



THE AFRICA-EU PARTNERSHIP
LE PARTENARIAT AFRIQUE-UE



- **Technical Assistance to the African Union – Infrastructure Support Mechanism (TA to AU/ISM)**

- **Project No. PANAF/2019/408-347**

- **PRESENTATION TO AU GENERAL ASSEMBLY**

- **23 MARCH 2022**



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BACKGROUND

TOR states that the consultant must contribute to the following:

- (i) Develop a legal and institutional framework with the required human resources to enable ARSO to undertake its functions efficiently and effectively;
- (ii) Prepare a comprehensive strategy and action plan with implementation guidelines for fully operationalizing ARSO; and
- (iii) Develop a feasible mechanism for mobilizing resources for sustainably financing ARSO.

OBJECTIVES OF STUDY

To provide the AUC with a proposed design of its institutional structure and governance roles and responsibilities of ARSO, identify sustainable funding options and strategy and action plan with a view to **enhancing improvement of gathering, quality and management of road safety related data**

ARSO's ultimate goal is building a robust body of data that can be used to monitor Africa's road safety performance and improve decision making to harmonize road safety indicators across all countries in Africa.

METHODOLOGY

A five step logical approach was adopted in this study namely:

- i) Baseline Analysis
- ii) Understanding the Need and Opportunities for Road Safety Observatories (RSO's)
- iii) Benchmarking and Defining the Framework of an African Road Safety Observatory
- iv) A Review and Realignment to the World-wide Strategies
- v) Development of the Institutional Framework

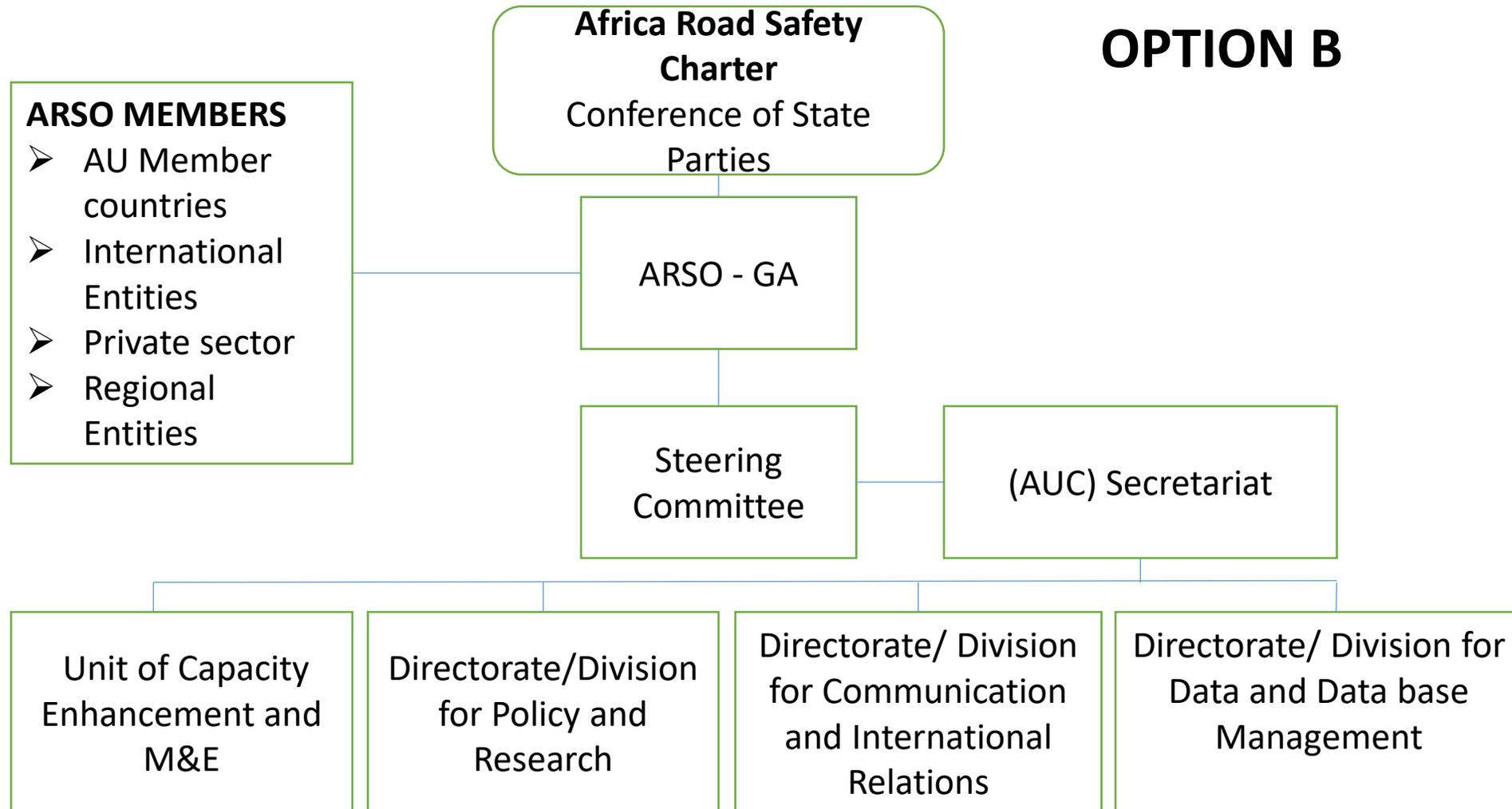
PERSONS CONSULTED

No	Name	Entity
1	Dr. Placid Badji AUC Senior Transport Officer	AUC/DIE
1	<i>Mr. Eric Ntagengerwa</i>	AUC/DIE
3	<i>Dr. Ganemtore Paul-Antoine Marie</i>	TA to AU/ISM AUC/DIE
4	Mr. Eric Hoa	EEAS/ Contracting authority/AEU Delegation
5	Tawia Addo-Ashong	Financial Expert/SSATP
6	Prof Luca Persia.	Sapienza University of Rome – UNIROMA1
7	Mr Peter Whitten	EU
8	Mrs Veronica Ines Raffo	WB
9	Dr. Maria Segui-Gomez	Special Advisor for Road Safety

INSTITUTIONAL STRUCTURE, LEGAL, GOVERNANCE

- **Option A** - ARSO be established as an AU specialized autonomous agency with separate legal personality totally apart from the AUC
- **Option B** - ARSO be established by encouraging Member States to ratify and accede to the **African Road Safety Charter**. Article 19 of the Charter - the Conference of State parties shall adopt rules of procedures for itself and for any **subsidiary entity (Committee)** that it may establish
- **Option C** - ARSO be established as an AUC special entity with the AUC acting as Secretariat (See the African Observatory of Science, Technology and Innovation (AOSTI) as an example.)

INSTITUTIONAL STRUCTURE, LEGAL, GOVERNANCE



THE AFRICAN ROAD SAFETY OBSERVATORY (ARSO) STRATEGY - (2021-2030)

“Fostering a coordinated international and continental cooperation to develop effective solutions for reducing the number of accident victims across the continent”



“Leveraging data-driven decision making, learning from experience and to promote good practice to drive road safety actions”

- Inclusivity:* a desire to address safety issues for all road users
- Integrity:* creating a culture of transparency and accountability
- Partnerships:* a strong and effective collaboration between member states, regional blocks development partners and private sector
- Humanity:* a strong focus on people, their safety and quality of life
- Innovation:* a commitment to finding creative, evidence-based and sustainable solutions to preventing road trauma.

Key Result Area	Strategic Objectives
Enhancing and strengthening ARSO's institutional governance	<ol style="list-style-type: none"> To enhance and strengthen ARSO's institutional governance To expand ARSO's membership and collaborative networks To formulate and develop best practice road safety policies, practices, laws and standards To strengthen the capacity of member countries to effectively manage their road safety data To identify and mobilize additional sources of funding to support ARSO programs
Improving data collection methodologies and road safety assessment tools	<ol style="list-style-type: none"> To address convergence between country-reported verses estimated fatalities To establish mechanisms for proper identification of non-fatal victims To develop uniform crash data collection analysis and reporting tools To develop and adopt a uniform crash database management system in member states To promote adoption of iRAP road assessment methodologies and vehicle safety assessment tools
Developing, monitoring and promoting safety performance indicators (SPI)	<ol style="list-style-type: none"> To develop road safety performance indicators (SPI) Strengthening of data systems to derive SPIs (e.g., vehicle fleet, road inventory, driver population) To develop performance monitoring and reporting framework
Promoting research, innovation and dissemination of road safety best practice	<ol style="list-style-type: none"> To promote research and innovation To develop, disseminate and promote knowledge about good practice in road safety

OUTPUT AND OUTCOME BASED MONITORING AND EVALUATION FRAMEWORK

Results Chain	Performance Indicator	Expected Target by the end of year 2.5	Expected Target by the end of year 5	Expected Target by end of year 7.5	Expect Target by end of year 10	Baseline	
Enhancing and strengthening ARSO	Fully functional and operational ARSO	Yes	Yes	Yes	Yes	None	
	Policy frameworks published	Yes	Yes	Yes	Yes	None	
	Bylaws published	Yes	Yes	Yes	Yes	None	
	Technical Assistance framework developed	Yes	Yes	Yes	Yes	None	
	Technical working groups established	Yes	Yes	Yes	Yes	Yes	
	Policy coordinators office established	Yes	Yes	Yes	Yes	No	
	New member states enrolled	10	10	20	100%	7	
	New development partners engaged	2	2	4	2	4	
	Annual meetings held	4	4	4	4	5	
	Webinars organized	4	4	4	4	4	
	A coordinating framework developed	Yes	Yes	Yes	Yes	Yes	
	A contact list of member states/partners developed and updated	Yes	Yes	Yes	Yes	None	
	Member countries to start hosting ARSO	None	1	1	2	None	
	Twining projects initiated	1	2	2	2	None	
	Regulatory safety standards published	Yes	Yes	Yes	Yes	None	
	Training programs delivered	5	5	5	5	0	
	New funding programs/streams developed	2	2	2	2	4	
	Trust Fund established	None	Yes	Yes	Yes	None	
	Improving data collection methodologies and road safety assessment tools	Lead agencies established	10	20	30	40	5
		Data coverage and quality indicators developed	Yes	Yes	Yes	Yes	draft
Unified crash data base developed		30	40	50	50	0	
Number of countries adopting iRAP Methodologies		10	20	30	40	0	
Number of trainings conducted		10	20	30	40	0	
Number of member states adopting the MiniARSO		10	20	30	40	0	
New and existing roads Star Rated and Network Risks mapped		10%	20%	40%	50%	0%	
Vehicle registration data computerized and with safety data incorporated		10%	20%	40%	50%	0%	
Driver registration data computerized and with safety data incorporated		10%	20%	40%	50%	0%	
Safety data managed through a single agency		No	Yes	Yes	Yes	No	
Unified safety data across the continent		Yes	Yes	Yes	Yes	No	

Results Chain	Performance Indicator	Expected Target by the end of year 2.5	Expected Target by the end of year 5	Expected Target by end of year 7.5	Expect Target by end of year 10	Baseline
Developing, monitoring and promoting safety performance indicators (SPI)	Safety Performance Indicators developed	Yes	Yes	Yes	Yes	None
	Monitoring and evaluation framework adopted	Yes	Yes	Yes	Yes	No
	Publication of Safety Performance Monitoring Report	1	1	1	1	0
	Publication of Status Report on the Second Decade of Road Safety on the African continent	1	1	1	1	1
	Publication of specific member states Status Reports	10	10	10	10	0
	Promotion of research, innovation and dissemination of road safety best practice	No. of research programs undertaken and adopted	2	2	2	2
Adoption of In-vehicle technologies in member states		None	None	Yes	Yes	None
Adoption of common electronic driving license		No	No	No	Yes	No
Number of research reports published		1	2	2	2	0
Quarterly Newsletter published		1	1	1	1	None
Social network outreach programs set		Yes	Yes	Yes	Yes	Yes
Number of targeted safety media watches		4	4	4	4	0
Number of press statement issued		4	4	4	4	0
Publication of research reports		Yes	Yes	Yes	Yes	None
Africa Road Safety Reports Published		Yes	Yes	Yes	Yes	None
Knowledge portal developed		Yes	Yes	Yes	Yes	None
Number of best practices shared	2	2	2	2	0	
Partnerships with universities developed	2	2	2	2	0	

THE AFRICAN ROAD SAFETY OBSERVATORY (ARSO) STRATEGY – RESULTS CHAIN FRAMEWORK

Key Results Areas	Objectives/Activities	Expected Outputs	Outcomes	Impact
Enhancing and strengthening ARSO's institutional governance	<ol style="list-style-type: none"> To enhance and strengthen ARSO's institutional governance To expand ARSO's membership and collaborative networks To formulate and develop best practice road safety policies, practices, laws and standards To strength the capacity of member countries to effectively manage their road safety data To identify and mobilize additional sources of funding to support ARSO programs 	<ul style="list-style-type: none"> ➤ Fully functional and operational ARSO ➤ Policy frameworks published ➤ Bylaws published ➤ Technical Assistance framework development ➤ Technical working groups established ➤ Policy coordinators office established ➤ New member states enrolled ➤ New development partners engaged 	<ul style="list-style-type: none"> ✓ Annual meetings held ✓ Webinars organized ✓ A coordinating framework developed ✓ A contact list of member states/partners developed and updated ✓ Member countries to start hosting ARSO ✓ Twining projects initiated ✓ Regulatory safety standards published ✓ Training programs delivered ✓ New funding programs/streams developed ✓ Trust Fund established 	<ul style="list-style-type: none"> ❖ Increased visibility and collaboration ❖ Improved regulatory framework ❖ Increased partnerships and networks ❖ Increased funding levels ❖ Improved technical capacity
Improving data collection methodologies and road safety assessment tools	<ol style="list-style-type: none"> To address convergence between country-reported vs. estimated fatalities To establish mechanisms for proper identification of non-fatal victims To develop uniform crash data collection analysis and reporting tools To develop and adopt a uniform crash database management system in member states To promote adoption of iRAP road assessment methodologies and vehicle safety assessment methods 	<ul style="list-style-type: none"> ➤ Level of adherence and compliance ➤ Lead agencies established ➤ Unified crash data based developed ➤ Number of countries adopting iRAP Methodologies ➤ Number of countries adopting UN vehicle safety conventions and other vehicle assessment metrics ➤ Number of trainings conducted ➤ Number of Member States adopting MiniARSO 	<ul style="list-style-type: none"> ✓ Reduction in discrepancies between reported and estimated burden of crashes ✓ Network risks identified ✓ Safety data managed through a single agency ✓ Unified safety data across the continent ✓ New and existing KPIs on roads and vehicles 	<ul style="list-style-type: none"> ❖ Improved data quality and standard ❖ Increased skills and knowledge transfer ❖ Decreased underreporting of crash data ❖ Streamlined road safety investment programs ❖ Comparative analysis of safety performance in member states
Developing, monitoring and promoting safety performance indicators (SPI)	<ol style="list-style-type: none"> To develop road Safety Performance Indicators (SPI) Strengthening of data systems to derive SPIs (E.g., vehicle fleet, road inventory, driver population) To develop performance monitoring and reporting framework 	<ul style="list-style-type: none"> ➤ Safety Performance Indicators developed in accordance with international criteria ➤ Monitoring and evaluation framework developed 	<ul style="list-style-type: none"> ✓ Publication of Safety Performance Monitoring Report ✓ Publication of Status Report on the Second Decade of Road Safety on the African continent ✓ Publication of specific member states Status Reports 	<ul style="list-style-type: none"> ❖ Impact assessment and evaluation of road safety measures ❖ A basis for funding proposals on what works ❖ Prioritization of actions ❖ Increased opportunities in learning from others best practices
Promoting research, innovation and dissemination of road safety best practice	<ol style="list-style-type: none"> To promote research and innovation To develop, disseminate and promote knowledge about good practice in road safety 	<ul style="list-style-type: none"> ➤ Number of references to research output in scientific and technical literature ➤ No. of research programs undertaken and adopted ➤ Adoption of In-vehicle technologies in member states ➤ Adoption of common electronic driving license ➤ Number of research reports published ➤ Quarterly Newsletter Published ➤ Collaboration between agencies establishes ➤ Social network outreach programs set ➤ Number of targeted safety media watches ➤ Number of press statement issued 	<ul style="list-style-type: none"> ✓ Increased research initiatives ✓ Enhanced knowledge ✓ Common electronic driver licence in member states ✓ Publication of research reports ✓ Africa Road Safety Reports Published ✓ Knowledge portal developed ✓ Sharing of best practice ✓ More partnerships with universities 	<ul style="list-style-type: none"> ❖ Improved vehicle safety ❖ Improved driver safety ❖ Increased safety knowledge sharing ❖ Increased visibility ❖ Increased knowledge of safety awareness in Africa ❖ Involvement of academia in road safety research

FUNDING OPTIONS

Options	Strength	Challenges/Risks
Option 1: Funding from the member States, equal contributions to operating cost	<ul style="list-style-type: none"> Reliable core funding source for the ARSO Provides ownership and support for sustainability and stability of ARSO Members can also agree on fixed and voluntary contributions by Member States based on economic strength; Can be linked with projects funded and implemented in each State Fixed funding will make the ARSO more stable and sustainable 	<ul style="list-style-type: none"> Highly dependent on the good will of member States contributions Insufficient funding and late payments may cause cash flow problems which may lead to loss of operational effectiveness Most Member States have challenges with funding their Lead safety Agency (underfunding); Failure to raise funds from other sources will limit the ability of the ARSO to meet its mandate. Possible risk of extraneous factors that can affect States contributions
Option 2: Contribution based on car ownership market share	<ul style="list-style-type: none"> Proportional level of contribution by member states based on market share Equitable distribution of the financial burden of supporting the ARSO based on the notion that vehicles are the main cause the road traffic crashes Core funding will be secured for the ARSO; Fairly equitable distribution of financial burden amongst Member States 	<ul style="list-style-type: none"> The top 5 countries have more than 75% of car ownership. This could be seen as detrimental and means the ARSO will have to depend fully on the timely contributions of these countries to be sustainable. Insufficient funding and late payments may cause cash flow problems which may lead to loss of operational effectiveness; Accurate data on car ownership may be a challenge and need to annual computation of share; Accruing funding deficit from Member States will have an impact on the effective implementation of the ARSO strategic plan
Option 3: Grants, donations and fees	<ul style="list-style-type: none"> The ARSO mission is to contribute to SDG targets 3.6 and 11.2. This mission can enable the ARSO to attract enough funds to support its activities. 	<ul style="list-style-type: none"> Inability of the ARSO to generate sufficient funding through donors, grants from regional and international agencies, and other donor countries would limit the capacity of the ARSO to function effectively and efficiently as an observatory; delays in funding approval from key sources would have a considerable impact on the ability of the organisation to function effectively Challenge of donors working directly with Member States on interventions; Other entities in Road Safety are dependent on the same or similar donors, with high competition in this space; Very difficult to maintain the stability of funding on an annual basis; Failure to raise required funding from donor agencies or grants compliance issues will affect ARSO effectiveness and implementation of its action plan;
Option 4: Innovative Funding Approach	Conditional as a source of funds. If the scheme can be elaborated and implemented, can generate a sustainable source of funds	Still to be studied for feasibility -ARSO has no assets and raising funds by this method depends on collaborations from Member States, RECs and other entities such as AUDA-NEPAD.

ARSO BUDGET 2022-2030

The **anticipated budget** is based on the drafted **strategic work plan and selected governance structure**. Each intervention in the workplan is allocated a cost estimate required for its implementation.

The **activities** are categorised as either **operational/coordination activities of the ARSO** or **capital activities during four phases of development** namely:- (a) infancy/transitional phase, (b) establishment, (c) growth phase and (d) consolidation.

BUDGET BY INTERVENTIONS

Key Result Area	Corresponding Strategic Objectives	Budget US\$ million
Enhancing and strengthening ARSO's institutional governance US\$ 38.16 million	1. To enhance and strengthen ARSO's institutional governance	25.83
	2. To expand ARSO's membership and collaborative networks	9.02
	3. To formulate and develop best practice road safety policies, practices, laws and standards	1.87
	4. To strengthen the capacity of member countries to effectively manage their road safety data	0.67
	5. To identify and mobilize additional sources of funding to support ARSO programs	0.77
Improving data collection methodologies and road safety assessment tools US\$ 58.67 million	1. To develop uniform crash data collection analysis and reporting tools	28.33
	2. To develop and adopt a uniform crash database management system in member states	1
	3. To promote adoption of iRAP road assessment methodologies	29.34
Developing, monitoring and promoting safety performance indicators (SPI) US\$ 21.72 million	1. To develop road safety performance indicators (SPI)	15.62
	2. To develop performance monitoring and reporting framework	6.1
Promotion of research, innovation and dissemination of road safety best practice US\$ 23.64 million	1. To promote research and innovation	5.29
	2. To develop, disseminate and promote knowledge about good practice in road safety	18.35
	Total (US\$ million)	142.32

BUDGET BY PHASE CATEGORIES

Budget Breakdown by Phase Categories

Phase	Timeline	Budget Category		US\$ million
		Operational (21%)	Investment (79%)	Total
Transitional	2021-2022	2.12	13.5	15.62
Establishment	2023-2026	8.75	49.47	58.22
Growth	2027-2029	13.25	36.48	49.73
Consolidation	>2029	5.53	13.22	18.75
Total (US\$ million)		29.65	112.68	142.32

Financial Plan: Annual Fund Requirement 2022-2030 (US\$ million)

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
Budget	15.53	14.01	14.29	15.38	14.54	15.86	16.98	16.9	18.76

FINANCIAL GOVERNANCE FRAMEWORK

Successful management of the ARSO require a clear financial governance framework. This framework should include, inter alia, the following principles:

- (i) The ARSO budget should be adopted by the General Assembly of the ARSO and the Conference of State Parties;
- (ii) The ARSO budget should be executed by the Technical Secretariat;
- (iii) All resources mobilised shall be formally monitored and accounted for both internally and externally;
- (iv) The Steering Committee shall supervise the administration and financial management of the Technical Secretariat;

FINANCIAL GOVERNANCE FRAMEWORK

- (v) The General Assembly shall approve External Auditors for the ARSO;
- (vi) The audited account shall be submitted to the General Assembly by the Technical Secretariat who should approve it yearly;
- (vii) The Steering Committee shall carry out independent audits at any time but at least once a year for the annual account to be approved by the General Assembly and take appropriate actions; and
- (viii) Audits to be conducted in conformity with general acceptable auditing standards by totally independent Audit firm.

RECOMMENDATIONS

- Seek States membership subscription to the ARSO, with membership contributions - amount to be agreed by the General Assembly, based on the options indicated in this report.
- The Steering Committee needs to review options as discussed in the report and approve the most suitable funding model for the organisation
- Engage each Stakeholder to support the ARSO strategic plan and gain commitment from organisations to support the plan with cash funds and/or specific in-kind support, in the immediate, medium, and long term.

RECOMMENDATIONS

- Create platform group for private sector engagement – ARSO Road Safety Private Sector Network - annual subscriptions (US\$50,000 per member).
- Seek other resources such as skilled Expertise, IT facilities, and in-kind contributions from the various partners.
- Engage World Bank, to create the ARSO road safety fund and lead the fund mobilisation drive.
- Implement strategy to generate extra income through its publications, dissemination of data and research
- Coordinate road safety projects in Member States funded by donor Partners, ensure no duplication of efforts.

CONCLUSION

The study was conducted to provide possible institutional governance structure frameworks, sustainable funding options and a viable strategy and action plan for ARSO.

Proper research undertaken, benchmarking & best practise was executed, virtual meetings were held with key stakeholders to enable the formulation of workable proposals and recommendations

The final recommendation regarding the most viable option for the establishment (Institutional) of ARSO was strongly influenced by the fact that the AU placed a moratorium on the establishment of separate autonomous special agencies.

THANK YOU

QUESTIONS?