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SECURITY, SAFETY & RESILIENCE

Getting the basics right at global scale?

A road safety case study from a federated humanitarian fleet

Who I am



Safety, security and risk specialist



Project and change manager



Not a traditional fleet manager

Took over from two traditional fleet managers. Brought in different disciplines, including business improvement and systems design analysts.

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Our operating context

~9,209 vehicle assets

vehicles: cars (, commercial and a large number of motorcycles

7 |85| 33,000

regions | countries, a federated model with 33,000 staff

218|12

FY21 reported RTCs and total number of fatalities

The biggest killer of humanitarians: road traffic crashes.

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A low starting bar

- Poor crash record
- Little or no reliable data
- Ambivalent front-line users
- Distrust of a central approach
- “I’m the best driver” (and everyone else is the worst)



Mostly our vehicles hitting pedestrians and cyclists



Motorcycles heavily involved in injury crashes



Speed a factor in most crashes

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Plan. Deliver. Focus.



Road safety

Priority: fatal crashes



Fleet efficiency



Carbon emissions

An unplanned ally

Make a plan. Implement it well. Don’t get distracted. distracted.

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Let the data speak



Let the data do the speaking. People can’t argue with the numbers.

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Co-creation in Kenya

- The ask came from the field
- Developers sat down with the users in Kenya
- Localised: emissions shown as trees to plant
- Data reflected back, never used to judge



Fleet Forum Best Transport Achievement Award, won by the Kenya team

Now live in Southern Africa, with other regions coming on board.

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Strip training back

Before

- Local providers, limited expertise
- 4x4 “hobby” training first
- No sign of 4x4 in our crash profile

After

- Basic roadcraft first
- RoSPA-accredited course
- Contextualised, locally delivered
- Local champions

Today: local training capacity in every region

RoSPA = Royal Society for the Prevention of Accidents.

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Standard, then context

- Find the standard first
- Then contextualise, never dilute
- Context frames the solution; it doesn’t define it
- Principles hold regardless of location

The roadcraft system

I	Information
P	Position
S	Speed
G	Gear
A	Acceleration

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A call from the field

“You don’t know what it’s like to drive here.”

A senior leader in Southern Africa

1 The problem

Tailgated at 120 in a 100 zone, so drivers speed up to get away

2 The response

Accredited roadcraft: pull over safely and let them pass

3 The result

The regional leader became the champion and held speeders to account

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Training isn't enough



Education

Accredited, contextualised roadcraft



Efficiency

A right-sized, younger, better-maintained fleet



Accountability

Consequences when standards are ignored

Without all three, we wouldn’t have had success.

Leadership signals that cost little: role-model journey planning, zero tolerance of speeding, prompt investigation of fatal crashes.

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The good, bad and ugly



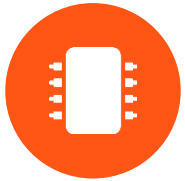
The tyre swap

New 4x4s arrived and locals changed the tyres, affecting handling. We went back to the supplier for the right spec.



Our own old cars

Aged, poorly maintained vehicles were part of our own fleet.



Technology, not yet

We resisted early on-board controls and educated people first. Now we're looking at them.

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The motorcycle risk

- Motorcycles remain our highest-risk asset
- Ride Safe: same provider, same themes, same approach to context
- Rolling out region by region



Ride Safe

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Where we are now

- We know our fleet profile
- Evidence-based conversations with leadership, the Board and governance
- A plan: fewer collisions through a road safety strategy
- Still on the journey: training and the dashboard roll-out continue

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Five lessons

1. Let the data do the talking
2. Set the standard, then contextualise
3. Walk before you run
4. Training is one part of three
5. Let locals own the success

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Questions

Thank you

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