





Short term improvement plan: South Africa

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1 Introduction

1.1 Road Safety and Traffic Management Capacity Reviews in SaferAfrica

The overall objectives of a road safety and traffic management capacity review, based on engagement with senior management of the key agencies, are to:

- systematically assess the state of road safety and traffic management
- summarise the strengths and weaknesses of institutional capacities to significantly improve road safety results
- reach consensus amongst the key agencies about next steps and sustainable activities, and
- propose measures and projects to launch a systematic strengthening of efforts to eliminate fatal and serious road traffic injury.

Given the scope of SaferAfrica generally and Working Party 5 (WP5) specifically, it is not feasible to involve all African countries in all Regional Economic Communities and especially not possible to conduct detailed capacity reviews in all of the countries on the continent. For the purpose of the SaferAfrica project five countries representing the main geographic areas of Africa were selected to be reviewed on the basis of the road safety management capacity review assessment framework outlined in the World Bank guidelines (Bliss & Breen, 2009).

The countries selected were:

1. Burkina Faso
2. Cameroon
3. Kenya
4. South Africa
5. Tunisia.

1.2 Country specific enabling objectives

The objectives for each of the five selected African countries was to:

- Analyse the efficacy of current road safety management systems.
- Assess and, where necessary, propose suggestions for improvements to road safety management systems relating to the institutional management framework (including monitoring and evaluation systems, intervention strategies and results expressed as goals and targets).
- Develop and propose relevant legislative and organisational reforms in order to systematically improve road safety management in general and to prevent and reduce deaths and serious injuries in road traffic crashes.

- Develop and identify key performance indicators and key result areas and to incorporate these as part of a (revised) road safety strategy and action plan/project.
- Develop and incorporate safety performance indicators as part of the road safety goal setting and monitoring process.

WP5 of the SaferAfrica project involves capacity reviews of road safety and traffic management at the country level. The aim is to systematically assess the state of traffic and road safety management in the selected five countries and propose remedial and sustainable programs and actions to fundamentally improve road traffic safety management in those countries. The WP5 outputs will contribute to fine tuning the activities of other WPs, particularly WP4 and WP6 (see www.saferfrica.eu). To achieve this, five tasks will be carried out:

- Task 5.1: Scoping of road safety actions and legislation
- Task 5.2: Road safety and traffic management capacity reviews
- Task 5.3: Specification and selection of safe system approach projects (*subject of this report*)
- Task 5.4: Studies on national road safety agencies
- Task 5.5: Studies on the standardisation of vehicles and road infrastructures

1.3 Outline of task 5.3

After conducting the capacity review, the World Bank guidelines recommend the preparation and implementation of safe system projects, designed to launch the identified long-term country investment strategy.

Task 5.3 will propose detailed short-term improvement plans in the form of a Terms of Reference for a number of projects per selected country. These projects will be remedial in nature, will address high-priority projects and will be able to demonstrate high potential gains within current administrative and legislative frameworks (that is, projects requiring longer term amendments to standards, legislations and regulations will be excluded). In addition, Task 5.3 will indicate which immediate enabling actions will need to be undertaken in order to overcome legislative, regulatory, organisational, institutional and other barriers that may prevent measures or actions from being implemented. These will be further developed in Tasks 5.4 and 5.5.

Task 5.3 is structured in the following activities:

- Activity 5.3a Prioritise improvement projects in selected countries
- Activity 5.3b Prepare terms of reference
- Activity 5.3c Define legislative; regulatory; organisational; financial; institutional barriers
- Activity 5.3d Develop short to medium term strategy to overcome barriers

1.4 Objectives and methodology

The focus of this task is the identification and preparation of safe system projects recommended in the capacity review. These projects should be selected with the aim of accelerating the process from



a weak to a high capacity road safety management system and taking into account the easiness of implementation.

What is a safe system road safety project? According to Bliss & Breen (2009), safe system projects are stand-alone, multisectoral initiatives targeting high-risk corridors and areas, with outcomes large enough to be reliably measured. The project should address three broad components, namely: 1) institutional capacity strengthening priorities, 2) targeted interventions in high-risk corridors and areas, and 3) policy reforms where weaknesses have been identified. Moreover, it is recommended to consider within the project also safety performance monitoring and evaluation activities.

The development and implementation of a safe system project is conducted through eight distinctive steps (Bliss & Breen, 2009):

- 1 . Set project objectives
- 2 . Determine scale of project investment
- 3 . Identify project partnerships
- 4 . Specify project components
- 5 . Confirm project management arrangements
- 6 . Specify project monitoring and evaluation procedures
- 7 . Prepare detailed project design
- 8 . Highlight project implementation priorities.

Based on the findings of the capacity review a number of project components have been identified, each detailed with related technical assistance services.

1.4.1 Projects prioritisation

SaferAfrica is assessing these technical assistance services according to criteria such as ease of implementation, costs and time to implementation. A number of approaches, not strictly related to road safety, have been explored to look for wider assessment criteria. The most frequently referred to criteria is “project complexity” which is used to understand how difficult it is to manage a project. The specific tool used is called CITER (*Crawford-Ishikura Factor Table for Evaluating Roles*) which identifies seven factors that affect the management complexity of a project (Table 1-1). Each factor is rated from (1) to (4) using a point scale which places a quantitative value to a qualitative metric. These points are then totaled to produce a *management complexity rating* for the project (GAPPS, 2007).

Table 1-1 CIFTER Assessment matrix

1. Stability of the overall project context	Very High (1)	High (2)	Moderate (3)	Low (4)
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Moderate (2)	High (3)	Very High (4)
3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	Moderate (2)	High (3)	Very High (4)
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Low (1)	Moderate (2)	High (3)	Very High (4)
5. Strategic importance of the project to the organization or organizations involved	Very Low (1)	Low (2)	Moderate (3)	High (4)
6. Stakeholder cohesion regarding the characteristics of the product of the project	High (1)	Moderate (2)	Low (3)	Very Low (4)
7. Number and variety of interfaces between the project and other organizational entities	Very Low (1)	Low (2)	Moderate (3)	High /Very High (4)

1.4.2 Terms of reference preparation

For each selected project a terms of reference will be compiled and comprise SMART (specific, measurable, achievable, realistic and timebound) project objectives and criteria. Terms of reference should include the following sections (Bliss and Breen, 2009):

- The objectives of the required technical assistance services
- The outputs of the required technical assistance service
- The scheduling of the required technical assistance services
- Professional skills and experience required.

1.4.3 Identification of possible barriers to the implementation

The success of a road safety intervention is influenced by many factors and the specific context, in which an intervention is to be applied, plays a crucial role for its applicability. These factors have been referred to as comprising a concept of "road safety space" (King 2005) (Figure 1-1). According to King (2005), *"each road safety issue in a given country exists in a space defined by the economic, institutional, social and cultural factors which influence it. The factors include both broad and specific influences. The road safety space varies from one road safety issue to another, and from country to country, although some factors may be shared across road safety issues or across countries"*.

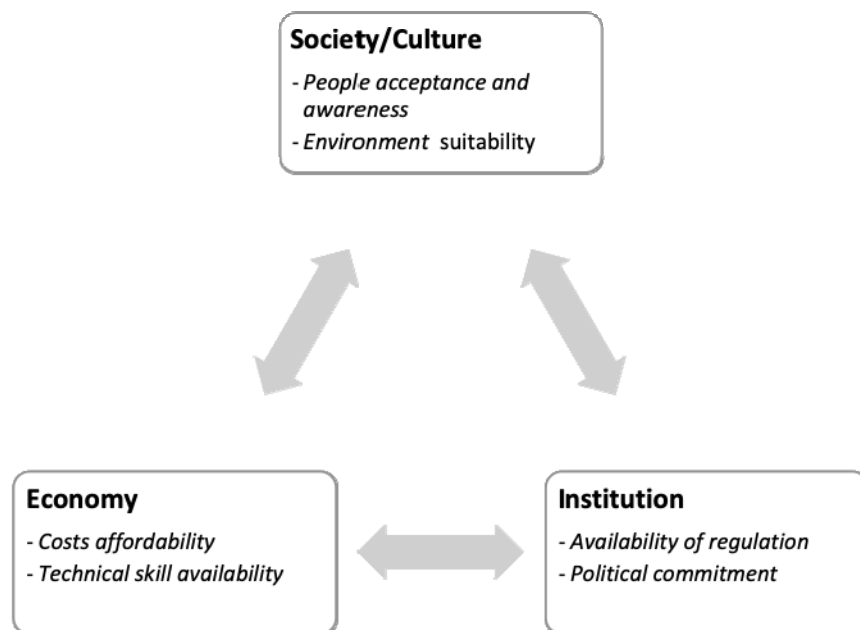


Figure 1-1 Model of the "Road Safety Space"

The focus of Task 5.3 is on the applicability of the proposed interventions and more specifically on the understanding of potential barriers influencing the results and effects of the projects. This type of assessment is based on a range of data, but mainly on interviews with local stakeholders. Therefore, for each project a detailed analysis of the barriers for the implementation needs to be carried out, providing the stakeholders of relevant information about the project.



2 Safe System project objectives and scope for South Africa

The project in South Africa was originally conceived as a road safety management capacity review. For a variety of reasons, this was not possible, and a more limited, strategically oriented study was conducted instead.

Along with the review of several documents, such as the National Road Safety Strategy 2016-2030 (NRSS), several people within stakeholder organisations have been interviewed, focusing on the agency's road safety roles and responsibilities, particularly in relation to the NRSS, and any observations about:

- current national activity regarding road safety management and barriers to progress
- the lead agency specific role and activities regarding road safety management and barriers to progress.

The goal of the interviews was to gather insights from stakeholders and develop a high-level understanding of national road safety management systems within South Africa, sufficient to provide options for a path forward to better results.

A National Road Safety Strategy 2016-2030 is in place in South Africa and is very consistent with key elements of the safe system approach to road safety. However, experience in many countries shows that road safety strategy implementation is much more difficult than strategy preparation. Many countries continue to struggle with implementing a genuinely systems-based approach, and this is apparent in South Africa as well. As in many countries, stronger road safety management systems are needed in order to implement the strategy and achieve the country's safety target.

The study made a number of observations about issues and opportunities for road safety in South Africa. In so doing, the study also identified 13 areas of activity for high value strategic projects. These covered issues associated with institutional management functions, network planning and design, entry and exit of drivers and vehicles from the road traffic system, and post-crash response for victims.

This report analyses these project options in more details and provides draft terms of reference for a selected group of projects.



3 Detailed project areas selection

Thirteen areas of activity were identified by the strategy study, each of which contain several project options:

- 1) Governance and leadership – for example, strengthening RTMC mandate, NRSSC coordination capacity, and capacity building and training of officials and other leadership positions
- 2) Road traffic safety management systems involving the private sector – for example, a voluntary pilot program to encourage companies which already have ISO management certification (ISO 9001 Quality, or ISO 14001 Environmental) towards certification under SANS 39001 Road Traffic Safety Management Systems
- 3) Pedestrian protection from road traffic injury – for example, preparation of a national pedestrian safety action plan, or demonstration projects in both urban and rural corridors involving both infrastructure and speed limits
- 4) National speed management reform – for example, a national review of safe speed limits, and comprehensive speed management demonstration projects on national, provincial or local road networks
- 5) UN vehicle safety regulations – for example, leveraging South Africa's status as a contracting party to the 1958 and 1998 Agreements by applying all the regulations promoted through the World Health Organisation (WHO), or investing in a new car assessment program for South Africa
- 6) Driver licensing – for example, review policy against good practice principles to map the regulatory path to a safer Graduated Licensing System, overhaul identity management and security within the register, or include modern technology in driver testing processes
- 7) Traffic law enforcement – for example, focusing on establishing a monitoring framework to support the recently declared National Road Traffic Law Enforcement Code (NRTLEC) and some aspects of the proposed Administrative Adjudication of Road Traffic Offences
- 8) Monitoring and evaluation – for example, developing an ongoing program of observational surveys for key driver behaviours (such as speeding, seatbelt use, drink driving) which can be used to evaluate enforcement and awareness programs
- 9) Improvement of the crash data system – for example, improve injury information quality control and linkage to health system indicators, or develop options for future improvements in database standards and national-provincial linkages
- 10) Road Accident Fund – for example, undertake a good practice review of the proposed no fault scheme to ensure it is financially viable, supports better post-crash response and treatment, and the future funding needs for road safety in South Africa
- 11) Communication framework – for example, a research-based programme to develop branding, national communication framework, to support provincial programmes; identification and development of new communication resources, particularly those which



can be deployed alongside enforcement activity; or resourcing and capacity building of road safety officials and provincial departments

- 12) Road safety education – for example, developing a cross-agency program to develop classroom and safe route programmes reaching all schools, or work with Safe Schools of Basic Education to look at integrating road safety into the Safe Schools Programmes
- 13) Community based programmes – for example, developing a framework and policy for implementation of community-based road safety programmes in communities at risk, including empowering the officials and community members involved in implementation.

3.1 Projects assessment and selection

This chapter provides a preliminary assessment of each of these 13 project areas for prioritisation in South Africa, following a simple project statement.

The methodology adopted for the assessment and selection of the projects is based on the CITER tool discussed above.

3.1.1 Governance and Leadership

This project aims at strengthening leadership and institutional management arrangements for road safety in South Africa, through mobilising political, institutional and financial support.

There would be two key project components. A road safety management capacity review mandated by the MinMEC responsible for Road Traffic Matters and Transport, would be undertaken by the Committee of Transport Officials. The review would give specific consideration to requirements for national road safety governance arrangements (including decision making across national and provincial governments), strengthening of the national road safety lead agency function of the Road Traffic Management Corporation, roles and responsibilities of national and provincial government agencies, and road safety funding and investment strategies.

A three-year program would be developed to build institutional road safety management capacity across the key road safety institutions within government. The program would give priority to leadership and development modules which bring senior executives and technical leaders from the full range of road safety institutions. It would also allow for executive and technical leadership training within key disciplines, such as road safety engineering or road traffic policing.

Table 3-1 Governance and leadership

Criterion	Rating	Comment
1. Stability of the overall project context	Moderate (3)	Many elements of the project are in place but need greater cohesion
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Project requires a specialist in institutional safety management and leadership

3. Magnitude of legal, social, or environmental implications from performing the project	Moderate (2)	Environmental and social implications are low but some policy and legal support may be needed
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	There are some project costs and potentially significant safety benefits
5. Strategic importance of the project to the organization or organizations involved	High (4)	An important step for improving road safety in South Africa
6. Stakeholder cohesion regarding the characteristics of the product of the project	Moderate (2)	There may be stakeholder support for stronger national road safety leadership
7. Number and variety of interfaces between the project and other organizational entities	Very High (4)	This project is about cross agency/ jurisdictional leadership and strategy
TOTAL	18	

3.1.2 Road traffic safety management systems

This project aims to strengthen the road safety management capacity and performance of a wide range of public and private sector organisations, through preparation and deployment of safety management systems that can contribute to the elimination of fatal and serious road traffic injury.

Key components of this project are:

- Assessment of current road traffic safety management systems within the transport sector, against the requirements of SANS 39001 Road Traffic Safety Management Systems
- Using South African examples consistent with SANS 39001, prepare a statement of corporate and societal benefits possible through certification to SANS 39001
- Promote certification to SANS 39001 to South African organisations which are already certified to ISO 9001 Quality Management Systems, or ISO 14001 Environmental Management Systems.
- Enrol and support up to 20 companies currently certified to ISO 9001 or ISO 14001 in a pilot program to support certification to ISO 39001.

Table 3-2 Road traffic safety management systems

Criterion	Rating	Comment
1. Stability of the overall project context	Very High (1)	A national standard is already in place
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	These management systems have a high profile, and expertise currently exists



3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	Legal, social and environmental implications are low
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	There is some project cost, but there are potential benefits for stakeholders
5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	Stronger management systems will benefit stakeholder organisations
6. Stakeholder cohesion regarding the characteristics of the product of the project	High (1)	Stakeholders are likely to be supportive of good project results
7. Number and variety of interfaces between the project and other organizational entities	Low (2)	Some external interaction is required from stakeholders
TOTAL	11	

3.1.3 Pedestrian protection from road traffic injury

Prepare a national pedestrian safety action plan, which applies safe system principles to the task of protecting pedestrians from fatal or serious road traffic injury, and establishes critical performance measures, priority actions and network treatments.

Key project components are:

- Assess good practice pedestrian safety programs, and current South African practices against these programs
- Prepare a draft strategy document setting out critical issues, performance measures, primary safety directions, highest risk environments for pedestrians and typical treatments, and a high level action plan
- Specify and cost four demonstration projects to reflect highest risk environments for pedestrians such as highly trafficked highways and urban streets with high volumes of pedestrian activity, and treatments which assign access and safety priority to pedestrians.
- Specify technical safety standards required to prioritise pedestrian safety, and processes for
 - o Identifying hazardous locations for pedestrians
 - o Undertaking pedestrian-focused road safety audits
 - o Identifying, costing and implementing pedestrian safety treatments.

Table 3-3 *Pedestrian protection from road traffic injury*

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	A plan which is focused on pedestrian safety can be managed at a technical level
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Moderate (2)	There are several core disciplines such as policy, planning and engineering
3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	Legal, social, or environmental implications may arise, subsequently
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	There is a project cost, but required to support future investment
5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	A strong plan and investment case would be strongly support national strategy
6. Stakeholder cohesion regarding the characteristics of the product of the project	High (1)	There is likely to be relatively high degrees of cohesion over the core issues
7. Number and variety of interfaces between the project and other organizational entities	Low (2)	This policy, planning, engineering focus requires some, but limited interface
TOTAL	13	

3.1.4 National Speed Management Reform

Initiate a national speed management reform study focussing on reducing speed limits towards levels that protect human life and health, supported by stronger enforcement compliance and penalty systems, and greater professional capacity to deliver ongoing reform and demonstration projects on national/provincial/local road networks.

Key project components are:

- A scientific, safe systems focused, assessment of speed limit setting rules and practices as they currently apply in South Africa, across all national provincial and local roads
- A gap analysis between these speed limit management practices and safe system principles which lead to consideration of the following speed limits:
 - 30 km/h where there is potential for collisions with pedestrians and cyclists, such as villages or commercial areas
 - 50 km/h where there is potential for side impact collisions, such as intersections
 - 70 km/h where there is potential for head on collisions, such as undivided rural highways
- An action plan for safer speed limits in South Africa over a 5 year period, including detailed changes required to legal requirements and processes in support of implementing lower speed limits, and establishing safer default rural and urban speed limits

- Scope and cost three demonstration projects (possibly on the national, provincial or local networks, or area based) for implementation. These projects will combine lower speed limits, reinforcing infrastructure improvements, information and enforcement operations. The goal is to demonstrate the benefits of applying safe system principles to speed management in South Africa in a manner which can be implemented throughout the country.

Table 3-4 National speed management reform

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	There is international consensus on technical aspects, but the subject matter can be difficult
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Engineering remains the main discipline although inputs from behavioural science will be necessary
3. Magnitude of legal, social, or environmental implications from performing the project	High (3)	In the past, lowering of speed limits in South Africa has been unpopular with citizens and governments
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	Implementation of a speed management plan would incur costs of road signs, marking, calming methods
5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	Successful implementation of the project would be very strategic for the lead agency and its agency partners
6. Stakeholder cohesion regarding the characteristics of the product of the project	Low (3)	Technical cohesion may be moderate, but wider stakeholder cohesion may be low
7. Number and variety of interfaces between the project and other organizational entities	Moderate (3)	Involving all levels of government (national, provincial, local) will contribute to complexity
TOTAL	17	

3.1.5 UN vehicle safety regulations

Leverage South Africa's status as a contracting party to the 1958 and 1998 Agreements by applying all the regulations promoted through the World Health Organisation (WHO), and support the establishment of a new car assessment program for South Africa.

Key project components are:

- A report for Parliament on the deployment of light vehicle safety technology in South Africa, against the eight priority United Nations' vehicle safety standards:

- 1) Frontal impact protection (R94)
- 2) Side impact protection (R95)
- 3) Electronic stability control (R140)
- 4) Pedestrian front protection (R127)
- 5) Seat-belts (R14)
- 6) Seat-belt anchorages (R16)
- 7) Child restraints (R129)
- 8) Motorcycle anti-lock braking systems (R78).

- An assessment of the relative benefits of applying each of the standards which are not in place, and of the costs of implementing the standards, and the most beneficial path towards the standards being applied by 2030.
- A study to scope the operational and budget needs to establish an ongoing programme of light vehicle crash testing as a means of promoting awareness of and action on regulatory and market interventions in the safety of the light vehicle fleet in Southern Africa.

Table 3-5 UN vehicle safety regulations

Criterion	Rating	Comment
1. Stability of the overall project context	Very High (1)	There is international consensus on technical aspects and South Africa is already well advanced in this area
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Legislation and engineering would be the main disciplines involved
3. Magnitude of legal, social, or environmental implications from performing the project	Moderate (2)	There are legal and social (cost) implications which would be analysed during the project, allowing for well informed decisions
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Low (1)	Impact on the implementing agency will be low; the financial impact on consumers would be analysed against safety benefits
5. Strategic importance of the project to the organization or organizations involved	Low (2)	Compared to other issues, the strategic impact on organisations will be low
6. Stakeholder cohesion regarding the characteristics of the product of the project	Moderate (2)	Although safety professional and motoring advocates may agree, there may be some debate amongst vehicle manufacturers
7. Number and variety of interfaces between the project and other organizational entities	Low (2)	Interfaces will be with the Department of Transport, SABS, vehicle manufacturer bodies and public interest representatives
TOTAL	12	

3.1.6 Driver licensing

Initiate a comprehensive driver licensing reform program to significantly upgrade identity management and security within the driver licensing system, establish rigorous audit and control systems in driver testing and license issuing processes, and map a regulatory path towards a graduated licensing system.

Key project components are:

- Scope options for shifting to a modern, secure driver license supported with biometric details, a modern national registry system, secure production facilities, ongoing audit and control systems, and a transition process which requires revalidation of identity of each licence holder.
- Undertake a research study to assess the current safety policy settings for driver licensing in South Africa against good practice systems, and options and recommendations for moving towards a graduated licensing system which controls exposure to safety risks.
- Prepare and cost a project or projects to (1) gain approval for and invest in a modern driver licence system, and (2) to prepare, analyse and make recommendations on specific licensing policy options to Government.

Table 3-6 Driver licensing

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	Professionals and officials in this field will probably remain available through the project
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Legislative, audit/control, IT and enforcement expertise is required, but modern technologies in this field are well developed
3. Magnitude of legal, social, or environmental implications from performing the project	High (3)	Legal implications will arise from improved policy and controls, and social implications from the disruption to businesses which have developed in response to current deficiencies
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	Significant upgrades of testing systems may have a substantial financial impact, but earlier stages (eg secure licence) a lower impact
5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	The implementation of a new driver's license system has been on the agenda in SA for a long time. This will be of strategic importance for the Department of Transport especially

6. Stakeholder cohesion regarding the characteristics of the product of the project	Low (3)	There will likely be strong differences in opinion regarding the project, due to vested interests in the current deficient systems
7. Number and variety of interfaces between the project and other organizational entities	Moderate (3)	Interface of the project will be mainly with the Department of Transport but will include provincial and lower level testing stations
TOTAL	17	

3.1.7 Traffic law enforcement

Establish a monitoring framework to support the recently declared National Road Traffic Law Enforcement Code (NRTLEC). Include aspects of the proposed Administrative Adjudication of Road Traffic Offences, such as indicators for number of traffic fines, and successful fine collection. First phase implementation would be initially with a sample of provincial, metro and local departments, before any refinement ahead of a national rollout.

Key project components are:

- Study the NRTLEC in terms of information management needs and engage with the RTMC regarding priority areas
- Develop a set of indicators linked to the reporting requirements in the NRTLEC, specifying exact information needed. Where relevant, link to other existing information from NaTIS and other sources.
- Implement a training programme to ensure alignment across South African Police Service, and provincial, metro and local traffic forces
- Analyse the relevant information, refine and consult for wider implementation, including technology for streamlined information gathering.

Table 3-7 Traffic law enforcement

Criterion	Rating	Comment
1. Stability of the overall project context	Very High (1)	Role players will remain constant over the implementation period
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Information management and monitoring rather than enforcement methods
3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	The project implications will be low, since it only focuses on one component

4. Overall expected financial impact (positive or negative) on the project's stakeholders	Low (1)	Financial impact of reporting itself would be low (implementation of the NRTLEC would have financial implications)
5. Strategic importance of the project to the organization or organizations involved	Low (2)	There is little strategic value of the information management module itself.
6. Stakeholder cohesion regarding the characteristics of the product of the project	Low (3)	A cohesive pilot project with supportive authorities may not be replicated once broader implementation is considered
7. Number and variety of interfaces between the project and other organizational entities	Low (2)	Most of the interface will be with the authorities taking part and with the RTMC
TOTAL	11	

3.1.8 Monitoring and evaluation

Initiate a monitoring and evaluation project which develops a results based evaluation framework for the National Road Safety Strategy, and a regular program of national observational surveys for key offences (e.g., drink driving, speeding and seatbelt use) as a support for enforcement, communication campaigns and other programmes, tackling these critical safety behaviours.

Key project components are:

- Prepare a results-based evaluation framework to monitor progress against the National Road Safety Strategy
- Prepare project specifications and methodologies for a good practice, scientifically robust observational survey program, including data capture analysis and reporting.
- Identify information needs from all stakeholders relevant to the National Road Safety Strategy that would input to process evaluation
- Prepare a tender for a national observational study to be rolled out on a 4-year frequency basis.

Table 3-8 Monitoring and evaluation

Criterion	Rating	Comment
1. Stability of the overall project context	Very High (1)	Key professionals and officials supporting the function will be available throughout the pilot project lifecycle
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Impact evaluation is a well-established discipline

3. Magnitude of legal, social, or environmental implications from performing the project	Moderate (2)	Intrusive observational surveys and roadblocks are not popular with the public
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	The implementation of proper studies and analyses are relatively costly
5. Strategic importance of the project to the organization or organizations involved	Low (2)	The outcomes of impact evaluation have strategic value in terms of funding motivations
6. Stakeholder cohesion regarding the characteristics of the product of the project	High (1)	Road safety stakeholders would broadly agree with the importance of the project, with some differences on priorities
7. Number and variety of interfaces between the project and other organizational entities	Moderate (3)	Observational surveys would involve research institution or university, plus various enforcement entities
TOTAL	12	

3.1.9 Crash data system

Continue to enhance road crash data systems by scoping and costing tasks required to increase the quantity and quality of police crash reports.

Key project components are:

- Undertake an assessment of the current status of the RTMC project to establish a web-based National Crash Data Management System (NCDMS), specifically in relation to its proposed use by provincial, metropolitan and local police forces
- Undertake a survey in collaboration with all police forces to understand current processes and practices for crash data gathering and collating, and review and report on survey results including any barriers to increased road crash data collection within the NCDMS
- Develop and pilot an ongoing program across one province to increase data collection within the NCDMS, then scope and cost a national rollout on an annual basis through until 2030.

Table 3-9 Crash data system

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	Relatively high, given the NCDMS is well advanced
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Moderate (2)	Enforcement, research, data, and management expertise required



3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	There are few implications arising from this
4. Overall expected financial impact (positive or negative) on the project's stakeholders	High (3)	Piloting increased crash data collection in one province would have some costs to demonstrate pilot effectiveness
5. Strategic importance of the project to the organization or organizations involved	Low (2)	This may be higher for RTMC than for each police force
6. Stakeholder cohesion regarding the characteristics of the product of the project	Very Low (4)	More (better) data collection means worse safety results may be reported
7. Number and variety of interfaces between the project and other organizational entities	Very High (4)	Many different police forces are involved
TOTAL	18	

3.1.10 Road Accident Fund

Support the establishment of the Road Accident Fund Benefit Scheme (RABS) in place of the existing Road Accident Fund, by undertaking an external assessment of the proposed scheme against good practice no-fault motor vehicle injury insurance schemes.

Key project components are:

- Undertake a review of no-fault injury insurance schemes internationally, including at least the following Commonwealth jurisdictions: Victoria, Australia; New Zealand; British Colombia, Canada.
- Identify a schedule of good practice features across such schemes including: universal coverage; long-term financial viability; limitation of litigation costs; immediate post-crash victim support including ambulance, medical treatment and rehabilitation; compensation for lost earnings; investment in injury prevention; alignment with jurisdictional road safety strategies and partnerships.
- Assess RABS against good practice, identify any significant gaps between RABS and good practice, establish any short-medium-long term threats to the financial viability of RABS
- Prepare recommendations on any changes that may be required to RABS to secure its long term viability and success in post-crash response and road safety investment.

Table 3-10 Road Accident Fund

Criterion	Rating	Comment
1. Stability of the overall project context	Very High (1)	The project is addressing a government priority, although there is some opposition to reform
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	The number of disciplines are low – accounting, post-crash (recovery, treatment, rehab) and injury prevention
3. Magnitude of legal, social, or environmental implications from performing the project	High (3)	There are significant (and favourable) legal and social implications associated with the project.
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	Increased financial viability for injury insurance, but little fiscal impact on stakeholders
5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	Strategic important to the Road Accident Fund
6. Stakeholder cohesion regarding the characteristics of the product of the project	High (1)	Likely support across government stakeholders for project
7. Number and variety of interfaces between the project and other organizational entities	Low (1)	As the Fund is already in place, there is little additional interface
TOTAL	12	

3.1.11 Communication framework

Develop a long-term, evidence-based road safety communication framework in alignment with the strategic priorities of the NRSS

Key Project Components

- Provide a desk study of current good practise and theories in the field of social marketing with a specific focus on road safety, including the use of incentives.
- Identify different target groups of road users, based on crash data analysis of South Africa crash data and target group characteristics (age groups, urban/rural, road user mode, social)
- Develop communication approaches for different target groups, within the context of the road safety strategy
- Develop a series of communication media for different platforms and test with different target groups through appropriate methodology.
- Provide a long-term framework for road safety communication, considering the strategic road safety interventions foreseen in the NRSS concerning other pillars and stakeholders

Table 3-11 Communication framework

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	The communications mandate is shared by different stakeholders which may influence agreement in terms of ultimate project output
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Moderate (2)	There may be conflicting professional views on how achieve impact through fast developing communications platforms and technologies
3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	The expectations are that an effective communication programme will have positive implications
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Low (1)	The study itself will have a low financial impact, but its implementation can be high and requires investment over time
5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	Communication of road safety gives the agencies visibility and they may compete for the space
6. Stakeholder cohesion regarding the characteristics of the product of the project	Moderate (2)	Some stakeholders may have fixed ideas on who should run a communication programme, and how the issue should be approached
7. Number and variety of interfaces between the project and other organizational entities	Moderate (2)	Various agencies are involved with road safety communication. An action committee comprising of provincial road safety would assist
TOTAL	13	

3.1.12 Road safety education

Develop and implement a road safety education programme with a view to reach all learners in South Africa and provide safe environment for learners going to and from school. Develop and implement training and education for teachers and officials working in the education environment, to support the school programmes and develop and implement driver education programmes for adults.

Key project components are:

- Make use of the existing structure of the NRSS to set up a steering committee for the development of road safety education resources
- Review all current educational resources and programmes in road safety, developed by the Department of Transport, RTMC and other agencies; Review educational resources and programmes developed by professional / reputable bodies and individuals at international and national level
- Assess the need for development of new materials for different target groups
- Develop materials and resources and provide training and / or access to these through various platforms, including social media and cell phone applications. This includes programmes for pre-schoolers. Resources to be developed will be prioritised for development and implementation over a 5-year period
- Engage with road safety professionals (National and international) to develop road safety orientation programmes for officials involved with road safety.

Table 3-12 Road safety education

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	The project may challenge projects that have existed for some years and that stakeholders might want to defend
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Moderate (2)	Disciplines involved are education and IT, but there are different approaches which may lead to differences amongst stakeholders
3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	The expectations are that an effective communication programme will have positive implications
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Moderate (2)	The financial impact will be relatively high – in terms of both development and implementation – compared to current spending.
5. Strategic importance of the project to the organization or organizations involved	Very Low (1)	Long-term implementation of road safety education will be strategically important to provincial road safety sections, but much less so to national agencies

6. Stakeholder cohesion regarding the characteristics of the product of the project	Moderate (2)	Socio-economic, language, culture, rural/urban divisions lead to different views of what is acceptable in terms of visual look and feel
7. Number and variety of interfaces between the project and other organizational entities	Low (1)	The main interface will be with the Education Committee itself
TOTAL	11	

3.1.13 Community based programmes

Develop and implement community-based road safety programmes in identified communities

Key Project components are:

- Desk-top review of current international trends in community-based road safety
- Assess the current status of road safety councils in South Africa
- Develop a community-based road safety programme based on past learning and on Asset Based Community Development principles
- Train road safety officers and other relevant officials to implement and manage community-based programmes

Table 3-13 Community based programmes

Criterion	Rating	Comment
1. Stability of the overall project context	High (2)	In the past, community road safety councils have been formed. There is an issue with long term commitment to this type of project.
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	The community approach includes Community Development; Road Safety.
3. Magnitude of legal, social, or environmental implications from performing the project	Moderate (2)	Communities in South Africa are very reactive towards service delivery issues. Community involvement is usually also highly politicised, especially where skills development and job creation are involved. Creating expectations and not fulfilling them will have social implications
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Low (1)	The study costs will not be high but sustained implementation and maintenance of the project will impact on cost



5. Strategic importance of the project to the organization or organizations involved	Moderate (3)	This is of strategic importance to provinces and also RTMC. This one of the issues to be addressed in the NDP2030, namely active citizenry
6. Stakeholder cohesion regarding the characteristics of the product of the project	Moderate (2)	Communities themselves may have different histories and structures which will influence some elements of the projects, especially as relates to sustainability
7. Number and variety of interfaces between the project and other organizational entities	Low (2)	There will be interfaces at various government levels
TOTAL	13	

3.2 Projects selection

The originating strategy study identified thirteen areas of activity for high value strategic projects. These covered issues associated with institutional management functions, network planning and design, entry and exit of drivers and vehicles from the road traffic system, and post-crash response for victims.

The following observations regarding prioritisation were made:

- Without addressing observable issues in governance and leadership, the 2030 target is unlikely to be achieved (3.1.1 Governance and Leadership project)
- A systematic, well funded, national demonstration project is required to show what can be achieved through the safe system approach in terms of generating a safe road environment (3.1.3 Pedestrian Protection from Road Traffic Injury, 3.1.4 National Speed Management Reform)
- Major progress is required in relation to vehicle safety (3.1.5 UN Vehicle Safety Regulations), driver licensing (3.1.6 Driver Licensing), traffic law enforcement (3.1.7 Traffic Law Enforcement) and road safety data (3.1.9 Improvement of the Crash Data System)
- There is high potential safety value in advancing road safety management systems across South African enterprise (3.1.2 Road Traffic Safety), and in promoting a much stronger safety focused reform of South Africa's injury insurance scheme (3.1.10 Road Accident Fund)
- One of the three final project options (or a combination) needs to be addressed to nurture community demand for road safety (3.1.11 Communication Framework, 3.1.12 Road Safety Education, 3.1.13 Community Based Programmes).

From this schedule, it was considered that the governance and leadership project presented too many complexities. The original strategy study had originally been conceived as helping meet this need, but as noted previously this was not able to be fulfilled.

The CIFTER methodology provides another means of assessing and prioritising the projects, by establishing a numeric score for all seven factors, based on simple project statements outlining the overall purpose and scope of the project option. According to CIFTER methodology higher scores identify complex projects, especially in terms of management, and priority should be given to those projects with the lowest rates. Table 3-14 summarises the results of this exercise.

Table 3-14 Project assessment results

N	Project components	1. Stability of the overall project context	2. Number of distinct disciplines, methods, or approaches	3. Magnitude of legal, social, or environmental implications	4. Overall expected financial impact on the project agencies	5. Strategic importance of the project to organizations involved	6. Stakeholder cohesion regarding the project	7. Number and variety of interfaces between organizational entities	TOTAL SCORE
01	Governance and leadership	3	1	2	2	4	2	4	18
02	Road traffic safety management systems	1	1	1	2	3	1	2	11
03	Pedestrian protection from road traffic injury	2	2	1	2	3	1	2	13
04	National speed management reform	2	1	3	2	3	3	3	17
05	UN vehicle safety regulations	1	1	2	1	2	2	2	12
06	Driver licensing	2	1	3	2	3	3	3	17
07	Traffic law enforcement	1	1	1	1	2	3	2	11
08	Monitoring and evaluation	1	1	2	2	2	1	3	12
09	Improvement of the crash data system	2	2	1	3	2	4	4	18
10	Road Accident Fund	1	1	3	2	3	1	1	12
11	Communication framework	2	2	1	1	3	2	2	13
12	Road safety education	2	2	1	2	1	2	1	11
13	Community based programmes	2	1	1	2	1	3	3	13

The difficulty in using this quantitative method is that project complexity is directly affected by project scope, and is somewhat disconnected from an analysis of “what needs to be done”. Better rated projects using CIFTER have much smaller scope, much less chance of directly affecting change



in the safety experienced by South Africans on the road, but are more achievable, and focused on “what can be done”.

Prior to the CIFTER analysis, a possible set of projects were identified for further preparation – these are listed below with their CIFTER score:

- Road Traffic Safety Management Systems (11)
- National Speed Management Reform (17)
- UN Vehicle Safety Regulations (12)
- Driver Licensing (17)
- Traffic Law Enforcement (11)
- Monitoring and Evaluation (12)
- One of Communications / Education / Community (12).

The outliers in this possible set of projects are:

- National Speed Management Reform, which is a difficult area for countries which have mature national road safety management systems in place already
- Driver Licensing, which addresses issues as wide ranging as identity (and privacy) through to impacts on access to road networks, and sectoral reform of established business activity which has arisen as a consequence of deficiencies in the current system

Both of these projects represent high value safety reform, in the current South African context. Pedestrian Protection from Road Traffic Injury would also provide significant safety reform opportunity, and is rated at 13, a lower complexity than either of these.



4 SaferAfrica project opportunities

The finalisation of project terms of reference followed consolidation of the candidate projects and considered potential barriers to project implementation.

4.1 Candidate projects

The following projects were selected for development of terms of reference:

- Road Traffic Safety Management Systems, focusing on further developing willing adoption of an organisational system directed to eliminating fatal and serious injury, based on an approved South African standard
- Pedestrian Protection from Road Traffic Injury, focusing on strategy and planning required to tackle a dominant issue, and scoping demonstration projects for subsequent investment
- UN Vehicle Safety Regulations, focusing on completing implementation of established international safety regulations through existing South African government processes
- Traffic Law Enforcement, focusing on establishing a monitoring framework to support the recently declared National Road Traffic Law Enforcement Code
- Monitoring and Evaluation, focusing on preparing an impact evaluation framework and piloting methodology for observational surveys in one province
- One of Communications / Education / Community, focusing on improving variously strategic road safety communications, the approach to road safety education, and developing community responses to local safety issues.

4.2 Barriers to the implementation of projects

Possible barriers to project implementation were analysed based on the three part “Model of Road Safety Space” addressed earlier:

- **Society/Culture** taking into account people, meaning the relevance of acceptance and awareness among the people, and environment, meaning the possibility to change the built environment in order to accommodate the proposed practice.
- **Institution** taking into account availability of regulation, and political commitment
- **Economy** taking into account affordability of design, implementation and maintenance costs, and technical skill availability.

Based on this model, the following questions were considered in the preparation of each terms of reference document.

Table 4-1 Questions to assess transferability (Appelt et al 2009; Wang et al 2016)

Factor	Criterion	Questions to assess Criterion
Society/Culture	People	• Would the general public and the targeted population accept this intervention? • Does any aspect of the intervention go against local social norms? • Is it ethically acceptable? • Can the contents of the intervention be tailored to suit the local culture? • Does the target population in the local setting have a sufficient educational level to comprehend the contents of the intervention? • Is the target population aware of the road safety problem?
	Environment	• Is it possible to change the built environment in order to accommodate the proposed practice?
Institution	Availability of regulation	• Is there legislation relevant to the transferability of the intervention available?
	Political commitment	• Does the political environment of the local society allow this intervention to be implemented? • Is there any political barrier to implementing this intervention?
Economy	Affordability of design, implementation and maintenance	• Are the essential resources for implementing this intervention available in the local setting?
	Availability of technical skill	• Does the provider of the intervention in the local setting have the skill to deliver this intervention?

The main objective in doing this is to improve the process of transferring good international road safety practice to an African country in the expectation that better outcomes will follow (King, 2005). The tool is based on the methodology adopted in a project where the process of transferring interventions to improve vulnerable road user safety were assessed for India and Brazil (Appelt et al., 2009). The questions related to each factor/criterion have been derived from existing literature to assess the applicability of a measure/concept (Appelt et al., 2009; Wang et al., 2016).

A feature of this consideration, in preparing the Terms of Reference, is the application of judgement regarding the preparedness of national agencies to lead the change necessary to advance the projects, or at least the ease of them to do so with.



5 References

Bliss, T., & Breen, J. (2009). Country guidelines for the conduct of road safety management capacity reviews and the specification of lead agency reforms, investment strategies and safe system projects. World Bank Global Road Safety Facility.

Bliss T, Breen J, (2013). Road Safety Management Capacity Reviews and Safe System Projects Guidelines.

GAPPS (2007) A Framework for Performance Based Competency Standards for Global Level 1 and 2 Project Managers Sydney: Global Alliance for Project Performance Standards.

King, M.J. (2005). Case studies of the transfer of road safety knowledge and expertise from Western countries to Thailand and Vietnam, using an ecological 'road safety space' model: Elephants in traffic and rice cooker helmet. Queensland: Queensland University of Technology.



Annex: Terms of References



1.1 Terms of Reference: Road Traffic Safety Management Systems

This project aims to strengthen the road safety management capacity and performance of a wide range of public and private sector organisations, through preparation and deployment of safety management systems that can contribute to the elimination of fatal and serious road traffic injury.

1.1.1 Background

A notable feature of the NRSS is the prominence given to the promotion of SANS 39001 Road Traffic Safety Management Systems. This management standard applies ISO 39001, which is closely aligned with two of the most widely used management standards in the world – ISO 9001 Quality Management Systems and ISO 14001 Environmental Management Systems. It is widely recognised as the leading management framework for organisations to work towards the elimination of fatal and serious road traffic injury.

South African transport operators already work to management systems, as required by law. A project focused on SANS 39001 provides opportunity to improve the standing of these operators within the marketplace. SANS 39001 is also relevant to a multitude of other organisations who are exposed to road traffic injury – for example, they may produce or purchase goods which are delivered by road, or deliver or receive services which require use of the road traffic system, or provide facilities which others access through use of the road.

1.1.2 Traffic interventions identified from the NRSS

- 1E(iv) Promotion, marketing and awareness initiatives towards implementation of the Road Traffic Safety Management Systems (ISO39001), both within Government and Industry.
- 1(v) Partnering with SANAS and SABS and other industry partners to put in place measures to ensure that the requirements for Certification Bodies and accreditation of the Standards Auditors are adequately addressed.
- 1(vi) Develop and implement regulatory tools and accreditation schemes
- 1(vii) Develop sector specific implementation manuals to support participating industries

1.1.3 Project Goal

The project seeks to increase deployment of SANS 39001 through encouraging organisations to adopt a goal of eliminating serious road traffic injury, and put in place management systems to assist in achieving that goal.

Specific objectives are:

- Assess current road traffic safety management systems within the transport sector, against the requirements of SANS 39001 Road Traffic Safety Management Systems

- Prepare a statement of corporate and societal benefits possible through certification to SANS 39001 using South African examples consistent with SANS 39001
- Promote certification to SANS 39001 to South African organisations which are already certified to ISO 9001 Quality Management Systems, or ISO 14001 Environmental Management Systems
- Enrol and support up to 20 companies currently certified to ISO 9001 or ISO 14001 in a pilot program to support certification to ISO 39001.

1.1.4 Methodology

Phase	Duration	Stakeholders
<u>Project Management Committee</u> • Established with involvement from NRSSC and RTMC, and industry leaders from organisations which are: 1. currently certified to SANS 39001 2. operating under road transport management standards, or 3. running significant road traffic safety programs	1 month	National Road Safety Steering Committee Road Transport Management Corporation Industry leaders
<u>Gather and analyse information about current practices</u> • Review regulated road transport management systems against ISO 39001 requirements • Gather information on road traffic safety management practices across the three groups of organisations, and assess these practices against ISO 39001 • Prepare a gap analysis between current road traffic safety management requirements and practices • Identify any barriers to adoption of ISO 39001 and make recommendations on how to remove these for the purposes of this project.	2 months	Report to Project Management Committee

<u>Prepare a promotional document</u> - Identify the benefits gained by South African organisations to implementing road traffic safety programs, and practices which have proven useful - Prepare a project outline which details what organisations will be offered and what they can expect to achieve through participation in a pilot project	1 month	Report to Project Management Committee
<u>Enrol target organisations</u> - Develop a schedule of all South African organisations which are certified to ISO 9001 and ISO 14001 - Establish a list of the 50 organisations which may be most interested in expanding their current management systems to include road traffic safety - Make direct contact at a senior executive level to invite the company to join a pilot project	2 months	Report to Project Management Committee Enrolled organisations
<u>Implement pilot program</u> - Enrol up to 20 companies currently certified to ISO 9001 or ISO 14001 in a pilot program to support certification to ISO 39001 - Convene a two day workshop to consider the requirements of ISO 39001 as they apply to each organisation - Agree an ongoing program of peer-to-peer and project review support through a 12 month timeframe - Provide direct quarterly feedback to each participant as they work towards certification.	15 months	Report to Project Management Committee



<u>Total duration</u>	21 months for project preparation, enrolment and implementation	
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1.1.5 Expertise required:

The expertise required of the team leader and at least one other needs to include ISO management systems, and road traffic safety management. Industry development and promotion expertise is also required.

1.1.6 Project monitoring and evaluation:

The Project Management Committee will oversee and provide direction for the project. An evaluation of the pilot should be commenced at the end of the 12 months support for organisations to certify to SANS 39001.



1.2 Terms of Reference: Pedestrian protection from road traffic injury

Prepare a national pedestrian safety action plan, which applies safe system principles to the task of protecting pedestrians from fatal or serious road traffic injury, and establishes critical performance measures, priority actions and network treatments.

1.2.1 Background

Walking is a vital to free movement of people throughout South Africa, and where walking is not the sole form of transport, it is critical to access public transport services, and indeed car parking. More pedestrians are killed than any other type of road user in South Africa. High default speed limits, and low levels of speed enforcement, on urban roads make pedestrians particularly vulnerable in cities and towns. This is exacerbated by planning and development practices which have contributed to large numbers of pedestrians crossing and walking along urban motorways.

Significantly reducing pedestrian road trauma requires a multi-pronged approach, including physically reducing traffic speeds through traffic calming in some areas, reducing speed limits in others, and undertaking general deterrence speed enforcement programs.

1.2.2 Traffic interventions identified from the NRSS

- 2A(i) Implementation of Hazardous Location Programme
- 2B(i) Provide self-explaining and forgiving road environment for all road users
- 4D (ii) VRU safety to be included as a key component of Road Safety Manual
- 4D(iii) Implement NMT policy requiring roads authorities to prioritise vulnerable road users.

1.2.3 Project Goal

The goal of this project is to establish a strong policy, strategy and program base from which significant catalytic investments can demonstrate good practice pedestrian safety programs.

Specific objectives are:

- Assess good practice pedestrian safety programs, and current South African practices against these programs
- Prepare a draft strategy document setting out critical issues, performance measures, primary safety directions, highest risk environments for pedestrians and typical treatments, and a high level action plan
- Specify and cost four demonstration projects to reflect highest risk environments for pedestrians such as highly trafficked highways and urban streets with high volumes of pedestrian activity, and treatments which assign access and safety priority to pedestrians
- Specify technical safety standards and processes required to prioritise pedestrian safety.

1.2.4 Methodology

Phase	Duration	Stakeholders
<u>Project Management Committee</u> Establish committee from across the NRSSC, including a Project Leader	1 month	National Road Safety Steering Committee and subcommittees for safety engineering, enforcement and education, as well as national, provincial and local governments
<u>Analysis of current practices</u> - Undertake a literature review of good practice pedestrian safety programs relevant to South Africa - Survey national, provincial and local government agencies to identify current South African practices - Assess gaps between current and good practices - Prepare recommendations on key aspects of a pedestrian safety strategy, and demonstration projects	3 months	Report to above committee / stakeholders
<u>Strategy development</u> - Conduct a two day national workshop across national, provincial and local government representatives to review gaps and begin strategy and program preparation - Prepare a draft strategy document setting out critical issues, performance measures, primary safety directions, and highest risk environments for pedestrians, typical cost-effective treatments, and a high level action plan	2 months	NRSSC and sub-committee Engage with RTMC, SANRAL, Provincial and Metro authorities
<u>Finalise Strategy</u> <u>Circulate the draft strategy and action plan across government agencies represented on the NRSSC, and</u>	3 months	NRSSC and sub-committee Selected authorities

<u>workshop participants</u> • Revise draft strategy and action plan as required, taking stakeholder feedback into account • Seek sign-off on final strategy and action plan from MINMEC		
<u>Design demonstration projects</u> • Establish safety and management principles for demonstration projects, including: • physical at grade and grade separated treatments • speed limit settings to significantly improve the safety and ease of pedestrian movement through road networks • reinforcing enforcement and campaign options for reducing motor vehicle speed in project areas • Agree areas or networks which will be investigated for development of pedestrian safety demonstration projects • Analyse traffic and safety patterns in agreed areas/networks, and prepare an indicative schedule of works and activities, recognising any achievability constraints, and potential rollout of similar projects nationwide	3 months	SANRAL, Provincial and local authorities directly involved in the demonstration projects
<u>Develop supporting standards and processes</u> • Specify technical safety standards and processes required to prioritise pedestrian safety, including: • Identifying hazardous locations for pedestrians • Undertaking pedestrian-focused	3 months	NRSSC and sub-committees



road safety audits Identifying, costing and and implementing pedestrian safety treatments.		
<u>Total duration</u>	9 months for completion of pedestrian safety strategy and 15 months for complete project	

1.2.5 Expertise required:

The expertise required of the team leader is experience in change leadership, safety strategy, and/or non-motorised transport, and the team will require a broad mix of road safety engineering capability, and safety policy and standards setting, with experience in projects which implement key principles of the safe system approach to road safety.

1.2.6 Project monitoring and evaluation:

Quarterly reporting to the NRSSC, based on agreed tasks and deliverables.



1.3 Terms of Reference: UN Vehicle Safety Regulations

Leverage South Africa's status as a contracting party to the 1958 and 1998 Agreements by applying all the regulations promoted through the World Health Organisation (WHO), and support the establishment of a new car assessment program for South Africa.

1.3.1 Background

An essential road safety task of Governments is to encourage early adoption of vehicle safety technology innovations, and to follow this up with prompt regulation of the technology, so that more consumers and road users benefit more quickly. South African road users already benefit from membership of the World Forum for Harmonisation of Vehicle Regulations (UNECE Working Party 29), and the relevant United Nations conventions which govern global vehicle safety, because South Africa has adopted a number of safety critical global technical regulations.

Vehicle safety technology has progressed rapidly over the last two decades with much higher levels of crash avoidance (through measures such as electronic stability control) and crash protection (through measures such as crush zones and airbags). While further regulation is required to catch up with international standards, the South African market is well placed to develop a consumer program to drive quicker deployment of vehicle safety technology in the fleet.

1.3.2 Traffic interventions identified from the NRSS

- 1C(iii) Identify and address opportunities for fraud and corruption in e-NaTIS vehicle licensing
- 3A(iii) Implement periodic roadworthy testing programme for all vehicles as well as specifying incremental checks for public transport vehicles
- 3A(iv) Improve the roadworthiness of the Public Transport vehicle fleet
- 3B(iv) Research new technologies in vehicle testing, and set standards to internationally acceptable levels including the use of latest technology (e.g. dash-cameras, tachometers)
- 4C(iv) Enforce stricter adherence to seatbelts safety standards on all road-based public transport vehicles and the use thereof.

1.3.3 Project Goal

The goal of this project is to map out critical new initiatives to significantly increase the safety of the national light vehicle fleet, including regulatory and market measures.

Specific objectives are:

- Prepare a report for Parliament on the deployment of light vehicle safety technology in South Africa, against the following eight priority United Nations' vehicle safety standards:
 - Frontal impact protection (R94)

- Side impact protection (R95)
 - Electronic stability control (R140)
 - Pedestrian front protection (R127)
 - Seat-belts (R14)
 - Seat-belt anchorages (R16)
 - Child restraints (R129)
 - Motorcycle anti-lock braking systems (R78).
- An assessment of the relative benefits of applying each of the standards which are not in place, and of the costs of implementing the standards, and the most beneficial path towards the standards being applied by 2030.
 - A study to scope the operational and budget needs to establish an ongoing programme of light vehicle crash testing as a means of promoting awareness of and action on regulatory and market interventions in the safety of the light vehicle fleet in Southern Africa.

1.3.4 Methodology

Phase	Duration	Stakeholders
<u>Project Management Committee</u> • Establish committee from across the NRSSC, including a Project Leader	1 month	National Road Safety Steering Committee and subcommittees for legislation, evaluation and education Possibly National Association of Automobile Manufacturers of South Africa (NAAMSA)
<u>Public report and promotion</u> • Prepare an initial report to Parliament on: • the success of crash avoidance and crash protection technology in light vehicles • the regulatory and market mechanisms available to accelerate deployment of new light vehicle safety technology, and the role of elected	5 months	National Road Safety Steering Committee and subcommittees Department of Local Government / SALGA SABS NAAMSA

representatives - the deployment of light vehicle safety technology in South Africa, against the eight priority United Nations' vehicle safety standards - the processes which will be required to complete adoption of those regulations - the spread of consumer focused new car assessment programs globally and the Safer Cars for Africa program		
<u>Regulatory impact assessment</u> - Analyse and prioritise the potential safety benefits available from regulating each of the remaining priority safety regulations in South Africa - Estimate the costs to South African society of adopting each of the regulations - Identify and make recommendations on any improvements in the South African regulatory processes which may reduce the costs of introducing new regulations while retaining safety assurance - Prepare a roadmap of vehicle safety technology regulation to 2030 by which time all new vehicles entering the national fleet meet the priority regulations	3 months	Report to above committee / stakeholders
<u>South African car safety assessment program</u> - Conduct a feasibility study for introducing a car safety assessment program - Prepare a business case for a government sponsored consumer information program on the relative	3 months	NRSSC and sub-committee Engage with supporting entities RTMC, NaTIS, AARTO, SABS. NAAMSA



safety merits of light vehicles entering the national fleet		
<u>Vehicle safety policy statement</u> • Prepare a project report which brings together key elements of project outputs • Prepare a draft vehicle safety policy statement for consideration by Parliament • Publish final project documents, including draft policy statement	3 months	NRSSC and sub-committees Department of Transport
<u>Total duration</u>	12 months for project, with regulatory impact and consumer information assessments undertaken simultaneously	

1.3.5 Expertise required:

The expertise required of the team leader is experience in public policy, safety strategy, and/or vehicle safety technology, and the team will require a broad mix of legislative policy, regulatory economics, vehicle safety engineering, and with experience in projects which implement key principles of the safe system approach to road safety.

1.3.6 Project monitoring and evaluation:

Quarterly reporting to the NRSSC, based on agreed tasks and deliverables.



1.4 Terms of Reference: Traffic Law Enforcement

Traffic Law Enforcement, focusing on establishing a monitoring framework to support the recently declared National Road Traffic Law Enforcement Code (NRTLEC). Include aspects of AARTO, e.g. indicators for successful fine collection.

1.4.1 Background

The decentralised structure of traffic law enforcement in South Africa necessitates the development of standardised directives, uniformity and to ensure consistency and professionalism in traffic policing. The Code is intended to achieve a greater level of uniformity in the way traffic law enforcement authorities and traffic safety practitioners operate. Since the justice system is an integral part of this issue, some aspects of the AARTO information system also needs to be included.

This will also improve the credibility of traffic enforcement. It would be necessary for the RTMC to keep track of progress of many entities.

1.4.2 Traffic interventions identified from the NRSS

- 1B(ii) Develop and roll out (standardised, modernised and improved) training packages for traffic officers and other road safety practitioners to increase education standards and level of professionalism
- 3A(i) Immediately increase traffic enforcement around vehicle roadworthiness
- 4C(i) Ensure that traffic departments provide a 24/7 service nationally.
- 4C(ii) Develop, implement and enforce intelligence-led adherence to road laws, with focus on protection of VRUs and passengers, through the use of seatbelts and child restraints.
- 4C(iii) Urgently investigate the deficiencies in current enforcement practices and systems, and rectify.
- 4C(v) To improve police enforcement intelligence through appropriate use of latest technology (e.g. integrated enforcement system, speed-over distance technology).
- 4C(vii) Start regular national traffic patrols along hazardous/high risk locations.
- 4C(viii) Improve enforcement and consider the introduction of Traffic Courts.
- 5A(iv) Investigate the feasibility for Traffic Police to be legislated to handle fatal crash investigations.
- 5A(vi) Increase crash investigation capacity at SAPS and other agencies involved with the function.

1.4.3 Project Goal

Establish a framework to monitor progress with implementation of the NRTLEC

Specific objectives are:

- Identify information management needs from the NRTLEC and engage with the RTMC regarding priority areas
- Identify crucial indicators from the AARTO system to indicate successful follow through of enforcement activities.
- Develop a set of indicators linked to the reporting requirements in the NRTLEC and AARTO, specifying exact information needed. Where relevant, link to other existing information from NaTIS and other sources.
- Analyse the relevant information, refine and consult for wider implementation, including technology for streamlined information gathering.
- Implement as a pilot project in selected provincial, metropolitan, and local traffic departments and refine.
- Implement a training programme to ensure alignment from relevant SAPS, provincial, metro and local traffic forces
- Prioritise national roll-out

1.4.4 Methodology

Phase	Duration	Stakeholders
<u>Steering Committee</u> • Identify the roles of different government and agency stakeholders	1 month	National Road Safety Steering Committee and subcommittee for Traffic Enforcement Department of Local Government / SALGA
<u>Desk study of NRTLEC and AARTO</u> • Review the NRTLEC and identify information management needs • Review AARTO information dimensions available • Review current systems used by traffic departments to capture their management information • Assess information gaps with the court system	4 months	Report to above committee / stakeholders



<u>Develop a set of management indicators</u> • Develop indicators to measure progress with implementation of NRTLEC • Develop indicators to assess the progress with justice system • Stipulate the information and formats to be gathered by traffic departments, and AARTO and NaTIS Reports	4 months	NRSSC and sub-committee Engage with supporting entities RTMC, NaTIS, AARTO
<u>Implement a pilot project in select provinces, metros and local authorities</u> • Develop criteria for selection of pilot authorities • Select a sample of authorities and engage with them • Train the relevant officials to collect and capture the data • Monitor for a period of 6 months • Produce a manual for implementation	6 months	NRSSC and sub-committee Selected authorities
<u>Develop a national roll-out plan</u> • Train relevant officials from all traffic authorities • Monitor compliance and progress	Ongoing	NRSSC and sub-committees
<u>Total duration</u>	2 years for study , pilot implementation, training materials and policy	

1.4.5 Expertise required:

The expertise required of the team leader is Masters Degree or similar, in Information Management or relevant area, minimum 2 years of traffic management experience.

1.4.6 Project monitoring and evaluation:

3-monthly feedback to the RTMC and NRSSC.



1.5 Terms of reference monitoring and evaluation

Initiate a monitoring and evaluation project which develops a results based evaluation framework for the National Road Safety Strategy, and a regular program of national observational surveys for key offences (e.g. drink driving, speeding and seatbelt use) as a support for enforcement, communication campaigns and other programmes, tackling these critical safety behaviours.

Key project components are:

- Prepare a results-based evaluation framework to monitor progress against the National Road Safety Strategy
- Prepare project specifications and methodologies for a good practice, scientifically robust observational survey program, including data capture analysis and reporting.
- Identify information needs from all stakeholders relevant to the National Road Safety Strategy that would input to process evaluation
- Prepare a tender for a national observational study to be rolled out on a 4-year frequency basis.

1.5.1 Background

Although the Decade of Action for Road Safety and the National Road Safety Strategy sets a target based on the decrease in road traffic fatalities, there are various reasons why this alone is not sufficient to evaluate success in terms of road safety. It is important to measure the progress of key systems, implementation processes of various programmes, intermediate outcomes and traffic crash data.

1.5.2 Project Goal

Establish a results-based monitoring and evaluation framework

Specific objectives are:

- Identify a set of indicators from the National Road Safety Strategy that would reflect the progress of implementation, outputs and impacts. Link these to main implementing agencies and departments.
- Identify information necessary to calculate these indicators and assess accessibility of the information from other relevant systems like AARTO and NaTIS. Gather and analyse the relevant information, refine and consult for wider implementation, including technology for streamlined information gathering.
- Link indicators and information needs to specific agencies and engage in terms of technical and protocol issues.
- Implement a training programme to ensure alignment from relevant SAPS, provincial, metro and local traffic forces

- Implement a national roll-out

1.5.3 Methodology

Phase	Duration	Stakeholders
<u>Establish a Steering Committee</u> • Identify the roles of different government and agency stakeholders	2 months	National Road Safety Steering Committee and subcommittee for Traffic Enforcement National Research Committee
<u>Desk study the NRSS and other good practice in Africa and International</u> • Review NRSS and the identified indicators • Review available information systems and identify gaps • Review good practise in terms of indicators and evaluation • Study past methodologies and findings used for the offence surveys in South Africa • Include process indicators	4 months	Report to above committees / stakeholders
<u>Develop a cost-effective set of indicators, information needs and data collection methods</u> • From the above studies, identify a framework of indicators that would provide a cost-effective measurement • Gather data from accessible sources to test the indicators and review • Document methodologies and data protocols	4 months	NRSSC and sub-committee Engage on an ongoing basis with RTMC and other stakeholders
<u>Develop specifications for national observation surveys</u> • Based on past learning and current practical contexts, develop: - o Definitions for selected offences and behaviour	2 months	NRSSC and sub-committees Research Committee

- o National sampling frameworks - o Observation methodologies - o Observation targets • Produce a manual • Develop tender specifications for 4-year frequency observations		
<u>Total duration</u>	1 year	

1.5.4 Expertise required:

The expertise required of the team leader is Masters Degree or similar, in social research or relevant area

1.5.5 Project monitoring and evaluation:

3-monthly feedback to the RTMC and NRSSC

1.6 Terms of Reference: Communication Framework

1.6.1 Background

South Africa currently does not have a coherent framework for road safety communication that focuses on achieving behaviour change in the road user population. The communication approach is focused on getting road safety messages out during festive and holiday seasons and the themes do not build and progress upon each other. Since the national response to these messages is not monitored either through focused or offence surveys, the communication programme do not respond to changes in the community perceptions, awareness and behaviour, e.g. when the seat belt wearing rate is very low, the approach will differ from one where the seatbelt wearing rate is high and the focus is on getting the few offenders to wear seatbelts.

Different social media platforms are being used to get road safety messages out throughout the year by the RTMC and the other transport agencies.

The NRSS provides some guidance regarding communication needs. The following list of interventions from the NRSS links to communication:

- 3B(i) Enhance visibility of vehicles through “Lights-On” programme
- 4A(ii) Coordination of public awareness campaigns – Develop and rollout public education campaigns (Focus on speed, seatbelt use and drunk/drug-driving, distracted driving behaviour).
- 4A(iii) Rollout a responsive campaign empowering public transport passengers and other road users to report poor and/or dangerous driving (‘Speak out’ campaign).

- 4A(v) Devise focused persuasive road safety behaviour change campaigns targeting all road users.
- 4A(viii) Explore and implement sports and popular-culture based road safety interventions.
- 4A(ix) Conduct research into incentives for compliant road user (specifically fleet owners and drivers) behaviour (Behavioural economics research).

1.6.2 Project Goal

Develop a long-term, evidence-based road safety communication framework in alignment with the strategic priorities of the NRSS

1.6.3 Specific objectives:

- Develop a broad mandate of the communication framework with current road safety structures
- Provide a desk study of current good practise and theories in the field of social marketing with a specific focus on road safety, including the use of incentives.
- Identify different target groups of road users, based on crash data analysis of South Africa crash data
- Identify target group characteristics (age groups, urban/rural, road user mode, social)
- Develop communication approaches for different target groups, within the context of the road safety strategy
- Develop a series of communication media for different platforms and test with different target groups through appropriate methodology.
- Develop programme branding and protocols for use
- Provide a long-term framework for road safety communication, considering the strategic road safety interventions foreseen in the NRSS concerning other pillars and stakeholders
- RTMC to invite tenders from communication specialists to develop specific messages, videos, adverts, negotiate time slots on Television and radio and manage the social media platform

1.6.4 Outputs:

- Project mandate based on stakeholder discussion
- Project document detailing target group segmentation and theoretical approaches
- Specifications for testing different communication approaches to social marketing in the South African society
- Branding strategy
- Evidence-based long-term framework for road safety communication
- Terms of Reference for management of communication framework for a period of 3 years

1.6.5 Methodology

Phase	Duration	Stakeholders
<u>Development of Mandate</u> - Interrogate the road safety strategy and identify all aspects where road safety communication needs to be developed, e.g. in support of the traffic enforcement, public transport and other campaigns - Identify the roles of different government and agency stakeholders within the final communication strategy	2 months	National Road Safety Steering Committee subcommittee for Communication Provincial Road Safety representatives Department of Transport SANRAL, Road Accident Fund
<u>Desk study of current good practice and theories of behaviour change</u> Summary of current good practice in the field of social marketing with special focus on findings relevant to road safety	2 months	Report to above committee / stakeholders
<u>Crash data analysis to identify target groups</u> Identify target groups based on crash data and identify the key risk factors to be targeted in the communication programme	2 months (concurrent with above)	Report to above committee / stakeholders
<u>Develop communication approaches and test</u> - Identify a task team from the stakeholders to interrogate the findings and share ideas - Test approaches on a sample of South African road users - Decide on approaches to follow over a long-term period	6 months	Stakeholders and committee/ task team /technical experts

<u>Programme Branding</u> As part of the above study, identify and test programme branding and develop protocols for use by different stakeholders		Stakeholders and committee, task team
<u>Schedule the implementation of the framework</u> - Based on evidence, plan out communication approaches with different target groups, focusing on identified risk factors, including monitoring the impact to adjust where necessary - Consider national and international awareness days which either focus directly on road safety or have relevance to the programme (e.g. child protection week, youth day, eye health, disability, transport month, etc)	2 months	Stakeholders and committee / technical experts
<u>Detail project implementation specifications</u> Develop a detailed Terms of Reference for an expert communication / media company to manage the implementation and provide artistic and expert input for a period of 3 years, including costing of different media platforms	2 months (Concurrent with above)	Stakeholders and committee RTMC procurement
<u>Total duration</u>	1 Year	

1.6.6 Expertise required:

The expertise required of the team leader is Master's Degree or similar, in communication or relevant area, minimum 5 years of road safety experience, 5 years of research expertise



1.6.7 Project monitoring and evaluation:

It is imperative that the road safety communication programme be monitored on an ongoing basis through:

- Process evaluation: media frequency per different platform including relevant statistics
- Knowledge and awareness: Surveys to assess road user understanding and awareness
- Offence surveys: These surveys need to be conducted to assess the impact of various programmes, including communication. Use of statistics to understand the impact of different programmes
- Crash analysis: focused crash analysis to assess different programmes



1.7 Terms of Reference: Road Safety Education

1.7.1 Background

In South Africa Road Safety Education in schools is provided for in different ways: The implementation of the multi-media programme which aims to integrate road safety education with different education subjects (10 Lessons were developed for each grade from Grade 1 to Grade 9). This project is under-resourced for various reasons and needs to be updated to align with the CAPS curriculum programme of the Department of Basic Education, and the visuals which are outdated. The programme also involves the empowerment of teachers to use these lessons.

SANRAL has customised the multi-media programme to implement in schools on the National Road Network. They have also updated sections of the programme to be in line with CAPS and modern visuals. SANRAL has done research regarding a Driver Education programme for Secondary School learners.

The provinces implement the following projects in schools:

- Participatory Educational Techniques project, where Secondary school learners are taught to do research on basic road safety shortcomings within their environment and recommend solutions to these challenges.
- Road Safety Debates, where Secondary School learners are taught to debate road safety according to professional debating rules. The debates culminate in provincial and then national debate competitions with high level stakeholders
- Road Safety Talks in schools for special campaigns and special requests

There is a perception that Provincial road safety sections (which usually falls either under Community Safety; or Transport) are under-resourced in terms of number of trained road safety officers; vehicles and basic resources.

There is no recognised mascot for road safety education, although some provinces still use the Danny Cat programme to interact with learners during school visits and talks.

The road safety education focus is not only on learners, e.g. repeat offender rehabilitation can include a driver education programme.

Education interventions identified from the NRSS:

- 4A(i) Incorporate road safety education and awareness campaigns directly under the coordination of the RTMC.
- 4B(i) Develop and rollout public education programme to protect VRUs.
- 4B(ii) Enhance school-based safety programmes including scholar patrol, pedestrian safety and cyclist education.
- 4B(v) Teach children from pre-school level about keeping safe on roads.
- 4B(vi) Introduce sustained road safety education in the basic education curriculum.
- 4C(vi) Identify and address of high-risk road users for focused interventions.

- 4C(ix) Implement repeat offender disqualification together with rehabilitation programmes for license reinstatement (refers to drivers exhibiting reckless behaviour e.g. intoxication, negligence etc.)

1.7.2 Project Goal

Develop and implement a road safety education programme with a view to reach all learners in South Africa and provide safe environment for learners going to and from school. Develop and implement training and education for teachers and officials working in the education environment, to support the school programmes and develop and implement driver education programmes for adults.

1.7.3 Specific objectives:

- Develop criteria for assessment of road safety education programmes and materials
- Review all current educational resources and programmes in road safety, developed by the Department of Transport, RTMC and other agencies; Review educational resources and programmes developed by professional / reputable bodies and individuals at international and national level
- Categorise the above in terms of target groups (in terms of age-group, profession) and grade according to various criteria of usefulness
- Assess the need for development of new materials for different target groups
- Develop materials and resources and provide training and / or access to these through various platforms, including social media and cell phone applications. This includes programmes for pre-schoolers. Resources to be developed will be prioritised for development and implementation over a 5-year period
- Assess the effectiveness of road safety mascots and develop common themes / mascot for unified road safety programmes, e.g. road safety talks and visits in schools (if this approach is found to be effective)
- Implement a road safety education programme in all schools and monitor its implementation
- Develop a model for managing road safety within the school environment and immediate surrounding area, including integration of Safe Schools policies; develop incentives for schools, parents and learners
- Assess the current protocols and practical challenges in the implementation of scholar patrols and identify programmes to address these
- Do an audit of current road safety resources (number of trained road safety officers per province, number of schools / learners to reach; resources available for road safety education including logistics like projectors, vehicles etc) and identify the gap in optimal functioning of road safety sections within the provincial government; Identify the possible role of traffic officers and local authorities to fill some of the gaps
- Cost the long-term implementation of fully functional road safety sections in all provinces
- Develop training modules for different professions (teachers, traffic officers who are involved with school talks, road safety officers, school transport stakeholders)

- Develop a driver education programme aimed at learner drivers. Implement this programme with schools and on various public platforms (this should be linked to a programme to review the current driver licensing system)
- Engage with road safety professionals (National and international) to develop road safety orientation programmes for officials involved with road safety

1.7.4 Outputs:

- Criteria and reviews of current available resources including identification of gaps
- Various road safety education materials and resources
- School curriculum implementation plan
- Road Safety policy for integration into the Safe School Framework (DBE) to ensure management role of schools, including scholar transport
- Scholar patrol implementation plan
- Audit report of road safety education effectiveness in terms of the provincial road safety section
- Driver Education Programme
- Road safety training modules for relevant officials and professionals

1.7.5 Methodology

Phase	Duration	Stakeholders
<u>Development of Mandate</u> • Interrogate the road safety strategy and identify all aspects where road safety education needs to be developed • Identify the roles of different government and agency stakeholders	2 months	National Road Safety Steering Committee and subcommittee for Road Safety Education Provincial Road Safety representatives Department of Transport SANRAL, Road Accident Fund Department of Basic Education
<u>Desk study of current resources (national and international)</u> • Review current practice and approaches in education with a special focus on road safety education • Review available materials developed by road safety stakeholders and	4 months	Report to above committee / stakeholders

professionals Identify gaps in materials and resources		
<u>Development and testing of materials</u> - Develop materials aimed at the whole school experience, including pre-schoolers - Ensure alignment with CAPS - Develop training and supporting materials for professions involved with road safety education (educators, road safety officers, traffic officers, agency and department officials including management level; care givers/pre-school institutions) - Implement on various media platforms and provide access to schools - Develop Driver Education materials - Investigate the use of innovative programmes, e.g. Soul Buddyz, road safety dramas.	The full development and implementation of materials scheduled over a 5 year period as prioritised Driver Education materials to include videos and materials of the identified risk factors (thematically linked to the communication programme) Tender development 3 months	One or more tenders to be developed to enable this task RTMC, DOT and other agencies Curriculum experts Media developers
<u>Safe Schools Framework alignment</u> - Develop a safe school model to include road safety - Develop programmes and toolkits to enable implementation - Develop /adopt programme to identify immediate infrastructure issues around schools - Assess the implementation of scholar transport policies - Include school transport policies and practice - Include scholar transport management - Implement through training of school safety representatives, road safety and traffic officers and identification of the roles of each	6 months	Stakeholders and committee/ task team /technical experts Department of Basic Education – Safe Schools Department of Transport Scholar transport bodies Local authorities and planners
<u>Programme Branding</u> As part of the above study, identify	3 months	Stakeholders and committee

programme branding and mascots, (if found to be effective) and develop a unified approach to different different materials. Link to communication programme		Education experts Communication committee
<u>Audit of road safety education programmes and resources</u> - Do an audit of current road safety education resources in road safety sections of relevant provincial departments - Number of trained road safety officers - Logistics support (vehicles, projectors) - Materials or access to materials - Number of learners / schools to reach - Identify gaps - Identify gaps in the supportive professions such as traffic officers - Develop a 5-year plan to address the gaps - Assess the effectiveness and reach of current road safety education programmes and recommend adaptations	6 months	NRSS, Stakeholders and committee Provincial Departments
<u>Implementation Plan</u> Plan the development and phased implementation – estimated 5 years	2 months	Stakeholders and committee / technical experts
<u>Detail project implementation specifications</u> Develop a detailed Terms of Reference for an expert education professional company / companies to manage the implementation and provide artistic and expert input for a period of 5 years, including costing of different	2 months	Stakeholders and committee RTMC procurement



media platforms		
<u>Total duration</u>	2.5 years study and audits 5 years implementation (can start before the conclusion of the study)	

1.7.6 Expertise required:

The expertise required of the team leader is Master's Degree or similar, in Education or relevant area, minimum 5 years of road safety education experience, 3 years of research expertise

1.7.7 Project monitoring and evaluation:

It is imperative that the road safety education programme be monitored on an ongoing basis through:

- Process evaluation: development and implementation of programme (number of schools implemented, number of road safety officers trained, employed); model to include road safety as part of Safe Schools
- Knowledge and awareness: Programmes to assess learner understanding and awareness (as part of the education programme)



1.8 Terms of Reference: Community Based Programmes

Community based programmes – for example, developing a framework for use by local government to encourage better understanding and participation in road safety, and building grassroots demand for proven initiatives

1.8.1 Background

South Africa has engaged with communities in the form of implementation of road safety councils at community level. This was a complex exercise with different levels of success and with different implementation challenges and solutions in different areas. However, one of the main aspects of the NDP2030 is to create an Active Citizenry. Since many crashes occur at local level, the solutions often have a unique character which necessitates the buy-in of the community, e.g. fencing of national routes and use of pedestrian bridges.

Whereas the previous road safety councils were meant to be rolled out country-wide, it is suggested the community-based programmes be prioritised in areas where the impact of community interventions are expected to be sustainable and have impact.

Community interventions identified from the NRSS:

- 4A(iv) Develop and rollout programmes of community based engagements by introducing the National Prayer Day and other road safety awareness programmes
- 4A(vii) Involve citizens especially the youth in leading safer road user behaviour (Introduce Road Safety Badge System – at local organisation and community development level e.g. scout clubs, youth clubs, school badges etc.).
- 4D(i) Establishment of community-based pedestrian/VRU safety teams.

1.8.2 Project Goal

Develop and implement community-based road safety programmes in identified communities

Specific objectives are:

- Establish project steering committee
- Desk-top review of current international trends in community-based road safety
- Assess the current status of road safety councils in South Africa
- Develop a community-based road safety programme based on past learning and on Asset Based Community Development principles
- Train road safety officers and other relevant officials to implement and manage community-based programmes

- Implement in 4 communities and assess the success factors – involve NGOs and other organisations, including youth and women focused organisations active in the community
- Empower these organisations and individuals through training and other programmes, to participate fully
- Develop a manual and training materials for road safety officers, NGOs and other role players
- Develop a policy regarding the implementation of community-based road safety programmes.

1.8.3 Outputs:

- Status quo reviews
- Draft programme for implementation and evaluation in 4 communities
- Training programme and trained officials in selected area(s)
- Implementation of programme in 4 areas
- Analysis and Evaluation, with recommendations for further development aspect
- Training and Implementation manuals
- Policy

1.8.4 Methodology

Phase	Duration	Stakeholders
<u>Steering Committee</u> • Interrogate the road safety strategy and identify all aspects where community-based programmes need to be developed • Identify the roles of different government and agency stakeholders	2 months	National Road Safety Steering Committee and subcommittees Provincial Road Safety representatives (traffic and road safety) Department of Transport SANRAL, Road Accident Fund Department of Local Government
<u>Desk study of current good practice</u> • Review current practice and approaches in community-based	4 months	Report to above committee / stakeholders

programmes with a special focus on road safety Review available materials developed by road safety stakeholders and professionals		
<u>Assess sample of current practices in South Africa</u> - Identify a sample of community-based road safety programmes, including road safety councils and other programmes. These should represent different models, urban/rural, and different traffic contexts. - Do a formative evaluation of these projects to identify what was successful, what was less successful, how community participants experienced the programme and their inputs and suggestions - Identify gaps in materials and resources studies in the previous activity	12 months	Engage with stakeholder committee Provincial road safety departments Relevant local authority Relevant support services (e.g., SAPS, Traffic) Community representatives
<u>Develop a community-based road safety programme based on past learning and on Asset Based Community Development principles</u> - Develop criteria to identify communities at risk in road safety - Based on the previous studies, develop a flexible model for a community-based road safety intervention and cost implementation	4 months	Engage with stakeholder committee Provincial road safety departments Relevant local authority Relevant support services (e.g., SAPS, Traffic) Community representatives
<u>Implement in communities</u> - Identify and prioritise communities at risk - Get the buy-in of the relevant stakeholders and community - Empower officials and community members to play key roles in the	2 years and ongoing	Engage with stakeholder committee Provincial road safety departments Relevant local authority



implementation process – through training and resource development • Empower youth and women, NGOs based in the community • Monitor implementation		Relevant support services (e.g., SAPS, Traffic) Community representatives
<u>Develop a policy for community-based road safety and cost roll-out</u> • Since community-based road safety programmes are labour intensive, a policy for implementation in communities at risk will be developed, including assistance from corporates and other government spheres	4 months	Engage with stakeholder committee Provincial road safety departments Relevant local authority Relevant support services (e.g., SAPS, Traffic)
<u>Finalise manuals and training materials</u> • Review training materials and develop into a module for implementation in Road Safety training modules at tertiary level	6 months	Stakeholder committee
<u>Total duration</u>	2 years for study, pilot implementation, training materials and policy	

1.8.5 Expertise required:

The expertise required of the team leader is Masters Degree or similar, in Community Development / Community Health or relevant area, minimum 3 years of road safety education experience, 3 years of research expertise

1.8.6 Project monitoring and evaluation:

It is important that the road safety community-based programme be monitored on an ongoing basis through:

- Process evaluation: Implementation processes
- Impact on road safety infrastructure and community participation and awareness

