

THE REPUBLIC OF UGANDA

MINISTRY OF WORKS AND TRANSPORT

NATIONAL

ROAD SAFETY ACTION PLAN 2021/22-2025\26



FOREWORD



It gives me pleasure to congratulate all key stakeholders on the launch of the National Road Safety Action Plan 2021/22 – 2025/26.

The number of crashes and crash fatalities on our roads remains unacceptably high, with an estimated 12,589 and 4159 respectively as reported in the Annual Traffic and Crime Report by the Uganda Police Force (UPF) in 2021. More than half of these fatalities are among vulnerable road users: pedestrians, passengers, cyclists and motorcyclists.

Improving safety on our roads is, therefore, critically important for us to achieve sustainable development and the fight against poverty.

Government is committed and has already started implementation of a number of interventions to address road safety in collaboration with other stakeholders. The National Road Safety Action Plan has been developed in consultation with all relevant stakeholders to set out a coordinated effort for implementation of road safety interventions for the next five years, as a guiding tool geared at contributing to the prevention and reduction of road crashes by 25%.

This Plan comes into place following the adoption by the United Nations General Assembly (UNGA) the Resolution A/RES/74/299 on 31st August 2020

proclaiming the period 2021 to 2030 as the 2nd Decade of Action for Road Safety (DARS). The proclamation under the theme “Improving Global Road Safety” aims at preventing 50% of road traffic deaths and injuries. The resolution encouraged Member States to develop National Action Plans in consultations with all stakeholders and in line the Global Plan of Action on Road Safety 2021-2030.

This is the first five-year National Road Safety Action Plan for Uganda for the second period of the Global Action 2021-2030. At the end of the Five-Year period, a review will be conducted and, based on its findings, a new action plan will be developed for the rest of the years to 2030.

The Plan recognises that human factors contribute over 80% of the road crashes and that is where a lot of focus has been placed. There are five Areas of Action: Road Safety Management, Safe Road Infrastructure, Vehicle Safety, Safe Road Use and Post-Crash Response.

Uganda is committed to the implementation of actions needed to achieve that target and we pledge our readiness to work with all stakeholders in Government, the Private Sector and Non-Government Organisations as we embark on the 2nd DARS by acting boldly and decisively during the implementation of actions that are evidence-based within the National Road Safety Action Plan.

I wish to express my heartfelt gratitude and appreciation to all stakeholders who contributed to the development of this National Road Safety Action Plan for their continued support in ensuring the safety and security on the roads and of our communities at large. **ROAD SAFETY IS A SHARED RESPONSIBILITY** and to implement the actions of the Plan with the overall objective of achieving the Global target, all stakeholders must work together. I am delighted to endorse and adopt this new pathway for the Ministry of Works and Transport (MoWT).

I encourage all stakeholders to embrace this renewed effort meant to chart and guide our endeavours for the next five years. Let us continue working together to ensure successful implementation and execution of the National Road Safety Action Plan.

Hon. EDWARD KATUMBA-WAMALA
Gen.

MINISTER OF WORKS AND TRANSPORT

ACKNOWLEDGMENT



I am privileged to have presided over the process of preparing the National Road Safety Action Plan with the overall Goal of reducing road crash fatalities and injuries by 25% for the period of five-years (2021/22 - 2025/26). This Action Plan is a strategic document aligned with the Global Plan that was launched in October, 2021 as a guiding tool geared at preventing and reducing 50% of road traffic deaths and injuries by 2030. The Plan is also anchored to the Vision 2040, the National Development Plan III including other Government commitments.

The National Road Safety Plan therefore strategically outlines the aspirations of the Ministry in improving service delivery to the people of Uganda through reducing road crash fatalities and injuries and continued support in ensuring the safety and security on the roads and of our communities at large.

The resources required to implement this National Road Safety Action Plan will come from the Government of Uganda. This will be complimented by resources from Development Partners, the Private Sector and Civil Society Organizations.

I appreciate and recognise the invaluable contribution of all stakeholders involved in preparation of this Action Plan specifically, the Parliament of Uganda, Ministry of Health (MoH), the Uganda Police Force (UPF), the Uganda National Roads Authority (UNRA), the Kampala

Capital City Authority (KCCA), and Civil Society Organisations such as the Safeway Right Way (SWRW) and the Centre for Policy Analysis (CEPA), the Road Safety Advocacy Coalition Uganda (ROSACU) and the Global Health Advocacy Incubator (GHAI) are appreciated for the support they have extended to the preparation and launch of this Plan. I also want to thank the staff of the Ministry of Works and Transport (MoWT), particularly the Department of Transport Regulation and Safety for having coordinated the formulation process of this plan. I am equally grateful to the Top Management Team of the Ministry for their guidance and leadership. I appreciate the efforts of the entire Ministry, especially the Senior Management for their contribution in refining the Plan.

I, therefore, acknowledge and endorse the National Road Safety Action Plan for the period 2021/22 - 2025/26 as a working document to guide implementation of all interventions in the Ministry over the Medium Term. I implore the technical staff and all stake holders in the Ministry to use this Plan as the blue print for all road safety interventions.

A handwritten signature in blue ink, appearing to read 'Bageya Waiswa', written in a cursive style.

Bageya Waiswa
PERMANENT SECRETARY

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ABBREVIATIONS/ACRONYMS

AfDB	African Development Bank
AU	African Union
CCTTCA	Central Corridor Transit Transport Facilitation Agency
CEPA	Centre for Policy Analysis
CISCOT	Civil Society Coalition on Transport
CSO	Civil Society Organisation
DARS	Decade of Action for Road Safety
EAC	East African Community
FY	Financial Year
GDP	Gross Domestic Product
GHAI	Global Health Advocacy Incubation
GHAI	Global Health Advocacy Coalition Incubator
GMKA	Greater Kampala Metropolitan Area
GRSF	Global Road Safety Trust Fund
GRSP	Global Road Safety Programme
IRA	Insurance Regulatory Authority
ITC	Inland Transport Committee
KCCA	Kampala Capital City Authority
LG	Local Government
LMICs	Low- and Middle-Income Countries
MDA	Ministries Departments and Agencies
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance Planning and Economic Development
MoH	Ministry of Health
MoIA	Ministry of Internal Affairs
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands Housing and Urban Development
MoPS	Ministry of Public Service
MOWT	Ministry of Works and Transport
MTEF	Medium Term Expenditure Framework
NCDC	National Curriculum Development Centre
NCTTCA	Northern Corridor Transit Transport Coordination Authority
NDP	National Development Plan
NEMS	National Emergency Medical Services
NGO	Non-Government Organisations

NIRA	National Identification Registration Authority
NPA	National Planning Authority
OPM	Office of the Prime Minister
PAFROS	Parliamentary Forum on Road Safety
PSV	Passenger Services Vehicle
PWD	Persons with Disabilities
ROSACU	Road Safety Advocacy Coalition Uganda
SAE	Society of Automotive Engineers
SDG	Sustainable Development Goals
SWRW	Safe Way Right Way
SWOT	Strength Weaknesses Opportunities Threats
TTTTFP	Tripartite Transit Transport Facilitation Programme
UDLS	Uganda Driver Licensing System
UGX	Uganda Shillings
UIA	Uganda Insurance Association
UN	United Nations
UNDA	United Nations Decade of Action
UBOS	Uganda Bureau of Statistics
UNBS	Uganda National Bureau of Standards
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
UNRA	Uganda National Roads Authority
UPDF	Uganda Peoples Defence Forces
UPF	Uganda Police Force
URF	Uganda Road Fund
URSB	Uganda Registration Services Bureau
VIN	Vehicle Identification Identifier
WHO	World Health Organisation
WMI	World Manufacturers Identifier
WRI	World Resources Institute

EXECUTIVE SUMMARY

The National Road Safety Action Plan seeks to provide for the Development, Implementation, Monitoring and Evaluation of interventions aimed at improving Road Safety in Uganda.

Road safety is complex and involves the interaction of multiple factors related to road users, vehicles and the environment. Urban areas have a severe road safety challenge due to the high volumes and nature of transport operations such as the presence of roadside human settlements in addition to high levels of traffic volumes, an unmanaged mix of motorised and non-motorised users, and mixed speed road environments.

Research and best practice interventions have given us knowledge about measures proven to significantly improve road safety. However, the scale of the current road safety interventions in low- and middle-income countries such as Uganda to the growing road safety crisis does not yet match the size of the problem¹.

This National Road Safety Action Plan has, therefore, been developed and defines an inclusive set of road safety actions for the next five years by all stakeholders in the country for the period covered by the Financial Years (FYs) 2021/22 -2025/26.

The plan has been developed in tandem with the current policy and legal framework of the country. This also includes both regional and international commitments and frameworks on road safety.

A situation analysis has identified the following as key areas of concern that have escalated the situation:

- a) There is weak enforcement of traffic laws and regulations and this has compromised adherence to traffic

rules. The enforcement of traffic rules is one of the main strategic efforts to improve road safety

- b) Uganda's road infrastructure is generally unsafe. Most of the roads are single carriageway without a median, many with steep shoulders and with few opportunities for safely overtaking, resulting in many head-on collisions. And most roads lack facilities for non-motorised users. Besides, there is inadequate land-use planning, with numerous examples of unsafe accesses to the highway.
- c) Driving standards in Uganda do not meet internationally accepted standards.
- d) Vehicles lack routine mandatory inspections for road worthiness.
- e) Motorcycle riders commonly referred to as boda-bodas exhibit bad behaviour on the roads.

The overall purpose of this National Road Safety Action Plan is, therefore, to develop, implement and evaluate actions that will systematically improve the safety of road transport systems in the country over the next five years.

Implementation of the Plan will emphasise a multi-sectoral approach involving all the key stakeholders identified in the mapping exercise. The Plan does fully recognise the efforts by the Private Sector and goes ahead to appreciate their contribution to road safety. The stakeholders are committed to implementation of the action plan. However, the preparation of a quality road safety plan is important but will not deliver the expected results if it is not implemented. Financial and human resources need to be allocated continuously as the priority technical interventions are executed. In addition to funding and allocating resources, the overall coordinating entity needs to ensure agencies at national and local levels

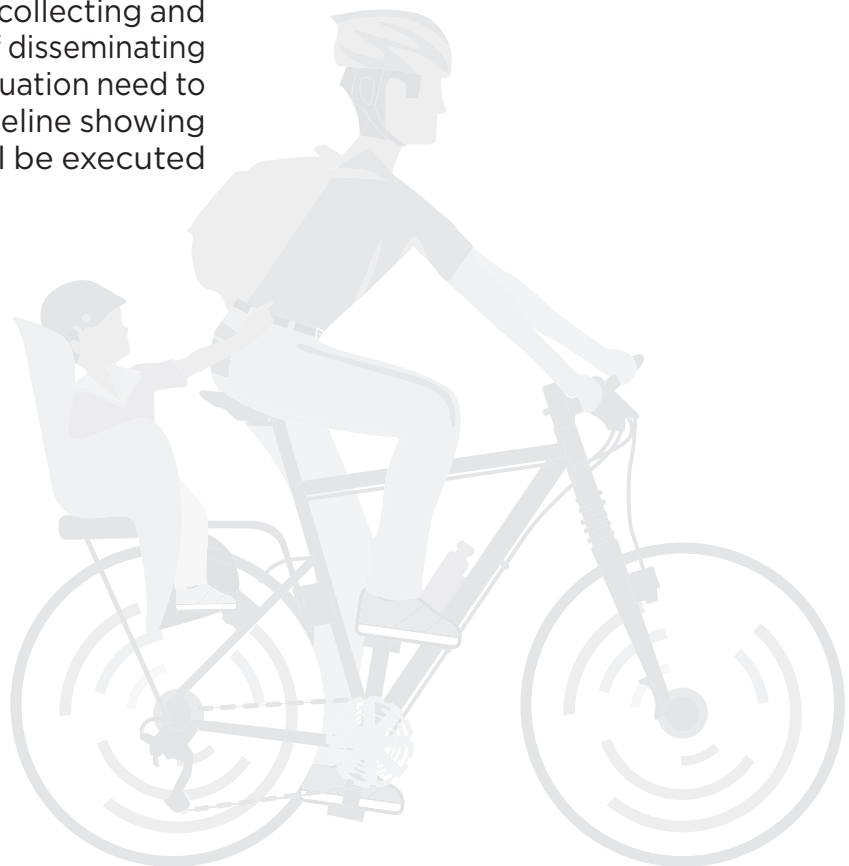
¹ Guide for Road Safety Intervention: Evidence of what works and what does not work by World Bank

that are responsible for implementing different components of the plan are carrying out their work.

The Plan outlines key thematic areas of action of implementation in line with the Global Plan for the Decade of Action: Road Safety Management, Safe Road Infrastructure, Vehicle Safety, Safe Road Use and Post-Crash Response. A detailed Activity Implementation Action Plan costing over UGX 645bn has been prepared.

Road Safety Communication is an integral part of a comprehensive road safety strategy involving multiple government, non-government and civil society sectors and should incorporate vehicle safety, road user behaviour, road environments, evidence-based planning, and effective enforcement of traffic laws.

A mechanism for monitoring and evaluating the plan with performance indicators, sources of data, methods for collecting and analysing the data and ways of disseminating and utilising the results of evaluation need to be included in the plan. A timeline showing when different activities will be executed should also be presented.





High level bike riding in kampala; Geared towards encouraging riding as a means of transport in the new generation

CHAPTER 1: INTRODUCTION

The National Road Safety Action Plan seeks to provide for the Development, Implementation, Monitoring and Evaluation of interventions aimed at improving Road Safety in Uganda.

1.1 Background

Road crashes and fatalities have been globally recognised as a social and economic burden, particularly in developing countries. In so doing, the World Health Organisation (WHO), the World Bank (WB) and the United Nations (UN) have put forward recommendations to mitigate the challenges faced on roads internationally and, in particular, in the developing countries such as Uganda.

According to the WHO Global Status Report on Road Safety 2018, road crashes claim 1.35 million people every year. The report places Road Traffic Injuries as the 8th leading cause of death for all ages and the leading cause of death for children and young adults aged 5-29 years. In Uganda, more than 10 lives are reported as killed due to road crashes. In the year 2021 alone, Police reported 4,159 road crash fatalities and 12,589 serious injuries.

Notwithstanding this situation, the roads sub-sector accounts for more than 90% of freight cargo and passenger traffic, respectively. An efficient and integrated road transport infrastructure network is recognised as one of the key drivers of economic growth, constituting the largest component of the infrastructure in the transport sector in Uganda². The total overall road network length has grown to an estimated at 159,364 by 2019, up from 7,900km in 1986. The human and vehicle population have as well grown exponentially for the same period. According to the Uganda Bureau of Statistics (UBOS)³, Uganda's population is estimated be over

47.1 Million in July 2021, while records at the Uganda Revenue Authority (URA) indicate the number of Motor Vehicles on the road to be about 1,889,109. As a result, there has been increased mobility by road across the country. And as motorisation increases, road crash incidents are likely to increase⁴ too.

The influence of the road transport system is so pervasive that its safety – or lack thereof – affects a wide range of basic human needs⁵. As such, ensuring the safety of roads and enabling sustainable mobility plays an important role in reducing poverty and inequities, increasing access to employment and education as well as mitigating the impact of climate change.

Road safety is complex and involves the interaction of multiple factors related to road users, vehicles and the environment. The urban areas have a severe road safety challenge due to the high volumes and nature of transport operations e.g. the presence of roadside human settlements in addition to high levels of traffic volumes, an unmanaged mix of motorised and non-motorised users, and a mixed speed road environments.

Research and best practice interventions have given us knowledge about measures proven to significantly improve road safety. However, the scale of the current road safety interventions in low- and middle-income countries such as Uganda to the growing road safety crisis does not yet match the size of the problem⁶.

The knowledge and interest in road safety among key stakeholders keep growing basing on their current participation and involvement in road safety activities. Without a coordinated approach and monitoring

² Works and Transport Sector Development Plan 2020/21 – 2024/25

³ Uganda Bureau of Statistics 2021 Statistical Abstract

⁴ Road Safety Performance Review, Uganda February 2018

⁵ Global Plan Decade of Action on Road Safety 2021-2022

⁶ Guide for Road Safety Intervention: Evidence of what works and what does not work by World Bank

framework, the efforts may not realise their intended goals. By adopting strategies, plans and a coordinated approach to tackling the road safety problem, Uganda will be in the best position to improve her road safety situation.

The UN proclaimed the period 2021–2030 as the Second Decade of Action for Road Safety (DARS), with the goal of reducing road traffic deaths and injuries by at least 50% in a Resolution A/RES/74/299 of the General Assembly adopted on 31st August 2021.

The Resolution encouraged Member States to ensure political commitment and responsibility at the highest possible level for improving road safety, and to develop and/or implement road safety strategies and plans with the involvement of all relevant stakeholders, including all sectors and levels of government, as appropriate.

This National Road Safety Action Plan has, therefore, been developed and defines an inclusive set of road safety actions for the next five years by all stakeholders in the country.

1.2 The Policy, Legal and Planning Framework

The plan has been developed in tandem with the current policy and legal framework of the country. This also includes both regional and international commitments and frameworks on road safety.

1.2.1 Policy Context

(a) National Transport and Logistics Policy, 2021



The Policy aims at improving the efficiency and safety of transport to facilitate economic

and social development. This is expected to be achieved through the development and maintenance of an integrated and sustainable transport system for Uganda.

(b) National Road Safety Policy 2014



The Policy came into place to address Government’s concern on the poor road safety situation in the country, which was compromising the crucial role that road transport play in national development. The Policy was guided by the first Decade of Action on Road Safety (DARS) 2011-2020 following the five pillars of the Decade of Action: Road Safety Management; Safer Roads and Mobility; Safer Vehicles; Safer Road Users and Post-Crash Care. The Policy is a key guiding document on road safety matters in the country.

(c) Non-Motorized Transport Policy (2012)



The intention of this Policy was to increase the recognition of walking and cycling in transport, planning, design and infrastructure provision; provision of safe infrastructure for pedestrians and cyclists; and improvement in regulation and enforcement to enhance safety for pedestrians and cyclists.

(d) National Medical Emergency Care Policy 2021



This Policy is premised on the need to streamline the national response to emergencies at pre-hospital and hospital level in accordance with best practices, locally and internationally. In terms of road safety, the Policy seeks to strength post-crash response as area of action in the country.

1.2.2 Legal Context

The National Road Safety Action Plan is guided by various laws and regulation in Road Safety Management. Some of these include:

- a) Constitution of the Republic of Uganda, 1995 (as amended);
- b) The Roads Act 2019 and regulations;
- c) Traffic and Road Safety Act 1998 as amended and Regulations;
- d) Local Government Act and Regulations;
- e) Uganda National Roads Authority Act 2006 and Regulations;
- f) Kampala Capital City Authority Act 2010 and Regulations; and
- g) Highway Code 2006.

1.2.3 National Planning Framework

The National Road Safety Action Plan 2021/22-2025/26) is aligned to the National, Regional and International planning frameworks including the Uganda Vision 2040, the Third National Development Plan (NDP III) covering FY2020/21 to FY2024/25 and the National Transport Master Plan.

1.2.4 Uganda's National Vision 2040

Uganda's National Vision 2040 sets the

development agenda and is aimed at transforming Uganda from a peasant society to a modern and prosperous country within 30 years. It visualises a highly integrated transport network and service as an enabler for economic growth and development. In particular, countries that have attained rapid socio-economic development have accumulated sufficient quality stock of transport infrastructure to lower the cost of doing business. Therefore, this calls for development of a resilient, sustainable, safe and an integrated transport infrastructure network to spur Uganda's economic growth.

1.2.5 Third National Development Plan (FY2020/2021 to FY2024/25)

The Third National Development Plan (NDPIII) is one of the implementing tools for the National Vision 2040 and articulates key development targets to be achieved in the medium term. It aims to "increase average household incomes and improve the quality of life for Ugandans" through sustainable industrialisation. The Plan has outlined 18 programmes and one of them is the Integrated Transport Infrastructure and Services. The Programme Objective No.5 is to strengthen and harmonise policy, legal, regulatory and infrastructure and services. The plan has made interventions to reduce fatalities in the next five years.

1.2.6 National Transport Master Plan (FY2008/09 to FY2022/23)

The National Transport Master Plan including Master Plan for Greater Kampala Metropolitan Area (2008- 2023) is the overarching planning framework for the development and management of the transport infrastructure and services in Uganda. The Plan provides an analysis of the Country's transport needs and a realistic 15-year investment plan covering all modes of transport and urban transport in GKMA. Besides the investment plan, it also addresses the requisite management framework, policy, legal, financial, land and environmental issues, and sets out a road map for stakeholder participation.

The National Transport Plan is currently being updated to run up to 2040.

1.2.7 Ministry of Works and Transport Strategic Plan 2020/21 - 2024/25

The overall goal of the Strategic Plan is to attain a developed, adequate, safe, reliable and efficient multi-modal transport system in Uganda. The Plan's Vision is to provide reliable and safe works, transport infrastructure and services; with a mission to promote adequate, safe and well-maintained works and transport infrastructure and services for the social economic development of Uganda.

1.2.8 Ministry of Health Strategic Plan 2020/21-2024/26

This plan provides a road map towards achieving the overall objective of building a well-coordinated National Emergency Medical Services (NEMS) system within the current health service delivery system. It is premised on provision of cost-effective and evidence-based NEMS services in a low resource setting as guided by WHO Emergency Care System Framework.

1.3 Linkages between the Strategic Plan, Global and Regional Frameworks

1.3.1 East African Community Vision 2050

The long term East African Community (EAC) Vision is to become a globally competitive upper-middle income region with a high-quality of life for its population based on the principles of inclusiveness

and accountability. This will be achieved through building and maintaining a fully inter-connected high speed, safe and integrated multi-modal transport network. The Strategic Plan (2020/21-2024/25) includes interventions that are linked to the EAC Vision 2050 strategic aspirations.

1.3.2 African Union Agenda 2063

The African Union (AU) Agenda 2063 focuses on developing the necessary infrastructure to support Africa's accelerated integration and growth, technological transformation, trade and development by 2063. This will include a high-speed railway network, roads, shipping lines, sea and air transport as well as well-developed ICT to increase the intra-African trade from less than 12% in 2013 to about 50% by 2045. The National Road Safety Action Plan is aligned to the AU Agenda. Cabinet approved the request to accede to the AU Road Safety Charter, making Uganda party to this charter that aims at improving Road Safety.

1.3.3 Agenda 2030 for Sustainable Development

Globally, there are 17 Sustainable Development Goals (SDG), 169 targets and 232 indicators adopted by all United Nations (UN) Member States in 2015. These SDGs are interconnected, all-encompassing and covering economic, social, environmental aspects under 5P's of People, Planet, Prosperity, Peace and Partnerships. SDG 3.6 calls to halve the number of global deaths and injuries from road traffic crashes by 2030 and SDG 11.2 provides for access to safe, affordable, accessible and sustainable transport systems for all, improving road safety



Table 1-1: Framework for the development of National Road Safety Action Plan

Area Pillars	Legislation/ Standards	Enforcement	Education (including Training, public sensitisation and awareness)	Technology/ Development/ construction	International Regulation Support
ROAD SAFETY MANAGEMENT					
SAFER USERS	Traffic Rules Drivers Cyclists Pedestrians	Lawful behaviour ensured by Police and Inspectors	Awareness raising, sensitisation, training and examination	Supportive technology and equipment, rules and reminders	UN legal Instruments
SAFER VEHICLES	Rules and standards for admission of vehicles to traffic and National car assessment programs	Certification and inspections by qualified inspectors	Awareness raising for users, training for inspectors	Supportive technology and equipment, compliance reminders	UN Legal Instruments International standards
SAFER ROADS	Update Standards for design construction, maintenance and signage	Audit, assessment and inspection by qualified teams	Awareness raising for road Managers, Designers, users and for inspectors	Forgiving and self- explaining road designs, intelligent road systems	International standards
EFFECTIVE POST- CRASH RESPONSE	Standards for data collection post-crash response and investigation	Oversight of rescue services, investigators investigating crashes	First aid and rescue services training, investigators training	Supportive technology and equipment	International standards

1.3.4 African Union Road Safety Charter

The African Road Safety Charter is a policy framework tool aimed at improving road safety on the African Continent. It also serves as an advocacy tool and instrument for Road Safety improvement on the continent, facilitating the creation of an enabling environment to drastically reduce the road traffic crashes. The Charter also sets up the framework for an African Road Safety Action Plan which in essence also encourages member states to come up with National Action Plans.

1.3.5 Global Plan of Action for Road Safety 2021-2030

The Global Plan of Action for Road Safety is the principal guiding document developed by the World Health Organization with partners and other stakeholders to support the implementation of the second Decade of Action 2021-2030 and its objectives. The Plan, released in October 2021, was formally presented by civil society stakeholders to the Hon. Minister of Works and Transport in the presence of WHO representative in Uganda on 28th October 2021.

The Global Plan describes what is needed to achieve that target, and calls on governments & partners to implement an integrated safe systems approach. This plan aims to inspire National Governments as well other stakeholders who can influence road safety (including civil society, academia, the private sector, donors, community and youth leaders, and other stakeholders) as they develop national and local action plans and targets for the DARS.

The following are the recommended areas drawing from proven and effective interventions to inform the development of national road safety action plans namely:

1. Multimodal transport and land-use planning;
2. Safer road infrastructure;
3. Vehicle Safety;
4. Safe road use; and
5. Post-crash response.

The areas of action were informed on the backdrop of the framework by the Inland Transport Committee (ITC) of the United Nations Economic Commission for Europe (UNECE) provided countries with the ITC Recommendations for Enhancing National Road Safety Systems (“ITC Recommendations”), adopted at its eighty-second session (ECE/TRANS/2020/9). These recommendations give a comprehensive picture of national road safety systems that includes all key elements at the national level with international support. Table 1-1 gives the framework interconnecting the five pillars of the global plan for the Decade of Action 2011-2020 (management, safe user, safe vehicle, safe road and effective post-crash response) and further elaborate with key action areas (legislation, enforcement, education and technology). Possible actions, ideal responsible authority, national coordination, international support and application of relevant UN road safety related legal instruments for each pillar are specified in the Recommendations.

GLOBAL PLAN

DECADE OF ACTION FOR ROAD SAFETY
2021-2030

The **Global Plan** describes what is needed to achieve that target, and calls on governments & partners to implement an integrated

SAFE SYSTEM APPROACH



UN General Assembly Resolution 74/299 declared a **Decade of Action for Road Safety 2021-2030**, with the target to reduce road traffic deaths & injuries

BY AT LEAST 50% during that period

HOW TO DO IT?



WHO TO DO IT?



Financing



Government



Speed management



Capacity development



Civil society



Private sector



Technologies



Focus on low- and middle-income countries



Funders



UN agencies

For further information, visit:
DECADE OF ACTION FOR ROAD SAFETY 2021-2030





CHAPTER 2:

Situational Analysis

In order to develop a relevant and responsive Action Plan, it is imperative to establish a good understanding of the context and provide an evidence-based outline of the current road safety challenges in Uganda as a key component of the Action Plan. Therefore, a systematic study of the Uganda’s positioning and context in terms of road crash statistics, is detailed as a first step below, followed by a United Nations Decade of Action (UNDA) Pillar-based analysis of road safety challenges in the country

2.1 Overview

The road safety situation in Uganda is still a challenge. Road Safety culture and attitude is getting poorer every passing day, aggravated by the increasing levels of mobility to the detriment of the safety of road users. This is largely due to inadequate allocation of resources for implementation of road safety interventions, inadequate enforcement of traffic laws and regulations, and non-participation of crucial stakeholders in road safety. Road safety statistics show that urban areas have a big road safety challenge due to the high volumes and nature of transport operations.

In the last decade, road crash fatalities averaged slightly more than 10 per day. There was an increase of 13.5% from 3,663 in 2020 to 4,159 fatalities in 2021, showing a worsening road safety situation in the country at the beginning of a new decade. There is more reason and justification to act if we are intentional to achieve the target of 50% by the year 2030. Table 2-1 shows the trend of reported fatalities in the last six years.

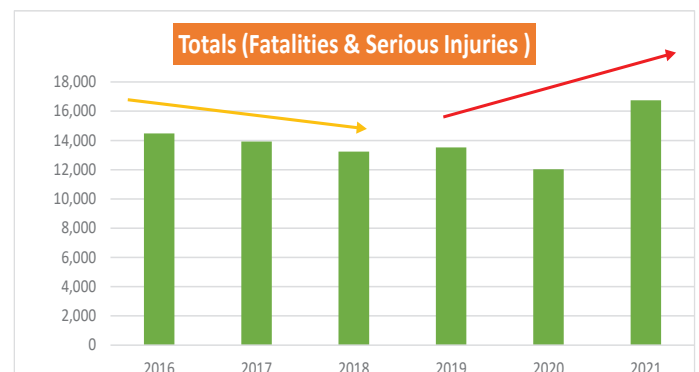
Table 2. I: Road Crash Fatalities

Year	Fatalities	Serious Injuries
2016	3,503	10,981
2017	3,500	10,420
2018	3,689	9,541
2019	3,880	9,635
2020	3,663	8,370
2021	4,159	12,589

Source: Uganda Police Force

Table 2.1 shows a decreasing trend in both fatal crashes and persons injured between 2016 and 2018 before reversing in 2018. Figure 2.1 shows that there is an increasing trend from 2019 through 2021, which was slightly reduced in 2020 due to the reduction in movements following the strict travel restrictions imposed by Government and this had several passenger cars off the road for several months as a measure to tackle the spread of the Corona Virus Disease 2019 (COVID -19).

Figure 2-1 Trend of Fatal & Serious Crashes over past 6 years



The fatalities by road user category in Table 2-2 shows motorcycles contributing more 46.1% (as motorcyclists and/or their passengers) of the 4,159 fatalities for the

year 2021. The Pedestrians Road User category contributes 33.2% of the total fatalities for the same year. These are two





most vulnerable groups, that need urgent and immediate attention.

Table 2-2: Comparison of fatalities by road user group

Road User Category	2016	2017	2018	2019	2020	2021
Driver	168	159	202	194	182	200
Motor cyclist	791	918	878	1,064	1,146	1,390
Pedal cyclist	203	177	160	136	183	180
Passenger on Motorcycle	379	364	380	422	409	528
Passenger in Light Omnibus	94	94	93	83	83	64
Passenger in Medium Omnibus	25	22	30	8	10	13
Passenger in Heavy Omnibus	37	10	48	27	12	16
Passenger in other vehicles	422	437	474	462	380	384
Pedestrian	1384	1,319	1,424	1,485	1,258	1,384
Sub Total	3,503	3,500	3,689	3,880	3,663	4,159

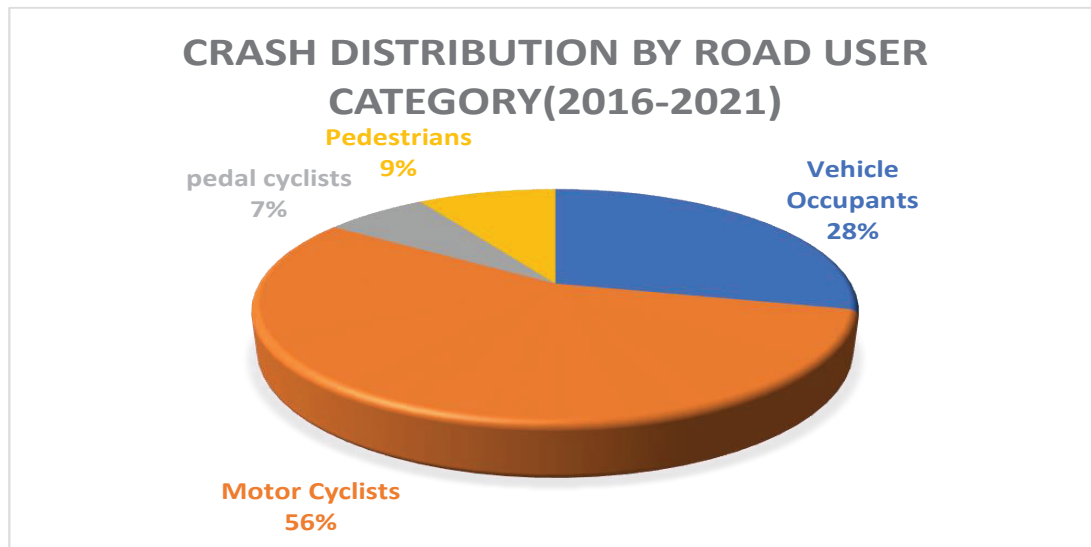
Source: Uganda Traffic Police

As per the international practice, Road Users in Uganda can be divided into 4 categories as explained below to generate the most vulnerable category of road users:

	<p>a) VEHICLE OCCUPANTS Driver Passenger in Light Omnibus Passenger in Medium Omnibus Passenger in Heavy Omnibus Passenger in other vehicles</p>
	<p>b) MOTOR CYCLIST Motor cyclist rider Passenger on Motorcycle</p>
	<p>c) PEDESTRIAN Pedestrian</p>
	<p>d) PEDAL CYCLIST Pedal cyclist</p>

Analysis of the information presented in the Annual Traffic Report by Uganda Police Force in light of the four (4) vehicle categories reveals that the Motorcyclists (Boda-boda riders & Passengers) are responsible for over 50% of the crashes reported for the past 6 years.

Figure 2-2 Crashes by Road User Category



The number of road crash fatalities is one of many indicators used to assess the state of road safety in a country. In order to assist with the identification of difficulties underlying crash rates, analysis of the causes of fatal crashes in particular is useful. Information presented in Table 2-3 indicates the major contributing factors to fatal crashes as extracted from the Uganda Police Annual Crime Reports for the years from 2016 to 2021.

Human Factors exhibited by poor mindset and attitude, lack of accountability and weak compliance to regulations in form of reckless driving contributing 75.5% of all crashes in the year 2021 indicated in Table 2-3. Reckless driving, over speeding, driving under influence of alcohol are among others are human factors which, if avoided, could contribute greatly to reduction of crashes and fatalities.

Table 2-3. Number of Road Accidents by Causes, 2016 - 2021

Road Accidents Causes	2016	2017	2018	2019	2020	2021
Reckless Driving	5,140	4,661	4,728	5,084	4,428	13,174
Over speeding	589	461	314	322	359	503
Over loading	31	161	103	37	46	131
Dangerous loading	56	162	52	50	41	92
Under influence of alcohol	200	234	111	128	48	199
Careless pedestrian	933	652	979	1125	738	664
Careless driving	6,567	5,698	5541	5162	5,358	-
Passenger falls from vehicle	209	390	118	89	108	196
Dazzled by Lights	48	150	23	38	20	70
Obstacle on carriage way	1	118	1	04	19	58
DMC		475	352	379	466	1,059
Unknown and other causes	700	557	483	438	618	727
Sub Total	14,474	13,719	12,805	12,858	12,249	17,443

Source: Uganda Traffic Police

A further breakdown of the causal factors can be grouped as per the 3 categories. Those are:

- i. Road & Environment;
- ii. Vehicle Factors; and
- iii. Human Factors (Reckless Driving, over speeding, over loading, Dangerous loading, under influence of alcohol, Careless pedestrian, Careless driving, Passenger falls from vehicle, Dazzled by Lights);

Figure 2-3 Factor Contribution to Fatal Crashes

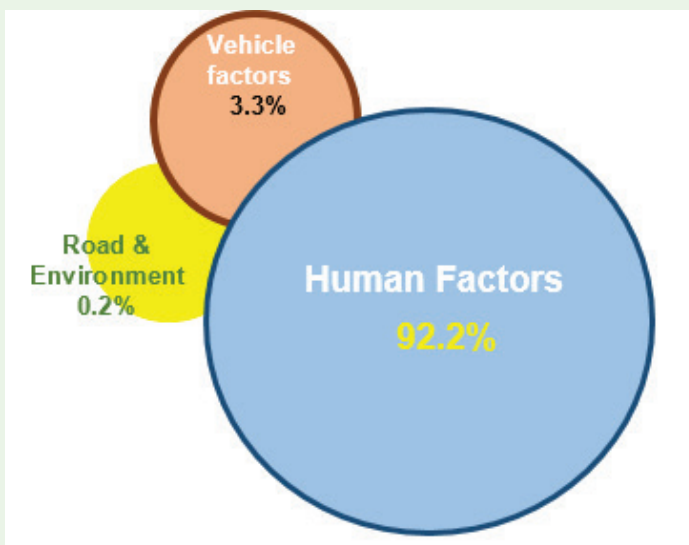


Figure 2-3 shows that human factors are a predominant cause of road crashes in Uganda and globally as confirmed by studies⁷. As such, most of the efforts in reducing crashes must be geared towards first understanding the reasons for the occurrence of these human factors, and in accordance therewith, decreasing the possibilities for their occurrence.

The figure shows that major human factors that cause crashes are **Reckless driving** and **Careless driving**. They are both human error related factors. Such alarming statistics are emanating from the general lack of knowledge among road users, about the rules of the road, and willingness to abide by those rules, coupled by inadequate enforcement and a lack of follow up of fines imposed onto the offenders, resulting into the current “culture of impunity” on the Ugandan roads.

Vehicle safety (vehicle factors) remains poor as the majority of the vehicles imported in the country are used vehicles, and poorly maintained

while at the same time lack periodic vehicle inspection for road worthiness. Table 2.3 shows a substantial increase by 127% in the number of crashes (from 466 in the 2020 to 1,059 in the year 2021) due to the vehicle condition.

Inadequate infrastructure services (road and environment) in form of poor road signage and markings, road side hazards, traffic mix resulting into obstacle on carriage way contribute about 1.9% of all road crashes.

In monetary terms, according to the WHO, road traffic deaths and injuries in low and middle-income countries (Uganda inclusive) are estimated to cause economic losses of up 5% of GDP. With a nominal GDP of UGX 147.962 Trillion for FY2020/21⁸, the estimated losses to the economy could be translated into UGX 7. 398 Trillion. This comes in form:

1. Premature loss of lives (death);
2. Reduced quality of life for those injured either temporarily or permanently;
3. Loss of income and output either permanently through death, permanent or temporary disability through injury;
4. Remedial expenditure on medical care to victims;
5. Loss of livelihood by the dependents;
6. The indirect but relevant costs related to the funerals;
7. The physiological and/or emotional stress of family members (pain, grief and suffering of the surviving dependents) warm blooded costs; and
8. Research shows that the quality of life of many families affected by road accidents (orphans, widows and dependents) deteriorates remarkably, with some degenerating into abject poverty, high school dropout and early child labour.

⁷ Critical Reasons for Crashes Investigated in the National Motor Vehicle Crash Causation Survey 2015

⁸ Uganda Bureau of Statistics Abstract 2021

Analysis of Current Road Safety Challenges according UNDA Pillars



Pillar 1: Road Safety Management

According to the first UNDA framework, road safety management in general involves the creation of multi-sectoral partnerships and the designation of a Lead Agency with the capacity to develop and lead the delivery of national road safety strategic plans and targets. Currently the role of the Road Safety Lead Agency in Uganda lies with the Ministry of Works and Transport under the Department of Transport as mandated by Traffic and Road Safety Act 1998 (Amendment) Act 2020. The Lead Agency is mandated to oversee and coordinate the road safety situation in Uganda, including data collection, evidential research to assess counter measures, design and monitoring of their implementation and effectiveness. The function further stretches to coordinate and oversee the multiple stakeholders in the road safety field, encouraging proper utilisation of financial resources on funds allocated for road safety, in addition to fostering the use of technology.

The major challenge faced by the

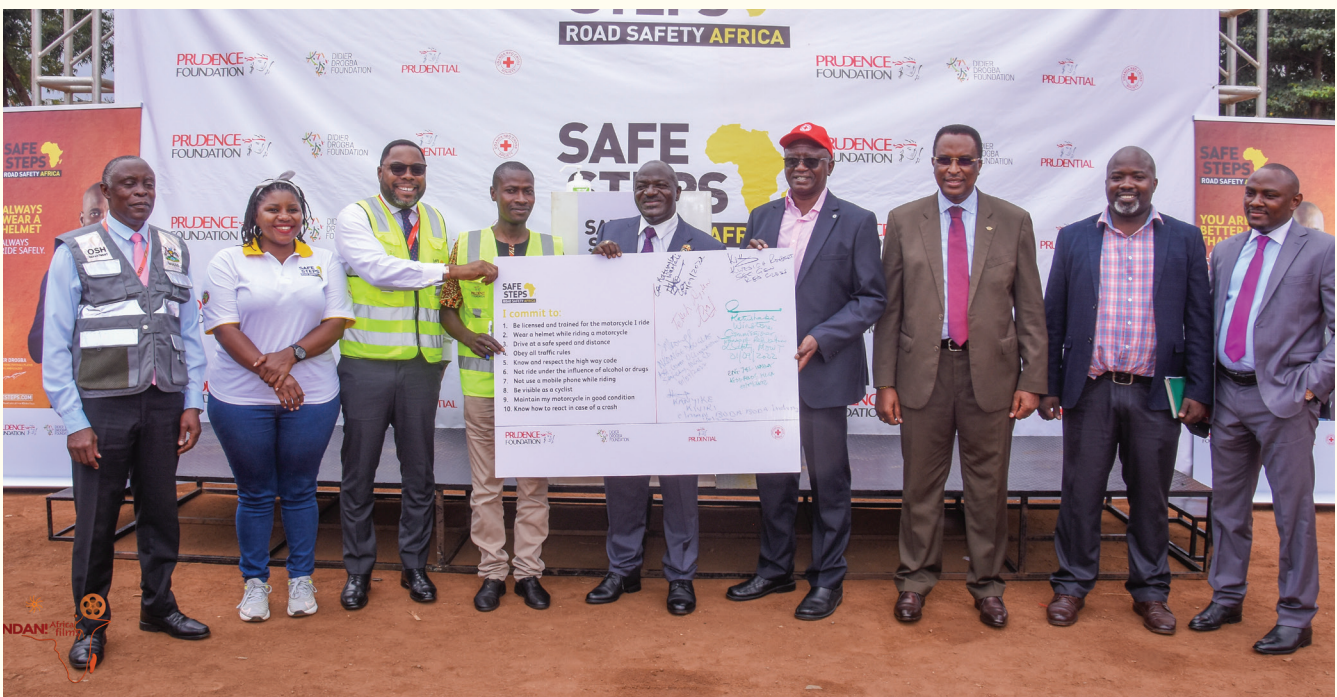
lead agency is the lack of adequate resources to properly coordinate all the road safety players across the country and to implement mandated road safety programmes.

A summary of the Challenges in the Road Management Pillar are outlined in Table 2-4

Table 2-4: Challenges in Road Safety management

Summary of Pillar 1 Challenges: Road Safety Management

<ul style="list-style-type: none"> • Low appreciation of Road safety in policy makers which makes it under prioritised
<ul style="list-style-type: none"> • Constraint of resources in terms of staff & budget allocation to implement interventions
<ul style="list-style-type: none"> • Absence of a functional National Crash Data Management System
<ul style="list-style-type: none"> • Cooperation between Government Departments is still low
<ul style="list-style-type: none"> • Inconsistency in road safety governing norms and standards
<ul style="list-style-type: none"> • Low adoption of technology



Pillar 2: Safer Roads and Mobility



The safer roads and mobility pillar focuses on road design and the environment within which the road users operate, with the intention of protecting users. The road design must guard against these human errors resulting in fatalities or serious injuries. This requires, but is not limited to, intelligent, self-explanatory and forgiving road designs minimising risks associated with the road environment which manifest as:

- Absence of safe speed guidance (missing speed limits signs on rural roads);
- Unperceivable sharp bends;
- Poor Visibility especially for junctions at night;

- Irregular road surface (eg potholes);
- Wet/slippery road surface;
- Obstruction of sight lines due to land-use and ROW encroachment;
- Poor Blind corners uncommunicated to motorists;
- Animals: stray/wild;
- Defective Traffic lights;
- Unannounced informal crossings by pedestrians;
- Free range surprise animals to motorists; and
- Blind rises.

The current mandate to develop and operate the road network in Uganda lies with several players including

the MoWT, the UNRA, the KCCA, the District Local Governments (DLGs), Towns Councils (TCs) & Municipal Councils (MCs). This Pillar still registers challenges that render the road environment unsafe, especially due to road designs that lack Non-Motorised Transport (NMT) facilities, low budget allocation for maintenance, low prevalence of road safety engineers, absence of road safety audits at critical stages of road development, Absence of a funded blackspot management system to address high risk locations among others.

The global community, including the UN, has sought to reduce speed limits as a way of managing the exposure of human body to exorbitant kinetic energies during a crash. However, there is no such intervention that has been taken on by Uganda in light of speed reduction despite the commitment to the 2nd Decade of Action including the recent **#Love30-Campaign**

The Low appreciation of road safety by road designers has greatly resulted in the production of road designs prioritising the vehicle road user category over the pedestrian’s category, pedal cyclists and motor cyclists (boda-bodas). There’s always provisions for the lanes for the vehicles and very narrow shoulders while walkways and crossings are given no place; this renders the Non-Motorized Traffic vulnerable and at risk when utilising the road environment and mixing with higher powered vehicles during mobility. The MoWT has to-date developed the NMT Policy, which guides inclusion of NMT facilities. However, this policy has not been well absorbed and appreciated by engineers designing and building the roads.

Another challenge is land use and organised mass public transport in Uganda which encourages linear settlement along the high-speed roads. The fast growing settlements along the highways is generating a lot of circulatory and pedestrian traffic, exposing them to a risk of crashes while compromising the competing mobility needs of time and speed due to the frequent speed calming measures that are placed at the village settlements.

A summary of the Challenges in Pillar 2 of Safer Roads & mobility are outlined in Table 2-5

Table 2-5 Challenges in Pillar 2: Safer Roads and Mobility

Summary of Pillar 2 Challenges; Safer Roads & Mobility
<ul style="list-style-type: none"> • Low prioritisation of Road Safety at Planning Stage for Road infrastructure
<ul style="list-style-type: none"> • Inadequate provisions of facilities for Non-Motorized Road Users
<ul style="list-style-type: none"> • Shortage of Road Safety Engineering Capacity in Uganda
<ul style="list-style-type: none"> • Continued increase in road infrastructure maintenance funding backlog
<ul style="list-style-type: none"> • Limited local research in the area of safe infrastructure developments and solutions
<ul style="list-style-type: none"> • Speed limits not tailored to road environment and not aligned to international best practice
<ul style="list-style-type: none"> • Low enforcement of Road Infrastructure Safety Audit programmes within road authorities to identify unsafe road sections before implementation
<ul style="list-style-type: none"> • Lack of funded Black spot management systems to address high risk location
<ul style="list-style-type: none"> • Limited local research in the area of safe infrastructure developments and solutions

Pillar 3: Safer Vehicles

The UN advocates for a safer vehicle fleet by encouraging the universal deployment of improved vehicle safety technologies for both passive and active safety.

Due to the liberalisation policy in the 1990s, the Government withdrew from the provision of public transport services and left it to the private sector. The Government has since only remained with the role of regulating the industry that is now characterised majorly by 14-seater mini-buses instead of the original high capacity buses. Even then, traffic jams have led to the emergence of an ever increasing proportion of passenger motor cycles (boda-boda) countrywide, which have unique demands of road infrastructure in terms of constant stops to load and offload passengers together with increased exposure to injury for cyclists and their passengers.

In the absence of a well-established mandatory vehicle inspection mechanism to enforce vehicle standards at importation and periodically during usage, Uganda still faces a big challenge of non-road worthy vehicles. The challenges from poor vehicle conditions are summarized in Table 2-6:

Table 2-6 Challenges in Pillar 3: Safer Vehicles

Summary of Pillar 3 Challenges; Safer Vehicles
• Vehicle standards need to be set and enhanced
• Prevalence of non-crash worthy vehicles
• Number of overloaded vehicles
• Lack of periodic vehicle inspection
• Lack of motorcycle safety standards as a major vulnerable group
• Lack of strict and mandatory vehicle inspection for older vehicles
• Basic Safety features missing in commercial vehicles ie seat belts, speed governors
• Non-regulated and non-compliance with regard to people transportation
• Low level of insurance cover, causing many repairs to be completed to lower than required standards
• Limited private sector engagement on how to implement technologies for fleet management for improved road safety



Pillar 4: Safer Road Users



According to the first UNDA framework, the safer road users pillar is largely geared towards developing comprehensive programmes to improve road user behaviour and attitude. Driver training and testing should be geared up to address the most causal factors picked from analysis of the Crash statistics, and accompanied with sustained or increased enforcement of laws and standards supported by public awareness/education campaigns to the different road user categories.

Uganda faces a severe road safety awareness backlog. There is no sustainable evidence-based awareness programmes to educate the public about the most pressing causal factors such as safe walking, safe overtaking and safe cycling among others.

The Driver Training Curriculum in Uganda is not adequately enforced and this is compounded by the lack of a comprehensive testing regime of learner drivers.

The Ministry has further made efforts to automate the Uganda Driver Licensing

System which produces driving licenses within an hour but also minimises forgeries in an effort to curb unlawful drivers on the road. In addition, there are plans to introduce the Demerit Point System which is going to help track repeated traffic offenders and record of good driving skills. Implementation of the regulation of demerit points system (for which a draft has been developed) is very crucial in dealing with repeat offenders.

Enforcement of traffic rules is majorly a mandate of UPF and the Directorate of Traffic and Road Safety. Some of this mandate, is shared between the MoWT (for commercial vehicles) and the UNRA (on Axle Load Control and the Road Reserves). Further challenges reported in the enforcement are the limited resources for enforcement tools and equipment such as speed guns, breathalyzers and transport facilities. The major behavioural causal factors to crashes include the following:

- over speeding ie driving beyond speed limits;

- Overtaking into oncoming traffic;
 - Tail gating / following too close;
 - Illegal road side parking (in-lane) to create conflicts;
 - Jay walking pedestrians;
 - Unpredictable Motor cycles(bodaboda) manouvres e.g. cutting across high speed vehicles;
 - Aggressive driving due to the youth factor;
 - Improper driving decisions due to intoxication;
 - Distracted driving due to increased digitalisation and access to social media while at the wheel;
 - Disregard of red lights; and
 - Disregard of “Stop” and “Give Way” signs at conflicting/contradicting locations.
- Learners and driving testing processes are out dated and do not include road safety prevention elements
 - Delayed implementation of an automated driver testing system
 - Delayed operationalisation of the demerit point system
 - Low adoption of technology is still low in enforcement
 - Inadequate resources in staffing and tools in the traffic law Enforcement bodies
 - Inadequate local research on road user behaviour and interventions tailored for Ugandans
 - Low night time enforcement leading to a high proportion of fatal crashes (including pedestrian crashes) occurring under night time conditions, despite traffic volumes being lower during such times
 - Limited engagement with youth on road safety interventions (since traffic accidents are the leading cause of death for youth between 15-29 years, WHO 2018)
 - Lack of accountability by road users reflected in the non-payment of fines and the bribery of traffic officers
 - Increase in distracted and destructive driver behaviour

In many fatal crashes, vehicle speeds play a key role since the generated kinetic energy is directly proportional to the speed of travel and, during a crash, the energy is transferred to the human body. Excessive speed is one of the most common human factors in crashes as the energy that is released during a crash is directly proportional to speed and also to the stopping distance that is required. As such, the generated kinetic energy may exceed the maximum force if transferred to the human body to take on safely and therefore leading to death.

A summary of the challenges faced in Pillar 4: Safer Road Users are presented in Table 2-7

Table 2-7 Challenges in Pillar 3: Safer Road Users

- Lack of road safety public awareness and education; for adult drivers, pedestrians, motorcyclists, youth, public transport /taxi drivers and school children

If there is increased awareness of road users, proper driver training and testing processes and other structural management practices, the enforcement of the traffic rules, the challenges under this pillar would be much more easily tackled and significantly contribute to reductions of road crash fatalities and serious injuries.

Pillar 5: Post-Crash Response



The post-crash response pillar is aimed at increasing responsiveness to post-crash emergencies and improving the ability of healthcare and other systems to provide appropriate emergency treatment and longer-term rehabilitation for crash victims

According to the WHO, functional NEMS can reduce preventable deaths in Low and Middle Income Countries (LMICs) by 54%. While the prevention of road traffic crashes would result in the elimination of injuries and deaths, the safe system approach recognizes that crashes will inevitably happen, and in some instances, these will result in serious injury. This poses a heavy burden on the Country’s limited resources in terms of life lost and medical care requirements. An NEMS system is defined as one that organizes all aspects of care provided to patients in the pre-hospital or out-of-hospital environment.

NEMS includes scene care, ambulatory services, in-hospital care and rehabilitation services. NEMS is critical to the improvement of outcomes in patients with severe road traffic injuries, and other serious time sensitive illnesses. An efficient post-crash response is therefore an important part of the safe system to ensure that crashes do not result in death, and lifelong disability.

Table 2-8: showing current status of post-crash response in Uganda

No.	Description	Status
1.	Ambulance Coverage (Against General Population)	25%
2.	Percentage arriving in hospital in Ambulance	9%
3.	First respondents in case of a crash	90% police and bystanders
4.	Ambulances with standard equipment	30.8%
5.	Emergency response trained personnel	9%
6.	24-hour service health centres	18.4%
7.	Universal toll-free number	Not operational
8.	Districts with EMS budget funding	13%
9.	EMS personnel at district level	16%
10.	Budget allocation to National EMS	Inadequate

Source: Report on the state of emergency medical services and acute health facility care in Uganda

State of Crash Victim Rehabilitation in Uganda

According to the WHO report, rehabilitation is an essential component of quality health services that should be included in Universal Health Coverage. Records from Mulago physiotherapy department and Katalamwa Rehabilitation Center show that only 15.2% (3000 out of 19,776) Persons-with-Disabilities (PWDs) in the division had utilized the services. Furthermore, the facility records capture not only physical but all types of disabilities, which further makes it difficult to estimate the actual prevalence of utilisation of rehabilitation services among people with physical disabilities.

There are dedicated physiotherapy services at Regional Referral Hospitals (RRHs) and General Hospitals to support trauma victims. However, there is need for deliberate efforts by all stakeholders to strengthen and functionalise such rehabilitation centres at all levels of care in terms of human resources and equipment of the centres to be able to provide effective physiotherapy support as well as to sensitise the community on uptake.

There is also need to track the role of insurance in compensation of road crash victims. This calls for broader partnership approach for effective investigation and justice for road crash victims. This should be complemented by establishing comprehensive support systems for victims such as reskilling the victims of road accidents for alternative livelihood and others.

Table 2-8: Gaps in Rehabilitation

No.	Gap description	Action
1	Rehabilitation services are limited to referral hospitals	Extend rehabilitation services to lower level health facilities
	There is no comprehensive rehabilitation system	Advocate for a minimum package for road crash victims which covers physiotherapy, counseling, alternative livelihood and compensation
2	Rehabilitation services are unknown to people with disabilities and the public	Sensitising and creating awareness among healthcare professionals, policy makers and the public about the available rehabilitative services
3	The cost of rehabilitation is high and majority of people cannot afford	Need to subsidize rehabilitation services
4	Challenges in compensation and seeking justice for trauma victims	Need to strengthen existing support systems for justice for trauma victims at health facilities
5	Poor crash investigation	Need for capacity building through trainings Support the MoWT to have a standard crash investigation manual/guideline
7	There is low uptake of rehabilitation services	
8	Inadequate involvement of social workers in health facilities	Need to functionalise the role of social workers in health facilities in as far as rehabilitation and seeking justice

The Uganda National Ambulance Services (UNAS) was with the support of the Uganda Police Force piloted in the Greater Kampala Metropolitan Area (GKMA). UNAS has to date transitioned into an NEMS Department under the Ministry of Health (MoH) to manage both pre-hospital and facility-based emergency care services. This provides a promising governance mechanism for facilitating the

development of this critically needed system.

The Government of Uganda, through the MoH launched the National Emergency Medical Services Policy, the National Emergency Medical Services Strategic Plan 2018/19 - 2024/25 and the National Ambulance Standards and Norms on the 18th November 2022 to guide the establishment of a well-coordinated and fully functional NEMS system in the country. In addition, out of the need of 460 Ambulances in the country, a total of 230 ambulances have been procured and more are in the pipeline. These ambulances are deployed on major highways and at selected districts coordinated under a Regional Emergency Medical Services System. The lead sector has also embarked on robust human resource development for both in-service and pre-service emergency care cadres. There are efforts to create a critical mass of Community First Aid Responders (CFARs) provide first aid and call for help from a regional call and dispatch center within their jurisdictions.

Table 2-9 Challenges in Pillar 5: Post-Crash Care

Summary of Pillar 5 Challenges: Post Crash Care	
1.	No legislation mandating access to initial emergency care without regard to ability to pay.
2.	Barriers to access and quality of emergency care (incl. equipment, staff and specialised medical care)
3.	Limited access to Emergency Care at both private and public health facilities.
4.	Limited capacity of the community to provide initial care at emergency time
5.	No legal protection of good Samaritans who help at emergency scenes.
6.	No formal training or certification process for ambulance providers.
7.	No EMS call and dispatch communication system
8.	Short code though secured, not operationalised

9. Limited Emergency Care protocols (at In-Hospital and Pre-Hospital levels)
10. Delay in approval of the human resource structure (at In-Hospital and Pre-Hospital levels)
11. Poor emergency care data management
12. Limited funding for emergency care
13. Limited capacity to respond to and manage disasters and major medical services
14. Non-functional referral system
15. Limited rehabilitation care

2.3 The Strengths, Weaknesses, Opportunities and Threats Analysis

An assessment of the internal and external factors that facilitate, influence, constrain or threaten the improvement of road safety in Uganda was carried out. The results of this assessment are indicated in Table 2-10.

Table - 2-10: SWOTs Analysis.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Available expertise 2. Accession to international conventions and protocols 3. Existing policy, legal and regulatory framework 4. Strong coordination mechanisms 5. Existing institutional framework 6. Government prioritisation for multi-modal transport 7. Existence of an integrated transport information system 8. Active participation of CSOs 	<ol style="list-style-type: none"> 1. Poor culture/attitude towards road safety 2. Weak enforcement 3. Weak road safety systems 4. Low Prioritisation of road safety 5. Inadequate monitoring and evaluation 6. Ineffective implementation of planned road safety activities 7. Limited resources for road safety interventions 8. Indiscipline of road users 9. Limited institutional capacity 10. Inadequate human resource 11. Low adoption and use of modern technology 12. Low dissemination of road safety information 13. Inadequate research for appropriate local solutions 14. Inadequate road safety data 15. Inadequate integrated planning 16. Exclusion of road safety in the education curriculum 17. Inappropriate road safety infrastructure 18. Outdated infrastructure design manuals and standards 19. Inadequate road safety audits 20. Weak post-crash management system 21. Inadequate gender and PWDs mainstreaming

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Support from Development Partners 2. Active participation of CSOs 3. International good will for road safety 4. International best practices 5. Active and informed media 6. Stakeholder acceptability 	<ol style="list-style-type: none"> 1 Inadequate political support 2 Sustainability challenges 3 Competing priorities 4 Counter campaigns 5 Industry interference 6 Corruption
<ol style="list-style-type: none"> 7. Availability of information on road safety 8. Increased road safety research 9. Emerging technology 10. Existing capacity building opportunities 11. Plans to increase NMT implementation 	<ol style="list-style-type: none"> 7 Political interference 8 Low stakeholder buy-in 9 Unintended negative effects of technology 10 Vandalism of road safety infrastructure 11 Emergence of natural disasters 12 Inadequate specialised skills 13 Negative effects of climate change

2.4 Summary of Emerging Issues and Implications

The main strengths identified in overall road safety performance revolve around existing the institutional framework, strong coordination mechanisms and presence of active participation of CSOs. However, the key issues identified from the situation analysis which the Plan should focus on to improve performance include:

- a) Inadequate financing due to competing national priorities that have necessitated the adoption of innovative financing methodologies such as non-conventional financing.
- b) There is largely no formal public transport system in the entire country. Additionally, there is no comprehensive national statistical database which makes it impossible to make policies and plans to improve public transport services.
- c) Enforcement of traffic rules is one of the main strategic efforts to improve road safety. However, there is weak enforcement of the laws and regulations

and this has compromised adherence to traffic rules.

- d) Uganda’s road infrastructure is generally unsafe. Most of the roads are single carriageway, with no medians, many steep shoulders and few opportunities for safely overtaking, resulting in many head-on collisions. And most roads lack facilities for non-motorized users. There is inadequate land-use planning, with numerous examples of unsafe accesses to the highway
- e) Driving standards in Uganda do not meet internationally accepted requirements
- f) Motor vehicles lack routine mandatory inspections for road worthiness
- g) Blatant poor road user behaviour and indiscipline while on the road by motorcycle riders (commonly referred to as boda-bodas)



WOMEN IN ROAD SAFETY MARCH 10TH 2022.

I Commit to Actively Support and Contribute to the
Reduction of Road Crashes in Uganda

*Priscilla Mubiru
ARC Uganda*

*Abraham
Parliament*

*Katushabe Winston
MoWT*

*Theresa
(WFO)
Kamsanga
GAC*

*Joseph
(MTU)*



Signing of a commitment to make roads safe during the women in Road Safety event by Afrika Usalama March 2022

CHAPTER 3:

Road Safety Strategic Direction

3.1 Introduction

The strategic direction of this Plan in the next five years is informed by detailed stakeholder consultations, the alignment to the Global Plan and the issues identified from the situation analysis.

The overall purpose of this National Road Safety Action Plan is to develop, implement and evaluate actions that will systematically improve the safety of road transport systems in the country over the next five years. ■

3.2 Vision

To have Safe Roads, Safe Vehicles for Safe Road Users

3.3 Objectives

The objectives of this Plan are to:

- a) a) Strengthen the coordination and management of road safety programmes;
- b) b) Plan, develop and maintain a safe road infrastructure services;
- c) c) Improve the safety of vehicles;
- d) d) Improve safety of road users; and
- e) e) Strengthen a system to activate post -crash response.

3.4 Strategic Objectives

The strategic objectives are to:

- a) a) Develop a mechanism of ensuring safe roads by design and road safety audits along the roads;
- b) b) Develop the mechanisms for enforcement of road traffic regulatory framework;
- c) c) Strengthen the capacity of Ministry to coordinate road safety initiatives; and
- d) d) Strengthen planning, implementation and coordination of road safety interventions.

3.5 Target

The target of this Plan is to Reduce the number road traffic deaths and injuries by 25% by 2026.

- And to contribute to the attainment of the Second Decade of Action for Road Safety goal of “reducing road traffic deaths and injury by 50% by 2030” and Sustainable Development Goals 3.6 and 11.2.

3.6 Plan Development Process

This Plan has been developed following known methodologies, international commitments, policy and legal mandates and the road safety situational analysis presented in Chapter 2 of this document.

Through a participatory approach by holding consultations with road safety stakeholders, a committee was formed to carry out the development of a draft Plan and this was later discussed and validated through stakeholder engagements across the country.

This plan builds on previous efforts and interventions to improve road safety. The detailed activity action plan is provided in Annex I.

Reducing road traffic deaths and injury by

50%
by 2030

CHAPTER 4:

Implementation Of The Interventions

4.1 Safe System Approach

This National Road Safety Action Plan is based on the globally most adopted approach: the Safe System Approach as recommended by the UN 2nd Decade of Action for Road Safety.

The Safe System principles acknowledge that people make mistakes in traffic and that there are known limits to the capacity of the human body to absorb kinetic energy before harm occurs⁹. A Safe System requires understanding and managing the complex and dynamic interaction between operating speeds, vehicles, road infrastructure and road user behaviour in a holistic way.

Wegman & Aarts (2006) outlines a set of guiding principles considered necessary to achieve sustainably safe road traffic:

1. Functionality of roads;
2. Homogeneity of mass and/or speed and direction;
3. Predictability of road course and road user behaviour by a recognisable road design;
4. Forgiveness of the environment and road users; and
5. State of awareness by the road user.

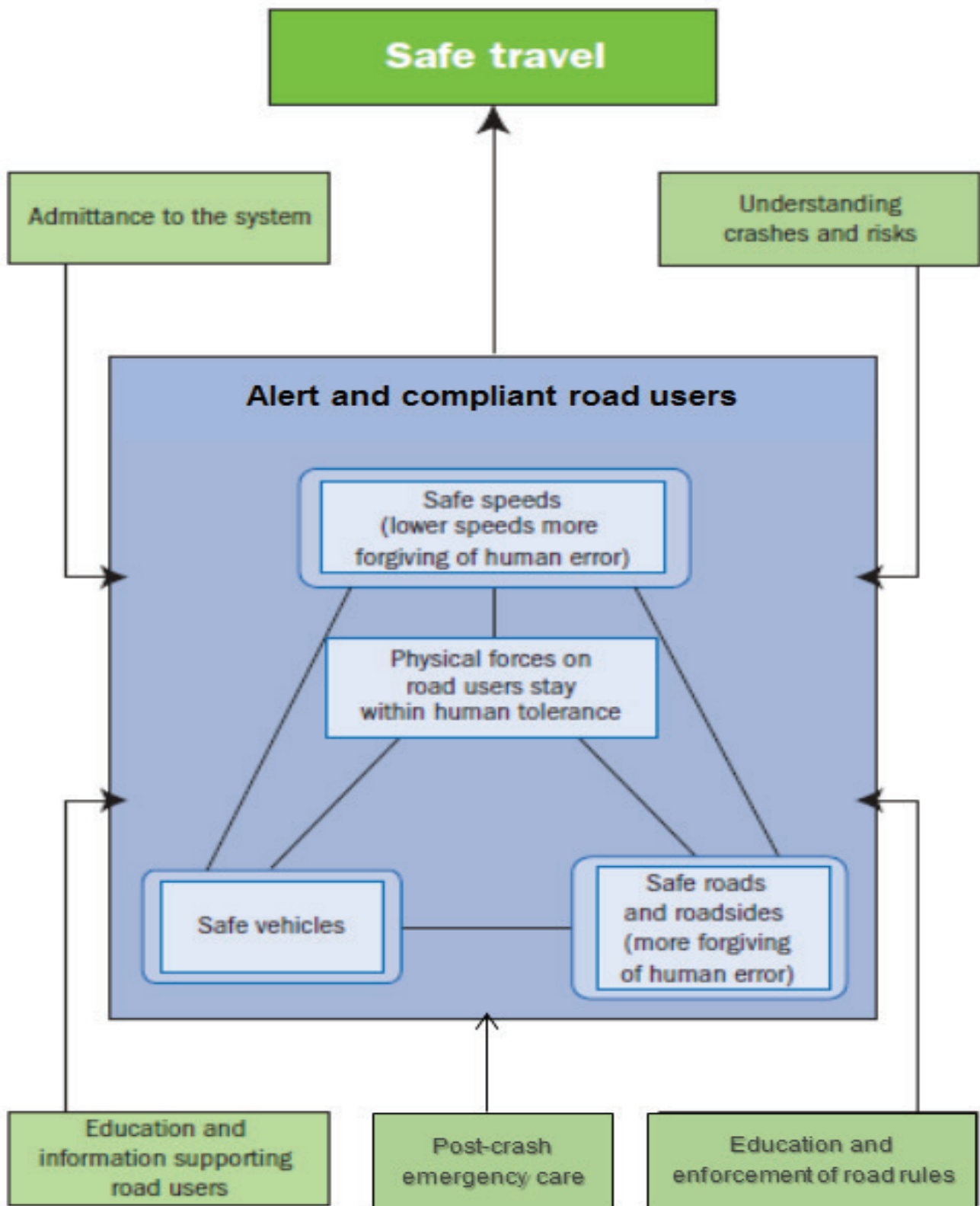
In order to improve road safety performance, a safe system approach is complemented by:

1. Implementing proven interventions;
2. Adequacy of road safety management system in place;
3. Robust interim target & strategy;
4. Funding adequacy and opportunities; and
5. Supporting Research and Development & knowledge transfer.

The principles are summarised in integrated model shown in Fig. 4.1 below:

9 United Nations Road Safety Trust Fund Global Framework Plan of Action for Road Safety, 2018

Figure 4-1: A model of a Safe System Approach



Source: <https://roadsafety.piarc.org> as adapted from OECD/ITF, 2008, ATC. 2009

Effective implementation of the safe system is essential to the attainment of the global goal to halve road traffic deaths by 2030 and is achieved through implementing a continuous and sustained cycle of road safety planning, executing and evaluating national and local plans of action by different actors within the system. This will be achieved through sharing of responsibility by different government agencies and involving—through consultative processes—other stakeholders, including the public, the private sector and civil society, in improving road safety in the country.

4.2 Implementation Plan

Implementation of the Plan will emphasise a multi-sectoral approach involving all the key stakeholders identified in the mapping exercise. The Plan does fully recognise the efforts by the Private Sector and goes ahead to appreciate their contribution to road safety. The stakeholders are committed to implementation of the action plan. The preparation of a quality road safety plan is important, but it will not deliver the expected results if it is not implemented. Financial and human resources need to be allocated continuously as the priority technical interventions are executed. In addition to funding and allocating resources, the overall coordinating entity needs to ensure that agencies at national and local levels that are responsible for implementing different components of the plan are carrying out their work. Effective execution of this Action plan requires having a clear focus and thoughtful sequencing of interventions. As a country seeking Middle Income Status by 2040, Uganda's fiscal and human resources are limited. There is also great need for existing resources to be directed towards activities which directly facilitate economic growth and development e.g. funding industrialisation. But the economics of road safety need not be ignored while doing this. Improving the safety of Ugandan roads is, therefore, a task of achieving much with very little.

4.3 Areas of Action

The Plan outlines key thematic areas of action of implementation in line with the Global Plan for the Decade of Action 2021-2030. The current global approach recognises road safety management as a cross cutting issue in implementing road safety interventions. However, given the unique state of our road safety interventions and status, there are interventions that need to be highlighted and thus road safety management is being considered as an area of action in this Plan. The Area of Action: Multi-modal Transport and land-use planning will be considered in the next five-year plan after 2026. A Detailed list of interventions/recommendations are set out in Annex 1 of this Action Plan.

4.3.1 Road Safety Management

There is strong need to prioritise the capacity of the Lead Agency despite its current form and provide an enabling atmosphere for implementation of the Plan. The key interventions are:

1. Coordination of all road safety players and road safety programmes;
2. Main Streaming of road safety programmes;
3. Review of the National Road Safety regulations, policies and standards;
4. Road crash database management;
5. Detailed crash investigations as well as dissemination of findings and recommendations;
6. Decentralisation of road safety;
7. Ensuring road safety funding;
8. Monitoring and evaluation through regular road safety performance reviews; Preparation of bi-annual road safety performance reports;
9. Road Safety Capacity Building; and
10. Adoption of technology in implementation of road safety.

4.3.2 Safe Road Infrastructure

Road infrastructure planning, design, implementation, and maintenance play a key role in preventing road deaths and injuries. The road and its environment directly contribute to the risk of death and injuries as well as influence how road users perceive risk and behave on the road.

As a key element of the safe system approach, road infrastructure must be planned, designed and constructed to enable equitable access as well as to accommodate the mobility and safety needs of all road users including pedestrians, cyclists, riders of powered two- and three-wheelers, users of public transport, PWDS, children, animals as well as drivers of motorised vehicles.

High-quality technical standards for design and construction and maintenance are key aspects in ensuring safe road infrastructure that is both intuitive to use (to minimise the occurrence of human error) and forgiving (to compensate for human error). Such design and technical standards should be applied during construction, maintenance, rehabilitation, and eventual upgrading of existing roads.

4.3.3 Vehicle Safety

Motor vehicles need to be designed, produced, and periodically inspected to ensure their safety for road usage.

It is important to ensure that all vehicles are able to avoid crashes (active safety) and minimise crashes (passive safety). Protective gear such as safety belts, child restraint systems (including anchoring mechanisms) and motorcycle helmets are produced according to international, regional and national harmonised safety regulations and standards.

Ensuring an appropriate level of safety for vehicles and equipment is, therefore, a key aspect of a safe system which complements other aspects like safe road infrastructure and safe road use.

4.3.4 Safe Road Use

Addressing road user behaviour is a core element of the safe system approach. It is based on the understanding that the design and operation of the road transport system takes into account the behaviour of road users to ensure that human error and deliberate violations do not result in death and injury. While the safe system design anticipates and compensates for inevitable human errors, there are some deliberate behaviour that are not the result of human error—such as speeding, drink-driving, non-use of protective equipment and use of a mobile phone while driving. Those undermine the effectiveness of the system, contributing to increased risk for crash, injury and death. Such behaviour shall be addressed through additional measures such as road traffic legislation and in-vehicle technologies.

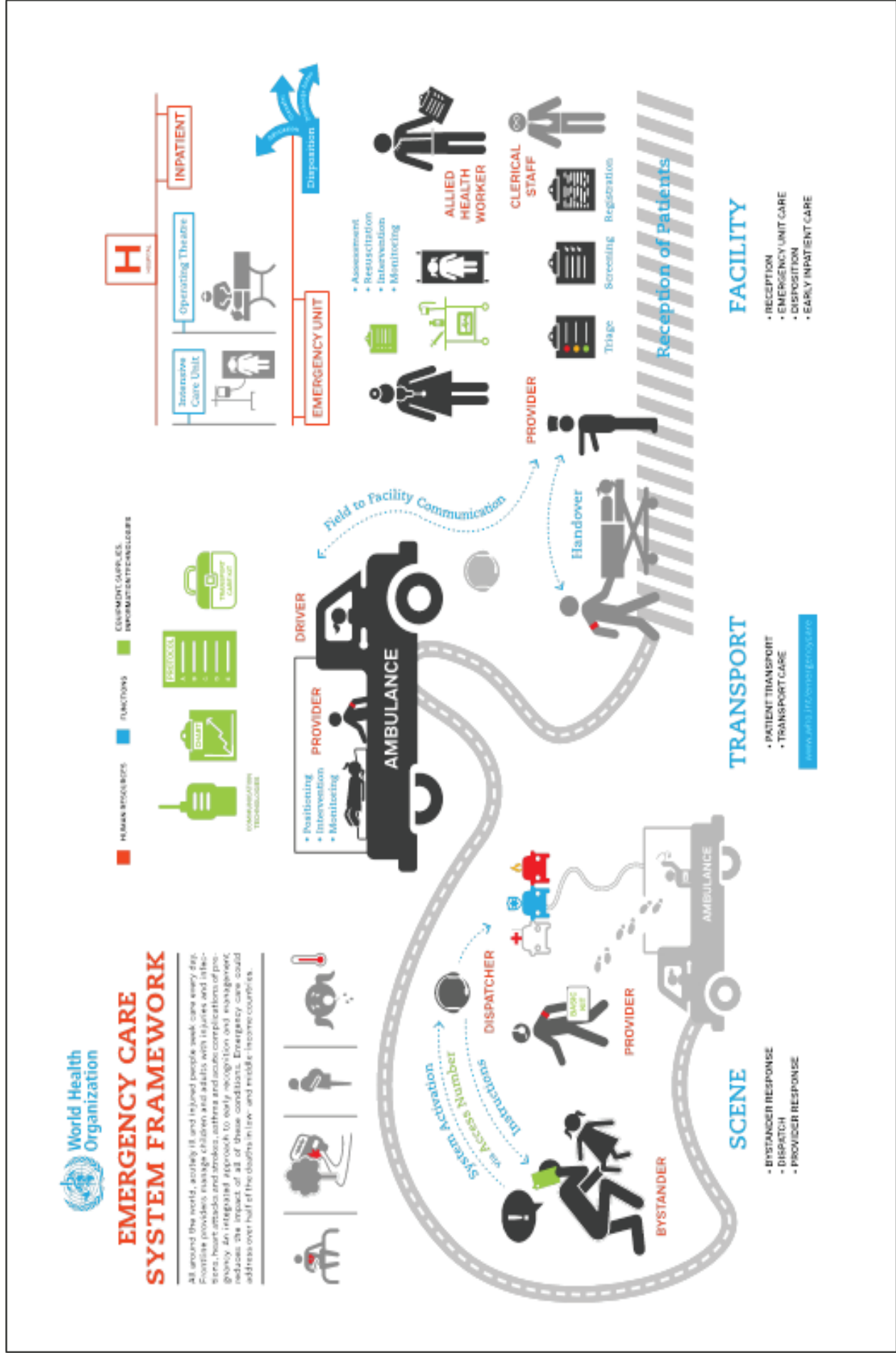
4.3.5 Post - Crash Response

Post-Crash Care will adopt a public health approach as laid out in the NEMS and one that is linked with other healthcare services in the country. The NEMS is modeled on effective and cost-effective, evidence-based and low resourced NEMS shown in the WHO Emergency Care Framework in Figure 4.2.

Post-crash care, as envisioned in the WHO Emergency Care Framework above, will be regionally managed by designated Regional Medical Emergency Coordinators. The coordinator will work to strengthen Public Private Partnership of EMS focusing on public education on prevention, recognition of road crash injuries/emergencies within their area of jurisdiction, and provision of First Aid, Ambulance Services and Facility Based Emergency Care.

Gaps and opportunities within the existing post-crash response system will be identified using a standardised assessment of the emergency care system (e.g., WHO Emergency Care System Assessment, or similar) and an action plan developed.

Figure 4-2: WHO Emergency Care Framework



4.4 Road Safety Funding

Road safety activities will be competing for funds with other road sub-sector activities such as road construction and road maintenance. Traditionally, road safety is not given priority when it comes to allocation of funds. Achieving the targets of this plan will rely on a comprehensive resource mobilisation strategy.

For road safety targets to be realised, sustainable funding mechanisms must be developed. The Plan shall be used to advocate for extra funding from Government, Development Partners, Civil Society Organisations and the Private Sector.

Some of the mechanisms for sustainable funding to be appreciated and operationalised by the Government of Uganda are highlighted below:

- a) Structure road safety awareness programmes as part of the preliminary activities for of major infrastructure projects as is the case with HIV sensitisation and awareness to benefit the hosting communities; and
- b) Cluster major road safety interventions as twinned with major infrastructure projects for mutual funding eg clustering black spot improvements onto a major road upgrading project coming up in the same project area.

Other initiatives that can be adopted for increasing allocations from the government include:

- a) Increasing public and private awareness engagements to support in government interventions;
- b) Advocacy and lobbying Government to expand the MDAs' MTEF ceiling; and
- c) Road safety activities – and hence road safety funding – should be mainstreamed into the organisations and funding procedures involved. This is not yet the case and consequently, specific funding sources for road safety must be identified.

4.5 Institutional Arrangements

4.5.1 Coordination

The Ministry of Works and Transport is the overall body responsible for policy formulation, legislation, strategic planning, setting standards, regulation, supervision, stakeholder coordination, research and development, implementation, monitoring and evaluation for road safety matters in the country.

The Ministry implements road safety actions through the Directorate of Transport and the Directorate of Engineering and Works. The Department of Transport Regulation and Safety in the Directorate of Transport acts as the Road Safety Lead Agency in accordance with the Traffic and Road Safety Act 1998 as amended.

The Ministry of Works and Transport shall provide the overall coordination Plan. The Implementing Agencies shall appoint a focal person. The focal persons shall constitute a Coordination Committee. The Department of Transport Regulation and Safety provide the Secretariat to the Coordination Committee.

The National Road Safety Action Plan will be implemented within five years and there will be regular reviews to assess progress of implementation and appropriate interventions. The overall performance will be assessed at the end of the planned period.

4.5.2 Implementing stakeholders

In addition to the coordination role, the Ministry of Works and Transport will implement a number of interventional actions by the virtue of its mandate. Road authorities, according to the Roads Act 2019, in particular UNRA, KCCA and Local Governments are mandated to develop and maintain a safer road infrastructure. These Road Agencies also play a critical role in speed management, one of the elements of the Safe System Approach. the Ministry

ensures that the road systems prioritise safety.

Uganda Police Force (UPF) under the Traffic and Road Safety Directorate enforces traffic laws and regulations and plays a critical role in good road user behaviour.

The design of a safe road transport system and implementation of road safety action plan recognises the role, influence and various contributions of all road safety actors from various government MDAs, the private sector and non-governmental organizations as an important part of the safe system. The MoWT has a central role in initiating and coordinating road safety needs and in ensuring that all actors are accountable and responsible for programmes assigned to them.

The MoWT works closely with the Development Partners, Private Sector, Civil Society and the Academia. Development Partners supporting the Ministry include the UNECE, UNECA, GRSF, GRSP, Bloomberg Philanthropies, GHAI, WRI, World Bank, AfDB, Trade Mark East Africa, TTTFP, NCTTCA, CCTTFA.

A summary of key implementing stakeholders is shown in Table 4-1 below:

Table 4.1 Roles and responsibilities of stakeholders

SN	ORGANISATION	Roles and Responsibilities
1	Ministry of Works and Transport	Overall management and coordination of road safety interventions (Lead Agency)
2	Ministry of Finance, Planning and Economic Development	Resource mobilisation
3	Ministry of Education and Sports	Provide for road safety education in the educational curriculum
4	Ministry of Health	Planning and implementation of post-crash response and emergency care mechanisms
5	Ministry of Gender, Labour and Social Development	To provide for mainstreaming of gender and PWDs in road safety management
6	Ministry of Justice and Constitutional Affairs	Develop and operationalise an efficient justice system through traffic Courts.
7	Ministry of Local Government	Road Safety interventions at the Local Government level
8	Uganda Police Force, Directorate of Traffic and Road Safety	Overall enforcement of traffic and road safety laws
9	Uganda National Roads Authority	Planning, construction, maintenance and management of a safe and motorable national road network
10	Kampala Capital City Authority	Plan and implement road Safety Interventions within KCCA
11	Uganda Road fund	Resource mobilisation for road safety
12	Uganda Insurers Association	Support in compensation of road crash victims and sensitisation about Motor Third Party Insurance Cover
13	Civil Society Organisations	Road safety advocacy, awareness and support to government safety schemes
14	Private Sector	Support to road safety awareness campaigns
15	Development Partners	Financial support towards road safety interventions and capacity building
16	Academia	Research, monitoring and evaluation

COMMUNICATION IS KEY

Hon. Gen. Edward Katumba-Wamala Speaking to media on Road Safety issues at the Media Centre Kampala

CHAPTER FIVE: Communication And Feedback Strategy

5.1 Introduction

Road Safety Communication is an integral part of a comprehensive road safety strategy involving multiple government, non-government and civil society sectors and should incorporate vehicle safety, road user behaviour, road environments, evidence-based planning and effective enforcement of traffic laws.

The WHO highlights awareness-raising as one of the most cost-effective strategies which, when supported by comprehensive road safety legislation and enforcement, would greatly reduce road carnage due to the power the media has to positively influence road user behaviour.

This strategy, therefore, seeks to build a supportive environment for government road safety initiatives and catalyse related policies and legislation, change road users' risky behaviour and, over time, improve road safety in Uganda.

The communication strategy will, therefore, give visibility of road safety interventions as outlined in the plan and raise awareness on road safety.

5.3 Communication Objectives

The objectives of the Communication Strategy are to:

1. Disseminate the Action Plan and the detailed interventions therein;
2. Increase visibility on road

safety efforts in the country;

3. Raise awareness among key implementing stakeholders and the general public on planned road safety interventions; and
4. Positively influence road user behaviour.

5.4 Feedback Objectives

The feedback objectives are to:

1. Enhance public participation in road safety; and
2. Act as a monitoring and evaluation tool.

5.5 Communication Mechanisms

This strategy is underpinned by the Agenda Setting theory, thereby seeking to use the media to set the public agenda and create awareness of road safety interventions.

The strategy capitalises on the use of paid, earned, and owned media to reach out to the masses, facilitate agenda-setting, as well as generate significant changes in behaviour.

TACTICS			
Paid	Earned	Owned	Key thematic areas
Radio and TV Talk shows	Submitted Articles/Op- Eds	Website	<ol style="list-style-type: none"> 1. Effective road safety coordination mechanisms 2. Road Safety legislation 3. Road designs 4. Awareness on road furniture (Traffic Signs and signals and road markings) 5. Vehicle safety and maintenance 6. Vehicle registration and licensing 7. Risk road user behaviour (Speed, helmet Usage, drink driving, seatbelt and child restraint) 8. Driver training, testing and licensing 9. Pedestrian Safety 10. Enforcement interventions 11. Road safety funding 12. Post- crash care and response 13. Road Safety calendar day
TV Commercials	Media	Organic Social Media-	
Bill Boards	Interviews	Blogs	
Print adverts	Press Releases	Emails	
Government airtime	News stories	Newsletters	
		Social Media	
		Organisation publications	
		Webinars	
		Trainings	

5.6 Feedback Mechanisms

The feedback strategy provides a mechanism of collecting timely responses and interaction with the public through:

1. Toll-Free help Line established to facilitate feedback and interaction with the public. It will be manned by a designated desk at the MoWT;
2. Social media including Facebook, Twitter, WhatsApp and YouTube; and
3. A WhatsApp number will be designated and feedback handles will be created on Facebook, Twitter and YouTube.





Safe Roads contribute a lot to the safety of the Road users

CHAPTER 6:

Monitoring And Evaluation

6.1 Introduction

A mechanism for monitoring and evaluating the plan with performance indicators, sources of data, methods for collecting and analysing data and ways of disseminating and utilising the results of evaluation needs to be included in the plan. A timeline showing when different activities will be executed should also be presented.

The Road Safety Action Plan should be carefully monitored as part of the implementation management. The output and outcome of the Plan should be regularly evaluated to make sure that the objectives are pursued efficiently and the entire plan should be reviewed as deemed fit.

Each activity should have a responsible focal person in the respective implementing organisation. The focal person will report to the Road Safety Secretariat under the Lead Agency of the MoWT, who will compile the overall report on the performance of each Area of Action.

Regular review or reporting on implementation progress by different agencies is critical in tracking the process of executing the plan and, as such, review meetings shall be held on a quarterly and bi-annual basis (every after 6 months) at a venue communicated by the MoWT.

Ensuring communication and sharing of information by different agencies through established mechanisms helps in building synergies and in early identification of gaps. It is not always possible, for example, to anticipate the amount of effort required or barriers to changing policies. Responding to these challenges requires effective monitoring and coordination to make course adjustments, including re-allocating or re-distributing human and financial resources.

6.2 Monitoring and Evaluation Arrangements

The monitoring and evaluation of the National Road Safety Action Plan will involve several key players, including Top MoWT Management Team, the Programme Working Group, the Office of the Prime Minister (OPM), the National Planning Authority (NPA), the Office of the President (OOP), Parliament of Uganda and Ministry technical staff. The technical staff with all relevant stakeholders will undertake routine monitoring and performance review to assess the implementation of the National Road Safety Action Plan.

6.3 Road Safety Performance Reviews

The MoWT will undertake road safety performance reviews, the output for which shall be the Road Safety Performance Review Report. To promote horizontal accountability, the participation of representatives from the Private Sector, Civil Society Organisation (CSOs) and Citizenry will be emphasised.

To assess the performance of the Road Safety Field, the Road Safety Performance Review Reports shall be submitted by the respective Focal Persons in each Area of Action to the MoWT Secretariat, who will eventually collate for progressive record and information of Top Management.

ANNEX I: DETAILED ACTIONS/ INTERVENTIONS

The table below shows the interventions and outputs to be achieved by the MoWT after the plan implementation period. The interventions are in-line with the Pillars for the Second Decade of Action for Road Safety 2021- 2030.

- **Continuous** - **C**
- **Short Term (implementation in the first year)** - **S**
- **Medium (implementation within three years)** - **M**
- **Long Term (implementation within five years)-** **L**



1. ROAD SAFETY MANAGEMENT

S/N	ACTION/ INTERVENTION (S)	PERFORMANCE INDICATOR	OUT PUT	TIME LINES	RESPONSIBLE ENTITY (IES)	PARTNERS	BUDGET (UGX)
1.1	Operationalise a road crash database system.	Percentage of Road Crash Database Management System developed and operationalised	Crash data base operationalised	S	MoWT, UPF, UNRA	MoH, KCCA, UBOS	4.0Bn
1.2	Build capacity in road detailed road crash investigations	2 No. of training programmes conducted Investigation tools acquired	Capacity in road crash investigations built	S	MoWT, UNRA, KCCA, UPF	MoH	1.0Bn
1.3	Promote road safety research	Engagements with institutions conducted Number of road safety research activities undertaken	Road safety research undertaken and published	C	All Stakeholders	All Stakeholders	2.0Bn
1.4	Establish Community Road Safety Committees/ District Road Safety Committees	Engagements with district leaders conducted District Road Safety Committees TORs developed and disseminated	District road safety committees established	S	MoLG, MoWT,	URF, UNRA	0.2BN
1.5	Strengthen cooperation and coordination between government departments and Other Stakeholders	4No. of meetings annually	Establishment a National Road Safety Committees with fixed scheduled meetings	C	MoWT	All	0.5BN
		No of interventions	Measure number of interventions implemented by all stakeholders in each of the Areas of Action	C	MoWT	All	
		No of reports	Release of annual and bi- annual reports on all interventions performance by compiling reports from all other players	C	MoWT	All	
		Monitoring and evaluation framework set up in place	Monitoring and evaluation framework developed for road safety programmes	S	MoWT	All	

1.6	Strengthen public private partnerships to advance safety standards and clarify existing overlaps in responsibility	Number of public/private engagements relating to road safety	Coordinated engagements of all players (campaigns, training exercises, workshops, debates, rallies, marathons etc)	C	MoWT	All	0.5Bn
		Number of public/private formal partnerships entered into related to Road safety	Public/ Private formal partnerships entered into related to Road safety	C	MoWT	All	
1.7	Setup regional licensing offices in Gulu and Lira	Fully functional regional Licensing offices established in Lira and Gulu	Fully functional regional licensing offices established in Lira and Gulu	M	MoWT	MoPS, MoFPED	0.5BN
1.8	Build capacity in road safety management	Number of officers trained	Road safety capacity knowledge built	C	MoWT, UNRA, KCCA, UPF	MoPS, MoFPED	0.5BN
		No of bench marking exercises carried out					
1.9	Monitor and evaluate PSV operator compliance to statutory requirements	Digital monitoring system operationalised quarterly reports on performance submitted	Digital monitoring system procured, installed and operationalised	C	MoWT	UPF Ministry of Security MoFPED	0.5BN
1.10	Maintain and support the PSV Automated Licensing system	Automated Licensing System operationalised and fully functional	Automated Licensing System maintained and supported	C	MoWT	UPF Private	0.5BN
1.11	Development of the e-Services Web Portal for Assessment of NTR and Integration of the interfaces with several other relevant Systems and MDAs (like OPM, MoFA, MoIA, URSB, NIRA, Driving Schools etc)	Web service portal operational	e-Services Web Portal for Assessment of NTR and Integration of the interfaces with several other relevant Systems and MDAs (like OPM, MoFA, MoIA, URSB, NIRA, Driving Schools etc) developed	S	MoWT	URA, UPF	6BN
	Subtotal						16.2BN

2. SAFE ROAD INFRASTRUCTURE

N	ACTION/ INTERVENTION (S)	PERFORMANCE INDICATOR	OUT PUT	TIME LINES	RESPONSIBLE ENTITY (IES)	PARTNERS	BUDGET (UGX)
2.1	Develop legislation to control developments along national roads. New developments that generate high traffic such as factories, markets, schools, churches, hospitals should be prohibited along National roads.	Number regulations developed	Regulations developed	L	MoWT, UNRA	MoLG, MoLHUD, NPA, UPF, LG	1Bn
2.2	Promote transit-oriented developments that will promote the use of mass public transport systems.	Guidelines for promotion of transit-oriented developments in place	Guidelines for promotion of transit-oriented developments developed	S	MoWT, MLHUD	KCCA, UNRA, NPA, LG, MoLG	2Bn
2.3	Update the 2004 Road Safety Audit (RSA) Manual to tighten missing tools in follow up on Suggested actions to improve road safety	Percentage of the RSA completed	Updated RSA Manual	M	MoWT	KCCA, UNRA, NPA, LG, MoLG	2Bn
2.4	Update the 2010 MoWT Road Design Manuals/ specifications to incorporate road safety best practices and innovations in road design.	Number of Manuals updated	Road Safety Manuals developed; Road Design Manuals/ Specifications updated	M	MoWT	UNRA, KCCA, MoLG	4Bn
2.5	Enforce mandatory road safety audits from feasibility to detailed design and during construction using independent and accredited experts to ensure a minimum standard of 3 star rating or better for all road users. Certificate of Road Safety Compliance should be mandated for all road designs.	Number of RSAs undertaken Number of Road Safety Compliance Certificates issued	RSAs carried out	C	MoWT, UNRA, LG, KCCA	MoLG, URF, UPF	5Bn

2.6	Undertake regular road safety inspections on all existing roads to identify safety risks and set a minimum safety performance standard for existing roads.	Number of Roads inspected.	Road Safety Inspections conducted	C	MoWT, UNRA, LG, KCCA	MoLG, URF, UPF	5Bn
2.7	Develop a black-spot management program that involves the identification, analysis, treatment, and evaluation of counter measures at hazardous locations on the road network.	Number of black spots inspected	Blackspot addressed	Continuous	MoWT, UNRA, LG, KCCA	MoLG, URF, UPF	5Bn
2.8	Implement safe school zone management program to manage safety at identified schools located along the road after carrying out a risk assessment.	School Zone Management programme in place	Safe School Zone Management programme developed.	M	MoWT, UNRA, LG, KCCA	MoLG, URF, UPF	2Bn
2.9	Enforce the Roads Act 2019 to limit access along National Road network,	Regulations in place Guidelines in place	Regulations to limit access developed Guidelines developed	S	MoWT	UNRA, KCCA, LG, MoLG, MoLHUD, URF, UPF	2Bn
2.10	Carry out regular road markings and installation of road furniture	KM of markings carried out on National Roads and Urban Roads Number of road signs replaced	regular road markings and installation of road furniture carried out	C	UNRA, KCCA, MoWT, LG	URF	40Bn
2.11	Enhance adoption of new technologies and initiatives in ensuring safer roads	Number of initiatives/technology ideas brought up	Technology adoption	C	UNRA, KCCA, MoWT, LG	ALL PLAYERS	40Bn
2.12	Road Safety Skills transfer among road designer, implementers and inspectors	No of personnel trained	Road safety training to personnel in road planning, design, supervision and Audit	C	UNRA, KCCA, MoWT, LG	ALL PLAYERS	4Bn
Subtotal							124Bn

3.0 VEHICLE SAFETY

S/N	ACTION/ INTERVENTION (S)	PERFORMANCE INDICATOR	OUT PUT	TIME LINES	RESPONSIBLE ENTI- TY (IES)	PARTNERS	BUDGET (UGX)
3.1	Operationalise mandatory motor vehicle inspection services for road worthiness	Commencement of mandatory motor vehicle inspections services	Mandatory motor vehicle inspections for road worthiness operationalised	S	MoWT, MoJCA	UPF, MOFPED,	100BN
3.2	Review and update Regulations for-motor vehicle inspection	Regulations on Motor vehicle inspections gazetted	Increased effectiveness of the regulations to ensure vehicle safety	Continuous	MoWT	UNBS, Vehicle Inspection Service providers, Garage operators, Police, Civil society	0.1BN
3.3	Establish master testing centres	Master testing centre operational	Enhanced compliance of contracted vehicle inspection service providers with regulatory requirements	L	MoWT		30Bn
3.4	Carry out regular mobile roadside inspections for all motor vehicles, emphasizing on goods vehicles and PSVs	Framework in place for roadside inspections	Increased compliance of the public with motor vehicle inspection requirements	Continuous	MoWT, Police		2Bn
3.5	Capacity building <ul style="list-style-type: none"> • Training of vehicle inspectors/examiners • Training of mechanics/ artisans 	Number of capacity building programmes conducted	Capacity Building training programmes for motorvehicle inspectors and motorvehicle mechanics conducted	Continuous	MoWT, MoES	MOFPED	1.5Bn
3.6	Create public awareness for compliance with vehicle inspection requirement	Number of awareness campaigns carried out	Public awareness for compliance on motor vehicle inspections carried out	Continuous	MoWT	UPF All stakeholders	2.5BN

3.7	Ensure roadworthiness of vehicles before importation in the country	Pre-shipment inspection in place	Quality of imported vehicles ensured	S	UNBS	MoWT	0.1Bn
3.8	Review, update and develop new Motor vehicle Standards	Motor Vehicle Standards in Place	New Motor Vehicle standards developed	M	MoWT, UNBS	Ministry of science, Technology and Innovation (Kira Motors)	0.1 Bn
3.9	Regulate the operations of vehicle repair facilities (Garages) – inspected and licensed	Framework for regulation in Place	Increased capacity of vehicle repair facilities to offer professional vehicle repair services	L	MoWT	UPF, Garage Operators, Local authorities, Vehicle Inspection Service providers	2.5Bn
3.10	Support local manufacturing of safer new vehicles <ul style="list-style-type: none"> • prescribe standards for locally manufactured vehicles • Acquire Country WMI from the SAE to enable locally manufactured vehicles be allocated with VIN • Capacity building of local manufacturers to ensure knowledge transfer 	Standards for locally manufactured vehicles in place WMI in place	Standards for locally manufactured vehicle developed WMI Acquired	S, M, L	MOWT, Ministry of science, Technology and Innovation (Kira Motors)	UNBS, Local vehicle manufacturers	0.5Bn

3.11	Streamline the Management and Administration of Motor vehicle registration	Motor vehicle registration system operational 7No. Regional registration centres operational One Stop Centre Building completed 100 No. staff recruited and trained 7No. Motor vehicles procured and operational	Motor vehicle Registration System designed, developed and operationalised Regional motor vehicle registration centres established One Stop Centre Building to Driver Licensing, Motor Vehicle Registration, PSV and other regulatory functions constructed. Staff Recruited and trained. Motor Vehicles procured	L	MoWT	URA, UNBS, Vehicle Inspection Service providers, UPF	154Bn
3.13	Regulate quality of spare parts	Regulatory framework in place	Regulated quality of spare parts to ensure vehicle safety	S	UNBS	MoWT, UPF	0.5Bn
3.14	Prescribe standards for modification of in-use vehicles	Standards in place	Standards for modification of motor Vehicles developed	S	MOWT, UNBS	UPF	0.5Bn
3.15	Regulate end of vehicle life Develop supporting technical regulations	Regulations for end of life in place and gazetted.	End of vehicle life regulated End of life regulations enforced	M	MOWT, UNBS	UPF	1BN
3.16	Monitor PSV operator compliance to statutory requirements	PSV operator compliance to statutory requirements monitored and quarterly reports submitted	PSV operator compliance to statutory requirements monitored	C	MoWT	UPF	0.5BN

3.17	Regulate and licence Goods Vehicle	Goods Vehicle Regulations in place and gazetted Commencement of Licensing of goods vehicles Number of sensitisation campaigns carried out on regulation and licensing of goods vehicles	Goods Vehicles Regulated and licensed Public sensitised on regulation and licensing of goods vehicles	S	MoWT	MoJCA/UPF	0.3BN
	Subtotal						294.1

4. SAFE ROAD USE

S/N	ACTION/ INTERVENTION (S)	PERFORMANCE INDICATOR	OUT PUT	TIME LINES	RESPONSIBLE ENTITY (IES)	PARTNERS	BUDGET (UGX)
4.1	Develop new, Review and update existing traffic and road safety regulations to fully operationalise the Traffic and road Safety Act, 1998 (Amendment) Act, 2020 and the Roads Act, 2019	Number of Traffic and Road Safety Regulations are updated and reviewed	A compendium updated of Traffic and Road Safety Regulations	S	MoWT/ MoJCA	<ul style="list-style-type: none"> MDAs Civil Society Private sector UPF 	2Bn.
4.2	Review and update the Highway Code 2004	A reviewed and Updated Highway Code in place	Highway code Reviewed. Highway translated in four local languages (Luganda, Luo, Runyakitara, Swahili)	S	MoWT	<ul style="list-style-type: none"> Civil Society rivate sector	0.5Bn.
4.2b	Translate the updated Highway code translated into four local languages (Luganda, Luo, Runyakitara, Swahili)	Percentage of Translations of the highway code	Highway code translated	S	MoWT	<ul style="list-style-type: none"> Civil Society Private sector 	0.5Bn.
4.3	Dissemination of the updated highway code	No. of engagements on dissemination of the updated highway code.	Highway Code disseminated	C	MoWT	MDAs Civil Society Private Sector Motorists	0.25Bn.

4.4	Enhance efforts to deal with over speeding and determine appropriate speed limits	<p>Number of Awareness progress on over speeding</p> <p>Speed Limits Regulations reviewed</p> <p>-No. of roads with 30Km/hr signage installed.</p> <p>Compliance with 30KPH speed limits in urban areas-Improved</p> <p>100No. Speed guns procured</p> <p>Regulation on digital speed limiters in place</p> <p>Speed limiters in PSV and goods vehicles enforced</p>	awareness on appropriate speeding limits carried out	L	MoWT and UPF	<ul style="list-style-type: none"> • Civil Society • UNRA • KCCA • MoLG <p>Civil Society</p>	0.3Bn
		<p>30KM/h in areas where vulnerable road users and vehicles mix in a frequent and planned manner (urban areas, high built up areas and school zones) operationalised</p>	M	<p>MoWT</p> <p>UNRA</p> <p>KCCA</p> <p>MoLG</p> <p>UPF</p>	0.5Bn		
		Speed guns for Uganda Police Traffic Procured	S	MoWT, UPF	All stakeholders	4.5Bn	
		Digital Speed Limiters in goods and PSV vehicles introduced	M	MoWT	<ul style="list-style-type: none"> • Private sector • UNBS • UPF 	0.4BN	

4.5	Promote road safety education and awareness programmes		<ul style="list-style-type: none"> - National Road Safety Champion -Teaching modules developed for different groups as per UPF annual report 2021 i.e. Pedestrians, Motor cyclists Annual Road Safety Events being held No. of road safety awareness campaigns addressing the risk factors No. of awareness campaign in schools conducted. Road Safety Curriculum in lower primary schools operational Road Safety Curriculum in upper primary schools developed and operational Number of Trainings of Trainers (Teachers) in road safety education conducted 	<ul style="list-style-type: none"> - National road safety champion Nominated. -Teaching modules per road user categories developed Annual Road Safety Events carried out (National Road Safety Campaign Week, UN Road Safety Week) Road Safety Awareness programmes on risk factors (helmet use, seat belt and child restraints) conducted road safety awareness and sensitisation in schools conducted Road safety curriculum for Lower Primary (PI-P4) education operationalised Curriculum for upper primary developed and operationalised Training of Trainers (Teachers) in road safety education conducted 	<p>S h o r t - TERM</p> <p>M E D I U M TERM</p> <p>Continuous</p> <p>C</p> <p>C</p> <p>M E D I U M TERM</p> <p>L O N G TERM</p> <p>L O N G TERM</p>	<p>MoWT</p> <p>MoWT</p> <p>MoWT</p> <p>MoWT</p> <p>MoES</p> <p>Civil Society</p> <p>MoWT</p> <p>MoES/NCDC</p> <p>MoWT</p> <p>MoES/NCDC</p> <p>MoWT</p> <p>MoES/NCDC</p> <p>MoWT</p> <p>MoES/NCDC</p>	<p>All stakeholders</p> <p>All stakeholders</p> <ul style="list-style-type: none"> • UPF • Civil Society • Media/ Press • Private Sector MDAs <p>A I stakeholders</p> <ul style="list-style-type: none"> • UNRA • Civil Society • Private Sector • MDAs <ul style="list-style-type: none"> • Civil Society • Private Sector <ul style="list-style-type: none"> • Civil Society • Private Sector • UNRA Development partners <ul style="list-style-type: none"> • Civil Society • Private Sector • UNRA Development partners 	<p>0.05Bn</p> <p>0.5BN</p> <p>1BN</p> <p>1.0BN</p> <p>1.0BN</p> <p>1.0BN</p> <p>1BN</p> <p>0.5BN</p>
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4.6	Targeted Road Safety awareness for motor cycle riders as one of the high-risk groups for road crashes	Number of Awareness campaigns carried on the road safety risk factors	Road Safety campaigns on risk factor carried out targeted to motor cycle riders (boda-boda)	C	MoWT KCCA UPF Civil Society	<ul style="list-style-type: none"> UNRA Associations for motor cycle riders (boda-bodas) 	1BN
4.7	Improve driver training and testing	Number of rider training camps conducted	Rider Training camps carried out	C	MoWT KCCA UPF Civil Society	<ul style="list-style-type: none"> UNRA Associations for motor cycle riders (boda-bodas) 	2BN
4.8	Enhance efforts to deal with distractive and destructive driving behaviour	Number of helmet use promotion programmes carried out	Promotion on helmet use carried out	C	MoWT KCCA UPF Civil Society	<ul style="list-style-type: none"> UNRA Associations for motor cycle riders (boda-bodas) 	1BN
4.7	Improve driver training and testing	-An automated driver training and testing system developed	-Automated driver training System developed	MEDIUM TERM	MoWT, UPF Civil Society	UDLS	5BN
4.7	Improve driver training and testing	Number of Driver Testing facilities developed	Driver Testing Facilities developed	Long term	MOWT, UPF	UDLS Private Sector	50BN
4.7	Improve driver training and testing	No of inspection and licensing of driving schools carried out	Stepped up inspection and licensing of driving schools	MEDIUM TERM	MoWT	<ul style="list-style-type: none"> UPF 	0.25BN
4.7	Improve driver training and testing	-New driver training and testing manuals in place	-Driver training and testing manuals reviewed for all vehicle categories	MEDIUM TERM	MoWT,	<ul style="list-style-type: none"> UPF UDLS 	0.75BN
4.7	Improve driver training and testing	New Training of Trainers (Driver Instructors) in place	Reviewed the Trainer of Trainers Manuals	C	MoWT	Private Sector	0.5BN
4.8	Enhance efforts to deal with distractive and destructive driving behaviour	No. of programmes and campaigns to deal with distractive and destructive driving behaviour carried out	programmes and campaigns to deal with distractive and destructive driving behaviour carried out		MoWT UPF, UNRA, KCCA Civil Society	All stakeholders	3.0BN

4.9	Improve enforcement of Traffic and Road safety laws and regulations	<ul style="list-style-type: none"> - No. of Traffic Officers trained - No. of Traffic officers deployed recruited and deployed under Traffic and Road Safety Directorate of UPF - No. of Trained Traffic Marshals to help UPF with enforcement - Traffic police is better deployed and helped with police concentrating on Traffic interventions while the Traffic Marshals concentrate on Road Safety interventions while working with the UPF - No of Traffic violations followed up and paid - No. of Automation of Traffic enforcement processes adopted and rollout 	<ul style="list-style-type: none"> - Specialised Training of Traffic Police carried out 	Continuous	UPF	<ul style="list-style-type: none"> • MoWT • Civil Society <p>Development partners</p>	1.0BN
4.10	Operationalise a digital monitoring system for PSV	PSV driver digital monitoring system operationalised	(a) PSV driver digital monitoring system operationalised	S	MoWT	Private sector/ UPF	1.0BN
4.11	Monitoring operations for driving school operators	Operations for driving schools monitored and quarterly reports submitted	Operations for driving school operators monitored	C	MoWT	UPF Civil Society	0.5BN
4.12	Formalise operations for PSV operators	Operations for PSV operators formalised	Operations for PSV operators formalised	C	MoWT	MoLG/ KCCA	2.0BN
	Subtotal						101

5. POST-CRASH RESPONSE

S/N	ACTION/ INTERVENTION (S)	PERFORMANCE INDICATOR	OUT PUT	TIME LINES	RESPONSIBLE ENTITY (IES)	PARTNERS	BUDGET (UGX)
5.1	Procure Ambulance Vehicles to increase access to on-scene emergency medical care	No of ambulance vehicles procured	- MoH Ambulance vehicles procured Procure 324 Type B and Type C Ambulance Vehicles	M	MoH	MoWT, MoLG, CSOs, NGOs, KCCA	93 Billion
5.2	Strengthen first aid capacity at Household and community levels. These include lay responders such as taxi and public transport providers, police, fire brigade, boda-boda riders, Village Health Teams and members of the public	No of Community First Responders trained by category	Train community in both Basic and Advanced First Aid	S	MoH	MoWT, UPF, Private Sector, CSOs and NGOs	1 Billion
5.3	Strengthen Medical First Responder capacity (Conduct Basic Emergency Care training)	No of Medical First Responders trained	Train Medical First Responders	S	MoH	CSOs, NGOs	900 Million
5.4	To ensure public education and sensitisation on injuries and their prevention	Number of people educated and sensitised	Public education and sensitisation activities	Continuous	MoH	MDAs Private Sector, CSOs and NGOs	1 Billion
5.5	Integrating first aid curriculum in all training institutions at different levels	-Number of teachers trained in first aid (b) Number of schools enrolled onto the first aid curriculum	First Aid Curriculum integrated into the Teacher training programmes	M	MoH	MoWT, MoES, Private Sector, CSOs and NGOs	800 Million
5.6	Equip and train police and community response providers to manage accident spots to avoid secondary accidents	Number of Black Spot Response Teams established	MoH Black Spot Response Teams established	S	MoH	UPF, Private Sector, NGOs and CSOs	1 Billion
5.7	Establish a formal certification for pre-hospital providers at different levels	No of training institutions enrolled onto the pre-hospital certificate programme	Pre-hospital provider formal structures established	M	MoH	MoES, Private Sector, NGOs and CSOs	200 Million
5.8	Develop, enact and disseminate the Good Samaritan Law to ensure protection for lay responders	Number of dissemination meetings on the Good Samaritan Law	The Good Samaritan Law developed and enacted	S	MoH	MDAs, Private Sector, NGOs and CSOs	350 Million

5.9	Develop and establish a professional Emergency Care workforce.	No of students enrolled for Emergency Care courses	A professional Emergency Care workforce established	L	MoH	MoES, Private Sector, NGOs and CSOs	4 Billion
5.10	Operationalise the law on 24-hour access— on EMS FOR Road Crash Victims regardless of ability to pay and to provide operative and critical care	Number of health facilities public and private implementing the regulation	Law on 24hr access to critical care – regardless of ability to pay enacted	M	MoH	Private Sector, NGOs and CSOs	250Million
5.11	Encourage the establishment of appropriate road user insurance schemes to finance rehabilitation services for crash victims	Number of Road User insurance schemes in place	Road User insurance schemes established	M	MoH	MoWT, IRA, UIA, Legislature, Private Sector, NGOs	
5.12	Provide early rehabilitation and support to injured patients to prevent permanent disability.	Number of recovery and rehabilitation centers established	Recovery and rehabilitation centers established	M	MoH	MoWT, Private Sector, NGOs and CSOs	5 Billion
5.13	Sensitising and creating awareness among healthcare professionals, policy makers and the public about the available rehabilitative services	Number of people sensitised on rehabilitative services, by category	Public sensitised on uptake of rehabilitative services	M	MoH	MoH, MoWT, Private Sector, NGOs and CSOs	500 Million
5.14	Encourage research and development into post-crash response.	Number of post-crash reports published	Research and development on injury prevention and post-crash response supported	M	MoH	Academic, Private Sector, NGOs and CSOs	1 Billion
5.15	Put in place coordination mechanisms for post-crash investigations and sharing of data by relevant sectors	Evidence of reliable and complete post-crash data	Post-crash investigation mechanisms established	M	UPF MoWT	MoH, Private Sector, UPF, NGOs and CSOs	200 Million
5.16	Develop a disaster model plan and conduct medical disaster response trainings.	Number of people trained in disaster response	A medical disaster response plan developed Medical disaster response trainings conducted	M	MoH regular road markings and installation of road furniture	OPM, UPDF, UPF, Private Sector, NGOs and CSOs	1 Billion
	Subtotal						110.2Bn
	Grand Total						645BN



MRKU	498 867 5
	4561
MAERSK	
WHL.GROSS	32.500 KGS
TARE WT.	3.810 KGS
PAYLOAD	28.690 KGS
CUBE	76.4 CBM

We are a result of Bad driving !!
Amputee self help Network during the 80km walk Kampala to Jinja asking drivers to slow down, speed hurts

ANNEX II : IMPLEMENTING AGENCIES/ STAKEHOLDERS

Key implementing MDAs

- a) Ministry of Works and Transport
- b) Ministry of Finance, Planning and Economic Development
- c) Ministry of Health
- d) Ministry of Education and Sports
- e) Ministry of Gender, Labour and Social Development
- f) Ministry of Justice and Constitutional Affairs
- g) Ministry of Local Government
- h) Ministry of Lands, Housing and Urban Development
- i) Ministry of Public Service
- j) Ministry of Security
- k) Office of the Prime Minister
- l) Uganda Police Force, Directorate of Traffic and Road Safety
- m) Uganda Peoples Defence Forces
- n) Uganda National Roads Authority
- o) Kampala Capital City Authority and other Urban Authorities
- p) Uganda Road fund
- q) Insurance Regulatory Authority
- r) National Curriculum Development Centre
- s) Parliament of Uganda
- t) Uganda National Bureau of Standards
- u) Uganda Bureau of Statistics
- v) National Planning Authority

Private Sector Organisations

The Plan recognises and appreciate a number of Organisations actively supporting efforts of Government in advocacy, sensitisation and awareness of road safety activities. Some of these include:

- a) Vivo Energy Uganda
- b) Uganda Insurers Association
- c) Different media outlets
- d) Integrated Transport Systems Limited
- e) Ndani Africa Films

- f) Garage operators
- g) Uganda Security Printing Company/Uganda Driver Licensing System

Civil Society Organisations

- (c) Civil Society Coalition on Transport (CISCOT)
- (d) Safe Way Right Way
- (e) Centre for Policy Analysis
- (f) Hope for Victims of Traffic Accidents
- (g) Uganda Road Accident Reduction Network
- (h) Responsive Drivers Uganda
- (i) Uganda Professional Drivers Network
- (j) Road Safety Coalition Uganda (ROSACU)
- (k) Legacy Road Safety Initiative
- (l) Nicole foundation
- (m) YOURS
- (n) Consult Africa Usalama
- (o) Road Sense Africa
- (p) Prioritas Uganda
- (q) Arrive Alive Uganda
- (r) TEENS Uganda
- (s) UG Common Wealth
- (t) Towards Zero
- (u) Regional Rotary Clubs
- (v) Amputees Self Help Network - Uganda
- (w) Plan International Uganda
- (x) Inter - Religious Council of Uganda

Development Partners and International Partners

- a) World Bank
- b) European Union
- c) African Development Bank
- d) United Nations Agencies
- e) Bloomberg Philanthropies
- f) World Resources Institute

Academic institutions

- (a) Makerere University and other public and private Institutions specifically representatives of Engineering Schools and Public Health Schools; and Town and country planning

Transport Associations

- (a) Taxi Owners, Drivers and Conductors Associations;
- (b) Bus Owners, Drivers and Conductors Associations;
- (c) Special Taxis Owners and Drivers Associations;
- (d) boda-boda owners and rider's associations
- (e) Digital Transport Operators;
- (f) Lorry and goods vehicles drivers and owners;
- (g) Pedestrians Associations

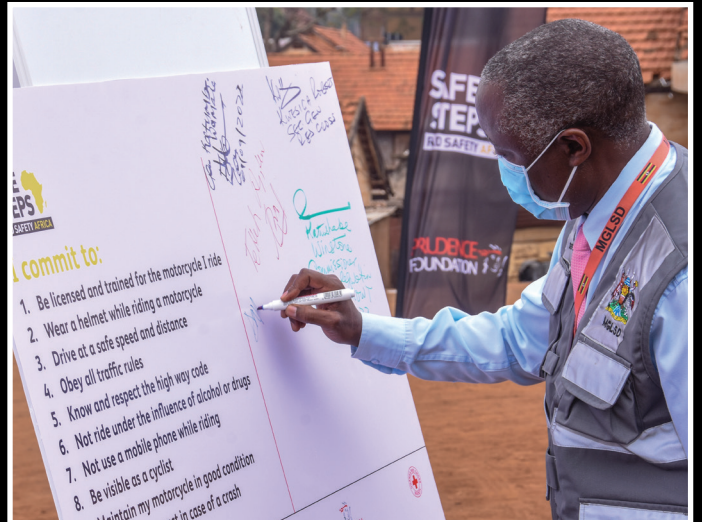


Helmet Use



Head damage is permanent damage, use your Helmet every time you plan to travel by motorcycle

ROAD SAFETY STAKE HOLDERS







NATIONAL

ROAD SAFETY ACTION PLAN

2021/22-2025\26



