REPUBLIC OF SOUTH SUDAN
Ministry of Finance & Planning

FLEET MANAGEMENT GUIDELINES

For the World Bank Financed Projects

Enhancing Community Resilience and Local Governance Project (ECRP II)

And

Public Financial Management and Institutional Strengthening Project (PFMIS)

June 2024

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GLOSSARY OF KEY TERMS

Four Wheel Drive (4WD) vehicle	Specific type of vehicle able to transfer traction from the engine to the front and rear axis, enabling grip to all four wheels. Also referred as “all terrain” vehicles.
Car	A four-wheel motorized vehicle commonly used for transport of people
Discharge of Liability	A printed form signed by passengers not working for the organization operating the vehicle, discharging the agency of any legal claims in case of accident
Driver	The person operating a vehicle. He/she must hold a valid driving license specific to the type of vehicle
Fleet	A set of assets with similar characteristics that are jointly managed. A vehicle fleet is a group of managed vehicles used to achieve a particular operational purpose
Fleet Standardization	The process of reducing the degree of diversity in the managed fleet by homogenizing vehicle make, model, major components and/or equipment
Fuel	Combustible material - normally in liquid form - that when burnt releases the energy required to power the mechanical engine in a vehicle. Petrol and Diesel are the most common fuels used for road motorized vehicles.
Fuel Voucher	A printed form used to access fuel under certain agreement with a particular fuel station. The holder of the fuel voucher will receive a specific amount of fuel on behalf of the organization in exchange of the voucher. This is a common practice to avoid the management of cash among drivers and to ease the refilling process
Hard Top Vehicle	A vehicle with rigid roof. As opposed to pick-up vehicles, “hard top” is a common term for all 4WD vehicles, except for pickup vehicles
Mileage	The distance (miles or kilometers) covered by a vehicle for a certain journey. It also refers to the total distance covered by a vehicle since its first use
Odometer	Counter in the vehicle dashboard to measure distances. Motor vehicles are equipped with at least one odometer to count the mileage since its first use. Additional odometers are available in some vehicles or external devices (such as GPS) to measure trip distance. As opposed to the main vehicle odometer, additional odometers can be paused or reset to 0.
Pick Up Vehicle	A light vehicle with an enclosed cabin and an open cargo area, sometimes covered with a soft roof. Generally, pickup vehicles are 4WD.
Vehicle	Any asset operated by a person (driver) with the purpose of transporting goods or people between two different locations. Assets can be motorized or animal-drawn and have from two to more than four wheels
Vehicle Logbook	A records book for a unique vehicle. A logbook is always kept in the vehicle glove box compartment under the responsibility of the driver assigned to the vehicle. Normally they have two different parts: one to register all repairs and maintenance activities and a second to register mileage and fuel consumption

LIST OF ACRONYMS

CERC	Contingency Emergency Response Component
CO2	Carbon dioxide
ECRP	Enhancing Community Resilience and Local Governance Project
ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
GRM	Grievance Redress Mechanism
IDPs	Internally Displaced Persons
IPF	Investment Project Financing
NBeG	Northern Bahr El Ghazal State
MDAs	Ministries Departments and Agencies
M&E	Monitoring and Evaluation
MOFP	Ministry of Finance and Planning
PDO	Project Development Objective
PFM	Public Financial Management
PFMA	Public Financial Management Act
PFMIS	Public Finance Management and Institutional Strengthening Project
PMU	Project Management Unit
TPM	Third Party Monitoring
WB	World Bank
4WD	Four-Wheel Drive vehicle

1. INTRODUCTION

In line with the requirements of the World Bank's Environmental and Social Standard ESS1 (Assessment and Management of Environmental and Social Risks and Impacts), ESS2 (Labor and Working Conditions) and ESS4 (Community Safety and Health), as well as the overall ESF, which are applicable to the two projects– Enhancing Community Resilience and Local Governance Phase II (ECRP II) and Public Financial Management and Institutional Strengthening (PFMIS) signed between the Ministry of Finance and Planning (MoFP) and the World Bank, the Project Management Unit (PMU) for both projects is mandated to implement various health and safety measures including those related to fleet management. Therefore, in accordance with these ESF requirements, the MoFP through its PMU has developed these Fleet Management Guidelines to ensure effective implementation of both projects. The main purpose of the Fleet Management Guidelines is to set out minimum standards, protocols and procedures that the MoFP/PMU and all relevant government agencies/institutions should follow in managing fleet of vehicles assigned to them in their day-to-day operations while implementing World Bank-financed projects in the Republic of South Sudan.

Box 1. ECRP II PROJECT DESCRIPTION

The Enhancing Community Resilience and Local Governance Phase II (ECRP II) is a five-year World Bank funded project of the Government of Republic of South Sudan aimed at improving access to basic services and strengthen the service delivery of local and national institutions. Under Component 1 & 2, which have been sub-contracted to IOM in 12 counties[1], the project will support eligible investments in community-prioritized infrastructures and investment for flood reductions, as well as supporting participatory planning process for the identification of sub-projects to be funded. The PMU will implement component 3 and 4 by providing emergency flood response in flood-affected communities of Northern Bahr El Ghazal Warrap States while providing technical support in project management including in fiduciary, procurement, environmental and social risk management and monitoring and evaluation. A contingency emergency response component (component 5, CERC), initially without a budget allocation, will allow for the rapid reallocation of project funds in the event of natural or man-made crisis and major disease outbreaks of public health importance during the implementation of the project.

Box 2. PFMIS PROJECT DESCRIPTION

The main objective of the Public Financial Management and Institutional Strengthening Project (PFMIS) is to improve and build capacity for budget preparation and implementation. It is a five-year project funded to the tune of USD 34 million.

The project has five components to support establishment of budget preparation process, to strengthen transparency and accountability with timely payments and transfers, support capacity development to manage PFM reforms and facilitate

2. FLEET MANAGEMENT

Vehicle fleet management refers to the knowledge and practices of managing a set of vehicles to achieve a particular operational purpose. Fleet management allows government agencies to minimize risks, reduce costs and improve efficiency related to transportation of goods and people. In addition, it ensures compliance with national legislation and duty of care, as well as meeting the World Bank's environmental and social standards.

2.1 Scope

For the purpose of the two projects, fleet management focuses on motor ground vehicles. This guideline focuses on the management of light vehicle fleets used for the transport of project contracted staff, partners, suppliers, vendors and goods. It applies to movement of vehicles procured by the project, donated or loaned to the project, including those assigned to relevant government agencies.

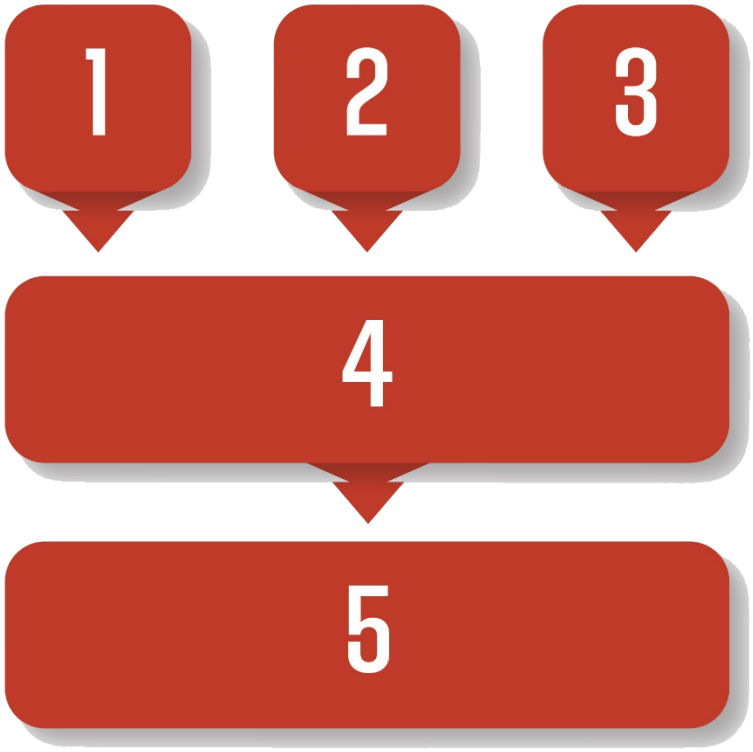
Fleet Management Process

Vehicle fleet management can be a simple or complex working process depending on the number and diversity of vehicles and the intensity of their use.

Fleet management Basic Workflow

The MoFP/PMU fleet management shall be broken down into five basic components:

1. Vehicles 2. Drivers 3. Users 4. Movements 5. Monitoring



Following this logic, vehicle fleet management shall be looked at as several work streams that are simultaneously executed by one or several people.

1. **Managing Vehicles** – The government shall ensure that all vehicles are available and fit for purpose, ensuring their safety and security while on and off duty, performing regular checks, maintenance and repairs, administrative clearances, etc.
2. **Managing Drivers** – The government agencies shall ensure that drivers are available and fit for purpose, organizing the roster, providing training, sharing relevant information, obtaining medical clearance, track record of previous employment and accidents, etc.

3. **Managing Users** – The government shall ensure that the users can access the fleet services in a timely and safe manner. This includes understanding user needs and dealing with requests, allocating the pertinent resources, providing the required information for the movement to be duly accomplished and collecting feedback on the service provision.

4. **Managing Movements** - Ensuring that movements are achieved satisfactorily, organizing movements according to the needs expressed by users, monitoring of movements to ensure they are performed according to the plan, and ensuring standard working and security procedures.

5. **Monitoring Workflows-** individually and as a whole (fleet) - ensuring due performance, proper balance and adjusting when required. Overuse of resources and mechanical failure, burnout of drivers and bad behavior, or discontent among the passengers are typical symptoms of fleet dysfunctions that should be addressed.

3. FLEET MANAGEMENT FUNCTIONS AND RESPONSIBILITIES

To ensure effective management of fleet and workflows described above, a set of roles and responsibilities shall be assigned to different parties and staff categories within the existing projects and or relevant agencies of the government. This shall defend on the scale of the fleet, the intensity of use and the operational context. The PMU Logistics Officer and Admin Assistant shall each manage at least 6-8 vehicles with each assigned a driver. There shall be a head driver to support the Logistics Officer/Admin Assistant with the day-to-day management of drivers and vehicles. If the number of vehicles and drivers significantly increases, additional staff shall be assigned to support the fleet management.

3.1 Roles and Responsibilities of Driver

- Drivers shall be in charge of transporting goods and passengers in the organization's vehicles, ensuring its technical and safety conditions and respecting the country's traffic rules and the organization's working and security procedures to provide a safe, smooth and efficient service.

- To achieve this, he/she shall perform the assigned vehicle regular checks, ensuring that all vehicle documents and driving licenses are valid and available in the vehicle, refilling the fuel tank when necessary and ensure correct loading and unloading of the vehicle.

- In addition, he/she shall be in charge of informing agency management of any incidents involving the transportation of passengers or goods and should know how to use all types of required equipment, for communication (telephones, satellite phones or radios), safety (first aid kit and fire-extinguisher), recovery of the vehicle and to perform basic repairs and maintenance (changing tires, checking tire pressure, etc.);

3.2 Roles and Responsibilities of Head Driver

- The head driver shall be responsible for managing several drivers and vehicles assigned to each project.

- The head driver shall sometimes take over many of the duties normally ascribed to a fleet manager, provided the working arrangements make sense.

- The head driver shall coordinate the team of drivers, preparing and overseeing their work: regular checks of vehicles, vehicle inventory, refilling, etc.

- He/she shall be in charge of reporting any problems with the vehicles as well as ensuring maintenance on the fleet of vehicles and that cars are serviced at the desired time to ensure good use of it and to deliver services.

- In addition, the head driver shall organize training courses for drivers, conducts driving tests for all new drivers and performs regular drivers' assessments.

- The head driver shall also be in charge of the allocation of vehicles according to the availability of drivers, the preparation of rosters and replacements in case of absence. He/she can be also involved in some monitoring tasks such as monthly reports on services, repairs and fuel consumption of each vehicle.

3.3 Roles and Responsibilities of Fleet Manager/Logistics Officer/Admin Assistant

- The fleet manager shall be the overall supervisor of the fleet. He/she should elaborate and implement strategies to guarantee the adequacy of the fleet.

- This includes development and review of the annual plan and budget for maintenance, renewal and scale up when necessary and planning and supervising the human resources to ensure both the sizing and the necessary knowledge and competencies.

- Depending on the demand of the office and vehicle needs, the fleet manager shall assume the duties of the head driver, or may choose to employ separate distinct job profiles to help manage a wider set of tasks.

- The Fleet manager shall monitor the fleet performance and support decision taking with regular reports. He/she shall also advise on fleet related topics such as vehicle insurance, type and frequency of maintenance, evaluations of all the hired vehicles and transport companies, drawing up the necessary contracts.

- In addition, and if applicable, the fleet manager shall define the order for spare parts, and assess and identify potential local providers.

4. DRIVER RECRUITMENT AND MANAGEMENT

Drivers are an essential component to self-managed fleets, equally as important and the vehicles themselves. Even if an organization has a perfectly maintained fleet, poor quality drivers or lack of investment in driver training can lead to accidents, damages, cargo loss and possibly issues with fines or lawsuits.

4.1 Driver Required Skills and Competencies

Government agencies must ensure that all employees involved in driving activities have the necessary competency to drive safely. Competence entails having appropriate knowledge, skills, attitudes, as well as behavior.

Some of the required skills and competences for drivers are:

- Driving license.
- Fitness to drive.
- Ability to apply different driving techniques: defensive driving, off-road driving, eco-driving, etc.
- Literacy in the working language and ability to speak the local language.
- Respect and willingness to work with people from different ethnics and origins.
- Experience with specific vehicles to use (4x4, motorbikes, etc.).
- Knowledge of basic mechanics.
- Good knowledge of country roads.
- Knowing what to do in an accident or emergency.
- Willingness for continuous improvement (driving skills deteriorate with time; possession of driving license of itself does not necessarily imply such competence).
- Driving for work often entails lone driving without direct supervision from managers or other colleagues for prolonged periods.
- Drivers may also be required to travel and stay outside a base or find their own accommodation overnight.

4.2 Driver Recruitment, Testing and Selection

Government agencies seeking to maintain their own vehicles and have a staff pool of drivers should ensure that the hiring is carried out conscientiously and skills and knowledge are clearly demonstrated. When recruiting drivers, agencies might consider:

- Asking for documentation to prove authorized license to operate the vehicle in question.
- Request a background check.
- Ask the applicant to demonstrate their driving skill first-hand in a safe location.
- Have technical questions prepared in advance.
- If possible, conduct drug screening.
- Drivers' competence to drive safely should be assessed at the interview level and/or prior to the allocation of driving tasks. Assessment should take account of the driver's attitude, road safety knowledge and driving skills at the wheel as well other evidence such as age, experience, accident and enforcement history, including penalty points status and past training record.

4.3 Non-Professional Drivers (Staff)

- In some circumstances, relying on professional drivers will be unnecessary and other staff will take the responsibility of driving themselves.
- In the event that the professional driver is not available, the circumstances must be documented and authorization for non-professional staff certified drivers must be formally obtained.
- This shall happen when enrolling a driver is not cost-efficient but still there is a need of managing an owned fleet, including when reliable taxi services are not available, specific security risks require it, and more.
- A mixed solution shall be applied where professional drivers are the only ones allowed to drive during office hours and some categories of staff to drive after office hours. However, certain restrictions must be observed including: distances and time limitations, restrictions on people to be transported, limits on leisure usage, or other areas of concern.
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- Categories of non-professional drivers/staff permitted to drive government vehicles shall include the relevant project directors, project managers, logistics and procurement specialists/officers and safety & security specialists/officers.

- In the case where non-professional staff is allowed/requested to drive the government vehicles, it is strongly advised that the right to access the vehicle and the purpose is clearly defined, administrative actions to be taken in case of misuse of vehicle. Vehicles shall be shared among relevant project staff and shall be parked at the designated safe parking spaces provided by the office and assessed by the safety and security focal point.

- In addition to holding a valid driving permit, the skills of the driver should be duly tested to ensure that he/she has the skills to drive the given vehicle in the given context. If necessary, a clear policy on covering repair costs should be established and accepted by the staff.

5. COMMISSIONING

Commissioning refers to the process of bringing vehicles and users up to the required point of readiness for movements implementation. Commissioning shall encompass the following aspects:

- Installing required equipment
- Driver and user briefing and training
- Visibility/identification
- Compliance and administrative matters

5.1 Installing Required Equipment

For operating in a context of South Sudan, additional equipment and vehicle customization are required. Typical modifications for harsh road conditions may include:

- Bull bar with mosquito mesh.
- Reinforced front and rear bumper with high-lift jack supports.
- Second spare wheel mounted where safe and appropriate.
- High-lift jack mounted where safe and appropriate.
- Flagpole.
- Fire extinguishers
- First Aid Kits

These modifications shall always be done by vehicle supplier which should properly be specified during the procurement process. If not, modifications should be performed by a specialized workshop.

5.2 Briefings and Training

Given the risks incurred while operating in certain environments, a proper induction to both drivers and users should be done. For the new drivers, this should be addressed by the fleet manager or head driver. For the people making use of the fleet, other profiles in the organization can be assigned to deliver the briefing such as the safety and security specialists. In any case, the time needed to instruct drivers and users shouldn't be neglected.

Topics to be covered for driver's induction may include:

- Driver responsibilities (see below).
- World Bank Environmental and Social Standards.
- Communication protocols.
- Reporting procedures in case of accident or break down.
- Internal driving regulation (the agency's regulation could be more restrictive than the national).
- Movements standard operational procedures.
- Hygiene and infection control.
- Programs and activities.
- Administrative arrangements: how to deal with overtime, contractual arrangements with per diem, etc.
- Use of visibility/identification material such as t-shirts, vests

5.3 Standard Driver Responsibilities

- *Ensures safety and security of the persons and goods being transported*
- *Respects traffic rules*
- *Respects speed limits as defined by the agency*
- *Adapts speed according to the conditions of the road, to the carried load, and pedestrian on streets*
- *Wears safety belt at all times and ensure all passengers do the same*
- *Uses the correct and secure loading for transported goods, and ensuring cargo is tied down*
- *Properly reports and notifies any mechanical problems*
- *Updates daily logbooks*
- *Takes care of the tools and spare parts in the car*
- *Ensures cleanliness of the car*
- *Proper notification of accidents, break downs, or other incidents*

Topics to be covered for user's briefing may include:

- Journey: schedule, duration and stops in the trip.
- Safety and security: main threats, hot spots and expected behavior.
- Roles and responsibilities during the movement. Roles of the driver, and assigned movement focal point within the vehicle(s)and at the office level.
- Communications protocol.

5.4 Visibility/Identification

All government project vehicles should be very visible for ease of identification. It is recommended that -based on a risk assessment -basic criteria are established for the use of visibility material. Why, what and when identification material should be used, and where in the vehicle they should be located are among the basic questions to be answered. Paint, magnetic banners, or stickers are the typical solutions for the body of the vehicle. For obvious reasons, permanent logos shouldn't be the option if there is a risk of car-jacking. When requiring vehicles to carry flags, assess the environment to ensure a proper balance between adequate flag visibility and the impact on other objects such as trees or street furniture. If requiring intensive use of visibility material in a vehicle, make sure there is enough stock to replace them regularly. If using rental vehicles, ensure that the visibility material is returned once the service is terminated.

6. COMPLIANCE AND ADMINISTRATION

There are certain liabilities related to the use of vehicles that must be considered by any government agency managing a fleet of vehicles assigned to them for the projects.

6.1 Drivers

Drivers should have a valid driving license for the specific vehicle they operate. The driving license has an expiry date and should be renewed on a regular basis. Other permits could be required for the transportation of certain categories of goods, such as a commercial license or special permit for transporting some cargo items. All drivers and agencies must adhere to the provisions of South Sudan Traffic Laws.

6.2 Fitness to Drive and Medical Clearance

Driving a motor vehicle is a complex task requiring perception, good judgement, responsiveness, and reasonable physical capability. A range of medical conditions, as well as some medical treatments, may impair driving ability. Common examples include blackouts or fainting, sleep disorders, vision problems, diabetes, epilepsy, psychiatric disorders, heart disease, and age-related decline. It is advised that professional drivers pass a fitness test every year and to install bi-annual checks for staff that drives occasionally. All staff should be advised to undertake a health check whenever they suspect they have a problem. Eye tests should be carried out by qualified optometrists, and should include a test of the driver's horizontal and vertical range of vision. It's important to ensure that your drivers are mentally and physically fit to drive using a process of self-declaration. Drivers should notify management if they have disabilities or conditions that could prevent them from driving safely.

6.3 Vehicles

Whether the project vehicles are owned, hired, or are managed by a third-party, it is important to ensure that all national laws are adhered to. Below are the applicable norms:

6.4 Registration

The use and ownership of motor vehicles are regulated by the South Sudan Traffic Laws. All project vehicles must be officially allocated to a physical person or government agency who will be liable for any duties or responsibilities linked to the vehicle. It is therefore important to go through the required registration process when acquiring a new vehicle or when decommissioning an old one. All vehicles for the MOFP/PMU world bank financed projects shall be owned by the MOFP/PMU and registered as such. When transferred for use by another government agency, the right of ownership shall change and the concerned agency will register the vehicles under their respective names.

6.5 Insurance

Insurance is a legal requirement for motor vehicles which aims to provide financial coverage against physical damage or bodily injury resulting from traffic collisions or other incidents. Vehicle insurance may also cover theft, weather or natural disasters and damage sustained by colliding with stationary objects. As per the law, all project vehicles should be comprehensively insured at the time of registration. When a project vehicle is transferred to another agency, it is the responsibility of that agency to ensure the vehicle is comprehensively insured for the duration of its use.

6.6 Technical Clearance

Vehicles may also require a technical clearance certifying that the vehicle is safe for operation in public spaces. Technical clearance may include environmental considerations such as type of fuel used or levels of CO2 emitted by the exhaust. Technical inspections could be related to the type of vehicle and its purpose, certifying the maximum permissible passengers and weights in terms of gross vehicle weight, axle weight and payload.

7. MOVEMENT PLANNING AND VECHILE ALLOCATION

Movement planning and resource allocation are key activities for successful fleet management. The aim of movement planning is to respond to all movement requests while making the most efficient use of resources. Planning must take into consideration elements such as destination, number of passengers, cargo, and match them with available drivers and vehicles ensuring that their condition fits for purpose and is compatible with maintenance schedule. To ease the planning process and avoid poor resource allocation, inefficiency and discontent among users, a weekly plan is recommended. Transport requests should be completed, approved and delivered to the person in charge of planning movements before an agreed deadline (sufficient time to allow a proper planning).

Sample Template for Weekly Movement Request

Department/Office: _____ From (Date): _____ To (Date): _____

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Movement Focal Point							
No of Passengers							
Destination							
Estimated Departure Time							
Estimated Time of Return							
Purpose							
Items to carry							
Remarks							

Prepared by: _____Date: _____ Approved by: _____

Once requests are collected from different departments/services/users, a weekly movement plan can be defined. the fleet manager/head driver will organize the movements according to the availability of vehicles, to their capacity (weight, and passenger number) and to road conditions. The following criteria have to be considered:

- Context of the movement and available communications coverage.
- 4x4 or 2x4.
- Experience of the driver under the required conditions. The plan can take several shapes depending on the level or granularity required.

When destinations for several departments coincide, a combined movement can be organized using the same vehicle or moving in convoy. It may happen that there are not enough available vehicles on any given day, so the organization may have to set priorities and change the program in order to cancel or

combine movements or look for an additional vehicle. The weekly plan can be outlined in different time frames: weekly, daily, or other operationally relevant time frame.

Template for Weekly Movement Plan

Regular vehicles in the office ***from (date): _____ to (date): _____***

		Monday		Tuesday		Wednesday		Thursday		Friday	
Vehicle	Driver	Morning	Evening	Morning	Evening	Morning	Evening	Morning	Evening	Morning	Evening

Temporary Additional vehicles

8. MOVEMENT IMPLEMENTATION AND MONITORING

Knowing the whereabouts of the vehicles at all moments is essential for a coordinated and reactive fleet, especially when the size of the fleet is large, simultaneous movements take place, and when operations are deployed in volatile contexts. Different vehicles must have the capability to communicate with organizational offices at any moment, allowing the reporting of any incident or event. Organizational focal points should also have the capability to contact any vehicle at any moment to communicate about changes in plans or the latest contextual updates requiring a change in the route.

Having functional communication equipment and a basic communication procedure specifying when to communicate, to whom and with which means is highly advisable for any planned movement. On some occasions having a specific person to track the movements and record the current location of the vehicle and last contact made is highly advised. When relying on radio communication systems, this role is usually assumed by a designated and trained radio-operator. In locations with sufficient mobile phone coverage

and where communications rely on mobile networks, instant messaging applications can be the mean to monitor movements.

Tracking devices are another option to monitor movements. Tracking devices vary in their functionality, but generally they gather information such as vehicle's position, speed, heading and other data using GPS, sensors and other accessories, and sends tracking data via mobile phone or satellite networks to a remote server enabling authorized fleet managers to monitor performance in real time. The information collected is generally used to improve driving patterns, movements plans or fleet performance. In addition, some tracking devices can also send alerts to specific phone numbers when a predefined event happens: high speeds, locations reached, or even crashes. Tracking devices do not substitute communication devices and in all cases, an operational communication device should still accompany the vehicle movement.

9. FLEET PERFORMANCE MONITORING

Fleet Management should contribute to the cost efficiency and effectiveness of the organization while achieving its operational goals. Capturing data, analyzing data, and taking informed decisions is a basic three step process to monitor and improve the fleets' performance.

9.1 Data Collection

Fleet data shall be captured in a structured way, always keeping in mind that collected data should contribute to decision making. Fleet performance criteria shall be classified in the following blocks:

Usage	- Availability rate: What is the time that the vehicles are available for use (not broken-down or in the workshop). - Utilization rate: what is the time that the vehicles are used?
Driving Habits and condition	- Average fuel consumption: is it within the expected range? - Maintenance and repair costs
Cost	- Fuel costs - Maintenance and repair costs - Running costs. - Cost per km.
Security	- Incidents per 100,000 km - Injuries per 100,000 km - Fatalities per 100,000 km

In order to generate basic indicators, the following information shall be collected on a monthly basis:

- Number of working days for the current period.
- Number of days the vehicle was used during the current period.
- Number of days during the current period the vehicle was at the workshop for service or repair.
- Distance covered during the current period.
- Fuel consumed during the current period.
- Costs incurred during the current period for

- Fuel

- Maintenance
- Repair
- Tire
- Other/Miscellaneous (cleaning, tire pressure check)

▪ Crashes and vehicle incidents

- Number of vehicle incidents during the current period
- Number of injuries during the current period
- Number of fatalities during the current period

9.2 Vehicle Logbook

Monitoring information shall be captured at different levels and from different sources. The primary repository of vehicle movement information is the vehicle logbook. The vehicle logbook is a book used to record all the relevant information for a specific vehicle. It is always kept in the vehicle, and is the responsibility of the driver assigned to the vehicle. Normally logbooks have two different parts: one to register all repairs and maintenance activities and a second to register mileage and fuel consumption.

Sample Template for Vehicle Maintenance Logbook

Vehicle Maintenance Logbook

Vehicle Number/Plate: _____ Date: _____

Mini Service A	Kilometers	Maintenance details – remarks- work still to be done
Clean the engine		
Change engine oil		
Clean and drain water separator		
Clean the air cleaner		
Check the oil level: gearbox, transfer box, axels (if water mixed in, change oil)		
Clean the axels breather union and nose		
Grease the transmission (8 nipples) and steering system		
Check the condition of the suspension: insulators (rubber bushes), spring blades and shock absorbers		
Check the condition of the exhaust pipe and the insulators (rubber mountings)		
Check the condition of the rear and the front engine mountings		
Check the condition and tension of the belt		

Check the different warning lights of the dashboard		
Next Service at B		Post a sticker with the mileage of next service at the dashboard

Sample Template of Vehicle Movement Logbook

VEHCILE MOVEMENT LOGBOOK

AGENCY LOGO		**Month**		**Year**	**Vehicle No**	**Plate**		**Refueling Quantity (Liters)**	**Remarks (Tolls, fees)**
		Departure			**Arrival**				
Date	**Driver Signature**	**Place**	**Time**	**Index (KM)**	**Place**	**Time**	**Index (KM)**		

Both maintenance and fuel logbook templates are printed in a single book that is filled by driver and mechanic, and collected by the fleet manager/head driver regularly. It is recommended to compile all logbooks and process them in a monthly basis. The information from the Logbook is then transferred to a spreadsheet for consolidation and analysis.

10. FUEL CONSUMPTION

The fuel consumption of the vehicle is one of the basic parameters to monitor the vehicle condition and driving habits. A baseline for vehicle fuel consumption should be provided by the vehicle manufacturer or the fleet manager as per his/her experience. Road conditions, load weight, idling time, use of air conditioned, age of the vehicle, service condition and other things can affect fuel consumption. Taking these factors into consideration, the consumption of a driver-vehicle tandem should be more or less regular in time and significant deviations should be examined to understand the reasons behind and corrected when possible.

Fuel consumption baseline per type of vehicle generally looks like:

Type of vehicle	**Fuel Consumption (liters per 100 km)**
Sedan < 2.7 tonnes	11.90
PICK-UP / SUV /SUV-4x4 (GVW*)	**15.35**
VAN / MINIBUS (GVW)	15.35
ARMOURED VEHICLE (AV)	21.80
BUS / TRUCK (GVW >3.5T)	20.50

Adapted from WHO

It is recommended to calculate the consumption after each refill. To make the calculation for a consumption in liter per 100 Km:

1. Record the odometer reading at two different refueling locations (tank should be completely filled).
2. Subtract the odometer reading at the most recent fill-up location from the odometer reading from the previous fill-up location:

   2,046 - 1,380 = 666 KM

3. Record the quantity of fuel put in the tank at the most recent fill-up location:

   Example
   80 litters
4. Fuel consumption per 100 Km is expressed as:

80/666x100 = 12 L/100 KM

11. VEHICLE CONDITION AND MAINTENANCE

Good vehicle condition is key in proper fleet management, helping attain operational goals in a safe manner, optimizing the use of resources and complying with the national laws and regulations. Good vehicle condition is achieved through appropriate vehicle use and maintenance.

Generally, maintenance shall be approached in two different ways:

1. **A preventative scheme** consists in scheduling periodic maintenance services.
2. **A reactive scheme** consists of waiting for a breakdown to happen before repairing it.

Vehicle fleet management aims to make transport available for the maximum amount of possible time. This is achieved by planning maintenance interventions and limiting the downtime to a minimum. It is always bad to lose the use of a vehicle for a day. But when vehicle maintenance is scheduled in advance, teams or staff shall plan around the absence to reduce impact with other activities requiring the use of the vehicle. Furthermore, running a vehicle without preventive maintenance results in inefficiencies because the subsequent breakdowns tend to cost significantly more and the repairs take much longer to complete. Certain breakdowns can affect the vehicle reliability and consequently the user's safety. Repairs and maintenance should be timely done without delay to keep the vehicle in a trustworthy state during its whole life cycle.

11.1 Frequency of Preventive Maintenance

Preventative maintenance starts with daily and weekly checks. These inspections are the responsibility of the driver with the goal of proactively identifying possible mechanical issues. A recommended preventative maintenance schedule is listed below:

Before starting the vehicle engine for first use in the day, the driver should take 10 minutes to check:

- *Engine oil level*
- *Coolant level*
- *Brake and clutch fluid level.*
- *Windscreen washer water level*
- *Cleanness of radiator*
- *Condition of all tyres, including the spare tyre (pressure by sight, cracks on both sides). Possible leaks under the car*

After starting the vehicle, the driver should listen for abnormal noises, check indicators, lighting and dashboard warning lights, and look for the presence of all required equipment.

In case of any identified problems, the driver should record them in the vehicle logbook and inform the fleet manager, who will evaluate the scale of the damage and to plan all relevant arrangements. Besides

the regular checks under the driver's responsibility, specific maintenance services are regularly required to keep the vehicle up to a good functioning standard. Different parts or fluids in the vehicle require different frequency for its replacement: for instance, engine oil requires changing with a higher frequency than the axles oil. Other interventions, like changing brakes pads or replacing the tyres will be done according to the part's current condition. Fleet managers should check with the vehicle manufacturer about what regular maintenance is required for the vehicle and the recommended frequency for repairs and maintenance. The maintenance schedule is usually available in the vehicle manual, but is usually also available online. The frequency of maintenance should be adapted according to the conditions of use specific to every operational environment, and periodic maintenance should be conducted by a qualified mechanic.

11.2 Procuring a mechanical workshop

A sub-contracted mechanical workshop shall be procured to service and maintain all vehicles owned by the projects and under responsibility of MOFP/PMU.

The Procurement department should assess various options in procuring a mechanical workshop. The following guidelines should be followed:

- Safety and security, with special attention to access control.
- Availability of specific suitable tools in good condition and their safe use: tyre assembly, welding, power equipment, grinding wheel, etc.
- Availability of specific premises and capacity to work on simultaneous lanes for light vehicles, trucks, motorbikes, generators.
- Type of mechanical interventions possible: Engine, body, paint, electrical, vehicle computer programming.
- Availability, sourcing, and control over spare parts.
- Cleanliness and general condition of the workshop.
- Working conditions and care for occupational risks.
- Procedures with used parts and general and hazardous waste management.
- Costs: costs should never be the guiding principle- quality of service is paramount.

Once an evaluation is completed and a contract is awarded and implemented, it is important to carry periodic assessments of the quality of service and to keep records of all repairs and maintenance being undertaken. This is the responsibility of Logistics Officer and or fleet manager.

It is recommended for the assigned driver to be present during the whole repair process and avoid overnight stays for vehicles if the premises are not considered secure. It is recommended to request a visual inspection of all the parts that have been replaced and invoiced.

12. REFUELING

Fuel is essential for vehicle functioning and is a significant expenditure in government operations. Poor quality fuel can cause serious (sometimes irreversible) mechanical problems and considerably reduces the vehicle's lifetime. Therefore, fuel refilling is a basic activity that must be carefully controlled.

An average light vehicle consuming 10L of fuel every 100 Km, travelling 100Km daily will have to refill at least once weekly (more or less often depending on fuel tank capacity).

12.1 Basic rules for fuel use

- Always drive with more than half of the tank full, to avoid an "almost empty tank" situation in the middle of a journey.
- Always refill out of service hours, to avoid affecting regular activities.
- It is recommended to schedule at least 1 refill per week, regardless of the tank level of the vehicle.
- Refills should be done up to full tank capacity. This will ease fuel consumption calculations and reduce the frequency of refills.
- Fuel refilling can be a hazardous and time-consuming activity, especially when managing large fleets or in congested gas stations.
- A fuel refilling procedure is a direct responsibility of fleet management team.
- The fleet manager must consider fuel quality and payment methods.
- Fuel should be protected against all accidental or intentional contamination - no impurities, dust, other liquids, or chemical additions should interact with or mix with fuel.
- Fuel quality should be checked throughout the supply chain, especially if transported or stored in barrels, as barrels may be dirty or water from humid air condensation.
- Fleet manager must ensure that vehicles are refilled with the correct fuel type: filling up a diesel vehicle with petrol has irreversible consequences and can end up destroying the engine.

12.2 Outside Fueling Guidelines

The regular refilling shall be done by vehicles directly at an outside fuel station. A refilling procedure should be defined using the following guidelines:

- Which fuel stations are valid for refilling?
- A regular procurement procedure should be applied to select the most appropriate fuel supplier
- Basic criteria such as: price, fuel quality, proximity, reliability, payment conditions, other available services (tire pressure check, cleaning) should be included in the evaluation.
- The persons authorized to acquire fuel
- The maximum quantity that can be drawn.
- The payment method. Vouchers or post-paid cards are suitable options. Cash should be avoided due to the risks and the administrative burden, especially with large fleets and multiple drivers. For the use of vouchers and post-paid cards an agreement must be reached with the supplier specifying the terms of use.

Fuel Voucher Template

N°:

GOV'T AGENCY LOGO

FUEL VOUCHER

To be used only for the purchase of fuel when not paid on delivery.

Fuel station name:

☐ For a vehicle ID: _____

☐ For stock

AUTHORISATION

Type of fuel to be delivered:

☐ **Diesel** ☐ **Gasoline** ☐ **Kerosene**

To deliver in the vehicle tanks(s):

☐ Full tank(s)

☐ Specified quantity: _____ litres

Other:

☐ Jerrycan(s) _____ litres

☐ Drum(s) or cistern(s) _____ litres

Authorized by (name and signature):

Date:

FUEL DELIVERED

Quantity delivered *in figures*: _____ litres Date of delivery: _____

in letters _____ litres

Received by (employee name and signature):

Signature of the station manager and stamp:

When the fuel is for the vehicle, do not forget to fill the fuel logbook.

To allow reconciliation and payment, the voucher should be printed/filled with carbon copy in three sheets:

1. Responsible for authorization
2. Fuel station
3. The employee receiving the fuel for subsequent delivery at office for reconciliation and payment purposes

13. END OF VEHICLE LIFE

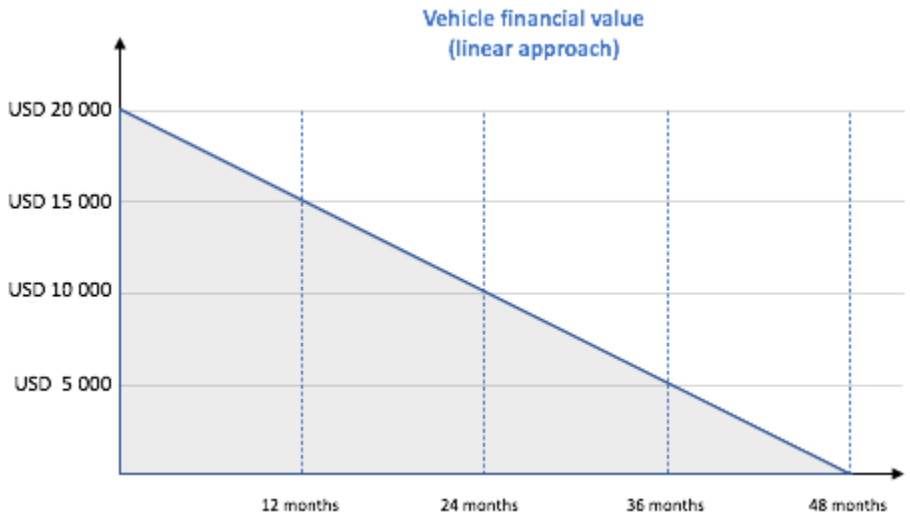
Managing the entire life-cycle of vehicles is essential in achieving an efficient use of resources, including the eventual decommissioning or disposal of vehicles. It is preferable to sell and/or replace vehicles before they become too expensive to maintain, and so ensure that their optimal resale or replacement value can be achieved.

Benefits of properly decommissioning, disposing and replacing vehicles, include:

- Contributing to lower maintenance costs
- Lower Carbon dioxide
- Optimizing the selling price of the vehicle

13.1 Economic life of vehicles

"Economic life" is the expected period of time during which an asset remains useful to the average owner. When an asset is no longer useful to its owner, it is considered past its economic life. The economic life of the government vehicle as defined by these guidelines shall be 60 months.



The example above shows a linear estimation over time of the value of a vehicle procured valued at USD $20,000, considering 48 months of economic life.

14. DECOMMISSION AND DISPOSAL

Once the decision for vehicle replacement is taken, different options for old vehicle decommissioning and disposal should be considered. The disposal methods which shall be undertaken are:

- **Donation** - vehicles in good condition and meeting safety requirements may be subject to donation to partner agencies or key stakeholders. Donations must follow national legislation and internal policies and need to be properly documented.
- **Sale** - vehicles that are not needed and have a viable market value may be subject to resale. To avoid any suspicions on favoring particular entities or people, a fully documented auction is recommended. Resale of a vehicle must follow national legislation and internal policies and need to be properly documented.
- **Transfer** - vehicles in good condition and meeting safety requirements shall be transferred to another government entity or programme. This is the preferred option for vehicles procured under the World Bank financed projects as it ensures the vehicle remains within its economic life. Also, it is a convenient solution when closing projects or dismantling offices with vehicles assigned.
- **Destroy or harvest for spare parts** - vehicles in poor condition or not meeting safety requirements should be destroyed or dismantled to recover usable parts. A public or private institution with capacity to properly perform the task should be identified. Environmental risks assessment needs to be performed and a certificate of destruction may be required by the authorities to update the vehicle registry and to formalize the vehicle withdrawn from circulation. Notifying authorities may be especially important to avoid further tax charges or liabilities. As part of the decommissioning process, government agencies should remember to recover and reassign all the vehicle equipment that could be reused, including communications equipment, safety material, recovery kits, identification/visibility, and more. Institutions should also remember to inform authorities and insurance companies once vehicles are no longer in use.

15. SAFETY AND SECURITY

15.1 Duty of Care

Whether vehicles are owned or rented, it is essential to ensure that movements are carried out safely, both for the occupants of the vehicle and for other users of the road. It should be noted that road traffic injuries are the leading cause of death globally among people between the ages of 5 and 29. Furthermore, of the total number of deaths from traffic accidents worldwide (1.35 million per year), 90% occurs in low and middle-income countries, including South Sudan.

According to Aid Worker Security Report 2020, the most dangerous place for aid workers in general remains while in a vehicle on the road, especially where law enforcement may be relaxed, and where

armed groups and criminal elements can easily set up illegitimate checkpoints, roadblocks or improvised explosive devices (IEDs), or carry out armed ambushes on humanitarian actors and convoys.

Although security management often falls under the responsibility of other persons within a government agency (e.g., the social safeguards team), these guidelines encourage the exchange of regular information and to integrate as much as possible safety and security procedures into fleet management working processes.

15.2 Basic Minimum Standards

To ensure that movements are carried out safely, logistics must actively work on three key elements:

- Movement planning.
- Vehicle safety.
- Driver and team's competence.

Though, in the first instance, agencies should seek to control risk on the road by reducing or eliminating the need to travel:

1. Regarding Movement planning, it is recommended to make an "in-depth" analysis of threats and vulnerabilities linked to vehicle movements, plan movements accordingly and create adequate travel protocols as per context and movement type. Additionally, an integral system for movement tracking and follow-up adapted to the context should be implemented.

2. Vehicle safety includes the good mechanical condition of all parts of the vehicle in motion, and to the extent possible, avoiding accidents; braking, steering, suspension, adherence to the ground (tires) and lights. Vehicle safety also includes elements that minimize the damage that can occur when the accident occurs: airbags, functioning seat belts, headrests, and windows/bodywork.

3. The driver and team's competence encompass: personal skills, physical condition, knowledge of the environment and awareness of potential hazards and the ability to properly manage possible critical situations: such as weather events, accidents, check-points, demonstrations, harassment.

16. VEHICLE ACCIDENTS

The MOFP/PMU and relevant MDAs are strongly advised to design and implement an internal management system for vehicle accidents. The system shall include: reporting mechanisms, basics on crash management, and analysis and reporting on road crashes.

When possible and available, all tools should be coordinated together with security managers. Reporting a road traffic crash, or a potentially unsafe situation such as a near miss is the first step to reducing future crashes. Anytime a vehicle is involved in an accident, near miss or other incident, an accident/incident

report form should be filled out, detailing all information pertaining to the accident. If operating in an area with functioning police, a police report should be filled out if required, and all information on witness and other vehicles should be captured.

A detailed report should only be filled out after the vehicle and persons are safe and free from additional danger, and after all injuries have been attended to. It is recommended that blank copies of accident/incident report forms accompany each vehicle. The security focal points/safeguards specialist shall provide a comprehensive crash data analysis tool, including actions to take at a crash scene, capturing information at the scene and driver post-crash report, insurance claims, and basics on logging and recording information about a crash.

Policies relating to how drivers/passengers should respond to a crash vary from agency to agency. As a general guide:

- Drivers nor passengers should ever admit fault at any location other than safely back at the office/compound with a security officer present.
- If a driver or vehicle is at fault, it should be settled by insurance.
- National Traffic Laws require a vehicle to come to a full stop and wait for a police report before a vehicle can move after an accident. The need to stop should be context specific, however - if the area is unsafe, large crowds are gathering, or local law doesn't require it, vehicle may choose to move to a safer location.
- Payments and negotiations for damages should never occur on the scene, nor should they be undertaken by the driver or occupants.
- All exchange of money and negotiations should occur in a safe location, and between authorized persons following the regulations of the law and respective insurance companies.

17. MANAGING ENVIRONMENTAL IMPACTS

Logistics team and fleet managers must guarantee an efficient use of resources, optimizing costs and reducing the environmental impact of movements. Movement planners should look for opportunities to combine, or in some cases avoid travel. Fleet managers should try to reduce the size of the fleet or replace vehicles with smaller, cheaper and more efficient ones wherever possible. Pooling logistics resources, such as vehicles, with other departments or institutions may also provide significant cost and emissions cutbacks through optimized fuel consumption and smaller fleets. A vehicle's good mechanical condition and proper use will reduce fuel consumption, extend the life of all vehicle parts, avoid unnecessary expenses, and ultimately, reduce environmental impact.