FORWARD



In order to safeguard effective public financial management, good governance, prudent public assets management and effective service delivery as a way of fulfilling one of the macroeconomic aspirations in the "New Direction Government" of focusing on "... Prudent Public Expenditure Management ...", it is only fitting that the Ministry develops an efficient and effective Government Vehicle Fleet Policy (VFP) in sync. with other relevant stakeholders. The Sierra Leone Government Vehicle Fleet Policy is designed to improve operational mobility and efficiency of Public Servants in their service delivery in a responsible and cost-effective manner. The importance of vehicles to the effective and efficient functioning of Government cannot be overemphasised. Evidently, corresponding costs to fleet operations can be huge if not well controlled or managed. Financial records show that, for the longest time, the Sierra Leone Government has not only suffered enormous costs of acquiring vehicles for official use, but also in running and maintaining the fleet.

The principal objective of this policy, therefore, is to reduce expenditure on the management of Government vehicles by adopting a revolutionary arrangement such as the Government Vehicle Loan Scheme for its employees.

The successful implementation of this policy needs the unflinching support of all stakeholders at all times. Therefore, it is expected that all MDAs invest an ardent interest in adhering to the provisions of this document in so far as it relates to Government Vehicle Fleet Management. To enhance adherence, the Policy clearly spells out guidelines in ensuring that Government vehicles, during use for delivering public services, are managed effectively and efficiently; all rooted in the implementation of the Public Financial Management Act of 2016. This policy, the first ever, maps-out a clear framework for the Acquisition, Use and Disposal of Government vehicles; as well as allowing for coordination between MTA and the End-users (MDAs) of Government vehicles.

ACKNOWLEDGEMENT

With best regards, I acknowledge and thank His Excellency, Brigadier (Rtd.) Julius Maada Bio and Cabinet for welcoming and approving the Government of Sierra Leone Vehicle Fleet Policy for implementation. I should also like to express my deep appreciation to all stakeholders, prominent among whom are the Minister of Finance - Mr. Jacob Jusu Saffa, the Financial Secretary - Mr. Sahr Lahai Jusu, my Permanent Secretary - Mr. Brima Sylvester Tavegutu Kebbie and the Staff & Management of the Ministry of Transport and Aviation (MTA); for their tireless invaluable support and input into the development of this Policy. Their aptitudes, visions and leadership they rendered were crucial in modelling the Government Vehicle Fleet Policy (VFP) that should form the foundation for a proficient management of Government vehicles. The Ministry is extremely grateful to the Cabinet Secretariat (CabSec) and other MDAs and Non-Governmental Organisations that contributed diligently to the process of preparing this Policy.

KABINEH M. KALLON

Minister of Transport and Aviation (MTA)

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1. BACKGROUND

The Government of Sierra Leone (GoSL) needs an efficiently managed fleet of vehicles for its day-to-day programs and operations; the absence of which militates against the realization of the objects of state governance. There has been growing public perception, supported by clear-cut evidence that government vehicles are frequently used for purposes other than the delivery of government services.

The GoSL seeks to design a policy framework that optimizes the management and use of government vehicles for the benefit of all Ministries, Departments, and Agencies (MDAs) and projects/programs initiated with a view to promoting effective and efficient service delivery across the country.

The procurement of vehicles constitutes one of the capital expenditures by Government over the years. In spite of that, the management of these products has largely been fragmented and ad-hoc leaving the individual Government MDAs to unilaterally manage their fleet without recourse to the Ministry of Transport and Aviation (MTA). The unilateral management is not only unsustainable, but has often brought huge financial implications to the GoSL.

There is evidence that government fleet in their entirety have not been effectively managed as a comprehensive database was not established, evident in the report of the stock-take exercise that was carried out by the Government Vehicle Recovery Committee in 2018.

There is currently no reliable and accessible source of data for the GoSL, State-Owned Enterprises (SOEs), and donor funded projects vehicles showing purchase costs, age, depreciation, expected useful life and user agency. It is estimated that there are Ten Thousand (10,000) vehicles that are owned by the MDAs, and donor funded projects.

A fair estimate is that, in five (5) years of the useful life of the vehicles, it would cost the GoSL up to six trillion (Le 6,000,000,000,000 i.e17.6 % of GDP) to purchase and maintain the vehicles.

In 2016 alone, the GoSL spent about Le 109,473,632,951 (US$14,596,484) on vehicle purchase, maintenance, fuel and lubricants. In 2017, GoSL spent Le10, 412,292,453 (US$1,388,305) on vehicle maintenance, and Le 25,913,928,673 (US$ 3,455,190) on fuel and lubricants alone. This excluded capital costs for thousands of vehicles purchased over the years; usually at high prices. The figures can quadruple if one takes into account vehicles and maintenance costs incurred by security forces (which are self- accounting agencies), state owned enterprises, commissions, and donor-funded projects.

With a national budget size of about six hundred million dollars (US$600m), the current state of purchase and maintenance costs of vehicles are considered unsustainable and it is inconsistent with the President's vision of the New Direction.

As a demonstration of Government's commitment to expenditure controls and management, His Excellency the President in his public pronouncement on public expenditure management and controls issued an Executive Order that "with

immediate effect, the purchase of vehicles by MDAs and public corporations is banned until a new fleet management policy is in place". (Executive Order No.1). That was also re-echoed in His Excellency's address to the nation at the State Opening of Parliament on 10th May 2018.

Those pronouncements underscore the Public Financial Management (PFM) Act of 2016; which provides guidance for the prudent and transparent management and use of public resources.
The Ministry of Transportation and Aviation has the mandate to ensure compliance with the acquisition, usage, maintenance and road-worthiness requirements of all GoSL Vehicle Fleet.

Therefore, the GoSL needs to articulate a clear policy that guides and directs the effective and efficient use of government automobiles. Development of such policy will serve to address fleet management and other associated challenges.

The policy will be geared towards reducing capital, maintenance, and running costs, minimize wastages, and the misuse of government vehicles. It will also ensure that government officials use the most appropriate and cost effective modes of transportation for effective service delivery.

2. THE POLICY

2.1 Policy Statement

The Ministry of Transport and Aviation has the mandate to provide oversight and policy guidance to ensure that a fleet management policy is in place.

This Policy supersedes any previously written or/and practiced guidelines or procedures. Compliance with this policy is a requirement for all MDAs, Projects and Programs initiated by the GoSL, and shall be used as a guide for all other statutory authorities and government business/enterprises. This policy shall be consistent with all relevant legislations, policies and contractual arrangements.

Government vehicles are the property of the Government of Sierra Leone and should be exclusively used to deliver government programs, projects, and services; except in the case of vehicles under the Loan Scheme as described below in this policy.

The MTA shall assign vehicles to the various MDAs for the purposes of fulfilling the operational mobility and commuting travel needs of Government staff in a manner that ensures maximum mobility and accessibility. Nonetheless, the GoSL reserves the right to re-assign state-owned vehicles as and when deemed necessary.

All MDAs of the GoSL will ensure the fulfilment of the transportation needs of Government officials mainly through:

i. Outlining the scope of the vehicle loan scheme and explicitly making it transparent and easy to operate;

ii. Ensuring that, where applicable, the government vehicle fleet on the vehicle loan scheme will be established by combining operational need and remuneration benefit to applicable staff taking into consideration both full private and commuter use;

iii. Outlining the scope of the vehicle pool system and explicitly making it transparent and easy to operate.

The procurement of all Qualified Non-Personal Use Vehicles (QNPUV) for example the Police, Military, and Ministry of Health's ambulances shall be the responsibility of the relevant institutions under the supervision of the MTA. All QNPUV must be registered with a running number with the Sierra Leone Road Safety Authority (SLRSA).

All vehicles donated directly or indirectly or purchased as part of a project must be registered with the SLRSA as a government vehicle. The beneficiary MDA must inform the MTA prior to the registration of the said vehicles.

There shall be a comprehensive transfer of ownership of project vehicles to the government after the completion of donor funded projects as consistent with their Project Appraisal Document (PAD). Project Implementing Units (PIUs) must provide an inventory of all project vehicles to MTA for the purposes of tracking and updating the government vehicles database;

Making provisions for an annual reassessment of purchase and operating costs of vehicles considering cost escalation and inflation;

Establishing a GoSL Fleet Management Directorate at MTA with the responsibility of overseeing the policy implementation and operational strategies for fleet management; including the supervision and monitoring of the implementation of all components of the Government fleet policy.

3. POLICY OBJECTIVES AND EXPECTED OUTCOMES

Generally, this policy aims at providing the strategic framework for reducing capital, maintenance and running cost of government vehicles/fleet while ensuring mobility and operational efficiency to eligible government employees. It aims to ensure that vehicle usage supports the Government's service delivery requirements and delivers effective outcomes in vehicle efficiency, safety, and environmental performance.

3.1 Policy Objectives

Ensure the reduction in capital cost of vehicles to government, maintenance, running costs, minimize waste, misuse and abuse of public assets through:

i. Establishment of a fleet management system (using technology) and assign responsibilities for the supervision and implementation of the different components of the fleet policy at the MTA as well as other relevant MDAs;

ii. Formulation of policy guidelines for vehicle procurement, management, disposal, transfer, hiring/leasing and vehicle loan contracts as well as providing adequate safeguards against substandard service and negligence;

iii. Development of a Central Fleet Management Database at MTA;

iv. Collaborating with the private sector to help pre-finance the loan scheme and other aspects of the strategy.

v. Ensuring transparency, efficiency and competitiveness in the allocation and use of government resources in the area of fleet management.

3.2 Expected Outcomes

In line with the objectives listed above, the key outcomes of this policy will be:

i. A comprehensive strategic framework for Government fleet management that is well defined and transparent;

ii. Efficient fleet operation and management system for the GoSL;

iii. A reduction in the existing cost of vehicle purchase, operations and maintenance to a fiscally responsible level;

iv. A robust Government Fleet Management Directorate established as well as Central National Fleet Management Database at MTA. Given the current challenges with the efficient management of the database at SLRSA and the fact that SLRSA focuses on both private and government vehicles, the directorate at the MTA will help to fill in that database management gap for government vehicles and help provide corroborative information on government vehicle fleet;

v. The safety of GoSL employees when operating government vehicles;

vi. The establishment of standards and procedures and codes for all GoSL employees who drive GoSL vehicles;

vii. Set standards for physical management and internal controls to ensure that vehicles are safeguarded against arbitrary and inappropriate utilisation and disposal;

viii. Specify the processes required before expenditure on the maintenance of vehicles is incurred.

4 APPLICATION AND RESPONSIBILITIES WITHIN THE FLEET POLICY

Table 2: Roles and Responsibilities

4.1 Application

This policy will apply to all public institutions (including the Military, Police, and Bank of Sierra Leone-BSL) and private vehicle operators that provide transport services to the Government. It covers all Government owned, leased, and/or hired vehicles utilised for Government businesses.

4.2 Responsibility

The responsibility of the public institution as well as that of the employee in relation to the Fleet Policy will be as follows:

i. Ensure that all employees and private vehicle operators are aware of all policies related to the use of any government owned, leased, hired or specialised vehicles;

ii. Monitor the usage of vehicles where and when necessary;

iii. Enforce the rules and regulations of these policy directives.

It is the responsibility of employees to:

i. Use Government-owned, leased or hired vehicles for work related purposes except in the case of vehicles under the loan scheme;

ii. Not participate in any activities which are in violation of laws, rules and regulations of the GoSL or this policy.

5. SCOPE OF THE FLEET POLICY

In line with the stated objectives, the policy will have corresponding specific components as outlined in the following paragraphs:

5.1 Domain of the Fleet Policy

i. This policy will apply to all MDAs (including the Military and Police), Programs and Projects initiated by the GoSL and covers all owned, leased, donated and/or hired vehicles/ specialized vehicles of the GoSL;

ii. This Policy supersedes any policy, guidelines, procedures and agreements previously written or understood, and/or practiced;

iii. This Policy applies to all personnel in GoSL MDAs and to all vehicles bearing registration identification 'GV';

iv. Though this policy shall apply in general to QNPUVs, it shall take into consideration the specialized nature of same in its application.

5.2 Legislation

The Government Vehicle Fleet Policy is limited to various policies, guidelines and processes relevant to managing a vehicle fleet. It shall not take precedence over any legislation(s) outside the scope of vehicle fleet management. This policy should not be used as a definitive guide to the law and should be read in conjunction with relevant legislations at all times.

Table 1: Vehicle Related Governance Legislations and Polices

Policy Consideration	Related Legislature
Safety	*The Sierra Leone Road Safety Act*
Environment	*The Environment Protection Act (EPA)*
Public Service Employees	*Civil Service Code, Regulations and Rules*

5.3 Authority

The Permanent Secretary-PS of MTA shall be the issuing authority for this Policy. He shall also be the issuing authority for the disposal of all GoSL Vehicle Fleet in accordance with such laws, policies and rules governing Government procurement as may be in effect.

5.4 Accountability

i. The Minister of Transport and Aviation is accountable to the Cabinet for the implementation of this Policy;

ii. The Permanent Secretary is accountable to the Minister for the administration of this Policy;

iii. The Director of the Directorate of Government Vehicle Fleet Policy is accountable to the Permanent Secretary for the enforcement of this Policy;

iv. Each member of the Transport Cadre in the various MDAs is accountable to the Director of the DVFMP for the compliance with this policy.

An overview of the fleet management roles and responsibilities by various stakeholders is given in table 2 below:

Table 2: Roles and Responsibilities of Various Stakeholders

MDA	Roles and responsibilities
MTA (LEAD INSTITUTION)	Oversees Government's vehicle fleet management policy Management of the GoSL Fleet Policy. Provision of fleet services to selected client departments and agencies. Develop organization - specific requirements and maintain internal motor vehicle operational procedures and practices;
MoF, MTA and SLRSA (SUPPORT)	Development of the GoSL fleet policy and procedures; Develop a fleet management framework; Financing the purchase of Government fleet;
SLRSA (SUPPORT)	Register all Government vehicles and share information with MTA; Carry out pre and post maintenance checks; Training of transport cadre - officers and drivers.
MTA / MoF / NPPA and NAGPC (SUPPORT)	Determine the policies and procedures for the procurement and disposal of vehicles as requested by MDAs in accordance with the Finance and Procurement Acts.
MTA / SLRSA / MDAs NAGPC, ACC (SUPPORT)	Ensure all Managers and drivers of government vehicles acquaint themselves with the key aspects of the VFP; Enforce the policy with the help of the Police and the ACC.
GOVERNMENT DRIVERS (SUPPORT)	Comply with applic able aspects of this document; and Drivers Standard Operating Procedures Comply with all driving, vehicle / traffic and occupational legislation, codes of conduct, and agreements, etc.

6. INTERNAL POLICIES AND PROCEDURES

Heads of MDAs and Projects related to government initiatives or authorised delegates are responsible and accountable for managing their vehicle fleet in accordance with the GoSL Vehicle Fleet Policy. In this respect, they are required to develop internal fleet policies and procedures to cover the implementation, operation and monitoring of sound practices and adequate controls aligned with the fleet policy. This includes rules and guidelines specific to their needs. All vehicles allocated to MDAs shall be the property of the GoSL. Therefore, Officer(s) transferred from one MDA to another must ensure vehicles are properly accounted for to the incoming Officer(s) through the Heads of MDAs.

6.1 General Guidelines for Government Vehicle Usage

6.1.1 Vehicle Usage

The user of Government-owned/leased/hired vehicle shall abide by general guidelines as specified in the Fleet Policy. Failure to comply with this policy will lead to disciplinary action under the relevant legislations that may apply. Disciplinary actions may include dismissal or imposition of fines and cancellation of the service contract for the private vehicle operators who are selected through an open bidding process.

The following shall also apply:

i. Any person using a Government vehicle shall do so only with the proper institutional authorisation and in accordance with this Policy;

ii. Only assigned driver shall drive a government vehicle, without written authorization from his or her Departmental Head.

iii. Any person who, knowingly, has health issues that could possibly impair his/her ability to drive should not be allowed to drive until such a time he/she is certified by a Medical Doctor.

iv. Safety belts must be worn at all times when operating a Government vehicle;

v. Government vehicles should be used only for their intended purpose.

To qualify to drive a government vehicle, a person must:

i. Be a *bona-fide* employee of GoSL;

ii. Hold a valid Sierra Leone Driver's License (minimum of six months validity) in the appropriate category;

iii. Hold an appropriate class of Driver's License or a Visitor's Temporary Driver's License issued under the Road Traffic Act 2007 for visiting officials or contractors.

6.1.2 Guidelines for Drivers

In addition to the specific guidelines outlined in the Drivers' Standard Operating Procedures, the following also apply:

i. Drivers shall report for duty on time and any late arrival will be penalised;

ii. Drivers shall be responsible for keeping their vehicles clean and tidy at all times;

iii. Drivers are responsible for completing any logbooks or report forms placed in the vehicles by Fleet Management;

iv. Monthly kilometre returns should be prepared for each vehicle in triplicate showing total kilometre covered, total litres of fuel and oil/ lubricant consumed;

v. Heads of MDAs or their designated authorities shall certify such logbooks. The original copy shall be held at the MDAs, the second copy kept at SLRSA and the third copy at MTA;

vi. A Transport Officer shall investigate any substantial variation in the average kilometre per litre and the Report shared between the MDA and the Fleet Management Directorate;

vii. All drivers must provide an accurate odometer reading each time they refuel their vehicle; when they are due for servicing; and when vehicles are due for replacement;

viii. Drivers may be required to refund the cost of repairing any milometer/ odometer, which becomes unserviceable other than as a result of an accident or fair wear and tear;

ix. Drivers are required to comply with any maintenance schedules set out for the vehicle and replace any unfit vehicle as determined by the competent authority;

x. In the case of accidents involving Government vehicles, drivers must report to the appropriate authority as well as the Police as required by the relevant traffic law;

xi. Drivers of government vehicles are required to observe all traffic laws, including regulations and by-laws relating to all aspects of motor vehicle operation in the applicable jurisdiction of operation;

xii. Persistent violation of the standard practices as specified in this Policy or service contract may result in the cancellation of the lease/hiring contract after issuing at least two cautionary notices for improvement by the appropriate authority;

xiii. Drivers are personally responsible for the payment of all fines resulting from their use of government vehicles. Subject to an investigation, the misuse and/or unauthorised use of a government vehicle may result in penalties being imposed on the driver, (and the driver may be held personally responsible for damages caused to a government vehicle, a third party and/or property); and

xiv. The Transport Officer has the responsibility for investigating and reporting to the appropriate MDA or relevant authorities on any apparent or alleged misuse of government vehicle. Responsibility for punitive or recovery action rests with the MDA.

7 THE STRATEGY

7.1 Vehicle Life Cycle

7.1.1 Selection Criteria for Government Owned, Leased or Hired Vehicles.

In order to fulfil the demand for new vehicles, the Government Fleet Management Team will collect information regarding the needs of each Government institution and make arrangement for new vehicle acquisition considering, among others, the following key criteria:

7.1.2 Type of Vehicles to acquire, Lease or Hire

Before the acquisition of a government fleet/vehicle, the requesting MDA/ institution shall present a written justification for the vehicle need and specification.

The Fleet Management Team will establish the life cycle for vehicles requested taking into account vehicle type, work environment, as well as road condition in which the vehicles are likely to perform. The Government Fleet Management Team reserves the right through the competent authority (SLRSA) to modify the specification or recommend thereon followed by a written statement justifying their recommendation and potential use to ensure that they are well suited for the intended purpose.

The relevant authority will prepare a written statement of justification while recommending any vehicle type taking into account anticipated costs, fuel and operational efficiency, potential risks of mechanical failure/break down, safety standards and pollution rating that meets the needs of the potential users. While preparing the specification for acquiring new vehicle, the authority will follow manufacturer ratings, including load carrying capacity and trailer pulling capacity. In addition, all applicable government laws, rules, and regulations will have to be followed concerning vehicle type selection.

The Government Fleet Management Team will establish a life cycle for each vehicle type at the time of vehicle acquisition taking into account vehicle type as well as the work environment and road condition in which the vehicle is likely to perform. This life cycle will be used in calculating vehicle depreciation, running cost per km and Km Indemnity annually.

7.1.3 Financing Considerations

The competent authority will make cost-effective decisions considering the available budget, relative amount of Government's subsidy and alternate financial options like vehicle rental, vehicle leasing and shared vehicle ownership when acquiring new vehicles.

The selection of vehicles must be based on needs, taking into consideration operational suitability, budget, government programs or initiatives affecting vehicle selection, vehicle efficiency, safety, environmental performance.

Guidelines for vehicle hiring contracts will be developed as part of the Implementation and Management Framework (IMF) documents. This will aid effective private sector contributions for management of Government vehicle fleet in ensuring efficiency, productivity and cost-effectiveness.

7.1.3 Financing Considerations

8. THE VEHICLE LOAN SCHEME

Cabinet has approved a Vehicle Loan Scheme. The Vehicle Loan Scheme will apply to officials in Grade 10 and above, Heads of State-owned enterprises/ corporations and other state functionaries.

8.1 Vehicle Loan Scheme Entitlements

Beneficiaries under the Vehicle Loan Scheme are entitled to:

i. A 50-percent discount from the GoSL on the total retail cost of the vehicle;

i. A full tax exemption on the retail cost of a vehicle;

ii. A monthly lump sum that will cover the expected running costs [details to be spelt out in the Implementation and Management Framework (IMF) document];

iii. Kilometre indemnity to cover the additional fuel, maintenance and depreciation costs for using the vehicle for (official) long distance travel outside the main workplace; for example, outside the capital city instead of hiring another vehicle during the period of loan repayment.

To be eligible for Km indemnity payment, the concerned beneficiary shall obtain necessary authorization for travel outside the main place of work from the competent authority. However, the hiring of vehicle for beneficiaries of the Vehicle Loan Scheme may be a preferred option where payment of Km indemnity for a single or a group of beneficiaries travelling in the same destination is more expensive.

8.2 Duration of the Vehicle Loan Scheme

The duration of the Vehicle Loan Scheme shall be five (5) years. After 5 years, the beneficiary will be entitled to take over the full ownership of the vehicle if the loan has been paid off. The beneficiary will then be able to re-enter the scheme. The Ministry of Transport will provide (through Ministerial Instructions and Guidelines) how to manage the transitional period between the end of the period of the scheme (5 years) and the re-entry of the beneficiary into the scheme in case the beneficiary fails to pay-off the loan on a vehicle at the end of the five-year period.

The Beneficiary shall not incur custom duty on the vehicle at the end of the five (5) years having successfully paid the loan.

If the beneficiary chooses to pay off the loan before the end of the loan scheme period of five (5) years, the following conditions shall apply:

i. Pay off within two years, the beneficiary shall pay 100 percent of the retail price, including the applicable prorated rate;

ii. Pay off within three years, the beneficiary shall pay 75 percent of the retail price, including the applicable prorated rate;

iii. Pay off within four years, the beneficiary shall pay 50 percent of the retail price, including the applicable prorated rate; and

iv. Beneficiaries to whom Conditions 1-3 above apply, shall not be eligible to re-enter the Scheme before the end of the five years period.

Any beneficiary under the Vehicle Loan Scheme will be allowed to use the vehicle for both official and private purposes. However, fuel calculations used to determine provisions in the monthly operational costs will be based on official use only.

Beneficiaries under the Vehicle Loan Scheme are also not allowed to use the vehicle for any commercial purpose, such as hiring, leasing, etc. during the loan repayment period of the vehicle.

8.3 Acquirsition of New Vehicles for the Loan Scheme

Before purchasing a vehicle, a beneficiary of a Vehicle Loan Scheme would be requested by the Government Fleet Management Directorate to enter into a contract with the GoSL concerning the purchase of a vehicle under the Vehicle Loan Scheme. This contract will fix the terms and conditions of purchasing the vehicle under this policy. The competent authority will make cost effective decisions considering available budget, salary of beneficiary and remaining time in the government service and accrued benefits.

The GoSL (MTA & MoF) will engage with the private sector to pre-finance the purchase of the vehicles through an agreed designated bank that shall operate the loan scheme on behalf of the GoSL and the private sector pre-financier.

A three-way contract will be signed between the GoSL (MTA & MoF), the public servant and the private sector financier.

While acquiring a vehicle under Vehicle Loan Scheme, the beneficiary will be allowed to choose approved vehicle types (See Section 18 - Fleet Management framework) with respect to the prescribed financial ceiling for each eligibility category as indicated in the accompanying Ministerial Instructions.
The Competent authority shall determine the type and cost ceiling of the vehicle to which the loan scheme is applicable.

8.4 Vehicle Running Cost

Every beneficiary under the Scheme will be entitled to receive a monthly lump sum as prescribed in the Vehicle Loan Scheme Entitlements section of this document (see Section 8.1.1 (3)). The following sections outline the recommended procedure for calculating lump sum for the various schemes.

The constituent elements of the lump sum are:

A. Variable vehicle-running costs; and
B. Fixed vehicle-running costs.

8.4.1 A. Variable Vehicle Running Cost:

The constituent elements of the variable cost are:

i. Fuel consumption cost,
ii. Maintenance and repairs cost;

(i) Fuel Consumption Cost

In estimating fuel consumption under the Vehicle Loan scheme, beneficiaries will be entitled to use their vehiclee for official use. The fuel efficiency in terms of vehicle-kilometre (km) per litre will be determined by the Government Fleet Management Directorate; considering type of vehicle appropriate for the position of the beneficiary, terrain and operating environment. The accompanying Ministerial Instructions will communicate the agreed amount.

In estimating fuel consumption under the Government Operated Pool, the Government Fleet Management Directorate considering type of vehicle appropriate for the position of the beneficiary, terrain and operating environment will provide an estimate for fuel usage per vehicle. Re-fuelling will be informed by mileage recorded in the log books.

(ii) Maintenance and Repair Cost

The constituent elements of maintenance and repair costs are:

i. Lubricant costs,
ii. Tyre replacement and
iii. Parts consumption and repair costs.

The annual maintenance and repair cost for beneficiaries of the Loan Scheme and for vehicles in the Government Operated Pool (GOP) shall be determined by the Government Fleet Management Directorate; taking into consideration the operating terrain, vehicle type, nature and extent of use after collecting all relevant information from SLRSA and other competent institutions in the sector. The accompanying Ministerial instructions will communicate the agreed amount.

The average maintenance and repair cost per beneficiary will be adjusted annually before October every year taking average price of different constituent elements of the maintenance and repair cost of the last quarter of the previous financial year. These adjustments should take effect on the following financial year. In absence of reliable data, the repair and maintenance costs can be taken as 36% of the fuel costs as per industry standards.

8.4.2 B. Fixed Costs

The elements of the fixed costs are:

i. Insurance cost
ii. Driver cost and
iii. Annual License.

The estimation process of the fixed cost is described in brief below.

i. Insurance Cost

The total annual insurance cost per beneficiary will consist of providing a Comprehensive Insurance Cover. The sum insured shall be for the full cost of the vehicle. GoSL shall be the first loss Payee.

The beneficiary will be responsible for purchasing insurance cover that is adequate for the vehicle's use (e.g. Vehicle Loan Scheme must be covered for Social, Domestic, Pleasure & Professional or Carriage of own Goods). The appropriate employing MDA must ensure that valid comprehensive liability coverage has been obtained. The scope of the comprehensive insurance shall cover:

i. Any accidental damage to the insured's own vehicle, accessories and spare parts arising in Sierra Leone;

ii. Accidental loss or damage by fire and/or theft of the vehicle;

iii. The driver's legal liability for damage to property belonging to other persons such as cars, fences, street lighting, etc.

Crash Liability

i. In the case of an accident, the driver must complete a Motor Vehicle Insurance Claim form, have it signed by their Transport Officer and then forward same to the Insurer (in accordance with departmental procedures) within forty eighty (48) hours after the accident;

ii. Drivers of government vehicles must report the full details of all accidents, hazardous situations, injury, vehicle damage and other property damage to their supervisor and their Transport Officer immediately;

iii. Under occupational health and safety requirements, all incidents and hazardous situations are to be investigated and followed up to determine suitable risk control measures for preventing further incidents as far as is practical;

iv. If the accident or other incident is wholly or mainly due to the driver's own culpable negligence or misconduct, including failure to comply with this Policy, the driver may be required to reimburse the GoSL for any costs incurred as a result of the accident or incident;

v. If an accident or other incident occurs while the vehicle is being driven for personal use, regardless of whether the accident or other incident is wholly or mainly due to the driver's own culpable negligence or misconduct, the Driver will be required to reimburse the GoSL for any costs incurred as a result of the accident or incident.

In order to minimize the potential detrimental impacts of accident, breakdown and other mechanical failure and to continue providing transportation facilities, a vehicle replacement insurance policy will be compulsory for every Vehicle Loan Scheme. The replacement insurance shall cover the costs for at least 10 consecutive days of replacement service in case of breakdown and repair for:

i. Towing or transporting the insured vehicle;

ii. Accommodation and/or transport home;

iii. A replacement vehicle for at least 10 consecutive days.

The Government shall bear 100% of the cost of vehicle replacement insurance premium as a part of the payment for monthly lump sum for vehicle running cost. Any vehicle received as a replacement vehicle from the concerned insurance company will be under the responsibility of the beneficiary.

In compliance with the terms of the Vehicle Loan scheme, the Government shall bear 100% of the recognized working days applicable to the various categories of beneficiaries as indicated in this policy, and ministerial instructions of the insurance premium for any comprehensive insurance policy as a part of monthly lump sum contribution for vehicle running cost. The government will not pay any additional insurance premiums arising from the loss of safe driver discounts resulting from an accident.

ii. Drivers' Cost

Drivers of Vehicle Loan Scheme beneficiaries, Qualified Non-Personal Use Vehicles, Permanently Assigned Vehicles and Government Pool Vehicles will remain on the Government payroll.

A decision would be made on future arrangements for drivers depending on the level of private sector participation in providing fleet management services in the future.

iii. Annual License

The Sierra Leone Road Safety Authority (SLRSA) will determine the annual license per vehicle. Every new as well as existing contract after the annual re-evaluation will use new tax rates and monthly lump sum for vehicle running cost and will be updated accordingly. These adjustments should take effect in the following financial year.

8.5 Toll Gates

All government motor vehicles using toll roads shall pay the scheduled toll as set by the operator or the applicable agency in any jurisdiction. Provision for toll gate fees for official travel will be included in the annual budgets of MDAs. All toll costs incurred by government vehicles' part for private or non-government business are the responsibility of the driver.

8.6 Advantages of Vehicle Loan Scheme

The Loan Scheme comes with the following advantages:

i. Ownership of an asset 50% paid for by the government will serve as recognition and motivation to the Public Servants given the rel atively low remuneration rates;

ii. It gives the beneficiary a stake in the management of the vehicle knowing that at the end of the loan period, the vehicle becomes his/hers. The same care might not be applied to similar vehicles in the pool;

iii. It will also reduce the shock of a sudden change from PAV to Pool on senior staff like the Permanent Secretaries and Directors and heads of SoEs and Commissions; and

iv. Might motivate low ranking staff to work-hard to attain the levels that give them access to the vehicle loan facility.

It is important to note that this Policy will save the government significant costs when compared to the existing loose approach to fleet management. Fuel, maintenance and indemnity costs are already in existence and most times being abused. The only additional costs that might set in is the human and equipment cost of administering the loan scheme approved by Cabinet.

9. LUMP SUM FOR MONTHLY LOAN REPAYMENT INSTALMENTS (MLRI) FOR THE VEHICLE LOAN SCHEME

The lump sum for monthly loan repayment instalments will be calculated considering interest on a 5-year Treasury bill. The total loan amount would be amortised over a five-year period. The Accountant General's Department (AGD) will automatically deduct the monthly payment from the wages of the beneficiaries. These deductions would be transferred to a dedicated account to fund future vehicle purchases.

The latest Ministerial Order stating the maximum price ceilings for purchase of a vehicle applicable to each category of beneficiaries will be used in calculating the monthly lump sum for loan repayment.

10. IMPLICATIONS OF THE CHANGE OF THE POSITION/STATUS OF THE BENEFICIARY

Exit treatment for all beneficiaries shall be uniform to minimise administrative costs of implementing the policy. Treatment of beneficiaries on termination of contract shall be clearly defined in the contract. In the case of change of position/ rank of the beneficiary under various schemes, the following provisions shall apply depending on a number of possible scenarios:

10.1 Scenario 1: Promotion to a Higher Rank

If a beneficiary of the Vehicle Loan Scheme after receiving a vehicle for a certain rank, is promoted to a higher rank, he/she will either

i. Continue driving the existing vehicle or
ii. Sell the vehicle, repay the government on a pro rata basis and start a new vehicle loan scheme.

10.2 Scenario 2: Demotion to a Lower Rank

If a beneficiary of the Vehicle Loan Scheme is downgraded to a lower rank, he/ she will:

i. Be entitled to remain with the current vehicle (if she/he wishes) and to pay the loan balance by monthly instalments until the end of the repayment period; or

ii. Be entitled to the lump sum, if any, corresponding to the new position. If s/he is not able to keep the current vehicle, s/he will be allowed to get a vehicle corresponding to the new position and will be given maximum six months to sell the current vehicle.

Before selling the vehicle, it will have to be valued by a government-authorised expert. The beneficiary must use the money from the sale of the vehicle to refund the government's contribution on pro rata basis.

10.3 Scenario 3: Provisions for Replacement Staff

i. If a staff member is officially replacing (in acting capacity of) a staff member entitled to the Vehicle Loan Scheme for more than 60 days but the acting staff is already a beneficiary of the scheme, he/she will continue to receive the lump sum for running cost and Km Indemnity at the level he/she entered into the scheme.

ii. If the acting staff is not already a beneficiary of the scheme, he/she will not be entitled to enrol into the vehicle loan scheme. However, the beneficiary will be assigned a vehicle / given a fixed lump sum per month to pay the cost of hiring a vehicle for business miles from a private operator / a monthly lump sum as transport allowance for the tenure of his/her temporary assignment, whichever is deemed appropriate by MTA.

10.4 Scenario 4: Long Term Absence from Service Due to Training or Other Overseas Assignment.

i. If a beneficiary of the Vehicle Loan Scheme remains absent from normal official duty due to long term training or other overseas assignment that is less than 3 months, he/she will be allowed to continue his/her Vehicle Loan Scheme as usual.

ii. If the leave is for more than three (3) months, he/she will be allowed to continue his/her scheme provided he/she pays monthly loan repayment contribution as per conditions of the contract. He/she will not be entitled to receive any contribution for running costs and Km Indemnity from the Government.

10.5 Acquisition of New Vehicles for the Government

While selecting vehicle(s) for acquisition, the competent authority will review the vehicle type and its potential use to ensure that it is well suited to performing the work to be accomplished.

In requesting, MDAs will prepare a written statement of justification while recommending any vehicle type taking into account anticipated costs, fuel and operational efficiency, manufacturer ratings, potential risks of mechanical failure and break down, safety standards and pollution rating that meets the need of the potential users. In addition, all applicable government laws, rules and regulations will have to be followed concerning vehicle type selection. All Heads of MDAs will request approval from MTA.

10.6 General Policy

The general policy is as follows:

i. The proposed maximum ceilings for acquiring vehicles will be communicated through Joint Ministerial Instructions by the Minister of Transport and Aviation in collaboration with the Minister of Fin-

ance. These lump sums and transport allowances under various schemes, will be readjusted before October every year, and communicated through ministerial instructions. These adjustments should take effect in the following financial year;

ii. Vehicle pricing is available from the secure log-in area of the website;

iii. All operational passenger vehicles must be four (4) cylinder or as may be advised by the competent authority;

iv. Government Departments or Agencies that require an exemption to purchase a six (6) cylinder vehicle must apply in writing to MTA demonstrating clearly defined operational needs. Such requests must be approved by the requesting Head of Ministry/Department and Agency.

10.7 'Fit to Purpose' and Safety

The following is a list of vehicle 'fit for purpose' and safety selection criteria:

i. That the vehicle fits the intended operational purposes, accommodating driver safety, operating cost and environmental impact;

ii. Consideration of the environment in which a vehicle will be operating;
iii. The nature of the operational tasks for which a vehicle will be used; and
iv. The operational tasks that a driver will be required to perform.

11 VEHICLE PROCUREMENT

The procurement of all vehicles shall be in strict compliance with the National Public Procurement laws, rules and regulations of the Government of Sierra Leone.

The Sierra Leone Roads Safety Authority shall, at all-times, be involved in so far as providing technical advice for the procurement of all Government vehicles to ensure maximum efficiency and value for money.

All purchases must be done through MTA or with the written approval of same for the procurement of all government vehicles including Qualified Non-Personal Use Vehicles.

MTA will, in turn, inform the Ministry of Finance for approval based on availability of funds.

The Government Fleet Management Team in the MTA shall establish a life-cycle for each vehicle taking into account the vehicle type, the work environment and the road condition in which the vehicle will likely operate.

The MTA reserves the right to suggest modification(s) that suit(s) the purposes.

11.1 Registration and Identification of Vehicles

The Road Safety Act requires all government vehicles to be registered. Government vehicles permanently garaged and operating in other jurisdictions must be registered according to the relevant laws.

11.1.1 Registration Plates

All Government vehicles must be fitted with government registration plates. Exceptions will be made to Law Enforcement and related Agencies.

11.1.2 Registration

The following guidelines also apply to all government vehicles:

i. All MDAs and Projects initiated by government shall seek the approval of government through MTA for vehicle registration purposes. No government vehicle shall be registered without prior approval from MTA.

ii. All government vehicles must be registered in the name of the Department or Agency that 'owns' the vehicle but all should have a running number. Registration in the name of private individuals is prohibited.

iii. No government vehicle shall at any time carry any other registration plate except otherwise approved by MTA or official transfer of ownership at the end of the loan period.

iv. Government registration plates should appear with green lettering on a white background.

12 VEHICLE ALLOCATION

The MTA, through the Directorate of Fleet Management, shall be responsible at all times for the allocation of vehicles to all Government functionaries. MTA reserves the right to withdraw any allocated vehicle from Departments or Officials for arbitrary misuse and inappropriate utilisation.

The Government Fleet Management Directorate will adjust maximum ceilings for the purchase of a vehicle annually before October every year, taking into account the rank of the beneficiary, intended use, cost escalation and inflation.

All new contracts after the cost adjustment will fall into the new price regime, while terms and conditions of the existing contracts will remain unchanged. These adjustments should take effect in the following financial year.

Vehicles for use in the pool may be purchased using Departmental funds with the Department providing the justification for the need of vehicle and specification of the vehicle sent to MTA accordingly. MTA will in turn inform the Ministry of Finance for approval based on availability of funds.

13 VEHICLE MAINTENANCE POLICIES AND PROCEDURES

The employer must maintain vehicles and vehicle related systems of work that are safe and without risk to health. All government vehicles are to be maintained in a clean, safe and roadworthy condition that ensures the safety of driver, passengers and other road users, and projects a positive public image.

In developing policies and procedures for periodical vehicle maintenance and vehicle related systems of work, the following should be observed:

i. Timely scheduled servicing in accordance with manufacturers' recommendations and specifications and vehicle service logbooks should be maintained to record details of the servicing at all times;

ii. Only authorised vehicle manufacturers' dealers or their officially appointed agents are to undertake the servicing, maintenance and or repair of government vehicles in the first instance as prescribed by the warranty except where this is logistically impractical.

iii. An alternative service agent/garages approved by Sierra Leone Roads Safety Authority (SLRSA) should be used in this case. All service agents and Garages should comply with relevant environmental legislation in the selection, storage, application and disposal of products used in the servicing and or repair of government vehicles;

iv. Only products/parts meeting the specifications of the vehicle manufacturers are to be used in the service, maintenance and or repair of government vehicles. This aspect has to be strictly monitored by SLRSA to enforce compliance and to reduce frequency of repairs;

v. Only manufacturer recommended lubricants and replacement parts areto be used in the service and repair of government vehicles;

vi. Maintenance, servicing and repairs of government vehicles remain the sole responsibility of the SLRSA. Where requisite modern facfacilities for repairs and maintenance are not available in the government workshop, the repairs and maintenance of these vehicles are transferred to designated or accredited private garages for want of special tools and equipment, trained mechanics and guaranteed spare parts;

vii. Ensure the vehicle roadworthiness meets the requirements of the Road Safety Act of 2007;

viii. All government vehicles must obtain a Pre-Inspection Certificate before any maintenance or repair is done by the accredited garage, while on the same note, a post inspection Certificate must be obtained from SLRSA ascertaining maintenance, repairs and replacement of accurate parts before payment;

ix. No individual user of a government vehicle should carry out repairs/ maintenance outside the prescribed rules and regulations contained in this policy. Bills will not be honoured for maintenance/ repairs of vehicles outside the above outlined procedures by respective MDAs/ designated Transport Officer;

x. SLRSA shall, at all times, provide MDAs with a list of accredited garages through MTA.

14 POOL VEHICLE(S)

In order to fulfil the operational demands of all MDAs, the Government Fleet Management Directorate will provide a Pool arrangement for all MDAs. This will be informed by a Transport Operational Needs Assessment of each Government institution. Government owned, leased or hired vehicles will be used as part of the pool system.

In the case of institutions such as Local (District/City) Councils, MDAs in the provinces, Government owned/ assisted schools, universities and other institutions of higher education and local health centres, whose operational transport requirements cannot be appropriately met by permanently assigned vehicles, there is a need for pool vehicles. Pool vehicle(s) will be procured through outright purchase, or through term lease agreements with private operators based on the needs of the organisation.

In order to maintain operational efficiency and basic transport needs, each institution (Local councils, MDAs in the provinces, Government owned/assisted schools, universities and other institutions of higher education and local health centres) will keep at least three(3) motor vehicles in the pool. To minimise the misuse of such provision, the maximum number of motor pool vehicles in any local/ district authority shall not exceed five (5) under any circumstance excluding vehicles for emergency operations. In order to allocate for more than five (5) pool vehicles, the relevant competent local authority in each District/City shall have to seek a 'No Objection' from the MTA.

The request for 'No Objection' shall have the following information: Number of vehicles, vehicle type, and their intended purpose;

Detailed specifications of the vehicles-required capacity, anticipated costs, fuel and operational efficiency, safety standards and pollution ratings; and

Procurement terms - outright purchase or term lease agreement.

In addition, all applicable government laws, rules and regulations, shall be followed. While the operational conditions will lead to the choice of vehicle and shall abide by the specified ceilings, the maximum ceiling for the number of motor pool vehicles will not be applicable for the security forces and other emergency services, where vehicles are classified as QNPUV.

In order to provide for efficient and economic services and management, the following policies and procedures shall apply for Pool Vehicles:

i. Government Operated Pool: It is the responsibility of the user and the relevant authority to ensure that the pool is exclusively used for its intended purposes;

ii. A competent official/Transport Officer appointed by the concerned local authority shall be responsible for the effective implementation of the policies and procedures pertaining to the vehicle pool, and shall work closely with the Fleet Management Directorate;

iii. All motor vehicles required by any staff for casual, short and long term or continuing use shall be provided through a designated official appointed by the concerned local authority, unless specific exemption has has been authorised by the competent authority;

iv. Written authority in a prescribed form from the appropriate authority shall be required before a vehicle is released to a user. The concerned local authority shall prepare and make available the appropriate form to the prospective users;

v. MDAs should maintain suitable vehicle booking and recording systems to determine availability, location and driver of vehicle;

vi. In an event Condition 5 above is not feasible, the Transport Officer should facilitate an alternative;

vii. The Transport Officer will oversee the assignment of government vehicles and ensure, to the greatest extent possible, that each Department's transportation needs are met;

viii. Transport officers will arrange fuel cards/chits in conjunction with Finance managers or approved Authorities. Government fuel cards/chits are not to be used in the purchase of any product for private use. They are non-transferable and not to be used for any rewards. Penalties shall apply when this clause is contravened;

ix. Purchase of fuel by means other than an approved fuel card/chits should occur only in emergencies. In such cases, drivers shall seek verbal permission from a competent authority and will only be reimbursed once they produce satisfactory evidence of having purchased fuel or lubricant.

x. All disputes related to the selection and placement of government vehicles in the pool would be settled by the Permanent Secretaries;

xi. Any member of the public may make a complaint about the manner in which a government vehicle is used or driven or the conduct of a driver whilst operating the said vehicle. All such complaints will be documented and investigated by the Transport Officer for upward escalation to the Government Fleet Management Directorate for necessary action; **and**

14.1 Permanently Assigned Vehicles (PAVs)

Without prejudice to the generality of the pooling system, government vehicles shall be permanently assigned/ allocated to a specific category of Government officers (the Presidency, Ministers, and Leadership of the Legislative and Judiciary arms of Government).

All government vehicles permanently assigned to such officials shall be parked at the residence of the assignee at the close of each working day; except situations that warrant otherwise.

Persons eligible for PAVs may also exercise the option to participate in the Vehicle Loan Scheme as stated in this Policy. However, eligible persons can ONLY participate in one (1) of the options, i.e the PAV or the VLS; but NOT both. Vehicles may also be assigned to 'Risk-related Use' for special circumstances of work, including night work and supervision or monitoring of work outside of work hours. However, with the written approval of the Permanent Secretary, the vehicle may be parked at the Driver's residence, depending on the circumstances of the work.

14.1.1 Exemptions from Timing and Pooling

Exemptions to the pooling policy are:

i. Office of the President;
ii. Office of the Vice-President;
iii. Chief Minister;
iv. Established security and secret service organizations.

All others will be reviewed by the Fleet Management Directorate at the MTA on a case by case basis as the need dictates.

Based on timing and pooling regulations, officers in charge of exempted Government vehicles shown above should put in place strict internal controls to prevent misuse.

15 HIRING/RENTING/LEASING OF SPECIALIZED VEHICLES

The cost of local car hire usually for out of locality and monitoring trips can easily be inflated. It is therefore essential to ensure that the cost of hiring/ renting/ leasing vehicles is maintained at fiscally responsible levels. In light of this, each MDA shall submit an annual cost estimate for local car hire/rental to MTA for subsequent approval by the Ministry of Finance. Accordingly, the Ministry of Finance will allocate an annual budget for local hire/rental/lease for each MDA. To this end, a number of actions shall be undertaken as follows:

i. Expenditure ceilings for local hire and mission hire will be established every year during budget consultations;

ii. Establish strong control mechanisms for local car hire / rental /lease to ensure that expenditure limits are controlled to minimize wastage;

iii. Permanent Secretaries must not authorise a rental/hire/lease vehicle for use for government business if the vehicle does not meet the safety and maintenance requirements as prescribed in this Policy;

iv. The hiring/renting/leasing of vehicles shall be determined by the MDA on the basis of merit;

v. Car hire for beneficiaries of the Vehicle Loan Scheme may however be a preferred option where payment of Km indemnity for a single or a group of beneficiaries travelling in the same destination is more expensive;

vi. Hiring/renting/leasing of vehicle from a commercial company may be permitted as a last resort in the event no other government pool vehicle is available;

vii. However, approval by the Fleet Management Directorate is required for any rental period longer than one month.

16 DISPOSAL OF GOVERNMENT VEHICLES

Disposal of Government assets especially vehicles has been one of the areas that is neglected by Government with no clear-cut policy directives. Until recently, the process of disposal has been left exclusively to individual institutions with little or no involvement of the Ministry of Transport and Aviation. The process generally has been marred with many irregularities ranging from apparent conflict of interest, individuals prioritizing their interests over that of Government interest, etc. which has led to a huge loss of revenue.

Currently, the spate of disposal of Government vehicles by individual MDAs disregards the prescribed methods in the NPPA Act of 2016 viz:

i. Transfer to Government Departments or other Public Institutions with or
ii. Without financial adjustment;
iii. Sale by public tender to the highest bidder;
iv. Sale by public auction subject to minimum acceptable price;
v. Destruction, dumping or burying or such form as appropriate.

The situation is that MDAs dispose of vehicles deemed to have reached their economic useful life dominantly based on "Right of First Refusal", granting user preference.

There has not been consideration for the categories that characterize Government vehicles based on place of usage to enable accurate estimation of useful life of vehicles.

City/Urban Use - Vehicles with a minimum of 75% expected city use, are expected to have high useful life and lower depreciation rate.

Rural/Interior Use - Vehicles with minimum of 75% expected rural/interior use, are expected to have low useful life period and higher depreciation rate.

All vehicles have been treated the same in terms of disposal.

The current economic useful life of Government vehicles is, on average, seven (7) years. However, given the considerable improvement on roads in the country, (especially in the major cities in which Government vehicles dwell), the following policy directives are thus;

i. All Government vehicles that are predominantly city/urban use should have a life span of eight (8) years influenced by lower depreciation rate;

ii. All Government vehicles that are predominantly provincial/rural use should have a life span of six (6) years influenced by higher depreciation rate;

iii. All Government vehicles identified to be disposed must reach or exceed the stipulated useful life of eight (8) and six (6) years for urban and rural use respectively.

The current right of first refusal for government owned vehicles disposal scheme should be abolished because it does not lead to the attainment of best value for money and henceforth disposal of Government vehicles should default to the disposal methods as provided in the NPPA Act 2016.

In view of the aforementioned, and to ensure that the salvage value of government vehicles are maintained and those vehicles are not sold at very low costs, disposal functions shall be centralized within MTA with the authority, to champion and coordinate related activities across MDAs.

To give effect to that mandate or authority, there shall be established a Survey/ Disposal Committee under the jurisdiction and supervision of the MTA.

The Committee shall comprise the following:

1. The Minister of Transport and Aviation (MTA) or Representative
2. Representative- NPPA

3. Representative from MoF
4. Director, Fleet Management Directorate MTA
5. Head of Transport - SLRSA
6. Representative from the National Asset and Government Property Commission (NAGPC)

The Mandate or functions of the Committee shall include but not limited to receiving and reviewing all vehicles based on conditions met.

Such conditions include but not limited to:

i. The vehicle should have reached the end of the regulated useful life, and disposal would maximize overall value for money;

ii. The vehicle has high cost of maintenance and retention of such is uneconomical for government;

iii. The vehicle is beyond repairs, and can be sold as scrap;

iv. Disposal requests from MDAs through MTA;

v. A comprehensive list of conditions/situations necessary for the disposal of any vehicle;

vi. Carryout physical inspections of all vehicles;

vii. Assess cost and benefit of the disposal options.

It is the responsibility of the Committee to determine that all these conditions exist to reach a decision.

The Permanent Secretaries shall also establish similar Committees within MDAs with the responsibility to review annually, the status of all vehicles 'owned' by their respective MDAs in real time for the attention of the Disposal Committee at MTA.

This sub-committee shall comprise of the following:

1. The Permanent Secretary (Chairman)
2. Head of Finance
3. Head of Procurement
4. Transport Officer
5. Head of Administration

16.1 Methods of Disposal

The following methods of disposal shall apply as stipulated in the NPPA Act 2016:

i. Transfer to Government Departments or other public entities;
ii. Sale by Public Tender to the highest bidder;
iii. Public Auction;
iv. Destruction, burying, dumping or any such form as appropriate.

16.1.1 Establishment of Restitution Regime

Currently the dominant method of disposal of Government owned vehicles is the 'Right of First Refusal'. There are issues associated with this method influencing very negatively, the attainment of the economic and efficient use of public funds as aspired by government.

To give effect to that, the following shall apply:

Public officials who misuse government-owned vehicles, should be penalized through payroll deduction by an amount not exceeding 10% of their net monthly income;

If a vehicle is to be serviced other than the routine maintenance recommended by the dealer of that vehicle because of misuse by the user, the user of the vehicle should bear the full cost of repairs and maintenance;

If the vehicle damage is beyond repairs because of misuse, the user of that vehicle should be made to restitute the remaining book value of the vehicle;

In the case where an individual who has an assigned government vehicle is going on leave or travelling, the vehicle should be parked at their designated office or at the SLRSA and not at the residence of the individual.

Assigned official vehicles should not be driven or left in the possession of family members. In the event of default, MTA reserves the right to impound and consequently withdraw such vehicle from the official. This, as well, applies to vehicles under the loan scheme for as long as the loan remains unpaid.

16.2 Policy Recommendations

i. All vehicles identified to be disposed of must have reached or exceeded the stipulated useful life period of 6 and 8 years; for rural and urban usages respectively.

ii. Abolish the current disposal method of ?Right of First Refusal? for government owned vehicles. This is because, it does not lead to the attainment of best value for money and henceforth; disposal of Government vehicles should default to the disposal methods as provided for in the NPPA Act 2016.

iii. The useful life of government vehicles shall be not less than five (5) years depending on the usage and the purpose for which they are bought. This is on the account of the considerable improvement on the road network in the country. Also, the depreciation rate of the vehicles should stand at 12.5% for urban usage and 16.67% for rural usage.

17 PROJECT/DONATED VEHICLES FLEET POLICY

All vehicles donated directly or indirectly or purchased as part of a project must be registered with the SLRSA as Government vehicles. The beneficiary MDA must inform the MTA prior to the registration of the said vehicles.

Usually, at the end of donor projects, ownership of some project vehicles is transferred to the government by donating them to the implementing MDA via MTA or reallocating them to the Military, Police and/ other related or emergency services in accordance with their potential transport needs.

In order to maintain operational flexibility, efficiency, reduction of operating costs and to maximise the possibility for projects to donate vehicles to government at the end of a project, the vehicle fleet of development projects (for which there is substantial need for field vehicles in rural areas), such vehicles will remain outside the scope of the vehicle loan scheme. The following is therefore recommended:

i. That the Government Fleet Management Directorate be linked with the Project Implementation Units (PIUs)/ similar structures within MDAs to make available Project Appraisal Document (PAD) and data on the existing fleet under such project(s);

ii. From the inception of the project, the PIU should make available, the approved project documents detailing their fleet requirement, quantity, types and potential use and locations. Accordingly, the MTA should be informed of transfer of vehicles from one location to another;

iii. Given that all projects vehicles become property of GoSL, the implementing MDA should ensure that information or data on capital and operational costs are provided to the Fleet Management Directorate at MTA;

iv. Disposal of project vehicles should be consistent with the prescribed disposal methods for government vehicles, Subject to the PAD and Fiduciary/ Financial Agreements of such project(s);

v. All applicable government laws, rules and regulations, and standard practices of the concerned donor agencies should be recognised while implementing this policy;

vi. At the end of the projects, ownership of all vehicles shall be transferred to the Government.

18 DEVELOPMENT OF A FLEET MANAGEMENT SYSTEM

A Government Fleet Management Directorate shall be established at MTA with the responsibility of overseeing the policy implementation and operational strategies for fleet management including the supervision and monitoring of all components of the Government fleet policy.

18.1 Framework of the Policy

The MTA shall develop Implementation and Management Framework (IMF) documents for each section of the policy and strategy document. It shall include:

i. Vehicle Fleet Tracking, Management and Maintenance systems that will integrate all the business processes within MTA;

ii. Fleet Management and Leasing Information system that deals with Management and tracking of fleet;

iii. Driver information and leasing of vehicles to User departments;

iv. Vehicle Maintenance Information System that addresses the requirement relating to vehicles;

v. Boarding for disposal purposes;

vi. Fuel Management System (FMS) which should provide fuel issues report, fuel consumption details, mileage of vehicles covered;

vii. Appropriate assignment of vehicles;

viii. Development of each institutions fleet plan;

ix. The vehicle selection types shall be based on the approved categories of vehicle types by the MTA. Full technical details will be outlined in the IMF;

x. Collection and supplying of fleet management information to fleet database including vehicles inventory, vehicle usage log and service planning;

xi. Assessing the transport needs, operational mobility and the scope for the gain in operational efficiency for government officials;

xii. Development and management of fleet database; details covering procurement, management and disposal of fleet; and details of the Government Vehicle Loan Scheme Operations.

The Government Fleet Management Directorate shall be innovative in designing and implementing some of the best business practices in providing competitive fleet services as follows:

i. Transport Needs Assessment (TNA). Where fleet size and composition does not meet actual transport needs of a particular MDA, alternative means of transport are considered including public transport and short-term vehicle rentals where practicable. Non-travel options such as video conferencing could also be considered;

ii. Fit for purpose acquisition, inspection and maintenance, replacement and disposal of vehicle fleet;

iii. Reduction of vehicle emissions by acquiring fuel and emission efficient vehicles that meet operational needs in accordance with motor vehicle fleet initiatives and other environmental policies approved by government;

iv. Vehicle fleet planning, management and utilisation;

v. For operational purposes, the Directorate of the Government Vehicle Fleet Policy (as a means of providing alternative transportation) may prioritize groups over individuals if the employees are travelling to the same business location;

vi. Overall operation and management of the loan scheme contracts;

vii. Planning and evaluating the running and operating costs of the loan scheme annually;

viii. Providing suggestions regarding appropriate package for vehicle lease/ hiring agreements;

ix. Communicating vehicle management policies and procedures across different MDAs;

x. Development and management of Government Vehicle Fleet database; and

xi. Monitoring and evaluating policy compliance and fleet performance as against the key fleet objectives by all stakeholders.

18.2 Transport Officers

For effective management and functioning of the Fleet System, the Directorate shall deploy a cadre of Transport Officers across all MDAs. The aforementioned Cadre shall be charged with the following responsibilities:

1. Ensure that vehicles are appropriately assigned, utilized and managed;

2. Develop the institutional fleet plan;

3. Act as the MDAs' contact with the Government Fleet Policy Directorate for overall fleet management and practices related to vehicle insurance and vehicle loan scheme;

4. Collect and maintain fleet management information, including vehicle inventory, vehicle usage, logbooks and service plans;

5. Submit updated fleet management information to the Directorate of the Government Vehicle Fleet Policy at MTA;

6. Assess the transport needs, mobility, and operational efficiency for government officials.

19 DEVELOPMENT OF DIGITISED FLEET MANAGEMENT DATABASE

The Government Fleet Management Directorate will bear overall responsibility for maintaining Government's centralised vehicle fleet database; including the management of the vehicle loan scheme. In addition to the aforementioned, the Permanent Secretary, through the Directorate, shall ensure that:

i. The Government Fleet Management Directorate handles the recovery process, insurance files, and performs economic analysis and projections, submits periodic reports and liaise with all Transport Officers/Designated Officers of all MDAs on a regular basis;

ii. All MDAs shall report/ submit updated vehicle data to Government Vehicle Fleet Policy Directorate at least monthly, using an appropriate data transfer mechanism. The team, in electronic format, shall provide the kilometre logs and Inspection Form to each MDA for exporting such data to the central database at MTA;

iii. There shall be provision for all MDAs to provide information to the central database at MTA through an appropriate reporting system;

iv. The Government Fleet Management Directorate shall prepare reports on a half yearly basis for the attention and action of the MoF on the financial status of the various components of the fleet; including analysis on progress towards achieving the target set by this policy.

The Government Vehicle Fleet Policy Directorate, in consultation with MoF, and SLRSA, shall design a Central Database System to automate the day-to-day activities and the maintenance of fleet, both owned and hired. Its main functions shall include:

i. Managing vehicle data including number and types of owned/hired/ leased vehicles; expenditure on fuel and maintenance of vehicles;

ii. Managing the Vehicle Loan Scheme including updating every new contract, calculation of lump sum, kilometre (Km) Indemnity, monitoring of monthly payments;

iii. Performing economic analysis based on projections from previous scenarios;

iv. Tracking vehicle km;

v. Managing installed equipment;

vi. Tracking accident records;

vii. Recording the acquisition of new/replaced vehicles;

viii. Assigning vehicles to employees and/or sections of Government;

ix. Automatically tracking scheduled inspections and calibration dates of each vehicle;

x. Generate a random list of vehicles for joint inspections with Inspection Forms;

xi. The Administrator of Central Database at MTA shall also be responsible for keeping records relating to the Vehicle Loan Scheme and report to the Director, Government Vehicle Fleet Management Directorate, on a monthly basis. In addition, the Government Fleet Management Team shall be responsible for the development of related policy guidelines for the Minister.

20 REVIEWING THE POLICY

During the implementation of this policy, the Government Fleet Management Directorate shall be responsible for receiving information about matters arising from the implementation of this Policy. In light of incorporating the necessary lessons learnt, this Policy will be reviewed, and/or evaluated, when deemed necessary to reflect the changing needs, governance landscape and priorities of the GoSL. The actions and records emanating from the execution of this Policy shall be included in the MTA audit cycle.

20.1 Statutory Bodies with Qualified Non-Personal Use Vehicles (QNPUVs)

1. The Sierra Leone Police (SLP)
2. The Republic of Sierra Leone Armed Forces (RSLAF)
3. Office of National Security (ONS)
4. The Sierra Leone Fire Services
5. The Sierra Leone Correctional Services
6. National Emergency Medical Services (NEMS).

21 CONCLUSION

The Fleet Policy of the Government of Sierra Leone is designed to ensure effective and efficient management of vehicles owned/ leased/hired by the Government of Sierra Leone (GoSL). This Policy will reduce capital costs, maintenance, running costs, minimise wastages, limit the misuse and abuse of Government vehicles on one hand; and to also ensure that those who conduct Government business use the most appropriate and cost-effective modes of transportation.

The following are recommendations to these agreed actions:

i. The establishment of a Government Vehicle Fleet Management Directorate at the Ministry of Transport and Aviation (MTA);

ii. Operationalize and capacitate the Directorate to deliver on all aspects of this Policy;

iii. The Directorate shall provide guidelines for the management of the schemes provided for in the Policy;

iv. The policy will guide decision makers to develop appropriate and efficient fleet management strategies for all government owned/hired/leased vehicles;

v. The policy will provide guidance for the efficient and appropriate management of project and motor pool vehicles;

vi. The policy will provide technical support to develop an efficient transport system for Government officials ensuring maximum operational mobility and efficiency;

vii. The policy will assist in formulating policy guidelines for vehicle hiring contracts providing adequate safeguards against substandard service and negligence;

viii. All purchases and disposal of Government vehicles, be it project initiated by government and/or MDAs, must be done through the MTA or obtain a written approval from same.