

# Chapter 3: Transport Management

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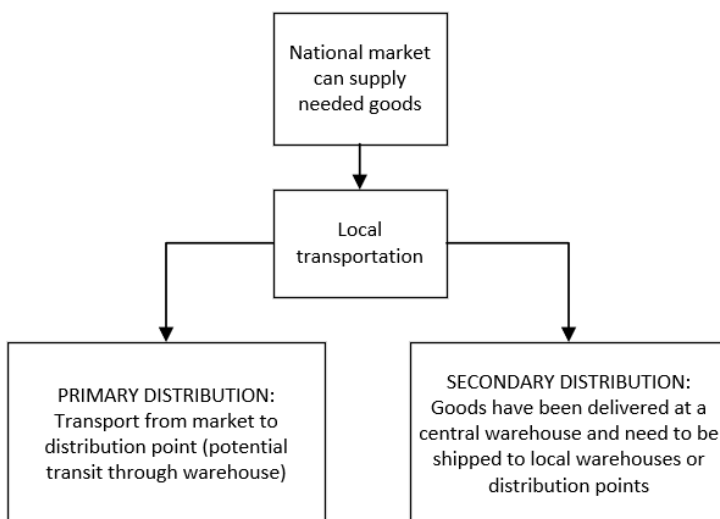
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## 3.1 What is covered in this chapter?

Origin & destination	People & goods	Local & international
Air / Sea / Road / Rail / Other?		
How to <b>select</b> the best transport mode?		
How to <b>contract</b> transport services? How to <b>monitor performance</b> of transport services?		
Standard transport documentation		
Transport data analysis		

Elements on transport of people can be found in chapter 5 (Fleet).

## 3.2 Types of movements: local and international



Local transportation is often required in countries where the national market can supply goods for the purpose of the ongoing programmes, in which case transport is from market to distribution point, with potential transit through a local warehouse (also known as 'primary distribution').

Local transportation is also required when goods have been delivered in country at a central warehouse and need to be further distributed to smaller regional or local warehouses, or distribution points. Sometimes these delivery points are served by a

single transport movement; this is called 'secondary distribution'.

### 3.2.1 Primary distribution

Primary distribution is usually straightforward and can be organised either by the selling party or the buyer of the goods.

For fragile loads, refrigerated goods or controlled supplies (chemicals, drugs, etc) it is often better to leave the organisation of the transport to the seller, who will have a better understanding of the safety or regulatory requirements and a knowledgeable network of transporters.

For general supplies with no specific requirement, the buyer can organise transportation, either mobilising their own resources or outsourced fleet (rented trucks or chartered flights, for example).

### 3.2.2 Secondary distribution

Secondary distribution often requires more in-depth planning, to avoid wastage of time and resources.

Optimisation factors will include:

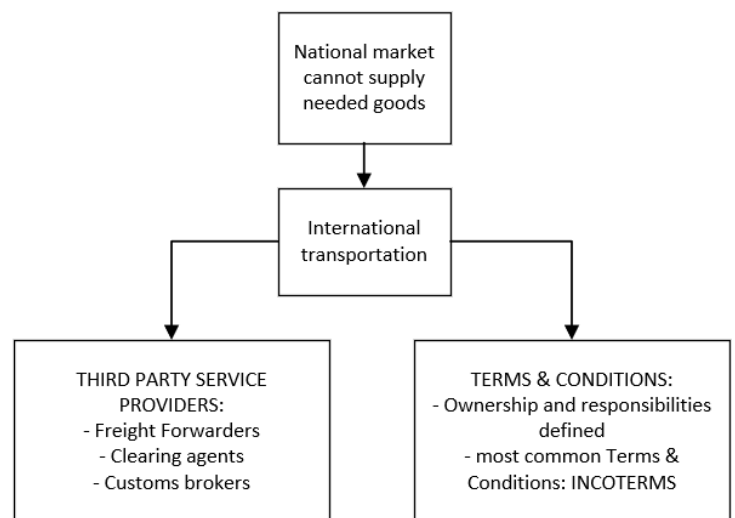
<b>Route definition</b>	Sequencing the deliveries in a way that minimises the use of fuel and lead times
<b>Vehicle load</b>	Load in order of distribution, to minimise offloading time
<b>Local context</b>	Considering labour laws and security rules (maximum number of hours worked, curfews)
<b>Safety &amp; security</b>	Planning for safe overnight arrangements when the distribution route spans several days

### 3.2.3 Specifics of international movements

International movements involve transportation from the origin country to the destination country, via ports, roads, airports or train stations.

Moving goods internationally will require interventions of third parties such as customs officials, clearing agents who may be required to support the customs clearance process, and freight forwarders who may be needed in case the sending or receiving party cannot supply the necessary vehicles.

International shipments are usually arranged as part of the sourcing or contracting process under specific terms and conditions, commonly known as incoterms (“International Commerce Terms”, Procurement\_23, Procurement\_24).



Incoterms are defined by the International Chamber of Commerce (ICC) and are a series of pre-defined commercial terms that ensure sellers, shippers and buyers have a shared understanding of the commercial terms governing the commercial transactions they enter.

The agreed-upon incoterm will determine several conditions of the sale but most importantly, it will define who has responsibility (over costs and process) of:

- preparing the consignment for export (palletising, labelling, marking, wrapping, etc)
- carrying the consignment from seller to point of departure (port or airport)
- arranging and booking transportation services
- insuring the goods – up to which point will the goods be covered by the seller’s insurance and from which point will they be covered by the buyer’s insurance?

- loading the goods at point of departure and offloading at point of arrival
- clearing the goods through customs at point of arrival
- transporting the goods from point of arrival to point of delivery
- offloading at point of delivery
- defining when the ownership of the goods transfers from the supplier to the buyer
- clarification of who carries responsibility for payment of import duties, taxes, etc

Planning for all of the above and selecting the right incoterm will avoid surprises during the transportation of the goods.

For a list of the most up-to-date incoterms, see the ICC website: <https://iccwbo.org/resources-for-business/incoterms-rules/incoterms-rules-2010/> or templates Procurement\_23 and Procurement\_24.



## Local and international transport

- Primary distribution vs. secondary distribution.
- If transporting items with special requirements, leave the organisation of the transport to the seller.
- International transport requires the intervention of third-party service providers.
- There are international conventions to define the terms and conditions applying to shipments – incoterms define ownership and responsibility in particular.

### 3.3 Modes of shipment

#### 3.3.1 Road, air, rail, sea and animal

Below is a matrix to assist with the selection of the most appropriate mode of transport:

Ratings are from 1 to 5, where 1 is the strongest at the individual criterion.

	Speed	Reliability	Cost	Flexibility	Safety	Other
Air	1	1	4	4	1	Limited network Limited capacity in crises
Sea	4	4	1	3	3	Restricted network Long admin delays
Road	2	3	3	2	4	Extensive networks Sensitivity to network condition
Rail	3	2	2	5	2	Fixed networks, routes and schedules
Animal	Depends on distance	Depends on distance	Depends on distance	1	5	Contracting can be challenging Consider how to add RC visibility

#### 3.3.2 Choosing modes of transport and designing a strategy around it

In both local and international transport operations, the objective should always be to optimise the utilisation of resources used. This is easier to achieve in large international shipments than in the local management of transport, where there are usually multiple delivery points and sizes can vary widely.

In general, the objectives will always be to maximise the load being moved and minimise distances travelled and loading/offloading time, at a total cost that delivers value for money (VfM). However, factors influencing the optimisation process vary from one type of transportation to another.

Factors to consider include:

- local labour regulations (e.g., legal working hours for drivers)
- local security regulations (e.g., legal driving hours, curfews, checkpoints)
- delivery point characteristics and access constraints
- vehicle and fleet characteristics: available vehicles and their total/individual capacity
- environmental considerations
- available budget for transportation

The transport chosen will depend on multiple factors.

### **Accessibility**

- Security issues
- Delivery timeline and other programme imperatives
- Transport infrastructure available, from origin to delivery point
- Export/import customs regulations
- Access conditions

### **Cost factors**

- Distance and journey time
- Weight and volume of goods
- Funding available
- Delivery schedule (especially in emergency)
- Demand for transport (with limited supply, cost is likely to increase)

### **Donor compliance**

- Some donors will impose a maximum ratio of cost of transport to cost of items as a performance indicator
- Some donors will not fund air transportation – transport must then be arranged earlier

### **Others**

- Dangerous goods require special transport methods or bring constraints (air freight regulations)
- Certain items require refrigeration in transit
- Cross-border transport may impose restrictions on vehicle/driver based on nationality

## Modes of shipment

- Options include air, road, sea, rail and animal.
- Always try to use the mode of shipment that optimises the utilisation of available resources (time, budget, vehicles and manpower).
- Consider the local context: labour law, security, traffic, environment and infrastructure.

### 3.4 Procuring for transport

Organisations often do not have the means to fulfil transportation requirements internally. The appropriate fleet might not be available, or the right skills may be difficult to source; knowledge of the local market, infrastructure or legal framework may also be scarce.

When transport requirements cannot be fulfilled with internal resources, they must be outsourced to professional companies. Transport service providers must be selected carefully, as they will be handling goods and materials owned by the organisation and, in most cases, distributing them to beneficiaries.

Be aware that in the context of crises or an increased humanitarian response, it might be difficult to source those services as competition for them increases. In those situations, it is recommended that organisations share the available resources by liaising with other RCM partners to identify efficiency gains through sharing fleet.

Where operational, the Logistics Cluster (<https://logcluster.org/>) can organise shared transport services on standard routes. Local/national authority coordination resources (such as the National Disaster Management Office) may also support resource-sharing where the Logistics Cluster is not mobilised.

### 3.5 Sourcing transport services

The supply chain strategy for a programme may include the procurement of vehicles to transport people and goods. Where this is not included, renting/leasing vehicles (and possibly drivers) will need to be considered.

In some contexts, a single service provider will be able to provide transport services for both goods and people, but in most cases two separate suppliers will have to be identified.



### 3.5.1 Selecting a transport service provider for the movement of people

For selecting a transport service provider for the movement of people, refer to section 5.2.4 of the Manual.

### 3.5.2 Selecting a transport service provider for the movement of goods

Below are a set of criteria that should be considered when sourcing a transporter. Note that these criteria are particularly relevant in long-term agreements and less so where transport services are sourced ad hoc.

Owns or has access to a <b>bonded warehouse</b> to protect and control shipments in transit	Is <b>licensed</b> by the government to conduct customs clearance formalities and is up to date on changes in customs regulations	Offers a <b>variety of services</b> (freight booking, re-packaging, clearance, etc.)
Has <b>influence</b> in the transport market, with port authorities, etc.	Has an established <b>reputation</b> ; has been in business for a number of years	Has a proven record of <b>reliability, accuracy, timeliness</b> , as verified by customer references
Has <b>experience</b> working with humanitarian actors	<b>Owens</b> fleet for inland transport and has access to <b>specialized vehicles</b> when needed	Has trained, competent, experienced and trustworthy <b>staff</b>

Other criteria include:

- prior commercial contracts that do not, or are not perceived to, pose a reputational risk
- the ability to hire temporary manpower
- loading/offloading arrangements and costs
- the existence of country-wide presence with strategically placed offices and staff
- the availability of safe space for vehicles to park overnight
- the ability to provide insurance against loss or theft
- the use of technology, such as tracking devices

### 3.5.3 Transport needs assessment

Before going to market to source transport providers, it is recommended that you complete a needs assessment and to capture its result in the issued sourcing document (RFQ, tender or EOI – see section 1.6 for details on sourcing process). The needs assessment should detail the below requirements at minimum.

<b>Nature of the goods to be moved</b>	<b>Any specific constraints relating to the type of goods</b>
<b>Expected delivery timeline and frequency</b>	<b>Expected delivery points</b>
<b>Cost coverage (fuel, maintenance, insurance, tolls, loading, driver per diem, etc)</b>	<b>Compliance with RC code of conduct</b>
<b>Cross-border requirements if applicable</b>	<b>Weight and volume of goods to be transported</b>

Assessing the local transport services' market may include pre-qualification of service providers available. This will involve identifying as many potential suppliers as possible and asking them a series of questions to assess their suitability.

This exercise will shortlist suppliers and gather basic information about them, such as fleet size, existing networks, previous experience, basic rates and registration information.

Depending on the expected volume of expenditure, an RFQ or RFP can then be sent to these pre-qualified suppliers with the details of the services needed, (or mini-competitions can be launched in the UK, via the e-sourcing system currently in development – contact the Logistics team for more on the e-sourcing system).

### 3.5.4 Sourcing process

The sourcing document should clearly reflect the findings of the needs assessments and set out the selection criteria. For details on the recommended procurement processes, refer to sections 1.5 and 1.6 of the Manual.

Prior to the award of the contract, it is recommended to have face-to-face interviews with the successful supplier to review contractual terms such as:

- expected turnaround times (and any seasonal variations on this)
- cost per trip per load (if the routes are unlikely to change)
- contact focal points
- validity of quoted rates
- contract length
- payment terms
- penalties when agreed service standard is not reached

Remember to select the right costing options for your needs – you can request a quotation per day, per type of vehicle, per ton or per route.

Different requirements will result in different types of contract – below is some guidance on which type of contract to use in specific conditions (Note: This guidance is generic and context-

specific details can lead to different decisions). A **template transport contract** is available in annex to the Procurement chapter (Procurement 31\_Transport contract template).

Contract type	Details	Use when
<b>Task-specific (“one-off”)</b>	Quote based on set quantities, set schedule, set origin, set destination, limited timeframe	<ul style="list-style-type: none"> <li>Needs are specific and limited in time and quantity</li> <li>There is a pre-defined budget for the service</li> <li>There is a single expression of needs (one requisition)</li> </ul>
<b>Open contract</b>	Quote per vehicle type and per period (day, week, month) or per route	<ul style="list-style-type: none"> <li>Long term projects with regular routes and needs</li> <li>Transport services market is stable and services can be scaled up and down</li> <li>There are multiple requestors for transport services</li> </ul>

### 3.5.5 Transport service provider evaluation and performance management

It is important to agree evaluation criteria for the service provider’s performance monitoring, so the service provider has an opportunity to improve their performance across the duration of the contract.

It is good practice to hold quarterly meetings with regular service providers to review performance against set key performance indicators (KPIs). This requires careful recording of performance data on all shipments carried out by the service provider, a task that must be appropriately resourced internally.

Appropriate points of analysis and performance to evaluate transport service providers may include the below data points.

<b>Total volume transported (weight, volume, value)</b>	<b>%age of shipments received on time in full (OTIF) per contractual schedules and damage definition</b>
<b>Number of claims raised, total value of claimed damages</b>	<b>%age of properly documented services (returned signed waybills etc.)</b>
<b>Variations from contractual rates</b>	<b>Total spend to date against total value of contract (“burn-rate”)</b>
<b>Options to extend the value or duration of the contract</b>	<b>Actual availability of resources against contractually agreed availability (drivers, loaders, vehicles...)</b>

Transport service providers can also be contracted for single operations, whether they involve a single transportation or multiple pick-ups and deliveries. In that case, the right selection and procurement processes must be followed for the estimated cost of the operation and the contract terms will slightly differ, as the costs and services will be pre-agreed. Penalties should still be agreed, but where the services required are to be completed over a short period of time (less than three months), the supplier performance review is limited.

### Procuring transport services

- When internal resources (vehicles, context knowledge, skills, etc) are insufficient, transport services need to be outsourced.
- Make joint use of available resources.
- Make sure the needs for transport services are clear before starting procurement.
- Pre-qualify several service providers so you have a variety of known suppliers available.
- Follow the right procurement process based on the estimated total spend.
- Manage the performance of the service provider and enforce penalties where relevant.

## 3.6 Sourcing clearing agents

### 3.6.1 Clearing agents

Clearing agents can offer similar services to freight forwarders – they occasionally offer transport services from the point of entry into the destination country to the final delivery place. However, their ‘core’ service offer is the clearance of goods through the destination country’s customs.

Clearing agents can be a valuable source of information in helping to anticipate issues that may arise during the customs clearance process.

In some countries, the government will impose a mandatory clearing agent; some shippers (senders/sellers) will offer services from a partner clearing agent in their quote, and some consignees (receivers) may recommend a partner clearing agent. Where clearing agents are recommended, it is usually good practice to use them rather than sourcing alternative agents. Where there are no suggested clearing agents, these must be sourced through a procurement process.

### 3.6.3 Selecting a clearing agent

The process and selection criteria are like those used when selecting a freight forwarder, with some more specific criteria to consider (that should have been identified in the transport needs assessment).

For example, the capacity of the customs agent to provide access to the goods for the consignee before they are cleared can be critical for some shipments. This would therefore be included in an RFQ, EOI or tender (see section 1.6), which must be published so that agents can come forward with their offers.

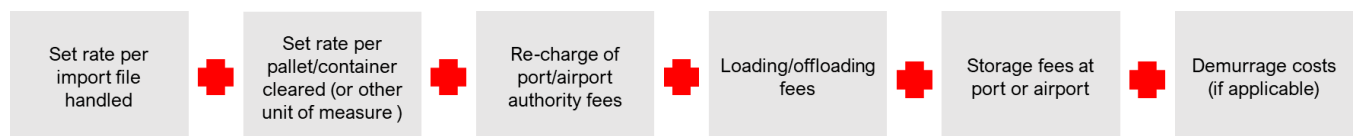
Below are some key requirements that should be included in the RFQ/EOI/tender document.

<b>Is licensed by the government</b>	<b>Can handle road, air, sea shipments</b>
<b>Can provide details of procedures to follow for all types of goods ahead of shipment</b>	<b>Has offices located close to the entry points (port, airport, etc.)</b>
<b>Has access to a network of (bonded) warehouse</b>	<b>Can guarantee delivery to final destination</b>
<b>Have experience working with the humanitarian sector</b>	<b>Works with a network of licensed agents</b>
<b>Can share details of customers to provide references</b>	<b>Can share details of their client portfolio - contracting a clearing agent who will prioritise more important customers could be a critical risk to the delivery of supplies</b>

### 3.6.4 Sourcing a clearing agent

The sourcing document should also specify the criteria that will be used to evaluate the offer, some of which should be based on the above list. As a result of responses to the above requirements, you may want to contract multiple clearing agents (one for air shipments and one for sea shipments, for example) based on their capacity, the existing market and your needs. You can also choose not to have contracts in place but a list of pre-qualified, pre-vetted agents, who would provide you with quotes on a shipment-by-shipment basis.

Note that the clearing agent’s fees structure is typically quite complex, and includes the following:



Remember to ask your clearing agent to provide the breakdown of the costs they forward to you in their invoices. Demurrage costs in particular should be clearly explained ahead of the clearing process.

### 3.6.5 Clearing agent evaluation and performance management

It is important to agree evaluation criteria for the clearing agent’s performance monitoring in the contract (or as an annex to the contract if they are linked to penalty fees). That way, the clearing agent will have a clear understanding of their client’s expectations and they are given an opportunity to improve their performance through the duration of the contract.

It is good practice to hold quarterly meetings, with regular reviews of performance against the KPIs that have been set. This requires a careful recording of performance data on all shipments carried out by the service provider, a task that must be appropriately resourced internally.

Appropriate KPIs to review clearing agents' performance may include:

<b>Average time taken to clear goods through customs (per mode of shipment), compared to contractually agreed time</b>	<b>Invoiced costs compared to quoted costs</b>
<b>Number of claims raised for losses or damages in transport and total value of claimed damage</b>	<b>A review of cases where the process that was initially suggested had to be revised due to a lack of understanding of the specifics of the cargo</b>
<b>Demurrage costs incurred</b>	

Demurrage costs are charged by port or airport authorities when shipments stay on their premises beyond an agreed number of days. They can add up very quickly as they are usually formulated per container or per pallet and incurred daily. They can be avoided through pre-defined agreements or preferential arrangements between clearing agents and port/airport authorities. They should be paid by the party responsible for the delay, but they are extremely difficult to waive once incurred.

### 3.6.6 Working with clearing agents

To process a shipment through customs, the sender or receiver of the goods (depending on the incoterm in place) will generally have to submit the shipping documents to the clearing agent in advance of the arrival of the cargo. The type of documents understood by “shipping documents” will vary from shipment to shipment but will almost always include:

Document	Function	Provided by
Commercial or pro-forma invoice	Declare total value of goods to be cleared	Seller
Packing list	Provide physical details of consignment and detailed contents	Shipper if sold EXW Seller if sold on any other incoterm
Donation or gift certificate (if relevant)	Declare 0-value of goods to be cleared and allocate ownership of goods to consignee	Shipper
Certificate of origin	Declare origin of goods	Manufacturer / seller
Certificate of analysis	Provide quality assurance certificate	Manufacturer / seller
Good Manufacturing Practices certificate (GMP)	Provide quality assurance certificate	Manufacturer / seller
Draft and final shipping title	Provide quality assurance certificate	Shipper if sold EXW Seller if sold on any other incoterm

Note: a gift certificate template is available in annex to the Manual.

Some types of goods (vehicles, drugs, food items, electronic devices) are subject to stricter importation rules. Your clearing agent should clearly lay out the required documents for you

for each shipment you intend to have cleared through them. Delays and additional costs incurred because of bad advice from your clearing agent should be recovered from them.

### Procuring clearing services

- Clearing agents assist in getting items through customs after they arrive in country.
- Managing a clearing agents requires strong relationship management skills.
- Make sure the agent is able to explain the import process clearly.
- Make sure the agent's fee structure is clearly explained.
- You may chose to contract several clearing agents.
- Governments can appoint a mandatory clearing agent.
- Manage the performance of the clearing agent.

### 3.7 Sourcing inspection services

Some donors, destination countries and governmental bodies require that goods are inspected when they arrive in country, to ensure they have not been damaged in transit and that the goods entering the country match the customs declaration (shipping documents) and respect the quality standards imposed by the country.

There is a limited number of companies that provide inspection services and their rates are usually based on their local branches' fees, transport fees and laboratories' fees. These rates will often lack transparency and are hard to pass on to donors if they have not been pre-agreed in an approved budget, so it is important to include an assessment of the needs for inspection services in the review of the project design phase (see IQM guidance documents for more details on this). SGS and Intertek are the two major inspection service providers in the world.

Wherever possible, ensure that the inspection process is managed by either the selling or the shipping party, as they will manage the relationship with the service provider more effectively.

Inspection controls can also be required at departure. They are usually best managed by the selling party, but this is not always permitted, and donors or governments may have appointed independent inspection agents to sample and test some shipments.

### 3.8 Planning, tracking and reporting on transport

Note: In the following sections, vehicles can be cars, trucks, planes, or ships. Where variations from the process occur, they are detailed at each step.

When planning inbound movements of freight (i.e. receiving a consignment):

### 3.8.1 Preparing for reception

The sender must always inform the consignee ahead of shipping goods, sharing as much information as possible on the shipment before the vehicles leave for delivery.

Information to share ahead of shipping		
Expected arrival date and time	Goods transported a draft packing list or reference to orders (requisition), estimated weights and volumes.	Vehicle details registration, driver/pilot details and route. For sea shipments, this will be vessel route and shipping line
Special requirements cold chain, dangerous goods, bulky equipment, etc.	Details of vehicles Schedule, number of trips and prioritisation	

The receiver should confirm their capacity to handle the inbound shipment and make necessary arrangements.

Arrange your reception area to ensure the full consignment can be temporarily stored before being moved into the bulk storage area – if necessary, make temporary adjustments to the warehouse layout to accommodate the incoming consignment.

Communicate temporary changes to the layout to the warehouse team.

To prepare for reception	
Plan for space to offload	Plan for documentation to track offloading process – ensure a detailed packing list is available
Plan for available manpower to offload	
Plan for cold chain capacity if needed	Re-schedule planned orders with the warehouse team and end users
Prepare labels for storage	Rent or procure handling equipment if necessary
Prioritise processing order with end users	

Information to share after shipping		
Container seal number where relevant	Copy of final transport document (waybill, bill of lading, air waybill, CMR where relevant)	Contact details of driver/pilot and rental company (if relevant)  The captain of a vessel can usually not be contacted directly, but vessels can be tracked by a bill of lading ( <a href="https://www.track-trace.com/bol">https://www.track-trace.com/bol</a> )
Expected ETA	Exact contents of consignment: final packing list, weights & dimensions, specific handling requirements and markings	

Note: Where the shipper of the goods is the supplier of the same goods, the same details must be obtained from them.

	Sharing shipment details	Preparing reception
<b>Responsible</b>	Shipper	Receiver
<b>Accountable</b>	Receiver	Receiver
<b>Consulted</b>	Receiver/requestor	Requestor
<b>Informed</b>	Requestor	Shipper









### 3.8.2 At the time of reception

	When to count containers	When to count pallets	When to count boxes	When to count boxes' contents
Air	n/a	At airport if palletised	At airport if unpalletised At delivery place if palletised	At delivery place
Sea	At port	At port if possible At delivery place otherwise	At port if possible and unpalletised At delivery place if palletised	At delivery place
Road	At delivery place if relevant	At delivery place if relevant	At delivery place	At delivery place
Rail	At delivery place if relevant	At delivery place if relevant	At delivery place if relevant	At delivery place

Note: Counting the contents of sea freight containers (pallets, boxes, loose goods, etc) can often not be done at the port and has to be done either at the final delivery place or at the freight forwarders/clearing agent's premises.

Road consignments will usually be delivered straight to the delivery point. At the time of offloading, make sure every unit (pallet or box) is accounted for, and store them separately until the entire content of the boxes has been reviewed against the shipping documents accompanying the truck. Where a transshipment is needed, all pallets and boxes must be accounted for during the transshipment.

-  Check that all documents are attached to the consignment: commercial invoice, gift certificate, packing list, waybill, bill of lading, air waybill or CMR sheet (where applicable) and any customs clearance certificate (including tax waiver documents where applicable)
-  Check that container seals are in good condition
-  Check the condition of each box/pallet as it is offloaded and check for labels
-  Confirm number of boxes matches the consignment documentation in each vehicle/container
-  Check and inspect the contents of each box to confirm exact quantities received against the packing list attached to the consignment. Record any discrepancy and reconcile only once all boxes have been inspected (sometimes all ordered goods are in the consignment, but the packing lists are not accurately broken down per packaging unit)
-  If receiving a cold chain consignment, read the temperature-monitoring devices attached to the consignment, to confirm cold chain has been maintained throughout the transport process

### 3.8.3 Offloading trucks

- If available, use loading docks or platforms. Otherwise, position the truck on level, solid ground, as close as you can to where the goods must go to.

- Allow enough space for movement around the truck, especially if you are using a forklift truck or hand pallet truck.

**If goods are palletized, try to keep them that way and move them to the appropriate storage area using equipment.**

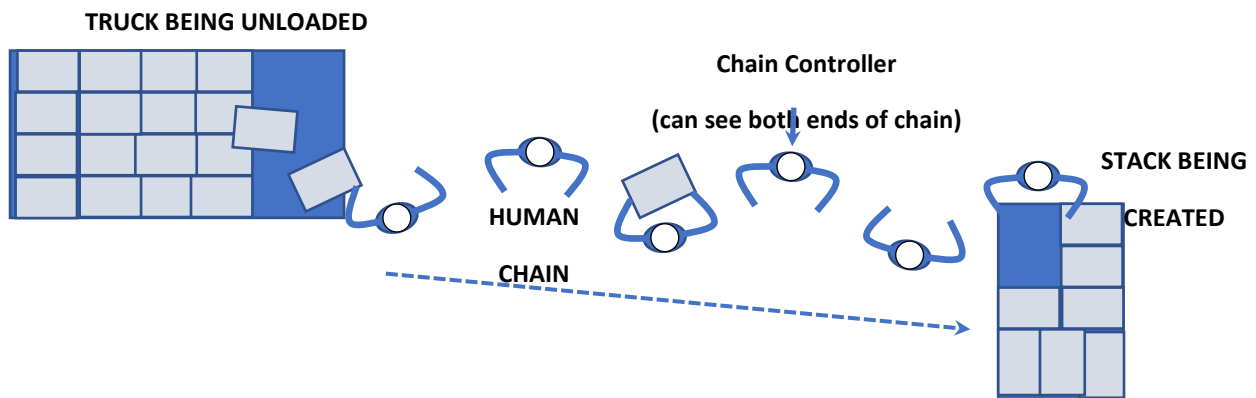
**If goods are not palletized, try to palletize them in standard sizes and quantities before placing them in storage**

- If you have inbound trucks and outbound trucks available simultaneously, consider whether it is worth transshipping directly from one truck to the other (as long as you can control the process and ensure accurate counting is done).

- If handling equipment is not available, do not throw unidentified goods from a truck but hand them down carefully.

- If goods must be manually handled because there is no handling equipment, use a chain of people (with one person in charge). The chain must have enough people for each person not to have to 'walk' more than one step.

The people should be placed facing alternately along the chain to avoid unnecessary 'twisting'.



- Avoid handling goods more times than you must by only putting them down where they have to go, in the stack they have to go in (see section 2.5.3 on stacking). If the person you are handing the goods to is not ready, call the chain to stop.
- Always maintain height if you can. Do not put goods on the floor if they must be lifted up again.
- Make sure someone who is not handling the goods is counting as the goods are moved. That person should keep a tally (marking off per layer removed or built, for example), in case they get interrupted and cannot remember where they had counted to.
- A check count should be done when each stack is created.
- When all goods are offloaded, cross-check offloaded quantities against shipping documents and make note of any discrepancy.

**Take breaks when needed during offloading, and make sure drinking water is readily available**

### 3.8.4 Documenting the reception

See Sections 2.6.5, 2.6.6, 2.6.7 and 2.9 for details on how to receive goods in a warehouse.

### 3.8.5 After reception of the goods

- Record all received quantities on the appropriate **stock cards** and **bin cards**, referring to the **GRN/CTN** as appropriate. Templates available in annex to Warehousing and procurement chapters: Warehouse\_16, Warehouse\_4, Procurement\_41.

#### Updating the stock levels after receiving stock

If using an **electronic system**: stock levels should be updated automatically when posting a GRN.

If update is **manual**: updates must be captured on the stock cards and in the period's stock report.

used in the activity reporting process.

- Transfer the goods from the reception area to the main storage area as soon as possible.
- In case of any **claims** (Procurement\_43), follow up on resolution options with the sender/transporter, agreeing on corrective measures to be put in place for future shipments where relevant.
- Log the shipment in a **shipment tracker**, with complete details of the consignment – this will be

**Inform the requestor and sender of completed delivery: share a copy of the GRN. Detail any measures being taken to address claims raised (where**

For more details on the reception of IFRC international cargo, refer to Chapter 2.

### 3.8.6 Preparing outbound shipments

When planning outbound movements of freight (i.e. shipping a consignment):

The sender must always inform consignee ahead of shipping goods, sharing as much information as possible on the shipment before the vehicles leave for delivery:

Information to share ahead of shipping		
Expected arrival date and time	Goods transported a draft packing list or reference to orders (requisition), estimated weights and volumes.	Vehicle details registration, driver/pilot details and route. For sea shipments, this will be vessel route and shipping line
Special requirements cold chain, dangerous goods, bulky equipment, etc.	Details of vehicles Schedule, number of trips and prioritisation	

- Move the goods to be shipped to a designated despatch area. The despatch area can be temporarily modified as necessary, but make sure the warehouse team is informed of any changes.
- Inspect the goods to be shipped:
  - Are all packaging units in good condition?
  - Ensure cartons/pallets are stripped of any markings that could lead to confusion.

- What are the packaging/labelling requirements? Be sure to ask the transporter and the consignee about any specific requirement they may have. **Shipping instructions** will also be helpful to find information about such requirements.
- What will be the route of the vehicle, and the shipping mode? This will impact the loading plan and must be agreed with the transporter as early as possible.

#### Kitting items from loose stock

- Conduct **sample checks** to ensure kits are complete (correct items, correct quantities)
- Ensure kits are **packed identically** to avoid perceived difference in kit content at the distribution site.
- Ensure each kit box or bag has a **label** detailing full content
- Ensure **waybill(s)** specify total number of kits and detailed kit contents

When sending sea shipments, control over the loading plan will be with the shipping line.

- Where temperature control is required, cold chain materials (thermometer, temperature tracking devices, cool boxes, icepacks, etc) must be made available.
- Raise a final **packing list** with all details of the consignment. In the RC movement, the waybill is often used as a packing list however it is sometimes easier to use both documents separately (for very large consignments for example).
- Use a **load optimisation tool** to determine best transport options (this only works for road shipments).
- Place the request for the necessary vehicles well in advance (as per the terms of the service-level agreement defined in the contract, where relevant), ensuring that you receive driver/pilot details and a vehicle registration certificate before the shipping date.
- Ensure the necessary manpower and loading equipment will be available for loading the vehicles.
- When using shipping containers, make sure the use of the containers is optimised and suggest changes in quantities where relevant (e.g., when five per cent of the order

Where multiple vehicles are transporting multiple items, agree in advance the **load composition** (i.e. whether each vehicle holds a combination of all the items or only one type of item).

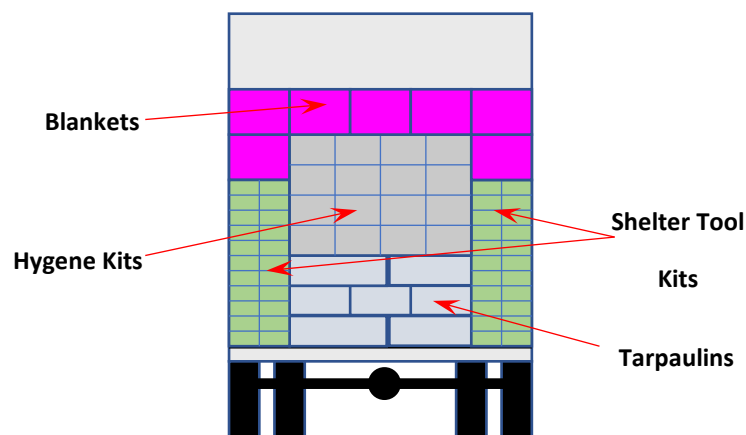
does not fit into a single container, the consignee might be willing to postpone the delivery to save the cost of the extra container).

- Based on the number of packaging units shipped, prepare a loading sheet to give to the loaders, so they can track the progress of the loading process.

### 3.8.7 Loading trucks

- If available, use loading docks or platforms. Otherwise, position the truck on level, solid ground as close as you can to where the goods have to go to or come from.
- Allow enough space for movement around the truck, especially if you are using a forklift or hand pallet truck.

- If handling equipment is not available, do not throw unidentified goods from a truck but hand them down carefully.
- When loading trucks, always stack goods starting at the front of the truck and work towards the back.
- Always place the heaviest goods on the floor of the vehicle.
- Rules about stacking also apply on a truck (see section 2.5.3).
- If you are loading a truck for distribution, lay the goods along the length of the vehicle, so that complete sets of whatever is being delivered can be distributed off the back of the truck (unless the truck has an open top or can be easily accessed from the sides, like a 'wing' truck).



TRUCK LOADED  
FOR

DIRECT  
DISTRIBUTION

Viewed from the  
Back

(Example Only)

### 3.8.8 At the time of despatching

- Hand out loading sheets to loaders and retrieve them after the vehicle is loaded. The loading sheet should simply list all the parcels to be loaded, and one loader should monitor loading progress by ticking the parcels off as they are loaded on the truck.
- Confirm the route of the vehicle.
- Raise a **waybill** (Warehouse\_12), detailing the quantity of units (pallets, sacks, boxes)

The shipper and the driver must sign the waybill and one copy must stay at the origin

loaded, weight and volume per unit and total weight and volume of the consignment. Alternatively, waybills can detail the total quantity, weight and volume per item included in the consignment (in particular when goods are sent unpalletized or loose).

- Place seals on containers where necessary.

- Ensure load is safe (with no risk of spillage or cross-contamination, etc) and securely fastened inside the vehicle – straps can be used, or blankets can be used to secure a load on a half-empty truck, for example.
- When sending a cold chain shipment, double check the cold chain plan and ensure that clear instructions are given to the transporter.

### 3.8.9 Documenting the consignment

- The transporter will leave with three copies of the waybill.
- Certain countries or regions will require the shipper to obtain a permit to access certain areas – make sure you request such permits from the relevant authorities.
- Keep a copy of the outbound waybill, to be reconciled with the returned signed copy after reception is confirmed by the receiver.
- Where delivery is planned directly at a usage point (a distribution point where no stocks are managed, for example), a **GRN** (Procurement\_41) will have to be raised. The delivery will not always happen at a warehouse, so a logistician should go to the delivery site and conduct the check of the delivered items and raise the GRN with the requestor of the goods. Where goods are missing or damaged, the GRN will be returned with a filled-out claims form.

It is safer to ensure that drivers/pilots are issued with a **mission order**, confirming that they are moving humanitarian goods. A standard mission order should be available in each delegation/mission/project.

### 3.8.10 After despatch

- Log the shipment in a **shipment tracker**, with details of the consignment. This will be used in the activity reporting process.
- Update your **stock cards** and **bin cards** (where relevant).
- Inform the receiver of revised expected time of arrival and confirm the transporter’s contact details.
- After receiving the returned signed copy of the waybill and GRN, where claims have been raised, make sure they are addressed, and that a corrective plan is in place to avoid future disruptions.

INBOUND Planning, tracking, reporting
<ul style="list-style-type: none"> <li>• Preparation: confirm green light to sender, mobilise resources needed and prepare documentation</li> <li>• At reception: check all cargo, document reception (make note of any discrepancy)</li> <li>• After reception: update records, store goods, follow up on claims</li> </ul>

OUTBOUND Planning, tracking, reporting
<ul style="list-style-type: none"> <li>• Preparation: inform, ensure consignee can receive, confirm packaging requirements, prepare loading plan, plan route</li> <li>• At despatch: inspect shipment, load vehicle per distribution route, ensure load is safe, document shipment</li> <li>• After despatch: update records, follow up on claims received</li> </ul>

## 3.9 Shipping instructions

**Shipping instructions** are critical in any transport operation, and even more so in the international movement of humanitarian goods. Shipping instructions must be created per destination and updated regularly to show the most up-to-date information.

It is the responsibility of the logistics manager in the country of destination to ensure the shipping instructions are up to date.

Typically, shipping instructions must provide the below details:

Shipping instructions		
Consignment <b>delivery address</b> and contact details at delivery place	<b>Delivery requirements:</b> warehouse opening hours, requirements of pallets or labels, availability (or not) of mechanical handling equipment	What documents must accompany the shipment?
Appointed freight forwarder/customs agent contact details (" <b>notify party</b> ")	Document delivery address and contact details (" <b>consignee</b> ")	In the Red Cross Movement, shipping instructions will contain information and contact details of the <b>IFRC regional hub</b> overseeing the shipment of the goods

Shipping instructions can be shared by and to anyone along the supply chain.

<b>From: consignee</b> <b>To: shipper</b> (whether the shipper is the seller of the goods or the transporter)	<b>From: shipper</b> <b>To: transporter</b> (where the shipper is arranging for transportation of the goods)	<b>From: consignee</b> <b>To: freight forwarder/customs agent</b> (where the agent is in charge of delivery from entry point to final destination, per shipping instructions)
---	--	--

## 3.10 Special considerations

Some consignments are more sensitive than others. Typically, the transportation of dangerous goods or cold chain items require stricter preparation and tracking.

### 3.10.1 Cold chain shipments

When transporting cold chain items, remember to:

- Double check the cold chain capacity calculations: are you sure that the temperature can be maintained for the duration of the shipment? If not, make sure you include additional icepacks to the consignment, include them on the packing list and waybill, and provide the transporter with instructions as to when and how they must be used.
- Include a temperature tracker in the consignment. You can usually arrange for shippers to fit a tracker in a container (at a cost). Where you are the shipper of goods, you can procure temperature trackers to include in boxes, and provide the receiver of the goods with means to read the trackers once goods are delivered.
- Follow up on any cold chain rupture claims notified by the consignee and implement corrective actions.

### 3.10.2 Transporting dangerous goods

- There are nine classes of dangerous goods (see Section 2.6.3.5).

- Transportation of DG is highly regulated and should ideally be handled by a third-party service provider. Freight forwarders usually have capacity to advise on DG shipments and may have to pick them up from your warehouse to arrange for special packaging prior to the shipment.

### 3.10.3 Drop-ships

Drop-ships are cases where a supplier might deliver to the end user directly, upon specific request of the buyer. The buyer can be the consignee or a service provider acting on behalf of the consignee (a regional logistics hub, for example, in the context of the Red Cross Movement).

In drop-ships, the supplier will usually present at the delivery place with a waybill of their own format and/or an internal delivery note. In this case:

- Sign the waybill only when all packaging units have been accounted for (pallets, boxes or loose cargo).
- Sign the delivery note when all the items on the packing list have been delivered. The transporter should leave a copy of the signed delivery note with the person who signed it.
- Raise a **claims form** (Procurement\_43) where there is any discrepancy.
- Raise a **GRN** (Procurement\_41) to record entry into stock.
- Move the goods to the bulk storage area or proceed to distribution if the goods have been delivered at the point of usage.
- Update stock records if goods enter the warehouse
- Inform the sender (supplier or third party, such as RLU) that goods have been received. Send copies of waybill, delivery note and claims form.

**If drop-shipped goods are distributed immediately, they do not need to be recorded in stock. A **delivery note** is enough to reconcile with the order or requisition.**

### 3.10.4 Deliveries at point of usage

Where requested goods are delivered at the point of usage or distribution, a **delivery note** is preferable to a GRN, as the items are not to be managed by logistics. That way, the items do not become Red Cross stock, but the delivery is still documented. A copy of the delivery note must be kept in the procurement file before it is transmitted to finance for payment.

## 3.11 Safety, security and incident reports

Whenever vehicles are used to transport goods belonging to the Red Cross Movement, it is strictly forbidden to transport:

- ✘ Weapons of any sort
- ✘ Any personal items or other freight not directly related to the operation requiring transport services
- ✘ People be they Red Cross personnel, military, or beneficiaries. An exception would be providing urgent transport to the nearest medical facility, but this must, as far as



possible, be agreed with a security or fleet manager beforehand and captured in an incident report upon return.

Any observed breach of these rules must be immediately reported in an **incident report**.

### 3.11.1 Reporting incidents

All incidents involving BRC staff or property must be reported – refer to the BRC or applicable National Society’s incident reporting procedure for information on how to do this.

Where BRC delegates are seconded into another organisation such as the IFRC or ICRC, or where they are working under the umbrella of another organisation such as a HNS, this organisation’s incident reporting procedure must also be followed, in parallel to that of BRC.

### 3.11.2 Use of military transport means

As per the Movement guidelines on the use of military and civil defense assets (MCDA) in disaster relief:

***“Military assets should only be used as a last resort, where there is no civilian alternative and only the use of military assets can meet a critical humanitarian need.”***

No armed escort is allowed for shipments undertaken for the Red Cross Movement, unless:

- There is extremely pressing need (e.g., to save lives on a large scale)
- It represents no added security risk to beneficiaries
- No one else can meet the needs
- Armed protection is for deterrence and not firepower
- Parties controlling the territory are in full agreement with armed escort
- Protection against bandits/criminals is needed
- Authorisation is given in advance, at the specified level – typically secretary general or senior director within the HNS and ICRC/IFRC in Geneva

All military actors run the risk of not being perceived as neutral and jeopardising the Red Cross Movement’s commitment to neutrality and impartiality. Absolute rules in terms of using military resources are:

- ✘ Never use armed military transports
- ✘ Never use the assets of a party involved in an armed conflict
- ✘ Never use military assets simply because they are available

### 3.11.3 Use of the RC emblem on transport not owned by Red Cross

Red Cross-owned fleet will always bear a Red Cross emblem. The decision on which emblem (ICRC, IFRC, BRC or HNS) to use will be made in discussion with the lead Red Cross Movement partner and the HNS – this applies to both RC-owned and RC-rented vehicles.



Where fleet is rented, the emblem must be clearly visible on the rented vehicle (truck, small vehicle, boat, or plane).

On road vehicles, flags should be used at the front of the vehicle. The emblem, in whatever form, must be removed and retained by the RC logistics or transport manager immediately after the vehicle is no longer serving the Movement.



Based on the above conditions, where the Red Cross agree to use military assets for transportation, vehicles must visibly carry the emblem.

## 3.12 Transport documentation

### 3.12.1 The air waybill

An air waybill (AWB) is a standard form distributed by the International Air Transport Association (IATA) that accompanies goods shipped by an international air courier to provide information about the shipment and allow it to be tracked. The bill has multiple copies, so that each party involved in the shipment can document it.

An AWB serves as a receipt of goods by an airline (the carrier), as well as a contract of carriage between the shipper and the carrier.

It becomes an enforceable contract when the shipper (or shipper's agent) and carrier (or carrier's agent) both sign the document.

The AWB contains:

- the shipper's name and address
- the consignee's name and address
- the origin airport code
- the destination airport code
- the declared shipment value for customs
- the number of pieces
- the gross weight
- a description of the goods
- any special instructions (e.g., "perishable")
- the carrier's terms and conditions and charges.

The International Air Transport Association (IATA) designs and distributes air waybills.

There are two types of AWBs – an airline-specific one and a neutral one. Each airline's air waybill must include the carrier's name, head office address, logo and air waybill number. Neutral air waybills have the same layout and format as airline AWB but aren't prepopulated.

There are two further types of air waybills: the master AWB and the house AWB.

A master air waybill has 11 numbers and comes with eight copies, in varying colours. Since 2010, paper air waybills are no longer required. The 'e-AWB' has been in use since 2010 and became the default contract for all air cargo shipments on enabled trade lines in 2019.

A master airway bill (MAWB) details the complete information of the consignment, including the place of origin, destination and cost of the shipment. Most importantly, it is issued by the agent on behalf of the airline.

A house airway bill (HAWB) is released by a freight agent and serves as proof that the goods have been received by the customer. A HAWB provides two benefits to the customer – it serves as proof of receipt of the goods and is evidence of an agreement between both parties. The HAWB clearly states the terms and conditions and should be read by both parties carefully. Bear in mind that HAWB is not the document title. Most importantly, only one copy of a HAWB is issued, while the airline or the agent releases seven copies of a MAWB (of the total eight copies available).

A HAWB does not have a long verification code like the MAWB's 11-digit code. The first three digits is a prefix, while the rest of the numbers are used to keep track of the consignment.

**Master AWB**

**LAXCAN-6/6b42**

Shipper's Name and Address <b>GERGY INC. 9133 S. LA CIENEGA BLVD., STE 170 INGLEWOOD, CA 90301</b>		Shipper's Account Number <b>12354E</b>		Not Negotiable <b>Air Waybill</b> Issued by <b>BLUE SEA SHIPPING 841 SANDHILL AVE CARSON, CA 90746</b>		
Consignee's Name and Address <b>CHINA INTERNATIONAL USA ROOM 801-807, DONG SHAN PLAZA 69 XIAN LIE ZHONG ROAD GUANGZHOU, CHINA</b>		Consignee's Account Number <b>464536</b>		Copies 1, 2 and 3 of this Air Waybill are originals and have the same validity.		
Issuing Carrier's Agent Name and City <b>BLUE SEA SHIPPING 841 SANDHILL AVE CARSON, CA 90746</b>		Accounting Information				
Agent's IATA Code		Account No.				
Airport of Departure (Addr. of First Carrier) and Requested Routing <b>LOS ANGELES LAX</b>		MAWB 016-2354-5463				
To <b>CAN</b>	By First Carrier <b>UNITED AIRLINES</b>	to <b>HKG</b>	by <b>UA</b>	to <b>CAN</b>	by <b>UA</b>	
Airport of Destination <b>GUANGZHOU BAIYUN CAN</b>		Rate <b>1834</b>		Currency <b>USD</b>	Declared Value for Carriage <b>84300.00USD</b>	
		Amount of Insurance <b>NIL</b>		INSURANCE - If carrier issues insurance, and such insurance is requested in accordance with the conditions thereof, indicate amount to be insured in figure in box marked "Amount of Insurance".		
Handling Information <b>PLEASE NOTIFY CONSIGNEE UPON ARRIVAL</b>						
These commodities, technology or software were exported from the United States in accordance with the Export Administration Regulations. Ultimate destination <b>CHINA</b>				Diversion contrary to U.S. Law prohibited <b>SCI</b>		
No. of Pieces RCP	Gross Weight	Rate Class Commodity Item No.	Chargeable Weight	Rate Charge	Total	Net and Quantity of Goods (Ind. Dimensions and Volume)
250 CTNS	8056.00L 3654.178K		3654.00	1.82	6650.28	COMPUTER PARTS 250x12"x14"x13"
250 CTNS	8055.61L 3654.00K				6650.28	
Freight <b>4932.90</b>		Collect <b>.00</b>		Other Charges		
This is for Charge Due Agent <b>.00</b>		This is for Charge Due Consignor <b>986.60</b>		Shipper certifies that the packages on the face hereof are correct and that, insofar as any part of the consignment contains dangerous goods, each part is properly described by name and it is in proper condition for carriage by air according to the applicable Dangerous Goods Regulations.		
Freight paid <b>5919.50</b>		This is for Collect <b>.00</b>		SAMPLE AGENT ..... Signature of Shipper or his Agent		
Executed on this date <b>11/19/03</b>		at this place <b>TAIPEI</b>		SAMPLE AGENT ..... Signature of Issuing Carrier or its Agent		
This is for Charge Due Agent <b>.00</b>		This is for Charge Due Consignor <b>.00</b>		<b>LAXCAN-676542</b>		

House AWB

409   HKG   30323032		MBW03011701	
<b>Shipper's Name and Address</b> CHARM'S INDUSTRIAL LIMITED UNIT 502, HAPPY IND. CTR., 12, XYZ STREET, KLN BAY., KLN, HONG KONG		<b>Shipper's Account Number</b> NOT NEGOTIABLE <b>Air Waybill</b> Issued by MBW (DEMO)	Copies 1, 2 and 3 of this Air Waybill are originals and have the same validity.
<b>Consignee's Name and Address</b> ADC TRADING 2F, 16 DONG, ABC AREA, 14, SIN CHUN-DONG, SONG PA-GU, SEOUL, KOREA TEL:82 2345 2345      FAX:82 2435 2345		It is agreed that the goods described herein are accepted in apparent good order and condition (except as noted) for carriage subject to the conditions of contract on the reverse hereof. All goods may be carried by any other means including road if any other carrier issues specific commodity instructions are given hereon by the shipper, and shipper agrees that the shipment may be carried via intermediate stopping places which the carrier deems appropriate. The shipper's attention is drawn to the notice concerning carrier's limitation of liability. Shipper may increase such limitation of liability by declaring a higher value for carriage and paying a supplemental charge if required.	
<b>Issuing Carrier's Agent Name and City</b> HELLO TRANS CORPORATION		<b>Accounting Information</b>	
<b>Agent's IATA Code</b> 1731492929	<b>Account No.</b> 3000929		
<b>Agent of Departure (Addr. of First Carrier) and Requested Routing</b> HONG KONG			
<b>To</b> ICN	<b>By First Carrier - Airline/Code</b> PO	<b>To</b> ICHEON, KOREA	<b>By</b> PO 143
<b>Report of Destination</b> ICHEON, KOREA	<b>Flight Date</b> 17 JAN 03	<b>Amount of Insurance</b> NIL	Declared Value for Carriage: N. V. D. Declared Value for Customs: N. C. V. INSURANCE - If Carrier's insurance, and such insurance is required in accordance with the conditions thereof, is to be insured in figures in box marked "Amount of Insurance".
<b>Handling Information</b> SCI			
<b>No. of Pieces RCP</b> 10	<b>Gross Weight</b> 57.0K	<b>Rate Class</b> Commodity Item No.	<b>Chargeable Weight</b> 282.5K (VOL)
			<b>Rate / Charge</b> PREPAID AS ARRANGED
			<b>Total</b> VOL - 1698440 00CU CM VOL/WT - 282.50KG
<b>Prepaid</b> PREPAID		<b>Weight Charge</b> AS ARRANGED	<b>Other Charges</b> CFS: HKD 197.0
<b>Collect</b> AS ARRANGED		<b>Valuation Charge</b>	
<b>Tax</b>			
<b>Total Other Charges Due Agent</b>			
<b>Total Other Charges Due Carrier</b>			
<b>Total Prepaid</b>			
<b>Total Collect</b>			
<b>Currency Conversion Rates</b>	<b>CC Charges in Dest. Currency</b>	17 JAN 2003 Enclosed in (date)	HONG KONG at (place)
<b>For Carrier's Use only at Destination</b>	<b>Charge at Destination</b>	<b>Total Collect Charges</b>	MBW (DEMO) Signature of Shipper or its Agent
			MBW DEMO Signature of Issuing Carrier or its Agent

	Master air waybill	House air waybill
Issued by	Carrier (an airline, shipping line or groupage service, for example)	Forwarding company (Kuehne Nagel, for example)
Issued on	Carrier's pre-printed air waybill form	Standard air waybill form
Signed by	Carrier or their agent	Forwarding agent (carrier not stated)
IATA rules	Apply	May or may not apply
T&Cs	Carriage T&Cs stated	Forwarder's T&Cs stated
References	MAWB number	MAWB & HAWB number

### 3.12.2 The bill of lading

A **bill of lading** (B/L or BoL) is used for maritime shipments.

It is a legal document issued by a carrier to a shipper that details the type, quantity and destination of the goods being carried.

A bill of lading also serves as a shipment receipt when the carrier delivers the goods to a predetermined destination. This document must accompany the shipped products and must be signed by an authorised representative from the carrier, shipper and receiver.

A bill of lading is a legally binding document that provides the carrier and shipper with the necessary details to accurately process a shipment.

#### The BoL has 3 functions:

- It is a document of title to the goods described
- It is a receipt for the shipped products
- It represents the agreed terms and conditions for the transportation of the goods

B/Ls usually carry the name of a specific person (consignee). This is called a "straight bill of lading" and means that the person to whom the shipment is being delivered is the only person who can sign for and accept the shipment. This bill of lading is non-transferrable.





### 3.12.3 The waybill

A waybill is an official shipping document that travels with a shipment, identifies its shipper, transporter and consignee, origin and destination, describes the goods and shows their weight and freight. See above for more details on how to use the waybill copies.

The standard IFRC **waybill form** is available in annex to this Manual (Warehouse\_12).

### 3.12.4 The CMR

A CMR is a waybill used in international road transportation. It is an abbreviation of a French term: “*Convention relative au contrat de transport international de marchandises par route*”.

If goods are being transported internationally by road within the European Economic Area, you must use a CMR note. At least three original copies are required, which are signed by both the freight carrier and the sender.

See [link](#) for members of the CMR convention – shipments by road from Europe to these countries (and back) require CMR letters. The CMR forms a contract between the sender and the carrier company and confirms that the carrier has received the goods. It also sets out the transport and liability conditions between the two parties.

The following details are part of the CMR waybill:

- Place and date of issue
- Address and name of sender
- Address and name of carrier
- Place and date of acquisition of the goods, and place of delivery
- Name and address of recipient
- Definition of the type of goods, as well as the type of packaging
- The quantity and sequence of the packages (“box 1 of 22” for example)
- The weight and dimensions of each box
- Statement of costs (for example, for freight, tariffs, extra charges, etc)
- Instructions for handling tariffs, and for other official regulations
- The agreement that all transports must conform to conventions, even if contents differ
- Mention of the prohibition of transshipment
- The costs carried by the sender
- The collection fees at delivery
- Exact information about the value of the transport goods
- All handling specifications from the sender to the carrier, for insurance
- The time limit by which the transport must be completed
- A list of all documents handed to the carrier

Colour-coding and disposal of CMR consignment note

Copy	Disposal	Colour
First copy (sender’s copy)	Retained by sender	Red
Second copy (consignee’s copy)	Accompanies the goods	Blue
Third copy (carrier’s copy)	Accompanies the goods	Green
Fourth copy (carrier’s file copy)	Retained by carrier	Black

## Documenting shipments

- Air – **air waybill** (house and master).
- Sea – **bill of lading**CMR convention.
- Road – **CMR** or **waybill**.
- All other types – **waybill**.

### 3.13 Transport data analysis

#### 3.13.1 Monitoring and reporting

In order to understand how your transport strategy serves the delivery of ongoing programmes, it is important to track transport needs, activities and results, and to present them in a structured reporting format, at agreed intervals. Ensuring that all movements are well documented will support the updating of the reports.

A format for **monthly logistics activities reporting** is proposed in the annexes to this manual. You may want to adapt it to the specificities of your activities (breaking it down per programme or per destination, for example), but below is a list of performance points that you can track and include in the transport section of the report.

Note that all of the information should be available from either transport documents (waybills, GRNs, claim forms, etc), from organisational information (per diem rates and fuel costs, for example) or from invoices (especially from freight forwarders or clearing agents).

	Received	Shipped
Quantities	Number of shipments received (for each transport mode)	Number of shipments despatched (for each transport mode)
	Total weight and volume of received goods (for each transport mode)	Total weight and volume of despatched goods (for each transport mode)
	Total number of units (parcels/pallets) received	Total number of units (parcels/pallets) despatched
	Ratio of shipments (for each mode of transport)	
Costs	Total cost of handling (offloading, reception check and storage,	Total cost of handling (loading)
		Total cost of rented vehicles
		Total cost of use of own vehicles (fuel consumption, driver's per diem, etc)
		Average cost of shipping per kg or ton (for each transport mode)
Lead times	Average number of days in transit to delivery point (for each transport mode and origin)	Average delivery lead time (for each transport mode and origin)
Claims and performance	Number of claims raised to sender/transporter	Number of claims received
	Number of unresolved claims with sender/transporter	Number of open claims (under investigation)
	OTIF receptions: number of shipments received on time and in full, with no claims raised, for total number of shipments received	OTIF deliveries: number of shipments delivered at destination on time and in full, with no claims received, for total number of shipments despatched
International shipments	Number of shipments cleared through customs (for each mode of transport)	Number of international shipments despatched (for each mode of transport)
	Total cost of clearing cargo (for each mode of transport and kg/ton)	Total cost of international shipments (for each mode of transport)

### 3.13.2 Optimising transport management

The data presented in the activities report can be used to steer the transport activities towards more efficient use of resource to deliver the needs of programmes.

Data from the report should be shared with other teams, to encourage better use of resources. For example:

- Showing the relationship between better anticipation in order placement and cheaper transportation costs will encourage requestors to place their orders earlier, to save transportation costs.

- Performance data should be shared with service providers to help them focus on necessary improvements.
- Data on cost of freight can be used to benchmark freight forwarders against the average costs of shipping.
- Data on cost of customs clearance can be used to benchmark clearing agents against the average clearing costs.

## 3.14 Organising transport to/from UKO

### 3.14.1 Within the UK and the Republic of Ireland

#### Postal service

The UKO post room has a franking machine that offers discounted rates for smaller items and can provide packing material. Cost code details are required, and it is preferred that items are handed to the post room before 3pm to ensure they leave on the same day. The last collection for outgoing mail with Royal Mail is at 4pm.

#### Courier service

The UKO post room can arrange overnight courier (Santis Courier) – quotes can be requested from the post room. All teams can book their own couriership services up to £1,000, regardless of whether within the UK or to overseas. If cost exceeds £1,000, the couriership service must be booked through the logistics team. Courier services must be requested following the online courier booking form process detailed on Redroom (type “book courier” in the search bar).

Note: The HR team assistant is in charge of shipping overseas delegates’ personal belongings.

Contact the Logistics team for details about managing shipments from UKO.

For collection of items outside of London in UK and the Republic of Ireland for the next day, the post room should be approached before 11.30am.

For collection of items within London for the next day, the post room should be approached before 4pm.

### 3.14.2 Ireland and Northern Ireland

Quotes available on request.

Note that the Republic of Ireland does not use post codes. **For sending from UKO to UK and the Republic of Ireland** for the next day, the post room should be approached before 3pm.

For Ireland and Northern Ireland, dangerous goods regulations apply as the likely courier will be by air.

Cost codes and the full address and contact number of the recipient are required before a quote can be given. **Overnight courier parcels cannot weigh more than 30 kilograms per item.** The post room and UKO stock room each have a set of scales; the post room can lend trolleys for larger items and can assist with packing materials.

### 3.14.3 Rest of the world

Anyone from the International directorate can request support from the Logistics team to move items outside of UK if couriership costs are estimated above £1,000.

The standard procurement process should be followed: an RFA should be completed with cost code information, item quantity/dimensions/weight and full contact details for the recipient. Once signed off by the relevant parties, the Logistics representative should send out an RFQ and conduct a CBA, in line with thresholds outlined in Section 1.6.

If the timeframe allows, it is cheaper to move goods by road (and ferry) from the UK to the rest of Europe, making this mode more appropriate for dangerous goods.

Note: shipments to the EU and to the rest of the world are subjected to tariffs – these can significantly increase the cost of shipping, it is important to ensure the necessary funds are available.

### 3.14.4 Shipping details

Post room and reception should be informed ahead if a large delivery is expected to UKO, so that space can be made for the items. There is 24-hour access to UKO, but Facilities ([Facilities UKO@redcross.org.uk](mailto:Facilities_UKO@redcross.org.uk)) should be informed ahead of any shipments expected to arrive out of hours. Courier should be given out-of-hours contact number (below) should security be patrolling the building at time of deliver.

**British Red Cross UKO**  
**44 Moorfields,**  
**London,**  
**EC2Y 9AL**  
**0344 871 1111**  
**07711854191 (out of hours)**

### 3.14.5 Logistics Owned Vehicle

Check with the Logistics team if a vehicle is available for quick short-distance, urgent deliveries.

### 3.14.6 Taxi

Taxis can be arranged for the movement of goods within London – depending on the size of the goods, this can be cheaper than a courier. Taxis (Green Courier) can be booked via the post room up to a week in advance. Cost codes are required, and it is preferred that the post room is approached before last collection at 4pm. Taxi apps have been used in the past (with payment via procurement card).

## 3.15 Shipping out the ERU kit

See chapter 8 for details on ERU deployment process.

## 3.16 Shipping RLU stocks

See chapter 7 for details on shipping globally pre-positioned stocks.