



Road Safety Action International

SAFE ROADS, SAVE LIVES



IIU



Infrastructure Implementation Unit



Public Institution Driver Training Report

for

Infrastructure Implementation Unit

(IIU)

By

Road Safety Action International (RSAI)

EXECUTIVE SUMMARY

A Vision for Safer Roads in Liberia

Honorable Ministers,

Road safety is a crucial component of an efficient and well-functioning public service. Every day, government-employed drivers transport personnel, medical supplies, and other essential resources that directly impact the

health and well-being of our citizens. However, the reality of road usage in Liberia presents significant risks—accidents, mechanical failures, and road rule violations continue to be major challenges.

The Public Institution Driver Training (PID) Project, implemented by Road Safety Action International (RSAI) in partnership with the Infrastructure Implementation Unit (IIU), was designed to mitigate these challenges by equipping public institution drivers – starting with four ministries: Ministry of Health, Ministry of Public Works, Ministry of Agriculture and Ministry of Education with the necessary knowledge and skills to operate vehicles safely and responsibly. This initiative aligns with the United Nations Decade of Action for Road Safety 2021-2030, reinforcing Liberia’s commitment to reducing road traffic incidents and ensuring safer transportation for all.

A Strategic Approach to Capacity Building

This training program was meticulously designed to fill critical knowledge gaps and improve overall road safety compliance among public institution drivers. The key objectives of the PID training included:

- Enhancing drivers’ understanding of Liberia’s road safety laws and regulations, ensuring full compliance with national traffic policies.



- Increasing awareness of road hazards and empowering drivers with accident prevention techniques.
- Providing practical training on vehicle maintenance and inspection to prevent breakdowns and improve fleet longevity.
- Introducing a culture of defensive driving, encouraging proactive risk assessment and responsible decision-making behind the wheel.
- Reducing the number of road-related incidents involving public institution drivers, protecting government assets and human lives.

The training incorporated a comprehensive methodology that combined:

- Engaging classroom-based learning, facilitated by experienced road safety professionals.
- Practical, hands-on demonstrations to reinforce critical safety practices.
- Group discussions and video analyses to examine real-world driving scenarios.
- Post-training evaluations to assess comprehension and application of the knowledge gained.

Key Achievements and Lasting Impact

The impact of this training program has been tangible and far-reaching:

- Improved road safety knowledge and adherence to traffic laws among public Institution drivers.
- Enhanced defensive driving skills, including techniques for hazard anticipation and avoidance.
- Increased technical proficiency in vehicle inspection and maintenance,

ensuring that government vehicles remain roadworthy.

- Greater emphasis on accident prevention, contributing to safer roads and fewer traffic violations within government fleets.

These outcomes are not just beneficial to the drivers themselves but also to the Ministry of Health, whose operations depend on reliable and safe transportation.

Challenges and Pathways for Improvement

Despite the success of the training, several challenges were encountered, including:

- Scheduling conflicts and logistical constraints, making it difficult for all drivers to attend sessions at the same time.
- Unforeseen disruptions from external stakeholders, which occasionally interrupted the flow of training activities.
- Resource limitations, requiring careful budget management to ensure that all training needs were met.

Addressing these challenges will require:

- More flexible training schedules to accommodate the demanding work responsibilities of government drivers.
- Improved coordination with ministry officials to minimize disruptions and enhance the training environment.
- Exploring additional funding sources to expand the program and provide continuous education opportunities.

A Call for Continued Investment in Road Safety

The Public Institution Driver Training Project has laid a strong foundation for improving road safety within the public sector. However, sustained investment and commitment are required to build upon this progress.

We strongly recommend:

- Regular refresher training sessions to reinforce best practices and keep drivers updated on policy changes.
- Expansion of the program to include more public institutions, ensuring a standardized approach to driver safety across government agencies.
- Ongoing monitoring and evaluation to measure the long-term impact of the training and identify areas for continuous improvement.

Honorable Ministers, the safety of our roads is a shared responsibility. Through strategic investment in driver training and road safety education, we can significantly reduce traffic-related fatalities, safeguard government assets, and protect the lives of our citizens.

This report is submitted with a vision for a safer, more responsible, and highly skilled public institution driving workforce, ensuring that Liberia moves forward with confidence on the road to progress.

Eric Gabriel Jenn-Judgges
Executive Director
Road Safety Action International (RSA)

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BACKGROUND OF THE PID

At Road Safety Action International (RSAI), programs and projects are not undertaken without thorough research, data analysis, and consultation. Several key considerations drive the planning process:

- Researching the causes of road crashes locally – Understanding the specific factors contributing to road accidents in Liberia, including driver behavior, road infrastructure, vehicle conditions, and enforcement of traffic laws.
- Reviewing crash data from the Liberia National Police – Analyzing accident reports, identifying high-risk areas, and evaluating trends in road traffic crashes.
- Analyzing WHO and World Bank Global Status Reports – Comparing Liberia’s road safety statistics to global benchmarks to understand gaps in policies and interventions. Conducting surveys with institutions and road users – Engaging directly with drivers, pedestrians, and transport stakeholders to gather real-world insights into everyday road safety challenges.

This structured process was meticulously executed before the launch of the Public Institution Driver (PIDs) Training. A pre-training survey was conducted among the drivers of each institution, and the findings were alarming:

- The drivers had not received any formal road safety training in over a decade – Leading to outdated knowledge and unsafe driving practices.
- Road safety knowledge was significantly below the expected standard for daily road users – Many drivers lacked awareness of current traffic laws and best driving practices.
- Many drivers had a fundamental misunderstanding of key traffic rules – Resulting in violations that put both the drivers and the general public at risk. Widespread misinformation existed regarding the use of the opposite lane by public vehicles – Some drivers wrongly assumed they had priority on the road at all times, leading to reckless driving habits and increased crash risks.

These findings raised serious concerns with the Infrastructure and Implementation Unit (IIU). The IIU recognized the urgent need for intervention, especially given that these selected public institutions operate the largest government vehicle fleets in Liberia. The lack of road safety awareness and formal training among its drivers not only increased the risk of traffic crashes but also jeopardized the delivery of services.

Recognizing the severe implications of these issues, a formal partnership was established between RSAI and the IIU. This led to the signing of a Memorandum of Understanding (MoU), which laid the foundation for structured, continuous training for public institution drivers. Following the agreement, a detailed training proposal was drafted, presented, and officially endorsed by the IIU, setting the PIDs Training in motion.

As a result, **over 200 drivers from four key ministries—Ministry of Health (MOH), Ministry of Public Works (MPW), Ministry of Agriculture (MOA), and Ministry of Education (MOE)—were trained.** This initiative was designed not only to close the training gap among these institution drivers but also to serve as a model for other government institutions to implement similar road safety programs. By ensuring that public sector drivers receive comprehensive and standardized training, the program aims to reduce road traffic crashes, promote a culture of responsible driving, and ultimately improve public service efficiency and safety.

Through this effort, RSAI and the IIU are taking proactive steps to create a safer and more accountable driving culture within the public sector, setting a national standard for road safety and professional driver education.

Key Areas Covered

The training encompassed a wide range of crucial road safety topics, ensuring that drivers gained comprehensive knowledge and practical skills to improve safety standards. The core areas covered included:

- Road Safety in General: Understanding global and national trends in road safety, accident statistics, and preventive measures.
- Understanding Traffic Laws and Regulations: Compliance with Liberia's traffic laws, penalties for violations, and the importance of lawful driving.
- Emergency Response Procedures: Steps to take in the event of an accident, basic first-aid techniques, and proper communication with emergency services.
- Safety of Vulnerable Road Users: Protection of pedestrians, cyclists, and motorcyclists by maintaining defensive driving habits and awareness.
- Different Kinds of Road Accidents and How to Avoid Them: Recognizing accident-prone areas, understanding common crash causes, and strategies for risk mitigation.
- Safe Driving Behavior: Defensive driving techniques, handling distractions, managing fatigue, and maintaining vehicle control under various road conditions.

By covering these areas, the training aimed to equip drivers with the necessary knowledge and tools to prevent accidents and promote responsible road usage.

The Public Institution Driver Training Project was designed not only to address immediate concerns regarding driver behavior but also to contribute to broader national and international road safety objectives. By:

- Mitigating risks associated with road traffic crashes,
- Reducing human error-related accidents, and
- Promoting a culture of safe driving,

The initiative aligns with global efforts such as the United Nations Decade of Action for Road Safety 2021-2030. The initiative not only improves the professional standards of public sector drivers but also sets an example for the broader transport industry, fostering safer roads for all.

THE OBJECTIVE OF CONDUCTING THE PID

The Public Institution Driver Training Project was designed to address critical road safety challenges among government-employed drivers. The primary objectives of the training were as follows:

- **Educate Public Institution Drivers on Road Safety Laws and Regulations**
Ensuring compliance with the National Road Safety Strategy, the Highway Code, and other traffic laws enforced by the Liberia National Police. This objective aimed to improve drivers' understanding of traffic signals, road markings, right-of-way rules, and legal requirements for operating government vehicles responsibly.
- **Enhance Drivers' Awareness of Road Hazards and Accident Prevention Techniques**
Given Liberia's poorly maintained roads, lack of traffic signage, and unpredictable road user behavior, the training focused on equipping drivers with the skills to identify hazardous conditions and adjust their driving behavior accordingly to prevent accidents.
- **Improve Drivers' Understanding of Risk Factors Associated with Road Traffic Crashes**
The training addressed critical issues such as speeding, distracted driving, fatigue, impaired driving, and non-use of seat belts, which are among the leading causes of crashes in Liberia. Emphasis was placed on human error, decision-making, and proactive accident-avoidance strategies.
- **Provide Hands-on Training on Vehicle Inspection and Maintenance**
Drivers were trained to conduct pre-trip and post-trip vehicle inspections, recognize early warning signs of mechanical failure, and ensure that government vehicles remain roadworthy. This component reinforced the importance of preventive maintenance to avoid breakdowns and mechanical-related crashes.
- **Promote Adherence to the Safe System Approach to Road Safety**
This proactive, safety-first mindset considers road users, vehicles, and infrastructure to minimize crash severity. The training ensured that public institution drivers contribute to a safer transport system, particularly in accommodating vulnerable road users.
- **Instill a Culture of Responsible and Defensive Driving**

The training emphasized courteous driving behavior, hazard perception, and defensive driving techniques to protect drivers and other road users. Participants learned how to anticipate dangers and react appropriately, ensuring a safer driving experience.

- **Reduce Risky Driving Behavior**
The training actively worked to eliminate dangerous driving habits, such as reckless overtaking, aggressive acceleration, and excessive honking. Drivers were taught how to recognize and correct unsafe behaviors, improving their on-road conduct.
- **Improve Overall Road Safety Among Public Institution Drivers**
By increasing knowledge, improving skills, and fostering a safety-conscious mindset, the training sought to reduce crashes, minimize injuries, and enhance the overall safety of Liberia's roadways.

Through these objectives, the Public Institution Driver Training Project has contributed significantly to Liberia's broader road safety agenda, ensuring that government-employed drivers play a pivotal role in maintaining safer roads for all.

TRAINING CONTENT AND METHODOLOGY

Training Content and Curriculum

The content of the training was developed in conjunction with lead experts in various pillars of road safety. Recognizing that the training was designed specifically for public institution drivers, the curriculum was structured around four key pillars essential for driver education. These pillars ensure that drivers receive a comprehensive understanding of road safety, vehicle maintenance, driver behaviour, and emergency response.

Roads and Their Features

A fundamental aspect of the training focused on road infrastructure and traffic regulations to ensure that drivers understand their operational environment. Topics covered included:

- Understanding Liberia’s Traffic Rules – Reviewing national traffic laws, rights of way, speed limits, and penalties for violations.
- Understanding the Different Kinds of Roads – Differentiating between urban, rural, paved, and unpaved roads and their unique challenges.
- Road Signage and Markings – Recognizing and interpreting road signs, lane markings, and pedestrian crossings to enhance compliance with traffic laws.

Keeping a Vehicle Safe

Maintaining roadworthy vehicles is crucial for accident prevention. This section provided drivers with essential knowledge on vehicle maintenance and inspections, including:

- Daily Vehicle Inspection Checklists – Conducting thorough pre-trip and post-trip inspections to identify potential mechanical failures.
- Importance of Brakes, Tires, Lights, and Engine Maintenance – Ensuring the functionality of critical vehicle components to prevent mechanical failures while driving.
- Ensuring the Roadworthiness of Government-Owned Vehicles – Adhering to scheduled servicing, repairs, and compliance with vehicle safety standards.
- Understanding In-Vehicle Safety Features – Exploring airbag functionality, anti-lock braking systems (ABS), and seatbelt requirements to minimize injury risks in case of a crash.

Driver Behavior and Risk Factors

Human factors contribute significantly to road accidents. This segment focused on driver responsibilities and risk mitigation strategies:

- Legal Obligations of Government-Employed Drivers – Understanding duty-of-care requirements, ethical driving responsibilities, and adherence to transport policies.
- Common Human Errors Leading to Road Crashes – Identifying risky behaviours such as speeding, distracted driving, and impaired driving.
- Defensive Driving Techniques and Situational Awareness – Training drivers to anticipate hazards, adjust to road conditions, and implement proactive driving strategies.
- Handling Fatigue, Stress, and Distractions While Driving – Recognizing signs of fatigue, stress management techniques, and minimizing mobile phone usage while on duty.

Accident Prevention and Emergency Response

Drivers were trained to prevent accidents and respond appropriately in emergencies. This section covered:

- Understanding Accident Causation Factors – Examining common accident causes such as driver error, environmental conditions, and mechanical failures.
- Post-Crash Response and First-Aid Basics – Learning how to assist accident victims, secure an accident scene, and communicate effectively with emergency responders.
- Proper Communication Protocols in Case of Emergencies – Establishing procedures for reporting accidents, informing relevant authorities, and ensuring timely response interventions.

This structured training approach provided public institution drivers with the necessary skills to operate vehicles safely and responsibly, reducing their likelihood of being involved in road traffic incidents. The curriculum emphasized practical learning, real-life case studies, and interactive sessions to ensure that participants internalized and applied road safety principles effectively.

Methodology of the Training

The Public Institution Driver Training (PID) was delivered through a structured in-classroom format, ensuring a comprehensive blend of theoretical knowledge and practical application. The training was designed to be engaging, interactive, and context-specific to address the unique challenges faced by public institution drivers in Liberia.

The following methodologies were used to facilitate learning:

Formal Lectures

The facilitators, who included seasoned road safety professionals, law enforcement officers, and transport experts, engaged the participants through interactive discussions and scenario-based learning approaches. By using real-life case studies from Liberia and global best practices, they helped the drivers grasp the importance of adhering to road safety laws and regulations.

Participants were introduced to Liberia's Highway Code, key traffic rules, and the implications of non-compliance. They explored topics such as speed management, the effects of distracted driving, and the dangers of impaired driving. Emphasis was placed on the Safe System Approach, which considers the interactions between road users, vehicles, and infrastructure to minimize crash risks.

A major highlight of the sessions was defensive driving techniques, where drivers were trained on hazard perception, maintaining safe following distances, and effective braking strategies. The facilitators provided insights into how drivers can anticipate potential dangers and respond appropriately to prevent collisions. These lessons were complemented with videos and visual demonstrations to illustrate best practices in real-time driving scenarios.

Vehicle maintenance best practices were another crucial topic covered. Drivers were educated on conducting pre-trip and post-trip vehicle inspections, checking fluid levels, monitoring tire pressure, and identifying early warning signs of mechanical failure. The training also underscored the importance of proper vehicle servicing and how preventive maintenance reduces breakdown risks and enhances overall road safety.

Additionally, the sessions addressed road user behavior and ethics for drivers. Facilitators discussed the responsibilities of professional drivers, emphasizing courtesy, patience, and the importance of respecting other road users, including pedestrians, cyclists, and motorcyclists. They also examined ethical dilemmas that drivers may face, such as road rage, bribery, and reckless driving under pressure to meet deadlines.



Figure 1: Presentation of the road safety knowledge in a formal format at MOH



Figure 2: Presentation of the road safety knowledge in a formal format at MPW



Figure 3 : Presentation of the road safety knowledge in a formal format at MOA & MOE

Group Discussions/Brainstorming Sessions

Interactive discussions were incorporated to encourage active participation. Drivers shared their real-life experiences, challenges, and insights, fostering a collaborative learning environment. These sessions allowed facilitators to assess drivers' existing knowledge and tailor content to address specific concerns related to Liberia's road network conditions.

Role-playing exercises were a crucial component of these discussions, allowing drivers to simulate different driving conditions and assess their reactions in controlled environments. Through these exercises, drivers practiced safe overtaking, defensive driving techniques, and emergency response procedures. This hands-on approach helped reinforce theoretical lessons and ensured that participants could confidently apply their knowledge in real-world settings. Drivers who had undergone previous road safety training shared insights on handling high-risk situations, mitigating road rage incidents, and improving interactions with law enforcement officers.

The pictures below indicate the different activities



Figure 4: Team Group Work and Discussion at MOH



Figure 5: Team Group Work and Discussion at MPW



Figure 6: Team Group Work and Discussion at MOA & MOE

Case Studies

To reinforce learning and demonstrate the real-world implications of road safety principles, participants were presented with case studies on **real-world accident cases** from Liberia and other regions. These case studies served as powerful tools to illustrate the causes and consequences of road crashes, highlighting both preventable mistakes and best practices that could have mitigated crash severity. By examining actual incidents, drivers were able to:

- Recognize high-risk driving behaviours – Identifying common driver errors such as excessive speeding, distracted driving, failure to obey traffic signals, improper overtaking, and reckless manoeuvring.
- Encourage critical thinking on accident prevention strategies – Discussing how different proactive actions, such as maintaining safe following distances, proper use of indicators, and anticipating pedestrian movement, could prevent crashes.
- Reinforce the importance of adhering to road safety regulations – Emphasizing the significance of following Liberia’s Highway Code and understanding the role of law enforcement in reducing road fatalities.

Facilitators guided the discussions to ensure that key lessons were drawn from each case, linking back to the broader themes of responsible driving, defensive driving techniques, and ethical considerations for professional drivers. Additionally, participants were encouraged to share their personal experiences with road accidents, discussing what went wrong, what could have been done differently, and how they could apply their learning to future situations.

Some case studies focused on high-profile road accidents that had significant public and governmental attention, drawing lessons from these incidents to create broader awareness of road safety responsibilities. Drivers were challenged to think critically about long-term safety measures, such as proper vehicle maintenance, continuous education on traffic laws, and ensuring proper rest to avoid fatigue-related crashes. Overall, this approach not only enhanced the learning experience but also empowered drivers to proactively apply best practices in their driving, ultimately contributing to a safer road environment for all.

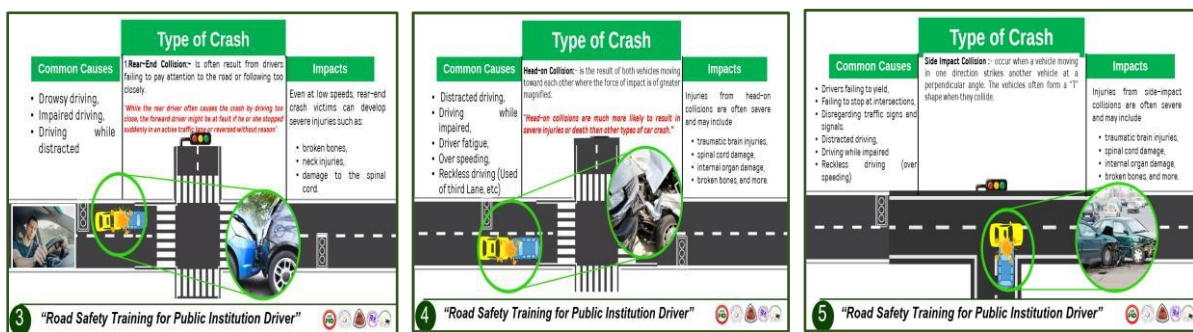


Figure 7: Case study slides

The incorporation of case studies reinforced the significance of decision-making behind the wheel and equipped participants with the knowledge and confidence to handle complex road situations effectively.

Practical Exercises

To ensure that participants could apply the concepts learned during the training, practical exercises were conducted to simulate common driving scenarios that public institution drivers encounter. These hands-on activities were designed to test drivers' ability to respond to different road situations effectively and reinforce safe driving behaviours.

One of the key activities was the Emergency Response Exercise, facilitated by Mr. Togbe C. Bernard, Training Coordinator - Emergency Medical Services (EMS). This exercise focused on equipping drivers with essential skills to emergency such as

- Breakdowns,
- Crashes, and
- Medical emergencies
- Inferno emergencies

Participants learned the proper procedures for securing an accident scene, providing initial medical assistance, and alerting the appropriate authorities for further intervention.

Another critical component of the evaluation exercises was crisis management, where drivers were guided on how to remain composed and make effective decisions under stressful situations. This included handling

- Vehicle malfunctions,
- Responding to aggressive road users, and
- Navigating through high-risk traffic areas safely.



Figure 8: Practical demonstration of emergency situation on as a driver/ MOH



Figure 9: Practical demonstration of emergency situation on as a driver/ MPW



Figure 10: Practical demonstration of emergency situation on as a driver/ MOA & MOE

Other Practically Demonstrated Exercises

The other practically demonstrated exercises are designed to get the participants to understand other essential components:

- Simulated Hazard Perception Drills – Drivers were exposed to various road hazards and tested on their ability to detect and react appropriately. Facilitators created different road environments using visual aids, allowing participants to practice responding to potential threats like sudden stops, jaywalking pedestrians, and erratic driving behaviours.
- Vehicle Inspection and Maintenance Checks – Drivers conducted hands-on vehicle checks to identify maintenance issues and assess their readiness before trips. Participants were guided on how to perform daily vehicle safety inspections, check for potential mechanical faults, and maintain fuel efficiency to ensure the longevity of government fleet vehicles.
- Accident Reconstruction Exercises – Facilitators guided drivers through a reenactment of actual road accidents to analyze key errors made by involved parties and discuss how those incidents could have been prevented.
- Adverse Condition Response Training – Participants were educated on safe driving techniques under challenging road conditions, such as heavy rain, poor visibility, and congested urban environments.



Figure 11: Demonstration of decision making at traffic intersection and road signs/ MOH



Figure 12: Demonstration of decision making at traffic intersection and road signs/MPW



Figure 13: Demonstration of decision making at traffic intersection and road signs/ MOA & MOE

By integrating these practical components, the training aimed to bridge the gap between theoretical knowledge and real-world application, equipping public institution drivers with the skills necessary to enhance road safety across Liberia

USE OF VISUAL AIDS & TRAINING MATERIALS

To enhance learning, the training also incorporated various visual aids and training materials to reinforce key concepts and provide a more engaging experience for participants. These materials played a crucial role in simplifying complex road safety concepts and making the sessions interactive and visually stimulating. The following tools were utilized:

- **PowerPoint Presentations** – Structured slides summarizing key road safety concepts, traffic regulations, and defensive driving techniques. These presentations featured infographics, data-driven insights, and case study analyses to facilitate understanding and retention of critical information.
- **Videos and Animations** – Demonstrations of real-life driving scenarios, defensive driving maneuvers, and accident prevention strategies. These visual aids were particularly effective in illustrating hazardous driving behaviors and how to mitigate risks. Participants benefited from seeing real-world examples of both safe and unsafe driving practices.
- **Printed Handouts and Manuals** – Comprehensive reference materials covering road safety laws, vehicle maintenance guidelines, and emergency response procedures for continued learning beyond the training. These handouts provided quick-reference checklists that drivers could use in their daily operations to reinforce the lessons learned during the sessions.
- **Post-Training Tests** – Assessments conducted to evaluate knowledge retention and ensure that participants had a clear understanding of the material presented. These tests included multiple-choice questions, scenario-based evaluations, and open-ended discussions where drivers reflected on their learning and how they planned to apply it in real-world settings.
- **Practical Demonstrations and Hands-on Exercises** – Instructors utilized real-life driving models and simulated crash scenarios to enhance participants' comprehension of defensive driving principles. Role-playing exercises allowed drivers to practice maneuvering techniques in controlled environments before applying them on the road.

These tools helped bridge the gap between theoretical knowledge and practical application, allowing participants to visualize best practices and internalize road safety principles effectively. By integrating multimedia elements and interactive learning approaches, the training ensured that all participants, regardless of their learning style, were able to grasp essential road safety concepts efficiently.



Figure 14: Visual aid used in the training

Question & Answer Sessions

Dedicated question-and-answer sessions were integrated into the training to allow participants to engage directly with facilitators and industry experts. These interactive forums provided an opportunity for drivers to seek clarification on road safety laws, driving techniques, and best practices. Through structured discussions, participants were able to:

- Clarify doubts about road safety laws and driving techniques – Understanding Liberia’s traffic regulations, accident liability, and compliance with the National Road Safety Strategy.
- Receive expert advice on specific driving challenges – Addressing issues such as vehicle maneuvering in high-traffic zones, handling emergencies, and adapting to unpredictable road conditions.
- Gain practical insights from experienced facilitators – Learning from real-life driving scenarios, legal case studies, and best practices in defensive driving.



Figure 15: The picture of participants in the questions and answers session at MOH



Figure 16: The picture of participants in the questions and answers session at MPW



Figure 17: The picture of participants in the questions and answers session at MOA & MOE

Additionally, facilitators used these sessions to assess knowledge retention and encourage drivers to think critically about road safety. Participants were encouraged to share their personal driving experiences, providing valuable insights into the daily realities of public institution drivers. These discussions allowed facilitators to refine future training content, ensuring that the program remains relevant and responsive to the needs of government-employed drivers.

CERTIFICATION OF PARTICIPANTS

Upon successful completion of the training, each participant was awarded a Certificate of Completion issued by Road Safety Action International (RSAI) in collaboration with the Infrastructure Implementation Unit (IIU). These certificates serve as formal recognition of the participants' commitment to road safety best practices and their successful participation in the structured training program.

The certificates were personalized with the participant's name, training date, and the official signatures of RSAI. This official documentation ensures that the training is recognized by government agencies and institutions, adding credibility to the participants' professional development.

The certification signifies that the drivers have:

- Enhanced their understanding of road safety laws and regulations in Liberia.
- Developed practical skills in accident prevention and defensive driving.
- Completed hands-on training in vehicle inspection and maintenance.
- Gained insights into the Safe System Approach to road safety.

Additionally, the certificates serve as an incentive for further professional growth, encouraging drivers to continuously refine their road safety skills. The certification program also aims to set a new standard for driver qualifications within public institutions, ensuring that government-employed drivers adhere to higher road safety standards.

For many participants, this certification was their first formal acknowledgment of professional driver training, boosting their confidence and reinforcing the value of their role in road safety. The certificates can also be used for career advancement, as they serve as tangible proof of competency in safe driving practices.

To further emphasize the importance of certification, RSAI and the Infrastructure Implementation Unit (IIU) are exploring the possibility of integrating these certifications into driver performance evaluations within government institutions. This initiative would encourage continued adherence to road safety protocols and establish a culture of excellence in professional driving.

Upon successful completion of the training, each participant was awarded a Certificate of Completion issued by Road Safety Action International (RSAI). These certificates serve as formal recognition of the participants' commitment to road safety best practices and their successful participation in the structured training program.

The certification signifies that the drivers have:

- Enhanced their understanding of road safety laws and regulations in Liberia.
- Developed practical skills in accident prevention and defensive driving.

- Completed hands-on training in vehicle inspection and maintenance.
- Gained insights into the Safe System Approach to road safety.

The certificates also serve as a motivation for continued adherence to safe driving principles among public institution drivers. A sample certificate is attached for reference.



Figure 18: Copy of the certificate offered to Drivers Who Completed the Evaluation

CHALLENGES AND MITIGATION MEASURES

While the first phase of the **Public Institution Drivers (PID) Training Project** made significant strides in enhancing road safety awareness among government drivers, the implementation also revealed several operational and institutional challenges that must be addressed to ensure the sustainability and scalability of the project.

Challenges Identified During the First Phase of the PID Training Project

- i.** **Undisclosed Number of Drivers**
Many ministries reported fewer drivers than were actually employed, leading to training sessions that were overwhelmed by unexpected participant numbers. This affected planning, space allocation, and resource distribution.
- ii.** **Driver Engagement Conflicts**
Several drivers were unable to fully participate in the training due to being assigned to other official tasks or administrative duties during the training period. This disrupted consistency and attendance across all days of the training.
- iii.** **Inadequate Training Facilities**
Some ministries lacked suitable training rooms or venues equipped to handle the format and size of the sessions. This compromised the learning environment and made it difficult to conduct interactive sessions effectively.
- iv.** **Logistical and Power Supply Issues**
The delivery of training materials and sessions was affected by logistics-related challenges, particularly unreliable electricity supply which interrupted presentations and multimedia components of the training.
- v.** **Limited Training Resources**
Due to funding limitations, printed takeaway booklets and training manuals were not produced at the scale initially planned. These materials are essential for reinforcing knowledge and providing drivers with ongoing reference tools post-training.
- vi.** **Absence of Standard Operating Procedures (SOPs) for GOL Vehicles**
A consistent issue across all ministries was the lack of formal SOPs guiding the use, maintenance, and monitoring of Government of Liberia (GOL) vehicles. This makes it difficult to enforce accountability and good road use practices among institutional drivers.
- vii.** **Limited Institutional Ownership and Integration**
In some cases, there was a lack of internal coordination or designated road safety focal persons within the ministries, making it challenging to ensure full institutional ownership and follow-up on training outcomes.

While these challenges posed hurdles during the first phase, they also present opportunities for strengthening inter-ministerial coordination, enhancing infrastructure, and improving planning mechanisms in future training cycles. RSAI remains committed to working with all partners to resolve these issues and ensure that every driver in public service receives the road safety training they need and deserve.

IMPROVEMENT AND ENHANCEMENT STRATEGIES FOR IDENTIFIED CHALLENGES

The implementation of the first phase of the Public Institution Drivers (PID) Training Project, spearheaded by Road Safety Action International (RSAI), revealed a number of operational and institutional challenges that, while expected in a pilot phase, offer valuable insights for improvement. As the project moves into its next phase, it is critical to address these issues strategically to ensure more effective, inclusive, and sustainable road safety training across Liberia's public sector.

A major challenge faced was the inconsistency in the number of drivers reported by participating ministries. Often, the number of drivers who showed up for training exceeded those originally communicated to RSAI, leading to resource constraints and disruptions in planning. To mitigate this, RSAI will adopt a pre-training verification process, conducting visits to confirm actual driver numbers and enforcing a formal participant list submission protocol approved by each ministry's HR or Transport Department. This approach ensures proper resource allocation and training space planning.

Another recurring issue was the divided engagement of drivers. In several cases, drivers were assigned to other official duties during training, resulting in incomplete attendance and limited knowledge absorption. Moving forward, RSAI will strengthen coordination with ministries by requiring official release letters confirming that nominated drivers will be excused from other duties for the full duration of the training.

Facility-related constraints also posed a challenge. Some ministries lacked adequate training rooms to host interactive, multimedia-driven sessions. To address this, RSAI will include venue assessments in its planning process to ensure training spaces meet basic requirements. Where needed, alternative venues such as conference halls or external training facilities will be secured in collaboration with the ministries.

Power supply issues and logistical delays were additional hurdles that hindered seamless session delivery. In response, RSAI will acquire portable generators or solar-powered systems for venues known to have unreliable electricity. To prevent last-minute disruptions, all logistics and technical equipment will be tested through dry runs one day prior to each training event.

Resource limitations also affected RSAI's ability to provide printed training booklets and refresher materials to participants. To bridge this gap, RSAI will produce digital versions of its training content, which can be distributed through QR codes, email, or online ministry portals. Additionally, efforts will be made to seek supplementary funding or in-kind support from partners to increase the availability of printed materials for future sessions.

A more structural challenge identified during the pilot phase was the absence of Standard Operating Procedures (SOPs) for the use of government vehicles. Without clear policies in place, drivers operate with limited accountability and oversight. As a solution, RSAI will introduce a customizable SOP template during training and support ministries in developing their own official road safety and vehicle use guidelines in collaboration with the Ministry of Transport.

Lastly, a key obstacle to long-term sustainability was the lack of internal coordination and ownership of the road safety agenda within some institutions. To address this, RSAI recommends that each participating ministry appoint a Road Safety Focal Person to act as a liaison and champion road safety efforts within their institution.

By implementing these targeted strategies, RSAI aims to enhance the efficiency, sustainability, and impact of future PID training phases. These improvements will not only ensure smoother training delivery but also promote stronger ownership, accountability, and long-term integration of road safety practices within Liberia's public institutions.

FUTURE RECOMMENDATIONS

Call to Action

The implementation of the PID Training for the Ministries drivers not only enhanced their capacity but also laid the foundation for administrative reforms aimed at improving road safety among Ministries' drivers. While the training successfully facilitated knowledge transfer, RSAI has identified the need for **further training** that will advance the understanding of the driver in certain key areas:

- First aid provision
- Proper vehicle inspection for the identification of defects
- In-depth drivers' behaviors and
- Most importantly road features and how to navigate to avoid danger.

Also, RSAI has identified certain administrative gaps that could hinder the long-term effectiveness of the training and could foster behavioral change among drivers and other Ministry personnel. Specifically,

- The absence of in-house Standard Operating Procedures (SOPs) for GOL owned vehicles,
- As well as in-vehicle rules and regulations for both drivers and passengers,

Henceforth, RSAI is committed to do the following under the ongoing partnership with the Ministries, which will maximize the effectiveness of the training and ensure sustainable improvements in road safety, RSAI is willing to work with the Transport Division of the Ministries to institute the following as a call to action for road safety:

- Develop Standard Operating Procedures (SOPs) – Establish clear guidelines for drivers and vehicle occupants to ensure uniform adherence to road safety protocols.
- Equip All Vehicles with First-Aid Kits – Provide essential medical supplies in every Ministry vehicle to enhance emergency response preparedness.
- Implement In-Vehicle Safety Tips – Display road safety reminders inside vehicles to reinforce best practices for both drivers and passengers.
- Establish a Routine Vehicle Maintenance Plan – Implement a structured maintenance schedule to ensure vehicles remain in optimal condition, reducing the risk of accidents due to mechanical failures.

To enhance the effectiveness of future training sessions, RSAI proposes the following:

- Expand the training program to other government ministries and agencies.
- Develop a comprehensive training manual for facilitators and participants.
- Introduce practical driving simulations to complement theoretical training.
- Implement periodic refresher courses to reinforce learning and ensure retention.
- Establish a post-training monitoring framework to evaluate driver behavior improvements.

CONCLUSION

The successful implementation of the Public Institution Driver’s Training Project in collaboration with the Ministries marks a significant milestone in enhancing road safety awareness and driving practices among government-employed drivers. This initiative has addressed critical gaps in knowledge, reinforced the importance of road safety compliance, and empowered drivers with practical skills to navigate Liberia’s roadways more safely and efficiently.

Through a structured curriculum and engagement with experienced facilitators, participants were able to gain a comprehensive understanding of traffic regulations, defensive driving techniques, vehicle maintenance, and emergency response protocols. The inclusion of case studies, real-world accident analysis, and hands-on evaluations allowed drivers to translate theoretical knowledge into actionable road safety measures.

Furthermore, the training underscored the role of public institution drivers in setting an example for responsible driving behavior. As government-employed drivers often operate in high-risk environments and transport essential personnel and resources, their adherence to best practices directly impacts public safety. The training successfully reinforced safe driving culture, professional accountability, and ethical road use within the Ministries’ transport operations.

The financial execution of the program was managed with transparency and efficiency, ensuring that allocated resources were optimized to cover essential aspects such as facilitation, logistics, training materials, and administrative costs. The funding provided by the Infrastructure Implementation Unit(IIU) through the Road Safety Secretariat (RSS) was utilized effectively, with a balance allocated for tax and minor outstanding expenses, further demonstrating prudent financial stewardship.

Despite the overall success of the training, challenges were encountered, including logistical disruptions, scheduling constraints, and interruptions from ministry staff. These challenges, however, provided valuable insights for improving future training sessions. The proposed mitigation measures—including standardized training guidelines, flexible scheduling options, and strengthened administrative planning—will enhance the efficiency and effectiveness of future capacity-building efforts for government drivers.

By equipping public institution drivers with the necessary knowledge and skills, the program supports the United Nations Decade of Action for Road Safety 2021-2030 and aligns with national transport policies aimed at reducing road traffic fatalities and enhancing driver responsibility.

Moving forward, RSAI remains committed to working with government agencies and stakeholders to scale up similar training programs. Expanding these efforts to include other government institutions will further strengthen Liberia’s road safety framework and help build a more sustainable and safety-conscious driving culture.

In conclusion, the Public Institution Driver’s Training Project has not only fulfilled its immediate objectives but also set the foundation for long-term road safety improvements in Liberia. Through continuous engagement, policy support, and training expansion, the impact of this initiative will continue to be felt, ensuring safer roads and more responsible drivers within the public sector. This report is submitted as part of RSAI’s commitment to enhancing road safety, promoting responsible driving practices, and supporting institutional capacity development in Liberia.

APPENDIX.

Training Agenda

The training program was conducted over a period of three days and was organized to cover all necessary topics in a structured and timely manner. The agenda was as follows:

Table 1: Training Agenda Day 1

NO.	TRAINING TOPICS/SESSION	TIME	RESPONSIBLE FACILITATORS	INSTITUTIONS	COMMENTS
DAY 1					
	Breakfast	9:00 AM – 10:30 AM	Catering Team		
	Introduction & Housekeeping	10:30 AM – 10:45 AM	Wrochelle Cooper, Cosmas Cole	All institutions, RSAI MOT/RSS, LNP MOH/EMS, MPW	
	Opening remarks from Ministries	10:45 AM – 11:00 AM	Minister / Deputy Ministers	MPW	
	Pre-test	11:00 AM – 11:15 AM	Facilitators		
	Training Module 1 - • <i>Road Safety in General</i>	11:15 AM – 12:00PM	Wrochelle Cooper	Road Safety Action International	
	Training Module 2 • <i>Different Types of Road Crashes</i>	12:10 AM – 1:00AM	Emmanuel Jallah	Road Safety Action International	
	Lunch Break	1:00 PM – 2:00 PM	Catering Team		
	Training Module 3 - • <i>Understanding traffic signs and Traffic rules of Liberia</i>	2:05 PM – 2:50 PM	Fred Gaye	Liberian National Police (LNP)	
	Training Module 4 - • <i>Other Road Users' Safety</i>	3:00 PM – 3:50 PM	Tarnue Jarboe / Aaron Subah/ Michael Gaye	Road Safety Secretariat (RSS)	
	Post-Test	4:00 PM – 4:30 PM	Facilitators		
	Session close – Announcement	4:30 PM	Wrochelle Cooper	Road Safety Action International	
End of Day 1					

Table 2: Training Agenda Day 3

NO	TRAINING SESSION / TOPICS	TIME	DESIGNATED FACILITATORS	INSTITUTIONS	COMMENTS
DAY 2					
	Breakfast	9:00 AM – 9:30 AM:	Caterer		
	Day 2: Housing Keeping	9:30 AM – 9:40AM	Wrochelle Cooper Cosmas Cole	RSAI	
	Pre-test	9:40 AM – 10:00AM	Facilitators		
	Training Module 5 • <i>Five Risk Factors that lead to road crashes (Driver behaviour)</i>	10:05AM– 10:50AM	Beyerene Johnson	Road Safety Action International	
	Training Module 6 • <i>Routine/regular Vehicle Inspection for safety</i>	11:05AM–11:50 PM	Tim Telyon	Road Safety Action International	
	Lunch Break	12:10 PM – 1:10 PM:	Caterer		
	Training Module 7 • <i>Work zone safety and Diving Techniques</i>	1:15 PM – 2:15 PM:	Hon. Margaret Sirsah	Ministry of Public Works	
	Training Module 8: • <i>Driving on Different Road Infrastructure</i>	2:15 PM – 3:15 PM:	Emmanuel Jallah	Road Safety Action International	
	Post-Test	3:20 PM – 3:40 PM:	Facilitators		
	Session close – Announcement	3:45 PM – 4:00 PM	Wrochelle Cooper		
End of Day 2					

Table 3: Training Agenda Day 3

NO	TRAINING SESSION / TOPICS	TIME	DESIGNATED FACILITATORS	INSTITUTIONS	COMMENTS
DAY 3					
	Breakfast	9:00 AM – 9:30 AM	Caterer		
	Day 3: House Keeping	9:30 AM – 9:45 AM	Wrochelle Cooper Cosmas Cole	Road Safety Action International	
	Recap of Day 1 and 2	9:45AM – 10:00 AM	Wrochelle Cooper	Road Safety Action International	
	Pre-test	10:00 AM – 10:20AM	Facilitators		
	Training Module 9 • <i>Post Crash Response (what to do)</i>	10:25 AM – 11:25 PM	Tina Smythe	Road Safety Action International	
	Training Module 10 <i>Practical Emergency Response Procedures</i>	11:30 AM – 12:30 PM	Bernand/ Adolphus Yieh	MOH / EMS - JFK	
	Lunch Break	12:45 PM – 1:45 PM	Caterer		
	Training Module 11 • Ethical Behaviour for Professional Driver	2:00 PM – 2:35 PM	Cosmas Cole	Road Safety Action International	
	Post-Test	2:35 PM – 3:00 PM	Facilitators		
	Closing Ceremony and Certification	3:00 PM – 4:00 PM		All institutions.	
End of Day 3					

Training Outcomes

The training aims to address the critical gap in road safety awareness and compliance among public institution drivers. By equipping drivers with the necessary knowledge and skills to navigate roads safely, the project seeks to reduce road traffic crashes, injuries, and fatalities while fostering a culture of responsible road use.

Larger Change Process

The initiative was part of a broader national effort to improve road safety in Liberia, particularly for vulnerable road users. The larger change process involves:

- **Strengthening Road Safety Policies and Enforcement Mechanisms** – Road safety policies must evolve to address current road challenges effectively. This includes stricter traffic laws, improved licensing standards, and enhanced enforcement of speed limits, seatbelt use, and anti-drunk-driving regulations. Ensuring that these policies are regularly updated and effectively enforced will create safer roads for all users.
- **Enhancing Public Awareness and Education on Road Safety** – A key element in reducing road crashes is changing road user behavior. Public awareness campaigns, community outreach programs, and school-based road safety education initiatives help instill safe driving habits and pedestrian awareness. Increasing road safety knowledge among the general public ensures that all road users play an active role in preventing accidents.
- **Improving Road Infrastructure to Accommodate All Road Users Safely** – Many road crashes occur due to poorly maintained roads, lack of signage, and absence of designated pedestrian walkways and cycling lanes. Investing in well-constructed roads, proper drainage systems, street lighting, and clearer road markings will significantly reduce accident risks and make roadways safer for everyone.
- **Reducing the Economic and Social Burden of Road Traffic Crashes on Communities and the Healthcare System** – Road accidents place a significant financial strain on families, communities, and the national healthcare system. The cost of medical care for crash victims, vehicle repairs, and loss of productivity due to injuries or fatalities can be overwhelming. Implementing road safety initiatives, such as the PID training, helps reduce crashes, lowering these costs and improving public well-being.

The PID training directly contributed to this larger process by ensuring that Public Institution Drivers—one of the largest groups involved in road crashes—are adequately trained, compliant with traffic regulations, and aware of safe driving practices. By equipping them with critical road safety knowledge and practical skills, the initiative supports broader national and global road safety goals.

Monitoring and Evaluation Framework

The project established a **Result Framework** to measure its effectiveness and track the intended outcomes. Below is a structured outline of key impact areas:

- Indicators,
- Baseline statistics, and
- Target goals.

Table 4: Logframe monitoring and evaluation

Result	Indicators	Baseline	Target	Means of Verification	Comment and Assumption
Impact 1: 50% Increase in road safety education and awareness among the ministry's drivers	Percentage of road safety training conducted	2020 - 2024: Zero road safety training	2025: Two training sessions	Survey responses from Ministries transport department	Additional training will be conducted based on Ministries requests
Outcome 1: 3% Reduction in road traffic crashes involving Ministries drivers	Percentage of road crashes involving the ministries drivers	2020-2024: 3 road crashes	2025: Zero road crashes	Pre-training and post-training surveys from ministries and police reports	Media reports also indicate no crashes involving ministries drivers post-training
Output 1: 100% Increase in obedience to traffic rules among ministries' drivers	Percentage of crashes caused by driver errors and disobedience to traffic rules	2020-2024: 100% of crashes due to rule violations	2025: Zero rule violations	Pre-training and post-training surveys from ministries and police reports	Media searches show no reported violations post-training
Output 2: 81% Increase in certified road safety drivers for the ministries	Number of certified road safety drivers at ministries	2020-2024: No certified drivers	2025: All trained drivers certified	Training attendance sheets and official drivers listing from ministries	19 drivers were unavailable for the training
Output 3: 95% Knowledge increase in driving across various road conditions	Percentage of knowledge from pre-test and post-test assessments	Pre-test: 15% knowledge	2025: 100% competency	Pre-test and post-training assessments	Most ministries driver-related crashes previously occurred on paved roads
Output 4: 95% Enhanced capacity to respond to emergency situations	Percentage of knowledge from pre-test and post-test assessments	Pre-test: 5% competency	2025: 100% competency	Pre-test and post-training assessments	The remaining 5% accounts for drivers who missed the training
Output 5: 90% Knowledge increase in vehicle maintenance and inspection procedures	Percentage of knowledge from pre-test and post-test assessments	Pre-test: 10% competency	2025: 100% competency	Pre-test and post-training assessments	The remaining 10% accounts for drivers who missed the training

This structured approach ensures that the Public Institution Driver Training Project remains impactful, measurable, and aligned with national road safety priorities. By systematically tracking these metrics, the project can be adjusted for future improvements and extended to other public institutions to create a sustainable culture of safe driving in Liberia.

Pictures 1: Pictures of the Training/MOH



Pictures 2: Pictures of the Training/MPW



Pictures 3: Pictures of the Training/MOA & MOE





IIU



Infrastructure Implementation Unit



For further inquiries about RSAI contact
info@rsai.org : call +231-776-782-993 / +231-555-755-985.

Prepared by:
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- Safe roads save lives! -