



Fleet Management Policy

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Responsible Department	Finance and Administration		

1. Introduction

The Maldivian Red Crescent (MRC) delivers humanitarian services across the Maldives, including disaster preparedness and response, health and psychosocial support, community resilience, youth and volunteer engagement, and support to vulnerable individuals and communities. This work is carried out through a nationwide network of volunteers and staff operating through MRC Units, Regional Offices, and established management structures.

To fulfil its humanitarian mandate effectively, MRC must be able to operate in a reliable, timely, and safe manner. The ability to reach communities consistently, particularly during emergencies and disasters, is essential to maintaining trust, protecting people, and ensuring continuity of services.

To support its operations, MRC relies on shared operational systems and resources. MRC's vehicle fleet is a critical enabler of MRC's mandate collectively supporting mobility, service delivery, emergency response, community-based action and day-to-day organizational functions. The fleet comprises individual vehicles that are deployed across different locations and operational contexts to support MRC's work.

The responsible use and stewardship of the fleet, and of the vehicles within it, is therefore essential to operational readiness, duty of care for staff and volunteers, and the sustainable use of organizational resources.

This policy establishes a common framework for the use and stewardship of the MRC fleet. It sets out clear expectations and minimum standards for how vehicles are used, managed, and overseen across all levels of MRC operations, while allowing flexibility to respond to local contexts and emergency needs. The policy reflects MRC's commitment to safety, accountability, and responsible management in support of humanitarian action.

2. Scope

This policy applies MRC's fleet, comprising all vehicles owned, leased, or otherwise authorized for use in support of official MRC activities. It covers the use, stewardship, and management of vehicles that form part of the fleet across all operational contexts. This policy establishes organization-wide minimum standards and shared expectations for fleet use and stewardship.

This policy applies to:

- All vehicles owned, leased, or otherwise used by MRC for official activities.
- All levels of MRC operations, including Headquarters, Regional Offices, and Units.
- All individuals authorized to manage or operate MRC vehicles, including staff and volunteers.

The policy is aligned with the Fundamental Principles of the International Red Cross and Red Crescent Movement, informed by good practice and guidance developed by the International Federation of Red Cross and Red Crescent Societies (IFRC), adapted to the Maldivian context and MRC's operational realities. This policy should be considered in relation to the other policies within MRC and complemented by the Fleet Manual, Standard Operating Procedures (SOPs), and approved forms which provide practical guidance for implementation.

3. Definitions

- 3.1. **Fleet:** The collective system of vehicles used by MRC to support its operations, including owned, leased, or otherwise authorized vehicles.
- 3.2. **Vehicle:** An individual motorized asset that forms part of the MRC fleet.
- 3.3. **Authorized Driver:** A staff member or volunteer approved to operate a vehicle within the MRC fleet.
- 3.4. **Fleet Use and Stewardship:** The responsible, safe, and accountable management and use of the fleet and its vehicles as organizational resources.
- 3.5. **Custodianship:** Day-to-day responsibility for the care, appropriate use, and basic oversight of a vehicle assigned to a location or Unit.
- 3.6. **Emergency Use:** Use of fleet vehicles in response to disasters, emergencies, or urgent humanitarian needs.

4. Policy Principles

The use and stewardship of the MRC fleet is guided by a set of core principles that reflect MRC's values, operational realities, and commitment to good practice within the Red Cross and Red Crescent Movement. These principles provide a common foundation for decision-making and behaviour across all levels of the organization, ensuring that fleet resources are used in a manner that supports humanitarian action while protecting people and organizational assets.

MRC commits to managing its fleet in accordance with the following principles:

- 4.1. **Safety and Duty of Care:** MRC prioritizes the safety and wellbeing of staff, volunteers, passengers, and communities. The fleet and its vehicles must be used in a manner that minimizes risk and supports safe operations at all times.
- 4.2. **Enabling Humanitarian Action:** The fleet is managed to support timely, effective, and flexible humanitarian operations, including emergency response and community-based services.
- 4.3. **Responsible Stewardship of Organizational Resource:** The fleet and the vehicles within it are shared organizational assets and must be used responsibly, with care, accountability, and respect for their humanitarian purpose.
- 4.4. **Consistency and Fairness:** MRC applies consistent minimum standards for fleet use and management across all Regions and Units, while recognizing differences in operational context.
- 4.5. **Sustainability and Efficiency:** Fleet-related decisions consider long-term sustainability, cost-effectiveness, and responsible use of organizational resources.

5. Roles and Responsibilities

Effective fleet use and stewardship rely on clear roles and shared responsibility across the organization. While oversight and coordination functions may differ across levels, all parts of MRC play a role in ensuring that the fleet is used safely, responsibly, and in line with this policy.

To support this, MRC secretariat will take the following key measures:

- 5.1. Management:** Management provides overall oversight of the MRC fleet and ensures that appropriate systems, arrangements, and guidance are in place to support safe, accountable, and effective use of vehicles across the organization.
- 5.2. Regional Offices:** Regional Offices coordinate the day-to-day management of fleet vehicles assigned to their areas. This includes supporting Units, monitoring vehicle use, facilitating maintenance and reporting, and ensuring alignment with this policy.
- 5.3. Units:** Units act as custodians of vehicles assigned for Unit-level activities. They are responsible for ensuring that vehicles are used appropriately, basic care is undertaken, and required information and reports are submitted in line with this policy and supporting guidance.
- 5.4. Staff and Volunteers:** Staff and volunteers authorized to use fleet vehicles are expected to operate them responsibly, comply with safety and authorization requirements, and promptly report incidents, damage, or concerns related to fleet use.

6. Fleet Use and Driver Management

The use of vehicles within the MRC fleet must support official MRC activities and reflect the organization's commitment to safety, accountability, and responsible conduct. Clear expectations around vehicle use and driver authorization help ensure that fleet resources are used appropriately and consistently across the organization.

- 6.1.** Vehicles within the MRC fleet may only be used for official MRC activities and must be operated by authorized drivers.
- 6.2.** Fleet use should align with Programme or Service objectives and operational needs, and personal or unauthorized use of fleet vehicles is not permitted.
- 6.3.** During emergencies and disaster response, fleet use may be adapted to meet urgent humanitarian needs. Such use should continue to prioritize safety and be subject to appropriate oversight, recognizing the dynamic nature of emergency operations.

Detailed requirements relating to driver authorization, vehicle allocation, and conditions of use are set out in the Fleet Manual.

7. Safety, Security, and Risk Management

Fleet use involves inherent risks that must be actively managed to protect people and ensure continuity of operations.

- 7.1. MRC integrates safety and risk awareness into all fleet-related activities, consistent with its broader safety, security, and conduct frameworks.
- 7.2. Risks associated with the use of fleet vehicles must be identified, assessed, and managed as part of routine operations and emergency response.
- 7.3. Accidents, incidents, and damage involving fleet vehicles must be reported through established mechanisms to support accountability, learning, and continuous improvement.

MRC promotes a learning-oriented approach to incident reporting, recognizing that transparent reporting and reflection contribute to safer practices and stronger organizational systems.

8. Procurement and Acquisition of Fleet Vehicles

The acquisition of vehicles plays a critical role in maintaining a fleet that is fit for purpose, responsive to operational needs, and sustainable over time.

- 8.1. Decisions related to fleet procurement must therefore be informed by humanitarian priorities, operational requirements, and responsible resource management.
- 8.2. Fleet vehicles are acquired based on identified Programme or Service and operational needs, including emergency response capacity and geographic considerations.
- 8.3. All procurement must be planned, budgeted, and approved in accordance with applicable financial and procurement procedures.
- 8.4. Vehicle selection should consider suitability for intended use, safety and regulatory requirements, maintenance feasibility, and lifecycle costs, ensuring that additions to the fleet strengthen operational capacity and long-term sustainability.

9. Oversight and Delivery of Fleet-Related Work

Maintaining a safe and reliable fleet requires effective oversight of fleet-related work, including maintenance, servicing, and repairs. Clear expectations around authorization, quality, and documentation support accountability and help ensure that vehicles remain fit for use.

- 9.1. All fleet-related work must be authorized and documented in line with approved procedures.
- 9.2. Oversight mechanisms should ensure that work is completed to required standards and verified before vehicles are returned to service.
- 9.3. Where external service providers are engaged, their performance should be monitored to ensure quality, reliability, and value for money, consistent with MRC's standards and expectations.

Operational guidance for managing fleet-related work is provided through the Fleet Manual.

10. Monitoring, Reporting and Compliance

Consistent monitoring and accountability mechanisms support responsible fleet use and continuous improvement across the organization. Compliance with this policy is essential to ensuring that fleet resources are used in a manner that supports humanitarian objectives and organizational integrity.

Fleet use and stewardship are subject to monitoring and review through established reporting and oversight mechanisms. Records and reports relating to fleet vehicles support transparency, learning, and accountability.

Non-compliance with this policy may be addressed through applicable management, administrative, or conduct-related processes, consistent with existing MRC frameworks.

11. Policy Implementation & Review

This policy will be in effect immediately after being adopted by the Governing Board.

This policy is supported by a set of operational documents that translate its principles and requirements into day-to-day practice. These include: -

- Fleet Management
- Standard Operating Procedures, approved forms, tools, and service schedules.

The above specified documents must be finalized and approved by the Secretary General within three months of adoption of this policy to ensure effective implementation of the practices set out in it.

The policy will be reviewed every three years, or if a necessity arises to ensure it remains relevant, effective, and aligned with organizational needs, Movement guidance, and good practice.