Logistics Manual

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INTRODUCTION

The latest edition of the Resource Development Foundation (RDF) Logistics Manual integrates donor requirements and international best practices. It outlines key procedures in logistics to support efficient money usage and high-quality project outcomes, aligning with the strategy: “Professional and accountable logistics is essential for efficiency and quality.” The Manual aims to enhance logistics knowledge, planning, and execution, thereby improving stock, asset, and fleet management through transparency and accountability. It also emphasizes the importance of ethical practices including conflict of interest prevention and corruption.

The Manual is continuously updated to reflect changes based on donor requirements, user feedback, and emerging best practices. Feedback from users is highly valued and can be directed to the RDF Head Office Procurement and Logistics Unit in Bangladesh.

1.1 APPLICABILITY

The Logistics Manual is intended for RDF’s Head Office, field offices, and any partners. It provides a standardized approach own guidelines and aligns with national best practices. Where donor rules are more stringent, they take precedence.

1.1.1 DATABASE

Using DATABASE is obligatory for RDF all offices with direct project implementation for managing assets and inventories, and issuing Purchase Orders. For non-direct implementation offices, DATABASE is recommended as a best practice for comprehensive management.

1.1.2 Transparency

Transparency aids in fraud prevention and supports data and fund integrity by making operations clear and trackable, enhancing accountability.

1.1.3 No Conflict of Interest and Anti-Corruption

This section underscores the significance of avoiding conflicts of interest and preventing corruption to maintain ethical standards. It details the prohibition of improper gifts and emphasizes the importance of duty segregation to prevent fraud.

1.1.4 Quality Support to Programmes

Efficient logistics supports project aims by ensuring program staff have reliable access to necessary resources, thus minimising operational disruptions.

1.1.5 Ethics and Climate

Staff are expected to conduct themselves professionally, adhering to RDF’s values, human rights, legal standards, and environmental considerations. Logistics practices should consider environmental impacts, focusing on waste prevention, energy efficiency, and optimised transportation to reduce RDF’s carbon footprint.

1.2 DOCUMENTATION AND E-FILING

Documentation required at the end of each chapter can be stored as hard copies or electronically within designated systems, ensuring retention for at least five years post-project completion, in special cases, donors' recommendations will be followed for preserving the documents.

ASSET & INVENTORY MANAGEMENT

The RDF Asset and Inventory Management List identifies items owned by RDF or funded by donors as assets if they meet specific criteria, such as having a value or usefulness to the organization. Both assets and inventory are valuable items donated or purchased with funds from RDF or external donors.

ASSET & INVENTORY DEFINITION: Assets are distinguished from inventory based on value, lifespan, or critical necessity, including electronics, vehicles, and some medical devices. Inventory items include office and household furniture and other operational equipment, each with a value of BDT 5000 or above.

USER RESPONSIBILITIES: Users must maintain, secure, and use assets and inventory only for RDF's designated purposes, avoiding misuse or the installation of unlicensed software. The ProLog and HR Units are tasked with policy awareness and monitoring usage.

ASSET PLANNING Management must consider donor and country-specific requirements when planning for asset acquisitions, focusing on tracking, managing, and disposing of these items effectively.

REGISTRATION & TRACKING: All assets and inventory must be registered in the DATABASE immediately upon receipt and managed throughout their lifecycle. This includes detailed logging of items' purchase dates, conditions, and usage specifics in the DATABASE.

MAINTENANCE & REPAIR: Users must report any needed repairs using the Asset and Inventory Repair Report, specifying the item's details. Repairs should be handled by qualified local providers, with costs approved by the Finance Unit.

ASSET & INVENTORY MONITORING: Regular checks and an annual physical count of assets and inventory ensure management accuracy and the physical presence of these items. Any discrepancies should be documented and addressed immediately.

DISPOSAL OF ASSETS & INVENTORY: Disposal processes depend on the items' condition and donor restrictions, with options including transfer to other RDF projects, donations to local groups, sale, or disposal as waste. Sensitive equipment may require specific disposal methods.

SAFE DISPOSAL OF MEDICINES & MEDICAL DEVICES: Expired or damaged medical items must be disposed of according to regulatory guidelines, with efforts to consult relevant authorities or international agencies if local guidelines are lacking.

CLIMATE CONSIDERATIONS: RDF will prioritize purchasing durable, energy-efficient, and waste-reducing products to minimize environmental impact and enhance the longevity and effectiveness of assets.

DOCUMENTATION IN THE ASSET/INVENTORY FILE: All pertinent documents, including contracts, disposal authorizations, and repair reports, should be maintained in the Asset and Inventory file, ensuring thorough records of all asset transactions.

1. STOCK & WAREHOUSE MANAGEMENT

Effective stock and warehouse management systems are crucial for optimizing storage organization, improving stock handling, and reducing costs and losses. In RDF, our primary tool for managing stock is the DATABASE system. However, the templates provided in this guide are also applicable and can be adapted based on specific needs, operational setups, and local contexts.

Stock and warehouse management includes the planning, receiving, storing, and moving of goods to either temporary storage locations or final destinations. Storage options may vary and can include:

- Central Warehouse
- Regional Warehouse (supported by the Central Warehouse)
- Field Warehouse (supported by the Regional Warehouse)

1.1 SELECTION OF STORE OR WAREHOUSE

Choosing the right store or warehouse is essential for effective stock control, maintaining the integrity of stock, ensuring operational efficiency, and upholding security and safety standards. The criteria listed below offer a general guide for selecting a store or warehouse; additional factors may need consideration depending on the operation's country, the type of goods stored, and the security situation.

Main criteria for selecting a store/warehouse include:

Infrastructure

- A securely fenced compound with adequate internal and external lighting.
- Dry, level floors strong enough to support heavy weights.
- Soundproof walls, and adequate ventilation, drainage, and weatherproofing.
- Available shelving.
- Easy access for vehicles and large trucks, including loading bays.

Security

- Strong, lockable doors, gates, and windows to deter unauthorized access.
- Security personnel accommodations, such as a guard room.
- Controlled entrance and exit gates.
- If shared with other organizations, 24-hour security, a visitor log, and fire safety measures are necessary.

Location

- Accessible throughout the year by heavy vehicles.
- Proximity to offices or project sites.
- Avoidance of high-risk areas, such as near IDP camps or flood plains.

Services

- Availability of essential utilities like water, sanitation, and electricity.

Hygiene

- Free from pests such as rodents and birds.

Size

- Adequate planning to ensure there is enough floor space; calculate throughput to verify space sufficiency.

Handling Insufficient Storage Capacity

If permanent or sufficient storage capacity is lacking, consider using:

- RUBB halls: large relocatable structures typically used for temporary warehousing.
- Shipping containers: these can be used as secure storage units and customized with shelving. In hot climates, ensure they are shaded or have a cooling system to maintain an acceptable internal temperature.
- Permanent or semi-permanent structures like commercial warehouses or modified rooms within existing buildings.
- Outdoor storage for items such as jerry cans or wheelbarrows may be acceptable temporarily, but consider the risks of theft and weather damage.

1.2 STOCK MANAGEMENT

Managing the physical stock involves tracking the quantities in storage and their movement throughout the supply chain. This is crucial as it affects financial reporting to stakeholders like donors and can impact project outcomes.

Stock management can be conducted using DATABASE, which facilitates the automatic generation of stock-related reports and documents. This is beneficial over manual systems, which are slower and prone to error. In case of the absence of a computerized system, a manual database will be maintained.

Objectives of stock management include:

- Maintaining optimal stock levels.
- Efficient movement and record-keeping of stock.
- Minimizing losses from theft, mishandling, expiry, or damage.
- Maximizing the use of storage space.
- Avoiding accumulation of unnecessary or outdated stock.
- Ensuring timely delivery to projects.

This guide continues with detailed procedures for managing new goods reception, stock rotation techniques, specifics on storing various types of goods (e.g., perishables, medicinals), and necessary measures regarding health and safety in the store/warehouse environment.

These procedures are pivotal in establishing a robust and responsive stock management system that supports the overarching goals of efficiency and accountability within RDF.

2. FLEET MANAGEMENT

This manual is crafted specifically to establish a consistent approach to management, practices, and conduct for all users, drivers, and operators within the RDF Fleet. Our fleet comprises various vehicles such as cars, Jeeps, mini-trucks, motorbikes/trailers, and motorboats, as well as generators.

The objective of this manual is to foster a comprehensive understanding and implementation of best practices in Fleet Management. By adhering to these guidelines, we aim to achieve optimal utilization of our fleet, enhance operational efficiency, and

significantly decrease the likelihood of misuse of fleet assets.

1.1 Vehicle Management Achieving standardization and selecting the appropriate type of vehicle at the beginning of a project is crucial. Decisions should be based on the specific needs of the programme, the servicing requirements, and the road conditions to ensure the project benefits from a well-managed and more efficient fleet. A proactive approach in monitoring vehicle usage and fuel consumption, regular servicing, and equipping vehicles with the necessary documentation and tools will significantly contribute to these objectives.

All RDF vehicles must comply with the minimum standards for licensing, insurance, and roadworthiness certification as per local and national regulations. Ensuring compliance with these requirements is the direct responsibility of the CEO and their delegated team members.

1.1.1 Allocation of Vehicles There is a recognized benefit in allocating vehicles with dedicated drivers; such vehicles tend to be better maintained, and driving issues can be more readily identified and rectified. However, this may not always be practicable in all RDF programmes. Where feasible, such as in operational teams, dedicated drivers should be assigned to specific vehicles. All drivers must be aware of the importance of vehicle maintenance, road safety, general security, and showing courtesy to other road users, including other drivers, pedestrians, local wildlife, and domestic animals.

Transport planning should ideally be handled by ProLog's responsible staff to ensure efficiency. During periods when the demand for transport exceeds the available vehicle fleet, decisions on prioritizing transport needs should be made by the ProLog staff or the ProLog Manager/CEO. Options such as renting additional vehicles, using taxis, or compensating staff for the use of private vehicles or public transport should be considered to manage excess demand effectively.

1.1.2 Driving Regulations: Driving RDF vehicles, including rental vehicles, is restricted to staff members who are officially authorized by the CEO. Drivers must: a) Hold a valid local or international driver’s licence and report any expiry, revocation, or suspension immediately to the Logistics/Fleet Manager or the CEO. b) Pass an RDF-specific driving test administered by ProLog or an appointed Logistics Officer. c) Receive written authorization from the CEO to drive.

Drivers are expected to adhere to a strict set of driving and vehicle regulations to ensure safety and compliance. These regulations might be modified to better fit the programme’s specific needs but generally include:

- Only approved personnel may operate an RDF vehicle. Unauthorized use may lead to disciplinary actions such as written warnings or dismissal.
- Drivers are responsible for conducting pre-departure checks and ensuring all passengers wear seatbelts.
- The use of mobile phones while driving must be confined to hands-free operations or when the vehicle is stationary.
- Adherence to all national speed limits and traffic rules is mandatory.
- In cases of involvement in traffic accidents, drivers must report the incident to their Line Manager and CEO immediately without admitting liability.
- Driving outside town limits at night requires explicit written permission from the CEO unless it is an emergency situation.

3. SOLAR POWER

Policy for Procurement and Installation of Solar Power Systems

1. Considerations Before Procurement
   - Planning Considerations:
     - Examine the necessity for solar power considering site-specific energy requirements if solely relying on generators.
     - Careful planning and discussion should precede the procurement and installation of solar power systems.
   - Technical Specifications and Selection:
     - Each Head Office should standardize solar power equipment to decrease maintenance complexity and costs.
     - Create detailed technical specifications and selection criteria to guide procurement.
   - Supplier Considerations:
     - Evaluate suppliers for their specialisation in solar equipment over general trading.
     - Ensure supplier warranties, ability to perform load calculations, installation capabilities, and after-sales service.
     - Consider leasing options as an alternative to purchasing.
2. Solar Power System Components Consideration
   - Power Requirements:
     - List all appliances intended for use with the system and their power demands.
     - Avoid using high-energy consuming appliances like air conditioners and electric ovens with the system.
   - Solar Panel Considerations:
     - Choose panels that fit the roof size and can be optimally positioned to maximize sunlight exposure.
     - Avoid areas shaded by trees when installing solar panels.
   - Efficiency and Durability:
     - Opt for high-efficiency panels for better performance even under low sunlight.
     - Regular maintenance enhances panel efficiency.
     - Select durable components considering the environment (wind, dust, etc.).
     - Understand the typical lifespan of panels, batteries, and inverters and factors that may reduce it.
   - Warranty and Service:
     - Choose products with long warranty periods.
     - Ensure installation includes a service warranty.
     - Verify the scope of after-sales services to maintain efficient operation.
3. Procurement Process

- Standardization:
    - Standardize equipment types across offices to streamline maintenance and reduce costs.
    - Follow the RDF Procurement Manual guidelines strictly during procurement.
- Selecting Suppliers:
    - Choose suppliers based on expertise, reliability, and service rather than cost alone.
    - Consider suppliers that can provide comprehensive services from assessment to installation and after-sales support.

4. Simple Guide to System Usage
    - General Product Information:
        - Solar panels: 50W - 400W.
        - Batteries: 12V-48V, varying capacities up to 400AH+.
        - Recommend VRLA GEL batteries; caution against AGM for solar systems.
        - Inverter sizing based on total power requirements.
5. Transport and Installation Considerations
    - Transport Planning:
        - Plan for logistical challenges, especially in areas with adverse conditions or during harsh weather.
        - Ensure continuous communication with on-site teams to manage expectations and facilitate smooth delivery.
    - Installation:
        - Installation as per supplier's guidelines to maintain warranty and ensure system efficiency.
        - Regular maintenance plans and schedules should be put in place.

This restructuring offers a clearer pathway from procurement to installation, focusing on the essentials at each step and ensuring all bases are covered to avoid common pitfalls and ensure the efficient functioning of solar power systems.

4. ICT & Security Policy

General Communication Strategy

1. Pre-Planning:
    - Collaborate with programme teams to assess and plan communication needs and strategies well before starting any activities.

Sourcing ICT Equipment

2. Equipment Compatibility:
    - Source equipment that is compatible with systems used by other NGOs, donors and government agencies.
    - Consider whether the equipment can support both local and international communications and meets security requirements.
    - Ensure the equipment can operate independently of local or national

infrastructure and is suited to the climatic and geographical conditions of the area.

3. Regulatory Compliance:
    - Confirm compliance with national and international ICT regulations before purchasing.

Managing Communications in Insecure Environments

4. Redundancy:
    - Equip staff with two independent communication methods to ensure reliability.
5. Security Awareness:
    - Assume all communications might be monitored and exercise caution when transmitting sensitive information.

ICT Maintenance and Updates

6. Operational Efficiency:
    - Regular maintenance, upgrades, and tests on all equipment to ensure functionality and security.
    - Keep all equipment registered and tracked in the asset overview.
7. Documentation and Training:
    - Maintain an updated list of contact numbers and communication channels for staff and relevant agencies.
    - Educate all staff on specific ICT do's and don'ts through continuous training and updates on the ICT policy.

Considerations for Internet Service Providers (ISP)

8. ISP Selection:
    - Select an ISP that provides reliable internet services suited to the needs of the operation, whether for individual or organisational purposes.
    - Opt for service packages that meet operational needs and budget constraints, including the choice between broadband and VSAT services depending on the location and service availability.

Documentation and Compliance

9. Record Keeping:
    - Maintain comprehensive records of all communications and equipment statuses in the ICT and Security files.
    - Ensure all necessary documents like the Phone Call Overview and Daily Radio Communications Log Sheet are completed and stored securely.

Security Measures

15. Security Plans and Updates:
    - Develop and consistently update a security plan that covers all aspects of staff, assets, and information security, tailored to local needs.

5. RDF Disposal & Waste Management Policy

1. Overview of Disposal & Waste Management

- Definition: Disposal involves handling items no longer deemed useful or operational, such as vehicles and electronics. Waste management encompasses actions to deal with waste from its inception to its final disposal.
- Purpose: This policy ensures efficient, economical, and environmentally friendly practices in waste management and disposal.

2. Disposal Procedures

A. Assessment of Items: - Determine the condition and potential for reuse, recycle, or disposal of assets.

B. Options for Disposal (Prioritize as follows): 1. Reuse within RDF: Transfer to other projects or programmes. 2. External Donations: To partners, NGOs, or local authorities if items are still functional. 3. Selling or Auctioning: Proceed if approved by donors. 4. Recycle: If the materials are recyclable. 5. Final Disposal: As waste when other options are exhausted.

C. Compliance and Documentation: - Prepare a disposal plan and obtain necessary authorisations. - Follow donor stipulations and local regulations.

3. Waste Management Procedures

A. Prioritizing Waste Management Strategies: - Reduction and Separation: Minimize waste production and separate waste types (e.g., hazardous, recyclable). - Handling and Storage: Secure and lawful handling of all waste, especially hazardous. - Transportation and Disposal: Use authorized waste management services.

B. Leveraging Existing Infrastructure: - Utilize national or local waste management facilities if available and appropriate. - Partner with certified recycling or waste management companies.

C. Collaborative Efforts: - Engage with other organizations for shared waste management strategies in challenging environments.

4. Special Considerations for Hazardous Waste

- Identification and Handling: Properly identify all hazardous wastes and ensure they are handled with special care.
- Secure Storage: Use appropriate containment systems to prevent leaks and contamination.
- Regulatory Compliance: Adhere to national and international regulations regarding hazardous waste.

5. Waste Prevention Strategies

- Promote the purchase of durable, repairable, and recyclable products to reduce waste generation.
- Implement an efficient inventory system to avoid overstocking and under-utilizing resources.

6. Monitoring and Improvement

- Regularly review waste management and disposal practices and adapt to new technologies and regulations to improve efficiency and reduce environmental impact.

7. Training and Awareness

- Conduct regular training for staff on waste management protocols and the importance of following them.

8. Documentation and Reporting

- Maintain accurate records of waste generation, disposal, and recycling, and report as required by donors and regulatory bodies.

9. Review and Update Policy

- Periodically review the policy to ensure it meets current needs and regulatory changes.

Any Issues raises beyond this policy, need to get prior approval from the Chief Executive Officer (CEO).