



GOVERNMENT OF THE REPUBLIC OF NAMIBIA

NATIONAL ROAD SAFETY COUNCIL

**Establishment of a Road Safety Agency
and
Development of a Five-Year National Road Safety Plan**

2nd Draft

National Road Safety Council

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Namibia

October 2001

Table of Contents

	Page
Table of Contents	i
1 SUMMARY OF THE PROJECT	1
2 BACKGROUND	1
3 PARTIES	2
4 THE PROJECT	3
4.1 Problems to be solved	3
4.2 Overall objective	4
4.3 Project objective	4
4.4 Target groups	4
4.5 Outputs	4
4.6 Project Implementation	5
4.6.1 Activities	5
4.6.2 Managerial, organisational and administrative setup	5
4.6.3 Gender activities	6
4.6.4 Environmental protection	6
4.6.5 Time schedule	6
4.7 Plan for phasing out foreign assistance and achieving project sustainability	7
4.8 Financing	7

APPENDIX A

PROJECT MATRIX

1 SUMMARY OF THE PROJECT

The project aims at the establishment of a Road Safety Agency and the development of a National Five-Year Road Safety Plan for Namibia, which will be implemented and monitored by the Road Safety Agency. It will serve towards the implementation of the Namibian Government's policy of improving road transport quality, as formulated in the White Paper on Transport Policy 1995, by improving Namibia's poor record in road safety. A specific problem to be addressed is the achievement of better co-ordination among the various factors and role players involved in road safety. An important outcome of the project will also be instruments for accessing funding from the Road Fund Administration.

The executing agency for the project is the National Road Safety Council. Road users in Namibia will be the main direct beneficiaries of the project.

2 BACKGROUND

The Minister responsible for Transport is responsible for road safety in Namibia, which he/she addresses through the Ministry of Works, Transport and Communication, the Roads Authority and the National Road Safety Council, each responsible for certain elements of road safety.

With the White Paper on Transport Policy 1995, Government committed itself to a policy of transport quality regulation and increasing the efficiency of the transport sector. The latter has since become manifest in the establishment of State-owned enterprises such as the Namibia Airports Company, the Roads Authority, the Road Fund Administration and the Roads Contractor Company, all of which operate on commercial principles. Sida's support, under various Specific Agreements on transport sector support since 1994, was instrumental in achieving these successes. Attending to the implementation of Government's transport quality improvement policy, is a logical continuation of the transport sector reform process.

At the time of preparing the White Paper on Transport Policy, the inadequacy of the standard of road safety in Namibia became painfully evident, as indicated by the number of road accidents and injuries recorded annually.

In consultation with all relevant stockholders, the Ministry of Works, Transport and Communication has developed a new policy on road safety, on which basis a new Road Safety Bill has been drafted, calling for a paradigm shift. The current National Road Safety Council will cease to exist once the new Road Safety Act comes into force. The proposed Act makes it mandatory for road safety to be managed in such a way as to achieve previously set goals which are determined by all role players in terms of quantifiable parameters. The envisaged body whose task it will be to manage road safety, which will hereafter be referred to as the Road Safety Agency, will in terms of the new Act be required

to prepare and submit to the Minister of Works, Transport and Communication a Five-Year National Road Safety Plan within six months of its establishment.

The proposed project, in concordance with the new policy as well as the draft bill, is intended to provide technical assistance for the development of a Five Year National Road Safety Plan and for the establishment of an organisational structure (herein referred to as the Road Safety Agency) capable of driving such a plan through co-ordination and monitoring.

3 PARTIES

The client and local party to the project is the National Road Safety Council, acting on behalf of the Minister of Works, Transport and Communication. The direct beneficiaries of the project will be road users.

The contact persons for the project are:

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Mr Tendekule was a participant of the 1999 Traffic Safety Management Course arranged by VTI in Sweden under the sponsorship of Sida. Namibia has also participated in the RetsNet project comprising of five Southern African countries.

4 THE PROJECT

4.1 Problems to be solved

Given the good quality of the country's road infrastructure and moderate roadworthiness of vehicles, human error has been singled out as the prominent contributing factor to road accidents. This problem can be largely attributed to inadequate formal policies on road safety, among others evidenced by a lack of integration among the various factors of road safety, such as road design standards, road user education and law enforcement. For Namibia to enjoy the benefits of greatly reduced accidents in future, it is imperative that proper policies, structures and practices are put in place urgently. The project being proposed here, therefore, will serve as a tool through which all role players will be obligated to work holistically in co-operation with each other. The plan once finalised and implemented, will ensure integration of activities on a national level. It will also be used as a tool to make possible the measurement of the cost of road safety education and promotion to the country and to access funding from the Road Fund Administration and from Government for road safety projects.

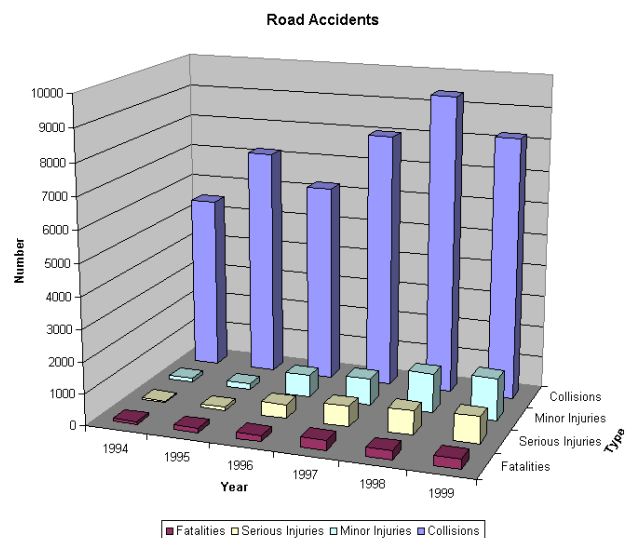
A number of individual organisations and bodies in Namibia are charged with one or more elements in the management of road safety. Given the legal and operational autonomy of these role players, it is almost impossible to get them to work together in an integrated and holistic manner. Thus the main problems to be solved by this project are:

- Inadequate organisational structure to manage road safety efficiently
- Lack of systematic and all-inclusive road safety planning
- Lack of formalised co-operation between stakeholders
- Non-existence of a mechanism for road safety performance audit and follow-up
- Non-existence of National Road Safety programmes
- Non-existence of quantitative road safety targets

The consequence of these problems is Namibia's low standard of road safety. Some relevant figures are the following:

YEAR	COLLISIONS	FATALITIES	SERIOUS INJURIES	MINOR INJURIES
	Collisions	Fatalities	Serious Injuries	Minor Injuries
1994	5491	98	55	124
1995	7189	147	102	185
1996	6225	182	437	703
1997	8025	304	643	835
1998	9391	272	759	1238
1999	8237	295	837	1331

These figures must be viewed in the context of Namibia's population of about 1,8 million and the vehicle population being about 160 000 vehicles in total.



4.2 Overall objective

The overall objective of the project is to improve the standard of road safety in Namibia.

4.3 Project objective

The project objective is to effect a significant and measurable reduction in the number and severity of road traffic accidents and incidents, as compared to the current trend, within three years of the commencement of the project. A reversal of the current trend in road accidents will therefore serve as the indicator for the success of the project.

4.4 Target groups

The project is targeted at achieving integrated road safety management involving the National Road Safety Council and Traffic Safety Secretariat, all law enforcement agencies, education and health authorities and organisations, organisations involved in road construction and maintenance, and road users and their representative bodies.

4.5 Outputs

Output	Indicator	Achievement
1. First Five-Year Road Safety Plan for Namibia	Printed Five-Year Road Safety Plan	December 2002
2. Organisational structure for a new road safety management body (Road Safety Agency)	Study report on proposed organisational structure approved by Cabinet	December 2002
3. Draft policies and handbooks for the organisation's human resource, financial and information management functions (including, among others, job descriptions, remuneration structure, benefits, budgeting, accounting and procurement procedures, etc.)	Draft policies and handbooks approved by the Minister responsible for Transport	March 2003
4. Trained staff in functions to be performed by the Road Safety Agency	Training reports on competencies acquired	March 2003

Proposed sources of verification are project reports produced by the Ministry of Works, Transport and Communication, supported by documented Government decisions, and peer reviews of the project.

4.6 Project Implementation

4.6.1 Activities

- 1 Study policies, studies already performed (Integrated Traffic Safety Management System), and existing and draft legislation
- 2 Consult with all stakeholders, among others in the following areas:
 - (a) Road construction and maintenance
 - (b) Regulation of transport operations
 - (c) Vehicle and driver fitness
 - (d) Driver training and examination
 - (e) Education - formal and non-formal
 - (f) Road safety awareness and publicity
 - (g) Law enforcement
 - (h) Collision information management
 - (i) Adjudication of traffic offences
 - (j) Emergency services
- 3 Determine target areas regarding road safety
- 4 Determine and prioritise activities required to improve road safety
- 5 Compile plans and cost estimates for each role player, and prepare the first National Road Safety Plan spanning a period of five years
- 6 Analyse the organisational, financial and human resource and information systems requirements of the envisaged Road Safety Agency
- 7 Prepare a blueprint for the implementation of the Road Safety Agency
- 8 Develop policies, procedures and handbooks for financial, human resources and information management, including job descriptions
- 9 Perform a gap analysis in respect of the competencies of current Traffic Safety Secretariat staff as compared to the requirements of the Road Safety Agency
- 10 Develop a training programme for Road Safety Agency staff, and identify suitable means of training, e.g. training institutions
- 11 Present training courses in accordance with the programme, using identified training institutions as indicated

4.6.2 Managerial, organisational and administrative setup

The project co-ordination, financing of the Namibian contribution, project reporting and secretarial services to the project will be performed by the Traffic Safety Secretariat, under the overall direction of the present National Road Safety Council.

4.6.2.1 Responsibilities of parties involved

4.6.2.1.1 *Namibia*

- 1 The National Road Safety Council, in close co-operation with the Ministry of Works, Transport and Communication, will oversee and co-ordinate the project implementation.
- 2 A project management team will be established, comprising representatives from the National Road Safety Council, the consultants, and all the other role players.
- 3 The following facilities will be provided by the National Road Safety Council:
 - (a) Office accommodation for the Swedish consultants while in Namibia
 - (b) Computer facilities
 - (c) Telephone and photocopying facilities
 - (d) Miscellaneous office costs
 - (e) Administrative staff
 - (f) Housing accommodation of Swedish consultants while in Namibia
 - (g) Vehicle for official and limited private use of Swedish consultants
 - (h) Travel cost of Swedish consultants between Sweden and Namibia

4.6.2.1.2 *Sweden*

Sweden will provide and fund the consultants to undertake and manage the project, including any costs incurred by the consultants in Sweden.

4.6.3 Gender activities

The project management team will be expected to consider during the development of policy issues the country's laws on employment equity and affirmative action.

4.6.4 Environmental protection

The project does not have any environmental aspects.

4.6.5 Time schedule

- (1) The active project phase, in which the foreign consultants will be intensively involved, is expected to last for four to six months from approval and finalisation of a memorandum of agreement.
- (2) It is expected that the active phase would be preceded by a mobilisation period for stakeholders, mainly performed by the National Road Safety Council with some foreign consulting inputs.
- (3) A process of Cabinet/Ministerial approval would follow the active project phase, which would again be driven mainly by the National Road Safety Council.
- (4) Target dates have been stated in subsection 4.5, and a detailed timetable will be prepared at the project start-up stage.

4.7 Plan for phasing out foreign assistance and achieving project sustainability

Foreign assistance would substantially end after the receipt of the project outputs in draft format, ready for submission for Cabinet/Ministerial approval. The latter process would be handled by the National Road Safety Council, with possible limited foreign consulting inputs to amend the drafts in accordance with Cabinet/Ministerial requirements.

Project sustainability would be guaranteed by the establishment of the Road Safety Agency, which would substantially be funded through the Road Fund Administration, a statutory body with the means of levying road user charges to the extent required to achieve a safe and efficient road sector.

4.8 Financing

The project will be partly financed by the Namibian Government through the budget of the National Road Safety Council, and part financing is sought from Sida under the Contract-Financed Technical Co-operation Programme.

Type of costs	Foreign costs	Local costs
	[SEK]	[N\$]
Fees: Foreign consultants	1 000 000	0
Reimbursable costs: Foreign consultants (1)	100 000	0
Local costs: Foreign consultants (2)	0	100 000
Local costs: Local consultants	0	0
Local staff	0	50 000
Office facilities of the NRSC (3)	0	50 000
Transport provided by NRSC	0	50 000
Total Project Cost	1 100 000	250 000
Total Contribution by Recipient	100 000	250 000
Total Contribution requested from Sida	1 000 000	0

Notes:

- (1) Flight tickets
- (2) Residential accommodation
- (3) Facilities for local staff and consultants

APPENDIX A
PROJECT MATRIX

PROJECT MATRIX: ESTABLISHMENT OF A ROAD SAFETY AGENCY AND DEVELOPMENT OF A FIVE-YEAR NATIONAL ROAD SAFETY PLAN

October 2001

OVERALL OBJECTIVE	INDICATOR	MEANS OF VERIFICATION	EXTERNAL FACTORS																																	
The overall objective of the project is to improve the standard of road safety in Namibia.	Road safety statistics compare favourable to those in developed countries.	Published road safety statistics	Commitment of Government and other stakeholders																																	
PROJECT OBJECTIVE	INDICATORS	MEANS OF VERIFICATION	EXTERNAL FACTORS																																	
The project objective is to effect a significant and measurable reduction in the number and severity of road traffic accidents and incidents, within three years of the commencement of the project.	The indicator for the success of the project will be a reversal of the trend of road accidents experienced before the project.	Published road safety statistics	<ul style="list-style-type: none"> • Effectiveness of road safety campaigns • Co-operation of road users • Effectiveness of driver training • Successful law enforcement 																																	
OUTPUTS	INDICATORS	MEANS OF VERIFICATION	EXTERNAL FACTORS																																	
<ol style="list-style-type: none"> 1. First Five-Year Road Safety Plan for Namibia 2. Organisational structure for a new road safety management body (Road Safety Agency) 3. Draft policies and handbooks for the organisation's human resource, financial and information management functions (including, among others, job descriptions, remuneration structure, benefits, budgeting, accounting and procurement procedures, etc.) 4. Trained staff in functions to be performed by the Road Safety Agency. 	<ol style="list-style-type: none"> (1) Printed Five-Year Road Safety Plan (2) Study report on proposed organisational structure approved by Cabinet (3) Draft policies and handbooks approved by the Minister responsible for Transport (4) Training reports on competencies acquired 	Published documents; e.g. National Road Safety Plan, study report, handbooks	<ul style="list-style-type: none"> • Capacity of the National Road Safety Council and the Ministry of Works, Transport and Communication to adequately support the project • Stakeholders' co-operation • Ministerial and Cabinet support • Competencies and co-operation of Traffic Safety Secretariat staff 																																	
MAIN ACTIVITIES	COST ESTIMATE	MEANS OF VERIFICATION	EXTERNAL FACTORS																																	
<ol style="list-style-type: none"> 1 Study policies and existing and draft legislation 2 Consult with all stakeholders 3 Determine target areas regarding road safety 4 Determine and prioritise activities required to improve road safety 5 Compile plans and cost estimates for each role player 6 Analyse the organisational, financial and human resource and information systems requirements of the envisaged Road Safety Agency and prepare a blueprint for the implementation of the Road Safety Agency 7 Develop policies, procedures and handbooks for financial, human resources and information management 8 Perform a gap analysis and develop a training programme 9 Present training courses in accordance with the programme 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Type of costs</th> <th style="text-align: right;">Foreign costs [SEK]</th> <th style="text-align: right;">Local costs [N\$]</th> </tr> </thead> <tbody> <tr> <td>Fees: Foreign consultants</td> <td style="text-align: right;">1 000 000</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Reimbursable costs: Foreign consultants (1)</td> <td style="text-align: right;">100 000</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Local costs: Foreign consultants (2)</td> <td style="text-align: right;">0</td> <td style="text-align: right;">100 000</td> </tr> <tr> <td>Local costs: Local consultants</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Local staff</td> <td style="text-align: right;">0</td> <td style="text-align: right;">50 000</td> </tr> <tr> <td>Office facilities of the NRSC (3)</td> <td style="text-align: right;">0</td> <td style="text-align: right;">50 000</td> </tr> <tr> <td>Transport provided by NRSC</td> <td style="text-align: right;">0</td> <td style="text-align: right;">50 000</td> </tr> <tr> <td>Total Project Cost</td> <td style="text-align: right;">1 100 000</td> <td style="text-align: right;">250 000</td> </tr> <tr> <td>Total Contribution by Recipient</td> <td style="text-align: right;">100 000</td> <td style="text-align: right;">250 000</td> </tr> <tr> <td>Total Contribution requested from Sida</td> <td style="text-align: right;">1 000 000</td> <td style="text-align: right;">0</td> </tr> </tbody> </table> <p>Notes: (1) Flight tickets (2) Residential accommodation (3) Facilities for local staff and consultants</p>	Type of costs	Foreign costs [SEK]	Local costs [N\$]	Fees: Foreign consultants	1 000 000	0	Reimbursable costs: Foreign consultants (1)	100 000	0	Local costs: Foreign consultants (2)	0	100 000	Local costs: Local consultants	0	0	Local staff	0	50 000	Office facilities of the NRSC (3)	0	50 000	Transport provided by NRSC	0	50 000	Total Project Cost	1 100 000	250 000	Total Contribution by Recipient	100 000	250 000	Total Contribution requested from Sida	1 000 000	0	Project progress reports	<ul style="list-style-type: none"> • Availability of required information • Reporting capacity of the National Road Safety Council and the Ministry of Works, transport and Communications
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