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Road Safety Management in the Field

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**DPKO/DFS MANUAL ON
ROAD SAFETY MANAGEMENT IN THE FIELD**

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A. PURPOSE

1. The purpose of this Manual is twofold: (i) to set out the minimum standards for safe operation of United Nations motor vehicles and the conditions regulating the use of such vehicles, as well as the measures that can be taken against violators by prohibiting or limiting such use in order to protect the Organization against risks and liabilities and prevent further violations; and (ii) to provide missions with a set of flexible, adaptable tools and guidelines needed to support local efforts in achieving road safety in the field.
 2. Where deemed appropriate, the Director/Chief of Mission Support (DMS/CMS), taking into consideration the normative references, local conditions and country-specific risk management measures (currently known as minimum operating security standards - MOSS), may promulgate additional rules or procedures that are more stringent than local laws, rules and regulations to promote and ensure safe driving in the mission.
 3. It is important that missions clearly communicate these standards, and the related procedures, to mission personnel at the earliest opportunity and definitely before an individual is authorized to operate a United Nations vehicle. Any changes to these standards must also be clearly communicated to mission personnel, and be introduced in such a manner that time is allowed for the personnel to become aware of the changes.
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B. SCOPE

4. The standards and procedures contained in this Manual apply equally to all categories of personnel (including contractors and their employees, and uniformed personnel) who are authorized to operate or utilize United Nations vehicles.
 5. For the purposes of this Manual, United Nations vehicles are those that are insured and supported by the Department of Field Support (DFS) and include all types of motor vehicles, motorcycles, mobile equipment and airfield ground support equipment, whether they are owned by the United Nations or contingents (known as United Nations or contingent owned equipment: UNOE/COE), leased or rented by the United Nations, or provided by the host Government or any other source for the exclusive use of the United Nations. Such vehicles are hereinafter referred to as "mission vehicles".
 6. In cases where different standards may apply to different categories of personnel or equipment, this will be clearly stated under the relevant heading.
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C. RATIONALE

7. According to Department of Peacekeeping Operations (DPKO) statistics, between 1948 and 2015, 563 United Nations personnel died and 2,146 were injured as a result of motor vehicle accidents. In addition to such casualties, vehicle accidents and improper driving practices – particularly when local people, vehicles or properties are involved – have the potential to damage the image and public relations of the United Nations within the mission area and to expose the Organization to financial liability resulting from third party claims for death, injury or damage to property. The United Nations has, therefore, the prerogative to regulate the use of United Nations vehicles by establishing vehicle operating standards and to take all necessary measures to protect itself against risks and liabilities and prevent further violations, including by imposing conditions that limit or prohibit the use of such motor vehicles.

D. PROCEDURES**D.1. VEHICLE OPERATING STANDARDS**

8. The following are the minimum standards governing the safe operation of mission vehicles. Violations of these standards may constitute misconduct as envisaged under the United Nations Staff Regulations and ST/AI/2010/6, as well as under specific provisions applicable to United Nations Military, Police and other personnel, and may result in disciplinary action. Measures may also be taken to prohibit violators' future use of United Nations vehicles.

United Nations Driver's Permit

9. Mission vehicles can only be operated by personnel who are duly authorized and possess a valid United Nations Driver's Permit¹ issued to their name by their current mission. Such a permit is hereinafter also referred to as a "UN Driver's Permit" or "the permit".
10. Permit holders are personally responsible for the proper use and care of their permits. Drivers must travel with their permits at all times and correctly record their permit information when they take control of a vehicle, either through the Electronic Vehicle Monitoring System (EVMS) or vehicle trip tickets.²
11. It is strictly prohibited to lend a United Nations Driver's Permit to another individual for the purpose of operating a mission vehicle, or to drive with someone else's permit.
12. Loss of the permit should be reported immediately to the Permit Unit of the Transport Section, which in turn should register it in the system as "lost" or "stolen".

Driving in a careless, dangerous, negligent or inconsiderate manner

13. Mission road vehicles are highly visible and the manner in which they are used reflects on the overall image of the Organization. Therefore, mission vehicles must be driven with utmost care at all times.
14. Mission road vehicles should not, under any circumstances, be driven in a careless, dangerous or negligent manner so as to endanger or be likely to endanger any person or property. (Examples include: driving without lights after dark; failing to use the signal/indicator light; failing to stop at a red light or STOP sign, or to yield right of way; endangering other road users by ignoring road, vehicle and traffic conditions, etc.).
15. Drivers of mission road vehicles must be aware that, as guests of one or more host countries in the mission area, they must also demonstrate more than usual courtesy. Driving courtesy should include such matters as a courteous and professional demeanour when driving, and paying attention to stagnant water on roadways in order to avoid splashing pedestrians with mud or water, considerate vehicle parking, following the local traffic rules, and obeying local police traffic signals/instructions.
16. These standards also apply to the drivers of privately owned vehicles with United Nations issued registration plates.

¹ For information, see: DPKO/DFS Manual on Surface Transport Management in the Field (Ref. 2013.06).

² Ibid.

Driving under the influence

17. Driving under the influence of alcohol and/or drugs adversely affects coordination, sight, touch, hearing, judgement and decision-making, which represents a significant increase in risk of accidents/incidents for drivers and passengers of mission vehicles, as well as for third parties. Drivers of mission vehicles are, therefore, strictly prohibited from driving under the influence of substances, including alcohol, drugs, narcotics and chemical substances.

Alcohol

18. In a mission, the DMS/CMS, in coordination with other mission components, shall set the maximum blood alcohol concentration (BAC) level for operating a mission vehicle, taking into consideration the normative references, local laws and culture, as well as the driving patterns of the personnel and the accident trends. Nevertheless, the permitted BAC level for driving a mission vehicle should not exceed 0.05 grams of alcohol per decilitre of blood (g/dl) (or equivalent) under any circumstances, regardless of whether the national BAC levels are above that limit. Personnel who are engaged by the mission as “drivers” or “operators” may not operate a mission vehicle with a BAC level above 0.02g/dl while on duty. (For guidance on BAC levels, see Annex 1 to this Manual.)
19. Any person operating a mission vehicle is deemed to have consented to have samples of his/her breath and blood samples taken when requested to do so by the UN Security, Military Police (MP) or a Medical Officer, as appropriate. The refusal of any United Nations driver to submit to such requests may result in restriction or prohibition of the use of mission vehicles.
20. Should the driver disagree with the breathalyser test results, he/she can request to have a blood sample taken by a UN Medical Officer in an appropriate hygienic facility.
21. In the event that the test or tests confirm the existence of BAC above the permitted limit, the operator of the mission vehicle will be deemed to have driven under the influence of alcohol and should not be permitted to continue driving.
22. It is the responsibility of the UN Security and the MP, in coordination as necessary with the Medical Section, to ensure that breathalyser equipment is hygienic, poses no known health risks and is calibrated regularly; and the mouthpiece is disposable and changed after each use.
23. If supplied with the required equipment and training, and deployed for that purpose, the UN Security and/or the MP must administer a breathalyser test when:
 - 23.1. The manner in which the vehicle was being driven or the appearance/condition of the operator gives cause to believe that the driver was driving under the influence of alcohol.
 - 23.2. The vehicle was involved in an accident or incident resulting in death, injury and/or significant damage to the mission vehicle or any third party property.
 - 23.3. The vehicle was involved in any accident between 2100 and 0700 hours.
24. In addition to these mandatory tests, the UN Security and the MP may also carry out random breathalyser tests during routine roadside checks, at the main gate of the UN compound or any other place deemed appropriate.
25. Personnel authorized to use breath analysing devices (e.g. Breathalyser) must be adequately trained and/or certified to either United Nations, national and/or the manufacturer's standards prior to using such equipment.
26. All mandatory breathalyser tests and their results, whether negative or positive, as well as random breathalyser tests where the results are negative, will be reported using the Breathalyser Confirmation Form provided in Annex 2 to this Manual.

Drugs and other substances

27. Due to the unavailability of standard drug screening devices and related procedures for the UN Security and the MP, drug testing on drivers of mission vehicles may not be carried out at the roadside or at the scene of an accident. Hence, in the absence of such devices and procedures, a driver may only be deemed to have driven under the influence of drugs or other substances if a laboratory analysis carried out after an accident confirms this.
28. Otherwise, when there is a reasonable suspicion that the driver is under the influence of drugs or other substances, he/she will not be permitted to continue driving. In such cases, the Security or MP Officer should arrange to transport the driver safely to his/her destination or to the Transport Dispatch Unit, whichever is nearer, and should seek assistance from the Transport Section for impounding/driving the vehicle to the Transport Yard or an alternate safe place.

Speeding

29. The term “speeding” encompasses both “excessive speed” (driving above the speed limit) and “inappropriate speed” (driving too fast or too slow for the prevailing conditions). Both types of speeding are dangerous as they significantly reduce the time available for the driver to process information and to act on it, thereby increasing the emergency stopping distance. International research confirms that speeding has been a major contributing factor in about 30 to 50 per cent of fatal and injury accidents worldwide. With this in mind, mission vehicles should not be driven with excessive or inappropriate speeds.
30. Drivers must also exercise proper caution while driving. The speed, regardless of the limits posted, should always be adjusted to suit the conditions of the road, traffic and weather. Likewise, the type of load carried and the condition of the vehicle must be taken into consideration and the speed adjusted to ensure safe driving and no damage to the load carried.
31. At all times, drivers must comply with the speed limits posted by local authorities or as indicated by mission administrative directives/instructions and signs (whichever are the more restrictive). In the absence of local (host country) regulations, the following speed limits shall apply for mission vehicles:

Vehicle categories ³	UN compounds	Urban roads ^(a)	Rural highways ^(b)		Rural unpaved roads ^(e)
			Divided ^(c)	Undivided ^(d)	
A, B, C1, D1	20 kph	45 kph	100 kph	70 kph	50 kph
C, D, BE, CE, DE, C1E, D1E	20 kph	40 kph	80 kph	60 kph	40 kph
All other vehicles	20 kph	35 kph	60 kph	40 kph	40 kph

kph = kilometres per hour

(a) Roads/streets in built-up (residential) areas.

(b) Roads surfaced with durable materials such as asphalt, tarmac or concrete in non-built-up areas.

(c) The two directions of traffic are separated by a physical barrier, such as a concrete barrier or landscaped median.

(d) The two directions of traffic are not separated by a physical barrier.

(e) Rural roads that are not surfaced with durable materials (e.g. dirt road, gravel road, etc.).

³ See DPKO/DFS Manual on Surface Transport Management in the Field (Ref. 2013.06).

32. The speeds above may be adjusted downwards only, if considered necessary for safe driving.
33. Driving in excess of the established speed limits must be authorized in writing by the DMS/CMS for specific cars, specific users of vehicles for security, or for other mission-related considerations.

Distracted driving

34. Drivers of mission vehicles are strictly prohibited from engaging in activities that would interfere with their ability to exercise full control over a vehicle, or distract them from doing so. In this respect:
 - 34.1. Use of radios and mobile communication equipment (including mobile/cell phones) to transmit and receive information shall be permitted only when a mission vehicle is not in motion and is parked in a safe location. In urgent or emergency situations when it is not safe or possible to stop or park a mission vehicle, drivers must keep their radio or telephone communication short. Mission vehicle drivers who are required to check in with their supervisors should do so when not driving.
 - 34.2. Drivers of mission vehicles shall also refrain from other sources of distraction such as eating, drinking, manipulating music/audio controls, putting on make-up, smoking (includes lighting and extinguishing), reading or writing, while the vehicle is in motion.

Use of restraining systems and other safety devices

35. Unless there are compelling operational and/or security considerations that make non-compliance a necessity, the following will be mandatory and should be vigorously enforced by all missions:
 - 35.1. Seat belts shall be worn by all occupants when travelling in road vehicles, if equipped with such devices. The number of passengers transported in a vehicle shall not exceed the maximum number of passengers authorized in its registration document or the number of functioning seat belts.
 - 35.2. In cases where children are among the passengers, they shall never sit in the front seat and should be secured with the proper child restraints required by national laws.
 - 35.3. In instances where the use of a safety helmet and goggles are required (for example, when operating motorcycles, mopeds and bicycles), operators and passengers shall wear such equipment.
36. In addition, no person shall be permitted to ride with arms or legs outside of a vehicle's body; in a standing position on the body; on footboards (running boards); seated on wheel guards (side fenders), cabs, cab shields, the rear of the truck, or on the load; or in material handling or engineering equipment; except in a security crisis or other emergency situation and in certain commercial pattern vehicles modified as per military/police specifications and agreed during MOU negotiations/pre-deployment visits (PDVs).

Reversing (backing up)

37. To prevent accidents when reversing (backing up), drivers/operators of mission vehicles shall take the applicable precautions, such as:
 - 37.1. Walking around the vehicle to check the clearances and search for hidden obstacles before starting to reverse (back up)
 - 37.2. Seeking assistance from a reasonably available person in situations where visibility to the rear of the vehicles is decreased

37.3. Reversing (backing up) slowly and cautiously.

Driving downgrade and following distance

- 38. Vehicles shall not be driven on a downgrade with gears in neutral or with the clutch disengaged.
- 39. Drivers of mission vehicles shall maintain a safe following distance⁴ at all times. During adverse weather conditions the following distance should be increased.

Daytime running lights

- 40. Daytime running lights increase visibility and improve a driver's distance and speed perception of other motor vehicles, as well as improving the likelihood of other road users detecting motor vehicles earlier and adjusting their own behaviour. Headlights of all mission vehicles shall, therefore, be turned on any time the vehicle is operated, if security conditions and local laws permit.

Parking and security of vehicles

- 41. Users of mission vehicles have a number of obligations with respect to both the security of their vehicle and its load. Drivers shall ensure that the vehicle is parked properly and secured at all times to guard against theft, accidents, vandalism or other losses. The same shall apply to overnight parking outside UN personnel residential compounds.
- 42. In this respect:
 - 42.1. Mission vehicles shall not be stopped, parked, or left standing on any road, or adjacent thereto, or in any area in a manner that (i) is in breach of local traffic rules as well as mission-specific parking rules; (ii) will endanger the vehicle, other vehicles, equipment or personnel using or passing that road or area; or (iii) will cause obstruction and inconvenience to other vehicles or road users.
 - 42.2. No mission vehicle shall be left unattended unless all reasonable care has been taken to ensure that it is secure; for example, the engine has been shut off, the key removed, hand brake (parking brake) set, and gear engaged in low, reverse or park. If parked on a hill or gradient, the front wheels must be turned or hooked into the curb or the wheels securely chocked. No attractive or personal items should be left in a visible location in an unattended vehicle.
 - 42.3. Mission vehicles shall not, at any time, be left or parked outside United Nations compounds without use, during periods of absence of the designated drivers from the duty station on official travel or leave. For any cases of absence, the vehicle and keys must be returned to the head of department, office or section who will determine the continued use of the vehicle.
 - 42.4. To prevent copies being made, vehicle keys shall never be surrendered to non-United Nations personnel; for example, at vehicle wash points or valet parking outside United Nations compounds.

Causing unfair wear and tear

- 43. For the purposes of this Manual, "unfair wear and tear" refers to any deterioration of the physical condition of an item for reasons other than normal wear and tear. Unfair wear and

⁴ Guidance on safe following distances is provided in Chapter II of Annex 7.

tear occurs as a result of a specific event or series of events such as impact, inappropriate usage, inappropriate stowing of items, harsh treatment, negligent acts or omissions. Driving a mission vehicle in an un-roadworthy condition, such as driving with flat tyre(s), low or no oil, insecure wheel nut(s), headlight(s)/signals not working, or driving beyond the date when servicing is due, etc., is prohibited, and damages caused this way will be deemed as causing unfair wear and tear.

Driving in convoy

44. For the purposes of this Manual, a convoy is considered to be at least two vehicles, travelling together for operational and/or security reasons.
45. Convoy movements are a common part of many field operations, but poorly organized convoys can and do result in road accidents, so it is vital that all convoy movements are properly planned and carried out. This requires each mission to develop mission-specific convoy procedures and/or guidelines, detailing the planning, preparation and execution of convoy operations in the mission area.
46. Every effort shall be made to ensure that all pertinent safety, operational and environmental considerations are taken into account. Nevertheless, as a minimum standard, all drivers of United Nations owned vehicles travelling in convoy shall:
 - 46.1. Familiarize themselves with the mission convoy procedures. It is the responsibility of the convoy leader to ensure that all drivers are properly briefed about the applicable procedures prior to starting any convoy movement.
 - 46.2. Conduct a communication test from the vehicle and ensure that all necessary communication channels function properly.
 - 46.3. Ensure that the vehicle has all standard tools and equipment required for the trip.
 - 46.4. Comply with the mission speed limits unless there are compelling operational and/or security considerations that make non-compliance a necessity. It is the responsibility of the convoy leader to ensure that all vehicles in the convoy comply with stipulated speed limits. In cases where the convoy is under escort of the host country's armed or police forces, or of a UN Military contingent, the convoy leader should inform the escort leader of the speed limits applicable to the mission vehicles and, unless there are compelling operational and/or security considerations that make non-compliance with the speed limits a necessity, the escort leader should be requested to comply with such stipulated speed limits.
 - 46.5. Maintain a safe distance between the vehicles, depending on the category of vehicles, the speed of travel and the driving conditions.
 - 46.6. Keep low-beam headlights switched on for the duration of the trip, even in daylight conditions, unless otherwise instructed. Lights should be turned off only at the end of the trip.
 - 46.7. Look out for other road users who may attempt to move into the spaces between the vehicles of the convoy and allow them to move into those spaces, unless otherwise instructed.
47. In the case of UN Military convoys, the Military convoy procedures must be followed as a minimum.

Drivers' inspection of vehicles

48. Drivers' inspection of vehicles is the first and most important aspect of a good maintenance system. It prevents breakdowns and leads to discovering minor faults in the mechanical condition of a vehicle before they become major problems. To this effect, drivers bear the responsibility for the daily inspection of mission vehicles, as they would for private vehicles.
49. Before beginning a journey, drivers of mission vehicles must conduct a "visual inspection" and walk around the vehicle to ensure that:
 - 49.1. Tyres are properly inflated.
 - 49.2. Signal lights and headlights are working properly.
 - 49.3. Windscreen wipers and washers are operational with all wiper blades in a serviceable condition.
 - 49.4. Registration plates are securely attached and legible.
 - 49.5. All external parts and equipment are intact.
 - 49.6. The vehicle is not leaking any fluid.
50. It is also the driver's responsibility to ensure that the vehicle assigned to him/her is serviced as scheduled in the vehicle maintenance card. All drivers are to ensure that the vehicle is not overdue for maintenance by an amount of more than 500 km.
51. In the event that the driver or any other person becomes aware of anything that may compromise the safety of the vehicle, whether through the course of a vehicle safety inspection or otherwise, this must be brought to the attention of the Transport Section as soon as possible.

Driving periods, breaks and rest periods

52. This section sets out the rules on driving times, breaks and rest periods for drivers of mission road vehicles who are engaged in the carriage of goods and passengers by road.⁵
53. These rules shall not apply to road transport performed by:
 - 53.1. Vehicles used for the carriage of goods where the permissible maximum mass of the vehicle, including any trailer or semi-trailer, does not exceed 3.5 tonnes;
 - 53.2. Vehicles used for the carriage of passengers which, by virtue of their construction and equipment, are suitable for carrying not more than nine persons, including the driver, and are intended for that purpose;
 - 53.3. Vehicles used for the carriage of passengers on regular services where the route covered by the service in question does not exceed 50 kilometres;
 - 53.4. Vehicles with a maximum authorized speed not exceeding 40 kilometres per hour;
 - 53.5. Vehicles owned or hired without a driver by the armed services, civil defence services, fire services, and forces responsible for maintaining public order when the carriage is undertaken as a consequence of the tasks assigned to these services and is under their control;
 - 53.6. Vehicles used in emergencies or rescue operations, including the non-commercial transport of humanitarian aid;

⁵ Adapted from the European agreement concerning the work of crews of vehicles engaged in international road transport (AETR), of 1 July 1970.

- 53.7. Specialized vehicles used for medical purposes;
- 53.8. Specialized breakdown vehicles operating within 100 kilometres of their base;
- 53.9. Vehicles undergoing road tests for technical development, repair or maintenance purposes, and new or rebuilt vehicles which have not yet been put into service;

Driving periods

- 54. The daily driving time, which is defined as the total accumulated driving time between the end of one daily rest period and the beginning of the following daily rest period or between a daily rest period and a weekly rest period, shall not exceed 9 hours. It can be extended to 10 hours not more than twice during the week⁶.
- 55. The weekly driving time, which is defined as the total accumulated driving time during a week, shall not exceed 56 hours.
- 56. The total accumulated driving time during any two consecutive weeks shall not exceed 90 hours.

Breaks

- 57. After a driving period of four and a half hours, a driver shall take an uninterrupted break⁷ of not less than 45 minutes, unless he or she begins a rest period. This break may be replaced by a break of at least 15 minutes followed by a break of at least 30 minutes each distributed over the driving period or immediately after this period in such a way as to comply with the provisions of the above paragraph.
- 58. The waiting time and time not devoted to driving spent in a vehicle in motion, a ferryboat or a train shall not be regarded as 'other work'⁸ and will be able to be qualified as a "break".
- 59. The breaks may not be regarded as daily rest periods.

Rest periods

- 60. A driver shall take daily and weekly rest periods.
- 61. Within each period of 24 hours after the end of the previous daily rest period or weekly rest period, a driver shall have taken a new daily rest period.
- 62. "Daily rest period" means the daily period during which a driver may freely dispose of his time and covers a 'regular daily rest period' and a 'reduced daily rest period'.
 - 62.1. Regular daily rest period means any period of rest of at least 11 hours;
 - 62.2. Reduced daily rest period means any period of rest of at least 9 hours but less than 11 hours.
- 63. Regular daily rest period may be taken *en bloc* or in two periods, the first of which must be an uninterrupted period of at least 3 hours and the second an uninterrupted period of at least 9 hours.
- 64. If the portion of the daily rest period which falls within that 24-hour period is at least 9 hours but less than 11 hours, then the daily rest period in question shall be regarded as a reduced daily rest period.

⁶ A week is the period of time between 0000 hours on Monday and 2400 hours on Sunday.

⁷ "Break" means any period during which a driver may not carry out any driving or any other work and which is used exclusively for recuperation.

⁸ "Other work" means all working activities except driving, including any work for the same or another employer, within or outside of the transport sector.

65. A driver may have at most three reduced daily rest periods between any two weekly rest periods.
66. "Weekly rest period" means the weekly period during which a driver may freely dispose of his/her time and covers a 'regular weekly rest period' and a 'reduced weekly rest period'.
 - 66.1. Regular weekly rest period means any period of rest of at least 45 hours;
 - 66.2. Reduced weekly rest period means any period of rest of less than 45 hours.
67. In any two consecutive weeks, a driver shall take at least:
 - 67.1. Two regular weekly rest periods; or
 - 67.2. One regular weekly rest period and one reduced weekly rest period of at least 24 hours. However, the reduction shall be compensated by an equivalent period of rest taken *en bloc* before the end of the third week following the week in question.
68. A weekly rest period shall start no later than at the end of six 24-hour periods from the end of the previous weekly rest period.
69. Any rest taken as compensation for a reduced weekly rest period shall be attached to another rest period of at least 9 hours.
70. A weekly rest period that falls in two weeks may be counted in either week, but not in both.

Exceptions

71. Provided that road safety is not thereby jeopardized and to enable him/her to reach a suitable stopping place, the driver may depart from the provisions of this policy to the extent necessary to ensure the safety of persons, of the vehicle or of its load. The driver shall indicate the nature of and reason for his departure from those provisions on the record sheet or in his duty roster, at the latest on arrival at a suitable stopping place.

Monitoring

72. Driving times, breaks and rest periods should be monitored using the EVMS and the Driver's Weekly Hours Record Sheet provided in Annex 3 to this Manual.

Loading of vehicles and prohibited cargo

73. Vehicles carrying loads that project beyond the sides or rear of the vehicle shall carry a red flag at or near the end of the projection. At night or when atmospheric conditions restrict visibility, a warning light or reflective device should be used in lieu of the red flag.
74. Vehicles shall not be loaded in a manner that obscures the driver's view ahead or to either side or that interferes with the safe operation of the vehicle.
75. The load on every vehicle shall be distributed to balance the weight, chocked, tied down or secured. Loads should be covered when there is a hazard of flying/falling dirt, rock, debris or any other material.
76. Unless operationally required and upon approval by the DMS/CMS, dangerous goods such as explosives, flammable materials (except normal fuel supply), propane cylinders (except normal cooking supply) or toxic substances, and any other cargo that is banned by the host country laws shall not be transported in a mission vehicle.

D.2. VEHICLE SAFETY

Vehicle safety equipment

77. All United Nations owned vehicles, including leased or rented vehicles, shall be equipped with seat belts, first aid kit, fire extinguisher, warning triangle, spare tyre, jack and appropriate tools, and other equipment required to comply with the MOSS. The mission's Transport Section shall, during routine maintenance and safety inspections, verify that all the listed items of equipment are present in the vehicle and in good condition.

Maintenance and repairs

78. It is important that all vehicles and parts are operationally serviceable, able to perform and of sufficient quality for the intended task with due regard for safety. Vehicles that are found to be unsafe to operate shall be removed immediately from service and their use prohibited until unsafe conditions have been corrected. They shall be re-inspected before being placed in service again.
79. The Chief Transport Officer (CTO) in his/her capacity as the mission surface transport expert shall decide upon the frequency of vehicle maintenance, taking into consideration all pertinent local factors. However, routine maintenance should not be conducted less frequently, either in terms of elapsed time or distance driven, than the intervals stated in the manufacturer's recommended service regime on any account. Furthermore, if the manufacturer in question offers a range of service regimes applicable to a variety of vehicle use and prevailing road/weather conditions, it is incumbent upon the CTO to decide which is the most applicable to the United Nations owned vehicles operating in his/her geographic area or areas of responsibility.
80. All types of maintenance and repair work shall be carried out by a qualified person in an approved United Nations workshop or in a contractor's facility where a United Nations contract for services and repairs has been established in accordance with the manufacturer's recommendations. Maintenance and repairs shall not be conducted, under any circumstances, by an unauthorized person or in an unauthorized workshop or facility. Failure to respect this policy shall incur administrative and disciplinary measures.

Under-utilized and parked vehicles

81. In order to ensure that under-utilized and parked vehicles are kept roadworthy, the vehicles shall be included in the mission maintenance plan with emphasis on checking the brakes, including the brake fluid, steering system and any fluid that may be part of the system, cooling fluid, water for the windows wiper system, tyres and lights, as well as checking the hydraulic system for leaks and the condition of wires, chains, shackles, straps and other essential components.

Operational readiness inspections of COE vehicles

82. The COE Manual⁹ stipulates that "major equipment will be inspected to ensure that it is operational to the extent agreed to in the Memorandum of Understanding (MOU). The United Nations considers that unsafe vehicles endanger the life of personnel and jeopardize the effectiveness of a mission and should not be considered operationally serviceable." The Manual also stipulates that "the Chief Transportation Officer will review vehicle safety and

⁹ Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (Ref. A/C.5/69/18).

make recommendations to the Director/Chief of Mission Support and Force Commander and/or Police Commissioner on this issue”.

83. In order to be operationally serviceable, equipment must not only be mechanically able to perform but must also be able to perform with due regard to safety. In this respect, a safety survey must be included as part of each of the inspections required for the verification and control of the COE reimbursement programme. Each item of equipment will be assessed against the United Nations minimum standards for safe operation. For vehicles, the guidelines are as follows:
 - 83.1. The vehicle can be started independently without swapping parts or components from another vehicle.
 - 83.2. The vehicle's hand brake or pneumatic parking brake operates and will prevent the vehicle from moving when at rest:
 - On level ground with the engine running, the lowest gear engaged, the clutch out and without the foot brake being applied
 - On a downhill slope with the engine off.
 - 83.3. The vehicle's steering is serviceable and is considered capable of controlling the vehicle at normal operating speeds.
 - 83.4. The vehicle's brakes are capable of stopping the vehicle within a reasonable distance, when operating at normal speed, fully loaded and on a downhill slope that the vehicle is likely to encounter in the mission area in the course of its normal use.
 - 83.5. All lights are working, including indicators, all other front/rear lights, registration plate illuminating lights and brake lights where fitted.
 - 83.6. Windows, where fitted, allow sufficient vision for the safe operation of the vehicle. There should be no cracks and no de-lamination present.
 - 83.7. All windscreen wipers, where fitted, operate and wiper blades are capable of removing water from the windscreen.
 - 83.8. Tyres or tracks are in a good condition to allow safe operation, using the wear bar within the tread pattern as a guide. Vehicles will be grounded once the wear bar becomes visible. When there is no wear bar, a determination will be made as to whether there is sufficient tread to allow grip on a wet dirt road. A vehicle may also be grounded if signs of tyre damage, cuts, cracks or rubber separation are observed.
 - 83.9. A spare tyre, in good condition, is fitted. The vehicle must have functional tyre-changing equipment sufficient to complete a change without outside assistance.
 - 83.10. Ancillary equipment attached to the vehicle can be operated for its intended purpose safely. For example, recovery trucks can perform recovery tasks safely, hydraulic and/or winch systems are functional, fuel tankers are appropriately earthed with no leaks, etc.
84. For other transport equipment (material-handling equipment, tracked vehicles, trailers, etc.) the minimum standard will be that the equipment can be operated safely, in accordance with internationally recognized safety standards and for its intended purpose. For example, material-handling equipment can lift designated loads safely, fuel tanker trailers can be operated safely, etc.
85. Should an item of transport equipment be declared unsafe, it must be removed immediately from operation, and it will no longer be considered to be serviceable. It will then be the responsibility of the troop/police contributing country (TCC/PCC) to present the vehicle to the CTO for verification that the vehicle has been restored to a roadworthy condition. Once the

equipment has been declared safe for operation, it will then be considered operationally serviceable.

Modification of mission vehicles

86. Mission vehicles must not, at any time, be modified for non-duty purposes, recreation or welfare, or altered or used in any way that compromises the safe operation of the vehicle as well as the safety of vehicle occupants and third-parties, irrespective of the intended purpose of the modification.

Window films and security screens

87. Inner side and rear windows/glass of mission vehicles may be affixed with clear type shatter resistant films in order to protect United Nations personnel from the penetration of rocks, steel pellets or similar dangers. However, the equipment used for this purpose should be of good quality and must be resistant to sun rays and other weather conditions: it should not show signs of de-lamination, "bubbling" or any similar effects. It should also be resistant to scratches that may occur as a result of lowering or raising the windows.
88. The use of accessory dark films applied to vehicle glass for the purpose of cosmetic tinting or shading, or the like can be authorized by the DMS/CMS on an exceptional basis taking into consideration the relevant national regulations. Consideration of the use of such material should be restricted to cases where the overriding concern is the protection of occupants, whose security could be jeopardized by their identification while travelling in the vehicle. This equipment must not, under any circumstances, reduce light transmission to dangerously low levels, preventing the driver from having adequate vision at night or in other conditions of poor visibility. Where designated, details of vehicles tinted should be clearly noted in the assets database for reference.
89. Fitting security screens on mission vehicles can also be authorized by the DMS/CMS, should conditions call for it. Any such equipment should be removed when conditions return to normal.

Prohibited equipment

90. Any equipment that jeopardizes driving safety or that is banned by the host country's laws or by United Nations rules and regulations must not be installed and/or used in any mission vehicle.

Non-conforming contingent-owned equipment

91. The modifications to commercial pattern vehicles as per military/police specifications and agreed during MOU negotiations/pre-deployment visits (PDVs) should be taken into consideration before declaring any vehicles unsafe.
92. In the event that a TCC/PCC already deployed contingent-owned commercial pattern vehicles whose original factory structures have been modified in such a way as to contradict the provisions of this Manual, missions should encourage the respective contingents to make necessary modifications to vehicles in question in order to be in line with safety standards. This should not be mandatory and if agreed, the costs should be borne by the TCC/PCC.
93. If for any reason necessary modifications cannot or will not be made by the TCC/PCC, some mutually agreed mitigating measures should be considered. These include, but are not limited to the following:
 - 93.1. Providing technical assistance to contingents in question to modify these vehicles.
 - 93.2. Providing defensive driving training to the drivers of such vehicles.

- 93.3. Limiting the use of such vehicles to in-camp movements or to those areas where the risk of involving in a road accident is not likely.
- 93.4. Lowering the speed limit for these vehicles.
- 93.5. Limiting the number of occupants carried on these vehicles.

D.3. ENFORCEMENT

- 94. Research shows that a large proportion of all road accidents are preceded by one or more violations by road users (such as driving while impaired, exceeding speed limits or going too fast for conditions, ignoring road signs and signals, making improper turns or turning where prohibited, improper overtaking, etc.), and effective enforcement can play an important role in deterring drivers from violating such rules by increasing their perception of the risk of being detected and sanctioned. It is commonly agreed that even the simple presence of traffic enforcement inhibits non-compliance. It is, therefore, important that the DMS/CMS seek an intensified collaboration between all stakeholders, including Transport Section, UN Security, Police and Military components (including Military Police), to establish and implement a mission-wide enforcement programme.
- 95. As a minimum standard, such programmes should consist of two parts: compliance checks and corrective actions.
- 96. Compliance checks can be carried out by both the Transport Section (through the EVMS) and by the designated mission enforcement units.
- 97. Enforcement activities carried out by these units, if properly tailored and implemented in a well-coordinated manner, may provide a significant contribution towards reducing vehicle accidents and casualties as well as other violations such as unauthorized use of United Nations vehicles, transportation of non-UN persons, etc.

Compliance checks

- 98. Although the kinds of compliance checks may vary depending on a mission's characteristics and accident patterns, it is highly recommended that initiatives are focused where they are most likely to be effective in reducing accidents and related losses, by targeting the violations considered most likely to cause such accidents. These include, but are not limited to, the following:
 - 98.1. Speeding
 - 98.2. Driving under the influence of alcohol
 - 98.3. Use of cell phones while driving (talking and texting)
 - 98.4. Failure to wear seat belts
 - 98.5. Transportation of passengers in a standing position on the vehicle's body; on footboards (running boards); seated on wheel guards (side fenders), the rear of the truck or on the load; or in/on material-handling equipment.
- 99. To increase the perceived risk of being caught and the effectiveness of enforcement, it is important that the controls are clearly visible but unpredictable and difficult to avoid, are accompanied by sufficient publicity, and take place regularly over a long period.
- 100. It is also recommended that enforcement units are provided with the necessary equipment (e.g., vehicles, speed detecting devices such as radar, laser guns and the like, alcohol-testing devices, portable signboards, illuminators, traffic cones, reflective jackets, etc.) and standard operating procedures.

Corrective actions

101. Research suggests that detection does not have a deterrent effect unless there is the possibility of negative outcomes for driving offences. Imposing sanctions for traffic violations and taking measures against the drivers are expected to prevent the repetition of undesirable behaviours by the violators as well as by others, through increasing the perceived risk of being sanctioned for such behaviours.
102. Measures that can be taken against any driver found to be in violation of the regulations governing the operation of mission vehicles include temporary confiscation of a UN Driver's Permit and/or vehicle, driver reassessment and imposition of sanction measures ranging from a warning to limiting or prohibiting the future use of mission vehicles. The decision to prohibit or limit the use of mission vehicles by any United Nations personnel or driver is a managerial matter and it falls within the prerogative of the Administration.
103. In addition to and independent of such measures that may be imposed, misuse of United Nations vehicles and other transport assets may also amount to misconduct, which might lead to the imposition of disciplinary measures.
104. The disciplinary process for staff members is governed by the United Nations Staff Regulations, Staff Rules, and other administrative issuances.
105. The authority to impose any disciplinary measures on UN Military and Police personnel rests with the respective TCC/PCC. Any action that may amount to misconduct or serious misconduct by such personnel should immediately be brought to the attention of the Head of Mission, who will make a determination on appropriate follow-up to all such actions.
106. Finally, certain violations may also be violations of the laws of the host State, which may lead to investigation and criminal prosecutions by the host State for staff members, experts on mission and United Nations personnel other than Military contingent personnel.

Temporary confiscation of UN Driver's Permits and vehicles

107. As a preventive measure, UN Security Officers (international) and MP Officers may confiscate the UN Driver's Permit and/or the mission vehicle on the spot or during the preliminary investigation of an incident/accident if it is considered essential to protect human life, to avoid further violations and to secure the mission vehicle against further damages or loss. No other staff may confiscate a UN Driver's Permit or a mission vehicle.

Grounds for confiscation

108. The circumstances in which immediate, on-the-spot confiscation of UN Driver's Permits or mission vehicles would be required are:
 - 108.1. The vehicle has been involved in a road traffic accident, where the United Nations driver is wholly at fault and causes death/serious injury and/or significant property damage.
 - 108.2. The vehicle is being driven without a valid UN Driver's Permit or with someone else's permit.
 - 108.3. The vehicle is being driven by a locally recruited staff member outside the normal working hours without authorization.
 - 108.4. The vehicle was attempting to cross into countries bordering the "mission area" without the written approval of the Head of Mission.
 - 108.5. The breathalyser or blood test confirms the existence of BAC above the limit.

- 108.6. The staff member is knowingly driving the vehicle while it is in a dangerous mechanical condition; for example, driving with flat tyres, no brakes, no lights at night, etc.
109. There are no other circumstances in which a UN Driver's Permit or a mission vehicle may be confiscated.

Handling of confiscated UN Driver's Permits and vehicles

110. When a mission vehicle has been confiscated, the Security or MP Officer should arrange to transport the driver safely to his/her destination or to the Transport Dispatch Unit, whichever is nearer, and should seek assistance from the Transport Section for impounding/driving the seized vehicle to the Transport Yard or an alternate safe place. All confiscated vehicles will later be handed back to the assigned unit, unless they are not required for a further investigation or repair work.
111. All confiscated electronic permits (EVMS coded) should be handed to the CTO (or the officer in charge of transport in the sectors/regions) and the paper permits to the respective Military Transport Officer as soon as possible after confiscation, along with supporting documentation sufficient to determine whether the permit should be returned or held.

Sanction measures

112. Unless otherwise authorized by the DMS/CMS, all individual cases arising from damage to or improper or careless use of mission vehicles (including vehicle accidents) will be reviewed by the CTO, and corresponding sanction measures will be imposed on the staff members and drivers concerned.
113. Sanction measures that can be imposed on any driver/operator of a mission vehicle include: formal warning; suspension of UN Driver's Permit for a certain period; disqualification from holding a UN Driver's Permit for a certain period; permanent disqualification from holding a UN Driver's Permit; permanent withdrawal of UN Driver's Permit; and driver reassessment.

Formal warning

114. The purpose of a formal warning is to advise in writing that the action of the individual concerned constitutes a violation of established policies and rules governing the use of mission vehicles and that any further offence is likely to attract a more severe sanction measure.

Suspension of or disqualification from holding a UN Driver's Permit for a certain period

115. The purpose of a suspension of a UN Driver's Permit is to suspend the driver's authorization to drive a mission vehicle for a period commensurate with the violation(s). Likewise, disqualification from holding a UN Driver's Permit for a certain period aims to delay the driver's authorization to drive a mission vehicle for a period commensurate with the violation(s).
116. For the purposes of the paragraph above, the difference between the terms "suspension" and "disqualification" is related to whether the violation is committed by a driver who has already been issued a UN Driver's Permit or by a driver who has yet to be issued one. That is, if the driver has already been issued a permit, the permit will be suspended; otherwise, the individual concerned will be disqualified from holding a permit for a period commensurate with the violation(s).
117. A suspension or disqualification takes effect after the driver has received the notification of the sanction from the CTO, and, in the case of suspension, has handed over his/her permit to the Transport Section. If the individual is on leave when the notification is issued, commencement of the sanction does not start until he/she returns and the permit is handed over.

118. Any periods of extended absence from the mission area will not be taken into account when computing the applicable period of suspension of or disqualification from holding a UN Driver's Permit.
119. It is the individual's responsibility to follow up and request that his/her permit is returned to him/her after the suspension period has elapsed.

Permanent withdrawal of or disqualification from holding a UN Driver's Permit

120. A UN Driver's Permit can also be withdrawn permanently and the individual prohibited from using any United Nations vehicle. Likewise, a driver can be disqualified from holding a permit where the risks of the individual operating vehicles far outweigh the possible benefits to the Organization.
121. For the purposes of the paragraph above, the difference between the terms "permanent withdrawal" and "permanent disqualification" is related to whether the violation is committed by a driver who has already been issued a UN Driver's Permit or by a driver who has yet to be issued one. That is, if the driver has already been issued a permit, the permit will be withdrawn permanently; otherwise, the individual concerned will be disqualified from holding a permit during his/her assignment with the mission in question.

Driver reassessment

122. Driver reassessments may be carried out within the mission as a result of:
 - 122.1. Causing a serious traffic accident
 - 122.2. Recommendation by the Board of Inquiry (BOI)
 - 122.3. The Force Provost Marshall, UN Security, Military Police reports or observations of unsafe driving or driving of a standard below the acceptable minimum
 - 122.4. Causing repeated unfair wear and tear or damage to mission vehicles resulting from what is judged by the CTO, Military Transport Officer or the supervisor of the driver to be the poor driving skills or carelessness of the user.
123. In the event that driver reassessment is imposed in conjunction with a permit suspension sanction, this will be performed at the end of the suspension period and before reissuing the Driver's Permit.
124. Permit holders who fail driving reassessments should be considered unqualified to operate UN vehicles and their permits must be cancelled. No person should be reissued a UN Driver's Permit until and unless he/she has successfully demonstrated that he/she is qualified in the category of vehicle(s) required to perform his/her duty.

Due process

Notification of violations

125. Violations of the standards in this Manual as well as other mission directives/instructions governing the use of mission vehicles, whether detected by mission enforcement units or the Transport Section (through the EVMS reporting tool), must be recorded on the Notification of Traffic Violation Form (as provided in Annex 4 to this Manual) and handed/forwarded to the staff member/driver for his/her acknowledgement. Upon receipt of this notification, the staff member/driver, whether having accepted or denied the allegation(s), must sign and return the notification to the issuing officer or the office.
126. In the event that the staff member/driver accepts the allegation(s), the signed Notification of Traffic Violation Form, along with the supporting documentation, will be forwarded to the CTO for his/her review and decision on imposing the appropriate sanction measure(s).

127. In the event that the staff member/driver denies the allegation(s), this will be investigated by the Special Investigations Unit (SIU) or any other authorized mission investigative asset. This is separate from the process for investigation of possible misconduct, which can include misuse of United Nations assets, including vehicles. If the investigator concludes that the allegations of violations are substantiated, he/she will forward the investigation result to the CTO for his/her review and decision on imposing the appropriate sanction measure(s).

Administration of sanction measures

128. Sanction measures that can be imposed on a driver of a mission vehicle are based on three classes of violations and graduated into three occurrences. A list of violations of the standards in this Manual and the corresponding sanction measures, along with guidance on the calculation of the sanction measures, are provided in Annex 5 to this Manual.
129. The CTO, upon receipt of the Notification of Traffic Violation Form and the supporting documentation from the investigation units or the Transport Section, will review the case with respect to whether the permit should be returned or held (if confiscated) and/or whether to impose a sanction measure or measures on the driver involved.
130. Should the CTO consider that the allegations are substantiated and there are sufficient grounds to hold the permit and/or impose a sanction measure, a Notification of Sanction Measure Form (as provided in Annex 6 to this Manual) will be prepared and forwarded to the individual concerned. Any attempt to influence the decision of the CTO in this regard may be considered abuse of authority.
131. The CTO has the authority to impose sanction measures including formal warning, suspension of or disqualification from holding a UN Driver's Permit for a period up to 90 days (inclusive) and driver reassessment. Suspension of or disqualification from holding a UN Driver's Permit for more than 90 days and permanent withdrawal of the permit will be subject to DMS/CMS approval. The DMS/CMS may delegate this authority to the CTO or any other senior official of the mission.
132. In addition to and independent of any sanction measure that may be imposed, if the CTO and/or the DMS/CMS (or the designated official) considers that the violation or action of the staff member/driver might amount to misconduct, which might lead to the imposition of disciplinary measures, he/she will refer the case to the Head of Mission and Conduct and Discipline Team (or Conduct and Discipline Focal Point) for assessment if the matter should be handled as an allegation of misconduct.

Requests for appeals

133. Appeals for the review of any sanction measure to limit or prohibit the use of United Nations vehicles are not automatic and should be made in writing to the DMS/CMS or his/her delegated authority within 10 working days of the receipt of the notification of the sanction measure. Such written submission must contain comprehensive reasons in support of the request for review.
134. On receipt of the written request to review the sanction measure imposed, the DMS/CMS or his/her delegated authority will review the case based on whether or not:
- 134.1. The allegations of violations are substantiated.
 - 134.2. The sanction measure, in each case, is commensurate with the violation and takes into account all mitigating circumstances. For example, in the case of an accident, all mitigating circumstances should be recognized, including the prevailing conditions (road conditions, weather, etc.), the degree of fault on the part of the driver, the condition of the vehicle, etc.

135. Based on this evaluation, the DMS/CMS or his/her delegated authority will make a final determination whether to uphold or rescind the sanction measure(s) imposed, which should be communicated to the individual concerned in writing.

Records

136. Copies of all notifications of traffic violations and available supporting documents, notifications of sanction measures and appeal decisions will be retained by the CTO.

D.4. DRIVER TRAINING AND AWARENESS-RAISING

137. Due to the nature of the Organization, the profile of the drivers of the United Nations vehicle fleet is extremely varied. United Nations drivers come from a wide range of societies with different cultures and varying driving skills, experience and habits. Moreover, in many cases they have to drive in terrains or conditions that may not be familiar to them. It is, therefore, extremely important that all drivers of mission vehicles are properly briefed and provided with necessary familiarisation training both on their Entry-On-Duty and at specific times during their service to the Organization.
138. Equally important are the mission initiatives to ensure that drivers of mission vehicles are continually reminded of their obligations with respect to the use and physical security of United Nations vehicles.

Driver training

139. Depending on the mission characteristics, it is recommended that Transport Sections, in coordination with other mission components, as appropriate, arrange, conduct or organize safety briefings and practical driver training.
140. The type and format of these training programmes should be tailored to the specific needs of the mission, its particular driving issues, the target group, and the goals and objectives the training is aiming to achieve.
141. All training programmes should be delivered by qualified or experienced mission personnel assigned by the CTO. Specialized off-road training on rugged terrain, if it exists in the mission area, must only be carried out by qualified instructors. Contingent Motor Transport Officers should liaise with the CTO to ensure that appropriate driver training is conducted within the contingent, as well.
142. All training must provide the desired outcomes, including:
- 142.1. Understanding of and compliance with the Organization's road safety policies and mission-specific vehicle operating standards
 - 142.2. Familiarization with the local driving conditions
 - 142.3. Acquiring the information and skills necessary to undertake specific mission activities safely, including familiarisation with the equipment in use.
143. For ease of reference, an advisory guideline on safe operation of vehicles and airfield ground support equipment is provided in Annex 7 to this Manual.

Transport Section's Safety Brief

144. The Transport Section's Safety Brief should be provided as part of the mission induction programme. The purpose of this brief is to help new staff members/drivers become familiar with the following topics upon arrival at their duty stations:

- The regulations, rules and procedures governing the utilization of mission vehicles, including driving standards, offences/disciplinary and financial liability provisions
- Equipment familiarization and use of safety devices, including first aid kits
- Critical vehicle systems requiring preventive maintenance
- Local attitude towards driving
- Local traffic signs and regulations
- Local high accident/incident locations
- Vehicle and personal security in relation to the local conditions
- Defensive driving techniques in relation to the local conditions
- Accident handling and reporting procedures, including proper completion of the accident form

Practical driver training

145. The purpose of practical driver training is to equip certain categories of personnel with the skills necessary to undertake specific mission activities safely. Practical driver training should only be provided to personnel who have already been tested and issued a United Nations Driver's Permit. Basic driver training of unqualified personnel (non-holders of a valid national or national military driver's licence) may not be conducted within a United Nations field mission.
146. Some of the topics recommended for practical driver training include:
- 146.1. Seasonal driving techniques in relation to the local conditions, e.g. driving in adverse conditions, such as high temperatures, sandstorms, rain, snow, ice, fog, mud, etc.
 - 146.2. Defensive driving techniques in relation to the local conditions and common causes of accidents in the mission area, e.g. urban driving, speeding, drink-driving, distracted driving, drowsy driving, following distance, backing up, intersection crossing, etc.

Safety information and awareness-raising

147. Proper safety information and awareness-raising programmes not only help to remind drivers of their responsibilities regarding the safe use of mission vehicles, but also allow missions to give clear, concise and motivating messages about the importance of road safety and the fact that most road accidents are avoidable. Such programmes may also help to change drivers' attitudes and behaviour and create a climate where people understand and accept safety measures. It is, therefore, vital that senior managers give their active support to and advocate for these activities.
148. The type and format of a mission's safety information and awareness-raising programme should be tailored to the specific needs of the mission, its particular driving safety issues, the target group, and the goals and objectives the programme is aiming to achieve. To communicate such information, missions may utilize mission intranet, posters, banners and radio announcements. However, it is very important that the messages are changed regularly if they are to have an impact.

Driver's Handbook

149. In addition to driver training programmes and information activities, missions are encouraged to develop a Driver's Handbook, to be provided to every driver of mission vehicles on their Entry-On-Duty.

150. The content of this handbook should be drawn up by the mission's Transport Section in consultation with all stakeholders, taking into consideration the normative references, including this Manual, mission directives and instructions, local conditions and the country-specific MOSS.
151. It is recommended that the handbook include, at least, the following information:

- Mission vehicle operating standards (ref. Section D.1)
- Drivers' obligations with regards to vehicle maintenance and safety (ref. Section D.2)
- The mission's enforcement policy and procedures as well as consequences of breaching promulgated instructions (ref. Section D.3)
- The mission's driver incentive programme (ref. Section D.6)
- The responsibilities of drivers and passengers of mission vehicles (ref. Section E)
- Accident handling and reporting procedures
- Emergency contact numbers
- Other relevant information that may be deemed necessary by the mission in question

D.5. ROAD SAFETY COMMITTEE

152. Road safety is a multidisciplinary problem requiring the participation and collaboration of the mission experts and the principal vehicle user groups, so as to take action in their respective areas to help reduce the size of the overall problem. In this regard, as part of a proactive approach to coordinating and managing road safety efforts, it is essential that, where a mission is operating a fleet of more than 200 passenger vehicles (including contingent-owned), the DMS/CMS shall establish a Road Safety Committee (RSC).
153. The central functions of the Committee should include the following:
- 153.1. Reviewing road accidents involving mission vehicles to identify the unsafe human behaviours and conditions associated with the operation of mission vehicles
 - 153.2. Analysing the underlying personal and environmental factors influencing the safety issues identified, such as peer pressure, lack of facilities and viable alternatives, lack of certain skills and knowledge to execute the desired behaviour, social standards of the environment, etc.
 - 153.3. Identifying possible internal and external barriers to success, i.e. those which are within the control of the Organization and those which are not
 - 153.4. Identifying the most suitable method or strategy to address the issues, e.g. communication/information, new policy, additional instructions, skill-teaching training, reinforced enforcement, engineering measures (see Annex 8 for possible engineering improvements in UN compounds and premises), etc.
 - 153.5. Setting measurable, long- and mid-term mission road safety targets (see Annex 9 for guidance on road safety performance indicators)
 - 153.6. Monitoring the progress of the mission road safety programme to ensure that the activities are being carried out in line with the programme and the targets, and necessary interventions are made in a timely fashion to overcome possible bottlenecks

- 153.7. Taking any other steps necessary for ensuring safe operation of mission vehicles within the mission.
154. The composition and the functions of this Committee should be decided upon locally as they depend upon a number of factors, including mission structure, fleet composition and the goals and objectives of the Committee. However, it is important that the Committee consists primarily of the members representing the fleet management, engineering, enforcement and training units, as well as the principal vehicle user groups, which have a large role in the success of a mission's road safety programme. A suggested composition of a RSC is presented below:

Membership	Primary	Alternate
Chairperson	Director/Chief of Mission Support (DMS/CMS)	Deputy DMS/CMS
Secretary/Member	Chief Transport Officer (CTO)	Deputy CTO
Member	Chief Service Delivery (CSD)	Deputy CSD
Member	Chief Supply Chain (CSC)	Deputy CSC
Member	Chief Security Adviser/Officer (CSA/CSO)	Deputy CSA or Deputy CSO
Member	UN Police Chief of Staff	UN Police Chief of Logistics
Member	Force Provost Marshall (FPM)	Deputy FPM
Member	Force Headquarters (FHQ) Chief of Staff	FHQ J-4
Member	Chief Mission Integrated Training Service (CMITS)	Deputy CMITS
Member	Representative from the Office of the Chief of Staff (O/COS)	
Member	Representative from the Office of the SRSG (O/SRSG)	

155. The Secretary works closely with the Chairperson to complete the following tasks:
- 155.1. Prepare the agenda and call for a meeting of the RSC members at the request of the Chairperson
 - 155.2. Prepare, as required, in collaboration with the members, the cases/reports to be presented to the RSC
 - 155.3. Provide the RSC members with all the necessary documentation 48 hours in advance of the meeting
 - 155.4. Prepare the minutes of the RSC meeting for review and signature by the RSC members and the DMS/CMS
 - 155.5. Prepare all types of written communication on behalf of the RSC Chairperson
 - 155.6. Manage the TSC database and perform all other tasks assigned by the RSC.
156. Members should familiarize themselves with the agenda and the action points prior to the RSC meeting and come prepared to make their recommendations, and perform all other tasks that may be assigned by the RSC.
157. The RSC should normally meet on a quarterly basis. However, the Chairperson may request additional meetings, should he/she deem it necessary. The Chairperson (or the deputy), Secretary and at least five members or designated alternates must be present for the meeting to begin and to make a decision on each case.

158. Only DMS/CMS-assigned Committee members should have the right to vote and all decisions must be made with a quorum, consisting of a simple majority of the Committee members attending the meeting.
159. All proceedings and decisions made by the Committee should be reflected in a minute and submitted to the DMS/CMS for implementation.

D.6. RECOGNITION OF SAFE DRIVERS

160. To highlight the importance of safe driving within each mission and to recognize and reward skilled and professional driving, certification may be presented as follows:

The Force Commander's Road Safety Certificate

161. In a peacekeeping mission this certificate may be awarded by the Force Commander at the end of a rotational tour of not less than five months. The period will start from the first day of the month following the contingent's arrival in mission.
162. The certificate is awarded to contingents/units with blameworthy accident rates below one per 150,000 kilometres.

Individual Safe Driving Certificate

163. This certificate may be awarded to both civilian and contingent personnel. To qualify for the certificate, individuals must be employed on daily driving duties for at least five months, driving at least 3,000 kilometres without being involved in a blameworthy accident or being convicted of any traffic offence.

E. ROLES AND RESPONSIBILITIES

Director/Chief of Mission Support

164. The DMS/CMS has the authority to take all necessary measures to ensure that mission vehicles are operated in a proper, safe and responsible manner and that this Manual is strictly enforced.
165. The responsibilities of the DMS/CMS include, but are not limited to, the following:
 - 165.1. Establishing and promulgating additional policy and procedures governing the safe use of mission transport equipment, taking into consideration the normative references, local conditions and country-specific MOSS
 - 165.2. Ensuring consistency between application of established mission policies and local laws, rules and regulations
 - 165.3. Establishing programmes to promote safe driving in the mission area
 - 165.4. Ensuring that the established policies, rules and regulations, as well as the consequences of breaching them, are properly and regularly communicated to all mission personnel.

Chief Transport Officer

166. The CTO or the officer in charge of managing mission vehicle fleets is responsible for the following safety-related duties:
 - 166.1. Ensuring timely and proper technical inspections of vehicles and mobile equipment

- 166.2. Ensuring the provision and use of special reflective vests and equipment (or similar apparel) when recovering broken down mission vehicles, irrespective of location, duration and surrounding circumstances
- 166.3. Authorizing the use of United Nations vehicles by staff members/drivers
- 166.4. Ensuring that all duly authorized United Nations drivers are provided with a proper valid UN Driver's Permit acceptable to host country authorities and that the appropriate insurance arrangements are in place
- 166.5. Ensuring that all mission vehicles are issued with the vehicle safety equipment listed in this Manual
- 166.6. Displaying clearly written rules on the prohibition of speeding, driving under the influence and similar behaviour on staff bulletin boards (or similarly visible locations) and in every mission passenger vehicle and truck
- 166.7. Providing the vehicle indemnity form to be signed as part of DMS/CMS approval for all non-United Nations personnel travelling in a mission vehicle
- 167. In addition, as the manager of the transport assets, the CTO and the Regional Transport Officers (MTOs) in sectors/regions have the authority to monitor the use of mission vehicles through the EVMS, to send warning emails to the violators and their supervisors, and to refer cases to the appropriate mission investigative assets.

Heads of Military and Police components

- 168. The heads of the Military and Police components of the mission are responsible for the promulgation of instructions and guidelines on the use of mission vehicles to all personnel under their command. Assisted by appropriate staff, they also have overall responsibility to ensure compliance with the established rules and regulations governing the use of mission vehicles.

UN Security and Military Police

- 169. Security and MP Officers have the authority to ensure the safe and proper use of mission vehicles within the mission. In this regard, Security and MP Officers are authorized to take appropriate and reasonable measures as outlined in this Manual in cases of observed violations of mission instructions governing the operation of the vehicles. General patrol duties may also be carried out by these officials anytime/anywhere and staff members/drivers may be summoned when involved in any traffic accident/incident.

Supervisors

- 170. Supervisors' responsibilities include, but are not limited to, the following:
 - 170.1. Maintaining constant supervision of the use of the vehicles assigned to their unit, including maintenance
 - 170.2. Ensuring that all standards and directives set forth in this Manual are strictly implemented and that all vehicle operations are performed with the utmost regard for safety and loss prevention for their staff, their equipment and materials
 - 170.3. Taking appropriate actions to manage high-risk drivers; actions may range from warning to requesting reassessment of the driving skills of a staff member who fails to maintain the driving standards.

Drivers

- 171. Drivers must adhere to all policies and procedures governing the operation of mission vehicles, and maintain safe driving practices at all times while operating a mission vehicle.

172. Whenever a driver of a mission vehicle is stopped by Security or MP Officers operating within their lawful authority, the driver is to cooperate with the officers and provide his/her UN ID and Driver's Permit when requested. The same applies to other vehicle occupants.

Passengers

173. All passengers must adhere to all policies and procedures governing the utilization of mission vehicles, including:
- 173.1. Wearing seat belts at all times while in the vehicle
 - 173.2. Using other safety equipment as the vehicle may require, such as wearing helmets while a passenger on motorcycles, mopeds, etc.
 - 173.3. Not requesting, ordering or otherwise pressuring the driver of the vehicle to violate any of the provisions of this Manual
 - 173.4. Reporting any observed dangerous or unsafe driving by mission drivers to the appropriate United Nations officials in charge of monitoring and managing the vehicle fleet
 - 173.5. Strictly adhering to other security instructions regarding travel.
174. Passengers have the right to refuse transportation in mission vehicles if they have a reasonable belief that the vehicle is not roadworthy or that the driver is not in a condition to operate the vehicle safely.

F. ABBREVIATIONS AND DEFINITIONS OF TERMS

175. The abbreviations and definitions of all terms given in this glossary are for the purposes of this publication only. They are in no way intended to reflect or imply a broader or more general meaning or definition beyond the scope of this publication.

Abbreviations

4WD	four-wheel drive
BAC	blood alcohol concentration
BrAC	breath alcohol concentration
BOI	Board of Inquiry
CMITS	Chief Mission Integrated Training Service
CMS	Chief of Mission Support
COE	contingent owned equipment
CSA	Chief Security Adviser
CSC	Chief Supply Chain
CSD	Chief Service Delivery
CSO	Chief Security Officer
CTO	Chief Transport Officer
DFS	Department of Field Support
DMS	Director of Mission Support
DPKO	Department of Peacekeeping Operations

UNCLASSIFIED

EVMS	Electronic Vehicle Monitoring System
FHQ	Force Headquarters
FPM	Force Provost Marshall
LSD	Logistics Support Division (DFS)
MOSS	minimum operating security standards
MOU	Memorandum of Understanding
MP	Military Police
PCC	Police Contributing Country
PDO	property damage only
PDV	pre-deployment visit
RTO	Regional Transport Officer
SIU	Special Investigations Unit
SSS	Strategic Support Service (DFS)
STS	Surface Transport Section (DFS)
TCC	Troop Contributing Country
TSC	Traffic Safety Committee
UNOE	United Nations owned equipment
UWT	unfair wear and tear
UXO	unexploded ordnance

Definitions

Driver*	Any person who drives a motor vehicle or other vehicle (including a cycle).
Fatal accident	Any road traffic accident resulting in the death of a person or persons.
Injury	Physical damage to a person or persons (as the result of a road traffic accident).
Laden mass*	The actual mass of the vehicle as loaded, with the crew and passengers on board.
Lane*	Any one of the longitudinal strips into which the carriageway is divided, whether or not defined by longitudinal road markings, and which is wide enough for one moving line of motor vehicles other than motorcycles.
Misconduct	Any violations of the United Nations Staff Regulations, Staff Rules and administrative issuances, or of the corresponding United Nations standards of conduct for other United Nations personnel, including Military and Police personnel.
Moped*	Any two-wheeled or three-wheeled vehicle, fitted with an internal combustion engine with a cylinder capacity not exceeding 50 cc and a maximum design speed not exceeding 50 kilometres per hour.

Motorcycle*	Any two-wheeled vehicle, with or without a side-car, which is equipped with a propelling engine. Some countries may also treat three-wheeled vehicles whose unladen mass does not exceed 400 kg as motorcycles in their domestic legislation.
Motor vehicle*	Any power-driven vehicle which is normally used for carrying persons or goods by road or for drawing, on the road, vehicles used for the carriage of persons or goods. This term embraces trolley-buses, that is to say, vehicles connected to an electric conductor and not rail-borne. It does not cover vehicles such as agricultural tractors, which are only incidentally used for carrying persons or goods by road or for drawing, on the road, vehicles used for the carriage of persons or goods.
Permissible maximum mass*	The maximum mass of the laden vehicle declared permissible by the competent authority of the State in which the vehicle is registered.
Road*	The entire surface of any way or street open to public traffic.
Road traffic accident	A collision or incident involving at least one road vehicle in motion, on a public road or private road to which the public has right of access. Included are: collisions between road vehicles; between road vehicles and pedestrians; between road vehicles and animals or fixed obstacles; between road and rail vehicles; and with one road vehicle alone.
Road user	A person using any part of the road system as a non-motorized or motorized transport user.
Standing*	A vehicle is said to be "standing" if it is stationary for the time needed to pick up or set down persons or to load or unload goods.
Trailer*	Any vehicle designed to be drawn by a power-driven vehicle; includes semi-trailers.
Unladen mass*	The mass of the vehicle without crew, passengers or load, but with a full supply of fuel and with the tools that the vehicle normally carries.

Definitions marked with () are adapted from the 1968 Convention on Road Traffic.*

G. REFERENCES

176. Normative or superior references:

- Host country laws
- United Nations Staff Regulations and Staff Rules
- Administrative Instruction on Road and Driving Safety (Ref. ST/AI/2010/6)
- Manual on Surface Transport Management in the Field (Ref. DPKO/DFS/2013.06)
- Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual) (Ref. A/C.5/69/18)

177. Related procedures or guidelines:

- Standard Operating Procedures on Utilization of Standard Motor Vehicle Accident and Incident Reporting Form (Ref. DPKO/DFS/2009/29)
- United Nations Peacekeeping Missions Military/Combat Transport Unit Manual (Ref. DPKO/DFS/January 2016)

H. MONITORING AND COMPLIANCE

178. Surface Transport Section (STS) of Strategic Support Service (SSS) / Logistics Support Division (LSD) / Department of Field Support (DFS) has the overall authority for oversight and monitoring of the compliance to this Manual.

I. CONTACT

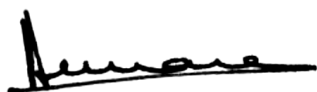
179. All enquiries about this Manual and requests for amendment should be sent to Chief, Surface Transport Section.

J. HISTORY

180. This is the first version of the Manual.

APPROVAL SIGNATURE:

Atul Khare, USG/DFS

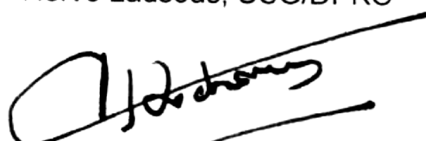


Date of approval:

15/9/2016

APPROVAL SIGNATURE:

Hervé Ladsous, USG/DPKO



Date of approval:

SEP 19 2016

Annex 1. Blood alcohol concentration – effects and limits

Effects of BAC on the body and performance

Disclaimer: The information contained in this Annex is adapted from: Global Road Safety Partnership (2007) Drinking and driving: a road safety manual for decision-makers and practitioners. Geneva. <http://www.grsroadsafety.org/our-knowledge/drinking-and-driving>

BAC (g/dl)	Effects on the body
0.01–0.05	Increase in heart and respiration rates Decrease in various brain centre functions Inconsistent effects on behavioural task performances Decrease in judgement and inhibitions Mild sense of elation, relaxation and pleasure
0.06–0.10	Physiological sedation of nearly all systems Decreased attention and alertness, slowed reactions, impaired coordination and reduced muscle strength Reduced ability to make rational decisions or exercise good judgement Increase in anxiety and depression Decrease in patience
0.11–0.15	Dramatic slowing of reactions Impairment of balance and movement Impairment of some visual functions Slurred speech Vomiting, especially if this BAC is reached rapidly
0.16–0.29	Severe sensory impairment, including reduced awareness of external stimulation Severe motor impairment, e.g. frequently staggering or falling
0.30–0.39	Non-responsive stupor Loss of consciousness Anaesthesia comparable to that for surgery Death (for many)
0.40 & greater	Unconsciousness Cessation of breathing Death, usually due to respiratory failure

Source: Lang A. (1992) Alcohol: teenage drinking. In: Synder, S. (series ed.) *Encyclopaedia of Psychoactive Drugs* (2nd edn). Volume 3. New York, NY, Chelsea House.

Blood alcohol concentration (BAC) limits for drivers by country or area

Country or area	BAC (g/dl)	Country or area	BAC (g/dl)
Australia	0.05	Lesotho	0.08
Austria	0.05	Luxembourg	0.05
Belgium	0.05	Netherlands	0.05
Benin	0.08	New Zealand	0.08
Botswana	0.08	Norway	0.05
Brazil	0.08	Portugal	0.05
Canada	0.08	Russian Federation	0.02
Côte d'Ivoire	0.08	South Africa	0.05
Czech Republic	0.05	Spain	0.05
Denmark	0.05	Swaziland	0.08
Estonia	0.02	Sweden	0.02
Finland	0.05	Switzerland	0.08
France	0.05	Uganda	0.15
Germany	0.05	United Kingdom	0.08
Greece	0.05	United Republic of Tanzania	0.08
Hungary	0.05	United States of America*	0.10 or 0.08
Ireland	0.08	Zambia	0.08
Italy	0.05	Zimbabwe	0.08
Japan	0.00		

* Depends on state legislation

Source: Peden, M. et al. eds. (2004) *World report on road traffic injury prevention*. Geneva, World Health Organization.

The amount of alcohol that is contained within the bloodstream can be measured by testing a small sample of blood or urine, or through analysis of exhaled breath. The amount of alcohol within the bloodstream is described in terms of BAC, which is usually measured as grams of alcohol per 100 millilitres of blood (g/100 ml); milligrams of alcohol per 100 millilitres of blood (mg/100 ml); grams of alcohol per decilitre (g/dl); milligrams of alcohol per decilitre (mg/dl); or other appropriate measures.

Breath alcohol concentration (BrAC), in contrast, is expressed as the weight of alcohol, measured in grams, in 210 litres of breath, or, measured in milligrams, in 210 millilitres of breath. There are known relationships between BrAC and BAC, which are used to relate breath alcohol tests to BAC and hence impairment levels. In law enforcement investigations, the BAC is estimated from the BrAC, measured with a machine commonly referred to as a breathalyser (note that different machines may have different conversion factors applied to relate BrAC to BAC).

Annex 2. Breathalyser Confirmation Form



[MISSION ACRONYM]
[Mission Name in Full]


BREATHALYSER CONFIRMATION FORM

DRIVER & VEHICLE					
Name	UN ID No.	Section	UN Driver's Permit No.	Vehicle Reg. No.	
<input type="checkbox"/> I agree to the administration of the breathalyser test. <input type="checkbox"/> I decline the administration of the breathalyser test.					
_____ Signature of the driver					
BREATHALYSER DETAILS					
Type / Model		Date of calibration		Serial number	
TEST RESULT(S)					
Test 1	Result	Unit	Date	Time	Place of test
Test 2	Result	Unit	Date	Time	Place of test
<input type="checkbox"/> I acknowledge that the information stated in this form has been read to me and is true and correct. I further acknowledge that at the completion of the Breathalyser Test administered on me, I was shown the reading and I confirm that the reading was as stated above. <input type="checkbox"/> I disagree with the breathalyser test result(s). I request that my blood sample be taken by a UN Medical Officer in an appropriate hygienic facility.					
_____ Signature of the driver					
ADMINISTERED BY	Name		ID No.	Signature	
WITNESSED BY	Name		ID No.	Signature	

Annex 3. Driver's Weekly Hours Record Sheet

DRIVER'S WEEKLY HOURS RECORD SHEET									
DRIVER'S: Name: UN ID No:.....		PERIOD COVERED BY SHEET: Week commencing (date) :..... Week ending (date) :.....			TOTAL HOURS FOR THE WEEK PRIOR TO THE ONE DETAILED BELOW				
					Hours spent on duty	Hours spent driving	Rest period taken		
Day on which duty commenced	Registration number of vehicle(s)	Place where vehicle(s) based	Time of going on duty	Time of going off duty	Hours spent on duty	Hours spent driving	Rest period taken		Signature of driver
MONDAY									
TUESDAY									
WEDNESDAY									
THURSDAY									
FRIDAY									
SATURDAY									
SUNDAY									
Total hours on duty, driving time and rest period for the week (from 0000 hours Monday until 2400 hours Sunday)									
FOR SUPERVISOR									
I certify that the entries on this sheet are correct					REMARKS:				
Name :									
Signature :									

Annex 4. Notification of Traffic Violation Form

 [MISSION ACRONYM] [Mission Name in Full]			
NOTIFICATION OF TRAFFIC VIOLATION			
DRIVER			
Name	UN ID No.	Section	UN Driver's Permit No.
Admit <input type="checkbox"/> Deny <input type="checkbox"/>		Signature	
UN VEHICLE			
UN Reg. No.	Make	Model	
VIOLATION			
Date	Time	Location	
Violation 1		Violation 2	
Violation 3		Violation 4	
Violation 5		Violation 6	
Permit confiscated? Yes <input type="checkbox"/> No <input type="checkbox"/>		Breathalyser test given? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Vehicle confiscated? Yes <input type="checkbox"/> No <input type="checkbox"/>		(If "Yes", please attach Breathalyser Confirmation Form)	
UN SECURITY / MP OFFICER			
Name		Date	
UN ID No.:		Signature	

Annex 5. Classes of violations and corresponding sanction measures

Class 1: Driving violations				
Code	Violation	Sanction measure		
		1st occurrence	2nd occurrence	3rd (or more) occurrence
C1-1	Non-compliance with the local traffic rules, road signs and signals	Warning	Suspension of or disqualification from holding a United Nations Driver's Permit for 14 days	Suspension of or disqualification from holding a United Nations Driver's Permit for 30 days + Possible driving reassessment (to be determined on a case-by-case basis)
C1-2	Non-compliance with the mission road traffic signs			
C1-3	Non-compliance with the instructions related to parking and security of mission vehicles			
C1-4	Exceeding mission speed limits by more than 10 per cent for more than one continuous minute			
C1-5	Driving too fast for the prevailing road and weather conditions, taking into account the condition of the vehicle and the load carried			
C1-6	Failure to wear seat belt while travelling in or driving a mission vehicle			
C1-7	Failure to maintain safe following distance			
C1-8	Engaging in activities that would interfere with or distract from exercising full control over a vehicle while driving (e.g. use of mobile communication equipment, eating, drinking, manipulating audio controls, putting on make-up, reading or writing while the vehicle is in motion)			
C1-9	Allowing passengers to ride with arms or legs outside of a vehicle's body; in a standing position on the body; on footboards (running boards); seated on wheel guards (side fenders), cabs, cab shields, rear of the truck, or on the load			
C1-10	Non-compliance with the safe vehicle loading instructions			
C1-11	Failure to bring the vehicle assigned to him/her for service as scheduled in the vehicle maintenance card			
In the event that a violation in Class 1 results in a negative consequence, such as an accident, injury, property damage, or damaged public image of the Organization, etc., it will accrue the sanction measure from the column from the next highest number of occurrences.				

Class 2: Violations that may also amount to misconduct				
Code	Violation	Sanction measure		
		1st occurrence	2nd occurrence	3rd (or more) occurrence
C2-1	Driving without a valid United Nations Driver's Permit	Suspension of or disqualification from holding a United Nations Driver's Permit for 30 days + Possible disciplinary measure <i>(To be determined on a case-by-case basis)</i>	Suspension of or disqualification from holding a United Nations Driver's Permit for 90 days + Possible disciplinary measure <i>(To be determined on a case-by-case basis)</i>	Suspension of or disqualification from holding a United Nations Driver's Permit for 180 days + Possible disciplinary measure <i>(To be determined on a case-by-case basis)</i>
C2-2	Driving with someone else's United Nations Driver's Permit			
C2-3	Lending a United Nations Driver's Permit to others for the purpose of operating a mission vehicle			
C2-4	Driving in a careless, dangerous or negligent manner			
C2-5	Refusing to comply with the instructions of the CTO, UN Security or MP Officers operating within their lawful authority			
C2-6	Driving under the influence of substances that negatively affect driving ability, including alcohol, medicines, drugs, narcotics, psychotropic and chemical substances			
C2-7	Leaving the scene of an accident without a valid reason			
C2-8	Transportation of unauthorized hazardous materials, such as explosives, flammable materials (except normal fuel supply), propane cylinders (except normal cooking supply) or toxic substances, and any other cargo that is banned by the host country laws			
C2-9	Installing and/or using in mission vehicles any equipment that is banned by the host country laws or by UN rules and regulations			
In the event that any of the violations from Class 2 above results in a negative consequence, such as an accident, injury, property damage, or damaged public image of the Organization, etc., it will accrue the sanction measure from the column for the next highest number of occurrences.				
C2-10	Failure to disclose any factor(s) that may influence the ability to drive, during the application for a United Nations Driver's Permit	Permanent withdrawal of or disqualification from holding a United Nations Driver's Permit + Possible disciplinary measure		
C2-11	Driving when driving privileges have been suspended or withdrawn			

Class 3: Accidents and unfair wear and tear					
Code	Violation		Sanction measure		
			1st occurrence	2nd occurrence	3rd or more occurrence
C3-1	Causing a <i>minor property damage only (PDO)</i> accident or <i>unfair wear and tear (UWT)</i> to mission vehicles		Warning	Suspension of UN Driver's Permit (DP) for 7 days	Suspension of DP for 15 days + reassessment
C3-2	Causing a <i>major property damage only (PDO)</i> accident or <i>unfair wear and tear (UWT)</i> to mission vehicles	A	Suspension of DP for 7 days	Suspension of DP for 15 days + reassessment	Suspension of DP for 30 days + reassessment
		B	Suspension of DP for 15 days	Suspension of DP for 30 days + reassessment	Suspension of DP for 45 days + reassessment
		C	Suspension of DP for 30 days + reassessment	Suspension of DP for 45 days + reassessment	Suspension of DP for 60 days + reassessment
C3-3	Causing a <i>minor injury accident</i>		Suspension of DP for 15 days	Suspension of DP for 30 days + reassessment	Suspension of DP for 60 days + reassessment
C3-4	Causing a <i>major injury accident</i>		Suspension of DP for 90 days + reassessment	Suspension of DP for 180 days + reassessment	Permanent withdrawal of DP
<i>In all the Class 3 cases above, the UN driver is assumed to be partially at fault for the accident or the damage. In the event that the UN driver was found to be wholly at fault for the accident/damage, the violation will accrue the sanction measure from the column for the next highest number of occurrences in the respective table.</i>					
Definitions					
For the purposes of this Manual:					
1. <i>Minor property damage</i> refers to damage that ranges from unnoticeable, slight or superficial damage to noticeable damage, where the repair or replacement cost does not exceed US\$500.					
2. <i>Major property damage</i> refers to any damage for which the repair or replacement cost exceeds US\$500. However, the extent of major damage may differ. In order to distinguish, major damage is further divided into the following 3 sub-categories:					
a. Type A: Any damage with a repair or replacement cost between US\$500 and US\$1,499.					
b. Type B: Any damage with a repair or replacement cost between US\$1,500 and US\$2,999.					
c. Type C: Any damage with a repair or replacement cost of US\$3,000 or more. Notwithstanding the above, all damages resulting in the "total loss of vehicle" will be considered Type C major damage.					
3. <i>Unfair wear and tear</i> refers to any deterioration of the physical condition of an item for reasons other than normal wear and tear. Unfair wear and tear occurs as a result of a specific event or series of events such as impact, inappropriate usage, inappropriate stowing of items, harsh treatment, negligent acts or omissions. Driving a mission vehicle in un-roadworthy condition, such as driving with a flat tyre(s), low or no oil, insecure wheel nut(s), headlight(s)/signals not working, or driving beyond the date when servicing is due, etc., is prohibited and damages caused this way shall be deemed as "causing unfair wear and tear".					
4. A <i>minor injury</i> refers to non-incapacitating injuries (i.e. any injury, other than a fatal or an incapacitating injury that is evident to observers at the accident scene).					
5. A <i>major injury</i> refers to injuries that range from <i>incapacitating injury</i> (i.e. any injury that prevents the injured person from walking, driving or normally continuing the activities the person was capable of performing before the injury occurred) to <i>fatal injury</i> (i.e. any injury that results in death).					

Calculation of sanction measures

Sanction measures to be imposed on a staff member or driver will be calculated and reflected in the Notification of Sanction Measure Form (as provided in Annex 6 to this Manual) as follows:

- (1) Sanction measures are accrued for each violation and they are cumulative. Therefore, each violation will be recorded on separate lines on the Notification of Sanction Measure Form, providing the "Class Code", "Violation description" and "Number of previous violations of the same Class within the past 12 months".
- (2) Next to each violation will be assigned the corresponding sanction measure. This will be based on the following criteria:
 - a. For Class 1 violations:
 - i. If the driver has no record of previous violations of the same Class within the past 12 months, each violation will accrue a sanction measure from the 1st occurrence column of the respective table.
 - ii. If the driver has a record of a previous violation or violations of the same Class within the past 12 months, each new violation will accrue a sanction measure from the 2nd or 3rd occurrence columns of the respective table, depending on the number of previous occurrences.
 - iii. In the event that the violation results in a negative consequence, such as an accident, injury, property damage, or damaged public image of the Organization, etc., it will accrue the sanction measure from the column for the next highest number of occurrences.
 - b. For Class 2 violations:
 - i. If the driver has no record of previous violations of the same Class within the past 12 months, each violation will accrue a sanction measure from the 1st occurrence column of the respective table.
 - ii. If the driver has a record of a previous violation or violations of the same Class within the past 12 months, each new violation will accrue a sanction measure from the 2nd or 3rd occurrence columns of the respective table, depending on the number of previous occurrences.
 - iii. In the event that a violation (Code C2-1 to C2-8) results in a negative consequence, such as an accident, injury, property damage, or damaged public image of the Organization, etc., it will accrue the sanction measure from the column for the next highest number of occurrences.
 - c. For Class 3 violations:
 - i. If the driver has no record of previous accidents or unfair wear and tear within the past 12 months, each incident will accrue a sanction measure from the 1st occurrence column of the respective table.
 - ii. If the driver has a record of a previous accident or accidents or unfair wear and tear within the past 12 months, each new incident will accrue a sanction measure from the 2nd or 3rd occurrence columns of the respective table.
 - iii. In the event that the UN driver was found to be wholly at fault for the accident/damage, the incident will accrue a sanction measure from the column for the next highest number of occurrences of the respective table.
- (3) Once the corresponding sanction measures have been assigned for each violation/incident, they will be combined together in the "Sanction Measures Combined" field of the form.

Example 1: Driver has no record of previous violations

During the security check at the UN compound main gate, the Security Officer observes that the driver: (a) is not wearing a seat belt; (b) is talking on the phone while driving; and (c) is not in possession of a valid United Nations Driver's Permit. The driver's actions have not resulted in a negative consequence.

These violations will be reflected in the Notification of Sanction Measure Form as follows:

(1) Sanction measures for:

- a. *Failure to wear seat belt while travelling in or driving a mission vehicle.* Sanction measure: **Warning** (see Table 1: C1-6 row, 1st occurrence column)
- b. *Engaging in activities that would interfere with or distract from exercising full control over a vehicle while driving (talking on the phone).* Sanction measure: **Warning** (see Table 1: C1-8 row, 1st occurrence column)
- c. *Driving without a valid United Nations Driver's Permit.* Sanction measure: **Disqualification from holding a United Nations Driver's Permit for 90 days** (see Table 2: C2-1 row, 1st occurrence column)

(2) The combined sanction measures to be applied will be as follows:

- a. Warning for violations C1-6 and C1-8
- b. Disqualification from holding a UN Driver's Permit for 90 days for violation C2-1

Class Code	Violation description	No. of violations of the same Class within the past 12 months	Corresponding sanction measure
C1-6	Failure to wear seat belt while travelling in or driving a mission vehicle	0	Warning
C1-8	Engaging in activities that would interfere with or distract from exercising full control over a vehicle while driving (talking on the phone)	0	Warning
C2-1	Driving without a valid United Nations Driver's Permit	0	Disqualification from holding a UN Driver's Permit for 90 days.
SANCTION MEASURES COMBINED		1. Warning for violations C1-6 and C1-8 2. Disqualification from holding a UN Driver's Permit for 90 days for violation C2-1	

- (3) In addition, the violation "Driving without a valid United Nations Driver's Permit" will be referred to the Head of Mission or Conduct and Discipline Team/Focal Point to assess whether the matter should be handled as an allegation of misconduct.

Example 2: Driver has a record of previous violations

A UN driver with two previous violations, one each in Class 1 and 2, within the past 12 months. (1) The driver causes a major property damage only accident, where he/she was fully at fault for the accident and the extent of the damage to the UN vehicle was assessed to be 'Type-B'. (2) Driver also left the scene of accident without a valid reason (this action did not yield to negative consequences). (3) Shortly after the accident, a breathalyser test administered on him/her by the UN Security confirms the existence of BAC above the permitted limits (this action resulted in a negative consequence, i.e., an accident).

These violations will be reflected in the Notification of Sanction Measure Form as follows:

(1) *Causing a major property damage only accident (Type-B):*

- a. Facts: 1st occurrence, Type-B damage and the driver was fully at fault for the accident.
- b. Sanction measure: **Suspension for 30 days, plus driving reassessment.** (Table 3: C3-2 x 2nd Occurrence column).

(2) *Driving under influence of alcohol:*

- a. Facts: Driver was under influence of alcohol and had 1 previous violation of the same Class (2) and the violation resulted in a negative consequence (i.e. major accident)
- b. Sanction measure: **Suspension for 180 days.** (Table 2: C2-6 x 3rd Occurrence column).

(3) *Leaving the scene of accident without a valid reason:*

- a. Facts: There was no valid reason to leave the scene and the action did not yield negative consequences. However, the driver has 1 previous violation of the same Class (2).
- b. Sanction measure: **Suspension for 90 days.** (Table 2: C2-7 x 2nd Occurrence column).

(4) The combined sanction measures to be applied will be the suspension for 300 days for all violations, plus driving reassessment for violation C3-2.

Class Code	Violation Description	No. of violations of the same Class within past 12 months	Corresponding Sanction Measure
C3-2	Causing <u>major property damage only</u> accident or <u>unfair wear and tear</u> to mission vehicles.	0	Suspension of DP for 30 days + Driving reassessment
C2-6	Driving under the influence of substances that negatively affect their driving ability, including alcohol, medicines, drugs, narcotics, psychotropic and chemical substances.	1	Suspension of UN Driver's Permit for 180 days.
C2-7	Leaving the scene of accident without a valid reason.	1	Suspension of UN Driver's Permit for 90 days.
SANCTION MEASURES COMBINED		1. Suspension UN Driver's Permit for 300 days 2. Driver reassessment.	

(5) In addition, the cases of 'Driving under influence of alcohol' and 'Leaving the scene of accident without a valid reason' will be referred to the Head of Mission and Conduct and Discipline Team/ Focal Point) for assessment if the matter should be handled as an allegation of misconduct.

Annex 6. Notification of Sanction Measure Form



[MISSION]

NOTIFICATION OF SANCTION MEASURE

Name		UN ID #	Section	Permit No.
Particulars of the case:				
Class Code	Violation Description	No. of violations of the same Class within past 12 months	Corresponding Sanction Measure	
SANCTION MEASURES COMBINED				
_____ (Name), Chief Transport Officer		_____ (Name), Director/Chief of Mission Support		
<ol style="list-style-type: none"> 1. Appeals for the review of any sanction measure to limit or prohibit the use of United Nations vehicles are not automatic and should be made in writing to the DMS/CMS or his/her delegated authority within 10 working days of the receipt of this notification. Such written submission must contain comprehensive reasons in support of the request for review 2. Permit suspension takes effect after the driver has received the notification of sanction measure, and has handed over his/her permit to the Transport Section. If the individual is on leave when the notification is issued, commencement of the suspension shall not start until he/she returns and the permit is handed over. Any periods of extended absence from the mission area will not be taken into account when computing the applicable period of suspension of the permits. 3. In the event that driver re-assessment is imposed as a sanction measure in conjunction with a permit suspension sanction, this will be performed at the end of the suspension period and before re-issuing the driver's permit. 4. It is the individual's responsibility to follow up and request for his or her permit to be returned to him or her after the suspension period has elapsed. 				
Office Use Only				
Issue Date		Date Permit Surrendered		
Reference No.		Date Permit Returned		

Annex 7. Guidelines for Safe Vehicle Operation

GUIDELINES FOR SAFE VEHICLE OPERATION

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CHAPTER I

FACTORS CONTRIBUTING TO ROAD TRAFFIC ACCIDENTS

Although each road traffic accident is unique in terms of the cause and effect relationship, the factors that contribute to accidents are often related to one or more of the following:

- Road users (i.e. drivers, passengers, motorcyclists, cyclists, pedestrians and other non-motorists)
- Vehicles
- The roadway and its environment.

Factors related to road users

The main factor contributing to road accidents is unsafe acts by road users. This category covers a broad range of activities, usually the result of one of the following:

- Human errors such as perceptual error, inattention and failure to choose correct response
- Lack of knowledge, skill, coordination or planning
- Physical and mental conditions
- Improper attitude towards safety
- Habits
- Lack of safety awareness.

Factors related to vehicles

At times an accident may result from vehicle defects, such as brake failure, steering failure, loss of a wheel, tyre blow-out, inoperative headlights, wipers, horn or mirror, etc. These problems generally originate from poor design and manufacture, poor maintenance and improper modification.

Factors related to the roadway and its environment

The most common road conditions that have the potential to cause accidents are, among others: poorly designed roads; busy junctions; debris, ruts, holes or bumps on the roadway; long-lasting road construction/maintenance; poor maintenance; worn, travel-polished road surfaces; roadside objects obstructing sight; roadside dangers; inoperative, missing or obscured traffic control devices; shoulder problems (none, low, soft, high); lack of parking facilities; and non-highway work.

Likewise, lack of parking facilities in urban areas is another common problem in many field missions. It is so common that pavements (sidewalks) are generally occupied by parked vehicles and pedestrians frequently have to walk on the roadway. In some missions, bicycles and mopeds are a popular means of transportation and pose a threat to road traffic since they are less visible than vehicles and may join traffic any time at any location.

Weather conditions also play an important role in traffic accidents. Adverse weather conditions affect the performance of vehicle components as well as the human perception of hazard. Rain, hail, fog, blowing snow and sand can reduce visibility. Strong winds, snow and ice make it harder to control the vehicle.

CHAPTER II

COMMON DRIVER ERRORS & SAFE DRIVING TIPS

Driving while intoxicated

Consumption of alcohol or drugs impairs a driver's ability to drive safely by adversely affecting reaction time, decision-making, self-criticism, balance, coordination, sight, touch, hearing and judgement. Likewise, many drugs including cold pills and tranquilizers have the potential to affect driving ability, causing drowsiness or dizziness.

Alcohol is not digested; it is carried by the bloodstream directly to all parts of the body. Nothing can reduce the blood alcohol concentration, except time.

- ✓ *Never drink and drive. If you need to drink make sure that there is someone to drive you home, or take a taxi or public transportation. Always read warnings and consult a doctor before taking medication and driving.*

Drowsy driving

Drowsiness (sleepiness) can impair a person in almost the same way as alcohol and drugs, reducing a driver's ability to cope with road conditions and situations. Being awake for 18 hours is equal to a blood alcohol concentration (BAC) of 0.08 per cent, which is the legal alcohol consumption limit for drivers in most countries. Typical symptoms of fatigue and drowsy driving are:

- Frequent blinking of eyes, heavy eyelids
- Difficulty concentrating
- Trouble keeping the head up
- Repeated yawning
- Daydreaming, disconnected thoughts
- Difficulty remembering the last few kilometres
- Drifting between lanes, missing traffic lights and signals.

Major causes of drowsy driving are:

- Chronic sleep disorders (narcolepsy, a sleep disturbance that is characterized by sudden, uncontrollable spells of sleep during the day, with disturbances of sleep at night; sleep apnoea, a breathing-related sleep disorder that results in brief interruptions of respiration during sleep)
- Acute sleep loss (child care, socializing, etc.)
- Sleep-restrictive work patterns (night shifts, working overtime, rotating shifts, etc.)
- Medications that increase sleepiness.

- ✓ *To avoid crashes resulting from drowsy driving, it is important to watch for signs of drowsiness. When experiencing these signs, the best response is to find a safe place to pull over and take a short nap (15 to 30 minutes).*
- ✓ *Do not count on caffeine, radio, open windows, air conditioner, etc. as they only promote short-term alertness.*

Distraction

Distraction prevents drivers from perceiving hazards by shifting their attention away from the task of driving. Reportedly, at least 25 per cent of traffic accidents involve some form of driver inattention. Often drivers claim “I did not see...”

Drivers are exposed to various potentially distracting events while engaged in everyday driving. Some of them are internal whereas others are external. These events include, but are not limited to: sleepiness; talking on, answering and operating mobile (cell) phones; wireless messaging; eating or drinking; manipulating music/audio controls; putting on make-up; smoking (includes lighting and extinguishing); reading or writing; turning head around to converse; using glove compartment; manipulating vehicle controls; vehicle navigation systems; looking at passing scenery; sudden movements by other vehicles; traffic congestion; behaviour of vehicle occupants or pedestrians; searching for street names; insects in the vehicle, etc.

- ✓ *Do not allow anything to distract you while driving. Keep your eyes on the road. Ask other occupants (if any) to assist you with answering the mobile (cell) phone, changing the radio channel, using the navigation systems, answering the radio, etc.*

Speeding

Faster driving speeds significantly reduce the time available for the driver to process information and to act on it, and increase the emergency stopping distance. The following factors increase the likelihood of an accident occurring when combined with speeding:

- Driver characteristics (such as age, experience, driving skills, etc.)
- Vehicle characteristics and performance
- Traffic flow characteristics (speed, volume, density)
- Roadway characteristics
- Weather and time of the day
- Other environmental factors.

- ✓ *Always adjust your speed for prevailing road and weather conditions. Therefore, never drive faster than weather, road or other conditions safely allow, regardless of the posted speed limit.*

Drifting into the other lane on bends (curves)

This generally happens when drivers misjudge what is a safe speed when approaching bends (curves) in the road and have to understeer as they try to avoid rollover.

- ✓ *The best way to enter a bend (curve) is to reduce your speed before entering, and stay as close as possible to the edge of the roadway. If you are carrying cargo, make sure it is secured and cannot move from side to side. Otherwise it may result in vehicle rollover. Also, when approaching a bend (curve), be alert and watch for other vehicles that may have already drifted into your lane.*

Following too close (tailgating)

In general, drivers that are following too close to the vehicle in front (tailgating) cannot stop safely, and may collide into the rear of the vehicle in front if it suddenly slows down or applies the brakes to stop. This is because the distance between the two vehicles is not sufficient for the vehicle behind to come to a complete stop. The distance required is affected by the following three main factors:

- Vehicle speed
- Driver perception/reaction time
- Vehicle's reaction time and braking capability.

Driver perception/reaction time is the time that elapses between a driver seeing a hazard, his/her brain recognizing it and telling the foot to move from the accelerator (gas pedal) to the brake pedal, and his/her foot actually applying pressure to the brake.

Once the brake pedal is applied, there is the vehicle's reaction time, which depends on the brake pedal free-play, the hydraulic properties of the brake fluid and the working order of the braking system. Likewise, vehicle braking capability depends on many factors such as:

- Brakes (type of braking system, brake pad material, brake alignment)
- Tyre (tyre pressures, tyre tread and grip)
- Suspension system
- Road (road surface conditions, slope of road)
- The braking technique applied by the driver.

This means that the distance for a vehicle to come to a complete stop has two components: the reaction distance and the braking distance. The reaction distance is the distance the vehicle travels from the time the decision to stop is made until the moment the brake is applied. The braking distance is the distance the vehicle travels from the moment the brake is applied to the time the vehicle comes to a complete stop. Together, the reaction distance and the braking distance make up the stopping distance of the vehicle – and both are dependent on the speed the vehicle is travelling.

- ✓ *Keep a safe distance between your vehicle and the vehicle you are following. This space provides drivers with time to react in case of an emergency. There are two common rules in the determination of a safe distance:*
 - *One car-length method: Keep at least one car length, or about 6 metres, for each 16 kilometres per hour of speed.*
 - *Two-second rule: This rule requires at least two seconds to elapse between the two cars passing the same fixed object, such as a sign or a tree directly ahead.*
- ✓ *It should be noted that these are minimum distances and only apply in good driving conditions. Depending on the prevailing road, weather and brake conditions, keep following distances long enough to ensure safe and effective braking.*

Failing to yield right of way

This is the most common cause of an accident at an uncontrolled intersection. It is also the case when joining traffic, turning left in front of approaching traffic, and when changing lanes.

- ✓ *Prepare to give the "right of way" assuming that other drivers will not see you. Proceed only if it is apparent that right of way is being given by the other driver.*

Disobeying traffic signs and signals

Traffic signs and signals are used to control the traffic by providing drivers with necessary information, warnings and guidance about the road and the traffic rules. Ignoring such signs and signals is one of the most common errors made by drivers.

- ✓ *Always obey the traffic signs and signals since they are there to protect you and others from accidents.*

Erroneous passing/overtaking

This is a typical cause of collision on two-lane roads with two-way traffic. In general, drivers feel impatient when following a slow-moving heavy vehicle, such as a truck or bus, for a long period of time. This feeling prompts drivers to try to pass the vehicle in front of them. However, in many situations the location chosen to pass is not favourable for this action.

- ✓ ***Do not pass:*** *on a hill or a bend (curve), or at any time sight lines are impeded; at a street crossing or intersection; at a railroad crossing; on narrow bridges; in an underpass or tunnel; when a sign prohibits passing or centre lines restrict passing; or when behind a vehicle that has stopped to let a pedestrian cross.*
- ✓ ***When passing, follow these rules:***

Before starting to pass:

 - *Check if road signs and pavement markings prohibit passing.*
 - *Check traffic ahead and behind to make sure there is enough distance to complete the passing.*
 - *Indicate your intention to pass by signalling.*

During and after passing:

 - *Warn the driver being passed in a suitable way, such as flashing headlights or using the horn.*
 - *Return to your lane, ideally when you see the vehicle that you have passed in your rear-view mirror.*
 - *Finally, do not forget to cancel signalling once the passing is complete.*
- ✓ *When you are being passed, it is good practice to slow down and/or approach the edge of the roadway, if necessary, to make the passing easier and safer. You may return to normal speed after the approaching vehicle has passed.*

CHAPTER III EMERGENCY DRIVING

Although it is not common, sometimes an emergency situation may occur, such as brake failure, steering failure, a stuck accelerator (gas pedal), wheel loss, tyre blow-out or headlight failure. No matter what happens, do not panic. Keep to the following simple rules to cope with the situation.

Brake failure

Brake failure rarely occurs. However, if it does, follow the guidelines below:¹⁰

- If your brake pedal suddenly sinks to the floor, avoid forcing the brake to the floor, which may result in losing any chance of regaining pressure.
- Try pumping it to build up pressure. It should take three or four pumps to get the brakes to work. Do not pump anti-lock brakes – press down hard on them instead and plan on taking longer to stop.
- Gently engage the hand brake (parking brake) if the pumping solution is ineffective or not recommended.
- Use all available means to alert other drivers, such as sounding your horn and flashing your lights, etc.
- Shifting to the lowest possible gear will also help to slow down your vehicle.
- Do not permit the wheels to lock, which causes you to lose the control of your vehicle.
- If all efforts fail, look for a safe place to steer your vehicle. You may also try to throw your vehicle into reverse gear.

If you have determined that your brakes are bad (strange noises when you depress brake, squeaks, a metallic grinding sound, low or fading brake pedal, pulling to one side when applying the brake, etc.), avoid driving the vehicle until they are fixed. Do not drive around with the brake light on. Have your vehicle checked out by a mechanic as soon as possible.

Steering failure

Steering failure is also very rare, but if it happens, you may find your steering becomes gradually heavier or your vehicle suddenly stops responding to the steering wheel. In these cases:

- Do not panic.
- Ease your foot off the accelerator (gas pedal).
- Turn on your vehicle's hazard lights (four-way flashers).
- As the vehicle slows down, brake very gently to bring it to a stop.
- Have your vehicle checked out by a mechanic as soon as possible.

Stuck accelerator (gas pedal)

If your accelerator (gas pedal) gets stuck and causes your vehicle to speed up even though you have taken your foot off it:

- Try to pull the stuck accelerator (gas pedal) back using your toe.
- Shift gear into neutral, use the brake to slow down and get off the road.
- Do not turn off the engine with the key as you may lose power steering.

¹⁰ These guidelines do not apply for vehicles with pneumatic brake systems.

Tyre blow-out

If a tyre blows out, hold the steering wheel firmly, and ease your foot off the accelerator (gas pedal). Let the vehicle slow down by itself and do not use your brake until your vehicle is under control.

If your vehicle skids, handle it as you would on ice or snow (turn the steering wheel in the direction of the skid). Get off the road as soon as it is safe to do so.

Headlight failure

If your headlights suddenly go out, use other light sources on your vehicle such as the hazard lights (four-way flashers), parking lights and turning signals so that you have some light to get safely off the road. Pull off the road cautiously and seek help.

Stalling on railroad tracks

If a train is coming, get yourself and any other passengers out of the vehicle and off the tracks as quickly as possible, and run as far away as you can in the direction from which the train is coming (if you run the other way you may be hit by debris from your vehicle if it explodes when the train hits it).

CHAPTER IV OFF-ROAD DRIVING

Very few drivers have the necessary level of off-road driving experience to allow for safe cross-country vehicle operation. Driving in these conditions requires extra proficiency in many areas, such as the use of gears and the anticipation of ground conditions.

When the circumstances entail driving off-road, remember the following basic rules:

- Never drive faster than is absolutely necessary, and take obstacles at a slow and steady pace. Always select the gear you will need for a situation before entering it, and try to maintain that gear throughout.
- Always prepare for the worst case scenario.
- Always walk a tricky section before driving it, so that you know exactly where the hidden obstacles are.
- Always keep both hands firmly on the steering-wheel and remember to keep your thumbs on the outside of the wheel as a sudden jolt could break them.
- Wear your seat belt.
- When driving in bush or thorn trees, keep your window closed to above eye level.

The following guidelines for off-road driving are intended as an introduction. True proficiency only comes with training and experience.

Four-wheel driving

The United Nations vehicle fleet mostly comprises four-wheel drive (4WD) vehicles. Geographical conditions in most field missions require the driver of the United Nations vehicle to switch the gear to 4WD. This process may differ from vehicle to vehicle. For details refer to the Owner's Manual for the specific type of vehicle.

However, driving rules are the same for all 4WD vehicles. As a rule of thumb, always change into four-wheel drive before entering an area with reduced traction (e.g. mud, ice, snow, floods, soft sand, etc.). Remember to lock freewheel hubs (if fitted) prior to engaging four-wheel drive. Engage two-wheel drive as soon as you return to a hard or paved surface and unlock the freewheel hubs. If you have any doubts about the operation of a particular four-wheel drive system, seek advice from the Transport Section at the first opportunity after taking charge of the vehicle.

Driving uphill/downhill

- Always select a suitable gear for the route ahead, whether uphill or downhill. It is far safer and easier to change gear in advance than it is to attempt to do so halfway up or down a steep incline.
- Approach uphill or downhill areas as close to perpendicular to the slope as you can, to avoid overturning.
- When travelling diagonally downhill, always look for an escape route straight down the slope, in case the vehicle strikes any object or there is a danger of overturning.
- Vehicles should never be driven on a downgrade with gears in neutral or clutch disengaged.

Driving on sand

Cross-country vehicle movements in dry or desert conditions will sometimes entail the need to drive on sand. The main objective when driving on sand is to maintain movement with the least amount of strain on the vehicle, its engine and its power train. To do this, it is first necessary to ascertain whether or not a sandy area is drivable.

Driving on a short stretch of sand:

- If a short stretch of soft sand is seen ahead, an increase in speed will assist by allowing you to take advantage of forward momentum. Bear in mind that any increase in speed must always be tempered by safety considerations.

Driving on a long stretch of sand:

- Stop before entering an extensive stretch of soft sand and select an appropriate gear that will take you through with little need for further gear changes and a minimum of clutch slippage or wheel spin.
- Accelerate gradually to an appropriate speed. Maintain steady, even progress and avoid unnecessary gear changes. If the vehicle has automatic transmission, use the intermediate (low) gear holds.
- Avoid rapid changes. Braking on sand will cause a mound to build up in front of all wheels and possibly prevent your vehicle from taking off. Rapid acceleration simply digs the wheels in and can actually lead to slower take-off speeds.
- Always negotiate bends (curves) as widely as possible because steering sharply can stall or even overturn a vehicle.
- Try to follow in the tyre tracks of the vehicle in front since they have already compressed the sand into a firmer surface than un-traversed ground.
- To stop in sand, let your vehicle roll to a halt if practicable. Otherwise, brake gradually. This prevents the tyres from digging in, which tends to happen when brakes are used abruptly. Try to stop on a downhill slope, thereby gaining an advantage when restarting.

Approaching a sand dune:

- When approaching the bottom of a sand dune (hill of sand piled up by the wind), try to do so from the windward side, where the slope is most gradual, at a 90-degree angle (if you drive even on a slight angle, your vehicle may start to slip due to weight transfer resulting in a potential rollover).
- Select the proper gear to avoid changing gear on the slope.
- Maintain as much momentum as possible while climbing the slope and be prepared to change direction as you reach the crest, riding the crest if necessary to seek a safe route down. If you must use the lee side (the steepest slope, select a point where the angle of approach will allow the front bumper to clear.
- When travelling up a dune, if you do not get to the top, reverse (back) down the dune in gear. NEVER coast down the dune and NEVER attempt a U-turn.

Bogging down:

- At the first sign that your vehicle is bogging down:
 - Avoid flooring the accelerator (gas pedal) as this will just make vehicle recovery more difficult.

- Try to drive on a lower gear. If the vehicle still bogs down, cut the power to the driving wheels. If you continue to use the engine to force the vehicle out of the sand, it will only sink deeper and become more difficult to extricate.
- In order to free the vehicle, use any or all of the following procedures:
 - Shovel a clear path ahead of the wheels.
 - Lay boards, brush channels, canvas, wire netting rope ladders, or some similar material under and in front of the tyres for better flotation and traction.
 - Lowering tyre pressure also helps.
- If these do not work:
 - Use a winch if available, or a towrope connected to another vehicle if it is evident that continued operation of the vehicle under its own power will only cause it to sink deeper into the sand.

Driving in mud

Select your driving gear, and try not to change gear throughout the crossing. Do not drive too slowly or too fast. Low range second or third gear are good choices, avoiding wheel spin. First gear gives too much torque and causes wheel spin.

If your vehicle starts bogging down, try the above mentioned techniques to free your vehicle.

Driving in wet conditions

Brakes:

- Water thrown up under the vehicle is less likely to affect modern disc brakes. Make sure they work by testing them when it is safe to do so. If your brakes are slipping, check your mirrors to make sure there is no hazard, and then drive slowly while pressing your left foot on the brake pedal. This will dry your brakes. Make sure your brakes work properly before you resume driving at normal speed.

Engines:

- Some types of diesel engine will tolerate a certain amount of water, but many modern fuel systems are electronically controlled and are therefore vulnerable to water saturation. All gasoline engines can be seriously affected by very small amounts of water being splashed on to electrical components, such as engine fuel injection systems, coil, distributor, etc. It should also be borne in mind that deep water drawn into air intakes will have disastrous consequences for the engine.

Floodwater and river crossing

Many United Nations field missions have experienced incidents where ill-advised attempts to cross water have resulted in the vehicle becoming stuck, submerged or even washed away. In at least one such incident in East Timor, both the driver and his would-be rescuer were almost drowned. Water will also wreck an engine if drawn into the air filter. When attempting to cross flooded roads or ford shallow rivers, the following points should always be adhered to:

- Always check the depth of the water you are about to enter on foot (by probing with a stick or a United Nations vehicle flagpole) before proceeding. This will also forewarn you of any hidden obstacles such as large rocks or any abrupt changes in depth.

- Do not attempt to cross water if it is deeper than two-thirds the height of the road wheels or if you are unable to ascertain the depth of the water.
- Never attempt to drive through fast-moving water if it is more than a few centimetres deep.
- Always make sure that you can complete your crossing without stopping. Use a low gear and keep engine revs high. Do not attempt to reverse (back up) as water may be forced into the exhaust, causing the engine to stall.
- Test the brakes immediately after leaving the water by light pumping action thereby increasing friction to aid the drying out of the brake pads/shoes.

Use of winch equipment

A number of 4x4s and trucks are fitted with winch (self-recovery) equipment to assist in the removal of bogged or stuck vehicles. Although useful when needed, equipment of this type should be used with care if injury is to be avoided. The following should therefore be noted when considering its use:

- In general, vehicle-mounted winches are designed either to assist self-recovery or to perform the recovery of a vehicle of the same or lesser weight. The winch should not be connected to a heavier vehicle.
- The winch cable is not a tow cable. It should not be used to pull a vehicle at any time as this will cause damage to the winch mechanism and may break the cable. Winch cables must only be attached to towing eyes or tow-bars.
- Keep hands away from winch equipment when in use. Do not allow the cable to become entangled with limbs or clothing. When feeding the cable in or out, maintain a distance of at least three meters between the operator and the winch. Heavy-duty, thick gloves should be worn at all times when handling steel winch cables.
- Visual contact should be maintained between people operating a winch in case it is necessary to switch off in an emergency. Do not rely on being able to shout over the sound of a vehicle engine.
- After use, the winch cable should be cleaned and carefully rewound, bearing in mind the safety points above. Refit all covers, correctly stow ancillary items (hand controls etc.) and reset freewheel mechanisms to "Free".
- Do not allow spectators / bystanders to approach the area where winching is in progress too closely. A winch cable can snap under tension with potentially lethal consequences for anybody positioned nearby.
- Under no circumstances should you attempt to use the winch if you have any doubts about its operation. The manufacturer's instruction book should always be read or a qualified source consulted prior to use. Remember, safety first! It is better to call for recovery assistance than to attempt to help yourself if you have any doubts.

CHAPTER V WINTER DRIVING

Winter driving presents specific hazards. The basic procedures for driving in cold weather encompass all driving and safety standards that apply in normal conditions. However, the added hazards of rain, snow and ice increase the need to observe safe driving procedures. Before engaging in cold weather operations, all drivers must therefore be thoroughly trained in winter driving techniques.

Effects of Low Temperatures on Materials

Personnel involved in the maintenance and repair of United Nations vehicles in countries where harsh winter conditions are a factor should be aware that, when certain materials essential to vehicular operations are exposed to low temperatures, the following occurs:

- Rubber becomes stiff and brittle. Radiator and heater hoses may crack and break if handled roughly. Also, after a vehicle has been parked for several hours, its tyres develop flattened-out areas and have little resiliency. The tyres will soften once normal operations are resumed;
- Water freezes and expands. Expansion in restricted areas exerts tremendous power and may split radiators or crack engine blocks;
- Canvas tarpaulins and covers become stiff and brittle, difficult to fold, unfold, or use without damaging;
- Glass conducts heat poorly and may crack or shatter if subjected to a sudden increase in temperature. Do not apply sudden, intense heat to clear or de-ice vehicle windows or windshields;
- Engine oil become thick and flows sluggishly. This results in poor lubrication of the engine until warmed by normal operation. Thickened oil also creates a drag on the engine, making starting more difficult;
- Grease becomes hard and thick and loses lubricating properties until it is warmed by normal operations.

Ice/Snow

Before Starting:

- Travel Planning: Plan your trips carefully. Prefer travelling during daytime, and take another person with you, if possible.
- Clean the Exterior of Your Vehicle: Good all-around visibility is essential to safe, cold weather driving. To achieve optimum visibility during cold weather, the following should be observed;
 - Clean all ice and snow on all windows. Make sure that all snow and ice are removed from the car, including from on the roof. Flying snow or ice from your vehicle may cause injury or property damage.
 - Use defrosters and windshield wipers to keep the windshield free of ice, sleet, snow, and fog. Keep a cab window open slightly when the heater is in use.
 - Keep inside and outside rear view mirrors clean and properly adjusted.

- **Check Your Vehicle Essential Systems:** Make sure your brakes, windshield wipers, defroster, heater and exhaust system are in good condition. It is also important to observe all instruments, gauges, and warning lights during warm-up to avoid engine damage and to ensure that operating temperatures are achieved prior to moving off or accelerating.
 - **Check Your Tyres:** Make sure they are properly inflated and the tread is in good condition.
 - **Always carry chains.** Make sure they are the proper size for your tyres and are in working order. You might want to take along a flashlight and chain repair links. Chains must be installed on the drive wheels. Make sure you know if your vehicle is front or rear wheel drive.
 - **Carry Essential Winter Equipment:** Items to carry in your car are an ice scraper or commercial de-icer, a broom for brushing snow off your car, a shovel to free your car, sand or burlap for traction.
 - **Personal Care:** Dress warmly. Wear layers of loose-fitting, layered, lightweight clothing. Carry blankets, food and water. Always notify someone of your trip.
 - **Snow Chains:** Consider putting on snow chains on roads covered by ice or snow before starting.

Driving tips:

- **4WD:** If you are driving a 4WD vehicle, engage either 4L or 4H depending on the circumstances.
- **Move Slowly:** When starting a journey in low temperatures, move vehicles slowly and carefully after they have been standing in the cold for a significant period. Do not attempt to break free a vehicle frozen in place by using its own power to rock or jerk it loose. Use a second vehicle to tow the frozen vehicle
- **Keep Your Gas Tank Full:** It may be necessary to change routes or turn back during a bad storm or you may be caught in a traffic delay. Maintain at least a half tank of gas at all times.
- **Keep all windows and mirrors clear at all times whilst driving.**
- **Braking & Skids:** Avoid sudden stops and quick direction changes. Use your brake extremely carefully and gently. Release brake pedal if your tyres lock and your car start skidding. Repeat this process putting less and less pressure on the brakes until the vehicle is under control. In case of a skid, always steer into the direction of the skid in order to regain control. That is to say, if, for example, the rear of the vehicle slides to the left whilst cornering, the reaction of the driver should be to turn the steering wheel to the left to counteract the skid. This technique is often referred to as applying 'Opposite Lock'. Sometimes, slight acceleration may also help the driver to restore the balance of the vehicle. Do not disengage the clutch or apply the brakes as this will only unsettle the vehicle further and possibly worsen the skid.
- **Watch Your Speed:** Snow and ice make stopping distances much longer, so keep your seat belt buckled and leave more distance between your vehicle and the vehicle ahead. Bridge decks and shady spots can be icy when other areas are not.
- **Be Observant:** Visibility is often limited in winter by weather conditions. Slow down and watch for other vehicles that have flashing lights, visibility may be so restricted during a storm that it is difficult to see the slow moving equipment. When driving during snowstorms and periods of reduced visibility, use vehicle lights to warn other drivers of your position. Use dipped headlights, not main / high beams; if visibility becomes zero stop and wait for better conditions. Pull onto the roadside after checking for concealed ditches, culverts, or other obstructions.

- Use a Guide: when reversing / backing the vehicle or where assistance is required in picking a trail in deep snow.
- If Trapped in Car: Set your light flashing. When the engine is running, open the window slightly, this will protect you from carbon monoxide. Make sure that snow is not blocking your exhaust pipe.

Rain

Road surfaces are most slippery during the first few minutes of a rainfall. When driving through a water puddle, test the brakes by pumping them. This will also help dry the brakes. Decrease speed when driving through water puddles, especially those deeper than the tread of a tyre. Slow down on wet roads, stop and turn carefully.

Wet road surfaces can cause tyres to hydroplane, or ride up on a film of water, starting at about 55 kph (35 mph), which could cause a driver to lose control. Chances of hydroplaning increase as speeds increase. After 90 kph (55 mph) tyres may totally leave the road surface.

To avoid hydroplaning, do not drive on bald or badly worn tyres and slow down when heavy rain, standing water or slush is present.

Hail

Hail usually occurs unexpectedly and can be almost blinding for drivers. But it does not usually last long, so slow down to a safe speed, turn dipped headlights on and if you can safely do so, pull off the road until the storm blows over. For some time after a hailstorm, the road will be slushy, so drive slowly and exercise extreme caution.

Winter Sun

Winter sun dazzle is an underestimated hazard. The winter sun is lower in the sky so reduce speed and use your visor to lessen the dazzle effect.

Driving in Fog/Smoke

Fog is dangerous at any time, but particularly so at night. Fog can sometimes be so thick that a driver can barely see the front of his/her own vehicle. The only thing to do in very dense fog is to get off the road as quickly as possible. Otherwise, reduced speed should be maintained until it is apparent that the fog area is behind you.

To summarize, when encountering fog, drivers should heed the following guidelines:

- Slow down while driving in fog. Fog makes it very difficult to judge speed. Do not believe your eyes alone, glance at your speedometer to make sure;
- Keep headlights on low beam. Use pavement markings and other vehicles' lights as guides.
- Turn on wipers, defroster and low-beam headlights. Using high beams can actually decrease your visibility;
- Moisture from fog makes roads slippery, so braking must be done smoothly as possible.
- Open a window slightly and turn off the radio. Watch for slower moving cars and listen for engine sounds or car horns ahead.
- If the fog is too dense to continue, pull completely off the road and try to position your vehicle in a place where it is protected from other traffic. Turn on your hazard lights (emergency flashers).

CHAPTER VI

GOOD DRIVING PRACTICES

Starting vehicle engines

Care should always be taken to ensure that the vehicle is in a safe condition before the engine is started. Most United Nations vehicles have diesel engines and the following general principles apply to the majority of such models. For petrol engines, the specific vehicle handbook or a suitably qualified source should be consulted.

- Ensure that the hand brake (parking brake) is firmly applied and that the transmission is correctly set (neutral for manual transmissions and either neutral or park for vehicles equipped with automatic transmission).
- Turn the ignition key switch to the “on” position and wait for the heater plug “wait” light to be extinguished before attempting to start the engine. Older vehicle models may take up to 15 seconds to complete this.
- If the engine does not start after cranking for five seconds, or stalls immediately, wait for the heater plugs to warm up a second time before retrying.
- Ensure all auxiliary electrical equipment is switched off before attempting to start the engine. This includes air conditioners and communications equipment. (This also applies to petrol-engine vehicles.)
- Switch off all electrical vehicle systems and communications equipment when parking the vehicle to prevent battery discharge.

Defensive driving

Defensive driving is a key aspect of safe driving. Its aim is to reduce the risk of driving by anticipating dangerous situations. Defensive driving is based on effective observation, good anticipation and maintenance of control. It encourages drivers to question the actions of other road users so as to be prepared for the unexpected. This also entails driving with responsibility, care, consideration and courtesy. The road safety of the individual lies mainly in his/her own hands. The better the level of control that they achieve, over both vehicle and road space, the safer he/she will be.

Some of the major defensive driving principles and techniques are as follows:

- Safeguard yourself and others:
 - Wear your seat belt and insist that front and rear seat passengers do the same.
 - Do not rely on the vehicle's horn to clear your path. Slow down for hazards instead.
 - Take extra care when reversing (backing up). Use a guide to assist if you cannot see behind you.
 - Avoid driving in the night and in bad weather conditions.
 - Use your hazard lights (four-way flashers) to warn drivers behind you of slowed or blocked traffic up ahead, so as to avoid being hit from behind.
- Be aware:
 - Situational awareness is essential. Adjust your vehicle's speed to the driving conditions.
 - Maintain a safe distance between vehicles.

- Make sure your lights, signals, horn and brakes are in proper order.
- Never drive when tired or under the influence of alcohol or drugs of any kind.
- Never drive off road if the possibility of landmines or unexploded ordnance exists.
- Stay alert:
 - Always expect the unexpected.
 - Do not make any assumptions about what another driver may do or how they will react in a situation. Do not assume that they have seen your vehicle or will do the “right” thing.
 - Avoid becoming distracted from the task of driving. Keep your eyes on the road.
 - Be prepared for pedestrians to cross the road unexpectedly, especially in towns.
- Be patient:
 - Obey traffic signals, signs, road markings and Traffic Police, and adhere to speed limits.
 - Always slow down when passing any vehicle that is discharging passengers.
 - Overtake only if it is apparent that the road ahead is clear and it is safe to do so.
- Communicate with others:
 - Do not presume your intentions are clear to others without indicating what they are.
 - Drive predictably. Signal before turning, overtaking, slowing down or stopping.
 - Use your horn and lights to get the attention of other drivers. Use them cautiously as they may sometimes disturb and agitate others.
 - Use your horn to get pedestrians’ attention.
- Be considerate to others:
 - Keep in lane. Do not monopolize the road by driving too close to the centre.
 - Be ready to yield priority or right of way to others.
 - Park with care and consideration, avoiding bends (curves), junctions and the tops of hills.

Any road safety or accident prevention strategy must encourage the use of defensive driving techniques, if it is to be successful. Drivers of vehicles bearing United Nations markings should be particularly aware of the need to set a good example. As the most conspicuous aspect of many United Nations operations, vehicles can act as a combination of ambassador and shop window. This, of course, works both ways as bad driving gives a negative impression to other road users.

Yield right of way to non-motorists

Drivers should always yield the right of way to pedestrians and bicycles in the roadway, unless the local law requires otherwise.

Use headlights

Headlights are not only vital to ensure you can see clearly, but they are also crucial for making sure other drivers and road users can clearly see you. A vehicle’s headlights should be turned on from sunset to sunrise, during fog, smoke, rain, or other unfavourable atmospheric conditions, and at any other time when there is not sufficient light for the vehicle to be seen or the operator to see on the

roadway. Also, it is good practice to use headlights when driving in two-way traffic. No vehicles should be driven with obscured vehicle lights and/or reflectors. Make sure your headlights are clean and working properly.

Avoid reversing (backing up)

All accidents when reversing (backing up) are preventable.

No amount of forward-driving experience can help a driver with reversing (backing up) a truck or other vehicle. Drivers need to practise in safe surroundings until they become familiar with the way the particular vehicle reverses (backs up).

- Avoid reversing (backing up) whenever possible.
 - Park in such a way that you avoid reversing (backing up).
 - Do not put yourself into situations where unnecessary reversing (backing up) is required. If possible, park where you will not have to reverse (back up) to exit.
- If reversing (backing up) is necessary:
 - Do a walk around: Walk round your vehicle to check the clearances and search for hidden obstacles. The terrain in many areas may be uneven, wet and soft. Reversing (backing up) over soft or uneven ground can cause damage to the vehicle and property.
 - If your view is obstructed: Reverse (back up) a couple of feet and then stop the vehicle and physically check throughout the manoeuvring. If you are not alone, ask another person to help guide you as you reverse (back up).
 - Reverse (back up) slowly: Never be in a hurry when reversing (backing up). Always reverse (back up) slowly so that your vehicle can stop easily. Check all mirrors and the back window, and turn your body around to provide a good visual of the area.

Fasten seat belts

Of all of the many steps that a driver can and should take in order to improve the safety of vehicle occupants, the first and most beneficial is to ensure that all occupants have their seat belts fastened before moving off, including his/her own. For the sake of safety, it is mandatory for all occupants to wear seat belts when travelling in United Nations vehicles. All drivers are responsible for ensuring compliance with this regulation in the United Nations vehicle under their control.

To understand the value of seat belts, it's important to understand some of the dynamics of a traffic crash. Every surface vehicle crash is actually comprised of three collisions:

- The first collision is known as the vehicle's collision, which causes the vehicle to buckle and bend as it hits something and comes to an abrupt stop. This occurs in approximately one-tenth of a second. The crushing of the front end absorbs some of the force of the crash and cushions the rest of the vehicle. As a result, the passenger compartment comes to a more gradual stop than the front of the vehicle.
- The second collision occurs as the occupants hit some part of the inside of the vehicle. At the moment of impact, unbelted occupants are still travelling at the vehicle's original speed. Just after the vehicle comes to a complete stop, these unbelted occupants will slam into the steering wheel, the windshield, or some other part of the interior. This is the human collision.

- The third collision occurs after the occupants' bodies have come to a complete stop. The internal organs continue to move forward until, suddenly, they hit other organs or the skeletal system. This third collision is the internal collision and often causes serious or fatal injuries.

During a crash, properly fastened seat belts distribute the forces of rapid deceleration over larger and stronger parts of a person's body, such as the chest, hips and shoulders. The seat belt stretches slightly to slow your body down and to increase its stopping distance.

Engage brakes when parking uphill or downhill

Set your hand brake (parking brake) after parking on a hill. Also turn the wheels in such a way that they keep your vehicle from rolling into traffic. If you are parking uphill, turn your wheels away from the kerb; if you're facing downhill, turn them towards the kerb. If, for any reason, your vehicle starts to roll, the kerb should hold the wheels and prevent your vehicle from rolling downhill. If there is no kerb or a very low one, whether you are facing uphill or downhill, turn your wheels all the way towards the nearest side of the road.

Drive more cautiously at night

Most of a driver's decisions are based on what he/she sees. During the hours of darkness, the distance and scope of vision is reduced. However, there are a number of factors that contribute to nocturnal crashes. The following should be remembered when driving at night:

- Speed should be reduced accordingly so that the driver is able to stop within the space clearly illuminated by the headlights.
- Headlights should always be dipped in built-up areas and when meeting or following another vehicle.
- Shadows can sometimes conceal obstacles or other hazards. Pedestrians, cyclists and even other vehicles can appear suddenly under low light levels. Always observe and reduce your speed accordingly. The dark also masks the depth of potholes, particularly if they are filled with water.
- Tinted lenses reduce the amount of light available to the eye and therefore information to the brain. As such they are not recommended for driving at night or in conditions of poor visibility. Advertisements for the use of so-called "night driving glasses", claimed to be aids to driving after dark or in fog, are both inaccurate and misleading. The only occasions when such lenses should be used are on the advice or prescription of an optician or ophthalmologist. Drivers should be aware of the need for regular eye tests in order to ensure that their vision is adequate for the operation of a vehicle. This is particularly true in the case of night driving, which tends to exacerbate certain eye conditions associated with ageing.

CHAPTER VII

GOOD VEHICLE SAFETY PRACTICES

Vehicle care

In addition to the normal maintenance responsibilities of the driver, the following points should also be noted when operating in dry and dusty environments:

- Keep valve caps on all tyres. Ensure that missing caps are replaced.
- Check engine temperature and levels of coolant and oil frequently.
- If overheating occurs, check for loose or broken drive belts, coolant loss and ensure that necessary corrective action is taken.
- Clean the oil spout before adding engine oil and remove any accumulation of sand or dirt from around the filler hole.
- Clean the spouts of fuel containers before refuelling. Under extremely dusty conditions consider filtering the fuel when filling the tank.
- When stopped for extended periods, park with the rear of the vehicle towards the wind or cover the windshield and radiator with a tarpaulin to prevent windshield damage and avoid sand accumulation in the engine compartment.

Tyres

"Appropriate tyres shall be mounted on the vehicle. In regions with temperatures below 5°C, with snow or icy conditions, winter tyres marked with the alpine symbol shall be mounted on the vehicle."

Wheel changing after a puncture is the responsibility of the driver. In field conditions, it should be part of a driver's daily maintenance checks to ensure that the spare wheel and tools are both present and operational.

From a road safety point of view, it is also important to note that spare wheels should never be carried loose inside a vehicle. In circumstances where punctures are common, it is often tempting to keep the spare wheel in the cargo/luggage area of a 4WD vehicle (behind the rear seat) for ease of access. This is a temptation that should be resisted, as, in an accident, an unrestrained road wheel can be projected forwards into the passenger compartment with lethal force. The latch mechanisms of folding rear seats do not have sufficient strength to resist the forces generated by an unrestrained wheel in an accident.

Hijack precautions

Becoming the target of a vehicle hijacking is one of the most dangerous situations that United Nations staff can face. Vehicle hijackers are often armed and nervous, and very aware of the danger which they themselves face; thus, they are likely to resort to violence very quickly in order to steal the vehicle. Do not risk losing your life in an attempt to save your vehicle. Consider this very carefully before choosing to resist an attempted theft. In the event of forcible theft or hijacking, drivers should not resist. They should remain calm and comply quickly with the hijackers' instructions, surrendering personal belongings without protest. The underlying principle must always be that life and limb is worth more than any United Nations or personal property. The threat of vehicle crime will vary greatly from place to place and it is therefore incumbent upon all missions to ensure that mission personnel are adequately briefed with recent, local information.

The following points are for general guidance only:

- When driving, particularly at night or when alone, lock all doors and keep all windows closed. Ensure that all valuables, but particularly bags, purses, wallets and the like, are kept well out of sight so that they do not act as a temptation to any would-be thief. When stopping at a junction or traffic light, leave sufficient space in front of you to manoeuvre and drive away, should you need to do so suddenly (this will probably not be practicable for large trucks or articulated vehicles). The correct distance is one where you can easily see the bottom of the rear tyres of the vehicle in front of you. Also in a potentially dangerous situation, engage gear and keep your right foot near to the accelerator (gas pedal) so that you can drive away quickly if the need arises.
- If possible, drivers of light vehicles should avoid using large or remote car parks, particularly at night. If this can't be avoided, then park as near to the entrance as possible, in a well-lit area close to the pedestrian ramp, walkway or stairs. If possible, park as close as you can to a manned security booth. When parking in a bay, reverse (back) into the space, so you can leave quickly if necessary. When returning to your vehicle, always have your key ready and check that there is no one in the vehicle before entering.
- Sometimes, thieves will attempt to flag down a vehicle that they intend to steal. A driver may be signalled to stop by what appears to a road user in distress. Is this other person really in distress, or does he/she want the vehicle driver to stop for other unsavoury reasons? Faced with these circumstances, particularly at night or in an unfamiliar place, you would be well advised not to stop. It would be more practical and of course safer to report the incident to the appropriate authorities at the next available safe location. If you must investigate further, open your window just wide enough to speak to whoever has signalled for you to stop, and explain to them that you will go to summon help. Ensure that you keep all doors locked and do not allow them into the vehicle. Do not turn off your engine and keep your foot on the accelerator with first gear engaged in case you need to drive off in a hurry.
- Drivers of high-value cargo vehicles may be snatched and forced to assist thieves who wish to gain access to a vehicle or load. If driving home after work and you think that you are being followed, do not drive straight home. You might want to satisfy yourself that you are being followed, by making several alterations to the journey. Once satisfied that you are indeed being followed, move to the side of the road and drive slowly. The chances are that the other driver will feel too conspicuous following closely under these conditions and will drive past. If not, try to find a busy, well-lit area and stop close to other people. If you feel that you are about to be attacked, summon help by sounding your horn and flashing your lights.
- Do not be fooled into getting out of your vehicle unless there is an emergency. Ensure that the emergency is real and not a ruse to divert your attention and be vigilant before alighting from the vehicle.
- Plan your route before starting your journey to reduce the likelihood of getting lost. Keep to main roads if possible and carry a map just in case you lose your way, so you don't have to ask a stranger for directions. For some journeys, it may also be worthwhile informing people at your destination of your estimated time of arrival before setting off. Do not pick up hitchhikers under any circumstances.
- Drivers can sometimes become the victims of opportunist crime after breakdown. To avoid this, ensure that the vehicle is maintained according to the United Nations schedule (including daily checks by the driver) and that there is nothing obviously amiss that could cause a possible mechanical failure en route. According to figures compiled by various

recovery operators worldwide, over 50 per cent of the breakdowns that they attend to are caused by problems that should be detectable during basic maintenance.

Coping with road rage

Road rage is a term used to refer to dangerous and violent behaviour by a frustrated driver operating a motor vehicle. Very often, this behaviour results in an accident. Road rage and aggressive driving manifest themselves in many ways, such as: speeding and aggressive acceleration; deliberately close following (tailgating); cutting off other vehicles in a lane; weaving in and out of traffic; sounding the vehicle's horn or flashing lights excessively; verbal provocations or obscene gestures and threats; deliberately hitting another person, vehicle or object with one's own vehicle; threatening to use or using a firearm or other deadly weapon; pursuing or chasing for retaliation or revenge; driving in the passing lane and keeping pace with the vehicle next to them to enforce the speed limit themselves; driving excessively slowly on a high-speed road; throwing objects from a moving vehicle with the intent of hitting the vehicle behind; stopping a vehicle at the side of the road, and getting out of it to threaten, frighten, attack, fight or hurt another motorist or passenger, or a pedestrian, cyclist or other person.

When confronted by an aggressive driver, even if it is hard, avoid eye contact and stay calm, make every attempt to avoid escalating the situation. Increase the distance between you and the aggressive driver. Do not stop or get out of your vehicle. If you are being followed by an aggressive or threatening driver, drive directly to the nearest police station.

Prevention and handling of vehicle fires

Globally, it is estimated that 65 per cent of vehicle fires are started deliberately. This includes fires started to cover criminal activity, to make a fraudulent insurance claim, as an act of vandalism or during the course of civil disorder. In some regions of the world, this percentage is certainly far higher. Other vehicle fires break out simply due to driver or passenger carelessness, or a lack of basic maintenance and can therefore be prevented. Even small fires, depending on the situation, location or time of year, can develop into major incidents. During dry months of the year in particular, they can spread rapidly, causing damage to the surrounding area.

The following tips are intended to alert United Nations drivers to the dangers of vehicle fires:

- Keep a multi-purpose dry powder or foam spray extinguisher conforming to a recognized international standard in all vehicles.
- Do not overfill vehicles with fuel in hot weather. Wipe off any excess/spillage of fuel.
- Keep the engine compartment clean and free from any flammable materials such as rags, etc.
- Any smell of fuel should be investigated. Routinely check all fuel lines for signs of leaks or undue wear and ensure their connections are reliable.
- Smoking is strictly prohibited in United Nations vehicles.
- Transporting fuel in "jerry cans" inside United Nations vehicles is strictly prohibited.
- Check for any exposed, damaged or loose wiring.

In the event of suspicion of a fire in a vehicle:

- Stop the vehicle.
- Switch off the engine.
- Release the hood / bonnet catch but do not open it.

- Get everybody out of the vehicle.
- Move away from the vehicle and stay away, keeping others back.
- Summon emergency assistance if possible.
- Warn oncoming traffic.
- If you believe it is safe to do so, attempt to put out the fire with a dry powder or foam extinguisher.

If the fire is in the engine compartment, do not open the engine cover but aim the dry powder or foam through the radiator grille or under the edge of the hood. If the fire appears to be electrical, turn off the battery isolator switch (if applicable) or consider disconnecting the battery terminals, if possible. Always proceed with caution and if in doubt, do not attempt to tackle the fire. Never use water on an engine fire as it can cause electrical chocks and spread burning fuel with disastrous effect. In all vehicle fires, the first thing to think about is personal safety. A vehicle can be replaced but people cannot, so think and act quickly, but always in the safest way possible.

CHAPTER VIII

AIRFIELD GROUND SUPPORT

General

In broad terms, aircraft and ground vehicles should not be allowed into close proximity with each other unless this is an operational necessity. Their widely differing requirements are not easy to reconcile safely, and this can give rise to the risk of accidents with the potential for wide-ranging, negative financial, human, public image and operational capability implications. By definition, flight lines are designed for the needs of aircraft and not for ground vehicles. Most signs and markings are therefore designed primarily for the use of aircraft and their crews. At best, vehicles are given a low priority and in some cases no attention is given to their needs at all. This leads to confusion, which in turn can easily lead to accidents.

The Aviation Safety Unit has developed the following standards in order to reduce the confusion and risk in flight line operations in mission areas to a minimum. A central tenet of airfield operations must be the avoidance of ground accidents, thereby eliminating injuries, loss of life, interference with day-to-day operations and even certain classes of flight accident that can be caused if failings in ground procedures are not caught in time.

Ground vehicle control and limitations

Most airport authorities have ground vehicle control plans, vehicle operating standards and training. However, in many countries where missions are in place, these plans and procedures have been forgotten, are no longer followed, or have never existed. In areas where plans/standards/regulations are still in effect, all United Nations staff should comply with them. If, however, the standards in place are lower than those established in these procedures, then in United Nations-designated spaces the United Nations flight line safety standards shall apply. In all other areas, the local standards will still apply.

Ground support vehicle rules and regulations

Designated roadways should be established: ideally the majority of ground vehicles should be kept to the perimeter of the aircraft parking areas. Exceptions are made for emergency vehicles, fuel, catering and similar vehicles. Nevertheless, the following general rules should be implemented:

- All vehicles allowed to operate outside the designated roadways should be equipped with distinctive flashing lights. Use of lights should be restricted, as they can be blinding, distracting and confusing to pilots.
- Only authorized vehicles are allowed onto the aprons, aircraft parking areas and taxiways. Vehicles transporting VIPs and high-ranking United Nations staff members require special authorization to enter these areas and must comply with all rules and regulations.
- Vehicles to be used on taxiways and runways must also be equipped with radios that allow them to be in direct contact with air traffic controllers. These vehicles must have distinctive United Nations markings and numbers, readable through binoculars so that they may be easily identified and contacted by air traffic controllers.
- Vehicles must be marked with reflective tape so that they can be seen at night with their lights off.
- Roadways should be marked with the same type of markings common to that country/community, such as turn lanes, stop lines, speed limits and so on. These signs and markings must be maintained and repainted on a regular basis.

- On designated roadways, the following speed limits must be posted and enforced:
 - Aircraft parking areas – 20 kph and 5 kph when within 10 metres of aircraft
 - Congested areas – 20 kph or less if conditions dictate
 - Towing speed aircraft – 5 kph
 - Towing speed for single towed equipment (i.e. one piece of equipment being towed) – 15 kph
 - Towing speed for multiple towed equipment (i.e. various pieces of equipment being towed at the same time by one towing truck) – 5 kph
 - Towing speed for baggage trolleys or trains – 15 kph
 - Towing speed for ground power equipment – 20 kph.

Note: 5 kph is considered to be equivalent to a brisk walking pace.

- When ground vehicles are near to or approaching aircraft, the following rules should also apply:
 - Vehicles should approach aircraft from such an angle that, if the brakes were to fail, or the accelerator (gas pedal) become stuck, the vehicle could be manoeuvred so as to avoid the aircraft.
 - Vehicles should be parked so that they will not impede the movement of aircraft in an emergency.
 - Vehicles must not approach an aircraft when its beacon lights are on; they should maintain a minimum safe distance of 60 metres, until the aircraft has come to a complete stop or moved to another location.
 - In order to permit rapid movement of the vehicle in an emergency, vehicles parked near aircraft should have their brakes set, the engine shut off and the keys left in the ignition.
 - Personnel (including passengers, crew and ground staff) should only be permitted to ride on vehicles equipped with seats specifically designed for passengers. No person should be allowed to ride on any part of a vehicle not intended for that purpose.
 - Motorcycles and bicycles must follow the same general rules as other vehicles. They should also be equipped with lights, brakes and reflective tape markings.
 - An aircraft that is taxiing or being towed has the right of way over any other vehicle.
 - All vehicles must be maintained on a regular basis and drivers should have checklists to be followed daily, before operations commence.
 - All United Nations staff members, be they Military, Police or civilian (local or international), who will be operating vehicles on or near the flight line require recurrent training on the following issues before being given permission to work/drive in any of the designated airport roadways, taxiways or aprons: vehicle control and limitations, pavement markings, use of radios, aeronautical phraseology, control tower light signals, speed limits, right of way of aircraft, operating in proximity to aircraft, vehicle parking, passengers and towing operations.
- It is the responsibility of Air Operations staff members and Security Officers assigned to each airport used for United Nations operations to enforce these regulations.

General safety rules for airfield support vehicles

All personnel concerned with the operation of United Nations aircraft should be reminded to familiarize themselves with the manufacturer's operations/procedures manual of any and all airfield support vehicles that are available to them, prior to use. These guidelines must be observed during all operations involving the use of these vehicles. However, the following general safety procedures are guidelines that are normally applicable to all such equipment:

Forklifts or loaders:

- These vehicles must only be operated by trained and previously licensed personnel.
- When these vehicles are operating very close to aircraft, an assistant should be used to help the driver in maintaining clearances.
- Pre-positioned chocks should be used to prevent the forklift from being accidentally backed into the aircraft.
- Loads should not be lifted or lowered while the loader is in movement.
- If the distance to be driven by the forklift is more than a few metres, the forklift must be driven backwards, in order to take advantage of better steering control, visibility and retention of load in case of a sudden stop.
- If the forklift is to be driven up or down an incline, the load should always be positioned so that it is facing uphill.
- When parked, in order to avoid injury to personnel in the area, the forklift should always have its forks flat on the ground.
- Vehicles must be maintained on a regular basis and drivers should have checklists to be followed daily, before operations commence.

Hi-lift truck:

- These vehicles must only be operated by trained and previously licensed personnel.
- When these vehicles are operating very close to aircraft, an assistant should be used to help the driver in maintaining clearances.
- Vehicles must be maintained on a regular basis and drivers should have checklists to be followed daily, before operations commence.
- The following procedures should be followed when approaching an aircraft:
 - Approach the aircraft slowly to within 1.5 metres.
 - Stop the vehicle.
 - Raise the bed.
 - Drive forwards slowly, following the assistant's instructions, until the aircraft and vehicle touch.
 - Install chocks on the vehicle's front wheels.
 - Place non-skid surface dock boards on the floor leading into the aircraft.
 - Use sliding guardrails to connect the truck platform and the aircraft door.
- When departing the aircraft, the following procedures should be followed:
 - Dock boards and guard rails should be removed and stowed.

- Chocks should be removed and stowed.
- The vehicle should be backed away from the aircraft under the supervision of the assistant.
- Only when the vehicle is in a safe distance from the aircraft should the truck bed be lowered.

Fuel servicing trucks:

The positioning of fuel trucks is dependent upon a number of factors, including the type of truck being used. Some aviation fuel trucks are designed to permit positioning under the wings of aircraft, others are to be placed next to the wing so that the top of the truck can be used as a standing platform for refuelling personnel, etc. The manufacturer's instructions should always be consulted prior to use and adhered to at all times. Only trained personnel should be allowed to operate such equipment.

As a general rule, the further away the truck is from the aircraft, the greater the safety margin will be. The length of fuel hose available ultimately limits this distance. However, in general, the following should be followed when aircraft are being refuelled:

- The refuelling truck must only be operated by trained and previously licensed personnel.
- When these vehicles are operating very close to aircraft, an assistant should be used to help the driver in maintaining clearances.
- The truck should be positioned at least one complete "hose length" from the aircraft.
- Additionally, the truck should be parked downwind from the aircraft so that a fire on the truck would not be blown automatically towards the aircraft.
- Trucks should always be parked in such a way as to provide a direct exit path, without having to reverse (back out).
- Care should be taken with fuel hoses; they must not be positioned where other vehicles might run over them.
- All fuel leaks should be repaired immediately.
- Quality assurance tests should be carried out at least daily and every time the truck is refuelled.
- Appropriate fire extinguishers should be pre-positioned and readily available.
- All vehicles must be maintained on a regular basis and drivers should have checklists to be followed daily, before operations commence.
- "Dead man" or "system off" switches must be functional. This should be treated as a precondition for the truck to be allowed to be used for refuelling purposes.
- Aircraft should never be refuelled with the engine of the fuel truck running, unless the truck is specifically designed to pump fuel using engine power.
- Fuel trucks should always be electrically grounded (earthed) prior to fuelling.
- All trucks should be clearly marked with the type and grade of fuel they contain.
- In general, fuelling operations should not be performed when maintenance activities that might provide a source of ignition are being carried out.

Passenger and crew buses/minibuses:

Drivers of vehicles used to transport passengers and crew to and from aircraft must follow the relevant procedures established above, in addition to the following special provisions:

- Drivers should be given instruction on the rules and regulations pertaining to the vehicle controls and limitations established in these procedures.
- Buses should always approach the aircraft from the front.
- Buses should park no closer than 10 metres from the aircraft and in such a way that they can easily be driven away from the aircraft without reversing (backing up).
- The parking position of buses must allow passengers to embark or disembark without walking under or around any part of the aircraft.
- Vehicles must be maintained on a regular basis and drivers should have checklists to be followed daily, before operations commence.

Aircraft towing:

Safe towing practices in congested aprons and parking areas can require as many as six people. There should be one and only one person in complete control of the towing process and he/she should generally be positioned at the nose of the aircraft, where he/she can have a clear view of the other people involved in the process. Aircraft manufacturers and/or the operator will have specific guidelines for their particular aircraft towing operations, and these should always take precedence over any generalized guidance. However, in general, the following procedures should be followed:

- Only a person qualified to operate the tow vehicle should be allowed to drive.
- The driver should be able to see the person in charge of the towing operation and is responsible for ensuring the presence of all necessary wing walkers and a brake person, and for all decisions pertaining to the towing process.
- Wing walkers should be positioned at each wing tip and tail and should always be in visual contact with the person in charge of the towing operation.
- Wing walkers may not be needed if there are no obstructions within 10 metres of the aircraft.
- One wing walker can be used when only one wing has obstructions in its path.
- In general, the tail walker is only needed when the aircraft is being moved backwards or into or out of a hangar.
- A trained crewmember aware of his/her responsibilities should always be in the pilot's seat, in reach of the brake pedals and with a clear view of the person in charge of the towing operation. However, in smaller aircrafts where the tow vehicle is capable of stopping the aircraft, a brake person is not always necessary.
- Wingmen should always have chocks available. Chocks should be the correct size for the type of aircraft being towed and should always be used on the main landing gear.
- If the aircraft is to be towed on active runways or taxiways, contact should be maintained at all times with the air traffic controllers. The brake person in the aircraft is generally responsible for this, unless the person in charge of the towing operation has contact, in which case the responsibility resides with him/her.
- Towing speeds must not exceed 5 kph.
- All people involved in the towing process should be trained and use the appropriate towing signals.

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- For night or bad weather, towing luminous or fluorescent wands should be used.
- Doors and hatches should be closed.
- Aircraft navigation lights and rotating beacons should be on.
- If the aircraft is equipped with taxi lights, they may be used.
- Aircraft landing lights should be off.
- Where aircraft are equipped with a nose wheel steering system, this is sometimes required to be disconnected for towing.
- Ground-handling equipment should not, at any time, be left unattended next to parked aircraft.

Annex 8. Possible engineering improvements in United Nations compounds and premises

In-depth analyses of system-wide vehicle accidents reveal that about 29 percent of all accidents occur within the United Nations compound and premises¹¹. This type of accident commonly includes: hitting another United Nations vehicle; running off the road (leaving the roadway); and hitting or being hit by fixed objects such as compound main gates, walls, utility poles, trees, large holes or bumps on the roadway, or other parked vehicles. These accidents reportedly occur while avoiding an accident or a roadway hazard; reversing (backing up) or manoeuvring into or out of parking spaces; entering or exiting through the gates of the United Nations compound; driving over hard objects; or when the driver has lost control of the vehicle due to bad weather or surface conditions. Given these major contributing factors, special attention should be given to driving within United Nations compounds, to prevent accidents occurring.

It is highly recommended that mission Security, Engineering and Transport Sections conduct safety audits in all United Nations compounds and parking lots with a view to identifying problem areas and improving conditions in those areas. Some of the physical improvements include, but are not limited to, the following:

- Improving the internal roads and conditions at the compound main gates by:
 - Eliminating/removing (or relocating, if removal is impossible) the hazards posed by fixed objects such as security barriers, walls, utility poles, trees, pillars, raised pavements, etc.
 - Delineating all irremovable fixed objects that pose a hazard and/or placing impact attenuators in front of around them, when delineation is practical
 - Installing safety mirrors at the exits of compounds where drivers' vision is blocked by fixed objects
 - Providing clear guidance for drivers by route markings, signs and signals
- Re-aligning the parking lines so as to avoid perpendicular parking (90 degree parking). Angled parking lines with sufficient width have the potential to reduce accidents caused by vehicles reversing (backing up) or manoeuvring into or out of parking
- Pruning the branches of trees that may fall on or hit vehicles.

These engineering solutions may also be supported by some administrative measures, including:

- Employing full-time personnel to facilitate entering and exiting through the compound gates and vehicle parking
- Developing a training programme on reversing (backing up)
- Developing a mission-wide communication programme with the aim of increasing the awareness of mission staff on these common problems. For this purpose, safety posters should be displayed in prominent locations within United Nations compounds. These will have the most impact if they are used at the locations where this type of accident occurs.

¹¹ This percentage represents reported cases only. Many accidents of this nature are not reported by drivers, due to various personal concerns.

Annex 9. Impact assessment / working with road safety performance indicators

To monitor the impact of a mission road safety programme or a specific measure and to ensure early, target-oriented adjustments of specific interventions, the road safety performance of the mission should be evaluated periodically.

These evaluations are usually done by using safety performance indicators, which are defined as “any measurement that is causally related to accidents or injuries, used in addition to a count of accidents or injuries, in order to indicate safety performance or understand the process that leads to accidents”.

Working with safety performance indicators not only provides a means by which policymakers/programme managers can ensure that their actions are as effective as possible but also allows for comparisons both within and between missions.

Traditionally, transport safety work has been based on accident and injury statistics. Yet, it is clear that simply counting accidents or injuries is often an imperfect indicator of the level of transport safety. There are three major reasons for this:

- The absence of accidents does not mean the absence of risks. It is, to some extent, a matter of chance whether a hazardous situation or a near miss results in a crash or not.
- The number of road accidents or injuries is subject to random fluctuations, meaning that a short-term change in the recorded number does not necessarily reflect a change in the underlying, long-term expected number.
- In order to develop effective measures to improve safety, it is necessary to understand the process that leads to accidents. A count of accidents says nothing about those processes that produce accidents.

Therefore, counts of accidents or injuries need to be supplemented by other transport safety indicators. These indicators can give a more complete picture of the level of transport safety, and point to the emergence of new problems at an early stage, before these problems show up in the form of accidents.

Safety performance indicators can be expressed in two categories:

- Direct indicators
- Indirect indicators

Direct indicators

These are usually the direct count of accidents and injuries at a given location during a given period of time. The most suitable direct performance indicators to describe the safety situation in terms of accidents and injuries include the following:

- Fatality rate per 100,000 vehicle kilometres travelled:

$$\text{Fatality rate} = \frac{\text{Total no. of killed}}{\text{Total vehicle kilometres travelled}} \times 100,000$$

- Injury rate per 100,000 vehicle kilometres travelled:

$$\text{Injury rate} = \frac{\text{Total no. of injured}}{\text{Total vehicle kilometres travelled}} \times 100,000$$

- Accident rate per 100,000 vehicle kilometres travelled:

$$\text{Accident rate} = \frac{\text{Total no. of accidents}}{\text{Total vehicle kilometres travelled}} \times 100,000$$

Indirect indicators

These are the indicators that have a causal relationship with the incidence of traffic accidents and injuries. Such indicators can give a more complete picture of the level of transport safety and can point to the emergence of new problems at an early stage, before these problems show up in the form of accidents.

Among others, the most commonly used indirect road safety performance indicators are those that relate to behavioural characteristics such as speed levels, rate of drink-driving, the use of seat belts and the violation of traffic rules. In addition, a number of infrastructure, vehicle or trauma-related indicators are relevant.

How to choose the most appropriate safety performance indicator?

A large number of potential safety performance indicators exist. However, not all of them are equally important and applicable to all missions. The following steps are identified for defining and measuring performance indicators in the framework of transport safety policy:

- Step 1: Define a road transport safety problem to address, e.g. speeding.
- Step 2: Transform the road safety problem into an indicator or set of indicators. The performance indicator should be amenable to reliable measurement, e.g. percentage of drink-driving above the limit.
- Step 3: Define measuring methods per performance indicator, e.g. random police checks.
- Step 4: Define a performance indicator measuring programme, e.g. 100 vehicles every weekend night.
- Step 5: Carry out the measurements.
- Step 6: Compare results with “targeted road safety programmes”, if appropriate.
- Step 7: Based on the outcome, modify your “targeted road safety programme”.
- Step 8: Report on the results of this whole process, e.g. annually.

The following table provides a brief summary of the most common “behavioural” problems, their quantitative indicators and measurement methods.

Subject	Indicator	Methods to measure
Speeding	% above limit	<ul style="list-style-type: none"> - Actual speed measurement - EVMS reporting (Speeds have to be compared with existing speed limits and policy targets, if appropriate.)
Driving under the influence of alcohol	% above permitted limit	Random tests by enforcement units
Non-use of seat belts	% vehicle occupants	<ul style="list-style-type: none"> - Survey - Observation (at the main gate or on road) (Data on seat belt usage must make the following distinctions: drivers, front seat passengers, back seat passengers)
Use of mobile (cell) phones while driving	% drivers	<ul style="list-style-type: none"> - Survey - Observation at the main gate

Note: Information about the road safety performance indicators has been adapted from: European Transport Safety Council (ETSC) (2001), Transport Safety Performance Indicators. Brussels.
<http://archive.etsc.eu/documents/perfindic.pdf>.

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