

# UNIVERSITY OF CAPE COAST



## **TRANSPORT POLICY**

### **GAZETTE**

Volume 54, .....N0. 2, .....June 2016

**PUBLISHED BY AUTHORITY**



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## **ABBREVIATIONS AND ACRONYMS**

DLCGS	-	Directorate of Legal, Consular and General Services
DRIC	-	Directorate of Research, Innovation and Consultancy
EPA	-	Environmental Protection Agency
MTTD	-	Motor Traffic and Transport Department

## **FOREWORD**

The University of Cape Coast Transport Policy is designed to serve as a guideline for the University and its stakeholders in appreciating the *raison-d'être* of the Transport Section as well as provide the parameters for operating its fleet. This policy will help the University to optimize its Transport Section and make efficient use of its fleet.

The high number of staff in the various categories and the presence of official, private and commercial means of transportation have obviously generated certain challenges over the years. These challenges include rising demand for use of official vehicles, high demand for fuel and spare parts, limited parking space and rising cases of motor accidents emanating from heightened human activities on campus.

The Transport Committee of the Academic Board, which is chaired by the Pro Vice-Chancellor, will be responsible for the administration and implementation of the Transport Policy. Among other things, the Transport Committee will act as the primary authority responsible for the general vehicle fleet; control and facilitate the management of the general fleet and all other transport related activities on the University's campus including physical infrastructure; plan, implement and monitor the movement of the fleet so defined; facilitate the provision of all support services required for effective management of the policy for general fleet; and ensure adequate annual budgetary provision to meet the demands of the Transport Section as shall be indicated by the Transport Officer.

The areas covered in this policy document are the rationale for a transport policy, vision and mission of the Transport Section, objective of the transport policy, categories of vehicles, policy on responsible authorities, general policy statements, strategies on vehicle replacement and disposal, and strategies for transport management and insurance issues.

The long-term goal of this policy is to impact positively on the performance of the University's Transport Section and related transport matters.

I wish to acknowledge the following personalities/officers whose immense contributions brought the first draft of the Transport Policy to fruition: the Pro Vice-Chancellor, Prof. J.N. Buah, the Registrar, Mr. John K. Nyan, the Transport Committee, Prof. Abane Committee which drafted the Transport Policy and the Deputy Registrar of the Division of Legal, Consular and General Services (DLCGS), Mr. Moses M. Abnory, who initiated the idea.

Prof. D.D. Kuupole  
**(Vice-Chancellor)**

## **4.0 Introduction**

The University of Cape Coast Transport Policy was drafted to serve as a guideline for the operation of the Transport Section as well as provide the parameter for the operation of the University's fleet. The Policy was to become operational effective June 2015 and subject to review at the end of every 5 years.

## **5.0 Rationale for transport policy**

The Transport Section is headed by a Transport Officer with supporting personnel ranging from messengers and cleaners through various grades of drivers and mechanics to accounting officers and administrators. Its several years of existence has been characterized by events which can only be described as peripheral when pitched against the core activities of the University.

A casual observation of the operations of the entire Transport Section seems to suggest that it is 'off the radar' of the University Administration for most part of the year. Not much attention is paid to the section. Perhaps, this accounts for the Section's apparent weak institutional capacity for not only monitoring its operations but also evaluating and intervening as and only when it is absolutely necessary. There is no documented coherent structure designed to manage both transport infrastructure and the services provided; much depends upon the skills and enthusiasm of the person appointed to head the Section. The Transport Section also suffers from annual limited budgetary allocations, in spite of this being a key factor in improving efficiency of operations through training and targeted spending on rehabilitation of vehicles.

The history of official intervention at the Transport Section, which should be a normal practice in organizational governance, rather seems to coincide only with periods when there is either a need to procure new vehicles and related inputs, or discuss reports of encroachment on University land for private transport-related commercial activities including the location of a fuel dump, or to auction vehicles identified for boarding. It is not surprising that there appears to be “organized chaos” in the Transport Section as several vehicles make trips to same locations (e.g. Accra, Sunyani or Bolgatanga) when efficiency could be attained through car-pooling. The huge costs generated through such trips, in terms of fuel and other lubricant consumption as well as wear and tear of the vehicles used, could easily be reduced by adopting this time tested measure. It is possible that a well formulated transport policy would have addressed these challenges to ensure efficiency in the operations of the Section as well as colleges, faculties, departments, institutes or units owning and operating vehicles.

The rapid growth of vehicle population on campus in the last two decades requires a paradigm shift in our approach to transport matters and how they affect our activities. Many workers (academic and non-academic) now own and use vehicles to work. The University is suddenly faced with symptoms of congestion and limited parking space. Competition for fuel and other lubricants sold on small scale at the Transport Section cannot meet demand and sometimes causes serious frustration among staff intending to undertake emergency trips. A related issue is the tendency by drivers of private vehicles, motor cyclists and users of non-motorized transport systems to take advantage of every available space to park, ignoring the much discussed traditional

transport-land use interaction which necessarily should compel us to take spatial structures more seriously than is currently the case.

Another issue that has become topical nationally with serious implications for campus activities is the increasing road traffic crashes reported on daily basis. Several of these crashes have had either direct or indirect bearing on staff and students. In specific terms, some vehicles belonging to faculties/schools/institutes/centres have been involved in these crashes and caused untold hardship for the University as well as individuals and families. There is the need to begin to examine the issue of traffic crashes and to institute measures to minimize their occurrence.

## **6.0 Vision and Mission of the Transport Section**

In line with the University's vision and mission, the Transport Section of the University of Cape Coast serves as a hub upon which the institution revolves. The Section seeks to apply innovative ways to resolve transportation challenges of the University as well as provide efficient services to individual clients and garages using highly trained and motivated personnel.

## **7.0 Objective of the Transport Policy**

In order to achieve the vision and mission of the University as stated above, all sectors of the University are obliged to execute their roles and responsibilities as efficiently and effectively as possible. This includes operating a well coordinated transport system, which in principle should facilitate most of the activities of the people running the affairs of the University within and/or without. For instance, an efficient transport service should necessarily minimize trip delays, waiting times and costs to users.

It should have well organized parking lots and operators of the transport system made to obey the University's land use policy. However, these benefits can only be realized if we consciously match transport supply to demand and factor into our daily route assignment areas of possible concentration of transport service demand. It will be necessary also to ensure effective communication between and among all transport users and managers as well as appoint well trained persons to manage the transport system. It is in line with this thinking that this policy aims to ensure reliable, efficient and cost-effective transport system that will facilitate implementation of the University's strategic plan.

## **8.0 Definitions**

- **University Vehicle:** is defined as any motor driven vehicle, including motorbikes, outboard motors and boats owned by the University and registered in the name of the University.
- **Special Purpose Vehicle:** is any non-passenger vehicle.
- **Authorised User:** is any member of the University or associate authorised by the Vice-Chancellor to use a University vehicle for University business purpose.
- **Accountable Items:** are the vehicle log and vehicle keys, OBM keys, fuel tanks, life jackets, navigational equipment.
- **Notifiable Event:** is an accident or incident involving damage to a University vehicle.
- **University:** refers to University of Cape Coast (UCC).

- **Authorised Driver:** refers to as a member of staff authorised to drive a University vehicle.
- **Authorised Service Providers:** refers to an authorised fully licensed and registered service provider.

## 9.0 Categories of vehicles

The University of Cape Coast has a fleet of vehicles and transport-related infrastructure which are managed partly by the Transport Section and partly by duty-post bearers including provosts and vice provosts of colleges, deans of faculty/school, heads of department/unit/centre/hall and directors of institute.

Categories of the vehicles are as follows:

- General fleet which includes vehicles purchased by the University or donated to the University and put in the pool for special purpose use;
- Executive fleet attached to duty bearers for their official use (e.g. Vice-Chancellors, Pro-Vice Chancellors, Registrars, Deans, etc)
- For purposes of institutional image and identity, no other officer shall use official vehicles higher in capacity than those allocated to Office of the Vice-Chancellor.
- Other fleet which includes vehicles belonging to associations and also serving the interest of members of the University community;
- Commercial fleet belonging to private individuals and/or associations and operating in and around the University; and

- Private fleet consisting of vehicles (e.g. saloon cars, 4-wheel drives, etc) owned and used by individuals and/or families/households on campus.

This policy addresses all these categories with a view to ensuring efficiency and effectiveness in their operations. It also covers the physical infrastructure including roads, traffic signboards and markings designed to support movement on campus.

### **10.0 Policy on Responsible Authorities**

1. After approval, the Transport Policy shall be implemented through the Transport Committee of the University which is chaired by the Pro-Vice Chancellor with delegated authority from the University Council. The Committee will among others:
  - Act as the primary authority responsible for the general and executive vehicle fleet;
  - Control and facilitate the management of the general and executive fleet and all other transport-related activities on the University campus including physical infrastructure;
  - Plan, implement and monitor the movement of the fleet so defined;
  - Facilitate the provision of all support services required for effective management of the policy for general fleet; and
  - Ensure adequate annual budgetary provision to meet the demands of the Transport Section as shall be indicated by the Transport Officer.

2. A Transport Officer shall supervise the activities of the Transport Section operating through the Head of DLCGS. The Officer will perform the following activities to ensure efficient running of the Section:

- Prepare a comprehensive database of the general and executive fleet vehicle details;
- Maintain all the fleet in a safe and roadworthy condition at all times;
- Maintain and make available on request a register of authorized movement of the vehicles;
- Ensure that both interior and exterior parts of the fleet of vehicles are clean at all times;
- Operate vehicles in accordance with the instructions and recommended service schedules of the manufacturer;
- Provide and direct all vehicles in this pool to purchase fuel and other lubricants using the University's card system
- Direct and monitor to ensure that all vehicles are operated by the authorized users only unless otherwise requested and agreed upon;
- Provide all vehicles in the general and executive fleet categories with official log maintained by the authorized users;
- Ensure that all vehicles are insured and registered as roadworthy; and
- Provide to the Pro-Vice Chancellor on annual basis a certificate indicating that vehicles have been operated in accordance with the policy guidelines and that nothing untoward had been recorded about the vehicles in the course of the year.

## 11.0 General Policy Statements

3. Document all transport and transport-related property of the University in terms of year of purchase, user, responsible unit/person to approach for purposes of hiring, repair, insurance, etc.

### *Strategies*

- Transport Officer to undertake an audit of all vehicles and other related infrastructure for further consideration by the Transport Committee.
  - Transport Section to undertake massive rehabilitation of all vehicles and report on those that are beyond repair.
  - Transport Officer to ensure timely renewal of insurance and roadworthiness of all University vehicles.
  - Transport Officer to ensure that all University vehicles are insured under comprehensive cover for a maximum of (5) five years. Thereafter, it should be insured under third party cover (fire & theft).
  - All University vehicles should be boarded after 10 years of use. Before the expiration of the maximum period (10 years) a vehicle may be boarded when it accumulates 300,000 kilometres after purchase.
  - Transport Committee to prepare a document to facilitate hiring out University vehicles.
4. Coordinate fleet movement within and outside the University through targeted routing and car-pooling as part of the process of reducing cost and improving access both on and outside campus.

### *Strategies*

- Transport Officer to prepare a comprehensive map on possible official movement.
  - Transport Section to design a car-pooling document for consideration by Transport Committee.
  - Vehicles targeted for car-pooling should be ready for movement on daily basis.
  - Car-pooling exercise should be extensively advertised to ensure its effectiveness.
  - All University vehicles of less than 5 years old except duty post ones designated for both private and official use shall be monitored by a tracking system sanctioned by the University. The cost of the installation and maintenance should be borne by the user departments. Exception to this will be the official vehicles used by the Vice Chancellor, Pro Vice-Chancellor and the Registrar. The tracking devices should be installed before the start of 2015/2016 academic year. Newly acquired University vehicles should have these devices installed before release to user departments by the Transport Section.
5. Enhance the capacity of the Transport Section to generate income for their activities and for the University.

### *Strategies*

- Upgrade the skills and knowledge of mechanics in the Transport Section to be able to operate and repair current models of vehicles.

- Recruit well qualified mechanics/technicians to augment the lean technical staff in the Transport Section.
  - Submit a plan to the Transport Committee on ways of commercializing activities of the Transport Section.
  - The Transport Section should market the outfit outside the University campus and ensure they provide value for money services to clients.
  - Provide members of the University community tickets for parking of vehicles on both regular and short-term basis.
  - Commercial vehicles operating on campus should register at the Transport Section and pay on annual basis an appropriate levy approved by the Transport Committee with input from the Directorate of Finance.
  - The Transport Section should introduce other income generating activities such as constructing a vehicle washing bay and a driving school.
6. Assess the land use situation on campus with a view to facilitating the development of a more organized and secure parking system.

### *Strategies*

- All vehicles belonging to the University must be parked at the Transport Section.
- The Transport Section should liaise with the Development Office to map out suitable places for the construction of parking lots to be operated on commercial lines.
- The Security Section should provide adequate security for all parking lots at all times.

- The Transport Section should liaise with the Police on UCC campus to deal with traffic crime and related issues.
  - The Transport Committee should decide on a levy to be imposed on vehicles parked outside designated parking lots. The Transport Officer should be given the authority to clamp such vehicles.
7. Ensure efficiency and effectiveness in the management of the University's Transport Section by reorganizing, training and empowering its staff to become more professional than is the case presently.

### *Strategies*

- The Directorate of Research, Innovation and Consultancy (DRIC) would undertake an appraisal of the training needs of the staff and support the Training and Development Division of the University to address the challenges identified.
- Drivers and Mechanics with requisite qualifications in the Transport Section are obliged to take advantage of the sandwich diploma programme on transport management and safety offered by the Department of Geography and Regional Planning of the University to upgrade their knowledge and skills.
- The Transport Officer should prepare a document on staff progression for consideration by the Transport Committee.
- The Transport Section shall be revamped by a Business Plan to be implemented by end of 2015.

- Activities of the Transport Section shall from time to time be evaluated per the Transport Policy which shall be in force for 5 years starting June 2015 to May 2020, after which the Policy should then be reviewed.
8. Assess all roads and determine physical locations to provide signs and/or markings to improve road use and reduce possible conflicts and crashes.

### *Strategies*

- The Transport Officer to liaise with the Development Office to identify and provide suitable road signs/markings as well as lanes for pedestrians and non-motorized transport users on campus.
  - The Transport Section should compile data on traffic crashes on campus with a view to determining on annual basis, the traffic risk situation in the University.
  - The Transport Section should liaise with the Security Section to ensure adherence to safe driving rules and regulations.
9. Evaluate the consumption patterns of fuel and other lubricants over time and suggest measures to reduce cost.

### *Strategies*

- The Transport Section should take immediate control of the fuel dump and diligently manage it on commercial basis.

- The University should provide the Transport Section with initial capital to expand the capacity of the fuel dump so as to meet the rising demand due to increased ownership and use of vehicles by staff.
  - The Transport Officer should ensure regular provision of lubricants for all vehicles and discourage private purchases which are avoidable.
  - Vehicles used for errands other than official ones should be fueled by the individuals without refund.
  - The Transport Section should be responsible for purchases of fuel with technical advice and supervision from the Directorate of Finance.
10. Institute mechanisms to ensure minimum environmental pollution on the University campus as a result of vehicle operations.

### *Strategies*

- Liaise with the Environmental Protection Agency (EPA) and departments of Environmental Management and Geography and Regional Planning (UCC) to determine measurable indicators that can be enforced on campus.
- The Transport Officer should liaise with the EPA and Motor Traffic and Transport Department (MTTD) of the Ghana Police Service to ensure that emissions from vehicles operating on campus are within acceptable limits.
- The Transport Committee should design strategies to address noise associated with driving vehicles on the University Campus.

- The Transport Officer should liaise with MTTD to facilitate the towing of any broken down vehicles obstructing traffic to the Transport Section and appropriate action including imposition of levy taken against the owners/users.
11. Facilitate the fixing of affordable trip fares for all commercial vehicles operating on University campus.

### *Strategies*

- Collect comprehensive data on fares and use that to inform levels to fix for trips on campus.
  - As and when necessary, invite all major stakeholders to be in attendance at the Transport Committee to fix fares that will be accepted by all.
  - Ensure enforcement of approved fares through collaborative action with key stakeholders.
12. Establish institutional mechanism for managing vehicle purchase, insurance, replacement and disposal.

### **12.0 Strategies on vehicle replacement and disposal**

- The Transport Officer should make available a document on vehicle replacement and disposal for the next five years covering the lifetime of the University's Strategic Plan.
- The Transport Officer together with the University's Procurement Officer should determine vehicles that will

best suit the environment of operation of user colleges/ faculties/schools/directorates, etc.

- Standardization of vehicles should be based on tried and tested indicators and only those with excellent results recommended to the University.
- Special duty vehicles should be selected only if they meet the technical specification standards of the University.

### **13.0 Strategies for transport management and insurance issues**

- The Transport Section should prepare a transport management plan for consideration by the Transport Committee and Academic Board on how they will function in a fully operational collegiate system.
- The Transport Officer should undertake direct evaluation of most profitable and attractive insurance premium charges, in terms of percentage of vehicle value, without compromising the value payable in the event of claims.
- The Transport Officer should take direct pursuance of activities related to repairs and payment of claims by the receiving premium company.

13. While ensuring the safety and security of drivers and users of University vehicles, the Transport Officer should also facilitate reportage of crashes and related incidents and their consequences to appropriate authorities.

## *Strategies*

- Organise regular training and education on road safety issues to drivers and all road users.
- Drivers/users should report crashes to the nearest Police Station before reporting same to the Transport Officer.
- Report crash to the Insurance Company within an hour of its occurrence.
- Driver should note relevant indicators (e.g. location, time, day/dawn/night, plausible cause, etc.) and furnish the Transport Officer with the information.
- Transport Officer shall follow up on, victim management as well as insurance and related issues.

### **14.0 Conclusion**

#### **14.1 Benefits of the Policy**

It is the considered view of members of this ad hoc committee that diligent implementation of the policy statements and associated strategies would lead to efficient and effective management of vehicles and the transport infrastructure on campus. The benefits would be far-reaching such as discipline in the use of vehicles and transport infrastructure, reduction in cost of travel (waiting and travelling time, financial cost, convenience, etc) and increased safety and security.

#### **14.2 Adherence to Policy**

This Transport Policy document sets the parameters for the management and operation of the transport resources in the

University of Cape Coast. Its main objective is enhance the efficient and effective execution of roles and responsibilities in all sectors of the University through a well-coordinated transport system.

It is important that all members of staff and users of the University's vehicles observe this policy.

### **14.3 Amendment of Policy**

Where changes in prevailing conditions necessitate the amendment of certain aspects of the Policy, it may be done through express administrative directives until such a time that all amendments are incorporated into a reviewed policy during periodic review.

### **14.4 Review of Policy**

To ensure the continuous relevance of this policy document to prevailing situations, it may be revised every five (5) years to incorporate all amendments.

