).

Strategy

- Establish, rollout and monitor an MSI standard for service intervals (distance) and interval requirements (parts and labour), maintenance, and tyres.
- Country programmes establish service agreements with maintenance service provider.

Proposed measures

- *Research:* service provider vs CP standards, tyre standards, and degree of adherence.
- *Define Standard*: Set single MSI standard for service interval and interval requirements; Set tyre standards (condition monitoring; replacement cycle; purchase specification; disposal used tyres; tyre tracking (tracpoint).
- *Service Agreements*: develop standardised service agreement template in consultation with LSO Legal; Incorporate MSI service standards into service agreement terms and conditions;
- *Rollout*: implement service and tyre standards to country programmes; country competitive bidding process for the selection of a maintenance service provider.
- *Evidence:* Baseline costs official Toyota retailers (per interval type and by country); compare against cost of current service providers used by country programmes, and later, service providers selected through competitive bidding process.

Group Internal Audit

Being audit ready should be ‘business-as-usual for fleet’

Why audit fleet?

- Fleet impacts productivity, costs, and safety.
- Capital investment and ongoing expense for fuel, maintenance and insurance
- Risk exposure of vehicle incidents, security incidents, and reputation
- Number of country staff to be healthy, trained and performance managed

What they could they check?

They won’t check everything, but they can check anything!

- Adherence to the Global Fleet Policy 2018
- Progress against quality standards for fleet.
- Performance against Key Performance Indicators for fleet
- Action on vehicle incident management
- Usage of the tracpoint vehicle system (VTS) and fleet management system (FMS)

Drive Productivity.
Drive Safely.
Drive Out costs.