

# LEADERS IN ROAD SAFETY MANAGEMENT TRAINING PROGRAM

JANUARY 2024



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8 Regional Economic Communities (RECs);

2 African institutions: African Union Commission (AUC) and United Nations Economic Commission for Africa (UNECA);

Financing partners for the Fourth Development Plan: European Commission (main donor), Swiss State Secretariat for Economic Affairs (SECO), Agence Française de Développement (AFD), African Development Bank (AfDB), and World Bank (host);

Many public and private national and regional organizations.

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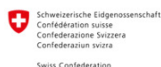
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# LIST OF ABBREVIATIONS AND ACRONYMS

<b>ABS</b>	Anti-Lock Braking system
<b>ARSO</b>	African Road Safety Observatory
<b>AUC</b>	African Union Commission
<b>DP4</b>	Fourth Development Plan
<b>GRSP</b>	Global Road Safety Partnership
<b>NCAP</b>	New Car Assessment Program
<b>NGOs</b>	Non-Governmental Organisations
<b>RAP</b>	Roads Assessment Programme
<b>RSF</b>	Road Safety Fund
<b>SSATP</b>	Africa Transport Policy Program
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>WB</b>	World Bank
<b>WHO</b>	World Health Organization

# 1. INTRODUCTION

This report includes a complete account of all activities carried out as part of the consultancy “Leaders in Road Safety Management” Training Program, funded by the Africa Transport Policy Program (SSATP), an international partnership hosted by the World Bank (WB). In particular, it summarizes the main findings from each phase of the project, namely:

- Gap analysis of road safety management capacity in Africa and identification of priority areas for training;
- Preparation of the training program and training materials;
- Definition of a deployment strategy and details of the training events.

The consultancy activities are carried out at the request of the Africa Transport Policy Program (SSATP) which, building on the success of the training courses held in past years and in line with its vision that all Africans have access to, and are served by, safe, sustainable and reliable transport systems, obtained funding from the WB to launch this consultancy.

The consultant in charge of the services is FRED Engineering, which, following a public bidding held in May 2023, was awarded the contract in the subsequent month (Contract No. 7209332 with the WB). The kick-off meeting was held on June 21st, 2023, while the official date of commencement of the services was June 26th, 2023.

The beneficiaries of the “Leaders in Road Safety Management” Training Program are the WB, SSATP, and ideally other leading institutions such as the African Union Commission (AUC), the African Road Safety Observatory (ARSO) and the United Nations Economic Commission for Africa (UNECA), as well as national governments and transport authorities that will directly benefit from the capacity building and training sessions.

The next step after this consultancy will be the organization and delivery of the training courses being developed, aimed at strengthening road safety advocacy and management capacities throughout the African region.

## 2. BACKGROUND

This technical assistance comes at a pivotal moment for the African continent. Indeed, figures for 2021, published by the World Health Organization (WHO) in late 2023, show that for the first time there has been a significant worldwide decline in the absolute number of road traffic fatalities, despite the fact that the world's population, the number of powered vehicles, and the size of road networks have increased significantly over the past decade. In fact, compared with 1.25 million road traffic deaths in 2010, the current figure of 1.19 million deaths for 2021 represents a 5% reduction. This drop in deaths shows that efforts to boost road safety are working, but fall short of what is needed to meet the United Nations (UN) Decade of Action for Road Safety Target of halving road traffic deaths by 2030.

Besides, in Africa the situation is still of great concern because, with an average of 19.4 fatalities per 100,000 population, the Region has the highest per capita rate of road traffic deaths in the world despite the fact that the motorisation rate and road network density are the lowest (Table 1).

Table 1 – Road traffic fatalities and motorization rates by WHO region (source: WHO, 2023)

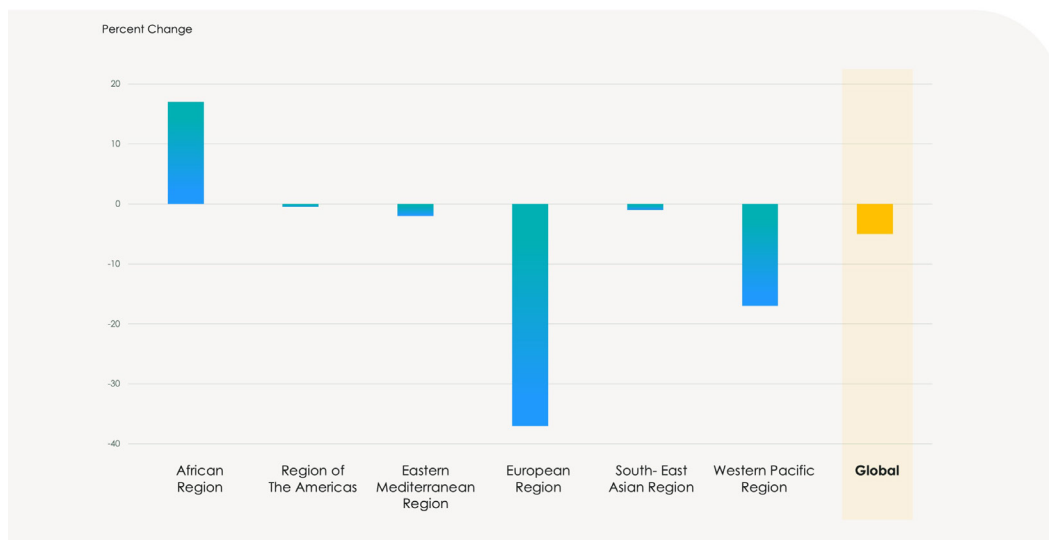
RANK	ESTIMATED FATALITY RATE/100,000 POPULATION	NUMBER OF VEHICLES PER 1000 PERSONS
1	<b>African Region (19.4)</b>	Region of Americas (538.5)
2	Eastern Mediterranean Region (16.4)	European Region (524.2)
3	Southeast Asia Region (16.1)	Western Pacific Region (318.9)
4	Western Pacific Region (15.4)	Southeast Asia Region (263.1)
5	Region of Americas (14.1)	Eastern Mediterranean Region (173.0)
6	European Region (6.7)	<b>African Region (56.4)</b>

In addition, despite the improvements achieved in some countries, the African Region is the only region in the world that experienced an increase in the absolute number of deaths in the decade 2011 – 2020 (Figure 1).

It is estimated that more than 225,000 people lose their lives every year on African roads, about 50% of whom are vulnerable users (pedestrians, cyclists and motorcyclists). Projections estimate that unless radical actions are taken, road crashes could increase by 68% by 2030.<sup>1</sup>

These alarming figures call for an immediate jolt to road safety interventions implemented on the continent. In particular, it is necessary to amplify road safety interventions in all sectors, and to this end, it is necessary to accelerate the restructuring of national road safety management systems.

Figure 1 – Percentage change in estimated road fatalities by WHO region, 2010 – 2021 (source: WHO, 2023)



Efforts to improve road safety in Africa began many years ago, most notably the African Regional Road Safety Seminar held in Dar es Salaam, Tanzania, in July 2009 on the theme “Setting Road Safety Targets: A Way Forward for Reducing Accident Fatalities by Half by 2015”, which was a milestone in road safety management in Africa, as it developed and adopted targets and indicators to help monitor the implementation of the First African Road Safety Conference that was held in Accra, Ghana, in 2007.

In October 2019, the Fourth African Road Safety Conference that took place in Addis Ababa recognized that while African countries have made efforts to deliver on the African Road Safety Action Plan during the UN Decade of Action for Road Safety, a lot more still needs to be done. The meeting identified, among other issues, a lack of political leadership and emphasized the importance of strengthening data management as a basis for evidence-based decision making and performance monitoring.

<sup>1</sup> World Bank’s Global Road Safety Facility – GRSF



The “Stockholm Declaration” called for a new global target to reduce road traffic deaths and injuries by 50% by 2030 and encourages adherence to 12 Global Road Safety Performance Targets. In addition, it advocated for strengthening efforts on activities in all five pillars of the Global Plan for the Decade of Action, and speeding up the shift to safe, affordable, accessible and sustainable modes of transport, such as walking, cycling and public transport.

Through its Fourth Development Plan (DP4, covering the period 2022 – 2026), the SSATP expects to play a central role in supporting the development and implementation of national, regional, and continental strategic priorities in the African transport sector.

Since its inception in 1987, SSATP has significantly contributed to improving the effectiveness of African transport sector, while becoming the main pan-African forum for transport policy and strategy development and the main source of evidence-based policies for addressing Africa’s unique transport challenges. Within this context, the SSATP directly supports the AUC’s continental vision, the African Union’s Agenda 2063, and the continental transport agenda, as well as supporting over 40 member countries by addressing their specific transport policy challenges.

As a further contribution to improving road safety in Africa, the SSATP, in collaboration with the Global Road Safety Partnership (GRSP), WHO and UN Road Safety Fund (UN RSF), launched the development of the “[Leaders in Road Safety Management](#)” Training Program, the subject of this consultancy, which will be targeted at different regions and countries of the continent.



# 3. THE CONSULTANCY SERVICES

## 3.1. OBJECTIVE OF THE TECHNICAL ASSISTANCE

The main objective of the services is to build capacity in road safety advocacy and management across the African continent. This objective is aligned with the SSATP's vision of a safer, more resilient and sustainable transport system in Africa and with its intent to foster regional integration and enhance road safety and road asset management capacities across the continent.

To accomplish the general purpose, three specific objectives were achieved (Figure 2). Specifically, (i) gaps in road safety management capacity in Africa were identified, (ii) a “Leaders in Road Safety Management” Training Program, including related training material, was prepared, and (iii) suitable resources and cost-effective strategies for its deployment were identified.

The next step after this consultancy will be the implementation of the training program in specific events with selected African stakeholders

Figure 2 - Consultancy's objectives



### 3.2. PROJECT MANAGEMENT AD TEAM OF EXPERTS

The main contact person on the SSATP and WB (Client) side is Mr. Haileyesus Adamtei, Senior Transport Specialist / Acting Pillar Lead at SSATP.

The consultant's team of experts who led the technical assistance is as follows:

- Mr. Antonino Tripodi, Team Leader / Lead Road Safety specialist;
- Mr. Francisco Reina Barranco, Capacity Building / Training expert;
- Mr. Edoardo Caporali, Road Safety engineer and project manager at FRED Engineering.

### 3.3. OVERVIEW OF TASKS IMPLEMENTED

In accordance with the requirements of the Terms of Reference (ToR), the activities have been organised according to the tasks listed in Table 2.

Table 2 – Overview of the activities implemented

TASKS		SUB-TASKS	DELIVERABLE (FIRST SUBMISSION DATE)
0	Inception Phase	Initial meeting Definition of project implementation methodology and work plan	Inception Report (July 06, 2023)
1	Needs assessment and overview of existing training programs	Gap analysis of road safety management capacity in Africa	Road safety capacity gaps analysis and priority areas for training (September 12, 2023)
		Assessment of existing training programs	Road safety capacity gaps analysis and priority areas for training (September 12, 2023)
2	Training curriculum and materials	Development of training course curriculum and preparation of training materials	Training material (November 23, 2023)
3	Deployment strategy	Proposal of deployment strategies for face-to-face and online training program	Training program structure, approach and deployment strategy (December 30, 2023)

The activities carried out and the main results achieved are summarised in the following sections.

### 3.4. TASK 0 - INCEPTION PHASE

#### 3.4.1. KICK-OFF MEETING


An initial meeting was organised via teleconference on June 21st, 2023 to introduce the two parties (SSATP and FRED Engineering), present the SSATP's expectations for this assignment, and discuss the objectives, scope of services, activities and results to be achieved.

The meeting was attended by representatives of the WB and SSATP (Mr. Haileyesus Adamtei and Mr. Mustapha Benmaamar) and, on the consultant's side, the team of key-experts and project support (Mr. Antonino Tripodi, Mr. Francisco Reina Barranco and Mr. Edoardo Caporali).

The minutes of meeting are annexed to the Inception Report.

#### 3.4.2. DEFINITION OF PROJECT IMPLEMENTATION METHODOLOGY AND WORK PLAN

In this phase, following the initial meeting, the work plan and methodological approach for the implementation of the services was tuned up and the Inception Report was drafted.

	<b>OUTPUT OF TASK 0:</b> <b>Inception Report (D1)</b>	<b>SUBMITTED:</b> <b>July 06, 2023 (v0)</b> <b>July 25, 2023 (v1)</b>
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### 3.5. TASK 1 – NEEDS ASSESSMENT AND OVERVIEW OF EXISTING TRAINING PROGRAMS

The objective of this task was to identify weaknesses and gaps in road safety capacity management and advocacy across the African regions and to identify priority areas for training. The findings of this task were used to design a training curriculum aimed at filling the identified gaps and paving the way toward the development of an effective and results-oriented road safety management framework in African countries.

The specific objectives achieved in this task are as follows:

1. Identification of gaps in road safety management and advocacy capacity in African countries;
2. Verification of the extent to which the key training courses held in Africa or other regions of the world are able to effectively address the identified gaps;
3. Identification of priority areas for training.

A strong engagement of African national stakeholders from lead agencies, ministries and road authorities was undertaken to collect valuable information on road safety management capacity and current practices across the African region.

In addition, to enrich the overall picture, the consultations were accompanied by an extensive review of existing studies and training curricula.

The main steps in which this task of the consultancy is structured are summarised in Figure 3.

Figure 3 – Steps followed to conduct Task 1



### 3.5.1. GAP ANALYSIS OF ROAD SAFETY MANAGEMENT CAPACITY IN AFRICA

The first step of this task was a thorough analysis of current road safety management systems to assess any capacity gaps in managing and championing road safety in African countries. The ultimate goal was to identify priority areas where the capacities and expertise of governments and national stakeholders need to be strengthened to enable them to attain improved and more sustainable road safety outcomes.

The analysis was conducted in keeping with the principles of the Safe System approach, assessing the capacity of the different countries to fully understand and apply them in road safety management and delivery mechanisms.

Between July 30th and October 31st, 2023, online and in-person meetings and interviews were organised with some key national stakeholders from various African countries. Specifically, representatives of road safety lead agencies, transport ministries or road authorities from 16 countries were consulted, covering different regions of North and Sub-Saharan Africa (Table 3). Given the very low responsiveness of the African stakeholders contacted, the consultation phase had to extend beyond the timeframe of the ToR and initial work plan, necessitating an extension of the consultancy contract from the original terms.

The main purpose of the meetings with the key national stakeholders was to gain an overview of current road safety management practices in the country and to assess training needs in the different areas of road safety. Stakeholder consultations were conducted through semi-structured interviews and open discussions. The interviews were structured drawing on the consultant's experience on road safety in African contexts and making use of international best practice tools, such as the WB guidelines checklists.<sup>2</sup> All consultations took place through online meetings, with the exception of Tunisia and Niger, which were contacted in person.



<sup>2</sup> Road Safety Management Capacity Reviews and Safe System Projects – Guidelines, WB

Table 3 – Key stakeholders consulted in Africa

DATE	STAKEHOLDER	POSITION	INSTITUTION	COUNTRY
31/07/2023	<b>Tidjane Kamagate</b>	Directeur des Etudes, Analyse et Enquêtes	Office National de Sécurité Routière, Ministry of Transport	<b>Ivory Coast</b>
31/07/2023	<b>Hassan Ibrahim Guiré</b>	Chief Technical Advisor in charge of Transport Ministry of Infrastructure	Ministry of Infrastructures	<b>Chad</b>
02/08/2023	<b>Alfred Byringiro</b>	Transport Division Manager	Ministry of Infrastructures	<b>Rwanda</b>
08/08/2023	<b>Rawlings Baco Kesselly</b>	Project Coordinator for AfDB Road Program	Ministry of Public Work	<b>Liberia</b>
30/07/2023	<b>Martial Manfred Missimikim</b>	Road safety specialist	SecurouteAfrica	<b>Cameroon</b>
12/10/2023	<b>Yeribu Dennis</b>	Easter Regional Director	National Road Safety Authority	<b>Ghana</b>
13/10/2023	<b>Georges Anagonou</b>	Chef de Division Cooperation et Communication	Centre National de Sécurité Routiere	<b>Benin</b>
19/10/2023	<b>Ganè Kpièrè Evariste Meda</b>	General Director	Office National de la Sécurité Routière	
19/10/2023	<b>Yameogo Boudnoma Nina</b>	-	Office National de la Sécurité Routière	<b>Burkina Faso</b>
19/10/2023	<b>Karama Maimouna</b>	-	Office National de la Sécurité Routière	
19/10/2023	<b>Christophe Rakotomavo</b>	General Director	Agence Routière	<b>Madagascar</b>
24/10/2023	<b>Benaceur Boulaajoul</b>	General Director	Agence nationale de la sécurité routière	<b>Morocco</b>
24/10/2023	<b>Cyr Gédéon Ngaisse</b>	Chef de Service de la Prévention de Sécurité Routière	Direction de la circulation de la sécurité routière	<b>Central African Republic</b>
26/10/2023	<b>Vesã Gomes Naluak</b>	Vice President	Autoridade Nacional de Segurança Rodoviária	
26/10/2023	<b>Maninho Gomes Fernandes</b>	President	Autoridade Nacional de Segurança Rodoviária	
26/10/2023	<b>Malam Banjai</b>	Coordenador da Unidade de Gestão do Projecto de Transporte Rural	Ministério das Obras Públicas Habitação e Urbanismo	
26/10/2023	<b>Nelito de Silva</b>	Technical representative	FCR	<b>Guinea-Bissau</b>
26/10/2023	<b>André Deuna</b>	Technical representative	Direcção Geral de Viação e transporte Terrestre	
26/10/2023	<b>Luis Costa</b>	-	Ministério Das Obras Publicas, Habitação e Urbanismo	
26/10/2023	<b>Ossine Paulo Mendes</b>	Unidade de Gestão do Projecto de Transporte Rural	Ministério Das Obras Publicas, Habitação e Urbanismo	



Table 3 – Key stakeholders consulted in Africa

DATE	STAKEHOLDER	POSITION	INSTITUTION	COUNTRY
26/10/2023	<b>Sara C. J. Pedro</b>	Unidade de Gestão do Projecto de Transporte Rural	Ministério Das Obras Publicas, Habitação e Urbanismo	
26/10/2023	<b>Vodouhe Gerard</b>	Unidade de Gestão do Projecto de Transporte Rural	Ministério Das Obras Publicas, Habitação e Urbanismo	<b>Guinea-Bissau</b>
26/10/2023	<b>Imael J. M. Mendes</b>	-	-	
26/10/2023	<b>Riadh Hentati</b>	-	Ministère de l'équipement – Direction Générale des Ponts et Chaussées	<b>Tunisia</b>
26/10/2023	<b>Chékarao Bagoudou</b>	-	Agence Nigérienne de la Sécurité Routière	<b>Niger</b>
27/10/2023	<b>Fetiya Dedgaba</b>	Deputy Chief Executive Officer	Road Safety and Insurance Fund Service	<b>Ethiopia</b>
31/10/2023	<b>Edward Kizito</b>	General Director	National Road Safety Authority	<b>Uganda</b>
31/10/2023	<b>Joachim Bigue</b>	Central Inspector	Ministry of Transport	<b>Central African Republic</b>





At the end of the needs assessment, 23 priority areas for training were identified, as summarized in Table 4.<sup>3</sup>

It is important to note that the capacity gaps listed below are not common to all African countries. In fact, some better performing countries may not have some of the gaps listed in the table. Other countries, on the other hand, have an urgent need to radically restructure their road safety management system and build capacity in most of the areas identified.

Table 4 – Road safety management capacity gaps and priority areas for training

PILLAR	PRIORITY AREA	COMMON KEY GAPS
ROAD SAFETY MANAGEMENT	<b>Institutional Leadership and Management Functions</b>	
	Road safety lead agency legislative mandate, role and capacity	Weak institutional mandate of the road safety lead agency
	Results focus	Limited focus on results – weak strategy development and implementation processes
	Funding mechanisms	Lack of sufficient and sustainable funding sources for the lead agency and road safety programs
	Coordination arrangements	Insufficient coordination between stakeholders – road safety governance arrangements fail to ensure that all relevant stakeholders are engaged and participate in the national road safety effort
	Legislation on road safety	Road safety legislation, standards and manuals outdated or not compliant with recommended best practices
	Monitoring and evaluation function	Weak capacity to effectively collect and manage road safety data and develop a reliable evaluation and monitoring system
	Research & Development	Limited research and development in the road safety areas
	<b>Road Safety Results</b>	
	Road safety data systems	Lack of reliable road safety data and indicators to monitor and evaluate road safety progress and the level of achievement of the desired results
SAFE ROADS AND MOBILITY	<b>Interventions</b>	
	Road safety engineering capacity	Limited capacity and experience in road safety engineering within road authorities, lead agencies and relevant institutions inside and outside the government
	Road design standards	Absence of adequate road design standards that conform to recommended good practice
	Vulnerable road users and key target groups in road infrastructure and urban planning	Insufficient attention to vulnerable road users and key road user groups such as moto-taxis Insufficient human-centric approach to highway and transportation engineering and urban planning

<sup>3</sup> For further details on the gap analysis, please refer to the report "Road Safety Capacity Gaps Analysis and Priority Areas for Training", v01 (November 2023)

Table 4 – Road safety management capacity gaps and priority areas for training

PILLAR	PRIORITY AREA	COMMON KEY GAPS
SAFE ROADS AND MOBILITY	Speed management	Insufficient or improper use of speed management measures
	RSA, RSI and management of high crash risk location	Insufficient promotion of RSA, RSI and management of high crash risk locations
VEHICLE SAFETY	Vehicle safety legislation and enforcement	Weak and/or poorly enforced legislation
	Import of second-hand vehicles	Lack of adequate vehicle import standards and lack of regionally harmonized standards
	Vehicle road-worthiness inspection	Weak capacity to manage, perform and enforce vehicle road-worthiness inspections to the national vehicle fleet
ROAD USER SAFETY	Active and passive vehicle safety features	Lack of adequate standards for active and passive vehicle safety features and equipment
	Enforcement of traffic rules	Weak enforcement of traffic rules (lack of funds, equipment and resources, little driver knowledge and compliance with traffic rules, many instances of corruption of law enforcement officers)
	Awareness campaigns	Few road safety education and awareness campaigns and little attention to behavioral psychology in road safety
	Driver training and education	Inadequate driver training and licensing systems
POST-CRASH RESPONSE	Post-crash response in road safety programs	Post-crash response is entrusted exclusively to health services and is not considered in road safety programs
	Coordination and cooperation in the management of post-crash response	Lack of cooperation between the transport and health sectors
	Post-crash response capacity	Lack resources, personnel, equipment and expertise to treat road crash victims



The training course prepared under Task 2 starts from these gaps common to many African countries and the resulting training needs, and then expands touching on all main areas of road safety, the most modern approaches and the latest evidence-based international good practice.

### 3.5.2. ASSESSMENT OF EXISTING TRAINING PROGRAMS

In parallel with the assessment of gaps in road safety management capacity, the programs and curricula of some of the major road safety training courses held in recent years in Africa and the rest of the world were collected and reviewed. In particular, training courses organized by leading road safety institutions in and outside Africa were analyzed, including government agencies, academia, and non-profit organizations active in the field of road safety around the world. The purpose of the review was twofold:

- To undertake a gap analysis of the current courses to assess their strengths and weaknesses, and to determine whether they adequately address the real training needs and contribute to filling gaps and deficiencies in the current road safety management systems;
- To build the new road safety training program upon the most successful existing training initiatives.

Some of the training courses analyzed in this phase are listed in Table 5. Materials related to each course were collected through research on the Internet or on repositories available to the consultant and/or by contacting the relevant organizers. The following information (where available) was extracted and compared for each of the courses listed below:

- Course name
- Organizers and sponsors
- Focus and objectives
- Target audience
- Regional focus
- Course details
- Program content




Table 5 – Existing road safety training programs reviewed

COURSE NAME	ORGANIZER AND SPONSOR
SSATP Road Safety Leadership Programs	SSATP, WB and AfDB
Global Road Safety Leadership Course (GRSLC)	Global Road Safety Partnership and John Hopkins University; sponsored by the Bloomberg Philantropies
Delft Road Safety Course – (DRSC)	Delft University; sponsored by the FIA Foundation
Road Safety Summer School	University of Zagreb, Faculty of Transport and Traffic Sciences
MUARC Road Safety Management Leadership Program	Monash University, Accident Research Centre (MUARC)
Vision Zero International Course	Vision Zero Academy, Swedish Transport Administration
Road Safety Management	Lund University, Sweden
Training Program on Road Traffic Injury Prevention and Control in Low- and Middle-Income Countries	John Hopkins University
Road Safety Engineering E-learning Course	European Bank for Reconstruction and Development (EBRD)
IHE Road Safety Engineering Course	Institute of Highway Engineers; sponsored by Highway Passport
Safe Roads By Design™: Making Roads Safe for all Users	International Road Federation
RoSPA Road Safety Engineering Course	TMS Consultancy
Diplôme universitaire de sécurité routière en Afrique	Université Gustave Eiffel
EIFORCES training for Civilians, Gendarmes and Police Officers	International School of Security Force (EIFORCES)
Training for staff of the Ghana's National Road Safety Authority	-



In the review, special attention was paid to the three training courses organized by SSATP in Dakar (May 28 – June 1st, 2018), Abidjan (February 4 – 8, 2019) and Midrand (July 29 – August 2, 2019).

These trainings were highly successful and actively attended by senior representatives of lead agencies and political leadership of several African countries, high-level international specialists in the field of road safety, Non-Governmental Organizations (NGOs) and academia.

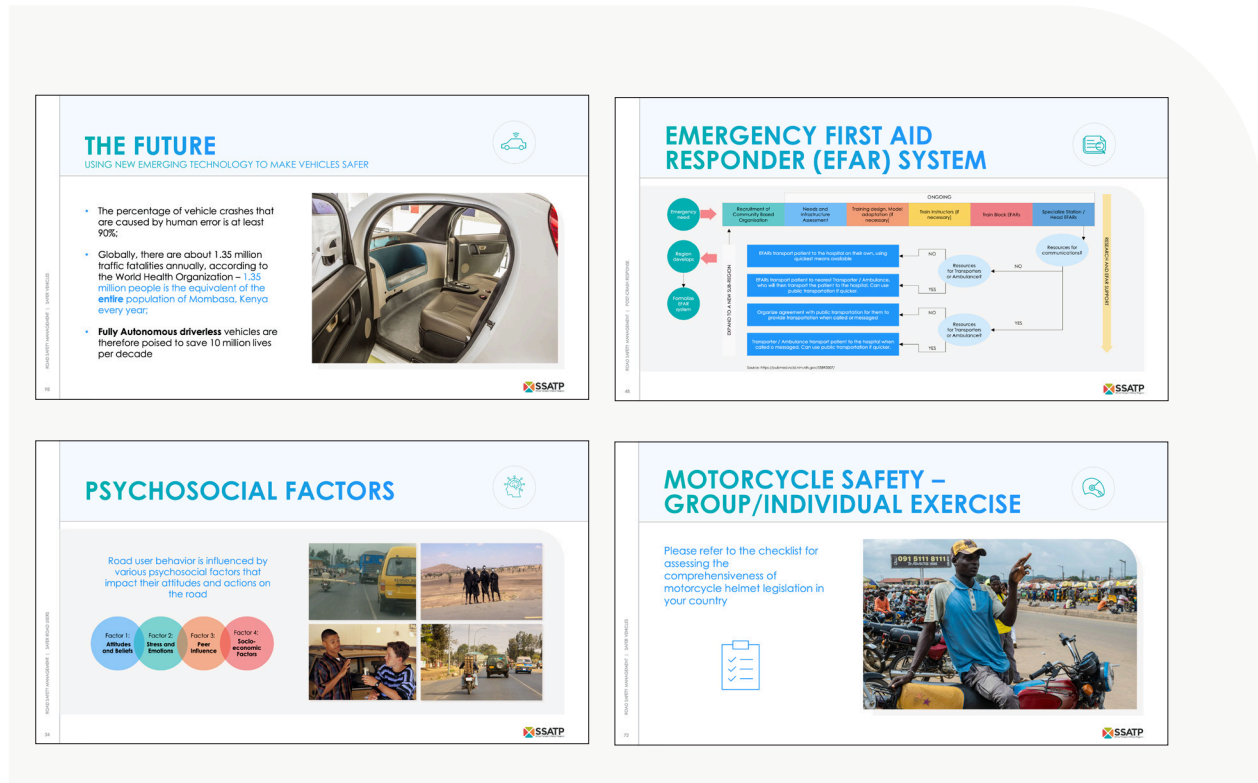
	<p><b>OUTPUT OF TASK 1:</b></p> <p><b>Road safety capacity gap analysis and priority areas for training (D2)</b></p>	<p><b>SUBMITTED:</b></p> <p><b>September 12, 2023 (v0)</b></p> <p><b>November 03, 2023 (v1)</b></p>
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### 3.6. TASK 2 - TRAINING CURRICULUM AND MATERIALS

Task 2 consists of the preparation of the training program and related training materials (Figure 4). It is therefore the core task of the technical assistance and the one that required the greatest effort and mobilization of the consultant.

Figure 4 – Example of presentation slides prepared




In accordance with ToR specifications, the training program was designed specifically for senior government officials, and for all those at the highest levels of the country's road safety ecosystem. In particular, the program is aimed at the road safety lead agency group, whose mission is to lead the national effort towards the desired road safety results, and at government stakeholders, from which the pivotal decision-making processes to address current road safety challenges must start, such as budget allocation and the drafting and enactment of Acts and legal mandates to support the functions of the lead agency. In addition, the program is also aimed at the NGOs that in many countries play a central role in promoting and supporting the governments' efforts to address road safety challenges. Finally, some sessions of the training course are designed also for executives or technical staff from key national and local institutions and stakeholders who have a role in the quest to reduce road traffic injuries and fatalities or provide post-crash care.

The modules of the training program roughly reflect the priority areas for training identified in Task 1. Specifically, modules are organized according to the road safety pillar to which they belong and according to the road safety management system component to which they relate.

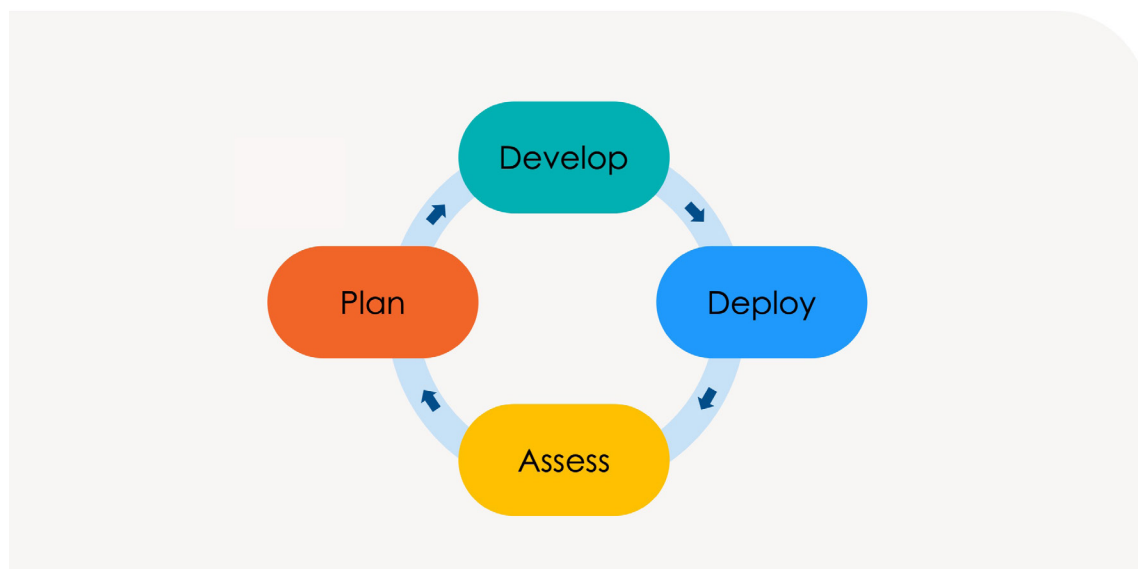
Most of the training content was integrated with practical exercises and demonstrative case studies. The incorporation of hands-on learning adds a dynamic aspect to the training sessions, actively engaging participants in the discussions and allowing a deeper understanding and mastery of topics and concepts.

The training curriculum of each of the training modules prepared under Task 2 can be found in the Annex I, while Annex II contains a pdf version of the presentation slides (some exercises, supplementary documents and explanatory notes found under most of the slides are excluded from the Annex).

	<b>OUTPUT OF TASK 2:</b> <b>Training material for each priority area (D3)</b>	<b>SUBMITTED:</b> <b>November 23, 2023 (v0)</b> <b>December 29, 2023 (v1)</b>
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### 3.7. TASK 3 - DEPLOYMENT STRATEGY

The final task of the consultancy was to prepare a roadmap for the deployment of the training program described in the previous chapter. The preparation and rollout of the program were structured to optimize the use of resources and maximize its impact on enhancing the road safety management capacities of training participants.




In particular, a four-step iterative process was proposed for the preparation and finalization of the training program: (i) planning, (ii) development, (iii) deployment and (iv) evaluation.

In the strategy, it was proposed to apply this process in two phases. The first phase involves the preparation and implementation of a preliminary pilot event (ideally to be held between March and April 2024), which is designed for internal evaluation and should include only a selected group of external participants.

The second phase involves the preparation and implementation of the official event (and any subsequent ones). In this phase, the event should be supported by an intensified media campaign to enhance visibility and outreach. This event is designed to attract a broader audience, including prominent international figures and enthusiasts in the field of road safety and a wider array of African stakeholders.

During this phase of the consultancy, some essential details of the two aforementioned events (test event and official event(s)) were defined. In addition, some key features of the training program were clarified and/or proposed, including:

- The objective of the training;
- The deployment goal;
- Selection criteria for hosting countries and participants (language, country of origin, Regional Economic Community of origin, interest and commitment to road safety, links with the WB/SSATP etc.);
- How to tailor training material to the actual training needs of selected participants;
- The expenses to be taken into account with respect to the available budget;
- Details and arrangements of the event, including duration, special guests, number of participants, mode of the event (e-learning/virtual modules or in-presence events), etc.;
- Expertise required for trainers to lead each session of the program;
- Evaluation and feedback on the training.

	<p>OUTPUT OF TASK 3: <b>Training program structure, approach and deployment strategy report (D4)</b></p>	<p>SUBMITTED: <b>December 30, 2023 (v0)</b> <b>February 13, 2024 (v1)</b></p>
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## 4. NEXT STEPS

The next steps following this consultancy are to organize the events as briefly described in the deployment strategy prepared under Task 3.

The test event should ideally be held between March and April 2024, once the training material, in its first final version, has been finalized by the technical consultant in charge of developing the program (FRED Engineering) and approved by the program funders (WB / SSATP).

The event will provide an opportunity to evaluate and test the training material produced, including the theoretical component, practical exercises and group discussions, as well as allow for an initial dissemination of the training program to a group of African stakeholders.

The steps of preparation and implementation of the test event are summarized in Table 6.

Table 6 – Test event preparation process

STAGE	ACTIVITIES	TENTATIVE SCHEDULE
Planning	Set training and deployment goals	July 2023 – February 2024
	Selection of hosting country and participants	February 2024
	Identify available resources and tools	January – February 2024
	Budget allocation	February – March 2024
	Identify risks and contingency planning	February – March 2024
Development	Prepare the training structure and material	October – December 2023
Deployment	Organize the events and deliver the training program	March / April 2024
Assessment	Evaluate the effectiveness of the training gathering feedback and recommendations for improvements from program coordinators and selected participants	After the test event

Activity to be started
  Activity in progress or completed

After an initial test phase, the training program will ideally be ready to be fielded in official events of greater international resonance and visibility.

The proposed steps of preparation and implementation of the official event(s) are summarized in Table 7. Further details on the main steps are given in the Training program structure, approach and deployment strategy report (D4).

Table 7 – Official event(s) preparation process

STAGE	ACTIVITIES
Planning	Set / confirm the training and deployment goals
	Identify and establish contact with the target audience/country/ group of countries and all event invitees (including trainers)
	Identify available resources and tools
	Budget allocation
	Identify risks and contingency planning
Development	Customize the training material to suit the specific event(s)
Deployment	Organize the event(s) and deliver the training program
Assessment	Evaluate the effectiveness of the training and collect feedback from participants and recommendations for improvements in future events



# ANNEX I – DETAILED TRAINING CURRICULUM

In total, the proposed training program includes seven sessions spread over five days. The modules into which each session is divided are listed in the table below, along with the specific objectives, total duration (including theoretical discussion and engagement activities) and the audience for which each session is designed.

Table 8 – Detailed training curriculum

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
<b>INTRODUCTION AND ROAD SAFETY ESSENTIALS</b>				
		<b>Objective:</b> provide an overview of road safety as a social and economic concern, review the principles of the Safe System approach, and provide an overview of the challenges and progress to date in Africa		
0	Road traffic crashes as a public health issue and economic concern	<b>The social and economic problem of road traffic crashes and the global response to it</b>	1h 30 min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers; Health Sector; Vehicle / Licensing / Insurance Authorities
	The Safe System approach and its components	<b>Understand the vision, principles, and components of the Safe System approach</b>		
	Overview, progress and challenges of road safety in Africa	<b>The situation in Africa and the Continent's response to the road safety crisis</b>		
<b>ROAD SAFETY MANAGEMENT</b>				
<b>INSTITUTIONAL LEADERSHIP AND MANAGEMENT FUNCTIONS</b>				
		<b>Objective:</b> provide capacities, some recommendations and examples for restructuring and improving road safety management systems in African countries		
1	Management System	<b>Provide the basis for understanding how an effective road safety management system is structured.</b>  The three components of the road safety management system: (i) institutional management functions, (ii) interventions and (iii) results.	4h 30min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers; Health Sector; Vehicle/Licensing / Insurance Authorities

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
1	Road safety lead agency legislative mandate, role and capacity	<p><b>Understand the importance of having a government agency to guide national road safety efforts toward the desired results</b></p> <ul style="list-style-type: none"> <li>-Role, characteristics and responsibilities of the lead agency.</li> <li>-Successful models and examples of lead agencies.</li> <li>-Advocate for the need to establish this agency (where it does not yet exist) or strengthen its legal mandate and increase its capacity, authority, and autonomy.</li> </ul>	4h 30min	<p>Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers; Health Sector; Vehicle / Licensing / Insurance Authorities</p>
	Results focus	<p><b>The importance of focusing on results in road safety management</b></p> <ul style="list-style-type: none"> <li>-How to develop (and review) road safety strategies aligned with good practice and specific needs.</li> <li>-Outcomes and outputs of a road safety strategy (and management system).</li> <li>-From the strategy to an Action Plan.</li> <li>-Case studies of national strategies, action plans, development plans, etc.</li> </ul>		
	Funding mechanisms for road safety	<p><b>Understand the importance of investing in road safety</b></p> <ul style="list-style-type: none"> <li>-The economic burden of traffic crashes and the urgency of investing in road safety.</li> <li>-Steps and tips to prepare a funding strategy.</li> <li>-Seek sustainable funding sources for road safety.</li> <li>-Good practice examples from Africa.</li> </ul>		
	Coordination arrangements	<p><b>Understand the importance of shared responsibility and how to establish and maintain stakeholder engagement processes in the country</b></p> <ul style="list-style-type: none"> <li>-Road safety as a shared responsibility – who is responsible and accountable for road safety.</li> <li>-The role of the lead agency in coordinating and engaging stakeholders in the national road safety effort.</li> <li>-The situation in Africa</li> </ul>		

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
1	Legislation on road safety	<p><b>Understand the importance of reviewing and updating legislation and standards to align with recommended best practices</b></p> <ul style="list-style-type: none"> <li>-The road safety legislation framework.</li> <li>-Key issues to be addressed and approaches to strengthen legislation</li> </ul>	4h 30min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers; Health Sector; Vehicle / Licensing / Insurance Authorities
	Promotion	<p><b>The critical importance of advocating for road safety within the entire road safety ecosystem, from governments to the general public</b></p> <ul style="list-style-type: none"> <li>-Case studies from Europe and Africa.</li> <li>-Guiding principles for advocacy.</li> </ul>		
	Monitoring and evaluation function	<p><b>How to strengthen the Monitoring and Evaluation function</b></p> <ul style="list-style-type: none"> <li>-The importance, purpose and role of an effective Monitoring and Evaluation function.</li> <li>-Monitoring and Evaluation approaches and techniques</li> </ul>		
	Research & Development	<p><b>The importance of investing in research and collaborating with universities, academia, research institutes, foreign partners, and key government and non-government stakeholders working in the road safety field</b></p> <ul style="list-style-type: none"> <li>-How to improve Research &amp; Development and knowledge transfer.</li> <li>-Role of the lead agency in promoting road safety research and development.</li> <li>-The Regional Centres of Excellence for Road Safety in Africa.</li> </ul>		
<b>RESULTS AND DATA SYSTEMS</b>				
<p><b>Objective:</b> understand the importance of focusing on results by undertaking data-driven and evidence-based interventions – how to enhance data collection, management and analysis systems</p>				
2	Focus on results: road safety management perspectives	<p><b>A look into the concept of the transition from action based on experience, intuition, judgment and tradition to action based on empirical evidence, data and science – the strategic orientation of road safety interventions</b></p>	2h 30min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers; Health Sector; Vehicle / Licensing / Insurance Authorities

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
2	Role of road safety data in road safety management	<p><b>Understand the pivotal role of road safety data and data systems in results-oriented road safety management</b></p> <ul style="list-style-type: none"> <li>-The different types of road safety data to be collected and analyzed (output data, intermediate outcomes, exposure measures, and final outcomes – deaths, injuries and crash costs).</li> <li>-Roles and functions of some national key actors in the collection and analysis of data.</li> <li>-Understand the importance of acting driven by evidence and data.</li> </ul>	2h 30min	Road Safety Lead Agency; National Government Stakeholders;
	The importance of reliable crash and casualty data collection	<p><b>Challenges in data collection procedures and how to set up adequate and reliable procedures.</b></p>		Regional / Province / City Government Stakeholders;
	Crash and casualty data collection and analysis methodologies	<p><b>How to improve the collection and analysis of crash and casualty data</b></p> <ul style="list-style-type: none"> <li>-Good practices and guidance on methodologies to collect and analyze microscopic and macroscopic data around the world.</li> <li>-Tools, technologies, information systems and low-cost solutions for data collection, treatments and analysis.</li> <li>-The African Road Safety Observatory (ARSO).</li> </ul>		Road Authorities; Law enforcement officers; Health Sector;
	How to identify high-risk areas and prioritize interventions	<p><b>Crash investigation and how to identify, prioritize and intervene in locations with a high concentration of crashes</b></p>		Vehicle / Licensing / Insurance Authorities

#### INTERVENTIONS

#### SAFER ROADS AND MOBILITY

**Objective:** how to manage and improve road infrastructure safety – from reviewing standards to planning a safe and sustainable environment

3	Road safety engineering capacity and design standards	<p><b>Improve knowledge of road safety engineering essentials and infrastructure safety principles among road authorities and lead agency staff</b></p> <ul style="list-style-type: none"> <li>-Transition from the traditional car-centric approach to a human-centric approach.</li> <li>-Safe system guiding principles to safer road design.</li> <li>-Rural and urban road design.</li> <li>-Case studies and examples from the African context.</li> <li>-Role of road design standards and manuals and need to review and enhance them periodically.</li> </ul>	5h 30min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers
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SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
	RSIA, RSA, RSI and management of high crash risk location	<p><b>The importance of conducting Road Safety Impact Assessments, Road Safety Audits, Road Safety Inspections, and managing high crash risk locations at the appropriate time during a road's life cycle, following suitable guidelines and best practice principles</b></p> <ul style="list-style-type: none"> <li>-Road Safety Impact Assessment definition, objective, cost and importance</li> <li>-Road Safety Audit definition, objective, cost / cost-effectiveness and importance.</li> <li>Road Safety Inspection definition, objective, cost and importance.</li> <li>-Understand the fundamentals of road risk assessment procedures (network-wide assessment and Road Assessment Programmes - RAP), their benefits and their application worldwide.</li> <li>-Management of high crash risk locations..</li> </ul>		
3	Speed management	<p><b>The critical role of speed in road safety – strategies and approaches to achieve safe speeds on the country's roads and the benefits that would accrue</b></p> <ul style="list-style-type: none"> <li>-A safe approach to speed management – the GRSF Speed Management Hub.</li> <li>-Myths on speed to be dispelled.</li> <li>-Speed as a key risk factor in traffic injuries – survivable impact speeds.</li> <li>-Different approaches to speed management (design speed, speed limits, engineering treatments, enforcement, in-vehicle technologies, driver education)</li> <li>-The broader benefits of reducing speed limits.</li> <li>-Speed limits in Africa and approaches for setting safe speed limits (Roads-for-Life Framework).</li> <li>-Case studies in Africa and around the world.</li> </ul>	5h 30min	<p>Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers</p>
	Sustainable urban planning	<p><b>How to manage the safety and accessibility of vulnerable road users and key user groups in road infrastructure urban planning and public transport</b></p> <ul style="list-style-type: none"> <li>-The situation in Africa.</li> <li>-Sustainable Urban Mobility Plans – good practice and case studies.</li> <li>-Walking and Cycling policies.</li> <li>-Provide access to safe, affordable, accessible and sustainable public transport systems for all.</li> </ul>		

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
<b>SAFER VEHICLES</b>				
<b>Objective:</b> principles and recommendations for improving the safety of the vehicle fleet on the country's road network				
4	Vehicle Safe System Approach	<p><b>Understand the essentials of vehicle safety</b></p> <ul style="list-style-type: none"> <li>-Fundamentals of safe vehicles and their role in the Safe System Approach.</li> <li>-The recommended UN Vehicle Safety Regulations</li> </ul>	4h	<p>Road Safety Lead Agency;</p> <p>National Government Stakeholders;</p> <p>Regional / Province / City Government Stakeholders;</p> <p>Road Authorities;</p> <p>Law enforcement officers;</p> <p>Vehicle / Licensing / Insurance Authorities</p>
	Active and Passive vehicle safety features	<p><b>Promote the use and regulation of active and passive safety features (anti-lock brakes, traction control and electronic stability control) and passive safety features (airbags, seatbelts and crumple zones)</b></p>		
	Global NCAP for Africa	<p><b>Understand what Global NCAP for Africa is and learn the benefits of having vehicles with a high star rating</b></p>		
	Importing second-hand vehicles	<p><b>The importance of importing safe vehicles into the country</b></p> <ul style="list-style-type: none"> <li>-Factors to be considered when importing vehicles.</li> <li>-Impacts of imported second-hand vehicles (safety, environmental and economic impacts).</li> <li>-Summary recommendations for minimizing the importation of old or unsafe second-hand vehicles into African countries.</li> <li>-Importing second-hand spare parts</li> </ul>		
	Vehicle safety legislation and enforcement	<p><b>Overview of vehicle safety legislation</b></p> <ul style="list-style-type: none"> <li>-Core vehicles safety legislation.</li> <li>-Overview of vehicle safety legislation and enforcement practices in African countries</li> </ul>		
	Framework to improve vehicle and road safety	<p><b>Snapshot of all the components that make up the framework for improving the safety of vehicles and roads.</b></p> <p>The importance of dealing with vehicle and road safety issues at the regional level (harmonization of standards, regulatory frameworks and measures on vehicle safety and standardization of equipment and procedures for testing vehicles at the level of Regional Economic Communities).</p>		
	Vehicle Road-worthiness Inspection	<p><b>The importance of setting efficient vehicle Roadworthiness Inspections in the countries</b></p> <ul style="list-style-type: none"> <li>-The situation in Africa.</li> <li>-Recommended best practices (and good practice examples) for Vehicle Roadworthiness Inspections – from the vehicle components to be inspected to the decision-making processes required to improve effectiveness and increase investment in vehicle inspections.</li> </ul>		



SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
4	Motorcycle safety	<b>Interventions to improve the safety of powered two-wheeled vehicles</b> -Anti-lock brake systems (ABS). -Improve "being seen". -Motorcycle helmets (characteristics, standards and affordability issues).	4h	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers; Vehicle / Licensing / Insurance Authorities
	HGV specifications & axle load control	<b>Understand the safety issues of heavy goods vehicles (HGV) and how to address them</b> -Overview of the problem of overloaded HGV in Africa. -Summary of interventions and devices needed to improve HGV specifications and axle load control		
	Transportation of dangerous goods	<b>How to address safety issues related to the transportation of dangerous goods</b> -Main risk factors to be considered and classes of dangerous goods. -Practices to eliminate or mitigate the risks.		
	E-mobility	<b>The emerging safety challenges of e-mobility and recommended regulations</b>		
	The future – using new emerging technology to make safer vehicles	<b>A look into the future and emerging technologies aimed at making vehicles safer</b>		
<b>SAFER ROAD USE</b>				
<b>Objective:</b> how to achieve safer use of the road – from the strategies to improve enforcement to understanding behavioral and traffic psychology to guide road safety interventions				
5	Enforcement of traffic rules	<b>The importance and benefits of enforcement – strategies and tips to make enforcement activities more effective</b> -What is enforcement and why is needed. -Factors and behaviours to be enforced. -The effectiveness of enforcement (benefit-cost ratio). -Tips to make enforcement more effective and good practice cease studies.	5h 30min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers
	Understanding Road User Behavior	<b>Understand the psychological factors that influence the attitudes and actions on the road</b> -The iceberg model applied to road safety thinking. -The importance of taking psychological factors into account in road safety initiatives to achieve tangible results		
	Behavioral Psychology in Road Safety	<b>Insight into behavioral theories applicable to road safety. How to understand and integrate behavioral psychology into road safety decision-making processes.</b>		

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
5	Promoting Responsible Road Behavior	<p><b>How to promote responsible behavior and safe road use among the public and integration of road safety and traffic psychology into school curricula</b></p> <ul style="list-style-type: none"> <li>-The Vietnam “Head First” case study as a guideline to plan effective road safety education and awareness programs.</li> <li>-Road safety enforcement combined with legislation enhancement and awareness campaigns.</li> </ul>	5h 30min	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Road Authorities; Law enforcement officers
	Addressing Vulnerable Road Users	<p><b>The importance of prioritizing vulnerable road users and always paying attention to their needs in road safety planning (the module focuses on pedestrians, bicyclists and motorcyclists – with a special focus on motorcycles used for commercial purposes / moto-taxis)</b></p>		
	Cultural Sensitivity in Road Safety Education	<p><b>The importance of considering cultural nuances when planning road safety awareness campaigns or educational programs</b></p> <ul style="list-style-type: none"> <li>-Cultural diversity in Africa.</li> <li>-Case study: how road hazard perception improves before and after a psychology intervention in a school in Tanzania.</li> </ul>		
	Continuous Education and Awareness Campaigns	<p><b>How to draw sustainable awareness campaigns and education strategies, including monitoring and follow-up projects</b></p>		
	Driver training and education	<p><b>The importance of having high-quality driver training and licensing systems</b></p> <ul style="list-style-type: none"> <li>-Driver licensing and the Safe System.</li> <li>-Good practice driver licensing systems.</li> <li>-How to improve the driver licensing system in the country.</li> <li>-Driver training curriculum, school &amp; exams and instructor standards, and the graduated licensing system.</li> </ul>		
<b>POST-CRASH RESPONSE</b>				
<b>Objective:</b> understand the fundamentals and improve post-crash response management				
6	Introduction to post-crash response management	<p><b>Understand the fundamentals and the importance of safe post-crash response management</b></p> <ul style="list-style-type: none"> <li>-The urgency to act.</li> <li>-Key principles and good practice components.</li> </ul>	3h	Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Law enforcement officers; Health Sector

SESSION	MODULE /PRIORITY AREA FOR TRAINING	OBJECTIVES / OVERVIEW	DURATION	TARGET AUDIENCE
	The Critical Period	<p><b>The importance of establishing effective post-crash management systems that value the Critical Periods</b></p> <ul style="list-style-type: none"> <li>-How to act in the Golden Hour.</li> <li>-EBRD Post-crash emergency response toolkit.</li> </ul>		
	Emergency Care Chain	<p><b>Recommendations to improve management capacity of first-aid and post-crash treatment: design an effective Emergency Care Chain</b></p> <ul style="list-style-type: none"> <li>-Phases of the Emergency Care Chain Model: <ul style="list-style-type: none"> <li>-Phase 1 – Pre-hospital emergency care</li> <li>-Phase 2 – Hospital trauma care</li> <li>-Phase 3 – Rehabilitation and integration</li> </ul> </li> <li>-EBRD Post-crash emergency response toolkit: Good communication and dispatch.</li> <li>-EBRD Post-crash emergency response toolkit: Caring for victims.</li> </ul>		
6	Emergency Medical Service (EMS)	<p><b>Recommendations to improve management capacity of first-aid and post-crash treatment: design and improve EMS according to international standards</b></p> <ul style="list-style-type: none"> <li>-EMS recommended structure and elements.</li> <li>-EBRD Post-crash emergency response toolkit: Equipment and training.</li> <li>-Case studies: “First Things First” in Uganda; first-aid training of professional drivers in Kenya; and training of traffic police officers in Tanzania.</li> <li>-The Emergency First Aid Responder system.</li> </ul>	3h	<p>Road Safety Lead Agency; National Government Stakeholders; Regional / Province / City Government Stakeholders; Law enforcement officers; Health Sector</p>
	Constitutional and legislative framework	<p><b>Snapshot of basic law for post-crash response management (the “Good Samaritan” law)</b></p>		
	Coordination and data collection	<p><b>How to improve coordination among different stakeholders in the health and transport sector in providing post-crash response and collecting road traffic injury and fatality data</b></p> <ul style="list-style-type: none"> <li>-Inter-agency agreements: engagement &amp; collaboration processes.</li> <li>-Good basic data collection mechanisms.</li> </ul>		
	Conclusions	<p><b>Final remarks on how to improve the post-crash care management and integrate the health sector in charge of post-crash care management within the road safety management framework (including the lead agency group)</b></p>		

SESSION

MODULE /PRIORITY AREA  
FOR TRAINING

OBJECTIVES / OVERVIEW

DURATION

TARGET AUDIENCE

**CLOSING SESSION**

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Closing session

Group discussion and feedback on practical exercises.  
Evaluation of the benefits of the training course.

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