In March 2018 Fleet Forum conducted a survey to get insights in the need for fleet management services during emergencies. This whitepaper describes the survey findings and suggests a way forward.
Executive Summary

It is common knowledge among staff, who have worked in emergencies, that established fleet management procedures are not or not always regarded as the priority is to have as many vehicles and drivers as possible available. This ‘fire-fighting’ spirit, almost second-nature to everyone working in an emergency, leads to unsafe situations, costly inefficiencies, ineffective delivery of aid and at the same time not considering the environmental impact of their vehicle operations.

From various conversations regarding emergency response with humanitarian actors Fleet Forum learned that within some organizations there is a need for fleet management services. In order to get insight in those needs, Fleet Forum, in collaboration with the Logistics Cluster, issued a survey in March 2018.

An invitation to participate in the survey was sent through an email newsletter to known humanitarian organisations of Fleet Forum as well as disseminated through the Logistic Cluster network. In total approximately 2,500 representatives were notified about the survey and invited to participate. In total 103 respondents participated in the survey. Almost 50% of these respondents are involved in man-made, natural and complex emergencies.

The objective of the survey was to get a better understanding of the need for fleet management services during emergencies in order to identify potential future solutions. The questions were framed around the following topics:

- Fleet management during the last emergency the organisation responded to;
- Future fleet management needs.

Sufficient vehicle capacity to meet increased transport demand did not seem to be the biggest challenge in the last emergency the organisations responded to. Out of all the respondents 48% mentioned that they had enough vehicles. Similarly, 60% stated that these vehicles were in good condition.

34% of the respondents stated that they did not have enough drivers, whilst only 46% of the respondents ensures that the recruited drivers are trained before they start working.

Even though 49% of the respondents was satisfied with the performance of the fleet manager, only 41% mentioned that one of the most important tasks of a fleet manager – evaluation of the performance during and after the emergency – was done.
During emergencies organisations are most in need of vehicles and drivers to transport goods and staff and they fulfil this need by hiring these services. Only 16% of the respondents mentioned that during emergencies they procured driver training.

Respondents greatest concern is the time it takes to get the vehicles operational in the emergency location. The second most mentioned concerns were respectively to recruit additional manpower and to make sure that the vehicles were maintained and repaired by quality workshops.

More than three quarter of the respondents mentioned that they definitely have a need for fleet management services. Training of drivers and fleet manager is mentioned most often (respectively by 63 and 54% of the respondents), followed by the establishment of maintenance and repair contracts.

**Conclusion**

From this short survey the following conclusions can be drawn

- There is a need for fleet management services in emergencies;
- Training of fleet managers and drivers is regarded as most needed;
- Using drivers that are not trained happens often and exposes organisations to risks;
- Data to measure performance is not collected by almost 60% of the respondents.

**Way forward**

Fleet management is a crucial enabler to successfully fulfil the needs of beneficiaries in emergencies. Transport is needed to provide goods to those in need or to enable staff members to carry out their work during the emergency. In order to increase safe, effective and professional fleet management practices before, during and after emergency response operations we call upon the Logistics Cluster to identify partners that can support fleet management services. As seen in the survey answers, offering training for newly recruited fleet managers and drivers and supporting organisations to get insight in their fleet management performance could be a good starting point.
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**Introduction**

Effective humanitarian response in emergencies is heavily dependent on the availability of transport. Staff must be able to access beneficiaries at the point of need, which may often be in remote and difficult terrain. Yet the challenges in emergencies are endless: scarcity of vehicles and qualified drivers, high rental prices as well as the competition between agencies to secure vehicles.

It is common knowledge among staff, who have worked in emergencies, that established fleet management procedures are not or not always regarded as the priority is to have as many vehicles and drivers as possible available. This ‘fire-fighting’ spirit, almost second-nature to everyone working in an emergency, leads to extremely unsafe situations, costly inefficiencies, ineffective delivery of aid and at the same time not considering the environmental impact of their vehicle operations.

From various conversations regarding emergency response with humanitarian actors we learned that within some organizations there is a need for fleet management. In order to get insight in those needs, Fleet Forum, in collaboration with the Logistics Cluster, issued a survey in March 2018. This paper describes the survey findings and suggests a way forward.

**Survey Methodology**

The survey was administered by Fleet Forum from March 21, 2018 until April 15, 2018. An invitation to participate in the survey was sent through an email newsletter to known humanitarian organisations of Fleet Forum as well as disseminated through the Logistic Cluster network. In total approximately 2,500 representatives were notified about the survey and invited to participate.

The objective of the survey was to get a better understanding of the need for fleet management services during emergencies in order to identify potential future solutions. The questions were framed around the following topics:

- Fleet management needs during the last emergency the organisation responded to;
- Future fleet management needs.

An online survey tool, SurveyMonkey, was used to create and publish the survey online. On average participants were asked to answer 7 questions. A copy of the survey can be found in the appendix. A reminder email was sent throughout the process to encourage participation. In total 103 respondents completed the survey.
Survey Findings

In this section, the analysis of responses related to the need for fleet management during emergencies has been described.

**Type of emergencies**

Respondents were asked to indicate what type of emergencies they responded to.

![Figure 1](image)

**Figure 1**

Figure 1 shows that the majority of respondents (50%) responds to all types of emergencies. The respondents (9) who indicated that their organisations are not responding to emergencies were redirected to the last question of the survey. The respondents who indicated ‘other’ were asked to specify their answer. Their answers ranged from describing the work their organisation is involved in to stating that their organisation was involved in both emergency response as well as development programmes.

**Reflecting on the last emergency**

With the following questions we asked the respondents to answer with the last emergency their organisation responded to in mind.

Figure 2 shows that the majority of the respondents thought they had enough vehicles to meet increased transport demand. 34% of the respondents (fully) disagreed with this statement.
The respondents were further asked if they thought that the vehicles were in good condition. 16% of the respondents (fully) disagreed with this.

The respondents were further asked if they thought that, during the last emergency, they had enough drivers. As shown in figure 3 the majority of the respondents (fully) agreed to this statement. 34% of the respondents is of the opinion that they did not have enough drivers to meet the increased transport demand.
With our next question we tried to get an understanding if, during emergency response operations, the additionally recruited drivers were trained according to organisations standards before starting to drive. Only 46% of the respondents answered this question positively. This leads to the conclusion that during emergencies a large proportion of the organisations work with untrained drivers. Allowing untrained drivers to work for the organisation in emergencies has significant business risk for organisations, for example in the area of safety, reputation, finance, aid delivery and legal..
Our next question was framed around the performance of the fleet manager during the emergency and how he or she dealt with the increased transport demand. Almost half of the respondents (49%) was of the opinion that the fleet manager had sufficient expertise. It is noteworthy that almost a quarter of the respondents answered 'neutral' to this question. In informal conversations some of the respondents explained that they could not judge it as there was no transparency into the objectives of the fleet manager nor had they insight in what the increased transport demand was.

![The fleet manager on location had sufficient expertise to manage the increased transport demand](image)

Figure 6

Finally, the respondents were asked whether during the last emergency the fleet management performance was evaluated. Figure 7 shows that 41% of the respondents collects data to measure the performance of the fleet during and after the emergency.
Meeting increased transport demand

Our next question tried to get an insight in the ways organisations meet the increased transport need during emergencies. Most organisations hire vehicles and drivers to transport goods and staff (respectively 72 and 66%), however only 16% of the organisations procured driver training. This could lead to the assumption that those organisations who mentioned that drivers where trained before started to work for them (see figure 5) were trained on the job or that organisations have internal driver training capacity.
Fleet management concerns

To our question ‘What gives you most headaches during emergencies’, more than a quarter of the respondents mentioned the time it takes to get the vehicles operational in the emergency location. The second most mentioned concerns (both mentioned by 15% of the respondents) were respectively to recruit additional manpower and to make sure that the vehicles were maintained and repaired by quality workshops. Figure 9 shows all the ‘headaches’. From the respondents who selected ‘Other’ mentioned two the (destroyed) roads and infrastructure as their biggest concern, whereas another respondent highlighted the absence of tools and systems to plan journeys as a concern.

Need for Fleet Management Services

Our final topic looked into the need for fleet management services in emergencies. As shown in figure 10, more than 75% of the respondents definitely needs fleet management services during emergencies, whilst another 13% states that there is probably a need for these services.
Further the respondents were asked what kind of services they need. Training of drivers and fleet manager is mentioned most often (respectively by 63 and 54% of the respondents), followed by the establishment of maintenance and repair contracts. In the category ‘other’ respondents mentioned the establishment of contracts with fuel providers and taxi providers as needed.

To our question which organisation would be best suited to provide these services respondents gave a variety of answers, with World Food Programme
and Fleet Forum mentioned in 23% of the answers and the Logistics Cluster in 12% of the answers.

Conclusion
From this short survey we can draw the following conclusions:
• There is a need for fleet management services in emergencies;
• Training of fleet managers and drivers is regarded as most needed;
• Using drivers that are not trained happens often and exposes organisations to risks;
• Data to measure performance is not collected by almost 60% of the respondents.

Suggested way forward
Fleet management is a crucial enabler to successfully fulfil the needs of beneficiaries in emergencies. Vehicles are needed to provide goods to those in need or to enable staff members to carry out their work during the emergency. In order to increase safe, effective and professional fleet management practices before, during and after emergency response operations we call upon the Logistics Cluster to identify partners that can support fleet management services. As seen in the survey answers, offering training for newly recruited fleet managers and drivers and supporting organisations to get insight in their fleet management performance could be a good starting point.
Fleet management services in emergencies

Introduction text

Dear Fleet Forum member, dear Logistics Cluster member,

From various conversations with organizations regarding emergency response we learned that within some organizations there is a need for fleet management services in emergencies. With this survey we would like to get more insight in these needs.

We value your input. Please take a moment to complete this survey. Your responses help us develop future services and products that support organizations during emergency response.

Thank you for your time and effort!

1. Please indicate what kind of emergencies your organisation responds to:
   a. Natural disasters
   b. Man-made emergencies
   c. Complex emergencies (a combination of natural disasters and man-made emergencies)
   d. We don’t respond to emergencies (go to the end)

2. Please think of the last emergency your organisation responded to and rate the following statements, from fully disagree to fully agree. You may choose one rating per statement.
   a. We had enough vehicles to meet the increased transport demand
   b. The vehicles were technically sound / in good condition
   c. We had enough drivers to meet the increased transport demand
   d. The drivers were trained according to our organisations standards before driving for us
   e. The fleet manager on location had sufficient expertise to manage the increased transport demand
   f. We collected quality data to evaluate our fleet management performance during and after the emergency response

3. What services did you acquire during the emergency?
   a. We rented vehicles without drivers
   b. We insourced vehicles and drivers to transport staff
   c. We insourced vehicles and drivers to transport goods
   d. We used transport services of other organisations to transport staff or goods
   e. We procured driver training
   f. We procured maintenance repair services
4. From the below list please pick the area that gives you most headaches during emergencies:
   a. The time it takes to get the vehicle operational in the country / emergency location
   b. To get temporary vehicles operational in the emergency location
   c. To recruit additional man-power (drivers, fleet managers)
   d. To ensure that the new recruited drivers are capable to drive in a safe manner
   e. To ensure that the vehicles were maintained and/or repaired by good quality workshops
   f. To get insight in the performance of our fleet during and after the emergency
   g. Other (please describe)

5. When you think of fleet management services in emergency contexts, do you think of it as something that your organisation needs or doesn’t need?
   a) Definitely needs
   b) Probably needs
   c) Neutral
   d) Probably doesn’t need
   e) Definitely doesn’t need

6. What fleet management services do you need support with during emergencies? Please select all that apply:
   a. Conduct fleet management training for fleet managers
   b. Conduct driver training
   c. Establishment contracts or agreements with rental vehicle suppliers
   d. Deployment of qualified fleet managers
   e. Establishment contracts or agreements with maintenance and repair suppliers
   f. Other (please describe)

7. Which organisation(s) is/are best suited to provide these services during emergencies? Please explain:
   a. …
   b. …
   c. …

8. If you have questions or want to share your ideas with us, feel free to leave your contact details. We will contact you before [X date]