



HEALTH EDUCATION AND DEVELOPMENT SOCIETY (HEADS)

HEADS VEHICLE MANAGEMENT POLICY

JANUARY, 2023

House # 219 Sector F-9 Street 1 Phase 6 Hayatabad, Peshawar
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The importance of vehicles in HEADS operations is clear. No operation can function without the transport of relief goods and/or personnel. Nevertheless, HEADS's policy is to keep the number of vehicles it owns in the field as low as possible, whilst remaining sufficient for carrying out operations effectively.

1.1 Responsibilities

The Executive Director is ultimately responsible to ensure that this manual is followed with regard to transport issues, but this is usually delegated to the Program Manager. The Executive Director is responsible to ensure high quality in HEADS's vehicle fleet, and ensure that the vehicle fleet is utilised effectively and controlled properly. Management of transport and vehicles is the responsibility of the logistics department, and can be delegated to a Transport or Logistics Officer. For the purposes of this document, the overall manager of vehicles and transport is called a Logistic Officer.

The Logistic Officer would manage a team of drivers, and possibly mechanics. In all circumstances HEADS drivers report to the Logistic Officer and not to head of the project to which they may be assigned or from where the vehicle costs are budgeted. The drivers carry a series of responsibilities as part of their job description, which govern the conduct of the driver, rules and regulations about security and safety, and adhering to local laws, and detail other tasks related to the management of the vehicle allocated to the driver. These are detailed in the HEADS driver's manual.

Other HEADS staff is also responsible for transport and vehicle usage. To enable the HEADS drivers to perform their duties it is important that all HEADS staff members observe the following:

- Ensure that the driver's responsibilities in this document are adhered to.
- Understand that the driver is responsible for the HEADS vehicle, not the HEADS personnel that have requested his services or the passengers. The drivers' advice on how to conduct the task or journey in the safest and most efficient manner should be respected.
- HEADS staff must not give the driver orders that conflict with his duties, or neglect HEADS regulations as detailed in this manual.
- Drivers receive instructions from their supervisors. Their supervisors are responsible to ensure that driver responsibilities, rules and instructions are known to other relevant staff and passengers.

All Staff have the responsibility to ensure that any person under the influence of alcohol or drugs is not allowed to drive a HEADS vehicle at any time, including when personal use of vehicles has been authorised.



1.2 Purchasing Vehicles

Decisions regarding purchase of vehicles should be made by the logistics and programme teams together, to ensure that appropriate budgeting is in place for vehicle purchase.

Before deciding which vehicle to purchase the HEADS carefully consider the likely and intended use and select an appropriate vehicle type. For instance, in many areas the quality of roads is sufficient that heavy duty 4 wheel drive vehicles are rarely required. Vehicle life cycle costs should also be taken into account when considering which vehicle to purchase, factors such as engine size, fuel efficiency, costs of replacement parts, likely lifespan and re-sale cost should all be evaluated prior to a final decision. Significant savings can be made by more careful consideration of vehicle needs prior to purchase.

1.3 Maintain or Replace

The monthly Car Pool Report (Annex-19) will provide detailed information on the costs of maintenance for any given vehicle as a per km cost, which can be compared across vehicles. This will allow easy identification of which vehicles are becoming more costly to maintain, and will help to inform budget holders of costs expected to keep vehicles running.

These figures can also be used to calculate when it might be more appropriate to replace a vehicle as it becomes less cost effective. This can then be planned for in future budgets.

1.4 Rental of Vehicles

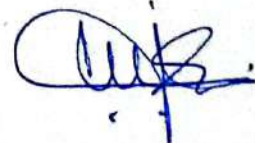
There is always a need to rent vehicles for short term projects, for additional support to the HEADS fleet or where a donor stipulates that vehicles should be rented and/or cannot support purchase.

When a rental vehicle is needed, standard procurement procedures, as detailed in Section 4 should be followed. The requester requiring the vehicle must prepare a Requisition detailing the exact needs for the rental vehicle, with regard to the following points;

- 1.4.1 Vehicle type
- 1.4.2 Colour
- 1.4.3 4WD/2WD
- 1.4.4 Seating/carrying capacity
- 1.4.5 High clearance
- 1.4.6 Whether driver is needed or HEADS driver will be used
- 1.4.7 Vehicle with or without Fuel Rental (Fuel is reimbursed as per agreed rate per KM)
- 1.4.8 Duration of rental
- 1.4.9 Any other conditions i.e. working locations, tinted windows, AC, etc

In addition, the following items should be checked as standard for all potential rental vehicles

- 1.4.10 Full test drive, in the same conditions as the vehicle will be used, testing



mechanical condition of the vehicle

- 1.4.11 Registration certificate (check matching chassis number and engine number)
- 1.4.12 Ownership (on registration certificate)
- 1.4.13 Revenue/taxation license (valid and with correct details)
- 1.4.14 Insurance certificate (valid and with correct details)
- 1.4.15 All seatbelts working

One should pay attention to what kind of communication equipment one can use in a rented vehicle. As for any vehicle used by HEADS, there should be at least two different option of communication equipment that can be used according to security regulations.

In some cases, an independent mechanical check may be made by a suitable mechanic prior to accepting a rental vehicle. The costs for this check should be agreed with the owner prior to checking.

In line with procurement procedures, a contract must be made for any vehicle rented by HEADS, regardless of the length of the rental. A sample format of a Vehicle Rental Agreement is given in (Annex-20). This agreement is suited to slightly longer term rental agreements, but can be adapted to suit a daily or shorter term rental arrangement. It is important to note that HEADS can only make an agreement with the legal owner of a vehicle or Vendor, so this information should be checked on the ownership papers.

When a newly rented vehicle is delivered for use, the Vehicle Handover form is completed documenting the vehicle condition. This document forms part of the agreement between HEADS and the owner, and is then used when returning the vehicle to help identify any problems. Where a security deposit is given, this should be linked to the Vehicle Handover form which is used as a basis for the return of the security deposit.

1.5 Vehicle Costs and Accounting

Any vehicle purchased by HEADS, motorbike or car, should be entered into the finance system upon receipt, and allocated a code. This code will ensure that costs related to this vehicle are charged to the correct project. Where costs are to be shared among projects, arrangements must be made for this between logistics and finance to ensure that costs are charged correctly.

Where items are purchased to support or maintain a vehicle, such as fuel or spares, the vehicle code should be given on the payment documentation to ensure that costs are charged appropriately. The Logistic Officer should ensure that all vehicles in the Car Pool Report (see Annex-19) have their relevant code completed to allow easy cross referencing of vehicle related costs with financial accounts.

1.6 Security and Safety

1.6.1 Transportation of Armed Personnel and/or Military Hardware



Under no circumstances should HEADS vehicles be used to transport armed personnel (police, security forces, insurgents, and paramilitary personnel), weapons or other military hardware. Depending on the local situation, specific rules may be set on how to manage this issue. This could include carrying a document on HEADS headed paper stipulating the rules on this issue in the local language(s) in order to protect the driver and/or passengers should a situation arise– Special points that should always be filled in & local adjustments/rules.

Any incident relating to this issue should be reported using the Incident/Accident form explained in Section 7.20.

1.6.2 Speed

All local speed-limits and road rules must be obeyed. In some circumstances, HEADS may set lower speed limits than local laws dictate, to be followed by HEADS drivers. For all countries the maximum allowable speed limit is 80km/hr for HEADS vehicles. In addition, driving must be adapted to local conditions, with special attention given to;

- 1.6.3 Road conditions
- 1.6.4 Weather conditions
- 1.6.5 Pedestrians, especially children and elderly people
- 1.6.6 Other road users, particularly motorbikes and bicycles
- 1.6.7 Darkness
- 1.6.8 Cargo inside or on the vehicle which may affect braking speed (or become dangerous if not properly secured)

1.6.9 Vehicle condition in general

1.6.10 Authorised Passengers and Goods

In most cases, local drivers are used for driving HEADS vehicles, as they know the roads, local driving patterns, habits, roadblocks and weather conditions better than others.

Authorised Passengers

Only authorised passengers may be transported in HEADS vehicles. All HEADS staff members are insured during working hours, but HEADS is not responsible for non-HEADS staff travelling in a HEADS vehicle, at any time. To ensure that HEADS is free of all liabilities when non HEADS staff members are travelling in a HEADS vehicle, a Waiver form should be completed before the passenger joins the journey.

Authorised Goods

Any goods being transported in a HEADS vehicle must be accompanied by a waybill documenting the transportation. Dangerous goods (such as gas) should not be transported using HEADS vehicles. Drivers should not accept luggage for non-HEADS authorised passengers.

Vehicles must not be loaded beyond their legal capacity as indicated on the registration documentation. All goods loaded should be secured, and loaded safely to prevent risk to



the driver, passengers or other road users.

1.7 Personal Use of HEADS Vehicles

Regulations governing when and where HEADS vehicles may be used for private purposes are laid down by the Executive Body, with consideration to the following points;

- 1.7.1 Official needs always have priority, with security needs being top priority.
- 1.7.2 The Executive Director has the right to deny personal use of a vehicle at any time.
- 1.7.3 All staff wishing to drive a HEADS vehicle must hold a valid applicable driving licence. In the case of 4WD vehicles staff must demonstrate to the satisfaction of the Logistic Officer that they are competent to do so before any personal use will be permitted.
- 1.7.4 The Executive Director is responsible to ensure that all rules and procedures regarding personal use are documented in writing and communicated to staff through the Logistic Officer. Any rules and procedures set must include the standards provided in this manual.
- 1.7.5 Any private trip using HEADS vehicles across provincial and/or any trip exceeding 200km total distance must be approved in advance by the Executive Director.
- 1.7.6 Personal use of vehicles must also be in line with HR regulations.

All personal usage of vehicles must be detailed in the log book to allow correct calculation of costs for reimbursement to HEADS.

1.8 Vehicle Documentation

All HEADS vehicles should carry documents required and relevant to the local conditions, to ensure safety and security, and adherence to local laws.

1.8.1 Documents Checks

It is essential as part of any purchase or rental of vehicles that all of the official documentation is checked and cross referenced against the actual vehicle. Engine number and chassis number should be checked against registration documents, as well as registration plates.

1.9 Vehicle Insurance

Third party liability insurance covers damage to any third party vehicle, property and personnel in the event of a HEADS vehicle being responsible for an accident. **No HEADS vehicle can be driven without third party liability insurance.**

For vehicles purchased locally, insurance can be arranged with a local provider.

In order to make an insurance claim, an Accident/Incident report form must be completed. This forms a written statement of events from the driver. Where passengers are present, they should also complete an Accident/Incident report form. A police report should also be obtained wherever possible.



1.10 Driver Recruitment and Management

1.10.1 Recruitment and Training of Drivers

When recruiting drivers, all applicants must complete a driving test with at least two appropriate staff scoring the test, normally the Logistic Officer, and the Program Manager. An eyesight test is also required to ensure that the driver's vision is of an acceptable standard.

In addition to driving and eyesight tests, work references or recommendations should be checked, and an interview held to determine the driver's background, experience and motivations for the position. It is essential that the original driving license is checked. If the driver is to drive a truck, motorbike, or high capacity vehicle, then the relevant class should be designated on the license. Mechanical skills should be considered a distinct advantage for applicants to driving positions.

Drivers contracts should provide the longest probation period allowable by local law and new drivers performance should be carefully monitored using feedback from passengers and with close supervision from the Logistic Officer. New drivers should be carefully inducted on procedures and rules relating to transport and vehicles. Where possible training should be offered to drivers including but not limited to;

- Off road/4WD driving (where relevant and suited to local conditions).
- Defensive driving.
- First Aid.
- Basic Mechanics.
- Use of all aspects of the HEADS vehicles (such as winch operation)
- Provision of this training improves overall safety, better driving and use of the vehicles (so less maintenance), and reduced fuel consumption.

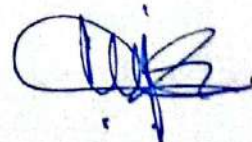
1.10.2 Staff Driving Test

HEADS employed drivers should pass a driving test before they can use any of HEADS vehicles, to make sure they understand how to drive a 4wd vehicle under special conditions, and what to pay attention to. The test should be carried out by the logistics manager prior to any staff using HEADS vehicles.

1.10.3 Driver Rules and Conduct

In addition to the responsibilities contained in the HEADS Drivers Manual the following basic rules apply to all HEADS vehicles and drivers. They should form part of the job description of the driver, and may also be shared with other staff and passengers. It is the responsibility of the driver to ensure that they are followed at all times, and further details are given in each relevant section:

- No mobile phones are to be answered when driving.
- Driving style should suit local conditions, and should be careful and passive.
- As a representative of HEADS the driver is expected to dress and behave in a respectable manner at all times.
- The driver should manage his/her time properly and report promptly to work. S/he



- should also ensure that s/he is adequately rested prior to long journeys.
- Drivers requiring prescription glasses must wear these at all times when driving.
- Drivers must carry out a weekly vehicle check.
- The driver should report to the Logistic Officer if any problems are experienced with passengers not understanding or following the rules required in this manual.
- The driver should familiarise him/herself with the tools and equipment in the vehicle
- The driver should familiarise himself/herself with the local area and planned journey route prior to departure, particularly any security issues to be aware of.

When other HEADS staff is driving HEADS vehicles without the service of the driver, the same rules and guidelines must be observed.

As a precaution against theft, the driver should apply the following:

- The vehicle should be locked and windows closed.
- The vehicle should be properly secured when the driver leaves the vehicle.
- Parking should be in a secure area, with adequate lighting and preferably guards and valuables should be kept out of sight.

1.11 Vehicle Allocation and Planning

HEADS should develop a system for allocating and managing vehicles according to their programme needs. Managing vehicles as a pool is the most efficient system, and this may require weekly plans to be submitted to ensure that all needs are met.

Any system developed should clearly communicate how vehicles are to be accessed and the timeframe for requests. They should also detail who is responsible for organising the vehicles and deciding which vehicles are allocated how.

1.12 Log Books

Every HEADS vehicle should carry a Vehicle Logbook (Annex-21). All use of the vehicle, whether personal or official should be detailed in the logbook at the end of each journey. Motorbikes should carry and use logbooks as with other HEADS vehicles. The driver is responsible for completing the logbook, including km recording, and to note where fuel is received or maintenance/repair work done. The driver must sign the logbook every time it is updated.

The Logistic Officer is responsible to check logbooks on a weekly basis to ensure that they are being properly filled and to check work detailed is in line with duties allocated during that week. The Logistic Officer will record the figures in the Log Book on a monthly basis to support the monthly Car Pool Report.

1.13 Fuel Management

Receipt and use of fuel must be monitored to ensure that this valuable resource is being properly managed, and to track the performance of vehicles. The fuel consumption of all

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vehicles must be recorded at each fuelling, and on a monthly basis (see Car Pool Report, Section 7.20).

In order to correctly measure fuel consumption, the following must be in place:

- 1.13.1 Always fill tank fully for security reasons and for control of fuel consumption.
- 1.13.2 One should fill before the total tank volume(s) is less than a third of the total.
- 1.13.3 Vehicle tanks must be filled when fuelling, to allow accurate measurement of litres of fuel used and received (fuel gauge readings are not accurate enough).
- 1.13.4 Accurate records must be kept of all fuel received, using the Fuel Requisition Form (see Annex-22). This form requires the signature of 3 individuals to confirm the receipt of fuel, and the fuel received is also entered into the Log Book. The fuel received together with the km driven allows the calculation of fuel consumption.
- 1.13.5 The Fuel Requisition Form also allows space for calculation of fuel consumption at each fuelling. This allows the Transport Officer to identify early any problems with fuel consumption.

Expected Fuel Consumption figures for a new vehicle can be found in the manufacturer's manual. HEADS Logistic Department will have the authority to determine the rate per kilometre in PKR or KM per litre fuel for an average vehicle.

Any vehicle covering less distance per km of fuel/or using more fuel than indicated from the manufacturer should be investigated further.

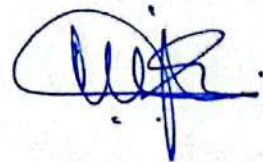
Possible explanations for poor fuel consumption include;

- 1.13.6 Poor driver handling.
- 1.13.7 Poor engine condition and/or maintenance, including age of the vehicle.
- 1.13.8 Poor road conditions (particularly getting stuck in mud or sand).
- 1.13.9 Use of Air Conditioner.
- 1.13.10 Fuel leak.
- 1.13.11 Incorrect recording of fuel received and fuel used.
- 1.13.12 Incorrect recording of km driven.
- 1.13.13 Theft.
- 1.13.14 Poor quality of fuel.

1.14 Maintenance and Repairs

1.14.1 Vehicle Checks

The drivers are the best source of knowledge on the performance of the vehicles and any possible repair needs. For each vehicle, a Weekly Vehicle Check form must be completed, comprising a check of key vehicle systems, as well as equipment and documentation. This also provides a space for drivers to detail other problems they have noted. The Logistic Officer is responsible to gather these reports and review them, and take action as necessary. Where a problem is reported this must be followed up by a qualified mechanic.



1.14.2 Maintenance Schedules

The Executive Director is responsible for ensuring that vehicles are properly maintained according to the maintenance schedule detailed below and that provided in the vehicle manufacturer's manual. This responsibility can be delegated.

A schedule should be established for each country office, as servicing needs will depend on the weather and atmospheric conditions, road conditions, driving habits and standards, vehicle age, and vehicle use. The manufacturer's manual or a good mechanic can provide more guidance in this if needed.

Once the schedule is established, the Logistic Officer must track the servicing of all vehicles to ensure that services are done on time, and records kept of all services. Whenever work is done on a vehicle a copy of the Job Card (see Annex-23) should be kept on file to form the complete history of the vehicle.

1.14.3 Spare Parts

Care should be taken to ensure that all spare parts used in HEADS vehicles are genuine spares. This requires the use of reputable suppliers, but also diligence and checking during the servicing. If non genuine spares are used this usually voids all warranties, and results in substandard quality.

Where repairs are done, the old spares should be returned to HEADS as proof that the part was replaced, and then disposed. The Logistic Officer should identify the fast and slower moving spares and consider the timeframes to source spare parts. In many cases, especially where there is a larger fleet of vehicles, it could be useful to hold small stocks of spare parts to reduce servicing and repair lead times, and set up a reorder system with the Warehouse Manager.

Often it is useful to order commonly used spare parts when a new vehicle is purchased. This way the parts can be shipped with the vehicle and HEADS can be confident of their quality and suitability.

1.15 HEADS Workshop or External Provider?

Careful consideration should be given as to which is the best option for servicing and repair needs according to local conditions. Factors to consider include:

- Availability of locally qualified personnel.
- Ability to oversee and supervise mechanics, including some technical expertise in the supervisor.
- Availability of spare parts and consumables, and options to hold stocks of these.
- Set up of workshop to meet vehicle needs now and in the future, including office space, covered service bays, inspection pit or ramp, security, space for multiple vehicles to access, turn, and park (consider space, cost, maintenance, etc).
- Availability of external garage facilities.
- Equipment required for different aspects of work.
- Some work will still have to be outsourced, such as wheel balancing and major repairs.



- Environmental impact of disposing of oils and lubricants.

Where available, it is recommended to use external providers for repairs and servicing. These often provide guarantees for their work, and can handle all aspects of the workshop management, including sourcing spares, health and safety, etc. Setting up and managing a HEADS workshop is complex and time consuming if it is to be done well.

1.16 Workshop Management

1.16.1 Staffing

When hiring mechanics it is essential to ensure that they have the relevant qualifications and experience, particularly for the vehicles in the fleet. References must be checked. Contracts should include a probation period, during which time the work must be monitored closely.

1.16.2 Procedures and Documentation

It is essential that all work carried out in the workshop is documented and recorded on a Job Card (see Annex-23). This job card forms a record of work done to a particular vehicle, but also allows planning and monitoring of the mechanics workload and daily activities. It also allows the Logistic Officer to link Weekly Vehicle Reports with the work done on a vehicle to ensure that issues raised are resolved, or further actions are identified.

Environmentally hazardous waste such as used petroleum, oils and lubricants must be disposed of safely and without contaminating local water sources. Advice should be sought from local workshops regarding this disposal and careful solutions sought.

1.17 Accidents and Incidents

All accidents or incidents, including security incidents, involving HEADS vehicles, require the completion of an Accident / Incident Report within 24 hours. This document is then forwarded to the relevant line manager, and the Logistic Officer for further action. The Logistic Officer is responsible to coordinate all actions, and gather all documentation required should an insurance claim be necessary. An Agreed statement of facts on motor vehicle accidents is also required in the case of an insurance claim, and must be completed before leaving the scene.

In case of an insurance claim, when the vehicle has been covered through Head Office, all relevant documents must be collected and sent all together either through email or courier service or other appropriate agencies.

In the event of an accident drivers should follow the checklist contained in the HEADS driver's manual.

1.18 Car Pool Report

All aspects of vehicle management is recorded and reported upon in the monthly Car Pool



Report (Annex-19), to be forwarded to the Logistics Officer. Ordinarily, the Logistic Assistant compiles this report. The car pool report is intended to be used as a fleet management tool so that vehicle use, condition and performance can be monitored by the Logistic Officer in the relevant Field office. This is particularly useful in determining vehicles requiring maintenance, service or other attention as these will likely have higher than normal fuel consumption which will be indentified through the Car Pool Report.

The report includes basic information on each vehicle as well as:

- | | |
|--------|--|
| 1.18.1 | Current working location of the vehicle. |
| 1.18.2 | Insurance details and expiry date. |
| 1.18.3 | Present condition for each vehicle. |
| 1.18.4 | KM travelled. |
| 1.18.5 | Fuel used. |
| 1.18.6 | Fuel consumption. |
| 1.18.7 | Costs of servicing and repairs. |
| 1.18.8 | Total cost per km. |
| 1.18.9 | Comments. |

The report also allows the Logistic Officer, Project Manager and the Program Manager to have an overview of the vehicle fleet and to review vehicle conditi

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BOG Meeting


Participated by:


Mr. Raza Ullah Jan
Ms. Dr. Uzma Amin
Mr. Muhammad Jidran
Ms. Tahira Nasreen
Mr. Nawaz Ali Shah
Ms. Ambreen Banori
Mr. Abid Ali
Ms. Samina Khanam
Mr. Shafi Ullah
Mr. Asif Ali
Ms. Ramsha Khan


Chairperson
Board Member
Board Member
Board Member
Board Member
Board Member
Board Member
Executive Director
Program Manager
Director Finance
HR Officer


During the meeting held on January 4, 2023 at HEADS Head Office. The main agenda of the meeting was to discuss the organization policies and procedures. Keeping in view the current situation, all the policies and procedures were discussed and all the necessary amendments were suggested by the BOG where needed. The Chairperson directed HEADS management to revise all the policies as per the suggestion of the BOG members and new policies should be formed according to Donors requirement and duly signed by Chairperson and BOG members earliest at the end of this month.


Signed on 04/01/2023 by authorized signatory (ies):


Mr. Raza Ullah Jan (Chairperson)


Dr. Uzma Amin
(BoG Member)


Ms. Tahira Nasreen
(BOG Member)


Mr. Muhammad Jidran
(BoG Member)


Mr. Nayaz Ali Shah
(BoG Member)

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Health Education and Development Society (HEADS)





Ms. Ambareen Banon
(BOG Member)


Mr. Abid Ali
(BoG Member)


Ms. Samina Khanam
(Executive Director)


Mr. Shafi Ullah
(Program Manager)


Mr. Asif Ali
(Director Finance)


Ms. Ramsha Khan
(HR Officer)



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