Logistics Manual

Edition No. 3

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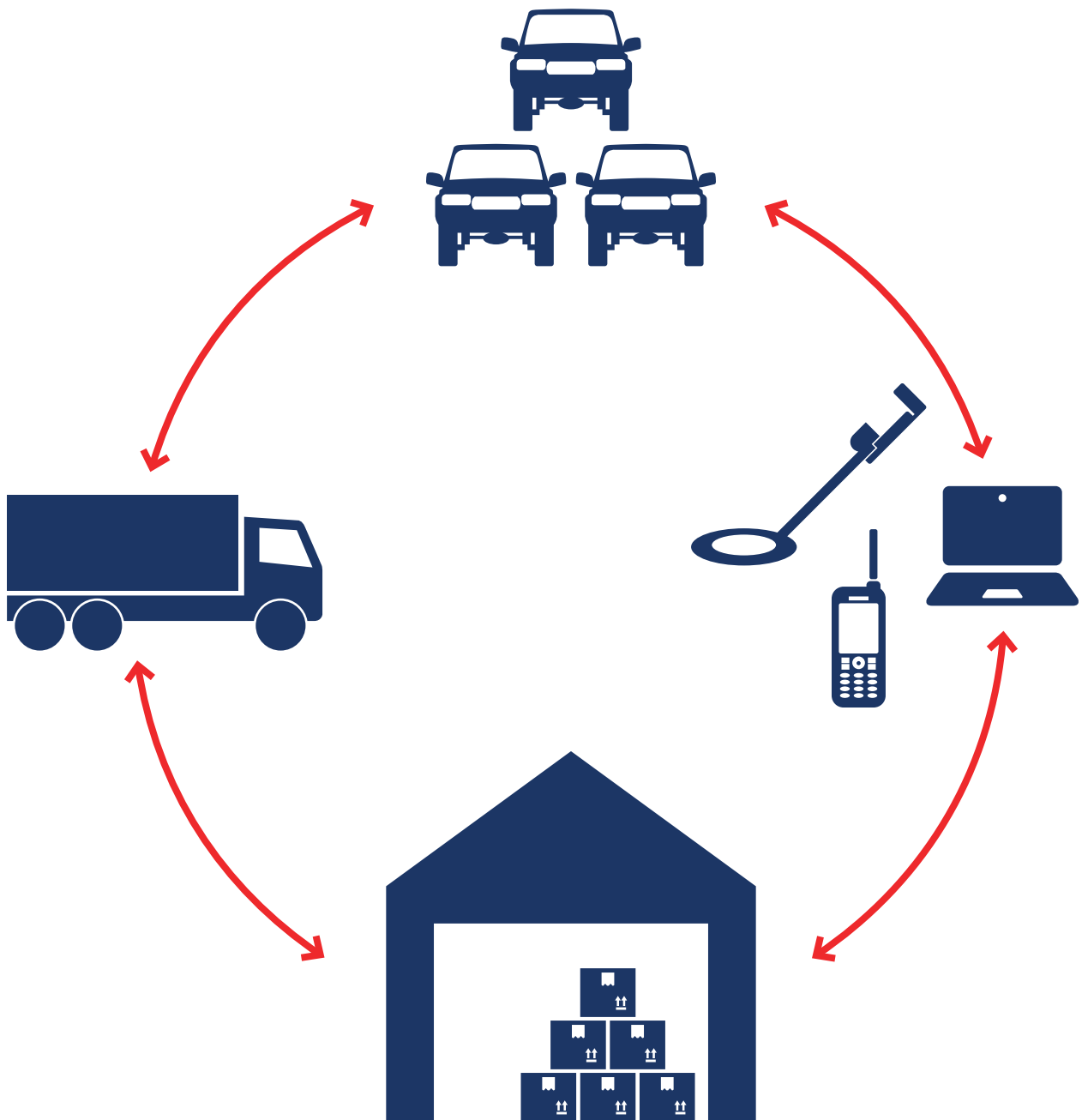
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ABBREVIATIONS

ACT: Action by Churches Together Alliance
AWB: Air Waybill
BAC: Battlefield Area Clearance
BL: Bill of Lading
CO: DanChurchAid Country Office
COC: Code of Conduct for Contractors
COSHH: Control of Substances Hazardous to Health
CSR: Corporate Social Responsibility
CTP: Cash Transfer Programming
DCA: DanChurchAid
DG: Dangerous Goods
ECHO: European Civil Protection and Humanitarian Aid Operations
EUC: End User Certificate
EOD: Explosive Ordnance Disposal
ERW: Explosive Remnants of War
ETA: Estimated Time of Arrival
ETD: Estimated Time of Departure
FSP: Financial Service Provider
GC: Gift Certificate
GDPR: EU's General Data Protection Regulation
GPS: Global Positioning System
GRN: Goods Received Note
GTC: General Terms and Conditions
HF: High Frequency
HPC: Humanitarian Procurement Centre
HRMA: DanChurchAid Humanitarian Response and Mine Action Programme
HQ: DanChurchAid Headquarter
IATA: International Air Transport Association
ICC: International Chamber of Commerce
ICT: Information and Communication Technologies
IED: Improvised Explosive Device
ILO: International Labour Organisation
Incoterms: International Commercial Terms
INGO: International Non-Governmental Organisation
IOF: Internal DCA Order Form
ISO: International Organization for Standardization
ISP: Internet Service Provider
IWB: Internal Waybill
MOU: Memorandum of Understanding
NGO: Non-Governmental Organisation
PPE: Personal Protective Equipment
ProLog Unit   Procurement and Logistics Unit, DCA Country and Field Office
ProLog HQ: Procurement and Logistics Unit, DCA Headquarter
PRF: Purchase Request Form
PPD   Programme and Project Document system on DCA intra
RFP: Request for Proposal
RFQ: Request for Quotation
SDG: Sustainable Development Goals
SMT   Senior Management Team
SOP: Standard Operating Procedures
TOR: Terms of Reference
UN: United Nations
UNICEF: United Nations Children's Fund
VAT: Value Added Tax
VHF: Very High Frequency
WB: Waybill
WHO: World Health Organisation

1 INTRODUCTION

This 3rd edition of the DanChurchAid (DCA) Logistics Manual is based on donor requirements and international best practice. This Manual describes how to implement appropriate procedures in all logistics activities to support the strategy statement: "*Professional and accountable logistics is essential to ensure efficient use of money and quality in projects*"[1]. The purpose of this Manual is to meet the strategy goals; to build logistics knowledge and ensure logistics planning and quality. As a result, stock, asset, and fleet management will be conducted honestly and efficiently to the benefit of the end-users. The procedures in this Manual ensure that DCA and implementing partners practice sound logistics with transparency, equal opportunities, ethics, best quality, and value for money, supporting the project community, and preventing conflicts of interest and corruption as fundamental principles.

The Logistics Manual is dynamic and updated based on donor requirements, user experiences and best practices. The manual content is based on the below definition of logistics. Users of the Manual are encouraged to provide feedback and suggestions to the DCA HQ Procurement and Logistics Unit in Copenhagen, Denmark. We appreciate all inputs received to the previous edition and extend a big thank you to all who have contributed to this edition.

Definition of Logistics

Logistics can be defined as "the detailed coordination of a complex operation involving many people, facilities or supplies" or more simply ensuring that the right quantity, quality of people, facilities or supplies are available at the right time and in the right place.

Logistics management is an integrating function, which coordinates and optimizes all logistics activities, as well as integrating logistics activities with other functions such as finance and information technology. Information is the engine that drives the logistics cycle; without information, the logistics system cannot run smoothly.

The Manual and templates are developed based on international best practice and donor guidelines. The Manual and templates can be accessed from the [DCA ProLog Webpage](https://www.noedhjaelp.dk), where previous editions of the Manual are also available.

The Manual is one prominent document in the organisation's logistics efforts, however; it does not stand alone. The Manual exists in concert with several other organizational guidelines among these are the Procurement Manual and the Field Office Start-up Guide. All guidelines are available from the above webpage.

1.1 APPLICABILITY

The Logistics Manual is applicable to all DCA Country Offices. The Manual is freely available to DCA and implementing partners.

If partners do not have their own logistic rules and guidelines meeting international best practice and standards, this Manual may be applied. The guidelines in this Manual represent best practice.

The guidelines in this Manual are minimum requirements. If a donor stipulates stricter logistics rules and procedures, those rules shall prevail. If a donor stipulates less strict rules and procedures, this Manual is applicable.

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[1] The DCA International Strategy 2019-22 section 8.3: https://www.noedhjaelp.dk/wp-content/uploads/sites/2/2021/12/dca-strategy-2019-web.pdf

1.1.1   ADMIND

The use of ADMIND is mandatory for DCA COs that have self-implementing projects, whereas for DCA COs not self-implementing it's only mandatory to use ADMIND for Assets and Inventory Management, and for issuing Purchase Orders. However, it should be considered as best practice for all DCA COs to use all features of ADMIND. Please see the DCA ADMIND User Manual for guidance on how to install and use the ADMIND system.

1.2 LOGISTICS PRINCIPLES

DCA administrates entrusted funds and is accountable to end-users, and public and private donors alike. In all logistics management DCA shall perform professionally to ensure that funds are spent in a financially accountable, efficient, and ethically sound manner, and with respect for the dignity of end-users and their right to efficient aid. To ensure this responsibility, logistics shall be carried out based on the logistics principles and the rules, guidelines, and templates in this Manual. The principles represent a way of thinking with associated actions outlined in this Manual.

The following Logistics Principles constitute the basis for sound administration of all activities within logistics.

LOGISTICS PRINCIPLES		
Principle	**Outcome**	**How**
Transparency	Fraud and theft prevention No conflict of interest	Follow and document procedures and decisions Apply systems in place Clear delineation and segregation of duties
No Conflict of Interest and Corruption	Transparency non-discrimination	Observe segregation of duties Following and documenting both procedures and decisions
Quality support to programme	Cost efficiency Effectiveness Satisfactory quality Timely delivery	Efficient logistics management Efficient and effective communication with internal units and external partners
Ethics and Climate	Ethical staff behaviour	Accountability in staff responsibilities and behaviour Climate considerations to reduce climate carbon footprint

PROFESSIONAL & ACCOUNTABLE LOGISTICS

1.2.1   Transparency

Transparency is a strong tool in preventing fraud, corruption, and theft, displaying hidden and visible conflicts of interest, and ensuring access to data and information. It supports integrity and accountability in logistics and makes it easier to detect irregularities and ensures that funds are being honestly spent and accounted for. The guidelines and systems put in place to manage logistics aim to ensure that procedures are followed and well documented, and that data and information are available to track records and funds.

1.2.2   No Conflict of Interest and Anti-Corruption

This second principle includes both principles of avoiding conflict of interest and preventing corruption.

No conflict of interest

Avoiding any conflict of interest is important to support the principle of transparency, anti-corruption and to ensure accountable and ethical behaviour of staff. It is crucial to identify any conflicts of interest and manage them well, or it may evolve into corruption, which is poisonous for the aim of carrying out professional and accountable logistics.

A conflict of interest occurs whenever a person is or is perceived to be, partial and biased in his/her professional functions, and misuses the professional position for private, financial or organisational gain, or for the gain of any third party e.g. family, friends, colleagues, etc.

Anti-corruption

Corruption is defined as the misuse of entrusted power for private gain. Corruption may occur on various levels and in different forms. What always characterises corrupt practices is that they involve conflicts of interest and negatively influence impartiality, objectivity, accountability, and professional conduct. The abuse of power, extortion, fraud, embezzlement, and bribery is always prohibited (and in most countries illegal). Staff shall not engage in corrupt practices.

Staff are not permitted to give or receive any gifts, services or favours that may influence the execution of their professional function and performance. To respect traditions and conventional hospitality, minor gifts or small-scale hospitality may be accepted, if the intention is professional. Receiving minor gifts shall never influence the staff's good judgement and shall be shared with colleagues to create transparency and prevent partiality. Cash gifts are never to be accepted. As the value of an acceptable gift varies across the countries, receiving or giving a minor gift is always a matter of context, good judgement, and professionalism. Whenever in doubt, contact a superior.

Unacceptable gifts are defined as having a value above EUR 100 and substantial hospitality, such as accommodation and holidays are never acceptable. To further prevent corruption and misuse of finances, goods/items, and to safeguard the integrity of systems and accountability of staff, it is required to have segregation of duties. Procurement and payment cannot be undertaken by the same person. Procurement and the receipt of goods/items should not, where possible be undertaken by the same person. Monthly checks and counts of stock items should not, where possible, be undertaken by the ProLog staff who are responsible for these items, to minimise the risk of miscounts, fraud, and theft.

Staff shall follow the Anti-corruption Policy and are obliged to report all corrupt incidences to a Complaint Mechanism. Implementing partners must also live up to the anti-corruption policy and can file complaints in the Complaint Mechanism.

1.2.3   Quality Support to Programmes

Logistics can be a tool to empower and sustain Programmes in the project area and potentially assist and support the project objectives. This can be accomplished by cost efficient and effective management of fleet, stocks, and assets. Well managed vehicles and equipment will allow programme staff to both travel and work effectively in their project areas with limited disruption from lack of transport or function ability. Well managed stocks will allow programme staff to have clear visibility of stocks available and deliver to end-users a quality item in an efficient and timely manner.

1.2.4   Ethics and Climate

Staff Accountability

Staff shall always perform their duties in an accountable and professional manner. This includes being accountable to DCA as an administrator of entrusted funds from donors, the end-users, and the general society in which DCA carry out projects and programmes.

Staff shall always carry out their duties with respect for:
- DCA values, policies and mandate

- People's human, social and labour rights.
- The society and communities in which DCA work
- National and international laws, and international conventions
- The environment

Climate in Logistics

Proper planned and managed logistics contributes to efficient use of time and money, but it also contributes greatly to a reduction of DCA's impact on the environment, including its carbon footprint. In projects and operations, considerations on sustainability and climate shall be an integrated aspect of logistics to ensure that environment, people, and society are taken into consideration. DCA acknowledges that pushing for sustainability and reducing our carbon footprint is a huge task and a challenge which must be addressed in different manners in the various countries and contexts in which DCA works. However, many aspects of considering the climate are already built into this Manual and the principles of efficiency, transparency, accountability and delivering quality services.

Further recommendations in this Manual, on how to reduce or minimize our impact on the environment in logistics, takes a starting point in Waste Prevention and Management, Energy Efficiency and Transport Optimization and each chapter includes practical recommendations on how to consider climate.

Waste prevention and Management

Prevention → Preventing products and materials from becoming waste for as long as possible and turning the waste that cannot be avoided into a resource, are key steps to reduce impact on the environment, including the carbon footprint. We can do so by reducing consumption and procuring quality products that have an extended life span, are repairable, re-usable and upgradable, etc. DCA must seek to reduce procurement and only procure what is needed, procure quality products which last longer and ensure that we distribute what has been procured. We must equally seek to reduce use of plastic when packing goods for transport.

Reuse → Maintenance and repair is key to the ability to 'reuse' in logistics, which will contribute to reducing overall consumption and waste! Proper maintenance will ensure that equipment and the fleet last longer and that fuel is used more efficiently, thus reducing emissions. Seek to reuse supplies and equipment as many times as possible (also one-time supplies), still considering safety for use. Reuse items for purposes not originally intended, if possible! Reuse contributes to reducing the carbon footprint by reducing consumption and waste.

Recycling and Waste Management → Proper disposal of generated waste is an important aspect of reducing climate footprint. Incorrect waste management can potentially cause pollution and have negative consequences for both people and the environment. Waste must be managed in a proper and responsible manner which follows national and international law and standards, and international conventions. The possibility to recycle waste is strongly dependent on the infrastructure and systems in place in the country of operation. If recycling infrastructure and systems are in place, this should be preferred over waste disposal. See Chapter 8 for more information.

Energy efficiency

Logistics operations are energy-consuming, therefore improving energy efficiency is crucial for environmental sustainability and can be achieved in many ways. This could be proper management of assets and fleet, ensuring responsible driving, transporting in bulk or proper maintenance of ACs. Another way to reduce the carbon footprint related to energy consumption can be through the replacement or supplementing of conventional energy sources with quality and 'fit for purpose' renewable energy sources (sun, wind, water, earth) at offices, stores/warehouses and in projects.

Transport Optimization

A direct benefit of optimized transportation is reduced fuel consumption, fewer emissions and, as a result, a reduced carbon footprint. Reducing transport of goods (especially air transport), seeking to avoid half empty

trucks when transporting goods, and avoidance of temporary solutions, are measures that both reduce costs as well as the carbon footprint.

Most chapters of this Manual will have a section with reference to the above main means of seeking to reduce the carbon footprint: Energy Efficiency, Waste Prevention and Management, and Transport Optimization. It is important to highlight that programme and project planning is an essential part of being able to consider these factors in logistics. According to DCA's climate change policy, in-country Offices, Country Directors are responsible to ensure that climate change is addressed at least once a year in their offices to consider practices, processes, and methods, and it is strongly recommended that logistics issues are considered.

The climate aspects of this Manual contribute to the Sustainable Development Goals (SDGs) below:

Read more about the SDGs here: *https://sdgs.un.org/goals*

1.3 DOCUMENTATION AND E-FILING

At the end of each chapter of this Manual, where applicable, see a list of documents required to be filed either as hardcopies or as electronic filing (e-filing). It is also possible to file as e-file documents in the Fleet, Asset and Inventory Management document sections in ADMIND. E-filing of documentation can be done in designated Microsoft Teams folders or in the DCA Programme & Project Document (PPD) system accessed via DCA Intra. If documents are filed as e-files, all project relevant documentation shall be filed in the PPD under the specific project. Documentation must be kept for minimum of five years after final payment and project closure.

NOTE: Some donors require documentation to be accessible for a longer period than five years and some donors require files to be kept in both physical and electronic files.

2 ASSET & INVENTORY MANAGEMENT

The DCA Asset and Inventory Management List is a list of assets/inventory items owned by DCA or funded by donors. If one or more of the following criteria is fulfilled, items and equipment are defined as being an asset or inventory item.

Assets and inventory are overall seen as valuable items donated to or purchased by DCA´s CO/FO using DCA own and/or funding provided through external international and local donors.

2.1 ASSET & INVENTORY DEFINITION

DCA defines and differentiates between assets and inventory based on the following criteria and definition:

Assets
- All purchased or donated items with a monetary value above EUR 300 and with a serial number, *and/or*
- Critical/attractive/desirable items that would influence or major effect and impact on daily routines or planned project implementation in the case of potential loss or theft

Inventory
- All other purchased or donated items with a monetary value of more than EUR 100, *and/or*
- Lower value items which are essential for the running of an office, compound, staff accommodation, or project activities

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An Asset
- An item with a serial number and a monetary value of EUR 300 and above. Donor classification of assets may vary from these classifications and have a higher monetary threshold, e.g., laptops, photocopiers, air conditioners, vehicles, generators, detectors, etc.

- An item with a serial number and an estimated lifespan of more than one year, e.g., small printers, inexpensive mobile phones, handheld GPS, tablets, etc.

- A critical item is an item where its loss or theft, would have a major effect on the capability of the project/organisation to meet its operational objectives. Tents and PPE for classification purposes will be classified as assets. Some Medical devices will also be classified as critical items.

- An attractive item is an item that does not meet the above criteria, but because of general desirability and therefore the potential risk of loss or theft, it is considered necessary to provide additional accountability, e.g., compasses, GPS, inexpensive mobile phones, multi-tools, solar or detector batteries, etc.

Inventory Items
All items with a monetary value of EUR 100 or above that do not meet the above criteria for assets, such as office furniture, household furniture, garden furniture, water filters, kitchen furniture, cool boxes, camping equipment for operational teams, etc., will be classified as inventory items and as such be added to the Inventory Management List.

2.2 USER RESPONSIBILITIES

It is the responsibility of the asset/inventory users to ensure that items:
- are maintained
- are secure at all times and never left unattended
- are only used for official DCA purposes by DCA employees

- are only used for the purpose for which they are designed and in the manner for which they are intended
- follow correct procedures to protect against the installation of unlicensed or malicious software.

It is the responsibility of the ProLog and HR Units to:
- ensure that all employees are aware of the policies related to the use of all DCA asset and inventory items
- monitor usage of Asset and Inventory items where necessary

2.3 ASSET PLANNING

Before procuring asset and inventory items, the management team should clarify any additional donor (e.g., purchasing or disposal) or country specific requirements for both the management and tracking of asset and inventory items.

Asset and inventory items planning is a key activity, as this will affect the tracking, management, and disposal process. This planning should be a joint responsibility shared between programme, logistics and finance at management level.

Asset and inventory items need stringent management, tracking and disposal. Careful consideration should be given to specifications, quantity and quality of asset and inventory items, to ensure value for money, as well as longevity and the procurement of assets and inventory items that are fit for purpose for the programme.

See step guides on how to obtain new asset and inventory items for projects and programmes in section 3.2.

2.4 REGISTRATION & TRACKING

All asset and Inventory Items, whether owned by DCA or procured with donor funds, must be registered in the Asset or Inventory Management List in ADMIND and further managed in ADMIND throughout their lifespan. This registration can be completed directly in ADMIND or by inserting data in the Asset and Inventory Management List (Template 2.00) and importing to ADMIND. This is mandatory for all DCA County Offices.

Implementing partners who do not have access to ADMIND can use the Asset and Inventory Management List (Template 2.00) for registration of Assets and Inventory.

Upon receipt of goods/items (defined as an asset or an inventory) from a supplier or from the HQ ProLog Unit in Copenhagen, they must be registered in the Asset or Inventory Management List in ADMIND. It is the joint responsibility of the ProLog Unit and Finance Unit to ensure that assets and Inventory are properly registered (and managed) in ADMIND and tagged before being registered in stock and distributed to users. Please see section 3.2 and 3.3.1. for further guidance on obtaining and receiving new goods/items and section 2.4.1 for guidance on tagging.

The table below explains what information needs to be registered in ADMIND when assets or inventory items are received and subsequent need to be updated throughout the lifespan of each asset or inventory item.

It is the responsibility of the ProLog Unit and the Finance Unit to keep an updated Asset and Inventory Management List (Template 2.00) in ADMIND, containing at a minimum the following information (See Table below).

All Asset and Inventory Items, whether owned by DCA or Donors, should be registered in the Asset and Inventory Management List immediately upon receipt from the supplier or from Copenhagen. This procedure and registration process should include receiving the assets and inventory items as per the normal stock management procedures. Assets and inventory items should not be distributed to users before they are entered into the overview and tagged. Please see section below on Asset and Inventory Tagging.

Data to be registered in the Asset and Inventory Management List (ADMIND):	
Column heading	**Example and/or explanation**
Date of Purchase / Arrival	Date of issuing Purchase Order or Date of Arrival at Programme Site. Date of arrival should be based on the DCA Goods Received Note (GRN)
PO / PRF / GC No.	Purchase Order No. → PO 1 (As per ADMIND) Purchase Request Form No. → BNG 0001 (Example) Gift Certificate No. → GC 1123 (As per ADMIND)
Supplier	Supplier name
Asset No. / Inventory No.	If the Asset or Inventory tag numbering system has not been changed from the system in use prior to 2015 use this column, e.g. DCA/PMWRA/00728. Also use this column for Assets or Inventory items being transferred between Country Offices.
New Asset No. / New Inventory No.	If the Asset or Inventory tag numbering system has been changed from the system in use prior to 2015 use this column, e.g., changed from DCA/RDC/DET/53 to DRC 00053.
Product Group Select one of below from 'drop-down menu':	The Product Group is not solely for Asset and Inventory Management and is also applicable to Stock Management and for use with Purchase Request Tracking Form.
BOATS	Boats, Outboard Engines, Trailer, and accessories
C4F MATERIALS	Cash for Food Materials
COMMUNICATION	VHF/HF Radios, Satellite and Mobile Phones, Airtime/Scratch cards
CONSUMABLES	Stationary, Cleaning Materials, Demining Materials, Paint, etc.
DEMINING EQPT.	Equipment used in demining only - Firing Cable, Ohmmeters, etc.
DEMINING/FIELD TOOL	Chainsaws, Brush cutters, Strimmers, Deminers Toolkit, etc.
DETECTORS	Detectors, parts, accessories, etc.
ER MATERIALS	Early Recovery Materials
FIELD EQPT.	Tents, Foldable Chairs, Camp Beds, Shower Bags, Camp, etc.
FUEL	Petrol, Kerosene and Diesel
GENERATOR/WATER PUMP	Generators, Water Pumps, parts, accessories, etc.
HIBERNATION	Items for Hibernation - Food, Non-Food Items, etc.
HOUSE/OFFICE EQPT.	Beds, Mattresses, Bedside Tables, Fridges, Washing machine, etc.
IT	GPS, Digital Camera, Laptops, Tablets, Desktops, Printers, etc.
MEDIC.	Medical Consumables, Medical Equipment, Kits, etc.
MOTORBIKE	Motorcycles, Bicycles, Tricycles, etc.
PPE	Personal Protection Equipment - Vests, Helmets, Visors, etc.
PRM MATERIALS	Programme Materials
PSS MATERIALS	PSS Materials
RE MATERIALS	Risk Education Materials
SAFETY EQUIPMENT	Fire Extinguisher, Fire Blanket, etc.
SHIPPING CONTAINER	20 - 40ft Shipping Containers

SPARE PARTS	Parts and Consumables for Vehicles, Motorbikes, Generators, etc.
UNIFORM	Clothes, Boots, Bags, etc.
VEHICLE EQUIPMENT	Winches, Winch Recovery Kits, Towing Straps, Sand Mats, Hi- Lift Jack
VEHICLES	Vehicles, Vehicle Rental
VISIBILITY	DCA and Donor Stickers, Flags, T- Shirts, Banners, etc.
VSLA MATERIALS	Passbooks, Rulers, Inkpads, Metallic Boxes, Journals, Pens, Pencils, etc.
WORKSHOP/OFFICE TOOL	Grinders, Drills, Axle Stands, etc.
Item Brand	This should be the actual manufacturer of the item such as: Toyota, HP, Ebinger, Lenovo, Garmin, etc.
Description	This should be a clear description of the item including Model such as: Laptop EliteBook 840, Satellite Phone XT-PRO, Land Cruiser 13-Seater, etc.
Description French / Arabic	Same as above in French or Arabic
Year of Manufacture	Actual year item was manufactured or if not on item, date of arrival in the programme.
Serial / Chassis No. (Not Applicable to Inventory Items)	Serial number or Chassis number on the asset. For Vehicles this will be the VIN (Vehicle Identification Number).
Currency	USD (US Dollar), EUR (Euro), Danish Kroner (DKK) or local currencies such as XAF (Central African Franc).
Amount	Purchase Cost
Donor	ECHO, UNMAS, CHF, UNHCR, DANIDA, etc.
Location	Location in-country such as Bamako, Bangui, Juba or Stock (if in the store/warehouse)
User	Name of User and Position, e.g., Joe Bloggs (PM)
Maconomy No.	The Project No. generated in Maconomy, e.g., 1010770-11
Transaction No.	Number based on Finance Voucher, e.g.: 701100150, 102062008, etc.
Condition Select one of below from 'drop-down':	
Operational	The asset/inventory item is working
Damaged / Operational	The asset/inventory item is damaged, but can still be used
Repair Needed	The asset/inventory item requires repair
Unserviceable	The asset/inventory item can no longer be used
Lost / Missing	The asset/inventory item has been lost and is currently missing
Stolen	The asset/inventory item has been stolen
Sold	The asset/inventory item was sold
Disposed	The asset/inventory item was disposed of as waste
To be checked	The asset/inventory item must be checked
Destroyed	The asset/inventory item has been destroyed
Donated	The asset/inventory item has been donated to e.g., a Partner or Local Government.
User	The name of the person using the asset/inventory item if issued, or store/stock, if not issued.
Checked	Confirmation of whether the asset/inventory item has been checked

Checked Date	The date it was checked (if checked)
Checked By	The name of the person who has checked the asset/inventory item (if checked).
Tagged	Tick off when the asset/inventory item has been tagged
Depreciated	Tick off when the asset/inventory item has been depreciated
Donated/Disposed	Tick off when the asset/inventory item has been donated or disposed
Comments	Insert as required
Created By	Automatically registered by ADMIND

When the Finance Unit reallocates a posting/transaction between projects, they must coordinate closely with the ProLog Unit to ensure that the correct value and donor is entered/updated in the ADMIND Asset and Inventory Management.

A monthly update of all new Asset and Inventory Items should be included with the monthly logistics and procurement reports.

2.4.1   Tagging of Assets & Inventory

All Assets and Inventory items should be tagged with a simple sequential number, as all information relating to the asset/inventory item is available in ADMIND in the Asset and Inventory Management, with the tag reference, allowing users to cross-reference.

There is no set system for tag content and below are two examples currently in use.
Example of a tag for Central African Republic: CAR 00001, CAR 00002
Example of a tag for Libya: DCA/EU/00792, DCA/PMWRA/00728 (EU and PMWRA representing the donor).

Each asset/inventory item should be tagged using a label printer, engraver, indelible marker or another suitable device that will last the lifespan of the asset or inventory item. Users should tag on a part of the item where the tag is easily visible but not in such a place where the tag is liable to wear and tear or damage.

When tagging assets/inventory items such as satellite phones/mobile phones, VHF Handsets, GPS, etc., tag inside the unit and next to the serial number if possible. Do not tag on the battery or on the removable casing as these may become detached or be replaced. For laptops and tablets, tag in an area of the item that is not prone to wear by repetitive use by the user, and away from the keyboard area. When tagging, clean the area on which you are placing the tag, with an alcohol based cleaner to remove dirt and grease, prior to attaching the tag.

2.4.2   Asset & Inventory Contracts

Asset and Inventory Contracts should be completed for all asset/inventory items issued to an individual or a Team Leader. The user being issued with the asset/inventory items should sign next to each asset being issued. Both the issuer (ProLog responsible staff) and receiver should sign. Two copies should be made: one original copy for ProLog and one photocopy for the user/receiver. The original copy should be filed in the asset and inventory contract file in the ProLog Office. The User and Location columns in the Asset and Inventory Management in ADMIND should then be updated. On return of an asset/inventory item, the asset/inventory contract should be signed and dated with details of the ProLog Staff Responsible receiving. The user of the asset/inventory item must ensure all items are returned when no longer required or at the termination of their contract. The user will be held accountable if they cannot show documentation confirming their asset/inventory items have been returned.

2.5 MAINTENANCE & REPAIR

When repairs of asset/inventory items are required, a formal request for repairs needs to be completed by the user using the Asset and Inventory Repair Report (Template 2.05). A list of all faults or damage to the

asset/inventory items should be entered into the Asset and Inventory Repair Form along with details of Brand, Model, Year of Manufacture and Serial Number.

The ProLog Unit will inspect the equipment and where possible will have the equipment repaired in-country by a qualified technician, authorised service provider or supplier. Equipment that has been purchased through Copenhagen HQ that cannot be repaired in-country will either be sent back to HQ for repairs or be sent directly to the supplier from whom the items were purchased, for repair or replacement.

The in-country Finance Unit will be informed of the estimated cost of the repair, exchange or replacement of the equipment, to ensure funding is available prior to any decision or actions taking place. The ProLog Unit will inform the user of the timeframe, indicating when the User is likely to receive the repaired equipment. If the equipment is not repairable, the ProLog Unit will notify the User of what action is to be taken regarding replacement of the equipment. A decision on purchasing replacement equipment will need to be based on the availability of funding.

2.6 ASSET & INVENTORY MONITORING

To ensure the efficient management of asset and inventory items it is important that regular monitoring is carried out both by the senior ProLog staff responsible (if there is one in place) as well as other non-affiliated ProLog staff, to ensure transparency and to reduce any potential conflicts of interest in the physical checking and verification of asset/inventory items and related documentation.

Monthly Spot Checks
Regular monthly physical spot checks should be carried out by both ProLog responsible staff, Programme staff and members of the Senior Management Team (SMT) on randomly chosen items, to verify that items are present in the programme and that the items are with the correct user and in the correct location. Any discrepancies or missing items need to be recorded in the Asset and Inventory Management List.

Annual Physical Check and Count
At least once a year, a total physical check of all items on the Asset and Inventory Overview must be carried out. The purpose of the physical check is the monitoring of the items belonging to a project, which makes it possible to detect differences between information entered in the records and the actual state of items and whether they are physically present in the programme or not. The check should ideally be planned during quiet periods when project activities are low, and most equipment is in or about to enter the stores for cleaning and maintenance. The Finance Unit has the responsibility for the physical check together with the ProLog Unit.

Damaged, Lost and Stolen Assets and Inventory Items
If an asset/inventory item is identified as damaged, lost or stolen, it should be recorded as such in the Asset or Inventory Management List and the Asset and Inventory Damaged, Lost, Stolen Report (Template 2.04) must be completed. The report must be completed by the staff member in possession of the item when it was damaged, lost or stolen. The report should be submitted to the ProLog responsible, explaining how the item came to be damaged, lost or stolen and must subsequently be approved by the Country Director, kept on file and uploaded to the document section in ADMIND.

Only the ADMIND administrators in DCA HQ ProLog Unit have the right to remove assets from the asset and inventory management lists when they have been damaged, lost or stolen. A consolidated list of damaged, lost or stolen assets and inventory items must therefore be submitted to the ADMIND administrator following the annual physical stock take and on an ad-hoc basis, if deemed necessary.

However, damaged, lost or stolen assets and inventory items remain on the asset list in ADMIND. The default report does not include damaged, lost or stolen items unless specifically selected.

Donated, Sold or Disposed of asset/inventory items

If an asset/inventory item is identified as donated, sold, or disposed of, it should be recorded as such in the Asset or Inventory Management List (Template 2.00) and the Asset and Inventory Disposal Authorisation (Template 2.02) and Asset and Inventory Disposal Certificate (Template 2.03).

2.7 DISPOSAL OF ASSETS & INVENTORY

When assets and inventory items reach or pass their useful lifespan due to age, wear and tear or other factors related to long term continuous use, a decision will need to be made on how to dispose of the items. Asset and inventory items may also require a decision on the disposal method, when donor grants end and no further funding is available with that donor, necessitating DCA to follow the specific donor's policy on disposal.

The procedures described below apply to the disposal of asset/inventory items common to all DCA Country Offices such as computers, office   equipment, detectors, communication equipment, vehicles, etc.

Asset/inventory items are identified for disposal based on the following criteria:

- Asset lifespan and depreciation. Asset depreciation according to donors can range between 3-5 years, in an ideal situation. Invariably the reality in many country programmes is that the depreciation and asset lifespan will be a substantially longer period.
- Donor requirements.
- Requirements by local authorities and host governments, depending on whether items were originally acquired on a tax-free basis.

NOTE: All purchased and acquired assets have a useful lifespan and value, but when the assets are no longer useful for a DCA unit, the asset may still have value to other units or individuals within the DCA programme.

Disposal Plan and Approval

All assets and inventory items to be disposed of must be documented on the Asset and Inventory Disposal Authorisation (Template 2.02**)** to be completed by the ProLog Unit.

A Disposal Plan and Disposal Committee should be put in place prior to the disposal process taking place, depending on the quantity and value. Approval and signature to the Asset and Inventory Disposal Authorisation must be obtained from the Programme Manager, Finance Manager and Country Director at CO level.

The Asset and Inventory Disposal Certificate (Template 2.03) should be used in all the below procedures.

2.7.1   Disposal Priority

When   disposing of assets and inventory items which are no longer used by programmes or are unserviceable, the disposal priority should be based on the following:

   a) According to donor requirements

   b) Transfer to other DCA projects

   c) Donate to partners, NGOs, INGOs, end-users, civil or local authority

   d) Sell or auction, if donor allows

   e) Sold to DCA staff, if donor allows

   f) Disposal as waste (see Chapter 8 for guidance on waste management)

In some cases, it may be appropriate to approach the Donor and seek permission to vary these requirements, which should be obtained in writing.

Disposal by Transfer to other DCA Projects

Assets and inventory items offered to other DCA projects. Any programme that has an interest in the asset or inventory item may directly contact the offering programme who will provide a more detailed description, location and availability. Cost effectiveness of transfer to other DCA programmes should be considered prior to any decision on this action being taken. Export/Import duties, etc., should be considered.

Disposal by Donation to End–Users, Civil and Local Authorities, Local Partners, NGOs or INGOs

Consider contacting a local partner (these could be implementing partners, local NGOs, INGOs or local government Institutions), that may have use for the asset or inventory items. If the asset is donated, obtain a signed Asset and Inventory Disposal Certificate (Template 2.03). Note that most International Donors have specific rules applying to donation of assets.

Disposal by Sale or Auction to Outside Parties

Disposal of assets or inventory items to outside parties must firstly be permitted by the donor. Most donors do not permit this as DCA is not allowed to profit from donor funds. If allowed by the donor, or an asset has depreciated to a value no longer relevant to the donor, assets and inventory can be sold or auctioned to the public via public auction or by invitation to submit sealed bids. The disposal procedure required should be based on the value and type of asset/item to be disposed of. Assets or items of a higher value and technical specification (vehicles, generators, detectors) will require a more formal disposal procedure than low value items.

A reserve price should be established, equal to prices considered to be obtainable on the local market. In the event of an auction on DCA property, an authorized ProLog responsible should conduct the auction and a representative from the Finance Department should be in attendance to issue a cash receipt. All assets or inventory items sold to outside parties must be paid for in full on the day of the auction before they are handed over to the successful bidder.

In the event of assets or inventory items being offered for sale by invitation to submit sealed bids, all bids must be opened on the prescribed date and time, in the presence of the Disposal Committee. The ProLog Unit is responsible for the sale, notifying the successful bidder and for obtaining full payment for the goods within the set time frame.

Disposal by Sale of Inventory Items to DCA staff

If inventory items are not disposed of by one of the above methods, and it is permitted by the donor, an option could be to sell to DCA staff. Most donors do not permit this, as DCA is not allowed to profit from donor funds. If allowed by the donor, interested staff from the programme may bid on the inventory item for personal use. Assets cannot be made available for DCA staff to purchase or acquire, it is only permitted for inventory items.

A reserve price should be established, equal to prices considered to be obtainable on the local market, for items being sold to DCA staff. Staff should submit sealed bids/offers for the items. The Disposal Committee will carry out the selection of the winning bid as described in the previous section. Inventory items sold to DCA staff must be paid for in full on the day of the auction before they are handed over to the successful bidder.

Disposal of Sensitive Equipment

Projects implementing Mine Action Operations may have assets that are classified as dual-purpose equipment that may not be appropriate for the disposal procedures above. Dual-purpose equipment is normally used for civilian purpose but may have military applications. Dual-purpose equipment could be PPE, de-mining equipment, and/or related equipment. Dual-purpose equipment may need to be disposed of through the National Demining Authority. Any disposal of unserviceable equipment such as PPE should be accompanied with a letter informing the receiver that the equipment is unserviceable and state that DCA takes no responsibility or will not be liable in the event the equipment being used for demining operations.

All DCA computers must have the hard drives removed prior to disposal, which should either be returned to Copenhagen HQ or physically destroyed before being disposed of as waste. ICT Unit at Copenhagen HQ to be contacted for confirmation of disposal required.

Batteries, laptops, cell phones, vehicle scrap, etc., contain certain elements that could be regarded as hazardous waste and therefore required to be handled as such. Hazardous waste is potentially dangerous and harmful to Public Health and the environment and must be strictly managed according to National and International Law. If no National legislation exists this does not exempt the programme management from using proper methods of disposal for hazardous waste. Safe disposal methods and guides shall be organized by the Programme Management to ensure the local population and environment are not harmed by the disposal of hazardous waste materials. See Chapter 8 for more thorough guidelines on Waste Management.

Disposal as Waste
Last option for disposal is if the asset/inventory is no longer usable and it becomes waste. Waste must be managed according to type of waste and according to National and International Law. Please go to Chapter 8 for more thorough guidelines on Waste Management.

2.8 SAFE DISPOSAL OF MEDICINES & MEDICAL DEVICES

Recalled, damaged, unwanted, or expired medicines for human and animal consumption, and medical devices shall always be disposed of in a safe and appropriate manner in compliance with national regulations. Medicine shall always be treated as pharmaceutical waste and not as regular waste. Some medical devices can be recycled or treated as regular waste. If improper disposal of medicine has been uncovered, it is important to contact the immediate manager and subsequently follow the national rules for correct disposal.

Depending on the product in question, different methods for safe disposal exist. Some products may be returned to the supplier, some may be handed over to government regulated pharmacies and some products will require disposal via the National Drug Regulatory Authority. National and regional rules shall be adhered to and when possible, international best practice followed. However, in some countries, there are no/very limited, legal framework in place and therefore no guidelines or official channels to dispose and destroy medicines and medical devices. Under such circumstances, it is advised to consult WHO or other relevant UN agencies or INGOs in the country of operation, for guidance and information on how to handle safe disposal of medicine and medical devices.

Read more about which medical products are considered pharmaceutical waste and to be disposed of via official channels, and which products can be recycled or treated as regular waste in the WHO guideline section 3.4 - 3.7.

NOTE: Some expired or damaged medicine and medical devices are considered hazardous waste when transferred across borders and are regulated under the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

2.9 CLIMATE CONSIDERATIONS

The recommendations below on how to consider climate in Asset and Inventory Management takes a starting point in energy efficiency and waste prevention. By seeking to be energy efficient and reducing or preventing waste generation, DCA aims to minimize its carbon footprint. This goes hand in hand with efficient use of funds, being effective and accountable. DCA work in many different contexts and implement different projects, and the below recommendations shall be applied where relevant and pertinent.

Recommendations:

- Seek to reduce the need to procure new assets and inventory. Only procure what is needed and procure quality products with a longer durability and which are 'fit for purpose'. If possible, include 'green' Technical Specifications. Note that quality products often have a higher cost which needs to be factored into budgets.

- Reduce consumption and waste by ensuring proper and continuous maintenance and repair of assets and equipment (incl. ICT). When products are maintained and repaired, they have longer durability, thus, postponing and reducing procurement of new products and reducing the amount of waste generated.

- Only procure renewable energy products, e.g., solar power items which are of high quality and fit for purpose to ensure durability, thus reducing waste.

- Proper storage and handling of assets and inventory reduces the need to procure new products.

- Proper store and stock management ensures that assets and inventory are accounted for, kept safe and consequently serves the project longer and postpones the items becoming waste.

For waste disposal of assets and inventory please see Chapter 8. Please note that e.g., electronic devices, batteries, medicine, refrigerators, etc. may contain hazardous waste and must be properly disposed of according to National law and International Standards and Conventions.

2.10 DOCUMENTATION IN THE ASSET/INVENTORY FILE

All Asset and Inventory documents should be kept in the Asset and Inventory file.

The individual hard copy document file should contain the following documentation:
- Asset and Inventory Contract signed when issued
- Asset and Inventory Contract singed when returned
- Asset and Inventory Disposal Authorisation
- Asset and Inventory Disposal Certiflcate
- Asset and Inventory Damaged, Lost, Stolen Report
- Asset and Inventory Repair Report

2.11 RELEVANT TEMPLATES

No.:	Title:	When & How:
2.00	Asset and Inventory Management List	Used to work offline when access to ADMIND is not available as well as for uploading multiple new items. To be sent as monthly logistics report.
2.01	Asset and Inventory Contract	To be completed for all asset/inventory items issued to an individual or a Team Leader (operational team).
2.02	Asset and Inventory Disposal Authorisation	To be completed and signed off for disposal of all asset/inventory items by transfer, donation, sale or as waste.
2.03	Asset and Inventory Disposal Certificate	To be completed and signed off for all asset/inventory items being sold, transferred, or donated to other DCA programmes, End-Users, NGOs, buyers or organisations.
2.04	Asset and Inventory Damaged, Lost Stolen Report	To be completed for all asset/inventory items that are damaged, lost or stolen.
2.05	Asset and Inventory Repair Report	To be completed for all damaged asset/inventory items

3 STOCK & WAREHOUSE MANAGEMENT

Correct stock and warehouse management systems assist us in optimizing stock and storage organisation, improve stock management, and overall reduce costs and losses. In DCA our main system for stock management is ADMIND, but the templates listed in this section, can also be applied. The following guidelines can be adapted on a needs basis, operational set up and/or local context.

Stock and warehouse management involves the planning, receipt, storage, and movement of goods to intermediate storage locations or final destinations.

There may be single or multiple levels of storage/warehouse which could include:
- Central Warehouse
- Regional Warehouse – serviced by the Central Warehouse
- Field Warehouse – serviced by the Regional Warehouse

3.1 SELECTION OF STORE OR WAREHOUSE

Selecting a suitable store/warehouse is important for stock control, maintaining stock integrity, efficiency, security, health and safety. The main criteria below provide a general guide to selecting a store/warehouse. However, there may be additional criteria that need to be considered based on the country of operation, type of goods to be stored or security context.

Main criteria for selecting a store/warehouse:	
Infrastructure	- Fenced and secure compound with good internal and external lighting. - Dry, level floors, capable of supporting heavy wights. - Soundproof walls, ventilation, drainage and weatherproofing. - Shelving availability. - Open access for vehicles and large trucks. - Loading bays
Security	- Gates, doors, and windows to be lockable and well fitted, preferably of sufficient strength to resist unplanned entries - Guard room or hut attached - Entrance gate and exit gate In addition, if a store/warehouse is shared with other organisations: 24 Hour security - Visitors book in place - Fire extinguishers and other safety equipment
Location	- All season access for heavy vehicles - Proximity to office or/and project sites - Not in proximity to high security risk areas or potential geographical hazards (IDP camps, flood plains)
Services	Water, sanitation, and electricity availability
Hygiene	Absence of rodents and other pests, birds etc.
Size	- Storage planning should be accurate to ensure that floor space is sufficient - Calculate through put (stock flow) to ensure adequate floor space is available.

Insufficient Storage Capacity

In situations where there is no permanent store/warehouse or capacity is insufficient, it may be necessary to store goods/items in the following ways:

- RUBB halls. Large relocatable tent-like structures which are usually used for warehousing.

- Containers. 20 or 40-foot sea containers can make secure storage units and can be fitted out with shelving. In hot climates, containers need to be shaded and fitted with a cooling system to reduce internal temperatures. A simple pitched grass roof or similar can also reduce internal temperatures.

- Permanent structures, such as commercial warehouses or selected room within an office building.

- Semi-permanent structures such as tents, plastic sheeting roof structures without walls, etc.

- In addition, it may be acceptable for some stock (jerry cans, fuel drums, wheelbarrows, corrugated sheeting, timber, boards, etc.) to be stored outside for short periods. In situations where it is decided to store outside, the following risks should be considered, e.g., theft, and potential dust and rain damage.

3.2 STOCK MANAGEMENT

The management of the stock in the supply chain involves managing the physical quantities of goods/items in storage as well as the costing of the goods/items as they flow through the supply chain. Regardless of value and lifespan, stock relates to all goods/items that are kept in the store/warehouse or other storage locations, e.g., stationary, ICT accessories, printer paper, uniforms, tools, NFI kits,metal detectors, etc.

Stock has a monetary value and therefore needs to be controlled, documented, accounted for, and reported upon to DCA, Donors and local stakeholders. Lack of proper stock controls will result in losses that affect DCA programmes and project impact, as well as potential accountability to end-users.

Stock Management can be implemented in the online system ADMIND or offline. The ADMIND system automatically generates stock cards, a stock overview and a stock report as opposed to hard copy versions of stock management templates which encompasses individual stock cards, stock overview and manually produced stock reports.

Well organised stock management will give the programme the ability to cross-reference documentation including Goods Received Notes (GRNs), Stock Requests (SRs), and Waybills (WBs), against physical stock and assist with stock movement and reporting.

The main objectives of stock management are:
   a) To maintain an economically optimal stock level and reduce unnecessary procurement
   b) To ensure efficient stock movement and maintain stock records
   c) To minimize losses through theft, mishandling, expiry and deterioration
   d) To ensure effective use of storage space
   e) To avoid storage of unrequired or inappropriate materials
   f) To reduce levels of slow-moving materials
   g) To facilitate timely delivery to projects

Below is a step guide to obtaining new goods/items from the supplier at the store/warehouse.

Step Guide for Obtaining new Goods/Items	Template:
① The requester raises a PRF and submits the PRF to the ProLog Unit after being fully approved. If a National-based procurement proceed to Step 3.	**3.11:** Purchase Request Form
② The ProLog responsible transfers the goods/items from the PRF to the Internal Order Form which is required for goods/items procured by DCA HQ ProLog Unit. The Requestor must complete the Project and Task numbers, Quantity, Currency, Estimated Unit Cost and Estimated Total Cost, as well as mode of shipment, place of delivery, consignee details and if specific documents are required for import. The requestor can see details on technical specifications, price and delivery terms on equipment under DCA HQ Framework Contracts on DCA Intranet. When the Internal Order Form is completed by the ProLog responsible staff, the Unit Manager/Country Director and ProLog staff responsible signs to approve the procurement of the goods or services before the signed Internal Order Form is submitted to the HQ ProLog Desk Officer.	**3.12:** Internal Order Form
③ The National ProLog Unit carries out Procurement according the DCA Procurement Manual and donor rules. *or;* The International DCA HQ ProLog Desk Officer carries out procurement according to the DCA Procurement Manual and donor rules and organises shipment of the goods/items to the requested location. It is the responsibility of the ProLog staff responsible to ensure customs clearance is organised at destination.	
④ National Supplier delivers the goods/items. Upon receipt check that the goods/items are not wet or damaged and ensure that the quality and quantity is correct. In the event goods/items are wet, damaged, of inferior quality or missing, this information should be written on the GRN and recorded in writing on the Supplier's Delivery Note and signed for by the supplier.	**3.02:** Goods Received Note ADMIND Gift Certificate or Receipt

If the ProLog responsible staff lacks the expertise to inspect, a Technical Advisor shall be consulted for assistance.

A Goods Received Note (GRN) must be completed by the ProLog responsible staff at time of receipt and filed. (Procurement and Stock File can also be filed electronically)

Ensure suppliers name is entered on the GRN and Serial Numbers of any Assets purchased. Include separate lines for each individual Asset with a serial number.
or;

If an international supplier delivers the goods/items continue as above, including below:

Check goods within 48 hours of receipt of goods/items.

In case of damaged goods/items or shortage, a claim shall be made to the forwarder and the insurance company within five days. For insured goods, it is important that the Damage Report is forwarded to the Procurement and Logistics Unit immediately. This report shall include a copy of the signed DCA Gift Certificate or Receipt, pictures of the damaged goods/items, where it was inspected and by whom, where the damaged goods/items are now stored and a short description of the damage or shortage. The insurance company may send a representative to inspect the damage.

The Gift Certificate or Receipt (generated in ADMIND) sent with consignments from DCA HQ needs to be signed and dated as well as having the full name and job title written on the document. The signed document should then be sent to the responsible DCA HQ ProLog Desk Officer.

(5) Payment to the supplier shall only be authorised after a proper inspection is completed and goods/items found to be in order.

Inform the finance responsible staff that the process is completed, and that the payment can be processed. Issue finance with a copy of relevant procurement documents and a copy of the GRN and suppliers Delivery Note.

3.02: Goods Received Note

(6) The ProLog responsible staff receives the goods/items and updates or completes a new Stock card.

3.00: Stock Item Entered in ADMIND

3.01: Stock Card / or registration in ADMIND

(7) The ProLog responsible staff registers the details from the updated Stock Card in the Stock Report.

3.09: Stock Report

8	If the received goods/items are defined as assets or inventory they need to be registered in the ADMIND Asset or Inventory Management List and tagged.	**2.00:** Asset and Inventory Management List / or registration in ADMIND
9	Once goods/items have been received, accounted for and in good order, inform the Requestor.	

3.2.1   Rotation of Stock

It may be necessary to set up a stock system whereby the stock is rotated on First in First Out basis (FIFO). FIFO is a term more frequently used in the Commercial World and is more an accounting tool than stock management tool. FIFO refers to the first unit that arrived and was registered in the stock as the first one to be distributed. Older stock is therefore distributed first, reducing the risk of waste due to deterioration or exceeding shelf life or expiry date.

Examples of FIFO items could be perishable items such as seeds, foodstuffs, medicines, etc.

In addition to FIFO, it may on rare occasions be necessary to use Last In First Out basis (LIFO). LIFO is a term more frequently used in the Commercial Sector and is more an accounting tool than a stock management tool. LIFO considers the last unit arriving in the stock as the first one to be issued and distributed. LIFO should only be used when authorized by the Senior ProLog responsible.

3.2.2   Storing of Non-durable Goods
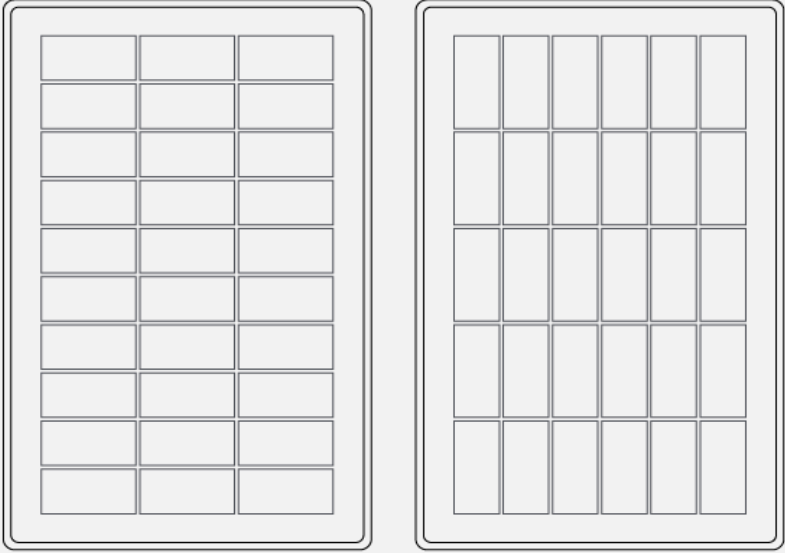
Non-durable goods are purchased either for immediate use or to be stored for a short time. Generally, the life span of non-durable goods varies from a few days to a several years. Some common examples of such goods are food, cement, seeds and fuel. Controls should be in place to ensure the oldest goods are used first, however, only if they are still before expiry date. Items which have an early expiry date, should be stored closer to the store doors. In this way, stock is easier and quicker to access.

Items that have deteriorated or exceeded their shelf life/expiry date must be safely and properly disposed of. Please see Chapter 8 for guidance on waste management. Note that deteriorated or expired items cannot be sold or given away, they must be disposed of in a proper manner.

3.2.3   Types of Storage

There are several ways of storing stock, but above all, it should be stored in an orderly and safe fashion to ensure quality control, limit damage, allow easy access, identification and counting. Always store goods or items so they do not contact directly with the walls or floor of the store. This will prevent friction or water damage in the event of water running down walls or spilling onto floors due to heavy rainfall or low-level flooding of the storage area.

Types of Storage:	
Loose Items / Pallet Storage	All Items are stored on pallets and not directly on the floor of the store to reduce the risk of damage from water and damp. (e.g., Bags of cement, sacks of seeds, blankets, timber, etc.)
Bin Storage	Bins are used to store items that do not stack such as trowels, screws, bolts, nuts and washers, and is a good method of storing large quantities of small items in a compact area. Bins can be cardboard boxes, plastic or metal buckets, plastic containers, etc., and will usually be stored on shelving.

Shelved Storage	Shelves or racks can be used for the storage of bins or other larger items. Heavy items should be stored on the lower shelves and lighter items on the upper shelves. The weight of stored items should be appropriate to the type of shelving. Shelves should be securely attached to walls. Freestanding shelving should be securely built to reduce risk of collapse under load.
Stacked Storage	Effective measures should always be taken to prevent the collapse of stacked items. When any item is stacked above a height of 2 metres, a safe means of access to the stack should be provided, e.g., using portable ladder or stacking sacks to form steps. Items should be stacked on pallets. When staff must work on stacked goods attention should be drawn to whether stacks are firmly secured. If stacks are unstable, they should be properly arranged before being stepped on. To provide a safe stack during the stacking of bagged goods, bags/sacks should be cross stacked with attention being given to those bags forming the corner of the stack. The figure below illustrates how this should be done: First layer Second layer

3.2.4   Storage of Different Types of Equipment or Items

Different types of equipment/items require that storage and stock control is adapted to the specific products. Consider aspects such as temperature, FIFO, humidity, expiry dates, etc. This to minimise loss and prevent waste due to deterioration, or items exceeding shelf life/expiry date.

Food, Seeds and Medical Items
- Keep as cool as possible.
- Store for short periods especially when optimum conditions cannot be provided (days or weeks).
- Use a "first in, first out" (FIFO) system, so no goods are stored for periods longer than necessary.
- Record expiry dates, batch numbers if applicable, on the stock cards and on the packaging of the goods.
- Keep items dry, do not store against walls.

- Good hygiene and pest control is essential. In particular it is important to sweep up spillages daily, leave space to walk around the edge of the stacked goods to allow for inspection of rodent droppings.

Medicines
- See manufacturers recommendations and follow these.
- if no manufacturer recommendations available, please ensure:
  - Keep as cool as possible 10-15 degrees Celsius.
  - Record expiry dates, batch numbers if applicable, on the stock cards and on the packaging of the goods.
  - Use a "first in, first out" (FIFO) system, so no goods are stored for periods longer than necessary.
  - Keep items dry, do not store against walls.

NOTE: National Regulatory Authorities have strict rules on storage and management of controlled drugs. This sometimes includes requirements for the controlled drugs to be manged by a nationally certified doctor.

Tents, Detectors, Personal Protective Equipment (PPE) and Communication Equipment
- Keep in a cool and dry storage facility.
- Ensure all items with batteries have the batteries removed before storage to prevent corrosion of terminals.
- Ensure all items are clean and dry before storing to ensure items such as, tents, PPE and detector cases do not rot.
- Do not store electronic items in containers that are subject to temperatures over 30 degrees Celcius to avoid damage to electrical components.

Explosives
Please see HRMA SOPs on PPD.

3.2.5   Store & Warehouse Health & Safety
An important factor to consider in the day-to-day management of stocks is the health and safety of staff and workers operating in the store or warehouse. Special attention should be paid to the equipment and procedures listed below.

- Access to the store/warehouse should be restricted at all times. Authorised staff only.
- Ensure there is adequate ventilation and lighting.
- No smoking is allowed in or around the warehouse/store. 'No smoking' signs should be clearly displayed.
- Fire extinguishers and sand buckets should be kept in strategic positions and clearly marked with a sign and explanation of the extinguisher type (ABC Dry Powder, Foam, Water based).
- All stacked goods should be carefully stacked to a safe height to prevent collapse.
- Store flammable and dangerous goods (fuels, lubricants, chlorine, etc.) separately from main stock, in a different location where possible.
- Ensure food and nonfood items are stored separately.
- Medical Equipment and consumables should be stored separately from other goods.
- All shelved goods should be stored with heaviest items on lower shelves and lighter items on higher shelves.
- Routinely check the conditions of all stacks, racks and shelves, for safety.
- Ensure that proper lifting and carrying procedures are followed.
- Ensure that protective clothing is available to staff handling stock in the stores/warehouses (gloves, overalls, face masks, work boots, safety glasses).

- Ensure that vehicles, generators and motorcycles are turned off during refueling.
- Enforce safe driving within the compound, especially when vehicles are reversing to load and unload.
- Ensure store is kept clean and tidy and all spillages of lubricants, paints, etc., are cleaned as soon as possible after spillage.
- Ensure that rodents and other pests are elimnated using appropriate disposal methods.

Health and Safety Equipment:	
Fire extinguishers	Each store/warehouse should have at a minimum one fire extinguisher located close to the entrance for easy access. Staff should be proficient in the use of fire extinguishers. They should be placed in strategic positions in consultation with the Security and Safety Focal Point. Fire extinguishers should be tested and serviced by an authorized service provider on an annual basis.
Fire Blankets	A blanket which can be used to smother a fire. Should be placed close the fire extinguisher.
Smoke and/or Carbon Monoxide Detectors	Detectors have sensing technologies which detect smoke and carbon monoxide (CO). They should be placed in strategic positions in consultation with the Security and Safety Focal Point.
Eye Washing Station	Kit with eye washing solution (sterile water) to allow for rapid washing of eyes in case of eye contamination. Should be placed with the First Aid Kit.
First Aid Kit	A comprehensive First Aid Kit should be available at the store/warehouse. All store/warehouse staff should be able to carry out basic First Aid. If DCA is equipping the store/warehouse the DCA Standard Medical Kit no.2 or 3, should be in place.

Signage
- Fire Extinguisher Signs
- Fire Exit Signs
- First Aid Kit Signs
- No Smoking Signs
- No Entry Signs
- Hazard Signs – for any hazardous goods

3.2.6   Handling Dangerous & Hazardous Goods
Identifying and classifying dangerous goods requires authorized training and a current DG certificate. Staff handling dangerous goods should take a valid course and be well informed before handling such goods.

Staff working within the store/warehouse should be able to:
- Identify and classify dangerous and hazardous goods
- Understand handling and storage techniques for dangerous goods.
- Act in accordance with organizational SOPs

Staff handling dangerous and hazardous goods should have a detailed knowledge and understanding of international Dangerous Goods Labels and their associated hazards.

Examples of Dangerous and Hazardous Goods include, but is not limited to:
- Petrol, diesel and kerosine, etc.

- Chlorine / Bleach
- Battery acid
- Gas cylinders
- Oxygen cylinders
- Waste oil
- Poison, rat poison, etc.
- Spray cans, aerosol cans, etc.
- Fertilizers, pesticides, etc.
- Gas-lighters, matches, etc.

Hazardous symbols that are more commonly encountered, are as below:

Toxic/danger   Warning   Long-term health hazard   Danger to environment   Corrosive

Flammable   Oxidiser   Explosive   Compressed gas
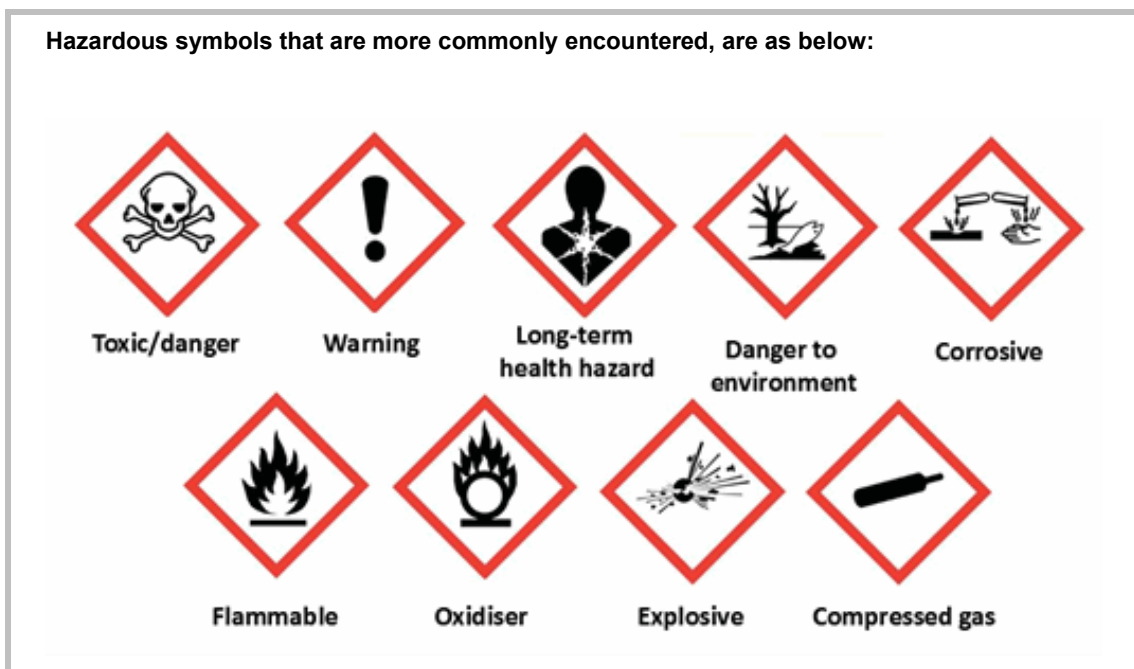
NOTE: Dangerous and hazardous goods may also be defined as hazardous waste after use, which must be managed and disposed of in a proper and responsible way within the legal framework. Please see Chapter 8 for Disposal and Waste Management.

3.3 STOCK MOVEMENT
Stock movement is the receipt (IN) and issuing (OUT), both externally and internally within the organisation's stores and warehouses.

3.3.1   Receiving Goods/Items
Goods/items can be received at the following locations during working hours or set times only, and the same procedures apply to all locations: offices, compounds, project sites, warehouses, or store facilities:

Step Guide to Receiving Goods:	Template:
1 Upon receipt of the goods/items, check that the packages are not wet or damaged and ensure that the quality and quantity is correct. If the packing is wet or damaged it is extremely important to make a note on the suppliers Delivery Note. Indicate, e.g.,	

	"received damaged" and/or "quantity of items missing" and/or the number of goods/items not matching the specified quality.	
2	Sign off on supplier's Delivery Note/Waybill and keep copy of documentation in the Procurement File and Stock Management File (Can also be filed electronically). See Step 4 - Step Guide for Obtaining new Goods/Items.	
3	Complete a Goods Received Note at time of receipt of goods/items. Ensure supplier's name is entered on the GRN and Serial Numbers of any Assets purchased. Include separate lines for each individual Asset with a serial number. If items are damaged or are missing, this information should be written on the GRN and recorded in writing on the supplier's documentation (Delivery Note) signed for by the supplier if possible. See Step 4 -Step Guide for Obtaining new Goods/Items.	**3.02:** Goods Received Note
4	Payment to the supplier shall only be authorised after a proper inspection is completed and goods/items found to be in order. Inform the finance responsible staff that the process is completed and that the payment can be processed. Issue finance with a copy of relevant procurement documents and a copy of the GRN and supplier's Delivery Note.	**3.02:** Goods Received Note
5	Update the Stock Card or create a new Stock Card if the goods/item are new in stock. See step guide on updating the Stock Card in Section 3.4.1	**3.00:** Stock Item Entered in ADMIND **3.01:** Stock Card / or registration in ADMIND
6	File the original GRN in the Procurement File, send a copy to Finance and a copy is to be filed in the Stock Management File (Can also be filed as electronic file).	
7	If the received goods/item are defined as an asset or inventory it needs to be registered in the ADMIND Asset or Inventory List and tagged.	**2.00:** Asset and Inventory Management List
8	Once goods/items have been received, accounted for and in good order, inform the Requestor.	

3.3.2   Stock Request from Store or Warehouse

Goods already in stock can be requested from the storage or warehouse facilities by using a Stock Request.

Step Guide to Stock Requests:	Template:
1 Requestor ensures that the item is in stock by checking the Stock Report.	**3.09:** Stock Report or check stock in ADMIND or report generated by ADMIND
2 Requestor (not ProLog staff) completes a Stock Request electronically with full details, including stock card, number of items being requested and submits it to the relevant ProLog staff. Handwritten Stock Request should be discouraged.	**3.03:** Stock Request
3 ProLog staff receives the completed Stock Request electronically and enters sequential number.	
4 ProLog staff returns the Stock Request electronically to Requestor to print and have signed by the Requestor and Approval Manager	
5 The ProLog responsible will issue goods/items upon receipt of a signed hardcopy of the Stock Request. It is considered best practice to allow a minimum of 24 hours between receipt of a Stock Request and the issuing of goods/items. A pre-inspection of the goods/items before handing over to recipient must be carried out to ensure the goods/items are: • Correct quantity • In a clean and serviceable condition. • Complete with all accessories e.g., manuals, cases, cables, batteries, chargers, etc. • Correctly packed if being transported, to prevent damage	
6 Requestor checks, receives and signs for the goods/items on the Stock Request. Damaged or items not issued (due to lack of stock) should be entered by hand in the Quantity Received column on the Stock Request. If issued goods/items are defined as assets or inventory and need to be handed over to staff or Teams, the recipient staff or Team Leader must sign an Asset Contract upon receipt. The Asset/Inventory Contract must be filed in the	

	Asset/Inventory Contract File. (Can also be filed as electronic files).	**2.01:** Asset & Inventory Contract
	User and location of the asset/inventory is updated in the Asset and Inventory List ADMIND.	**2.00:** Asset and Inventory Management List
⑦	Update the Stock Card or in ADMIND. See step guide on updating the Stock Card in Section 3.4.1.	**3.01:** Stock Card / or registration in ADMIND
⑧	File the Stock Request Form in the Stock Management File (Can also be filed as electronic file).	

Small Goods/Items taken from Stock

When low value or single use goods/items such as stationary, consumables and cleaning products are requested from an office store, the Items taken from Stock (Template 3.04) can be used. This could be, A4 file, an individual pen, ruler, box of staples, coffee, sugar, bottle of bleach, bar of soap, etc. If requesting a week or months' supply of items, then a Stock Request shall be completed.

Ideally there should be an office store of stationery and cleaning materials that are issued monthly with a Stock Request. The name of the recipient and items taken will be recorded in the "Items Taken from Stock" template.

3.3.3   Shipment of DCA Goods/Items between DCA Locations

Goods/items can be sent from one DCA location to another, and dispatch takes place from one of the following locations: offices, compounds, project sites, warehouse, or store facilities. The same procedures apply to all locations. Note that receipt at location shall be within working hours or agreed time.

Step Guide to Shipment of Goods/Items between DCA Locations:	**Template:**
① Stock Request to be completed by Requestor and sent to ProLog responsible. A quality control of the goods/items must be carried out before shipping to ensure the goods/items are: • In a clean and serviceable condition. • Complete with all accessories e.g., manuals, cases, cables, batteries, chargers, etc. • Correctly packed for transport to prevent damage	**3.03:** Stock Request
② Complete the Internal Waybill and ensure the quantity of goods/items are correct as per Stock Request, if being supplied from Stock.	**3.05:** Internal Waybill
③ Update Stock Card with Internal Waybill number, date, quantities, destination, etc. (only for DCA Internal Waybills).	**3.01:** Stock Card / or registration in ADMIND

4 Confirm receipt, quantity, and condition of goods/items at delivery point by signing the Internal Waybill and completing the Missing/Damaged column if required and sending copy to the ProLog responsible staff at the location where the goods were dispatched from.

5 File the Internal Waybill in the Waybill File. (Can also be filed as electronic file).

Goods can also be dispatched from suppliers, from HQ or to HQ using external Waybills. In this case the sourced freight company (e.g., DHL) issues a waybill, an airwaybill (AWB), bill of lading (BL), etc. This document shall be kept in the Procurement File and Waybill File.

3.4 STOCK CONTROL

Stock control systems ensure that stores/warehouses are appropriately stocked. Too much stock means that some perishable goods may not be distributed and may pass their expiry date, requiring the goods to be disposed of. If there are insufficient goods in stock, stocks may run out. If this happens, it may have a significant impact on the entire programme.

Stock control systems can include various aspects of reordering and controlling the amount of stock on the shelves. Typical and important features of a stock control system include:
- Stock Cards
- Stock Reports
- Stock Reconciliation

3.4.1   The Stock Card

To ensure all goods procured for a DCA programme/projects go where they are intended, they must be registered using, as a minimum, a Stock Card system where all daily ins and outs of the store/warehouse are recorded, either as an electronic Stock Card in ADMIND or a physical Stock Card (Template 3.01) printed on an A4 card (printed on both sides). Physical Stock Cards should be of durable heavy card material.

ADMIND allows for multiple Stock Cards to be created by copying and pasting from the Stock Item entered in ADMIND (Template 3.00), whereas physical Stock Cards need to be completed individually.

When registering goods/items on a new Stock Card, the Maconomy Project Number and Donor name should be recorded, providing a clear link to the project and which donor paid for it. Exemptions for including Maconomy Project No and Donor name could be if goods/items are purchased on own funds or 'shared cost' via cost allocation principles.

Some items recorded in Asset and Inventory Management in ADMIND will also appear on Stock Cards in Stock Management. For example, Laptops, GPS, Satellite Phones, Smart Phones, etc., that appear on the Asset List will also be recorded in the Stock Management in ADMIND where their movements are recorded. Completed Stock Cards need to be filed in the Stock Management File (Can also be filed as electronic files).

The ProLog responsible for Stock Management should ensure that all electronic or physical Stock Cards are fully updated. Stock Cards must always reflect the actual number of items in stock. Each item type should have a separate Stock Card. Once a hardcopy of a Stock Card is full (both sides have been filled), it should be kept in the file next to the new Stock Card for the same item. All Stock Cards should be properly filed in the Stock Management File and kept in the ProLog office. Electronic Stock Cards in ADMIND can have a new card inserted once the upload time becomes too slow for the system either by adding to the existing

Stock Card number for example S-0123A as opposed to the existing Stock Card S-0123 or by giving the item the same description on the Stock Card but inserting a new year for example Diesel 2021 as opposed to Diesel.

Each item in stock shall be registered on a Stock Card and Stock Overview with below information:

Information	Description
General/Comments	Additional information may be added to the Comments tab, e.g., the contents of a First Aid Kit, Trauma Kit, etc.
Stock Card No.	This is a sequential number, e.g., 0001, 0002 or as per ADMIND S-0001, S-0002
Stock Date	The Date when the Stock Card is generated.
Description	Short description of the item in question in English
Description French/Arabic	Short description of the item in question in French or Arabic
Unit Code	PCS, SETS, BOX, etc.
Part No.	For vehicle, motorbike, generator, detector part, etc., e.g. 56111-60220
Item Brand	The name of the Make/Brand, e.g., Toyota, HP, Garmin, Thuraya
Expiry Date	Date of expiry for Medicines, Seeds, etc. – only on Stock Report
Unit of Distribution	PCS, SETS, BOX, etc.
Reorder Level	A pre-set level for when reordering should be carried out (Optional to enter information)
Opening Balance	The quantity in stock when opening a new Stock Card
Product Group	Product Group the goods/items belong to, e.g., IT, COMMUNICATION, VEHICLES, MEDIC. HOUSE / OFFICE EQPT., etc.
Donor	The name of the donor, e.g., ECHO, Danida, USAID
Maconomy Project No.	This number is generated in Maconomy by Finance and is a unique number assigned to each Project, e.g., 1010268-01.
Location	Location of the goods/items in stock
Date	Date items enter or exit stock
Qty In	Quantity of goods/items entering stock
PO/GRN/PRF No.	The number of the Purchase Order or Purchase Request Form and Goods Received Note should be entered, e.g., PO: 158 GRN BUK-0233
Qty Out	Quantity of goods/items exiting stock
Stock Request / Waybill No.	The number of the Stock Request or Waybill
Supplier / Destination	When goods/items enter stock the Supplier name should be entered. The supplier can also refer to DCA. Destination refers goods/items exiting stock and the location or person receiving the goods/items
Balance	Balance is the quantity in stock after stock movement. In ADMIND this is automatically updated.
Currency	In ADMIND there is a drop-down menu e.g., USD, EUR etc
Unit Price	Price per unit of goods/items
Total Value	This is the total value of a particular item in stock based on the number of that item in stock. In ADMIND this is automatically updated.

For all movement of goods/items in and out of stock on an existing or new Stock Card an update must be completed using the following steps.

Step Guide to updating new or existing Stock Cards hardcopy or in ADMIND:	Template:
1 Existing Stock Card – go to Step 2. *or:* New Stock Card is filled in with Stock Card Number, Stock Date, Description, etc., as listed in table above for Stock Cards *or;* ADMIND. If Stock is managed in ADMIND, please go to the ADMIND User Manual for thorough guidance on registration of new goods/items into stock.	**3.00:** Stock Item Entered in ADMIND **3.01:** Stock Card / or registration in ADMIND
2 **Items IN** • Enter Date of receipt of goods/items • If goods/items entering stock, enter quantity received in Qty In column • Enter PO, GRN or PRF no. for stock received • Enter Supplier name for stock received • Enter Balance *or;* **Items OUT** Enter Date of issue of goods/items • If goods/items exiting stock, enter quantity out in Qty Out column • Enter Stock Request or Internal Waybill no. for stock issued for distribution, dispatch or use • Enter Destination for issued stock (DCA staff member, team, programme, field office, end-users, etc) • Enter Balance If Stock Card is registered in ADMIND, the Balance and Stock Report is automatically updated.	**3.01:** Stock Card / or registration in ADMIND
3 Update Stock Report with data from the Stock Card	**3.09:** Stock Report

3.4.2   Physical Stock Checks & Reconciliation

Monthly and Annual stock checks, where the stock is physically counted and Stock Cards updated, must be completed in all programmes by programme staff and senior management to ensure accountability.

The monthly checks should be carried out on 10% of all current items in stock with a 100% check of all items in stock annually.

Stock Cards should be updated individually with the below information. See also example below.
• Date of stock check
• Quantity of items in stock (line 2 in below example)
• Quantity of Additional items in stock (line 3 in below example)
• Quantity of Missing items in stock (line 4 in below example)

- "Stock Check" should be inserted on the Stock Card (Use "Stock Request / Waybill No." column)
- Name of person completing check should be inserted on the Stock Card (Use "Supplier/Destination" column)

Example of Stock Check and Info on Stock Card:

Stock Card Details

	STOCK CARD
	No. S-0001

Item:	Laptop EliteBook G840
Unit:	Pcs.
Item Brand:	HP

Unit of distribution:	Pcs.
Re-order level:	1
Opening Balance:	0
Maconomy No:	1010770-21
Donor:	EU

Page Number	Stock Card Date:
1 of 1	01-10-2021

			IN			OUT	
LINE No.	**DATE**	**QTY IN**	**PO/GRN/PRF No.**	**QTY OUT**	**STOCK REQUEST / WAYBILL No.**	**SUPPLIER / DESTIN-ATION**	**BALANCE**
1	01-10-21	5	PO:10 / GRN: ERB001			Kompetera	5
2	15-10-21				Stock Check	Jon Smith	5
3	16-11-21	2	2 Additional items counted		Stock Check	Jon Smith	7
4	14-12-21		3 Missing	3	Stock Check	Jon Smith	4

Stock Reconciliations are an integral part of the monthly stock checks and annual stock counts. When carrying out the physical counts, the Stock Check and Reconciliation Form (Template 3.07) must be filled to record discrepancies. This reflects whether the information presented in the Stock Report is accurate and highlights discrepancies in stock and allows management to confirm that correct stock control procedures are in place and are being followed.

For each stock item based on each Stock Card, the Stock Reconciliation should list:
- Quantity in stock based on stock card and stock report
- Quantity in stock based on physical count
- The discrepancy between the two figures
- Reasons for the discrepancy and comments

When finding a discrepancy on either the count or reconciliation it should be highlighted on the Stock Reconciliation Form. The programme staff or senior manager carrying out the stock check and reconciliation should sign the Stock Card, the agreed figure should then be entered in the Stock Card, and the manual Stock Report updated. An investigation should be completed by senior management and a report should be completed on the missing stock items by those doing the check.

3.4.3   Stock Report

The Stock Report (can be produced in ADMIND or as a hard copy excel Stock Report (Template 3.09)) is a report on movement of stock, used for monitoring stock levels and predicting when to reorder. The Stock Report should be completed as and when goods/items are received or dispatched from stock. Stock Reports should be generated monthly and made accessible to programme staff and senior management, to be used as a reference to stock available and for completing Stock Request Forms. ADMIND can produce a Stock Report by opening Reports in ADMIND and selecting Stock Report.

The Stock Report must be used by the programme and support staff to establish:
- Stock consumption
- Stock levels needed to complete activities
- Requirements for ordering or reordering stock
- Non-usage of stock and possible disposal plans.

The Stock Report generated in ADMIND will list the information below for each type of goods/items in stock. Stock Reports that are produced from hardcopies of Stock Cards (Template 3.01) will list the information as per the Stock Report (Template 3.09).

Information	Description
Stock Card No.	This is a sequential number, e.g., 0001, 0002 or as per ADMIND S-0001, S-0002
Product Group / Description	Product Group the goods/items belong to, e.g., IT, COMMUNICATION, VEHICLES, MEDIC. HOUSE / OFFICE EQPT., etc. Short description of the item in question in English. Not available in French or Arabic.
Brand / Unit Code	The name of the Make/Brand, e.g., Toyota, HP, Garmin, Thuraya PCS, SETS, BOX, etc.
Location	Location of the goods/items in stock
Opening Balance	The quantity in stock when opening a new Stock Card
Quantity Received	The quantity received since the stock card was opened
Quantity Issued	The quantity issued since the stock card was opened
Total in Stock	The total quantity currently in stock
Unit Price	Price per unit of goods/items
Currency	USD, EUR, IQD, etc.
Total Value	This column currently cannot calculate multiple currencies when calculating for multiple items with differing currencies.
DKK	The total in DKK is the more accurate Total to be used

3.5 CLIMATE CONSIDERATIONS

The recommendations below on how to consider climate in Store and Warehouse Management takes a starting point in energy efficiency and waste prevention. By seeking to be energy efficient and reducing or preventing waste generation, DCA aims to minimize its carbon footprint. This goes hand in hand with efficient use of funds, being effective and accountable. DCA works in many different contexts and implements different projects, and below recommendations shall be applied where relevant and pertinent.

Recommendations:
- Prevent waste production by ensuring that the selected store/warehouse is fit for purpose and keep stored products safe from being damaged/spoilt.

- Reduce energy consumption by ensuring that the store is properly insulated - if AC or heating is installed, to keep store/warehouse fit for purpose. Consider if renewable energy sources can be installed to support or replace conventional energy sources.

- Reduce carbon footprint by installing AC which does not include ozone-depleting gases.

- Reduce spoilage and expiration of products in stock by setting up the FIFO (First In first Out) system. This also reduces the need to procure new stock – thus reducing both consumption and waste.

- Only procure renewable energy products, e.g., solar power items which are of high quality and fit for purpose, to ensure durability and thus reducing waste.

- Reduce waste by ensuring proper stock control and selecting the correct storage method for goods/items.

- If freezers or fridges are needed for storage, procure energy efficient products (preferably marked A++/A+++) which do not include freon (a highly pollutive CFC-gas), thereby reducing energy consumption and the carbon footprint.

For waste disposal of goods/items in stock or warehouse please see Chapter 8. Please note that freezers, fridges and batteries are hazardous waste and must be properly disposed of according to National law and International Standards and Conventions.

3.6   DOCUMENTATION IN THE STOCK MANAGEMENT FILE

All required files should be put in place and be kept in the Stock Management Filing system.

The individual hard copy file should contain the following documentation:
- Stocks Cards
- Original Goods Received Notes
- Original Stock Requests and Items Taken from Stock
- Original Waybills
- Signed Gift Certificate
- Monthly Stock Report
- Original Stock Check and Reconciliation Report
- Original Damaged, Lost, Stolen Stock Report

3.7   RELEVANT TEMPLATES

No.:	Title:	When & How:
3.00	Stock Item Entered in ADMIND	A document that enables multiple items to be uploaded to Stock Management in ADMIND
3.01	Stock Card	A document that is kept for each item type in stock, that records all movements of the item in and out of the warehouse/store, incl. references to Stock Requests, GRNs, Waybills, POs, etc.
3.02	Goods Received Note / GRN	A document used to record receipt of goods/items. This Template is also available in the Procurement Manual as GEN 13
3.03	Stock Request	A document for requesting the issue of goods or materials held in warehouse or store
3.04	Items Taken from Stock	A document for recording single items taken from a small store such as stationary items or consumables such as pens, paper, files, coffee, tea, cleaning materials, etc.
3.05	Internal Waybill	A document used for recording goods or materials transported from one named location to another named location.
3.06	Packing List	A document to accompany transport of consignments.

3.07	Stock Check and Reconciliation Report	A document to record discrepancies in stock during stock checks and counts.
3.08	Damaged, Lost, Stolen Stock Report	A document to record damaged, lost, disposed, stolen or missing stock.
3.09	Stock Report	Reports items and quantities in stock, including a monthly history of received and issued items and quantities, minimum levels and values of stock items. To be completed daily and sent as a report monthly.
3.10	Stock Management Workflow	Workflow for items moving in and out of stock internally and externally.
3.11	Purchase Request Form	The initial document to be completed for any procurement of goods or services. This Template is also available in the Procurement Manual as GEN1-1
3.12	Internal Order Form	To be completed for all procurement required to be carried out through the ProLog HQ Unit
3.13	Purchase Request Form Tracking	All purchase requests to be entered into this document and sent to relevant staff as a monthly report
ADMIND	Gift Certificate (Pro-Forma Invoice, Packing List, Receipt)	This document is generated in ADMIND

4 FLEET MANAGEMENT

This section of the Manual has been compiled for the specific purpose of establishing a uniform code of management, practice and conduct for all users, drivers, and operators of the DCA Fleet. The Fleet is made up of vehicles (cars, 4x4, ambulances, trucks & heavy equipment, motorbikes, trailers, motorboats, etc.) and generators.

The aim of the content is to promote knowledge, understanding and best practice essential to Fleet Management, to attain optimum fleet utilization, cost efficiency and a reduction in the potential misuse of fleet assets. The DCA fleet consists of a range of assets, comprising of vehicles, motorcycles, trailers, generators, mobile plant, etc. Practical application of the guidelines, in conjunction with the specific procedures/policies/instructions issued by the Operational Units and Country Directors, will, if followed, prolong the service life of assets, reduce the need for unnecessary repairs and maintenance and minimize the risk of vehicle damage and accidents through negligence and poor practice.

4.1 VEHICLE MANAGEMENT

Standardisation and selecting the correct type of vehicle at the start of any project, based on the programme needs, servicing requirements and road conditions, will go a long way to ensuring that the project has more easily managed vehicles, resulting in more optimal fleet management. By being proactive in monitoring vehicle use and fuel consumption, ensuring regular servicing and that vehicles are supplied with the correct equipment and documentation, will assist in the above goal.

All DCA vehicles must meet the minimum requirements for licensing, insurance, and certification of roadworthiness according to both local and national country law. It is the responsibility of the Country Director and their delegated staff members to ensure all vehicles comply.

4.1.1   Allocation of Vehicles

Whilst it is an established fact that vehicles with a dedicated driver are more likely to be better cared for, and that poor driving techniques can be more easily identified and corrected, this will not always be a viable option in DCA programmes. Where possible, such as for HRMA operational teams, a dedicated driver should be put in place for a designated vehicle. All drivers should be made aware of the importance of vehicle care and maintenance, road safety, general security, and courtesy to other road users, both other drivers, pedestrians, local wildlife, and domestic animals. See section 4.1.2 below for more guidelines on driving.

Where possible the ProLog responsible staff should carry out transport planning. At times, the demand for transport may exceed the size of the vehicle fleet available. In this case, the ProLog responsible staff and/or the ProLog Manager/Country Director will decide on how to prioritise the demand. In periods of peak demand, it may be possible to rent vehicles, travel by taxi or to compensate national staff for use of their own vehicles/public transport, if this will alleviate the situation.

4.1.2   Driving Regulations

Only DCA staff members authorized by the Country Director may drive DCA vehicles (cars, ambulances, motorbikes, motorboats, etc.) and must have:

a) A valid local or international Driver's License. All employees must report any licenses or certifications that have expired, been revoked, or suspended, to the Logistics/Fleet Responsible and/or Country Director.

b) Passed a DCA driving test, carried out by the ProLog responsible or an appointed Logistics Officer.

c) Written authorization to drive from the Country Director.

Any DCA staff member driving or using any type of DCA vehicle (including rental vehicles) must adhere to the Driving and Vehicle Regulations (Template 4.00) following rules and regulations as a minimum. These regulations should be amended to suit the programme needs:

- Only personnel issued with DCA driving authorisation may drive a DCA vehicle. Any staff member found driving without DCA driving authorisation will be disciplined with either a written warning or dismissal.

- Drivers are responsible for daily vehicle checks before departure.

- Drivers are responsible for ensuring all passengers in front and rear seats wear seatbelts, where fitted. This is mandatory and the driver should not move the vehicle until all passengers are wearing seatbelts.

- Motorcyclists and passengers must wear crash helmets, gloves and strong shoes or boots. Helmets should carry a recognized safety certification.

- Vehicles should not be overloaded, and weights or cargo and passenger numbers must adhere to recommended guidelines provided by the vehicle manufacturer.

- Cellular Phones and handheld devices such as GPS must be operated via a hands-free system or while the vehicle is stationary. In the event the driver needs to use a mobile phone, he/she should find a safe place to park before using the phone.

- Use of HF and VHF and other related mission essential equipment vehicles will be governed by each DCA country programme policy.

- Driving under the influence of drugs or alcohol is a serious disciplinary offence, which will result in dismissal.

- Smoking and use of other tobacco products is prohibited in any DCA owned or rented vehicle.

- All vehicles should carry a First Aid Kit, vehicle Fire Extinguisher, 1 x Warning Triangle and a copy of the necessary documents including vehicle insurance and registration.

- Use the vehicle preparation checklist to ensure all essential documents are up-to-date and equipment is always in working order.

- All National speed limits and traffic regulations must always be followed. Know and understand the national driving laws and practices.

- When driving in towns, villages or inhabited areas, extreme caution must be taken. Speeds should be kept to the National speed limit or lower when children, animals or large crowds of people are observed.

- Speed of vehicle should be reduced to suit the road and weather conditions.

- Fuel efficient driving is encouraged to reduce carbon footprint.

- Drivers should have both hands on the steering wheel when driving. Driving one handed and palming the steering wheel when manoeuvring the vehicle is not an acceptable driving technique.

- Drivers should engage low gears and utilise 4 Wheel drive when negotiating steep off-road inclines and declines. Drivers exceeding the speed limit may be disciplined either with a verbal or written warning.

- All speeding and traffic violation fines are to be paid by the driver. DCA will not be liable for payment of such fines.

- No passengers may be carried in the rear bed of pickups.

- No unauthorised passengers may be carried in DCA vehicles; this includes all military and other armed personnel.

- No weapons are to be carried in the vehicle.

- Driving after dark is not permitted outside of towns and cities unless in an emergency or with written authorisation of the Country Director.

- Travel restrictions must be observed in accordance with security guidelines, including restrictions on travel after dark and lone travel.

- Any DCA driver involved in an accident will report the accident immediately to their Line Manager, Country Director and to the ProLog responsible staff, and when relevant, to local police. He/she shall NOT admit liability in any accident involving a third party until a full investigation has taken place. In the case of a vehicle accident that does not allow for the journey to continue, the driver and passengers should immediately carry out the following:
    - Take necessary measures to prevent any danger to other vehicles or traffic.
    - Place a warning triangle behind the vehicle and warn other traffic.
    - Call necessary emergency services in the event of injuries to DCA staff or third parties.
    - If safe to do so, extinguish any flames on or in the vehicle.
    - If carrying explosive follow DCA SOPs.
    - In the event of an accident or incident, a full written Accident / Incident Report must be submitted within 24 hours.

- Any DCA driver involved in an accident, which after investigation reveals that due care was not taken or that the accident was a result of speeding or careless driving, will be disciplined, with either a final written warning and/or percentage of the repair costs to be decided upon by the Country Director or dismissal.

- All drivers are responsible for their respective vehicles and are responsible for the safe loading of equipment and goods and should assist with the unloading of equipment and goods.

- All drivers are responsible to ensure that Periodical Services are performed in due time. He/she must contact his/her line manager at least a week before the vehicle is due to be serviced, in order for a mechanic to be arranged to perform a timely service.

- The driver is responsible for keeping the vehicle fully fuelled. The vehicle should not be parked overnight with less than half a tank of fuel.

- The driver is responsible for keeping the vehicle clean, inside, and out and reporting any mechanical issues to their line manager.

- All drivers must drive slowly when approaching checkpoints along the route and turn the radio or music off when speaking with checkpoint personnel. Interior vehicles lights should be switched on when approaching checkpoints at night.

- Ensure the vehicle is always safe and secure whilst in his/her custody.

4.1.3   Equipment and Documentation to be kept in Vehicles

All vehicles must, as a minimum, have the following equipment and documents in the vehicles always, for both legal and security requirements.

Minimum Requirements and Recommendations:	
Documents	- All legally required documentation (Registration Certificate, Safety Certificate, MOT, etc.) - Insurance documentation - Pre-departure Vehicle Checklist (Template 4.17) - Vehicle Log Sheet x 2 (Template 4.03) - Staff Contact List (Template 7.06) - Constant Companion (Emergency/Useful Numbers) – Template found in the Country Security SOPs - Driving and Vehicle Regulations (Template: 4.00)

	• Vehicle Defects and Faults Report (Template 4.08) • Monthly Repair and Service Costs (Template 4.07) • Vehicle Accident/Incident and Theft Report (Template:4.10) • Vehicle inventory (Template: 4.20) • HF and VHF Call Signs and Frequencies (For Country Offices with an HRMA component only or if list of call signs is already in place) (Template 7.07)
Required Equipment	• Standard Vehicle Tool Kit (Supplied with vehicle) • Vehicle Safety Kit (including a DCA Standard Vehicle First Aid Kit) (Template 4.19) • Spare Wheel
Recommended Equipment dependent upon on/off road driving conditions, operational and security requirements	• Vehicle Toolkit (Template 4.19A) • Advanced Vehicle Toolkit (Template 4.19B) • Basic Workshop Toolkit (Template 4.19C)) • HF Radio • VHF Radio • Satellite Phone • 2nd Spare wheel and Tyre • Vehicle Recovery Kit (Template 4.19D) • Winch Recovery Accessories (Template 4.19E) • Manual Recovery Package (Template 4.19F) • Hand Winch (Template 4.19G) • Electric Winch (Template 4.19H) • Tracking devices, e.g., satellite or GSM

All equipment in vehicles including the standard toolkit and jack should be recorded on the Vehicle Inventory (Template 4.18). The designated driver of the vehicle should sign the inventory and a signed copy should be kept in the vehicle file with a second copy kept in the Office vehicle files.

Tracking Devices

A tracking device is a tracker for people, vehicles or assets and is used by DCA mainly for security purposes. The tracking device is a GPS device working either through Satellite or Cellular/Global System for Mobile (GMS) Communication technology. Cellular-based devices are less expensive to operate than satellite devices but are dependent on network coverage and are therefore less effective due to limited coverage in remote areas and certain other locations in most countries. Satellite systems are more expensive to operate but are more reliable and have widespread coverage. Devices can be carried manually or fixed into vehicles.

4.1.4   Vehicle & Motorbike Log Sheet

All drivers of DCA Vehicles and DCA Rental Vehicles must use and complete the DCA Vehicle Log Sheet (Template 4.03.) and all riders of DCA Motorbikes must use and complete the DCA Motorbike Log Sheet (Template 4.05) to facilitate accurate reports on the use of each vehicle and motorbike. Log Sheets are used to record Kms covered on a trip by trip and daily basis, the fuel purchased or issued, both quantity and cost, date of service as well as other information on destinations and driver and passenger information.

ProLog staff are responsible for ensuring that drivers and riders fully complete the Log Sheet daily and that a fully completed original copy is submitted by all drivers and riders to the ProLog staff responsible for Fleet Management monthly. The Log Sheet is to be submitted at the end of the working day on the last day of the month and a new Log Sheet issued. Log Sheets run from the first day to the last day of the month.

The Log Sheet must record the following information:

Information	Description
Location	Main location where vehicle/motorbike is based
Team or Department	If used by a Team, enter the Team name or number, e.g., Team 1 If used by a department, enter, e.g., RE (Risk Education)
Vehicle Registration	This is the number on the vehicle number plate
Mobile No. / Moto No.	The DCA Fleet ID number, e.g., MOB 01, RENTAL 01 or MOTO 01
Vehicle / Motorbike type	Toyota Land Cruiser, Yamaha AG 100, etc.
Drivers Name	Name of driver/rider who regularly drives vehicle.
Kms Last Service	The kms reading at the last service of the vehicle/motorbike
Kms Next Service	The kms when the next service is due, based on the kms service interval
Period Log Sheet runs From – To	Date of month Log Sheet starts and ends.
Date	To be filed out every day the vehicle/motorbike is used
Destination of Trip – From - To	Where trip started and ended, e.g., Office – GH1
Kms Reading Start / Finish	Kms on odometer at start to Kms on odometer at finish of each trip
Time Out / In	Time of day vehicle/motorbike leaves a location to arrival in next location
Kms Travelled	Total Kms from Start to Finish of each trip
Drivers Name	Name of driver driving trip
Passenger Name / Signature	Name and signature of the passenger
Fuel Received Litres	Quantity of fuel received in Litres either from DCA stocks or purchased from a supplier when filing tank
Kms reading when fuel tank filled / Kms at Service	Kms when refuelling and Kms when vehicle/motorbike is serviced.
Cost of Fuel in Currency	The cost of the fuel in local currency when filling the fuel tank
Checked by	The Log Sheet is to be checked by the ProLog responsible for Fleet Management. The staff responsible should enter his/her name, the date and sign, verifying the Log Sheet is correct.
Total Kms	Total kms driven during the month
Total Fuel Litres	Total Fuel taken during the month
Consumption Rate Kms/Litres	The total kms driven should be divided by the fuel taken to give the consumption rate. This will also be calculated in ADMIND.

4.1.5   Vehicle Maintenance & Servicing

Vehicle maintenance and servicing is the responsibility of the ProLog Unit, and a specific individual should be assigned to the role of Logistics/Fleet Officer if the Country Office has a large enough fleet that warrants this position and if funding for such a position is available.

Programme and Operational Teams should request designated drivers of vehicles to contact the ProLog responsible staff for all servicing, repairs, and breakdown assistance requests. When a DCA vehicle is inoperable, the driver shall call the ProLog responsible staff to arrange for towing, on-site repairs or for the transportation of the driver and any passengers to a safe location.

It is the responsibility of the ProLog responsible staff, with input from the designated drivers, to ensure that vehicles are regularly serviced within the designated service period as recommended by the manufacturer.

The next service period for all vehicles should be entered on the Vehicle Log Sheet (Template 4.03) and a sticker should be placed on the dashboard in view of the driver stating the next service period.

In programmes with large vehicle fleets, it is recommended that a vehicle service board is kept updated in the ProLog Office indicating the next scheduled maintenance for each vehicle. Planning and co-ordination of vehicle usage and servicing can be carried out based on the service interval.

Daily Vehicle Checks
Should be carried out before starting a journey and is the responsibility of the driver.
- Fuel: Fuel tank full, sufficient for the planned journey or based on Operational SOPs. Jerry cans for fuel if necessary.
- No discernible fuel leaks.
- Engine Oil: Oil level at full level or just below, with vehicle on level ground.
- Coolant must be between minimum and maximum marks in the expansion tank.
- Screen washer fluid is topped up.
- Battery: Connections and holding bracket(s) are secure.
- Lights: All lights and indicators function, including interior lights.
- Tyres, Rims & Wheel nuts. Check tyre pressure, tread depth, tyre damage, especially sidewalls, uneven wear, wheel nuts. Spare tyre(s).
- Horn: Working.
- Tools and Equipment: Jack, wheel spanner, first aid kit, seat belts, small tool kit, essential spares (e.g. fan belt), shovel, tow rope, cargo straps, warning triangles, etc.
- Hydraulic brake fluid and clutch fluid; Brakes and clutch work.
- Doors can be locked. Windows are clean and can be opened and closed. Wipers and washers work.
- Required copies of vehicle documents are in the vehicle or with the driver.
- Oil pressure and battery charging lights come on when ignition switch turned on and go off when engine running.

Daily checks and knowledge of the vehicle's maintenance history will enable the driver to alert the ProLog responsible staff to inform the workshop or service provider of problems early, using the Vehicle Defects/Faults Report (Template 4.08) and have timely repairs or adjustments performed.

The exterior of the vehicles and engine bay should be washed, and the interior and the windows cleaned as often as required. The DCA facility may not have the capacity to wash vehicles. In this case, commercial car washes can be used to perform this service.

Vehicle Monthly Repair and Service Costs
All servicing and repair costs should be recorded on the Monthly Repair and Service Costs (Template 4.07). The only exception to this is if a workshop provides an itemised quotation and invoice. Where DCA has its own mechanic in the programme, the mechanic or ProLog responsible staff should complete this document with all parts, lubricants and works carried out on the vehicle, to be entered into the ADMIND Vehicle Excel (Template 4.11) and uploaded to ADMIND. All vehicles operated remotely and not directly supervised by the ProLog responsible staff must complete this document for all services carried out monthly. The document should be returned at the end of each month to the ProLog responsible staff. Where climatic or geographical conditions are more severe, the service intervals should be reduced.

Servicing can be carried out by a DCA mechanic and workshop, commercial workshops or other INGO's workshops.

Recommended Service Intervals for Toyota Landcruiser or Hilux:	
Good Conditions	Tarred main roads, good secondary roads, 4WD only used occasionally, average speeds 70-80km/h, good quality oil, fuel and lubricants. Service every 5000 kms.
Poor Conditions	Driving on potholed tarmac, secondary roads and tracks with mud, dust, corrugations, ruts and potholes with deep water, high frequency of 4WD use, average speeds of less than 50 km/h, medium quality oil, fuels and lubricants. Service every 3000 kms.
Very Poor Conditions	Rough tracks and terrain, heavy mud, dust, ruts and deep-water, 4WD use very high frequency, speeds very slow with frequent use of low gears, poor quality of oils, fuels, and lubricants. Service every 2000 kms.

Below is an example of Service Schedule for a Toyota Land Cruiser and the tasks which need to be carried out per 5000 / 10000 / 40000 / 80000 Kms. The two columns to the right are to be filled in by the workshop to indicate the tasks carried out on the vehicle. The below example is based on the Vehicle Service Schedule (Template 4.09).

Example of Vehicle Service Schedule for Toyota Land Cruiser			
Date of Service:		Make:	
Current Kms:		Model:	
Next Service Kms:		Mobile (DCA Vehicle ID) Number:	
Technicians Name:		Vehicle Chassis/VIN number:	
Technicians Signature:		Vehicle Registration Number:	

Preventative Maintenance (PM)

(I) Inspected (A) Adjusted (R) Replaced (C) Completed

Item	Task @ 5000 KMS	(PM) Performed (I) (A) (R) (C)	Comments
1	Check all lights		
2	Check dashboard lights and controls		
3	Check function of wipers and condition of wiper blades		
4	Check & fill washer fluid		
5	Check operation of screen washers		
6	Check function of hand brake		
7	Check function of foot brake		
8	Check operation of all door locks, lubricate as necessary		
9	Lubricate door hinges		
10	Check battery terminals for security/damage		
11	Check battery for terminal wear/damage		
12	Check battery tray & clamps for wear/security		
13	Check condition/adjustment of engine drive belts		
14	Check condition of pulleys and belt idlers/adjusters		
15	Check and adjust idle speed (rpm)		

Item	Task	Performed (I) (A) (R) (C)	Comments
16	Check clutch fluid levels in engine bay		
17	Check brake fluid levels in engine bay		
18	Check power steering fluid levels in engine bay		
19	Check for water/fuel or fluid leaks		
20	Change engine oil		
21	Change engine oil filter		
22	Change air filter, clean or replace as required		
23	Change fuel filter		
24	Fuel Pre-Filter (Water Separator)		
25	Check water Sedimenter		
26	Check radiator security/damage		
27	Check all air and water hoses for damage/security		
28	Check for transmission oil leaks		
29	Check transmission oil		
30	Check front and rear differential oil		
31	Check transmission drive lines for wear/security		
32	Check exhaust pipe and mounts		
33	Check front & rear suspension		
34	Visual check of brake pads		
35	Visual check of brake linings		
36	Visual check of hubs for leakage		
37	Jack up front & rear axle and check swivel bearings/wheel bearings for play and wear		
38	Check all tie rod ends for wear/security		
39	Check tyres for wear/cuts/correct pressure		
40	Tighten wheels to correct torque		
41	Check front tyres for uneven wear		
42	If the front tyre wear is uneven – check alignment		
43	Check wheel alignment if steering tie rods have been disturbed/replaced		
44	Grease all lubrication points		
45	Wash and clean vehicle		
Item	**Task @ 10000 KMS**	**Performed** (I) (A) (R) (C)	**Comments**
1-45 + below			
46	Fuel main filter		
47	Grease wheel bearing and ball joints		
48	Steering knuckles, central arm, and steering linkage grease		
Item	**Task @ 40000 KMS**	**Performed** (I) (A) (R) (C)	**Comments**
1-48 + below			
49	Valves clearance		
50	Replace engine coolant		
51	Wheel alignment		
52	Replace brake fluid		

Item	Task @ 80000 KMS	Performed (I) (A) (R) (C)	Comments
53	Replace differential gear oil		
1-53 + below			
54	Replace timing belt		

Please see Vehicle Service Schedule (Template 4.09). This template must be the starting point for the services to be provided by a Service Provider but is to be adapted to the specific vehicle in question. It to be included as part of the Terms of Reference in the request for proposal to potential service providers.

4.1.6   Considerations for Selecting a Vehicle Workshop or Operating a DCA Workshop

Setting up a DCA workshop requires a high initial investment and is only cost effective for large fleets (more than 10 vehicles) or where reliable servicing is not available in the market.

For a small operation (10 vehicles or less), an experienced mechanic with a well-stocked toolkit and additional specialized equipment, should be sufficient to carry out minor and medium repairs.

When defining the Terms of Reference and selection criteria for entering into a service Contract with a commercial vehicle workshop/supplier the following criteria should be considered:
- Is the supplier an Authorised Dealer of genuine (e.g.) Toyota spare parts or other brand of vehicle?
- Is the company Tax-Registered?
- Are the mechanics and workshop manager accredited mechanics with qualifications, can they produce certification?
- Are other INGOs, Government authorities, local commercial companies using the workshop?
- Does the workshop have insurance against third party damage, liability insurance?
- Is the workshop well organized and clean, hard surfaces to work on, covered areas for protection from rain, sun and dust?
- Do workshop mechanics have overalls and safety equipment such as boots, safety glasses, etc?
- Does the workshop have good quality operational equipment (hoists, pits, jacks, tyre fitting equipment, workshop tools, welding equipment, etc.)?
- Security of the workshop premises.
- Spare parts stock of the workshop – availability of spares, genuine spares for vehicle type being operated by DCA.
- Is the workshop willing to use spare parts from the DCA stock?
- Does the workshop have a stock of good quality lubricants?
- Does the workshop give a guarantee on spare parts and work carried out?
- Does the workshop give itemized quotations and itemized invoices?
- Distance from office or operational area.
- Will the workshop carry out emergency repairs and be available to carry out roadside maintenance?
- Does the workshop dispose of waste and hazardous waste in a proper and regulated manner?

NOTE: Obtaining a Service Contract with a commercial vehicle workshop/supplier is defined as procurement and the DCA Procurement Manual must be applied.

4.1.7   Vehicle Insurance

All DCA vehicles (cars, 4x4s, motorboats, heavy equipment, etc.) should always be insured. Preferably in-country of operation using a national/regional insurance provider. Insurance should meet the minimum legal requirements, usually third-party liability only.

In some countries of operation, it is not possible to obtain insurance with a reliable insurance provider. In such cases, please contact the DCA HQ ProLog Unit in Copenhagen.

4.1.8   Accidents/ Incidents & Theft

This is defined as any accident/incident or theft involving a DCA vehicle which causes loss/damage to the vehicle or to property, or which results in injury, either to DCA staff or others.

In the event of accident/incident or theft, the senior manager (Security Responsible, Fleet Responsible) should investigate the scene of the accident/incident or theft, immediately, if possible and safe to do so. The report and investigation should be completed as soon as possible and no later than 24 hours after the accident/incident or theft. The Vehicle Accident/Incident/Theft Report Template (Template 4.10) should be completed. Where possible, photos should be taken of the vehicle or vehicles involved, road conditions and any other evidence deemed necessary. Copies of the report should be forwarded to the Country Director in-country and HQ Focal Point in Copenhagen in the event of a serious incident.

The accident/incident and theft investigation should establish the following:
- Basic facts
- Circumstances
- Potential consequences
- Underlying causes
- Corrective action to be taken

All drivers must be aware of local procedures to follow in the event of an accident, as detailed in the security SOPs. In the event of an accident, drivers or any able staff members on the scene must follow the Regulations as above.

4.1.9   Considerations for Procurement of Vehicles

The planning process for procurement of vehicles involves the decision as to whether vehicles should be rented (short-term projects, unregistered projects, etc.) or procured. Before this decision can be taken, it is important to determine vehicle needs, the budget available and the specifications that will address such needs.

It is recommended that vehicles be replaced after covering 150,000 kms or 5 years of use, whichever occurs sooner. Each Country Office should aim to standardize the vehicles in their fleet to reduce and simplify the costs of maintenance.

NOTE: Purchasing of vehicles is defined as procurement and the DCA Procurement Manual must be applied.

When initiating the procurement of vehicles and drafting the technical specifications and selection criteria, the following should be considered:

Consider:	
General	- Where will vehicle be used: in town, tarred or rural roads, off road conditions - What will be transported: goods, equipment, people. Heavy or light loads. - Availability of spares, fuel type readily available, diesel, petrol. - Compatibility with existing fleet, servicing, maintenance, parts and tools - Certified dealerships available in-country - Procurement of basic non-extravagant models and security - Review needs for new vehicles, or whether good condition second-hand vehicles are available locally - Warranty and after sales services available in-country - Donor requirements (Rules on origin, nationality, manufacturer, etc.)

	• Timeframe for procurement • International or local procurement • Cost of shipping/customs clearance
Category	• Saloon car, minibus, pick up, ambulance, small truck, truck. • 2 or 4-wheel drive • Diesel or petrol, engine capacity • Motor bike, quad bike, speedboat
Accessories	• Roof rack • Bull bar • Additional fuel tank • Fuel pre-filter • High-lift jack • Second spare tyre and rim • Electric winch • Mechanical winch • Vehicle recovery equipment • Vehicle safety equipment • Airconditioning • Airbags • Mine mats / blankets • Extra battery – 12 volts • Jerry cans – Metallic 20 litres • Search lights • Snow chains
Tracking and Communication	• GPS • HF Radio • VF Radio • Vehicle Tracking Device
Rentals	• Short term projects • Insufficient budget/funds • Difficulty in procurement or transporting vehicles to project area • Insecure environments, looting, hijacking of vehicles common. • Medium term contracts where the owner takes care of all costs such as driver, insurance, servicing

4.1.10   Vehicle Rental with and without Driver

When renting vehicles with or without drivers the following templates should be used in conjunction with a Purchase Order. The Vehicle Rental with Driver Contract Conditions (Template 4.14) and the Vehicle Rental without Driver Contract Conditions (Template 4.15). Both templates are generic and can be adapted to specific needs on a country-by-country basis. The template is to be copy and pasted into the PO Special Conditions tab.

NOTE: Renting vehicles is defined as procurement and the DCA Procurement Manual must be applied.

4.2 GENERATOR MANAGEMENT

Standardisation and selection of the correct type and capacity of generator at the start of any project, based on the programme needs, servicing requirements and climatic conditions, will help to ensure that generators are easier to manage. Proper installation and balancing of phases as well as proactive monitoring of generator use, fuel consumption and regular servicing, will assist with this.

4.2.1   Generator Log Sheet

All DCA generators must use the DCA Generator Log Sheet (Template 4.04) to facilitate accurate reports on each unit. Log Sheets are used to record information on the hours run, fuel consumed and date of service of each generator. ProLog responsible staff are responsible for the day-to-day completion of the Log Sheet and submitting monthly to the ProLog staff responsible for Fleet Management. The log sheet is to be submitted at the end of the working day on the last day of the month and a new log sheet issued. Log sheets run from the first day to the last day of the month.

The Log Sheet must record the following information:

Information	Description
Location	Location where generator is based
Month	Month of use, e.g., January
Generator No.	The DCA Fleet ID number, e.g., GEN 01
Generator type	E.g., Perkins 404D-22G
Last Service Hrs	Hours last service was completed
Next Service Hours	Hours when next service should be completed
Period From - To	Date generator started running and ended running during the month
Date	Date of each day generator is run
Start Time From -To	Start time from e.g., 09.00 to 11.20
Hour Reading Start - Finish	This is based on the generator hour counter figures, e.g., 125 to 132
Total Hours	Total hours generator ran during the Start and Finish hours based on the counter
Operators Name	Name of person starting and stopping generator
Operators Signature	Signature of person starting and stopping generator
Fuel Received Litre	Quantity of fuel received in litres
Hrs Reading when fuel tank filled	Hour counter reading when the fuel tank is refilled
Hours and Date of Service	Hours on counter and dates generator was serviced
Cost of Fuel Currency	Cost of fuel in the currency it was purchased with. This column should be completed even if the fuel is taken from a DCA fuel stock.
Checked by	The Log Sheet is to be checked by the ProLog responsible for Fleet Management. The staff responsible should enter his/her name, the date, and sign, verifying the Log Sheet is correct.
Total Hours	Total hours run during the month
Total Fuel	Total amount of fuel taken during the month
Consumption Rate Hrs/Litres	The total hrs run should be divided by the fuel taken to give the consumption rate. This will also be calculated in ADMIND.

The ProLog responsible for fleet management must ensure that all authorized operators understand how to complete the log sheet and that it is updated daily and handed in to the Line Manager at the end of each month.

A Fleet Management App for iPhones and Android phones is under development. This App may replace the Log Sheets and can be found in both the Apple and Android App store by searching for DCA Fleet App.

4.2.2   Generator Maintenance & Servicing

Generator maintenance and servicing is the responsibility of the ProLog Unit and a specific individual should be assigned to manage this.

It is the responsibility of the ProLog responsible staff, to ensure that generators are regularly serviced within the designated service period as recommended by the manufacturer. The next service period for all generators should be entered on the Generator Log Sheet (Template 4.04).

Generator Daily Checks to include:
- Check engine oil level
- Check coolant level
- Check fuel level
- Check for fuel, oil and coolant leaks
- Check battery
- Check belts
- Check for loose bolts and fixtures
- Hourly checks to ensure that oil pressure and engine coolant temperature are within required limits

Daily checks and knowledge of generator maintenance history will enable the ProLog responsible staff to alert the workshop or service supplier of problems early, using the Vehicle Defects/Faults Report (Template 4.08) and have timely repairs or adjustments performed.

Generator Monthly Repair and Service Costs

All servicing and repair costs should be recorded on the Monthly Repair and Service Costs (Template 4.07) when itemised quotations and invoices are not supplied by the local workshop or supplier. Where DCA has its own mechanic in the programme, the mechanic or ProLog responsible staff should complete this document, with all parts, lubricants and works carried out on the generator to be entered into the ADMIND Vehicle Excel (Template 4.11) and uploaded to ADMIND. All generators operated remotely and not directly supervised by the ProLog responsible staff must have this document completed for all services carried out monthly. The document should be returned at the end of each month to the ProLog responsible staff. Where climatic or geographical conditions are more severe, the service intervals should be reduced.

Servicing can be carried out by a DCA mechanic, commercial workshops or other INGO's workshops.

Recommended Service Intervals for a 12-100 KVA Generator:	
Normal Condition	Service every 250 hrs. Temperate climate, little dust, good quality oil, fuel and lubricants.
Poor Condition	Service every 200 hrs. Tropical climate, high temperatures, dusty and sandy, low to medium quality, oil, fuels and lubricants.

4.2.3   Considerations for Procurement of Generators

The planning process for procurement of generators include several considerations which need to be factored into the technical specifications and selection criteria drafted for the procurement procedure.

Each Country Office should aim to standardise generators (and other equipment) in their fleet, to reduce and simplify the costs of maintenance.

It is recommended that generators between 20-100 KVA are replaced after 15,000 hours or 5 years of use, whichever occurs sooner.

NOTE: Purchasing of generators (or other related equipment) is defined as procurement and the [DCA Procurement Manual](#) must be applied.

When initiating the procurement of generators and drafting the technical specifications and selection criteria, the following should be considered:

Recommended Service Intervals for a 12-100 KVA Generator:	
General	• Where will the generator be used: in hot, dusty, tropical climates or temperate climates? Office or Guesthouse, large or small compound? • Noise pollution • What loads will the generator be required to run: number of A/Cs, IT equipment (laptops, desktops, printers, internet server, photocopiers), household equipment, fridges, cookers, water coolers, fans, televisions, water heaters, kettles, lighting, water pumps. Load calculation needs to be carried out. See section 4.2.4 on Load Calculations • How many hours a day will the generate run per day/week/month/year? • Availability of spares, fuel type readily available, diesel, petrol. • Compatibility with existing generators, servicing, maintenance, parts and tools • Certified dealership available in-country? • Review needs for new generator or whether good condition second-hand generators are available locally • Warranty and after sales service in-country? • Donor requirements (e.g., rules on origin, nationality, manufacturer) • Timeframe for procurement • International or local procurement • Cost of shipping/customs clearance
Category	• Silent runner with canopy or without canopy, turbo or non-turbocharged? • 3 phase or single phase? • Integral fuel tank or separate tank? • Water or air cooled? • Diesel or petrol, engine capacity? • Spares Kit required?
Rentals	• Is renting the best solution for a short-term project? • Insufficient budget/funds to procure? • Difficulty in procurement or transporting generators to project area • Insecure environments, looting of generators is common • Medium term contracts where the owner takes care of all costs such as servicing, maintenance, day-to-day operations

4.2.4   Load Calculation for Generators

To calculate the total energy requirements for a generator, add up the kW used by each appliance in the office or guesthouse using the table below as a guide.

These appliances are given in watts (1000 watts = 1Kw) or BTU

The table below contains commonly used appliances and their running and start up consumption in watts, kW and kVA. Note that all appliances will not generally be used at the same time. Estimate the average consumption and add 30%. This table is provided as an example of how consumption varies between a range of electrical devices. It is not meant to be a strict guide to calculate your requirements. For more accurate calculations refer to the owner's manual for each device, tool, appliance, etc., or more preferably,

consult a professional electrician for advice on power consumption of devices and generator sizing requirements.

Consumption in most used appliances:						
Appliance	Running Watts	Starting Watts	Running kW	Starting kW	Running KVA	Starting KVA
A/C 6000 BTU	1000	1800	1.0	1.8	1.25	2.25
A/C 10000 BTU	1500	2900	1.5	2.9	1.88	3.62
A/C 12000 BTU	2000	3500	2.0	3.5	2.5	4.37
A/C 20000 BTU	2500	5800	2.5	5.8	3.13	7.25
Floor Fan	75	75	0.075	0.075	0.09	0.09
10 x Light Bulb 100W	1000	1000	1.0	1.0	1.25	1.25
Ceiling Fan	140	140	0.14	0.14	0.17	0.17
Water Pump 1000W	1000	3000	1.0	3.0	1.25	3.75
Desktop Computer and Monitor	250	250	0.25	0.25	0.31	0.31
Printer	600	600	0.6	0.6	0.75	0.75
Laptop	100	100	0.1	0.1	0.13	0.13
Voltage Stabiliser	1000	1000	1.0	1.0	1.25	1.25
Large Photocopier	1900	1900	1.9	1.9	2.37	2.37
Phone/Tablet Charger	12	12	0.01	0.01	0.012	0.012
Fridge	200	1200	0.2	1.2	0.25	1.5
Television	2200	2920	2.2	2.92	2.75	3.65
Fridge Freezer	700	2200	0.7	2.2	0.87	2.75
Clothes Dryer	5400	6750	5.4	6.75	6.75	8.43
Water Heater	4000	4000	4.0	4.0	6.0	6.0
Electric Cooker/Oven	2100	2100	2.1	2.1	2.63	2.63
Microwave 800W	800	800	0.8	0.8	1.62	1.62
Washing Machine	1150	2250	1.15	2.25	1.44	2,83
Toaster	850	850	0.85	0.85	1.06	1.06
Iron	1200	1200	1.2	1.2	1.49	1.49
Kettle	2200	2200	2.2	2.2	2.75	2.75

Wattage - (A) Amperes x (V) Volts   W
Kilo volt Amperes   kVA
British Thermal Unit   BTU
1 KW = 3412.14 BTU

4.3 SPARE PARTS AND LUBRICANTS

Setting up a spare parts and lubricants store may require a high initial investment, both in terms of the cost of the parts and lubricants as well as the costs of a secure unit and racking.

If the programme has a large fleet and spares are difficult to purchase locally and need to be imported, it may be pertinent to establish a spare parts store to reduce lead times. Ensure that spares are genuine to ensure that the fleet remains operational.

A stock of spare parts and lubricants is only of use when a trained mechanic employed by DCA can fit the parts or when a local workshop has agreed to fit the parts during vehicle servicing.

4.3.1   Considerations for Procurement of Spare Parts

When initiating the procurement of spare parts and drafting the technical specifications and selection criteria, the following should be considered:

- Correct part numbers and specifications should be supplied either to the supplier or to the DCA ProLog Unit. Part numbers should be taken from the old part or from the manufacturer's catalogue.

- The vehicle or generator make, model, Vehicle Identification Number (VIN) and year of manufacture should be supplied.

- Ensure where possible, that genuine parts are purchased and supplied to the programme. There are many non-genuine parts in circulation and fitting of these parts to vehicles may cause serious damage or premature wear in the case of brake pads, brake shoes, bearings, shock absorbers, etc.

- When procuring spare parts ensure that there are sufficient stocks of fast-moving consumables (oil, air and fuel filters, brake shoes and pads, timing belts, etc.) and that slow moving parts especially those that are infrequently changed or replaced are not overstocked (gearboxes, differentials, prop shafts, fuel pumps, starter motors, etc.).

4.3.2   Storage of Spare Parts & Lubricants

Ensure that procedures applicable to stock management in general are also applied to spare parts and lubricants. See Chapter 3 for thorough guidelines on Stock and Warehouse Management.

- Spare parts and lubricants should not be controlled by the DCA mechanic if there is one in place.
- Where possible store spare parts separately from operational equipment and other programme equipment.
- Spare parts are usually high value and should be stored securely with regular inventories carried out.
- Lubricants are flammable and should be stored accordingly.
- Some lubricants are defined as hazardous waste and must be treated accordingly when disposed of as waste. See Chapter 8 for guideance on waste management.

4.3.3   Fuel Storage

Where fuel supplies are not readily available or fuel supplies are intermittent, fuel stocks should be put in place to ensure sufficient fuel is available for fleet operations.

Ensure that fuel storage is well managed and controlled and that the same procedures that apply to stock management applies to fuel. Diesel, petrol, gas and kerosene must be stored securely to reduce the risk of theft and storage should consider Health and Safety issues relating to both the risks of fire and explosion hazards and the risk to staff handling the fuel.

Methods of storage and delivery of fuel:
- Ensure a clean storage area, to reduce risk of fire and fuel contamination.
- Ensure petrol is stored separately from diesel and clearly marked to reduce the risk of fuel types becoming mixed up and the wrong fuel type being delivered to vehicles.
- Petrol is highly inflammable and should be stored in a vented location away from residential buildings in compounds.
- Ensure 'No Smoking' signs are clearly displayed.
- Store in metal 200 Liter drums or in purpose-built fuel tanks.
- Tanks should be vented with breather pipes and taps should be locked.
- Shade tanks and barrels to reduce evaporation and to protect from sun.
- When delivering fuel use a metered pump, preferably with an inline fuel filter to reduce water and other contamination.

- Ensure storage areas are secured with fencing and lockable gates.
- Ensure sufficient fire prevention systems are in place, sand buckets and fire extinguishers.

When issuing fuel from DCA fuel stocks a Fuel Request Voucher (Template 4.12) should be used. All fuel issued from DCA stocks and issued by service/fuel stations that do not send a monthly itemised bill, should be recorded on the Fuel Stocks and Management Overview (Template 4.13).

4.4 FLEET MANAGEMENT REPORTS IN ADMIND

The vehicle report can be produced in ADMIND for single or all vehicles/generators/motorcycles using information from the following documents.

- Log Sheet – will indicate usage, distance travelled, fuel used and service dates.
- Monthly Service and Repair Report - will indicate costs of services and repairs carried out.
- Fuel Stock Management Overview – will indicate fuel costs, liters taken and should be cross-referenced against log sheets and fuel vouchers.

For all DCA COs currently using ADMIND Fleet Management, the data obtained from the above reports should be entered in the Vehicle ADMIND Excel (Template 4.11) which can then be uploaded into ADMIND. Please follow instructions in ADMIND User Manual.

ADMIND will automatically produce a report on overall running costs for each vehicle/generator or the entire fleet. This report can be used as a management tool for examining and comparing, service costs and fuel consumption. This can be a means of detecting poor driving standards, reliability of vehicles, excessive fuel consumption, under or over-servicing and environmentally unfriendly practices due to excessive vehicle and generator use, caused by lack of planning. The report will be the main source of fleet management data and it is important that it is completed on a regular monthly basis and shared with country programme management.

ADMIND can generate two reports on the fleet:

- Mobile Running Costs Single – which will produce a report on a single vehicle, motorbike or generator, covering a specific month or multiple months; *or*

- Mobile Running Cost All – which will produce a report on all vehicles, motorbikes or generators in the fleet, covering a specific month or multiple months.

These reports will indicate the following data:

- Mobile No.
- Model
- Kms Start
- Kms End
- Total Kms
- Fuel in Liters
- Average Fuel Consumption per 100 Liters
- Average Fuel Cost per liter
- Fuel Costs
- Repair and Servicing Costs
- Total Costs including fuel and repair and servicing

ADMIND will also record the following information from the History tab on any individual vehicle, generator or motorbike which is available as a print out if required:

- Parts replaced including Part Number
- Cost and quantity of parts replaced
- Date and Kms when parts were replaced

- Vehicle service schedule
- Last service completed

A copy of the report should be shared with Senior Management, printed, filed and will be part of the monthly Fleet Management Report.

4.5 CLIMATE CONSIDERATIONS

The recommendations below on how to consider climate in Fleet Management takes a starting point in transport optimisation and waste prevention. By seeking to optimise transport and reducing or preventing waste generation, DCA aims to minimize its carbon footprint. This goes hand in hand with efficient use of funds and being effective and accountable. DCA works in many different contexts and implements different projects, and the below recommendations shall be applied where relevant and pertinent.

Recommendations:
- Reduce the need to replace vehicles, generators and motorbikes by ensuring proper and continuous maintenance and repair. A properly maintained fleet has the advantage of being cost efficient and potentially more environmentally friendly.

- Reduce the use of spare parts, tyres, filters, motor oil, etc., by procuring genuine parts which perform to manufacturers requirements and which may prolong the lifespan of the vehicles / generators.

- Reduce carbon emissions by procuring vehicles, generators and motorbikes which are fuel efficient, with 'green' Technical Specifications.

- Reduce carbon footprint by keeping track of fuel consumption per Kms driven/working hours for vehicles / generators. High fuel consumption can indicate a need to replace or clean filters, change oil, etc.

- Practice responsible, safe and efficient driving as per the Driver and Vehicle Regulations (Template 4.00).

- Set standard working hours of generators and ensure the generator is off during the designated 'off hours'. Ensure there is an efficient back-up system, which could be based on renewable energy sources (sun, wind, water, earth).

- Reduce the use of conventional fuel/diesel driven fleet, if possible. In countries where electric or hybrid vehicles or motorbikes are available, sourcing such means of transport should be a priority when pertinent and fit for purpose. This could be an option for, e.g., city-based cars or motorbikes.

- Replace or supplement diesel/petrol driven generators with quality and 'fit for purpose' renewable energy sources (sun, wind, water, earth).

For waste disposal of vehicles, generators, motor bikes, motor oil, spare parts, etc. please see Chapter 8 for more information.

4.6 DOCUMENTATION IN THE FLEET FILE

All required files should be put in place for each individual vehicle/motorcycle/generator in the programme and be kept in the Fleet Filing system.

The individual hard copy file should contain the following documentation:
- Completed monthly Log Sheets checked and signed, also electronically in ADMIND documents.
- Copies of all DCA and Supplier's service and maintenance documentation, including invoices and winning quotations.
- Copies of insurance, safety certficates.
- Copy of the registration documents.
- Copy of the vehicle inventory.

4.7 RELEVANT TEMPLATES

No.:	Title:	When & How:
4.00	Driving and Vehicle Regulations	Regulations for driving and vehicle use, needs to be adapted to individual Country Offices and signed by all drivers.
4.01	Driving Test Daily Checks and Wheel Change	To be applied as part of a test for new drivers
4.02	Daily Vehicle Check	To be applied to all DCA vehicles prior to drivers starting vehicles daily.
4.03	Vehicle Log Sheet	To be completed for all DCA vehicles (including rental) and is a record of all fuel received and kms driven monthly. Information to be entered monthly in ADMIND.
4.04	Generator Log Sheet	To be completed for all DCA generators and is a record of all fuel received and hrs operated monthly. Information to be entered monthly in ADMIND.
4.05	Motorbike Log Sheet	To be completed for all DCA motorbikes and is a record of all fuel received and kms driven monthly. Information to be entered monthly in ADMIND.
4.06	Boat Log Sheet	To be completed for all DCA boat engines and is a record of all fuel received and hrs operated monthly. Information to be entered monthly in ADMIND.
4.07	Monthly Repair and Service Costs	To be completed for all vehicles, motorbikes and generators to record all services and maintenance performed monthly
4.08	Vehicle Defects / Faults Report	To be completed for all vehicles, motorbikes and generators, and sent to the ProLog responsible for Fleet and Mechanic/Workshop/ Service Provider
4.09	Vehicle Service Schedule	List of inspection, checks and replacement of items, that are to be carried out at different service intervals on vehicles
4.10	Vehicle Accident / Incident / Theft Report	To be completed to record any accident, incident or theft related to the vehicle /motorbike or its contents
4.11	Vehicle Excel ADMIND	An individual spreadsheet for each vehicle, generator, motorbike or boat engine which records, driving, fuel, service and maintenance data that can be uploaded to ADMIND.
4.12	Fuel Request Voucher	To be completed for all diesel and petrol taken from stocks
4.13	Fuel Stocks and Management Overview	To be completed for all fuel delivered or issued from stock and fuel issued at or received from, fuel stations.
4.14	Vehicle Rental with Driver Contract Conditions	To be completed when renting a vehicle with a driver in conjunction with a Purchase Order

4.15	Vehicle Rental without Drivers Contract Conditions	To be completed when renting a vehicle without a driver in conjunction with a Purchase Order
4.16	Vehicle Register ADMIND	To be completed with details of all Country Office vehicles (including long term rental vehicles), motorbikes, generators and boat engines, and uploaded in ADMIND
4.17	Pre-departure Vehicle Check List	List of items to be checked when carrying out vehicle movements outside of city limits, involving field base/site to field base/site and any long-distance travel
4.18	Vehicle Equipment Inventory	To be completed for all equipment in the vehicle and signed for by designated drivers
4.19	Vehicle Safety Kit	This kit is comprised of a First Aid Kit and other safety equipment
4.19A	Vehicle Toolkit	Toolkit consisting of various tools
4.19B	Advanced Vehicle Toolkit	Toolkit consisting of various tools, plus jump leads, Hi-Lift Jack, etc.
4.19C	Basic Workshop Toolkit	Toolkit to run a basic workshop, complete with tools, axle stands, work vice, tool chest, etc.
4.19D	Vehicle Recovery Kit	Kit containing shackles, snatch strap and gloves
4.19E	Winch Recovery Accessories	Additional accessories for the vehicle recovery kit
4.19F	Manual Recovery Package	Hand Winch, Sand mats, folding shovel and other items for manual vehicle recovery
4.19G	Hand Winch	Hand Winch specifications
4.19H	Electrical Winch	Electric winch specifications
4.20	Passenger Liability Waiver	To be completed by non-DCA staff before travelling in a DCA vehicle

5 SOLAR POWER

Solar power may be considered a green alternative to generators and conventional energy resources and may be a practical solution in locations where there is a regular supply of city power and there is no requirement to use generators. However, where programmes or locations are solely reliant on generator power, careful discussion and planning should be carried out prior to procurement and installation of solar power systems, to ensure the system matches actual energy requirements.

5.1 CONSIDERATIONS FOR PROCUREMENT

The planning process for procurement of solar power equipment include several considerations which need to be factored into the Technical Specifications and selection criteria drafted for the procurement procedure.

Each Country Office should aim to standardize solar power equipment to reduce and simplify the costs of maintenance.

NOTE: Procurement of solar power equipment is defined as procurement and the DCA Procurement Manual must be applied.

When initiating the procurement of solar power equipment, drafting the technical specifications and selection criteria, the following should be considered:

Considerations:	
Costs, Availability of Suppliers and After Sales Services	• Solar equipment can be expensive to procure especially if you are planning to run an entire office or guesthouse on solar only. • Are the available/known suppliers specialists in the supply of solar equipment or are they general traders only interested in making a profit? • Is there a warranty on the equipment? • Can the supplier complete a load calculation for the system you have requested? • Can the supplier fit the system and carry out after sales service? • Can you lease the system (including installation and servicing) instead of purchasing?
Power Requirements	• Consider all appliances you are planning to run on the system and their individual power requirements. • Consider appliances that have continuous high demands, which you should not run on the system: Air Conditioners, Heavy Duty Photocopiers, Electric Ovens, Water Heaters, Kettles, Electric Bar Heaters, Water Dispensers, Washing Machines, Electric Irons, Tumble Drying Machines, etc.
Solar Panel Size and Positioning	• Dimensions of solar panel should fit your roof size. • Optimal position for solar power panels should be on the roof facing the sun for the longest possible period during the day. • Panels should not be installed on roof areas that are shaded by trees for any part of the day.
Solar Panel Efficiency	• Panel efficiency refers to the ability of the panel to convert input energy into output energy. • An efficient solar panel charges solar batteries faster as it has a higher output. • Better efficiency means you get more power even when sunlight is not bright.

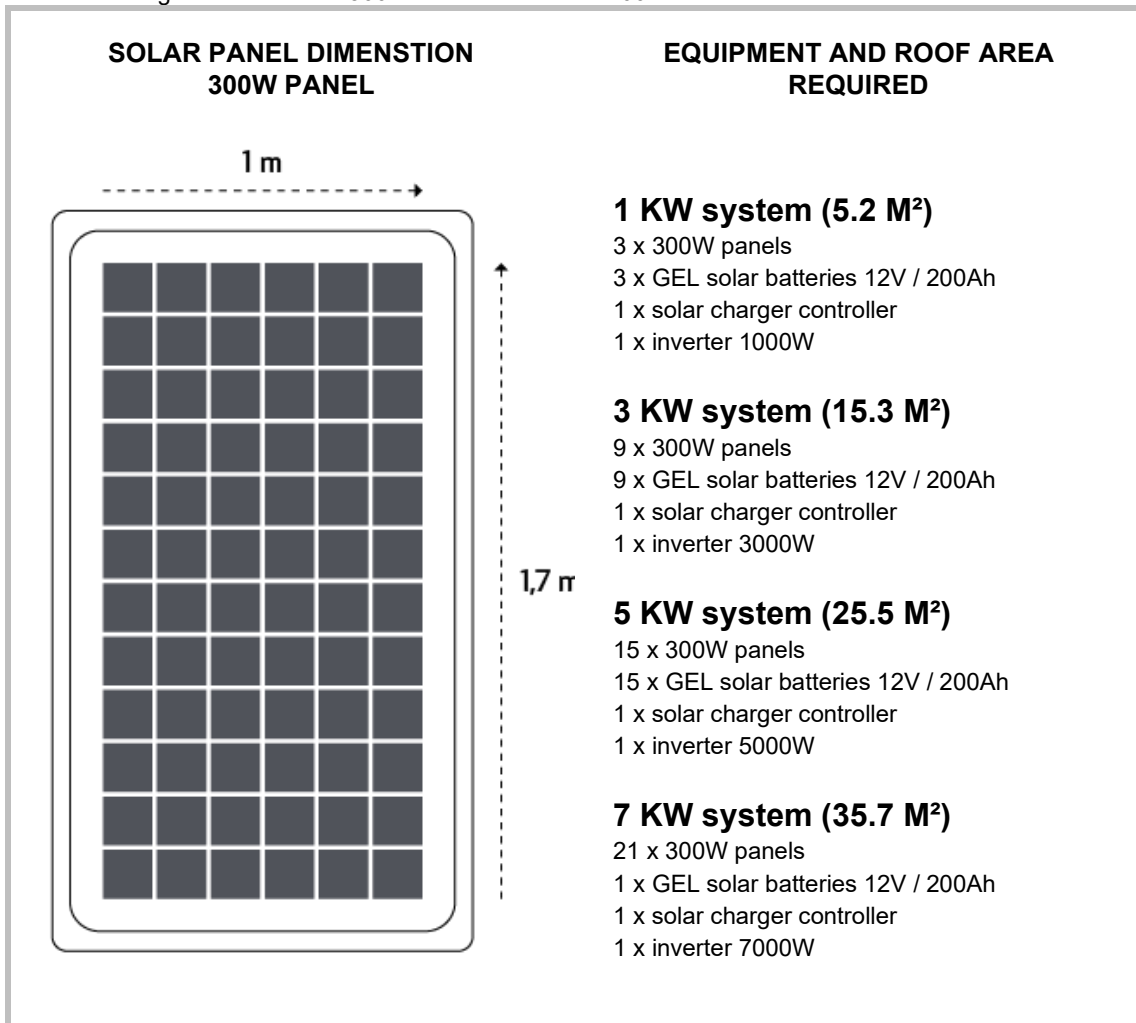|	
	• The average solar panel efficiency is around 15-18%, meaning that 15-18% of the sunlight they absorb is converted into electricity and the remainder only heats the panel surface, like any other item. • The efficiency of the solar panels will be reduced if not cleaned and maintained regularly.
Solar Power Durability	• Sourcing quality panels, batteries and inverters will increase durability and will reduce the need for replacement. • High winds, dusty conditions, snow, and other environmental conditions should be factored into selection. • The average lifespan for a solar panel should be 25-30 years. This will be reduced substantially if panels are badly fitted, incorrectly wired or of poor quality. • The average lifespan for a solar battery is 5-15 years. This will be reduced substantially if batteries are regularly discharged from 100% to 0%, badly fitted with incorrect sized cabling, matched with different sized batteries / poor-quality batteries / older and newer batteries mixed, etc. • The average lifespan of a solar inverter is 5-10 years. This will be reduced substantially if not correctly fitted or if the system is overloaded by power demands of the appliances run on the system.
Warranty Periods	• Choose equipment with long warranty period • In many countries there may well be no warranty – in this case you should be very sure that the equipment you are purchasing is good value for money and of a quality that will have a lifespan that matches the average lifespans above. • Best practice is to have the supplier of the solar system carry out the installation. The installation itself should also come with a warranty.

5.2 SIMPLE GUIDE TO SOLAR POWER

Below is a simple guide to solar power. The guide is based on equipment that is currently available on the open market. It should be noted that solar equipment is being upgraded on a regular basis as demands grow and manufactures experiment with more efficient panels and batteries and other advanced solar technologies.

General information:
- Solar panels currently on the market range from around 50W up to around 400W.
- Solar Batteries range from 12–48 Volts and from 100AH to 400AH and above.
- Sealed VRLA (Valve Regulated Lead Acid) GEL batteries are recommended. Sealed VRLA AGM batteries (Absorbent Glass Materials) are not recommended for solar systems.
- Solar Inverters range from around 1000W upwards.
- Solar Inverters are based on a 1000W inverter for each KW of power required.
- Solar Controllers MPPT (Maximum Power Point Tracking) range from 12, 24 to 48 Volts and from 5-80 Amps.

The below diagram is based on 300W Solar Panels and 200Ah Batteries:

SOLAR PANEL DIMENSTION 300W PANEL	EQUIPMENT AND ROOF AREA REQUIRED
1 m 1,7 m	**1 KW system (5.2 M²)** 3 x 300W panels 3 x GEL solar batteries 12V / 200Ah 1 x solar charger controller 1 x inverter 1000W **3 KW system (15.3 M²)** 9 x 300W panels 9 x GEL solar batteries 12V / 200Ah 1 x solar charger controller 1 x inverter 3000W **5 KW system (25.5 M²)** 15 x 300W panels 15 x GEL solar batteries 12V / 200Ah 1 x solar charger controller 1 x inverter 5000W **7 KW system (35.7 M²)** 21 x 300W panels 1 x GEL solar batteries 12V / 200Ah 1 x solar charger controller 1 x inverter 7000W

Wattage - (A) Amperes x (V) Volts	W
Kilowatts - (1000W = 1KW)	KW
Amp hour - Ampere Hour	Ah
Volt	V

How Many Watts of Solar to Charge a 12 Volt 200ah Battery?
The solar panel efficiency, battery depth of discharge, sunlight availability and battery voltage determine how long the charge will take. Several factors come into play and a definitive answer is not possible when you include the factors above.

Solar panel output is measured in Watts, so we need to find out how many Watts are in an Amp. Multiply Amps x Volts to get the Watts. In our example in the diagram above, 2400W = 12V x 200Ah. So, our 300W panel needs to produce 2400W to fully charge a 200Ah battery.

If solar panels always generated maximum power, then the calculation would be easy. However, a 300W panel only reaches 300W when the sun is at its peak, otherwise the output will probably be 250W at best. Consequently, 250W with 5 hours of sunlight gives us 1250W.

Battery Depth of Discharge

Another factor that affects charging time is the battery Depth of Discharge (DOD). A 200Ah battery does have a 200Ah capacity, however for best results you should only use a 100Ah battery, which is 50% of the charge and is good for battery health. This is especially relevant to GEL lead acid batteries. By following the DOD 50% rule you will extend battery life, by reducing the strain and possible damage caused by charging from 0% -100%.

A 50% DOD means your solar panel only needs to recharge 100Ah, not 200Ah. 100Ah is 1200W. Assuming an 85% output efficiency, a 300W solar panel can recharge a 100Ah battery in five hours (250W x 5 hrs = 1250W). With peak sun and 20A of current, a 300W solar panel can charge the battery in 5 hours.

6 TRANSPORT

Transportation can be defined as the means and equipment necessary for the movement of passengers or goods. Transportation Planning requires information, development of plans and policies, and recommended actions to best serve DCA's current and future transportation needs. The aim is to provide a safe, reliable, efficient, operation-focused transportation system. Transport can be in-country or international.

6.1 LOCAL TRANSPORT

In some programme countries, local transportation is compromised by poor road and vehicle conditions, lack of quality land and air cargo/passenger companies. In some locations, travelling by road is impossible during rainy seasons or other harsh weather conditions. Therefore, when planning procurement and receipt of goods, the ProLog Unit must be aware of all possible transportation options as well as any prevailing conditions which are likely to make transport difficult or impossible.

Operations strategies that improve how efficiently people and goods move can often be implemented relatively quickly and economically.

There are various types of transportation modes:
- Groupage transport - Combining cargo from more than one supplier or owner
- Truck transport
- Rail transport
- Ocean/sea transport
- Air transport

Before departure of shipment, make sure that you inform the receiving staff and that you maintain continuous communication. Ensure that you get the latest security updates from your Security Focal Point or relevant authorities and that all the relevant documentation for the shipment is in place.

Make sure that your vehicle is in good mechanical condition and has all the necessary tools and equipment that a vehicle requires prior to travel. Please refer to the Pre-Departure Vehicle Checklist (Template 4.17). If a long journey is planned, especially in sparsely populated areas, travel in a convoy.

NOTE: It is vital to know the route you will use to reach your destination. If you are unsure, please make sure to use an updated map and get the latest updates from relevant authorities (UN Mine Action, UNDSS, Local Authorities, INSO, other NGOs, etc.) on the general safety and security situations on the route (Mined areas, accessibility, etc.). If you are still uncertain of the route and cannot get any reliable updates, postpone your trip.

6.1.1   Programme Distribution Responsibility

The ProLog Unit is not responsible for the planning, implementing or documenting the distribution of Programme Items to end-users (beneficiaries). Programmes staff are responsible for all activities related to distributions and ensuring clear communications on distribution activities are shared with the ProLog Unit.

Distribution documentation should be filed by the Programme Staff responsible and should be made available to ProLog responsible staff on request.

The ProLog Unit is only responsible for transport, handling, storage and control of items, including Customs Clearance and VAT/Tax exemption, where applicable.

Before dispatching stock, be aware of what is to be transported and to where. Be sure to prepare the required paperwork, load the goods correctly and to plan how the goods are to be offloaded at the receiving point. Not all locations have the same options and/or manpower to offload. Informing of the Estimated Time of

Arrival (ETA) of the cargo is very important to enable the recipients to plan and prepare themselves and the store for receipt of the goods.

It is important that distribution (especially of Food Aid) is heavily controlled, and that there is a strict and careful planning process.

The following issues should be taken into consideration by ProLog responsible staff and programme staff:

Logistics:	
Responsible	**Consider**
Programme and ProLog Unit jointly	- Maximum number of people that can receive the goods in one day? - How many people per distribution team and how many teams? - Have the distribution teams received adequate training? - How will the stock be transported? - Will the communities assist in unloading? - If the distribution will last more than one day, where will the stock be stored?

Distribution	
Responsible	**Consider**
Programme – with inputs from ProLog Unit	- How will you ensure that the distribution is orderly and safe? - For food commodities, how should each item be measured? - Fill in Distribution List (Template 6.00) and ensure correct information is entered and signed for. Copy of Distributions Lists to be given to ProLog for the Procurement File. - If goods/items are lost, damaged or stolen during distribution a Damaged, Lost, Stolen Stock Report (Template 3.08) must be filled in and filed. - What can go wrong, and how should potential challenges be handled? - No weapons are allowed at any time.

General Advice on Distribution Planning
- Start early in the day to allow both the beneficiaries and the distribution teams to reach home before dark.
- The individual's right to life with dignity should not be compromised during the process.
- Ensure the communities are fully informed of all aspects of the plan.
- Consult the local authorities who can:
    - Provide the distribution location
    - Share information with beneficiaries so that the correct recipients attend on the correct day
    - Assist with unloading
    - Assist in keeping order and security
    - Assist in identifying genuine versus fake beneficiaries

6.2 INTERNATIONAL TRANSPORT

International transportation is the movement of goods/items or people from one country to another. That means, when goods/items pass through the borders of a specific country into another, by air, land or sea, the method of transportation is regarded as international transport. Therefore, when planning procurement and receipt of goods/items, the ProLog Unit must be aware of all possible transportation options as well as the prevailing conditions, which are likely to make transport challenging or impossible.

6.2.1   Customs

The ProLog Unit takes care of customs clearance when goods arrive via international transport. The unit should be aware of procedures and necessary documentation well in advance, in order not to delay the process, which can be extremely time-consuming and involve additional costs (handling fees, demurrage, storage, taxes, etc.).

The ProLog Unit should be aware of the possibilities for duty exemption for Humanitarian Agencies in the country of operation. Often, the United Nations or International NGOs have negotiated VAT and possibly tax exemption for imported goods for use by Humanitarian Agencies registered in the country. The ProLog Unit should be aware of the procedures and documentation process, to be used to process the exemption documentation from the relevant government authorities.

Normally, obtaining Tax Exemption can be an extremely time-consuming process and ProLog should start the process well ahead of time (before the goods have arrived in-country or before the previous Tax Exemption expires). The ProLog Unit should ensure that all relevant documents are in place before the Exemption Process is initiated. Depending on country of operation, several documents will be required for the Exemption Process.

Documents often required when applying for tax exemption per order:
- Invoice
- Bill of Lading
- Air Waybill
- Packing List
- Gift Certificate (issued in ADMIND)
- NGO registration certificate

If the programme does not have the capacity to process the Exemption Letters, an agent may be hired from a reputable clearing company who can handle the process of obtaining an Exemption Letter. Once the Exemption Letter is obtained, the next task is tracing and clearing goods at customs. Customs Units in some countries are not highly organised. If not followed up closely, there is a risk of goods being lost.

6.2.2   Global Transport Insurance

DCA currently has a standing transport insurance requiring no prior declaration which covers goods in transit between places with DCA as either recipient or sender if there is sufficient documentation (Waybills, packing lists, correspondence, etc.). The policy covers auxiliary supplies, personal moving goods inclusive unaccompanied luggage, vehicles (also on own wheels).

Insurance coverage:
- Between places in the world
- During stay in warehouse in the whole world
- During stay on forwarders stock prior to forwarding (consolidating, etc.)

When purchasing goods/items, please be aware of INCOTERMS 2020. Depending on the Incoterm, the buyer may not require insurance, e.g., INCOTERMS DAP or DDP.

6.2.3   INCOTERMS 2020

Incoterms are internationally recognised trade clauses mostly used for international sales and transport contracts and are published by the International Chamber of Commerce (ICC). The standard clauses can be adopted as the legal regulation for delivery of supplies and distribution of cost and risks between the Seller and the Contracting Authority in the Purchase Order / Contract.

The Incoterms rules are accepted by governments, legal authorities, and practitioners worldwide for the interpretation of most used terms in international trade. They are intended to reduce or remove altogether uncertainties arising from different interpretation of the rules in different countries. As such they are regularly incorporated into sales contracts worldwide.

The below table is gives a broad overview of the various Incoterms. For each Incoterm, it is important to specify the port or other named delivery destination as precisely as possible.

NOTE: If Incoterms are unspecified in a Purchase Order or Contract, it is the EX-Works (EXW) which applies, placing minimum risk and obligations on the seller and maximum on the buyer.

**RULES FOR ANY MODE(S) OF TRANSPORT:**

Incoterm (2020)	Delivery and risk	
Blue indicates seller's	**Gold** indicates buyer's	**Green** indicates mixed or shared

"Ex Works" means that the seller delivers the goods to the buyer when it places the goods at the disposal of the buyer at a named place (like a factory or warehouse), and that named place may or may not be the seller's premises. For delivery to occur, the seller does not need to load the goods on any collecting vehicle, nor does it need to clear the goods for export, where such clearance is applicable.
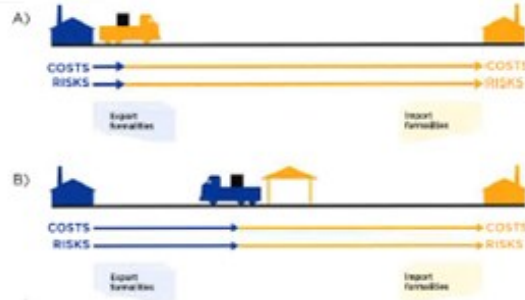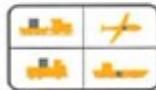
"Free Carrier (named place)" means that the seller delivers the goods to the buyer in one of two ways. First A) when the named place is the seller's premises, the goods are delivered when they are loaded on the means of transport arranged by the buyer. Second B) when the named place is another place, the goods are delivered when, having been loaded on the seller's means of transport, they reach the named other place and are ready for unloading from that seller's means of transport and at the disposal of the carrier or of another person nominated by the buyer. Whichever of the two is chosen as the place of delivery, that place identifies where risk transfers to the buyer and the time from which costs are for the buyer's account.
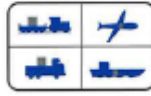

"Carriage Paid To" means that the seller delivers the goods – and transfers the risk – to the buyer by handing the goods over to the carrier contracted by the seller or by procuring the goods so delivered. The seller may do so by giving the carrier physical possession of the goods in the manner and at the place appropriate to the means of transport used. Once the goods have been delivered to the buyer in this way, the seller does not guarantee that the goods will reach the place of destination in sound condition, in the stated quantity or indeed at all. This is because risk transfers from seller to buyer when the goods are delivered to the buyer by handing them over to the carrier; the seller must nonetheless contract for the carriage of the goods from delivery to the agreed destination.

CIP
Carriage and Insurance Paid To
(Insert named place of destination)
Incoterms® 2020

"Carriage and Insurance Paid To" means that the seller delivers the goods – and transfers risk – to the buyer by handing them over to the carrier contracted by the seller or by procuring the goods so delivered. The seller may do so by giving the carrier physical possession of the goods in the manner and at the place appropriate to the means of transport used. Once the goods have been delivered to the buyer in this way, the seller does not guarantee that the goods will reach the place of destination in sound condition, in the stated quantity or indeed at all. This is because risk transfers from seller to buyer when the goods are delivered to the buyer by handing them over to the carrier; the seller must nonetheless contract for the carriage of the goods from delivery to the agreed destination.

DAP
Delivered at Place
(Insert named place of destination)
Incoterms® 2020

"Delivered at Place" means that the seller delivers the goods – and transfers risk – to the buyer when the goods are placed at the disposal of the buyer on the arriving means of transport ready for unloading at the named place of destination or at the agreed point within that place, if any such point is agreed. The seller bears all risks involved in bringing the goods to the named place of destination or to the agreed point within that place. In this Incoterms® rule, therefore, delivery and arrival at destination are the same.

DPU
Delivered at Place Unloaded
(Insert named place of destination)
Incoterms® 2020

"Delivered at Place Unloaded" means that the seller delivers the goods – and transfers risk – to the buyer when the goods, once unloaded from the arriving means of transport, are placed at the disposal of the buyer at a named place of destination or at the agreed point within that place, if any such point is agreed. The seller bears all risks involved in bringing the goods to and unloading them at the named place of destination. In this Incoterms® rule, therefor, the delivery and arrival at destination are the same. DPU is the only Incoterms® rule that requires the seller to unload goods at destination. The seller should therefor ensure that it is in a position to organise unloading at the named place. Should the parties intend the seller not to bear the risk and cost of unloading, the DPU rule should be avoided and DAP should be used instead.

DDP
Delivered Duty Paid
(Insert named place of destination)
Incoterms® 2020

"Delivered Duty Paid" means that the seller delivers the goods to the buyer when the goods are placed at the disposal of the buyer, cleared for import, on the arriving means of transport, ready for unloading, at the named place of destination or at the agreed point within that place, if any such point is agreed. The seller bears all risks involved in bringing the goods to the named place of destination or to the agreed point within that place. In this Incoterms® rule, therefore, the delivery and arrival at destination are the same.

RULES FOR SEA AND INLAND WATERWAY TRANSPORT

Incoterm (2020)	Delivery and risk	
Blue indicates seller's	**Gold** indicates buyer's	**Green** indicates mixed or shared

FAS
Free Alongside Ship
(Insert named port of shipment)
Incoterms® 2020

"Free Alongside Ship" means that the seller delivers the goods to the buyer when the goods are placed alongside the ship (e.g. on a quay or a barge) nominated by the buyer at the named port of shipment or when the seller procures goods already so delivered. The risk of loss of or damage to the goods transfers when the goods are alongside the ship, and the buyer bears all costs from that moment onwards.

FOB
Free on Board
(Insert named port of shipment)
Incoterms® 2020

"Free on Board" means that the seller delivers the goods to the buyer on board the vessel nominated by the buyer at the named port of shipment or procures the goods already so delivered. The risk of loss of or damage to the goods transfers when the goods are on board the vessel, and the buyer bears all costs from that moment onwards.

CFR
Cost and Freight
(Insert named port of destination)
Incoterms® 2020

"Cost and Freight" means that the seller delivers the goods to the buyer on board the vessel or procures the goods already so delivered. The risk of loss of or damage to the goods transfers when the goods are on board the vessel, such as the seller is taken to have performed its obligation to deliver the goods whether or not the goods actually arrive at their destination in sound condition, in the stated quantity or, indeed, at all. In CFR, the seller owes no obligation to the buyer to purchase insurance cover: the buyer would be well-advised therefore to purchase some cover for itself.

CIF
Cost, Insurance and Freight
(Insert named port of destination)
Incoterms® 2020

"Cost Insurance and Freight" means that the seller delivers the goods to the buyer on board the vessel or procures the goods already so delivered. The risk of loss of or damage to the goods transfers when the goods are on board the vessel, such that the seller is taken to have performed its obligation to deliver the goods whether the goods actually arrive at their destination in sound condition, in the stated quantity or, indeed, at all.

6.3 CLIMATE CONSIDERATIONS

The below recommendations on how to consider climate in Transport takes a starting point in Transport Optimisation and Energy Efficiency. By seeking to optimise transport and being conscious of energy efficiency, DCA aims to minimize its carbon footprint. This goes hand in hand with efficient use of funds, being effective and accountable. DCA works in many different contexts and implements different projects, and below recommendations shall be applied where relevant and pertinent.

Recommendations:

- Reduce carbon footprint by prioritizing land and sea freight over airfreight when possible and pertinent.

- Reduce number of shipments by ensuring proper and timely planning of shipment. Each shipment should include as much in one load as possible within the timeline available.

- As per procurement requirements, consolidated and bulk purchases are a more efficient use of energy and funds, as it reduces number of shipments required.

- Make sure to pack goods/items in boxes fit for purpose and not to big (taking up unnecessary space during shipment). If possible, packing should be in environmentally friendly materials such as FSC/PEFC certified materials or recycled materials.

- In countries where electric or hybrid transport means are available, sourcing such means of transport should be a priority, if pertinent.

6.4 DOCUMENTATION IN THE TRANSPORT FILE

When relevant, it is recommended to keep all transport related documentation in the procurement file or if related to distributions and damaged, stolen, lost goods/items, in the stock management file.

6.5 RELEVANT TEMPLATES

No.:	Title:	When & How:
6.00	Distribution Sheet	Complete this form when distributions are in progress. Copies of Distribution Sheets should be securely filed.
3.08	Damaged, Lost, Stolen Stock Report	Complete this form if items are damaged / lost / stolen during distributions
4.17	Pre-departure Vehicle Checklist	List of items to be checked when carrying out vehicle movements outside of city limits, involving field base/site to field base/site and any long-distance travel

7 ICT & SECURITY

Effective communication linkages between operational and support staff, operational bases, field offices and headquarters, are an essential requirement to run and maintain successful programme activities. Planning and assessing communication needs and strategy should be carried out in conjunction with the programme teams, well in advance of the commencement of programme activities.

7.1 ICT EQUIPMENT

Sourcing the correct type of communications equipment for the programme needs to be based on both local and international availability, as well as National Government Information and Communication Technology (ICT) rules and regulations for both the import and use of ICT equipment in-country. National Governments may impose expensive registration charges per unit of communications equipment. Always check rules and regulations prior to purchasing equipment.

The selection criteria should at a minimum allow for:
- Compatibility with other systems used by Aid Agencies, UN and Government agencies.
- Capability to communicate locally and internationally.
- Security requirements.
- Standalone equipment that does not rely solely on local or national infrastructures.
- Equipment that is suitable for the proposed task and for both climatic and geographic locations.

Communications in Insecure Environments
There are some key points to remember about managing communications in insecure environments. It is good practice, in insecure situations, for staff to have two independent means of communication (e.g., radio and satellite phone) so that if one fails, communication will still be possible. Avoid dependency on mobile phones only. Use of mobiles is fine, however, in a crisis, a cellular telephone system is particularly vulnerable to becoming over-loaded, damaged or switched off by the provider/government. Remember that no telecommunications are fully secure and government agencies, other security services and other players may monitor information passed over systems. Care should be taken when sending sensitive information over all telecommunications systems.

ICT Good Practice:
- Required licenses, permits and written approvals are obtained before using any ICT equipment.
- ICT equipment is properly installed and programmed by a designated staff member, other agencies or external service providers.
- ICT equipment is maintained, upgraded and tested on a regular basis.
- All ICT equipment is registered and tracked on the asset overview.
- An updated list of all phone numbers of staff and relevant agencies call signs and channel numbers are made available.
- All staff are aware of ICT Do's and Don't's (on DCA Intra).
- All staff follow the Country Office ICT Guidelines.
- All staff are aware of the most recent DCA ICT policy.

Considerations:	
Local Internet Service Providers (ISP)	This is a company that provides internet services, including personal and business access to the internet. For a monthly fee, the service provider usually provides a software package, username, password and access phone number. Equipped with a modem you can then log on to the internet and send and receive

	e-mail. For broadband access, you typically receive the broadband modem hardware or pay a monthly fee for the equipment that is added to your ISP account billing. In addition to serving individuals, ISPs also serve large company networks to the Internet. ISPs themselves are connected to one another through Network Access Points (NAPPs). ISPs may also be called IAPs (Internet Access Providers). Initial set up cost and monthly running costs should be substantially lower than for VSAT.
Very Small Aperture Terminal (VSAT)	VSAT is a satellite ground station technology characterised by a relatively small satellite dish (less than 3m). There are a number of VSAT providers, generally operating on a regional basis. VSAT is increasingly used as a means of delivering broadband internet access to remote or rural locations that cannot get reliable internet access through local providers This is a satellite communications system that serves users and requires a box that interfaces between the user's computer and an outside antenna with a transceiver. The transceiver receives or sends a signal to a satellite transponder in orbit. The satellite sends and receives signals from an earth station computer that acts as a hub for the system. Each end-user is interconnected with the hub station via the satellite. For one end-user to communicate with another, each transmission has to first go to the hub station, which retransmits it via the satellite to the other end user's VSAT. VSAT handles data, voice and video signals. This equipment is appropriate for an established office in locations where other conventional means of connectivity are either not available or are of very poor quality. The cost of installation will vary from country to country, but an average installation cost is between USD 500 – 700. Hardware costs are between USD 1500 - 2500, with a subscription (package) cost of USD 200 – 1000 per month. Costs for monthly subscription will vary with number of users and bandwidth required.
Mobile Phone Networks	Mobile phone networks are usually run by commercial vendors under licence from government. Mobile phones transmit over the GSM (Global System for Mobile Communications) network of fixed base stations or cells. The advantages with mobile phones are lower operational costs, ease of use and coverage. The disadvantage is that the network can be shut down or break down during a crisis, meaning that a secondary mode of communication should be in place (for example, a satellite phone or radio equipment).
Satellite Phones	Satellite communications have extended the reach of NGO communications in the field, particularly as fixed and running costs have reduced. Satellite technology develops quickly and new solutions are appearing all the time.
Thuraya	Thuraya is an international telecommunications company that provides a range of satellite communication services. One system in use by NGOs is the BGAN (Broadband Global Area Network) a mobile satellite service that connects to a laptop and provides internet access. BGANs are portable, reliable and offer good voice and data connections but are expensive to operate.

Inmarsat	Inmarsat is an international telecommunications company that provides a range of satellite communication services. One system in use by NGOs is the BGAN (Broadband Global Area Network) a mobile satellite service that connects to a laptop and provides internet access. BGANs are portable, reliable and offer good voice and data connections but are expensive to operate.
Iridium	Iridium is an international company managing a global satellite network that handles voice and data communications via handheld units.

Satellite Phone Good Practice
- Asset Contracts shall be issued for satellite phones.
- Training shall be carried out with all personnel using satellite phones prior to items being issued.
- Credit on satellite phones shall be checked when issued.
- Batteries and chargers shall be checked when issued.
- Ensure that you are familiar with the various subscription packages (post-paid, pre-paid, etc.).
- Ensure that SIM-cards are always kept valid by refilling airtime units (pre-paid only).
- Satellite Phone Call Overview (Template 7.0) should be completed after all phone calls are made. Alternatively, a print of call history can be accessed from the service provider.

7.2 RADIO COMMUNICATION

Radio communications are still a key part of NGOs communications, particularly in insecure environments. In an emergency response, radio communications are managed either by NGOs or more frequently by the UN on behalf of the NGO community. Licences for radio communications are usually issued by national governments, which may set restrictions on import and use.

It is of the utmost importance that radio communication takes place according to internationally agreed procedures. Safety and security guidelines should always be followed, please refer to your local SOP for Communication Procedures.

All staff operating radio equipment, as well as staff who might find themselves in a situation where they may have to conduct radio communication should be well trained in these procedures. A once-off lesson and a written hand-out is not enough. Role-play training should be conducted until such a time as employees are fully familiar and confident with the use of the radio equipment and the correct communication procedures. Similarly, radio equipment users must be fully proficient in English which is the common language used for radio communication.

In addition to the above, employees operating the programme's radio base station should be trained in all procedures pertaining to any accident or incident, which their travelling colleagues may report on. In cases of emergency or reports of other issues which need to be communicated immediately, they must always be able to reach the Country Director or other senior managers and be aware of which local authorities and/or UN organizations, etc., to contact.

Each NGO using radio communication must have its own NGO call sign and based on this, each staff member will be assigned a call sign. If there is a UN presence in the country (usually WFP), it will assign call signs, sell call numbers, issue frequencies and programme equipment for all NGOs using radio communication. If this is not the case, agencies using radio communication would coordinate call signs amongst themselves or have call signs assigned by the authorities.

The call signs issued by UN agencies are often complicated and in areas where the UN may not be present, it may be possible to use a simpler procedure, for instance using an abbreviation of the agency's name, e.g., DCA Delta Charlie Alpha. The Country Director could be Delta Charlie Alpha 1. If many staff members are in possession of radios, a system of units could be used, e.g., calling the ProLog Unit Manager Delta Charlie Alpha 3.1 and his/her next in command Delta Charlie Alpha 3.2, and so forth.

Radio Frequency	
High Frequency (HF)	High Frequency (or short wave) is used for medium and long-range communications. HF radio waves are bounced from the ionosphere, so the longer range of HF is offset by its vulnerability to atmospheric conditions, which can affect both transmission and reception. HF is relatively complex to set up and maintain and requires specialist knowledge, but its advantages include connecting to telephone networks and station to station calling. HF radios are usually either vehicle radios or base stations with global range in ideal conditions. Codan is the HF system most used by NGOs and the UN. A disadvantage with HF communication is that it is not secure and should not be used to communicate sensitive information.
Very High Frequency (VHF)	VHF radio equipment has a more limited range than HF since it relies on line-of-sight; however, it is more reliable and less influenced by climatic conditions. The range of VHF can be increased by using repeater stations at strategic locations (normally on an elevation such as a hill or a tall building) where two VHF stations are visible for the repeater but not to each other. VHF is generally used for voice communication and requires less technical knowledge and expertise than HF to set up and manage. VHF radios are usually hand-held (typical range 2-5 km), mobile or vehicle mounted (up to a 20km range), or base stations with a roof mounted antenna (up to 50km range). A common brand used by NGOs is Motorola (now MOTOTRBO). The advantage of using hand-held VHF radios is that they are compact and easily carried. The hand-held radio allows the possibility of issuing multiple staff with a portable radio. In addition, it makes it possible to issue two-way radio contact for staff residing in places with security concerns, thus being able to make contact 24 hours a day, if necessary. VHF and HF radio equipment will often need programming by the UN (usually WFP) who will issue and programme frequencies, Cell call numbers and Call signs.

HF and VHF Good Practice
- Communications via HF and/or VHF radios should be in English.
- Standard Procedure Words (Prowords) and phonetics must be used in multilingual environments to minimize miscommunication.
- Radio Operators shall be recruited where the programme is highly dependent on HF and VHF radio communications.
- The Daily Radio and Communication Log Sheet (Template 7.01) shall be put in place to record incoming and outgoing calls.
- Establish a country Radio Protocol/Policy and ensure all users of radio equipment have appropriate training.
- Ensure copies of all permits for radio equipment are available in vehicles.

- Only use assigned and unique call signs to identify staff members, vehicles and locations on the radio.
- Use the HF and VHF Call Signs and Frequencies (Template 7.07) to record all users, vehicles call signs and cell call numbers.
- Do not use radio equipment at roadblocks or near military or police personnel.
- Remember radio communication is not private. Sensitive information and movements of money, supplies and vehicles should not be discussed openly and should be done using pre-arranged codes.

7.2.1   Standard Radio Language

International standard systems exist for communication. Below you can find a list per topic and the Templates below can be printed for easy use.

Radio Frequency	
Explanation	When figures are transmitted, they should be pronounced as shown below. When misunderstanding is likely or dangerous, figures should be spoken digit-by-digit, preceded by the Standard Procedure Word "FIGURES." This Standard Procedure Word warns that figures follow immediately, to help distinguish them from other similarly pronounced words.
Numeral:	**Spoken As:**
0	ZE-RO
1	WUN
2	TOO
3	TREE
4	FOW-ER
5	FIFE
6	SIX
7	SEV-EN
8	AIT
9	NI-NER

Radio Reception and Signal Strength (Template7.03)		
Numerical Responses:	**Verbal Responses:**	**Reception/ Signal Strength:**
1 on 5	Unreadable	Bad
2 on 5	Now and then	Poor
3 on 5	With difficulty	Fair
4 on 5	Readable	Good
5 on 5	Perfect	Excellent

The International Phonetic Alphabet (Template7.04)		
Letter:	**Phonetic Equivalent:**	**Pronounced:**
A	Alpha	AL FAH
B	Bravo	BRAH VOH
C	Charlie	CHAR LEE or SHAR LEE
D	Delta	DELL TAH

E	Echo	ECK HO
F	Foxtrot	FOKS TROT
G	Golf	GOLF
H	Hotel	HOH TELL
I	India	IN DEE AH
J	Juliet	JEW LEE EET
K	Kilo	KEY LOH
L	Lima	LEE MAH
M	Mike	MIKE
N	November	NO VEM BER
O	Oscar	OSS CAH
P	Papa	PAH PAH
Q	Quebec	KEH BEC
R	Romeo	ROW ME OH
S	Sierra	SEE AIR RAH
T	Tango	TANG GO
U	Uniform	YOU NEE FORM
V	Victor	VIK TAH
W	Whisky	WISS KEY
X	X-ray	ECKS RAY
Y	Yankee	YANG KEY
Z	Zulu	ZOO LOO

Standard Procedure Words (Prowords) (Template7.05)	
Explanation	Below are several commonly used Prowords that can be used to clarify communications between DCA staff and other organisations.
Proword:	**Definition:**
Acknowledge	An instruction to the addresses that the message must be acknowledged
Affirmative	Yes, I understand the message
Break- Break - Break	I have an URGENT message, all other users standby and free up channel
Break	I hereby separate the text from other portions of the message
Correct	You are correct or what you have transmitted is correct
Correction	An error has been made in this transmission. Transmission will continue with the last word correctly transmitted
Copy	I have understood everything you sent
Decimal	To be used when transmitting numerals or numbers instead of Point
Disregard Last or This Transmission	This transmission is an error. Disregard it.
Figures	Numerals or Numbers follow
Go Ahead	I have finished speaking, now listening for a reply
Good Copy	I have received and understood everything
I Read Back	The following is my response to your instructions to read back
I Read You	Response to Radio Check
I Say Again	I am repeating transmission or portion transmitted
I Spell	I spell the next word phonetically
Message Follows	I have a formal message. Please write it down
More to Follow	Transmitting station has additional traffic for the receiving station

Negative	No
Negative Copy	Message NOT understood
Out	This is the end of my transmission to you and no answer is required or expected. (Since OVER and OUT have opposite meanings, they are never used together)
Over	This is the end of my transmission to you and a response is necessary. Go ahead; transmit
Radio Check	How do you read my transmission?
Read Back	Repeat this entire transmission back to me exactly as received
Relay To	Transmit this message to all addresses (or addresses immediately following this proword). The address component is mandatory when this proword is used
Roger	I have received your last transmission satisfactorily
Say Again	Repeat all of your last transmission. (Followed by identification date means "Repeat _____ (portion indication)"
Send	Go ahead with your transmission
Send Message	Go ahead. I am ready to copy.
Speak Slower	SPEAK SLOWER Your transmission is at too fast a speed. Reduce speed of transmission.
Stand By	Wait on this channel for further transmissions
This Is	This transmission is from the station whose designator immediately follows
Unknown Station	The identity of the station with which I am attempting to establish communication is unknown
Wait	I must pause for a few seconds
Wait Out	I must pause, will call again when ready
Wrong	Your last transmission was incorrect. The correct version is…

7.2.2 Communication & Security

Security is increasingly becoming relevant for DCA internationally and locally. Each CO should have a security plan that will apply to all DCA staff and visitors, providing risk analysis, as well as standard operating procedures (SOPs) for routine events and contingency plans for security incidents. It is the responsibility of the Country Director and the appointed Security Focal Points responsibility that a Country Security Plan is always available and updated.

DCA ProLog staff may be involved directly and indirectly with the security management of assets, vehicles in the fleet and stocks in the stores and warehouses, if relevant to their position. If a DCA ProLog staff is a Security Focal point it is also their duty to ensure that all DCA staff and visitors are kept informed of updates regarding security information. Please refer to the relevant security guidelines/SOPs/Staff Handbook/Country Security Plan for further and more detailed information.

7.3 DOCUMENTATION IN THE ICT & SECURITY FILE

All required documents should be kept in the ICT and Security Filing system.

The file should contain the following documentation:
- Completed Satellite Phone Call Overviews
- Completed Daily Radio Communications Log Sheet
- Staff Contact List

7.4 RELEVANT TEMPLATES

No.:	Title:	When & How:
7.00	Satellite Phone Call Overview	All outgoing calls and SMS to be recorded on this document
7.01	Daily Radio and Communications Log Sheet	All incoming and outgoing Operational and Security Communications to be recorded on this document
7.02	Numerical Pronunciations	To be used by all staff using communications equipment
7.03	Signal Strength	To be used by all staff using communications equipment
7.04	The International Phonetic Alphabet	To be used by all staff in the programme and kept in Offices, Guesthouses, Radio Rooms and Vehicles.
7.05	Standard Procedure Words	To be used by all staff in the programme issued with VHF radios and all vehicles and kept in Offices, Guesthouses, Radio Rooms and Vehicles.
7.06	Staff Contact List	To be completed and used by all staff using communications equipment and copies to be kept in all radio rooms and vehicles
7.07	HF and VHF Call Signs and Frequencies	To be completed and used by all staff using communications equipment and copies to be kept in all radio rooms and vehicles

8 DISPOSAL & WASTE MANAGEMENT

Disposal and waste management are two sides of the same coin. Before goods/items (e.g. vehicles, laptops, surplus stock, NFIs, etc.) become waste and need to be disposed of as waste, there may be a variety of options/required procedures for disposal. How to manage disposal depends strongly on the goods/items in question, donor rules, context, quality, durability, and monetary value. If goods/items cannot be disposed of in other ways (e.g., donated, sold, transferred to other DCA projects or programmes) due to being broken, damaged, expired, deteriorated, etc., they become waste and need to be managed as such.

Waste is defined as any substance, agent, fluid, object, material or equipment which has to be discarded, destroyed or disposed of. This is because it is worn-out, outdated or broken, as well as unwanted surpluses or leftovers which have no value or use for project or programme. It may be hazardous, non-hazardous, medical, or fluid waste.

Waste management is the activities and actions required to manage waste from inception to disposal. This includes collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process.

Waste management is an important element of environmental protection. Its purpose is to provide hygienic, efficient, economic and stable waste storage, collection, transportation, treatment and disposal without polluting the atmosphere, soil or water table.

DCA shall comply with national laws and treaties in the country of operation and shall seek to respect and implement international standards and conventions on waste management.

Disposal Priority

Before goods/items become waste there may be options or requirements for disposal. When disposing of goods/items which can no longer be used by programmes or in projects for various reasons, a disposal plan using Asset and Inventory Disposal Authorisation (Template 2.02) should be drafted and authorised. Disposal priority should be based on the following:

a) According to donor requirements

b) Transfer to other DCA projects

c) Donate to partners, NGOs, INGOs, end-users, civil or local authority

d) Sell or auction if donor allows

e) Sell or auction to DCA staff if donor allows

f) Disposal as waste

Please see section 2.7 for more thorough guidelines on disposal plans and the above options for disposal.

NOTE: Most donors have specific rules for donation of assets upon project end. Donor rules shall always be adhered to.

Waste Management

Waste Management is understood as the planned and managed separation, storage, collection, movement, processing, treatment and disposal of waste with the emphasis on reduction, recycling, reuse and recovery prior to disposal. It includes both DCA internal waste management practices and systems, and the formal national waste management infrastructure.

Efforts to ensure proper waste management within DCA is important because lack of management can lead to adverse impacts on the environment and public health and safety. The way DCA organizes internal waste management will rely on the available formal waste management infrastructure in the country of operation.

DCA shall seek the best solutions and actions in the different programmes, but DCA also acknowledges that due to lack of national infrastructure and working in conflict and post-conflict contexts, implementing proper waste management structures is a challenge and sometimes impossible in the short-term. However, DCA shall seek to apply a 'do no harm' principle to the extent possible in the context of operation.

Knowledge of the formal waste management infrastructure and system in a country of operation is essential in order to know what systems to put in place for proper internal waste management. Therefore, it is advised to map the infrastructure in the country of operation, including knowledge of the overall legal framework for waste management, and the recycling systems available.

Recycling of products is an essential part of reducing the carbon footprint. DCA shall always seek to prioritize recycling options. In some instances, there may be cost implications related to recycling and such costs must be factored into budgets. The extent to which recycling infrastructure is available will differ from context to context and may not be an option in some countries.

Options for waste disposal:
   a) First option is to use the government waste management infrastructure in place, authorized by National/Local authorities in the country of operation. DCA may be able to utilize the government waste management infrastructure for some aspects of waste disposal. In many of the countries in which DCA operates, the waste management system provided by the authorities does not include recycling of products (plastic, electronics, metals, paper, etc.). If the national waste management system is partially or non-existent for recycling or handling hazardous waste, consider the next option.

   b) Is there a corporate waste and/or recycling infrastructure in the country of operation? E.g., private companies which specialize in disposal or recycling of plastic, metals, motor oil, electronics, vehicle spare parts, etc. If such structures are in place, ensure that they are authorised by local or national authorities, and adhere to international standards. Some recycling industries will follow International standards and may be certified as a qualified recyclers. This will depend on context and products to be recycled. If Certified private companies are available, they should be prioritized.

   c) If no authorized private companies are available, consider neighboring or regional countries.

   d) If proper waste management options are still inadequate or non-existent, please seek advice from other INGOs and UN/EU/US missions. What do they do practically? Can DCA use the same process or is there a need to cooperate to find a joint and best practice solution?

Depending on what waste management infrastructures are in place in the country of operation, DCA's own internal waste management system and procedure shall be adapted to handle waste in a proper and responsible manner.

This includes for example:
- Sorting waste: If Items such as plastic, glass, paper, metals, etc., can be recycled, they should be kept separate from other types of waste.

- Some waste must be transported to specific waste management centers or private companies to be recycled or disposed of.

- Hazardous waste (e.g. used tyres, electronic devices, batteries, motor oil, etc.) must always be separated from non-hazardous waste. It should be stored and transported according to national and international law and safely disposed of so it is not a potential danger to human health and the environment. See section 8.1 on hazardous waste.

Waste Prevention

Preventing products and materials from becoming waste for as long as possible and turning waste that cannot be avoided into a resource, are key steps to reduce impact on the environment, including the carbon footprint. DCA can do this in several ways by reducing consumption, procuring quality products, ensuring proper maintenance and service and procuring less plastic products.

Find below some recommendations on waste prevention in programmes and projects:
- Only procure what is needed and procure quality goods/items (all types of equipment, vehicles, assets and inventory) which are 'fit for purpose'. If possible, include 'green' technical specifications.

- Reduce consumption and waste by ensuring proper and continuous maintenance and repair of goods/items (incl. ICT). When assets are regularly maintained and repaired, the lifespan may be extended, thus postponing and reducing the requirement to purchase new or replacement assets.

- Ensure that, when procuring renewable energy equipment, e.g., solar power items, that it is high quality and fit for purpose. This helps to ensure durability, reducing waste. See Chapter 5 for more guidance on Solar Power.

- Ensure that stores/warehouses are fit for purpose and keep stored products safe from damage and thus becoming waste.

- Apply the correct 'In-out' system to prevent goods/items with a limited shelf life from expiring, thus becoming waste instead of being distributed to end-users.

- If possible, seek to procure recycled or biodegradable goods/items.

- Limit the use of 'one-time' plastic products. E.g., procure large bottles (20 Litres) for water dispensers instead of bottled water (150 -1000ml).

8.1 HAZARDOUS WASTE

Hazardous waste is defined as waste material with properties which make it potentially harmful to Public Health and/or the environment. Hazardous waste can be liquid, solid or gas and requires special precautions when storing, handling, transporting or disposing of, due to its toxicity, corrosiveness, combustibility, or reactivity. Surplus materials and products that contain corrosive, toxic, flammable, or reactive ingredients are also considered to be hazardous waste.

Hazardous waste shall be handled in accordance with National and International law and the Basel Convention on 'Controlling transboundary movements of hazardous wastes and their disposal'.

The list below includes waste commonly found in DCA operations and projects and are to be considered and handled as hazardous waste. This requires specific procedures for storage, handling and disposal:
- Used engine/gearbox oil (mixed) and other lubricants.
- Contaminated fuel and materials.
- Used batteries and battery acid.
- Used tyres.
- Scrap metal - used vehicle parts, corugated sheeting, fuel drums etc.
- Refrigerating equipment containing ODS (Ozone depleting substances) and other refrigerants.
- Equipment containing mercury (procurement of new equipment containing mercury is banned in accordance with the Minamata Convention).
- Electronic and electrical items such as mobile phones, tablets and laptops contain certain elements which are regarded as hazardous waste.
- Medical waste, including expired medical products and pharmaceuticals (see section 2.8 also).
- Some types of construction waste – such as asbestos.

- Obsolete chemical stocks, including pesticides and herbicides.
- Paints, solvents and other industrial chemical liquids.
- Radioactive elements.

Safe disposal methods and guides shall be organized by the Programme Management to ensure the local population and the environment are not harmed by the disposal of hazardous waste.

Hazardous waste must always be kept separate from non-hazardous waste, and liquid hazardous waste must be stored responsibly in containers, barrels, closed tanks, drip pads, or other nationally specified storage before final waste disposal via the formal waste management infrastructure (operated by national authorities or authorized private entities). Hazardous waste, such as engine oil or oil filters, should never be dumped onto the ground, into a pit or sent to a municipal landfill with non-hazardous waste. These are toxic pollutants and need to be treated accordingly.

As a rule, the containers, closed tanks or other storage must be made of materials suitable for the waste they hold, made of the correct material and in good condition so as to prevent leaks.

Containers holding hazardous waste must always be closed during storage and shall be sealed with a screw type lid to prevent leakage, only to be opened if additional waste is to be added. Such containers must always be labelled with minimum information on the content (e.g. chemical content, date of sealing the container, contact phone number).

National Authorities in the country of operation may have specific requirements for storage and labeling which must be adhered to. If hazardous waste is handled by private companies, they may have specific requirements also. Please consult the relevant authorities or private companies.

9 GLOSSARY

Term	Abbreviation	Definition
Air Waybill:	AWB	Used for Air shipments and is evidence of a contract between the shipper and carrier and serves as A) receipt for the goods being shipped: B) dispatch note listing any special instructions: C) invoice evidencing freight charges: D) insurance certificate: E) Document for export, import and transit requirements: F) delivery receipt.
Bill of Lading:	BL	An acknowledgement for the receipt of goods for shipment by sea, that also contains terms and conditions.
Control of Substances Hazardous to Health	COSHH	Regulations requiring that wherever there is potential for exposure to hazardous substances during the course of work, an assessment of risk is carried out.
Dangerous Goods	DG	Goods which are defined according to international standards as Dangerous Goods and must be handled in a specific way during transport.
End-User Certificate	EUC	A document certifying the end use of the items that are being provided and are subject to export restriction and licensing.
Fleet		The fleet is made up of both vehicles (cars, 4x4s, ambulances, trucks and heavy equipment, motorbikes, trailers, motorboats, etc.) and generators.
Fraudulent Practice		Any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, the Contracting Authority to obtain a financial or other benefit or to avoid an obligation.
Gift Certificate	GC	A certificate issued in ADMIND by DCA that states that goods or materials supplied are a gift and not supplied for commercial profit or gain.
Hazardous Waste		Hazardous waste is defined as waste material with properties that make it potentially dangerous or harmful to human health and/or the environment. Hazardous waste can be liquid, solid or contained gasses and requires special precautions when storing, handling, transporting or disposing due to its toxicity, corrosiveness, ignitability or reactivity.
High Frequency	HF	Refers to radio equipment used for long distance transmissions.
Incoterms		Internationally recognised standard trade clauses published by the International Chamber of Commerce mostly used for international sales contracts. The standard clauses can be adopted as the legal regulation for delivery of resources and distribution of cost and risks between the seller and the Contracting Authority in a contract.
Information and Communication Technologies	ICT	ICT is an umbrella term that includes any communication device or application, encompassing radio, television, cellular phones, computer, network, software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning.
Improvised Explosive Device	IED	A bomb constructed and deployed in ways other than in conventional military action. It may be constructed of conventional military

		explosives, such as an artillery round, attached to a detonating mechanism. *IEDs* are commonly used as roadside bombs.
Purchase Request Form	PRF	The Purchase Request Form starts the procurement process. It contains all relevant information to undertake the purchase hereunder the technical specifications or the Terms of Reference. The Form is authorized by relevant staff to ensure availability of a budget and organisational knowledge
Request for Quotation	RFQ	Enquiry from the buyer to a potential supplier to provide information giving details of an item available for purchase its price and its period of delivery, usually with the validity for acceptance within a fixed period
Service Contract		A contract for the provision of a defined service. It covers all intellectual and non-intellectual services other than those covered by Supply and Works Contracts. Service Contracts equally comprise Study, Freight (if not included in the Supply Contract) and Technical Assistance Contracts
Supply Contract		Covers the purchase, operational leasing, rental or hire purchase, with or without option to buy, of supplies. Whenever rental of venues for meetings, conferences etc. is a direct project cost, it is categorised as a Supply Contract. The delivery of supplies may in addition include siting, installation and maintenance.
Value Added Tax	VAT	A tax paid by each supplier on the value that is added to any goods or services they are involved in. It is used as a way of spreading liability for charging and collecting tax at every stage through which goods and services pass to reach the end consumer or customer.
Vehicle		A term which includes cars, 4x4s, ambulances, trucks & heavy equipment, motorbikes, trailers, motorboats, etc.
Very High Frequency	VHF	Refers to radio equipment used for line-of-sight short distance transmissions
Waste		Any substance, agent, fluid, object, material or equipment which has to be discarded, destroyed or disposed of as waste. This is because it is worn-out, outdated or broken as well as unwanted surpluses or leftovers which has no value or use for the project or programme. It can be both hazardous, non-hazardous, medical or fluid waste
Waybill	WB	A document which records the list of goods and materials which are being carried on a particular journey from named point to named point.

10   LIST OF TEMPLATES

Below is the list of all templates related to the DCA Logistics Manual. The latest update and the latest version will always be available from the Logistics Manual Webpage.

ASSET & INVENTORY MANAGEMENT TEMPLATES	
2.00	Asset and Inventory Management List
2.01	Asset and Inventory Contract
2.02	Asset and Inventory Disposal Authorisation
2.03	Asset and Inventory Disposal Certificate
2.04	Asset and Inventory Damaged, Lost, Stolen Report
2.05	Asset and Inventory Repair Report

STOCK & WAREHOUSE MANAGEMENT TEMPLATES	
3.00	Stock Item Entered in ADMIND
3.01	Stock Card
3.02	Goods Receipt Note / GRN
3.03	Stock Request
3.04	Items Taken from Stock
3.05	Internal Waybill
3.06	Packing List
3.07	Stock Check and Reconciliation Report
3.08	Damaged, Lost, Stolen Stock Report
3.09	Stock Report
3.10	Stock Management Workflow
3.11	Purchase Request Form
3.12	Internal Order Form
3.13	Purchase Request Form Tracking
ADMIND	Gift Certificate (Pro-Forma Invoice, Packing List, Receipt)

FLEET MANAGEMENT TEMPLATES	
4.00	Driving and Vehicle Regulations
4.01	Driving Test Daily Checks and Wheel Change
4.02	Daily Vehicle Check
4.03	Vehicle Log Sheet
4.04	Generator Log Sheet
4.05	Motorbike Log Sheet
4.06	Boat Log Sheet
4.07	Monthly Repair and Service Costs
4.08	Vehicle Defects/Faults Report
4.09	Vehicle Service Schedule