Lesson 5
Evolution, structure and functions of road safety lead agencies

Dr Meleckidzedeck Khayesi, Prof. Geetam Tiwari and Sadhu SLN Sarma

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New Delhi, India
Institutions, organizations, politics and power matter in road safety policy and planning.

Are road safety researchers and practitioners dedicated to examining these governance issues and designing solutions for them?

The focus of existing road safety research and policy programmes is on risk factors and interventions.
RESEARCH PURPOSE

- To examine the experience of establishing road safety lead agencies (RSLAs) in low- and middle-income countries (LMICs) and the reality of what they do versus the ideals stated in guidance and recommendations.

Research questions

a) How have RSLAs grown and developed in LMICs?
b) How are RSLAs structured in LMICs?
c) What functions do RSLAs in LMICs perform?
d) What are the facilitators and barriers to RSLAs performing their functions in LMICs?
RISK FACTORS AND TECHNICAL INTERVENTIONS DOMINATE PUBLISHED ROAD SAFETY RESEARCH
DEFINITIONS

- A road safety lead agency is a government organization with designated legal authority that confers to it the power to make decisions, manage resources and coordinate the efforts of all participating sectors of government in road safety (Peden et al., 2004). The vital lead agency role is in directing and sustaining the production of improved road safety results (Bliss & Breen, 2009).
- Evolution refers to the origin, growth and development of an organization – in this study, RSLAs. Organizations interact with their internal and external environments, leading to their growth, stagnation or death (Aldrich & Ruef, 2011).
- Structure is the set-up of an organization with respect to whether it is an independent entity or part of a larger entity as well as its own internal way of organizing its functions and activities. It also refers to how it operates in relation to other organizations. Organizational structure and design is a complex system that can either facilitate or hinder the performance of expected functions.
- Functions are the responsibilities and duties carried out by an organization. Approaches to carrying out functions may change as organizations grow.
METHODS

A literature review
Conceptual model development
Identification of items for interviews
Preparation of interview guide
Mining data from secondary sources
A survey of 31 RSLAs in LMICs
THE CONTEXT
ROAD SAFETY SITUATION IN LMIC

Diminished Road Safety

- Lack of Knowledge
- Dearth of Resources
- Lack of Coordination
- Inadequate Legislation / Policy
- Absence of Data
WHAT IS RSLA?

Political Support

Sustained Funding

RSLA
Public Org - Legal Authority

RS Decisions

Manage RS Resources

Coordinate RS Efforts
ROAD SAFETY MANAGEMENT MODEL

Results

Interventions to Improve Road Network Safety & Minimize Road Use

Institutional Management Functions

Results Focus in institutional management (Pillar 1)

Interventions

- Safe speeds (Pillar 2)
- Safe roads and roadsides (Pillar 3)
- Safe vehicles (Pillar 4)
- Safe road use (Pillar 5)
- Post-crash care (Pillar 6)
- Minimizing road use (Pillar 7)

Outputs

- Socio-economic cost
- Long-term goal (Zero deaths, serious injuries)
- Interim outcome targets (To reduce deaths, serious injuries)
- Intermediate outcomes & output targets (For measurable activity causally related to deaths, serious injuries)

Results
EVOLUTIONARY MODEL OF ROAD SAFETY LEAD AGENCIES

Political, Economic and Social Context

Institutions
- Names and values
- Cultural Beliefs
- Rules/regulations, and laws
- Behaviour

Organizations
- Goals
- Formal and informal activity systems
- Boundary maintenance

Policy Development and Implementation
- Sectorial
- Multi-sectorial
- Technical Solutions
- Governance Solutions

Outcomes
- Safe travel
- Effectiveness of organizations
Database Development of RSLA
<table>
<thead>
<tr>
<th>AFRO</th>
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<th>EMRO</th>
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<th>PAHO</th>
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<td>Cameroon (CMR)</td>
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DATA SOURCES

• Government sources
• Interviews/Group discussions – Thematic interview guide
  – RSLA
  – Other Organizations
• Publications and research reports
• Online resources
  – World Bank
  – Websites of Governments and NGOs
  – Road Safety websites
## LEAD AGENCY DETAILS

<table>
<thead>
<tr>
<th>Name of the lead agency</th>
<th>If funded in national budget</th>
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<tbody>
<tr>
<td>Year of creation</td>
<td>Presence of RS strategy</td>
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<tr>
<td>If RSLA Domiciled in a</td>
<td>Funding for strategy</td>
</tr>
<tr>
<td>government Ministry?</td>
<td>Fatality reduction target</td>
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</tbody>
</table>
CATEGORIES AND SUBCATEGORIES OF ROLES AND RESPONSIBILITIES

- Roles and Responsibilities
  - Coordination
    - Road Safety
    - Traffic Management
    - Others
  - Planning, Policy, Monitoring
    - Road Safety
    - Traffic Management
    - Others
  - Capacity Building and Public Outreach
    - Road Safety
    - Traffic Management
    - Others
  - Database Management
    - Road Safety
    - Traffic Management
    - Others
CHALLENGES FACED BY THE RSLAS

• Lack of legal mandates
  – poor coordination
• Limited funding
  – effectiveness not established
• Limited technical capacity
• Diverse political and economic contexts of operation
• Limited monitoring, evaluation, and reporting
  – data collection
  – management.
Genesis and growth of RSLAs
Many countries have established RSLA post 2010 during UN Decade of action

*Year of est of RSLA taken as 2025 when the year unknown
No clear evidence of reduction of fatalities in the countries that have established RSLA earlier

* Year of est of RSLA taken as 2025 when the year unknown
Per-capita GDP does not seem to be related to perception of need for RSLA.

* Year of est of RSLA taken as 2025 when the year unknown.
Several countries est RSLA through legislation
For many countries, the origin unknown

* Year of est of RSLA taken as 2025 when the year unknown
YEARWISE RTF RISK

(a) Vietnam (VNM), Mongolia (MNG), China (CHN), Bosnia and Herzegovina (BIH)

(b) Bangladesh (BDG), India (IND), Indonesia (IDN), Malaysia (MYS), Sri Lanka (LKA), Thailand (THA)

(c) Argentina (ARG), Chile (CHL), Costa Rica (CRI), Dominican Republic (DOM)

(d) Egypt, Arab Rep. (EY), Morocco (MAR), Palastine (PSE), Iran, Islamic Rep. (IRN)
Generally, RTF rate seen to reduce or stay flat
Few cases such as Dominican Republic, Mali, Vietnam, Chad, Namibia see rise
Further investigation necessary
Structure of RSLAs
<table>
<thead>
<tr>
<th>Government department</th>
<th>Stand-alone autonomous agency</th>
<th>Council with professional secretariat</th>
<th>Council without professional secretariat</th>
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</thead>
<tbody>
<tr>
<td>Majority of countries est RSLA as a part of govt</td>
<td>Road safety councils with high-level representation in 8 countries but two countries without their own secretariats</td>
<td>[13] Bosnia And Herzegovina, Cameroun, Federal Republic of Nigeria, Ghana, Kenya, Malaysia, Morocco, Mozambique, RDC Congo, Thailand, Tunisia, Uganda, Vietnam</td>
<td>[6] Bangladesh, India</td>
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</table>
ACCOUNTABILITY OF RSLA TOWARDS

<table>
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<tr>
<th>Legislature</th>
<th>Govt/Min</th>
<th>Other</th>
<th>Not known</th>
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<tbody>
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<td>Argentina</td>
<td>Kenya, Ghana</td>
<td>Ethiopia</td>
<td>Mali</td>
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<td>Dominican Republic</td>
<td>Namibia, Egypt</td>
<td>Iran</td>
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<td>Chile</td>
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<td>Morocco</td>
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<td>South Africa</td>
<td>Palestine</td>
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<td>Viet Nam</td>
<td>Mongolia</td>
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Only six countries have their RSLA monitored by legislatures -- indicative of political priorities. Autonomy Unknown accountability undesirable.
Functions of RSLA
Many RSLAs carry out coordination of road safety activities. Others include activities such as licencing, registration, driver training etc.
Majority of RSLA are engaged in road safety policy, planning and monitoring. All PAHO RSLAs and several AFRO RSLAs involved in traffic management too. Majority of RSLAs handle licencing, driver training etc.
Most of the RSLAs carry out capacity building and public outreach. PAHO RSLAs, Vietnam, India and Iran carry out capacity building and public outreach in traffic management too. Other areas include driver training, school education, etc.
Half of the RSLAs collect data on road safety.
Six RSLAs collect data on traffic management.
Half of the RSLAs collect data on mainly registrations, licensing, etc.
ACHIEVEMENTS OF RSLA

Success in terms of reduced fatalities not sported
ACHIEVEMENTS OF RSLA

- Legislation
- Coordination
- strategy
- public outreach / capacity
- data management
- funding and other resources (other than HR)
- Technical knowhow
- others

Countries:
- Argentina
- Bangladesh
- Bosnia and... (likely a typo, should be Bosnia and Herzegovina)
- Cameroon
- Chad
- China
- Chile
- Costa Rica
- Cote D'Ivoire
- Dominican Republic
- Egypt
- Ethiopia
- Ghana
- India
- Indonesia
- Iran
- Kenya
- Malaysia
- Mali
- Morocco
- Mongolia
- Mozambique
- Namibia
- Nigeria
- Palestine
- RDC Congo
- South Africa
- Thailand
- Tunisia
- Uganda
- Vietnam

The bar chart shows various achievements across these countries, with each bar representing different categories of achievement.
OBSTACLES RSLA FACE

- Lack of funds a major challenge
- Personnel of RSLAs adequately trained
- Adequate powers to be given to coordinate road safety activities
- Need for data collection
OBSTACLES RSLA FACE

Lack of political will
Lack of independence
Lack of credible data
Lack of ability to coordination
Public outreach / lack of capacity
Lack of funding and other resources
Technical knowhow
Others
SUMMARY OF FINDINGS

Establishment

– The earliest RSLAs nearly four decades ago
– Majority of RSLAs established after 2010
– Most countries RSLAs were established through an act of parliament (more so for the RSLAs established after 2010)
– RSLAs established in countries with high traffic fatality risk as well as countries with low traffic fatality risk
– Impact of tRSLA on traffic fatality risk is not evident
SUMMARY OF FINDINGS

Structure

– Within an existing ministry / department
– Stand-alone agencies in few countries
– Most report to the constituting authorities/governments / ministries
– Selection of staff - national service selection procedures
– No single organizational model
SUMMARY OF FINDINGS

Functions

– Majority countries reported
  • Coordination, policy planning and monitoring
  • Public outreach, capacity building
  • Data management systems
SUMMARY OF FINDINGS

Achievements

– Coordination and public outreach activities (20/31)
– Supporting legislation and data management systems (20/31)
– Few countries successful in
  • Getting adequate resources
  • Technical knowhow
  • Strategy planning

Obstacles

– Lack of funding
– Lack of technical knowhow
Successful steps towards institutional building

Tangible achievements in road safety