



EMERGENCY RESPONSE PLAN

Fleet Management in Emergencies

A Guide to Emergency Preparedness for Aid and Development Organisations

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List of Abbreviations

AoR	Area of Responsibility
AV	Armoured Vehicles
HQ	Headquarters
IFRC	International Federation of Red Cross and Red Crescent Societies
LTA	Long-Term Agreement
km	kilometer
ToR	Terms of Reference
TCO	Total Cost of Ownership
WASH	Water, Sanitation and Hygiene

Fleet Management in Emergencies

Guide to Emergency Preparedness

1. Introduction

Background

Transportation is a cornerstone of program delivery and is the second largest cost to most aid and development organizations. Vehicle fleets are used to monitor, coordinate and execute last mile distribution of humanitarian assistance. Without vehicles aid and development organizations cannot deliver their programs and support the people in need. Although vehicle fleets are a crucial support function, in many organizations there is no focus on fleet management that allows organizations to operate fleet in a safe, environmentally friendly and cost efficient way. As a result, organisations are faced with costly inefficiencies, increased safety risks to own staff, contractors and other road users and at the same time not considering the environmental impact of their vehicle operations.

The level of fleet management diminishes to an even lower level in emergencies. It is common knowledge among staff, who have worked in emergencies, that established fleet management procedures (that are partially implemented in non-emergency operations) are completely disregarded as the priority is to have as many vehicles as possible available. Workshops held in Nepal and South Sudan further revealed:

- 45% somewhat agree that preparation activities were conducted before the emergency
- Approximately 30% disagree or neither agree or disagree that their fleet management was satisfactory
- 51% have not had a fleet management evaluation since the emergency

Vehicles are scarce in the local market, so organisations rent vehicles at extremely high prices; simultaneously, there is competition between organisations to secure vehicles, further driving up the price of vehicles. Aside from vehicles, organisations need to hire drivers to operate these vehicles and given the urgency, recruitment and selection policies are expedited to the extent that drivers are hired without checking if they drive safely.

This ‘fire-fighting’ spirit, almost second-nature to everyone working in an emergency, leads to extremely unsafe situations, including unorganised journey planning, night driving, consecutive long shifts without breaks, drivers unfit to drive, unsafe vehicles etc. As a result, organizations are faced with costly inefficiencies, ten-fold increase in safety risks to own staff, contractors and other road users and at the same time not considering the environmental impact of their vehicle operations.

In emergency relief operations, fleet managers are required to support the organisation and implementation of response operations in order to ensure their timeliness and efficiency. Providing vehicles for the mobilisation of staff, equipment and goods of humanitarian assistance organizations, the evacuation of the injured or the resettlement of those directly affected by the disaster, requires a professional fleet management system to maximize effectiveness. As the pressure on effectiveness of organisations’ operations is high, especially during the initial phase of the response, preparation of fleet management activities can make a difference between successful and unsuccessful response.

Fleet management activities have to be planned, since adequate preparations are essential to a smooth operation. With this guide, we would like to challenge the perception that transportation arrangements can be improvised, based on the “needs of the field” when the emergency occurs. Not only is planning necessary, but it is realistic as most emergencies and their operational requirements can be foreseen. Fleet management must be closely linked to all other operational activities in the context of responding to a given emergency.

Scope and Use

The Fleet Forum ‘Fleet management emergency preparedness’ guide provides practical advice for those working in disaster-prone contexts within aid and development organisations. The guide is aimed mainly at logistics and fleet management staff involved in the day-to-day operations of an emergency, but can be used by anyone who is supporting relief operations. The advice provided in the guide is geared specifically towards the preparation for an emergency response; it is not meant to guide fleet managers in setting up a fleet management policy, rather respective organisations should already be applying basic fleet management practices.

Structure of Guide

Every aid and development organisation, no matter which country they are operating in, must recognise they might experience a crisis and will have to provide relief efforts in a crisis. As humanitarian actors, we must acknowledge that even though we are conducting development activities in stable environments, there is risk that communities may be affected by a crisis, be that a natural or man-made disaster. Very few emergencies take place suddenly; statistics show that in 2015, 66% of international humanitarian assistance went to crises that have been extended or continue to occur in the same places year on year (Development Initiatives, 2015). While you may not know when ... you can anticipate the emergency will happen

The guide contains three important elements:



- **Preparation for a Possible Emergency**, describes the actions you must take every year to ensure you are prepared for whenever you need to upscale your fleet operations
- **Responding to the Emergency**, provides guidelines for fulfilling transport needs and maintaining professional fleet management throughout the response
- **Down-Sizing and Evaluating Your Fleet Operations**, indicates the steps you can take to down-size your fleet as well as extract lessons learned and feed them back into your annual preparation activities, making you better prepared to respond to recurring emergencies

What is an emergency?

Before using this guide, it is first important that we share a common understand of the word ‘emergency’. For the purpose of clarity, we have described what is an emergency by combining the definitions used by the Humanitarian Coalition (Humanitarian Coalition, 2015) and the IFRC, International Federation of Red Cross and Red Crescent Societies (IFRC, 2010).

A humanitarian emergency is an event or series of events that seriously disrupts the functioning of a community or society and presents a critical threat to their health, safety, security or wellbeing, exceeding the community’s or society’s ability to cope using its own resources

Humanitarian emergencies can be grouped under the following categories:

- Natural disasters, which can be geophysical (e.g. earthquakes, tsunamis and volcanic eruptions), hydrological (e.g. floods, avalanches), climatological (e.g. droughts), meteorological (e.g. storms, cyclones), or biological (e.g. epidemics, plagues).
- Man-made emergencies, such as a conflicts, plane and train crashes, fires and industrial accidents.
- Complex emergencies, which often have a combination of natural and man-made elements, and different causes of vulnerability and a combination of factors leads to a humanitarian emergency. Examples include food insecurity, armed conflicts, and displaced populations.

In this guide, we will not cover the day-to-day fleet management activities, as this is covered in other training materials. Rather we will address how a fleet manager should prepare for an event where you need to upscale your fleet management activities, manage this increase in fleet management activities and evaluate your performance during and after the response.

2. Preparation for a Possible Emergency

Through this guide, we encourage you to conduct an ‘Emergency Transport Needs Assessment’ on an annual basis as well as take actions that will allow you to scale fleet management capacity of your organisation in the event of an emergency.

As a fleet manager, you are advised to sit together with your programme colleagues and build scenarios of possible crises that might occur in your country and ask yourself what would your organisation do to support the crisis.

Emergency Transport Needs Assessment

Preparatory activities must begin with an annual emergency transport needs assessment. A needs assessment should answer the questions below. A detailed guideline to carry out this assessment can be found in Annex A: Guidelines for a Needs Assessment.

What are our relief activities?

Before you can determine if your organisation has the capacity to respond, you first need to understand what relief operations will your organisation conduct in case of an emergency or relief operation.

As a fleet manager, you are advised to sit together with your programme colleagues and build scenarios of possible crises that might occur in your country and ask yourself what would your organisation do to support the crisis. This might include questions such as:

- In the past 3-5 years, have any developments occurred in the country or region that make people vulnerable to a threat?
- Has this country been affected by a disaster in the past 15 years?
- What types of disasters might occur in this country?
- 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?
- What will our organisation do to reach beneficiaries?
- How often will we need to reach them?

What external factors may hinder or facilitate fleet operations?



Many factors may hinder or, alternatively, facilitate fleet operations. For instance, in particular political contexts, the national authorities may restrict humanitarian entry of certain vehicles. A government may ban foreign-based relief organizations from entering the disaster or conflict area, or even the country itself.

On the other hand, some governments may adopt extraordinary measures to facilitate the efforts of relief organizations and the arrival of humanitarian assistance into the country or the area where operations are underway. This would include lowering or eliminating tariffs and taxes.

As part of the needs assessment, you are advised to consider the political, economic, social, financial, environmental and technological factors will influence your organisation’s activities.

In addition, since government disaster response agencies are the ones entrusted with coordinating relief efforts, it is crucial for your organisation to take part in these efforts to establish solid links with the local or national agencies. The contacts can also be used to negotiate mutual cooperation agreements for emergency situations.

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All the information compiled and the activities carried out in preparation stage should serve as the basis for the development of the fleet emergency management plan, which must spell out procedures, responsibilities, and timetables for implementation.

What are the (operational) needs?

All too often, local organisations involved in emergency response do not have the resources to respond effectively to a disaster. It is therefore important to determine what resources – in terms of number of vehicles – are required for relief operations to be carried out effectively. Answers to this question will make it easier to determine what is available—and what is lacking and must be acquired through other channels.

What is available capacity?

This question encourages us to identify what resources are currently available to the organisation. By mapping the available resources, one can later identify what must be acquired and how additional resources can be acquired if there is a need. The resources of an organisation change from time to time and therefore they must be reviewed regularly to keep the information as up-to-date as possible.

1. Analysing the capacity of the transport system for moving staff and supplies—assessing in detail your organisation’s maximum transport capacity, such as the size of fleets, type and capacity, location, costs, and availability
2. Assessing the availability of spare parts and repair services
3. Systematically mapping and evaluating national road transport infrastructure, taking into account the capacity and potential weaknesses of strategic routes, possible bottlenecks, availability of telecommunication resources, and risks to the infrastructure in the event of an emergency.
4. Regularly monitoring major new construction or changes to existing structures that might cause bottlenecks or the temporary need for rerouting, e.g., the closure of a major routes due to road repairs, and so forth

Developing Ability to Scale Up

Fleet management cannot be improvised at the time of the emergency. Organisations must see it as a cornerstone of emergency preparedness efforts. They should aim within a week to know what resources they need. Within 3 weeks, they should aim to be fully operational.

Now that you have conducted a transport needs assessment, it is wise to carry out actions to ensure that if there is an emergency, you can scale up the resources of the organisation swiftly and cost-efficiently. Some of the actions described in the next section can be conducted as stand-alone preparatory activities, whereas other will require you to work together with other organisations. More and more humanitarian organisations are beginning to examine joint transport services, particularly in emergency contexts, when resources are scarce and programme delivery means saving lives. Preparation based on a collaborative approach will leverage the advantages of sharing of assets.

“In some areas, organisations do not own vehicles because there is always a risk of vehicles getting looted or commandeered. All our are therefore rented. In some cases, the ‘owners’ of the rented cars are not the real owners as most of them were just looted during the crisis”

- Anonymous Logistics Manager -

Acquisition of Vehicles

Acquiring vehicles appropriately, and being able to secure those that are not at hand, depends on first identifying their availability and location, as well as the sources for obtaining them.

The vehicles required to respond to an emergency come from different sources, whether disaster relief organizations acquire them directly or lease them. Normally, all these acquisition methods will come into play in an emergency, and each has its advantages and disadvantages.

Method	Advantages	Disadvantages
Local purchase	• Lower transport costs • Fast delivery • Supports the national economy	• Might not have the quantity or quality needed • High demand for vehicles can generate competition among organisations and lead to extremely high prices • Donor might be reluctant to fund in short-term emergency
Foreign purchase / import	• Possible to acquire more vehicles of good quality • Might lead to lower costs if the organisation has global framework with vehicle manufacturer	• Longer delivery time • Higher costs to transport vehicle • Might not be able to enter country, depending on national policy and custom regulations • Donor might not be reluctant to fund in short-term emergency
Renting vehicles (using local rental providers)	• Vehicles will only be ordered / used when necessary and can accommodate short trips • Routine maintenance costs are included • No overheads in garage set-up and maintenance • No high initial purchase costs • They might provide insurance and drivers who understand the environment / routes	• The organisation loses control of some aspects of its fleet management • Discontinuation of services can cause disruptions in the day-to-day operations • If the rental contract is cancelled for any reason, the organisation may have to make heavy investments in vehicle purchases or temporary hire to ensure business continuity. • If rental vehicle comes with a driver the quality of the driver needs to be guaranteed (thus potentially leading to the fact that the driver is not immediately available but needs to be trained -> loss of time + need of budget for training)
Outsourcing transport	• External provider will take care of everything: drivers, vehicles, fuel maintenance, insurance, telematics, reporting and more • Fleet management is not the core activity; your organisation can focus strictly on programme delivery • Increase cost savings, human resource productivity and cash flow • Multiple contract options: per vehicle per journey, per vehicle per day or by the ton	• The organisation loses all control of some aspects of its fleet management • Reliability, safety, speed and quality must be carefully assessed • Discontinuation of services will cause disruptions in the day-to-day operations

Which option is best?

Whichever option you choose for, it is important to ensure adequate fuel, maintenance facilities and administrative controls. Using your current fleet to respond to the emergency is the fastest and cost efficient option. However, before you do so, consider the consequences. There is a trade-off; re-allocating your fleet will lead to a disruption in the ongoing programme activities. If you are able to use your existing fleet to conduct ongoing programme activities AND respond to the emergency, this might mean your fleet was too large from the start.

In short-term emergencies, renting is common practice. In the case of a natural disaster or a sudden man-made disaster, it might take time for imported vehicles to arrive and be made ready for use. It is for this reason that organisations resort to renting vehicles from local providers, especially at the start of an emergency. Given the high number of organisations present, this often drives up the rental costs.

When examining the options, consider the following:

- 1 Expected length of operation**
If the length of the operation is short, (3 - 6 months), or the situation is volatile, it may be better to rent, loan or re-deploy rather than purchase vehicles, because of high initial costs.
- 2 Urgency**
Purchasing new vehicles from abroad can be very time consuming, because of long delivery times. In an emergency, the need to respond is high
- 3 Comparison of costs**
Compare the cost of renting vehicles with the cost of purchasing them. You should also consider purchasing second-hand vehicles if they are in good enough condition. In Section 'Budgeting Fleet Costs', you will be introduced to the Total Cost of Ownership (TCO) method to compare the costs of purchasing a vehicle and renting.
- 4 Safety and Security**
In the case of renting vehicles or outsourcing transport, you should consider whether the safety and security of staff members and other road users can be guaranteed.
- 5 Additional benefits provided**
Take into account that renting vehicles will include servicing and other benefits (such as drivers, insurance, fuel) which would need to be separately arranged if the vehicles are re-deployed, purchased, or loaned.

Preparing for an emergency allows you to consider options that you might not be able to set up during the emergency, such as:

- Negotiate a flexible procurement contract with national vehicle distributors. Negotiating in advance allows you to secure a better rate than you might if you discuss during the emergency
- Discuss the hypothetical option to transfer assets from another country with your HQ
- Set up a long-term agreement (LTA) or right of use agreement with local NGOs
- Agree on vehicle sharing arrangement with other organisations

Forming a Competent Driver Pool

Aside from vehicles, organisations need to hire drivers to operate these vehicles. Using the results of the transport needs assessment, you are advised to implement a policy of "one vehicle, one driver" to make sure that one person is responsible for the control of each vehicle. When several people use the same vehicle, it tends to deteriorate faster, and it is harder to determine who is accountable for its misuse or lack of vehicle checks.

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Before the emergency, you will not know exactly how many drivers you will require, but you can build capacity to scale up your drivers by:

- Build an “emergency” driver database. This is a list of drivers you have vetted prior to the emergency (perhaps when interviewing for a driver position) and can contact if an emergency occurs. If you are a small NGO, contact other NGOs and build a joint database
- Negotiate a flexible service contract with a workforce or staffing company to supply drivers
- Contact a professional driving schools and agree that they will recommend drivers if an emergency occurs

Build an “emergency” driver database. This is a list of drivers you have vetted prior to the emergency (perhaps when interviewing for a driver position) and can contact if an emergency occurs.

Building Fuel and Maintenance Capacity

The usage / mileage of vehicles can be quite high in emergencies, thus creating the need for vehicle maintenance that is both of good quality and cost efficient. Your organisation can have sufficient vehicles and drivers to respond, yet if there are no good maintenance or fuel facilities, these vehicles will suffer multiple break-downs and impede programme delivery.

Your organisation can have sufficient vehicles and drivers to respond, yet if there are no good maintenance or fuel facilities, these vehicles will suffer multiple break-downs and impede programme delivery.

For example, Fleet Forum conducted a survey in 2014 based on the South Sudan crisis; it was concluded that according to 54% of participating organisations, vehicle breakdowns occurred once every 0-3 months on average. 70% indicated the average mileage per vehicle per month was above 1,000 kilometres. Participants also mentioned that the quality of maintenance in commercial vehicle workshops was not only poor but also expensive especially outside of Juba. This notion was furthered reinforced by the fact the large organizations, who were more likely to have the resources and the pressure to invest in long term solutions, only used in-house workshops.

Fuel is essential for the emergency response, yet frequently it is a scarce resource in emergencies. Given the fluctuation in fuel prices, it is near impossible to set up a LTA with fixed prices, however there are other alternatives that can diminish the negative impact of a potential fuel shortage in an emergency.

As a fleet manager, there are various actions you can take to prepare for an emergency:

Fleet management procedures	• Standardise the type of vehicles to meet the operational requirements and avoid having a diverse range of vehicle models and makes • Set up a maintenance schedule and follow it. If you don't adhere to your schedule before the emergency, you are even less likely to do so in an emergency
Maintenance facilities	• With the results of the transport needs assessment, conduct a cost benefit analysis of in-house versus outsourcing of maintenance services • If the decision is to outsource, identify local contractors for maintenance before emergency, including mechanics (See Annex C: Sample Maintenance Provider Assessment). Set up a LTA with them. • Depending on the scale, geographic spread and duration of the operation, consider purchasing a mobile workshop

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Quick fixes	• Train your staff to have basic maintenance skills
Spare parts	• Identify most used spare parts in your organisation and consider keeping in stock. This reduces vehicle down-time.
Fuel	• Assess the availability of fuel providers (see Annex D: Sample Fuel Provider Assessment) • When possible, set up an agreement with a gas or petrol station to work with a authorised card or coupon system, especially in emergencies • Consider stocking enough fuel at key emergency response sites and having on-site fuel filtration equipment • Identify alternative means of transport for certain missions or routes

In-House Workshop

In the absence of local facilities, your organisation may choose to undertake its own maintenance. In that case you should ensure that:

- an experienced mechanic is hired;
- a secure workshop area is identified or set up;
- the necessary tools and equipment are available;
- there is a system to monitor and measure the quality of the maintenance, fleet performance and costs.

Budgeting Fleet Costs

Total Cost of Ownership

TCO is a financial method intended to help you calculate the direct and indirect costs of acquiring a vehicle. The formula to calculate the costs of purchasing a vehicle is as follows:

$$\text{Capital Costs} + \text{Operating Costs} - \text{Disposal Value} = \text{Total Cost of Ownership}$$

Capital costs: these are the costs of purchasing the vehicle and putting it into service, including transport and accessories

Operating costs: expenses of running the vehicle, including fuel, staffing costs and maintenance and repair. Make sure to also include costs for driver training (see Fleet Management and Driver Capacity)

Disposal value: this includes the proceeds of the sale when the vehicle is sold

When budgeting for the purchase of vehicles, often organisations (only) include the capital costs of the vehicle. As a result, they do not have the budget to train drivers and follow their maintenance schedule which leads to an increase in the number of road traffic incidents and vehicle break-down. You are advised to sit together with your programme staff and agree to include the direct and indirect fleet costs in the relief programme proposals sent to donors.



Vehicle Disposal

If you are considering purchasing new vehicles and you are unsure of the duration of the emergency, it would be wise to examine your organisation's disposal policy and plan how you will dispose of them. This will give you an idea of when vehicles have reached the end of their lifecycle as well as the methods available to dispose vehicles. Occasionally, national regulations for disposal of property can facilitate or hinder the disposal of your vehicles; it is important to understand how the procedure works and what obstacles it will be present when it is time to dispose of the vehicles. You should consult with other humanitarian organisations in your country to determine how they dispose of vehicles.

In Annex I: Vehicle Disposal Guide, you can find more information on possible disposal methods.

Emergency Procedures

Fleet Management Contingency Policy

In an emergency situation, procedures need to be shortened so as to create agility and faster response time. You are advised to create a contingency policy to include the following:

Fleet Management Contingency Policy

- *Purpose*
- *Objectives*
- *Allocation of vehicles*
- *Personal use of vehicles by staff*
- *Management of vehicles:*
 - *fuel*
 - *maintenance/repairs of vehicles*
 - *vehicle insurance scheme*
 - *vehicle replacement*
- *Guidelines for drivers*
 - *Safety, security and movement control*
 - *reports*
 - *revisions*

Communication within the Organisation

As the fleet management procedures have been shortened, smooth communication between you and programme and operations staff is essential. The programming departments will need to fund the vehicle operations, and they are the primary beneficiaries of transport (light and heavy vehicles), so they need to be involved in

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planning and decisions throughout. As part of preparatory activities, it is advisable to meet with the Head of Programmes and reach common understanding on the following topics:

- Operational requirements: explain the preparatory activities you are undertaking and find out what is done from a programmes perspective. Discuss what the expectations of the programme manager are (in terms of number of beneficiaries, expected tonnage)
- Advise on the current capacity of the fleet, estimated addition resources and possibility of proposed interventions (procure vs contract)
- Programme budgeting: identify how you will work together to allocate accurate fleet costs to donors when requesting emergency funding. As the fleet manager, you should offer to provide logical inputs for project design
- Determine area of responsibility (AOR) and scope of programmes
- Manage expectations and actually reflect the costs, constraints and feed time (includes distribution planning and programme planning)
- Agree on the way you will communicate (for example, daily briefing)

Fleet Management and Driver Capacity

Managing a transport fleet requires strong administrative skills, good communications and close coordination with the procurement and other functions to ensure efficient timing for collection and delivery. Organisations must ensure that the vehicles are in good mechanical condition and to establish maintenance and control procedures to prevent any down time.

Managing a fleet of vehicles, more so in emergencies, is complex and comprehensive. due to the number of actions required. Every organisation should appoint one individual to be entrusted with following up on all matters related to the transport vehicles: controlling, managing, overseeing and analysing the performance of the fleet in response to the emergency.

Every organisation should appoint one individual to be entrusted with following up on all matters related to the transport vehicles: controlling, managing, overseeing and analysing the performance of the fleet in response to the emergency.

If the current fleet consists of fewer than 30 vehicles and there is no dedicated fleet manager, organisations are advised to identify up to 2 staff members who can take on such a role in a full-time capacity during the emergency. Alternatively, it could be wise to contact another organisation of similar magnitude and agree to have a shared fleet manager or possible contracting a fleet manager from a staffing company. While it may be challenging to share resources, transport is a cornerstone of emergency operations and therefore planning for fleet management capacity will have a very positive impact on programme delivery.

Aside from having the right number of drivers, you should also ensure they have the ability to respond in an emergency. You can do so by:

1. Contact driver training provider and set up an agreement with them to provide training at the start of the emergency
2. Contact maintenance training provider and set up an agreement with them to provide training at the start of the emergency
3. If there is a risk that a man-made disaster with political context might occur, then it is advisable to contact a security training provider, be that internal or external. This will enable drivers to respond to hostile situations on the road. In any case drivers need to be briefed at a regular basis about the security situation.
4. With the support of HR or Medical Staff, identify a trauma psychologist. Sometimes your (national) staff members can be directly or indirectly affected by the emergency and might require counselling

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3. Responding to the Crisis

Transport is the link in the logistics chain that makes it possible for emergency humanitarian assistance to reach beneficiaries. In most times, you will not have the ideal means of transport for the movement of staff or supplies. Alternative means, methods, and routes should be considered. Your challenge is not only getting the people or supplies to their destination, but also making sure that they arrive safely, on time and at the lowest cost. Getting them from one point to another will require different means of transport over air, land, or water.

If a disaster occurs, the preparation you have been conducting on an annual basis will enable you to respond to the disaster as rapidly and effectively as possible, by mobilizing your fleet and staff and using your transport system in a coordinated manner so that the initial effects are countered and the needs of the affected communities are met.

If a disaster occurs, the preparation you have been conducting on an annual basis will enable you to respond to the disaster as rapidly and effectively as possible

If you already prepared for the emergency by conducting an assessment and making a contingency policy ... Good Job!

You will only need to update your assessment and policy based on the actual conditions of the emergency and sit together with programme staff. Continue to use your standard policy for ongoing activities and activate your contingency policy for relief operations.

NOTE: If you are in the response and have not conducted an assessment, then you should first conduct the assessment in Annex A: Guidelines for a Needs Assessment and put a Fleet Management Contingency Policy into effect for all relief operations.

Getting Ready to Respond

Update Your Assessment

At the start of a disaster, go back to the results of your last assessment and update them based on the current situation. Some of the assumptions you made about the emergency might not be accurate, which is why you should ask the following questions:

- What is the weather expected to be like in the short- and medium-term? Are weather conditions and seasonal changes likely to affect the delivery of assistance?
- How is the affected area best accessed? What are the road conditions to and in the affected area? Are there security issues that need to be considered when using the roads? Which drivers in your organisation understand/know the routes?
- Are your organisation's usual local suppliers operating? Would they be able to increase their provision of supplies, if needed?
- What means of transport are locally available (vehicles, trucks, aircraft, animals, boats)?
- Are telecommunications systems functioning?

Meet with Programme Staff

Before your programme colleagues finalise the programme proposal to donors, make sure to sit together and include total fleet costs in the budget

Put Together the Programme Proposal

Before your programme colleagues finalise the programme proposal to donors, make sure to sit together and include total fleet costs in the budget (see Total Cost of Ownership), thus ensuring that you will have sufficient funds to fulfil transport needs effectively, safely and efficiently.

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Daily Briefings

During the emergency, it is important to continue planning, adjust as the situation evolves and experience is gained, and to collaborate and coordinate closely with programming and operations departments. The programming departments will need to fund the vehicle operations, and they are the primary beneficiaries of transport (light and heavy vehicles), so they need to be involved in planning and decisions throughout.

In the previous section, you were advised to sit together with programme staff and agree on how you will manage day-to-day fleet operations. If you have not already done so, meet with them now. Smooth communication between you and programme staff is essential to timely programme delivery.

During the emergency, it would be wise to:

1. Have a morning briefing with programme staff
 - Provide updates on availability of vehicles and security situation (if necessary)
 - Confirm all staff movements of the day. Depending on the size of your operation, you might consider including the head driver in this meeting
 - Capture programme needs and priorities for the next day
2. Have an end of day debriefing with programme staff
 - Gather feedback on movements of the day (update on road conditions, adherence to safety norms)
 - Take note of any changes in the programme needs
 - Feedback, fuel availability, lead time and delivery, available load capacity of vehicles, program prioritisations, final reporting per trips, accidents per program)
3. Set up a vehicle movement and monitoring board
 - Use the board to gather vehicle requests and monitor movements
 - Have the list of all passengers on each vehicle per trip
 - Include information on number of road traffic incidents and utilisation

A sample briefing can be found in Annex H: Sample Briefing Fleet Manager – Programme Staff

Management of Fleet

Managing a fleet is not easy, and it gets more complicated in emergencies. In such an environment, the pressure is high to meet programme delivery targets; often, safety and costs are disregarded. Then the number of road traffic incidents grows exponentially and sometimes lead to fatalities. As the number of people affected by humanitarian crises increases, it becomes critical to stretch donor funding.

As a fleet manager, be ready ... you will have to make many decisions in a short period of time. The challenge is to strike a balance between 3 competing priorities:

- Programme delivery: reaching people who have been affected by the crisis
- Safety: the well-being of your staff, programme partners, beneficiaries and all community members
- (Cost) Efficiency: using the fewest resources possible

A specific section - Safety - describes the advised minimum safety standards that should be applied throughout an emergency response.

Journey Management

Means of Transport

During the emergency, it might not be possible to fulfil all transport needs by road; a natural disaster may affect the accessibility of the road or the security situation might be too risky. In these situations, you will have to consider alternative means. Each of them has advantages and disadvantages in relation of operational needs,

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ranging from their cost to their capacity and speed. When deciding which means of transport to use, we must think of two main issues: the needs on the ground, and feasible forms of transport.

- **The needs** — How urgently must the transport need be fulfilled? Are staff being transported? What type of supplies are being shipped? How large and heavy is the shipment going to be? What is the destination? What distances must be traversed?
- **Feasible means of transport** — What means of transport are available? How much do they cost? How much can we afford? How hard is it to reach the intended destination, given the weather and the state of available routes?

Sufficient resources will not always be available to pay for the ideal means of transportation and the means might be unavailable. Even if it is available, conditions in the field may not permit it. It is not enough to determine what is needed; we must also know what is possible. For every means of transport chosen there should be an alternative.

In Annex F: Estimating Number of Vehicles, there is a simple procedure for estimating the number of vehicles needed, whether they be trucks, boats, or planes, to transport a load with a known weight and deadline for delivery.

Convoys

The term convoy applies to a group of vehicles traveling together, for the purpose of convenience or safety, towards the same destination. Individual vehicles can move faster and organising a convoy takes time and a great deal of planning, however it is a good idea to use when long distances or dangerous conditions—desert routes, inclement weather, hazardous mountain passes, the presence of armed bandits or rebels—make it necessary for vehicles to travel in a group. Sometimes, different organisations combine efforts and use convoys to transport assistance to the operation zone.

Armoured Vehicles

In high-risk countries, some organisations use armoured vehicles the movement of staff. Your Security Department (or UNDSS for UN Agencies) will identify whether armoured vehicles are required for the emergency response.

If your organisation is using or will use AVs, consider the following:

- An armoured vehicle can weigh twice the amount of a regular vehicle. While it may protect people from ballistic threats, it may or may not be useful in an emergency evacuation
- These vehicles require different driving skills. When recruiting drivers for the AVs, make sure they have a permit to drive heavy vehicles (trucks). Alternatively, provide your drivers with the right training to obtain the license so they can operate your AVs
- Identify specialist mechanics who have the qualifications to maintain AVs
- Give your staff the training they need as passengers if they are in a ballistic or blast attack

Route Planning

Identifying the route to be taken depends on the kind of transport available and the urgency of the mission. Think of the following when selecting the route:

- As a general principle, the safest route must be chosen even if it is not the fastest or shortest one. Other factors may influence this decision, and they should all be discussed and considered as possible scenarios;
- When deciding on the route to be taken, it is important to identify key services along the way, specifically where the driver and passengers may obtain fuel, food, mechanical repairs or medical assistance;

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- It is also necessary to identify potentially insecure parts of the route, such as roads in bad condition, landslide-prone areas, or areas where bandits or other armed irregulars are known to operate;
- Any change from the route, as well as any other special situation that may arise during the trip, must be communicated immediately to the nearest base, whether it is the point of departure, the point of arrival, or a base in between.
- Communication protocol needs to be set up, drivers need to know when (at what intervals they need to communicate with radio room / base)

Driver Management

Driver Recruitment and Selection

“During the crisis, many organisations were responding to the emergency. And there were not enough drivers. We had to hire drivers that could not manage the difficult road conditions... but the most important thing is to respond”

– Anonymous Fleet Manager –

As suggested previously in the report, you are advised to develop a database of drivers before the emergency occurs. Organisations who only begin to recruit in an emergency will most likely encounter a shortage of drivers. With the pressure to reach beneficiaries, you might end up hiring drivers who do not have the right skills. This will put the lives of staff members, road user and beneficiaries at great risk.

This line of thinking is creating a dangerous imbalance between programme delivery and safety. As a humanitarian organisation, with the mandate of helping or even saving those in need ... it is unacceptable to kill some through our operations, while we are trying to save others.

The recruitment process should consist of:

- Checking if the driver’s license is valid and that he / she has the right license
- Checking references
- Identifying if the driver has had any past road traffic incidents
- Conducting a practical driving test, which includes being able to drive in the road conditions of the emergency
- Determining if he or she has knowledge of the national road laws
- Assessing his or her fitness to driver (including health and eyesight)

A sample practical driving test can be found in the Annex G: Sample Driving Test

Driver Training

Driving in emergencies might require additional knowledge and skills, such as:

1. Off-road driving skills (anti-skid and anti-rollover)
2. Basic maintenance skills
3. Awareness of security and protection measures to take in high-risk environments
4. Advanced first aid knowledge and skills
5. Techniques to manage stress and fatigue

Based on the needs of the operation, you should determine the learning needs of your drivers and organize training at the start of the emergency. It is advisable to identify a training provider before the emergency.

When organisations are renting vehicles including drivers then part of the training should also be:

- rules / regulations and mandate of the organisation
- information about the programmes (what are we trying to achieve)

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Vehicle Management

Logbooks

The use of forms must be implemented to control all matters related to the vehicles used. Vehicle daily log sheets should be introduced from the day the vehicle becomes operational and these should be designed in such a way as to show the daily mileage of each vehicle and the purpose of each trip. The daily log should also include the names of the driver and of the passenger(s). Mileage should be regularly checked against the purchase of fuel for that vehicle.

The vehicles' fuel and oil consumption must be recorded in their log, indicating the date, time, and mileage at each refuelling.

Vehicle Checks and Maintenance

Similar to standard fleet management procedures, drivers are advised to conduct 3 vehicle checks per trip, using check forms to ensure that checks can be verified:

1. Pre-trip check, to ensure the vehicle is in a safe and roadworthy condition before commencing the journey.
2. Mid-trip check: to ensure that the vehicle continues to be roadworthy for the remainder of the journey.
3. Post-trip check: to assess any issues or damages that may have arisen during the journey, and to log any defects to be fixed by the maintenance team

Safety

Emergency operations are carried out in conditions that are unusual. Some roads may have been destroyed or are in very bad condition, armed groups may not allow people to pass, or the social or political situation may be risky. It is therefore essential to reinforce all security and protection measures.

Given the complexity of an operation of this type, basic safety rules must be followed to ensure that humanitarian staff and supplies get to its destination safely.

“Experience has shown me that what works in an emergency is not an emergency system – it is a well-running fleet operation that meets programme needs before the crisis emerges”

– Anonymous Fleet Manager –

The following measures apply to individual vehicles:

- The vehicles used in the operation must be in good mechanical condition, and be checked thoroughly before departure; verify that they have received maintenance recently;
- It is best to travel during daylight hours for security purposes
- Vehicles must travel under the authority of someone who can enforce discipline and take decisions in the event of a problem, such as mechanical failures, accidents, or security risks. The person in charge must be known by everyone in the vehicle.
- Safety rules must be established in advance and understood by all the people involved in the operation, to ensure the security of the staff and the supplies. Here are some examples:
 - Standards of behaviour for the driver and passenger; (seatbelt usage for example)
 - Speed limits
 - Trip itinerary, including rest stops;
 - Relations with the authorities on the road
- When the route chosen involves going through restricted areas, it is important to obtain in advance the authorization of the authorities in charge of those areas, as well as guarantees of safe passage.
- When a border must be crossed, arrangements must be made in advance with the authorities of the countries involved to facilitate the crossing. Drivers and accompanying staff must be chosen carefully to ensure that no one will be turned around or face dangerous conditions in the destination country due to racial, ethnic, or nationalist conflicts

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Monitoring Fleet Performance

Relevant fleet performance information is needed for good decision making, even in emergencies. This information will enable you to identify actions to improve programme delivery and reduce the costs. In this section, we will propose concrete Key Performance Indicators which you can use during as well as after the response.

Data Collection

Fleet managers should consider the following:

- Each vehicle should have its own log where all relevant details are noted, such as the condition of the vehicle, its activities, who is responsible for it, what maintenance has been carried out, what the mileage is, how much fuel is being consumed, and what its itineraries are.
- The logs should be checked every so often by the person in charge of the fleet, who should look into any anomaly in consumption levels that might indicate mechanical problems or inappropriate use.
- For each vehicle, a Monthly Control Sheet must be completed each month showing the amount of vehicle fuel purchased, kilometers travelled, maintenance, servicing, repairs, etc.

Response- Focused Key Performance Indicators

Key Performance Indicators (KPI) are a set of quantifiable measures that an organisation can use to measure performance in terms of meeting strategic and operational goals. Response-focused fleet management KPIs vary according to the specific priorities:

Priority	KPIs
	Programme delivery: • Tonnage or beneficiaries per km • On-time delivery • Trip requests met / trip requests made (more challenging to measure if journey management is inconsistently documented during emergency)
	Safety: • Road traffic incidents per 100.000 km
	Cost efficiency: • Total fleet costs as a percentage of programme costs • Total cost of ownership per km • Utilisation

4. Down-Sizing and Evaluating Your Fleet Operations

Reducing the Size of Your Fleet

If preparation was completely properly, you have already identified how to dispose of your vehicles. After the emergency, your organisation might close or down-scale its operations or perhaps it may remain to execute development activities. Either way, it is important to update your plan based on the current situation and execute your vehicle disposal plan.

Evaluation of Fleet Performance

This phase of the emergency presents the perfect opportunity to assess the performance of your fleet in responding to the emergency, draw lessons learned and incorporate the findings into the preparation for a potential emergency in the future.

Gathering Data for the Fleet Performance Evaluation

- Review fleet management contingency policy, fleet management data, written feedback, response-focused KPIs, evaluation brief on the impact of the relief operations, fleet-related supplier agreements and partnership frameworks
- Speak with staff members from different units and take note of their input

Areas of Evaluation

Focus on the following:

- Programme delivery: reaching people who have been affected by the crisis
- Safety: the well-being of your staff, programme partners, beneficiaries and all community members
- (Cost) Efficiency: using the fewest resources possible

Structure of Evaluation Report

1. Impact of fleet management preparedness
2. Gaps in relation to the fleet management practices of your organisation
3. Review of supplier performance (include this in your next needs assessment)
4. Lessons learned and recommendations for potential future emergencies

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Annex: Supporting Documents

Annex A: Guidelines for a 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

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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 Annex F: Estimating Number of Vehicles

- 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 of 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?

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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

Annex B: Sample Transporter Assessment

(Organisation's Name) Potential Transporters

Transport Market Description

Describe:

- Availability of transporters at national and state level (if relevant)
- The level of service they provide (maintenance, drivers etc.)
- Their safety practices
- Data collection practices in relation to their fleet
- Any country specific public bodies that are related to the market and can influence the availability of vehicles

Transport Company A

Company Name Transport Capacity Summary			
States Covered			
	Number of Vehicles	Capacity per Vehicle)	Comments / Condition of Vehicles
Vehicle Type			
Vehicle Type			
Vehicle Type			
Total Capacity			

Transport Company B

Company Name Transport Capacity Summary			
States Covered			
	Number of Vehicles	Capacity per Vehicle)	Comments / Condition of Vehicles
Vehicle Type			
Vehicle Type			
Vehicle Type			
Total Capacity			

Transport Company C

Company Name Transport Capacity Summary			
States Covered			
	Number of Vehicles	Capacity per Vehicle)	Comments / Condition of Vehicles

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Vehicle Type			
Vehicle Type			
Vehicle Type			
Total Capacity			

Transport Company Comparison

(Build a ranking or scoring system based on the needs of your organisation)

Criteria	Company A	Company B	Company C
Capacity			
Additional Services			
Costs			
Safety			
Reliability			
(organisation specific criteria)			
Total Points			

Annex C: Sample Maintenance Provider Assessment

(Organisation's Name) Potential Maintenance Provider

Description of Maintenance Capacity

Describe:

- Availability of maintenance providers at national and state level (if applicable). Include a map and use a different colour to indicate most common routes used by staff
- The level of service, in terms of quality and price
- The range of spare parts and their availability on the market
- Current maintenance costs (total and as a % of fleet costs)
- Biggest maintenance challenges (current and anticipated)
- The level of sensitisation in regards to environmental impact. Organisations should encourage their maintenance providers to have a policy in place regarding the disposal of fluids and waste (including old spare parts)

Maintenance Provider A

Company Name	
Workshops Available	State locations
	Comments
Number of qualified technical staff	(include details of qualifications)
Minimum equipment	Inspection shelter & pit Tools such as; a complete set of spanners (three sets), screw drivers, Allan keys set, wrenches, hammers, wheel spanners for all kinds of vehicles Puncture repair kit (compressor needed) Normal & heavy duty lift Jacks Gear box oil(CC) dispenser Inspection trolley Grease dispenser ;(this will entail the purchase of a compressor unit) Where there is a compressor, tyre change tools should be available Tyre pressure gauge Engine tune- up set Electrical inspection set; i.e. meters & gauge
Services offered	
Accessibility	
Credit facilities	
Financial stability	
Average repair and service costs	
Spare parts available	
Environment friendly practices	
References	

Maintenance Provider B

Company Name	
Workshops Available	State locations
	Comments
Number of qualified technical staff	(include details of qualifications)
Minimum equipment	Inspection shelter & pit Tools such as; a complete set of spanners (three sets), screw drivers, Allan keys set, wrenches, hammers, wheel spanners for all kinds of vehicles Puncture repair kit (compressor needed) Normal & heavy duty lift Jacks Gear box oil(CC) dispenser Inspection trolley Grease dispenser ;(this will entail the purchase of a compressor unit) Where there is a compressor, tyre change tools should be available Tyre pressure gauge Engine tune- up set Electrical inspection set; i.e. meters & gauge
Services offered	
Accessibility	
Credit facilities	
Financial stability	
Average repair and service costs	
Spare parts available	
Environment friendly practices	
References	

Maintenance Provider C

Company Name	
Workshops Available	State locations
	Comments
Number of qualified technical staff	(include details of qualifications)
Minimum equipment	Inspection shelter & pit Tools such as; a complete set of spanners (three sets), screw drivers, Allan keys set, wrenches, hammers, wheel spanners for all kinds of vehicles Puncture repair kit (compressor needed) Normal & heavy duty lift Jacks Gear box oil(CC) dispenser Inspection trolley Grease dispenser ;(this will entail the purchase of a compressor unit) Where there is a compressor, tyre change tools should be available Tyre pressure gauge Engine tune- up set Electrical inspection set; i.e. meters & gauge
Services offered	

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Accessibility	
Credit facilities	
Financial stability	
Average repair and service costs	
Spare parts available	
Environment friendly practices	
References	

Maintenance Provider Comparison

(Build a ranking or scoring system based on the needs of your organisation)

Criteria	Company A	Company B	Company C
Number of qualified technical staff			
Minimum equipment			
Services offered			
Accessibility			
Credit facilities			
Financial stability			
Average repair and service costs			
Spare parts available			
Environment friendly practices			
References			
Total Points			

Annex D: Sample Fuel Provider Assessment

(derived from Global Logistics Cluster's Fuel Assessment Tool)

(Organisation's Name) Potential Fuel Provider

Description of Fuel Capacity

Describe:

- Current fuel price per litre
- Seasonal fluctuations in volume and price (if applicable)
- Current fuel costs (total and as a % of fleet costs)
- List and map fuel supply points of potential use in the area of the emergency
- Is it possible for a humanitarian organisation to directly contract a supplier / distributor to provide its fuel needs?
- Standards on fuel quality and enforcement of such standards

Fuel Provider A

Company Name	
Supply Points	Map location
	Comments
Available types of fuels to operate vehicles	
Costs per litre	
Credit facilities	What are the payment methods available?
Is regular replenishment ensured? How often?	
How will they ensure good quality fuel?	
Environment friendly practices	Availability of unleaded petrol and low-sulphur diesel.

Fuel Provider B

Company Name	
Supply Points	Map location
	Comments
Available types of fuels to operate vehicles	

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Costs per litre	
Credit facilities	What are the payment methods available?
Is regular replenishment ensured? How often?	
How will they ensure good quality fuel?	
Environment friendly practices	Availability of unleaded petrol and low-sulphur diesel.

Fuel Provider C

Company Name	
Supply Points	Map location
	Comments
Available types of fuels to operate vehicles	
Costs per litre	
Credit facilities	What are the payment methods available?
Is regular replenishment ensured? How often?	
How will they ensure good quality fuel?	
Environment friendly practices	Availability of unleaded petrol and low-sulphur diesel.

Annex E: Sample Agreement for Leased Transport Fleet

Agreement for Leased Transport Fleet

Source: World Food Programme

This agreement is made on the day of the month of in the year two thousand and two in

between

The (Organisation Name) having its offices in hereinafter referred to as (ORGANISATION NAME) (which expression where the context so admits includes its authorized officers and assigns) on the one part;

and

..... having its offices in hereinafter referred to as "the Carrier" (which expression where the context so admits includes its successors and assigns)

and whereas

a) the Carrier has (.....) truck/truck and trailer/semi-trailer units available in the Region (hereinafter referred to as the "Fleet") whose numbers and specifications are enlisted in Annex I for immediate deployment in

b) (ORGANISATION NAME) desires to deploy this Fleet for its exclusive use to provide a service from to destinations in as part of its programme for emergency relief (hereinafter referred to as "the Relief Operation");

c) the Carrier can make available additional (.....) Fleet units in if and when required by (ORGANISATION NAME),

it is hereby agreed

1. Commencement, Duration and Termination Of Agreement

1.1 The agreement shall commence on and shall continue for a period of 3 (three) months from the date that the Carrier's Fleet is available. The agreement may be terminated by either party 15 (fifteen) days after date of receipt of a written notice.

1.2 (ORGANISATION NAME) has an option to renew the agreement for any further length of time by giving to the Carrier a notice in writing of its intention to renew, at least 15 days prior expiry.

1.3 (ORGANISATION NAME) has an option to increase trucking capacity out of the Carrier's other truck fleet and on the same terms and conditions contained herein by giving to the Carrier a minimum of 15 days notice in writing of its intention to increase the number of the Fleet units.

1.4 If the Carrier fails to perform as per terms stipulated in the agreement, this agreement will terminate immediately upon written notification by (ORGANISATION NAME).

1.5 If (ORGANISATION NAME) Relief Operations to or in are suspended or if (ORGANISATION NAME) for any reason whatsoever ceases to operate in those countries, (ORGANISATION NAME) may terminate the agreement by giving 15 days written notice of its intention to terminate.

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1.6 In the event that the carrier commits an act of bankruptcy or has a receiving order made against him or shall make any arrangement with his creditors or if distress or execution shall be levied or threatened upon any of the Carrier's property, this agreement shall automatically and without notice terminate.

2. Transport

2.1 (ORGANISATION NAME) shall pay the Carrier transport as follows:

(i) A rate of US Dollars per ton-km, i.e. per metric ton carried and per kilometre travelled, said rate to be applied to the distance covered under load except for returning empty shipping line containers to destinations in, return distance being always excluded. The number of kilometres travelled must be in accordance with those specified in Annex II and verified by (ORGANISATION NAME) convoy monitors and the Carrier's fleet supervisor.

(ii) Should the contract be renewed, (ORGANISATION NAME) shall pay the Carrier according to the same terms in the present contract.

(iii) Should the number of vehicles increase beyond the initial Fleet units, (ORGANISATION NAME) shall pay the carrier at the transport rate stated in 2.1 (i).

(iv) In case of non-availability of (ORGANISATION NAME) cargo at the loading point, and after the Carrier's truck-semi trailer unit has been positioned for loading and said vehicle is operationally available and in sound mechanical conditions, (ORGANISATION NAME) shall pay USD per day per truck-semi trailer unit starting on the third day of documented positioning for loading of the truck Fleet unit. Up to 48 hours' documented stoppage at the border for Customs clearance is allowed free of charge, after which the rate of USD per day per Fleet unit will be applicable. Up to 48 hours' documented delay for offloading at destination is allowed free of charge, after which the rate of USD per day per Fleet unit will be applicable.

(v) In case of non-operation of any Fleet unit because of mechanical failure, lack of spare parts or failure of the Carrier or his employees and/or servants to comply with the terms of the agreement, the Fleet unit shall be considered off-hire and the fee stated in 2.1 (iv) shall not be paid by (ORGANISATION NAME).

(vi) (ORGANISATION NAME) will pay the Carrier USD per Fleet unit including tarpaulin, for painting and marking in (ORGANISATION NAME) colours and logo. This sum also covers removal of the (ORGANISATION NAME) markings and colours at the end of the contract.

2.2 Drivers appointed by the Carrier shall be entitled to daily resting hours according to applicable laws and norms in the field of transport operations.

3. Payments

3.1 The Carrier will submit invoices to (ORGANISATION NAME) and be paid monthly.

3.2 Payment will be made by bank transfer, during a maximum period of 21 days from submission of the invoices in for certification, to the Carrier's account, with a bank to be designated by the Carrier. Detailed banking instructions to be provided by the Carrier later.

3.3 Payment by (ORGANISATION NAME) will be effected directly into an account located in the country wherein the movement is taking place, or where the Fleet as well as trucking company are registered.

4. Cargo Loss and Damage

4.1 The Carrier assumes full responsibility for cargo loaded onto his Fleet units and shall pay to (ORGANISATION NAME) the value at final destination of cargo damaged and/or lost, as established in Annex I, however caused, including leakage but subject to the exceptions hereinafter specified.

4.2 The Carrier shall take all necessary precautions to safeguard (ORGANISATION NAME) commodities loaded on his Fleet units, including covering all shipments with intact tarpaulins which shall be adequately secured.

4.3 For the purpose of this clause, leakage is defined as a shortage in the weight of bags/packages upon delivery at destination compared to their weight as declared on the Waybill.

4.4 The Carrier shall not be obliged to load damaged cargo and will inform (ORGANISATION NAME) in writing when this circumstance arises. (ORGANISATION NAME) will not pay for damaged bags transported in the Carrier's Fleet.

4.5 The following circumstances, amongst others, shall be considered wilful or negligent acts or omissions of the Carrier or its employees for which (ORGANISATION NAME) will be entitled to compensation as per clause 4.1 above:

(i) Loss or damage which in any way are caused or facilitated by negligence and/or dishonesty of any person or persons in the service and/or control and/or employment of the Carrier.

(ii) Loss or damage caused by the misuse of vehicles.

(iii) Loss or damage by the unauthorized carriage of persons and/or goods by the Carrier or its servants or employees on the Fleet units.

(iv) Loss or damage due to cargo being wet by rain and/or fuel and/or by any goods being carried by the Carrier or its servants or employees on the Fleet units.

4.6 The following descriptions shall not be considered wilful or negligent acts or omissions of the Carrier or his employees:

(i) Loss or damage directly arising from war, invasions, act of foreign enemy, hostilities (whether war be declared or not), civil war, rebellion, revolution, insurrection, military or usurped power, riot or civil commotion or looting or pillage in connection therewith or from confiscation or requisition or destruction or damage to property by order of any Government or public authority.

(ii) Loss or damage arising from written instructions given by (ORGANISATION NAME) personnel to facilitate the execution of the journey.

(iii) Loss or damage caused as a result of any factor beyond the Carrier's and his servants'/employees' control.

5. Carrier's Obligations

During the course of this agreement, the Carrier shall:

5.1 Make immediately available to (ORGANISATION NAME) (.....) Fleet units as detailed in Annex I solely dedicated to the transportation of (ORGANISATION NAME) relief cargo, and to make available an additional (.....) Fleet units within ten days upon request by (ORGANISATION NAME). All Fleet units provided by the Carrier and tarpaulins shall be painted white and bear prominent (ORGANISATION NAME) logo and markings.

5.2 Take all such measures as may be necessary to ensure that all vehicles are in good operational condition at all times.

5.3 Ensure that all transport is carried out safely and as expeditiously as possible. Unjustified delays en route will be deemed breach of contract.

5.4 Ensure that the Fleet and respective crews are adequately insured, including insurance against third party liabilities, and hold (ORGANISATION NAME) harmless against any claims arising from injuries, disability, death or loss as a consequence of negligence of the Carrier or any of his staff.

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At the end of this contract, the Carrier shall immediately remove (ORGANISATION NAME) logo and markings from all the Fleet units prior to loading non-(ORGANISATION NAME) cargo.

6. (ORGANISATION NAME) Obligations

During the course of this agreement, (ORGANISATION NAME) shall:

6.1 Provide adequate humanitarian relief cargo to be transported over the duration of this agreement within the Emergency zone, i.e. If the Carrier's Fleet units are rendered non-operational due to lack of cargo, but operationally available and in good mechanical condition, (ORGANISATION NAME) shall compensate Carrier at the rate stated under 2.1 (iv) above.

6.2 Provide sufficient labour for the loading and off-loading of (ORGANISATION NAME) commodities on the Carrier's Fleet units.

6.3 Although the Carrier shall make all insurances necessary to cover his Fleet units, Fleet equipment, spare parts (all listed in Annex I) and his employees, it is hereby agreed between the parties that throughout the rental period, (ORGANISATION NAME), in circumstances which would be covered only under "war risk" insurance, will indemnify the Carrier against any loss or damage which might occur to any or part of the Fleet units according to the price list in Annex II.

6.4 It is agreed between the parties that the Carrier shall handle and execute all transport operations and shall be managing the transport project throughout his contract, including the maintenance of the Fleet.

7. Force Majeure

If at any time during the course of this agreement it shall become impossible for any of the parties hereto to perform any of its obligations for reasons of force majeure, that party shall promptly notify the other in writing of the existence of such force majeure, whereupon the party giving notice shall be relieved from such obligation or obligations as long as force majeure persists.

8. Notices

Any notice to be given under this agreement shall be validly sent if sent by telex or facsimile or delivered by hand to the party to be notified at the address herein indicated.

9. Arbitration

Any dispute arising from this agreement shall be referred to arbitration in under law, one arbitrator to be nominated by (ORGANISATION NAME) and the other by the Carrier. In case the arbitrators shall not agree, then the decision of an umpire to be appointed by the two arbitrators shall be final and binding upon both parties. If one party fails to appoint an arbitrator for 14 (fourteen) clear days after the other party, having appointed his arbitrator, has served the party making default with notice to make the appointment, the party who has appointed an arbitrator may appoint that arbitrator to act as sole arbitrator in the reference and his/her award shall be binding on both parties as if he/she had been appointed by consent.

10. Governing Law

This agreement is governed by law, subject to Clause 12 hereunder.

11. Whole Agreement

This agreement consisting of paragraphs, Annexes I and II, contains the whole agreement of the parties, which cannot be varied or added to except with the written consent of both parties.

In witness whereof, both parties have initialled each page and placed their hands and seals the day first herein referred to:

Annex F: Estimating Number of Vehicles

Source: Transport Management Manual - Transaid 2001 (revised in 2007)

There is a simple procedure for estimating the number of vehicles needed to move staff members. Transport requirements are calculated in vehicle days per month and not number of vehicles. You can estimate the number of vehicle days required by:

1. Defining to activities that require transport (including administrative tasks)
2. Determining the number of people who will use transport
3. Identifying the number of days per month the transport is required and the type of vehicle required to undertake the job.

Table 3 shows an example of a form filled out to reflect this information.

Table 3. Basic Transport Needs

Activity (define by user)	Number of people	Days per month	Type of vehicle required				
			Standard 4 wheel	Large 4 wheel	Standard high clearance 4 wheel	Large high clearance 4 wheel	Motor cycle
A	2	16	2		12		2
B	5	15				15	
C	2	10	3		3		4
D	12	5		5			
E	1-4	4	1		1		2
F	1	12	8		2		2
G	1	20	4		3		13
Totals		82	18	5	21	15	23

When you have calculated the number of days per vehicle type, then you can use the formula.

It is normal to have a result that expresses a fractional number of vehicles. This figure should be rounded up or down to realistically reflect need and should be made through management discussion.

Box 21. Calculating the Actual Number of Vehicles Needed

Formula

- vehicle days required per vehicle type ÷ number working days/month = subtotal
- (subtotal ÷ 100) x 25 = safety factor
- subtotal + safety factor = number of vehicles needed

Example

- 19 vehicle days per type ÷ 20 working days in month = 0.95
- (0.95 ÷ 100) x 25 = 0.24
- 0.95 + 0.24 = 1.19 vehicles

Movement of Supplies

This calculation procedure (PAHO/WHO, 2001) will allow you to estimate the number of vehicles needed, no matter the means of transport, to move a load with a determined weight and time for deliver.

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Calculation procedure:

- How many tons must be moved? By when?
- How long will the vehicles take to take a load from the delivery point to the reception point and return? (Do not overestimate the speed, and include loading and unloading.)
- What load capacity does the vehicle have?

$$\text{No. of possible trips per vehicle} = \frac{\text{Period}}{\text{Duration of round trip}}$$

$$\text{No. of loads} = \frac{\text{Total No. of tons}}{\text{Vehicle capacity}}$$

$$\text{No. of vehicles} = \frac{\text{No. of loads}}{\text{No. of possible trips / vehicles}}$$

Add 25% extra time for contingencies.

This table above is based on the weight of the goods. However, one must also take into account the volume—that is, the space occupied by the packages depending on their shape and size. If vehicles of different load capacity intervene in the operation, the estimate should be recalculated for each vehicle. Similarly, if the supplies are going to different destinations, each destination requires its own calculation. Catholic Relief Services (CRS) uses a macro-based excel tool to calculate the weight and volume of an amount of goods, determine which is the primary consideration (weight or volume) for assessing transport requirements, and give a number of vehicles needed to complete transport within a period of time. To access this tool, please contact Nikita.Udhwani@fleetforum.org

Annex G: Sample Driving Test

To access the sample driving test, please contact Nikita.Udhwani@fleetforum.org

Annex H: Sample Briefing Fleet Manager – Programme Staff

The briefing is structured method for efficiently aligning the fleet management support to support the to meet emergency response programme delivery targets in a safe and cost-efficient manner. The pressure to respond requires faster and open communication lines between fleet management and programme staff.

Depending on the frequency of staff movements and the phase of the emergency response, it is advisable to have 1 briefing per day or 2 short meetings (a briefing at the start of the day and a debriefing at the end).

When possible, it would be best to set up a vehicle movement and monitoring board. This can be used to gather vehicle requests and monitor movements as well as include information on number of road traffic incidents and utilisation. The board can be updated during meetings with programme staff.

Date:

Staff present:

Agenda

Start of day

- Updates on situation including:
 - Weather
 - Security situation
 - Expected road conditions
- Review missions planned for the day:
 - Confirm all staff movements
 - Discuss the availability of vehicles
 - Remind staff members of emergency measures

End of day

- Gather any information on factors that influenced movements:
 - Road conditions
 - Adherence to safety norms
 - Vehicle conditions
- Capture programme needs and priorities for the next day and make changes to the journey schedule accordingly.
- Provide update on availability of vehicles, fuel availability, lead time and delivery, available load capacity of vehicles, final reporting per trips, accidents per program

Vehicle Disposal Guide



"Old, discarded vehicles may destroy an organisation's financial value"

Background

Vehicles represent monetary value for an organisation. Even at the end of its life cycle, a vehicle may still retain high market value, typically higher than its book value. On average, that market value is estimated to be about US\$ 10,000.

And yet, many organisations destroy that financial value through their vehicle disposal practices. The most common disposal practices include cannibalism, using parts of a vehicle to maintain and repair other vehicles, or donating their vehicles to other organisations or to the government.

There are several reasons to dispose of a vehicle: It has reached the end of its life cycle; the vehicle has been damaged; it has incurred excess wear and tear; or the vehicle is no longer necessary. But while the reasons for disposal may be clear, an organisation's disposal practices can still be challenging.

The table below outlines the pros and cons of different vehicle disposal methods. The table is designed to help organisations consider all the options before undertaking a structured Vehicle Disposal Process (shown on the next page) to select the most suitable disposal method.

Insufficient disposal criteria from donors, a lack of knowledge in country offices about when and how to dispose of vehicles or the lack of a central marketplace to sell vehicles can all lead to a poor vehicle disposal strategy. The result is that an organisation typically continues to operate old vehicles, which has a negative impact on its organisational costs, road safety record and environmental impact.

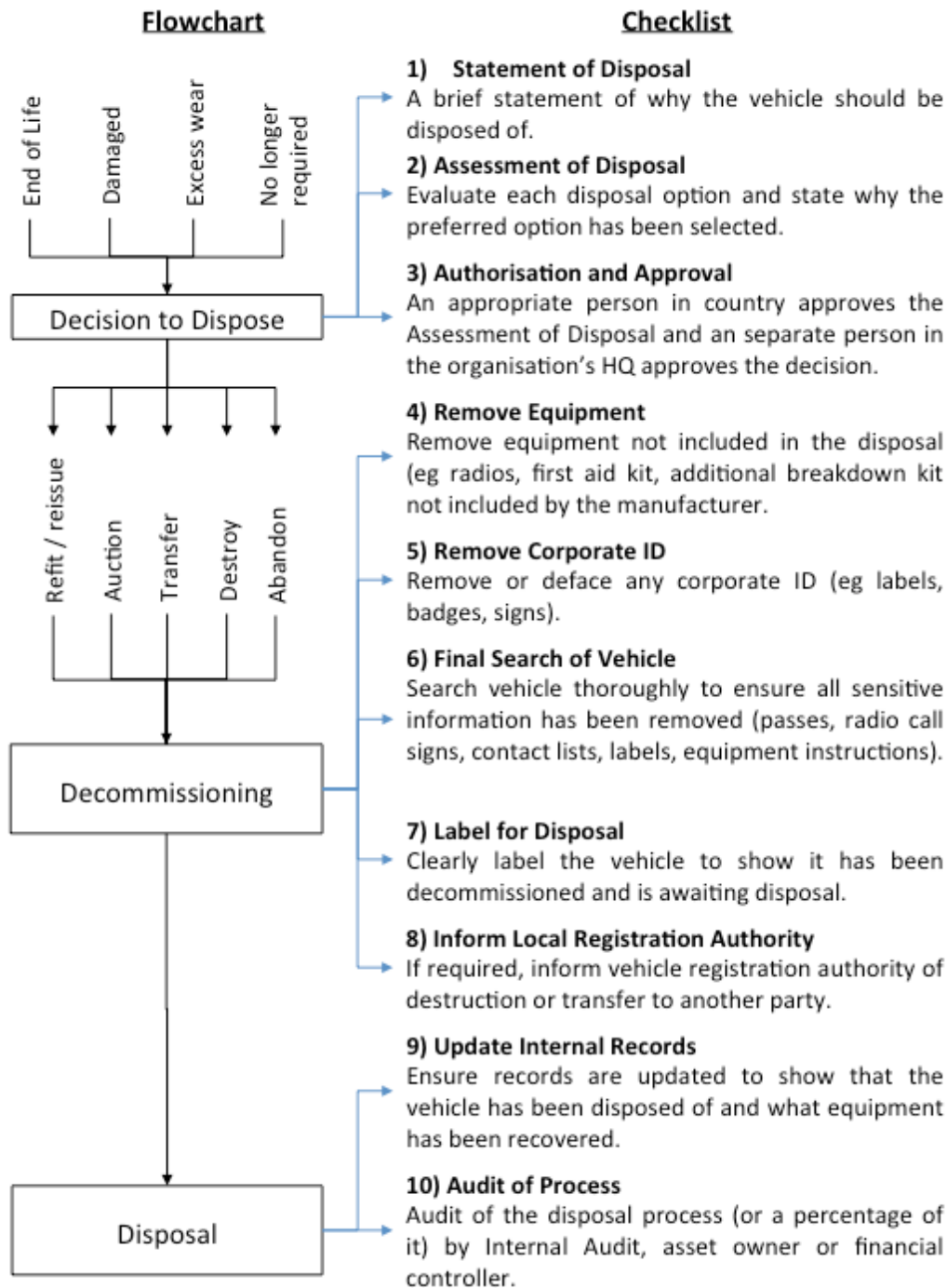
This guide

This guide provides information to support vehicle disposal decisions for light vehicles. Disposing of vehicles has a strong impact on fleet operations: The right vehicle disposal policy and process will support the effectiveness and efficiency of an organisation's programmes, and ensure that vehicles remain safe and cost-efficient. Vehicles that need to be disposed will, in general, still have high market value. The right timing to monetise that value will provide the cash flow needed for vehicle replacement.

Disposal method	Pros	Cons
Transfer	• Vehicle can be reused in another country	• May require return and refit before being transferred • Costs may exceed value of vehicle
Auction	• Value can be recovered • Highest value of return • Transparent and auditable • Buyer will pay any taxes due	• Local knowledge is needed as regulations vary by country • Hard to build infrastructure, different partners in every country
Donation to 3rd party	• Easy method of disposal	• In the event of a gift to government, could be an appearance of bribery • Destroys the organisation's value

For more information, contact Paul.Jansen@fleetforum.org or check www.fleetforum.org

Vehicle Disposal Process



For more information, contact Paul.Jansen@fleetforum.org or check www.fleetforum.org