

**Consulting Services to the
World Bank**



**Review of Road Safety Management Capacity
in Sierra Leone**

Draft Final Report



January 2011

Table of Contents

ABBREVIATIONS AND ACRONYMS	4
EXECUTIVE SUMMARY	5
1 INTRODUCTION	8
1.1 THE REPORT	8
1.2 OBJECTIVES	8
1.3 STUDY OBJECTIVES	8
1.4 STUDY APPROACH	8
1.4.1 <i>The WBGRSF Guidelines</i>	9
1.4.2 <i>Consultant's Approach</i>	9
1.5 CONTRACTUAL ISSUES	10
1.5.1 <i>Mobilisation</i>	10
1.5.2 <i>Inception Phase</i>	11
1.5.3 <i>Draft Final report Phase</i>	11
1.5.4 <i>Stakeholder's Seminar</i>	11
1.5.5 <i>Acknowledgement</i>	11
2 THE ROAD SAFETY SITUATION IN SIERRA LEONE	12
2.1 COUNTRY BACKGROUND	12
2.1.1 <i>Government Development Strategy</i>	13
2.1.2 <i>Transport Sector</i>	13
2.1.3 <i>The Road network</i>	14
2.1.4 <i>Other transport modes</i>	15
2.2 ROAD SAFETY STATUS	16
2.2.1 <i>Accidents and Risks</i>	16
2.2.2 <i>Distribution of Motor Traffic Offences</i>	17
2.2.3 <i>Regional Comparison of road crashes</i>	18
2.2.4 <i>Road traffic data records</i>	19
2.2.5 <i>Vehicle fleet condition</i>	19
3 ROAD SAFETY MANAGEMENT CAPACITY REVIEW	19
3.1 SYSTEM LEVEL	19
3.1.1 <i>Social costs of accidents</i>	20
3.1.2 <i>Accident data</i>	20
3.1.3 <i>National road safety vision and policy</i>	21
3.1.4 <i>Road safety organisations</i>	21
3.1.5 <i>Regional road safety harmonisation</i>	25
3.1.6 <i>Private sector</i>	26
3.1.7 <i>Development partners</i>	26
3.1.8 <i>Lead agency</i>	27
3.1.9 <i>Performance Reviews</i>	27
3.2 INTERVENTION LEVEL	27
3.2.1 <i>The Road Network – Planning, Design, Operations and Use</i>	27
3.2.2 <i>Road safety standards, vehicles</i>	28
3.2.3 <i>Safety standards on driver training and testing</i>	28
3.2.4 <i>Recovery of accident victims</i>	30
3.3 INSTITUTIONAL LEVEL	30
3.3.1 <i>Road safety coordination</i>	30
3.3.2 <i>Legislation</i>	31
3.3.3 <i>Funding and resource allocation</i>	31
3.3.4 <i>Promotion</i>	32
3.3.5 <i>Monitoring and evaluation</i>	35
3.3.6 <i>Research and development</i>	36
3.4 LEAD AGENCY ROLE	36
3.4.1 <i>Lead agency review</i>	36

3.4.2	<i>Proposal for a new lead agency</i>	36
3.5	CONCLUSION	37
4	ROAD SAFETY MANAGEMENT	38
4.1	LEAD AGENCY OPTIONS	38
4.2	NATIONAL ROAD SAFETY COMMISSION	38
4.2.1	<i>Government proposal</i>	38
4.3	TECHNICAL ASSISTANCE AND TRAINING	40
4.4	SIERRA LEONE ROAD AUTHORITY	40
4.5	THE TRAFFIC POLICE	41
4.6	ROAD TRANSPORT AUTHORITY	41
5	POLICY, VISION AND GOALS	42
5.1	POLICY STATEMENT	42
5.2	VISION	42
5.3	GOALS	42
6	ROAD SAFETY STRATEGY	43
6.1	INTRODUCTION	43
6.2	STRATEGIC OBJECTIVES	43
6.2.1	<i>Phases</i>	43
6.3	INVESTMENT STRATEGY	48
6.3.1	<i>Cost estimate</i>	48
	REFERENCES	53

APPENDICES:

APPENDIX 1 – TERMS OF REFERENCE

APPENDIX 2 – LIST OF OFFICIALS MET

APPENDIX 3 – LIST OF MATERIALS RECEIVED DURING MEETINGS

APPENDIX 4 – COMPLETED CHECKLISTS

APPENDIX 5 – TOR FOR TECHNICAL ASSISTANCE

Abbreviations and Acronyms

AfDB	African Development Bank
BAC	Blood alcohol concentration
BADEA	Arab Bank for International Development
CBD	Central Business District
DfID	Department for International Development (in the UK)
DMC	Dangerous Mechanical Condition
DUTWU	Drivers Union and Transport Workers Union
ECOWAS	Economic Commission for West African States
EMS	Emergency Medical Service
EU	European Union
FCC	Freetown City Council
GDP	Gross Domestic Product
GoSL	Government of Sierra Leone
GRSF	Global Road Safety Facility
GRSP	Global Road Safety Partnership
IDP	Infrastructure Development Project
ITF	International Transport Workers Federation
ITOA	Indigenous Transport Owners Association
JICA	Japan International Cooperation Agency
km	kilometre(s)
Le	Leones
MOHS	Ministry of Health and Sanitation
MOTA	Ministry of Transport and Aviation
MOWHI	Ministry of Works, Housing and Infrastructure
MDGTWU	Motor Drivers & General Transport Workers Union
NRSC	National Road Safety Commission
OPEC	Organisation of the Petroleum Exporting Countries
PHC	Primary Health Care
PPP	Public-Private Partnership
Province	Sierra Leone is administratively divided into a Western Area and three provinces (sometimes called “regions”). The further subdivision is into 15 districts in total.
PRSP	Poverty Reduction Strategy Paper
RF	Road Fund
RFP	Request for proposals
RSMCR	Road safety management capacity review
RTA	Road Transport Authority (aka SLRTA); RTA is also used for “Road Traffic Accident”
RTC	Road Transport Corporation (aka SLRTC)
SLP	Sierra Leone Police
SLRA	Sierra Leone Roads Authority
SLRTA	Sierra Leone Road Transport Authority
SLRTC	Sierra Leone Road Transport Corporation
SLS	Sierra Leone Statistics
SWEROAD	Swedish National Road Consulting AB
TL	Team Leader
TOR	Terms of Reference
UN	United Nations
WARSO	West African Road Safety Organisations
WB	World Bank
WBGRSF	World Bank Global Road Safety Facility
WHO	World Health Organisation

Executive Summary

The objective of this study was to review road safety management capacity in Sierra Leone. It was also aimed at reaching a consensus with Government and multi sectoral stakeholders on improving road safety management capacity in the country. The review was undertaken with an intention to reveal capacity weaknesses that could be overcome within the short term for inclusion for the forthcoming investment projects. The study was carried out according to the World Bank guidelines (Bliss & Breen, 2009) and included literature review, data collection, interviews of politicians and technical officials in public, private and Development partners

This Draft Final Report presents the findings of the Capacity Review and the recommendations of the Consultant. The recommendations herein will be discussed at a stakeholders' Seminar that is planned early in 2011. Comments from the Seminar will be incorporated and a Final report will be compiled.

The Road safety situation

The road safety situation in Sierra Leone is poor. Police statistics show that 2,204 road traffic accidents (RTA) were reported during 2009; 165 of these were fatal crashes in which 216 persons were killed. 572 persons were seriously injured and 1,449 were slightly injured. The accident rate per 10,000 vehicles is about 40. Passengers are the most vulnerable road user group (60% of all fatalities) followed by motorcyclists (20%), followed by pedestrians (15%). Most (47%) of the crashes are reported in the Western Area in which Freetown is located.

Main findings

Road safety in Sierra Leone is an issue of concern. There has been a general oversight and neglect in regard to road safety issues at virtually all levels. Despite the support of development partners towards road transport investment, there has been no focused emphasis and investment towards road safety by Government. Currently, road safety institutions in Sierra Leone are operating dysfunctionally with each institution working without clear road safety targets. Though the political support for road safety is emerging, it is generally still low at both at both central and local government level. Support for road safety among the technical officials was found to be varying. In many cases, the technical officials are more engaged in operational road and traffic management targets rather than focused efforts for road safety.

Road safety coordination is entrusted to the SLRTA and there is currently no dedicated lead agency for road safety in the country. Unfortunately, SLRTA is not performing its coordination roles effectively for the expected results. There is also absence of a road safety policy in the country.

Data collection is extremely poor assessments of the road safety situation in the country are therefore uncertain. There is a fear that the current road safety records do not provide the true picture of the accident problem. For instance, current records do not reveal details of the crash victim's gender or age.

The general vehicle fleet especially public transport is extremely old and unsafe. This implies that there are weaknesses within the regulatory bodies to address the safety challenge.

The budget for road safety is embedded within the overall transport expenditure of the SLRTA. However, it is insignificant. As a result, road safety activities suffer neglect. This reveals the low priority given to road safety by policy makers.

Road safety committees were established to promote road safety by SLRTA to raise awareness of road safety. Consultation with committee members reveals that they lack resources to perform their duties rendering them redundant and not performing their expected roles.

Compliance by the road users towards traffic regulations is generally poor. Road users especially drivers do undertake unnecessary risks. Government has in attempt to lead to compliance, enacted the Traffic Act of 2007 and will soon propose additional regulations.

Police enforcement is compromised by a number of challenges. Whereas SLP has benefitted from international efforts including the UN in terms of capacity building, knowledge transfer and logistics; no support has been provided towards Traffic Police Department. This neglect by the Police administration has led to poor facilitation of the department thereby compromising its ability to enforce the regulations. Corruption has been cited by stakeholders as one reason for poor traffic law enforcement.

Road safety audits are not carried out regularly due to capacity issues within the SLRA. However the agency has been active in promoting road safety activities including road safety awareness.

Road safety management in Freetown is extremely poor. In addition to some roads especially in the suburbs being in poor condition, the CBD is heavily jammed during working hours. Many street walkways have been converted into vending areas forcing pedestrians into the carriageways thereby increasing their risk towards crashes.

Sierra Leone has no dedicated post accident rescue system and most crash victims are conveyed using Police vehicles and good Samaritans to health centres. Knowledge of First Aid skills is quite limited amongst the rescuers.

It was established that there is no mechanism and capacity for monitoring the road safety programmes within the agencies involved in road safety.

There is absence of capacity within both public and institutions of higher learning in Sierra Leone to carry out road safety research for purposes of tackling the poor road safety situation in the country.

Way forward

Government plans to tackle the poor road safety situation by establishing a National Road Safety Commission. The Commission will be the lead agency charged with the promotion of road safety coordination in the country. It will be an autonomous body.

Recommendations by Consultant

The Consultant supports the decision to create a road safety commission. In this respect, the Consultant recommends technical assistance (TA) be provided to the SLRA, SLRTA and Police. As part of the TA, training programmes shall be identified and conducted to build capacity in the institutions for effective road safety service delivery. In addition to training, twinning programmes for SL road safety managers has been suggested to selected African countries which have strong road safety institutional set up.

Consultations with Government officials revealed the need for technical assistance in drafting a road safety policy and strategy for the strategy; the Consultant has herein drafted road safety policy outlining the national road safety vision and goals for Sierra Leone. The strategic areas include: creation of lead agency; sustainable funding options; promotion and awareness creation; monitoring and evaluation; safe road network; driver training and testing and; improved vehicle fleet. The proposed format is aligned to UN Decade of Action on road safety.

This draft will be discussed at the Seminar.

The Consultant has prepared a cost estimate of the 3-year investment strategy. The investment strategy estimates the cost US\$2.435m with US\$0.977m as Technical Assistance and USD1.448m for procurement of road safety logistics mainly for the Police. \$0.902m will be required in the first year; 0.816m in the second year and; \$0.767m in the third year.

The budget has been designed to cover the time gap from now until the establishment of National Road Safety Commission as a lead agency is created. It will lead to the establishment of the road safety crash database, enhanced enforcement interventions among others as a foundation for road safety in Sierra Leone is being laid.

The consultant proposed that funding for this project be incorporated in the current IDP support to GoSL, Government officials felt otherwise; they maintained that road safety project should be supported from elsewhere. The reason for the reluctance was that the IDP project is nearing closure and although it can be subject to renewal; should be an independent project.

Conclusion

The road safety situation in Sierra Leone is extremely serious and requires urgent intervention. The road safety management capacity is too weak to adequately address the road safety challenge, and there is urgent need to establish the necessary capacity in the country. The outlined strategy has been developed bearing in mind the limited capacity strength of the civil service.

This will require both the creation of a new lead agency and the strengthening of the capacity of the core road safety stakeholders through technical assistance and training.

1 Introduction

1.1 The Report

This report is the second deliverable of the consultancy services for the Road Safety Management Capacity Review in Sierra Leone commissioned by the World Bank and carried out by Swedish National Road Consulting AB (SweRoad). The World Bank Global Road Safety Facility (WBGRSF) funds these services.

1.2 Objectives

The objectives of this report are to:

1. Provide a report on the Road Safety Management Capacity in Sierra Leone
2. Present a short-term multi-sectoral investment strategy
3. Present draft project specifications for the proposed road safety management including monitoring and evaluation framework
4. Present draft Terms of Reference for the proposed Technical Assistance.

1.3 Study objectives

The objectives of this Study are to:

1. Review safety management capacity in Sierra Leone in accordance with the guidelines set out in the WBGRSF Guidelines (1)¹; and
2. Reach consensus with the government and senior officials on a multi-sectoral strategy for improving road safety management capacity in the country, and short-term measures to overcome revealed capacity weaknesses for inclusion in a forthcoming investment project, in accordance with the World Bank guidelines.

The Terms of Reference are found in *Appendix 1*.

1.4 Study Approach

The background to the guidelines for a road safety management capacity reviews (RSMCR) are the six strategic recommendations necessary to improve country road safety performance made in the 2004 *World Report on Road Traffic Injury Prevention* (10). The recommendations are:

1. Identify a lead agency in government to guide the national road safety effort.
2. Assess the problem, policies and institutional settings relating to road traffic injury and the capacity for road traffic injury prevention in each country.
3. Prepare a national road safety strategy and plan of action.
4. Allocate financial and human resources to address the problem.
5. Implement specific actions to prevent road traffic crashes, minimize injuries and their consequences and evaluate the impact of these actions.
6. Support the development of national capacity and international cooperation.

According to the GRSF guidelines (1) a capacity review should address the first four of these recommendations.

¹ Numerals in parentheses refer to items in the Reference list on page 48

1.4.1 The WBGRSF Guidelines

The WBGRSF guidelines state that the *key deliverables of a country capacity review include an assessment of the lead agency role and related institutional strengthening initiatives, the specification of a long-term investment strategy to accelerate the process of shifting from a weak to high capacity safety management system, and the identification of related implementation projects* ((1), p. 16).

The practical sections of the guidelines describe 9 distinct steps in a RSMCR with checklists for steps 3 through 6. The nine steps are ((1) p. 25):

1. Set review objectives
2. Prepare for review
3. Appraise results focus at system level
4. Appraise results focus at interventions level
5. Appraise results focus at institutional management functions level
6. Assess lead agency role
7. Specify investment strategy and identify *Safe System* implementation projects
8. Confirm review findings at high-level workshop
9. Finalize review report

The RSMCR is Stage 1 in the implementation efforts to achieve a *Safe System*. Stage 2 – essentially an establishment phase – should also be quoted for completeness. It builds on the results of the RSMCR and addresses recommendations 5 and 6 in the *WHO Report*. Stage 2 comprises the following key steps ((1), p. 43):

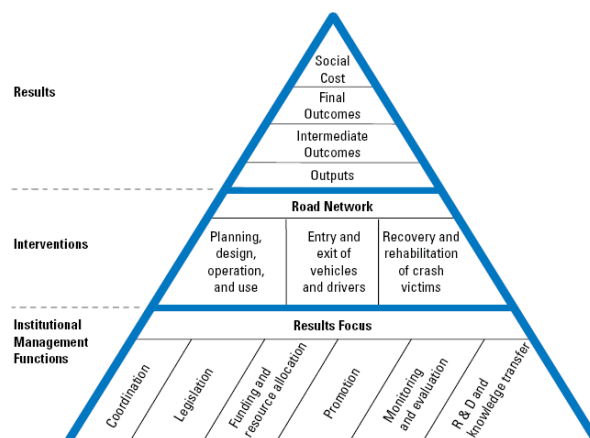
1. Set project objectives
2. Determine scale of project investment
3. Identify project partnerships
4. Specify project components
5. Confirm project management arrangements
6. Specify project monitoring and evaluation procedures
7. Prepare detailed project design
8. Highlight project implementation priorities

1.4.2 Consultant's Approach

The consultant has reviewed the road safety management system based on three inter-related elements: institutional management functions, interventions and results – and in this perspective the role of the lead agency

The institutional management functions deliver efficient and effective system-wide interventions to achieve long term and shorter term results or which have been agreed across the road safety partnership at local, national and regional levels.

The Road Safety Management System
Source: Reference (1), p. 10



Institutional management functions

The institutional management functions are the foundation on which road safety management systems are built. They are essential for the production of interventions which, in turn, achieve road safety results and for this reason they must receive the highest priority in road safety planning and policy initiatives. The institutional management functions relate to all government, civil society and business entities that produce road safety interventions and ultimately results.

Interventions

Interventions include system-wide strategies and programmes of interventions to address safety targets. Interventions cover transport and land-use planning for safety, safe road design and operation, safe vehicles, safe road use, and post-crash care. Interventions can target exposure to the risk of crashes, prevent crashes, and reduce crash injury severity and the consequences of crash injury. They comprise safety designs, standards, and rules and well as a combination of activities to ensure compliance with these.

Results

In good practice management systems road safety results are expressed in the terms of long term goals and interim targets. Targets specify the desired safety performance endorsed by governments at all levels, stakeholders and the community. To be credible, interim targets must be achievable with cost-effective interventions. Targets are usually set in terms of final outcomes (i.e. crashes and casualties). They can also include intermediate outcomes consistent with their achievement, and institutional output measures required to achieve the intermediate results.

1.5 Contractual issues

The Swedish National Road Consulting AB (SweRoad) was commissioned by the World Bank to undertake the study and the contract was signed in August 2010

1.5.1 Mobilisation

The Consultant mobilized upon receipt of the WB contract award confirmation and a commencement date of the 15th September 2010

The review team consists of Rein Schandersson and Mr. Paul Kwamusi.

The review team commenced the assignment in Sierra Leone on 15th September 2010, in Sierra Leone.

1.5.2 Inception Phase

The Inception Phase included the following activities:

- General data collection;
- Meetings with key stakeholders; and
- Submission of Inception Report.

The Inception Report was submitted on October 13, 2010. An audio conference was held between the Client and the Consultant on November 19, 2010.

1.5.3 Draft Final report Phase

Following the acceptance of the Inception report by the Client the second mission to Sierra Leone was undertaken from 5th to 24th December 2010 by Paul Kwamusi who has written this report.

1.5.4 Stakeholder's Seminar

This Draft Final Report will be presented to stakeholders for their comments and views. The dates for the Seminar will be agreed upon with the Client.

Comments from the Seminar including those of the Client will be incorporated into the Final report.

1.5.5 Acknowledgement

The Consultant would like to thank the road safety stakeholders and donor representatives for their cooperation and readiness to provide valuable information required for the study.

2 The Road Safety Situation in Sierra Leone

2.1 Country Background

Sierra Leone is located in West Africa is bordered by Guinea to the north and east, Liberia to the southeast, and the Atlantic Ocean to the west and southwest (*Figure 1*). It is a former British Colony and now a Constitutional Republic and got its independence in 1961.

Sierra Leone is a member of the Economic Commission of West Africa (ECOWAS). The country covers an area of 71,740 sq km. and has an estimated population of 6.5 million. The GDP per capita is US\$ 700 (according to purchasing power parity), which classifies it as a low income country. The Gross National Income (GNI) per capita was US\$ 270 in 2007.

Figure 1 Map of Sierra Leone



Sierra Leone is recovering from a civil war which lasted for about 10 years until 2002. This led to destruction of the economic and social networks whose effects are still being felt like the high rural to urban migration and other development challenges.

The UN classifies Sierra Leone as one of the least developed countries in the World. The ranking was 178 out of 178 in the UN Human Development Index for 2006. The ranking for 2010 places Sierra Leone as no. 158 out of 169 countries². About 70% of the Sierra Leoneans lived below the poverty line in 2007. (*See Table 1*)

² See <http://hdr.undp.org/en/statistics/>

Table 1 National Picture of the population and the economy

1. Demography and Population	Indicator	Additional Information
Population	5,484,570	2008 projected population
Population under Age 15(%)	41.7%	2004 population census
Urban Population (%)	36.7%	2004 population census
Population growth (%)	1.8%	2004 population census
Contraceptive Prevalence rate (%)	6.7%	DHS 2008
Infant Mortality rate (rate per 1,000)	89/1,000	DHS 2008
Under –fives Mortality rate (per 1,000)	140/1,000	DHS 2008
Maternity Mortality ratio (per 100,000)	857/100,000 live births	DHS 2008
Life Expectancy – male (years)	47.5years	Census 2004
Life Expectancy – female (years)	49.4 years	Census 2004
2. Income and the economy	Indicator	Additional Information
GDP Per capita	US\$ 660	PRSP 2008
Population below\$1 a Day (%)	70%	PRSP 2008
Country Income classification	Low	
Government allocation to Health	US\$ 18.4million	2008 Budget speech

Source: SLDHS, MoHS, PRSP

2.1.1 Government Development Strategy

2.1.1.1 Second Poverty Reduction Strategy Paper (PRSP II)

The Government of Sierra Leone has overarching plan for eradicating poverty. It guides the planning and budgeting through the four pillars defined in the PRSP II:

- (i) enhancing the national power supply;
- (ii) increasing agricultural productivity and competitiveness;
- (iii) significantly improving the national transportation network; and
- (iv) promoting sustainable human development through decentralized service delivery

These priorities are underpinned by good governance, macroeconomic stability, private sector development, financial sector reform, and natural resource management.

The transport sector is one of the four pillars. It emphasises, inter alia, the need for more explicit coordination between the transport and agriculture sectors, particularly concerning investments in feeder roads, whose poor condition is a major impediment to agriculture.

2.1.2 Transport Sector

The transport sector was reorganised in 1992 which led to the establishment of the Sierra Leone Road Authority (SLRA) and subsequently the Road Transport Authority (RTA). The road agencies implement a Road Transport and Investment Strategy which has implications for road safety. There is no overall plan for road safety in Sierra Leone, but road safety is mentioned in several strategic documents or plans for the transport sector.

2.1.2.1 Transport Policy

The overall transport objectives of the Government are to provide a safe, reliable, and sustainable National Roads System for the enhancement of the socio economic development of the country.

2.1.2.2 Road Transport Strategy and Investment Plan (2003-7)

The Road Transport Strategy and Investment Plan is the Government's main plan for regulation and development of the road transport industry, including the registration and licensing of vehicles, the licensing of drivers, the prescription of routes for passenger and goods transportation.

In regard to development objective of road safety, it is envisaged to be achieved through effective implementation of rules and regulations for the road transport industry.

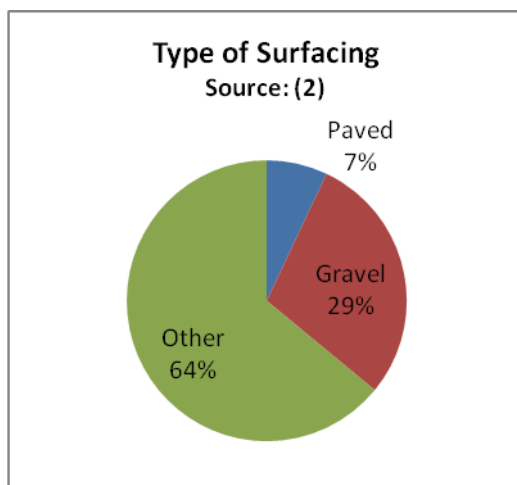
2.1.2.3 Traffic Act

The Traffic Act was updated in 2007 and there are plans to have New Traffic Regulations soon. These new regulations includes: registration and licensing of motor vehicles and trailers; licensing of drivers; driving schools; construction and use of motor vehicles and equipment; tests of vehicles and issue of road worthiness certificates; vehicle examination centres and stations; licensing of drivers of commercial vehicles; general provisions and offences; principal road safety provisions; restriction on road use for road safety and; miscellaneous.

2.1.3 The Road network

Sierra Leone has a public road network of about 11,700 kilometres of which 8,700 km are functionally classified in the National Road System. The other 3,000 km consist of local roads and unclassified roads and tracks. The Sierra Leone Roads Authority (SLRA) manages the national roads.

Table 2 Road surfacing and category



Road category	Total	Paved
A-roads	2,332 km	925 km
B-roads	2,091 km	46 km
Feeder roads	4,277 km	0
Urban roads	~3,000 km	80
All categories	~11,700 km	

Source: (3)

The average road density is 0.16 km per km² or 2.35 km per 1,000 inhabitants.

Road transport is the most dominant mode of transport and represents about 85% of the entire transport system. 95% of the inland transport of passengers and goods are carried out on roads.

2.1.3.1 Motor vehicles

The last vehicle census was undertaken in 2008. According to RTA the result showed that there were 62,608 motor vehicles in Sierra Leone. This figure includes both new registrations and renewal of licenses.

The RTA has a database system that captures data from the activities of the registration, licensing and other activities of the RTA. However there is a challenge of sharing the information amongst stakeholders involved in road safety and also including crash data in the database.

Statistics Sierra Leone (SLS) in the Transport Sector Statistics Bulletin 2009 (4), give the number of new registrations as 14,129 and the number of renewed licenses as 43,326 for 2008. These statistics emanate from RTA. Different definitions might explain these

differences compared to the RTA census. In addition, it is likely that unlicensed vehicles are used in outlying areas.

Table 3. Vehicle registration and Licensing

Yearly comparison of vehicles registered (2003-2008)						
Category	2003	2004	2005	2006	2007	2008
M/cycle (private)	1,649	1,758	2,549	3,098	5,231	7,088
M/cycle (commer.)	196	485	613	1,287	393	604
Taxi	2,162	1,853	1,626	1,884	1,840	1,780
Private cars	1,325	1,412	1,433	1,632	1,193	1,178
m/cycles	968	1,343	1,589	2,130	2,178	2,686
Jeep	1,746	1,558	1,768	1,868	1,473	1,426
Minibuses	162	142	85	102	86	76
Buses	468	402	352	418	387	372
Lorries/trucks (6 tires)	89	130	129	140	57	56
Lorries/Trucks (+6 tires)	80	65	80	82	114	127
Trailers/Tractors	35	42	22	27	32	33
Total	8,800	9,190	10,246	12,668	12,984	15,426
Yearly comparison of vehicles licensed (2002-2008)						
Category	2002	2003	2004	2005	2006	2008
M/cycle (private)	1,661	2,706	3,718	4,185	5,336	7,858
M/cycle (commer.)	0	185	135	636	1,360	484
Taxi	8,527	9,806	10,165	9,734	11,699	10,992
Private cars	2,826	3,559	3,893	7,697	5,208	4,588
m/cycles	2,119	2,919	3,873	4,592	5,762	7,328
Jeep	3,686	4,617	4,778	5,237	5,065	5,284
Minibuses	364	431	577	334	390	303
Buses	1,189	1,496	1,522	1,534	1,535	1,568
Lorries/trucks (6 tires)	257	357	428	385	387	356
Lorries/Trucks (+6 tires)	162	232	275	219	238	277
Trailers/Tractors	538	291	315	0	0	0
Total	21,329	26,599	29,679	34,553	36,980	39,038

Source: Sierra Leone Road Transport Authority (SLRTA)

It is likely that the number of motor vehicles currently in use is 60-70,000, i.e. there are about 10 motor vehicles per 1,000 inhabitants.

Statistics on motorcycle population trend was not readily available though they are known to grow at a fast rate with the introduction of public motorcycles (*Okada*) service.

2.1.4 Other transport modes

2.1.4.1 Railway

The national railway system was closed down in 1975 after a recommendation from the UN special fund. Volumes were low and maintenance costs high. At its height the narrow gauge railway lines stretched from Freetown to Pendembu in the east and from Freetown to Makeni – a total of 458 km. There was also a private mine railway (from Lunsar to Pepel) and a Mountain Railway in Freetown.

2.1.4.2 Maritime

Maritime transport services are managed by the Sierra Leone Port Authority, Sierra Leone Maritime Authority and Sierra Leone Maritime Administration. There is only a limited river transport system (270 km).

2.1.4.3 Air transport

The air transport is managed by the Sierra Leone Airport Authority for both international and domestic flights.

2.2 Road Safety Status

2.2.1 Accidents and Risks

The road safety situation in Sierra Leone is serious and has deteriorated over the last years, mainly due to the growing vehicle population and ineffective implementation of the road safety interventions. Economic growth including rehabilitation of roads and increased vehicle growth will increase road safety challenges in the country.

SLP statistics show that 2,204 road traffic accidents (RTA) were reported during 2009; 165 of these were fatal crashes in which 216 persons were killed. Corresponding frequencies for 2008 are 2,501 RTAs, 232 fatal crashes and 322 fatalities; and for 2007 the numbers are 1,574 RTAs, 158 fatal crashes and 182 fatalities³

The fatality level in relation to motor vehicle stock corresponds to a fatality rate of 35-45 fatalities per 10,000 vehicles.

The table below gives an overview of accident data for 2007-2009 and the 4 administrative units in Sierra Leone. The Western Area dominates in road crashes and this is where Freetown is located.

The table shows some fluctuations in numbers that cannot easily be explained. Considerably more accidents were reported in 2008 than in 2007 or 2009. The reason might be different degrees of reporting.

Table 4 Accidents and Casualties as per province and year

	Severity of accident or casualty	Accidents and casualties per province and year												All of Sierra Leone		
		Western Area			Northern Province			Eastern Province			Southern Province					
		2007	2008	2009	2007	2008	2009	2007	2008	2009	2007	2008	2009	2007	2008	2009
Accidents	Fatal RTA cases	71	146	53	55	42	56	15	24	31	17	20	25	158	232	165
	Serious RTA cases	260	363	441	41	12	45	10	37	50	9	30	54	320	442	590
	Slight RTA cases	1030	1553	1042	44	25	57	31	135	122	9	114	228	1114	1827	1449
Casualties	Fatalities	83	192	59	62	70	79	16	33	35	21	27	43	182	322	216
	Serious injuries	206	488	273	34	123	139	31	60	75	18	42	85	289	713	572
	Slight injuries	265	1121	377	17	110	129	13	230	52	21	108	252	316	1569	810

Source: Annual Statistical Analysis on RTA and MTR, Sierra Leone Police (Reference (6))

The definitions of serious and slight injury RTA cases are not quite clear in the SLP report. Internationally, the definition of a slight/serious RTA is one that leads to slight/serious injury to one or more persons. Table 4 above indicates that definitions might be different in Sierra Leone since there are instances for a province and year combination where the casualties are fewer than the number of accidents. This cannot be the case with the international definitions.

³ Considerably more than the number reported in the WHO *Global Status Report on Road Safety* (reference (5)).

2.2.2 Distribution of Motor Traffic Offences

The Annual Statistical Analysis report from SLP also provides statistics on offences (Motor Traffic Report-MTR). 10,286 motor traffic reports were made during 2009 – almost half of them in the Western Area.

Table 5 Motor Traffic Reports of 2009

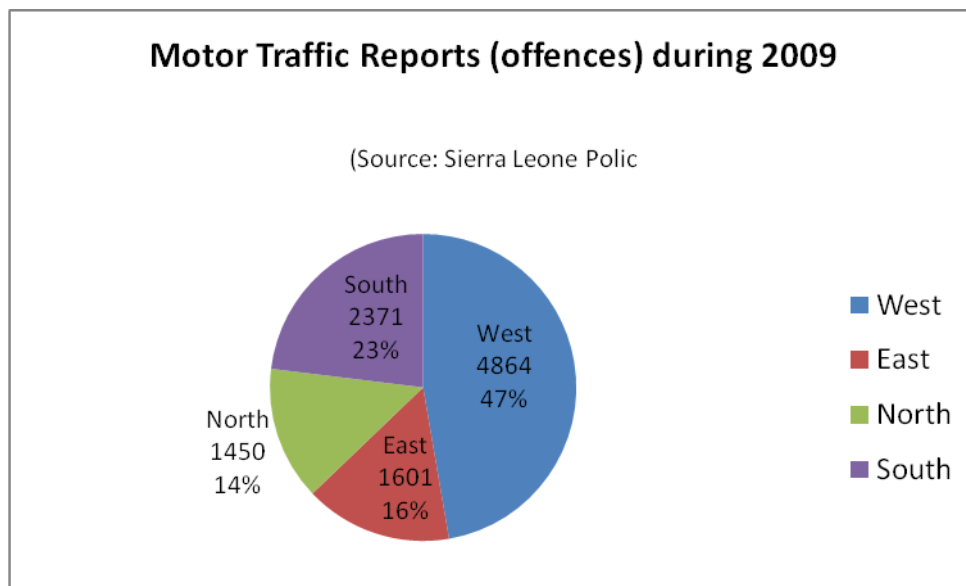


Table 6 provides the trend for the recent years.

Table 6 Accidents and Casualties as per province 2006-9

Motor Traffic Report (MTR) cases, 2006-2009				
Category	2006	2007	2008	2009
No. of drivers charged	7,330	5,222	9,343	10,286
No. of drivers warned	1,662	482	1,176	1,143
No. of drivers fined or convicted	4,256	2,566	5,552	5,978
No. of cases pending	1,412	2,174	2,575	3,127
Total fines (Le)	211,941,000	168,346,000	425,389,000	384,403,000

Source: Annual Statistical Analysis on RTA and MTR, Sierra Leone Police (Reference (5))

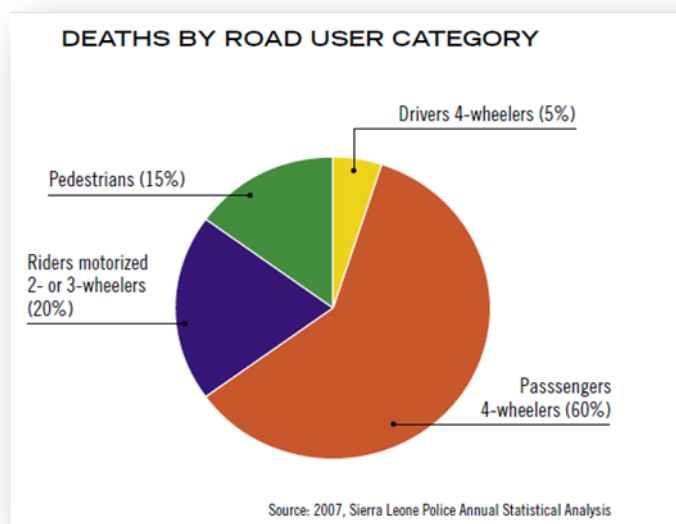
The MTRs in the table and figure above refer to 22 different types of offences or violations. Data for each type of offence are not given, but the types are listed (see table below).

Table 7 Categories of Motor Traffic Report cases

Categories of Motor Traffic Report (MTR) cases			
1	Reckless driving	12	Disobeying stop signal
2	Dangerous driving	13	Failing to exhibit vehicle license
3	Careless driving	14	Obstruction
4	Exceeding speed limit	15	Defective brake
5	Using unauthorised route	16	Lack of necessary accessories
6	Unauthorised use of vehicle	17	Insufficient light
7	Unlicensed driver	18	Detail unpainted
8	Unlicensed vehicle	19	Overloading passengers
9	Failing to produce license	20	Overloading goods
10	Failing to report accident	21	Parking offence
11	Failing to give name and address	22	Other type of offence

MTR does not show any data on involvement of different road user categories in accidents. However the following figure can be found for Sierra Leone in the Global Road Safety Status Report (5)

Figure 2 Deaths by road user category



Source: Global Road Safety Status report

2.2.3 Regional Comparison of road crashes

The percentage killed pedestrians is unusually low compared to other African countries with similar degree of motorization.

However, it should be noted that the WHO report (reference /5)) shows very few reported fatalities for Sierra Leone (71 killed according to page 187, 68 according to page 247). Figure 2 is thus presumably based on a small subset of accident data known to SLP.

2.2.4 Road traffic data records

Data collection is extremely poor to provide the magnitude of safety problem in the country. There is a fear that the current road safety records being depicted in the Police reports do not provide the true picture of the problem. For instance, current records do not reveal the crash victim's gender or age. The Transport Sector bulletin by Statistics Sierra Leone for instance, excluded road traffic data, possibly for the same reasons.

The Sierra Leone Police (SLP) investigates and analyses in road traffic trends. The primary objective of the investigations is to collect evidence to be used in court proceeding. Cases of out of court negotiations are usually not captured in the data.

SLP compiles annual reports of the road traffic accident situation. SLP does not use a standardised accident report form and there is no dedicated accident database. There have been suggestions by donors to standardise and harmonize accident data forms in 2007. However, no progress has been made as the project funds were withdrawn (UNDP). Sources from RTA reveal that the electoral process in the country by then caused the reallocation of resources.

2.2.5 Vehicle fleet condition

The general vehicle fleet in Freetown and Sierra Leone in general especially for public transport is old. No study has been done to determine the average vehicle fleet on the road. It is common to find vehicle with poor body conditions and without safety proxies like seatbelts plying the city without action from the enforcers. The situation is worse in the night in Freetown and in the countryside. It is likely that such vehicles often are involved in crashes and also frequently breakdown leading to severe traffic jams and accident risks.

Presence of DMC vehicles on road underscores the weaknesses within the regulatory bodies to address the safety challenge. There are road safety controls interventions like vehicle authorisation and inspections by the RTA and traffic enforcement by the Police but they are not implementing the regulations effectively. In addition, these poorly maintained vehicles are insured raising the concern about the role of insurance in the contribution towards safety.

3 Road Safety Management Capacity Review

This chapter presents the results of the Capacity review in Sierra Leone. It was done in accordance with the Checklists in the WBGRSF guidelines (1) for such reviews. The completed checklists are attached in *Appendix 4*.

3.1 System Level

Road safety in Sierra Leone is an issue of concern. Despite the support of development partners towards transport investment, there has been no focused emphasis and investment towards road safety. Yet road safety is known to compromise the benefits of transport investments and limits its optimization. There has been a general oversight in regard to road safety issues at virtually all levels.

The UN Decade of Action report (Pillar1) encourages member states to build the management capacity in order for them to be able to adequately handle the rising road crash challenges. Without a strong road safety management capacity it unlikely that road safety objectives can be met.

Though the political support for road safety is emerging (championed by the Minister of Transport and Aviation who was recently transferred to Lands Ministry); it is generally still low at both at both central and local government level. Political commitment

requires to be supported by financial and positive actions on the ground thereby leading towards a favourable road safety situation. It is therefore an urgent need to nurture political champions for road safety to sustain this effort otherwise, the momentum might be lost. Creation of Parliamentary Committee on road safety, for instance is a feasible idea.

Support for road safety among the technical officials was found to be varying. Whereas in the SLRA strong commitments to champion road safety by nurturing the creation and growth of the NRSC; in other cases some agencies like the FCC felt that road safety was not their mandate and responsibility. In many cases, the technical officials are more engaged in operational targets rather than a vision for road safety. Generally however, the technical officials' ideas and views were found to be useful and this report is based on their understanding of their situation and hopefully they will commit themselves into implementing the recommendations.

Currently, road safety institutions in Sierra Leone are operating in a dysfunctional manner with each institution working without clear road safety targets. There are no focussed objectives and result targets in place for road safety. There is a clear lack of ownership and accountability with regard to road safety management at virtually all levels. Coordination efforts are largely ineffective, though there is a road safety committee set up by the SLRTA in place, it is hardly facilitated and as a result, road safety programmes are managed in an ad hoc basis rather than in a planned and sustained manner. Though traffic regulations have been updated recently, there is insufficient capacity to effectively implement them. This was seen in regard to limited expertise and funding and in some cases of staffing.

The strategic planning for road safety is largely absent. There is no clear interrelationship between road safety management systems, institutional management function, interventions and results. The various levels of road safety management are not adequately functioning. Whereas road safety has to be managed at both central and local level, it was evident that there are no programmes at the local government levels apart from ad hoc awareness workshops. Local level leaderships including Freetown City Council felt road safety was a central government responsibility and are not actively involved in road safety actions.

3.1.1 Social costs of accidents

The overall cost of accident in Sierra Leone is unknown as there has not been a study to estimate the cost of accidents. Experience in Africa shows that road crashes cost about 3% of the Country's GNI. This implies that Sierra Leone loses about Le 245,700 million or US\$ 58.5m.

3.1.2 Accident data

In Sierra Leone, the average fatality rate of 40 fatalities per 10,000 motor vehicles. In comparative terms this figure is a similar to other low-income countries (see Table 9).

Table 9 Comparative road safety statistics for selected countries in West Africa

Comparative road safety statistics for selected countries in West Africa

Country	Population	Gross National Income \$	Vehicles	Fatalities	Injuries
Benin	9,032,787	570	222,850	605	3,251
Ghana	23,478,394	590	931,642	1,856	14,492
Guinea Bissau	1,694,042	200	57,839	117	-
Liberia	3,750,261	150	11,086	-	-
Mali	12,336,799	500	167,245	659	-
Niger	14,225,521	280	76,061	528	9,094
Sierra Leone	6,500,000	270	62,608	216	1,382
Togo	6,585,147	360	48,245	472	1,824

Source: Global Road Safety Status Report

3.1.3 National road safety vision and policy

Sierra Leone has currently has no national road safety vision. A national vision is necessary to guide the efforts towards road crash reduction in the country. In addition to the lack of a national vision, there are no clearly set targets for improved road safety performance.

Sierra Leone is a signatory to the International road safety efforts that was established by West African Governments called the West Africa Road Safety Organisation (WARSO).

3.1.4 Road safety organisations

Several road safety agencies are involved in road safety work in Sierra Leone. These largely include Public organisations. On the overall, however, these agencies are underperforming in their safety role and there is an urgent need to improve their capacity to tackle the road safety challenge. In addition there is generally absence of Non Governmental Organisations involved in road safety.

The Sierra Leone road sector has been organised under the Ministry of Transport and Aviation and; Ministry of Works, Housing and Infrastructure. The respective Ministries have implementation bodies in terms of Road Transport Authority and Roads Authority respectively.

3.1.4.1 Ministry of Transport and Aviation (MoTA)

The Ministry of Transport and Aviation (MOTA) provides the policy and regulatory framework for transport management in Sierra Leone. It is the overall body responsible for policy formulation in the area of road safety in the country. The Ministry has the mandate to draft and table amendments of traffic regulations to Parliament.

3.1.4.2 Ministry of Works, Housing and Infrastructure (MoWHI)

The Ministry of Works, Housing and Infrastructure (MOWHI) oversee the policy guidance and execution of the Road, Housing and Infrastructure sectors in the country. It is in charge of the construction, reconstruction and rehabilitation and overall maintenance of the road sector infrastructure. It has recently taken on the management of the feeder roads.

The Ministry has a challenge of road maintenance backlog especially during the rainy season. The funds from the road fund are not yet sufficient to cater for the enormous demand of maintenance. As a result, some road sections are in poor condition thereby raising the risk of road crashes. Shoddy work by contractors who perform below the expected standards was cited as a challenge. In addition, the retention of staff given the attractive payments in the private sector and abroad was also highlighted as another challenge.

3.1.4.3 Road Transport Authority (RTA)

The Road Transport Authority (RTA) was set up to regulate, coordinate development in the road transport industry, including the registration and licensing of vehicles, the drivers, the prescription of routes for commercial passenger and goods transport.

RTA supervises road safety related activities largely through a department of Safety and Enforcement. Other departments include Audit; Finance; Licensing and; Transport.

With regard to enforcement of safety regulations, RTA has engaged about 200 traffic wardens to assist in traffic control in the City of Freetown.

3.1.4.4 Sierra Leone Roads Authority (SLRA)

The Sierra Leone Roads Authority (SLRA) was established in 1992 and has the functional mandate of planning, developing, maintaining, administering and managing the trunk roads and related facilities and lately also the feeder roads. It has a mission of providing a safe, reliable, and sustainable National Road System for the enhancement of the socio economic development of the country.

SLRA has been active in the road safety area. In particular, it has installed road signs reminding road users the need to observe road safety actions. In addition it cooperates with other stakeholders to sensitise road users on the safe road usage.

The SLRA leadership maintains that road safety audits are carried out during the design stages using the internal capacity⁴. It does not have a dedicated road safety unit within its establishment. However, there are two Engineers who are assigned the roles related to road safety issues.

One of SLRA's strategic objectives is to enhance transport safety through improved design and maintenance of roads, better markings, signage and road furniture, black spot management, education and sensitisation of road users.

SLRA is aware of the safety aspects of their work as stipulated in their strategic objective and they have made arrangements to set a road safety unit in order to enhance safety within the organisation. They however require support for this.

In regard to axle load control, Government is implementing an axle load control mechanism as a way of protecting the road asset.

The main funding partners for the SLRA include European Union, Arab partners; African Development Bank; GoSL and the World Bank. The GoSL funding is largely through funds from the Road Fund.

3.1.4.5 Sierra Leone Police (SLP)

The Traffic Police is responsible for traffic control and traffic law enforcement. Furthermore, SLP's role is seen in the area of road side checks, patrol, traffic congestion control, road accident investigations and prosecuting offenders, The Police duties are focussed in four areas: point duty, patrols, investigations and training. Western Area traffic work involves point duty and to lesser extent patrol duties. Point duty officers check vehicles and control traffic; Patrol officers escort offenders to the Police station. Investigators handle not only traffic accident cases but also other types of cases.

3.1.4.6 Ministry of Health and Sanitation

Ministry of Health is responsible for the trauma care treatment of accident victims, and it provides training in first-aid of first responders to injury in the communities and the formal health care systems.

⁴ This violates one of the fundamental principles of road safety audits – that of independence.

The Ministry developed a National Health Sector Strategic Plan 2010-2015. The vision of the Plan is to have a functional national health system delivering efficient, high quality health care services that are accessible, equitable and affordable for everybody in Sierra Leone. The Plan addresses the issue Road traffic injuries as it states that the goal of strengthening the delivery of quality specialised, advanced and emergency care in secondary and tertiary health facilities. However it was noted that road safety is not yet a national health priority like e.g. HIV/AIDS and Malaria.

There are concerns about the lack of specialists in the health sector to handle road traffic crashes. There are for instance only 5 full-time surgeons in the country while the estimated need is for 26 surgeons – a shortfall of 81%. In addition the country has no Psychiatrist and only one anaesthesiologist.

The World Health Organisation is an important partner in the health sector in Sierra Leone. It has particularly been helpful in setting up a blood bank that is useful during the emergence post accident care of crash victims.

3.1.4.7 Freetown City Council (FCC)

Freetown City Council is the local authority in charge of management and supervision of transport services and facilities in the Freetown area.

Road safety management in Freetown

Road safety management in Freetown is extremely poor. The road infrastructure facilities have been overstretched due to increased population growth and limited infrastructure expansion over time.

Some roads in Freetown are being widened and already road works have commenced. However, the road works safety is a concern as minimal measures have been put in place by the contractor to improve safety.

There is a fear that widened roads will compromise the safety of road users especially pedestrians unless plans to improve their safety are put in place to create among others safe crossing points or introduce overhead bridges.



Wilkinson Road, Freetown. The road is being widened into a Dual Carriageway. It has implications for Road safety

In addition, there have been efforts to erect road signs to guide motorists and other road users, however many of the road signs have been defaced by posters and some covered by overgrown tree branches thereby compromising their purpose.

Vending services

Some roads are in poor condition, narrow and heavily jammed within the CBD, many street walkways have been converted into vending areas forcing pedestrians to use the carriageways thereby increasing their risk towards crashes. In addition, vendors obscure road signs by hanging on the sign posts merchandise.

Public transport services

There are no vehicle parking areas for taxis and as such they park and load passengers in the middle of the road thereby slowing down traffic and creating unnecessary jams. The operations of motorcycle taxis (*Okada*) have further complicated the situation in the city due to their non compliance of regulations. They park, overtake and recklessly speed on the road.

FCC personnel are also involved in enforcement of traffic management of Freetown city. However, their role is limited in comparison to the city councils elsewhere in Africa. The FCC does not, for instance, handle the road infrastructure in the city. This role is entrusted to the SLRA.

In addition, although it has trained traffic wardens, their role is limited to control of carts and not motorised traffic whose role is for the Police and RTA traffic wardens. This implies that their role in the supervising and controlling traffic management in the city is limited.

This is a disadvantage for the following reasons: firstly, the FCC manages the markets in the City, the city markets and vendors have moved their merchandise and are occupying roads. It is this authority that is in position to control and manage the vendors. Secondly, FCC controls schools in the city and could be useful with regard to promotion of child safety education around the city. In real terms, FCC should have a road safety unit that ensures that road safety issues are implemented. It is unlikely that traffic management and road safety will improve in the city as long as the FCC is playing such a peripheral role.

3.1.4.8 Ministry of Education

The Ministry of Education is responsible for policy formulation, laws, regulations and strategies within education and training. The Ministry's role in road safety was seen as currently minimal as there is no child road safety training in schools at elementary and tertiary level. There is need to develop, approve and implement school curricula and training programmes on child road safety training. RTA leadership mentioned that this is in their plans to involve the Ministry of Education officials in this task.

3.1.4.9 Sierra Leone Statistics (SLS)

The SLS is responsible for the management of data in the country. The SLS has designated a desk officer to assist the Ministry of Transport and Aviation with improved sector data. As a result since 2009, an annual transport sector statistical bulletin has been produced. Unfortunately, the bulletin does not cover road traffic crash data. The capacity of the SLS and the Ministry to collect, analyse and utilise the road traffic crash data for planning purposes is weak and therefore needs to be addressed if the sustainable road safety management is to improve.

3.1.4.10 Sierra Leone Insurance Commission

Sierra Leone Insurance Commission (SLICOM) is charged with the duty of regulating and monitoring the industry in Sierra Leone. SLICOM has since inception been instrumental in improving the level of motorist's compliance to payment of insurance

premiums. It is an active player in road safety. SLICOM representative chairs the road safety committee set up by the SLRTA to carry out sensitisation.

According to SLICOM, there are ten (10) insurance companies operating in the country. Most of these insurance companies provide motor vehicle insurance premiums.

The Legal requirement for vehicle insurance is enshrined in the 1949 Road Traffic Act which requires every motor vehicle on the road to have at least a minimum insurance cover, which is the 3rd Party.

Presently, insurance companies in Sierra Leone are underwriting three (3) types of motor insurance policies or covers namely:

a) Third party cover.

This policy covers the insured's legal liability towards other people arising out of the use of a motor vehicle, the liability for property damage, as well as for death and injury as a result of the said vehicle.

b) Third party, fire and theft

In addition to the full third party cover-mentioned in above, this policy includes loss or damage arising from fire or theft only to the insured vehicle.

c) Comprehensive.

This implies that every conceivable risk is covered. It is the widest form of cover available, but certain risks such as loss through deterioration or through loss of the use of the vehicle are usually excluded. The Comprehensive motor insurance policy is most advantageous because it provides the widest cover or benefits and therefore most expensive.

Table 10 Third Party and Comprehensive Insurance premiums for vehicles in Sierra Leone

Type of vehicle	3 rd Party premium Amount (Le)	Comprehensive insurance premium
Small cars	180,000.00	180,000.00+10% cost of vehicle
PSV taxi	260,000.00	260,000.00+10% cost of vehicle
Heavy Bus	610,000.00	610,000.00+12.5% cost of vehicle
Lorry	640,000.00	640,000.00+12.5% cost of vehicle
Heavy truck (Trailer)	640,000.00 (Head) 520,000.00 (Tail)	640,000.00+12.5% cost of vehicle

Source: Sierra Leone Insurance Commission

Insurance industry has a number of challenges in regard to implementation. There is lack of knowledge of insurance. The main reason for taking and insurance cover by motorists has been to keep them away from the police rather than to achieve benefits from policies.

The limit of legal responsibilities by insurers is currently small or inadequate as the circumstance might be, the insured are given the option by insurance companies to increase their limit of Le.1,000,000/00 to an appreciable amount with the payment of additional premium so that in an event of a claim the claimant could be adequately compensated.

3.1.5 Regional road safety harmonisation

Sierra Leone is a member of the Economic Community of the West African States (ECOWAS) and is currently implementing a number of ECOWAS protocols for instance, the motor vehicle number plate protocol. In addition, Sierra Leone is one of the

13 members of the West African Road Safety Organisation (WARSO) and in April 2010 Sierra Leone hosted the second general WARSO meeting. WARSO was formed in 2008 and has the potential to become a valuable road safety function for member countries.

3.1.6 Private sector

A number of private sector actors are active in the field of road safety. Two of the most important are:

3.1.6.1 Indigenous Transport Owners Association (ITOA)

Sierra Leone Indigenous Transport Owners Association (ITOA) is the main private transport service provider for Freetown and several urban and rural centres⁵. The ITOA leadership revealed that they have 4,000 members involved in both passengers and goods vehicles businesses.

3.1.6.2 Drivers Union and Transport Workers Union

The Union brings together both formal and informal sector drivers of trucks, buses of various categories. The main concern of the leadership is the working conditions and the welfare of the drivers, but they also involved in driver training and road safety issues. According to the officials, they claim to have 72,000 members countrywide though those who are paid up were given as 7,000. The Union is affiliated to the International Transport Workers Federation (ITF).

3.1.7 Development partners

The table below shows the main development partners active in the road sector. The table include development partners active in other areas related to safety.

Table 11 Development partners working in the area of road safety

Development Partner	Activity in Road safety
World Bank	<ul style="list-style-type: none"> • Road Infrastructure Safety • Road safety Capacity Management Review • Health services
European Union	<ul style="list-style-type: none"> • Road Infrastructure safety • Axle load Control support • Health services
African Development Bank	<ul style="list-style-type: none"> • Road infrastructure safety • Health services
JICA	<ul style="list-style-type: none"> • Road infrastructure safety • Health services
BADEA	<ul style="list-style-type: none"> • Road infrastructure safety
Saudi Fund	<ul style="list-style-type: none"> • Road infrastructure safety
Kuwait Fund	<ul style="list-style-type: none"> • Road infrastructure safety
OPEC	<ul style="list-style-type: none"> • Road infrastructure safety
Islamic Development Bank	<ul style="list-style-type: none"> • Road infrastructure safety • Health services
UNDP	<ul style="list-style-type: none"> • Crash Data Base (withdrawn)
UN	<ul style="list-style-type: none"> • Support to Police • Drug and crime control
WHO	<ul style="list-style-type: none"> • Blood Bank services • Decade of Action activities • Health services

⁵ There is also a governmental transport provider: the Road Traffic Corporation (RTC)

It was however established that these development partners are not collaborating their efforts in road safety contrary to the Paris Declaration on Aid Effectiveness principles. There is need for mutual synergies from multi lateral development partners in Sierra Leone for road safety.

This will be a discussion issue during the Stakeholder's Seminar.

3.1.8 *Lead agency*

Currently, it is the Sierra Leone Road Traffic Authority (RTA) as the lead agency that oversees the road safety work in Sierra Leone.

3.1.9 *Performance Reviews*

There are no national road safety performance reviews in place that have been developed and agreed upon by the stakeholders.

3.2 **Intervention Level**

3.2.1 *The Road Network – Planning, Design, Operations and Use*

3.2.1.1 **Road Standards**

There are currently no Sierra Leone national road standards developed. The SLRA uses a combination of standards of Kenya and Ghana among others.

3.2.1.2 **Road safety audits**

There are currently no routine regular road safety audits in place on the entire road network and no compliance regimes.

3.2.1.3 **Black Spot management**

SLRA undertakes black spot improvement works but they are not routine and as comprehensive as they ought to be.

3.2.1.4 **Speed management**

The implementation and enforcement of speed along the road network is being undertaken by the Sierra Leone Police using one Mobile Traffic Highway Police patrol vehicle. The mechanical condition of the highway patrol vehicle is poor and usually breaks down thereby limiting the efforts of speed management. Although there are six motorcycles, they are also in poor mechanical condition and therefore not particularly effective. In addition there are no speed radars to assist in speed detection and management.

3.2.1.5 **Alcohol management**

The implementation and enforcement of alcohol management is carried out without any equipment thereby limiting the effectiveness of alcohol management. The officers depend on the outdated system of taking the offenders to the medical workers for evidence instead of use of breath analysers. In addition, although there is drug abuse amongst drivers, the magnitude and extent is largely remains unknown. Consultation with the UN drug control officials revealed that they are willing to assist in this area.

3.2.1.6 **Safety belt management**

In Freetown area, the seatbelt enforcement is limited to only front vehicle occupants including public transport. On the overall, implementation and enforcement of seat belt management is poorly managed as some of the seatbelts are just of a formality and many of the seatbelts in public transport are not in good order. In addition many motorists travel on the back of pickup trucks where the use of seatbelts is not possible.

3.2.1.7 Helmet management

The enforcement of helmet use in Freetown seems to be comparatively high with compliance of both the public transport operators and their passengers. However outside the Freetown area, the compliance levels are less significant. In rural areas, where Police surveillance is poor, the helmet use compliance is said to be extremely poor. This implies the helmet management is only driven by enforcement action rather than voluntary compliance.

3.2.1.8 Fatigue management

The implementation and enforcement of fatigue management is nonexistent.

3.2.1.9 Focus on high-risk groups

There is no focus on pedestrian facilities except for Zebra crossings found in the CBD of Freetown.

3.2.1.10 Compliance with international good practice

There is no compliance of the above on the international practice except for the road standards mentioned above. The UN Decade of Action Pillar 3 encourages member states to ensure that safer roads are built to reduce the incidence of crashes.

3.2.2 Road safety standards, vehicles

The implementation of vehicle standards is poorly managed. Sierra Leone has no vehicle assembly plants; all vehicles are imported. Most imported vehicles are used vehicles of more than 5 years old.

3.2.2.1 Seat belts and helmets

The implementation and enforcement of seat belt and helmet standards is being managed within the given capacity. The effectiveness of the seat belt control is compromised by being limited to front seat occupants. In regard to helmets, the standards of the helmets need to be instituted. Some are using the hard caps as helmets.

3.2.2.2 Vehicle inspection procedures

RTA is mandated to undertake a mandatory vehicle inspection for motor vehicles in the country. Despite this control the general vehicle fleet especially for public transport is extremely old and unsafe. It is common to find vehicle with poor tyres, poor body conditions and without safety proxies like seatbelts plying the city without action from the authorities. This implies that there are weaknesses within the regulatory bodies to address the safety challenge. Despite being poorly maintained vehicles, these vehicles are insured raising the concern about the role of insurance in the contribution towards safety.

Government has plans to outsource vehicle inspection. The RTA's role will then be to supervise and also conduct arbitration function. The service will be a BOO (Build Operate and Own) service.

3.2.2.3 Focus on high-risk groups

There is limited focus on passenger safety in terms of standards.

3.2.2.4 Compliance with international good practice

Currently there is no compliance to international standards in regard to vehicle safety. Decade of Action Pillar 4 encourages the UN member states to ensure building of safer vehicles to reduce the risk of injuries of both passengers and other road users.

3.2.3 Safety standards on driver training and testing

There are no set standards for performance targets in driver training and testing whether for private, commercial or public transport drivers. There are no compliance regimes in

place to deal with issues high risk road users like the young, older, commercial and public transport drivers or riders.

3.2.3.1 Driver license requirements

The Traffic Act stipulates the conditions for acquisition of driving license.

3.2.3.2 Driver training

Driver training standards is extremely poor. According to records from the RTA, there are only 3 driving schools and all based in Freetown. The driving schools focus on small vehicles (Group B) and no opportunity for trucks or buses. Most driver instructors are self trained and have never undertaken a professional driver instructor education.

Currently, every driving school has its own driving curriculum as there is no standardised training format to follow by driver instructors. This implies that most drivers in Sierra Leone are trained by unqualified trainers.

The result has been production of incompetent drivers with less knowledge about the Highway Code and regulations usually leading to non-compliance. There is neither updated Highway Code for the country nor a driver manual for use by drivers or instructors.

3.2.3.3 Driver testing

Driver testing in Sierra Leone is carried out by the RTA. Drivers are tested in regard to knowledge on traffic signs and vehicle manoeuvring. The testing involves practical and theoretical test. Upon completion of testing the candidates are given a Certificate of Competence, thereby leading to acquisition of a driving license. The driving licence is the conventional plastic card which is now used in many African countries. In order to improve driver testing, Government plans to develop a new test regime.

3.2.3.4 Enforcement

The entire strength of the Traffic Police Personnel is about 600 men compared to its total strength of 9,482 thereby representing 6.33% of the entire force. About 400 of its personnel are deployed in the Western Area where traffic concentration is highest.

The Police have severe logistical challenges. The Traffic department has only one motor vehicle and one highway patrol vehicle for the entire country. The patrol vehicle has of recent developed regular mechanical problems. The force had about 21 motorbikes for road safety work. The operational bikes have since reduced to only six. Despite having motorbikes for patrol, these bikes are also used for VIP escort and other special duties. The Police do not use modern technology for traffic law enforcement. The Police do not have breath analysers or speed guns.

The above situation reveals the low commitment and neglect of Police administration towards road safety management in the country. Whereas SLP has benefitted from international efforts including the UN in terms of capacity building, knowledge transfer and logistics; no support has been provided by the Police administration towards the Traffic Police Department. For instance, though the Police have traffic trainers, they have neither been exposed to regional nor international training opportunities thereby compromising quality and standard of training programmes

This neglect has compromised its ability to enforce the traffic regulations.

Corruption has been cited by stakeholders; including politicians as one issue that compromises traffic enforcement.

3.2.3.5 Focus on high-risk groups

Awareness training by RTA is aimed at the public vehicle operators. "Passengers" dominate among road traffic fatalities, so the RTA focus seems relevant.

3.2.3.6 Compliance with international good practice

At present, there is no compliance with international good practice.

3.2.4 Recovery of accident victims

Sierra Leone has no dedicated post accident rescue system that is dedicated for evacuation of road crash victims. Though health centres have Ambulances, they are not dedicated to emergency evacuation of road traffic victims. However, they can be used in cases of referral although there are cases where the relatives have to contribute towards fuel costs. It was established that there are few hospitals in the country that can handle the accident emergence. In regard to the Casualty unit capacities, it was revealed that the government hospital located in Freetown (Connaught Hospital) has facilities which although basic are better than trauma care outside Freetown. Emergency medical service can only be described as rudimentary.

3.2.4.1 Compliance regimes

There are no standard compliance regimes in the recovery of accident victims.

3.2.4.2 Focus on high-risk groups

There have been efforts by World Health Organisation in conjunction with Ministry of Health and Sanitation to advocate for setting up standards and also reducing the number of accident victims through proactive methods.

3.2.4.3 Compliance with international good practice

There is no compliance to the international good practice apart from the hospital which is guided by the World Health Organization standards. Pillar 5 of the Decade of Action outlines the need for improvement in post crash care.

3.3 Institutional Level

3.3.1 Road safety coordination

The coordination of road safety efforts both at horizontal and vertical levels was found to be dysfunctional. Institutional management of road safety at national level and stakeholder involvement is extremely poor. Road safety institutions are not well coordinated and are poorly functional.

3.3.1.1 Horizontal coordination

The horizontal coordination of road safety is ineffective. RTA leadership is cognisant of role of a dedicated agency of road safety matters. In this respect, it has set up a road safety committee to oversee the road safety issues. The main functions of the Committee are to provide a platform for promoting road safety awareness; act as a forum to analyse contributory factors and patterns of road crashes and appropriate remedial measures and; promote road safety education and training.

Unfortunately, the Committee is not playing its role due to poor facilitation and of lack of resources.

3.3.1.2 Vertical coordination

Apart from the Police force and RTA, there is no strong vertical coordination in road safety in the country.

3.3.1.3 Parliamentary committees

There are no procedures established for supporting the coordination process to achieve a desired focus at Parliamentary level and there is no specific Parliamentary Committee on road safety. However the Parliamentary Committee on Transport issues deals implicitly with road safety issues.

3.3.2 Legislation

3.3.2.1 Traffic Act 2007

Sierra Leone enacted a new road traffic Act in 2007 as a way to effect a favourable road safety environment. The challenge is at implementation level. Corruption was singled out as a factor that compromises the effective enforcement of the regulations. This has compromised the image of the traffic Police by the Public. This was collaborated by the politicians and technical officials met. Corruption seriously undermines the efforts towards road safety improvement and makes the public perceive strict enforcement efforts as means of benefiting the officials.

To this end the Police administration acknowledged the bribery infractions and they are working on a concept paper on how to address this challenge. It is believed that the changes suggested in the concept paper will be implemented early 2011.

3.3.2.2 Traffic Regulations 2010

There are plans to introduce other new regulations. However, since road safety is a cross sectoral matter, there are some gaps that need to be filled in areas like land use, and road, vehicle and user safety standards. Post-crash medical care is not well covered by the Traffic Act either.

3.3.3 Funding and resource allocation

3.3.3.1 Funding mechanisms

The funding mechanism for road safety work has been through consolidated budget depending on the Medium-term Expenditure Framework. It was not possible to establish the budget for road safety within the entire transport expenditure. What was clear was there is hardly dedicated expenditure for road safety in general compared to other activities. As a result, road safety activities suffer neglect and are hardly managed. This reveals how low priority road safety is amongst the policy makers.

Funding and resource allocation was found to be one of the challenging constraints for road safety as the road safety committee officials complained of their inactiveness is related to resources. There are no formal procedures supporting interventions and institutional management functions in place to achieve the desired focus on results.

3.3.3.2 Development Partner's funding

The World Bank

The World Bank has been active in funding road infrastructure programmes including supporting both the SLRA and RTA. Under the Infrastructure Development Project, (November,2005) the grant is SDR 30.4million (US\$44.0million equivalent). However, direct support to road safety has not so far been made.

Funding possibility of road safety under the IDP

Consultations with Government officials to have road safety projects funded under the IDP were made. The officials maintained that road safety should be support under an independent project. The reason provided was that the project is nearing closure and although it can be subject to renewal, road safety should be on its own.

The European Union

European Union, which is active in road infrastructure development, is giving institutional support to SLRA with 4.2 million Euro (5.6 million USD) earmarked over a 6-year period. Possibility of EU to fund road safety activities is yet to be explored.

Consultations with the EU officials revealed that they are currently not directly supporting road safety aspects.

3.3.3.3 The Road Fund

The Sierra Leone Road Fund was established in 1989. Its objective is to finance routine and periodic maintenance of trunk and feeder roads. Currently no resources are allocated to road safety from Road Fund. The sources of funds are inter alia fuel levies, transit fees, vehicle license and inspection fees.

The Road Fund, which has been the main source of funding of road safety work in Africa has for long been established in Sierra Leone. Experience from other African countries shows that this can be a sustainable source of funding for road safety.

Consultations about this possibility were met with reluctance as the reason given was that funds received are too low to cover road maintenance costs. However, there is need to explore this source of funding and has been earmarked as an issue to explore in the medium term.

3.3.3.4 The insurance industry

Sierra Leone Insurance Commission (SLICOM) is charged with the duty of regulating and monitoring the industry in Sierra Leone. Consultations were made of the possibility of insurance companies funding road safety activities as motorists are by law contributing to the existence of the industry. Reactions were that Government agencies charged with road safety are not doing enough in the first place and this could change once the road safety agencies exhibit positive contribution towards road safety promotion.

3.3.3.5 Benefit and costs

There are no systematic evaluations of costs and benefits in road safety and an accident cost model has not yet been developed.

3.3.4 Promotion

The UN Decade of Action report (Pillar 2) encourages member states to encourage safer road user behaviour.

Promotion of road safety in Sierra Leone is done on an ad hoc basis and not regularly under taken.

3.3.4.1 Government

Road safety awareness campaigns

Government usually holds regional workshops in the different part of the country on an irregular basis. The first road safety committee was set up in 2001 and have since been established in a number of regions. The committees include the main stakeholders in road safety like the Police and Drivers Unions.

A Road Safety Committee within its limited resources usually conducts road safety programmes on a regional basis. Interviews with members of these committees reveal that the committees lack a secretariat and related resources to perform their duties. In other words these committees are not performing their expected roles. The promotion usually targets the high risk groups like the taxi and bus operators.

Driver training

Driver training in Sierra Leone is extremely poor. According to records from the RTA, there are only three driving schools and all based in Freetown. The driving schools focus on small vehicles (Group B) and no training opportunity for trucks or buses. This implies that most drivers in Sierra Leone are either trained by unqualified trainers or are self trained. Poor driver training contributes to poor road usage which is seen clearly whilst using the roads. These incompetent drivers disregard the Highway Code usually leading to non compliance towards the regulations.

One explanation for the poor driver training programmes is the absence of driver training materials. There is neither an updated Highway Code nor a driver manual for use by drivers or instructors in the country.

Driver testing

Driver testing and driving license issuance is undertaken by the RTA. The testing involves practical and theoretical test.

The purpose of driver testing is to establish the extent to which a learner has acquired through training both at practical and theoretical levels. Since driver training as shown above is poorly established, the driver testing regimes has a serious weakness in terms of content. It was established that the testing procedures are outdated and need urgent updating.

Table 8 Comparison of Road Traffic services to drivers by RTA

Services	Bo	Kenema	Kono	Makeni	Africanus Rd	Pademba Rd	Kissy Rd
Registered	-	-	-	-	-	-	14,074
Renewal	507	458	156	323	1,087	1,117	8,485
New Authorization	-	-	-	-	-	-	4,409
Fitness (exam)	1,244	1,470	576	777	2,178	4,933	30,886
Accident report	-	16	20	30	327	-	-
Traffic offences	-	-	-	-	-	-	28,303
Reflective strips	-	-	-	-	-	-	9,274
Driver's License	2,654	3,331	1,283	1,543	1,339	2,104	55,681
Miscellaneous	1,872	2,465	628	845	2,173	5,971	105,603

Source: Sierra Leone Road Transport Authority (SLRTA)

Development of Driver Training Manual

RTA plans to develop the elementary driver manual. The draft manual has been developed but continued progress has not been established.

Updating of the Highway Code

There are plans for Government of Sierra Leone to update the Highway Code to cater for the changing road safety situation. The Highway Code was last updated in 1971.

Regional Road Safety Workshops

In 2010 RTA in conjunction with other stakeholders carried a regional road safety workshop under the auspices of West Africa Road Safety Organisations (WARSO).

Decade of Action 2011-2020

There are plans for Government of Sierra Leone to participate in the proposed Decade of Action scheduled for 2011-2020 (7). This is being done in collaboration with the World Health Organisation.

Background to the Decade of Action

The Decade of Action was officially proclaimed by the UN General Assembly in March 2010, as a framework for countries and communities to save lives on the world's roads.

The aim is to:

“Stabilize and then reduce the level of road fatalities’ which approximately requires a 50% reduction in the forecast level of fatalities by 2020. If reached this would avoid 5 million deaths and 50 million injuries saving over \$3 trillion”.

The objectives are to:

- draw attention to the Decade, the impact of the global road safety crisis and the prospects for prevention
- provide an opportunity for governments, international agencies, civil society organizations, the private sector and other stakeholders to announce their respective plans for the Decade

The Decade of Action revolves around 5 pillars of

1. Building Management Capacity
2. Encouraging Safer User Behaviour
3. Building Safer Roads
4. Building Safer Vehicles
5. Improving Post Crash Care

Private sector

A number of private sector actors are active in the field of road safety. Two of the most important are:

Indigenous Transport Owners Association (ITOA)

Sierra Leone Indigenous Transport Owners Association (ITOA) are concerned about road safety and they have plans to arrange driver training courses for their members but lack the funds to organise them. Currently, they have membership on the Road Safety Committees and are also involved in the road safety campaigns that have been taking place.

Drivers Union and Transport Workers Union

The Union are involved in driver training and road safety issues. They have a Union's driver training facility at their head offices including upcountry offices and have 5 trainers dedicated for this work.

3.3.5 Monitoring and evaluation

There is no monitoring and evaluation mechanism in place to collect and manage data on a regular basis on vehicle speed, safety belt usage and fatigue management for a desired result focus. In addition, there is no mechanism of evaluating safety engineering treatments, police operations, educational programmes, promotional activities, driver training, vehicle testing and emergency medical care. Finally, there are no post hospital services having systematic and regular surveys undertaken for the purpose of quality assurance.

3.3.5.1 Crash data collection

The Police carry out road accident data collection and processing. The police use forms to collect road accident data which is eventually entered into a spreadsheet program. Road accident information collection, road accident analysis, operation and maintenance of accident data cannot be effectively executed due to lack of resources and logistics.

At present, crash data are aggregated at the national level, which makes detailed analysis rather difficult (it would require manual data collections from the police stations). The Police compile an annual accident report with limited accident variables. Although SLS is helping the MoTA to improve its data it is not helping the Police to collect and improve its data collection.

3.3.5.2 Traffic data

SLRA collect some traffic data. The leadership proposes to collect further data once the capacity is enhanced

3.3.5.3 Safety intervention evaluation

There is no systematic evaluation of road safety interventions, one reason being that interventions have not been implemented in a systematic manner.

There is no accident cost model available to evaluate the benefits of any accident reduction.

3.3.5.4 Post-crash service evaluations

Currently, there are no post crash survey evaluations in place in the country.

3.3.5.5 Access to data

Police usually publishes the Annual Police and Crime report for the country. Access to road accident data is not effective because these reports are not open to the public.

3.3.6 Research and development

3.3.6.1 Research strategy

Sierra Leone has no national road safety research strategy for a desired result within the vehicle, highway, human or institutional factors.

3.3.6.2 Research organisation

The study has established that there is no research capacity in the area of road safety. The public universities in the country have no capacity in carrying out road safety research.

3.3.6.3 Demonstration programmes

There are no demonstration programmes in road safety in the country.

3.4 Lead Agency Role

3.4.1 Lead agency review

Currently there is no formal lead agency in Sierra Leone. The function of road safety leadership mandate is entrusted to the Road Transport Authority (RTA). RTA has set up road safety committees throughout the regions (provinces) to assist in the promotion of road safety in the country. The objectives for the committees are to sensitise stakeholders and the public. Committee members cited poor facilitation by the RTA to perform their role.

3.4.1.1 Results focus

The result focus is extremely weak. There is no government vision or targets with regard to road safety.

Performance monitoring is limited to overall accidents statistics.

3.4.2 Proposal for a new lead agency

3.4.2.1 National Road Safety Commission

Government has proposed the establishment of a National Road Safety Commission as a lead agency. This autonomous statutory body will be responsible for coordinating road safety actions.

The Consultant supports the decision to create a National Road Safety Commission. There is need to support this effort. SLRA propose that they act as a forerunner for the establishment of the Commission. This Review recommends that given the limited capacity of the road safety agencies in this country, the Commission must either commence operations at the RTA or at the SLRA. However, once capacity has been built, the NRSC has to be allowed to be autonomous. These final options will be agreed upon during the stakeholder's Seminar.

3.4.2.2 Road Safety Policy for Sierra Leone

Discussions were held over the need to have a dedicated road safety policy to create an enabling environment for road safety with MoTA leadership. This policy anchors into the transport policy of the country. This idea was well received and supported. The Consultant has herein developed a draft policy for consideration by stakeholders and Government.

3.4.2.3 SLRA Road Safety Unit

The Consultant discussed with the SLRA officials for the need to have a road safety unit within SLRA. This idea was agreed upon and the SLRA require support in terms of Technical assistance. The Terms of Reference for this activity is attached in an *Appendix*.

3.5 Conclusion

The road safety management capacity in Sierra Leone is too weak to adequately tackle the critical road safety challenge. This is largely due to limited capacity by road safety agencies. The political will to support road safety is emerging and has to be sustained.

There is an urgent need to create the necessary capacity to take on the road safety management and coordination role and thus to develop a new chapter for road safety management in Sierra Leone.

Government has proposed to establish a new National Road Safety Commission. It has however to be mentioned that establishing a new commission is not sufficient to create the necessary capacity. However it is a positive step towards effective road safety management.

In addition to the lead agency there is urgent need to build capacity in the key road safety institutions as it was realised that their capacity is currently low compared to their expected performance. This includes SLRA, RTA and the SLP. In the Road Safety Strategy (Chapter 6) the Consultant proposes technical assistance for the above institutions.

The Consultant has in this report presented a draft road safety policy and strategy together with an investment plan and a short-term action plan. The first priority is to establish the necessary road safety management capacity to successfully plan, implement, monitor and evaluate the concrete road safety interventions.

4 Road Safety Management

This chapter discusses the road safety management capacity and recommends the initiatives required to create the necessary capacity in Sierra Leone. Clear findings of the review reveal:

- Institutional challenges of road safety leadership, management, competence and coordination at all levels: policy, planning and implementation;
- Absence of clear, well defined road safety policies, strategies and action plans;
- Lack of accurate, reliable and timely crash data and information

4.1 Lead Agency options

The Management Capacity Review concludes there is need to establish a dedicated lead agency. RTA is currently ineffective as a lead agency and there is a need to create a new body to address and coordinate road safety issues. The objective is to develop a lead agency capable of setting policy directions, obtaining the necessary co-operation and funding, and monitor the efficient delivery of a road accident reduction programme.

Sierra Leone needs a strong road safety lead agency. Government has initiated the process of establishing a new road safety commission, and consequently, there is need to support this venture.

4.2 National Road Safety Commission

4.2.1 Government proposal

Government has proposed the establishment of a National Road Safety Commission. RTA plans to engage a consultant to advice on how to set up a National Road Safety Commission. RTA has earmarked the creation of the Commission as a key function for the RTA Performance Tracking Table (PTT) for 2011. A budget of *Le* 200,000,000 (\$50,000) has been earmarked for the hiring of a consultant to undertake this task. The Terms of Reference for this task are being compiled however the Consultant's task will include a draft cabinet memo for the cabinet approval; a National Road Safety Commission Bill will be drafted. The Bill will then be submitted to Parliament, which will enact and gazette it. The entire process is estimated to last about one year.

Though Government plans to engage the consultant to undertake this work, the Consultant has provided herein guidelines for establishment of the Commission. This is useful as this report is tasked with the role of developing a strategy that will guide the operations of the Commission.

4.2.1.1 Mandate

The proposed main areas of the Commission should be:

- a) Road safety planning and coordination;
- b) Road safety information and education, and;
- c) Road safety monitoring and evaluation.

Based on the management functions these areas would include the following activities:

(a) Road safety planning and coordination

- Serve as a central road safety body and co-ordinate activities between government departments, private sector, academic and professional institutes, NGOs, and community based organizations.
- Advise Government on road safety policy including the drafting of regulations, guidelines and policies.
- Develop in conjunction with stakeholders, a comprehensive National Road Safety Action Plan that will be updated regularly.
- Develop sustainable road safety funding sources.
- Support the establishment and operation of the Regional Road Safety Committees (RRSCs) and improve communication between district and national level organizations.
- Promote the informed participation of civil society, including private sector, in reducing death and injury on Sierra Leone's roads.

(b) Road safety information and education

- Take the lead responsibility for road safety publicity and education in Sierra Leone.
- Develop and implement information and education programmes together with other stakeholders.
- Implement local road safety information activities through the DRSCs.
- Develop road safety training programmes for persons involved in road safety delivery.

(c) Road safety monitoring and evaluation

- Monitor and report on the progress of the National Road Safety Action Plan.
- Manage and develop the road accident information system (crash database) road accident database, the collection of accidents statistics
- Analyse and report on accident occurrence and trends.
- Promote and conduct research to ensure road safety policy based on the best local data available and lessons learned from elsewhere.

4.2.1.2 Board

The proposed Board represents the key road safety stakeholders. It is important that the number of board members is kept low (about 6) to ensure the efficient function of the board. It is important that Board members should be at the highest level at both political and technical level.

4.2.1.3 Structure and staffing

The structure and staffing of the Commission should be in line with the Commission's main functions identified above. In addition to the line functions an administration and support function is required. Although the regional road safety officers will support all the functions of the Commission at the regional level it is proposed that the RTA or SLRA staff should supervise the road safety work as in the short run. In the long run, the regional offices will be headed by a regional road safety officer.

The structure and staffing of the NRSC should correspond to the proposed scope of functions as described in the previous section. The initial staff complement should be around 5-10 professional staff. Further expansion of the Commission can be made over time if and when need arises.

4.2.1.4 Coordination at operational level

The role of the Commission should be to manage and coordinate the road safety activities at an overall level. To assist the Commission in efficiently coordinating and monitoring the implementation of road safety interventions there is a need for coordination committees at the operational level. This Committee will consist of representatives from the government bodies, and private sector organisations actively involved in the implementation of road safety interventions. The level of representation should be operational managers with the authority to implement the plans within their organisations.

4.2.1.5 Parliamentary Committee on road safety

It is proposed to establish a Parliamentary Committee on road safety. The main aim is promote and maintain a political support for monitoring the implementation of the road safety action plan.

4.2.1.6 Budget and funding

The consultant has not made the budget for the proposed commission. The running costs of NRSC should be funded by the Medium Term Expenditure Framework, and specific road safety interventions could be funded by the development partners. Attempts to fund the Commission through the Road Fund should be explored especially in the medium term for sustainability.

4.2.1.7 Recommendation

The Consultant recommends the process of establishing an independent Road Safety Commission. Given the limited capacity in the country, in the short run, the establishment of the commission should initially be based at RTA.

It is therefore recommended that RTA nurtures the NRSC until it secures enough capacity before becoming autonomous.

4.3 Technical assistance and training

To assist the new Commission in setting up its capacity and implement a National Road Safety Strategy and Action Plan, it is recommended technical assistance be provided. This could be achieved in form of a combination of long-term and short-term specialist input. This TA is further described as part of the short-term action plan in Chapter 5.

In addition to on-the-job training included as part of the TA, identification of specific road safety training programmes for selected staff will be undertaken under the guidance of the TA.

4.4 Sierra Leone Road Authority

SLRA has requested for assistance in the setting up of the Road safety unit to enhance road safety issues in the organisation. The Consultant agrees and recommends a TA for this role.

Freetown City Council is an important road safety stakeholder, but so far it not played a credible role, mainly due to capacity restrictions.

Currently, SLRA is responsible for overall coordination and planning of the Freetown road and traffic system. There is a need for a traffic planning unit within FCC in the long run for effective traffic planning; engineering; Pedestrian facilities; Road safety monitoring and improvement. Technical assistance to SLRA shall focus on FCC traffic management plan among others.

4.5 The Traffic Police

It is proposed that technical assistance to the Traffic Police in the form of capacity building and staff development (short-term adviser and training activities). In addition, to both the technical assistance and training, dedicated support should be focussed on equipping the Police with the necessary enforcement equipment and logistics. The details of support are outlined in road safety investment strategy in Chapter 6.

4.6 Road Transport Authority

RTA plays a fundamental role in road safety in Sierra Leone. There is need to support the agency, particularly in regard to driver training, testing and vehicle inspection. It is proposed that technical assistance to the RTA in the form of capacity building and staff development. In addition, to both the technical assistance and training, dedicated support should be towards raising standards and quality improvement.

5 Policy, Vision and Goals

5.1 Policy Statement

The Government of Sierra Leone is concerned about the poor road safety situation in the country, road crashes are compromising the benefits that road transport investments play in national development. Government consequently commits itself to reverse this unfavourable development and reduce crash levels in Sierra Leone.

5.2 Vision

Our Vision is a Sierra Leone where national road crash levels are kept at a minimum level, and where road user behaviour and attitude towards road safety are enhanced and promoted by efficient road safety interventions.

5.3 Goals

The overall road safety goals are:

- a) To reduce the number of accidents, fatalities and injuries in road traffic;
- b) To put in place effective road safety management and coordination functions;
- c) To bring in place the necessary legal, policy, administrative and financial foundation for road safety interventions;
- d) To establish systems and analysis tools providing reliable and timely statistical information about road traffic accidents, which can form the basis for qualified decisions on road safety interventions;
- e) To bring in place cost effective road design and maintenance procedures that consider all road users, minimise road user error (self-explanatory roads) and produce a more forgiving roadside;
- f) To improve safe road user behaviour through increased awareness of traffic regulations and accident risks;
- g) To improve the competence of drivers and in particular to produce safety conscious drivers through training and testing standards;
- h) To improve the vehicle fleet, notably trucks and public service vehicles, through improved inspection procedures and enforcement of appropriate vehicle standards; and
- i) To reduce the consequences of accidents by securing adequate rescue and trauma care facilities.

6 Road Safety Strategy

6.1 Introduction

This chapter outlines the strategic objectives, priorities and the investment strategy. The purpose of the strategy is to implement the policy goals outlined in the previous chapter. The purpose of the investment strategy is to define the sequence of implementation and the funding needs.

6.2 Strategic objectives

To support the road safety vision and goals the following Strategic Objectives have been defined:

- i. To establish a lead safety agency that will coordinate road safety development efforts for significant road crash reduction in Sierra Leone in the short term.
- ii. To build capacity of road safety institutions
- iii. To establish sustainable funding mechanisms that address specific needs of road safety development
- iv. To develop a road safety research, monitoring and evaluation framework
- v. To ensure better road users through road safety education, promotion and awareness campaigns
- vi. To improve the competence of drivers and in particular to produce safety conscious drivers through training and testing standards.
- vii. To develop a safe and well managed road network
- viii. To improve vehicle fleet standards
- ix. The above objectives are further discussed in the following sections.

6.2.1 Phases

The Consultant proposes that investments follow a three phased approach as follows:

- Establishment (short term): 1-3 years;
- Growth (medium term): 4-6 years;
- Consolidation (long term): 7-9 years.

The justification for the phases of the investment strategy is as follows:

Establishment (short term): 1-3 years

In this phase, the lead agency (NRSC) is established and the capacity of the lead agency is developed to tackle the road safety challenges. In addition to the lead agency, focus is on developing capacity with the key road safety stakeholders. To enhance the limited road safety capacity from the outset, the Consultant recommends a considerable employment of technical assistance, both in the form of consultancy input and training.

Growth (medium term): 4-6 years

In this phase, focus is on the implementation of road safety interventions and the establishment of robust performance monitoring and evaluation procedures. Lessons from the short term action plan will be used to review the long term policies and plans.

Consolidation (long term): 7-9 years

In this phase, focus is on rolling out the road safety programme countrywide and to actively involve the local governments. The management and operational efficiencies should be reviewed and the necessary corrective actions taken.

Table 10 Sequence of phases for road safety strategy for Sierra Leone

	Establishment (Year 1-3)	Growth (Year 4-6)	Consolidation (Year 7-9)
Results	<ul style="list-style-type: none"> Review accident reporting procedures Develop crash database/accident information system Select road safety performance indicators Establish funding arrangements for road safety 	<ul style="list-style-type: none"> Monitor road safety progress Implement/roll out accident information system Include road safety performance indicators in transport sector planning table matrix 	<ul style="list-style-type: none"> Integrate crash database into the Road Sector Management Information System. Evaluate the accident reducing effect of road safety engineering interventions. Evaluate local government involvement in road safety matters Evaluate the effect of driver training and vehicle inspection regimes.
Interventions	<ul style="list-style-type: none"> Implement road safety design standards on national road projects Plan and design routine black spot management system Review driver training and testing requirements for all classes of drivers. Review vehicle inspection requirements and procedures. Develop both targeted and mass road safety campaigns on traffic regulations and accident risks and Update the High Way Code Privatise vehicle inspection 	<ul style="list-style-type: none"> Develop design standards for traffic calming in urban areas Review the routine black spot management system Develop traffic management plan for Freetown TA to develop national rescue and trauma care plan 	<ul style="list-style-type: none"> Roll out road safety design standards on all roads Review road safety interventions and develop best practices. Roll out school curricula on road safety knowledge, skills and behaviour countrywide Implement national rescue and trauma care plan
Institutional management functions	<ul style="list-style-type: none"> Establish National Road Safety Commission Establish Road Safety Unit at SLRA and strengthen capacity Strengthen Traffic Police enforcement capacity 	<ul style="list-style-type: none"> Develop local, independent capacity in road safety audits Consolidate funding arrangements 	<ul style="list-style-type: none"> Review institutional management functions and revise where appropriate. Evaluate capacity building programmes Review and revise road safety action plan.

Table 11 Overview of Road Safety Strategy for Sierra Leone

DOA Pillar	Objective	Short Term	Medium	Long term
Building Management Capacity (Pillar 1)	To establish a lead safety agency	<ul style="list-style-type: none"> (i) Engage Consultant to develop guiding principles for National Road Safety Commission (NRSC) (ii) Amend the Traffic Act to create NRSC (iii) Appoint the NRSC Board (iv) Recruit Executive Director and staff (v) Provide capacity building to the NRSC 	<ul style="list-style-type: none"> (i) Set up appropriate task forces for technical support and coordination (ii) Set out targets for the national road safety strategy (iii) Develop a long term road safety strategy and action plan 	<ul style="list-style-type: none"> (i) Establish local government road safety coordination modalities (ii) Roll out long term road safety strategies (iii) Monitor progress at regular intervals and refine intervention output levels.
	To build capacity of road safety institutions	<ul style="list-style-type: none"> (i) Establish Road Safety Unit in SLRA (including TA) (ii) Provide capacity building (TA and training) to Sierra Leone Police (iii) Provide TA on vehicle inspection and build capacity in the RTA. 	<ul style="list-style-type: none"> (i) Provide TA on emergency and trauma care (ii) Review the capacity of road safety institutions 	<ul style="list-style-type: none"> (i) Implement recommendations of the capacity review undertaken (ii) Develop a long term capacity plan for road safety institutions
	To establish sustainable funding mechanisms for road safety.	<ul style="list-style-type: none"> (i) Explore development partners in transport sector support for road safety projects (ii) Establish an independent vote for road safety within the consolidated funds under the MTEF (iii) Explore sustainable road safety funding possibilities from the private sector, particularly, insurance. 	<ul style="list-style-type: none"> (i) Explore sustainable road safety funding possibilities from the Road Fund (ii) Review the funding mechanisms and framework for resource allocation (iii) Cooperate with the Private Sector and civil society for support and resources for road safety promotion. 	<ul style="list-style-type: none"> (i) Review the funding mechanisms for road safety at local government level

	To develop a road safety monitoring and evaluation framework	<ul style="list-style-type: none"> (i) Establish accident information system (crash database) for road safety (ii) Carry out systematic accident black spot identification (iii) Establish the socio-economic costs of road crashes. 	<ul style="list-style-type: none"> (i) Explore mechanisms for promoting road safety research at major universities (ii) Carry out annual road safety performance reviews and publish annual road safety reports (NRSC) 	(i) Evaluate all major road safety initiatives in order to assess their outcome and impact on road safety.
Encouraging safer road user behaviour (Pillar 2)	To ensure better road users through road safety education, promotion and awareness campaigns	<ul style="list-style-type: none"> (i) Develop both targeted and mass road safety campaigns on traffic regulations and accident risks (ii) Develop and regularly circulate comprehensive public information on road safety. 	<ul style="list-style-type: none"> (i) Coordinate promotional programmes by stakeholders including school promotion (ii) Review the mass campaign effectiveness and suggest ways of improving them. (iii) Review the information being disseminated with purpose of improving performance 	<ul style="list-style-type: none"> (i) Roll out school curricula on road safety knowledge, skills and behaviour countrywide (ii) Review and revise education and promotion activities and develop a new awareness programme.
	To improve the competence of drivers through training and testing standards	<ul style="list-style-type: none"> (i) Review driver training and testing regimes with a view of updating them (ii) Update the High Way Code 	<ul style="list-style-type: none"> (i) Develop the curriculum for motorcycle, PSV and HGV training programmes. (ii) Introduce Defensive driving courses for all public transport operators and heavy Goods vehicle drivers 	(i) Evaluate driver training and testing interventions and revise the curriculum accordingly.
Building safer roads (Pillar 3)	To develop a safe and well managed road network	<ul style="list-style-type: none"> (i) Identify the black spots on the main highways (ii) Capacity building for the SLRA staff 	<ul style="list-style-type: none"> (i) Prepare road safety plan for Freetown City (ii) Emphasize road safety audits on all road maintenance and rehabilitation programmes and make road safety audits on all new projects mandatory 	(i) Evaluate road safety engineering interventions and revise design and operations procedures accordingly

Building safer vehicles (Pillar 4)	To improve vehicle fleet standards.	(i) Review and enhance inspection of vehicles at RTA (ii) Privatised vehicle inspection: RTA to finalise the awarding of contract for vehicle inspection to service provider	(i) Review the performance of the service provider (ii) Monitor private vehicle inspection operators	(i) Review vehicle inspection schemes and procedures and develop a long term vehicle fleet management strategy
Improving post crash care (Pillar 5)	To improve crash victim care	(i) Develop Terms of Reference for crash rescue plan study (ii) Develop a National Trauma Care plan	(i) Implement the National Trauma Care plan (ii) Review the Plan	(i) Implement the plan following the review.

6.3 Investment strategy

6.3.1 Cost estimate

The Consultant has prepared a cost estimate of the 3-year investment strategy. The investment strategy estimates the cost US\$2.435m with US\$0.977m as Technical Assistance and USD1.448m for procurement of road safety logistics mainly for the Police. \$0.902m will be required in the first year; 0.816m in the second year and; \$0.767m in the third year.

The estimate does not include road safety interventions that are part of road construction or rehabilitation project. Likewise, it does not include activities that are part of an organisation's day-to-day activities. The summary is provided *Table 12*

Table 12 Overview of Road safety Strategy for Sierra Leone

	Project activity	Year 1	Tear 2	Year 3	Total cost per activity \$
1	Create National Road Safety Commission as lead agency for coordination	0.050			0.050m (RTA cost)
2	Build capacity in the proposed NRSC, SLRA, Police and RTA.	0.13m	0.10m	0.064m	0.294m
3	To establish sustainable funding for road safety			0.010m	0.010m
4	Establish accident information system (crash database)	0.25m	0.15m	0.1m	0.50m
5	Develop Highway Code for Sierra Leone	0.021m			0.021m
6	Review driver training and testing regimes	0.021m			0.021m
7	Develop a Driver manual for Sierra Leone		0.021m		0.021m
8	Secure independent road audit		0.040m	0.080m	0.12m
9	Project oversight, an experienced team leader	0.090m	0.050m	0.028m	0.168m
10	Procure police equipment 30 hand held laser speed guns	0.05m	0.05m	0.05m	0.15m
11	Procure 60 motorcycles for traffic Police work(125c.c motorcycles)	0.20m	0.18m	0.10m	0.48m
12	Procure Police equipments to undertake Portable Breath Testing		0.125m	0.125m	0.25m
13	Procure and implement publicity materials and publication	0.10m	0.20m	0.10m	0.40m
	Total	0.902m	0.816m	0.767m	2.585m

This cost does not include GoSL contribution except for the minimum USD 0.050m for NRSC Consultant and other related country expenses. The short-term action plan presented in this report and an estimate of the funding needs for other road safety interventions.

The detailed explanation of the investment is provided in Table 13

Table 13 Short Term Investment Strategy

Short Term Investment Strategy for creating a Results Focus for Road Safety in Sierra Leone					
	Project activity (Short term 1-3 years)	Stakeholders involved	Sierra Leone costs	World Bank funded	T/cost per activity
	Objective 1: To establish a lead safety agency that will coordinate road safety development efforts by the end of 2012				
1	<p>Create and define governmental road safety roles clearly; the Ministry of Transport and Aviation (MoTA) will provide policy on road safety, RTA as the lead department for the development, coordination and monitoring of road safety strategy will oversee the creation of the National Road Safety Commission as lead agency. In order to achieve this, the actions are to be done:</p> <ul style="list-style-type: none"> -Engage Consultant to develop guiding principles for National Road Safety Commission (NRSC) -Amend the Traffic Act to create the National Road Safety Commission -Appoint the NRSC Board -Recruit Management and staff 	Government MoTA, RTA	Le 200,000,000 (\$50,000) for consultant committed by the RTA. Country resource in year 1		\$0.050m
	<p>Strengthen effectiveness of a national road safety coordination hierarchy of several levels, supported by the lead agency for road safety strategy development, coordination and monitoring, to allow decision-making, regular multi-sectoral working and technical support.</p> <p>The consultant will support the Ministry of Transport and Aviation and National Coordination Road Safety Commission to achieve these objectives.</p>	MoTA, RTA, SLRA, MoWHI, MoE, FCC	Country Resource	(See Task 2)	
	Objective 2: To build capacity of road safety institutions				
2	<p>Build capacity in the proposed NRSC. Address the key management functions of results focus, coordination, legislation, funding and resource allocation, promotion, monitoring and evaluation and research and development/ knowledge transfer. Policy development for users, vehicles and roads, safety economics, safety promotion, safety statistics, research and analysis.</p> <p><i>The local consultant will work on the structure and legal requirements of setting up a Commission as per requirements of the GoSL.</i></p> <p>The international consultant will work to develop the skills and knowledge of staff through a programme or to achieve competence in the management functions and the professional activity areas identified above. The main framework for capacity will be TA for SLRA, Police and RTA. Also to establish general training programme for road safety institutions. In addition, recommend study tours for technical teams to countries with effective road safety agencies within the region. e.g. Nigeria and Ghana</p> <p>Specific objectives for SLRA.</p> <p>The consultant will support SLRA and City Department staff to achieve these objectives</p> <ul style="list-style-type: none"> ▪ Establish RSU structure, action plan and monitoring systems and Build up the necessary road safety capacity in the RSU to: 	MoTA International assistance		(See Task 2)	
	<p>The consultant will support SLRA and City Department staff to achieve these objectives</p> <ul style="list-style-type: none"> ▪ Establish RSU structure, action plan and monitoring systems and Build up the necessary road safety capacity in the RSU to: 	International assistance	Country resource	120 man days @\$700 in 3 years	0.084m

<ul style="list-style-type: none"> ▪ achieving competence in crash data analysis; ▪ assisting in measuring intermediate outcomes for network ▪ identifying risks on the FCC network; ▪ helping to identify and to implement cost-effective road safety interventions; ▪ participating in road safety pilots; ▪ kick start road safety audit programme for all projects ▪ train staff in traffic planning and road safety issues ▪ provide technical back-up to RSU management and staff ▪ recommend study tours for technical teams to countries with effective road safety agencies within the region ▪ develop a road safety plan for Freetown City ▪ Prepare an action plan for the development of the unit; ▪ Assist in the identification and implementing of short-term consultancies ▪ Prepare an implementation plan including the necessary technical assistance and other capacity building measures; ▪ Propose a performance monitoring system including performance indicators and reporting formats. 				
<p><u>Specific objectives for Sierra Leone Police (Traffic Police)</u></p>	International assistance	Country resource	150 man days@ \$700 in 3 years	\$0.105m
<p>The consultant will support Sierra Leone Police staff to achieve these objectives</p>				
<ul style="list-style-type: none"> ▪ building capacity for road safety management at all levels, senior, intermediary and junior variety of road safety tasks identified in the project ▪ review the structure and staffing of the Traffic Police with special emphasis on its road safety tasks: accident data collection, traffic control and traffic law enforcement; ▪ review the enforcement activities, including staffing and equipment and propose improvements; ▪ prepare an action plan for the enhancement of the enforcement activities including the proposed staffing level, the need for technical assistance and the need for enforcement equipment and systems; ▪ propose a performance monitoring system for the traffic police including performance indicators and reporting formats; ▪ assess the main risks and assumptions related to the implementation of the action plan. ▪ recommend study tours for technical teams to countries with effective road safety agencies within the region; ▪ accountability for SLP outputs needed to deliver the road safety strategy; ▪ establishing a national computerized data collection system; ▪ procuring equipment needed for the project; ▪ helping to identify and to implement cost-effective road safety interventions within the context of the road safety strategy; ▪ Knowledge transfer on operations, training, equipment and back office operational requirements for enforcement for traffic police 				
	International assistance	Country resource	150 man days	\$0.105m

	<p><u>Specific objectives for Road Traffic Authority</u> The consultant will support RTA staff to achieve these objectives</p> <ul style="list-style-type: none"> ▪ together with other stakeholders, adopting 10 year road safety management goal; ▪ establishing together with other government departments clear road safety roles for the strategy; ▪ building capacity for road safety management; ▪ together with other stakeholders, ensuring an effective national coordination hierarchy to facilitate cross governmental decision-making and consultation; ▪ accountability with other government departments for national road safety outcomes and targets; ▪ accountability for Road Transport Authority outputs needed to deliver road safety strategy; ▪ recommend study tours for technical teams to countries with effective road safety agencies within the region; ▪ Oversee the development of the National Road Safety Commission 			in 3 years	
	Objective 3: <i>To establish sustainable funding mechanisms that address road safety needs.</i>				
3	<p>The objective is to establish sustainable funding for road safety from both local sources and development partners.</p> <ul style="list-style-type: none"> ▪ Explore development partners in transport sector support for road safety projects ▪ Establish an independent vote for road safety within the consolidated funds under the MTEF ▪ Explore sustainable road safety funding possibilities from the private sector, particularly, insurance. <p>The consultant to provide advice on case studies and draft options paper for MoTA and RTA.</p>	<p>MoTA, MFED, Insurance, RTA</p> <p>International assistance</p>	<i>Country Resource</i>	15man days in year 3	0.010m
	Objective4: To develop a road safety monitoring and evaluation framework				
4	<p>Key implementation tasks for purposes of measuring performance and progress have to be monitored.</p>	<p>MoTA, SLP SLRA, MoWHI, RTA</p> <p>International assistance</p>	<i>Country Resource to operate</i>	\$0.5m towards Crash data installation, software and training	0.5m
	<p>Establish accident information system (crash database) for road safety</p> <ul style="list-style-type: none"> ▪ Develop a road traffic databases/system and ensure that road traffic cases are shared between the RTA, Police and other stakeholders. ▪ develop a national computerized road traffic crash database to allow easy access by enforcement agencies (Police and Wardens) ▪ Establish the socio-economic costs of road crashes and formally make an assessment of the socio-economic costs of road traffic crashes in Sierra Leone for starting to put in place annual estimation processes including direct and indirect costs of road traffic crashes. ▪ Carry out systematic accident black spot identification. Explore the possibility of introducing Integrated Road Assessment Programme (IRAP) <p>The consultant will provide support for the above</p>				

	activities				
	Objective 5: To ensure better road users through road safety education, promotion and awareness campaigns				
	Programme of workshops for key road safety stakeholders staff to be able to undertake mass road safety campaigns be organised. The consultant to provide key instruction for courses and support and advice. Also to advise on publicity programme and material and support.	MoTA, RTA International Assistance		See Task 13	
5	Develop Highway Code for Sierra Leone The consultant to assist country experts in carrying out this review	RTA International Assistance	Country Resource	30 man days In year 1	\$0.021m
	Objective 6: To improve the competence of drivers through training and testing standards. The objective is to improve driver performance on road to reduce accident occurrence.				
6	Review driver training and testing regimes with a view of updating them The consultant to assist country experts in carrying out this review	RTA International Assistance	Country Resource	30 man days in year 1	\$0.021m
7	Develop a Driver manual for Sierra Leone The consultant to assist country experts in developing this manual	RTA International Assistance	Country Resource	30 man days in year 2	\$0.021m
	Objective 7: To develop a safe and well managed road network				
8	Secure independent audit of progress on a regular basis for identifying the black spots on the main highways	SLRA		Allow sum of \$0.12m over 2 years	0.12m
	Introduce the Integrated Road Safety Assessment Programme as part of capacity building in SLRA and set up a road safety unit in SLRA	IRAP International Assistance		See task (2)	
	Objective 8: To improve vehicle fleet standards. This objective is to create a safe vehicle fleet on the roads.				
	Review and enhance inspection of PSVs and trucks The consultant to assist country experts in carrying out this review	International Assistance		See task (2)	
	Privatise vehicle inspection: RTA to finalise the awarding of contract for vehicle inspection to service provider The consultant will support in ensuring the standards are adhered to by service provider.	RTA International Assistance	Country resource	See task (2)	
	Recommended Road safety materials for procurement				
	In order to allow for project oversight, an experienced team leader has to be engaged to oversee the tasks here in over 3 years to allow for 48 weeks	International assistance		240 man days	0.168m
10	Procure police equipment 30 hand held laser speed guns including training of and accessories	MoTA/SLP International assistance	Country Resource to operate	\$0.15m over 3 yr including training and accessories	\$0.15m
11	Procure 30 motorcycles for traffic Police work (XL Honda motorcycles)	MoTA/SLP International assistance	Country Resource to operate	0.48m over 3 yrs	0.48m
12	Procure Police equipments to undertake Portable Breath Testing equipment (PBT) alcohol tests	MoTA/SLP International assistance	Country Resource to operate	\$0.25m over 2 yrs PBT equipment	\$0.25m
13	Procure and implement publicity materials and publication to promote pilot objectives.	MoTA/RTA International assistance	Country Resource to operate	\$0.40m in 3 yrs	\$0.40m

References

- (1) Bliss, T. and Breen, J., *Implementing the Recommendations of the World Report on Road Traffic Injury Prevention. Country Guidelines for the Conduct of Road Safety Management Capacity Reviews and the Specification of Lead Agency Reforms, Investment Strategies and Safe System Projects*, World Bank Global Road Safety Facility, June 2009. http://siteresources.worldbank.org/EXTTOPGLOROASAF/Resources/traffic_injury_prevention.pdf
- (2) Government of Sierra Leone leaflet on transport, undated but probably from 2008.
- (3) Padroso, S B, *Infrastructures in Africa: Analysis and evolution of the road network in Sierra Leone*, Universitat Politècnica de Catalunya, 722-TESS-CA-3986, Barcelona, July 2009
- (4) Statistics Sierra Leone, *Transport Sector Statistics Bulletin 2009*, December 2009
- (5) *Global Status Report on Road Safety – Time for Action*, World Health Organization, Geneva, 2009 (www.who.int/violence_injury_prevention/road_safety_status/2009).
- (6) Sierra Leone Police, *Annual Statistical Analysis on Road Traffic Accident (RTA) & Motor Traffic Report (MTR) 2009, Nation-Wide*, Traffic Department. Police Headquarters, Freetown
- (7) Call for Decade of Action for Road Safety 2011-2020. *Make Roads Safe*. www.makeroadssafe.org.
- (8) Kevin Watkins *The Missing Link: Road Traffic injuries and the Millennium Development Goals*, 2010 www.makeroadssafe.org
- (9) Koren Z and Borsos A, *GDP, vehicle ownership and fatality rate: similarities and differences among countries*, 4th IRTAD Conference, 16-17 September, 2009, Seoul, Korea, http://www.internationaltransportforum.org/irtad/pdf/seoul/P03_Borsos.pdf
- (10) Peden et al, *World Report on Road Traffic Injury Prevention*, World Health Organisation, Geneva, 2004.

Appendix 1 – Terms of Reference

Annex A
TERMS OF REFERENCE

Review of Road Safety Management Capacity Review and Advisory Services

Country and Sector Background

1. Sierra Leone has 11000 km of roads, of which 8000 km fall under the National Road System (NRS) and are managed by the SLRA. About 3000 km of local roads are about to be transferred to local Councils as part of the reorganization currently supported by the IDP. The Government is paying particular attention to rehabilitation of their road network which has suffered during years of internal conflicts in Sierra Leone. There is no national railway system and the inland river transport is very limited, therefore road transport represents the only mode for short as well as long haul transportation in the country. Many of the roads that exist are in poor condition, making transport time-consuming and expensive with poor road safety. The vehicle fleet is extremely poor and is growing quite rapidly. Furthermore, the quality of the fleet is not improving as very old, and cheap vehicles as well as used tires and spare parts are imported. Also, there is no inspection or control of vehicles. Many drivers on the road in Sierra Leone are inexperienced and often operate without proper licensing or training.

2. With the growth in motorization, road crashes have become an increasing issue in the country. The number of vehicle per inhabitant is still relatively low; however, road safety risk will worsen as vehicle ownership increases. The available accident statistics is unreliable, but the World Health Organization reports 3000 traffic accident-related deaths in 2002 for a population of 5.5 million people. Since then, the number of vehicles has drastically increased. The traffic situation in Freetown and on the national network is extremely poor and dangerous with very high casualty rates.

Background to the study

3. The *World Report on Road Traffic Injury Prevention*—jointly issued by the World Health Organization and the World Bank in 2004—found that road deaths and injuries are a growing public health, social and economic development problem in low and middle income countries.¹ Between 2000 and 2020, road traffic fatalities in low and middle-income countries are expected to increase by more than 80%.² By 2020, road injuries and fatalities are projected to be the third highest contributor to global disease and injury.

In contrast, road traffic deaths and fatalities in high-income countries are expected to decrease 28% by 2020. The experience of high income countries, where fatality rates have decreased despite growing traffic, demonstrates that road deaths and injuries can be reduced through proper measures. However, addressing the road safety problem in a country like Sierra Leone seems to be a complex endeavor because of the numerous stakeholders involved. In fact, the responsibility of road safety is spread among several government agencies. Also the informal nature of the

¹ Peden M, et al eds., *World Report on Road Traffic Injury Prevention* (2004).

² Kopits E and Cropper M (2003). *Traffic Fatalities and Economic Growth*. Policy Research Working Paper Number 3035. The World Bank, Washington DC.

public transport system, along with the lack of enforcement of motor vehicle regulations further complicates the issue of road safety. Hence, Reducing road deaths and injuries would require a results oriented systematic response that includes interventions addressing safety standards and rules for roads, vehicles and users, and compliance with them. It also requires robust implementation arrangements that include effective leadership, coordination, funding, legislation, promotion and monitoring and evaluation.

Operational guidance for implementing the findings of the *World Report on Road Traffic Injury Prevention* is contained in the Global Road Safety Facility Guidelines (hereafter referred to as “guidelines”)³. This recommends that before preparing a safety strategy and/or investment plan, a systematic review of national safety management capacity should be prepared using the capacity checklist provided. A country capacity review is therefore a mandatory first step in setting out an integrated multi-sectoral framework for dialogue between Bank staff and their country counterparts on potential road safety investments.⁴ The guidelines acknowledge the complexity of safety management systems but conclude that country capacity can be readily reviewed across three best practice dimensions – focus on results, safety interventions and implementation arrangements – and the country capacity checklist sets out questions to guide such a review.

4. The consultant will undertake safety management capacity reviews in Sierra Leone on the basis of the country capacity checklist. The consultant will develop a consensus with the government on the need for safety improvements and prepare a short and long-term plan for achieving this in the form of appropriate implementation steps and a prioritized safety investment strategy. The Road Traffic Safety activities in Sierra Leone are indeed very poorly developed, and the legal framework needs to be reviewed. Furthermore, responsibilities and tasks must be fully determined and clarified for all stakeholders. Financial and human resources would then be required in order to strengthen the capacity of stakeholders and allow them to take appropriate actions in the interest of road safety. Initially, the support of a competent international consultant will be needed to work closely with the government and all stakeholders involved, providing the necessary information often by importing international best practice, and helping them develop and implement Action Plans. An early development of detailed Action Plans will make it possible to further advance the Road Safety Activities within the framework of the ongoing IDP. There is a strong high level commitment to address this serious problem and to rapidly implement Road Safety Programs in Sierra Leone (letter of request from Minister of Transport attached).

5. The international consultant will make recommendations to guide future World Bank and other donor’s involvement with road, health, education or other traffic safety related programs in Sierra Leone. The consultant will develop action plans and a first phase investment strategy,

³ Bliss T and Breen J (2009). *Implementing the Recommendations of the World Report on Road Traffic Injury Prevention: Country Guidelines for the Conduct of Road Safety Management Capacity Reviews and the Specification of Lead Agency Reforms, Investment Strategies and Safe System Projects*. World Bank Global Road Safety Facility, Washington DC.

⁴ *Ibid.*

which shall be implemented in the short term through the ongoing IDP and shall be completed by September 30, 2011. The overall description of the project is attached under Annex D.

Within the road sector the IDP is designed to finance rehabilitation of the core road network (USD13.6m), rehabilitation of Feeder Roads (USD6.5m) and support the restructuring of the Sierra Leone Road Authority (SLRA). The opportunity to incorporate Road Safety civil works in the ongoing IDP project is limited, but action has already been taken to undertake a Road Safety Audit and eliminate some accident black spots from involved road components. The consultant is encouraged to identify and specify priority Road Safety projects to be incorporated in World Bank Projects or projects financed by other donors based on two budget scenarios for Road Safety activities: US\$X million and US\$y million. Those funds could finance works, goods and/or services.

Objectives

- Review safety management capacity in Sierra Leone in accordance with the guidelines set out in the Facility guidelines; and
- Reach consensus with the government and senior officials on a multi-sectoral strategy for improving road safety management capacity in the country, and short-term measures to overcome revealed capacity weaknesses for inclusion in a forthcoming investment project, in accordance with the World Bank guidelines.

Scope of work

The study will include the following:

- a) The consultant will define a detailed work plan for the study in an Inception Report, to meet all the study objectives and set out all review steps, and discuss it with the World Bank.
- b) The consultant will conduct a safety management capacity review, as specified in the World Bank guidelines and country capacity checklist. This will require a combination of desk research to appraise relevant road safety data and studies pertaining to that country, together with field visits and detailed interviews. It is expected that road safety practitioners, researchers, industry representatives, community leaders, high-level officials and ministers, together with other relevant stakeholders, will be consulted. The focus of the reviews will be multi-sectoral and the level of investigation strategic.
- c) The consultant will prepare a qualitative investment strategy and short-term *Safe System* projects⁵ to implement the strategy to improve safety management capacity. The investment strategy and related implementation projects will include a combination of institutional and physical measures to address identified capacity weaknesses. The results

⁵ The objectives of *Safe System* projects are to accelerate the transfer of road safety knowledge to project participants; strengthen the capacity of participating agencies, industries and community groups; and achieve quick proven results that generate benchmark measures to dimension a program to further roll-out successful initiatives. The emphasis is placed on lead agency 'ownership' and clarifying the responsibilities and accountabilities of all participating agencies within a clearly specified monitoring and evaluation framework.

of this work, together with the earlier work will be presented in a Draft Report, which will include in Annexes draft project specifications and draft Terms of Reference for any proposed technical assistance. The Draft Report will be reviewed by experts provided by the World Bank. This review will recommend any improvements and investigations to be undertaken to finalize them.

- d) The consultant will conduct a seminar with appropriate Government officials and Ministers to present the findings of the Draft Report and seek feedback on the conclusion.

Deliverables

The study deliverables will include:

- a) **Inception Report** – containing the detailed work plan, within 2 weeks of contract signing;
- b) **Draft Final Report – for comment.** This report would be expected to include the following components:
 - i. A review of safety management capacity in the country, in accordance with the Facility guidelines country capacity checklist;
 - ii. A long-term multi-sectoral investment strategy for improving road safety management capacity in the country, and related short-term projects to implement the strategy and overcome revealed capacity weaknesses, in accordance with the World Bank guidelines, and as agreed with government and senior officials;
 - iii. Draft project specifications, including all proposed measures and project management and monitoring and evaluation arrangements; and
 - iv. Draft Terms of Reference for any proposed Technical Assistance
- c) **Final Report – taking account of all comments received.**

Timing of study

6. The study will be undertaken and completed in accordance with and within the following timeframe:

Activities	Date
Inception Report	Contract signing + 2 weeks
Initiating video conference	Contract signing + 2 weeks
First field visit completed	Contract signing + 4 weeks
Draft Final Report	Contract signing + 10 weeks
Second field visit including in-country Seminar	Contract signing + 12 weeks
Final Report	2 weeks after receiving written comments on the Draft Final Report

Required study resources

7. A senior international expert with at least 10 years of experience in road safety management in both developed and developing country settings will be required to undertake the Capacity Review (phase 1). Substantial experience with the design, implementation and management of national road safety strategies, at senior agency and ministerial levels, is highly desirable. Additional Sector experts with similar qualifications are required for the second phase, the Advisory Services

8. Local consultants may be hired, as needed, to provide specific inputs to be defined by the senior consultant(s) and financed under this contract.

9. The study will be funded and executed by the World Bank. It is foreseen that the country Capacity Review will require an estimated 12 person-weeks (international and local) and involve two trips to Sierra Leone, details of the proposed inputs are to be provided in the technical proposal.

Study Implementation

10. The study will be undertaken in close cooperation with World Bank transport staff both in Sierra Leone and at Bank Headquarters. The World Bank Sierra Leone office will provide appropriate support to schedule and facilitate meetings with high-level officials and ministers. The Road Committee under the Ministry of Transport will be a key counterpart agency.

11. The study will be managed by Kavita Sethi, Senior Economist, Africa Transport Unit (AFTTR), Washington DC (1-202-458 7558) (ksethi@worldbank.org).

Appendix 2 – List of Officials met

	Name	Organization	Designation	Contact
1.	Capt. Momodu Allieu Pat- Sowe	Ministry of Transport and Aviation	Minister	Tel: + 232 22 223416 Mob:+232 76 808783 Email: patsowe1@aol.com
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3.	Mohammed D. Koroma	Ministry of Health and Sanitation	Deputy Minister	Tel: +232 76 610870 Mob: +232 33 610870 Email: africchamps@yahoo.com
4.		Ministry of Transport and Aviation	Deputy Minister	Tel: Mob:
5.	Saa Kpulun	Ministry of Transport and Aviation	Permanent Secretary	Tel: Mob:
6.	Sorie Kamara	Infrastructure Development Project	Financial Management Specialist	Tel: +232 22 224930 Mob:+232 76 653484 Email: sokamara@yahoo.co.uk
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21.	Harrison Swaray	Indigenous Transport Owners Association	Finance Secretary	Tel: Mob: +232 76 629888 Email:
22.	Musa Kargbo	Indigenous Transport Owners	C/m Water Query	Tel: Mob: +232 88 413672

		Association		Email:
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30	Tommy Francis	Sierra Leone Statistics	Statistical Officer	Tel. 076790542
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Appendix 3 – List of Materials received during meetings

1. Brochures and leaflets from RTA on road safety
2. Country Strategy Paper, Sierra Leone, European Union,
3. Indigenous Transport Owners Association Constitution
4. List of Engineers at the SLRA
5. Motor Drivers & General Transport Workers Union, Constitution
6. Motor Drivers & General Transport Workers Union, Videos
7. National Health Sector Strategic Plan 2010-2015
8. National Health Sector Strategic Plan Abridged Version
9. Project Appraisal Document, Sierra Leone for an Infrastructure Development Project, The World Bank, November, 2005
10. Road Transport Strategy and Investment Plan 2003-2007
11. Sierra Leone Police 2009-2011 Strategic Plan
12. Sierra Leone Police, Annual Statistical Analysis on Road Traffic Accident (RTA) & Motor Traffic Report 2009 Nation-Wide, Traffic Department, Police Headquarters
13. Transport Sector Statistical Bulletin, Sierra Leone Statistics, December, 2009.

Appendix 4 – Completed Checklists for Road Safety Management Capacity Review

Checklist 1: Results focus at system level

Questions	Yes	Partial	Pending	No
Are estimates of the social costs of crashes available?				X
Are data on road deaths and injuries readily available?		X		
Have the risks faced by road users been identified?				
Drivers?		X		
Passengers?		X		
Motor cyclists?		X		
Pedestrians?		X		
Cyclists?		X		
Children?		X		
Others?				X
Has a national vision for improved road safety performance in the longer-term been officially set?				X
Have national and regional targets been set for improved safety performance?				
Social cost targets?				X
Final outcomes targets?				X
Intermediate outcomes targets?				X
Intervention output targets?				X
At risk group targets?				X
Industry targets?				X
Other targets?				X
Have all agencies responsible for improved safety performance been identified and are they formally held to account for their performance required to achieve the desired focus on results?				
Highways?		X		
Police?		X		
Transport?		X		
Planning?			X	
Justice?			X	
Health?			X	
Education?			X	
Others?				X
Have industry, community and business responsibilities for improved roads safety performance been clearly defined to achieve the desired focus on results?				X
Are regular performance reviews conducted to assess progress and make improvements to achieve the desired focus on results?				X
Has a lead agency been formally established to direct the national road safety effort to achieve the desired focus on results?				X
Is the lead agency role defined in legislation and/or policy documents and annual performance agreements to achieve the desired focus on results?				X

Checklist 2: Planning, design, operation and use of the road network

Questions	Yes	Partial	Pending	No
Have comprehensive safety standards and rules and associated performance targets been set for the planning, design, operation and use of roads to achieve the desired focus on results? National roads? Regional roads? Provincial roads? City roads?		X X X X		
Are the official speed limits aligned with Safe System design principles to achieve the desired focus on results? National roads? Regional roads? Provincial roads? City roads?		X X X X		
For each category of roads (national, regional, provincial, city) are compliance regimes <u>in place</u> to ensure adherence to specified safety standards and rules to achieve the desired focus on results? Road safety impact assessment? Road safety audit? Road safety inspection? Black spot management? Network safety management? Speed management? Alcohol management? Safety belts management? Helmets management? Fatigue management?			X X X X X X	X X
Do the specified safety standards and rules and related compliance regimes clearly address the safety priorities of high-risk road user groups to achieve the desired focus on results?			X	
Do the specified safety standards and rules and related compliance regimes compare favourably with international good practice?				X

Checklist 3: Entry and exit of vehicles to and from the road network

Questions	Yes	Partial	Pending	No
Have comprehensive safety standards and rules and associated performance targets been set to govern the entry and exit of vehicles and related safety equipment to and from the road network to achieve the desired focus on results? Private vehicles? Commercial vehicles? Public transport vehicles? Motor cycle helmets? Cycle helmets?		X X X		X X
For each category of vehicles and safety equipment (private, commercial, public, helmets) are compliance regimes in place to ensure adherence to the specified safety standards and rules to achieve the desired focus on results? Vehicle certification? Vehicle inspection? Helmet certification?		X	X	X
Do the specified safety standards and rules and related compliance regimes and safety rating surveys clearly address the safety priorities of high-risk road user groups to achieve the desired focus on results?				X
Do the specified safety standards and rules and related compliance regimes and safety rating surveys compare favourably with international good practice?				X

Checklist 4: Entry and exit of road users to and from the road network

Questions	Yes	Partial	Pending	No
Have comprehensive safety standards and rules and associated performance targets been set to govern the entry and exit of road users to and from the road network to achieve the desired focus on results? Private drivers and passengers? ○ Cars? ○ Heavy vehicles? ○ Mopeds? ○ Motor cycles? Commercial drivers? Public transport drivers? ○ Taxis? ○ Buses? ○ Non-motorized vehicles?		X X X X X X X		X
For each category of driver (private, commercial, public) are compliance regimes in place to ensure adherence to the specified safety standards and rules to achieve the desired focus on results? Driver testing? Roadside checks?		X X		
Do the specified safety standards and rules and related compliance regimes clearly address the safety priorities of high-risk road user groups to achieve the desired focus on results? Young drivers? Older drivers? Commercial drivers? Public transport drivers?		X	X	X X
Do the specified safety standards and rules and related compliance regimes compare favourably with international good practice?				X

Checklist 5: Recovery and rehabilitation of crash victims from the road network

Questions	Yes	Partial	Pending	No
Have comprehensive safety standards and rules and associated performance targets been set to govern the recovery and rehabilitation of crash victims from the road network to achieve the desired focus on results? Pre-hospital? Hospital? Long-term care?				X X X
For each category of post-crash service (pre-hospital, hospital, and long-term care) are compliance regimes in place to ensure adherence to the specified safety standards and rules to achieve the desired focus on results?			X	
Do the specified safety standards and rules and related compliance regimes clearly address the safety priorities of high-risk road user groups to achieve the desired focus on results?				X
Do the specified safety standards and rules and related compliance regimes compare favourably with international good practice?				X

Checklist 6: Coordination

Questions	Yes	Partial	Pending	No
Are interventions being coordinated horizontally across agencies to achieve the desired focus on results?			X	
Are interventions being coordinated vertically between national, regional, provincial and city agencies to achieve the desired focus on results?			X	
Have robust intervention delivery partnerships between agencies, industry, communities and the business sector been established to achieve the desired focus on results?		X		
Have parliamentary committees and procedures supporting the coordination process been established to achieve the desired focus on results?				X

Checklist 7: Legislation

Questions	Yes	Partial	Pending	No
Are legislative instruments and procedures supporting interventions and other institutional management functions sufficient to achieve the desired focus on results?		X		
Are legislative instruments and procedures supporting interventions and other institutional management functions regularly reviewed and reformed to achieve the desired focus on results?		X		

Checklist 8: Funding and resource allocation

Questions	Yes	Partial	Pending	No
Are sustainable funding mechanisms supporting interventions and institutional management functions in place to achieve the desired focus on results? Central budget? Road fund? Tolls? Fees? Other sources?				X X X X X
Are formal resource allocation procedures supporting interventions and institutional management functions in place to achieve the desired focus on results? Cost effectiveness? Cost benefit?				X X
Is there an official Value of Statistical Life and related value for injuries to guide resource allocation decisions?				X
Are funding mechanisms and resource allocation procedures supporting interventions and institutional management functions sufficient to achieve the desired focus on results?				X

Checklist 9: Promotion

Questions	Yes	Partial	Pending	No
Is road safety regularly promoted to achieve the desired focus on results? Overall vision and goals? Specific interventions? Specific target groups?			X X	X

Checklist 10: Monitoring and evaluation

Questions	Yes	Partial	Pending	No
For each category of roads (national, regional, provincial, city) are sustainable systems in place to collect and manage data on road crashes, fatality and injury outcomes, and all related road environment/vehicle/road user factors to achieve the desired focus on results?			X	
For each category of roads (national, regional, provincial, city) are sustainable systems in place to collect and manage data on road network traffic, vehicle speeds, safety belt and helmet wearing rates, to achieve the desired focus on results?			X	
For each category of roads (national, regional, provincial, city) are systematic and regular safety rating surveys undertaken to quality-assure adherence to specified safety standards and rules to achieve the desired focus on results? Risk ratings? Road protection scores?			X X	
For each category of roads (national, regional, provincial, city) are systems in place to collect and manage data on the output quantities and qualities of safety interventions implemented to achieve the desired focus on results? Safety engineering treatments? Police operations? Educational activities? Promotional activities? Driver training? Vehicle testing? Emergency medical services?		X X X		X X X X
For each category of vehicles and safety equipment (private, commercial, public, helmets) are systematic and regular safety rating surveys undertaken to quality assure adherence to the specified safety standards and rules to achieve the desired focus on results? Vehicle safety rating? Helmet testing?				X X
For each category of post-crash service (pre-hospital, hospital, long-term care) are systematic and regular surveys undertaken to quality-assure adherence to the specified standards and rules to achieve the desired focus on results?			X	
Are regular surveys taken of road user and community attitudes to road safety interventions to achieve the desired focus on results?				X
Are systems in place to monitor and evaluate safety performance against targets regularly to achieve the desired focus on results?				X
Do all participating agencies and external partners and stakeholders have open access to all data collected?			X	

Checklist 11: Research and development and knowledge transfer

Questions	Yes	Partial	Pending	No
Has a national road safety research and development strategy been established to achieve the desired focus on results? Vehicle factors? Highway factors? Human factors? Institutional factors? Other factors?			X	X X X X
Has an independent national road safety research organization been established to achieve the desired focus on results? Vehicle factors? Highway factors? Human factors? Institutional factors? Other factors?				X X X X X
Have demonstration and pilot programs been conducted to achieve the desired focus on results? Vehicle factors? Highway factors? Human factors? Institutional factors? Other factors?				X X X X X
Are mechanisms and media in place to disseminate the findings of national road safety research and development to achieve the desired focus on results? Conferences? Seminars? Training? Journals? Other?				X X X X X

Checklist 12: Lead agency role and institutional management functions

Questions	Yes	Partial	Pending	No
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>results focus</i> management function? Appraising current road safety performance through high-level strategic review? Adopting a far-reaching road safety vision for the longer term? Analyzing what could be achieved in the medium term? Setting quantitative targets by mutual consent across the road safety partnership? Establishing mechanisms to ensure partner and stakeholder accountability for results?			X	X X X X
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>coordination</i> management function? Horizontal coordination across central government? Vertical coordination from central to regional and local levels of government? Specific delivery partnerships between government, non-government, community and business at the central, regional and local levels? Parliamentary relations at central, regional and local levels?			X X X X	
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>legislation</i> management function? Reviewing the scope of the legislative framework? Developing legislation needed for the road safety strategy? Consolidating legislation? Securing legislative resources for road safety?		X X X	X	
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>funding and resource allocation</i> management function? Ensuring sustainable funding sources? Establishing procedures to guide the allocation of resources across safety programs?			X X	
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>promotion</i> management function? Promotion of a far-reaching road safety vision or goal? Championing and promotion at a high level? Multi-sectoral promotion of effective interventions and shared responsibility? Leading by example with in-house road safety policies? Developing and supporting safety rating programs and the publication of their results? Carrying out national advertising? Encouraging promotion at the local level?		X X	X X X	X X
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>monitoring and evaluation</i> management function? Establishing and supporting data systems to set and monitor final and intermediate outcome and output targets? Transparent review of the national road safety strategy and its performance? Making any necessary adjustments to achieve the desired results?			X X X	
Does the lead agency (or de facto lead agency/agencies) effectively contribute to the <i>research and development and knowledge transfer</i> management function? Developing capacity for multi-disciplinary research and knowledge transfer? Creating a national road safety research strategy and annual program? Securing sources of sustainable funding for road safety research? Training and professional exchange? Establishing good practice guidelines? Setting up demonstration projects?				X X X X X X

Appendix 5 – ToR for Technical Assistance

1. Technical Assistance to Sierra Leone Police (SLP)

Background

The road safety situation in Sierra Leone is poor with more than 2,000 accidents and around 216 fatalities annually. The accident rate per 10,000 vehicles is about 40. Passengers are the most vulnerable road user group (60% of all fatalities) followed by motorcyclists (20%), followed by pedestrians (15%). Most (47%) of the accident happens in the Western area in which Freetown is located.

A Road Safety Management Capacity Review carried out by the World Bank has revealed serious weaknesses in the management of road safety activities. The Government of Sierra Leone (GoSL) is planning to establish a new National Road Safety Commission. The responsibilities of the new Commission will be policy and strategy definition; and planning, coordination and implementation of road safety interventions.

The roles of the Sierra Leone Police with regard to road safety are to control traffic, enforce road traffic regulations, and collect accident information.

The Government of Sierra Leone has received a grant from and intends to apply a part of the proceeds of the grant towards the provision of technical assistance to Traffic Department of the Sierra Leone Police.

Objectives

The objectives of the technical assistance are to enhance the road safety management capacity of the Traffic Police with special emphasis on its enforcement responsibility.

Scope of services

The scope of services includes, but is not necessarily limited to, the following tasks:

1. Review the structure and staffing of the Traffic Police with special emphasis on its road safety tasks: accident data collection, traffic control and traffic law enforcement;
2. Review the enforcement activities, including staffing and equipment and propose improvements;
3. Prepare an action plan for the enhancement of the enforcement activities including the proposed staffing level, the need for technical assistance and the need for enforcement equipment and systems;
4. Propose a performance monitoring system for the traffic police including performance indicators and reporting formats;
5. Assess the main risks and assumptions related to the implementation of the action plan.
6. The consultant will report to the Inspector General of Sierra Leone Police.

Qualifications and Experience

The assignment will be carried out by a team of experts covering the following professional fields:

- Traffic Engineering
- Traffic Management
- Road Safety

The team members must have minimum 15 years experience in road safety organisation and planning in developing countries, preferably in Africa.

The involvement of a local consultant will be an asset.

Required Inputs/Time table

The duration of the assignment is two calendar months and a total input of 15 man-weeks is envisaged.

The assignment is planned to commence on

Reporting

The consultant will deliver the following reports:

1. Inception Report – two weeks after commencement;
2. Draft Final Report/Action Plan – six weeks after commencement; and
3. Final Report/Action Plan – two weeks after receipt of client’s comments on the Draft Final Report.

Provision of services and facilities by the client

The client will provide the consultant with all necessary reports and other documentation.

The client will assist in establishing contacts and facilitate the liaison with other government institutions and private sector stakeholders.

The client will provide office space and office facilities.

2. Technical Adviser to the Sierra Leone Road Authority

Background

The road safety situation in Sierra Leone is poor with more than 2,000 accidents and around 216 fatalities annually. The accident rate per 10,000 vehicles is about 40. Passengers are the most vulnerable road user group (60% of all fatalities) followed by motorcyclists (20%), followed by pedestrians (15%). Most (47%) of the accident happens in the Western area in which Freetown is located.

A Road Safety Management Capacity Review carried out by the World Bank has revealed serious weaknesses in the management of road safety activities. The Government of Sierra Leone (GoSL) is planning to establish a new National Road Safety Commission. The responsibilities of the new Commission will be policy and strategy definition; and planning, coordination and implementation of road safety interventions.

The Sierra Leone Roads Authority (SLRA) has the functional mandate of planning, developing, maintaining, administering and managing the trunk roads and related facilities. To improve the road accident situation in the country, there is to increase the capacity for planning, management and coordination of traffic and road safety activities within the SLRA.

The Government of Sierra Leone has received a grant from and intends to apply a part of the proceeds of the grant towards the provision of technical assistance to establish a Road Safety Unit in the SLRA.

Objectives

The objectives of the technical assistance are to:

1. Establish RSU structure, action plan and monitoring systems
2. Build up the necessary road safety capacity in the RSU
3. Train staff in traffic planning and road safety issues
4. Provide technical back-up to RSU management and staff
5. Develop a road safety plan for Freetown City

Scope of services

The scope of services includes, but is not necessarily limited to, the following tasks:

1. Prepare an action plan for the development of the unit;
2. Provide mentoring and training of staff and identify suitable training programmes.
3. Assist in the identification and implementing of short-term consultancies
4. Prepare a road safety plan for Freetown, including traffic planning measures, road safety interventions, and public transport planning and facilities;
5. Prepare an implementation plan including the necessary technical assistance and other capacity building measures;
6. Propose a performance monitoring system including performance indicators and reporting formats.

The Technical Adviser will report to the Executive Director of SLRA.

Qualifications and Experience

The Technical Adviser will be a traffic planner/traffic engineer with minimum 15 years experience in road safety development in developing countries, preferably in Africa.

Experience in human resource development/training and institutional capacity building is an advantage.

Required Inputs/Time table

The initial contract will be of two years duration with the possibility of extension. The extension may be in the form of intermittent short-term input.

The assignment is planned to commence on

Reporting

The consultant will deliver the following reports:

1. Inception Report – four weeks after commencement;
2. Progress Reports every
3. Draft Final Report – four weeks before the end of the assignment; and
4. Final Report – two weeks after receipt of client’s comments on the Draft Final Report.

Provision of services and facilities by the client

The client will provide the consultant with all necessary reports and other documentation.

The client will assist in establishing contacts and facilitate the liaison with other government institutions and private sector stakeholders.

The client will provide office space and office facilities.

3. Technical Adviser to the Road Transport Authority (RTA)

Background

The road safety situation in Sierra Leone is poor with more than 2,000 accidents and around 216 fatalities annually. The accident rate per 10,000 vehicles is about 40. Passengers are the most vulnerable road user group (60% of all fatalities) followed by motorcyclists (20%), followed by pedestrians (15%). Most (47%) of the accident happens in the Western area in which Freetown is located.

A Road Safety Management Capacity Review carried out by the World Bank has revealed serious weaknesses in the management of road safety activities. The Government of Sierra Leone (GoSL) is planning to establish a new National Road Safety Commission. The responsibilities of the new Commission will be policy and strategy definition; and planning, coordination and implementation of road safety interventions.

The Road Transport Authority (RTA) was set up to regulate, coordinate development in the road transport industry, including the registration and licensing of vehicles, the drivers, the prescription of routes for commercial passenger and goods transport. To improve the road accident situation in the country, there is to increase the capacity for planning, management and coordination of traffic and road safety activities within the SLRA.

The Government of Sierra Leone has received a grant from and intends to apply a part of the proceeds of the grant towards the provision of technical assistance to the RTA

Objectives

The objectives of the technical assistance are to:

1. Assist in establishing NRSC structure, management systems and working procedures
2. Build up the necessary transport safety capacity in the RTA
3. Create a Database at the RTA
4. Train staff in transport safety issues
5. Provide technical back-up to RTA management and staff

Scope of services

The scope of services includes, but is not necessarily limited to, the following tasks:

1. Review and advise on the scope of activities of the RTA
2. Assist in the development of a corporate strategy and action plan for NRSC
3. Assist in the identification and implementing of short-term consultancies
4. Assist in the outsourcing of vehicle inspection and driver testing functions
5. Assist in developing a monitoring and evaluation framework
6. Provide mentoring and training of staff and identify suitable training programmes.

The Technical Adviser will report to the Executive Director of the RTA.

Qualifications and Experience

The Technical Adviser will be a transport sector expert with minimum 15 years experience in road safety development in developing countries, preferably in Africa.

Experience in human resource development/training and institutional capacity building is an advantage.

Required Inputs/Time table

The initial contract will be of two years duration with the possibility of extension. The extension may be in the form of intermittent short-term input.

The assignment is planned to commence on

Reporting

The consultant will deliver the following reports:

1. Inception Report – four weeks after commencement;
2. Progress Reports every
3. Draft Final Report – four weeks before the end of the assignment; and
4. Final Report – two weeks after receipt of client’s comments on the Draft Final Report.

Provision of services and facilities by the client

The client will provide the consultant with all necessary reports and other documentation.

The client will assist in establishing contacts and facilitate the liaison with other government institutions and private sector stakeholders.

The client will provide office space and office facilities.