



Road Transport and Safety Agency



March 2018

FLEET SAFETY MANAGEMENT GUIDE





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Road Smart
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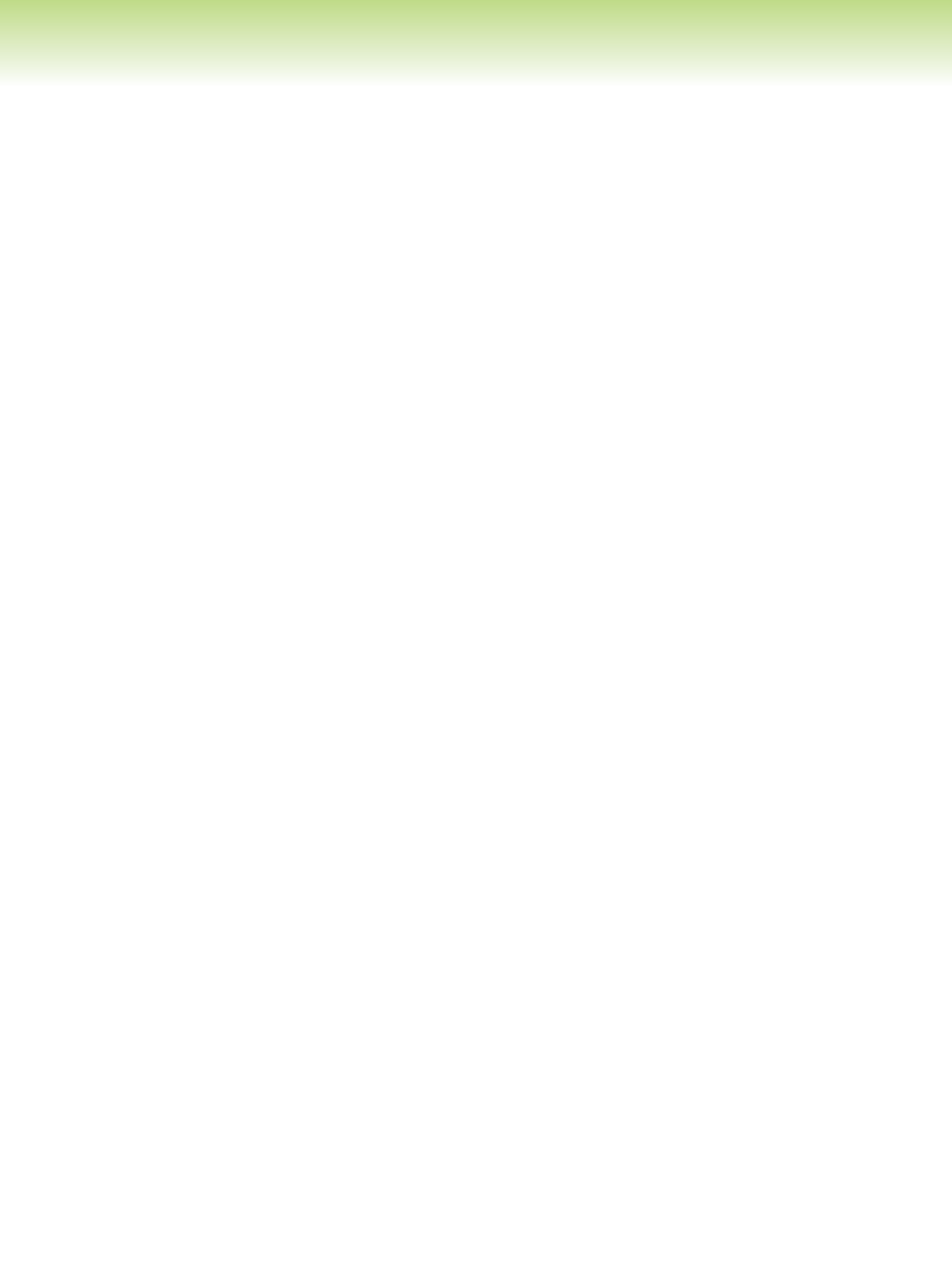


Table of Contents

Foreword	3
Acknowledgement	4
Working Definitions.....	5
Acronyms	6
1 Introduction.....	7
2 Situation Analysis	7
3 Framework	8
4 Aim	8
5 Vision Statement.....	8
6 Main Objective	8
6.1 Specific Objectives	8
7 Road Safety Statement	9
8 Guiding Principles	10
9 Standard Elements	10
10 Fleet Safety Assurance and Compliance	13
Annex 1a: Driver Selection and Testing Tool	24
Annex 1b: Driver Management.....	25
Annex 2: Vehicle Maintenance & Condition Report	26
Annex 3: Driver's Vehicle Checklist And Fault Report	29
Annex 4: Vehicle Inspection Report	31
Annex 5: Journey Management Checklist – Trip.....	32
Annex 6: Journey Passenger, Vehicle Schedule.....	34
Annex 7: Route Plan Form.....	35
Annex 8: Factors to Consider when preparing Journey Risk Management Plans	36
Annex 9: Manual Incident Analysis Form	37
Annex 11: Recommended First Aid Contents	39
Annex 12: Fleet Risk Assessment Questionnaire	40
Annex 14: Fleet Safety Policy Statement	45
Annex 15: Recommended Vehicle Safety Features.....	46

Foreword

Road Transport plays a vital role in all economic activities in Zambia, contributing to economic growth via quicker mobility of goods, services and people. Road transport so far accounts for ninety percent of all local transportation in Zambia. Zambia has experienced an economic growth over the last three years with an increase in Public Service Vehicles' operations.

The increase in the motor vehicle population has brought about challenges such as road traffic crashes and their consequences which calls for improved fleet management. Government through the Road Transport and Safety Agency (RTSA) realises the need to provide guidance for Public Service Vehicle Operators. Road traffic crashes, injuries and fatalities have become a public health and development problem in Zambia. These crashes are a huge burden to the nation's economy and their resultant effects culminate into unquantifiable loss of human life and leave the injured with permanent injuries which have since affected their productive life.

The purpose of this Guide is to ensure the safety of our drivers, their passengers and indeed other road users. This workplace fleet safety management guide is designed to help public service vehicle operators integrate road safety into every aspect of their operations.

This guide will provide direction, proper coordination, implementation, monitoring and evaluation of the safety of road users in order to reduce road fatalities and injuries. Subsequently, the Fleet Safety guide has been designed to work side by side with the National Road Safety Policy, Strategy and Action Plan.

Implementation of this guide will improve the national road safety profile by minimising road crashes and subsequently reducing the risk of fatalities and injuries.



Zindaba Soko

Director and Chief Executive Officer

ROAD TRANSPORT AND SAFETY AGENCY

Acknowledgement

This Fleet Safety Management Guide has been developed in consultation with the Ministry of Transport and Communications, Global Road Safety Partnership – Zambia, Lafarge Plc, Total Zambia Limited, Truckers Association of Zambia and Public Service Vehicle Operators.

We wish to thank our members of staff for their dedication and invaluable input during the formulation of this guide and all other stakeholders that provided constructive input during the preparation of this document.

The Guide provides a framework for the implementation of fleet safety management for road transport operations in Zambia.

Working Definitions

For purposes of this Guide the following definitions are applicable;

- Driver** – in relation to a vehicle means the person or persons having control of the steering apparatus thereof.
- Vehicle** – includes any engine, wagon, dray, cart, carriage, bicycle or other means of carrying goods or persons by land, having two or more wheels, whether drawn or propelled by human, animal steam electric or other power.
- Journey** – Means any travel by road that is planned and or conducted in the performance of business.
- On Duty** – Means at work either driving, including breaks taken between driving, loading, or unloading, or doing any other authorized work. It does not include daily rest periods taken away from the vehicle.
- Driving** – Means any time the driver is on the road behind the wheel and is not taking a statutory break.
- Driving Hours** – Are all the hours between the start and finish of work and include loading and unloading and any other work associated with or not associated with the vehicle.
- Hours of Rest** – Means the minimum hours of rest required of a driver of a motor vehicle after driving for the prescribed maximum of 8 hrs. Intervals of rest of at least fifteen minutes each after every two hours of driving or thirty minutes each after every four hours of driving
- Incentives and disincentives** - Promote best practices by making employees aware of the reasons for the policies and by creating the motivation to comply with them.

Acronyms

DDT	-	Defensive Driving Training
FSMG	-	Fleet Safety Management Guide
GPS	-	Global Positioning System
GRSP	-	Global Road Safety Partnership
IVMS	-	In Vehicle Monitoring System
JMP	-	Journey Management Plan
MTC	-	Ministry of Transport and Communications
NGO	-	Non-Governmental Organisation
PSV	-	Public Service Vehicle
RRA	-	Route Risk Assessment
RTSA	-	Road Transport and Safety Agency
TAZ	-	Truckers Association of Zambia

1 Introduction

The Road Transport and Safety Agency is a body corporate established under the Road Traffic Act No. 11 of 2002 to implement policy on road transport, road safety road traffic management.

In its effort to improve the country's road safety profile the Agency in consultation with stakeholders and with guidance from the Ministry of Transport and Communications (MTC) has developed this Fleet Safety Management Guide (FSMG) to provide guidance in the management and improvement of fleet safety in Zambia by companies. This guide has been developed based on five pillars namely, Driver Management, Vehicle Management, Journey Management, Health and Safety and Organisational Management.

To improve road safety, the Agency with guidance from the MTC has formulated this guide to assist companies develop their own fleet safety management policies to improve the safety of their fleet, drivers and other road users.

This guide must also be used by public service vehicle operators who wish to apply for night driving to develop required fleet safety management policies as a prerequisite for night driving exemption.

2 Situation Analysis

Over the past four years (2014 to 2017), Zambia as a country has been losing an average of 2,000 lives annually. Of these fatalities, 61% involve vulnerable road users (pedestrians, cyclists and motor cyclists), 27 % represent motor vehicle passengers while 12% represent motor vehicle drivers. These fatalities are predominantly higher in inter-urban roads. Although the number PSV is less than that of private vehicles, PSVs contribute significantly to the number of fatalities.

Statistics indicate that among all contributory factors to road traffic crashes in Zambia, human error is the major factor, accounting for over 87 percent and 13 percent accounting for motor vehicle condition, road condition and weather condition. The fight against road carnage cannot be fought by a single or generalised interventions and therefore interventions should target a homogeneous group of factors with similar characteristics.

This guide on fleet safety management is targeted at companies to assist them in driver, vehicle and journey management with the view to improving road safety.

3 Framework

The development of the guide is as a result of the formulation of the National Road Safety Policy, Strategy and Action Plan by the MTC through the RTSA. The Fleet Safety Management Guide is founded on the objectives of the Road Traffic Act, No. 11 of 2002 to provide for a system of road safety and promotion thereof. It shall create ownership among transport operators and their workforce. Safety and Fleet management requires proper coordination with maximum supervision from government to protect the interest of all road users especially the most vulnerable. Management of the fleet in accordance with the FSMG will assist in the improvement of the road safety profile of the country.

4 Aim

This Fleet Safety Management Guide's aim is to provide a road safety framework to develop policies to manage a road safety culture and a fleet management system that can support government develop, build partnerships and networking with all stakeholders private and community support groups.

5 Zambia Road Safety Vision Statement

The vision for road safety in Zambia is "A Safe Road Network for All Road Users.

6 Main Objectives

The main objective of the FSMG is to:

- i. provide a framework for the development of appropriate processes, systems and measurement methods that will enable users demonstrate compliance required;
- ii. provide a road safety framework to develop policies to ensure a road safety culture that will serve as a minimum for the implementation of the FSMG.
- iii. improve road safety by reducing the number of persons killed and injured in road traffic crashes in Zambia by 50% by 2020 in line with the national Road Safety Policy and Strategy and the United Nations Decade of Action for Road Safety 2011 - 2020.

7 Specific Objectives

A holistic safe approach to achieve road traffic safety results to reduce deaths and serious injury on our roads with the following deliverables:

- i. Build a road safety culture with stakeholders, private sector, NGO's, corporate companies and the government with a clear focus on road traffic safety results to reduce to acceptable level outlined in the National Safety Policy with evidence-based actions to reduce the risk.
- ii. Strengthen drivers management with a clear, transparent and consistent driver management system that will be accepted and understood by all parties which will include as a minimum standard: driver recruiting and screening process, driver training and monitoring driving behaviors using on board computers (GPS/IVMS)
- iii. Improve vehicles management by initiating minimum national vehicle requirements that will be legislative to include process for records of vehicle performance, maintenance workshop procedures and vehicle replacement plans.
- iv. Improved journey management by initiating an effective journey management system that can be used to identify road hazards for supply points and major destinations with process for trip/journey plans and route hazard management.
- v. Initiate a health and Safety management system to strengthen and encourage management to be proactive in safety issues to cover incident/accident management and investigations, reporting of near misses and development of emergency response plans.
- vi. Initiate a process for assurance and performance management to monitor through regular audits compliancy to the National Fleet Safety management standard and developing action plans to close identified gaps.

8 Road Safety Statement

Road safety is a priority to the Zambian government to ensure the protection of road users and their property. Road crashes have devastating and long lasting consequences for those involved and their families. The social and economic costs of these accidents have an impact on the economy of the country. While it is acknowledged that travel is important to our prosperity, economy and quality of life there is a need to achieve cost effective road transport safety improvements in our country by continuing to develop road safety.

The Government believes that road traffic crashes can be prevented, and that it is the responsibility of Government to provide policy and guidance in the coordination, implementation and evaluation of road

safety activities. These fatalities are predominantly higher on inter-urban roads and they predominantly involve vulnerable road users (pedestrians, cyclists and motorcyclists)

Safe driving and driver management, vehicle safety and maintenance, including safety and health matters have been underestimated by businesses employing drivers. The need to develop public service drivers and those for whom driving is not core business but employees are required to drive as part of their duties to a professional level through driver training cannot be overlooked. The management of drivers, vehicles and road risks by companies is a shared responsibility. Management of businesses should inspire and take ownership of road risk improvement of the company and workers hold themselves accountable to safety attitudes and good driving behaviors which should cascade to employees and members of their families.

9 Guiding Principles

The FSMG is guided by five main pillars as follows:

- i. Driver Management
- ii. Vehicle Management
- iii. Journey Management
- iv. Health and Safety Management
- v. Organisation Management

10 Standard Elements

Every aspect of the Zambian economy has some dependence on road transport for goods or people so the FSMG will apply to every member of the public workforce who operates any vehicle on personal or company business. This FSMG will help to improve the safety of our workforce and will protect shareholders value by reducing the frequency and consequences of driving accidents

The FSMG first relates to the safety of the vehicle and secondly to the preparedness and behavior of the driver, how the entire journey is managed and lastly to the company health and safety including organization management. Adherence to this guide will be mandatory. The FSMG has seven (07No.) elements which are highlighted below contain minimum requirements for driving vehicles on public roads and fleet road safety management for companies. Public vehicle operators and companies are not limited to this guide but they are encouraged to develop road safety policies that may exceed the requirements in this guide.

Element 1. Company road safety policy

Companies and public road operators must have health and safety policies that must explicitly address the company road safety standards, requirements and objectives. The policy should outline management's commitment to proactively manage road safety and how employees will be involved in road safety management at all levels of the business. These policies must be signed by the Chief Executive Officer of the business, understood and adhered to by staff and prominently displayed in areas frequented by staff. The policies should be reviewed annually and modified as appropriate.

Element 2. Driver Recruitment and Selection

Companies must have sound driver recruitment and selection procedures that should be consistently applied with mandatory requirements for safe driving records and awareness, age, education, driving experience, medical certification and defensive driving training and skills. It is important to have documented records of recruitment assessments, interviews and selection criteria for each driver that is recruited for audit compliance purposes and other eventualities.

Element 3. Driver Induction and Refresher Programs

A comprehensive driver induction training program must be in place which should cover, as a minimum, defensive driver training, company safety policies, company regulations including disciplinary code and work safety driver requirements by a certified trainer or Instructor. It is important for the driver to demonstrate competences before he is given a vehicle to drive alone and all training must be signed off and recorded for compliancy and any eventualities. Conduct driver mandatory refresher or ongoing training at least annually with documented records. This training should extend beyond driver induction training to include DDT, in-cab assessments or another training to reinforce key driver training principles.

Element 4. Vehicle Selection and Maintenance

Companies should have a procedure for vehicle selection, purchasing and replacement of vehicles. The purpose is to reduce the risk of operation as well as improve the safety and comfort of the driver and other road users.

It is important to implement best practices in the selection of vehicles with low maintenance cost and higher safety features which are less likely for a vehicle to be involved in a crash and help to protect occupants in case of a road crash.. The practices must also include good maintenance programs that can result in fewer breakdowns.

Keep records of vehicle inspections, maintenance, repairs and modifications. Drivers must always conduct a pre and post use inspections using an approved vehicle checklist and report any vehicle faults in writing to the supervisors or workshop staff (See Annex 4).

The list of comprehensive vehicle safety features (See Annex 15) will be applicable to vehicles suited to your business.

Element 5. Accident/Incident investigation

Initiate a process for incident /accident investigation and monitoring.

Formal investigations shall commence immediately following all company-related incidents/accidents. The prime objective for investigating accidents is finding the causes of the accident and taking steps to control or eliminate to help prevent similar accidents from happening in the future. When incidents/accidents are investigated, the emphasis should be concentrated on finding out about the facts that can lead to corrective actions, the root cause of the incident/accident in order to learn how it happened and not about finding out faults. The scope of this analysis will depend on the seriousness and the potential consequences of the incident or accident. An internal investigation report by the company should be completed within a given period and should be submitted to the company management for review and following up closure of recommended actions.

Guiding Principles for accident/incident investigation

- A preventable accident is defined as “any accident involving the vehicle, unless properly parked, which results in property damage or personal injury and in which the driver failed to do everything he/she reasonably could have done to prevent or avoid the accident”.
- The accident scene must be secured to prevent contamination of evidence
- The main focus when investigating incidents is the identification and management of root causes to prevent reoccurrence of accident and avoid injury or illness.
- Depending on the outcome of the investigation the return to work process following an incident must be managed promptly and ensure the injured individual is treated with respect and dignity.
- Every accident and incident must be reported to the appointed person of the company who

will report to the police as soon as possible. An investigation team should be established and sent to the scene of the accident within 24 hours of the accident occurring. When the company has completed all investigations of the accident a detailed report of the accident/incident (See Annex 13) must be completed within a given period for management review and submission RTSA and the police.

A detailed report of the accident/incident must be completed and availed to the appointed person.

Accident recordkeeping, reporting and analysis

1. Companies must consider elimination of motor vehicle accidents as a major goal. To meet this objective, all accidents will be reported to management, investigated, documented and reviewed through a company accident review process. The investigation should identify need for:
 - i. A more intensive driver training and/or remedial training.
 - ii. Improved driver selection procedures.
 - iii. Improved vehicle inspection and/or maintenance activities.
 - iv. Changes in journey plans.

2. Motor vehicle accident record keeping procedures consist of the following components:
 - i. Documentation of causes and corrective action.
 - ii. Management review to expedite corrective action.
 - iii. Analysis of accidents to determine trends, recurring problems and the need for further control measures.

Element 6. Incentives and Disincentives

A clear and consistent driver performance management system must be in place that recognises good and bad driving behavior. Identifying positive and negative driver behaviors through performance incentives can motivate employees to improve driving skills and the company can benefit from the good vehicle safety record.

The use of on board computers (GPS/IVMS) is the most effective way of monitoring undesirable driving behavior. The system can enable the checking of speed throughout the journey, adherence to driving and working hours, harsh braking and cornering, unauthorized stoppages, night driving, fuel consumption and excessive engine revs in some cases.

Element 7. Training and Education

Training and education provide a competent workforce and increase awareness and knowledge of road safety issues. Companies should take road safety responsibilities seriously and have procedures in place to identify the road safety training needs of employees to provide appropriate training. Government will support training, education and development programs to enhance safe driving.

Training should address specific high-risk areas identified during the journey management process and should constantly be updated drawing on best practices. Driver training should include initial induction training and defensive driver training. Drivers should receive in-cab coaching at least annually with documented records and evidence of action taken to address shortcomings.

Lessons learnt from companies' accident investigations should be used to reinforce key driver training needs and refresher courses should be conducted as a mandatory requirement. The Driver Training program should be an ongoing process to address specific driver training needs.

11 Fleet Safety Assurance and Compliance

Fleet safety assurance and compliance to the guide to be by companies will be implemented in accordance with the five pillars of the transport audit protocol, Driver Management, Vehicle Management, Journey Management, Health and Safety and Organisation Management. .

All businesses (Companies) will be assessed for implementation and compliance to the FSMG in accordance with the five pillars of the transport audit protocol based on Driver Management, Vehicle Management, Journey Management, Health and Safety and Organisation Management. The Business (Company) leadership should ensure it is continually delivering consistent, desired performance reviews for improvement from audit results and FSMG.

Pillar 1: Driver Management

a. Driver Selection and Recruitment

Formal recruitment and screening processes must be in place and consistently applied to include mandatory requirements such as a copy of the correct class of driving licence, age, experience, medical record, driving record, RTSA and police clearance (Refer to Annexes 1a) and 1b)

Pillar 2: Vehicle Management

It is mandatory that a comprehensive vehicle maintenance program is implemented. The root cause of vehicle breakdowns should be investigated identified and remedial measures implemented. Preventative Maintenance (PM) program as appropriate to optimize vehicle performance and cost management should be implemented. There must be a periodic program to withdraw vehicles from service for comprehensive inspection and routine maintenance and the vehicles shall only be put back into service once repairs have been done.

Pre-trip vehicle inspections will identify potential problems. Vehicles with mechanical problems must be immediately withdrawn from service and will put back into service once repairs have been done.

Unscheduled breakdown maintenance is most often due to lack of preventive maintenance. Reactive maintenance can be costly and should be minimized by a proactive preventive maintenance program. The objective is to have the majority of vehicle maintenance and repairs scheduled rather than unscheduled.

a. Vehicle Selection and Minimum Requirements

Selection of vehicles begins with understanding that wrong equipment can result in excessive breakdowns, create hazards to personnel, incur costly delays and contribute to poor service and customer complaints. The company will purchase vehicles designed for their intended use.

- i. Companies must place utmost importance on the safety of the fleet and ensure that the vehicles they select for a specific function are adequate in design and capability for the intended purpose.
- ii. All vehicles should comply with the local legislative and the National fleet safety standards

vehicle requirements. For non-compliance there must be a documented plan to meet the requirements.

- iii. Transporters should be aware of latest technical developments on vehicle safety features and put plans in place to improve their fleet with these features where feasible. A transporter should consider the selection of new or replacement equipment with respect to the latest technical and safety developments and any requirements stipulated in legislation

b. Vehicle Maintenance

Vehicle maintenance can take the form of three distinct programmes, preventive maintenance, routine or periodic maintenance, and breakdown maintenance. Other maintenance programmes are predictive and corrective maintenance. While the first three types have their role in the motor vehicle safety programme, the most cost effective control is preventive maintenance. The groundwork for a good preventive maintenance programme starts with management. A review of manufacturer's specifications and recommendations for periodic preventive maintenance should be integrated with the actual experience of the vehicles.

i. Preventive Maintenance

Preventive Maintenance (PM) consists of scheduled servicing, inspections, and vehicle repairs to prevent potential problems and maximize vehicle availability. Preventive maintenance is used to proactively avoid or reduce vehicle breakdowns and is based on time, mileage, engine hours, or liters of fuel used. Preventive maintenance actions include vehicle inspection, lubrication, adjustment, cleaning, testing, repair, and/or worn parts replacement.

ii. Periodical maintenance

Periodical maintenance is performed only when the need arises. Some vehicle parts are replaced only when they actually fail. These include light bulbs window glass, gauges, wiring, air lines, etc. Other "routine or periodical maintenance" items involve vehicle components that are worn based on information from the vehicle inspection report.

iii. Breakdown Maintenance

The driver is the first line of defense against unexpected breakdowns and repairs. It is important that the driver communicate vehicle problems immediately to fleet management. This also allows the driver to participate in the PM program, proactively reducing breakdowns.

The driver must be trained on proper inspection procedures and be held responsible for failure to inspect and report vehicle problems. This requires the support of the driver supervisor.

Breakdown maintenance involves a vehicle breakdown while on the road. While situations of this type may happen regardless of the quality of the PM program, it is an expensive alternative to not having an effective preventive maintenance program at all. It means that people waits until equipment fails and then repair it. Breakdown maintenance situations should be minimized through proper PM procedures.

3. Predictive and Corrective maintenance

This is a method in which the service life of important part is predicted based on inspection or diagnosis, in order to use the parts to the limit of their service life. Compared to routine maintenance, predictive maintenance is condition based maintenance. It manages trend values, by measuring and analyzing data about deterioration and employs a surveillance system. It improves equipment and its components so that preventive maintenance can be carried out reliably. Equipment with design weakness must be redesigned to improve reliability or improving maintainability

4. Records and Performance

There must be for each vehicle a system to identify and track maintenance repairs. The following information and records should be managed or retained:

- a. Maintenance and repairs program for each vehicle
- b. Job cards or a system that describes when the work was done (date, mileage, service hours, etc.).
- c. Breakdown records and analysis reports for root causes for each vehicle
- d. Vehicle records showing Consumables, parts and labour.

Vehicle Management Information should be monitored at least monthly and appropriate actions undertaken. This will also help to benchmark and identify good and poor performing vehicles and drivers.

5. Workshop Procedures

- i. There must be work procedure to guide workshop staff for all workshop operations.
- ii. The company should assign a person or position that is responsible for overseeing maintenance activities.
- iii. The person responsible must ensure that the maintenance program is carried out in accordance with the plan and make certain other necessary repairs are completed.
- iv. Workshop staff must be competent and knowledgeable with all workshop procedures and safety regulations.
- v. There must be trained workshop supervisors to supervisor high risk jobs in the workshop.
- vi. There should be a process and necessary controls for good management of spare parts and an auditing program in place that is followed to verify works that are outsourced or assigned third party contractors.
- vii. There should be a process to oversee work done by contractors if the company's vehicles are maintained under contract by a service contractor, the procedure should include:
 - a. A method to ensure preventative maintenance and repairs are performed and completed in accordance with the company standards.
 - b. Verification and documentation of work performed by the contractor(s)
 - c. Documented physical inspection of the vehicles maintained by the contractor(s).
 - d. The physical inspection must always be conducted when the vehicle is handed over to the contractor and when it is handed back to the company after repairs.
 - e. It is important to review the maintenance practices of your contractors to ensure that they meet your vehicle maintenance requirements and copies of the check lists used during these reviews should also be available for compliance audits.

6. Vehicle Replacement

Companies are encouraged to analyse their vehicle fleet life cycle and make appropriate replacement decision. The vehicle replacement plan will aid in providing the following information:

- i. Vehicle Description – model and make
- ii. Vehicle Type – The size and type of vehicle (e.g., 15 passenger minibus bus, truck or trailer)
- iii. Useful Life – Age and number of years company intends to operate the vehicle
- iv. Vehicle/Driver performance – kilometres covered, tonnage moved, breakdowns, driver cost and returns on revenue.
- v. Current Vehicle costs - Maintenance and driver costs
- vi. Identification of higher purchase prices but lower life cycle costs for particular parts of vehicles
- vii. Analyse the optimal time to replace a motor vehicle, trailer and plan a vehicle replacement program.

Pillar 3: Journey Management

Journey management is a practice that companies can use to plan the route, identify hazards and reduce fatigue related incidents.

The company management is responsible for the implementation and maintenance of the journey management program for their company and ensuring all assets are made available for compliance with the program.

The Journey Management Plan (JMP) should be reviewed with the drivers before they perform any driving on company business. A copy of the plan must be available at the workplace and the driver should carry a copy. The route risk assessment shall be done before driving to unfamiliar destinations and identified route risk hazards that may be mapped on a GPS system or documented manually. Supervisors and drivers should ensure that the route hazards are discussed and signed off for understanding.

Companies must realize that good route planning is essential to effectively manage their fleet to avoid road risks and reduce road accidents. They can also derive the benefits of reduced distance travel and fuel usage. Improve driver productivity by reducing stress or driver fatigue and most importantly improved road safety.

The JMP will be guided by a risk assessment and the journey planned to ensure a clearly defined preferred route is prescribed, and that safe working hours and safe driving speeds are maintained. On journeys which are 4 hours or more, the plan shall include details of approved safe rest areas and emergency response support in the event of an incident / accident on route.

The risk assessment of the routes shall include at least sharp curves, steep descents, narrow roads, road work being performed on this route, occurrence of previous accidents and changing weather conditions. Assessments shall consider populated areas such as (but not limited to) schools, markets, public places and time of the day where people are expected to be outside.

Night driving shall be reviewed and a risk assessment performed to determine whether or not it is appropriate to drive at night. The risk assessment should consider road condition and night driving hazards, as well as weather conditions. Journey management should consider the following:

i. High, Medium and Low risk routes

- a. A detailed JMP must be completed for journeys that fall into the high risk category. All the factors identified during the route risk assessment factors, plus any others that are identified in the operating environment must be considered for each sector of the route, and mitigations developed for any risks identified. Annexes 5, 6 and 7 should be used.
- b. There is no need to complete a JMP for each repetition of the same journey, however drivers and supervisors are required to consider variable factors such as time of day, climate and visibility before each journey commences. Alternative routes will have been identified and JMP's developed should it not be possible to take the primary route.
- c. Where multiple deliveries are made from the one trip all efforts should be made to plan set runs that follow the same route.
- d. For medium, Low Risk Routes and short non-routine journeys a generic JMP's may be completed for these types of journeys including all of the risk factors identified during the route risk assessment.

ii. Vehicle and driver requirements

- a. The driver shall be qualified to drive by possession of a valid driver's license for the type of vehicle being driven.
- b. No passengers shall be allowed on heavy goods vehicles unless authorized
- c. The cabin must be free of loose objects that may injure the driver in case of an accident.
- d. Signs, stickers or labels are to be fitted in such a manner that they do not obstruct the driver's vision or impede the drivers' use of any controls
- e. Immediately report any citation, warning, traffic violations as well as customer complaints
- f. Seat belts shall always be worn whenever the vehicle is in motion only seats fitted with at least three-point inertia –reel type seatbelts shall be used.
- g. Continuous application of defensive driving skills when road conditions and hazards change be prepared for any challenges that you may encounter when you approach road hazards.
- h. Both hands must be on the steering wheel when the vehicle is in motion.
- i. No use of cell phones, radios or electronic devices while driving, vehicle must be safely parked prior to using a mobile phone.
- j. A driver shall not be allowed to operate a motor vehicle under the influence of alcohol, illegal drugs, or any prescription of medication that impair their driving skills.

iii. Vehicle inspection

- a. Perform 360 walk around inspection- report new damages or faults
- b. Check windshields for cracks that could interfere with vision
- c. Immediately report any damages or faults to the supervisor if not previously reported
- d. Check fuel levels to be certain the destination can be reached
- e. Check and ensure that license plates are valid and current
- f. Ensure had adequate rest and alert for driving

- g. Ensure that the vehicle is fit for purpose and maintained in safe working order
- h. The front wheels tire type and patterns match or as per recommendation by the manufacturer,
- i. Check for spare wheel, jack and changing equipment.
- j. Load shall be secure and shall not exceed the manufactures specifications and legal limits for the vehicle,
- k. All vehicles shall be fitted with multipurpose fire extinguishers. It is recommended that trucks must have 2 fire extinguishers on either side

Route Hazards Management

- a. Initiate a process for Route hazard mapping and the identification of high accident risk zones using route risk assessments which can be mapped GPS Google map or a physical map. A drawing of a route Hazard map is acceptable.
- b. The process of cascading road route hazards information to drivers should be clear and followed by a driver that enables the reporting of changes to temporary hazards with the information made available to all drivers.
- c. There should be a robust system that enables the reporting of near misses, changes to road hazards temporary and permanent information must be used to update RRA reflecting the changes and made available to all drivers.
- d. Drivers must be fully engaged in the route hazard mapping process and take personal ownership to inform their fellow drivers.
- e. High accident risk locations discussed at industry forums, national Road Safety forums and Government Road Transport statistics and information must be used to make drivers aware of high accident risk zones.

Driving Working Hours and Fatigue Management

In order to improve road safety, drivers should not drive a PSV without a rest after continuous period exceeding eight (8) hours each day and taking a thirty minutes (30) break after driving for four (4) hours or a fifteen minutes break after driving for two hours. This does not include rest periods. Drivers should further be given at least a day off each week or after clocking sixty working hours in a seven 7 days working period.

The company must have control over driver working and driving hours and must demonstrate that they have effective process for monitoring the hours of work and driving in accordance with legislation. A real time management of driver working hours using the on board computer (GPS/IVMS) should be in place to reduce violations and anticipate forward issues. Where violations are evident there must be clear actions taken for all violations and the incidence of violations should trend downward. Drivers should have a high level of fatigue awareness and use these principles in ensuring they are fit and safe to work at all times.

Day and Night Time Driving

Operators shall put in place a fatigue management plan in order to help manage and reduce driver fatigue. Drivers should ensure that they have a good night's sleep (at least seven (7) hours) before the following shift and drive within legislated driving hours.

All drivers are required to:

- i. Have a record of driving hours, working hours, breaks and rest periods. This may be a paper-based log using formal documentation, or by use of a mechanical or electronic recording system. A copy of hours' records must be held for a minimum period of twelve (12 months);
- ii. Undertake a certified driving fatigue and alertness awareness training annually;

Similarly, all line managers, supervisors and others influencing logistics driving work (e.g. schedulers) are required to be driver fatigue prevention and alertness trained.

Global Positioning System based Vehicle Tracking System (GPS – VTS)

In line with SI No. 78 of 2016 Public Service Vehicles' operators must ensure that their fleet is fitted with a GPS – VTS which will be monitored by the RTSA. The GPS – VTS will assist in monitoring the real time vehicle speed, driver undesirable behavior and accident analysis. Public Service Vehicles must be fitted with GPS which will have tachograph capabilities to provide on the spot checking of driving and resting hours, speed violations and any other undesirable driving behavior including vehicle accident reporting.

Pillar 4: Health and Safety

The Health and Safety pillar is a guide for road Health and Safety requirements and will assist companies to ensure that Health and Safety expectations are aligned and achieved. . Each business is responsible and accountable for managing its own road health and safety transport culture as long as they are within the limits or above the recommendations of this guide. Transport Operators must endeavor to ensure they put up efforts and procedures to identify workplace hazards and reduce accidents that may expose harmful situations to their employees.

The focus of the Health and Safety Management Program is to provide the right people, equipment and supportive environment so that the company driver is an engaged safe driver, making a difference on the road and have a positive impact on the driver's behaviors and performance.

Management of companies shall ensure that sufficient training in accident prevention, response, preparedness, use of protective clothing and equipment is conducted. Further Management shall take the lead in ensuring that health and safety of employees is prioritized.

- i. Leadership & Proactive Health and Safety
 - a. The company must have a proactive H&S programs
 - b. Staff must be on-board with respect to proactive H&S programs and understand the benefits of the company health and safety system
 - c. Robust H&S program should be in place covering weekly toolbox meetings with drivers, reporting of unsafe acts / conditions and potential incidents, near misses, and monthly H&S committee meetings with senior management.
 - d. Leadership, Commitment and proactive H&S culture must be embedded throughout the organization and activities are carried out in accordance with the Plan.

- e. A Hazard Management process must be in place that should be reviewed periodically and updated.

ii. H & S Performance

- a. Health and Safety performance should be analysed monthly to identify unfavourable trends and take remedial actions.
- b. Incident and accidents must be investigated in order to determine the root cause and corrective actions and learning's can be taken to prevent recurrence
- c. Setting H&S KPI's which should be monitored monthly and ensure they are trending in a favorable direction

iii. Emergency Response Plans

- a. There must be an Emergency Response Plan and/or capability (equipment) to respond to any emergency scenarios that may happen in the company. Roles and responsibilities for emergence coordinators must be clearly defined in the plan.
- b. Tested drills covering key scenarios must be conducted regularly (quarterly drills and at least one major road traffic emergency drill per annum). .
- c. After each drill there are clear actions taken from learning's to improve the Plan.

iv. Base of Operations & Personal Protective Equipment (PPE)

- a. The Company must have a designated base.
- b. The Company base should meets most H&S requirements in Fleet Safety Management Guide and the National Fleet Safety Management Standard.
- c. The Company Base should have adequate security procedures and equipment (people access, fencing, lighting safety).
- d. There should be sound environmental practices in place around vehicle fuel stations (own use), truck wash, interceptor and the handling of waste.
- e. The company should ensure Personal Protective Equipment is available for all operations that require PPE

Pillar 5: Organisational Management

- i. Businesses must have an active and visible leadership that embraces an uncompromising commitment to compliance and supports a culture of road safety and implementing incentives and disciplinary programmers which reinforce and reward positive compliance behaviors and support consistent enforcement of the FSMG. The business should also ensure that they put up efforts and procedures to identify workplace hazards and reduce accidents that may expose harmful situations to their employees.

ii. Policies and Procedures

- a. Management should have written and effective policies and procedures in relation to but not limited to the following:
 - i. Drug, alcohol and other intoxicating substances;
 - ii. Use of mobile phone;
 - iii. Night driving
 - iv. Motor Vehicle Maintenance
 - v. Driver Recruitment
 - vi. Accident reporting and management
 - vii. Staff incentives and disincentives.
 - viii. Fatigue Management
 - ix. Health and Safety
 - x. Seatbelt
 - xi. Speed
 - xii. Driving Hours
- b. Policies and procedures must be communicated to staff and should be prominently displayed in areas frequented by staff.
- c. The required company policies should be signed off by each employee for understanding.
- d. These policies must be monitored, evaluated and reviewed annually and modified as appropriate.

iii. Company Organization

- a. The company must have a well-defined organisation structure illustrated in an organogram
- b. The company should have adequate competent number of personnel to effectively manage the business.
- c. There must be sufficient and competent staff to effectively manage fleet operations meeting performance targets and effective controls over costs.

iv. Job Descriptions & Decision making

- a. There should be job descriptions of all key positions with roles and responsibilities clearly defined.
- b. There should be sufficient empowerment and authority cascaded through the organization to facilitate effective decision-making with no noticeable overlap of responsibilities which impact performance.
- c. Job descriptions should be reviewed from time to time to maximize organization

effectiveness.

- d. Clear deliverables should be specified for all positions and there must be an effective staff review process to monitor progress. This should be documented and reviewed from time to time to maximize organization effectiveness.

v. Monitoring and Evaluation

FSMG will be reviewed regularly for adherence and to ensure that the appropriate requirements in the guide and standards are followed or implemented. Monitoring and Evaluation will be conducted by RTSA at the end of the year using a Fleet Risk Assessment Tool to ensure compliance to the set standards.

Companies are expected to conduct regular checks and audits as follows:

- i. Daily inspections – using checklists
- ii. Monthly evaluation – reports
- iii. Quarterly evaluation – reports
- iv. Annual evaluation – reports

Annex 1a: Driver Selection and Testing Tool

It is of extreme importance to properly select and test the WFP drivers hired. Recommended is to have the selection and testing process consist of various steps.

Step 1: Recruitment

- Define Terms of Reference
- Publish vacancy and ask candidates to send both CV and references

Step 2: First selection

- Select several suitable candidates who have min. of 3 years' experience
- Check references and driver's license

Probably more than any other position it is vital that references are checked and are very good before a job is offered. This also enables you to verify the length of driving experience.

Step 3: Testing the skills

- Testing driving skills
- Testing mechanical skills
- Test language or other skills (first aid?) if required

It is extremely important that drivers are tested on both their driving and their mechanical skills. It is important to keep the following in mind:

It is important that the driver is able to drive defensive without losing his assertiveness. It is important that the driver is able to perform basic mechanics like changing tyres and performing daily/monthly checks without any problem.

When testing use the type of vehicle the driver is going to drive, and drive on the terrain of the proposed workstation.

Step 4. Medical test

- Eye sight test
- Medical examination

It is of importance that drivers are medically checked.

A medical check needs to be performed by an approved Medical Institution by RTSA doctor. In addition to that drivers need to be able to read a number plate from a pre-defined distance. If professional eye testing is available this is an option worth considering.

Step 5. Police clearance

Before a driver is hired it is important to conduct Police Clearance.

Step 6. Hire candidate

- Sign contract
- Detailed explanation of rules, working methods etc.

Annex 1b: Driver Management

a. Driver Management

- i. Reference from 3 previous employers to verify driver credibility and driving experience;
- ii. Records for employment assessment. Interview oral and written, driving practical for driver should be tested in the vehicle that he will be using; and
- iii. Checklist and proof documents of all driver recruitment requirements.

b. Initial Driver Induction Training

- i. Driver orientation covering company safety policies, code of conduct, company procedures and staff requirements and amenities;
- ii. Formal initial driver training in defensive driving, operations and road safety;
- iii. Training for specific high-risk areas identified during the journey management process; and
- iv. Reporting of road hazards, unsafe conditions and near misses.

c. Driver Ongoing or continuous Training

- i. Refresher defensive training for all drivers operating the company fleet
- ii. Remedial training for identified “problem drivers” or poor performing drivers
- iii. Periodic driver meetings to reinforce key driver training principles and learning from incidents and accidents reports
- iv. Annual driver in-cab coaching assessments with documented records and evidence of action taken to address shortcomings and training needs.
- v. Driver performance evaluation and reviews for improvements.
- vi. Continuous reviews of the effectiveness of the overall training program and proactive steps taken to improve the program

d. Performance Management

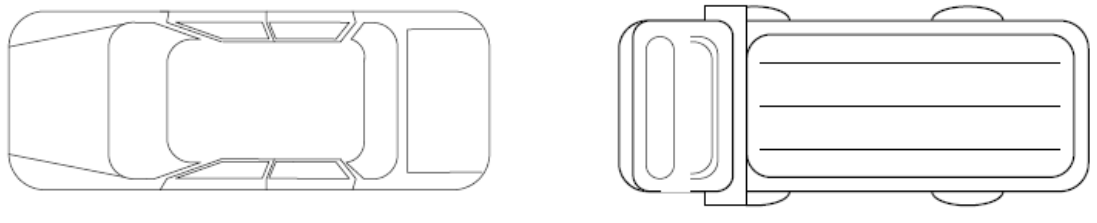
- i. Evidence of actions to correcting undesirable driver behavior. Driver incentives should not lead to undesirable health and safety outcomes.
- ii. Management of a driver performance system (e.g. Driver League) should exist. This should be clear, transparent and consistent driver performance system that is understood and accepted by all staff and encourages positive behavioural change.
- iii. File or records for individual drivers where undesirable behaviors e.g. speeding, night driving and other violations are recorded. .

Annex 2: Vehicle Maintenance & Condition Report

Month			
General Information			
Vehicle registration number:		Driver:	
Speedometer reading (beginning of Month):		Speedometer reading (end of Month):	
Monthly mileage:		Total Mileage	
Fuel used during Month (Litres):		Fuel consumption (M.P.L):	
Servicing / Repairs During Month			
Date	Speedometer reading	Brief details / cost	Name of Garage
Monthly Checklist			
Item	Checked	Comments	
No instrument panel warning lights showing			
All lights, indicators and horn operational			
Windscreen and other glass (including mirrors) undamaged			
Wiper blades and washers serviceable			
Tyre condition and tread OK			
Tyre pressure OK			
Spare wheel serviceable			
Wheel brace, jack and tool kit available			
Roof rack and/or tow bar secure			
Engine oil and other fluid levels adequate			
Emergency equipment serviceable (e.g. first aid kit, fire extinguisher, hi-vis jacket)			
Seat belts operational			
Generally clean and tidy			

(... continued): Vehicle Maintenance & Condition Report

Bodywork Condition (list details of any damage and mark position on diagram)



Any other comments

--	--	--	--

Driver's signature		Date	
Manager's signature		Date	

Annex 3: Driver's Vehicle Checklist and Fault Report

Driver's Vehicle Checklist & Fault Report

Checks to be conducted before use of the vehicle

Vehicle registration no: _____

Odometer reading: _____

Vehicle make/type: _____

Driver: _____

Date: _____

NB: If any items are deemed Critical, the driver must not drive the vehicle until the fault has been rectified.

Annex 4: Vehicle Inspection Report

Vehicle Registration.....

Inspected by:.....Designation:.....

	Description	OK/NOT OK	Repair	Replace Parts	Check & Adjust	Lubricate & Clean	REMARKS
1	ENGINE SYSTEM						
a	Engine						
b	Engine Mounting						
c	Timing Belt						
d	V Belt						
e	Oil Seals						
f	Engine Oil						
2	ELECTRICAL SYSTEM						
a	Head Lamps						
b	Parking and Tail Lights						
c	Indicators						
d	Dash Board						
e	Radio						
f	Alternator						
g	Starter						
h	Wipers						
i	Horn						
3	SUSPENSION SYSTEM						
a	Tyres and Tubes						
b	Shocks						
c	Springs						
d	Rubber Bushes						

	Description	OK/NOT OK	Repair	Replace Parts	Check & Adjust	Lubricate & Clean	REMARKS
e	Wish Bone						
f	Stabilizer Bar						
g	Air Bags						
4 STEERING SYSTEM							
a	Steering Box						
b	Tie-rod end						
c	Steering Damper						
d	Steering Leakage						
e	Alignment						
f	Balancing						
5 FUEL SYSTEM							
a	Fuel Pump						
b	Injector Pump						
c	Injector Nozzles						
d	Fuel Filter						
e	Fuel Tank						
f	Fuel Pipe & Accessories						
6 BRAKE SYSTEM							
a	Master Cylinder						
b	Wheel Cylinder						
c	Brake Pads						

	Description	OK/NOT OK	Repair	Replace Parts	Check & Adjust	Lubricate & Clean	REMARKS
d	Brake Shoes						
e	Brake Pipes						
f	Leakages						
7 TRANSMISSION SYSTEM							
a	Universal Joints						
b	Gear Box						
c	Center Bearing						
d	Clutch Plate						
e	Pressure Plate						
f	Propeller Shaft						
g	Differential Leakages						
h	Leakages on Gearbox						

Annex 5: Journey Management Checklist – Trip

1. Driver Vehicle inspection

- 1.1 The operator shall ensure that the driver follows all the vehicle inspection procedures as given below:
- a) Perform 360 walk around inspection- report new damages or faults
 - b) Check windshields for cracks that could interfere with vision
 - c) Immediately report any damages or faults to the supervisor if not previously reported
 - d) Check fuel levels to be certain the destination can be reached
 - e) Check and ensure that license plates are valid and current
 - f) Ensure had adequate rest and alert for driving
 - g) Ensure that the vehicle is fit for purpose and maintained in safe working order
 - h) The front wheels tire type and patterns match or as per recommendation by the manufacturer,
 - i) Check for spare wheel, jack and changing equipment.
 - j) Load shall be secure and shall not exceed the manufactures specifications and legal limits for the vehicle,
 - k) All vehicles shall be fitted with a multipurpose fire extinguisher with a capacity of a least 9kg for commercial vehicles and 2.5kg for small vehicles located so that it can be easily accessible in an emergency without becoming a hazard in case of an incident. (It is recommended that a vehicle has two fire extinguishers one on either side)
- 1.2 Companies must realize that good route planning is essential to effectively manage their fleet to avoids road risks and reduce road accidents. They can also derive the benefits of reduced distance travel and fuel usage. Improve driver productivity by reducing stress and most importantly improved road safety.
- 1.3 The JMP will be guided by a risk assessment and the journey planned to ensure a clearly defined preferred route is prescribed, and that safe duty hours and safe driving speeds are maintained. On journeys which are 4 hours or more, the plan shall include details of approved safe rest areas and emergency response support in the event of an incident on route.
- 1.4 The risk assessment of the routes shall include at least sharp curves, steep descents, narrow roads, road work being performed on this route, occurrence of previous accidents and weather conditions. Assessments shall consider populated areas such as (but not limited to) schools, markets, public places and time of the day where people are expected to be outside.
- 1.5 Night driving shall be reviewed and a risk assessment performed to determine whether or not it is appropriate to drive at night. The risk assessment should consider road condition and hazards, as well as weather conditions. Night driving for buses or vans transporting more than

1. Consider Your Options

The Trip has been approved in respect to company procedures and policy on fleet safety management. Before the trip, the Transport Manager shall ensure that all the pre-journey inspections will have been conducted and certified to avoid any risk and danger. Yes No

3. The Driver Preparedness

Human error is a significant factor in most crashes. It must be managed to reduce the risk that could make a costly driving mistake by ensuring the driver is physically and mentally prepared.

I have conducted a physical inspection of the driver’s fitness and I am convinced that the driver is safe to travel and drive the vehicle for the company.

Alcohol/drug test conducted

Driver had enough night rest Yes No

Driver in mental fitness Yes No

Driver provided money for meals Yes No

Yes No

4. The Vehicle Preparedness

The vehicle is fit for the purpose”, properly equipped, and well-maintained for the trip and no likelihood of anything that a mechanical failure will occur or delay the journey. I have inspected the vehicle and confirm it is in good working order. There are no defects that must be repaired before I the vehicle can travel. I hereby certify that the vehicle is fit for the journey. Approved Yes

Lubricant inspected Not approved
Yes

Instrumental panel and motor vehicle control inspected

Outside body inspected

Brakes, lighting and electrical inspected Yes No

Wheels and tyres inspected Yes No

Motor vehicle controls (clutch, brake pedals) etc. inspected Yes No

Emergency equipment and documents inspected Yes No

Yes No

Yes No

Yes No

5. Journey Plan Preparedness

Planning ahead reduces your stress level and leaves you free to concentrate on driving. Yes No

The journey is well planned taking into considerations of the state of the road environment and weather partner. The route is approved for the journey by management.

Departure and arrival time approved Yes No

Driver rest stops along the journey approved Yes No

Risk route assessment report availed to driver Yes No

Drivers and conductors approved with regards to the route Yes No

GPS installed for monitoring the trip and driver behaviour Yes No

Driving speed approved for the driver Yes No

Driver: -----

Date: -----

Inspected by: -----

Date: -----

Approved by: -----

Date: -----

Annex 6: Journey Passenger, Vehicle Schedule

Driver Name			
Vehicle Registration			
Passenger Details			
Number of Passengers			
Names of Passengers	Destination		
1.			
2.			
3.			
4.			
Load Details			
Total Weight of Load			
Specific Loads	Destination		
1.			
2.			
3.			
4.			
Journey Details			
Departure date		Departure time	
Arrival date		Expected arrival time	
Destination Details			
Destination	Arrival Time	Departure Time	Driver break?
1.			
2.			
3.			
4.			
5.			
Manager name			
Signature			
Date			

Annex 7: Route Plan Form

Driver Name						
Vehicle Registration						
Departure time						
Route Details						
Destination	Distance (km)	Travel Time	Arrival Time	Departure Time	Driver break?	Map provided?
1.						
2.						
3.						
4.						
5.						
Emergency Numbers						
Head Office		Remember: Call Head Office at every scheduled driver break				
Police						
Ambulance						
Manager name						
Signature						
Date						
Driver name						
Signature						
Date						

Annex 8: Factors to consider when preparing Journey Risk Management Plans

Road Condition	<ul style="list-style-type: none"> • Is the road surface hard surfaced (e.g. bitumen, concrete) or gravel? • How many lanes are there? • How well is it maintained?
Road Shoulder	<ul style="list-style-type: none"> • Is it of ample width? • Is it hard or soft? • Are safety guards/railings installed where appropriate?
Journey Timing and Duration	<ul style="list-style-type: none"> • Is the route unsafe at particular hours of the day (e.g. night time or during peak hours)? • Is there appropriate access to off the road rest stops or overnight lodging? • Is it a holiday? (particularly in countries where fasting is practiced) • Has sufficient time been allowed to complete the journey within the required hours, at safe speeds and with appropriate rest breaks?
Terrain	<ul style="list-style-type: none"> • Is it flat, hilly or mountainous?
Climate	<ul style="list-style-type: none"> • What are the effects of rain, or fog on the route? • Is the route prone to flooding?
Visibility	<ul style="list-style-type: none"> • Is it good or bad? • Is it reduced by the sun rising or setting? • Are hazard warning signs used appropriately? • Can intersecting roads and rail crossings be identified within adequate reaction time? • Is there adequate street lighting?
Security	<ul style="list-style-type: none"> • Is there a threat of hijacking or terrorism? • Does any portion of the route fall in sensitive security zones, where additional measures need to be taken?
Traffic Density	<ul style="list-style-type: none"> • Is it light, medium or heavy? • Is it mostly light vehicles or trucks?
Animal Control	<ul style="list-style-type: none"> • Is wildlife or livestock likely to wander onto the road?
Population Density	<ul style="list-style-type: none"> • Is there adequate separation from people? • Does the route go past a school or other places where people congregate? • Is pedestrian traffic controlled?
Accident frequency	<ul style="list-style-type: none"> • Does the route have a high accident frequency rate?
Environment	<ul style="list-style-type: none"> • Does the route run close to sensitive areas or waterways?
Communications	<ul style="list-style-type: none"> • Is there a requirement for periodic communication from the vehicle during stopovers on long routes? • Are there areas from where the communication is not possible?
Emergency Support	<ul style="list-style-type: none"> • Are there Emergency Support Facilities available along the entire route length and are they well known to drivers/support staff?

Annex 9: Manual Incident Analysis Form

Type of Incident	Driver Fault?	Non-Avoidable	Avoidable	Total Incidents	Cost
Windscreen					
Fire damage					
Theft of vehicle					
Theft from vehicle – radio					
Theft from vehicle - excluding radio					
Malicious Damage					
Damage by storm/flood					
Bodily injury – pedestrian					
Bodily injury – cyclist					
Hit in rear by third party					
Hit rear of third party					
Hit whilst parked					
Hit parked third party					
Collision with oncoming vehicle					
Multiple collision					
Entering main road					
Third party entering main road					
Reversing					
Third party reversing					
Crossroads collision					
Door opened into path of third party					
Door opened by third party					
Roundabout – entering					
Roundabout – leaving					
Traffic lights collision					
Turned across third party					
Third party turned across					
Damage by tipping					
Damage due to overturning					
Collision with animal					
Hit lamp post/traffic sign					
Hit fixed object – excluding above					
Lost control – hit fixed object					
Skidded on slippery surfaces – no other vehicle					
Unknown					

Avoidable incidents: % of total

Accounting for: % of total claims cost

Theft related claims accounting for further: % cost

Total of avoidable thefts: % of total claims cos

Annex 11: Recommended First Aid Contents

First Aid Kit – Vehicle

An emergency vehicle first aid kit specially designed for use in your car. This kit contains first aid supplies to treat minor injuries.

Kit contents include:

- 1 x Green plastic first aid case (size: 27cmx22cmx10cm, weight of kit 1.1kg).
- 1 x Quality rescue hammer
- 1 x Tuff cut shears
- 1 x High intensity light stick - 30 minute duration
- 1 x Life-aid resuscitation shield
- 1 x Adult size foil blanket
- 1 x General guidance leaflet
- 1 x Sterile dressing - no. 8
- 1 x Sterile dressing - no. 9
- 1 x Sterile dressing - no. 16
- 1 x Ambulance dressing - no. 1
- 1 x Texband 7.5cm contour bandage
- 1 x Sterile non-woven triangular bandage
- 1 x Transpore hypoallergenic tape - 2.5cm
- 20 x Waterproof assorted dressings
- 10 x Alcohol free wipes
- 4 x Pairs latex free gloves
- 6 x Assorted safety pins
- 10 x Zetuvit pads - 10cm
- 1 x First aid windscreen sticker



Annex 12: Fleet Risk Assessment Questionnaire

Safe Management Systems: (check as appropriate)	YES	Partially	NO
Has a policy on fleet safety been developed?			
Does it include objectives and targets?			
Has the policy been communicated to all staff?			
Do senior management actively support the policy?			
Was it developed through consultation with staff?			
Has a date been set for review of the policy?			
Has a fleet safety action plan been drawn up?			
Has it been communicated to all relevant staff?			
Is a named senior director responsible for fleet safety?			
Are staff members who are responsible for drivers held accountable for fleet safety performance?			
Do they have the resources (e.g. time, budget, competent staff) to carry out their fleet safety role?			
Is the fleet safety performance of staff and drivers regularly assessed (e.g. as part of staff appraisals)?			
Has a policy statement on fleet safety management been developed?			
Total score	0	0	0
Risk Assessment: (check as appropriate)	YES	Partially	NO
Are fleet safety risk assessments carried out?			
Do they include journey, vehicle and driver risks?			
Are responsibilities for carrying out risk assessments defined?			
Are the results of risk assessments properly recorded?			
Are they communicated to relevant staff?			
Have the results been used to prioritise actions?			
Total score	0	0	0
Driver Management: (check as appropriate)	YES	Partially	NO
Have any of the following measures been introduced?			
Selecting appropriate drivers			
Providing driver induction and training programmes			
Providing driver development programmes			
A driver handbook			
Controlling drivers' hours			
Have any of the following fleet safety standards been set:			
Driver fitness (e.g. eyesight, health)			
Driver competence			
Driver breaks			
Maximum driving hours/miles			
Alcohol & Drugs			
Speeding			

Mobile communications			
Is data collected on the following?			
Experience			
Incident involvement			
Training achievements			
Total score	0	0	0
Vehicle Management: (check as appropriate)	YES	Partially	NO
Have any of the following fleet safety standards been set:			
Vehicle safety specifications			
Vehicle maintenance			
Vehicle checks			
Is data collected on the following?			
Numbers and make of vehicles			
Vehicle condition			
Vehicle maintenance			
Total score	0	0	0
Journey Management: (check as appropriate)	YES	Partially	NO
Have any of the following measures been introduced?			
Eliminating unnecessary vehicle mileage (including journeys)			
Avoiding driving in adverse conditions			
Specifying safe routes			
Have any of the following fleet safety standards been set:			
Night/adverse conditions driving			
Is data collected on the following?			
Length of journeys			
Cumulative journey mileages			
Journey purposes			
Total score	0	0	0
Incident Management: (check as appropriate)	YES	Partially	NO
Have any of the following measures been introduced?			
Incident reporting			
Incident analysis			
Incident follow up			
Have any of the following fleet safety standards been set:			
Incident response			
Incident follow up			
Is data collected on the following?			
Numbers			
Causes			
Locations			
Date and time			

Injury and damage			
Total score	0	0	0
Performance Monitoring: (check as appropriate)	YES	Partially	NO
Is regular monitoring carried out to assess compliance with fleet safety standards?			
Are the results analysed / recorded / disseminated?			
Have appropriate key performance indicators been selected?			
Are there clear reporting procedures for incidents?			
Do these include 'near misses'?			
Is there a procedure in place to investigate incidents?			
Are lessons from incidents fed back to promote fleet safety improvement?			
Does the review cover compliance by managers and drivers with fleet safety standards as well as incident rates?			
Are the results reviewed at senior director level?			
Are the conclusions fed back to assist in fleet safety improvements?			
Total score	0	0	0
Audit: (check as appropriate)	YES	Partially	NO
Is a regular independent audit of the management system carried out?			
Are the results analysed and recorded?			Total %
Are the results reviewed at senior director level?			
Are the conclusions fed back to assist in fleet safety improvements?			
Total score	0	0	0
Final Fleet Safety status score	0	0	0
Status Review Carried Out By:			
Name:			
Signature:			
Status Review Assessed By:			
Name:			
Signature:			
Date Review Carried Out:			
Date of Next Review:			
Enter an X into the relevant box after each question. An overall score will be produced at the end of the exercise.			

Road Transport and Safety Agency & Global Road Safety Partnership Zambia (hosted by the Ministry of Communications and Transport former Aviation offices)

Email:

Telephone:

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The Form will be filled by an Authorised officer by the RTSA

Annex 13: Accident Investigation Checklist

Item	Action	Completed	Pending
1	Incident details: Date and time of occurrence		
2	Incident summary		
3	Sequence of events involved in the incident		
4	Driver Details		
5	Driver Details Third Party Details		
6	Detail of Deceased / Personnel affected		
7	Incident/Accident Location		
8	Equipment & environment involved in incident		
9	Task undertaken at time of the incident		
10	Mechanism of injury and Consequence		
	Collection of Evidence (Solutions) <ul style="list-style-type: none"> · People · Parts · Paper · Position 		
11	Witness Statements		
12	Required Documents <ul style="list-style-type: none"> · Police Reports · Driver's Report (In the case of third party accidents) · GPS tracking report of the vehicle involved in the accident. · DDT certificate · Copy of drivers' license and any other relevant document to assist with the investigation must be collected. 		
13	Collection of back ground information (Where applicable)		
14	Contributing factors		
15	Incident scene / Diagram / Photos		
16	Investigation process		
17	Incident investigation findings <ul style="list-style-type: none"> · Basic or Immediate Causes · System of Underlining Causes · Root causes of the incident · Related issues identified during incident investigation 		
18	Recommendations / Corrective and preventative actions		
19	Details of persons conduction the investigation		

Annex 14: Fleet Safety Policy Statement

In (Company), we are committed to:

- i. Safeguarding people
 - ii. Protecting our movable and immovable property
 - iii. Managing fleet safety as any other critical business activity
 - iv. We will strive to achieve this through:
 - v. Compliance with the related to road safety
 - vi. Continuous improvement in our road safety performance
 - vii. A systematic approach to road safety management by establishing minimum standards and processes for –
 - Driver Management
 - Vehicle Management
 - Journey Management
 - Health and Safety
 - Organisation Management
-
- i. Training education and motivating of all our employees to follow safe work practices
 - ii. Conducting planned inspections and audits on regular basis to identify and eliminated sub-standards working conditions and practices.
 - iii. Reporting and conducting thorough inspection of all road accidents/crashes
 - iv. Reporting and learning from near misses and potential incidents
 - v. Communicating this policy to all employees. Customers and other relevant stakeholders

Signed by: () Date: ()

Managing Director

Annex 15: Recommended Vehicle Safety Features

- a. Colour: Choose light, high visibility colours such as yellow and white rather than darker colours such as blue or green.
- b. Window tinting: Avoid additional window tinting that may restrict visibility.
- c. Weight and size: Generally, the bigger and heavier the vehicle, the greater protection to occupants in a crash. In crashes involving two or more vehicles, the lighter one is more likely to be damaged and the occupants injured; so, in choosing heavy company vehicles also consider your responsibility to others on the road.
- d. Air bags: Studies have shown that drivers' air bags reduce the risk of serious head injuries by half and fatalities by about 20 per cent for unbelted drivers and about ten per cent for belted drivers. Side air bags also provide significant protection to both front and rear seat passengers.
- e. Anti-lock brakes: These stop wheels from locking in an emergency stop. It has been shown that vehicles that have anti – lock brakes are much less likely to be involved in rear end collisions and crashes on wet or slippery roads.
- f. Daytime time running lights: Consider buying vehicles that have lights that come on automatically when the ignition is switched on. Daytime running lights (DTLs) have been shown to improve vehicle visibility and estimation of distance with a resultant reduction in crash rates.
- g. Seat belts: Seat belts save lives and reduce injuries. Consider a requirement for three point seat belts at all positions, with pretensioners and load limiters. Have strict company rules about wearing seat belts at all times and reminder notices on dashboards.
- h. Head restraints: These offer some protection in crashes (up to a 15 per cent improvement in preventing soft tissue injuries in rear end collisions). Consider having these fitted for all seat occupants if not standard on your vehicles.
- i. Intelligent transport systems: These include such features as in-vehicle information and fleet management systems. A speed alert system will help your staff drive within speed limits. On-board global positioning systems are also being used to improve fleet safety, but businesses need to balance cost against effectiveness.
- j. Cargo barriers: These prevent loose cargo shifting into the front of a vehicle in emergency situations.
- k. Fire extinguishers: Consider having dry chemical type fire extinguishers fitted in your company vehicles. They should be visible and accessible and fitted so they will not come loose and cause additional injuries in a crash.
- l. First Aid kits: All company vehicles should carry a first aid kit.
- m. Maintenance: Have a company policy that states all vehicles shall be maintained in a safe, roadworthy condition. Use only qualified mechanics and have servicing done to manufacturers' specifications.
- n. Vehicle records: Keep records of vehicle inspections, maintenance, repairs and modifications. Have drivers regularly and formally check their vehicles against a checklist and report any vehicle faults in writing. Monitor tyre wear and fuel consumption.





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