



The International Federation of Red Cross and Red Crescent Societies promotes the humanitarian activities of National Societies among vulnerable people.

By coordinating international disaster relief and encouraging development support it seeks to prevent and alleviate human suffering.

The International Federation, the National Societies and the International Committee of the Red Cross together constitute the International Red Cross and Red Crescent Movement.

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## Fleet manual 2008



## Fleet manual 2008



International Federation  
of Red Cross and Red Crescent Societies

## The International Federation's Global Agenda (2006–2010)

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Over the next two years, the collective focus of the Federation will be on achieving the following goals and priorities:

### Our goals

**Goal 1:** Reduce the number of deaths, injuries and impact from disasters.

**Goal 2:** Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

**Goal 3:** Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

**Goal 4:** Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

### Our priorities

Improving our local, regional and international capacity to respond to disasters and public health emergencies.

Scaling up our actions with vulnerable communities in health promotion, disease prevention and disaster risk reduction.

Increasing significantly our HIV/AIDS programming and advocacy.

Renewing our advocacy on priority humanitarian issues, especially fighting intolerance, stigma and discrimination, and promoting disaster risk reduction.

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2008

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## The Fundamental Principles of the International Red Cross and Red Crescent Movement

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### Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

### Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

### Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

### Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

### Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

### Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

### Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

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## Foreword

Worldwide, vehicles are the lynchpins that enable the smooth running of Federation programmes and the timely delivery of aid. They ensure the security of staff and their ability to perform their jobs. They are also a visible reminder to local populations that the International Federation of Red Cross and Red Crescent Societies and their own National Society are on the ground, responding to their needs.

Ten years ago, time, money and resources were not optimally used as delegations and National Societies, in some 80 countries throughout the world, struggled to procure and manage their own fleets of vehicles. This problem was not unique to the Federation, but one shared by numerous humanitarian organizations. A radical solution, one that optimized costs with needs, and a major management restructuring was required. The Federation undertook and continues to address this challenge. Today, it has an efficiently and effectively-managed fleet of vehicles, capable of responding better to its global needs. A system others are emulating.

The revised *Fleet Manual*, as was its precursor, is a vital tool in ensuring the smooth operation of the International Federation's global fleet of vehicles and in maintaining and improving services to Federation operations.

As part of continued efforts to improve global fleet operations, in 2005 the transport management system was replaced with a more robust database and comprehensive fleet management monitoring system, Fleet Wave. Streamlining and harmonizing reporting through a more effective sharing of resources, the new system works in tandem with the CODA finance system and provides other departments, such as the security and insurance units, with access to information relevant to their service.

Fleet Wave provides a central overview of fleet assets and operating costs, assists in addressing local operational problems and allows all users to benefit from the lessons learnt.

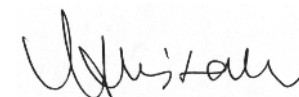
This manual covers new procedures and provides a comprehensive fleet management guide for fleet staff and those who are ultimately responsible

for individual fleets: heads of Federation operations and National Societies. The manual includes copies of updated forms and documents, all of which can be accessed or downloaded from the Federation intranet site, FedNet. I encourage you to check the logistics standard online section of FedNet regularly for updates of this manual and other manuals, as well as standard forms and job descriptions.

Global fleet base staff, the new system tools and this manual are excellent resources, however, the effectiveness of the vehicle management system lies with the implementers – you. I strongly encourage all Federation staff as well as National Society colleagues managing their own vehicle fleets to implement the tools and adhere to the procedures set out in this manual.

Comments about or ideas for improving future editions of the *Fleet Manual* are welcome. I encourage you to share them with global fleet base, UAE or the logistics and resource mobilization department in Geneva.

Drive safely!



Markku Niskala  
Secretary General



## 1

## Introduction



### Mission statement

Global fleet management processes and procedures aim to maintain a constant readiness of well-maintained vehicles and competent staff to meet the transport requirements of all operations in a cost-efficient, professional and safety-conscious manner.

## Introduction

Standardization of operational procedures improves overall controls for monitoring performance, facilitates the rapid setup of systems, provides more efficient and professional management and facilitates a seamless hand-over from one individual to the next. Standard technical specifications are a vital component in minimizing problems in procurement, maintenance and vehicle fleet management in general.

This manual sets out the standards and procedures for management of the International Federation's vehicle fleet. It was prepared by global fleet base with inputs from various sources within the International Federation: the logistics and resource mobilization department, the finance department, the legal department, the security unit, the insurance unit and the information system department in the secretariat, as well as Federation field operations.

The *Fleet Manual* and the vehicle rental programme (VRP) are the main tools for managing the International Federation's fleet, ensuring standardization of vehicles and procedures.

An electronic version of the Fleet Manual is available online, via the International Federation's intranet, FedNet (FedNet/Secretariat/Logistics), under Logistics Standards Online. Fleet management is a dynamic process, thus logistics staff are encouraged to regularly consult the online version for new and updated procedures and the latest list of Federation-approved vehicles, as well as to access printable versions of standard logistics forms, job descriptions and contracts.

## 1.1 Global fleet management

The Geneva-based logistics and resource mobilization department (LRMD) is responsible for overall, global fleet management: strategy decisions, funding and general management.

Global fleet base in Dubai, UAE is the unit of LRMD responsible for ensuring that all vehicles operated under the International Federation's umbrella, whether owned, lent or rented, are managed according to operational guidelines. It is responsible for the strategy, planning, development, procurement and management of the vehicle rental programme and the fleet management system, Fleet Wave.

Regional logistics units (RLUs) in Dubai, Kuala Lumpur and Panama provide direct operational support for vehicle fleets in their regions. This includes emergency deployments, fleet management, stock management, training and regular monitoring of vehicle data and statistics in their regions, among other logistical support services.

At the operation level, the head of operation is directly responsible for the implementation and adherence to standard Federation operating procedures, ensuring correct use and control of all vehicles. The day-to-day responsibil-



ity is often delegated to a member of the operation's staff (e.g., fleet manager, logistics delegate or other member). In the case of a Participating National Society (PNS) this would be the responsibility of the head of project and for National Societies the secretary general.

## 1.2 Technical standards

Vehicle-fleet-management studies have consistently found that standardization improves efficiency. The International Federation, in collaboration with ICRC, has elaborated a standard list of clearly defined operation-specific, technical standards for all vehicles (*refer to section 4.2.1*), which is also available under the Logistics section on FedNet and in the Transport section of the *Emergency Items Catalogue, Volume 1*. Other international humanitarian agencies are implementing similar standardizations. The benefits of technical standards include:

- Federation-standard vehicles are not off-the-shelf models, but are customized to meet the needs of emergency operations (e.g., additional fuel tank, special suspension springs, etc.). Organizations like ICRC and Médecins Sans Frontières have similar specifications. This increased inter-agency standardization enables better bargaining power with manufacturers in terms of technical and vehicle development issues.
- Agreement on specific vehicle types and models among international agencies augments the potential for better use of available resources as the standard vehicles within each agency's fleet become increasingly interchangeable with those of other agencies.
- Specifications are clearly laid out in this manual and the *Emergency Items Catalogue, Volume 1*, thus delegates do not require a technical background in order to determine the most appropriate vehicle for a given operation.
- The list is limited to a minimum number of vehicle models and types, thus the procurement of vehicles and spare parts can be carried out centrally and in bulk, ensuring 'maximum discount' and better delivery conditions. It also allows the procurement process for Federation-standard vehicles to be accelerated through framework agreements with the manufacturers.
- Delays in delivery are minimized as vehicles, purchased direct from the manufacturer, can be ordered pre-equipped with standard Federation equipment.



- Limiting the number of vehicle models has also permitted the elaboration of standard spare part kits, which can be delivered with the vehicles. As a result, field users are less likely to encounter supply problems at the start of an operation and are better able to maintain vehicles in accordance with Federation standards.
- Limited to a preset list of vehicles, the training of technical staff (e.g., workshop managers, mechanics, drivers, etc.) can be concentrated on standard vehicle types and models, improving support services.

### 1.3 Procedural standards

This manual sets out Federation rules, regulations, operational procedures and best practices. It is to be used as the implementation tool for vehicle management policy in all Federation operations.

Procedural standardization enables:

- more efficient use of International Federation and National Societies' resources
- greater accountability at all management levels
- greater management control, providing a tool to check the level of policy compliance
- targeted training of fleet management specialists, who provide technical support and guidance to all field operations
- seamless handover from one vehicle fleet manager to another
- better transfer of skills and resources between operations

### 1.4 Fleet manual terms

Throughout this manual the following standard terms will be used:

Term	Definition
operation	used generally, refers to all Federation structures where vehicles are based including, but not limited to, country representation (formerly known as a delegation), emergency operations, sub-representations and offices

head of operation	used generally, refers to the head of any Federation operation
country representative	formerly the head of delegation, the individual who is in charge of a country representation
fleet manager	the national staff member responsible for day-to-day vehicle management
fleet delegate	the international staff member responsible for overall management of vehicles in a given operation
regional fleet coordinator	the international staff member, normally based in a RLU, responsible for overall vehicle management in a given region
logistics delegate/coordinator	the international staff member responsible for logistics services in a given operation or country representation
regional logistics coordinator	the international staff member, normally based in a RLU, responsible for logistics support for a given region
Fleet Wave	web-based fleet management system used by the International Federation
logistics standards online	section of FedNet where all logistics manuals, documents, forms and contracts can be accessed and/or downloaded
maximum discount	discount agreed with vehicle manufacturers, which is based on the International Federation's overall vehicle-procurement volume
Federation vehicle code	vehicle identification number assigned by global fleet base for all Federation-owned vehicles; it must appear on all vehicle documentation
rentee	International Federation office or National Society renting a vehicle from the vehicle rental programme

# 2

## Basic principles governing Federation vehicles



## Basic principles governing Federation vehicles

Federation staff, local and international, must be apprised of the ten basic principles governing the use of Federation vehicles and adhere to them at all times.

1. Federation vehicles must only be used in compliance with the principles of the International Red Cross and Red Crescent Movement.
2. The importance of vehicles to Federation operations is clear: no operation can function without vehicles for the secure transport of staff and goods.
3. Road safety and security awareness must be of primary concern in all Federation operations.
4. Vehicles must be operated efficiently and professionally. In developing a vehicle fleet for a Federation operation, vehicles should be chosen in view of operational needs and based on the most cost-effective combinations in terms of the types and models selected.
5. Federation policy dictates that the number of vehicles in the field be kept to a minimum. Vehicle needs in all Federation operations should be reviewed regularly to ensure that the fleet's size and composition continues to reflect actual operational needs.
6. Vehicles must be sourced through the vehicle rental programme (VRP). Global fleet base approval must be obtained where exceptional operational or country-specific conditions necessitate alternate arrangements.
7. Standard operating procedures as elaborated in this manual and on FedNet must be observed by all users of Federation vehicles.
8. Fleets operated by Federation operations must consist of vehicles approved by global fleet base.
9. The head of operation is responsible for the proper use of the vehicles and adherence to standard Federation operating procedures, as elaborated in this manual and on FedNet.
10. The LRMD, through global fleet base, is responsible for global fleet management and the regulation of Federation vehicles.

In addition to the above principles, the head or representative of each Federation operation will determine the country-specific rules concerning vehicle use (e.g., conditions for and limitations on delegate driving, mission

## 2

order procedures, country-specific security regulations, etc.). These are to be incorporated in the *driver rules and regulations form (form 11.5)* that each staff member must read and sign before authorization to drive can be granted.

The fleet manager or delegated authority must ensure that all vehicle users are fully aware of Federation principles and country-specific rules, as well as local driving regulations and conditions. Fleet managers are responsible for verifying the logistics standards online section of FedNet for the latest updates, and for ensuring that all staff are apprised of new or modified procedures and policies.

## 3

Road safety  
and security

## Road safety and security

### 3.1 Introduction

A significant number, around 50 per cent in 2006, of Federation security and safety incidents involved vehicles or the use of a vehicle: be it an accident, carjacking or vehicle theft as well as the theft of vehicle equipment, cargo and fuel. In order to minimize the potential for vehicle accidents and security incidents, the International Federation has put in place the following fleet policy on road safety and security.

In addition to the fleet procedures detailed in this chapter, the International Federation's security unit in the secretariat has developed a list of procedures and checklists that must be followed to maximize staff security. These are available online via FedNet. All drivers must be apprised of these documents.

Deliberate breach of a Federation road safety policy and/or security regulation is a serious disciplinary offence.

### 3.2 Security

Each year, a significant number of Federation security and safety-related incidents involve vehicle travel. Vehicle movements, operational and private, must conform to all security regulations and restrictions.

Each operation must review the in-country security situation constantly and ensure that the assessment findings are reflected in its security regulations. Federation staff, particularly drivers, should be apprised of and trained in basic security procedures.

All vehicle security incidents must be reported immediately to the head of the operation.

#### 3.2.1 General security

All Federation vehicles must be mechanically sound and roadworthy; fuel, water and oil levels must be regularly monitored. Refuelling should be op-

timized to ensure a half-tank minimum of fuel at all times. All vehicles should be properly equipped for:

- communication needs: vehicle-mounted or handheld communication systems appropriate to the conditions and distances to be travelled
- emergency repairs: spare tyre, emergency triangle, toolkit, vehicle jack, jumper cables, etc.
- passenger safety: flashlight, drinking water and, where climate dictates, blankets, etc.
- accident preparedness: first aid kit, accident checklist and list of contact numbers

In countries with heightened security problems and high crime rates, it is recommended that doors remain locked when the vehicle is in use.

#### 3.2.2 Parked vehicles

The vehicle fleet manager or delegate should establish rules for parking vehicles. In addition to country-specific rules, basic Federation rules are:

- Federation vehicles must never be parked in the streets overnight.
- Vehicles should be parked at the fleet base or in a secure compound, either on the operation's premises or at a delegate's house. Exceptions to this rule must be authorized in writing by the head of the operation.
- Vehicles, for fire safety and security reasons, should be parked with the front of the vehicle facing an exit, leaving enough space between vehicles to permit unhindered, rapid access for the driver and passengers.
- Federation vehicles should never be parked in front of establishments (bars, night clubs, etc.) that may give the public a bad impression of the International Red Cross and Red Crescent Movement.
- When vehicles are parked, all fitted security devices must be engaged.

#### 3.2.3 Field trip security

A field trip is any voyage, during the day or overnight, undertaken outside an authorized area. This authorized area is pre-determined by the head of the operation and all movements outside this area must be pre-approved (i.e., a *mission order* is signed by the head of the operation prior to the trip).

All vehicle movements should correspond to an operational goal and, whenever possible, delegates and national staff, even those from different projects,





should combine planned trips when visiting the same areas. Delegates should be encouraged to coordinate vehicle needs through the fleet manager, as far in advance as possible, and must provide a completed transport request form (*form 11.7 general or 11.8 cargo*) and *mission order (form 11.9)*. Refer to section 4.4.1, Vehicle dispatch, for more information. Where appropriate, a list of the locations for overnight stays, contact points and scheduled check-ins should be attached to the *mission order*.

Planned vehicle movements should be coordinated through the fleet manager and the following forms completed: transport request (forms 11.7 or 11.8) and mission order (section 11.9).

All vehicle deployments need to be well-planned and organized in terms of the routes to be taken, overnight locations, weather conditions, security information, equipment and supplies (food and water). Travel must be planned precisely in order to arrive on time at the waypoints and final destination. Federation vehicles deployed outside authorized areas must return to base before nightfall or to a planned overnight stop. Vehicle movements outside authorized areas after sunset must be avoided.

Provisions for daytrips and overnight trips must comply with security regulations (refer to security unit documents on FedNet and country-specific regulations as established by the head of operation). Depending on the in-country security conditions, additional security precautions may be required to comply with a heightened level of security risk. For example; when a two-car rule is applied, vehicles deployed on field trips must be within sight of each other at all times. When mechanical or other problems prevent one of the vehicles from continuing, contact must be made with the base and approval obtained for the proposed course of action. Other procedures exist for convoy movements and can be accessed via FedNet. It is essential that the driver and passengers be thoroughly briefed on whatever protocols are being applied.

Delegates should be reminded to maintain a heightened awareness of their surroundings during a field trip, and be advised to confer with the driver, local staff and local populations. Wherever possible, they should stay in close contact with National Society branch offices for advice and information on security in the area. Whenever there is doubt about the safety of a trip, it should be terminated or postponed.

All vehicles departing for a field trip must be mechanically sound and road-worthy and all equipment in operating order. The *vehicle inspection report (form 11.10)* is designed to assist in this process and its use is mandatory.

Vehicles must be thoroughly inspected before departure: fuel, oil, engine coolant, tyres, etc. must be checked. Vehicles must be appropriately equipped for the trip and all equipment checked. Refer to section 4.4.3 for more details. Equipment needs will vary depend on the operating environment, but minimum requirements include:

- first aid kit
- list of contact numbers
- full toolkit for wheel change
- fire extinguisher
- tow-rope
- other operation-specific items (e.g., blankets, water, rations, etc.)

Radio equipment (vehicle-mounted and handhelds) must be tested prior to each field trip; both the driver and delegate(s) must be cognizant and con-



3 confident in the proper use of the communications equipment and procedures. Ideally, all vehicle occupants should be able to use the radio equipment.

Wherever possible, the vehicle's radio call-sign should include its Federation vehicle code.

Vehicles travelling outside of normal radio communication range should carry satellite phones (satphone) for contacting the operation's base and for emergency use. In operations where a two-car security rule is in force, both vehicles must also be equipped with radios for inter-vehicle communication.

Good trip planning includes a back-up system; NEVER rely on a single means of communication. While mobile phones are becoming increasingly common, providing additional security to staff, it should be noted that in disasters-prone areas mobile phone networks are particularly vulnerable and frequently disrupted during a disaster.

All vehicle movements must be monitored by the operation's base, either by the radio officer or a staff member tasked with this responsibility. Staff members on field trips are required to make regular contact with the base, using the vehicle's call sign, in accordance with pre-agreed contact points and schedules. Upon departure from and arrival at an overnight location, contact must be made with the base to confirm the safe arrival of the vehicle, driver and passengers.

The radio officer (or staff member tasked with monitoring vehicle movements) must have a copy of the signed mission order. When undertaking a field trip, staff must report to the base upon departure and arrival at overnight stops and at the end destination. Check-ins should respect the pre-agreed contact points and schedules outlined in the security plan. The radio officer must inform security personnel immediately should field trip members fail to report.

### 3.2.4 Avoiding theft

Incidences of vehicle theft as well as the theft of vehicle equipment, cargo and fuel are common and steps must be taken to minimize them.

Wherever they are installed, antitheft devices, such as alarms, multilocks, immobilizers and spare-tyre locks, must be engaged at all times when the vehicle is parked. Vehicles rented through global fleet base have alarms installed as part of their standard equipment. These alarms should never be deactivated!

Prior to and after each driver takes over a vehicle, a *vehicle inspection report (form 11.10)* must be completed and all equipment (e.g., first aid kit, fire extinguisher, jack, toolkits, etc.) checked; shortages should be duly noted and replaced. Drivers are accountable for any equipment that is lost or missing; reimbursement may be required and/or disciplinary action taken.

Vehicle fuel consumption must be closely monitored and excessive consumption investigated.

### 3.2.5 Emergency evacuation of a Federation operation

Evacuations are generally conducted under the supervision and coordination of the secretariat's security unit. When an operation is ordered or required to evacuate for security reasons, whenever possible all vehicles owned or used by the operation that cannot be driven out should be handed over to the National Society for safekeeping. An agreement should be signed with the National Society stipulating that the vehicles will be returned once the operation has been re-established.

The decision to remove radio equipment from the vehicles being left behind in an evacuation should be made in coordination with the security unit and with due consideration to time constraints.

## 3.3 Road safety policy

Driving can be a hazardous activity; more delegates are injured or die from road accidents than from any other cause. The risk of accidents is increased in many Federation operations due to local driving conditions: poorly main-

tained roads, substandard vehicles and dangerous driving practices. Safety procedures should never be compromised; they are designed to ensure the safety of both the vehicle and staff members.

### 3.3.1 Who can drive a Federation vehicle

Personnel authorized to drive Federation vehicles must:

- be employed by the Red Cross and Red Crescent Movement or acting under its direct management
- hold a valid driving-license for the types of vehicles to be driven
- never have had a drunk driving conviction
- be tested by an authorized person on the type of vehicle to be driven (*driving test report* form)
- have read and signed the *driver rules and regulations* form
- have received an authorization to drive (*driver authorization* form) signed by the head of the operation

Authorization for staff to drive Federation vehicles (VRP rental and operation-owned vehicles) can only be granted by the head of operation for Federation vehicles, the head of project for PNS vehicles and the secretary general for National Society vehicles.

Prior to granting this authorization, the driver's skills must be evaluated by a competent, authorized person and in accordance with the demands of the *driving test* form. The form should be completed and be placed in the driver's personnel file along with the signed *driver rules and regulations* form and the *driver authorization*. (Refer to section 4.5, *Delegates driving, for delegate-specific rules*.)

### 3.3.2 Passengers restrictions

Passengers are restricted to Federation employees, ICRC employees and National Society personnel (volunteers and staff). Members of UN agencies, NGOs, media, etc. are permitted as passengers as long as travel is within the scope of Federation activities. Transporting other passengers or merchandise is prohibited except with pre-obtained written permission from the head of the operation. In the event of an emergency (e.g., a non-authorized person is transported due to the need for urgent medical assistance), the driver must submit a detailed report to the head of operation upon returning to base.

### 3.3.3 Driver rules and regulations form

All personnel, local and international, must read and sign a copy of the operation's *driver rules and regulations* form before being authorized to drive a Federation vehicle. The form sets out both country-specific rules and standard operating procedure for Federation vehicle use. A signed copy of the *driver rules and regulations* form must be kept in the national or international staff member's personnel file.

The standard *driver rules and regulations form (form 11.5)* must be adjusted to reflect the country-specific conditions of operation. The head of operation for a Federation operation, the head of project for a PNS or the secretary general for the National Society determines the country-specific rules concerning vehicle use (e.g., conditions for and limitations on delegate driving, mission order procedures, country-specific security regulations, etc.).

The fleet manager or delegated authority must ensure that all vehicle users are fully aware of Federation procedures and country-specific rules, as well as local driving regulations and conditions.

### 3.3.4 Driver authorization form

All drivers, including delegates, must have a valid *driver authorization form (form 11.4)* signed by the head of operation and the fleet manager before being permitted to drive a Federation vehicle. The authorization must specify the types of vehicles permitted and any limitations on vehicle use. Driver authorizations granted to delegates should also specify the precise conditions under which the delegate is authorized to drive a Federation vehicle.

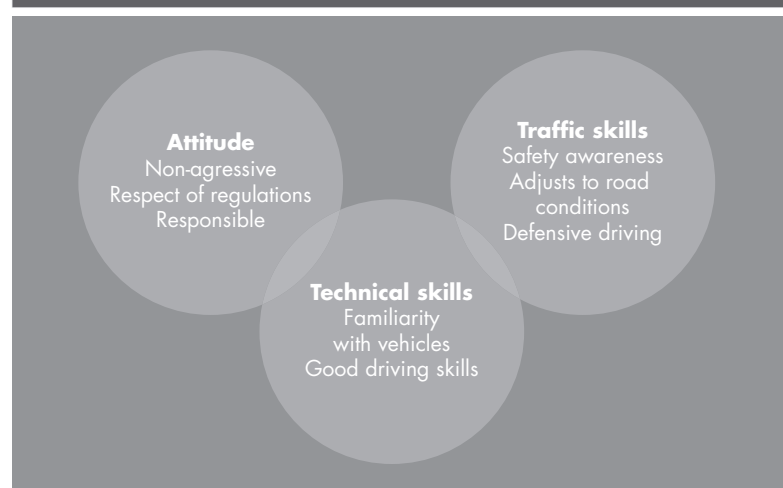
To ensure that local drivers are adequately informed of their obligations and responsibilities, both the *driver authorization* and *driver rules and regulations* forms should be translated into the local language(s) as well as the operating language of the operation. Drivers should sign the version most appropriate to their language ability.

### 3.3.5 Driving test report – evaluation form

All drivers and delegates must undertake a test of driving ability conducted by a competent person, one who has been authorized by the head of the operation to conduct such tests. If the country of operation is subject to severe

or extreme conditions (e.g., poor road surfaces requiring 4x4 driving, ice and snow covered roads, etc.), the driver's ability to drive under such conditions should be tested and the results recorded on the *driving test report (form 11.3)*. A copy of the report must be kept in the staff member's driver file.

### Aspects of a good driver



#### 3.3.6 Driver training

Where the driving test report indicates a need for general or condition-specific training, a programme to address these needs can be designed. Assistance in designing an appropriate course is available from either the regional fleet coordinator or global fleet base.

#### 3.3.7 Vehicle inspection report - vehicle check

The driver is responsible for checking the condition of the vehicle and the equipment contained in it (*form 11.10, vehicle inspection report*). Vehicles that are not fully roadworthy or properly equipped for the intended use should not be used until these problems have been addressed.

Whenever possible, each driver should be responsible for one specific vehicle (i.e., multiple drivers for a vehicle should be kept to a minimum).

Drivers are responsible for inspecting the vehicle and for completing the *vehicle inspection report* before and after a field trip, on a weekly basis for regular city use, and whenever there is a change of driver. The driver must notify the fleet manager immediately of any concerns or problems with the vehicle.

To facilitate the planning of general maintenance, drivers must be aware of the vehicle's servicing schedule and notify the fleet manager well in advance of the due dates.

# 4

## Vehicle management



## Vehicle management

The logistics and resource mobilization department (LRMD), through global fleet base and the regional logistics units, is responsible for the overall management of all Federation vehicles.

Global fleet base is the LRMD unit responsible for fleet management. It undertakes the strategy, planning, development, procurement and management of the vehicle rental programme (VRP) and the fleet management system, Fleet Wave. It is the final authority and the repository of all official documentation for Federation vehicles: transport documentation, contracts, reports, insurance claims, etc. Thus, copies and in some instances the originals of all vehicle-related documentation must be sent to global fleet base.

Regional fleet coordinators assist global fleet base by responding to the day-to-day management needs of the operations in their region; such as, monitoring Fleet Wave inputs, fuel consumption, etc. They are often, in view of global fleet base time zone limitations, the first point of contact for information and reporting of incidents. They can advise, and should be consulted, on all aspects of fleet and VRP policy procedures.

At the operation level, the head of operation is responsible for ensuring that all fleet policies and procedures are implemented and respected, including the reporting of information via Fleet Wave in a comprehensive, timely manner. The head of operation can delegate authority for certain fleet management issues (e.g., driver evaluations, approval of mission orders, etc.) to a staff member; this authority must be given in writing and kept on file.

### 4.1 Vehicle management, roles and objectives

Vehicles are an integral part of Federation field operations; their effective management and use has a direct impact on the achievement of programme objectives. All vehicles operated under the International Federation's umbrella, whether owned, lent or rented, must be managed according to operational guidelines as set out in the *Fleet Manual* and the vehicle rental programme. These are the International Federation's primary fleet management tools, ensuring standardization of vehicles and procedures.

The International Federation's policy is to keep the number of vehicles in the field to a minimum. Vehicles must be operated economically and efficiently, and the overall number of vehicles in the operation's fleet reviewed regularly to ensure they continue to correspond to ongoing needs. All vehicles must be adequately controlled.

### Maximizing fleet effectiveness, specific objectives

Services	Objectives is to ensure:
global fleet management	<ul style="list-style-type: none"> <li>■ policy making</li> <li>■ procurement, storage and stewardship of vehicles for all operations</li> <li>■ monitoring of mileage, fuel consumption and maintenance costs</li> <li>■ replacement of vehicles</li> <li>■ advising on vehicle use, driver training, equipment, etc.</li> </ul>
vehicle maintenance	<ul style="list-style-type: none"> <li>■ maintain high level of vehicle serviceability</li> <li>■ strict adherence to standard servicing schedules</li> </ul>
tools and equipment control	<ul style="list-style-type: none"> <li>■ vehicles are equipped to meet operational needs</li> </ul>
vehicle costing	<ul style="list-style-type: none"> <li>■ monitoring of capital and operational costs, maintenance, tyres, repairs, insurance, etc.</li> </ul>
administration	<ul style="list-style-type: none"> <li>■ up-to-date records in driver and vehicle files, logbooks and service books as well as maintaining contracts for fuel and services, insurance, renting, etc.</li> </ul>
reporting	<ul style="list-style-type: none"> <li>■ regular and timely supply of data to the Fleet Wave programme in particular on mileage, fuel consumption, maintenance, accidents and financial information</li> <li>■ timely requests for new or replacement vehicles, termination of rental contracts and forwarding of any other relevant information</li> </ul>

#### training

- correct information and documentation related to thefts and accidents
- professional and competent pool of drivers and fleet management staff, who are familiar with the conditions of the country of operation
- high level of road safety and security awareness
- discipline in performance of duties in accordance with operating procedures and *driver rules and regulations*
- good understanding of vehicle operating procedures and proper use of vehicles within Federation operations

## 4.2 Vehicle fleet organization

Federation operations have different objectives and activities, hence different vehicle needs. Regardless of the operational environment, effective vehicle management and control of all vehicle movements must be a priority in each operation. The size and composition of the vehicle fleet, as well as the number of support staff and training programmes, should ensure effective and adequate transport for the operation.

### 4.2.1 Vehicles standards

The list of approved Federation-standard vehicles is reviewed annually. Unless global fleet base approves and authorizes alternate arrangements for a specific operation, all vehicles must comply with Federation standards and be rented from the vehicle rental programme (VRP). An up-to-date list of approved vehicles, including vehicle specifications and rental costs is available from FedNet (FedNet/Secretariat/Logistics/Our global structure/Global Fleet Base/Vehicle rental programme).

Standard vehicle models as of 2008:

- Toyota, Land Cruiser, HZJ78L/R-RJMRS, 4164cc, 6-cylinder, 3-door, 6-seater
- Toyota, Land Cruiser, HZJ76L/R-RKMRS, 4164cc, 6-cylinder, 5-door, 6-seater



- Toyota, Prado, GX LJ120L/R-GKMEE, 2986cc, 4-cylinder, 5-door, 5-seater
- Toyota, Corolla, ZZE142L/R-AEMNK, 1794cc, 4-cylinder, 5-door, 5-seater
- Toyota, Hi-Ace Minibus, LH202L/R-REMDE, 2986cc, 4-cylinder, 15-seater
- Toyota, Land Cruiser Pickup, HZJ79L/R-TJMRS, 4164cc, 6-cylinder, 2-door, 3-seater
- Nissan, Pickup Double Cab, CVRUL/RCFD22NWN, 3153cc, 4-cylinder, 4-door, 6-seater

Vehicles are assigned to specific projects within a given operation for budgetary and accounting purposes only, rather than for exclusive daily use. Vehicle-use is not necessarily limited to these projects, but can be cost-shared with others. In view of the efficient use of resources, global fleet base recommends that a vehicle pool system be introduced wherever possible (*refer to section 4.4.6, vehicle pool system*).

The International Federation is not obligated to provide vehicles for delegates outside of direct operational needs. Thus, the number of vehicles in an operation should reflect the needs of ongoing programmes, not the number of delegates. The private use of vehicles by staff or delegates must be approved in advance by the head of the operation and paid for by the authorized user (*refer to section 4.6, private use of Federation vehicles*).

#### 4.2.2 Fleet staffing needs

Staffing structures within the transport section of an operation will depend on the number of vehicles and overall workload. In small operations (1-5 vehicles), and in the absence of a logistics delegate, the administration delegate can manage the fleet with the assistance of a senior driver. A fleet manager, assisted by a car dispatcher, can cover a fleet of up to 30 vehicles. Larger fleets (more than 30 vehicles) normally require a fleet delegate and several support staff to manage vehicle maintenance, spare parts, equipment, inventory, record keeping, administration and reporting requirements.

Transport staff should be skilled and appropriately trained to carry out the required duties. Additional training in fleet management, Fleet Wave, driv-

ing skills and road safety can be provided by the regional fleet coordinator and/or global fleet base.

#### 4.2.3 Recruiting local drivers

Driver candidates must provide work references and recommendations, both of which must be verified. Driving-licenses must be valid and appropriate to the type of vehicle(s) they will drive. Additionally, the years of driving experience and knowledge of the area(s) should be recorded on the *driving test report (form 11.3)*. Language skills are also important for communication and security reasons. While priority must be given to road skills and safety in the evaluation process, personality and language skills should also be taken into consideration. In addition to the local language(s), wherever possible and relevant, drivers should speak the working language of the operation. General respect for rules, kindness, honesty, behaviour and interpersonal skills should be observed as candidates read the driver's job description and during the interview process.



**Standard job descriptions for drivers are available on the Logistics Standards Online section of FedNet.** Job descriptions, the driver *authorization form* and the *driver rules and regulations* should all be translated into the local language as well the working language of the operation.

#### 4.2.4 Driver files

Every staff member, including delegates, authorized to drive a Federation vehicle must have a driver's file. Individual driver files should contain:

- an up-to-date driver file index card (*form 11.2*)
- driver's full name, address, personal details and family contact details
- copy of the driver's passport or other official identification
- copy of the driver-license(s), valid for the vehicle(s) to be driven
- the driving test report (*form 11.3*)
- a medical examination, completed by an authorized physician as per country regulations (The examination must include eye and ear tests. The medical is not applicable to delegate staff.)
- valid driver authorization form
- *driver rules and regulation* form signed by the driver (in the language of the driver and in the official working language of the operation)
- records of all Federation and/or National Society trainings (including first aid training and driver training)
- records of all disciplinary matters and actions

### 4.3 Global vehicle control mechanisms

#### 4.3.1 Fleet Wave – Vehicle management system

Vehicle-operating costs account for approximately 60 per cent of the total value of a vehicle over its lifetime. Effective management of these costs can result in considerable cost-savings to Federation operations, PNSs and National Societies.

Fleet Wave is an interactive platform that provides the tools to monitor and control vehicle operating costs; it also facilitates risk management and finance code reporting. It is accessible worldwide via the internet: <http://fleet-wave.ifrc.org>. An offline solution, for areas where internet connections are costly or unreliable, is planned for 2008; users will be able to export and import files to and from the database via the web.

Fleet Wave facilitates global fleet management: fixed-asset management, cost control, rental management and insurance management, and, among other services, interfaces with the International Federation's financial system (CODA). It is administrated by global fleet base but system users include all locations that have Federation fixed assets. Users include country and field-based Federation operations, PNSs and National Societies as well as the fleet management authorities in their respective headquarters.

Information and data on each vehicle is recorded under a unique Federation vehicle code, which is assigned by global fleet base. Information on vehicle specifications (e.g., model, type, chassis number, engine number, etc.) for all vehicles is entered centrally by global fleet base. Vehicle assignments are updated daily to reflect actual stock levels and vehicle allocations and re-allocations worldwide.

All vehicles must be registered in Fleet Wave, including those owned outright by an operation, VRP rentals and those rented on local contracts exceeding 30 days. Global fleet base is responsible for assigning the Federation vehicle code under which the vehicle is registered in Fleet Wave, and should be contacted to acquire a code for locally-rented vehicles or donations.

Federation operations and other renting agencies are responsible for entering local data into Fleet Wave: local insurance policies, registration plates, base of operation, etc. They must also prepare and enter monthly reports on fuel consumption, mileage, maintenance issues, accounting data - finance booking codes, etc. Regional fleet coordinators ensure this is done in a timely, comprehensive manner.

The system has a number of standard reports, enabling the review of fuel consumption and maintenance issues, among others. These are used by managers at several levels: local (operational level), regional (RLU), the zone office and global (secretariat and global fleet base). Regional fleet coordinators provide feedback and advice to the operations based on these reports and data analysis.

Additionally, the system runs a monthly interface with CODA, automatically logging the recorded finance codes and rental charges.

#### 4.3.1.1 Fleet Wave, a brief orientation

The Fleet Wave system is accessible to all Federation personnel on an as-needs-basis. In order to log on to the system, a password and viewing status (active or read-only) must be obtained from global fleet base.

The head of the operation must designate one staff member to be responsible for Fleet Wave data. The person will be given 'active' status enabling them to input data directly into the system. This person does not have to do the actual data entry, but is responsible for ensuring the timeliness and accuracy of the data and is the focal point for global fleet base and the regional fleet coordinator should any questions or discrepancies arise. On request of the head of operation, up to five 'readers' can have access to the system, but on a read-only basis. They will not be able to enter or change existing data. Operation-level users have access to information pertaining to their operation's vehicles only; whereas, regional and zone users have access to information for their regions or zones.

Fleet Wave courseware is available for download and provides instruction on how to enter information and effectively use the system. All personnel responsible for data-entry and reporting must complete the course.

Users access the system at <http://fleetwave.ifrc.org> by entering their user name and password, which is issued by global fleet base.

Fleet Wave is divided into five modules:

- The **Motor assets module** is the main screen. It contains static and dynamic information pertaining to the operation's fleet, enabling the operation to review descriptive information for each asset.
- The **Delegation portal** is the main module through which operations enter monthly reports and finance booking information. The system is dynamic and automatically updates other tables and screens throughout the Fleet Wave system. For example, when an operation enters data on fuel and mileage, the data is automatically updated in the *Fuel and mileage module* and the *Fuel and mileage history* in the *Motor assets module*.
- The **Vehicle status module** can be viewed as an embedded screen entitled *Rental history* within the *Motor Assets module*. The purpose of this module is to chart the total movements of a given vehicle from the mo-

ment it is ordered from the manufacturer through to its final sale or disposal.

- The **Insurance module** summarises the global insurance policies, dates and costs and also includes details on the finance booking codes.
- The **Accident module** is one of two modules (the other being the *Delegation portal module*) through which an operation can input data directly into the system; it can be edited later to add or change information. Not only is it a permanent record of all relevant documentation, but it also alerts global fleet base and the insurance unit when an incident has been added to the file; this in turn triggers an investigation and pursuit of a claim where appropriate.

Monthly reports must be input into the Fleet Wave system by the 15th of the following month, at the latest. The systematic collection of all the required vehicle data beforehand on a spreadsheet can facilitate reporting. Data is compiled from vehicle logbooks, maintenance records, fuel purchase records and from the finance and administration departments.

Reporting consumption to the Fuel and mileage table is only possible if all drivers (and delegates) have maintained their logbooks for each trip. The *Maintenance/repair module* contains the service and repair history, including accident repairs. In order to complete this table appropriately, the commercial workshop providing maintenance and servicing must provide invoices that distinguish between labour costs (itemized by hour and total cost), spare parts and lubricants.

A training manual is available from <http://fleetwave.ifrc.org>; additionally, regional fleet coordinators or global fleet base can provide information and training as required.

#### 4.3.2 Federation vehicle code identification

All Federation vehicles, **including operation-owned, VRP rentals and those rented on a local contract exceeding 30 days**, must have a Federation vehicle code in order to be registered in Fleet Wave. The code, unique to each vehicle, is allocated at the time of purchase and cannot be changed. It is allocated by global fleet base and must be referenced in all correspondence and documentation concerning the vehicle.

**Examples of VRP vehicle codes****UAEDB120**

Purchased by global fleet base and delivered via Dubai stock, reference number 120

**UAEPA080**

Purchased by global fleet base and delivered via Panama stock, reference number 080

**UAELK010**

Purchased by global fleet base through local purchase in Sri Lanka, reference number 010

**UA EIN011**

Purchased by global fleet base through local purchase in India, reference number 011

**Donated vehicles****LKCMB042**

Donated in Sri Lanka, Colombo, reference number 042

**PNS-owned vehicles registered through the International Federation****PNSSN011**

PNS-owned vehicle registered via Federation zone office Dakar, Senegal, reference number 011

VRP vehicles are automatically allocated with a Federation vehicle code number. However, Federation operations must contact global fleet base to acquire Federation vehicle codes for all non-VRP vehicles, those owned outright by a Federation operation and local rentals expected to exceed 30-days.

The vehicle code is comprised of five letters and three digits. Once issued, it never changes and must be noted on all documentation relevant to the vehicle. The alphanumeric code indicates which service the vehicle was purchased through (GVA-Geneva, UAE-United Arab Emirates, etc.) and the

place it was delivered through or to, pending allocation to an operation or National Society under the VRP. This is followed by a 3-digit number, issued sequentially according to the order of purchase.

**4.3.3 Federation emblems on vehicles**

Only official emblems and stickers can be used on Federation vehicles; these can be ordered from the RLU. Each Federation operation should have a stock on hand, in varying sizes.

Unless otherwise indicated in an integration agreement<sup>1</sup>, *vehicle rental programme agreement (form 12.1) or vehicle registration agreement (contracts 12.5 for PNS and 12.6 for Federation)*, all Federation vehicles should be marked with the Federation livery only.

Dashboard and magnetic stickers can be ordered from the RLU for vehicles rented locally. However, global fleet base advice should be sought prior to using such emblems in or on a rented vehicle.

Large 4-wheel-drive type vehicles should display a Federation emblem on the forward doors, the bonnet and rear of the vehicle. Smaller vehicles should be similarly identified but with appropriately-sized logos on the doors, windscreen and rear window of the vehicle. The 'no guns' sticker should be displayed in the rear side-windows of the vehicle.

Federation emblems may not be removed or hidden from view on any operational vehicle without written approval from the head of the operation. All Federation stickers must be removed when the vehicle is sold or otherwise disposed of.

In the case of PNS-owned vehicles registered to the Federation or VRP vehicles rented by a National Society, the standard Federation emblem on the

<sup>1</sup> Integration agreements enable a National Society to benefit from the International Federation's legal status (i.e., its privileges and immunities). This should not be confused with a service agreement which sets out the terms by which the International Federation provides National Societies with services such as office space, transport, warehousing, etc. While integration agreements generally include service provision as well as legal status, services that depend on the International Federation's special legal status cannot be offered through a simple service agreement.

vehicle's two forward doors may be replaced with the National Society's emblem or name. All other Federation emblems must remain on the vehicle.

Federation vehicles based in urban areas of countries where there is no need for increased visibility can affix small Federation stickers on the windscreen and rear window.

#### 4.3.4 Vehicle files

A vehicle file for each vehicle must contain:

- vehicle file index card (*form 11.1*)
- original invoices, *vehicle gift certificate(s)*, bill of lading, airway bill, etc.
- customs import documents
- registration documents
- local insurance documents
- green card from the secretariat's insurance unit
- copy of vehicle logbooks
- copy of monthly Fleet Wave reports (fuel, mileage and maintenance)
- all vehicle handover forms and goods received notes
- copy of all mission orders
- vehicle service and repair work order and relevant receipts
- details of all insurance matters
- copy of all correspondence specific to that vehicle
- copy of rental contract, sales contract and write-off documentation

The vehicle file must accompany the vehicle whenever it is transferred to another operation or returned to a VRP stock holding. Missing files may result in the reconditioning of the vehicle with the ensuing costs charged to the previous rentee. The transferring operation or National Society should retain a copy of all documents necessary for audit purposes.

#### 4.3.5 Key control

Each vehicle must have two sets of keys, clearly marked with the Federation vehicle code. One is for daily use and the second as a spare, kept in a locked safe on operation premises. Keys for daily use must be held by the car dispatcher or fleet manager and issued to the relevant driver each time the vehicle is dispatched. This should be done in conjunction with a whiteboard indicating vehicle allocations and availabilities. Drivers must hand in keys

immediately upon returning to the base. Where a 'one-driver one-vehicle' rule is not in place, a key registry must be maintained, in which each issuing of a key is systematically recorded. Where a 'one-driver one-vehicle' rule is in effect, any key issued to a driver, other than the vehicle's designated driver, must be recorded in the vehicle's logbook.

Spare and replacement keys can sometimes be requested through the local manufacturer dealership. Where this is not possible, replacement keys may be requested through global fleet base.

#### 4.3.6 Document control

Legal requirements in most countries dictate that original copies of the vehicle registration documents and certificate(s) of insurance must be carried in the vehicle at all times, and be produced on request of an authority (e.g., traffic officer, police officer, etc.). Replacing original documents can be a timely undertaking; hence, close tracking of the documents is needed. Whenever possible, operations should use certified copies, verified by the relevant local authorities. A vehicle must be immobilized whenever these documents are lost.

Where a 'one-driver one-vehicle' rule applies, the driver must sign on receipt of the documents, which remain with the vehicle whenever it is in use. Where vehicles have more than one driver, vehicle documents should be signed in and out by the driver and car dispatcher or fleet manager along with the keys.

### 4.4 Vehicle dispatch

Dispatching is the task of assigning and managing vehicles and drivers to conduct the transport of personnel or cargo in an efficient manner. The dispatch process begins with an official request by a staff (*form 11.7, transport request*) and ends with the return of the vehicle and driver to the transport base.

Familiarity with operation programmes and activities, as well as regular communication with staff, will facilitate smooth vehicle management. An awareness of projects and regular vehicle usage patterns will enable the dispatcher to predict and better manage transport needs. Regular communication,



regarding transport scheduling and availability, with the various projects and departments within an operation will also encourage better forward planning.

#### 4.4.1 Dispatcher's responsibilities

The vehicle dispatcher's responsibilities include:

- provide overall control of the vehicle fleet and drivers
- ensure that a pool system is in use (where possible)
- ensure transport request forms are used and properly approved (*form 11.7*)
- monitor all vehicle movements - which vehicles are doing what, with which driver, where and with whom, including ETD (estimated time of departures) and ETR (estimated time of return)
- be the official communication channel between drivers and other operational staff
- evaluate driver feedback regarding changing field conditions, missions and requests from departments and projects
- rotate drivers to ensure their working hours are balanced and that leave is taken (overworked drivers are a security risk)
- ensure vehicles are in running condition and coordinate regular vehicle maintenance
- follow up maintenance checks, control the work done on vehicles comparing them against the service sheet and invoice
- ensure vehicles are equipped with all necessary tools
- maintain appropriate and complete files
- ensure fleet vehicles are used in a cost-effective manner
- instruct drivers regarding reporting lines
- ensure all necessary information, especially vehicle-related incidents, are reported
- ensure, through regular checks, that logbooks are used by all drivers, constantly and correctly
- compare actual use against transport request forms to prevent any misuse of vehicles
- ensure monthly Fleet Wave reporting
- prepare monthly report on vehicle and driver working hours

#### 4.4.2 Dispatch procedures and tools

A number of procedures need to be established to ensure ongoing and reliable management of an operation's fleet. All staff should be encouraged to plan their transport needs in advance and to adhere to standard procedures for vehicle requests.

##### Standard forms for requesting vehicles include:

**Mission order** (*form 11.9*): This form is mandatory for all vehicle and personnel movements outside of authorized areas (as defined in section 3.3.3, *Driver rules and regulations, form 11.5*) and must be signed by the head of operation or the delegated authority. The driver must provide a copy of the *mission order* to the radio room operator prior to departure. Wherever possible, *mission orders* should be written in the working language of the operation as well as the local language.

**Transport request** (*form 11.7*): This form must be submitted for all travel as well as transport needs; i.e., cargo (small packages) that can be delivered in a light vehicle. It must be signed by the requesting staff member and accompanied by a *mission order* whenever the transport need is outside authorized areas. Trip details should be clearly indicated before transport can be allocated.

**Transport request cargo** (*form 11.8*): This form is used for the transport of cargo requiring a truck and within authorized areas. It must be accompanied by a mission order whenever transport needs are outside authorized areas.

Where operation compounds have guarded entry points, the driver's copy of the transport request form can be used as part of an additional control process for vehicles exiting the compound.

*Transport requests* and *mission orders* are essential for effective fleet management and the safety of goods and staff. These documents may also be used for other purposes (e.g., calculation of driver per diems, movement control, etc.), but these should not supersede or obscure the main purpose of the forms.

#### 4.4.3 Procedures

Transport request forms are necessary for effective vehicle and driver planning. The forms also facilitate vehicle reporting on Fleet Wave and assist in the planning of timely vehicle maintenance. Staff should be encouraged to submit transport requests to the dispatcher as soon as possible, well in advance of the planned trip.

Each **transport request** form should be filled out in triplicate, either on pre-printed tricoloured forms or regular computer printouts, and copies issued to:

1. requesting department and staff
2. logistics department
3. driver

Upon receipt of a *transport request* form, the dispatch officer (or the delegated authority) must verify that the request is appropriately authorized and all required information duly completed. Then, the dispatcher:

- registers the details on the vehicle dispatch whiteboard and a daily dispatch sheet (*refer to section 4.4.4*)
- assigns an appropriate vehicle and driver, and ensures both will be ready on the correct date and time
- determines the type of communications equipment needed and issues special procedural instructions where required (e.g., VHF radio channels, HF radio frequencies, mobile phone and phone list, etc.)
- briefs the driver on relevant security issues
- checks and organizes the vehicle's emergency food and drinking water supplies (where necessary)
- checks and coordinates mission-specific equipment (e.g., maps, compass, GPS, etc.)

Vehicles should be allocated in view of maintaining a balance in terms of mileage. That is, vehicles should be rotated, whenever possible and practical, to ensure equal wear on all vehicles in the fleet. The Fleet Wave fuel and mileage report will help flag vehicles that have registered a higher mileage than others.

It is very important to get feedback from the driver once the mission has been completed and the vehicle has returned to base. Upon return of the vehicle, the dispatcher should:

- perform a safety check on the vehicle
- consult the driver on general road conditions and vehicle performance
- consult with requesting staff regarding satisfaction level and concerns
- check the driver's condition (i.e., fresh, tired, sick, etc.)
- note the mission's total working hours

#### 4.4.4 Daily dispatch whiteboard

A whiteboard, on which the daily dispatch is recorded, is an effective tool for monitoring fleet movements. It is used to track the whereabouts of vehicles and staff throughout the day, and their estimated time of return. It provides an instant and visual recap of essential dispatch information for all to see; a useful tool in all situations, but essential during an emergency phase or operation. Key entries should include:

- drivers' names and vehicle assignments
- requesting department and staff
- destination(s)
- departure times and ETAs

VEHICLE No.	FROM	TO	DRIVERS	PASSENGERS	CONTACT
550					
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As vehicles are dispatched, or planned, the mission and time details should be registered in the row corresponding to the vehicle's code number (*refer to table in the above photo*). Upon return of the vehicle, the information is erased and the vehicle keys are returned to the key board.

#### 4.4.5 Daily dispatch sheet

Daily dispatch sheets permit better planning and follow-up. Statistics on vehicle and driver deployments are also useful in long-term planning: a basis on which future needs can be predicted (e.g., the timely replacement of vehicles, maintenance schedules, etc.). In turn, forward planning facilitates the budget-planning process; in that, funds for high-expense items are pre-planned and requested well in advance, avoiding unnecessary delays and expensive deliveries (linked to last minute orders). Although less needed in operations with only a few vehicles, it is an essential tool in the management of larger fleets.

There must be a separate dispatch sheet for each day of the month. Dispatch sheet information columns include:

- Federation vehicle code
- type of vehicle
- driver's name
- destination
- name of travellers
- time schedule (departure times - OUT, return times - IN)
- remarks

Mission details, especially the IN and OUT times, are mandatory.

All authorized *transport request* forms, even those for future dates, should be assigned a vehicle and driver and this information recorded immediately on the daily dispatch sheet for the appropriate day. Current and future dispatch sheets must be monitored regularly by the dispatcher to ensure that no requests are forgotten.

#### 4.4.6 Vehicle pool system

The use of a vehicle pool system ensures the most efficient use of vehicles within an operation and should be used wherever possible. It requires a sufficient number of drivers to cover all the vehicles as well as overtime, holiday, vacation time and sick leave needs. The system is best managed and monitored using a whiteboard to display details of vehicle and driver availabilities and movements (*refer to section 4.4.4*).

In a pool system, vehicles do not belong to a specific department or project within a given operation but are controlled by the dispatcher. Departments or staff must request transport from the dispatcher, who allocates vehicles and drivers according to availability and priority.

Where possible, vehicles should be requested well in advance and must be accompanied by the appropriate *transport request form* (*forms 11.7 or 11.8*).

#### 4.4.7 Duty driver system

In countries where public transport is nonexistent or unsafe, a duty driver system can be implemented, and should be standard operating procedure for any operation with more than just a few delegates. A duty driver remains on standby for transport requests outside of normal working hours and weekends within a designated area (city, town, etc.), never for field trips.

The duty driver system helps to limit vehicle use outside of normal working hours, minimizes the size of the vehicle fleet and reduces private use. In turn, this helps preserve the reputation of the International Federation by lowering the risk of drinking and driving incidents and situations where vehicles are seen parked in front of bars, pubs, discos, etc.

Minimum requirements for establishing a duty driver system:

- minimum of four drivers
- vehicle for duty driver
- means of communication (VHF handset or mobile phone)

Duty driver allocation should be based on a rotation system. A duty driver assignment should not exceed 24 hours (may be less if local conditions dictate) and should be compensated in compliance with the country's labour laws with preference given to time-off in lieu of overtime payment, where permitted by law. Further, duty drivers should be entitled to take the following day off, permitting them a day to recover before resume normal duties.

The head of operation has the overall responsibility for introducing and implementing the duty driver system, however the fleet manager is responsible for the smooth functioning of the system. A written monthly schedule,

posted for all drivers to see, will ensure good management and transparency in the allocation process.

Local and international staff should be encouraged to view the system as a benefit not a right, one set up to assist them in job-related and/or private business outside of normal working hours.

#### 4.5 Delegate driving

Federation practice dictates that local drivers should be used at all times unless there is a clear operational need for delegates to drive.

Local drivers are familiar with the roads, driving conditions and environment, more so than expatriate drivers. In particular, in the emergency phase of an operation, when team members may be tired, stressed and focused on the tasks at hand, local drivers must be used at all times. In the case of an accident or incident, the local driver can speak the language which normally makes the situation less complicated. Moreover, experience shows that where the driver is a foreigner the situation often develops into a more complex legal and security issue.

The International Federation is not obliged to provide transport for delegates to and from their residences and place of work. However, where required, either a pool system, duty driver system or shuttle service can be put in place to facilitate transport. A duty driver and vehicle (usually equipped with a radio or mobile phone) can remain on standby to provide transport outside normal working hours or a regular collection and delivery shuttle service can be provided according to an agreed timetable.

In situations where an operational need for delegates to drive has been identified, the head of operation must authorize such use in writing for each staff member. The justification for and any limitations on the permission must be clearly detailed on the *driver authorization form (form 11.4)*. However, local drivers must always be used for field trips outside of authorized areas, as defined in the operation's security regulations and the *driver rules and regulations*.

A separate driver file must be created for each delegate authorized to drive and, in addition to the items indicated in section 4.2.4, must include a copy of the delegate's international driving-license. This file is managed like other driver files with all vehicle incidents duly noted.

**Pool system and delegate drivers:** In locations where delegates are permitted to drive to and from their residence and work, as part of the pool system and wherever possible, one vehicle should be allocated and delegates living in close proximity to each other required to share the vehicle.

In security situations dictating that a vehicle must be available overnight at a delegate's residences, a maximum of one vehicle per residence should be permitted provided it can be parked in a secure location.

#### 4.6 Private use of Federation vehicles

Private use of Federation vehicles is considered to be any vehicle used outside the operational requirements of the operation. Travelling to and from a residence to the operation's office is normally considered private use. The International Federation is not obliged to provide vehicles to its employees (delegates, consultants, national staff, etc.) for use outside of working hours or operational duties.

Private use is permitted only under the following conditions and is subject to written approval of the head of operation:

- There is no alternative, secure means of transportation available.
- Operational conditions are conducive to private use (adequate vehicle availability and security conditions permit).
- All private use must be pre-authorized in writing by the head of operation; the *driving authorization form* must specify the reasons for the authorization and the areas of and limitations on use.
- All mileage and fuel consumption accrued for private use is charged to the user at the standard private-use flat rate (PUFR) and must be paid on a monthly basis. PUFR is based on average vehicle operating costs in Federation operations and is the same for all vehicle types; it cannot be changed. In 2008, the rate was 0.50 CHF/km; current rates are available from global fleet base. The head of operation, following consultation with

global fleet base, can charge a higher rate where deemed appropriate (i.e., to compensate for higher local fuel costs).

- All private mileage is recorded (as such) in the vehicle logbook.
- Where a vehicle is to be parked overnight outside the vehicle compound, safe parking must be secured by the user.
- Private use is not allowed while the user is on leave.
- Federation vehicles cannot be taken out of the country of assignment for any private purpose.
- When an accident occurs to a vehicle under private use, insurance deductibles or other costs arising as a consequence of the accident will be charged to the user.

Where a delegate, or a group of delegates living in close proximity to one another, requires a vehicle for travelling to and from work, and there are vehicles available outside of operational needs, a vehicle may be used subject to the above conditions.

Family members are permitted to travel in Federation vehicles as set out in the *driver rules and regulations (form 11.5)*. Transport of persons not included in these rules must be specifically pre-authorized in writing by the head of the operation.

Under no circumstances can a family member or any person who is not working for the Red Cross and Red Crescent Movement drive a Federation vehicle.

#### 4.7 Use of private vehicles for work purposes

Where appropriate, Federation personnel with their own private vehicle in the country of operation may ask the head of operation for written approval to use their vehicle for work purposes. However, the Federation will not accept responsibility for any claims resulting from an accident or incident concerning a private vehicle used for work purposes. The owner must ensure that the vehicle is fully insured for such use.

The International Federation does not cover insurance, maintenance or running costs for private vehicles used by delegates for work purposes.

When a private vehicle is used for work purposes, all travel must be recorded in a standard Federation vehicle logbook. At the end of each month, the delegate must forward a copy of the logbook entries to the Federation finance and administration delegate and/or the head of operation for approval. Mileage and fuel costs will be refunded at the standard private-use flat rate (PUFR). The logbook must be handed over to the head of operation at the end of the delegate's mission and retained in the operation's files for three years for archival and accountability purposes.

Privately-owned vehicles should never carry Federation emblems or identifying insignia.

#### 4.8 Fuel control

Strict control of the purchase and consumption of fuel must be maintained by the fleet manager to avoid improper use. Theft of fuel is a common problem; close monitoring and correct use of Fleet Wave will help minimize such occurrences. A control system should be established to monitor fuel purchases and consumption.

Wherever possible, a fuel-purchase contract should be established with a specific supplier in which the terms for fuel supply are clearly defined (contract 12.3, fuel purchase contract). The contract should specify the quality of the fuel; moreover, regular, independent laboratory analysis should be undertaken in view of monitoring quality control or whenever the quality is in doubt.

Operations should avoid buying fuel against cash. Although no system is completely foolproof, the establishment of a secure fuel-purchasing system must be a priority for fleet managers. Fuel control methods will vary due to local conditions, however two commonly used methods are:

- fuel purchase vouchers
- prepaid vouchers in the case of fuel donations

##### 4.8.1 Fuel purchase vouchers

Each vehicle should be assigned a book of fuel-purchase vouchers, containing sequentially numbered vouchers to be completed in triplicate (white



original, with yellow and pink copies, for example). The book must be signed for, along with other vehicle documents, and the voucher numbers recorded by the fleet manager.

When obtaining fuel:

- the driver completes the purchase voucher; it must be signed by the driver and fuel station attendant
- the fuel station attendant issues the driver with a receipt of purchase
- the driver records the purchase in the vehicle logbook
- the pink copy remains in the voucher book
- the white copy remains with the fuel station and must be submitted with the monthly invoice
- the yellow copy is turned in to the operation's fleet office by the driver, along with the fuel station receipt
- the yellow copy and receipts are checked against the fuel station's invoice

Purchase vouchers, fuel receipts, invoices and the vehicle logbook should be checked and reconciled on a monthly basis.

#### 4.8.2 Prepaid vouchers

Federation policy does not permit any operation to purchase prepaid fuel vouchers. However, in some operations, fuel may be available to Federation vehicles as a donation either from a cooperating agency (UNHCR, ICRC, etc.) or from the government of the country of operation.

These vouchers should be numbered and be valid for a specific volume of fuel. When issued, fuel vouchers should be recorded by the issuing officer; the date, driver's name, odometer reading and voucher number should be noted. The driver must record all fuel purchases in the vehicle logbook and return fuel station receipts to the fleet office.

#### 4.8.3 Fuel consumption control

Fleet Wave reports must be produced by every operation in a timely manner (before the 15th of the following month) and any indicators of over or under-use investigated. Under-use can indicate improper record keeping: lower fuel consumption is often the result of an improperly recorded fuel purchase.

The regional fleet manager or global fleet base can provide technical assistance in the correct use of Fleet Wave and investigative procedures.

### 4.9 Truck management

Federation operations should use National Society trucks or local commercial trucking capacity wherever possible. In exceptional circumstances, where these are unavailable, trucks may be purchased through global fleet base for the operation.

Whether using Federation-owned or commercial trucks, a formalized system for requesting truck movements should be agreed on within the operation (*form 11.8, transport request, cargo*) and a detailed record of daily truck movements maintained.

**Trucking people:** In cases where trucks are required to transport large populations in cargo compartments (relocation of refugees or IDPs, for example), special approval from global fleet base is required, both for technical approval in terms of the type of vehicle to be used and to arrange additional insurance coverage.



Federation-owned trucks registered in the Fleet Wave system have standard global *third-party liability subsidiary insurance* and *driver and passenger insurance*. However, driver and passenger insurance is valid for occupants of the truck cabin only (refer to truck model technical specifications in the Fleet Wave motor assets register for information on what constitutes the cabin, and the number of permitted passengers).

#### 4.9.1 Federation and National Society trucks

Federation-owned trucks should only be operated where there is a clear operational need. Once the need has ended or there is an alternative source of trucking capacity, Federation trucks should be disposed of either by sale, transfer to another operation or handover to the National Society; this must be authorized by and done under the supervision of global fleet base.

Federation rules for vehicle fleet management should be applied to all trucks. Whenever Federation trucks are lent or rented to National Societies or other agencies, a contract noting the vehicle's condition and detailing charges, fuel, servicing, driver and repair costs should be signed before the vehicle is handed over. The *vehicle handover form (form 11.11)* must be used.

Where Federation or National Society trucks are used to support PNS programmes and activities, a realistic rate for transport services (based on cost-recovery including overhead and depreciation) should be charged to the PNS. The regional fleet coordinator or global fleet base can provide costing schedules to assist in the accurate costing of vehicle operating costs.

#### 4.9.2 Trucks on loan and rented

Commercial or other agency (e.g., ICRC, WFP, National Societies, etc.) trucking capacity can be employed by a Federation operation on a short or long-term basis. Where the need is one-time or occasional, a contract or agreement can be undertaken by the operation (based on and in respect of the standard Federation procurement process). Contractual agreements for long-term needs should be arranged through global fleet base.

All vehicles lent or rented (excluding commercial rental companies) to Federation operations for an extended period (more than a month) should be reported to the regional fleet coordinator or global fleet base. This is vital as

global fleet base must arrange for global insurance coverage through the secretariat's insurance unit.

Vehicles lent or rented to the Federation by a National Society should be returned as soon as the operation permits. A *vehicle handover form (form 11.11)* must be completed when the vehicle is returned.

### 4.10 Motorcycle, forklift and generator management

Motorcycles, forklifts and generators are all regarded as 'vehicles' and are subject to the rules of vehicle fleet management. As such:

- all such equipment must be reported to global fleet base using the *fixed asset registration form (form 11.15)*
- fuel consumption, utilization and maintenance must be input in Fleet Wave on a monthly basis
- mileage, fuel and lubricants must be recorded in their respective logbooks
- fuel and oil consumption must be monitored
- periodic checks and specified service schedules must be adhered to
- adequate spare parts for servicing the equipment should be ordered at the time of purchase
- appropriate training should be given to all users

One staff member should be responsible for checking, fuelling and monitoring the servicing of the equipment daily.

#### 4.10.1 Motorcycles

The use of motorcycles is covered by specific regulations included in the *driving rules and regulations, motorcycles (form 11.6)* and must be signed by all drivers authorized to drive them. Mileage, fuel and lubricants must be recorded in a *vehicle logbook (form 11.17)*.

Passengers are not permitted on a motorcycle.

Delegates are not permitted to drive or ride as passengers on the motorcycles.

As with all vehicles, motorcycles must be purchased in consultation with global fleet base.

#### 4.10.2 Forklifts

All forklift use must comply with local regulations: driver licensing, health and safety regulations, etc. Forklift operators, where possible, should provide proof of experience or training in the use of such equipment prior to being allowed to use it. Global fleet base can provide technical training where required.

Running times, fuel and lubricants must be recorded in a *forklift and generator logbook (form 11.18)*.

Forklifts must be purchased in consultation with global fleet base.

#### 4.10.3 Generators

A useful guide to the selection and installation of generators can be found in the *Emergency Relief Items Catalogue, Volume 1*, in both the engineering section and the annex.

Running times, fuel and lubricants must be recorded in a *forklift and generator logbook (form 11.18)*.

### 4.11 Maintenance and repair

Out-of-service or unserviceable vehicles or equipment (motorcycles, forklifts and generators) are a significant drain on operational resources and capacity. Regular servicing and appropriate preventive maintenance has a direct and significant impact on the lifespan and reliability of a vehicle or piece of equipment. Maintenance costs can be significantly reduced and the lifespan of equipment prolonged through daily inspections and preventive upkeep.

The fleet delegate or manager must ensure that all Federation vehicles and equipment are maintained and serviced according to the prescribed intervals and service instructions in the user manuals. Advice and technical support is available through the regional fleet coordinator or global fleet base.

Servicing intervals should be planned as part of regular use (*refer to form 11.19, maintenance schedule*). When a vehicle or equipment is in need of routine servicing or repair, the driver or responsible staff member must inform the fleet manager, who will authorize the work.

Appropriate maintenance and repair facilities must be identified for all vehicle types and equipment to avoid prolonged downtime and lost capacity. Local availability of maintenance and repair facilities must be evaluated as part of the operation's initial needs assessment. That is, at the beginning of the operation, when the overall transport requirements are being defined, the logistician must take into consideration the local availability of appropriate maintenance facilities. This is done prior to ordering or purchasing a vehicle or piece of equipment as the availability of service centres could impact on the choice of vehicle model and equipment.

All vehicles should carry and maintain up-to-date records in the vehicle service book; it contains the vehicle's service schedule and history of maintenance and repairs. These records must also be input into Fleet Wave in a comprehensive, timely manner (before the 15th of the following month).

#### 4.11.1 Servicing

Federation policy dictates that light vehicles be serviced at each 5,000km interval. This takes into consideration the specific circumstances under which most vehicles operate (e.g., dusty environments, poor road conditions, etc.).

Maintenance of Federation vehicles should only be carried out by authorized commercial workshops or those established and managed by ICRC, UN agencies, MSF or other humanitarian organization in the area of operation. In circumstances where no such workshop exists, the Federation may open its own workshop. In such cases, approval and technical advice must be obtained from global fleet base.

A legally valid service and maintenance agreement should always be established between the Federation and the workshop conducting the maintenance (*contract 12.2, maintenance services contract*). This includes workshops managed by other humanitarian agencies.



Authorized Nissan and Toyota vehicle workshops, as well as those operated by the agencies mentioned above, normally provide regular servicing as per the manufacturer's instructions. Nevertheless, it is advisable to confirm this with the workshop. To avoid misunderstandings regarding what constitutes standard manufacture maintenance procedures, a copy of the maintenance schedule (*form 11.19, maintenance schedule*) should be attached to the service contract.

Additional works deemed necessary by the workshop, but not covered under the service agreement, must be pre-approved by the operation in writing.

In order to minimize delays related to acquiring written authorization and the issuing of new contracts, a standard clause can be added to the service contract stating that additional, essential work may be carried out within a pre-specified monetary limit without pre-approved authorization from the Federation. All other work exceeding this fixed amount must be authorized.

The workshop should present the replaced parts for a visual check. All invoices from the garage should be checked against the vehicle's service schedule.

In order to comply with Fleet Wave maintenance-reporting requirements, the service workshop must issue detailed invoices itemizing all spare parts, materials and labour costs separately. Invoice specifications must include:

- labour costs per hour
- total labour cost
- spare parts and materials
- all oils and lubricants
- other costs

Only genuine spare parts and quality lubricants should be used for repairs and maintenance of Federation vehicles. Copies of all relevant invoices must be kept in the vehicle's file. Maintenance is to be input, before the 15th of the following month, in the Fleet Wave system.

Each vehicle must have a *vehicle service book*, provided by global fleet base upon delivery of the VRP vehicle, in which the required servicing schedule is indicated. The service schedule must be strictly adhered to and planned for as part of the vehicle's regular use. Continued operation of a vehicle beyond scheduled service intervals is unacceptable. All service and/or maintenance must be recorded in the *vehicle service book* and be signed and stamped by the workshop manager.

Where a VRP vehicle is returned without detailed proof of regular servicing (i.e., copies of invoices or other supporting documents in the vehicle's file) the renting operation or National Society may be held responsible for all repairs or overhaul costs to bring the vehicle up to a serviceable standard.

#### 4.11.2 Spare parts

In some countries of operation, it may be difficult to find a regular and reliable supply of genuine spare parts. The problem of counterfeit spare parts is widespread and the use of these inferior-quality parts can have serious, detrimental effects on the long-term serviceability of vehicles.



Where availability and/or high prices are an issue, vehicle and equipment (i.e., motorcycle, forklift and generator) spare parts can be obtained through global fleet base. Complete spare part kits for one or two years of operation (50,000km) can be ordered through global fleet base. Ideally, these should be ordered when requesting a VRP vehicle so that they can be delivered with the vehicle, minimizing transport costs. Specifications for standard spare part kits can be obtained from the regional fleet coordinator or global fleet base. Fast-moving, high-use spare parts, those needed for regular servicing, and non-standard spare parts, needed as a result of a breakdown or accident, can also be ordered through global fleet base; the latter are not necessarily held in stock. In some situations, contracts can be made with the workshop servicing Federation vehicles to supply labour only; the operation would provide the necessary spare parts and engine lubricants, gearboxes, etc.

Global fleet base has agreements with vehicle manufacturers and dealers to supply spare parts; thus, Federation operations should, where possible, compare locally procured spare part prices with those offered by global fleet base.

## 4.12 Disposal of vehicles

Vehicles, including light vehicles, trucks, motorcycles, generators and forklifts are 'fixed assets' or capital. Procedures for disposal must be strictly observed and appropriate authorization obtained.

VRP vehicles may only be disposed of following approval and instruction from the regional fleet coordinator or global fleet base. Where an operation has been requested to dispose of a VRP asset, global fleet base will provide the signed *asset disposal form* (form 11.14).

Disposal procedure:

- Approval process: Depending on asset ownership either the operation or global fleet base completes an asset disposal form. It must also be signed by the original donor, where applicable.
- Establish market value: This must be done by an authorized evaluating authority.
- Equipment removal: All radio equipment, Federation emblems and documentation must be removed prior to disposal.

No vehicle may be sold to military, paramilitary or similar organizations.

### 4.12.1 Approval process for disposal of vehicles

An *asset disposal form* must be completed for all fixed assets: light vehicles, trucks, motorcycles, generators and forklifts.

This form must be completed for all operation-owned assets and signed by the head of the operation. The form is then sent to global fleet base for final approval. In the case of assets donated by a PNS or other donor, the *asset disposal form* must also be signed by the donor before being sent to global fleet base for approval. The sale process may begin once global fleet base has signed and returned the form.

VRP vehicles may only be disposed of with specific and prior approval and instruction from the regional fleet coordinator or global fleet base. Where an operation has been requested to dispose of a VRP asset, the regional fleet coordinator or global fleet base will send a signed *asset disposal form* to the operation.

### 4.12.2 Establish market value

Prior to the sale, the asset's actual market value must be established by an official local dealer or a Federation, ICRC, UN vehicle workshop or other legally recognized institution or company. The asset should be evaluated as is. All relevant documentation in the evaluation process must include the vehicle code, type, model, year of manufacture, chassis number, engine number, technical condition, etc., and must be signed and stamped by the evaluating authority.

Where an operation has been requested to dispose of a VRP vehicle, global fleet base will indicate the minimum sale price in the *asset disposal form*.

### 4.12.3 Legal aspects

The operation must contact the responsible authorities in the country to ensure that all aspects of the sale are in accordance with the laws of the country. The following points should be verified:



- Procedures required to obtain official approval from the responsible authorities (e.g., ministry of finance, customs, etc.) to sell vehicles that were imported duty free in the name of the Federation (in accordance with the country status agreement).
- Procedures required to change ownership of the vehicle to the buyer (the buyer must pay all duties and taxes, registration, etc.).
- Procedures required for change of ownership where the buyer also has a duty-and-tax-exempt status (e.g., government organizations, UN agencies, NGOs or other international organizations).

#### 4.12.4 The sale of assets

Assets should be sold on the local market through auction and/or a public tender process; an auction house or direct sale approach may also be used. It should be recalled that:

- Global fleet base approval is required.
- No vehicle may be sold to military, paramilitary or similar organizations.
- All radio equipment, Federation emblems and documentation must be removed prior to disposal.

##### 4.12.4.1 Auction house sale

An auction house sale is the preferred option, particularly if several vehicles are to be sold at the same time.

A clear and detailed contract should be agreed to and signed with the auction house. The contract should define the procedures required for the sale and include an itemize list of relevant costs (e.g., auction house commission, warehousing and security if any, liability in the event of theft/damage on auction house property, etc.). It should also specify that the auction house is responsible for ensuring that all legal requirements vis-à-vis the change of ownership are fulfilled. It should be clearly stated that no claims from either the local authorities or the buyer, regarding the improper processing of legal procedures and documents, will be accepted by the International Federation. Global fleet base should be consulted for technical advice on contracting to auction houses.

A *vehicle handover form* (form 11.11) must be completed and signed by both the Federation operation and the buyer at the time of handover.

##### 4.12.4.2 Direct sale

A Federation operation may undertake direct sale of the asset through a sealed-bid process. The sale should be advertised in appropriate local newspapers, with the following points included:

- vehicle details such as make, model, colour, odometer reading, etc.
- duty and tax free, imported vehicle for sale
- minimum sale price – asset to be sold as is
- only sealed bids to be accepted
- deadline for receipt of bids
- time and location for vehicle inspection
- payment terms (cash, bank draft or bank confirmation of payment before handover)
- buyer must assume full responsibility for any taxes or duties due
- seller reserves the right to select any bid and is not obligated to accept the highest bid

A committee of at least three people must inspect the bids. Any bids which are not sealed or were received after the deadline must be rejected. All bids must be recorded and the original documents retained. Using the *comparative bid analysis form* evaluate the best bid. A report justifying the committee's decision should be summarized in the *comparative bid analysis* form, which must be signed by all committee members. The form along with a list of all bids must be sent to the regional fleet coordinator or global fleet base for final approval of sale. A copy of the comparative bid analysis form is available via FedNet.

##### 4.12.5 Vehicle handover

A *vehicle handover form* (form 11.11) must be completed and signed by both the Federation operation and the buyer at the time of handover. Other required actions include:

- deregister the vehicle
- remove all Federation emblems and radio equipment
- cancel local third-party insurance
- prepare the sale's contract (*contract 12.4, vehicle sale contract*)

##### 4.12.6 Sale or donation of vehicles to a National Society

No vehicles that have reached their end-of-life should be sold or donated to

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a National Society; i.e., light vehicles with more than 125,000km or 48 months; trucks with more than 300,000km, no age limit.

A *vehicle handover form (form 11.11)* must be completed and signed by both the Federation operation and the National Society at the time of handover. A vehicle gift certificate (*form 11.12*) must be issued in the case of a donation.

All documentation related to the sale or donation of a vehicle must be filed in the vehicle's file.

#### 4.12.7 Sale of assets to Federation employees

Vehicles, and other assets, may be sold to Federation employees as long as a full public tender process has been followed and they have respected the process. Bidders are not allowed to participate in the sale's committee or to have influence over its members.

A *vehicle handover form (form 11.11)* must be completed and signed by both the Federation operation and the buyer at the time of the handover.

All documentation related the sale of the asset must be kept in the asset's file.

#### 4.12.8 Disposal of assets from Fleet Wave system

Only after global fleet base has received copies of the following documents will it remove the fixed asset from Fleet Wave and relevant finance systems.

- *asset disposal form (form 11.14)*, signed by the head of the operation, donor (where required) and global fleet base prior to the disposal of the asset
- vehicle sales contract (*contract, 12.4*), signed by the operation and the buyer
- *vehicle handover form (form 11.11)*, when vehicle is physically handed over to the buyer or National Society it is being donated to
- *vehicle gift certificate*, only where a vehicle owned outright by an operation is donated to a National Society

## 5

## Vehicle fleet management in emergencies



## Vehicle fleet management in emergencies

Transport needs, for both personnel and relief materials, at the start of an emergency operation will likely be significant. Whether there is an established country representation or not, when an emergency occurs it is almost certain that the available vehicles will be inadequate in terms of meeting the new operational needs.

In order to maximize the effectiveness of limited resources and to facilitate the eventual build-up and management of a dedicated fleet of vehicles for the emergency operation, it is essential that standard operating procedures be put in place as soon as possible. In most emergencies, it will take time to implement all the necessary procedures, but they must remain a priority.

Moreover, regardless of the emergency, road safety and security considerations must remain a priority and should never be compromised for the sake of expediency. In particular, in the emergency phase of an operation, when team members may be tired, stressed and focused on the tasks at hand, local drivers must be used at all times.

### In emergency operations:

- Standard operating procedures must be put in place as quickly as possible to ensure a well-managed and safety-conscious work environment.
- Local drivers must be used at all times to ensure staff safety.
- Vehicles must be requested from the vehicle rental programme when vehicle needs are expected to surpass 30 days.

This chapter discusses the possible transport needs that may arise in an emergency operation and highlights key fleet-management procedures that should be prioritized from the start of an operation. Ideally, all vehicle management procedures should be in place by the end of the first month; at the latest, by the end of the first phase of the emergency (*refer to chapters 2 through 4*).

### 5.1 Light vehicle transport

In the first phase of an emergency operation, transport demands can include: FACT members, RDRT members, delegates arriving to support the operation, ERU teams and assessment teams. During later phases, additional requests may also come from Participating National Societies operating bilateral and multilateral programmes.

To meet immediate and long-term transport needs a number of options can be considered. However, the first step is to contact the VRP service to arrange all long-term vehicle needs (i.e., those exceeding one month). Other solutions, listed below, should be viewed as temporary arrangements pending the arrival of VRP vehicles.

**VRP service:** The VRP service is and should always be the first option for securing vehicles. Regulations concerning the import and use of foreign-registered vehicles vary from country to country and must be verified with relevant local authorities beforehand, particularly in countries where the International Federation does not have a status agreement (refer to the Federation zone office to determine if your country has a status agreement). The requesting operation is responsible for verifying vehicle import regulations, prior to requesting a VRP vehicle. As soon as vehicle needs have been identified, including appropriate vehicle types and quantities, requests for VRP vehicles (*form 11.13, vehicle request form*) can be made to the regional fleet coordinator or global fleet base; they will arrange the earliest possible delivery.

**Country representation:** Vehicles from the country representation, where one exists, can be used. However, consideration must be given to minimizing the impact on the representation's ongoing programmes.

**Host National Society:** The host National Society can provide vehicles on a rental basis; however the society's excess capacity may be minimal or non-existent due to its own emergency response efforts. An agreement should be drawn up and signed with the National Society and include a realistic vehicle rental charge; the regional fleet coordinator can assist in this. Where a vehicle is used for more than one month, it must be reported to the regional

fleet coordinator or global fleet base using the fixed asset registration form (*form 11.15*).

**Other Federation operations:** Vehicles can be reallocated from neighbouring operations. This should be viewed as a temporary measure only, until the operation's fleet can be expanded. Note that VRP vehicles can only be transferred from one operation or country to another following the approval of the regional fleet coordinator.

**Local rental:** Vehicles can be rented locally, with or without a driver. The first is highly recommended, as the drivers often have the advantage of local knowledge in terms of geography, language and local driving conditions: an invaluable asset to the smooth functioning of an operation. Such an arrangement also provides more time to recruit, evaluate and employ local drivers for Federation vehicles. Remember to test the driver's road skills before signing the contract. Locally-rented vehicles must have valid and appropriate third-party as well as driver and passenger insurance coverage. Further, the contract must indicate that the International Federation is not responsible for the loss of a vehicle due to an accident or rigorous use. A sample of a vehicle rental contract for locally-rented vehicles can be obtained from global fleet base or the regional fleet coordinator. Note that this option is valid only in the beginning of an operation pending the arrival of VRP vehicles.

In countries with restrictions on the importation and registration of vehicles, global fleet base<sup>2</sup> can purchase vehicles locally for an operation. These are then rented to the operation under the VRP.

Regardless of which options are pursued, both the regional fleet coordinator and global fleet base must be apprised of, and in many cases must authorize, the arrangements.

### 5.1.1 Vehicle-management procedures

All vehicle-management procedures should be implemented as soon as possible. There are, however, key procedures which must be established at the outset of an operation. The pressures of the emergency may be such that it

<sup>2</sup> All vehicle procurements must be handled by global fleet base. This includes local procurements; although a Federation operation may be requested to act as an intermediary in the purchase

is extremely difficult to put all of them in place from day one; nevertheless, all must be regarded as high priority. Key procedures include:

- **Vehicle files:** Individual vehicle files must be created, at the very latest, upon reception of the vehicles; all relevant documents must be filed accurately.
- **Local third-party insurance:** Vehicles must never be used unless adequately insured locally.
- **Vehicle allocation:** The demand for transport will likely exceed the supply; thus it is essential that procedures for transport requests, prioritization, vehicle allocation and the issuing of mission orders are agreed to, in advance, with the head of operation or FACT team leader. This includes the implementation of a vehicle pool system (*refer to section 4.4.6, Vehicle pool system*).
- **Driver recruitment:** Local drivers should be recruited as soon as possible. The National Society can often provide assistance in this area. Recruitment must follow the procedures outlined in section 4.2.3, Recruiting local drivers.
- **Parking and vehicle security:** A secure parking area and clear regulations governing the overnight parking of vehicles should be put in place immediately (*refer to chapter 3*).
- **Key and document control:** A strict system for the issuing and returning of vehicle keys and documents, as well as secure storage for spare keys, must be established from the outset. Refer to sections 4.3.5, Key control and 4.3.6, Document control.
- **Fuel control:** In some cases, in the initial stages fuel may be purchased through a working advance; however a secure contract-based system should be established as soon as possible. Refer to section 4.8, Fuel control.
- **Fleet Wave:** Reporting to Fleet Wave should begin as soon as possible. Refer to section 4.3.1, Fleet Wave, Vehicle Management System.
- **Service and repair:** Suitable maintenance and repair facilities should be identified early on in an operation. Recognized dealerships should be the first choice. Refer to section 4.11, Maintenance and repair.

Remaining vehicle fleet management procedures should be put in place as soon as possible, but must be firmly established by the time the initial emergency phase draws to an end.

A transport quality-control exercise should be completed after one month of operation. The relevant forms can be accessed via FedNet under Logistics Standards Online, in the section Quality control programme. The control will help identify those areas where procedures still need to be established.

The transport quality-control exercise must also be completed when the ERU logistics service is handed over to the operation's logistics (or other responsible) delegate; it must be signed by both the outgoing ERU delegate and incoming operation's delegate.

## 5.2 Cargo transport

Trucking capacity will likely be required from the outset of an operation to move incoming relief materials from point-of-arrival to point-of-storage and to the distribution points. Trucking capacity may be available from a number of sources. No matter which options are pursued, both the RLU regional fleet coordinator and global fleet base must be apprised of, and in some instance must authorize, the arrangement.

- **Country representation:** Trucks from the country representation, where one exists and appropriate vehicles are available, can be used. However, consideration must be given to minimizing the impact on the representation's ongoing programmes.
- **ICRC:** Where present in a country, ICRC may have trucking capacity available that can be rented; it should also be the solution of first choice. ICRC has a list of rates for renting vehicles or transport space (cargo space) on a vehicle. The need for competitive tendering is not required when renting ICRC transport.
- **Host National Society:** The country's National Society can provide its trucks on a rental basis; however, the society's excess capacity may be minimal or non-existent due to its own emergency response efforts. An agreement should be drawn up and signed with the National Society and include a realistic vehicle rental charge. Whenever a vehicle is used for more than one month, it must be registered in the Fleet Wave system and a Federation vehicle code requested from global fleet base.
- **Local rental:** Trucks may be rented locally; however, experience has shown that during an emergency there is a high demand for, and usually

a limited supply of, local transport capacity. When contracting local transport, competitive tendering must take place and agreements or contracts must be signed. Coordinating with other agencies operating in the area will help prevent competitive bidding from driving the prices up. Wherever a UN joint logistics centre (UNJLC) has been established, a mechanism will be available for monitoring local transport charges.

Wherever possible, it is important to network and collaborate on transport capacity with other agencies (e.g., UN agencies, international organizations and NGOs) operating in the same environment. The UNJLC can and often acts as a key focal point for logistics coordination in an emergency.



# 6

## Vehicle rental programme (VRP)



## Vehicle rental programme (VRP)

### 6.1 Introduction

The International Federation's vehicle rental programme (VRP) was established in 1997 to ensure a more cost-effective use of vehicles and fleet resources. Revised in 2004, it continues to be an effective and economic means for providing standard vehicles to International Federation and National Society operations. The programme is run as a not-for-profit service within the International Federation; monthly vehicle rental charges are calculated to cover vehicles and VRP operating costs.

A cost comparison found that over a 5-year lifespan the cost-savings of a VRP vehicle, as compared to an outright purchase, was around 27 per cent. Cost-savings were even greater for vehicles retained over a 12-month period – 173 per cent (refer to Cost Comparison – Rental versus Purchase on FedNet/Secretariat/Logistics/Our global structure/Global Fleet Base/Vehicle rental programme/).

Prior to the VRP service there was:

- no centralized global fleet management
- no fleet or transport management systems
- no centralized insurance management for vehicles
- no centralized financial fleet management and control
- no standardized for the fleet: vehicle models and types
- no vehicle stocks for emergency needs
- no depreciation schedules

As a result, the International Federation:

- had an ageing fleet in which operational and maintenance costs exceeded the market value of its vehicles
- had, due to the above, a high number of accidents and vehicle write-offs
- relied on piecemeal procurement, resulting in high-cost and slow response
- lacked adequate funding (donor support) for vehicle procurement
- had numerous vehicle-related issues with National Societies: ownership

disagreements, the inappropriate donation of end-of-life vehicles to National Societies, etc.

- lacked operational flexibility: vehicles were tied to a country representation; transfers to other country operations were nearly impossible, etc.

The VRP was designed to overcome all these problems and, today, contributes to the professional management of the International Federation's global fleet system.

## 6.2 VRP objectives

The overall aim of the VRP is to provide Federation operations and National Societies with appropriate, standardized, durable vehicles and to assist in their management. Specifically, the VRP aims to reduce initial capital investment and minimizes running costs over the life of each vehicle. Better forward planning permits more direct-from-manufacturer ordering from Toyota and Nissan in Japan. Additionally, large, consolidated ordering allows vehicle purchases to benefit from maximum available discounts.

## 6.3 VRP programme management

All VRP vehicles are the property of the International Federation's secretariat in Geneva. Worldwide, these vehicles are managed by global fleet base, a unit of the secretariat's logistics and mobilization resource department (LRMD). Global fleet base is assisted by regional fleet coordinators and the secretariat's finance department. In the field, global fleet base delegates most of its regional management responsibilities to the regional fleet coordinators based in the RLUs in Dubai, Panama and Kuala Lumpur.

## 6.4 Management responsibilities

### 6.4.1 Logistics and resource mobilization department (LRMD), VRP responsibilities

LRMD is responsible for the overall management of the VRP, specifically:

- management, guidance and control (exercised through global fleet base)
- financial control in cooperation with the secretariat's finance department

- changes to policy and principles governing the VRP
- final authority over issues of contention between global fleet base and a renting operation or National Society
- coordinating body for National Societies participating in the VRP and those identified as potential customers

### 6.4.2 Global fleet base, VRP responsibilities

Global fleet base, a decentralized unit of the LRMD, is responsible for fleet management globally. **It is located in Dubai, UAE and reports directly to LRMD.**

Global fleet base is responsible and accountable for the overall VRP management. It undertakes operational and financial management in cooperation with the secretariat's logistics and finance departments. Specifically, it is responsible for:

- revising and coordinating the VRP business plan
- operating the procurement centre for all vehicles and vehicle-related items: spare parts, standard radio communications equipment and other technical equipment (e.g., winch, heavy duty equipment, etc.) fitted in or on the vehicles
- managing all requests for dispatch and reallocation of new and used vehicles
- providing technical guidance on and final approval for the disposal of a VRP vehicle – in cooperation with the finance department in the secretariat
- managing global VRP stocks cost-effectively (stocks are held in Panama City, Panama; Jebel Ali, UAE and Harare, Zimbabwe)
- preparing vehicles in a cost-effective and technically-appropriate manner, in accordance with Federation standards, prior to their delivery to the field
- overseeing all VRP contract issues

### 6.4.3 Regional fleet coordinators, VRP responsibilities

Operational management at the regional levels is delegated by global fleet base to the regional fleet coordinators based in the RLUs: Dubai, Panama and Kuala Lumpur. In their regions, these coordinators are responsible for:

- the implementation and maintenance of standard practices at regional and operational levels in accordance with the International Federation's *Fleet Manual*



- the implementation and maintenance of VRP procedures at regional and operational levels
- overseeing and advising on the implementation of preventative maintenance and repairs to maximize the lifespan and potential of the region's fleets
- organizing and coordinating the transport of VRP vehicles from one point to another
- planning, in consultation with the operation's fleet managers, the transportation needs (e.g., fleet size, vehicle types, etc.) of their operations, and ensuring these are submitted to global fleet base
- implementing standard asset disposal procedures
- ensuring the Fleet Wave database is used and regularly updated by each operation, with monthly reports on fuel, mileage, vehicle costs, etc.
- analysing the reports: monitoring fuel and lubricant consumption, vehicle costs, etc.
- ensuring the timely submission of monthly reports to global fleet base
- implementing and maintaining regional VRP files
- providing information and support services to Federation operations and National Societies: standard vehicle fleet management practices, VRP goals and procedures (e.g., requisition, insurance, accident, etc.) and Federation goals for fleet management in the region

- training fleet managers and national staff, as well as National Society staff and volunteers, on standard vehicle fleet management and VRP regulations
- managing the regional representation's vehicle fleet
- producing regular, timely and accurate narratives and financial reports for the International Federation and donors as required

### 6.5 Rental rates and other costs

Vehicles may be rented by Federation operations and National Societies for contract periods of 1 month to 5 years. When vehicles reach their end-of-economic life or are written-off or stolen, they can be replaced under the VRP with the same or a similar model.

Rental rates, in Swiss francs (CHF), as well as the list of vehicle models and types are regularly reviewed and, hence, subject to change. The latest rates for all authorized vehicle models and types are available online through FedNet: (FedNet/Secretariat/Logistics/Our global structure/Global Fleet Base/Federation Standard Vehicles/). The regional fleet coordinator or global fleet base can also provide this information. Global fleet base rates will be the operative rates should there be a discrepancy with those posted to FedNet.

To encourage forward vehicle planning, cost incentives have been built into the VRP. Rental rates are based on a sliding scale in which longer rentals benefit from a cost savings; i.e., a sliding scale based on the duration of the contract, not the vehicle's age. For example, the rental rates for a Toyota Land Cruiser hardtop in 2007 were as follows (these are subject to change and are given by way of example only):

1-12 months: 695 CHF/month

13-36 months: 635 CHF/month

37-60 months: 520 CHF/month

Thus, an operation with a 4-year contract would pay CHF 695 per month for the first year and CHF 635 during the remaining 3 years. Should the operation extend its contract for an additional fifth year, it would pay CHF 520.

In the above example, National Societies would need to add an additional 6.5 per cent to the standard rental rates to cover programme support recovery (PSR) costs.

Rental rates include management support, provided by the regional fleet coordinator and global fleet base, as well as subsidiary third-party liability insurance, drivers and passengers insurance and vehicle insurance (SIP) for repairs and/or replacement of a vehicle due to an accident and its replacement due to theft.

Other costs charged to the renting operation or National Society include:

- telecom equipment ordered by the operation: HF-Codan, VHF or UHF radios
- additional equipment: e.g., snow chains, spare part kits, roof rack, etc.
- all charges linked to the delivery of a vehicle: shipping, in-country transport, customs duties, taxes for import, port and warehouse charges, etc.
- all in-country charges: registration, vehicle insurance, local third-party liability insurance, etc.
- all operating costs, including fuel, maintenance and repairs
- all charges linked to the return of the vehicle to a VRP stock centre or secondary destination (as requested by global fleet base): customs duties and taxes for re-export, cost to deregister the vehicle in-country, transportation, port and warehouse charges, etc.
- any costs for additional repairs resulting from the loss of or improper documentation of preventative maintenance history
- any costs for additional repairs, at the end of the rental period, for damage considered beyond the normal wear and tear of a vehicle (*contract 12.1, vehicle rental programme agreement*)

Global fleet base or the regional fleet coordinators can provide additional advice and technical support on all issues related to the rentee's obligations.

## 6.6 Rental request procedures

### 6.6.1 Federation operations and National Societies

A VRP vehicle may be requested by the head of a Federation operation and the headquarters a National Society. The main procedures are:

- A needs evaluation is undertaken to ensure that the need for a vehicle is justified (where a short-term need is identified, a local rental may be authorized).
- A *vehicle request form (form 11.13)*, including appropriate finance codes, signed by the budget holder or finance delegate and the head of a Federation operation or the secretary general of the National Society, is sent to global fleet base and copied to the regional fleet coordinator.
- Upon approval, global fleet base will send a *vehicle rental programme contract (form 12.1)* to the rentee; the head of a Federation operation or the secretary general of the National Society must sign the contract and return it to global fleet base.
- The vehicle is then prepared according to the rentee's technical specifications and readied for shipping.
- Upon receipt of the vehicle in-country, a *goods received note* and a completed *vehicle handover form (form 11.11)* are sent to the regional fleet coordinator or global fleet base.

### 6.6.2 VRP vehicle use

VRP vehicles must be operated and managed according to the procedures laid out in the *Fleet Manual*. A VRP user's guide and list of responsibilities is also sent to the rentee along with the vehicle.

### 6.6.3 Receiving VRP vehicles

The requesting operation or National Society must consult the appropriate authorities regarding restrictions on importing, registering, insuring and re-exporting vehicles. The rentee is responsible for preparing all documentation linked to the arrival of the vehicle in-country (e.g., customs clearance, port duties, etc.). Once the vehicle has cleared customs, the rentee must send a *goods received note (GRN)* and a *vehicle handover form* to the regional fleet coordinator or global fleet base immediately. Copies of these documents should be sent by fax or e-mail (scanned copies). The original documents must follow by courier as soon as possible.

### 6.6.4 Maintenance and spare parts

The renting operation or National Society is responsible for all maintenance costs and the identification of an appropriate maintenance facility (workshop). The rentee must adhere to the required vehicle maintenance schedule and use an authorized Toyota or Nissan dealer (depending on the vehicle



type) or a workshop operated by an international organization (e.g., ICRC, UN, MSF, etc.), and use only genuine spare parts. Independent commercial workshops may be used only with the approval of global fleet base or the regional fleet coordinator. Refer to form 11.19, *maintenance schedule*, for a sample schedule.

All records of servicing must be kept in the vehicle's file. At the end of the rental period, the rentee will be held responsible for any additional repairs required as a result of failing to adhere to the specified servicing schedule. The workshop must sign and stamp the *vehicle service book*, which is provided with the vehicle at the time of delivery.

#### 6.6.5 Fleet Wave

The rentee is responsible for entering all relevant data in an accurate and timely manner into the Fleet Wave system as described in section 4.3.1.

#### 6.6.6 Extending or cancelling of VRP contract

Rental contracts can only be extended or cancelled in writing, at the latest, one month prior to the end of the contract. Where no extension or cancellation is requested, the contract will be renewed automatically for three months. The contract may be cancelled any time after the first month without penalty.



Vehicles cannot be removed or lent by the renting operation without prior written approval of the regional fleet coordinator or global fleet base. Additional charges can be levied against operations in breach of contract procedures (*refer to contract 12.1*).

In the case of a National Society, the rental contract is always signed between global fleet base and the headquarters of a National Society. The only exception is when a National Society is operating in a country under a signed integration agreement with the International Federation's country representation.

#### 6.6.7 VRP vehicle return

The rentee contracts to return the vehicle to the destination specified by the regional fleet coordinator or global fleet base. The vehicle must be returned fully serviced and in good operating condition. The vehicle *service book* must be returned with the vehicle. The rentee will be held responsible for any additional repairs or reconditioning required as a result of failing to adhere to the specified servicing schedule or, where a service book has been misplaced, the overhaul of the vehicle.

The vehicle will be inspected in view of determining its reconditioning needs. The rentee will be held responsible for any additional repairs over and above reasonable wear and tear on the vehicle. This includes un-repaired or poorly repaired accident damage, missing vehicle equipment or parts, and damage as a result of failure to follow the servicing schedule.

Rentees may also be billed for the replacement of worn-out tyres. Vehicles such as pick-ups and Land Cruisers should have a minimum of 3mm of tread remaining on the tyres. Vehicles such as Toyota Corolla wagons/sedans or Toyota Hi-Ace buses must have a minimum tread of 1mm. Tyres below this norm will be replaced at the rentee's expense.

Once the vehicle has been loaded and secured for transport, the rentee must send, at the earliest possible date, the *bill of lading* (B/L) and the *vehicle handover form* (form 11.11) to global fleet base.

Where global fleet base receives copies of these documents before the 15th of the month, the rental fee will not be charged for that month. Where the



documents are received after the 15th of the month, a rental fee will be charged. To expedite the process, the documents should be sent by fax or e-mail as scanned versions, and the originals couriered as soon as possible.

#### 6.6.7.1 Procedure for vehicle return

- Step 1:** Rental contracts, as indicated in section 6.6.6 must be cancelled in writing, with at least 1 month's notice, and sent to the regional fleet coordinator or global fleet base. Subsequently, the renter will be advised of the point-of-return (delivery destination).
- Step 2:** Prior to shipment, the vehicle must undergo a technical inspection and any needed repairs undertaken.
- Step 3:** Arrange for all legal and export procedures such as:
- export customs procedures
  - deregistering and cancelling of third-party insurance
  - appropriate insurance for vehicles that must be driven (as opposed to shipped) to a point-of-return; the sender must arrange for a transit or temporary registration and local (or regional) third-party insurance permitting the vehicle to be driven to another country
- Step 4:** The time of departure and the estimated time of arrival at the delivery point must be sent to the regional fleet coordinator or global fleet base.
- Step 5:** The former renter must verify with the consignee at the point-of-return (be it another Federation operation or a VRP stock holding) what type of documentation will be required for import of the vehicle into the new location.
- Step 6:** The following documents must be couriered to the consignee prior to the shipment: 2 original *vehicle gift certificates* (form 11.12); 1 *pro-forma invoice* (if available); 3 originals plus 2 copies of the B/L (where applicable), the Federation waybill and the *vehicle handover form* (form 11.11); and any other required documents and a set keys. A set of vehicle keys and any additional keys must be sent with the vehicle.
- Step 7:** Once the vehicle has been loaded or sent, the expediting operation should fax a copy of the following shipping

documents to global fleet base: B/L, airway bill, waybill, Convention on the Contract for the International Carriage of Goods by Road (CMR) and the *vehicle handover form* (form 11.11). The vehicle rental contract will be cancelled only after copies of all the shipping documents have been received by global fleet base.

Where copies of the shipping documents are received before the 15th of the month, the renter will not be charged a rental fee for that month.

#### 6.6.8 Transport costs for end-of-lifetime vehicle exchange

When a VRP vehicle reaches its end-of-life (EoL) and a replacement vehicle is requested, transport costs for both the EoL vehicle (if any) and the replacement vehicle will be assumed by the VRP service, not the renting operation or National Society. The VRP service will determine the point-of-return or disposal for the EoL vehicle based on the most economical option in view of securing, at the least, the minimal sale price.

All in-country costs are the responsibility of the renting operation; such as:

- EoL vehicles: deregistration, export clearance costs, delivery costs to appointed freight agent, etc.
- VRP replacement vehicle: local port and terminal handling costs, clearing costs, local registration and insurance costs, etc.

#### 6.6.9 Reporting

The renter must provide monthly reporting of vehicle running costs and any accidents, including minor ones, through the Fleet Wave system. These must be input no later than the 15th of the following month.

All other vehicle issues for which there is no rubric in Fleet Wave should be reported directly and immediately to the regional fleet coordinator or global fleet base.

## 7

## Federation-owned vehicles



Fleet manual 2008

## Federation-owned vehicles

All Federation operations are required to operate a fleet of rented vehicle under the VRP; however, there are several situations in which an operation may be required to utilize non-VRP vehicles. These may include: vehicles donated to the operation, vehicles marked for transfer to a National Society or a vehicle purchase necessitated by local conditions.

### 7.1 Donated vehicles

A Participating National Society or other organization may wish to make a direct donation of a vehicle to an operation. This should only be accepted if the type and model of vehicle being donated is a Federation-standard vehicle, is less than four years old and has fewer than 125,000km on the odometer. Prior to being accepted, all such donations must be approved by the regional fleet coordinator or global fleet base. All donated vehicles must be accompanied by the following documents: original commercial invoices, *certificate of origins*, *vehicle gift certificates (form 11.12)* – this should indicate if the donation is with or without restrictions; where restrictions exist elaborate a MOU) and *fixed asset registration forms (form 11.15)*. These documents must be sent to global fleet base in order to register a vehicle in the Fleet Wave system and to receive a Federation vehicle code.

Where a non-standard vehicle is donated to a Federation operation, upon arrival, it should be transferred as a donation to the host National Society. Where the situation warrants, an operation may retain the vehicle for one month, pending the arrival of VRP vehicles in sufficient numbers to meet its operational needs.

Where the donation of a vehicle to the host National Society is neither possible nor desirable, the operation should sell the vehicle and give the proceeds (after costs have been deducted) to the National Society. When a non-standard vehicle must be registered in the name of the National Society (i.e., in countries where the International Federation has no status agreement), it should be agreed that the National Society sell the vehicle and retain the proceeds for its own use.



## 7.2 Vehicles assigned for donation to a National Society

Vehicles operated by a Federation operation that are planned for transfer to the host National Society should be handed over as soon as operational conditions allow. Whenever possible, vehicles donated to a host National Society should comply with Federation standards. The vehicle must be less than four years old and have fewer than 125,000km on the odometer. Donations of Federation vehicles near their end-of-life (four plus years and over 125,000km) must be avoided, as far as possible, due to the high running and repair costs.

At the time of donation, a *vehicle gift certificate* and *vehicle handover form* (forms 11.11 and 11.12) with two original copies should be prepared and signed by the Federation operation and the National Society. A set of these documents is to be sent, as soon as possible, to global fleet base in order to remove the vehicle from the Fleet Wave system.

## 7.3 Locally-purchased vehicles

In some circumstance (e.g., where local laws prohibit the importation of vehicles), global fleet base may need to purchase vehicles locally in order to meet the needs of an operation. In this situation, global fleet base may purchase vehicles through the Federation operation; however, all such vehicles are part of the VRP service and contracts are issued accordingly. Under instruction from global fleet base, the operation initiates a tender process, makes recommendations on the bids and forwards the following documents to global fleet base:

- logistics requisition
- request for quotation
- supplier offers
- comparative bid analysis form (CBA)
- minutes of opening ceremony
- minutes of the local committee of contracts (CoC) with recommendations

Upon receiving the above documents, global fleet base will authorize the local purchase.

Once the local purchase has been completed, the operation must send the following documents to the regional fleet coordinator or global fleet base:

- original commercial invoice
- certificate of origin
- goods received note
- fixed asset registration form

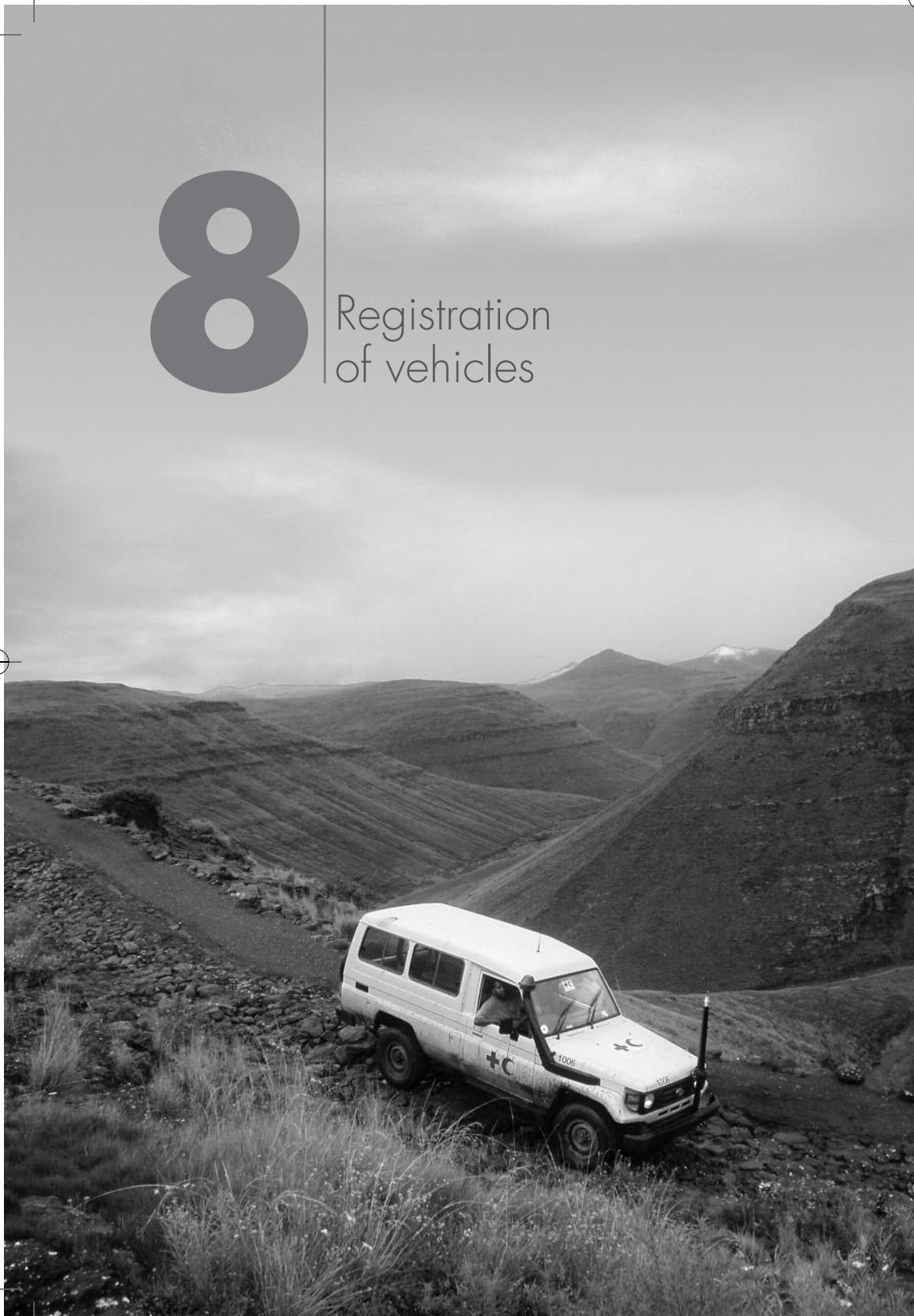
## 7.4 Federation-owned trucks

Trucks can be rented under the VRP; however, preference should be given to local rentals wherever possible. A Federation-owned truck should only be considered where there is a clear operational need that cannot be met by local commercial operators or alternative solutions such as National Society or ICRC trucks. There may also be situations in which a truck is donated by a Participating National Society, transferred from another operation or purchased due to extenuating operational circumstances.



Once an operational need has ended, trucks should be donated to the host National Society, transferred to another operation or sold. Where a truck is transferred from one operation to another, global fleet base approval is required. In the case of a sale or donation, the procedures for the disposal of capital items and fixed assets must be followed (*refer to section 4.12, Disposal of fixed asset*).

## 8

Registration  
of vehicles

## Registration of vehicles

The fleet manager must acquaint himself fully and as quickly as possible with the regulations governing vehicle registration in the country of operation. Where there is no legislated authority or it is not possible to register Federation vehicles in the country of operation, the operation must contact global fleet base to find another acceptable solution for registering the vehicles.

### 8.1 Federation vehicles

All vehicles must be registered in the country of operation, where possible, and in compliance with local traffic laws. When a vehicle arrives in an operation, its registration status must be confirmed. Several registration options exist, such as:

- newly imported vehicle - no previous registration
- vehicle with export plates from the country of dispatch (usually of limited validity)
- vehicle fully registered in the country of dispatch
- vehicle deregistered in the country of dispatch
- vehicle registered in a third country

As a rule, import procedures must be completed and the vehicle cleared through customs before a newly arrived vehicle can be registered locally. Documents required for local importation and registration of vehicles include originals of the following:

- invoice
- packing list
- certificate of origin
- vehicle gift certificate (two copies)

Where the International Federation has diplomatic status in a country, vehicles should be registered with plates indicating the operation's diplomatic or semi-diplomatic status. The operation should confirm the registration procedures and regulations with the country's ministry of foreign affairs (or equivalent) as these vary significantly from one country to another.

In countries where the International Federation does not have a status agreement, it may be necessary to register the vehicles in the name of the host National Society. In order to secure ownership rights, a *vehicle registration agreement (contracts 12.5 and 12.6)* must be signed with the National Society.

## 8.2 Privately-owned vehicles registered under the Federation status agreement

Depending on the in-country conditions, delegates on long-term contracts may purchase their own vehicles.

Where the International Federation's status agreement permits, delegates must register privately-owned vehicles in accordance with the status agreement but in their own name, not the International Federation.

Delegates with privately-owned vehicles are subject to the operation's driving rules and regulations and local traffic regulations; and must be made aware that there is zero tolerance for drinking and driving. Where a private vehicle is used for work, the procedures detailed in section 4.7 must be followed.

Delegates must ensure that their vehicles have adequate insurance. Proof of minimum third-party liability coverage must be presented to the fleet manager or delegated authority within the operation. The International Federation does not accept liability for claims related to privately-owned vehicles.

At the end of a delegate's contract, the vehicle must be deregistered prior to its sale or export. The delegate is responsible for ensuring proper deregistration and liable for any taxes, duties or dues owing.

## 8.3 PNS-owned vehicles

Whenever possible, Participating National Societies (PNS) should be encouraged to take advantage of the VRP service rather than have the International Federation register PNS-owned vehicles.

Where a PNS has a legal status in the country, vehicles can be registered in the name of the PNS. In countries where a PNS is operating a project or bi-

lateral programme, the International Federation may register vehicles on its behalf but only where the PNS is operating under an integration agreement with the International Federation. Where no integration agreement exists, the vehicle must be registered in the host National Society's name and a *vehicle registration agreement signed (form 12.5)*.

PNS-owned vehicles registered under the International Federation's status agreement must comply with fleet policies in terms of maximum age and mileage limits; i.e., less than four years old and have fewer than 125,000km on the odometer. Prior to registering the vehicle under the name of the International Federation, information on the PNS-owned vehicle must be submitted using the *fixed asset registration form (form 11.1)* to global fleet base for approval.

A Federation operation may register vehicles on behalf of a PNS under the following conditions:

- A *fixed asset registration form (form 11.15)* has been submitted and the Federation operation has obtained approval from global fleet base.
- The PNS has signed an integration agreement with the operation.
- The PNS agrees to respect the International Federation's standard operating procedures as laid out in the Fleet Manual. Failure to do so may result in withdrawal of the registration.
- All PNS drivers must be tested and have signed the operation's driving rules and regulations (*refer to chapter 3 and form 11.5*).
- Only drivers with a valid driver authorization (*form 11.4*) issued by the head of the Federation operation may drive the vehicle.

In order to register the vehicle in the name of the International Federation, the PNS must hand over the vehicle to the International Federation using a *vehicle gift certificate (form 11.12)* accompanied by a commercial invoice, *certificate of origin* and *packing list*. If the PNS intends to export the vehicle at a later date this should be agreed to, in writing, at the time of registration.

The Federation *subsidiary third-party liability insurance* offers global coverage to vehicles registered in the PNS vehicle registry at global fleet base. However, all PNS-owned vehicles registered under the Federation status agreement must also be insured locally for third-party risk.



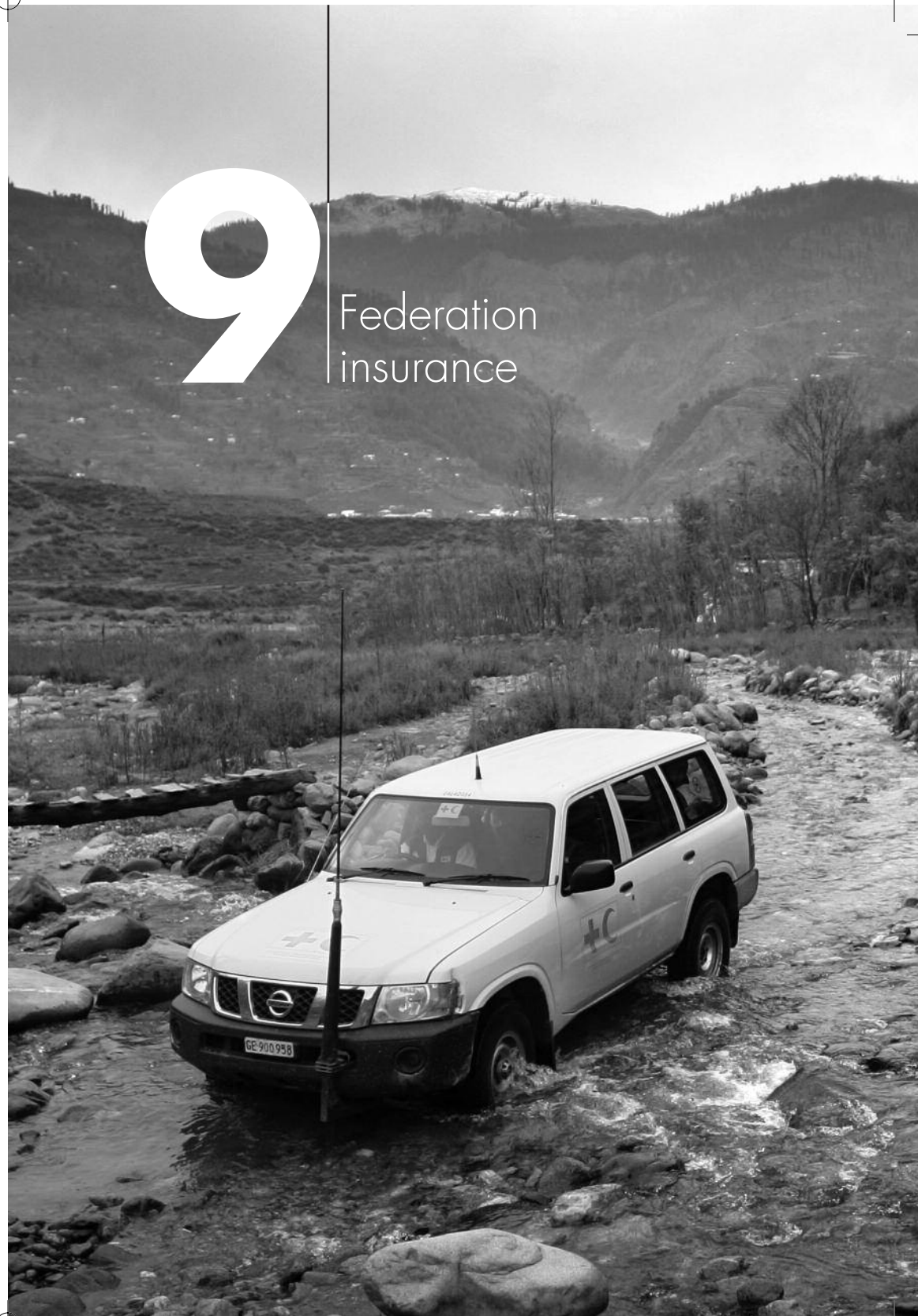
## 8

It should be noted that PNS-owned vehicles cannot be covered by the International Federation's *self-insurance provision* (SIP).

The Federation will hold the PNS fully liable for all legal and financial consequences that arise from any accidents or incidents concerning the vehicle while it is registered in the name of the International Federation.

# 9

## Federation insurance



## Federation insurance

All Federation vehicles, including PNS-own vehicles registered under the Federation's status agreement, must be adequately and appropriately insured.

All Federation vehicles, both VRP and operation-owned, must have local vehicle and third-party insurance in accordance with local laws and regulations. However, insurance coverage offered by local companies may be insufficient or there may be doubts that the company can meet their obligation in the case of a claim. Supplementary to local insurance, the International Federation provides additional vehicle insurance and *subsidiary third-party liability insurance* coverage. It is only available to Federation-operated and controlled vehicles; these must be driven by drivers who are employed by the International Red Cross and Red Crescent Movement and have received a *driver authorization (form 11.4)* signed by the head of the Federation operation.

Insurance must be in place before a vehicle can be considered operational; using a vehicle that is not properly insured or missing paperwork is forbidden.

Insurance coverage at a glance:

- **Local insurance:** all vehicles must have minimum local insurance coverage for third-party liability as well as vehicle insurance: accident and theft. PNS-owned vehicles registered in the name of the International Federation must also be insured locally for third-party liability.
- **Federation subsidiary third-party liability insurance:** The Federation provides additional subsidiary third-party liability insurance for all VRP and operation-owned vehicles; it will also cover PNS-owned vehicles that are registered through a Federation operation and comply with the conditions set out in chapter 8.3.
- **Self-insurance provision:** SIP covers repairs and replacement cost and is available for all VRP and operation-owned vehicles. It does not cover PNS-owned vehicles. SIP will only accept claims reported to the Fleet Wave system within one month of the accident or theft.

To facilitate the preparation of fleet budgets, the cost of insuring non-VRP vehicles under Federation insurance plans is available from the regional fleet coordinator.

Federation operations must inform the regional fleet coordinator of any changes to the operation's vehicle fixed assets as a result of sale, donation, write-off or disposal, which will impact on the insurance status and monthly premium payments.

### 9.1 Local third-party insurance

All Federation vehicles, operated by a Federation operation or a National Society must be insured locally for third-party liability and vehicle insurance – accident and theft. In the event of a claim, the local insurance policy must be claimed against first.

If for any reason, the local insurance company is unable to fully meet a claim, the International Federation's *subsidiary third-party liability insurance and accident insurance for drivers and passengers* may be claimed against. All accidents must be reported via the Fleet Wave accident module and declared immediately to the insurance unit in the secretariat, Geneva.

### 9.2 Self-insurance provision (SIP) – repairs and replacement

The International Federation's *self-insurance provision* (SIP) includes the repair or replacement of VRP and operation-owned vehicles involved in accidents, where these are not reimbursed under local insurance policies. SIP functions similar to commercial insurance policies in that it provides comprehensive coverage, including war risk. It also covers stolen vehicles that are not recovered within 45 days; a CHF 1,000 deductible is charged.

SIP coverage is not available to PNS-owned vehicles.

SIP provides full and comprehensive coverage during the first five years of life for light vehicles and the first ten years for trucks. Vehicles beyond these

age limits have no repair or replacement value under SIP. Motorcycles are not covered by SIP.

The SIP committee, guided by the same standard conditions employed by commercial insurance companies, examines each claim and evaluates the situation in view of a settlement. All claims must be reported in the Fleet Wave accident module within one month of the incident.

SIP has a standard deductible of CHF 1,000 on all claims. In all cases where the driver is shown to be at fault, as determined by the police report, the driver will be held responsible for reimbursement of the deductible and be subject to any other disciplinary action deemed appropriate.

In an accident or total write-off involving a rented vehicle, the VRP will bill the renting operation or National Society for the CHF 1,000 deductible following settlement of the claim by the SIP committee. In the case of a total write-off, SIP will also cover the transportation costs of a replacement vehicle.

### 9.3 Subsidiary third-party liability and accident insurance for drivers and passengers

The International Federation provides *subsidiary third-party liability insurance and accident insurance for drivers and passengers*. These policies cover all operation-owned vehicles, which are properly recorded in the vehicle-assets central database (Fleet Wave), and VRP vehicles rented by Federation operations and National Societies under the stipulation that the conditions set out in chapters 8.1 and 8.3 are met. This is, however, a subsidiary insurance only; all Federation vehicles must be covered in the first instance by local third-party insurance. Where a vehicle does not have local third-party insurance, the International Federation's subsidiary insurance is not obligated to accept a claim.

All vehicles covered by the Federation *subsidiary third-party liability insurance* and the *accident insurance for drivers and passengers* will be issued with a 'green card' by the insurance unit in the secretariat, which provides documentary proof of worldwide third-party insurance coverage. Requests for

green cards must be sent to the insurance unit via the regional fleet coordinator.

The *subsidiary third-party liability insurance* has a deductible of CHF 500 on all claims. In all cases where claims are made and the driver is shown to be at fault, as determined by the police report, the driver will be held responsible for reimbursement of the deductible as well as be subject to disciplinary action.

These insurance policies are automatically renewed at the end of each calendar year and can only be cancelled when the vehicle is removed from the operation's fixed assets as a result of sale, donation, write-off or disposal; global fleet base must be notified immediately as per the disposal procedures in section 4.12. The green card insurance document must be returned together with a copy of the sale's contract, *vehicle handover form* and *vehicle gift certificate* or cancelled registration papers.

### 9.4 Insurance process

**Local:** The renting operation or National Society must acquire local vehicle insurance and third-party insurance coverage in accordance with local laws and regulations. All claims are processed through the local insurance companies first; when this proves impossible, the operation can then submit a claim against Federation insurance programmes.

**International:** All Federation vehicles must be insured through the International Federation's *subsidiary third-party liability insurance, accident insurance for drivers and passengers* and SIP. These are managed by the insurance unit in the secretariat. All three are provided automatically to VRP and operation-owned vehicles upon completion of the proper documentation and registration in Fleet Wave (discussed below).

**VRP vehicles:** VRP vehicles are automatically insured with both SIP and global subsidiary insurance: no action is required by the renting operation or National Society; the cost is included in the monthly rental rate.

**Non-VRP vehicles:** In the case of non-VRP vehicles, Federation operations are responsible for notifying global fleet base when operation-owned vehi-

cles (as discussed in section 7) are added to or removed from the operation's fleet. Insurance coverage will only begin once a *fixed asset registration form (form 11.15)* duly signed by the head of operation has been received by global fleet base. Thus, the relevant paperwork should be completed as soon as possible and the vehicle kept out of service until the insurance documents have been received. Similarly, the operation will be charged for insurance coverage until a copy of the *asset disposal* form and other relevant documents have been received in global fleet base (refer to section 4.12).

Non-VRP vehicles include those owned and operated exclusively by a Federation operation, including but not limited to, trucks and motorcycles, and all vehicles handed over to a Federation operation by a PNS or other organization for the exclusive use of the International Federation. These vehicles must be under full control of the International Federation and can only be driven by drivers employed by the International Red Cross and Red Crescent Movement. The *subsidiary third-party liability insurance, accident insurance for drivers and passengers* and SIP coverage must be cancelled immediately when a vehicle is returned to a PNS, donated to a host National Society or otherwise disposed of (refer to section 4.12).

All documents relating to the claim must be uploaded to the Fleet Wave system and the originals forwarded to the secretariat's insurance unit in Geneva as soon as possible. Claims will only be honoured if the appropriate information is input into Fleet Wave within a month of the incident.

## 9.5 Vehicle accident and incident reporting

All vehicle accidents and incidents must be reported as soon as possible via the Fleet Wave system, under the accident module.

In the event of an accident or vehicle theft, the driver must follow the regulations set out in the operation's *driving rules and regulations* form. Further, the regional fleet coordinator must be informed immediately by telephone, e-mail or fax and provided with the following information:

- date of incident
- name of driver
- location



- circumstances surrounding the accident or incident
- driver report
- Federation vehicle code
- make and chassis number of the vehicle

All documents relating to the incident should be forwarded by the head of the operation, as soon as possible, to the insurance unit in the secretariat and, where needed, accompanied by an English or French translation. A report via Fleet Wave should be completed as soon as possible.

SIP will not reimburse late or incomplete claims; i.e., those reported one month after the accident and those that have not been finalized due to a lack of documentation two years after the date of the accident.

## 9.6 Vehicle insurance claims

All vehicle accidents and incidents must have a police report. In the case of an accident, fault is determined by the police report.



- **Third-party fault, damage to Federation vehicle:** Where an accident, due to the fault of a third party, causes physical or material damage to a Federation vehicle and/or its occupants, a claim should be filed against the responsible third party and/or his or her insurance company, holding the person responsible. Where a claim is unsuccessful or the company unable to pay, then a claim can be made against Federation insurance policies.
- **Federation driver's fault, damage to third party:** Where an accident, due to the fault of a Federation driver, causes physical and/or material damage to a third party involved in the accident, the operation's local third-party liability insurance company should be informed immediately. When a claim is received, it should be sent first to the local insurance company (with a copy to the regional fleet coordinator). If a claim is unsuccessful or the local company unable to meet its obligations, a claim can be made against Federation insurance policies.
- **Federation driver's fault, damage to occupants of Federation vehicle:** Where an accident, due to the fault of a Federation driver, causes physical damage to the passengers of the Federation vehicle, ALL of the following documents must be sent to the regional fleet coordinator as soon as possible:
  1. completed Winterthur claim (*form 11.16 notice of claim for motor vehicle insurance*) including driver's statement accompanied by a French or English translation where necessary
  2. police report (with translation)
  3. full details of injuries and/or deaths
  4. all details of passenger(s)'s material losses or damages incurred
- **Federation driver's fault, damage to Federation vehicle:** Where an accident, due to the fault of a Federation driver, causes damage to a Federation vehicle and exceeds CHF 1,000 the following documents should be sent to the regional fleet coordinator as soon as available:
  1. a detailed accident report, including driver's statement (with translation)
  2. estimates and/or invoices for the repair work (labour and spare parts itemized separately) from the workshop servicing the operation's vehicles
  3. photos of the damaged sections on the vehicle
  4. police report (with translation)
- **Theft of or from a Federation vehicle:** Where a Federation vehicle, or asset in a vehicle, has been stolen, the following documents should be sent to the regional fleet coordinator as soon as possible:

1. a detailed incident report including driver's statement (with translation)
2. police report (with translation) – to be followed up within 45 days with the following documents:
  - A. second police report stating that the vehicle has not been found
  - B. copy of purchase invoice or vehicle gift certificate for the vehicle
  - C. two sets of vehicle keys
  - D. copy of the cancelled vehicle registration document

The International Federation's insurance policies – *subsidiary third-party liability insurance, accident insurance for drivers and passengers* and SIP – will only accept claims reported via the Fleet Wave accident module within one month of the accident or theft date. All documents relating to the claim must be forwarded to global fleet base as soon as possible.



## 10

Radio systems  
and vehicles

Fleet manual 2008

## Radio systems and vehicles

Numerous Federation operations rely on HF and/or VHF radios. In each country of operation, the Federation must obtain a license to operate these radios and submit a request to the appropriate government authority with responsibility for allocating frequencies.

All Federation delegates and staff should receive a basic introduction to standard radio systems, rules and procedures. Federation operations using HF and/or VHF radios should prepare a comprehensive operation-specific briefing document on radio use within the operation. Staff should be made aware that radio communication devices are not secure.

Remember, no radio system is secure. Communications may be, and often are, monitored by others. Sensitive information should always be communicated via an alternate means.

In general, the types of radios employed in Federation operations include:

- **VHF handhelds:** Effective coverage point-to-point is 5km; communications can be adversely affected by high buildings and mountains. These are generally issued to staff members along with two batteries. Staff should be aware that using VHF handhelds inside a vehicle can hamper the signal and reduce its communication range. Staff members should be aware of the official channel(s) and versed in standard radio procedures. The battery's charge should be monitored closely and recharged as often as possible; a fully charged spare should also be available.
- **VHF mobiles:** These are mounted in Federation vehicles. Staff should be advised to check that the roof antenna is connected and in an upright position, the radio is switched on and the correct channel is selected. VHF is used for long-distance communication needs where handhelds are ineffective. It has a communication range of 20 to 40km point-to-point, but can be adversely affected by mountains.
- **VHF base stations:** These are normally installed in offices, warehouses and/or operation or country representation radio rooms.
- **VHF repeaters:** Installed on top of buildings, mountains or hills, these allow a signal to be repeated when communication from one point to an-

other is impeded by obstacles such as buildings, mountains or great distances.

- **HF mobiles:** These are fitted to vehicles and are effective for long distance communication, 40 to 150km. Check to see if the antenna is fitted properly before turning on the radio, then that it is tuned properly. Ensure that the cables and connectors are tight and covered by waterproof tape.
- **HF base station:** These are generally used in operation or country representation radio rooms for long-distance communication, 40km onwards. These are sensitive to changes in the ionosphere and the seasons, which impede their efficiency. A HF base station is an 'open' communications system; other persons and/or agencies can listen in on the same frequency. Thus, it is important that correct radio procedures are used at all times and that sensitive information be communicated via alternate means.

### 10.1 Radio procedures

Radios should be used only for transmitting short messages regarding:

- position
- departures and arrivals
- incidents
- other essential operation-related messages
- security measures

Radio should **not** be used for:

- prolonged conversations
- non-operational messages
- confidential messages
- messages relating to money, security, politics, religion or military issues and/or information

#### When transmitting a message:

- Think about what you want to say beforehand. Ensure your message will be clear and concise; for lengthy or complicated messages, write down the information before transmission.
- Check that no one else is speaking on the net before you start.
- Avoid excessive calling; allow time for your respondent to return a message.

- If a message is unavoidably long, divide it into sensible phrases (pre-written phrase can assist in maintaining clarity). Use frequent pauses to allow the message to be understood while maintaining a reasonable rhythm.
- Speak in a strong, clear voice but do not shout - this will distort the signal.
- Hold the microphone about 5cm from your mouth while speaking. Shield the microphone from background noises. If you are in a vehicle close the window and make sure the stereo is switched off.
- Be aware that everything you say can be heard by anyone else using a radio receiver on the same frequency.
- Ensure that each user on the network is registered on a master list held in the radio room; each user should have an allocated call-sign. Any unauthorized call-signs should be noted and the users (if known) advised that they do not have permission to use the net.
- Never transmit any military or other sensitive information on Federation networks. Doing so could seriously jeopardize telecommunications and may result in the withdrawal of the Federation's authorization to operate.

### 10.2 Radio communication terminology

Strength	Readability	Examples of response
5 - loud	5 - clear	5 by 5 loud and clear
4 - good	4 - readable	4 by 4 good and readable
3 - weak	3 - distorted	3 by 3 weak and distorted
2 - very weak	2 - interference	2 by 2 very weak with interference
1 - bad	1 - unreadable	1 by 1 nothing heard, unreadable

#### International phonetic alphabet

A	Alpha	B	Bravo	C	Charlie
D	Delta	E	Echo	F	Fox-trot
G	Golf	H	Hotel	I	India
J	Juliet	K	Kilo	L	Lima
M	Mike	N	November	O	Oscar
P	Papa	Q	Québec	R	Romeo
S	Sierra	T	Tango	U	Uniform
V	Victor	W	Whiskey	X	X-ray
Y	Yankee	Z	Zulu		

### 10.3 HF – high frequency

The standard Federation HF radio is a Codan NGT SRx. HF radios are a long-distance communication system; their waves are reflected by the ionosphere and the earth's surface and can travel beyond the horizon or even around the globe. The high noise and interference levels and the variability of signal strength can be a disadvantage.

HF radio waves that are not reflected by the ionosphere are called ground waves; these cover short distances only.

A dead zone (or shadow zone) is the area that is not reachable on certain frequencies because the distance between two stations is too great to be reached by ground waves and too short to be reached by waves reflected off the ionosphere. In such cases, you can change channels (use a different frequency) or ask a third station to act as a relay.

Ionosphere and atmospheric rebound are key elements affecting HF transmissions. The radio's efficiency is heavily dependent on solar activity; consequently, the time of day and year as well as weather conditions all influence HF transmissions. In general, the reception quality is in constant flux; communications can begin with a clear signal and finish with a poor quality one, and vice versa.

### 10.4 VHF - very high frequency

Federation standard VHF radios are the Motorola handset GP360 and mobile GM360. VHF radio communication is terrestrial, hence good for short distances only.

Their effectiveness is highly dependent on the local topography. VHF radio waves do not reflect off the ionosphere, but pass through it; thus, only ground waves can be received. This means that reception is only possible if the transmitter and receiver are practically within sight of one another.

Transmission of VHF radio waves is similar to that of light waves. Normally, it is not influenced by weather, time of day or the seasons. However, varia-

tions in terrain can cause difficulties in communication. For example, hills can reflect waves into a valley making VHF communication outside the valley impossible.

The installation of automatic relay stations (repeaters) can significantly extend the operational range. However, automatic relay stations can also cause delays in transmission. The radio operator must be trained to wait at least one second after pressing the transmit button before beginning to speak, otherwise the first part of the transmission will be lost.

The normal operational range for vehicle-mounted mobile radios and base stations is approximately 50km, and 5km for handheld radios. However, with the use of repeaters the range can be extended up to 200km depending on the placement of the repeater.



# 11


## Fleet department standard forms




## Fleet department standard forms

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## 11.1 Vehicle file index card


 International Federation of Red Cross and Red Crescent Societies	
<b>Vehicle file index card</b>	
<i>Name of delegation:</i> _____	
<b>Federation vehicle code<sup>1</sup></b>	
<b>Registration number</b>	
<b>Key number</b>	
<b>Make</b>	
<b>Model</b>	
<b>Number of seats</b>	
<b>Chassis number</b>	
<b>Engine number</b>	
<b>Engine capacity (KW or HP)</b>	
<b>Type of fuel</b>	
<b>Date of manufacture</b>	
<b>Date of delivery</b>	
<b>Rental contract, start and end date</b>	
<b>Geneva insurance: expiry date</b>	
<b>Local insurance: expiry date</b>	
<b>Customs documents</b>	
COMMENTS:	
<small><sup>1</sup> Issued by global fleet base</small> <small>Fleet Manual Standard Forms: 11.1 Vehicle file index card</small>	

## 11.2 Driver file index card

 International Federation of Red Cross and Red Crescent Societies		
<b>Driver file index card</b>		
<i>Name of delegation:</i> _____		
<b>Driver's name</b>		
<b>Address</b>		
<b>Telephone number(s)</b>	<b>Home:</b>	<b>Mobile:</b>
<b>Date of employment</b>		
<b>Driving-licence number</b>		
<b>Expiry date of driving-licence</b>		
<b>ID card or passport number</b>		
<b>Vehicle models permitted to drive</b>		
<b>Date of Driving test report</b>		
<b>Date of Driver authorization</b>		
<b>Date of Driver rules and regulations</b>		
<b>Training history</b>		
<b>Disciplinary issues</b>		
<b>Accident records</b>		
<b>Other records</b>		
<b>Family contact details</b>		
COMMENTS:		
<small>Fleet Manual Standard Forms: 11.2 Driver file index card</small>		




## 11.3 Driving test report

 International Federation of Red Cross and Red Crescent Societies		
<b>Driving test report</b>		
<i>Name of delegation:</i> _____		
<b>CANDIDATE INFORMATION</b>		
Full name		
Driving-license number		
Expiry of driving-license		
<b>DRIVING TEST</b>		
Date of test		
Category of vehicle		
Name of examiner		
Season / Weather		
<b>DRIVING ABILITY EVALUATION</b>	<b>PASS</b>	<b>FAIL</b>
Use of clutch, gears and brakes		
Use of steering and mirrors		
Ability to reverse		
Ability to engage and use 4-wheel drive		
Ability to use trailer		
Mechanical skills		
General driving attitude and traffic awareness		
<b>RESULT OF TEST:</b>		
<b>Remarks, including any additional training needs:</b>		
<b>Date:</b>	<b>Signature of driver:</b>	<b>Signature of examiner:</b>

Fleet Manual Standard Forms: 11.3 Driving test report 1/1

## 11.4 Driver authorization

 International Federation of Red Cross and Red Crescent Societies	
<b>Driver authorization</b>	
<i>Name of Delegation:</i> _____	
This is to authorize <i>Mr/Ms/Mrs</i> _____ <i>(name in full)</i> to drive the types of Federation vehicle(s) checked below for operational purpose only in _____ <i>(name of country)</i> . All travel for operational purpose outside the city of _____ or authorised area(s) is subject to a <i>mission order</i> signed by the Head of Delegation (HoD) or a person with written, delegated authority to sign such orders.	
This authorization is valid for:	
Light vehicle* <input type="checkbox"/>	Heavy vehicle** <input type="checkbox"/> Motorcycle <input type="checkbox"/> Forklift <input type="checkbox"/>
* < 3.500 Kg	** > 3.500 kg
This authorization is issued based on proof that the staff member received a pass on the mandatory <i>driving test report</i> and has read and signed the relevant <i>driver rules and regulations</i> form(s).	
Private use of International Federation vehicles is regulated by the delegation's <i>driver rules and regulations</i> (Fleet Manual forms 11.4, 11.5 and 11.6) and is limited to <i>(indicate city and surrounding areas)</i> : _____	
Authorization for <b>private use</b> is herewith <b>granted</b> <input type="checkbox"/> <b>not granted</b> <input type="checkbox"/>	
This driver authorization may be withdrawn by the Head of Delegation at any time.	
Authorization validity date: <input type="text" value="Until further notice"/>	Driving test conducted by: <input type="text"/>
Name of HoD: <input type="text"/>	Name of Fleet manager: <input type="text"/>
Date & signature: <input type="text"/>	Date & signature: <input type="text"/>
<b>Documents presented:</b> Driver file index card, completed Driving-licence, copy attached Driving test report, passed Driving rules and regulations, signed	
<b>Notes:</b> Fill in blanks. Complete any limitations on private use as decided by HoD. Authorization to be kept in the staff member's driver file	

Fleet Manual 2008, Standard Forms: 11.4 Driver Authorization 1/1

## 11.5 Driver rules and regulations 1/4

International Federation  
of Red Cross and Red Crescent Societies**Driver rules and regulations - vehicle***Name of delegation:* \_\_\_\_\_

The following *driver rules and regulations* for vehicles are standard for all International Federation of Red Cross and Red Crescent Societies. These apply to all those who drive Federation vehicles including local staff specifically employed as drivers and those staff authorized by the HoD to drive: delegates, HoD and National Society personnel. Personnel should be sensitive to the fact that the vehicle and personnel using it represent the International Federation and should conduct themselves accordingly. Aggressive driving or behaviour may damage the International Federation's image and must be avoided.

This document must be read and signed by all drivers before authorization to drive can be granted.

The following are designated areas for vehicle travel:

**Authorized Area** - day travel only, *mission order* not required: (define geographic limits and attach map where necessary; e.g., within 'name of city' city limits) \_\_\_\_\_

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Travel (day or overnight) outside authorized circulation area (all cross-border and in-country travel outside the authorized area as defined above): only a delegation-employed driver may drive a Federation vehicle and a *mission order* is required.

**A. General use of vehicles**

1. No vehicle shall be used for any purpose not in accordance with the Fundamental Principles of the International Federation of Red Cross and Red Crescent Societies.
2. Only personnel employed by the International Red Cross and Red Crescent Movement or acting under their direct management may be authorized by the HoD to drive Federation vehicles. Such authorization must be given in writing and kept on file. Family members are not allowed to drive unless employed by the Movement.
3. Driver must respect local traffic regulations and the rules and regulations in this document. The driver is responsible for the vehicle; disciplinary action will be taken should any of the *driver rules and regulations* or local traffic regulations be violated.
4. Drivers must drive with care and attention, taking note of the vehicle's condition and road conditions. The driver is responsible for the safety of the vehicle, goods and passengers.
5. Consideration must at all times be given to other road users, including pedestrians and cyclists.
6. The **maximum** speed limit in urban areas is \_\_\_\_ km/h. On the highway the **maximum** speed limit is \_\_\_\_ km/h. The vehicle's speed should never exceed local speed limits.
7. No arms, ammunitions or explosives are permitted in Federation vehicles.
8. Goods posing a danger to the driver or passengers (e.g., toxic, gas, combustibles, etc.) must not be transported unless the necessary precautions have been taken and written approval has been obtained from the HoD.

## 11.5 Driver rules and regulations 2/4

9. Passengers are restricted to Federation and ICRC employees and National Society personnel (staff or volunteers); personnel from other organizations (e.g., UN, NGOs, media representatives, government, etc.) are permitted as passengers provided the planned travel is within the scope of Federation activities. Transporting other passengers or merchandise is prohibited except by written permission of the HoD. Where an exception is made due to an emergency, such as people in need of urgent medical assistance, the driver must submit a detailed report to the HoD upon return to base.
10. Use of Federation vehicles must always be within the scope of the operation. Any use for personal reasons is subject to prior approval, **in writing**, by the HoD. The approval must include detailed information on limitations of use.
11. Noting article 9 above, where local conditions warrant (*refer to Fleet Manual*) delegates may use Federation vehicles outside of work hours and operational tasks. General approval for such use should be given in the *driver authorization*. Under these circumstances, in addition to the categories of passengers listed in article 8 above, a delegate's family members may be transported as passengers.
12. Use of the vehicle under the conditions set out in articles 9 and 10 above should be restricted to within reasonable proximity of the city of residence. Any travel outside this area, requires a delegation-employed driver and written, prior approval of the HoD.
13. Private use of vehicles must be clearly noted in the vehicle logbook and be paid at the end of each month based on the International Federation's private use flat rate (PUFR) (0.50 CHF/km).
14. The driver must possess a valid driving-licence for the country of operation. In the case of expatriate (delegate) drivers this may necessitate an accredited international driving-licence. All driving-licences must be valid for the type of vehicle to be driven. A copy of the appropriate licence(s) must be kept in the driver's file.
15. Vehicles should never be parked outside establishments that might diminish the reputation of the Red Cross and Red Crescent Movement: bars, discos, etc.

**B. General security**

16. Buckling-up is mandatory; where they are fitted in Federation vehicles, the driver and passengers must wear a seatbelt. The driver is responsible for ensuring all passengers are properly secured; the vehicle should not be engaged until all have complied with this rule.
17. Motorcycle drivers must wear a crash helmet at all times; passengers on motorcycles are not permitted (*refer to form 11.6, Driver rules and regulations for motorcycles*).
18. Driving under the influence of alcohol or any drugs that may affect driving skills and/or reaction times is strictly forbidden and grounds for immediate dismissal.
19. The driver is responsible for the safety of the vehicle and its contents, during use and when parked. The driver must ensure that the vehicle is securely locked, fitted alarms are activated, anti-theft devices are employed and the vehicle is parked facing an exit.
20. Overnight, vehicles must be parked in a secure area, never on the street. Valuable goods may need to be removed beforehand.
21. For travel outside the authorized area, in particular those involving long distances and poor road conditions, the vehicles should only be driven by a delegation-employed driver. However, emergency situations may require a delegate to drive. In such cases, a report should be submitted to the HoD upon return to the base.

## 11.5 Driver rules and regulations 3/4

22. When travelling long hours outside of the authorized area a plan indicating places for overnight stops must be worked out and included in the *mission order*. Driving outside of a city after dark is normally not allowed. Where night driving is necessary, prior approval must be obtained from the HoD.

**C. Responsibilities of all people driving Federation vehicles**

23. Repairs for any damage or mechanical faults caused by carelessness and/or negligence on the part of the driver will not be paid for by the insurance company. All costs will be charged to the driver and disciplinary action may be taken.
24. The driver is responsible for the overall load of the vehicle, thus has the authority to give instructions on:
- the number of passengers and their seating
  - the weight and volume of goods in order to maintain safe vehicle performance
25. The logbook must be filled in for each trip, on departure and arrival.
26. Any damage or vehicle failure must be reported to the person responsible for the fleet as soon as possible.
27. Vehicle keys not in use must be kept in the fleet office. At all other times, the driver is responsible for the keys and should at no time pass them to an unauthorized person.
28. Drivers must not duplicate Federation vehicles keys.

**In case of accident the following procedures should be taken:**

A report should be made to the local authority (where required, the driver must wait at the scene of the accident or report to the local police station).

The fleet manager must be notified immediately.

A written statement of the accident must be submitted to the fleet manager within 24 hours of the accident.

The driver should NEVER sign any admission of fault.

**D. Duties of Federation staff employed as drivers**

29. Delegation-employed drivers assigned to specific vehicles are responsible for the daily and weekly inspection of the entrusted vehicle. The weekly *vehicle inspection report (form 11.10)* must be presented to the fleet manager for approval. Details on vehicle inspections are provided in the *Fleet Manual*. Weekly inspections should include (but are not limited to):
- |                                 |                                   |
|---------------------------------|-----------------------------------|
| radiator liquid                 | leakages                          |
| battery liquid                  | hand and foot brakes              |
| tyre pressure and condition     | horn                              |
| lights                          | warning lights                    |
| instruments                     | v-belts                           |
| wipers                          | generally check of nuts/bolts     |
| cleaning the battery externally | tools, first aid kit, spare wheel |
| engine oil level                | cleaning vehicle inside and out   |
| brake and clutch fluids         |                                   |

30. Employed drivers are responsible for ensuring that the vehicle is serviced according to schedule. Servicing needs should be booked one week in advance through the fleet manager.

## 11.5 Driver rules and regulations 4/4

31. Fuelling of vehicles can only be carried out by Federation employees or delegates.
32. Before leaving at the end of the day, employed drivers must report to the fleet manager.
33. Employed drivers report to the fleet manager and should never agree to instructions bypassing their supervisor. Drivers must ensure that all vehicle movements have been approved by the fleet manager before leaving the delegation.

Driver's Name:  Approved by:

Date:  Date:

Signature of driver:

**Note:**

- Local circumstances may necessitate additional regulations be added to the above.
- The term '**driver**' refers to anybody driving a Federation vehicle.
- The term '**employed driver**' refers to staff specifically employed as delegation drivers as defined by their job description.
- This document should be translated in the language used by local employees.



## 11.6 Driver rules and regulations (motorcycle) 1/3



International Federation  
of Red Cross and Red Crescent Societies

### Driver rules and regulations (motorcycle)

Name of delegation: \_\_\_\_\_

The following *driver rules and regulations for motorcycles* are standard for all International Federation of Red Cross and Red Crescent Societies. These apply to locally recruited personnel who drive Federation motorcycles. Delegates are not allowed under any circumstances to drive Federation motorcycles. Motorcycle and driver represent the International Federation, a fact the driver should be aware of constantly and conduct him or herself accordingly. Aggressive driving or behaviour may damage the International Federation's image and must be avoided. This document must be read and signed by all motorcycle drivers before authorization to drive can be granted.

The following are designated areas for vehicle travel:

**Authorized Area** - day travel only, mission order not required: (define geographic limits and attached map where necessary; e.g., within 'name of city' city limits)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Travel (day or overnight) outside authorized circulation area (all cross-border and in-country travel outside the authorized area as defined above): only a delegation-employed driver may drive a Federation vehicle and a *mission order* is required.

#### A. General use of motorcycle

1. No motorcycle shall be used for any purpose not in accordance with the Fundamental Principles of the International Federation of Red Cross and Red Crescent Societies.
2. Only locally recruited personnel employed by the Red Cross Red and Crescent Movement may be authorized by the HoD to drive Federation motorcycles. Such authorization must be given in writing and kept on file.
3. Passengers are not allowed on Federation motorcycles.
4. The driver must respect local traffic regulations and the rules and regulations in this document. The driver has complete responsibility for the motorcycle; disciplinary action will be taken should any of the *driver rules and regulations* or local traffic regulations be violated.
5. Drivers must drive with care and attention, taking note of the condition of the motorcycle and the road conditions.
6. Consideration must at all times be given to other road users, including pedestrians and cyclists.
7. The maximum speed limit in urban areas is \_\_\_\_\_ km/h. On highways the maximum speed limit is \_\_\_\_\_ km/h. The vehicle's speed should never exceed local speed limits.
8. No arms, ammunitions or explosives may be carried on Federation motorcycles.
9. Goods posing a danger to the driver (e.g., toxic, gas, combustibles, etc.) must not be transported unless necessary precautions have been taken and written approval has been obtained from HoD.

## 11.6 Driver rules and regulations (motorcycle) 2/3

10. The intended use of Federation motorcycles must be within the scope of the operation. Any use for personal reasons is subject to prior approval, **in writing**, by the HoD. The approval must provide detailed information on limitations of use.

11. The motorcycle driver must possess a valid driving licence for the country of operation. A copy of the appropriate licence(s) must be kept in the driver's file.

#### B. General Security

12. Motorcycle riders must wear a crash helmet at all times when driving a motorcycle.
13. Use of mobile phones or radio telecommunication equipment is strictly forbidden while driving.
14. Use of any sort of earphones (i.e., communication or music devices) that might affect the hearing of a driver is strictly forbidden while driving.
15. Driving under the influence of alcohol or any drug that may affect driving skills and/or reaction times is strictly forbidden and grounds for immediate dismissal.
16. The driver is responsible for ensuring the safety of the motorcycle and its equipment at all times, when in use and parked. The driver must ensure that the motorcycle is locked and all anti-theft devices are activated.
17. Overnight, all motorcycles must be parked in a secure area, never on the street. Valuable goods may need to be removed beforehand.
18. Motorcycles should be used only for short distances within operational area. Alternative, more appropriate vehicles should be used for trips further away than 50km in one direction.
19. Cargo (documents and light packages) carried on motorcycles should not exceed 15kg in total (packaging included) and the dimensions of a small bag, appropriately sized so that it can be carried in saddlebags or a backpack.

#### C. Responsibilities of all people driving Federation vehicles

20. Repairs for any damage or mechanical faults caused by carelessness or negligence on the part of the driver will not be paid for by the insurance company. All costs will be charged to the driver and disciplinary action may be taken.
21. The logbook must be filled in for each trip, on departure and arrival.
22. Any damage or problems must be reported immediately to the person responsible for the fleet.
23. Motorcycle keys not in use must be kept in the fleet office. At all other times, the driver is responsible for the keys and should at no time pass them to an unauthorized person.
24. Drivers must never duplicate Federation motorcycle keys.

#### In case of accident the following procedures should be taken:

A report should be made to the local authority (where required, the driver must wait at the scene of the accident or report to the local police station).

The fleet Manager must be notified immediately.

A written statement of the accident must be submitted to the fleet Manager within 24 hours of the accident.

The driver should NEVER sign any admission of fault.



## 11.6 Driver rules and regulations (motorcycle) 3/3

**D. Duties of Federation staff employed as drivers**

25. Delegation-employed drivers assigned to specific motorcycles are responsible for the daily and weekly inspection of the entrusted vehicle. The weekly *vehicle inspection report (form 11.10)* must be presented to the fleet manager for approval. Details on vehicle inspections are provided in the *Fleet Manual*. Weekly inspections should include (but are not limited to):

- battery liquid
- tyre pressure and condition
- lights
- instruments
- cleaning the battery externally
- engine oil level
- brake and clutch fluids
- leakages
- hand and foot brakes
- horn
- warning lights
- generally check of nuts/bolts
- tools, first aid kit, spare wheel
- clean vehicle

26. The employed driver is responsible for ensuring that the motorcycle is serviced according to schedule. Servicing needs should be booked one week in advance through the fleet manager

27. Fuelling of motorcycle can only be carried out by Federation employees.

28. Before leaving at the end of the day, employed drivers must report to the fleet manager.

29. Employed drivers report to the fleet manager and should never agree to instructions bypassing their supervisor. Drivers must ensure that all motorcycle movements have been approved by the fleet manager before leaving the delegation.

Driver's Name:  Approved by:


Date:  Date:

Signature of driver:

**Notes:**

- Local circumstances may necessitate additional regulations be added to the above.
- The term '**employed driver**' refers to staff specifically employed as delegation drivers as defined by their job description.
- This document should be translated in the language used by local employees.

## 11.7 Transport request (general)

 International Federation of Red Cross and Red Crescent Societies			
<b>Transport request</b>			REF. NO.
General			
DATE REQUEST COMPLETED		DEPARTURE DATE AND TIME	DAY: MONTH: YEAR: HOUR:
REQUEST SUBMITTED BY		PLACE OF DEPARTURE	
TYPE OF VEHICLE	4X4	DESTINATION	
	PICKUP		
	MINIBUS		
	CARGO TRUCK		
	OTHER		
PASSENGER NAMES	1	RETURN DATE AND TIME	DAY: MONTH: YEAR: HOUR:
	2		
	3		
<b>MISSION DETAILS / SPECIFIC INSTRUCTIONS</b>			
PURPOSE OF TRIP			
PROPOSED ROUTE			
PASSENGER/VEHICLE CONTACT INFORMATION [ Call sign/GSM - No/Sat phone No ]			
OVER NIGHT LOCATION			
RADIO ROOM CONFIRMATION OF ARRIVAL ON FINAL DESTINATION			
ORIGINATOR			
HEAD OF DEPARTMENT			
<b>DISPATCH AUTHORIZATION</b>		<b>TRANSPORT PLANNING</b>	
FLEET MANAGEMENT DELEGATE		VEHICLE NUMBER	
		DRIVER NAME	

### 11.8 Transport request (cargo)

	International Federation of Red Cross and Red Crescent Societies	
<h2 style="margin: 0;">Transport request</h2> <h3 style="margin: 0;">Cargi</h3>		Ref No.:  

ORIGINATOR		LOGISTICS						
TRANSPORT FROM/TO		VEHICLE TYPE						
LOADING DATE		TRUCK NUMBER						
DELIVERY DATE		DRIVER'S NAME						
DELIVERY PLACE		DEPARTURE DATE/TIME						
REQUESTER		TOTAL KM FOR TRIP						
SIGNATURE OF THE REQUESTER		LOGISTICS/FLEET DELEGATE:						

RELIEF CARGO ITEMS	LOADING PLACE	UNIT TYPE	QTY OF UNITS	UNIT WEIGHT	TOTAL WEIGHT	VOL. m³	COMMODITY TRACKING NUMBER
<b>TOTAL</b>							

JOURNEY DETAILS / SPECIFIC INSTRUCTIONS (Logistics)	
PROPOSED ROUTE	
OVER NIGHT LOCATION	
REQUESTER/DRIVER CONTACT INFORMATION [GSM No./sat phone No/Call sign]	
RADIO ROOM CONFIRMATION OF ARRIVAL ON FINAL DESTINATION	

### 11.9 Mission order

International Federation  
of Red Cross and Red Crescent Societies

## Mission order

**Name of Delegation:** \_\_\_\_\_

Within the activities of the International Federation's operation/programme in \_\_\_\_\_  
(country name) the following persons:

	Full Name	Position	Organization
1		Team leader	
2			
3			
4			
5			
6			

must go to: \_\_\_\_\_ in Federation vehicle code: \_\_\_\_\_  
Departure date: \_\_\_\_\_ Vehicle call sign: \_\_\_\_\_  
Overnight stop: \_\_\_\_\_ Expected return date: \_\_\_\_\_

In the vehicle they will transport merchandise as listed on the waybill/delivery note, as well as all equipment and materials necessary to accomplishment their mission.

**In case of any problems, accident or need for assistance please call:**

Delegation telephone number:	
Or contact nearest Red Cross and Red Crescent Society office	

*The Federation thanks all civilian and military authorities of the regions and countries crossed for doing everything possible to facilitate and accelerate their passage.*

Date and place:

.....

HoD or person authorized by HoD

Original with the vehicle

Copy in the vehicle file; another copy to radio room where applicable


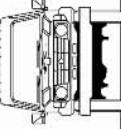
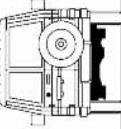

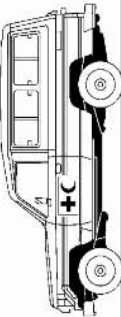
Mission order should normally be translated into the language of the country

Information for administrative purpose may be added but must not cause confusion with the above

Fleet Manual Standard Forms: 11.9 Mission order


1/1

## 11.10 Vehicle inspection report

 International Federation of Red Cross and Red Crescent Societies		<b>Vehicle inspection report</b>	
DATE: _____ DELEGATE: _____		INSPECTION VEHICLE: _____	
FLEET CODE: _____		FLEET VEHICLE CODE: _____	
EQUIPMENT q FIRST AID KIT q FIRE EXTINGUISHER q WARNING TRIANGLES q SPARE WHEEL AND TYRE q JACK AND HANDLE q WHEEL SPANNER q ENGINE q OIL LEVEL q COOLANT LEVEL q BRAKE FLUID LEVEL q POWER STEERING FLUID q WINDSHIELD WASHER FLUID q FAN BELTS AND FAN q BATTERY AND TERMINALS q WHEEL NUT TIGHTNESS		VEHICLE - INTERIOR q REGISTRATION AND INSURANCE PAPERS q LOGBOOK q LIGHTS AND SIGNALS (functioning) q SEATS AND SEATBELT SECURITY q RADIO - CODAN q RADIO - VHF VEHICLE - OUTSIDE q BODY PANEL CONDITION q INSURANCE STICKER q WINDSHIELD AND WINDOWS q WINDSHIELD WIPER BLADES q SIDE MIRRORS q TYRE CONDITION AND PRESSURE q WHEEL NUT TIGHTNESS	
KM: _____ CURRENT: _____ NEXT SERVICE: _____		FUEL: _____ MAIN TANK: _____ SECONDARY: _____	
 		 	
Note: During field trips make a complete check daily. When using the vehicle in authorized areas only, conduct a simplified daily check with a complete check once a week.			
DAMAGES AND OBSERVATIONS _____ _____ _____			
1/1			

Standard Forms: 11.10 Vehicle inspection report.


## 11.11 Vehicle handover form

 International Federation of Red Cross and Red Crescent Societies		<b>Vehicle handover form</b>	
HANDOVER FROM: _____ (e.g. vehicle user/ fleet administrator)		TO: _____ (e.g. fleet user/ transporter or Federation driver inspecting vehicle, etc.)	
FLEET CODE: _____ MODEL: _____		COMMENTS: _____ (Comment and indicate on vehicle showing observed damages, defects, cracks or vibrations etc.)	
EQUIPMENT VHF ANTENNA VHF RADIO HF ANTENNA HF RADIO RADIO CASSETTE PLAYER FIRE EXTINGUISHER JACK AND HANDLE WHEEL SPANNER SPARE WHEEL WASHING MACHINE WHEELS FIRST AID KIT LOGBOOK		FROM TO ENGINE OIL LEVEL (normal/under) BRAKE FLUID (normal/under) CLUTCH FLUID (normal/under) POWER STEERING FLUID (normal/under) BATTERY WATER LEVEL (normal/under) TYRES (indicate size) WIPERS (new, good, bad) LIGHTS (check, working, not working) SIDE MIRRORS (YES/NO) SEATBELTS (YES/NO) ROOF RACK (YES/NO) REGISTRATION STICKERS (YES/NO) CLUTCH (YES/NO) FUEL TANK (FULL, 3/4, 1/2, 1/4, EMPTY)	
CURRENT OPERATOR BEARING: _____ SIGNATURE: _____ DATE: _____		NEXT MAINTENANCE SCHEDULED: _____ (e.g. 1000 km or 1 month, whichever comes first) SIGNATURE: _____ DATE: _____	
VEHICLE INDEX CARD REGISTRATION CARD REGISTRATION NUMBER LOCAL IDENTITY NUMBER LOCAL IDENTITY CARD SPARE KEY		1. Standard Spare Parts List, Serial No. for the Vehicle (e.g. 1000 km, 1 month, whichever comes first) 2. _____ 3. _____ 4. _____	
ORGANIZATION: _____ NAME: _____ DATE: _____ SIGNATURE: _____		ORGANIZATION: _____ NAME: _____ DATE: _____ SIGNATURE: _____ FAX NUMBER: _____ E-MAIL: _____	
PLEASE RETURN COMPLETED VEHICLE HANDOVER FORM WITHIN 24 HRS TO: _____ (e.g. fleet manager/ fleet administrator)			





## 11.14 Asset disposal form 1/2

 <b>International Federation of Red Cross and Red Crescent Societies</b> <b>Asset Disposal Form (ADF)</b>			
Reference No.		ADF	
<small>Acquired by Global Fleet from UN/ICRC assets for Red Cross assets are owned by donor. Assets should be disposed of in a fair and equitable manner.</small>			
VEHICLE ASSET DETAILS			
ASSET ID/NO.	<input type="text"/>	ET/Serial	<input type="text"/>
VEHICLE CODE	<input type="text"/>	E-code	<input type="text"/>
MAKE	<input type="text"/>	MODEL	<input type="text"/>
CHASSIS NUMBER	<input type="text"/>	ENGINE	<input type="text"/>
PRODUCTION YEAR	<input type="text"/>	CURRENT COUNTRY	<input type="text"/>
PURCHASE VALUE	<input type="text"/>	ESTIMATED BOOK VALUE	<input type="text"/>
OWNER/SHIP	<input type="text"/>		
<small>Please refer to Fleet Value Management for vehicle price only by FMV (Fleet Management Value) - January 2008 version 4.0</small>			
REASON FOR DISPOSAL			
NORMAL - END OF SERVICE LIFE	<input type="text"/>	ACQUIRED FOR OTHER	<input type="text"/>
RECALL FROM VRF STOCK	<input type="text"/>	WRITTEN OFF (ACCIDENT)	<input type="text"/>
ASSET SELL-OFF	<input type="text"/>	RETURN TO OWNER	<input type="text"/>
OTHER	<input type="text"/>	DESCRIPTION	<input type="text"/>
Please tick the appropriate box.			
METHOD OF DISPOSAL			
SALE	<input type="text"/>	MINIMUM SALE PRICE	<input type="text"/>
FORWORTH	<input type="text"/>	BENEFITARY	<input type="text"/>
HANDOVER TO OWNER	<input type="text"/>	DISCARD	<input type="text"/>
Please tick the appropriate box.			
PLANNED IMPLEMENTATION			
BY DATE	<input type="text"/>	LOCATION	<input type="text"/>
DONOR APPROVAL OBTAINED	<input type="text"/>	Please attach donor approval to ADF	
<small>YES, YES, YES</small>			
FINANCE CUMDA (BOOKING only in case of sale)			
PROCEEDS FROM SALE	<input type="text"/>	PERCENTAGE	<input type="text"/>
PROCEEDS FROM SALE	<input type="text"/>	ACTIVITY	<input type="text"/>
PROCEEDS FROM SALE	<input type="text"/>	ACTIVITY	<input type="text"/>
PROCEEDS FROM SALE	<input type="text"/>	ACTIVITY	<input type="text"/>
<small>See Global Fleet Manual Standard Form 11.14 Asset Disposal Form</small>			

## 11.14 Asset disposal form 2/2

SUBSEQUENT ACTION TO BE TAKEN	
NO FURTHER ACTION REQUIRED	<input type="text"/>
ASSET TO BE REPLACED	<input type="text"/> COST <input type="text"/>
OTHER	<input type="text"/>
COMMENTS FOR OTHER	<input type="text"/>
Please tick the appropriate box.	
RECOMMENDED ACTION	
PROCEED WITH DISPOSAL	<input type="text"/> where asset is not to be replaced
DISPOSE AFTER ASSET HAS BEEN REPLACED	<input type="text"/>
OTHER	<input type="text"/> COMMENT <input type="text"/>
Please tick the appropriate box.	
DONOR APPROVAL	
Donor Organization	<input type="text"/>
Name	<input type="text"/>
Title	<input type="text"/>
Signature	<input type="text"/>
Date	<input type="text"/>
<small>Note: Where an asset is donated with restrictions donor approval is required prior to sending this request to Global Fleet Base for approval.</small>	
FEDERATION DELEGATION APPROVAL	
Delegation	<input type="text"/>
Head of Delegation, Name	<input type="text"/>
Signature	<input type="text"/>
Date	<input type="text"/>
<small>Note: HoD approval required for delegation of National Society-owned assets but not for Vehicle Rental Programme assets.</small>	
TECHNICAL AND FINAL APPROVAL FOR ASSET DISPOSAL	
Global Fleet Coordinator, Name	<input type="text"/>
Signature	<input type="text"/>
Date	<input type="text"/>
Geneva Finance Fixed Assets Officer Name	<input type="text"/>
Signature	<input type="text"/>
Date	<input type="text"/>
<small>Note: Federation or National Society-owned assets on loan to the Federation cannot be disposed of without Global Fleet Base approval.</small>	
Asset Disposal Form consists of 2 pages.	

## 11.15 Fixed asset registration form

Fixed asset registration form			
Vehicles and other motor assets: generators, forklifts, motorcycles			
Use for all types of motor assets with any value (i.e. vehicles, trucks, motorcycles, forklifts, generators)			
Federation vehicle code <small>Developed by Global Fleet Data (GFD)</small>	Vehicle type <small>Please tick appropriate box</small>	Bikes <input type="checkbox"/> 2WD <input type="checkbox"/> 4WD <input type="checkbox"/> Scooters <input type="checkbox"/> 2WD <input type="checkbox"/> 4WD <input type="checkbox"/> Pick-up <input type="checkbox"/> 2WD <input type="checkbox"/> 4WD <input type="checkbox"/> Sedans <input type="checkbox"/> 2WD <input type="checkbox"/> 4WD <input type="checkbox"/> Station wagons <input type="checkbox"/> 2WD <input type="checkbox"/> 4WD <input type="checkbox"/> Trucks <input type="checkbox"/> 2WD <input type="checkbox"/> 4WD <input type="checkbox"/> Tractors <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Generators <input type="checkbox"/> Motorcycle <input type="checkbox"/>	
Steering wheel position <small>Please tick appropriate box</small>	Left-hand Drive <input type="checkbox"/> Right-hand Drive <input type="checkbox"/> N/A <input type="checkbox"/>	Production, month & year	
Make	Model		
Model Code	Chassis no.		
Engine no.	Engine loc.	Engine No.	
Fuel tank size	Fuel type <small>Please tick appropriate box</small>	Diesel <input type="checkbox"/> Gasoline <input type="checkbox"/> LPG <input type="checkbox"/> Other <input type="checkbox"/>	Standard fuel consumption <input type="text"/> l/100km
Vehicle weight kg	Registered kg		
Number of seats	Colour		
Tyre size, front	Tyre size, rear		
Dimensions (cm)	Length <input type="text"/> Width <input type="text"/> Height <input type="text"/>		
Odometer type <small>Please tick appropriate box</small>	Kilometers <input type="checkbox"/> Miles <input type="checkbox"/> Hours <input type="checkbox"/> Other <input type="checkbox"/>		
Country	User	Ownership	<small>responsible: Subnational Delegate</small>
Origin <small>Please tick appropriate box</small>	Purchased <input type="checkbox"/> Donated <input type="checkbox"/> On loan <input type="checkbox"/> Rented <input type="checkbox"/> Other <input type="checkbox"/>	<input type="checkbox"/> With transfer on disposal <input type="checkbox"/> YES/NO	
CTN	PO Number	Federation item code	
Date delivered	Delivered to		
Date of invoice	CODA Invoice / PMN number	CODA holding period	
Supplier / Donor	Supplier invoice number	Supplier / Donor country	
Acquisition value	Asset Amount <input type="text"/> Currency name <input type="text"/> Exchange rate <input type="text"/> Amount in CHF <input type="text"/>		
Other cost (e.g., transportation)	Amount <input type="text"/> Currency name <input type="text"/> Exchange rate <input type="text"/> Amount in CHF <input type="text"/>		
Purchase booking	Account <input type="text"/> Project <input type="text"/> Activity <input type="text"/> M code <input type="text"/>		
Signature			
Completed by	Name <input type="text"/> Position <input type="text"/> Delegation <input type="text"/> Place <input type="text"/> Date <input type="text"/>		


Note: This data is used for registration of fixed assets in the Fleet Wave system.  
For the use of the system, please refer to the user manual. For more information, please contact the GFD team at: gfd@icrc.org or call +41 800 22 11 22 or email to gfd@icrc.org

## 11.16 Notice of claim for motor vehicle insurance 1/3


International Federation of Red Cross and Red Crescent Societies					
Notice of claim for motor vehicle insurance					
Federation Delegation or National Society					
Fleet Wave accident reference #					
Federation vehicle code #					
MOTOR VEHICLE OWNED BY POLICYHOLDER <small>(answer according to registration card)</small>					
TYPE OF VEHICLE	MAKE AND MODEL	CHASSIS #	FIRST DAY IN CIRCULATION	LICENSE PLATE	KM DRIVEN
DRIVER OF THE INSURED VEHICLE					
NAME & FIRST NAME			OCCUPATION		
ADDRESS					
DATE OF BIRTH			NATIONALITY		
Does driver hold a valid driving-license? <input type="checkbox"/> Date issued <input type="text"/>					
Is the driver employed by the policy holder? <input type="checkbox"/>					
Did the driver have permission to use the vehicle? <input type="checkbox"/>					
PARTICULARS OF THE ACCIDENT					
DATE			COMMUNITY AND STREET/ROAD		
HOUR (0-24)					
ROAD CONDITION					
TRAFFIC SIGNS					
WEATHER CONDITIONS					
In your opinion, who was at fault for the accident (Federation driver, 3 <sup>rd</sup> party driver, other)?					
POLICE REPORT MADE?			BY WHOM?		

Fleet Manual Standard Forms: 11.16 Notice of claim for motor vehicle insurance

## 11.16 Notice of claim for motor vehicle insurance 2/3

 International Federation of Red Cross and Red Crescent Societies					
<b>DESCRIPTION AND SKETCH</b> (please fill out even in case of police report): <div style="border: 1px solid black; height: 100px; width: 100%;"></div>					
<b>PASSENGERS AND WITNESSES</b>					
NUMBER OF PASSENGERS IN THE VEHICLE (excluding driver)		DID THEY PAY FOR THE RIDE?			
NAME	FIRST NAME	ADDRESS		PHONE #	
(of each passenger and witnesses)					
<b>OTHER VEHICLES INVOLVED</b> (Names and addresses of owners)					
NAME		ADDRESS			
IDENTIFICATION OF VEHICLES		LICENSE PLATES NBR(S)	LIABILITY INSURANCE COMPANIES		
<b>BODILY INJURIES OR DEATH OF PERSONS</b> for liability and/or accident insurance					
NAME AND FIRST NAME	CIVIL STATUS	DATE OF BIRTH	ADDRESS	OCCUPATION	EMPLOYER
What are the injuries? <div style="border: 1px solid black; width: 150px; height: 20px;"></div>					
Name and address of attending physician or hospital <div style="border: 1px solid black; width: 150px; height: 20px;"></div>					
Are the injured persons insured against accident with SUVA? <div style="border: 1px solid black; width: 150px; height: 20px;"></div>					
with other insurance carrier? <div style="border: 1px solid black; width: 150px; height: 20px;"></div>					
Fleet Manual Standard Forms: 11.16 Notice of Claim for Motor Vehicle Insurance					
2/3					

## 11.16 Notice of claim for motor vehicle insurance 3/3

 International Federation of Red Cross and Red Crescent Societies					
<b>WHICH INJURED PERSON...</b>					
...was protected in your vehicle by a safety belt?		Make of belt			
...is related to the policyholder?		How?			
...is employed by the policyholder or the driver?		In what capacity?			
<b>DAMAGE OR DESTRUCTION OF PROPERTY OR ANIMALS</b> for liability insurance					
WHAT PROPERTY WAS DAMAGED?			NAME AND ADDRESS OF OWNER		
DESCRIPTION OF DAMAGE	LOCATION	ESTIMATE OF DAMAGE	INSURED WITH WHICH COMPANY?		
<b>IN CASE OF DAMAGES OR DESTRUCTION OF YOUR VEHICLE</b> (only if physical damage insurance exists)					
WHAT WAS DAMAGED OR STOLEN?					
Who will repair the vehicle?					
Where can the vehicle be inspected?					
Estimate of damage		When did you buy the vehicle?		Price paid?	
(The insurance company must be informed before repair work is started.)					
The policyholder may not admit any liability without the precedent consent of the company. He/She authorizes the "Winterthur" to inspect official and medical reports as well as those of SUVA.					
Date		Place		The policyholder Global Fleet Coordinator/IFRC	
Fleet Manual Standard Forms: 11.16 Notice of Claim for Motor Vehicle Insurance					
3/3					





## 11.19 Maintenance schedule



International Federation  
of Red Cross and Red Crescent Societies

### Maintenance schedule for Federation vehicles

(Minimum requirements – for further details refer to the local dealer.)

**General:** Federation vehicles generally operate under severe conditions and must be serviced accordingly by an approved vehicle workshop (refer to *Fleet Manual*). The minimum requirements given below are based on the manufacture's complete servicing schedule, a copy of which can be requested from global fleet base. Refer to *Fleet Manual* for details on the vehicle inspection to be carried out by the driver.

Action: I: Inspect - correct or replace as necessary  
T: Tighten to specified torque  
R: Replace, change or lubricate

Interval: A-maintenance every 5,000km  
B-maintenance every 10,000km in addition to A-maintenance  
C-maintenance every 50,000km or at 24-month intervals in addition to A and B

Maintenance items	A	B	C	Remarks
Engine oil and oil filter	R	R	R	In favourable conditions at "B"
Main and pre-fuel filter	R	R	R	In favourable conditions at "B"
Power steering, oil	I	I	R	
Brake and clutch fluids	I	I	R	
All V-belts	I	I	R	
Battery and terminals	I	I	I	Battery, maximum 2 years
Air filter	I	R	R	
Air condition filter	I	I	I	See vehicle handbook
Cooling system fluid	I	I	R	Replace fluid
Washer level and wiper blades	I	I	I	Replace when needed
Leakage on engine and transmission	I	I	I	
Gearbox and transmission oil levels	I	I	R	Replace oil
Doors, bonnet and luggage hinges	I	I	I	
Fuel lines and pipes	I	I	I	
Brake shoes, drums, linings and pipes	I	I	R	Brake shoes and linings only
Handbrake and cable	I	I	I	
Exhaust pipe and muffler	I	I	I	
Bolts and nuts on chassis and body	I	T	T	
Tyres - condition and pressure	I	I	R	Replace when needed
All nipples, steering rod and knuckle	I	I	I	
Free wheel hubs	I	I	I	
Wheel bearings	I	I	R	Replace grease
Suspension and shock absorbers	I	I	I/R	Replace when needed
Tyre condition and pressure	I	I	R	
Electrical system	I	I	I	
Timing belt	I	I	I	See vehicle handbook
Valve clearance	I	I	I	See vehicle handbook
Injection pump and nozzles	I	I	I	See vehicle handbook
Engine compression			I	See vehicle handbook
Road test	I	I	I	

## 11.20 Vehicle service and repair work order



International Federation  
of Red Cross and Red Crescent Societies

### Vehicle service and repair work order

REPAIR WORK ORDER NUMBER		SERVICE USER	
DELEGATION	DEPARTMENT	IRCCPS	LOCATION
AUTHORIZED BY	VEHICLE INFORMATION	DRIVER	MECHANIC
PED. CODE No.	PLATE No.	NAME	NEXT SERVICE
ODOMETER READING	DATE IN	LOCATION	DATE OUT
DESCRIPTION OF REPAIRS REQUIRED		SIGNATURE	
A - SERVICE		Validated by Log Fleet Delegate	
B - SERVICE		Remarks:	
REPAIR/REPLACEMENT		FINANCE	
EQUIPMENT CHECK		ACCOUNT	
SPARE WHEEL/WHEEL SPANNER	V / N	ACTIVITY	
JACK AND HANDLE	V / N	FINANCE CODES	
FIRST AID KIT	V / N	DONOR	
TOOLKIT	V / N	PROJECT	
VHF RADIO	V / N	COSTING	
WARNING TRIANGLE(s)	V / N	LOCAL	
CODAS RADIO (call sign)	V / N	CATEGORIES	
FIRE EXTINGUISHER	V / N	PARTS AND MATERIALS	
FUEL LEVEL MAIN	104 102 104	LUBRICANTS	
FUEL LEVEL SECONDARY	104 102 104	LABOUR	
SUPERVISOR'S SIGNATURE	FULL	TOTAL	
I confirm that service/repairs have been duly completed		Signature of driver	

# 12

## Fleet department standard contracts

Fleet manual 2008 |

Fleet department standard contracts

### Fleet department standard contracts

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## 12.1 Vehicle rental programme agreement 3/5

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All invoices, with the exception of internal invoices to International Federation project codes, are subject to the current programme support recovery (PSR) rate.

13. **Payment Due:** Each invoice must be paid in full within thirty (30) days of receipt.

**WARRANTIES**

14. **Warranty:** The International Federation warrants that the vehicle(s) will not have mileage in excess of 150,000km or have been in service for more than 60 months at the time of arrival in the port of destination. To the knowledge of the International Federation, the vehicle(s) is in good working condition and exhibits no defects. However, the International Federation specifically disclaims any express or implied warranty with respect to the vehicle(s)'s condition, design, operation, fitness for any particular use, absence of any apparent or latent defects, or compliance with any applicable government requirements or regulations.

15. **Replacement:** During the term of this Agreement should a vehicle, under conditions of normal use, fail to perform to the standard intended by the manufacturer, and repair is ineffective, it may be replaced by the International Federation. In such event, the parties will complete a formal amendment of this Agreement detailing the terms of replacement.

**MAINTENANCE AND USE OF VEHICLE(S)**

16. **Activities:** The Rentee agrees to use the vehicle(s) solely for Red Cross Red Crescent activities carried out within the mandate of the Rentee and in accordance with all applicable International Federation rules and regulations, including the Fundamental Principles of the Red Cross and Red Crescent Movement, resolutions and decisions of the International Conference, the General Assembly and the Seville Agreement.

17. **Vehicle management:** The vehicle(s) shall be used and managed in accordance with the Federation *Fleet Manual*, applicable insurance provisions, and national laws. The Rentee is obliged to report monthly vehicle fuel, mileage and maintenance data to the International Federation's fleet management system Fleet Wave.

18. **Emblems:** All logos or emblems on the vehicle(s) must comply with specifications set out in the *Fleet Manual*.

19. **Modifications:** In order to assure functionality, the Rentee must secure International Federation approval prior to making any modifications to the vehicle(s).

20. **Vehicle maintenance and operating costs:** Vehicle maintenance is the Rentee's responsibility. The Rentee agrees to maintain and service the vehicle(s) at his/her own expense, in accordance with the rental agreement and the *Manual*. This includes:

- following the *Fleet Manual* and maintenance schedule;
- ensuring that all necessary servicing, repairs, and maintenance are done in approved workshops (Toyota/Nissan dealers) or in workshops operated by international

organizations (subject to prior approval of global fleet base) in the operational area - work must be recorded and verified as having been undertaken by such workshops;

- documenting maintenance done, including through the fleet management system Fleet Wave for monthly reporting;
- maintaining the vehicle(s) with the correct fuel and topping up lubricants, water and other additives and consumables between servicing;
- obtaining, paying and keeping up-to-date relevant road licences and any other licences required by law; and
- using only genuine vehicle manufacturer spare parts for servicing and repairs.

21. **Excessive wear and tear and damage repair:** The Rentee is responsible for all damages and repairs to the vehicle(s) that are not the result of normal wear and tear. These repairs include, but are not limited to:

- returning the vehicle(s) to its pre-accident condition, including repairs to body parts, mechanical components and to vehicle safety systems, including airbags, seatbelts and bumper system components;
- repairing or replacing: (i) tyres which are unmatched, unsafe or have less than 5mm of tread remaining in any place; (ii) electrical or mechanical defects or malfunctions; (iii) glass, paint, body panels, trim and grill work that are broken, mismatched, chipped, scratched, pitted, cracked, or, where applicable, dented or rusted; (iv) interior rips, stains, burns or worn areas; and (v) all damage which would be covered by collision or comprehensive insurance whether or not such insurance is actually in force.

22. **Repairs:** All repairs must be made with genuine manufacturer parts for the vehicle's make and model. Where the repairs have not been made before the vehicle(s) is returned at the end of the rental period, the Rentee will pay the costs of such repairs. Any maintenance or repair work required to the vehicle(s), which is attributable to the lack of servicing or use of non-approved spare parts, will be charged to the Rentee at actual costs plus 6.5%.

**INSURANCE**

23. **Vehicle insurance:** The International Federation shall provide the following insurance coverage for the vehicle(s):

- Subsidiary Third Party Liability** insurance providing a maximum payout of CHF 200,000 per claim. This insurance is only valid where local 3rd party insurance is in place, or where it can be shown that no 3rd party insurance was available to the Rentee;
- Accident Insurance for Drivers and Passengers** providing a maximum cover of CHF 40,000 per death, CHF 60,000 for permanent handicap per person per event, and up to CHF 1 million for medical treatment for a maximum of 5 years;
- Self-Insurance Provision (SIP)** provides full comprehensive repair and replacement insurance, covering fire, theft and collision. This coverage is subject to a CHF 1000 deductible per claim, to be paid by the Rentee.

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## 12.1 Vehicle rental programme agreement 4/5

International Federation  
of Red Cross and Red Crescent Societies

**The Rentee shall be responsible for securing local 3<sup>rd</sup> party insurance, and all costs and deductibles not covered by the above-mentioned insurance policies.**

A copy of local policy certificates must be sent to global fleet base as confirmation.

**RENEWAL AND TERMINATION**

24. **Renewal – internal rentals to International Federation country representations and programmes:** Requests for extension are subject to a written request from the budget holder validated by the Federation representative responsible for the representation or programme using the vehicle and should be sent to the vehicle rental programme manager at global fleet base.

25. **Renewal – National Societies:** The Rentee may, by written request to the International Federation, at least 14 days prior to the expiration of this Agreement, seek to renew or extend this Agreement. In the event that no such request is received and the vehicle(s) is not returned prior to the expiration date, the International Federation reserves the right to automatically extend the period of this Agreement by three months.

26. **Termination:** Subject to clauses 24 and 25 above, this Agreement will expire at the date set out on the front page of this Agreement. However the Rentee may terminate this Agreement at any time with one month's prior written notice to the International Federation. Upon termination, all remaining sums owed under this Agreement will be due immediately.

27. **Termination for cause:** The International Federation may terminate this Agreement with immediate effect if any of the below-mentioned events occur:

- The Rentee fails to make payments when due;
- The Rentee commits a material breach of this Agreement which has not been rectified within 15 working days after notification;
- a bankruptcy petition is filed against the Rentee;
- the vehicle(s) is used in a manner contrary to the provisions set out in this Agreement.

Upon termination of this Agreement, under this article all remaining sums owed under this Agreement will be due immediately, including any additional costs incurred by the International Federation due to such termination.

**RETURN OF THE VEHICLE**

28. **Rentee's obligations:** Upon termination of the rental Agreement, the Rentee shall return the vehicle(s) to the International Federation or its nominated agent, together with all documentation relating thereto and with all standard equipment (including tools and spare wheel(s) in good condition commensurate with normal wear and tear as described above. Any non-standard equipment fitted by the Rentee will be removed at the cost of the Rentee. Rental payments will cease to be payable once the vehicle(s) has been accepted by the International Federation or its nominated agent together with the Vehicle handover form, which will be completed by the International Federation or its agent.

29. **Return transport:** The International Federation will arrange for the return of the vehicle(s) to Dubai, or as determined by global fleet base a closer location convenient to the Rentee.

30. **Transport costs:** The transport costs from the Rentee's point-of-use to global fleet base, or any other destination agreed to by the parties, are to be paid in full by the Rentee.

**FINAL PROVISIONS**

31. **Notification:** Notice shall be deemed as served:

- when served in person,
- 5 days following posting by registered mail, or
- upon receipt of fax transmission.

32. **Entire understanding:** This Agreement embodies the entire understanding of the parties in respect to the matters contained in or referred to herein. There are no promises, terms, conditions, or obligations, oral or written, express or implied other than those contained in this Agreement.

33. **Amendments:** All amendments must be in writing and signed by all parties to the Agreement.

34. **Sublease:** The Rentee is not allowed to sublease the vehicle(s).

35. **Indemnity:** The Rentee agrees to indemnify and hold harmless the International Federation against any loss or damage to the vehicle(s) and its contents and all claims, losses, injuries, expenses and costs related to the use, maintenance, or condition of the vehicle(s) arising during the term of this Agreement and not otherwise covered by insurance. The Rentee agrees to pay all fines and tickets imposed on the vehicle(s) or its driver(s) promptly.

36. **Force majeure:** Force majeure, as used herein, shall mean acts of God, laws or regulations, industrial disturbances, acts of a public enemy, civil disturbances, explosions and any other similar cause of equivalent force not caused by, or within the control of either party, and which neither party is able to overcome.

As soon as possible but within 15 days after the occurrence of any force majeure event, the Rentee shall notify and give full particulars in writing to the International Federation of such an event where the Rentee is thereby rendered unable, wholly or in part, to perform his obligations and meet his responsibilities under this rental Agreement. The International Federation shall then have the right to terminate the rental Agreement by giving, in writing, seven days notice of termination to the Rentee; the Rentee will immediately arrange for the return of the vehicle(s) to the International Federation.

37. **Severability:** Where any term, condition or covenant of this Agreement shall at any time be held void, invalid or unenforceable such condition, term or covenant, shall be construed as severable and shall not in any way affect or render void this Agreement in its entirety or any other term, condition, covenant of this Agreement.

38. **Privileges and immunities:** Nothing in this Agreement shall constitute or be deemed as a waiver, expressed or implied, of any of the privileges or immunities of the International Federation of Red Cross and Red Crescent Societies.

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## 12.1 Vehicle rental programme agreement 5/5


**International Federation  
of Red Cross and Red Crescent Societies**

**39. Dispute settlement:** The parties shall use their best efforts to settle amicably any dispute, claim or controversy arising out of or relating to this Agreement or to the breach, termination or invalidity thereof. Where such dispute, claim or controversy is not amicably settled within 60 days after receipt by one party of the other party's request for such amicable settlement, such dispute, claim or controversy shall be referred by either party to arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force. The Arbitral Tribunal shall have no authority to award punitive damages. The parties agree to be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute. The place of arbitration shall be Geneva, Switzerland and the language of arbitration shall be English.

**Signed and Agreed**

The International Federation's Secretariat:

Name and date:

The Rentee:

Name and date:

## 12.2 Maintenance services contract 1/4



**International Federation  
of Red Cross and Red Crescent Societies**

**MAINTENANCE SERVICES CONTRACT**
**PARTIES TO THE CONTRACT**

Hereafter called the "Workshop", located at \_\_\_\_\_,

**and**

The International Federation of Red Cross and Red Crescent Societies located in \_\_\_\_\_ (country) at \_\_\_\_\_. Hereafter called the "International Federation".

The following is agreed:

1. The Workshop will provide the International Federation with maintenance services, including labour, materials, and parts at fixed prices for a period of 12 months in respect of those vehicles listed in the attached vehicle list - annex 1 (hereafter called the "Vehicles") on the following terms and conditions.

**TERM**

2. This contract shall be valid from the date of signature for a period of one year, unless extended or terminated in accordance with the terms of this contract.

**MAINTENANCE SERVICES**

3. Maintenance services will consist of:  
Periodic servicing at the times and /or mileage specified, or within a period of 3 days thereof, as set out in the service schedules attached hereto as annex 2.  
Replacement of fast moving spare parts, whether or not this occurs at the time and/or mileage milestones set out in the service schedules.
4. Maintenance's services will in particular not extend to:  
repairs or modifications to International Federation Vehicles;  
services and materials in addition to those specified in the annexes hereto attached;  
changing of tyres or inner tubes;  
repairs to the bodywork, upholstery, and trim whether resulting from normal wear and tear or otherwise – with the exception of adjustment and tightening of seats, which shall be included in maintenance services;  
any maintenance services in respect of Vehicles fitted with non-genuine parts or spare parts not approved by the Workshop;  
daily driver safety checks normally performed by the driver; and/or  
any maintenance services in respect of other vehicles not included in the attached vehicle list, unless specifically agreed.
5. Maintenance services will be carried out only by authorized agents of the Workshop.
6. The Workshop shall confirm each performed maintenance service by recording in the Vehicle service book the date, type of service and mileage of the vehicle at the time of service and fix a stamp thereon.
7. The rates for all maintenance services shall be as set out in the schedule of prices hereto attached as annex 3. These rates are subject to change only by formal amendment of this contract.

**ADDITIONAL SERVICES**

8. The Workshop will, at the express request of the International Federation, provide the following additional services:

## 12.2 Maintenance services contract 2/4



International Federation  
of Red Cross and Red Crescent Societies

maintenance and repair on a Vehicle's body, mechanical, or electrical system and those items excluded under Clause 4 as deemed necessary.

change of tyres (the Workshop will provide tyres from its own stock only where they correspond to the International Federation's required size, make and type – where the Workshop does not hold conforming stock, the International Federation will supply the tyres).

**BREAKDOWN AND RECOVERY**

9. In the event that a Vehicle is immobilized whilst in the field and requires transport to the Workshop for repair, the Workshop can organize immediate recovery and towing.

10. Vehicle towing will be charged at \_\_\_\_\_ per kilometre within a radius of 50 kilometres from the nearest Workshop location; and \_\_\_\_\_ per kilometre outside a radius of 50 kilometres.

**REPLACEMENT OF VEHICLES**

11. The International Federation may, at any time during the term of this contract, withdraw any Vehicle from coverage under this contract and substitute it, at no additional cost to the International Federation, with another Vehicle of the same manufacturer and type.

**ADDITIONAL VEHICLES**

12. The International Federation may at any time add to the number of Vehicles covered by this contract, additional Vehicles belonging to it and of the same manufacturer and type, subject to such additional vehicles undergoing diagnostic inspection by the Workshop. Any defects found by the Workshop shall be repaired at the International Federation's cost prior to the inclusion of such additional Vehicle.

13. The fee for diagnostic inspection shall be \_\_\_\_\_.

**GENERAL**

14. The Workshop will carry out maintenance services and any additional services in a timely and professional manner. Only manufacturer-approved parts (genuine spare parts) and consumables, including oils and fluids, will be fitted to or used in the Vehicles. The Federation may, at any time, supply its own parts. The Workshop maintains the right to refuse them where they do not correspond to quality standards as set out by the manufacturer. All lubricants will be provided by the Workshop.

15. Upon arrival of a Vehicle at the Workshop for periodic maintenance or additional services, the Workshop will provide the International Federation with an estimate of the time required to repair and/or service the Vehicle and carry out such services with due speed and diligence.

16. The Workshop will keep a record of all maintenance services carried out on the Vehicles. The record must include the International Federation Vehicle Code, date, Vehicle registration number and mileage, and indicated the types of maintenance carried out, repairs made and parts replaced with a detailed breakdown of costs, including cost of spare parts, unit cost, lubricant cost, hourly rate for labour and total labour hours. The Workshop will submit such records to the International Federation each time maintenance services or repairs have been completed.

17. A list of fitted radio equipment and tools and their serial numbers in the case of VHF/HF equipment will be noted in the Vehicle schedule. Prior to servicing, the International Federation will remove all detachable private and non-standard equipment from the Vehicle. The remaining equipment will be verified by both parties prior to servicing. The Workshop will be responsible for the repair or replacement of any equipment in a Vehicle that is not found in the same condition prior to service.

## 12.2 Maintenance services contract 3/4



International Federation  
of Red Cross and Red Crescent Societies

**PAYMENT TERMS**

18. Maintenance charges are payable monthly in respect to the maintenance services carried out in the previous month. Invoices shall be issued by the Workshop within 7 days of the end of each month, and shall be paid within 30 days of receipt by the International Federation. [Note: retain of remove next phrase in accordance with the terms of the Status Agreement.] As the International Federation is exempt from the payment of direct taxes, including VAT, invoices shall not include any amounts in respect of such taxes.

19. Additional services will be billed separately according to the estimate accepted by the International Federation prior to the servicing.

**TERMINATION**

20. Either party, at any time, may terminate this contract with 1 month's written notice.

**FINAL CLAUSES**

21. Neither party shall be liable for any failure or delay in performing any of the obligations herein where such delay or failure is caused by strikes, lockouts, labour disputes, riots, civil commotion, acts or restraints of governments or any similar cause beyond the control of the party in question provided that such party shall:

give immediate notice in writing to the other party of the existence of such causes or events and indicate the likelihood that a delay or postponement may take place, and  
has used its best effort to perform its obligations herein notwithstanding the existence of such causes or events.

22. The Workshop shall indemnify and hold harmless the International Federation and its employees at all times and against all actions, proceedings, costs, claims, expenses, demands, liabilities, losses, and damages which the International Federation or its employees or any person may sustain, incur, suffer or pay whatsoever and howsoever arising from any act or omission of the Workshop or its employees or agents.

23. The Workshop shall not divulge, through advertising or any other means that it is or has been contracted by the International Federation. The Workshop shall not use for any purpose whatsoever the International Federation name or logo or any of the Red Cross, Red Crescent and Red Crystal emblems without the express written consent of the Secretary General of the International Federation of Red Cross and Red Crescent Societies or his or her designate.

24. The contract is personal to the parties hereto and may not be assigned to a third party by either party without the written consent of the other.

25. No variation or amendment of the contract shall be binding on the parties unless confirmed by both in writing.

26. Any notice to be given under the contract shall be in writing to the receiving party at its business address: as written on page one of this Agreement or as last notified in writing to the other party.

27. Nothing in this contract shall be deemed a waiver, expressed or implied, of any privilege or immunity of the International Federation of Red Cross and Red Crescent Societies.

28. This contract supersedes all prior agreements written and oral between the parties with respect to the subject matter of this contract.

## 12.2 Maintenance services contract 4/4

International Federation  
of Red Cross and Red Crescent Societies**ARBITRATION**

29. Any dispute, controversy, or claim relating to this contract or the breach, termination or invalidity thereof, shall be settled by arbitration, to the exclusion of national jurisdiction, in accordance with the UNCITRAL Arbitration Rules as at present in force. The parties agree to be bound by any arbitration award rendered in accordance with this paragraph as final adjudication of any such dispute, claim or controversy. The place of arbitration shall be Geneva, Switzerland and the language of arbitration shall be English.

For the International Federation of Red Cross and  
Red Crescent Societies

Country representative

Name print

Date

For the Workshop

Managing director

Name print

Date

## 12.3 Fuel purchase contract 1/3

International Federation  
of Red Cross and Red Crescent Societies**FUEL PURCHASE CONTRACT**

This Contract is made and entered into between \_\_\_\_\_, having its head office at \_\_\_\_\_ (hereinafter referred to as the 'Company'), and the International Federation of Red Cross and Red Crescent Societies, an international humanitarian organization with its secretariat in Geneva, Switzerland, and having its \_\_\_\_\_ office at \_\_\_\_\_ (hereinafter referred to as the 'International Federation').

**Recitals:**

Whereas the Company is a corporation of \_\_\_\_\_ carrying on business as an importer, exporter, wholesaler, retailer, storage agent, distributor, transporter, and producer of petroleum products, and an explorer, recovery agent, refiner, and blender of petroleum resources.

And whereas the International Federation of Red Cross and Red Crescent Societies is an international humanitarian organization comprised of 186 Red Cross and Red Crescent Societies throughout the world with its secretariat in Geneva, Switzerland, and which provides technical and programming support to the \_\_\_\_\_ [name of host National Society].

Now therefore, the agreement of the Parties is set forth as follows:

**1. Scope**

This contract sets forth the rights and obligations of the Company and the International Federation in regard to the provision of fuel by the Company and the payment for such by the International Federation. This contract is in no way exclusive – the International Federation may purchase fuel from other sources without generating any rights on the part of the Company.

**2. Term**

This contract shall be valid from the date of signature for a period of one year.

**3. Payment Terms**

3.1 The Company agrees to the following prices for fuel to be purchased by the International Federation pursuant to this contract.

Diesel D-2 ..... / Litre

Petrol (Unleaded) ..... / Litre

3.2 These prices may be reviewed and revised on a monthly basis by both parties agreeing to account for changes in the price of fuel.

3.3 A single invoice, together with the original tanking list from each filling station, shall be submitted to the International Federation on a weekly basis, said invoices shall be calculated on the basis of the applicable prices provided in Article 3.1 and the fuel documented in the vehicles' fuel logbook and tanking lists as having been consumed by the International Federation.

## 12.3 Fuel purchase contract 2/3



3.4 Invoices shall be paid within 30 days of receipt by the International Federation, subject to verification of the records kept in accordance with Article 4.

**4. Records**

4.1 Company-nominated dealers of the aforesaid filling stations are responsible for filling in the International Federation tanking lists and vehicle fuel logbooks in the documents provided by the International Federation for each re-fuelling of International Federation vehicles, including the following: date, vehicle number, odometer reading, litres and type of fuel provided, name of driver, signature of the driver and signature of fuel station worker.

4.2 A list of drivers and vehicles authorized to be fuelled pursuant to this contract is annexed hereto. This list may be updated by the International Federation at any time by written notice to the Company.

4.3 The original tanking list shall be sent via courier by each filling station to the Company's head office for the preparation of a single invoice on a weekly basis.

4.4 Two copies of the original tanking list will be collected from each filling station by an authorized representative of the International Federation on a weekly basis.

**5. Advertising**

Unless authorized in advance and in writing by the International Federation, the Company shall not advertise or otherwise make public the fact that it is a supplier to the International Federation and/or any Red Cross or Red Crescent National Society, or use the names, emblems or official seals of the International Federation and/or any Red Cross or Red Crescent National Society, or any abbreviation of the names of the International Federation and/or National Red Cross or Red Crescent Societies for advertising purposes or any other purposes.

**6. Warranties**

6.1 The Company represents and warrants that the quality of all fuel provided by the Company pursuant to this contract shall satisfy all applicable standards and meet all regulations.

6.2 The Company represents and warrants that no official of the International Federation has been, or shall be, admitted by the Company to any direct or indirect benefit arising from this contract or the award thereof. The Company agrees that breach of this provision shall be deemed a breach of an essential term of the contract.

**7. Notice**

Service of any notice shall be deemed to be good when delivered in person or sent by registered mail to the addressees of the parties first set out above.

**8. Assignment**

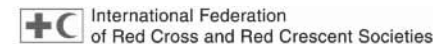
The Company shall not assign, transfer, pledge, or make other disposition of this contract or any part hereof or of any of the Company's rights, claims, or obligations under this contract, except with the prior written consent of the International Federation.

**9. Amendment**

No changes in or modifications to this contract shall be valid unless agreed in writing by the parties.

**10. Dispute Resolution**

## 12.3 Fuel purchase contract 3/3



Any dispute, controversy, or claim arising out of or relating to this Agreement, or the breach, termination, or validity thereof, shall be settled by arbitration, to the exclusion of national jurisdiction, in accordance with the UNCITRAL Arbitration Rules as at present in force. The parties agree to be bound by any arbitration award rendered in accordance with this paragraph as final adjudication of any such claim or controversy. The language of arbitration shall be English.

**11. Privileges and Immunities**

Nothing in or relating to this contract shall constitute or be deemed a waiver, express or implied, of any of the privileges and immunities of the International Federation of Red Cross and Red Crescent Societies.

**12. Termination**

This contract may be terminated by either party on one month's written notice. Any outstanding amounts owed by either party, as reflected in the Company's final invoice shall be paid within 30 days of receipt by the International Federation of such invoice.

**For the Company****For the International Federation**



## 12.4 Vehicle sale contract 1/3

**VEHICLE SALE CONTRACT**

Ref #: SALE \_\_\_\_\_

This contract is concluded between the International Federation of Red Cross and Red Crescent Societies (hereinafter called the 'International Federation') and \_\_\_\_\_,  
(hereinafter called the 'Buyer').

The parties, in consideration of the mutual promises and other valuable considerations exchanged between them as set forth herein, and intending to be legally bound, hereby agree as follows:

**1. Price and payment**

- 1.1 The total purchase price to be paid by the Buyer to the International Federation for the vehicle is \_\_\_\_\_ currency.
- 1.2 The purchase price is according to the Buyer's offer, dated \_\_\_\_\_.
- 1.3 which is an integral part of this contract and cannot be changed.
- 1.4 The full purchase price shall be paid by \_\_\_\_\_  
[indicate method: cash, bank transfer and timing: at signature].

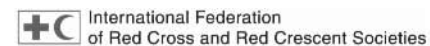
**2. Vehicle details**

- 2.1 On receipt of full payment of the purchase price, the International Federation shall effect such documentation as required under applicable laws and regulations to transfer title to the Buyer of the following vehicle:
  - Make and model: \_\_\_\_\_
  - Chassis N°: \_\_\_\_\_
  - Engine: \_\_\_\_\_
  - Federation ref: \_\_\_\_\_
  - Year: \_\_\_\_\_
  - Odometer reading at signature of this contract: \_\_\_\_\_

**3. Delivery**

- 3.1 Physical possession of the vehicle shall be handed over to the Buyer at the International Federation's premises \_\_\_\_\_ [insert address] at any time during normal business hours following receipt by the International Federation of full payment of the purchase price in accordance with article 1 above.

## 12.4 Vehicle sale contract 2/3

**4. Registration and insurance**

- 4.1 The Buyer accepts full responsibility for registration, licensing, insurance coverage, and all other applicable legal or regulatory requirements relating to the vehicle from the date of transfer of title.
- 4.2 The Buyer acknowledges that the International Federation shall cancel the registration, licensing, and insurance coverage maintained by it with respect to the vehicle from the date of transfer of title.

**5. Documentation of sale and transfer of title**

- 5.1 The International Federation is responsible for collecting all documents necessary to finalize the transfer of title and the registration of the vehicle to the Buyer. The Buyer agrees and covenants to execute all such documents presented to him/her by the International Federation for such purpose.

**6. Warranties and liabilities**

- 6.1 The vehicle is sold on an as is basis and the International Federation does not in any way, express or implied, give any warranty to the Buyer. The International Federation expressly disclaims any implied warranties of merchantability or fitness for a particular purpose.
- 6.2 The International Federation accepts no responsibility concerning the technical or mechanical condition of the vehicle or any apparent or latent defects existing at the time of transfer of title or discovered at any time thereafter.
- 6.3 The Buyer acknowledges that the vehicle was purchased in or imported into \_\_\_\_\_ [country] on a tax exempt basis. The Buyer accepts full responsibility for the payment of all taxes, fees, duties, or other charges assessed as a result of the International Federation's transfer of title to the Buyer. The International Federation accepts no responsibility for any such taxes, fees, duties, or other related charges.

**7. Indemnities**

- 7.1 In the event of breach of this contract by either party, the breaching party shall fully indemnify the other party for all costs incurred by such other party as a result of such breach. This provision shall not limit in any way the remedies either party may have otherwise possessed in law or equity relative to a breach of this contract. The term "costs" as used in this clause shall not include lost profits.

## 12.4 Vehicle sale contract 3/3

International Federation  
of Red Cross and Red Crescent Societies**8. Miscellaneous**

- 8.1 Nothing in or relating to this Agreement shall constitute or be deemed a waiver, express or implied, of any of the privileges and immunities of the International Federation of Red Cross and Red Crescent Societies.
- 8.2 Each party acknowledges that he/she has had an adequate opportunity to read and study this document, to study it, and to seek legal advice if desired.
- 8.3 This contract is signed in four copies consisting of three (3) pages each, two copies in English and two copies in \_\_\_\_\_  
- in the case of any difference between the English and the \_\_\_\_\_ version, the English version shall govern.
- 8.4 This contract is personal to the parties and may not be assigned by either party without the written consent of the other party.
- 8.5 No variation or amendment to this contract shall be binding on the parties unless confirmed in writing and signed by both parties.
- 8.6 This contract supersedes all prior agreements between the parties with respect to the subject matter of this contract.

**9. Default and Termination of Contract**

- 9.1 In case full payment, in accordance with article 1, is not received by the International Federation within 10 days after signing this contract, the International Federation shall have the right to terminate this contract and hold the Buyer responsible for any loss incurred by the International Federation due to the Buyer's default and resulting termination.

**10. Legal addresses of the parties in country:  
Full address of:****The Federation Delegation:****The Buyer:**

In witness whereof and acknowledging acceptance and agreement of the foregoing, the Buyer and a duly authorized representative of the International Federation affix their signatures hereto.

**For the Buyer****For the International  
Federation**\_\_\_\_\_  
[Name]\_\_\_\_\_  
[Name & title]

## 12.5 Vehicle registration agreement (for PNS) 1/4

International Federation  
of Red Cross and Red Crescent Societies**VEHICLE REGISTRATION AGREEMENT****Participating National Society (PNS)**

This Vehicle registration agreement (hereinafter referred to as the "Agreement") is entered into by and between \_\_\_\_\_

\_\_\_\_\_ [name of Participating National Society] (hereinafter referred to as the "PNS"), \_\_\_\_\_

\_\_\_\_\_ [name of host National Society] (hereinafter referred to as the "host National Society"), and the International Federation of Red Cross and Red Crescent Societies (hereinafter referred to as the "International Federation").

Whereas the PNS by the Vehicle rental programme agreement dated \_\_\_\_\_ [insert date] (hereinafter referred to as the "VRP Agreement") has rented from the International Federation [number of vehicles] \_\_\_\_\_ vehicles (more fully described in the Schedule hereto attached, and hereinafter referred to as the "Vehicles"),

Whereas the host National Society has agreed to sponsor the import and registration of the vehicles in \_\_\_\_\_ [insert country] (hereinafter referred to as the "Country") in the name of the host National Society on behalf of the PNS.

Now the parties hereby agree as follows:

**1. Import and registration of the Vehicles**

The Vehicles shall be consigned to and imported to the Country in the name of the host National Society, and shall be registered in Country by the host National Society in its name. The host National Society shall coordinate with the International Federation and the PNS to complete this process in a smooth and timely fashion.

**2. Responsibilities of the PNS**

The PNS shall have full responsibility for the Vehicles in Country, including:

- a. The PNS shall be responsible for taking possession of the Vehicles, for the day-to-day running repairs, maintenance, servicing and proper upkeep of the Vehicles,

## 12.5 Vehicle registration agreement (for PNS) 2/4

all in accordance with the requirements of the VRP Agreement and applicable laws.

- b. For visibility purposes, the Vehicles should be considered host National Society vehicles, and should be marked with the logos, emblems and/ stickers of the host National Society – not the logos, emblems and/ stickers of the International Federation.
- c. The PNS, its servants, agents, employees, invitees, volunteers or any other persons claiming through them shall at all times maintain the reputation and image of the Red Cross and Red Crescent Movement to the best of their ability and shall endeavour at all times to not bring disrepute upon it by their acts and omissions.

**3. Vehicle title**

In accordance with the VRP Agreement, the Vehicles shall remain the property of the International Federation. Upon termination of this Agreement or of the VRP Agreement between the PNS and the International Federation, the PNS shall hand over the Vehicles to the host National Society, and the host National Society shall take all necessary action to facilitate re-assignment, disposal, or re-export of the Vehicles, including, as applicable:

- a. deregistration of the Vehicles;
- b. entry into a new Vehicle registration agreement;
- c. handover of the Vehicles to another Partner National Society or the International Federation; and/or
- d. disposal of the Vehicles with the agreement of the International Federation and transfer to the International Federation of any proceeds from such disposal.

**4. Indemnities**

The PNS shall indemnify and hold harmless the host National Society from and against all actions, claims, demands, losses, liabilities, damages, costs and expenses for which the host National Society shall or may be liable in respect of:

- a. Any negligent, illegal, unauthorized or improper use of the Vehicles by the PNS or any servant, agent, employee, invitee, volunteer or other person claiming through or under the PNS;
- b. Any accidents, injuries or damages of any kind involving the Vehicles;
- c. Any violation of motor traffic laws, rules or regulations involving the Vehicles; and/or

## 12.5 Vehicle registration agreement (for PNS) 3/4

- d. Any other expenses, costs or liabilities of any kind relating to the Vehicles.

For the avoidance of doubt, these indemnities shall have no effect on any indemnities set out in the VRP Agreement.

**5. Non-liability of the International Federation**

The International Federation shall not be liable to the PNS, host National Society, or to any third party in respect of:-

- a. Any accidents, injuries, damages, costs or other liabilities relating to the Vehicles;
- b. The maintenance of the Vehicles;
- c. Any loss of or damage to the Vehicles, whatever the cause; and/or
- d. Any other expenses, costs, or liabilities of any kind relating to the Vehicles.

**6. Insurance and other fees and taxes**

The PNS shall reimburse the host National Society the full cost of local insurance as well as any other taxes, licences, or fees required by the laws and regulations of the Country in respect of the Vehicles.

**7. Final provisions**

- a. Handover of the Vehicles to the PNS is dependent upon the host National Society being able to import and register the Vehicles in its name in the Country. Should the host National Society be unable to import or register the Vehicles in its name, the parties shall meet to agree upon satisfactory alternative arrangements.
- b. Nothing in or relating to this Agreement shall be construed as or deemed a waiver, express or implied, of any of the privileges and immunities of the International Federation.
- c. Any dispute, controversy, or claim arising out of or relating to this Agreement, or the breach, termination, or validity thereof, shall be settled by arbitration, to the exclusion of national jurisdiction, in accordance with the UNCITRAL Arbitration Rules as at present in force. The parties agree to be bound by any arbitration award rendered in accordance with this paragraph as final adjudication of any such claim or controversy. The place of arbitration shall be Geneva, Switzerland and the language of arbitration shall be English.
- d. No party will be responsible for any omissions under accepted force majeure conditions.
- e. The above terms may be varied by written agreement of the parties.



## 12.5 Vehicle registration agreement (for PNS) 4/4

all in accordance with the requirements of the VRP Agreement and applicable laws.

- b. For visibility purposes, the Vehicles should be considered host National Society vehicles, and should be marked with the logos, emblems and/ stickers of the host National Society – not the logos, emblems and/ stickers of the International Federation.
- c. The PNS, its servants, agents, employees, invitees, volunteers or any other persons claiming through them shall at all times maintain the reputation and image of the Red Cross and Red Crescent Movement to the best of their ability and shall endeavour at all times to not bring disrepute upon it by their acts and omissions.

**3. Vehicle title**

In accordance with the VRP Agreement, the Vehicles shall remain the property of the International Federation. Upon termination of this Agreement or of the VRP Agreement between the PNS and the International Federation, the PNS shall hand over the Vehicles to the host National Society, and the host National Society shall take all necessary action to facilitate re-assignment, disposal, or re-export of the Vehicles, including, as applicable:

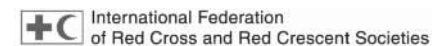
- a. deregistration of the Vehicles;
- b. entry into a new Vehicle registration agreement;
- c. handover of the Vehicles to another Partner National Society or the International Federation; and/or
- d. disposal of the Vehicles with the agreement of the International Federation and transfer to the International Federation of any proceeds from such disposal.

**4. Indemnities**

The PNS shall indemnify and hold harmless the host National Society from and against all actions, claims, demands, losses, liabilities, damages, costs and expenses for which the host National Society shall or may be liable in respect of:

- a. Any negligent, illegal, unauthorized or improper use of the Vehicles by the PNS or any servant, agent, employee, invitee, volunteer or other person claiming through or under the PNS;
- b. Any accidents, injuries or damages of any kind involving the Vehicles;
- c. Any violation of motor traffic laws, rules or regulations involving the Vehicles; and/or

## 12.6 Vehicle registration agreement (for Federation) 1/3

**VEHICLE REGISTRATION AGREEMENT**

This Vehicle Registration Agreement is entered into by and between the International Federation of Red Cross and Red Crescent Societies (hereinafter referred to as the "International Federation") and the \_\_\_\_\_

\_\_\_\_\_ [name of National Society] (hereinafter referred to as the "National Society").

Whereas the National Society has agreed to import and register on behalf of the International Federation [indicate number of vehicles] \_\_\_\_\_ vehicles (more fully described in the schedule hereto attached, and hereinafter referred to as the "Vehicles"),

**The parties hereby agree as follows:****1. Import and registration of the Vehicles**

The Vehicles shall be consigned to and imported to [insert country] \_\_\_\_\_ (hereinafter referred to as the "Country") in the name of the National Society, and shall be registered in the Country by and in the name of the National Society. The National Society shall coordinate with the International Federation to complete this process in a smooth and timely fashion.

**2. Responsibility for the Vehicles**

The International Federation shall have full responsibility for the Vehicles in Country, including:

- a. The International Federation shall retain possession of the Vehicles, and shall be responsible for the day-to-day running repairs, maintenance, servicing and proper upkeep of the Vehicles, all in accordance with the policies and procedures of the International Federation and applicable laws.
- b. For visibility purposes, the Vehicles should be considered International Federation vehicles, and should be marked with the International Federation's emblems, logos and/or stickers, in accordance with the policies and procedures of the International Federation.

**3. Vehicle title**



## 12.6 Vehicle registration agreement (for Federation) 2/3

Though registered in Country in the name of the National Society, the Vehicles shall remain the property of the International Federation. At the request of the International Federation, the National Society shall take all necessary action to facilitate re-assignment, disposal or re-export of the Vehicles, including:

- a. deregistration of the Vehicles;
- b. entry into a new Vehicle registration agreement;
- c. handover of the Vehicles to another National Society or the International Federation; and/or
- d. disposal of the Vehicles and transfer to the International Federation of any proceeds from such disposal.

**4. Indemnities**

The International Federation shall indemnify and hold harmless the National Society from and against all actions, claims, demands, losses, liabilities, damages, costs and expenses for which the National Society shall or may be liable in respect of:

- a. Any negligent, illegal, unauthorized or improper use of the Vehicles by the International Federation or any servant, agent, employee, invitee, volunteer or other person claiming through or under the International Federation;
- b. Any accidents, injuries or damages of any kind involving the Vehicles;
- c. Any violation of motor traffic laws, rules or regulations involving the Vehicles; and/or
- d. Any other expenses, costs or liabilities of any kind relating to the Vehicles.

**5. Non-liability of the International Federation**

The International Federation shall not be liable to the National Society, any government agency or department, or any third party in respect of any failure or non-compliance in connection with the import or registration of the Vehicles;

**6. Insurance and other fees and taxes**

The National Society shall insure the Vehicles in Country in the appropriate sums as required by applicable laws, shall obtain the revenue licences and shall provide for all other taxes and fees required in Country in respect of the Vehicles. Any costs incurred by the National Society in this connection shall be fully reimbursed by the International Federation.

## 12.6 Vehicle registration agreement (for Federation) 3/3

**7. Final provisions**

- a. This Agreement is dependent upon the National Society being able to import and register the Vehicles in its name in the Country. Should the National Society be unable to import or register the Vehicles in its name, the parties shall meet to agree upon satisfactory alternative arrangements.
- b. Nothing in or relating to this Agreement shall be construed as or deemed a waiver, express or implied, of any of the privileges and immunities of the International Federation.
- c. Any dispute, controversy or claim arising out of or relating to this Agreement, or the breach, termination, or validity thereof, shall be settled by arbitration, to the exclusion of national jurisdiction, in accordance with the UNCITRAL Arbitration Rules as at present in force. The parties agree to be bound by any arbitration award rendered in accordance with this paragraph as final adjudication of any such claim or controversy. The place of arbitration shall be Geneva, Switzerland and the language of arbitration shall be English.
- d. Neither party will be responsible for any omissions under accepted force majeure conditions.
- e. The above terms may be varied by written agreement of the parties.

In witness whereof, this Vehicle Registration Agreement is entered into between the parties, by signature below of their authorized representatives, at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ in the year two thousand eight (2008).

For the International Federation of Red  
Cross And Red Crescent Societies

For the [name of National Society]

[Name]

Country Representative

[Name]

[Title]

## Notes

[illegible][illegible]

International Federation of Red Cross and Red Crescent Societies

Fleet manual 2008

[illegible]