Sub-Saharan Africa Transport

Policy Program (SSATP)

ROAD SAFETY PROGRAM

PHASE 1

Phase 1 Completion Report

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List of Abbreviations

AfDB African Development Bank

ALCO Abidjan Lagos Corridor Organization

ALTTFP Abidjan-Lagos Trade and Transport Facilitation Project

AU African Union

AUC African Union Commission

BAC Blood Alcohol Concentration

BRRI Building and Road Research Institute

CNSR Conseil National de Sécurité Routière (Benin)

CSO Civil Society Organization

DUR Department of Urban Roads

DP2 Development Program 2 (SSATP)

DP3 Development Program 3 (SSATP)

ECA Economic Commission for Africa

ECOWAS Economic Community of West African States

ERA Ethiopian Road Authority

ERF Ethiopian Road Fund

EU European Union

FRSC Federal Road Safety Corps (Nigeria)

FTP Federal Traffic Police (Ethiopia)

GHA Ghana Highways Authority

GRSF Global Road Safety Facility

GRSP Global Road Safety Partnership

HD Human Development (World Bank)

IRF International Road Federation

IDA International Development Association (World Bank)

MOT Ministry of Transport (various countries)

MRH Ministry of Roads and Highways (Ghana)

MTTU Motor Traffic and Transport Unit

NEPAD New Partnership for African Development

NGO Non-Governmental Organization

NRSC National Road Safety Commission (Ethiopia)

NRSC National Road Safety Council (Ghana)

ONASER Office National de Sécurité Routière (Togo)

OSER Office de Sécurité Routière (Ivory Coast)

RDA Road Development Agency (Zambia)

RSD Road Safety Department (Ministry of Transport, Cameroon)

RSDP Road Sector Development Program

RSMCR Road Safety Management Capacity Review (by GRSF)

RSP Road Safety Program (SSATP)

SSA Sub-Saharan Africa

SSATP Sub-Saharan Africa Transport Policy Program

TA Technical Assistance

TFF Trade Facilitation Facility

TTL Task Team Leader (World Bank)

ToR Terms of Reference

UEMOA Union Économique et Monétaire Ouest-Africaine

UNECA United Nations Economic Commission for Africa

WARSO West African Road Safety Organization

WB World Bank

WHO World Health Organization

# Executive Summary

**Introduction**

The present Completion Report is the third and last of three reports on progress of the Management Support and Technical Advisory Services for the SSATP Road Safety Program, Phase 1, commissioned by the World Bank Sub-Saharan Africa Transport Policy Program (SSATP) and carried out by Consia Consultants.

Apart from providing an overview of progress since September the report also presents an evaluation of the Logframe for Phase 1, outlines a suggestion for Phase 2, and includes the main deliverables of the services in the annexes.

**General Progress since August**

Two regional workshops marked the ending of Phase 1: The ‘City Approach to Road Safety’ on October 10-12 (GRSP and SSATP) in Lusaka and the ‘Steps to the Five Pillars of Road Safety’ on November 19-21 (SSATP) in Addis Ababa. The last was also timed and coordinated with the ’Data Management’ on November 19-21 held by WHO and UNECA to create synergy between the two events.

The workshops revealed new information for SSATP and gave a better understanding of the situation and the issues emerging lead agencies are struggling with. Also, rather than simply conveying a series of presentations with questions and answers, the workshops were rather output oriented in the sense that they brought the discussions deeper into the matter, to the core of the problems, and thus also potential solutions. The workshops have also paved the way for better cooperation between hitherto isolated agencies, which SSATP and other organizations can support.

The decision to hold ‘Steps to the Five Pillars to Road Safety’ parallel to ‘Data Management’ generated interaction between an even larger group of otherwise scattered road safety professionals in Africa.

Generally, the SSATP road safety team engaged in a close and very fruitful cooperation for planning and execution of the workshops during the last months of Phase 1 and finally for the preparations for the SSATP Annual Meeting the 10-12th December in Addis Ababa. Also, stalemates delaying progress in Zambia and Ethiopia were reviewed and decisions taken to take the process forwards. It is therefore highly recommended to expand the productive sparring between the SSATP management and the Consultant in Phase 2.

With respect to the specific activities to be undertaken in the countries Ethiopia, Zambia, Cameroon and Ghana by the country stakeholders, good progress was made in the identification of issues and making recommendations on specific interventions in various countries. However, most of the actual activities had not commenced at the end of Phase 1. SSATP has gathered key-stakeholders, prepared project proposals and ToR’s, facilitated preliminary funding agreements etc. and it was expected that country stakeholders would start to take more ownership during the last part of Phase 1. It should be noticed, though, that the lead agencies generally are weak and often are charged with several functions and responsibilities to look after and therefore cannot be expected to follow SSATP’s time schedule strictly, in spite of initial agreement to pursue set targets and deadlines.

To support progress, missions were carried out in Ethiopia in September, October and November to catch up on pending issues with first of all the Ethiopian National Road Safety Commission Office (NRSC Office) and Ethiopia Road Fund (ERF). Key-meetings were also held in Zambia to push the planned pilot project on safe road corridors ahead. The Consultant furthermore finalized a series of project proposals and Terms of References for capacity building in liaison with the beneficiaries, which were the Ethiopian Road Authority (ERA) and Federal Traffic Police (FTP), coordinated by the NRSC Office, the Zambian Road and Safety Transport (RTSA) and Police Traffic Police, and the Cameroonian Ministry of Transport’s Road Safety Department.

The delayed progress within the countries is not surprising. Based on experience from Phase 1, and the Consultants general experience from road safety development projects in Africa, the needed time to develop, implement and evaluate road safety initiatives should be counted in years rather than months. Swift results in terms of measureable impacts should not be expected in the short term (Phase 1 and 2), given the weak foundations the lead agencies in question are starting from. This became increasingly obvious as Phase 1 progressed and was also mentioned in both the Inception and Mid-term Progress Report. SSATP may therefore have a long way to go before measurable results can be expected and need to consider how Logframe Objectives, Outputs and Performance Indicators can tailored to suit softer elements rather than specific road fatality reductions within a given time.

Thus, the activities and processes initiated in Phase 1 will need to be sustained for longer time ahead to take effect.

Furthermore, the present report starts the preparations for Phase 2. A brief introduction to the prospects for 2013 is included in this draft report while the details are expected to be sorted out during January-February 2013. The Final Completion Report will thus include the agreed Activity Schedule, Logframe and Deliverables Schedule for Phase 2.

An update on progress in each of the countries follows briefly below

**Zambia**

In Zambia, funding for a ‘Safe Corridor’ project was expected to be decided by World Bank in December 2012. In the meantime RTSA is preparing the project by reviewing the road section Lusaka-Kabwe and collecting road accident data. The project is therefore well under way although no measurable results can be showcased before the end of 2013 at the earliest. The previous section selected, Chingola – Kitwe, was omitted in the final selection phase due to new information about upcoming rehabilitation and upgrading works on the corridor, thus sparking a need to revise the pilot project proposal. This was discussed and decided with RTSA and RDA in Lusaka on October 12.

**Ethiopia**

Efforts have been done to initiate a dialogue with NRSC, ERF and MoFED about sustainable funding mechanisms through the formulation of eligible expenses for road safety, some of which should be funded by Ethiopia Road Fund, others by treasury. There seems to be competition for scarce funding in Ethiopia since ERF presently generate insufficient funding to cover the maintenance backlog, which is also a highly prioritized issue for ERF.

The Consultant also reviewed the National Road Safety Strategic Plan 2011-2020 (NRSS) and recommended the development of results-oriented action plans for all stakeholders included in the NRSS. Furthermore, it was agreed that the most cost-effective and urgent high-impact interventions that should be supported was development of effective police enforcement capacity at the Federal Traffic Police (FTP), and development of the safety audit capacity at Ethiopian Road Authorities (ERA). This was supported directly by SSATP.

Draft procedures for integration of road safety in rehabilitation projects in WB funded road projects in Ethiopia have been formulated and discussed, with intentions to invite other development banks to give comments.

In Phase 2, SSATP can continue to assist the already initiated activities for strengthening of enforcement and safety audit capacity and work towards agreement on sustainable funding. Also – as a new element – SSATP can facilitate capacity building directly at NRSC, once the NRSC’s suggestions for capacity building are clarified with MoT. SSATP can also advice and assist the preparation of results-oriented Action Plans to supplement the NRSS.

**Cameroon**

The Consultant finalized proposals and ToR’s in English and French for Capacity Building for the MoT’s Road Safety Department, including development of a National Road Safety Policy and Strategy, and for a Road Safety Management Capacity Review. The latter will be forwarded to GRSF for funding but it is still not clear whether funding for the first can be provided through existing WB programs in the country. This needs to be clarified in the beginning of 2013.

The existing Action Plan was reviewed and a new prioritization of the activities agreed, as a short-term solution. Existing but uncoordinated road safety activities were identified with MoT RSD, being the organization responsible for coordination.

**AL Corridor**

The Ghanaian NRSC has initiated the planning of high-impact interventions on the Ghanaian part of the corridor but progress has been delayed due to general work pressure and lack of immediate funds for the activities. The NRSC has declared that the organization will take the responsibility for the activities IF SSATP can help facilitating funding through existing WB funds. Funding was supposed to be pursued through the Ministry of Transport and WB country credit for 2013 but it was not clear how far the process was by the end of 2013. Follow up must be ensured in the beginning of 2013. The process can be supported by SSATP but MoT needs to be in charge, also involving NRSC and GHA.

Nigeria, ECOWAS and WARSO have declared their support and intention to increase the regional ownership of the activities although no specific action has yet been taken.

SSATP has hosted three workshops, two in Ghana and one in Benin, and involved the Abidjan-Lagos Corridor Organization, which has agreed to support if funding can be provided, again with the aid of SSATP to influence relevant parties.

All involved parties agree that the results of the ALTTFP Road Safety Study that covers the entire AL Corridor needs to be available to make the future work data-led and results-oriented.

SSATP can support by inviting all five countries’ lead agencies to a joint workshop to review the study results and the progress of the Ghanaian pilot project in 2013 but it is not the intention that SSATP shall continue to drive the process ahead. Furthermore, the following three countries will need assistance in various forms to perform their part of the Action Plan: Benin, Ivory Coast and Togo. Ghana, in spite of its strong NRSC, will also need resources to conduct specific activities on the AL Corridor.

**Findings and recommendations from Phase 1**

One of the lessons learned from Phase 1, seen from the Consultants point of view, is that SSATP’s resources may be better used on lead agencies who demonstrate a sincere interest in support from SSATP to strengthen their mandate and capacity, who are able to formulate their problems and challenges, who are willing and able to act on agreed points - and who has formal support from overall level to pursue their goals. The overall support might be less in practice but this is typically an issue SSATP can assist the lead agencies with. It is often lacking although there is a formal, national commitment to the African Policy and Plan of Action for Road Safety. SSATP’s engagement should on the other hand not depend on the lead agency’s budget, experience, manning etc. as long as there is ‘an open door’ to push on and opportunity to make a real difference.

Countries and lead agencies which are unable to fulfill these requirements, like some of the countries approached in Phase 1, should also receive advice - but on a more preliminary and limited level. Otherwise the Consultant and SSATP will spend resources ‘pushing on closed doors’, to the disadvantage of other countries in need of assistance.

Other findings were that SSATP could contribute to establish a more complete overview of the situation in all SSATP member countries with respect to road safety performance and lead agencies. This is needed soon since the demand for GRSF’s useful Road Safety Management Capacity Reviews (RSMCR’s) has been surprisingly little. The Consultant was supposed to work on basis of the RSMCR’s – but less comprehensive information will also be acceptable. Action should be taken with other regional organizations to establish the needed overview that will allow SSATP to map out the situation on Sub-Saharan African level.

**Evaluation of Logframe for Phase 1**

Although the Logframe was developed at the beginning of Phase 1, before the preconditions were fully known, most elements of the Logframe remain relevant. Only a few elements need to be adjusted. The progress is in some cases less than expected – although on track – but they do need to be accelerated to produce meaningful outputs before the end of a coming Phase 2.

Phase 1 has all in all yielded plenty insight into the challenges the SSATP’s target groups and the problems they are struggling with, albeit the Logframe for Phase 1 did not directly capture this side of the outcomes. The Logframe was focusing on *changes in the countries*. But to create this, a good understanding of the target groups and their problems is indeed required. This knowledge is not always straight forward to get but it tend to emerge after the cooperation has started.

Other findings from the evaluation of the Logframe are:

Overall Objectives: The Decade of Action goal for 2020 may have to be adjusted to suit the reality in SSATP countries. A more realistic objective could be to stabilize and then reduce the number of road fatalities in all SSATP member countries while omitting the ‘reduce by 50 percent’ by 2020. Some of the most advanced countries may still be able to achieve a 50% reduction and should thus pursue this goal persistently.

Mid-term Objectives: The number of new countries included in Phase 2 need to match the duration and resources available since SSATP already supports Ethiopia, Zambia, Cameroon and countries in the AL Corridor (eight in total). New countries must express a clear and committed interest in the SSATP Road Safety Program to avoid lack of progress. Also, quality should be preferred to quantity i.e. rather engage in fewer countries and achieve better results than target too many countries and achieve less in each of them. In fact, the presence of SSATP/the Consultant seems to have a positive impact on progress in a country. With respect to the AL Corridor – again in the Consultants view - the resources and duration of Phase 1 does not fully match the challenge it is to initiate and implement a multi-country, multi-sector, corridor action plan. Again, SSATP ought not to drive this kind of initiative but should rather act as a catalyst and support the stakeholders in the counties for longer time. Sporadic and ineffective support to too many additional countries in new corridors is not recommended.

Short-term Objectives: The overall progress is not fully satisfying although the activities in Phase 1 to some degree have strengthened the Lead Agencies in Cameroon, Zambia and Ethiopia by initiating and assisting the identification and prioritization of high-impact interventions and capacity building needs, and by facilitating financial support from different sources. The activities therefore contribute to the set short- term objectives although the needed outputs are yet to fully materialize. They bear the potential to achieve the set objectives and should therefore be sustained. The SSATP Road Safety Program is still very new to most SSATP countries and not all are aware of the Program’s existence and opportunities, let alone the SSATP in its new form.

The workshop in Addis Ababa the 19-21st November turned out to be a good forum for exchange of findings and suggestions and also for the identification of new countries in need of support. One of the recommendations made by the participants was that SSATP should take a more leading role in driving the road safety agenda in Africa, and work more closely with AU. Also, it was proposed to repeat the workshop on an annual basis. This would also help giving the Program an identity in the minds of road safety lead agency practitioners.

Outputs: The performance indicators under the control of the SSATP and the Consultant are largely fulfilled although progress all in all is not as far as the SSATP had hoped for. While the Road Safety Program started out with the identification of three countries and one trade corridor, SSATP in the course of the implementation of Phase 1 also contacted other countries such as Kenya, Ghana and Nigeria in search of good practices. An additional activity that was added was the Case Study on the Nigerian Federal Road Safety Corps (FRSC), which also lead to FRSC's request for support on public relations through a communications specialist. This is still in pipeline and expected to emerge as an output in the near future.

Activities depending on action from country stakeholders are generally delayed but can be followed up upon during Phase 2. It tangible outputs on the ground remain a high priority to SSATP, then it is recommended to focus intensively on funding requirements, which presently is one of the main hindrances for progress.

**Phase 2**

A draft proposal for Phase 2 in the form of a detailed, draft Logframe and Activities Schedule is included in the report. The Activity Schedule and Logframe are based on Phase 1 but revised in line with the findings above.

Phase 2 is expected to last for two years and will have the set long-term objectives in common with Phase 1. Phase 2 will be separated in ‘Pre-DP3’ – the period July 2013 – June 2014, i.e. before SSATP Development Program 3 – and ‘Under DP 3’ from July 2014 to June 2015.

Further, three different scenarios have been assesses:

1. One with the current team setup with assistance from a consultancy company
2. One with an individual consultant to assist the SSATP management
3. One without direct consultancy support, i.e. solely the SSATP’s own team.

Scenario 1 is suggested as the most appropriate because it provides the best and most flexible combination of expertise to the SSATP, including permanent representation in Africa, access to networks and expertise, and opportunity for changes on request. The two other scenarios will limit the SSATP’s opportunities for action and reduce the capacity below the needed level, considering the extreme needs in Sub-Saharan African countries. This may compromise the efficiency of the Road Safety Program considerably.

In any case, Phase 2 should first of all focus on ensuring a smooth continuation of the support to countries in Phase 1, which are aiming at strengthening or lead agencies, action plans and high impact interventions in corridors, and strive to achieve tangible results. Phase 2 may also include one or more additional lead agencies, depending on which scenario SSATP goes ahead with. Furthermore, Phase 2 is suggested to include two new objectives concerning (1) overview of lead agencies and road safety in all Sub-Saharan African countries and (2) establishment of one or more regional groupings of lead agencies

One new country is expected to be included in the program and the objectives for this need to be decided in agreement with the country. Possible candidates could – perhaps - be Senegal, Kenya, Tanzania or Namibia.

Phase 1 has created momentum, although few tangible results so far. The achieved momentum should now be used to reach tangible results in Phase 2. However, it should still be remembered that SSATPS main target group are countries with insignificant capacity, mandate and experience that cannot easily produce significant results in the short term. This is a given circumstance, which also directly justifies the relevance of the SSATP’s Road Safety Program. SSATP can play an important role for maintaining the countries’ focus on already identified priority objectives and interventions, and facilitation of resource mobilization.

Finally, resources remain a crucial issue for all lead agencies which hampers their ability to take action. But strong focus on objectives should guide the application of resources – not the opposite way around – and SSATP can support the lead agencies on firm standpoints in this regard.

It is expected that the discussions with the SSATP management about Phase 2 will be fruitful and result in a continuation of the SSATP Road Safety Program activities in the course of 2013.

# Introduction

The Completion Report is the last deliverable of the Management Support and Technical Advisory Services for the SSATP Road Safety Program, Phase 1, commissioned by the World Bank Sub-Saharan Africa Transport Policy Program (SSATP) and carried out by Consia Consultants, Denmark in accordance with the Terms of Reference.

*See Annex 1.1: Terms of Reference*

Phase 1 ended by December 28, 2012. This was in effect and extension by one month since the Team Leader’s presence in Washington DC was expected to end by November 30, corresponding to 9 man-month input as prescribed in the ToR. The extension from 9 to 10 months allowed for inclusion of various developments in December and also ensured that the SSATP management received the needed in support of the preparations for the delayed SSATP Annual Meeting on December 11-12.

It should be noticed that the extension of the practical work by one month was done without any increases in contract amounts.

The Report therefore covers progress of the SSATP Road Safety Program during September to December 2012, i.e. four months. The activities have not changed or been reformulated since the Mid-term Progress Report was submitted.

Section 3 briefly summarizes the progress during the entire Phase 1.

Suggestions, findings and problems encountered that calls for action or new approaches in Phase 2 are described in Section 4: Findings and Recommendations.

Section 5 summarizes and evaluates progress during the entire Phase 1 with regard to Performance Indicators and Logframe.

Section 6 gives a status for all general activities conducted.

Section 7 follows up by outlining a potential Phase 2 in 2013, including draft Logframe and Activity Schedule.

Section 8-11 presents progress for all country specific activities requested in the ToR, and a summary of outcomes, outputs, and deliverables in section 12.

The report is completed by a list of all attached annexes.

The Annexes include documentation, reports and materials prepared during the period.

Finally, it should be noticed that the SSATP managements comments to the Draft Phase 1 Completion Report is attached to this final version of the report, duly commented by the Consultant to provide an overview of changes made in the final version of the report.

*See Annex 1.8: Comments to Draft Completion Report*

The Consultant would like to thank the national authorities and key agencies in first of all Benin, Cameroon, Ethiopia, Ghana, Zambia, Nigeria for their engagement and cooperation, as well as the World Bank specialists in the countries and in Washington DC and UNECA representatives in Addis Ababa, who have kindly assisted the program. Last but not least, the Consultant would like to thank the entire SSATP team for the fruitful cooperation during the planning and realization of the regional workshops in October and November 2012.

# Progress and Highlights from Phase 1

## General Progress

Good progress was made in the identification of issues and making recommendations on specific interventions in the involved countries Cameroon, Ethiopia, Zambia in Phase 1. In all countries as well as the AL Corridor, however, most of the actual activities had not commenced at the end of Phase 1 pending funding and detailed planning.

The most significant achievements in the period June-August took place during the missions of the Consultant to Cameroon, Zambia, the AL Corridor, and Nigeria. The missions to Nigeria were part of a case study with the Nigerian Federal Road Safety Corps as subject. The inclusion of this activity was done to demonstrate good practices, for which the FRSC is well reputed in the region.

Further missions were carried out In Ethiopia in September, on October 21-26, and again on November 13-17.

Meetings held, which are not covered by other reports or documentation, are listed in Annex 1.3.

*See Annex 1.3: List of Meetings Held*

Moreover, the SSATP was involved in the following workshops:

* ‘City Approach to Road Safety’ on October 10-12 (GRSP and SSATP)
* ‘Steps to the Five Pillars of Road Safety’ on November 19-21 (SSATP)
* ’Data Management’ on November 19-21 (WHO and UNECA)
* SSATP Annual Meeting on December 11-12 (SSATP).

The two first workshops were successful and useful not least because they revealed strengths, weaknesses, opportunities and threats for the performance of road safety lead agencies which SSATP was not previously fully aware of. The decision to hold ‘Steps to the Five Pillars to Road Safety’ parallel to ‘Data Management’ also generated better interaction between a larger group of otherwise scattered road safety professionals in Africa. Finally, the preparation of input for the SSATP Annual Meeting the 10-12th December was well timed with the need to outline a proposal for Phase 2.

The above events also generated a closer cooperation between the SSATP management and the Consultant’s team during planning and execution of the workshops. Furthermore, stalemates delaying progress on some activities were reviewed and decisions taken on the way forwards.

## Case Study on Federal Road Safety Corps, Nigeria

The main findings from the Case Study on the FRSF, also discussed in the Mid-term Progress report, were presented at the workshop ‘Steps to the Five Pillars of Road Safety’ on November 20, 2012. It was well received and used as inspiration for other lead agencies represented at the workshop.

*See Annex 4.1: Presentation of Case Study FRSC Nigeria*

But there is still room for improvement, even in Nigeria. This is fully acknowledged by the FRSC, which keeps and open dialogue about their present and future challenges.

Although the activity is now completed, it also resulted in new initiatives, one of which is the FRSC’s request for a review of its communication strategy and suggestions for improvements. This is fully in line with the Road Safety Management Capacity Review from 2010, which resulted in a review of the FRSC’s enforcement activities and suggested a series of highly useful recommendations. A similar review is needed for the FRSC’s communication, PR, and road safety campaign activities, and SSATP was requested to assist with the identification of an experienced specialist.

SSATP has now identified a competent specialist, the CV already forwarded to the SSATP management, pending the SSATP management’s decision to fund the activity and proceed.

The ToR for a first 3-week mission is attached.

*See Annex 4.2: ToR Communication Specialist FRSC*

The services will be aiming at the following three objectives:

1. Enhance the FRSC’s methodologies for identification, analysis, and communication with the most important road user target groups and coordination with effective enforcement.
2. Enhance the FRSC’s performance monitoring and impact assessment of communication activities.
3. Develop a Corporate Communication Strategy with an embedded draft 2-year action plan and budget.

The specialist will work in close cooperation with the FRSC’s communication team and management to ensure that FRSC staff works hands-on with the suggested new methodologies. The specialist will play an assisting role while the FRSC’s own staff undertakes the actual activities. This will enable the FRSC to take ownership and implement the new methodologies faster. The outcomes will therefore focus on the FRSC staff’s ability to implement the new methodologies.

The mission will be too short to fully elaborate the above but it is expected that the FRSC, with its outstanding capacity and ability to act, will be able to build on the suggestions from the specialist. Further assistance may be fruitful though but this can be decided once on the outcome of the first mission has been evaluated.

The SSATP management is expected to decide on funding and progress in the beginning of 2013.

## Other Opportunities

Furthermore, decisions were made to consider GRSF funding for activities in Ethiopia, Cameroon and Zambia, and funding for a Safe Road project in Zambia from WB. These agreements, although not final, will greatly help the implementation of the high-impact activities identified in the focus countries.

The final update of the Phase 1 Activity Schedule can be found in Anncx 2.

*See Annex 1.2: Phase 1 Activity Schedule*

## Fulfillment of Objectives

The four objectives for Phase 1 were:

(1) Strengthen Road Safety Lead Agencies

(2) Strengthen National Road Safety Action Plans

(3) Implement high-impact interventions

(4) Help implement interventions to improve road safety in a selected trade

transit corridor

Performance progress is briefly summarized for each objective below.

*Objective (1) Strengthen Road Safety Lead Agencies*

Ethiopia has established a lead agency by act, but in reality still not able to fully fill in its function due to lack of capacity and funding constraints. NRSC is responsible for promotion, communication, campaigns and education, but such means will only have a strong and lasting impact on behaviour when combined with a strong and effective FTP to provide enforcement. SSATP is therefore facilitating the procurement of a Police Enforcement Specialist for Federal Traffic Police through GRSF.

Furthermore, SSATP can assist the formulation of eligible expenses for road safety, which should be funded by Ethiopia Road Fund (ERF). The process has so far been slightly hampered by competition for scarce funding, the reason being that ERF still generate insufficient funds to cover maintenance backlogs, which is the most highly prioritized issue for ERF.

Other issues addressed by SSATP include draft procedures for integration of road safety in rehabilitation projects in WB funded road projects in Ethiopia, and suggestions for a safe road corridor pilot project to strengthen safety audit expertise.

In Cameroon, the Ministry of Transport responsible for road safety has established a minor Road Safety Department (RSD). But the department has insufficient capacity and mandate to drive the road safety agenda and there is little coordination with other agencies. The SSATP has therefore suggested a Road Safety Management Capacity Review (RSMCR) and immediate capacity building to create a clear prioritization of capacity building needs. This will also create a base for the development of a national road safety strategy including all stakeholders. Furthermore, SSATP is hoping to facilitate the provision of a Road Safety Specialist that can help build the RSD’s hands-on experience with overall management through the development of a National Road Safety Action Plan and Policies. The MoT is in the process of requesting the RSMCR but the SSATP may need to play a more prominent role to push the activities forward.

In Zambia, the RTSA is already well established as a Lead Agency but need to strengthen its role through implementation and coordination of interventions with other key agencies and stakeholders. It is the purpose of the pilot project to do this through a close cooperation with the Traffic Police, private transport providers and NGO’s. The project will thereby engage several public and private stakeholders.

Finally, a brief overview of lead agency capacity needs is included in the annexes.

*See Annex 1.7: Summary of Capacity Needs Assessment.*

*Objective (2) Strengthen National Road Safety Action Plans*

The existing national action plans and strategies in Ethiopia, Zambia and Cameroon all needs to be renewed in 2013. SSATP will provide advice for the process and give recommendations on specific, measurable targets, delegation of responsibility, as well as preparation of results-oriented action plans for each key-agency. However, the processes in each country are not expected to proceed before 2013.

For Cameroon, the preparation on a National Action Plan and identification of policy issues will be integrated with hands-on capacity building.

*Objective (3) Implement High-Impact Interventions*

In Zambia, the funding for a ‘Safe Corridor’ pilot project on the Lusaka-Kabwe section was expected to be decided by World Bank but has since been reconsidered for funding by the Government. The pilot project was also moved from Chingola-Kitwe in the final selection phase due to new information about a coming rehabilitation and upgrading of the section. In the meantime, RTSA is expected to review the road section and collect road accident data. The project is therefore under way although no measurable results can be showcased before the end of 2013 at the earliest. The project will include speed enforcement as one of the best documented high-impact interventions.

The support to the FTP in Ethiopia is also aimed at the implementation of high-impact enforcement, once the FTP is ready.

It is also most likely that the Pilot Project in Ghana will include speed reducing interventions, if it is decided to go ahead with the Action Plan and get it funded.

*Objective (4) Road safety in a selected trade transit corridor*

It was the intention to create a pilot project on the AL Corridor through Ghana, covering more than half of the coastal AL Corridor, whilst the long awaited ALTTFP Road Safety Study progresses. The results of ALTTFP Study can the key to target further sections of the AL Corridor in the years to come in neighbouring countries. The interventions are expected to be good examples of high-impact interventions.

There is so far limited progress of actual activities in the AL Corridor, in spite of SSATP’s attempts to bring stakeholders together, prepare suggestions and facilitate funding. It should be noticed, though, that the involved stakeholders in Ghana have limited resources and also have their own agenda’s and responsibilities to adhere to. Therefore, they cannot easily find the extra resources to react to SSATP’s suggestions and ambitious time schedules. Furthermore, three countries will need technical assistance in various forms to perform their part of a future Corridor Action Plan - Benin, Ivory Coast and Togo. Ghana, in spite of its strong NRSC and expertise, will also need resources to implement activities on the Ghanaian part of the AL Corridor, which covers more than half of the section.

Examples of good practices were collected in Ghana and Nigeria and posted in the on-line catalogue on the SSATP’s new website, with due credit and reference to contact persons at the key agencies who developed the solutions.

# Findings and Recommendations

A number of findings and recommendations are presented in the following, aimed at the preparations for Phase 2.

**Findings**

**Better Overview of Lead Agencies and Way Ahead**

The Phase 1 missions and reviews have resulted in a better overview of the focus countries’ situation and their most urgent needs. The below table briefly summarizes the status for lead agencies, action plans, capacity, experience and funding.

Although some countries have formal lead agencies, the actual capacity and mandate is lacking behind the needs. This is the case in most of the countries

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Country** | **Established Road Safety Lead Agency** | **Results-oriented National Action Plan/ Strategy** | **Capacity and competence to design and implement**  **interventions** | **Experience with**  **interventions** | **Funding and general**  **support at policy level** |
| **Ethiopia** | Yes \* | Yes (\*) | Yes (\*) | Yes \* | Yes \* |
| **Zambia** | Yes \*\* | Yes (\*) | Yes (\*) | Yes \* | Yes \* |
| **Cameroon** | No | No | No | Yes (\*) | Yes \*\* |
|  |  |  |  |  |  |
| **Benin** | Yes\* | No | No | Yes (\*) | ? |
| **Ghana** | Yes \*\*\* | Yes \*\*\* | Yes \*\*\* | Yes \*\*\* | Yes \*\* |
| **Nigeria** | Yes \*\*\* | Yes \*\*\* | Yes \*\*\* | Yes \*\*\* | Yes \*\*\* |

***Figure 1:*** *The situation in the three selected countries and in countries in the AL Corridor visited during Phase 1. No. stars indicate the level* Yes (\*) *being the least and \*\*\* being the best level.*

It should be noted that the situation is quite different from country to country. Nevertheless, all three focus countries Ethiopia, Zambia and Cameroon have tremendous need for increased capacity to address their road accident problems. SSATP will not be able to address all issues in the short run but can increase the attention to the most urgent and facilitate initiatives that will push the development in the right direction.

This also supports the SSATP management’s intention to focus on selected themes and not try to address all road safety issues. It is also important to coordinate with other road safety development partners that are active in Africa to ensure that the efforts applied are aligned and coordinated and in no way contradictory or overlapping. The forum for such coordination could be a working group under UNECA, which has previously been suggested.

The below figures summarize the issues that are being addressed by SSATP in Phase 1 and possible other issues to address in Phase 2. The issues are grouped after the objectives of the SSATP RSP: Strengthen lead agencies, strengthen action plans and implement high-impact interventions. The columns with support for policy level and capacity building support the activities in the other columns.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Ethiopia** | Strengthen Road Safety Lead Agencies | Strengthen National Action Plans and Strategies | High-impact interventions |  | Support at policy level | Capacity to design and implement high-impact interventions |
| **Phase 1** | Initiated dialogue with NRSC, ERF and MoFED | Reviewed and advised on improved NRSS 2011-2020 | Identified feasible interventions |  | Initiate dialogue on sustainable funding | Facilitated capacity building for FTP and ERA |
| **Phase 2** | Facilitate capacity building at NRSC | Advice and assist prep. of results-oriented Action Plan | Support enforcement and safety audit projects |  | Work towards agreement on sustainable funding mechanism | Support implementation of capacity building for FTP and ERA |

***Table 1:*** *Issues covered in Phase 1 in Ethiopia and suggestions for Phase 2.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Zambia** | Strengthen Road Safety Lead Agencies | Strengthen National Action Plans and Strategies | High-impact interventions |  | Support at policy level | Capacity to design and implement high-impact interventions |
| **Phase 1** | Developed stakeholder cooperation and priorities | Advised on new Action Plan for 2013 and onwards | Prepared proposals for two Safe Road Corridors |  | Established cooperation for City Approach and multi-sector approach | Facilitated capacity building for Traffic Police |
| **Phase 2** | Facilitate capacity building at RTSA | Advice on assist prep. of results-oriented Action Plan | Facilitate planning and implementation of Safe Corridor |  | Facilitate and promote multi-sector approach and sustainable funding | Support implementation of capacity building for Traffic Police |

***Table 2:*** *Issues covered in Phase 1 in Zambia and suggestions for Phase 2.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Cameroon** | Strengthen Road Safety Lead Agencies | Strengthen National Action Plans and Strategies | High-impact interventions |  | Support at policy level | Capacity to design and implement high-impact interventions |
| **Phase 1** | Facilitated RSMCR and advised on activities | Revised existing Action Plan with MoT-RSD | Identified existing but uncoordinated interventions |  | Assisted review and reorientation of MoT road safety priorities | Facilitated capacity building for MoT-RSD |
| **Phase 2** | Support implementation of capacity building for MoT-RSD | Support prep. Of new National Strategy | On-going projects supported and replicated |  | Advice on National Policy and sustainable funding | Support implementation of capacity building for RSD |

***Table 3:*** *Issues covered in Phase 1 in Cameroon and suggestions for Phase 2.*

|  |  |
| --- | --- |
| Covered by SSATP, Phase 1 |  |
| Could be covered in Phase 2 |  |

Funding is obviously high on the agenda under policy level. The reason is that funding has been a constantly recurrent issue during Phase 1, due to the fact that countries need funding to conduct activities – and do it systematically, year on year, which is not possible with fragmented support from various development partners. The policy level can therefore first and foremost demonstrate its clear commitment to road safety by allocating the needed resources for road safety.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **AL Corridor** | **Ivory Coast** | **Ghana** | **Togo** | **Benin** | **Nigeria** |
| **Activity, Phase 1** | Review of corridor in-country | Review of corridor in-country  Pilot Project with high-impact interventions | Review of corridor in-country | Review of corridor in-country | Review of corridor in-country  Initiative in WARSO |
| **Activity, Phase 2** | Action plan prepared and starts implementation  Regional cooperation | Action Plan prepared and starts implementation  Regional cooperation | Action Plan prepared and starts implementation  Regional cooperation | Action Plan prepared and starts implementation  Regional cooperation | Action Plan prepared and starts implementation  Regional cooperation |

***Table 4:*** *The issues covered in Phase 1, and suggestions for Phase, in the AL Corridor.*

|  |  |
| --- | --- |
| Covered by SSATP, Phase 1 |  |
| Could be covered in Phase 2 |  |

It has also been found that the approach may need to be reconsidered in the AL Corridor. The ALTTFP Road Safety Study is expected to deliver the needed documentation and draft action plan, expectedly not anchored within the countries, which SSATP can use as starting point for developing a more elaborate and practical Action Plan, which can be pushed towards realization in the countries. The Pilot Project in Ghana, which was suggested by SSATP and adopted by the NRSC and Ghanaian key agencies, would then be used to promote and levy further activities in neighboring countries.

But progress seems to rely very much on action from SSATP’s side. There is a need for more coverage, dialogue and facilitation, funding of workshops etc. to maintain progress. It needs to be decided if SSATP will embark on this. At the same time, the most important thing is that the involved agencies take ownership and shape SSATP’s suggestions into useful and feasible interventions and decisions – not that they follow a tight SSATP schedule. This means that the time scale may need to be extended a few years ahead – probably throughout the entire DP3.

A special chapter in this report outlines the prospects for Phase 2, which can be amended and described in detail when the SSATP management and donors have agreed on funding and organization issues. This is expected to be sorted out during April-June 2013.

**Good Practices Identified**

Although focus is on Cameroon, Ethiopia and Zambia, two other countries have sparked increased interest from SSATP: Nigeria and Ghana. Their relatively advanced road safety lead agencies have moved further with respect to institutionalization of road safety and development of experience and capacity. Although they have overcome many challenges on the way and gained confidence, they still have many gaps to fill, according to their own words, but they are at a level where the need for external technical assistance is decreasing, at least for some road safety disciplines. Ghana is particularly strong in road safety engineering, safety audit and community involvement, Nigeria in enforcement, and emergency response. Both are strong in overall management – but with different approaches to management. *Thus, the two countries have complementing strengths and experience to offer in the region.* The Ghanaian and Nigerian lead agencies already have the skills, capacity and drive to take the necessary action. They also formally have the needed mandate and tend to get support from highest level, which is often missing in other countries.

It has therefore been found highly interesting to get inspiration for good practices from these more advanced countries, which can be promoted in SSATP focus countries, with due respect to the fact that it may not be possible to replicate the experience directly in all countries.

**Importance of Workshops**

One of the positive outcomes of Phase 1 was the regional cooperation and direction established at the regional workshops in October and November. For some of the participants the gatherings offered a much-needed, dedicated African forum for discussion and exchange of experience.

**Time Schedules and Scope of Work**

It became very clear during Phase 1 that institutional support, policy issues and implementation of high-impact interventions in the focus countries take much more time than the six months that was allocated in Phase 1 - after the focus countries had been identified and declared their interest in the SSATP’s support. This is a fact SSATP needs to accommodate in future time schedules. Or, SSATP could reassess its scope of work. Direct involvement in the implementation of high-impact interventions like in the AL Corridor, which was set out as a high priority at the beginning of Phase 1, may not feasible in the light of SSATP’s mission, resources, mandate and hitherto short time horizons.

Instead, SSATP’s resources may be better used on targeted support to lead agencies who in advance declare a sincere interest in support from SSATP to strengthen their mandate and capacity, who are able to formulate their challenges, willing to act on agreed points, and who has support from overall level to pursue their goals. SSATP’s engagement, however, should not depend on the lead agency’s budget, experience etc. as long as there is ‘an open door’ to push on and opportunity to make a difference.

Countries and lead agencies which are unable to fulfill these requirements should also receive advice but on a more preliminary and limited level. The Consultant believes this approach will generate better progress and outcomes of SSATP’s efforts. Further details will follow in the following section of the report.

**Recommendations**

This section presents recommendations for Phase 2 based on findings from Phase 1 and experience shared between the SSATP team members and country stakeholders.

The eight recommendations, five of which are strategic issues and three of which are operational issues, are addressed to the SSATP management to ensure that due attention is paid to issues that can either hinder or enhance progress.

**FIVE STRATEGIC RECOMMENDATIONS:**

**1. Establish Overview**

SSATP should have the grand overview to better understand the situation and needs, and to identify the most feasible opportunities for support in the entire region – not only the selected focus countries. No organization presently has this overview.

Two recent attempts have been made since the global WHO study on road safety in 2006, done by GRSF and AfDB:

* GRSF disseminated a questionnaire to Sub-Saharan African countries in May 2012. Only 11 countries have responded so far, some of which provided very scarce information.
* AfDB disseminated a questionnaire in November 2011 to which 17 countries responded. The findings were reported at the ‘Steps to the Five Pillars’ workshop on November 19-21.

The first and most important observation is that more than half of the countries are not responding. Their situation remains unclear, and this is not acceptable.

A fair hypothesis would be that there is little focus and progress on road safety in the countries that did not respond, constituting the majority of the Sub-Saharan countries. In this case the prospect for Decade of Action in Africa looks grave.

In conclusion, establishing closer links to all countries is urgently required if SSATP is to make a fair assessment of needs and opportunities, facilitate cooperation across borders, and provide good practices to countries most in need of it.

Moreover, the below slide from AfDB illustrates the results from countries who responded:

|  |
| --- |
|  |
| ***Figure 2:*** *Slide from AfDB’s presentation with the results from the 17 countries that actually returned the questionnaire from November 2011.* |

The countries which respond obviously have very different progress to show. Also, the existence of an action plan or policy is no indicator for real action. These may merely be documents with little degree of implementation and progress monitoring.

*Recommendations: SSATP could take a responsibility for establishing a better overview of the situation in all SSATP member countries. SSATP could work with GRSF and AfDB to compare the received responses and contact countries that are yet to respond. The situation in these countries should be clarified ad closer links established to their lead agencies. A good short term goal for SSATP would be to achieve their attendance at the ‘Steps to the Five Pillars’ workshop later in 2013.*

The recommendation can be integrated in Activity 7.1: Create overview and links to remaining countries.

**2. Countries to Apply for Support**

The countries selected for Phase 1 had either acceded to the capacity review work of GRSF, or had shown proactivity in terms of the creation and operationalization of a lead agency. They did, however, not express their interest prior to SSATP’s first invitations to join the program. Also, deliberately, it was avoided to use resources where there was already sufficient internal traction e.g. in Nigeria. As a result, the involved key agencies and persons may not have been fully prepared although the countries did confirm their participation formally. Under these circumstances the identification of issues, inevitably, became a slightly forced process. The involved personnel may already have had an agenda for the coming months, although this was not expressed directly of course, and could not quickly accommodate new initiatives (particularly not without prospects for funding).

*Recommendation: For Phase 2 and DP 3 it is recommended to select countries that have expressed a clear and sincere interest in receiving SSATP’s support. This is expected to enhance the countries preparedness and commitment. A first step could be to invite the countries represented at the ‘Steps to the Five Pillars’ to express their interest with clearly formulated issues within the scope of SSATP’s work. However, since SSATP is already active in eight countries an likely to embark on the creation of regional groupings, the number of new countries may have to be limited to one or two 2 in Phase 2, then increased in DP3.*

The recommendation can be integrated in Activity 1.1: Invite Countries to Apply for Support.

**3. Ownership as a Precondition for SSATP Support**

Phase 1 started processes in the focus countries that potentially can result in measurable reductions in accidents, if the processes are sustained, but it did not produce any tangible impacts on accidents within the time horizon of Phase 1 (2012). This was also forecasted in the Inception Report.

The Consultant recommends that the ambitions and focus on tangible results – in terms of accident reduction on the roads - at the early stages of the Road Safety Program is reduced. The justification for a continuation of the Program should rather be based on the potential of the initiated activities if they are sustained. This will still give the Program substance although with a slightly longer and more realistic time frame, and with a clear distinction between SSATP’s obligations and national key agencies obligations.

Secondly, Phase 2 is justified by the calls for support expressed by African Lead Agencies at the regional workshops. Most of them work in isolation and are in dire need of assistance. They welcomed SSATP’s initiative to gather lead agencies and discuss problems and opportunities and it would be discouraging if SSATP are unable to follow up. This stipulates the relevance of the SSATP Road Safety Program and justifies the continuation of the Program in not only Phase 2 but also into DP3 in order to gain and maintain momentum towards the end of the Decade of Action. Along the way SSATP must remain flexible and ready to reconsider its focus if needed. Close contact and collaboration with African lead agencies is required to make the SSATP Road Safety Program relevant and responsive to their actual needs.

Lessons have already been learned during Phase 1 which can increase the effectiveness of Phase 2. There was tendency for the involved agencies in the selected countries to expect SSATP to be in charge of the initiatives. This also explains the slow progress when the Consultant was not present in the countries. But SSATP’s limited resources for assistance should not be spent attempting to drive the agenda forwards in selected countries with limited ownership.

*Recommendations: SSATP should facilitate decision-making to enable implementation of high-impact interventions but not engage directly in the planning of specific activities in countries and corridors. This should be under the full responsibility of the key road safety agencies – in some supported by Technical Assistance – to be sure there is sufficient ownership. SSATP can review, advice and support the lead agencies in taking the right decisions, assist the creation of support on policy level, but not take responsibility for the activities as such. This approach is expected to work better in countries that directly apply SSATP for support.*

This recommendation needs to be considered under Activity 1.2: Select New Countries.

**4. Support to Negotiations on Policy Level**

The discussions during meetings and workshops in Phase 1 have made it clear that the following conditions need to be fulfilled for a lead agency to be successful:

1. Commitment on the highest level to support road safety
2. Sufficient human capacity and skills in lead/key road safety agencies
3. Sufficient mandate of lead road safety agency
4. Sufficient funding for interventions

All African states have now formally endorsed the African Road Safety Policy Framework with its embedded Plan of Action for Road Safety 2011-2020. The first of the conditions is therefore in progress, at least formally. But it has also become increasingly clear that the rest of the conditions are either absent or insufficient in most SSATP countries, with very few exceptions. The formal agreement to pursue the Decade of Action is yet to sift down through the policy levels in ministries with a responsibility for road safety, and this is regarded an important precursor for the other conditions to fall in place.

At two of the regional workshops the lack of sustainable funding and resources were repeated as one of the major obstacles for effective roll-out of road safety interventions in SSATP countries. The Mid-term Progress Report also mentioned the SSATP Road Safety Program’s own problems identifying funding to progress sufficiently fast in Phase 1.

Thus, in their comments to the Mid-term Progress Report, the SSATP management suggested that the Consultant should pay attention to the opportunities for influencing the policy level.

*See Annex 1.9: Comments to Draft Mid-Term Progress Report.*

Resource problems in public agencies inevitably need to be addressed through the policy level. This was also attempted in first of all Ghana and Ethiopia but it did not have sufficient impact. The response in Ghana was positive, although not yet with tangible results on the AL Corridor Pilot Project, whereas the Ethiopian Ministry of Finance and Economic Development (MoFED) directly recommended that WB projects should *reduce* road safety investments to the lowest possible (in contradiction with WB’s objective, which is 10% for road safety). It shows how road safety in spite of a formal national commitment to address the problem is still prioritized lower than mobility. This was also a rather surprising and unexpected message since Ethiopia has actually started to focus more on safety and also allocate money for road safety through ERF. But ERF alone cannot provide all the funds needed for road safety in Ethiopia as resources are needed across many different sectors. This exemplifies the need for the commitment to Decade of Action on all levels in the ministries, eventually impacting on budgets and resource allocations for road safety across ministries.

For Ethiopia specifically, SSATP may need to discuss with the Ethiopian MoFED to reconsider their stance on funding. The Consultant needs support from the SSATP management to handle the issue appropriately and effectively.

*Recommendation: SSATP and AU need to make governments aware of their already declared commitment to road safety through closer cooperation. Also, the SSATP Management is suggested to support the Consultant through participation in the continued dialogue about sustainable funding for road safety in Ethiopia. The AU and SSATP management’s presence and contributions is expected to increase the involved policy-level parties’ interest in and commitment to the subject, for example in Ethiopia. This may also be the case in Zambia and Cameroon. Meetings should therefore be coordinated and the agenda well-planned to get the message and recommendations across most effectively.*

This recommendation first of all needs to be integrated in Activity 4.8: Discuss, Agree and Promote Sustainable Funding Framework in Ethiopia, and in Activity 6.3: Develop and Promote AL Corridor Action Plan in Ghana, but is relevant to all country activities to strengthen the SSATP Consultants ability to influence decision-makers in the ministries and agencies.

**5. Integration of Road Safety in Road Development Projects**

Lack of attention to road safety management in road rehabilitation/upgrading funded by development partners has over the years contributed to the rise in severe road accidents in developing countries. Today, safety audit is a well-known discipline in road development projects, although the concept is not yet well institutionalized in all countries’ road agencies. It is particularly important to include safety audits in road projects in Africa where existing design standards seldom cater for road safety features. Safety audits thus become a ‘last resort’ for the identification and rectification of road safety problems on a road before it is rehabilitated. However, in spite of the good intentions to integrate road safety on large donor funded road projects, the Consultant has learned that there are still examples of newly rehabilitated but very accident-prone roads in Africa, as well as in other parts of the world, often with higher accident rates than before rehabilitation. One of the reasons seems to be lack of follow up on safety audits, and confusion with respect to which road design standards that need to be applied. Audit reviews are actually carried out, reports prepared and submitted. Some of the recommendations are then integrated, others not, depending on costs and various other circumstances. But the decision process – which recommendations to follow and which not to follow – may sometimes not be given enough attention by donors. Also, no donors seem to evaluate the road accident situation on a given road 2-3 years after opening. The road has since then been handed over to the national road authority, which is focusing on pavement conditions, drainage and other technicalities before the handing over takes place – not the accident situation - because they are focused on maintenance costs. There is no attention to road accidents, which for the society as such represent costs that by far exceeds the maintenance costs. Road authorities may realize this after the road has been handed over, but without funding for improvements. Thus, donors are not learning from mistakes because they omit proper evaluations, and road authorities are less interested in the issue because the cost of accidents is not impacting directly on their (maintenance) budgets. There are in other words no incentives to improve the situation for those who can make a difference.

To change this, the following is suggested:

1. Road safety should be integrated in road rehabilitation and construction projects according to agreed procedures. A suggestion for a simple procedure is suggested in Annex 3.3.

*See Annex 3.3: Draft Procedure for Road Safety in DBM Procedures*

1. Pedestrian safety should be given the highest priority in road planning through urban areas and villages. There are two options: Either separation - or safe integration of road users by effective traffic calming measures.
2. Proper attention should be given to the collection of accident date before, during and after implementation, equivalent to other crucial road surveys.
3. The *design standards* that should be applied on a donor funded road project needs to be clearly specified and live up to international standards. It must include road safety features, such as traffic calming measures. If this is not the case not, then action must be taken to identify appropriate, internationally recognized standards separately before the design process starts.
4. Task Team Leaders and other development partner personnel with project management responsibility must be made aware of the need to get involved in decision-making on safety audit recommendations and how they can follow up. They may need basic training in road safety procedures to ensure they keep proper attention to the subject. Failure to do so is known to have has sincere consequences for road safety.
5. Donors should make road accidents a performance indicator for road projects and ensure that evaluations are carried out after the road is handed over, at the latest 3 years after finalization. Procedures to follow up if accident trends are unacceptable should be carefully considered and agreed upon.

*Recommendation: Lack of road safety management in donor funded road projects is a direct contributor to increasing road accident numbers. SSATP can address the above-mentioned problem in an African context given its close relations with the World Bank and close cooperation with other development partners involved in road investments. SSATP can suggest a draft concept for discussion and initiate a constructive dialogue. A concept is already produced but a procedure for discussion with other organizations may need to be applied.*

This recommendation needs to be integrated in Activity 7.2: Coordinate requirements to road safety in road projects.

**THREE OPERATIONAL RECOMMENDATIONS:**

**6. Lead Agency Support Facility**

An issue that came up at the workshop in Addis in 2011, in Lusaka in October 2012, and again in Addis Ababa in November 2012, was the need for a support facility where road safety agencies can link up and get advice, support and become part of a professional partnership/forum. Most high-impact interventions are rather generic since they are already well developed, with systems and design standards available from other countries. The ‘Good Practices’ collection on the new SSATP Road Safety Program website could be part of the concept, if further elaborated. Also, SSATP’s could provide overview and suggestions for funding opportunities. SSATP would be in a good position to see how various types of interventions should be financed (see details in Annex 3.7). SSATP can either assist with contact to other development partners who could provide funding, or assist the lead agency with negotiations with ministries for sustainable national funding.

*Recommendation: Apart from focusing on specific countries, SSATP should consider how a facility can be established to respond to lead agencies immediate needs for advice on road safety solutions and funding. This could be discussed with other development partners. The facility could be temporary while its functions are developed and evaluated.*

This recommendation should considered as part of Activity 7.10: Cooperation with regional organizations.

**7. New Website**

The new SSATP Road Safety Website has been ready for some months while the official launching is being prepared. In the meantime, some of the contents are about to be outdated and there will be a continued need to update the website at least once a month. SSATP need to find out how the website can be maintained to keep it relevant for the potential target groups (SSATP countries, road safety practitioners and development partners). The website also opens for opportunities for better communication with lead agencies easier, for instance for the collection and exchange of good practices, data, materials from workshops etc.

*Recommendation: Dedicate at least one Man Day per month to review and update the SSATP Road Safety program Website. It is suggested to include news, documents and presentations from Workshops etc. under Activities.*

This recommendation is part of Activity 7.9: Development of new SSATP Website.

**8. Transition from Phase 1 to Phase 2**

The process towards the finalization of Phase1 and initiation of Phase 2 is yet to be finally decided.

A brief repetition of the course of Phase 1 follows: The Consultant practical support on-location started on March 1, 2012 and was planned to end by November 30 to match the allocated human resources, which was set to 9 man months for the team leader in DC and 9 man months for other specialists. By the end of November the period was extended by one month to December 31, i.e. to 10 months, without any increase in contract amounts. This was done informally because it matches the validity period for the contract, which ends on December 31. The extension of the effective services period was – again informally - accepted by the Consultant to accommodate the delay of the SSATP Annual Meeting on December 11-12, which was decisive to the eventual continuation of the Road Safety Program, and also to follow up on activities agreed with the SSATP management.

It should be noticed that this was accepted although the extension impacts significantly on the Consultants financial situation, due to one extra month’s cost and fee for personnel, compared to the expected.

SSATP indicated that the lump sum contract should be extended till all deliverables are finalized and submitted. It is the Consultant’s view that the deliverables are basically fulfilled with the submission of the present report. This will be further explained below.

The targets and deliverables for Phase 1 are, according to the ToR:

*The Consultant shall plan and provide management and technical advisory services to*

* *SSATP management on daily basis regarding road safety activities; and*
* *Identified road safety champion organizations in SSATP member countries and corridors to achieve the following targets and deliverables (deliverables limited to those planned for Phase-1)*

| **Targets** | **Comments to Progress** | **Fulfillment (1-3)** |
| --- | --- | --- |
| *Formulate Africa road safety policy recommendations taking into account the outcome of the UNECA 2nd Road Safety Conference* | The Africa Road Safety Policy Framework is completed, endorsed and promoted by SSATP. | http://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpg |
| *Regional Workshops with SSA good practices report* | Two workshops completed by SSATP with presentations of good practices. Website with good practices prepared and ready for official launch. | http://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpg |
| *National Road Safety Management Capacity Review workshops* | Workshops held in all countries during SSATP missions but RSMCR available for Ethiopia only. | http://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpg |
| *Country Specific Action Plan for the Decade of Action completed (2 No. in 2012)* | Countries’ present action plans due in 2013. The process should be driven by lead agencies with advice from SSATP, not by SSATP itself. | (http://www.salonmarketingideas.com/images/tickmark.jpg) |
| *“Regional Trade Corridor Road Safety Initiative” identified, prepared and implemented (identification in 2012, preparation in 2012/13, and implementation after 2013/14)* | One corridor identified in agreement with SSATP management. Action plan and pilot project initiated. | http://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpg |
| *RS policy adopted by selected countries accommodating Africa region road safety policy recommendations* | The. African RS Policy Framework is endorsed. SSATP will work with dev. partners to ensure policies are actually adopted. | http://www.salonmarketingideas.com/images/tickmark.jpghttp://www.salonmarketingideas.com/images/tickmark.jpg |

***Table 5:*** *Comments to progress requirements as stated in the ToR.*

*The Consultant shall prepare the following Reports:*

*(1) The Inception Report*

*(2) Mid-Term Progress Report*

*(3) Phase 1 Completion Report*

All targets are regarded fulfilled to different degrees. Some are fulfilled although there are outstanding issues that need to be addressed in Phase 2.

Progress depends - and should depend - on action by national stakeholders. One example is the preparation of national Action Plans, which is not fulfilled in the table above. An Action Plan requires a process with stakeholders that take time, commitment, focus and availability of resources at the lead agencies but Phase 1 did not allow sufficient time for SSATP to create momentum for this. Phase 2 will be better prepared for this in at least Zambia and Ethiopia, Cameroon depending on technical assistance to drive the process effectively. At the same time the Consultant do need to address the issue more effectively in 2013.

The Consultant therefore regards Phase 1 completed with this reports submission, subject to comments and revision. Outstanding issues and activities, which are depending on the actions by country stakeholders, can with great advantage continue in Phase 2.

*Recommendation: It is recommended to regard Phase 1 as completed by the end of December 2012 and to start Phase 2 by e.g. July 2013 or as soon as possible after to keep momentum of the initiated activities.*

The recommendation is reflected in the Draft Activity Schedule for Phase 2.

***Summary of Findings and Recommendations:***

|  |  |  |
| --- | --- | --- |
| **Subject** | **Issue** | **Recommendation** |
| **STRATEGIC RECOMMENDATIONS** | | |
| 1. Establish overview | The situation remains unknown in the majority of SSATP member countries | Work with GRSF and AfDB to establish an overview and links to remaining African countries’ lead agencies |
| 2. Countries to Apply for Support | Tendency to lack of commitment may be a result of Phase 1 selection procedure | Countries should apply for support and formulate their needs in advance |
| 3. Ownership as a Precondition for SSATP Support | Key-personnel in Phase 1-countries were interested but unprepared | New counties must demonstrate interest in a cooperation with SSATP before and during support activities |
| 4. Support to High Level Decisions | Funding is a major policy issue but the Consultant sometimes lack the clout to influence ministries effectively | SSATP Management and AU to cooperate for better impact of high level discussion and meetings |
| 5. Lack of road safety management in donor funded road projects is a direct contributor to increasing road accident numbers. | Development partners have no uniform approach and safety audits are not followed up. | Review other development partners’ procedures, suggest a joint concept, and initiate a dialogue that can result in effective management of road safety in future road projects. |
| **OPERATIONAL RECOMMENDATIONS** | | |
| 6. Lead Agency Support Facility | Lead agencies work in isolation and needs forum and facility for support | SSATP could explore opportunities for a facility with other development partners |
| 7. New Website | New website can be a good means of interaction but needs regular maintenance | Dedicate at least one full Man-Day per month to review and update the SSATP Road Safety program Website |
| 8. Transition from Phase 1 to Phase 2 | Slightly unclear how and when the Phase 2 continues | Regard Phase 1 services as completed by December 28. Progress to Phase 2 in the first part of 2013. |

***Table 6:*** *Summary of Findings and Recommendations.*

# Final Evaluation of Logframe for Phase 1

This section evaluates the *Detailed Logframe* for the SSATP Road Safety Program, which was prepared during the Inception Period to put the SSATP Road Safety Program into context, from Decade of Action on overall level down to specific activities.

The progress of Performance Indicators is evaluated on a more detailed level than in the previous section. It also includes recommendations on what needs to be done to achieve outputs and objectives not yet fulfilled or if there is a need to adjust the indicators.

The section discusses objectives, outputs and performance indicators only. A final status for all *Activities* in Phase 1 is, along the same line as in previous reports, which can be found in Section 6, 8-11 and Annex 1.2.

**Long Term Objective (2020)**

The long-term objective which the SSATP Road Safety Program contributes to is

* *Stabilize and then reduce the forecast level of road traffic fatalities by 50 percent in SSATP member countries.*

|  |  |  |
| --- | --- | --- |
| **Long-term Objectives** | **Indicator/Means of Verification** | **Assumptions** |
| Stabilize and then reduce the forecast level of road traffic fatalities by 50% in SSATP member countries | Reduction in annual no. of police reported road fatalities | National RS efforts extended and sustained |

***Table 7:*** *Long term objectives for Phase 1*

**Comments:** The objective is in line with Decade of Action but the ‘by 50 percent’ is an extremely ambitious target that may not be fulfilled by 2020, given the fact that two years into the Decade of Action (i.e. by 2012), road fatality trends continue to rise in all but a few Sub-Saharan African countries. During the course of Phase 1 it became increasingly clear that lead agencies as well as implementing agencies are weak in most SSATP member countries. Human capacity and financial resources are insufficient, accident data is influenced by underreporting and lack of detail to guide practitioners, etcetera. While progress on road safety is slow, the number of high-speed roads and traffic volumes continue to rise rapidly on the continent, and road safety seems not to be consistently integrated in road planning and design. Furthermore, the political environment is not yet fully conducive for road safety in all countries. It is therefore most likely that the backlog of needed interventions may take longer time to implement than the remaining eight years of Decade of Action, particularly in the most disadvantages countries.

*Conclusion and recommendation: A realistic view may have to be applied on the ambitious Decade of Action goal for 2020, which the SSATP Road Safety Program contributes to. It may not be achieved in reality and could be adjusted to suit the reality in SSATP countries while efforts to improve road safety should also be strengthened and sustained. A more realistic objective could be to* ***stabilize and then reduce*** *the number of road fatalities in all SSATP member countries while omitting the ‘reduce by 50 percent’ by 2020. That said, some of the most advanced countries may still be able to achieve a 50% reduction and should thus pursue this goal persistently.*

**Mid-term Objectives (2015, Phase 2)**

These are the objectives SSATP can impact on more directly if the program continues into Phase 2 and at least one year into DP3, i.e. to mid-2015.

During the Inception Phase it was decided to summarize the overall objectives for 2014 as follows, stipulating the SSATP’s facilitating role:

1. *Facilitate the establishment and strengthening of Road Safety Lead Agencies*
2. *Facilitate the preparation of national Road Safety Action Plans*
3. *Facilitate the identification and implementation of High-Impact Interventions*

The below excerpt of the Logframe shows the Med-term Objectives to be achieved at the end of Phase 2 in (expectedly) mid-2015:

|  |  |
| --- | --- |
| **Medium-term Objectives** | **Indicator/Means of Verification** |
| **1. Lead Agencies:** Lead agencies established and implementing road safety efforts in e.g. 10 countries.  **2. Action Plans:** National Action Plans started implementation in e.g. 10 countries supported by key-agencies and sustainably anchored on policy level. High-impact enforcement programs initiated in e.g. 10 countries targeting speed, use of seatbelts, alcohol.  **3. Trade Corridors:** Reduction in fatal road accidents in 2 transit corridors *or* reductions related to intermediate parameters. | *Zambia:* National RS Action Plan has started implementation under the leadership of RTSA (contributing to 1 and 2).  *Ethiopia:* National RS Action Plan has started implementation under the leadership of NRSC (contributing to 1 and 2)  *Cameroon:* National RS Action Plan has started implementation under the leadership of new Lead Agency established by Act (contributing to 1 and 2).  *AL Corridor*: Action Plan for AL Corridor is being implemented and the experience shared on a regional level (contributing to 1, 2 and 3).  *Others*:  New countries included in the program are implementing projects initiated with SSATP support. Two annual SSATP conferences/workshops for dissemination of experience (contributing to 1, 2 and 3). |

***Table 8:*** *Medium-term objectives for Phase 1*

The assumptions to enable this are: *Sufficient support, funding and absorptive capacity among key-stakeholders to sustain and strengthen their efforts to address road accidents*

**Comments to Lead Agencies**: The performance targets and indicators remain relevant and can be measured in terms of actual activities. SSATP has started assisting the lead agencies in Ethiopia, Zambia and Cameroon, which are all actively implementing road safety activities. A continuation into Phase 2 will enable more focus on capacity building within the lead agencies, shaped around the activities planned during Phase 1, to enable hands-on training. The Road Safety Department in Cameroon also needs to increase its mandate, which should be pursued by SSATP in spite of difficulties reaching the policy level during Phase 1. Furthermore, new countries need to be included. The number (3 additional) might have to be reconsidered when the duration and available resources for Phase 1 are known. Also, they countries should declare their sincere interest in the program in advance.

*Conclusion and recommendation: Sustain the present commitment to support Ethiopia, Zambia, Cameroon and five countries in the AL Corridor (eight in total). Identify a number of new countries for Phase 2 that matches the duration and resources available for Phase 2 and ensure new countries express a clear and committed interest in the SSATP Road Safety Program. Focus on countries/agencies that continue to show a sincere interest and are able to take action on agreed activities while the attention to countries/agencies that are not demonstrating this is reduced, although not completely omitted. Finally, combine capacity building with hands-on implementation of real high-impact interventions (under Action Plans).*

**Comments to Action Plans**: The performance targets and indicators remain relevant and can be measured. SSATP can assist the development of a new action plan in Zambia due in 2014 and the development of agency specific Action Plans in Ethiopia during in 2013. The proposal for assistance to capacity building and development of a road safety policy and strategy in Cameroon, prepared during Phase 1, might also materialize. New countries need to be included to fulfil the performance target.

*Conclusion and recommendation: Quality should be preferred to quantity. The number of new countries to be assisted with development of action plans should consequently match the duration and resources available for Phase 2 to ensure adequate support. Cooperation between countries in regional groupings could also be facilitated by SSATP for better sharing of experience during preparation of action plans.*

**Comments to Trade Corridors**: The performance target needs to be reviewed. Developing an effective cooperation on road safety on a corridors across five countries, Franco- as well as Anglophone, is a major undertaking. It requires studies and reviews in each country, joint workshops with interpretation, negotiations, funding, planning, implementation and evaluation that reaches years ahead. Furthermore, a multi-sector trade corridor project cannot be seen in isolation with respect to road safety. It requires involvement of police, road authorities and many other authorities, in each country, each of which has their own country-specific priorities to consider. It would be a pitfall to go for activities that can most easily be addressed – typically information campaigns – which may be useful for HIV/Aids but ineffective as stand-alone activities for road safety. It was also agreed at the beginning of Phase 1 that the AL Corridor should not repeat the approach in other trade corridors, namely the Northern and Central Corridor, which are focusing on commercial vehicle transport. Thus, this has not been a min issue in the AL Corridor. It was instead attempted to kick-start high-impact interventions in Ghana to produce tangible results fast and then follow up with a joint action plan once there was a basis for data-led decisions. But progress could not be pushed as fast as desired, one major reason being that funding was not readily available. However, the action plan in the AL Corridor might still be facilitated in 2014 and onwards if funding becomes available for the required workshops and country-specific activities, and only if all countries take ownership.

*Conclusion and recommendation: The resources and duration of Phase 1 does not fully match the challenge it is to initiate and implement a corridor action plan. It is therefore recommended that SSATP’s support the AL Corridor activities for longer time to avoid sporadic and ineffective support to too many additional countries in new corridors. New corridors should not be included in Phase 2 before the AL Corridor Action Plan is well under way and new corridor countries should – eventually - express a clear and committed interest in support before SSATP embark. Reductions in accidents can be expected only when and where high-impact interventions are implemented and evaluated in due time before the end of 2014 or – alternatively – a new target year that is more realistic, for instance 2020.*

*In brief:*

* *Maintain the momentum with the current set of countries*
* *Focus on quality - be realistic with the number of countries in view of resources available*
* *Focus on the A-L corridor instead of including a second corridor at this stage*

**Short-term Objectives (2013, Phase 1-2)**

The Short-term objectives/indicators should ideally be fulfilled by the end of Phase 1 in early 2013. It should be noticed, though, that SSATP does not have control over the achievements of objectives that depend on actions by country stakeholders.

| **Short-term Objectives** | **Indicator/Means of Verification** |
| --- | --- |
| **1. Lead Agencies:** Lead Agencies strengthened in 3 countries  **2. Action Plans:** Targeted RS Action Plans prepared, approved and supported by all key-agencies in 3 countries incl. high-impact enforcement programs.  **3. Trade Corridors:** High-impact enforcement program started implementation on selected section in 1 transit corridor. | *Zambia:* Pilot Project successfully completed and further multi-sector activities initiated as part of new National RS Action Plan (contributing to 1, 2 and 3).  *Ethiopia:* Sustainable funding mechanism established for RS. FTP runs effective enforcement program as part of new Action Plan. ERA has 40 trained road safety auditors who actively conduct audits on national highways (contributing to 1 and 2).  *Cameroon:* RSD has finalized National Road Safety Action Plan and Policy Document, including provisions for establishment of Lead Agency by Act (contributing to 1 and 2).  *AL Corridor*: Pilot Project successfully completed and promoted in all AL Corridor countries supported by WARSO and ALCO. Action Plan for AL Corridor agreed (contributing to 1, 2 and 3).  *Others*:  All SSATP countries aware of SSATP RS findings and recommendations. Min. 3 new countries apply for inclusion in the program. |

***Table 9:*** *Short.-term objectives for Phase 1*

The assumptions to enable this are: *Sufficient support, funding and absorptive capacity among key-stakeholders to sustain and strengthen their efforts to address road accidents.*

**Comments to 1 & 2, Lead Agencies & Action Plans for each country:**

**Zambia:** The indicators are relevant but only partly fulfilled. The pilot project in Zambia is not completed but it is agreed, being planned, RTSA has taken more ownership, and funding opportunities are being pursued. The indicator ‘completion’ was too optimistic from the beginning but they were motivated by the expectation that RTSA was a relatively strong lead agency that could generate fast progress. SSATP has prepared proposals /ToR’s in cooperation with RTSA and facilitated funding from GRSF/WB but RTSA is still to apply officially for the support to training of police. WB will decide on funding in December 2012.

**Ethiopia:** The indicators are relevant but only partly fulfilled. The Road Fund does provide sustainable funding for road safety in Ethiopia but there are competing interests that necessities agreement to criteria for allocation of funding for road safety. A paper is under preparation by SSATP for discussion and dialogue. The capacity building activities as FTP and ERA have not yet taken off, pending the NRSC and FTP’s request for GRSF but they are agreed and SSATP has provided proposals, ToR’s and suggestions for road safety procedures in road rehabilitation and construction.

**Cameroon:** The indicators are relevant but only partly fulfilled. SSATP has assisted the elaboration of a proposal for a Management Capacity Review, for capacity building and development of road safety policy and strategy, but MoT is yet to request the assistance from GRSF and WB.

**Comments to Trade Corridors:** The indicators are relevant but only partly fulfilled. A Pilot Project is agreed in Ghana, focusing on a newly rehabilitated but highly accident-prone section around Accra, but the activity is adding to the NRSC’s workload and has therefore not progressed as fast as planned. The planning will continue while the ALTTFP Road Accident Study is in progress. The finalization of the Study is needed for next step, which is a joint country workshop in Cotonou, subject to funding. A joint action plan will be discussed at the workshop due in the first part of 2013, provided that Phase 2 materializes. Also, SSATP has initiated a dialogue with WARSO, ECOWAS, and last but not least ALCO, which is willing to contribute provided that funding follows.

*Conclusion and recommendation:*

*The overall progress is not fully satisfying although the activities in Phase 1 to some degree have strengthened the Lead Agencies in Cameroon, Zambia and Ethiopia by initiating and assisting the identification and prioritization of high-impact interventions and capacity building needs, and by facilitating financial support from different sources. The activities therefore contribute to the set short- term objectives although the outputs are yet to fully materialize. They still bear the potential to achieve the set objectives with time and should therefore be sustained.*

*In the Abidjan-Lagos Corridor, Ghana is in the process of developing high-impact interventions and a basic study for the entire corridor. Dialogues have been initiated with Benin, Nigeria, ALCO, WB and WARSO for the coordination of a future corridor action plan. The process is therefore under way, although slower than desired by SSATP. The cooperation with ALCO and country corridor committees should be further explored to fully utilize existing corridor structures. Furthermore, SSATP urgently need to assist the identification of funding to secure progress after 2012, namely from on-going WB projects in the countries.*

*The Road Safety Program is very new and not all SSATP countries are aware of the Program’s existence and opportunities. The workshop in Addis Ababa the 19-21st November turned out to be a good forum for exchange of findings and suggestions and also for the identification of new countries in need of support. The workshop should be repeated on an annual basis. This would also help giving the Program an identity in the minds of road safety lead agency practitioners.*

*In brief:*

* *Activities in Phase 1 although not fully concluded, have laid a good foundation for the next phase;*
* *More work with the corridor stakeholders is necessary and*
* *Repeat regional gatherings.*

**Outputs, DeLiverables and Performance Indicators (2013, Phase 1-2)**

The distinction between Outputs and Deliverables needs to be kept in mind:

*Outputs are the results achieved by the stakeholders/beneficiaries in the focus countries* which occur as a result of the assistance SSATP has provided to them. These include actual projects, action plans and events, interventions on the ground, requests etc. The Consultant can ensure that the Performance Indicators for the Outputs are documented, if and when they are realized, but the Consultant is not directly responsible for the production of them since the Consultant is a facilitator, not an implementing agency. Phase 1 has so far yielded few Outputs produced by the beneficiaries themselves.

*Deliverables are defined as the Performance Indicators (documentation) for the Consultants performance (activities)*. In most cases the Consultants activities take place in cooperation with beneficiaries in the countries, with some exceptions. The Consultants activities include correspondence, missions, meetings, workshops, preparation of proposals and suggestions etc. The resulting performance indicators therefore include letters, mission reports, and minutes of meetings, workshop reports, project proposals, terms of references and other reports. These are Performance Indicators for the Activities, which the Consultant can be held responsible for.

The following table contains the concrete Outputs and their Performance Indicators, which contribute to the Short-term Objectives. Most of the Outputs, sometimes referred to as ‘deliverables’, are under the control of the SSATP and the Consultant although they also depend on the beneficiaries’ cooperation and action.

|  |  |
| --- | --- |
| **Outputs** | **Indicator/Means of Verification** |
| **1. Lead Agencies (National RS Management Capacity Review):** RS Lead Agencies in 3 countries strengthened through support to capacity building.  **2. Action Plans (Country Specific Action Plans)**  Advisory support to strengthening of national Action Plans with short term high-impact road safety activities provided.  **3. Trade Corridors (Africa Regional Trade Corridor RS Initiatives):** High-impact enforcement program for 1 section on NEPAD corridor prepared with key-stakeholders in selected country/countries and promoted on ministerial level in the relevant countries. | *Zambia*: Plan for multi-stakeholder pilot project on speed enforcement, with RTSA as lead, is agreed and funding secured. *Contributes to 1, 2 and 3.*  *Ethiopia*: Concept for application for RS funds from ERF prepared and approved. ToR for TA to FTP on enforcement submitted. ToR for TA to ERA on Safety Audit submitted. *Contributes to 1 and 2, possibly also 3.*  *Cameroon:* ToR for RSMCR submitted and funding secured from GRSF. ToR for TA to RSD and others submitted and funding secured, including activities on National Action Plan and Policies. *Contributes to 1 and 2.*  *AL Corridor*: Overview over accident situation and on-going RS projects on Ghanaian part provided. Review in 4 remaining countries initiated. Plan for cooperation on enforcement and information outlined. Nigerian FRSC; ECOWAS and WARSO involved. *Contributes to 3.*  *Others indicators:*  Workshops held in all involved countries to facilitate participatory process for the preparation of concepts, ToR’s and pilot projects.  The 1st Regional SSATP RSP Workshop ‘Steps to the Five Pillars’ held in Addis Ababa the 22-23rd October and reported  Case study for FRSC in Nigeria prepared and presented at the 1st Regional SSATP RSP Workshop  The 2ned Regional Workshop ‘Evaluation of Phase 1 and Outlook to Phase 2’ held in Yaounde in November, and reported  SSATP Road Safety Website is online, including feature on Good Practices  Concept for award program prepared |

***Table 10:*** *Outputs for Phase 1.*

The Assumptions for the Outputs are in this case studied in more detail since they have a major influence on progress:

|  |  |
| --- | --- |
| **Assumption** | **Fulfilment** |
| Overall institutional support to establish lead agencies, prepare action plans, take policy decisions, and support immediate implementation  Sufficient institutional capacity to take ownership, plan and implement the agreed activities  Sufficient and timely funding for the agreed activities  Ability to successfully pursue short-term performance targets within 9 months  Tendering for equipment and technical support completed quickly and effectively  Sufficiently fast decision-making process | The overall level was not much involved during Phase 1. The potential should be further explored during Phase 1 to enhance progress.  Ownership was a major problem in all countries. There was very little activity when SSATP/the Consultant were not present in the countries.  There was no funding readily available, which meant that requests had to be made for inclusion in 2013 programs.  There was effective only 6 months left after the countries had given their consent to participate, which is too short to plan, implement and evaluate concrete activities.  The activities never reached this far. If so, then tendering of e.g. police equipment would have taken several months, based on experience.  This was a major constraint. The beneficiaries were not able to push decision-making on proposals developed in cooperation with the Consultant through within Phase 1. |

***Table 11:*** *Assumptions for Phase 1.*

**Comments to 1 & 2, Lead Agencies & Action Plans:**

**Zambia:** The indicators are fulfilled, except that funding is not yet secured (due in December 2012). RTSA’s request for GRSF is also pending. WB and SSATP will follow up on WB funding and the Consultant will follow up with RTSA in January 2013 on progress. It is also recommended that SSATP support RTSA through a capacity review and support to in-house capacity building in 2013*.*

**Ethiopia:** The indicators are fulfilled, except that the concept for funding from ERF and other sources is not yet finalised and submitted for discussion. The Consultant will follow up. Funding for FTP is also not secured, pending the Ethiopian request for GRSF. Funding for ERA capacity building may be provided later in 2013-14 as part of DP3. It is also recommended that SSATP assist the NRSC Office with in-house capacity building.

**Cameroon:** The indicators are fulfilled, except that funding is not yet secured, pending RSD’s request for GRSF. The indicators are relevant but only partly fulfilled. SSATP has assisted the elaboration of a proposal for a Management Capacity Review, for capacity building and development of road safety policy and strategy, but MoT is yet to request the assistance from GRSF and WB. It is recommended that SSATP support the NRSC Office through a capacity review and support to in-house capacity building*.*

**Comments to Trade Corridors:** Progress is delayed due to the late initiation of the ALTTFP Road Safety Study and workload at NRSC. Lack of time and resources has also delayed the establishment of effective missions to all countries. Looking ahead, funding for joint international workshops and implementation of interventions must be secured before the project can progress from merely promoting recommendations towards country stakeholders and decision-makers to effective high-impact interventions on the ground. The latter was agreed as the ultimate target for this activity but it remains a major challenge to achieve it along the entire corridor.

**Other indicators:** Workshops have been held in Zambia, Cameroon, Ethiopia and Ghana to facilitate participatory processes. The workshop ‘Steps to the Five Pillars’ was held successfully in Addis Ababa the 19-21st November, and reported. A case study has been conducted at the FRSC in Nigeria, and showcased in the region. There will not be any evaluation workshop in Yaoundé due to lack of response from Cameroon to hold the SSATP Annual Meeting in the country. The SSATP road safety website and good practices have been ready for some months, pending the launching of the overall SSATP website. A proposal for and award program is in pipeline and will be part of the Completion Report.

*Conclusion and recommendation:*

*The performance indicators under the control of the SSATP and the Consultant are largely fulfilled although progress all in all not is as far as hoped from the outset. Activities depending on action from country stakeholders are generally delayed but can be followed up upon during Phase 2. It is recommended to sustain the efforts in Phase 2 with particular focus on funding requirements, which tend to be a hindrance for progress, given the road safety agencies insignificant budgets.*

The below table contains a detailed listing of Outputs and Performance Indicators achieved in each country for each activity, completed and on-going.

| **Detailed Outputs** | **Progress/Performance indicators** |
| --- | --- |
| **Ethiopia** | |
| **Ethiopia Road Authority**   * Safety audit project Addis-Djibouti. * Hands-on training for road safety engineers. * Design standards for road safety measures (high regional relevance). * Procedure for integration of road safety in WB road transport projects (high regional relevance). | Proposal/ToR submitted to ERA/NRSC for review and request for funding. Funding opportunities under are being considered by SSATP,  Procedure prepared and submitted to WB’s TTL and country office. Provided support for promotion of road safety. |
| **Federal Traffic Police**   * Facilitate training for police * Prepare enforcement pilot project. | Proposal/ToR submitted to NRSC/FTP for review and submission to GRSF. |
| **Ethiopia Road Fund**   * Framework and criteria for allocation of funding for road safety. | Dialogue with ERF initiated. Draft note paper on framework and criteria ready by December 31. |
| **National Road Safety Council**   * Institutionalization of road safety audit and integration of safety in design. * Capacity review of the NRSC and suggestions for strengthening. * Facilitate strengthening and resource mobilization for NRSC. | Draft ToR submitted for review by NRSC and funding request (see under ERA).  Recommendations by Dec. incl. recommendations for NRSS.  Dialogue with ERF on financing of NRSC activities. |
| **Zambia** | |
| **Road Transport and Safety Agency**  Cross-cutting Safe Corridor Project Lusaka – Kabwe managed by RTSA.  Capacity review of RTSA. | Safe Corridor Intervention Concept submitted for review.  Recommendations may not be ready before the end of Phase 1. |
| **Post-crash Care**  Cooperation with Zambia University Teaching Hospital on trauma management for utilization on Safe Corridor Project. | Review of trauma study findings and good practices in post-crash care finalized. |
| **City of Lusaka**  Dialogue on planning and interventions for pedestrian safety (high regional relevance).  Cooperation with private sector. | Joint SSATP-GRSP conference 11-12/11 incl. other SAA cities and corporate partners.  Private sector involvement in safe corridor project, workshops and funding. |
| **Traffic Police**  Training, PC’s and equipment for field control.  Coordination of data and reporting with health sector. | ToR for police training submitted to RTSA for review and request for funding. To be coordinated with Safe Corridor Project.  On-going dialogue. |
| **Road Development Agency**  Safe Corridor Project (see RTSA) to include road safety audits and safety measures. | Agreement to specific section and responsibilities. |
| **Cameroon** | |
| **Road Safety Department (in MoT)**  Road Safety Management Capacity Review and prioritization of steps to strengthen lead agency capacity and national action plan.  Assistance to build capacity for RSD and other main stakeholders  Assistance for National Road Safety Strategy/ Action Plan | RSD’s roles, responsibilities and capacity building needs identified and prioritized.  Objectives and interventions of Emergency Action Plan 2011-12 revised and prioritized.  Step by step program 2012-2013 prepared for short-term progress  Step 1: RSMCR. ToR submitted for review and request for funding.  Step 2: TA for training and development of new Action Plan. ToR submitted for review and request for funding.  ToR submitted to RSD.  WB country credit may fund the activity but not confirmed. |
| **AL Corridor** | |
| Identify major stakeholders and issues in the corridor  Cooperate with ALCO for coordination of activities across borders  Work with country lead agencies to lift importance of road safety in the corridor in each country  Contact country corridor committees to address road safety in cooperation with lead agencies. | Cooperation with ALCO, NRSC, CNSR, MTTU, GHA on identification of corridor road safety issues and countermeasures.  Collaboration with private sector.  Data-led activities to be based on ALTTFP Road Safety Study review.  WARSO involved, considering taking ownership of interventions.  ALCO to organize coming cross-border cooperation  NRSC/GHA preparing proposal for high-impact interventions. |
| **Identification and sharing of good practices in the region** | |
| **‘City-Approach to Road Safety’**  Identify safety issues in planning, design and maintenance in cities  Create collaboration between agencies on road safety in cities incl. private sector | Conference implemented successfully 11-12th Oct. with broad stakeholder representation.  Agreement to 6-point resolution focusing on the importance of safety for pedestrians    Involvement of private sector achieved successfully. |
| **‘Steps to the 5 pillars’**  Identify key-challenges and good practices for road safety lead agencies and development partners.  Identify needs and opportunities in relation to RS lead agencies in member countries | Conference implemented successfully 19-21st Nov. with participation from lead agencies and development partners.  Agreement to the creation of regional network, way forwards and delegation of responsibilities. |
| **Website with good practices**  Online collection of good practices from SAA | First version ready to be launched as part of new SSATP website |

***Table 12:*** *Detailed Outputs for Phase 1.*

Further details can also be found in Annex 1.6.

*See Annex 1.6: Progress of Detailed Logframe and Funding.*

**PRogress indicators in overall ssatp logframe**

The Road Safety Program is regarded a cross-cutting issue and defined in the logframe hierarchy as an activity in the overall SSATP framework:

*Theme 1, Output 1: Comprehensive pro-poor and pro-growth transport sector policies and strategies adopted at REC and country level.*

*Activity CC1.1: SSATP Road Safety Program/Activities Management Support &*

*Technical Advisory Services.*

The progress indicator was formulated before Phase 1 started and reads: *Policy, institutional and financing frameworks for road safety agreed by countries/RECs.* It is meant for overall purposes and is therefore very general, unlike the detailed formulations that have been assess in the previous part of this section.

One of the SSATP’s most important contributions to the output indicator was the preparation and endorsement of the African Road Safety Action Plan in 2011-12, finalised before the Road Safety Program was actually fully initiated. This was a major leap forwards for the policy, institutional and financing frameworks for road safety that is mentioned for Activity CC1.1. The African Road Safety Policy Framework and Action Plan were prepared in cooperation with UNECA in November 2011, endorsed by African ministers of transport the same month, and by the African Union Executive Council in January 29, 2012.

The SSATP Road Safety Program is now facilitating the implementation of the African Policy Framework and Action Plan, for which detailed indicators will be identified as the project proceeds.

|  |  |
| --- | --- |
| ***Theme 1, Output 1, Activity CC1.1****:*  *SSATP Road Safety Program/Activities Management Support &*  *Technical Advisory Services.* | |
| **Output** | **Progress Indicator** |
| Policy, institutional and financing frameworks for road safety agreed by countries/RECs | African Road Safety Policy Framework and Action Plan prepared endorsed by African ministers of transport in November 2011 and by the African Union Executive Council on January 29, 2012 (cooperation with UNECA).  Proposals for capacity building, policy/strategy development, and high-impact interventions prepared and agreed. Good practice shared with stakeholders in regional workshops. |

***Table 13:*** *Progress Indicators stated in the overall SSATP Logframe.*

Next steps, once the output is completed, that can enable the achievement of the overall mission objective are as follows:

*The on-going road safety program has deepened SSATP's understanding of the regional and country level ability and needs to achieve the UN Decade of Action and Africa Action Plans. Thus SSATP is in a position to initiate:*

*(i) Steps towards better integration of road safety interventions in externally funded projects starting with Bank operations*

*(ii) Development of framework for better funding of road safety from existing facilities such as road funds.*

*(iii) Capacity review of road safety lead agencies*

*(iv) Strategies for pedestrian safety*

*(v) Promotion of effective multi-sectorial road safety initiatives (vi) Steps towards better regional integration of road safety initiatives*

These brief formulations of the way forwards end the final status for the SSATP Road Safety Program Logframe, Phase 1. They are also the stepping stone for the formulation of the draft Logframe for Phase, which will be treated in section 7.

# General Activities, Final Status for Phase 1

This section summarizes the progress for the general activities conducted by the SSATP during Phase 1. The section was placed at the back of the Mid-term Progress Report but has been moved in the Completion Report to capture the latest developments before the report proceeds to the proposal for Phase 2.

## Activity 7.1 Collect and Present Examples of Good Practices

The activity is in progress.

A series of good practices were identified through literature reviews and during mission to Ghana in May and in Nigeria in August 2012.

Some of these are prepared and ready to be made available through SSATP’s new Road Safety Website (yet to be launched). They include the following good practices, organized under the Five Pillars of Road Safety:

**Pillar 1: Better Management**

1.1 National Road Safety Strategy III, Ghana (NRSC 2011)

1.2 Manual on Data Management (WHO 2010)

1.3 Country Guidelines (WB 2009)

**Pillar 2: Safer Roads**

2.1 Speed Management (GRSP 2008)

2.2 Cost-Effective Traffic Calming Schemes, Ghana (GHA 2007)

2.3 Traffic Calming Design Guideline, Ghana (MoT 2007)

2.4 Road Sign Standards (examples), Ghana (MoT 2007)

2.5 Guideline for Signing at Road Works for Ghana (MoT 2007)

**Pillar 3: Safer Vehicles**

3.1 Seat Belts and Child Restraints (WHO 2009)

**Pillar 4: Safer Road Users**

4.1 Drinking and Driving (WHO 2007)

4.2 Helmets (WHO 2006)

4.3 Speed Management (WHO 2008)

4.4 Road Safety Campaign Handbook, Ghana (NRSC 2008)

4.5 Good Practice Guide on Road Safety Education (EU ROSE 25 2003)

**Pillar 5: Emergency Response**

5.1 Emergency Ambulances Services Centres, Nigeria (FRSC 2012)

5.2 Road Traffic Crash Clinics, Nigeria (FRSC 2012)

The country-specific good practices above are all from Ghana and Nigeria because SSATP had opportunity to visit these countries in Phase 1. Doubtless, other countries also have good experience to showcase too. They should be invited to come forward and this could for example be done by launching the good *Practices Award Program* mentioned under Activity 7.6.

*Responsible: SSATP.*

## Activity 7.2a 'City Approach to Road Safety', Lusaka October 10-12

The activity is completed.

Pedestrians are among the most vulnerable type of road users, in some countries representing more than 50% of the fatalities. But rapidly growing urban areas, where pedestrians move, are generally poorly planned for pedestrians. A workshop - a collaborative effort between GRSP, RTSA and SSATP - was therefore held to throw light on the problem and solutions.

The workshop was held in Lusaka October 10-12, 2012 and was well attended by a broad scope of SADC countries and city representation, not least a high presence of Zambian stakeholders including the private sector. Few major African cities were represented, limited to Lusaka and Windhoek, which nevertheless demonstrated examples of not only typical African city problems and challenges - but also good planning solutions that the cities can work towards in a longer term.

The workshop report the ‘City Approach to Road Safety’ can be found in the annexes, including program. A final version of the workshop report is under elaboration by GRSP Zambia.

*See Annex 7.1: Report on City Approach Conference in Lusaka.*

The workshop confirmed that pedestrians are among the most vulnerable types of road users, and they are mainly found in urban environments, cities, towns and villages. Furthermore, urban populations are rapidly growing, as well as vehicle traffic, but cities are generally ill-planned for pedestrians.

The discussions on the way forwards resulted in a 6-point resolution, which was agreed as strategic to progress:

**1. City strategies based on the Africa Road Safety Plan**

The Africa Action Plan is a framework to ensure that road safety is addressed at all levels in countries. It is important that this plan be implemented at operational level. The strategy is to:

* Create city plans based on the Africa Action Plan and incorporating the 5 pillars, with special focus on vulnerable road users
* Include the improvement of road safety thematic issues, such as emergency response and trauma care, traffic enforcement, vehicle inspection, legislation, standards
* The city management / structure should reflect their responsibility for road safety

**2. Moving people safely**

The conference provided ample evidence that in our fast-growing Africa cities, the focus is on creating space for vehicles. The aim should be to move people and provide access for people, not vehicles. Strategies are:

* Integrate human factors into the design of the urban environment (prevention of crashes)
* Integrate safe systems designs into the urban environment (mitigating of injuries)
* These should be integrated into the standards
* Design for the most vulnerable users

**3. Share good practice of approaches under the 5 pillars in the regions**

There are examples of good practice models in the regions under the different pillars. It is important that this good practice is shared systematically. Two strategies are suggested:

* Create a community of inter and intra-regional city road safety practitioners to share experience and mobilize funding
* The “Road Safety in Cities” should become an annual event, rotating in Africa cities

**4. Create an enabling economic/financial environment to support the implementation of road safety in cities**

Cities have various challenges in regard to the implementation of road safety. These may range from lack of funding, lack of support from policy level agencies, lack of capacity. Strategies to address the challenges:

* Relevant projects from international and Africa institutions like the WB, EU, UNECA, AfDB should incorporate road safety in new projects
* Existing projects should be reviewed and funding allocated to the development of road safety projects in cities
* Lead agencies should include the implementation of road safety through cities as part of their strategies.

**5. Establish Pro-active partnerships**

Examples from cities have shown that pro-active partnerships can initiate innovative approaches and provide support and funding. This point towards the following strategies:

* Cities should engage in pro-active partnerships to ensure shared learning / funding / avoid duplication / enhance capacity
* These partnerships should encompass government institutions, NGOs, citizens, corporates.

**6. Build capacity of practitioners**

Traditionally city engineers and city managers have not seen safety as a primary responsibility. It is important to create and enhance capacity. This can be done through the following strategies:

* The establishment of community of practitioners that can create a platform
* Develop mechanisms to transfer knowledge of human factors and safe systems approach in urban and road design. This may include short courses and in the long term integration in university engineering faculties.

## Activity 7.2b 'Steps to the Five Pillars', Addis Ababa Nov. 19-21

The activity is completed.

The workshop ‘Steps to the Five Pillars of Road Safety’ was held in Addis Ababa on November 19-21, 2012, with broad representation from African road safety lead agencies, including North African, and a series of development partners and other organizations.

*See Annex 7.2: Report on Steps to the Five Pillars Workshop in Addis Ababa.*

Lead agencies from the following countries were represented: Benin, Cameroon, Ivory Coast, Ethiopia, Gambia, Ghana, Lesotho, Malawi, Mali, Morocco, Nigeria, Senegal, South Sudan, Tanzania, Uganda, Zambia, and Zimbabwe.

Representatives from other organizations included ALCO, AfDB, AUC, IRF, GRSP, WARSO, WHO, UNECA, the Walvis Bay Corridor Group, and Windhoek City.

The workshop was organized in cooperation with UNECA which provided indispensable support before and throughout the workshop. UNECA and WHO also ran a simultaneous workshop on ‘Road Accident Data Management’. The first and last sessions were held together to get the full benefit of both workshops’ discussions and findings. Together, the two workshops counted 109 participants.

The workshop report the ‘Steps to the Five Pillars’ can be found in the annexes, including the full list of participants, program and workshop evaluation attached.

The three-day workshop was organized as follows:

* Day 1 was dedicated to joint presentations and discussions on road safety from global to city level.
* Day 2 was focusing on requirements to effective lead agencies, which included break-out sessions in two groups, which then discussed their findings in plenum, creating a basis for a joint conclusion for Day 3.
* Day 3 was reserved for a joint session with the Data Management workshop where the results and conclusions from both workshops were presented and common grounds identified.

The workshop focused on Pillar 1, Road Safety Management. The issues SSATP can work with in this context include agreement to road safety policies which supports the creation of functional lead agencies, crash information data systems, and coordination between public and private institutions. The workshop confirmed some of the findings from Phase 1, which is that capacity improvements are required at varying degrees in the member countries. In Cameroon road safety is managed from within a government ministry, with little mandate and no experience. Here, intense capacity building is required, starting with basic capacity building, creation of a dedicated agency, and development of effective road safety strategies. The same is needed in other road safety agencies, including the establishment of dedicated road safety units within the organizations. Other countries, like Zambia, already have an agency with a mandate. Further capacity development would include refinement of the legislation to provide powers to the lead agency, organizational structural adjustment to better align the agency for more effectiveness, and a focus on more advanced road safety targets.

The main findings from the ‘Steps to the Five Pillars’ workshop were the following:

**Lead Agency Models**

Issue: A Lead agency that reports to one sector ministry has limited powers, weak coordination, and incomplete mandates. This seems to be a general problem, confirmed by agencies with several years’ experience.

Recommendation: Lead agencies should report to the highest political office in the country. An example is the Nigerian Federal Road Safety Corps (although primarily an implementing agency). AUC can assist in creating awareness and follow-up with member countries.

Noted: If a lead agency cannot be attached to the highest political level, then the second best will be a lead agency with political clout that manages a multi-sector memorandum effectively. The Ghanaian National Road Safety Commission model is considered a good practice.

**Capacity Building**

Issue: The capacity of lead agencies (as well as most implementing agencies) is significantly affected by lack of resources for road safety.

Recommendation: Lead Agencies should combine political clout and mandate to ensure the establishment of self-standing funding and human capacity for Road Safety, also within other key implementing agencies

Noted: A good practice is to involve a national high profile person as patron for road safety. An example is Nigerian writer Wole Soyinka (awarded the Nobel Prize in Literature).

**Regional Groupings of Lead Agencies**

Issue: Except in West Africa, where WARSO exists, lead agencies operate in professional isolation and lack the benefits associated with regional affiliation of practitioners

Recommendation: There is a need to create regional associations of lead agencies with close links to existing REC structures.

Noted: The process of establishing WARSO and its structure and operation is considered good practice, which can be used as inspiration and guidance. SSATP can play a role in the establishment of such groupings, which therefore is suggested as an issue for the SSATP Road Safety Program Phase 2.

**High Impact Interventions**

Issue: It becomes increasingly clear that a “business as usual” approach by lead Sub-Saharan Africa agencies is not enough to achieve the African goal: to stabilize and then reduce road crashes.

Recommendation: Lead agencies need to to identify and implement a set of achievable high impact interventions that suit their circumstances.

Noted: Effective speed management can be implemented and has a documented impact on accidents. Measures include speed governors and ICT in vehicles, low-cost traffic calming measures for safer urban areas, and safe road corridors with a combination of measures on the most accident-prone sections. There are several good practices available (Ghana, Nigeria, City of Windhoek).

**SSATP’s role**

Issue: Support is required to facilitate road safety policy matters and capacity building at regional and country levels.

Recommendation: SSATP can support and facilitate the attainment of the UN Decade of Action for road safety and the implementation of the Africa Plan of Action through focus on lead agencies.

Noted: SSATP’s mandate is confined to Policy and Capacity Building.

**Other comments noted during the final discussions**

Policy matters

* More involvement at AUC, ECA, RECs and countries in identification of policy gaps and priorities and to provide strategic guidance
* Review the implementation of declarations of Ministers of Transport on road safety and make recommendations
* Assist in the creation of lead agencies where they do not exist
* Review African countries’ ratification of international road safety conventions (as indicated in the Moscow declaration)

Capacity building

* More collaboration with regional transport sector associations (e.g. ASANRA and ARMFA)
* Strengthen policy enforcement
* Strengthen road safety audit
* Strengthen awareness and sensitization
* Facilitate creation of RS regional organizations
* Facilitate sharing of information and good practice
* Formulate road safety lead agency operational guidelines

SSATP’s role

* Review/suggest funding mechanisms
* Strengthen knowledge sharing in the region
* Facilitate creation of partnerships
* Commitment to Action Plan is confirmed by declarations: Proceed to implementation
* Promote enforcement of existing laws in corridor projects
* Facilitate road safety in development partner funded projects
* Assist lead agencies to be overall responsible for data coordination across all sectors
* Create a facility to provide direct capacity building to lead agencies
* Help continental institutions work together
* SSATP to assist countries requiring assistance to setting up lead agencies
* SSATP to assist countries with weak lead agencies
* SSATP to consult existing REC’s on the establishment of regional road safety groups

Represented Lead Agencies

* It was suggested that country lead agencies should identify realistic high-impact interventions before next workshop in 2013.
* Effective interventions do not need to be controversial. The measures to reduce the road accident problem are already developed, described and documented - but they need to be rolled out effectively in Sub-Saharan African countries.

**Next steps on ‘Steps to the Five Pillars’**

1. It was suggested that AUC involvement should be increased, that AUC should own the process ahead and move the agenda forwards.
2. SSATP agreed to contact the Regional Economic Communities and discuss first steps for the establishment of regional road safety groupings.
3. UNECA remembered the audience that the African Road Safety Policy Framework and its embedded Action Plan includes all the references needed to act on the issues identified.
4. On December 10, 2012, a meeting will be held at UNECA in Addis Ababa to chart the modalities for implementation. This may potentially result in a charter and suggestion for a monitoring framework.
5. Several countries expressed a need for assistance. SSATP called for countries with World Bank funded projects to secure money for the needed assistance from World Bank loans through their respective ministries. Road Funds are also an option and both sources have an obligation to finance road safety. Apart from these, the Ministries of Finance should be engaged, and the lead agencies were recommended to start discussion with reference the African Action Plan. There should - if possible - be at least 50% contribution from national sources to any road safety project.
6. It was suggested to appoint the Permanent Secretaries as he focal point for road safety in SSATP member countries while these are now representing the country in SSATP.
7. SSATP suggested that all participating lead agencies before next year’s convention identify and prioritize the most feasible high-impact interventions in the country.
8. WHO stipulated that ownership is essential. Road safety needs to be seen as part of the countries’ development agenda, not as a separate project. High-level officials seem not to understand their responsibility and we need to make them aware of it. Data may be needed to confront politicians. Communicable diseases have been high on everyone’s agenda for decades but the agenda now needs to be changed to road accidents – which is a non-communicable disease with completely different properties.

## Activity 7.3 Workshop on Phase 1 Findings and Phase 2 Opportunities

The activity is completed.

A workshop was expected to be held in November in connection with the Annual Meeting in Cameroon. The location and time for the meeting was changed and the plans therefore postponed.

Instead, the SSATP Road Safety Program was discussed with Permanent Secretaries, Ministers of Transport, donors and other development partners at the SSATP Annual Meeting on December 11-12 in Addis Ababa. The feed-back from the participants at the meeting (which was not attended by the Consultant) was said to be mainly positive with respect to the SSATP’s involvement in road safety. An official workshop is yet to be prepared and was therefore not available for this Draft Completion Report.

*Responsible: SSATP.*

## Activity 7.4 Support Lead Agencies in Dissemination of Good Practices

The activity is in progress but needs to be modified.

In Phase 1, focus has been on establishing a better overview of the Lead Agencies’ situation in the focus countries. It turns out that most of them are weak and lacking experience, human capacity and resources, and even more so in other sub-ordinate agencies working with road safety. Pure dissemination of good practices from one agency to another, without capacity to implement them, is therefore not found feasible at this stage.

Dissemination of good practices from lead agencies to other agencies need to be put into a context that enables realization, for instance as part of the safe corridor project in Zambia where recommendations can be hooked up on funding and real activities.

There are exceptions, though. The workshops in Lusaka and Addis in October and November were attended by agencies which are able and ready to generate and disseminate good practices. As an example, City of Windhoek will soon start rolling out a major urban planning project that will highly improve accessibility and safety for pedestrians and other vulnerable road users. The planning includes a wealth of good practices that the City Authorities has collected from international sources. SSATP can support this through advocacy and liaison with other key-agencies together with the city authorities. Thus, SSATP can ‘push on an open door’ and create a good demonstration project that can be replicated in other cities with time.

*Responsible: SSATP*

## Activity 7.5 Support Development of Relevant Road Safety Policies

The activity is in progress.

Road safety policies understood as a more all-encompassing document is mainly the issue in Cameroon although little progress was achieved due to lack of response from the authorities.

The term *road safety policy*, however, can cover different scopes. In the case of Cameroon it is perceived as a more complete overall framework covering all issues and sectors relevant for road safety, to ensure full coordination and overview. But preparing a Policy with such a broad scope is based on experience a very lengthy process due to road safety’s bearing on many different ministries. The long process may well result in an outdated overall document with little impact or relevance for the implementation level in the short term. Developing an overall road safety policy can therefore hamper progress rather than creating it, unless the involved ministries are in full agreement and ready from the outset. This is rarely the case.

Apart from the work on a policy in Cameroon, which is already outlined and agreed upon, it is recommended that countries try to move directly to prepare results-oriented *Action Plans* rather than embarking on overall policies. This is also implicit in the objectives for the Decade of Action and the SSATP Road Safety Program. Policies can then be formulated as and when needed. In this context a road safety policy can be limited to a certain subject or sector, for example to enhance speed enforcement by assigning the police with new responsibilities, targets, resources, and mandates through regulations. In this way the needs assessments and action plans come first, and then generate a need for specific policies, which supports action.

Cameroon was the only country that has expressed a need for an overall *Road Safety* *Policy*, which will be explored further in Phase 2. It should therefore be supplemented by a parallel process to prepare a new national action plan with set targets and specific, outputs and activities for all stakeholders. The process should involve major stakeholders, address documented problems, and include effective high-impact interventions. This is addressed the proposal and ToR prepared for capacity building and support to the Ministry of Transport in Cameroon, pending the MoT’s request for funding. The time horizon for this may extend into 2014.

There is also a need for strengthening of the national road safety strategy in Ethiopia and Zambia. Ethiopia has an overall strategy but it needs to be followed up by results-oriented action plans. This can be done within 2013 since the existing Strategy provides a good framework, and it will also be highly desirable to clarify roles and responsibilities.

Zambia needs an update of the existing national road safety action plan, which needs to be more elaborate, specific and results-oriented for all stakeholders. This may extend into 2014.

*Responsible: SSATP*

## Activity 7.6 Devise Good Practice Award Program

The activity is in progress.

A draft proposal for a Good Practice Award Program is attached in the annexes for discussion.

*See Annex 8.2: Suggestion for Good Practice Award Program*

The purpose of the Program is to give road safety lead agencies encouragement, incentive and acknowledgement to develop good and effective road safety solutions. At the same time it creates an opportunity for SSATP to promote and disseminate the good practices identified in the region through newsletters, media and workshops.

The criteria for submission of the good practices for assessment will be the following (in brief):

*Criteria 1*

Participation will be possible for ministries and agencies with a major responsibility for road safety only. Cooperation with other stakeholders will be highly desirable but the good practice in question must be under the responsibility of a public authority.

*Criteria 2*

The good practices suggested should be relevant for Pillar 1 of the Five Pillars of Road Safety, ‘Management’ and should fall within categories concerning research and development, monitoring and evaluation, safety promotion, funding and resource allocation, legislation and results focus.

*Criteria 3*

Suggestions must be sent through the national road safety lead agency, even though the champion is not the lead agency, and the lead agency must confirm that the good practice is part of or contributing to a national policy, strategy, action plan or program.

*Criteria 4*

The good practice should be described within a two-page format (see Annex 8.2).

The received good practices will be assessed and rated with respect to relevance for Pillar 1; relevance for national policy, strategy, plan, or program; relevance to other countries in the region; potential downstream impact on accidents; innovation value, and possibly also other criteria.

A number of other requirements are also outlined in Annex 8.2 for discussion.

*Responsible: SSATP*

## Activity 7.7 Support to SSATP Management and Meetings

The activity is completed for Phase 1.

During the last four months of Phase 1, the Consultant provided close support to the SSATP management during the preparations for the workshops in Lusaka in October and Addis Ababa in November, and the SSATP Annual Meeting in Addis Ababa on December 11-12, 2012. The support included preparation of materials, reports PowerPoint presentations, translations, suggestions, and contacts to stakeholders and other organizations

*Responsible: SSATP.*

## Activity 7.8 Support to Preparation of Phase 2

The present report outlines a suggestion for Phase 2 in Section 7.

It is still undecided if Phase 2 will actually be initiated but this is expected to be clarified by the SSATP management at the end of Phase 1.

*Responsible: SSATP.*

## Activity 7.9 Development of New SSATP Website

This activity is in principle completed but needs to be followed up at regular intervals.

The Consultant prepared and submitted contents for first version of the website in July-August and has since then followed up with various good practices, which can be uploaded when the site is ready.

However, the new overall SSATP website has not been launched yet due to unresolved technical problems and security questions.

There is a need to update parts of the information on the road safety website before it is launched since there has been progress and adjustments to the program over the last months. It is also the intention to make it a ‘living’ website with monthly updates, rather than a static one. This requires adequate attention to the website and its contents at regular intervals.

*Responsible: SSATP*

## Cooperation with other Organizations

This activity is integrated in other activities. A separate status is given to underscore the high importance SSATP is giving to cooperation and coordination with other organizations in the region.

**Global Road Safety Facility**

GRSF is an important partner for SSATP due to its capacity building facility. GRSF was unfortunately not able to attend the two workshops held by SSATP in October and November but contact to GRSF has since the latest coordination meeting on August 29, 2012 been done through e-mail correspondence.

The most important on-going activities in relation to GRSF is the support to the lead agencies NRSC/FTP in Ethiopia, RTSA in Zambia and MoT Road Safety Department in Cameroon. These agencies need to apply GRSF formally for support, which is:

* A police enforcement specialist to support the enforcement and information pilot project with RTSA and the Traffic Police in Zambia, expected 2-3 man-months in 2012 or 2013.
* A police enforcement specialist to support the development of the newly established Federal Traffic Police and a possible pilot project in a selected corridor in Ethiopia, expectedly 2-3 man-months in 2012 or 2013.
* A Road Safety Management Capacity Review in Cameroon as a forerunner for the establishment of a national Lead Road Safety Agency and capacity building.

GRSF will look positively at the applications from the respective countries but need to have the formal requests from the respective ministries. This has been a major issue for the Consultant, who has assisted the drafting of proposals and ToR’s, and followed up with the lead agencies to facilitate progress.

**Global Road Safety Partnership**

GRSP and SSATP cooperated successfully for the workshop ‘City Approach to Road Safety’ in Lusaka the 10-12th October, 2012 and again on November 19-21 for the ‘Steps to the Five Pillars’ workshop, where GRSP also contributed.

**UNECA**

UNECA and SSATP cooperated successfully for the workshop ‘City Approach to Road Safety’ in Lusaka the 10-12th October, 2012 and again on November 19-21 for the ‘Steps to the Five Pillars’ workshop. Particularly the last workshop was supported intensively by UNECA in many practical as well as formal ways.

**The World Bank**

SSATP assisted among others the WB office in Addis with suggestions for integration of road safety in coming Design-Build-Operate contracts (see Annex 3.3) and a draft Power Point presentations on road safety that can be used to promote road safety in the Ethiopian WB office’s. This could also be tailored to suit other countries.

*See Annex 3.4: Draft Road Safety Slides for WB.*

**WHO**

WHO and SSATP cooperated successfully during the ‘Steps to the Five Pillars’ workshop on November 19-21, which was held simultaneously and fully coordinated with the ‘Data Management’ workshop, at the same time and place (at UNECA in Addis Ababa).

**UEMOA and ECOWAS**

There has not been any direct contact with the regional economic communities during the last few months of Phase 1. Previously, African Regional Road Safety Forum held a meeting on June 20-21 in Dakar, Senegal. The organization Laser International, which is involved in the planning, invited SSATP to participate and contribute, but this was unfortunately not possible.

**Total**

Total participated in both workshops ‘City Approach to Road Safety’ and ‘Steps to the Five Pillars’.

Unfortunately, it is the Consultants impression that the cooperation on the pilot project in Ghana has come to a temporary standstill since the Consultant visited Ghana last time. The NRSC and Total already cooperate, Total co-financing some of NRSC’s activities, but the pilot project, which is also supposed to receive financial support from Total, has not progressed well due to other assignments and priorities at the NRSC. The Consultant is in touch with NRSC about progress and will follow up.

# Draft Proposal for Phase 2

This section briefly summarises the recommendations for Phase 2 mentioned earlier in the report, presents the adjusted objectives and outputs, and the activities that can realistically be produced under three different scenarios for management of the SSATP Road Safety Program. The three scenarios concern (i) support from a consultancy firm, (ii) support from an individual consultant, or (iii) activities run by the current SSATP establishment.

## Recommendations for New Activities in Phase 2

Phase 2 first of all includes unfinished activities from Phase 1. New activities are listed first in the Draft Activity Schedule for Phase 2 (Annex 8.1). They derive from Section 4 (Findings and Recommendations) and the ‘Steps to the Five Pillars of Road Safety’ and ‘City Approach to Road Safety’ workshops. Some of these recommendations will also be lifted to objectives level to give more substance to the SSATP Road Safety Program. Secondly, activities from Phase 1 that needs to be continued in Phase 2 are presented, building on the findings from Phase 1 in Section 4 and 5. The activities, which the Consultant will undertake and support directly, may later be detailed as deemed necessary with the SSATP management.

***Unfinished activities from Phase 1***

Some of the most urgent unfinished activities from Phase 1 is the facilitation of technical assistance for MoT in Cameroon, FTP in Ethiopia, FRSC in Nigeria, and RTSA and the Police in Zambia. These are listed in the subsequent sections and in Annex 8.1: Draft Phase 2 Activity Schedule.

***From ‘Findings and Recommendations’ (Section 4)***

Three of the recommendations from Section 4 include new activities for Phase 2:

|  |  |  |
| --- | --- | --- |
| **Subject** | **Recommendation** | **New Activity** |
| 1. Establish overview | Work with GRSF and AfDB to establish an overview and links to remaining African countries’ lead agencies | 7.1 Create overview and links to remaining countries |
| 2. Countries to apply for Support | Countries should apply for support and formulate their needs in advance | 1.1 Invite Countries to Apply for Support  1.2 Select New Countries  1.3 Establish contact to relevant key-persons  1.4 Carry out fact-finding missions to selected countries  1.5 Hold initial workshops in selected countries 1 & 2 |
| 6. Integration of road safety in road development projects | Review other development partners procedures, suggest a concept, and initiate dialogue | 7.2 Coordinate requirements to road safety in road projects |

***Table 14:*** *Three suggestions from Findings and Recommendations that require new activities in Phase 2.*

The above three suggestions will all appear as new activities in Phase 2

Other general recommendations were the following:

* New counties must express interest and prepare issues in advance
* SSATP and AU to cooperate for better impact during high level discussions
* Explore opportunities for a lead agency support facility
* Monthly review and update of the SSATP Road Safety program Website

The above four recommendations are taken ad notam and can be integrated in the program activities as required.

With regards to new countries subject to support from SSATP, it will also be relevant to consider the three countries in the AL Corridor that are most in need of support: Togo, Ivory Coast and Benin. The reason is that the intended Action Plan in the AL Corridor depends on the existence of sufficiently strong agencies within the countries.

***From ‘Steps to the Five Pillars of Road Safety’***

It was concluded that African countries’ already have declared their formal commitment to the African Road Safety Policy Framework and its embedded Action Plan, which includes the references needed to address road safety. But high-level officials seem not yet to fully understand and appreciate their responsibility to implement it. Road safety is rarely seen as part of the development agenda but rather as a separate project. According to the Ghanaian NRSC, streamlining of road safety into the development agenda has been one of the main objectives and challenges over the past decade for the NRSC It is therefore also likely to be a challenge for other emerging road safety lead agencies, and this is something SSATP can diagnose and help changing on policy level.

SSATP was recommended to take action on the following:

*On national level*

1. Facilitate the implementation of the Africa Plan of Action by addressing the policy level in cooperation with AUC
2. Assist the establishment of lead agencies where none exists
3. Assist capacity building where lead agencies are weak
4. Review and suggest funding mechanisms

*On regional level*

1. Contact the Regional Economic Communities and discuss first steps for the establishment of regional road safety groupings to help continental institutions work together, strengthen knowledge sharing and creation of partnerships
2. Strengthen road safety in development partner funded projects

The National Level recommendations 1-4 are already in line with the objectives for the SSATP Road Safety Program. They concern the way SSATP work with their focus countries and are not new activities. 6 is already covered by the previous table.

One recommendation, number 5, is basically a new activity:

|  |  |  |
| --- | --- | --- |
| **Subject** | **Recommendation** | **New Activity** |
| 5. Regional road safety lead agency groupings | Contact REC’s and discuss establishment of regional road safety groupings to help continental institutions work together, strengthen knowledge sharing and creation of partnerships | 2.1 Contact Regional Forums and Countries to Assess Feasibility  2.2 Liaise with WARSO to Develop Approach for New Groupings  2.3 Prepare Regional Workshop in Selected Region  2.4 Facilitate the Creation of Regional Grouping |

***Table 15:*** *Findings from Steps to the Five Pillars workshop for Phase 2.*

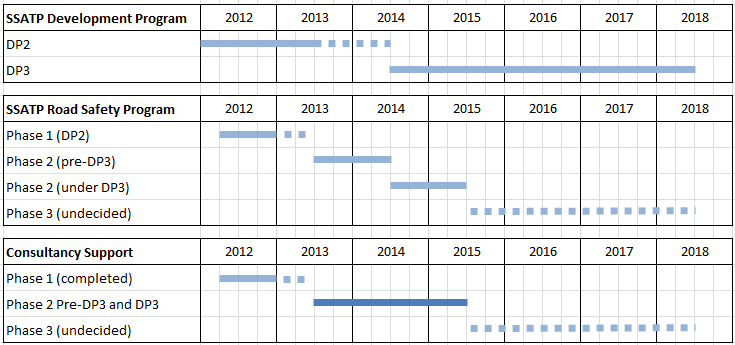
## Two Sub-Phases and Three Alternative Models for Phase 2

Phase 2 is subdivided into two periods, ‘pre-DP3’ and ‘under DP3’, in anticipation of its inclusion in the coming Development Program 3 (DP3) from July 2014 to at least June 2015. A continuation after June 2015 will be planned later.

*Phase 2 (pre-DP3)* is assumed to last for 1 year from July 2013 to June 2014. It falls between the finalization of DP2 and the initiation of DP3. A possible consultancy contract could last for the entire duration of *Phase 2 (pre-DP3)* as illustrated in Figure 2, or it could be renewed at the beginning of *Phase 2 (under DP3)*.

*Phase 2 (under DP3)* will last from July 2014 to June 2015. The scope of work and possible consultancy contract may have to be adjusted at this stage to accommodate provisions for DP3. In any case, the scope for ‘under DP3’ will be discussed and elaborated during ‘pre-DP3’.

A further continuation of the Road Safety Program during the remaining part of DP3, called Phase 3 in the table below, is open for discussion but remains undecided and will depend on progress and availability of funding at the end of Phase 2.



*Figure 3: The SSATP Road Safety Program, Phase 2, is separated in ‘Phase 2 (pre-DP3)’ and ‘Phase 2 (under DP3)’.*

The time schedule for the SSATP Development Program, the SSATP Road Safety Program, and expected consultancy support for road safety, is illustrated in the figure above.

The suggestions for Phase 2 in this section start with objectives and outputs for the SSATP Road Safety Program towards 2020 and 2015 respectively. It then outlines three basic alternatives for activities (consultancy support) during Phase 2. These are:

(i) SSATP to commission a consultancy firm;

(ii) SSATP to engage an individual consultant; and

(iii)   SSATP to manage road safety work using its current establishment\*

*\*) With the SSATP’s own staff based at the World Bank*

Alternative (i) represent the preferred option since it brings most human resources to drive the activities. However, in the absence of a confirmation that SSATP would have the necessary funding for this setup, alternative (ii) and (iii) are also included for consideration although with some resource limitations compared to alternative (i).

The following Logframe is based on alternative (i) and will subsequently be reviewed with regards to (ii) and (iii).

**Logframe for SSATP Road Safety Program, Phase 2**

**Objectives**

The overall objective, which the SSATP Road Safety Program contributes to, remains the same as in Phase 1: *Stabilize and then reduce the forecast level of road traffic fatalities by 50% in SSATP member countries*. Ideally, this should be achieved by 2020 as compared to the base year 2010 but this will as previously mentioned be very difficult. There is therefore no mentioning of a specific target year in the table below since it will vary much from country to country.

On next level in the Logframe, the slightly adjusted objective for the SSATP Road Safety Program reads *to contribute to the overall, long-term objective through facilitation of improved policies, strategies and effective collaboration in the region*. This formulation is not as specific as the medium and short term objectives formulated for Phase 1 but it is more appropriate for the Road Safety Program, which is not a project in its traditional form with secured financial/human resources for implementation from the outset. SSATP has a purely facilitating role and is working on an overall level where different opportunities will be explored, but always contributing to the overall UN and UNECA objective.

|  |  |  |
| --- | --- | --- |
| **Long-Term Objective**  **(2020 and beyond)** | **Indicators/**  **Means of Verification** | **Assumptions** |
| Stabilize and then reduce the forecast level of road fatalities by 50% (from 2010) in SSATP member countries in line with the UN Decade of Action and Africa road safety goals. | Annual no. of police reported road fatalities in SSATP member countries. | SSATP member countries able to strengthen RS efforts considerably compared to present level |
| **Objective for**  **SSATP Road Safety Program**  **Phase 2 (2015)** | **Indicators/**  **Means of Verification** | **Assumptions** |
| Facilitate the achievement of the UN Decade and Africa road safety goals by working with the African institutions, RECs and countries, focusing on improved policies and strategies, RS management, and promoting effectiveness of the collaborative efforts in Africa | Regional cooperation strengthened  Nos. RS lead agencies established and strengthened  Nos. of national RS policies and strategies improved and endorsed | African institutions, RECs and countries able to actively support collaboration on RS  Countries able to take necessary decisions on lead agencies and interventions |

***Table 16:*** *Suggested objectives for the SSATP Road Safety Program, Phase 2*

**Outputs**

The previous sections concluded that Phase 1 created momentum but also stipulated a need for tangible results. The momentum from Phase 1 should now be used to achieve tangible results in Phase 2 towards 2015.

Thus, the outputs formulated on next level in the Logframe, which contributes to the objective for the SSATP, is suggested under the precondition that Phase 2 runs for the full two years from mid-2013 to mid-2015 with support from a consultancy firm that can cover the included countries efficiently during the period. The number of countries will naturally depend on the actual resources and opportunities and should only be regarded as a guideline.

Furthermore, it is suggested that two new outputs are introduced:

* Better overview of road safety lead agencies and national initiatives in all SSATP countries (including new SSATP member countries, if possible) to guide SSATP’s selection process
* Establishment of one or more regional groupings of lead agencies to enhance cooperation and exchange of experience and ideas

The outputs are organised in two Logframes: One for ‘Pre-DP3’ (2013-14) and one for ‘Under DP3’ (2014-15), which means that the last has a longer time horizon and – presumably - more resources than the first.

The Logframes are rather elaborate and can be used to shape for instance ToR’s for future support to SSATP, or simply as starting point for a revision of the scope of work once the available funding is known.

| **Outputs by end of Phase 2 ‘Pre-DP3’**  **Mid-2014** | **Indicators/**  **Means of Verification** |
| --- | --- |
| **1. Lead Agencies**  Lead Agencies strengthened in Ethiopia, Zambia, Cameroon and min. 2 new countries | **Zambia**   * Review of RTSA mandate, responsibilities and procedures completed with respect to its role as a Lead Agency * Review recommendations discussed on policy level * Advice and recommendations provided on cooperation with other key-agencies   **Ethiopia**   * SSATP has followed up on MoT support to NRSC plan for capacity strengthening program * Suggest and initiate dialogue on sustainable funding mechanism on policy level * Facilitate FTP enforcement training program with GRSF support * Assist the preparation of ERA road safety audit and design standard program in DP3 (draft prepared in Phase 1)   **Cameroon**   * RSMCR application through GRSF facilitated and follow up with MoT on recommendations carried out * Capacity building TA for RSD facilitated * Continued dialogue with MoT, RSD and TA consultant initiated   **New countries**   * Review of Lead Agency mandates, responsibilities and procedures completed, or: RMSCR’s completed * Review recommendations discussed on policy level * Advice and recommendations provided and communicated in cooperation with Lead Agencies to other key-agencies * Sources of funding for most urgent pilot projects or high-impact interventions identified |
| **2. Action Plans**  Advice and recommendations for targeted RS Action Plans provided to key-agencies in Ethiopia, Zambia, Cameroon and min. 2 new countries | **Zambia:**   * Support provided for RTSA in the preparation and funding of multi-sector action plan for Safe Road Section Pilot Project incl. cooperation with University Hospital, private sector and other stakeholders * Advice provided for RTSA on preparation of new National Action Plan in collaboration with major road safety stakeholders   **Ethiopia**   * Advice provided for NRSC on preparation of new results-oriented Action Plans for road safety key agencies   **Cameroon**   * Advice provided for RSD and MoT on preparation of RS Policy and results-oriented Action Plan for road safety key agencies   **New countries** (to be applied as deemed relevant)**:**   * Support provided for the preparation and funding of multi-sector pilot projects on Safe Road Section Projects * Advice provided for results-oriented National RS Action Plans in collaboration with major road safety stakeholders * Advice provided for MoT’s for relevant RS Policies |
| **3. Trade Corridors**  Action Plan process facilitated | **AL Corridor**   * Workshop held for all five countries to review ALTTFP findings and prepare draft Action Plan in Benin * Contact established to Country Committees * ALCO actively involved in coordination and cooperation * Assistance for funding provided for Pilot Project in Ghana through WB or national sources of funding |
| **4. Overview (new)**  Overview and links created to all African remaining countries | * Follow up with AUC and GRSF on previous studies and contacts completed * Requests to all SSATP member countries’ lead agencies made and followed up upon * Outstanding countries contacted through AUC * Basic status for road safety provided through contacts to lead agencies completed |
| **5. Regional Groupings (new)** Process initiated to establish 1 regional group of lead agencies in e.g. SADC countries | * WARSO experience on establishment of regional grouping described * Feasibility assessed for the creation of grouping in selected region * Requests to countries and lead agencies in selected countries made * Workshop held for the establishment of regional grouping * Requirements on policy level facilitated. |

***Table 17:*** *Suggested Outputs for Phase 2 ‘Pre-DP3’, i.e. by mid-2014.*

| **Outputs by end of Phase 2 ’Under DP3’**  **Mid-2015** | **Indicator/**  **Means of Verification** |
| --- | --- |
| **1. Lead Agencies**  Lead Agencies in (in total) 10 countries established, strengthened with capacity, and actively implementing road safety interventions. | **Zambia:**   * RTSA has improved its mandate and cooperation with other key-agencies * RTSA has taken responsibility for effective national accident data management   **Ethiopia:**   * NRSC has strengthened its mandate, manpower and logistics to perform its role as the national RS lead agency * An adequate RS funding mechanism established, and including ERF   **Cameroon:**   * A new RS Lead Agency established by Act * An adequately resources Lead Agency Secretariat is under establishment (e.g. a strengthened MoT Road Safety Department)   **New countries** (to be applied as deemed relevant)**:**   * Review of Lead Agency mandates, responsibilities and procedures completed, or: RMSCR’s completed * Review recommendations discussed on policy level * Advice and recommendations provided and communicated in cooperation with Lead Agencies to other key-agencies * Sources of funding for most urgent pilot projects or high-impact interventions identified * Dialogue on sustainable funding mechanisms (Road Funds) on policy level initiated * Capacity building TA for key agencies initiated * Capacity building activities under preparation |
| **2. Action Plans**  National Action Plans started implementation in 10 countries supported by key-agencies and sustainably anchored on policy level. High-impact enforcement programs initiated in 10 countries. | **Zambia**   * National RS Action Plan has started implementation under the leadership of RTSA in collaboration with major national road safety stakeholders * RTSA manages the Safe Road Section Pilot Project in progress   **Ethiopia:**   * NRSC and other RS key agencies are implementing results-oriented action plans including police enforcement   **Cameroon**   * National RS Action Plan has been prepared and started implementation under the leadership of strengthened national RS Lead Agency   **New countries** (to be applied as deemed relevant)**:**   * Support provided for the preparation and funding of multi-sector pilot projects on Safe Road Section Projects * Advice provided for results-oriented National RS Action Plans in collaboration with major road safety stakeholders * Advice provided for MoT’s for relevant RS Policies |
| **3. Trade Corridors**  Corridor Action Plan started implementation by key-agencies in the in AL Corridor | **AL Corridor**   * Pilot Project in Ghana in progress and providing concrete results and experience for neighbour countries * Joint Action Plan started implementation in cooperation with RS lead agencies in all five countries, ALCO and WARSO. The experience shared regionally. * Assistance for funding provided for Pilot Projects in all five countries * RS Lead Agencies in countries, or Country Committees in the absence of functional Lead Agencies, have taken responsibility for coordination |
| **4. Overview (new)**  Overview and links created to all African remaining countries | * SSATP has a complete overview over RS Lead Agencies, Action Plans/Policies and general progress in all SSATP member countries * SSATP has a prioritised list of countries that needs and is interested in assistance for development of RS * SSATP has identified support opportunities for selected countries for DP3 * SSATP is prepared to address the regional road safety problem with a systematic, targeted approach in DP3, building on regional experience and cooperation. |
| **5. Regional Groupings (new)** Process initiated to establish 1 regional group of lead agencies | * New regional grouping created and has resulted in better dialogue and cooperation on road safety between participating countries * WARSO is consolidating its strategy for road safety across borders and used as a reference for other regional groupings A regional grouping has been established and are actively exchanging experience and ideas * New grouping under establishment in at least one more part of the region |

***Table 18:*** *Proposed outputs of Phase 2 ‘Under DP3’, i.e. by mid-2015.*

**Assumptions**

The SSATP’s support to achieve the above outputs and objectives depend on the resources available, organizational setup, and last but not least active participation by the beneficiaries. There are therefore a number of general assumptions for the fulfillment of objectives, counting as well for the outputs, which are even more important than the SSATP’s catalyst-role, and which cannot be controlled by the SSATP.

These are the following:

* SSATP member countries able to strengthen RS efforts considerably compared to present level
* African institutions, RECs and countries able to actively support collaboration on RS
* Countries able to take necessary decisions on lead agencies and interventions

It should here be remembered that amongst SSATP’s main target groups are countries and agencies with barely any capacity, mandate and experience, which cannot easily produce significant results within a few years. Once again, the National Road Safety Commission in Ghana illustrates the reality for upcoming lead agencies: The NRSC started completely from scratch in 2000 with a few inexperienced personnel, all on secondment from other agencies. The NRSC was 12 years later recognized as one of the best performing lead agencies in Sub-Saharan Africa, yet still struggling for better mandate and resources and still trying to beat an upward road fatality trend effectively. Even Australia, which is often referred to as a model country for road safety, has in a recent independent review identified lack of coordination as an issue that must be dealt with to refocus the efforts towards 2020.

*These examples demonstrate the complexity of road safety management in any country - developed or not - and the rather long-lasting processes that must be expected, in spite of the need to move faster towards the ambitious Decade of Action goal.*

In conclusion, the assumption stated in the Logframe reading ‘SSATP member countries able to strengthen RS efforts considerably compared to present level’ may be too optimistic for some countries while others may be able to excel and produce tangible results within the time horizon of a decade. This is a precondition that has a major bearing on the SSATP’s achievements and ability to control the production of outputs and fulfilment of objectives.

SSATP needs to maintain a dialogue with the beneficiaries throughout Phase 2 to identify weaknesses and threats that hinder progress, integrate these in the Logframe as activities and outputs, and adjust the objectives accordingly. It may also be required to lower the expectations and downscale the objectives to suit national preconditions as the activities goes ahead, as it was the case for some countries in Phase 1. Essentially, this means that the Logframe needs to be flexible on the lower levels- not static and destined.

**Activities**

The Activity Schedule in Annex 8.1 includes eight main activities and 66 specific activities, which are designed to deliver the above-mentioned outputs, including unfinished activities from Phase 1 transferred to Phase 2.

*See Annex 8.1: Draft Phase 2 Activity Schedule.*

The main activities include the following:

1. Identification of New Countries for SSATP Support
2. Establishment of Regional Road Safety Groups
3. Zambia Activity Schedule
4. Ethiopia Activity Schedule
5. Cameroon Activity Schedule
6. AL Corridor Activity Schedule
7. General Activities
8. Support for New Countries (to be elaborate)

Each activity is marked with a colour code as follows to illustrate which of the following organizations that are regarded the prime mover for the activity:

* \_\_\_ SSATP: The SSATP Road Safety Program Team, including its consultancy support
* \_\_\_ Agency: Key road safety agencies within the countries (the beneficiaries)
* \_\_\_ Joint: Joint responsibility by the SSATP Team and the country agencies in question
* \_\_\_ Cons.: A consultant contracted by e.g. GRSF, a development partner in the country, or SSATP, to conduct technical assistance (not the consultant supporting SSATP directly)
* \_\_\_ GRSF: Global Road Safety Facility, as part of the process to identify consultants to provide technical assistance.

The colour coding is introduced for two purposes:

* To clearly stipulate the need for action from the various involved stakeholders - not only SSATP - and the need for cooperation between the involved entities.
* To suggest which activities should be prioritised under (i), (ii) and (iiI9 to produce tangible results (will be elaborated further in the coming sections).

SSATP itself has to be the main driver for the following activities:

1. Identification of New Countries for SSATP Support
2. Establishment of Regional Road Safety Groups
3. AL Corridor Activity Schedule
4. General Activities
5. Support for New Countries

The following activities mainly depend on the country agencies, GRSF and other consultants:

1. Zambia Activity Schedule
2. Ethiopia Activity Schedule
3. Cameroon Activity Schedule

Nevertheless, progress will still also depend on SSATP’s ability to be present in the countries, keep in touch with the stakeholders, facilitate and monitor progress, although in a secondary role. Thus, the more resources SSATP has to attend the activities and keep the dialogue going, the more likely it is that progress can be achieved everything else equal. The colour codes in Annex 8.1 are therefore differentiated depending in scenario (i), (ii) and (iii), with (i) as the base situation and the starting point for an assessment of (ii) and (iii). An empty cell under (ii) and (iii) illustrates that progress is less likely, compared to the situation with most resources (iii). The assessment is not in any way scientific but purely based on the Consultant’s experience with development projects, and with Phase 1 activities in particular, which tended to lose momentum when left without immediate supervision and dialogue.

The assessment should therefore be reviewed critically.

## (i): SSATP to commission a consultancy firm

This solution suggests a more or less direct continuation of the consultancy support from Phase 1, which was also originally planned in the ToR. It will ensure a relatively smooth continuation of the support to countries in Phase 1 with the same teams and contact persons, possibly also the inclusion of one or more additional lead agencies/countries. If so, the focus will be on producing tangible results in the countries through facilitation of support from various sources.

Creating momentum from scratch in the selected countries takes time and effort. It is therefore suggested to sustain focus on countries already in progress and supplement with strengthening of lead agencies in at least one new country, and to include two new objectives with regional relevance. The objectives are considered realistic IF national commitment and resources are available.

It should also be noted that SSATP is already engaged in eight (8) countries. Including too many additional countries may dilute the SSATP team’s time and resources for each country, thus undermining progress.

The following table contains the Consultant’s expected Deliverables, which are documented in the regular reporting. The reports will live up to the general requirements set out in the ToR for Phase 1 (Executive Summary, max 10% of main text etc).

The reports will furthermore have all relevant documentation of missions, analyses, proposals, terms of references, technical assistance contracts, and relevant documentation provided by the consultants working on capacity building in the focus countries. The last could be rather extensive if GRSF and the focus countries proceeds and engages further Consultants. Also, produced action plans, strategies and policies will be included in the reporting, as well as new good practices identified.

| **Deliverable** | **Contents** |
| --- | --- |
| **Progress Report 1**  (September 30, 2013) | Progress July-September 2013  Highlights:   * Selection of new countries * Suggestion for regional grouping * Applications for GRSF * Recommendations for adjustments to Phase 2 |
| **Progress Report 2**  (January 3, 2014) | Progress October-December 2013  Highlights:   * Findings from mission(s) to new country(-ies) * Results of ALTTFP Road Safety Study * AL Corridor Workshop * Draft Action Plan for AL Corridor * Launching of Good Practice Award Program |
| **Progress Report 3**  (March 31, 2013) | Progress January-March 2014  Highlights:   * 1st Workshop for establishment of Regional Grouping * AL Corridor Workshop * Contents of 2nd ‘Steps to the Five Pillars Workshop’ * Progress of Safe Road Corridor Lusaka-Kibwe project |
| **Pre-DP3 Completion**  **Report**  (June 30, 2014) | Progress April-June 2014 and Summary July 2013-June 1014  Highlights:   * Summary of all results and findings * Outcome of capacity building in Ethiopia, Zambia, and Cameroon * Outcome of Safe Road Corridor Project in Zambia * Outcome of FTP training in Ethiopia * Final evaluation of Phase 2 Logframe * Suggestion for Logframe, Activity Schedule and Deliverables for a possible continuation into DP3, if relevant. |

***Table 19:*** *Proposed draft Deliverables from the Consultant for Phase 2 (i).*

## Alternative Scenarios

The previous section assumes that Phase 2 is implemented with continued consultancy support - as in Phase 1 - and named *(i) SSATP to commission a consultancy firm*. In the absence of a confirmation that SSATP would have the necessary resources in Phase 2 for further technical assistance, two alternatives have been taken into consideration as previously mentioned:

*(ii) SSATP to engage an individual consultant; and*

*(iii) SSATP to manage road safety work using its current establishment.*

Scenarios (ii) and (iii) include less human resources than (i) and therefore justify a review of the expected outputs and how they influence productivity/counter productivity relative to each other.

The scenarios are anticipated in the Draft Phase 2 Activity Schedule in the colour coding for each activity, which implicitly suggests how the resources could be applied to obtain the best chance of producing *tangible results*. Doing so with less resources would require focus on activities that are already well in progress, instead of starting new activities with less predictable outcomes.

The main changes compared to Scenario (i) are the following:

|  |  |  |
| --- | --- | --- |
| **Activity** | **(ii) SSATP to engage an individual consultant** | **(iii) SSATP to manage road safety work using its current establishment** |
| 1. Identification of New Countries for SSATP Support | A few new countries with declared interest and commitment may be included. | Not advisable to include more countries in the support due to resource demands for driving the initial phases in each country. Otherwise the SSATP’s presence, dialogue and support will be diluted considerably. |
| 1. Establishment of Regional Road Safety Groups | Important new SSATP activity, which should be explored further. | Important new SSATP activity, which should be explored further. |
| 1. Zambia Activity Schedule | Important to maintain momentum, which bears the potential to yield tangible results. | Important to maintain momentum, which bears the potential to yield tangible results. Some activities may have to be postponed due to resource constraints. |
| 1. Ethiopia Activity Schedule | Important to maintain momentum for selected activities with best potential to yield results. Few activities may have to be postponed due to resource constraints. | Important to maintain momentum for selected activities with best potential to yield results. Some activities may have to be postponed due to resource constraints. |
| 1. Cameroon Activity Schedule | Important to maintain momentum for selected activities with best potential to yield results | Important to maintain momentum for selected activities with best potential to yield results. Some activities may have to be postponed due to resource constraints. |
| 1. AL Corridor Activity Schedule | This part of the program should be scaled down due to the (expected) considerable time and resource input needed from SSATP’s side to drive the initiative. Tangible results across all five countries not realistic in the short and medium term. | This part of the program should be scaled down due to the (expected) considerable time and resource input needed from SSATP’s side to drive the initiative. Tangible results across all five countries not realistic in the short and medium term. |
| 1. General Activities | Most of the general activities can be maintained, although slightly downscaled, and with focus on workshops and meetings of most importance. | Focus will be on workshops and meetings of importance. |
| 1. Support for New Countries | Feasible activities in selected new countries can be supported. | Initiation of new activities not recommendable, unless clearly committed and clarified country opportunities emerge. |

***Table 20:*** *Proposed draft Deliverables from the Consultant for Phase 2 (i).*

Please remark that ‘resources’ refer to the SSATP’s human manpower resources.

Furthermore, the below tables provide a brief assessment for each scenario with regards to pro’s and con’s, seen from SSATP’s point of view. The assessments are solely done by the Consultant and are not in any way exhaustive. They should therefore be reviewed critically.

Please also notice that adjoining cells (left/right) does not necessarily concern the same issue.

|  |  |
| --- | --- |
| **(i) SSATP to commission a consultancy firm** | |
| **Pro’s** | **Con’s** |
| A company with broad in-house capacity and hands-on experience with road safety in developing countries can provide a more qualified, versatile and sustainable support to SSATP. | Additional funding is required compared to solutions with less human resources. |
| A company with office representation in Africa can provide better presence and swifter access to target countries and stakeholders. | Team-representative in WB cannot easily be integrated in the WB system (mail, IT network, file sharing, printing etc.) |
| A company with both English and French language skills in-house can ensure equal coverage of Anglophone and Francophone countries. | It may in some cases be more challenging for consultants to conduct high level negotiations, and create commitment, than WB/SSATP employees. |
| A consultancy contract makes specialist team administration easier for SSATP. |  |
| A consultancy firm will be able to make changes to the team and provide specific expertise if/when requested by SSATP. |  |
| The specialists will be part of a professional work environment with opportunity for sparring and exchange of experience with other professionals, and sharing of knowledge and networks. |  |

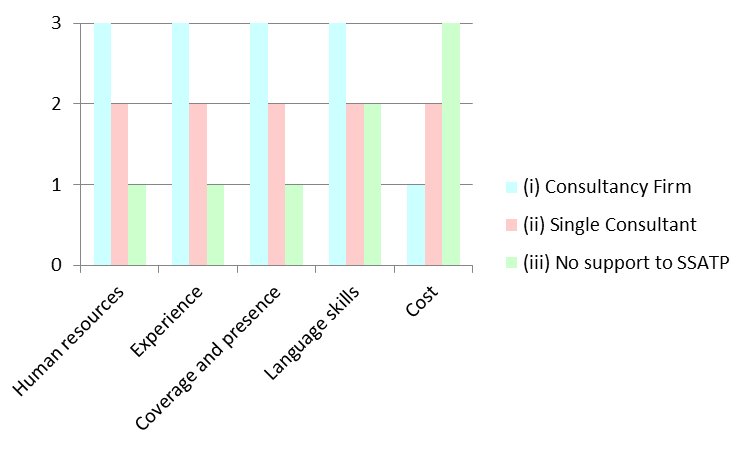
***Table 21:*** *Pro’s and Con’s in relation to contracting a consultancy firm.*

| **(ii) SSATP to engage an individual consultant** | |
| --- | --- |
| **Pro’s** | **Con’s** |
| May appear slightly cheaper than a consultancy firm – i.e. less overhead. | Administration of an individual consultancy contract will increase the SSATP’s administrative obligations and costs. |
| Can easily be integrated in the WB system (mail, IT network, file sharing, printing, meetings, travel etc.) | Insufficient human capacity to cover several countries and agencies, to conduct missions and provide assistance to SSATP during workshops etc., considering the. |
| In-house capacity which – perhaps - can be used more broadly for other emerging purposes than a consultancy firm working according to a contract within a defined ToR. | Consultancy contracts may be needed anyway to provide the needed technical assistance, considering the severe situation in most SSA countries. |
| Suitable for preparatory studies and activities | Experience and language skills limited to one person, which will be working in a relatively isolated manner. |

***Table 22:*** *Pro’s and Con’s in relation to contracting an individual consultant.*

|  |  |
| --- | --- |
| **(iii) SSATP to manage road safety work using its current establishment** | |
| **Pro’s** | **Con’s** |
| The cheapest solutions | Insufficient resources to cover several countries and agencies, to conduct missions and provide assistance to SSATP during workshops etc. |
| The persons are already fully integrated in the WB system (mail, IT network, file sharing, printing, meetings, travel etc.) | Consultancy contracts may be needed anyway to provide presence and drive the needed activities ahead in the focus countries. |
| The persons are already fully integrated in SSATP/WB reporting procedures and need less time for monitoring and administration of consultants. | The persons are winded up in many other responsibilities and have less dedicated time for the Road Safety Program |
|  | Experience. networks, experience and language skills limited to one person. |

***Table 23:*** *Pro’s and Con’s in relation to using the current SSATP establishment (no contracting of consultants).*



***Figure 24*** *Simple illustration of ‘score’ (1 being the lowest, 3 the highest) for each of the scenario’s (i), (ii) and (iii).*

It is not the intention to provide an objective conclusion to the above assessment. The results are naturally depending on the available manpower resources in each scenario.

Nevertheless, Scenario 1 is suggested as the most appropriate and robust. It provides the best and most flexible combination of expertise to the SSATP, including permanent representation in Africa, access to networks and expertise, and opportunity for changes on request. Delegating such assignments to companies is also in line with international good practice among development partners. It will also reduce the SSATP’s administration of specialists, activities and documentation.

The two other scenarios will inevitably limit the SSATP’s opportunities for action and reduce the capacity below the needed level, considering the extreme needs in Sub-Saharan African countries. This may compromise the efficiency of the Road Safety Program considerably. At the same time, cost savings by hiring individual consultants will be marginal due to the increased internal costs for administration of such contracts since they – in effect – will be employees, which impose a series of obligations on SSATP. SSATP will be lifted from such obligations by hiring a consultancy company.

# Zambia Activity Schedule, Phase 2

This section presents the final progress of the activities defined for Phase 1 in Zambia. They will hereafter be accommodated in the activities for Phase 2 for Zambia, which are described in Section 7 and Annex 8.1.

|  |  |  |
| --- | --- | --- |
| **Country Facts** | |  |
| Population (2007)  Population (2012) | 11,921,999  14,309,466 |
| GDP/Capita (2011) | USD 1,600 |
| Road fatalities (2007)  #/100,000 pop.  #/10,000 vehicles  #/km paved road | 1,266  10.6  57  0.01 |
| Vehicle fleet (2007) | 222,188 |
| Roadways (2001-11)   * Paved (22%) * Unpaved (78%) | 91,440  20,117  71,323 |

***Figure 4:*** *Facts about Zambia (Global Status Report on Road Safety, WHO 2008. World Fact Book, CIA 2012).*

## General Progress in Zambia

The Consultants first missions to Zambia included an analysis of potential high impact interventions, following the SSATP’s decision to emphasise on the identification of such issues from the very beginning. In the absence of a RSMCR, the Consultant liaised with some of the other important stakeholders to review national needs, apart from RTSA as the lead agency.

After consultations with several stakeholders, the Consultant drew the conclusion that a road corridor demonstration project would be a good approach to implement high-impact interventions in a realistic scale and at the same time enhance cooperation in the sector, particularly between RTSA and the Traffic Police.

SSATP gathered stakeholders, discussed opportunities and ideas and facilitated the preparation of a first project plan, with some built-in flexibility with respect to location and specific contents. It was slightly difficult to assess the potential scope of the project since the amount available for this was and still is unknown.

Also, contact was established to TOTAL Zambia to integrate them in training and financing of road safety activities. Especially their knowledge with dangerous goods on heavy vehicles was considered useful for training of traffic inspectors and police officers to recognize potential danger on the road and how to handle it.

A second element of the initiative would be to address speeding on the selected corridor, supported by a small targeted road safety campaign.

A third element was post-accident care. It was proposed that RTSA together with the Traffic Police should start a disaster management training program for law enforcement staff on the road. Later, a co-operation with University Hospital of Zambia was established to provide better emergency response on the demonstration corridor.

On October 12, 2012 SSATP was present in Lusaka due to the ‘City Approach to Road Safety’. The team took the opportunity to meet with the Road Development Agency (RDA) and Road Transport and Safety Agency (RTSA) to discuss the selection of road for the coming safe road corridor project.

It was decided to shift from the previously selected section Chingola – Kitwe to Lusaka-Kabwe. There are different reasons for this, one being that Lusaka-Kabwe offer better opportunities for promotion, activities and monitoring due to its proximity to Lusaka. It was decided that RTSA takes responsibility for reviewing the road section and collecting and analyzing road accident data.



***Figure 5:*** *The highway Lusaka-Kabwe is now the preferred candidate section.*

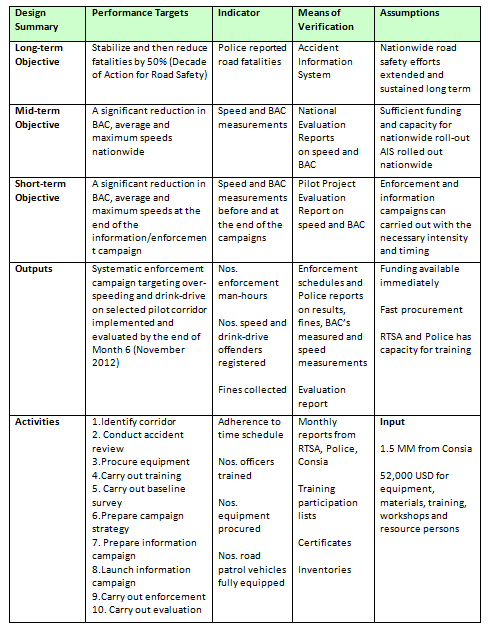
It has been agreed with World Bank that excess funds from an ongoing tender may be used to fund the activities. The amount of funds available – if any – will be clarified and decided upon in December 2012.

The coming project, which has been outlined with activities in the Inception Report and Mid-Term Progress Report, is now updated with a Concept Note to facilitate funding from WB.

*See Annex 5.1: Draft Concept for Zambia Safe Corridor Concept.*

The development of a Safe Road Corridor Pilot Project for the agreed section Lusaka-Kabwe will now continue. The cooperation with the University Hospital will be strengthened and the applications for training of police to GRSF are expected to be submitted.

The Logframe for the first version of the demonstration project is shown below. This version does not include any physical engineering measures since the budget was unknown and – when eventually secured - expected to be very limited. It was therefore decided to focus on targeted enforcement, which can have a good short-term impact on accidents.



***Figure 6:*** *The first version of the Logframe for the demonstration project.*

All Activities stated above have as explained in the following not yet been fully undertaken. Outputs are as a result not yet produced and the objectives not achieved.

The Logframe will need to be adjusted when funding and other requirements are fully known.

Furthermore, assistance to renew the national Road Safety Action Plan will be provided and needs for capacity building at RTSA could also be addressed in 2013.

The below progress statements for each activity shows that there is some progress with the first activities but it also clearly reflects the lack of progress for the remaining activities 3.3 – 3.11, which can follow in 2013-14 if the support is provided.

## Activity 3.1: Conduct Planning Mission and Workshop

The activity is completed (see Mid-term Progress Report).

It is foreseen that one more workshop will be required with SSATO to discuss the detailed planning after funding is secured. This may be after the finalization of Phase 1.

*Responsible: RTSA, SSATP (Phase 2).*

## Activity 3.2a: Identify and Review Corridor

The activity is in progress.

The Consultant held a meeting with RDA and RTSA on October 12, 2012 to decide on selection of pilot section and delegate responsibility for the activities ahead. The 50 km-section of T3 between Lusaka and Kabwe was confirmed.

*Responsible: RTSA.*

## Activity 3.2b: Secure Funding

The activity is in progress.

Opportunities for funding were pursued by the WB Task Team Leader for the IDA supported Zambian road projects under APL2. An on-going tender was expected to leave an excess amount, which could be reallocated to road safety. Unfortunately, this was not the case. After the conclusion of the bidding process for the IDA project, there were no savings that could be used to fund the safe corridor. SSATP brought this development to the attention of the Zambian authorities who, in turn, indicated a willingness to fund the initiative from internal resources. This is the status by mid-March 2013.

Furthermore, RTSA need to send the application for GRSF, which has reacted positively to the SSATP’s request for a Police Enforcement Specialist. The needed ToR/proposal was prepared by SSATP and submitted to RTSA some months ago.

*Responsible, WB funding: WB in cooperation with RDA, RTSA, SSATP (Phase 2).*

*Responsible, GRSF funding: RTSA, GRSF.*

## Activity 3.3: Conduct Accident Review

The status after the meeting in October remains unknown.

At the meeting on October 12 it was decided that RTSA should initiate the collection of accident data and prepare an accident study for the section Lusaka-Kwabe. RTSA was responsible for the minutes of the meeting (not yet received).

Available accident data for the period 2009-11 should be compiled, reviewed and presented in simple tables to ensure that the interventions are data-led. This will also secure a basis of data for benchmarking.

Accident rates per km should to the extent possible be calculated to identify the most accident-prone sub-sections and spots. Otherwise, RTSA might use police experience to point out locations and sections where accidents most frequently occur.

The available data should - again to the extent possible - be analyzed with respect to:

* Accident severity (fatal, injury, damage only)
* Number of injuries
* Vehicle types and other road user types involved
* Age and gender of involved parties (drivers, pedestrians etc.)
* Time of day, week, month, year
* Accident situation (head-on collision, single accident etc.)
* Contributory factors (speed, drink-driving)
* Weather
* Road condition

The results should be presented by RTSA in the form of a brief report.

A new Accident Information System (AIS) is already fully developed for Zambia and waiting to be rolled out. RTSA could – perhaps - use the present corridor as a pilot area for the roll-out.

It is presently not known how far RTSA is with this activity and a status needs to be done when Phase 2 continues.

*Responsible: RTSA in cooperation with the Traffic Police. SSATP will review and give comments to the results.*

## Activity 3.4: Procurement

The activity is yet to start.

The Mid-term progress report outlines the requirements, subject to changes when the amount available is finally known.

It should be noticed that procurement can take considerable time and stall a continuation of the activities for months, due to sometimes cumbersome procedures.

*Responsible, request for GRSF for police training: RTSA, GRSF.*

*Responsible, funding and contracting of safe corridor activities: RTSA, WB (if funding available).*

## Activity 3.5: Carry Out Training

The activity is yet to start.

SSATP has assisted the preparation of a ToR for basic training.

*See Annex 5.2: Draft Terms of Reference for Zambia Police*

The training will start with a brief needs assessment by the contracted Police Specialist to tailor the training. A program will be developed and agreed upon with the RTSA and Traffic Police management. An inspection on the road will be carried out and meetings held with key agencies and stakeholders. A review of existing legislation will be carried out, as well as of the equipment tender documents and the progress of the procurement.

The training will then be planned in detail by the Specialist, in close cooperation with RTSA and the Traffic Police.

*Responsible, recruitment of trainees, training facilities etc.: RTSA/Traffic Police*

## Activity 3.6: Carry out Baseline Survey

The activity is yet to start.

As part of the training of police, a series of speed measurements will be conducted on the pilot section at well-defined locations with speeding problems to establish benchmarks before the campaign starts. The measurements need to be done discreetly in order not to influence driver behaviour before the campaign starts.

Blood Alcohol Levels (BAC) will, if included in a later campaign, not be measured for the same reason but benchmarking will instead be carried out at the beginning of the campaign. This is not foreseen to be relevant for the present and first campaign.

*Responsible: Police, RTSA. SSATP will give advice (Phase 2).*

## Activity 3.7: Prepare Campaign Strategy

The activity is yet to start.

The main target groups for the enforcement will be identified based on the review of accident data and the general knowledge and experience of the involved parties. The message to the target group will be formulated i.e. that over-speeding is risky and has serious consequences. Other factors may be revealed during the accident review but focus will be on speed and alcohol this time.

A low-cost campaign strategy will be planned. Funding will be discussed with potential sponsors, such as Total.

*Responsible: Police, RTSA. SSATP will give advice (Phase 2).*

## Activity 3.8: Prepare Information Campaign

The activity is yet to start.

A low-cost information campaign based on e.g. the following elements will be prepared:

* A press release at the beginning of the campaign, midway and at the end of the campaign
* A press conference at the beginning of the campaign, and after to present the results and inform about next steps
* Letter addressed to all major transport providers, unions, communities in advance of the campaign
* Billboards near rest stops
* A letter addressed to all major TV and radio stations encouraging them to follow and inform about the campaign.

A local media consultant could be contracted to assist the RTSA and Traffic Police, if deemed necessary. It is important that such assistance is provided by a highly professional consultant that is used to work with road safety campaigns.

The budget is estimated at minimum 25,000 USD.

*Responsible: RTSA, if necessary with support from local media consultant. SSATP will give advice (Phase 2).*

## Activity 3.9: Launch Information Campaign

The activity is yet to start.

Launch above activities to inform the public about activities one week before the enforcement activities starts. The timing is important.

*Responsible: RTSA, Traffic Police. SSATP will give advice (Phase 2).*

## Activity 3.10: Implement Enforcement

The activity is yet to start.

Police initiates targeted enforcement activities, coordinated to start 1 week after the information campaign has been initiated. All recorded offences and number of enforcement hours at specific locations are noted to document the activities and use it for planning of future interventions.

*Responsible: RTSA, Traffic Police.*

## Activity 3.11: Carry Out Impact Evaluation

The activity is yet to start.

Conduct survey on speed during and at the end of the campaigns to assess impacts as compared to benchmark data from the period before the campaign started. Include accident and injury data, if possible from hospitals, to assess direct impacts on road safety. An independent evaluation of the produced data is desirable, if possible, for instance by a university or consultant. Costs for this have not been included in the budget. A report will be prepared to document the impacts. This will be included in a Pilot Project Completion Report that documents the process and results.

*Responsible: RTSA, Traffic Police. SSATP will give advice (Phase 2).*

## Summary of Phase 1 Activities in Zambia

The activities originally planned for Zambia in Phase 1, also included in Annex 1.2, are listed below.

|  |  |  |
| --- | --- | --- |
| **Zambia Activity Schedule, Phase 1** | | |
| **No.** | **Name** | **Status** |
| 3.1 | Conduct Planning Mission and Workshop | Completed |
| 3.2a | Identify and Review Corridor | Continue in 3.11 in Phase 2 |
| 3.2b | Secure Funding | Expectedly in progress at MoT |
| 3.3 | Conduct Accident Review | Continue in 3.11 in Phase 2 |
| 3.4 | Procurement | Transfer to 3.6 in Phase 2 |
| 3.5 | Carry out Training | Transfer to 3.5 in Phase 2 |
| 3.6 | Carry out Baseline Survey | Transfer to 3.7 in Phase 2 |
| 3.7 | Prepare Campaign Strategy | Transfer to 3.8 in Phase 2 |
| 3.8 | Prepare Information Campaign | Transfer to 3.8 in Phase 2 |
| 3.9 | Launch Information Campaign | Transfer to 3.9 in Phase 2 |
| 3.10 | Implement Enforcement Campaign | Transfer to 3.9 in Phase 2 |
| 3.11 | Carry Out Impact Evaluation | Transfer to 3.10 in Phase 2 |

***Table 25:*** *Phase 1 activities in Zambia.*

## Draft Activity Schedule for Phase 2 in Zambia

The revised and updated Activity Schedule for Phase 2 enclosed in Annex 8.1 includes the following activities:

| **Zambia Draft Activity Schedule, Phase 2** | | |
| --- | --- | --- |
| **No.** | **Name** | **Main Responsible** |
| 3.1 | Apply GRSF for enforcement review and capacity building | RTSA/MoT |
| 3.2 | Assess and approve application | GRSF |
| 3.3 | Identify and contract enforcement specialists | GRSF |
| 3.4 | Review Enforcement Capacity and Procedures | Consultant |
| 3.5 | Carry out Road Safety Enforcement Training Program | Consultant/Police |
| 3.6 | Procure Enforcement Equipment | Consultant/RTSA |
| 3.7 | Carry out Baseline Survey | RTSA |
| 3.8 | Prepare Enforcement and Information Strategy with RTSA, Police | Consultant/RTSA/Police |
| 3.9 | Implement Enforcement and Information Campaign | Police/RTSA |
| 3.10 | Carry out Impact Evaluation with RTSA, Police | Consultant/RTSA/Police |
| 3.11 | Conduct Accident Review of Lusaka-Kabwe Road | RTSA |
| 3.12 | Identify Blackspots for Physical Improvements | RTSA |
| 3.13 | Design and Prioritise Low-Cost Engineering Measures | RTSA/MoT |
| 3.14 | Tender for Engineering Measures | MoT |
| 3.15 | Implement Engineering Measures | MoT |
| 3.16 | Cooperate with University Hospital for Better Trauma Care | SSATP/Police/MoT |
| 3.17 | Advice on Preparation of New RS Action Plan 2014-2020 | SSATP/RTSA |

***Table 26:*** *Draft Phase 2 activities in Zambia*

The Phase 2-activities are subject to detailed planning once the preconditions for Phase 2 are clarified.

# Ethiopia Activity Schedule, Phase 2

This section presents the final progress of the activities defined for Phase 1 in Ethiopia. They will hereafter be accommodated in the activities for Phase 2 for Ethiopia, which are described in Section 7 and Annex 8.1.

|  |  |  |
| --- | --- | --- |
| **Country Facts** | |  |
| Population (2007)  Population (2012) | 83 099 190  93,815,992 |
| GDP/Capita (2011) | USD 1,100 |
| Road fatalities (2007)  #/100,000 pop.  #/10,000 vehicles  #/km road | 2,517  3.0  103  0.07 |
| Vehicle fleet (2007) | 244,257 |
| Roadways (2011)  -Paved (19%)  -Unpaved (81%) | 36,469  6,980  29,489 |

***Figure 7:*** *Facts about Ethiopia (Global Status Report on Road Safety, WHO 2008. World Fact Book, CIA 2012).*

## General Progress in Ethiopia

The entrance to SSATP’s activities in Ethiopia is the NRSC Office, responsible for overall coordination of road safety in the country. It is a very young organization, which is at a very early stage of establishment and consolidation. This naturally influences the NRSC’s ability to drive effective high-impact road safety activities within the time range of Phase 1 and 2. However, the NRSC was successfully organized the first African Road Safety Day which was celebrated in Addis Ababa on the 18th November, attended by a broad range of representatives from international and national organizations. NRSC was also able to hold meetings with SSATP during September, October and November to discuss the way ahead and prepare materials for the ‘Steps to the Five Pillars’ workshop. NRSC looks positively at SSATP’s support and is prepared to continue to explore opportunities and activities in Phase 2.

Still, the NRSC Office is in dire need of further capacity to overcome the tasks towards 2020. SSATP has assisted with the provision of capacity building and feasible projects at ERA and FTP so far but might need to turn the attention to capacity building directly at the NRSC in Phase 2.

Ethiopia was the only country that was subject to a RSMCR by GRSF in 2010. The Consultant reviewed the findings and ensured they were considered as part of the initial discussions with the Ethiopian stakeholders.

Some of the problems identified in 2010 have actually been resolved to some degree - but not all. Issues identified as part of the RSMCR 2010 and comments on status by 2012 follow:

* Insufficient road safety commitment at the highest political level;

*This seems to gradually increase although not in all ministries. SSATP could support the promotion of road safety on the policy level in Phase 1.*

* The delay in formalizing a permanent solution for high-level road safety coordination and cooperation;

*The establishment of the NRSC Office is in progress although it is still lacking the needed resources to act effectively. NRSC has prepared a proposal for strengthening and SSATP could assist by reviewing NRSC capacity and suggesting improvements in terms of hands-on training.*

* Partially outdated or missing road traffic legislation,

*This may be in progress but the subject was not studied in-depth. This could potentially be addressed by SSATP.*

* Weak links between federal and regional road safety bodies and the autonomy of the regional states that results in different level of road safety progress in the regions;

*This may still be a hindrance for effective coordination.*

* Road authorities at the federal, regional and city level give too low priority to road safety;

*This is still evident.*

* Several bodies with road safety responsibility have insufficient personnel with road safety knowledge, know-how and adequate training;
* *This is still the case although there are now initiatives under way under the SSATP Road Safety Program with respect to FTP (enforcement) and ERA (Safety Audit).*
* There is serious lack of equipment (and training in its use) for traffic law enforcement and for emergency services;

*This is still the case although there are now initiatives under way for FTP under the SSATP Road Safety Program, however, focused on training.*

* The lack of a uniform highway patrol system for the main roads makes consistent traffic law enforcement difficult;

*This has been resolved with the creation of FTP although the force is still lacking equipment, human resources and training.*

* Road safety planning is generally inadequate and without results focus, i.e. characterized by lack of specific targets and established procedures for monitoring and evaluation;

*This is still the case although SSATP has now suggested the preparation of results-oriented Action Plans for all key agencies.*

* Intermediate performance parameters (speeds, use of seat belts, drinking and driving etc.) are not measured regularly and not routinely used in road safety planning and monitoring of effects;

*This is still the case although SSATP has now suggested the inclusion of speed measurements as part of training of FTP officers and purchase of equipment, if possible.*

* The system for accident data reporting is “basic” and may not provide a complete picture of the accident situation (but an improved system is being developed and (slowly) implemented);

*This is still the case although SSATP did suggest a program to address the issue, however, this cannot be supported by SSATP directly.*

* There are no estimates of accident costs for different accident types and severities. This makes it difficult to prioritize road safety interventions (and other investments in road infrastructure) using cost-benefit analysis.

*This is still the case today but estimates from other countries could be used. For prioritization alone, most important is the selection of relative values for a set of defined road accident types, which could be based on relative values from other countries (i.e. damage only accident = 1, injury accident = 10, fatal accident = 20).*

The main suggestion that came out of the RSMCR was a proposal for foreign assistance to conduct a comprehensive, result-oriented demonstration project to improve road safety on the Addis Ababa – Galafi highway, which is the major road transport link in the country. A demonstration project with close cooperation between foreign and national experts in different road safety fields could show a system-oriented approach to achieve results. It would also put focus on most of the difficulties identified in the RSMCR listed above and they somehow have to be tackled for successful results (institutional priorities, lack of cooperation etc.).

The proposed project will not solve all difficulties in road safety management but could serve as a model for continued efforts.

Based on this and the first mission to Ethiopia, the Inception Report included several suggestions for interventions SSATP could support in Ethiopia, all supplemented by Logframes. These were:

1. Training & Capacity Building in Road Safety Issues
2. Demonstration Project
3. Guidelines/Structure for Ethiopian Road Fund allocation to Road Safety
4. Improved Accident Information System

These were later re-shaped and Logframes prepared. The original Logframes are attached but the evaluation of progress is done as part of the assessment of the overall Phase 1 Logframe.

*See Annex 3.10: Logframes for Ethiopia.*

Not all suggested projects were selected. It was decided to focus on *Safety Audit Training & Capacity Building at ERA* in a form thatallowed for the initiation of a demonstration corridor. Thus, it would be a forerunner for a more comprehensive demonstration project in DP3. This would also entail the allocation of funding through Ethiopia Road Fund, which is part of *3: Guidelines/Structure for Ethiopian Road Fund allocation to Road Safety*.

This was combined with *Enforcement Capacity Building at FTP*, which can feed into the corridor demonstration project later. Proposals and ToRs are already agreed, pending submission for funding at GRSF.

The third action initiated in Phase 1 concerned *Guidelines for Allocation of Funding for Road Safety*. This is well in progress. Feedback was received from Ethiopia Road Fund was received at regular intervals from 27th August to 21st December.

It was decided to omit the improved accident data information system since this is a more straight-forward intervention that can be implemented step by step when funding is decided.

The activities outlined at the beginning of Phase 1 aimed at the *Safety Audit Training & Capacity Building at ERA.*

SSATP has assisted the preparation of a proposal and detailed ToR but funding has not been identified yet. SSATP has therefore decided to review opportunities for support for the above as part of SSATP DP3. The below final review of activities should therefore be seen in the light of this decision.

The progress of activities below clearly shows that the expectations have been too optimistic from the outset. Most progress is achieved in the very first activities whereas the last part is largely pending. Activity 4.6 – 4.11 are all aiming at the road safety audit capacity building and design standards, which will most likely be pushed to 2014.

In the last months of Phase 1 the Consultant carried out three short missions to create progress and keep the discussions with NRSC, ERA, FTP and ERF open. The missions are documented in Annex 3.1, 3.2.

*See Annex 3.1: Report on Ethiopia Country Mission Report 3*

*See Annex 3.2: Report on Ethiopia Country Mission Report 4*

Furthermore, Annex 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9 and 3.10 includes documentation and outputs from the missions and subsequent activities.

The activities SSATP has carried out are all precursors for the below activities 4.1 – 4.11, which have all turned out to be premature for Phase 1 due to lack of progress on funding. However, the atmosphere for the discussions is very positive in Ethiopia and the country is still interesting as a potential model country, although there are several weaknesses to overcome. Namely the discussions with ERF and MOFED on funding need to be sustained.

Meanwhile, the SSATP was assisting the authorities in the identification of eligible funding for road safety. This is elaborated in Annex 3.7 and continued in Phase 2, being an issue of major importance in not only Ethiopia, but the entire region.

*See Annex 3.7: Report on Sustainable Funding for Road Safety*

*See Annex 3.8: Previous WB recommendations on Financing*

*See Annex 3.9: Feedback from Ethiopia Road Fund*

## Activity 4.1: Prepare ToR and Secure Funding

The activity is partly completed.

The Consultant prepared a proposal and ToR for *Capacity Building Support to FTP*, which could feed into a demonstration corridor, as well as for the development of a general enforcement deterrent model for FTP.

The capacity building would start with an assessment and initial training activities with the following five purposes:

*Objective 1*

Review FTP capacity to deliver efficient and effective road safety policing operations designed to improve road safety outcomes and bring high-risk safety behaviors under control on a sustainable basis.

*Objective 2*

Identify capacity strengthening and equipment needs to improve road safety policing operations.

*Objective 3*

Specify targeted enforcement operations in identified high-risk corridors and assist procurement of all related equipment requirements.

*Objective 4*

Engage with RoadPOL to explore the potential for peer-to-peer support services to be provided by RoadPOL member agencies to FTP staff through organizational twinning arrangements and assist negotiations where such opportunities arise.

*Objective 5*

Prepare a project implementation plan for targeted enforcement operations, which can be used as a pilot program for extended and more systematic FTP operations.

SSATP has facilitated contact to GRSF, which will look positively at the application for the support. The ToR was supposed to be forwarded to GRSF through NRSC and Ministry of Transport before the end of Phase 1 but is still pending.

*See Annex 3.5: Draft ToR on TA for FTP*

The second proposal and ToR is for a more comprehensive assignment, which requires technical assistance for slightly longer time. Its full title is *Development of Design Standards for Road Safety Measures and Capacity Building*, aiming at theAddis Ababa – Galafi highway, which is the major road transport link in the country. This has also been developed, agreed and forwarded to NRSC for further processing

*Objective 1*

Enhance 10 of ERA’s key-road safety engineers experience with practical accident analysis, safety audit, development of effective road safety measures, and evaluation of road safety projects to a degree where they are able to manage road safety on coming road construction and rehabilitation projects, and able to train other engineers.

*Objective 2*

Development of agreed standard designs for road safety measures which can be integrated in official ERA design manuals.

*Objective 3*

Produce a comprehensive, section-wise Stage 5-audit reports for the Addis Ababa – Djibouti corridor while using the audit process a case for hands-on training and the development of design standards for road safety measures mentioned above.

SSATP has decided that the best way to finance and initiate the project would be under SSATP Development Program 3, starting in January 2014. Other sources of funding might be explored in the meantime.

*See Annex 3.6: Draft ToR on TA for ERA*

Finally, the discussion about eligibility and criteria for ERF funding of road safety projects has started. This will not require any technical assistance. SSATP seeks to clarify and give advice on the requirements to applications, also including non-engineering measures if such measures can be declared eligible.

*Responsible: NRSC, Road Fund, GRSF, WB Country Office and SSATP.*

## Activity 4.2: Appoint Trainees

This activity is yet to start.

The appointment of trainees for capacity building in Safety Audits can proceed in 2013 when funding is secured.

*Responsible: ERA, FTP, NRSC.*

## Activity 4.3: Safety Audit Policy Recommendations Workshop

This activity is not relevant at this stage. In a possible Phase 2, focus should be on the preparation of results-oriented Action Plans supporting the NRSP 2011-2020

## Activity 4.4: Select Consultant

This activity is yet to start for both projects at FTP and ERA.

The tendering and contracting of a competent road safety audit specialist for the training at FTP will most likely be done by GRSF. The project at ERA will most likely be pushed to 2014. A tender is expected as the most likely solution to selection of consultant although it will extend the process well into 2014 before a consultant can be appointed.

*Responsible: GRSF, NRSC, SSATP.*

## Activity 4.5: Carry out Training

This activity will start at FTP once TA is provided by GRSF.

The candidates at ERA will be trained in batches of e.g. 10 engineers, starting with 10 trained by the selected consultant. They will receive a certificate if/when they pass the final examination.

*Responsible: ERA and the contracted consultant.*

## Activity 4.6: Carry out Audits

This activity is yet to start.

The candidates will gain experience through conducting a number of audits, primarily on stage 5, but also on design drawings for on-going and future projects on the Addis Ababa-Galifa road.

The procedure can, once initiated, become part of the ERA’s permanent project procedures.

*Responsible: ERA and the contracted consultant.*

## Activity 4.7: Prepare Audit Reports

This activity is yet to start.

A report will be prepared by each candidate after each audit, QA-ed by the Consultant, and submitted to the design team and (if relevant) road authorities.

The consultant will ensure that the process takes places in a systematic manner with meetings where audit findings are presented and discussed with the design team.

The design team/ authorities will be urged to prepare a formal, written reply to the auditor with clear decisions on audit recommendations. This part of the procedure is crucial for safety audit but is often neglected, rendering audit recommendations ineffective.

*Responsible: ERA and the contracted consultant.*

## Activity 4.8: Prepare Projects

This activity is yet to start.

Based on the recommendations from the audit reports and ERA management decisions on implementation, relevant reconstruction projects and changes in the design of new roads should be prepared and documented.

*Responsible: ERA and the contracted consultant*.

## Activity 4.9: Apply for funding

This activity is yet to start.

The necessary reconstruction projects should be properly funded through e.g. the Road Fund or ad-hoc through maintenance or on-going project budgets. Suggestions related to WB funded rehabilitation projects may be covered by the WB country credits.

*Responsible: ERA, supported by NRSC and Road Fund.*

## Activity 4.10: Implement projects

This activity is yet to start.

The projects are carried out, including Stage 4 audits, during road works. This procedure, once initiated, should become part of the ERA’s permanent project procedures.

*Responsible: ERA.*

## Activity 4.11: Evaluate results

This activity is yet to start.

The impact on accidents before and after reconstruction should – to the extent possible – be documented to ensure that the activity has a measurable impact on road accidents. This will only be possible after the completion of the recommended projects and is thus a medium to long term activity.

*Responsible: ERA with advice from SSATP (in Phase 2).*

## Summary of Phase 1 Activities in Ethiopia

The activities originally planned for Ethiopia in Phase 1, also included in Annex 1.2, are listed below.

| **Ethiopia Activity Schedule, Phase 1** | | |
| --- | --- | --- |
| **No.** | **Name** | **Status** |
| 4.1 | Prepare ToR and secure funding | Continue in 4.1 in Phase 2 |
| 4.2 | Appoint trainees | Transfer to 4.7 in Phase 2 |
| 4.3 | Safety Audit Policy Recommendations Workshop | Transfer to 4.7 in Phase 2 |
| 4.4 | Select consultant | Transfer to 4.3/4.7 in Phase 2 |
| 4.5 | Carry out training | Transfer to 4.5/4.7 in Phase 2 |
| 4.6 | Carry out audits | Transfer to 4.7 in Phase 2 |
| 4.7 | Prepare reports | Transfer to 4.7 in Phase 2 |
| 4.8 | Prepare projects | Transfer to 4.7 in Phase 2/DP3 |
| 4.9 | Apply for funding | Transfer to DP3 |
| 4.10 | Implement projects | Transfer to DP3 |
| 4.11 | Evaluate results | Transfer to DP3 |
| 4.12 | Suggest Eligible Funding for Road Safety From ERF | Transfer to 4.8 in Phase 2 |

***Table 27:*** *Phase 1 activities in Ethiopia*

## Draft Activity Schedule for Phase 2 in Ethiopia

The revised and updated Activity Schedule for Phase 2 enclosed in Annex 8.1 includes the following activities:

| **Ethiopia Draft Activity Schedule, Phase 2** | | |
| --- | --- | --- |
| **No.** | **Name** | **Main Responsible** |
| 4.1 | Apply GRSF for enforcement review and capacity building | NRSC, MoT |
| 4.2 | Assess and approve application | GRSF |
| 4.3 | Identify and contract enforcement specialists | GRSF |
| 4.4 | Review Enforcement Capacity and Procedures | Consultant/FTP |
| 4.5 | Carry out Road Safety Enforcement Training Program | Consultant/FTP |
| 4.6 | Develop ERA Safety Audit and Design Standards Program for DP3 | SSATP/WB/ERA |
| 4.7 | Implement ERA Safety Audit and Design Standards Program | Consultant/ERA |
| 4.8 | Discuss, Agree and Promote Sustainable Funding Framework | SSATP/MoT/MoFED |
| 4.9 | Review NRSC Capacity and Suggest Capacity Building Program | SSATP/GRSF/NRSC |
| 4.10 | Assist Review of NRSC Communication Strategy | Consultant/SSATP |
| 4.11 | Assist Preparation and Funding of NRSC Capacity Building Program | SSATP/WB |
| 4.12 | Implement NRSC Capacity Building Program | Consultant |
| 4.13 | Advice on Preparation of Results-Oriented Action Plans | SSATP |

***Table 28:*** *Draft Phase 2 activities in Ethiopia*

The Phase 2-activities are subject to detailed planning once the preconditions for Phase 2 are clarified.

# Cameroon Activity Schedule, Phase 2

This section presents the final progress of the activities defined for Phase 1 in Cameroon, also include in Annex 1.2. They will hereafter be accommodated in the activities for Phase 2 for Cameroon, which are included in Section 7 and Annex 8.1.

|  |  |  |
| --- | --- | --- |
| **Country Facts** | | [Description: Map of Cameroon](https://www.cia.gov/library/publications/the-world-factbook/maps/maptemplate_cm.html) |
| Population (2007)  Population (2012) | 18,549,176  20,129,878 |
| GDP/Capita (2011) | USD 2,300 |
| Road fatalities (2007)  #/100,000 pop.  #/10,000 vehicles  #/km paved road | 990  5.2  32  0.02 |
| Vehicle fleet (2005) | 312,259 |
| Roadways (2004-11)   * Paved (10%) * Unpaved (90%) | 50,000  5,000  45,000 |

***Figure 8:*** *Facts about Cameroon (Global Status Report on Road Safety, WHO 2008. World Fact Book, CIA 2012).*

## General Progress in Cameroon

The MoT Road Safety Department (RSD) is a young organization in more than one way. The unit is new and the personnel are relatively inexperienced but keen to perform. Apart from defining specific projects for capacity building, SSATP carried out several general support activities during Phase 1. These are briefly described below.

During Phase 1, SSATP assisted the Road Safety Department to go through their roles and responsibilities, especially for the control of vehicle inspection center and driving schools, road safety programming and monitoring.

SSATP also assisted the RSD revising each objective of the emergency action plan 2011-2012, prioritizing activities and identifying projects to implement in the short term, and assisted the RSD in identifying possible areas of improvement/needs in order for them to better manage the sector of Road Safety and address key issues.

Furthermore, SSATP assisted the Road Safety Department in designing a "step by step" program for 2012-2013, of the actions to take at the Transport Department and the Road safety Department in order to make progress in a short term (it was decided to conduct the RSMCR as a first step and to define TA for training of staff (highly necessary) in RS management)’.

SSATP enabled the RSD to express their needs, basically, and make a plan for short term actions. The RSD then organized a mission to assess the capacities of Vehicle inspection centers in Cameroon, based on our previous support (they need guidelines and procedures to do it better)’.

SSATP’s support has also helped the Road Safety Department to formulate a request for a Road Safety Management Capacity Review, and identifying priorities for training of staffs and technical assistance, which are documented in Annex 2.2 and 2.3 to this report.

This way SSATP added value in Cameroon by clarifying the roles and responsibilities of the Staff dedicated to Road Safety and by improving the link with the World Bank and the private sector Road Safety initiatives. SSATP has provided advice and facilitated discussions. One of the main problems in Cameroon is that the staff has little experience with management of Road safety initiatives. They need training, TA, guidelines and procedures. SSATP’s support has given them a vision on each objective of their action plan and they were able to define priorities and a program short terms actions (including the RSMCR).

The RSMCR was expected to be finished in November and being presented at the SSATP annual meeting. This was not possible but the activity can process anytime the MoT is ready.

With respect to Road Safety Policies it should be mentioned that Cameroon has explicitly expressed a need for an overall policy. The preparation of a policy, however, is a lengthy and at times cumbersome process that needs to be properly anchored in MoT to be sustainable.

The commitment in Cameroon seems to be growing but the process also needs to be supported by sufficient competent resources. These may not be fully available and it is therefore suggested that the MoT starts with basic capacity building, at the same time introducing hands-on training of the personnel through the preparation of a national road safety action plan, which will generate issues that needs to be addressed on policy level. This approach will ensure that the issues addressed by the Policy will be fully relevant and very specific. The opposite approach, starting with a general policy, may delay the process considerably and produce policies that are not sufficiently targeted at the downstream activities. These points of view should guide the process onwards during Phase 2 and DP3.

The Logframes developed at the beginning of the Phase 1 are attached. The evaluation of progress is done as part of the assessment of the overall Phase 1 Logframe.

*See Annex 2.1: Logframes from Cameroon.*

The status for each activity below shows that progress is limited although on track.

## Activity 5.1: Prepare application for GRSF to undertake RSMCR

The activity is in progress and basically completed for SSATP’s part.

The preparation of ToR for the RSMCR was completed by SSATP, based on GRSF’s concept and the RSD’s agreement. Funding is now being sought through GRSF and facilitated by the SSATP’s Country Coordinator.

*See Annex 2.3: Draft ToR for RSMCR Cameroon.*

The RSMCR will provide overview and result in recommendations that can be used to target future road safety initiatives in the country. Moreover, it should be started before the capacity building activities take off to ensure that it can feed into the latter.

*Responsible: RSD, SSATP Country Coordinator, GRSF.*

## Activity 5.2: Carry out Training Needs Assessment for RSD staff

It has been decided to do the assessment as part of the TA for capacity building. It will therefore be initiated later.

In the meantime the SSATP Road Safety Program carried out an assessment of roles and responsibilities within the RSD. A more detailed assessment of training needs will be carried out as part of the Road Safety Management Capacity Review. SSATP could also explore other capacity building opportunities in Phase 2 if TA cannot be provided in a timely manner.

*Responsible: RSMCR consultant, RSD, SSATP*

## Activity 5.3: Prepare ToR for training of RSD staff

The activity is completed.

*See Annex 2.2: Draft ToR for RSD Capacity Building*

The Consultancy services have three objectives:

1. Improve awareness and cooperation on road safety among other agencies and other stakeholders with responsibility for road safety.
2. Improve the capacity of the Road Safety Department (RSD) of the Ministry of Transport to manage overall road safety coordination, monitoring and evaluation functions.
3. Develop a new National Road Safety Strategy and results-oriented Action Plans, in line with the African Road Safety Policy Framework and Action Plan, and identify needed Policy issues that can support the Strategy, including the enactment of a dedicated National Road Safety Lead Agency.

The training will need to be followed by hands-on practical experience. This may be possible with the assistance of future technical assistance but it will also be done by including the preparation of a National Road Safety Action Plan in the capacity building and let the RSD take the main responsibility for the process. The inclusion of other stakeholders is also foreseen to reveal policy issues that need to be addressed to support the needed interventions to improve road safety effectively.

The approach therefore serves multiple purposes:

* It will produce the needed Action Plan and issues for road safety policies
* It will increase the cooperation between key agencies
* It will increase the RSD’s ability to manage and coordinate road safety activities on an overall level through ‘learning by doing’.

*Responsible: SSATP, RSD.*

## Activity 5.4: Identify needs for Road Safety Policy and Action Plan

This activity will be integrated in the ToR under Activity 5.4 in Phase 2.

There was no further development in September through December. The situation is still as follows: A National Road Safety Strategy and Priority Action Plan for the period 2009-2014 exist. However, Cameroon is presently using an Emergency Action Plan for the period 2011-2012 as the guiding document. In any case, the framework of Action Plans needs to be revised soon and at the same time, MoT has expressed a need for an overall Road Safety Policy.

The issues that are raised during the preparation of the new Action Plan will typically result in the identification of issues that need to be addressed at the policy level. The activity is therefore partly embedded in the capacity building project described in Activity 5.3 above.

The actual preparation of a Policy can either be done by the MoT and RSD, or with technical support as appropriate.

*Responsible: MoT, RSD, SSATP.*

## Activity 5.5: Prepare ToR for Road Safety Policy

This activity will be integrated in the ToR under Activity 5.4.

There was no further development in September through December. The capacity building will integrate the development of an Action Plan and identification of Policy issues, considering the need to prepare a policy as a separate project, or do it as part of the process to develop the Action Plan. This will depend on the capacity in MoT, which under all circumstances must play a major role in the preparation of national policies. A consultant can facilitate the process, if needed.

*Responsible: MoT, RSD, possibly the appointed consultant for capacity building, and SSATP.*

## Activity 5.6: Workshop to Validate ToR’s and Way Forward

This activity was omitted since agreement to the ToR’s was reached through SSATP’s close dialogue with the beneficiaries without further missions or meetings. The workshop would still be relevant if the activities could start soon after but this will not be possible in Phase 1.

When all ToR described above are ready in draft form, a workshop should be held to validate the contents and agree on the way forward. An issue will be funding requirements, timing and coordination with other road safety projects to ensure consistency and continuity when different consultants participate in the TA. The creation of a good cooperation between key- agencies is important, and the workshop can be the first of a series of coordination workshops.

*Responsible: MoT, RSD, SSATP.*

## Activity 5.7: Facilitate RSMCR and tendering

The activity is well in progress.

The SSATP has established good lines of communication with MoT and GRSF to facilitate the smooth processing of a request for the RSMCR. The consultant contracted by GRSF will need the RSD’s, the Ministry’s and other key agencies support to carry out the review in an open and constructive dialogue.

*Responsible: MoT, RSD, GRSF and SSATP*

## Summary of Phase 1 Activities in Cameroon

The activities originally planned for Ethiopia in Phase 1, also included in Annex 1.2, are listed below.

| **Cameroon Activity Schedule, Phase 1** | | |
| --- | --- | --- |
| **No.** | **Name** | **Status** |
| 5.1 | Prepare ToR and application for RSMCR | Completed/in progress |
| 5.2 | Carry out Training Needs Assessment for RSD staff | Transfer to 5.8 in Phase 2 |
| 5.3 | Prepare ToR for training of RSD staff | Completed |
| 5.4 | Identify needs for Road Safety Policy and Action Plan | Transfer to 5.4 in Phase 2 |
| 5.5 | Prepare ToR for Road Safety Policy/Strategy | Transfer to 5.4 in Phase 2 |
| 5.6 | Hold workshop to validate ToR’s and way forward | Redundant |
| 5.7 | Facilitate RSMCR and tendering (2013) | Completed/in progress |

***Table 29:*** *Phase 1 activities in Ethiopia*

## Draft Activity Schedule for Phase 2 in Cameroon

The revised and updated Activity Schedule for Phase 2 enclosed in Annex 8.1 includes the following activities:

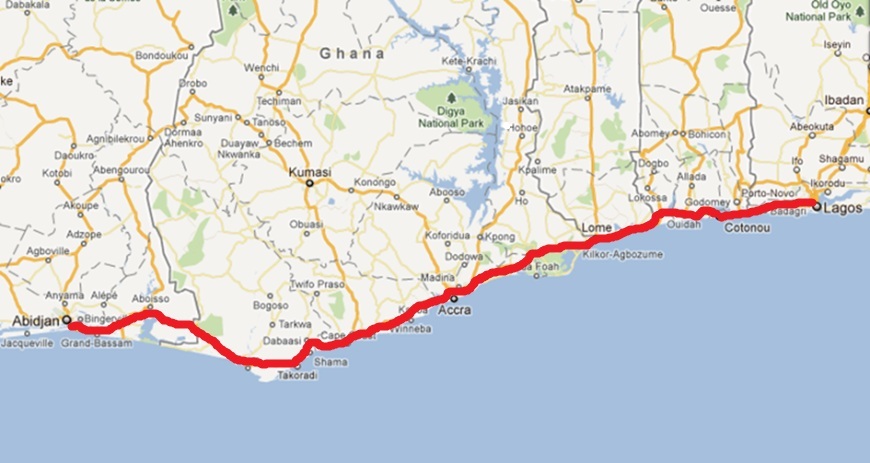
| **Cameroon Draft Activity Schedule, Phase 2** | | |
| --- | --- | --- |
| **No.** | **Name** | **Main Responsible** |
| 5.1 | Apply GRSF for RSMCR | MoT |
| 5.2 | Assess and Approve Application | GRSF |
| 5.3 | Identify and Contract Road Safety Specialists | GRSF |
| 5.4 | Implement RSMCR and Promote Recommendations | Consultant |
| 5.5 | Assist Identification of Funding for Capacity Building | SSATP |
| 5.6 | Assist Funding Application procedure | SSATP/WB |
| 5.7 | Identify and Contract Road Safety Specialists for capacity building | SSATP/WB |
| 5.8 | Implement Capacity Building | Consultant |

***Table 30:*** *Draft Phase 2 activities in Cameroon*

The Phase 2-activities are subject to detailed planning once the preconditions for Phase 2 are clarified.

# AL Corridor Activity Schedule, Phase 2

This section presents the final progress of the activities defined for Phase 1. They will hereafter be accommodated in the activities for Phase 2, which are described in Section 7.



***Figure 9:*** *The 1,000 km long Abidjan – Lagos Corridor.*

## General Progress in Abidjan-Lagos Corridor

SSATP has aimed at creating a forum for development of a corridor Action Plan and cooperation between the five involved countries, and obtaining consent for cooperation. This was first attempted through country missions and direct contact to the lead agencies in the five countries. Secondly, through contact to ALCO and WARSO, and through ALCO to Country Corridor Committees (said to exist but apparently not easily accessible for the Consultant). None of these attempts resulted in durable connections to Cote d’Ivoire and Togo. This gives an indication of the complexity of the assignment SSATP has embarked on: Gathering different key agencies from different countries, Francophone as well as Anglophone, get them together without a budget to facilitate the practical aspects, and get them to agree to joint activities on a particular section.

Nevertheless, the NRSC and GHA’s development of a Pilot Project on one of the most accident-prone sections of the corridor in Ghana will continue while the ALTTFP Road Safety Study is finalized, preparing the grounds for a joint meeting where facts about accidents on the section can be discussed.

The progress in the AL Corridor does not live fully up to the expectations but it is the Consultants view that the expectations might have been set too high. It is a fact that SSATP brought very scarce resources to the table for this complicated multi-country, multi-sector initiative. Also, it should be noted that the ToR suggests that implementation can be expected 2 years after initiation of Phase 1, which is in 2014. In this light, the actual progress might be as expected.

It was also mentioned in the Mid-term Progress report that Consultant should identify corridor interventions that are of inter-country nature (see Annex 16, point 8). This requires proper data and contact to all involved countries’ lead agencies, which has so far been successful in Ghana, Benin and Nigeria only - but not in Cote d’Ivoire and Togo. This could therefore more likely be done in Phase 2.

Cote d’Ivoire, Togo, and probably also Benin, will need technical assistance to carry out their part of an effective road safety action plan. If SSATP is unable to facilitate this support, expectations have to be revised.

WARSO and ALCO have been contacted and declared their willingness to participate but SSATP needs to specify expectations, particularly with regards to funding. This, again, needs to be done in close cooperation with the countries in question, which is planned for the joint meeting in Benin in 2013 once the ALTTFP Study is completed.

It should be noted that ALCO, originally pointed out as the organization to lift the task, has no road safety capacity, experience or resources. ALCO can only play a supporting role once SSATP - or other organizations - has defined activities and sources of funding. The Consultant also requested ALCO to provide contact details for ‘AL Corridor Coordination Committees’ but the response was negative. The SSATP management may need to provide specific information about these committees.

Clearly, the corridor action plan is an ambitious project that needs a strong lead, and this should not be SSATP itself. SSATP should continue to facilitate cooperation in the corridor, towards a joint action plan, but should carefully consider who should drive the process. WARSO may be the most likely forum, having shown a sincere interest, while ALCO is interested but without experience and lacking resources. The core of ALCO consists of consultants with links to all countries, which might be very useful though. The Corridor Country Committees might exist but seems to be quite invisible, indicating that they are less likely to take the lead.

Still, the activities initiated in the Abidjan-Lagos Corridor are in progress and bear a good potential to make an impact in the region in the long term. SSATP should strive to anchor the responsibility for the AL Corridor road safety initiatives in existing institutions in the region – and only if they are sincerely interested and take ownership. After discussions with the NRSC in Ghana, the FRSC in Nigeria, the West African Road Safety Organization and ECOWAS, it has been decided that the best forum for this is WARSO, with support from ALCO and the lead agencies in the countries.

The continuation of the initiative will depend on a continuation of the SSATP Road Safety Program to give the initiative momentum. Otherwise the project can be expected to fade out quickly.

*If the AL Corridor is considered very important to the SSATP Road Safety Program, then the support within the other areas – Lead Agencies and Action Plans – could be focused on the three weakest AL Corridor countries instead of spreading the support on countries without interconnection.*

The above suggestion would consolidate the efforts but also be in contradiction with some of the SSATP’s other selection criteria. It is therefore not brought forward as a recommendation in this report. However, it is suggested to keep the option in mind for DP3, which may have more resources, and see how the AL Corridor countries react to the Action Plan initiative. In the meantime it may not be feasible to attempt to start new corridor action plans in other parts of Africa due to the considerable resources it obviously requires starting and driving such activities.

The progress of the activities in the AL Corridor so far is stated below.

## Activity 6.1 Hold Workshops with Key-Stakeholders in Corridor Countries

The activity is in progress and basically completed for SSATP’s part in Phase 1.

*See Annex 6.1: Report from Ghana Workshop I*

*See Annex 6.2: Report from Ghana Workshop II*

What remains is a joint workshop in Benin, elaborated in the Mid-term Progress Report, which can proceed when the ALTTFP Road Safety Study is available. It is not recommended to proceed before the facts are secured through this Study.

The workshop should include the following activities:

1. A presentation of the results of the ALTTFP Road Safety Study for each country in the corridor, done by the consultant in question
2. Comments from the representatives from each of the five corridor countries to the findings on their parts of the corridor
3. A presentation of the AL Corridor Action Plan
4. A discussion of the contents of the Action Plan and possible adjustments
5. Agreement on the way forward for the Action Plan

Also, the workshop should include a presentation of the Ghanaian Pilot Project. The project is expected to supplement the ALTTFP Road Safety Study, which is mostly focusing on engineering measures, with enforcement and information activities.

It should be noticed that the ToR for the ALTTFP Road Safety Study does not include any workshops like this, and it is therefore considered a useful supplement to the ALTTFP Study – not duplicate work.

*Responsible: MoT and NRSC (Ghana), WARSO, SSATP.*

## Activity 6.2 Facilitate Decision-Making on Policy Level in Corridor Countries

The activity is in progress.

The SSATP Road Safety Program has met with the President and Secretariat of WARSO, the NRSC in Ghana hosting the next WARSO meeting in September 2012, and the ECOWAS Director of Transport. All agrees that the issue of road safety on the corridor is important and needs attention in WARSO context. WARSO may also be the best forum to follow up on the SSATP Road Safety Program and ALTTFP Road Safety Study.

The involvement of WARSO and ECOWAS can potentially increase the involvement of the five countries on policy level since WARSO is getting increased recognition and influence in the region. WARSO presently has observer status in ECOWAS but there are, according to ECOWAS, plans to turn it into an institutionalized agency.

*Responsible: WARSO, NRSC.*

## Activity 6.3 Identify Pilot Section for Coordinated Activities

The activity is in progress.

The subject was discussed at the second workshop in Ghana and elaborated in the Mid-term Progress Report.

The George Walker Bush Motorway around Accra was selected as the main candidate due to the recent completion of the road, its persisting road safety problems, and its similarity to other accident-prone roads in neighbour countries. This makes it particularly interesting for SSATP, which intend to focus on lessons learned from previous road rehabilitation projects. Time after time, new road projects have created severe accident problems and SSATP has developed a procedure that could be followed more strictly to ensure compliance with road safety requirements (see draft suggestion in Annex 3.3). The GWB Motorway is thus an example that demonstrates the problem and urgent need for action from development partners’ side.

*Responsible: NRSC, GHA.*

## Activity 6.4 Facilitate and Advise on Funding

The activity is in progress but has come to a standstill.

Total has already agreed to contribute to the financing of pilot project elements, first of all information and education.

Secondly, SSATP has met with the TTL for the on-going World Bank project on the western part of the corridor and informed that MoT might apply for funding for road safety interventions for 2013. This was received positively and the request will be reviewed once it is received from the Ghanaian MoT. It is not clear if MoT has acted on this. Ghana Road Fund may also be able to contribute although the available funds for road safety remain limited.

*Responsible: MoT, NRSC, GHA.*

## Activity 6.5 Assist Preparation of Short-Term Activities with Stakeholders

Progress needs to be verified.

The planning of activities in the short-term is now taken over by the NRSC in Ghana but depends fully on availability of funding. The actual implementation will not proceed before 2013, once funding is available.

The NRSC will develop a suggestion that is relevant to other countries in the corridor and includes both engineering, enforcement and education interventions (‘The 3 E’s’).

The latest update from NRSC is that the activity is still ‘on’ but delayed due to other assignments and scarcity of human resources.

*Responsible: NRSC, GHA.*

## Activity 6.6 Conduct Benchmark Survey on Pilot Section

This activity will continue in 2013.

There is according to NRSC several accident survey results available, which can be used to document the existing situation and used for benchmarking. Speed data may be collected by the police or GHA later if speed becomes an issue for the pilot project.

*Responsible: NRSC, GHA, Traffic Police.*

## Activity 6.7 Provide Technical Support to Activities on Pilot Section

This activity will continue in 2013.

Ghana has experienced road safety professionals that do not need much support. The SSATP, though, should ensure that the activities are well documented.

*Responsible: NRSC, GHA, Traffic Police, SSATP.*

## Activity 6.8 Monitor and Facilitate Progress

This activity will continue in 2013, with or without the SSATP Road Safety Programs.

The possible activities will be decided later, depending on the chosen activities.

*Responsible: NRSC.*

## Activity 6.9 Evaluate Progress and Communicate Results

This activity will continue in 2013.

The communication of the results and experience from Ghana should be assisted by SSATP, no matter if there is a dedicated Road Safety Program or not, and used as inspiration to other countries in the corridor and region, in adapted versions.

*Responsible: NRSC, WARSO, SSATP.*

## Activity 6.10 Prepare Joint Action Plan for AL Corridor

The activity can continue in 2013 – in theory without the direct support of SSATP Road Safety Program. However, it is not likely to proceed without SSATP as a catalyst and source of support.

The first step will still be the completion of the ALTTFP Road Safety Study. The consultant is selected and progressing according to the NRSC Next step will be the joint workshop in Benin, which can only be fully successful if lead agencies from all five countries are represented. To do this, SSATP needs to establish the needed links to countries in the beginning of Phase 2.

The SSATP has tried to anchor the responsibility for the AL Corridor road safety initiatives in existing institutions in the region. After discussions with the NRSC in Ghana, the FRSC in Nigeria, WARSO and ECOWAS, it was found that the best forum for this is may be WARSO, with support from ALCO and lead agencies in the countries. A strong lead in the region will be a factor for the sustainability of the initiative and also for the dissemination in the Sub-Saharan African region in general.

*Responsible: MRH Ghana, WARSO, SSATP.*

## Summary of Phase 1 Activities in the AL Corridor

The activities originally planned for the AL Corridor in Phase 1, also included in Annex 1.2, are listed below.

| **AL Corridor Activity Schedule, Phase 1** | | |
| --- | --- | --- |
| **No.** | **Name** | **Status** |
| 6.1 | Hold Workshops with Key-Stakeholders in Corridor Countries | Completed |
| 6.2 | Facilitate Decision-Making on Policy Level in Corridor Countries | In progress |
| 6.3 | Identify Pilot Section for Coordinated Activities | In progress |
| 6.4 | Facilitate and Advise on Funding | In progress |
| 6.5 | Assist Preparation of Short-Term Activities with Stakeholders | Progress needs to be verified, Transfer to 6.9 in Phase 2 |
| 6.6 | Conduct Benchmark Survey on Pilot Section | Transfer to 6.9 in Phase 2 |
| 6.7 | Provide Technical Support to Activities on Pilot Section | Transfer to 6.9 in Phase 2 |
| 6.8 | Monitor and Facilitate Progress | Transfer to 6.9 in Phase 2 |
| 6.9 | Evaluate Progress and Communicate Results | Transfer to 6.9 in Phase 2 |
| 6.10 | Prepare Joint Action Plan for AL Corridor | Transfer to 6.4 in Phase 2 |

***Table 31:*** *Phase 1 activities in the AL Corridor*

## Draft Activity Schedule for Phase 2 in the AL Corridor

The revised and updated Activity Schedule for Phase 2 enclosed in Annex 8.1 includes the following activities:

| **AL Corridor Draft Activity Schedule, Phase 2** | | |
| --- | --- | --- |
| **No.** | **Name** | **Main Responsible** |
| 6.1 | Establish Contact to all Corridor Coordination Committee | SSATP |
| 6.2 | Review ALTTFP Road Safety Study Results | SSATP |
| 6.3 | Hold Joint AL Corridor Workshop with ALCO in Benin | SSATP/ALCO |
| 6.4 | Develop and Promote AL Corridor Action Plan | SSATP/ALCO |
| 6.5 | Prepare and Promote Good Practices | SSATP |
| 6.6 | Facilitate Funding for Pilot Project in Ghana | SSATP/WB |
| 6.7 | Facilitate and Advise on Funding in Other Countries | SSATP |
| 6.8 | Promote Action Plan in WARSO | SSATP/WARSO |
| 6.9 | Prepare, Implement, Monitor and Evaluate Progress (in countries) | NRSC, FRSC, CONASER etc. |

***Table 32:*** *Draft Phase 2 activities in the AL Corridor*

The Phase 2-activities are subject to detailed planning once the preconditions for Phase 2 are clarified.

# Outcomes, Outputs and Deliverables

Outcomes, Outputs and Deliverables during Phase 1 are listed and reviewed in the following section.

Once again, the difference between Outputs and Deliverables should be kept in mind:

***Outputs*** are related to the results produced in the countries and corridor, and/or achieved by the beneficiaries, which are the lead agencies and key agencies involved. The Outputs contribute to the Short Term Objectives. The Consultant is facilitating the Activities that can lead to the Outputs but the Consultant cannot directly decide or make sure that the Outputs materialize.

***Deliverables*** are – in this context – defined as the products the Consultant is directly responsible for, such as reports, reviews, missions, presentations, workshops, professional input of various sorts, and support to the activities in the focus countries and corridor. The most concrete Deliverables are listed in Annex 1.5. The Consultant should be able to deliver these under all circumstances, independent of the actual progress and production of outputs in the countries, although contributions from the countries are needed to add value to the matter. The Deliverables are also ***Means of Verification*** that document the progress of Activities and Outputs.

*See Annex 1.5: Consultants Deliverables Schedule*

*See Annex 1.4: Consultant’s Mission Schedule*

The specific deliverables and contents of the Completion Report are also defined in the ToR under Section H. 16 (3). These are listed and commented below.

| **Deliverable** | **Comment** |
| --- | --- |
| ***‘Shall include’ (ToR)*** | |
| *All the outputs achieved, and all the deliverables as required in the ToR* | The Final Evaluation of the Logframe in Section 5 an assessment of the achievement of outputs.  All new documentation prepared in the last four months of the project is attached in the annexes and presented in the report. Documentation already submitted with the Inception Report and Mid-Term Progress Report is not attached again to this report. |
| *Standalone comprehensive executive summary (less than 10% of the main report texts)* | The Executive Summary is included and constitutes less than 10% of the main reports texts. |
| *(a) Final Evaluation Report of Results Framework / Logical Framework* | See Section 5: Final Evaluation of Logframe |
| *(b) Road Safety Conference Final Report* | See Annex 7.1: Report on City Approach to Road Safety Conference in Lusaka.  See Annex 7.2: Report on Steps to the Five Pillars Workshop in Addis Ababa |
| *(c) RSMCR Coordination Final Report* | This was captured in the final version of the Mid-term Progress Report after comments from the Client. See Annex 1.9, point 4. |
| *(d) Country Specific Decade of Action Plans Final Report* | This was captured in the final version of the Mid-term Progress Report after comments from the Client. See Annex 1.9, point 7.  See also Annex 1.7 which includes a very brief summary of findings for action plans and capacity building needs.  The comments have also been followed up upon in the Completion Report and suggestions for Phase 2. |
| *(e) Corridors RS Initiative Final Report* | See Section 11. |
| (*f) Good Practices and Policy Final Report* | Good Practices: Se Section 6, Activity 7.1  Policies: It is the Consultant’s recommendation that policies are formulated only when they are needed to support **action plans** - not the other way around. This approach is more conducive to action since policy development can be an extremely lengthy process, which tends to result in ambitious declarations with little bearing on action on the ground.  Also, the African Road Safety Policy Framework provides the required recommendations. An all-encompassing Road Safety Policy might be prepared in Cameroon, which has expressed a specific desire to prepare it, but will it will be combined with a targeted strategy. This is explained under the activities related to Cameroon. |
| *(-) Related findings, feedbacks, review results, and the analyses conducted in the due process* | These deliverables are generally integrated in the report. |
| *(g) Detailed Phase-2 draft Activities Plan as endorsed by the Client* | See Section 7 and Annex 8.1. The Phase 2-activities are draft suggestions that need to be commented and finally endorsed by the Client. |
| *(g) Phase-2 draft Results Framework / Logical Framework and draft Works Program, with draft key benchmarks.* | See Section 7. The Logframe-concept implicitly includes ‘results framework’ and ‘key benchmarks’, which is formulated as Long, Medium and Short Term Objectives, and Outputs, all of which has specified Performance Indicators. ‘Works Program’ equals activities, which are already referred to above (see Annex 8.1).  The Logframe in the present report should be considered as a draft suggestion, which the Client can comment on and – once revised - finally endorse. |
| *(h) Draft Schedule of Deliverables as agreed with the Client with supplemental detailed proposals, suggestions and elaborations for the Phase-2 based on the findings of Phase-1* | See Section 7. The contents are preliminary, draft suggestions that need to be commented and finally endorsed by the Client. However, it is recommended to keep the deliverables flexible since the progress in the focus countries may be very different.  Also, ‘Supplemental detailed proposals’ are attached to the report. One example is the Draft Suggestion for Good Practice Award Program in Annex 8.2. |

***Table 33:*** *Comments and references to deliverables listed in the ToR.*

# List of Annexes

The following annexes are included separately:

**1. Phase 1, General Annexes**

Annex 1.1: Terms of Reference

Annex 1.2: Phase 1 Activity Schedule

Annex 1.3: List of Meetings Held

Annex 1.4: Consultants Mission Schedule

Annex 1.5: Consultants Deliverables Schedule

Annex 1.6: Progress of Detailed Logframe

Annex 1.7: Summary of Capacity Needs Assessment

Annex 1.8: Comments to Draft Completion Report

Annex 1.9: Comments to Draft Mid-term Progress Report

**2. Cameroon, Annexes**

Annex 2.1: Logframes for Cameroon

Annex 2.2: Draft ToR for RSD Capacity Building

Annex 2.3: Draft ToR for RSMCR Cameroon

**3. Ethiopia, Annexes**

Annex 3.1: Report on Ethiopia Country Mission 3

Annex 3.2: Report on Ethiopia Country Mission 4

Annex 3.3: Draft Procedure for Road Safety in DBM Contracts

Annex 3.4: Draft Road Safety Slides for WB

Annex 3.5: Draft ToR on TA for FTP

Annex 3.6: Draft ToR on TA for ERA

Annex 3.7: Report on Sustainable Funding for Road Safety

Annex 3.8: Previous WB Recommendations on Financing

Annex 3.9: Feedback from Ethiopia Road Fund

Annex 3.10: Logframes for Ethiopia

**4. Nigeria, Annexes**

Annex 4.1: Presentation of Case Study FRSC Nigeria

Annex 4.2: ToR for Communication Specialist FRSC

**5. Zambia, Annexes**

Annex 5.1: Draft Concept for Zambia Safe Corridor Project

Annex 5.2: Draft Terms of Reference for Zambia Police.

**6. AL Corridor, Annexes**

Annex 6.1: Report from Ghana Workshop I

Annex 6.2: Report from Ghana Workshop II

**7. Workshops, Annexes**

Annex 7.1: Report on City Approach Conference in Lusaka

Annex 7.2: Report on Steps to the Five Pillars Workshop in Addis Ababa

**8. Phase 2, Annexes**

Annex 8.1: Draft Phase 2 Activity Schedule

Annex 8.2: Suggestion for Good Practice Award Program