UNHCR
The UN Refugee Agency

UNHCR ROAD SAFETY MANAGEMENT GUIDANCE FOR PARTNER ORGANIZATIONS

This guidance is intended to help partner organizations to implement their own road safety management system

Executive summary

UNHCR has developed this guidance to encourage partner organizations authorized to drive UNHCR vehicles under Right of Use of Assets (RoU) to implement their own road safety management systems following UNHCR's example. This document guides partner organizations on the implementation of practices related to road safety strategy design, drivers' management, vehicle inspections, Radio-Frequency Identification card utilization, ambulance utilization, and post-crash support.

This guidance does not replace any applicable Regulations, Rules and relevant administrative issuances of the partner organizations.

This guidance is intended for Executive Heads, Heads of Entities, and administrative staff, including human resources, and have been prepared to facilitate a harmonized approach on the most important aspects of supporting and administering driver personnel in the organizations.

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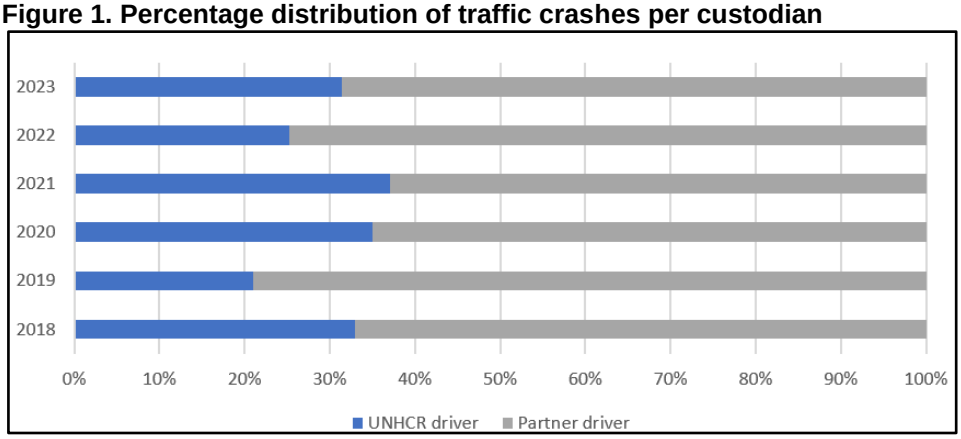
1. Objective

Within 2018 and 2023 traffic crashes with casualties involving partner organization drivers have been reported in higher proportions than traffic crashes with casualties related to UNHCR drivers (see Figure 1), and the Duty of Care requires UNHCR to take all reasonable and practical measures to ensure that our colleagues are able to effectively and efficiently perform their functions in complex, volatile, and challenging environments. Therefore, UNHCR developed this document to guide partner organizations in establishing their own road safety management systems to reduce the risk of traffic crashes.

Figure 1. Percentage distribution of traffic crashes per custodian



Source: This chart was created with data obtained from the UNHCR's fleet management system.

More specifically this document envisages to:

1. Promote the implementation of the UN road safety strategy and indicate examples of road safety Key Performance Indicators (KPIs).
2. Promote the adoption of the guidance on assessing candidates to driver positions among partner organizations.
3. Indicate conditions to be considered in the fitness to drive assessments.
4. Demonstrate how to plan journeys safely.
5. Present the daily vehicle inspection sheets.
6. Recommend topics to discuss on road safety briefings for drivers.
7. Recommend characteristics of driving courses.
8. Indicate the procedure for managing driver Radio Frequency Identification (RFID) cards.
9. Implement emergency codes for ambulance operations.
10. Indicate the procedure for reporting traffic crashes.
11. Encourage providing support to drivers involved in serious traffic crashes.

2. UN Road Safety Strategy

In 2018, the UN created a Road Safety Strategy for the United Nations System and its personnel, which guides UN organizations on the design and implementation of their own strategies (the document is available in the UN partner portal). Consequently, UNHCR encourages partner organizations to follow UN guidelines on the design of their road safety strategies too. Besides, it's good practice to implement Key Performance Indicators (KPIs) to monitor road safety performance. The selection of KPIs might vary according to the types of duties different organizations conduct, but the partner organizations are suggested to implement the below KPIs:

i) Rate of excess of speed events (data could be requested to the UNHCR country office)
ii) Percentage of drivers who have received the first or refresher defensive driving training
iii) Rate of traffic crashes with injuries and fatalities
iv) Number or frequency of corrective actions applied to drivers

3. Fit to drive standards

In order to prevent road crashes and possible operational disruption due to medical problems, drivers are not to be hired unless they are objectively evaluated by a medical examiner and cleared as "fit to drive" as a professional driver. Besides, drivers hired by partner organizations are required to undergo medical clearance equivalent to UNHCR Medical procedures every 2 years, unless otherwise specified by their occupational medical services to confirm their fitness to drive. Further medical evaluations may be required for drivers with specific medical conditions. Examples of such conditions include:

- blackouts
- cardiovascular disease
- diabetes
- musculoskeletal conditions
- neurological conditions such as epilepsy, dementia, and cognitive impairment due to other causes
- psychiatric conditions
- substance misuse/dependency
- sleep disorders
- hearing problems
- vision and eye problems

These conditions may affect sensory, cognitive, or motor function, or a combination of these (for further details on each of the above listed health problem it is

recommended to read Austroads (2022): Assessing fitness to drive for commercial and private vehicle drivers).

Impairments associated with medical conditions may be persistent (e.g. visual impairment) or episodic (e.g. seizure). Drivers with persistent impairments can be assessed based on observations and measures of their functional capacity. Those with episodic impairment are assessed based on a risk analysis that takes into account the probability and consequence of the episode.

Drivers may present to treating health professionals with a range of conditions. Some conditions may affect driving temporarily or may affect the patient's ability to drive at some time in the future; others might be complicated by the presence of multiple conditions"[1]. In fact, some "treatments for medical conditions (including drug treatments and others) can also affect driving ability through effects on cognition and reaction". For example, some benzodiazepines, antidepressants, antipsychotics, and opioids may have negative effects in psychomotor, cognitive and/or vision functions; therefore, all those factors are taken into consideration by the health professional when assessing fitness to drive. Hence, when planning journeys, fleet managers include heath care professional advice given to drivers in relation to medical treatments or replace drivers when they are declared unfit to drive.

The health professional shall communicate the precautions drivers need to take when being submitted to certain medical treatment and declare the drivers unfit to drive if necessary. This could result in two scenarios: temporary or permanent declaration of unfit to drive. If a driver is temporary declared unfit to drive, it's good practice to be give the driver an administrative sick leave for the duration recommended by the health professional. However, if the driver is declared unfit to drive as consequence of a permanent condition, then a disability retirement may be granted to the driver.

Another health problem to be considered is alcoholism and substance abuse. To prevent legal problems, it's good practice to indicate in the employee contract that drivers will be submitted to periodic alcohol and drug tests. Those tests could be conducted by urine, breath, blood, hair, oral fluids and sweat sample analysis to detect consumption of alcohol, marihuana, phencyclidine (PCP), cocaine, opiates, and amphetamine. If alcoholism and/or drug use problems are detected, it's also good practice to enrol drivers with such health issue in a rehabilitation programme, and country regulations in relation to alcohol and substance abuse would apply.

[1] *Austroads and National Transport Commission. (2016). Assessing fitness to drive for commercial and private vehicle drivers. Australia.*

4. Selecting candidates for driver positions

UNHCR has created two information packages of some practical guidance for testing drivers during the driver selection process, so that drivers with the highest desired skillset are selected. The first volume applies to light vehicle drives and the second volume applies to ambulance drivers. Please visit UN partner portal to access the documents.

5. Safe journey planning

It's good practice to plan journeys in such a way that speeding and drivers' fatigue are prevented. Current technologies like Google Maps, Waze or similar applications make it is easier to estimate travelling times accurately, reducing the need for speeding. However, those applications might not work properly in some locations, so it would be necessary to estimate the travelling speed using the time and distance variables.

For example, a driver needs to go from place A to place B which is located 350 km away. Assuming the driver has 3 hours to reach the place, what would be the speed s/he would need to travel?

With this simple equation it is possible to estimate the travelling speed (V), where *d* = distance, *t* = time, and *V* = speed:

$$V = \frac{d}{t}$$

$$V = \frac{350km}{3h} = 117\ km/h$$

This simple exercise indicates the driver would need to go at 117 km/h to reach the destination on time, so the time selected would likely encourage the driver to break the speed limit. Therefore, it would be necessary to provide them more time to discourage speeding. Let's assume the driver is given 5 hours to reach the destination. Conducting the same exercise, the driver would need to go at 70 km/h which could be a more reasonable speed depending on the driving context. However, bad road and weather conditions could mean that also 70 km/h could be a speed too high to manoeuvre the vehicle safely.

$$V = \frac{350km}{5h} = 70km/h$$

The previous example just explains how to estimate the travelling speed based on the time and distance, but the road and traffic conditions are to be taken into consideration too.

In real life there are other factors affecting the time required to reach a destination like traffic jams, traffic crashes, traffic lights, different weather conditions, and other circumstances, so depending on the characteristics of the driving context it is necessary to give the driver extra time for reaching the destination safely. For example, when planning a trip during rainy season and in gravel roads you might consider a travelling speed of maximum 40 km/h, then add a factor of 3 to 4 hours as a margin of safety, because the car could get stuck in the mud.

Applying this to the previous example, the time required to travel 350 km at 40 km/h would be 8.75 hours, but it's good practice to add three-to-four hours of margin of safety, and the driver's working and resting times; therefore, a total of 13 to 14 hours would be required for that journey. However, drivers don't work more than nine hours, so, when possible, the trip planner reserves a budget for accommodation expenses for the vehicle occupants so that they spend a night in a hotel and continue the trip the next day.

If there is no budget available for accommodation costs, then it's recommended to consider two other possibilities. First, the driver could be assigned a co-driver who could take turns while the other driver to allow time for rest.

The second option is to organize exchange movements. Swap movements can be performed when transporting people or small loads, and two drivers are required to perform them. Both drivers would be coordinated to meet at an intermediate point where they could exchange the delivery of one vehicle to another and return to the place where the trip originated. This would help avoid fatigue-related issues when there is no budget to allow a driver to spend the night in another city, so the driver would have to return to the place of origin driving more hours than recommended.

The previous example introduces other factors that have to be taken into consideration when planning trips: drivers' working and resting times. According to the UNHCR Fleet management guidelines, "fatigue or driver tiredness reduces an individual's ability to recognize hazards; slows their reaction times and impairs their judgment. This combination of factors can be lethal, as a driver will only spot a hazard at the last minute (if at all) and may not have time to brake before the collision. Therefore, the results of any incident involving driver fatigue are likely to be more serious"[2]. Consequently, to reduce the risk of fatigue related problems, the person in charge of coordinating driver's tasks is responsible for the following:

Working hours:

- Ensure that sufficient time is available for a driver to sleep for at least eight hours in every 24 hours;
- Set working and driving hour limits for personnel required to drive for work, to include at least a 24-hour rest break after every six working days;

[2] UNHCR. (2015). *Fleet handbook: driving forward.*

Driving hours:

- Ensure the daily driving period does not exceed 9 hours, with an exemption of twice a week when it can be extended to 10 hours.
- Ensure the total weekly driving time does not exceed 56 hours and the total fortnightly driving time does not exceed 90 hours.
- Ensure driver can take breaks of at least 45 minutes after 4 ½ hours at the latest. (separable into 15 minutes followed by 30 minutes)
- Ensure a daily rest period of at least 11 hours, with an exception of going down to 9 hours maximum three times a week. Daily rest can be split into 3 hours rest followed by 9 hours rest to make a total of 12 hours daily rest.
- Ensure a weekly rest of 45 continuous hours, which can be reduced every second week to 24 hours.

It is important to understand that if compliance with the resting times and the maximum recommended working hours is not possible in a single journey, then it is necessary to find a location where the driver could take some rest and continue the journey the next day; send two drivers, so they could take turns; or implement swap movements.

Implementing the utilization of some journey planning software helps organizing trips more efficiently and managing drivers' fatigue too. Partner organizations are to implement journey planning tools, it's recommended to use the below criteria selecting an appropriate one:

1. Select some software that is compatible with your fleet management system.
2. The software most be able to select the optimal route using real-time information.
3. The software allows planning multiple routes simultaneously.
4. It keeps record of driving hours per driver, who requested the trip authorization, who approves it, the trip's purpose, starting point, destination, date, time, and number of passengers.
5. It tracks drivers' location through mobile applications.
6. It allows selecting routes according to the vehicle characteristics.
7. It presents alternative routes.

6. Vehicle inspection and maintenance

To make sure that vehicles are in proper working order, it is good practice to give vehicles maintenance A and B as per the maintenance schedule found in Annex 4 or as per the manufacturer's recommendation. It is also good practice to conduct daily inspections before starting the journeys. Keeping records of the defects found on the vehicles helps improving maintenance practices; therefore, it is good practice to use the daily vehicle inspection sheets that are available in the UN partner portal. Please download the vehicle inspection sheets for the type of vehicle provided under a Right of Use of Assets.

7. Road Safety Briefings

Conducting road safety briefings with drivers helps to tackle specific road safety concerns. The topics to be discussed could include identification of symptoms of fatigue, speeding, alcohol and drugs, distractors, seatbelts, driver ergonomics, night driving, sharing the roads with other road users, vehicle inspections, road and weather conditions, UNHCR traffic crash reporting procedures, etc. It is also useful for communicating clearly the UNHCR rules for driving vehicles indicated in the RoU.

Briefings are particularly helpful to overcome language barriers around the world. They need to be in the simplest format with internationally recognised signs and, where possible, in the local language to ensure proper comprehension, taking into account that they may not be conversant in the recognised UN language for the location they are working in. UNHCR advises the following points as good practice when conducting road safety briefings with drivers:

1- Identify one main topic to focus on, and focus only on that topic in each briefing

2- Choose a comfortable place where all the drivers invited to the briefing can hear it clearly, for instance, a meeting room, a lunch area, etc.

3- Identify the most suitable communication channel for the supporting materials: power point presentation, printed materials, brochures, short videos that could be distributed through mobile phones

4- Encourage drivers to participate in the briefings by requiring some of the colleagues with leadership skills (see annex 2) to deliver some briefing sessions, asking them to provide examples, using current

situations related to the topic, or by implementing some group dynamics. For example, in group dynamics the leader could ask some participants to talk about their experiences in relation to road safety topics like how seatbelts prevented injuries in a collision, or how driving slow helped avoiding a traffic crash.

5- Make briefings short and straightforward (no longer than 30 minutes).

8. Driving courses

It's good practice to follow two basic steps when selecting driving courses. First, some training needs assessment be conducted. This could be done by assessing drivers in some basic driving concepts. For example, drivers could be submitted to a written evaluation to assess knowledge on some safe driving concepts (see on the guidance for assessing candidates for driving positions found in the UN partner portal), or the assessment could target more specialized concepts like heavy vehicle or bus driving techniques.

Second, carefully reviewed the content of the driving course before selecting the most appropriate course. Driving courses could be useful for improving driver skills when they are carefully and properly selected, but they could also be counterproductive if the content taught encourages drivers to conduct some risk manoeuvres producing optimism bias on drivers.

Optimism bias is the tendency of a driver to overestimate their capabilities of safely handling certain traffic situations. One of the most common sample cases of that problem was a skid driver training program implemented in Sweden, in which drivers were supposed to be taught on how to manoeuvre safely in low temperatures when roads could get slippery. This resulted in a higher amount of traffic crashes related to drivers who took the course, for they were too confident on their new skills. On the contrary, drivers who didn't receive the course were found less frequently involved in traffic crashes for most of them simply avoided driving in such adverse weather conditions. Therefore, it's important to select the driving course appropriately with and according to Beanland & Huemmer[3], the following characteristics may be considered for selection:

1. Have a clearly articulated aim.
2. Be experiential rather than based solely on observation, instruction or theory.
3. Be designed to highlight drivers' limitations, rather than being framed as 'skill improvement'; for example, making drivers aware of the extent of

[3] *Beanland, V., and Huemmer, I. (2021). The effectiveness of advanced driver training. Waka Kotahi NZ Transport Agency research report 677.*

their visual field, the impact of obstructions and blind spots, or their inability to manoeuvre successfully out of certain critical situations.

4. Take into account individual differences in personality, driving style and motivations for driving.

It is important to know that some courses, like defensive driving and eco-driving courses could be effective, but after some years their effectiveness fades, so it's good practice to provide refresher trainings every two or three years to prevent such a problem. Moreover, as indicated in the chapter XX of the United Nations Security Management System (UNSMS): Guidelines and standards on road safety for all UNSMS personnel, in the case of defensive driving course, the content would contain:

1. Pre-trip inspections
2. Driver conditions affecting driver performance
3. The concepts of habitual and aggressive driving
4. Techniques for using the vision and rear-view mirrors properly
5. Hazard identification
6. Safe interactions with other road users
7. Keeping a safe space surrounding the vehicle and the 3-second rule and how to adapt it to the road environment conditions and the type of vehicle
8. Proper seatbelt utilization
9. Vehicle safety features
10. The importance of complying with the speed limits
11. Risk related to distractors
12. Passing intersections safely

Lastly, it's recommended to conduct appropriate tests after training to assess if the courses provided were effective.

9. Driver Radio-Frequency Identification (RFID) cards

Driver Radio-Frequency Identification (RFID) cards (see Figure 2) are an important tool for monitoring drivers' behaviours, so UNHCR is promoting its utilization among the partner organization drivers. Keeping the information updated is crucial for the effective tracking of drivers, which is a challenge in some organizations that have a high rotation of personal. Therefore, it's good practice to apply the below procedure to organize the RFID card utilization:

1. Ensure that each partner driver has an email address, so they can receive notifications over risky behaviours from UNHCR when necessary. In case a driver does not have an email, it's the responsibility of the partner organization fleet manager to open an email account for them.

2. The UNHCR Supply Vehicle Tracking System (VTS) Focal Point sends the RFID cards to the fleet managers of the partner organizations for their distribution, provided with a generic name (driver 1, driver 2…).

3. The partner organization fleet manager distributes one RFID card per driver, and collect the information listed in the table below.

4. The partner organization fleet manager sends the information to the UNHCR Supply VTS focal point and updates, if any, on quarterly basis.

5. When a driver stops working for the partner organization, the fleet manager makes sure the driver returns the RFID card.

6. In case a RFID card is assigned to another driver, the fleet manager updates the information and shared it with the Supply VTS focal point.

The Table 1 shows the template for collecting drivers' information and managing the RFID cards.

Table 1. Template for collecting the information of drivers and RFID cards

Driver generic name	Country	Location	Name of the partner organization	Driver's name and last name	Type of vehice	License number	License expiry date	email	Driver RFID card number
Driver 1									
Driver 2									
Driver 3									
Driver 4									
Driver 5									

RFID card utilization

Aligned to the RoU terms and conditions, drivers must swipe the RFID card (see Figure 2) in the card reader every time they start a journey. This allows identifying the person who is driving each vehicle (see Figure 3). It's important to know that the VTS RFID card reader could detect other types of cards too, so when using the RFID cards, it's recommended to keep them separately from other types of cards, for this prevents entering wrong information in the system (see Figure 5).

Figure 2. Example of driver RFID card

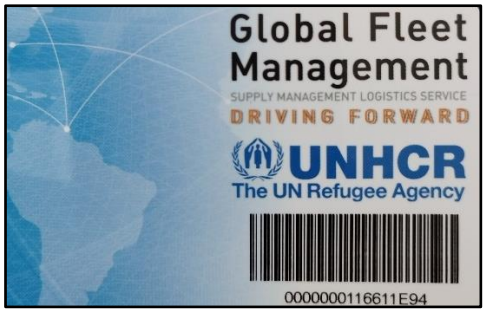


Figure 3. RFID card reader.

Other important characteristics of the VTS system are the vehicle immobilizer function and the SOS button. UNHCR is doing the arrangement to activate the vehicle immobilizer function which would prevent starting on the engine until the driver swipes the RFID card in the reader. The activation of that function would follow clearance from the country Field Security Services (FSS), so in areas where such functionality won't impose an extra risk, it will be activated. However, in case of emergencies, drivers could override the immobilization function by pressing the SOS button (see Figure 4).

When pressing the SOS button FSS will receive emergency notifications. Therefore, the SOS button is to be used for emergency purposes only, otherwise (FSS) would receive fake alarms.

Figure 4. SOS button

Figure 5. Do and don't when using the driver ID card

DO keep the driver ID card separated	**DON'T** put it together with other cards
	

VTS information

The proper utilization of driver RFID cards allows identifying who is driving each vehicle and collecting information of drivers' behaviours. Partner organizations don't have access to the UNHCR's VTS information. Therefore, it's good practice to coordinate with the UNHCR VTS focal point in country operations the delivery of VTS reports periodically, so the partner organization fleet manager can monitor drivers' behaviours.

The VTS reports will indicate who is committing excess of speed events, braking night-drive restrictions, driving in unauthorized zones, or driving during weekends without authorization. Monitoring such behaviours help implementing corrective actions over misconduct.

10. Utilization of emergency codes for attending medical emergencies with ambulances

The utilization of emergency codes when attending medical emergency situations is important to designate the seriousness of the medical emergency and to clarify emergency response teams on how to proceed. Unfortunately, not all countries have implemented emergency codes, so the ambulance drivers do not necessarily know how to differentiate between a situation in which sirens and emergency lights are required. This has been related to ambulance misutilization, for in some operations drivers use the syrens and emergency lights even in non-life-threatening situations.

Table 2. Medical emergency codes

Code	Type of situation	Ambulance operation	Example
Code 1	Immediately life threatening cases.	The ambulance should be dispatched immediately with the lights and sirens on. Speed limit should not be exceeded by more than 20 km/h paved roads. In gravel roads it's not recommended t exceed the speed limits	A cardiac arrest or serious traffic accident
Code 2	Not immediately life threatening or time critical but urgent/potentially serious incidents.	The ambulance does not use lights and sirens to respond. The ambulance shall not exceed the speed limits	Pneumonia without severe shortness of breath
Code 3	A non-urgent routine case.	The ambulance does not use lights and sirens to respond. The ambulance shall not exceed the speed limits	Ongoing back pain but no recent injury

Modified form: https://www.stjohn.org.nz/news--info/health-practitioner-update/the-three-types-of-ambulance-response-/

When operating UNHCR ambulances in places where the local authorities have already established emergency response codes, the partner organizations are expected to use them and make sure drivers are aware of the codes. On the contrary, if the local authorities have not adopted such codes, it's good practice to implement the utilization of the codes shown in the Table 2 for ensuring the utilization of UNHCR ambulances. For more examples of the classifications of emergencies please read the annex 3.

11. Reporting traffic crashes

Aligned to the RoU terms and conditions, when drivers are involved in traffic crashes[4], they must notify the incident as soon as possible and within an hour to their manager or supervisor within 24 hours. Then the drivers' manager or supervisor must immediately forward the notification to the UNHCR country office, so they will continue the UNHCR established traffic crash reporting procedure. Besides, it's good practice to ensure drivers write traffic crash reports when involved in a traffic crash resulting in disabling damage[5] of the UNHCR or third-party vehicle, injuries and/or fatalities.

12. Post-crash support

People involved in severe traffic crashes can suffer from physical injuries and/or mental trauma which have a negative impact on their lives. Some of the types of mental trauma that people could experience after a collision are Post-Traumatic Stress Disorder (PTSD), depression, and dissociation. Besides, they could face legal problems too which could cause a lot of stress.

Therefore, it's good practice to provide physiotherapy (if a medical assessment requires it), psychological support, and/ or legal assistance to those drivers and other employees who have been involved in traffic crashes to help them recover from the consequences of such situations.

[4] *Traffic crash: unintentional damage or injury caused by the movement of a motor vehicle or its load. Traffic crashes are also called motor vehicle collisions, and they occur when a vehicle collides with another vehicle, pedestrian, animal, road debris, or other moving or stationary object, such as a tree, pole or building, when the vehicle rolls over, or when a passenger falls off the vehicle when moving*

[5] *Disabling damage is a road vehicle damage which precludes departure of the vehicle from the scene of the crash in its usual operating manner by daylight after simple repairs. This includes vehicle which could be driven but would be further damaged thereby, but exludes: damage which can be remedied temporarily at the scene without special tools or parts other than tires, tire disablement without other damage even if no spare tire is available, and headlamp or taillight damage, which would make night driving hazardous but would not affect daytime driving, and d*amage to turn signals, horn, or windshield wipers which makes them inoperative.

Annex 1: Example of a daily vehicle inspection sheet

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DAILY AV LC76/78 INSPECTION REPORT

Note: The vehicle must be checked in the morning and in the evening and the driver must confirm this with his/her signature.

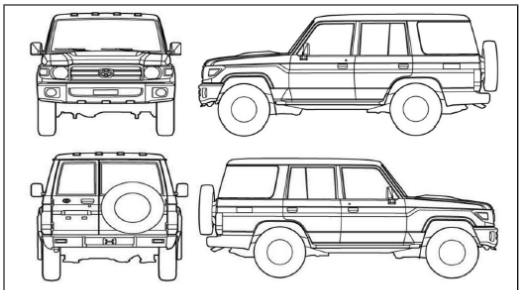
PLATE NUMBER:	
TAG NUMBER:	
LOCATION:	

INSPECTION	
DATE:	MORNING CHECK:
DRIVER NAME (PRINT)	EVENING CHECK :
	SIGNATURE

KM	
CURRENT KM MORNING:	
CURRENT KM EVENING :	

FUEL/MORNING				
MAIN TANK	1/4	1/2	3/4	Full
SECONDARY	1/4	1/2	3/4	Full

EQUIPMENT	VEHICLE - INTERIOR
❑ FIRST AID KIT	❑ REGISTRATION AND INSURANCE PAPERS
❑ FIRE EXTINGUISHER	❑ LOG BOOK
❑ WARNING TRIANGLES	❑ LIGHTS AND SIGNALS (functioning)
❑ SPARE TYRE	❑ SEATS AND SEAT BELTS SECURITY
❑ JACK AND HANDLE	❑ DEADBOLT (functioning)
❑ SLEDGE HAMMER	❑ RADIO - CODAN (functioning)
❑ WHEEL SPANNER	❑ RADIO - VHF (functioning)
ENGINE	**VEHICLE - OUTSIDE**
❑ OIL LEVEL	❑ BODY PANEL CONDITION
❑ COOLANT LEVEL	❑ INSURANCE STICKER
❑ BRAKE FLUID LEVEL	❑ WINDSHIELD AND WINDOWS
❑ POWER STEERING FLUID	❑ CHECK RIMS OF CRACKS
❑ WINDSHIELD WASHER FLUID	❑ TYRE CONDITION AND PRESSURE
❑ FAN BELTS AND FAN	❑ WHEEL NUT TIGHTNESS
❑ BATTERY AND TERMINALS	❑ LABELLING (UNHCR Sticker)



Damage to the vehicle body must be marked with an X on the picture

DAMAGES AND OBSERVATIONS

Annex 2. Identification of colleagues with leadership skills

Colleagues with leadership skills would present some of the following characteristics:

a. Proximity to/with professional drivers
b. Being considered "one of them" and have a reputation as "good driver"
c. Human qualities: warm, with an "easy" access relationship, not distant, accessible; appreciating social exchanges
d. Motivation to perform the function: wanting to assume the role; not just being "designated"
e. Good understanding of their role as a facilitating interface: do not consider themselves as "a teacher, a lesson-giver"
f. Other Ability to speak in front of third parties
g. They listen well
h. They're humble
i. They show initiative
j. They own their responsibilities
k. They're confident in their abilities
l. They're ambitious
m. They focus well
n. They ask for help
o. They adapt well to changes
p. They work well with others
q. They have a positive attitude
r. They understand their limits

Annex 3. Examples of classifications of emergencies

Examples of code 1 incidents:

- Examples of immediately life-threatening problems include cardiac arrest, severe shortness of breath, symptomatic myocardial ischaemia[6], shock (from any cause) or unconsciousness.
- Examples of time critical problems are a stroke with symptoms that are less than 3 hours since the onset (and therefore the patient is potentially a candidate for thrombolysis) and fractures (or dislocations) with distal limb ischaemia.

Examples of code 2 incidents:

- Examples of urgent/potentially serious incidents include pneumonia without severe shortness of breath, abdominal pain without shock and meningitis with a normal level of consciousness.

Examples of code 3 incidents:

- Priority would be given to more serious incidents. However, in the event of the patient having uncontrolled pain or other complications, the response will be upgraded as appropriate.
- If it is informed the situation is not safe for the patient - an earlier dispatch would be prioritized.
- If the dispatcher is informed the patient's condition has changed in any way prior to an ambulance arriving, a re-evaluation of the ambulance response would be conducted.
- Examples of non-urgent incidents include soft tissue infections without signs of septic shock[7], fractures without distal limb ischaemia and stroke with symptoms that have been present too long for the patient to be potentially a candidate for thrombolysis.

[6] *Ischaemia: is a restriction in blood supply to any tissue, muscle group, or organ of the body, causing a shortage of oxygen that is needed for cellular metabolism.*

[7] *Sceptic shock: a life-threatening condition that happens when the blood pressure drops to a dangerously low level after an infection.*

Annex 4. UNHCR – Maintenance Requirements

UNHCR - Maintenance Requirements

LIGHT & ARMOURED VEHICLES
(Vehicle Production From January 2014~)

Maintenance Interval
5000 km or 1 year
whichever comes first

	I = INSPECT R = REPLACE		
A	Drive belts		I
	Engine oil and oil filter		R
	Air filter element		I
	Cooling and heater system hoses		I
	Exhaust system and mountings		I
	Fuel tank cap, lines and connections		I
	Water sediment accumulator		I
	Check fluid levels	- Coolant	I
		- Power Steering	I
		- Brake Fluid	I
		- Clutch Fluid	I
	Battery health check		I
	Air conditioning system operation		I
	Brake pedal and parking brake		I
	Front brake pads and discs		I
	Rear brake linings / Disc pads - discs / drums		I
	Brake pipes and hoses		I
	Steering wheel, linkage, rack, rubber boots		I
	Ball joint and dust cover		I
	Propeller shaft grease		I
	Wheel bearing condition (taper roller bearing grease)		I
	Front and rear suspension components		I
	Tyre condition and pressure		I
	Body and under body/chassis condition		I
	Cabin air filter		I
	Valves (sensory)		I
	Transmission fluid, hoses and connections (visual leak inspection)		I
	Drive shaft joints and boots		I
	Electrical equipment operation (lights, wipers etc)		I
	Electronic Health Check - Toyota diagnostic computer (GTS)		I
B	Brake and clutch fluid (DOT3 or DOT4)		I
	Front & Rear differential fluid (if applicable)		I*
	Fuel Filter (10 000 km or when filter warning light illuminates)		R
	Transfer fluid (if applicable)		I*
B	Manual transmission fluid		I*
	Suspension Bushes (if neccessary)		R
	Automatic transmission fluid (fill in to the top)		I*
B	Coolant (then every 75 000 km)		R
	Air cleaner Element (15 000 km)		R
	Brake Lining / Pad (~ 30 000 km) based on status		R
	Clutch plate (only changed based on deffect)		I
	Timing belt (Then every 150 000 km)		R
	ROAD TEST (To verify overall performance and operation)		I

VEHICLE AGE/YR	KM	RECOMMENDED
1	5,000	A
2	10,000	A
3	15,000	A + B
4	20,000	A
5	25,000	A
6	30,000	A + B
7	35,000	A
8	40,000	A
9	45,000	A + B
10	50,000	A
11	55,000	A
12	60,000	A + B
13		Repeat from top

*** Recommended Replacement Intervals**
Km (x 1000)/Years

MODEL	DIFF UNIT	MAN TRANS	AUTO TRANS	TRANS BOX
Hiace	30/2	90/6	90/6	N/A
HZJ76R	30/2	90/6	90/6	90/6
HZJ78R	30/2	90/6	90/6	90/6
HZJ79R	30/2	90/6	90/6	90/6
PRADO	30/2	90/6	90/6	90/6
V8	30/2	90/6	90/6	90/6
Coaster	30/2	90/6	90/6	N/A

Mortorcycle Maintenance

Brake Pad	(3,000 Km - 3,500 Km) based on status
Sprockets	5,000 Km / based on status
Chain adjustment	Inspect at every service
Tyres	Change at 15,000 Km / Based on status
Brake Lining	(3,000 Km - 3,500 Km) based on status

UNHCR ROAD SAFETY MANAGEMENT GUIDANCE FOR PARTNER ORGANIZATIONS

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