



# Global Road Safety Partnership (GRSP)

## Interim Strategic Plan 2021



GLOBAL  
ROAD SAFETY  
PARTNERSHIP

GRSP is a hosted programme of:

**+C**IFRC

## Introduction

With the GRSP's strategic plan (*Road Map 2016 – 2020*) coming to an end, work had begun to develop the next strategic plan for the period from 2021 to 2025. The process of consulting our members on important future focus areas and holding workshops with GRSP staff to gather input on the future direction of the GRSP was well underway during late 2019.

Over the period of the previous plan, GRSP's achievements included;

- ▶ The introduction of the Botnar Child Road Safety Challenge (BCRSC).
- ▶ Successfully contributing three key areas of work to the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS), including developing and delivering the Global Road Safety Leadership Course (GRSLC) in partnership with the Johns Hopkins University International Injury Research Unit.
- ▶ Commitment from Bloomberg Philanthropies for an expansion of the BIGRS from 2020 to 2025.
- ▶ Beginning a new programme with the Total and Michelin Foundations known as VIA, focused on enhancing road safety education.
- ▶ Conducting projects for the European Union, World Bank and the Asian Development Bank.
- ▶ Initiating focus upon road safety opportunities in the Asia Pacific Region with GRSP staff appointed to permanent roles in the IFRC's Regional Headquarters in Malaysia.
- ▶ IFRC agreed to extend hosting arrangements for another seven years and new locations were confirmed as available to host GRSP staff (Kuala Lumpur and Budapest).
- ▶ Membership categories were reviewed and amended, and members continued to guide direction and actively support programmes.
- ▶ GRSP's 20<sup>th</sup> year was celebrated in June 2019.
- ▶ A 'Value Proposition' was produced to define 'Who we are, what we do and how we do it' that was supported by the production of a video to publicise GRSP's work.
- ▶ Continued membership of the United Nations Road Safety Collaboration (UNRSC) and Chair of the UNRSC Project Group 4 – Safer Road Users.
- ▶ Provision of road safety technical support to a broad range of stakeholders in more than 40 countries.
- ▶ Receipt of Prince Michael of Kent International Road Safety Awards for several projects.

During early 2020, news media began reporting an emerging virus that had taken hold in a province in China that was causing concern for the World Health Organisation. That concern gave rise to a warning about the possibility of a global pandemic. As the months have passed during 2020, the course of COVID-19 and its implications continue to evolve. As this introduction is being written, reported global infections are approaching 26 million and deaths exceed 860,000.

Effects on people across the world have been profound, whether these have been from being personally affected by long term health effects from the virus, suffering the loss of a family member, economic, employment or psychological impacts. The full implications of this pandemic are uncertain, but it is clear they will be far reaching, long lasting and severe.

With this background, in June 2020, a decision was made by GRSP's Steering Committee to restrict the development of the strategic plan to focus on the period up until the end of 2021 and create an '*interim strategic plan*'. The purpose of this approach was to adjust programme delivery to a model that takes account of the new environment in which programmes must be delivered (e.g. working from home, restricted ability to travel and lock downs impacting in-country stakeholders and partners). For this reason, this plan is limited in its focus to key strategic priorities to be addressed for the period to the end of 2021. GRSP will, over this period, focus on these priorities that ensure programmes are delivered effectively in the evolving situation while continuing to be responsive to the needs of our members, partners and donors.

**Dave Cliff ONZM MStJ**  
**Chief Executive Officer**

## Who we are?

GRSP is a globally focussed road safety programme hosted within the world's largest and most-respected humanitarian organisation, the International Federation of Red Cross and Red Crescent Societies (IFRC). This gives us true global reach through 191 Red Cross/Red Crescent national societies and other partners.

We are part of an extensive international multi-sector network of partners committed to reducing road trauma which include governments, civil society and corporate communities.

Our people are road safety professionals with extensive expertise that includes:



Applied  
research



Grants  
management



Education &  
training



Project design &  
management



Advocacy



Communications



Global reach



Road policing

### Our vision

A world free of road  
crash death & injury

### Our mission

The sustainable  
reduction of road crash  
death & injury, with a  
focus on low- & middle-  
income countries



View our video [here](#)

## How we do it?

We form partnerships between the private sector, civil society and governments to apply best practice road safety policy and practice, primarily in low- and middle-income countries and can utilise our extensive network of partners to reach every corner of the globe.

We act with the humanitarian values and ethics of the IFRC as our guiding principles.

## What we do?

- ▶ Advocating for evidence-based legislation focuseed on key risk factors and improved vehicle safety
- ▶ Providing training, leadership development and capacity building for road policing agencies
- ▶ Delivering road safety and leadership education, training and capacity building
- ▶ Designing, tailoring and delivering international road safety grants programmes
- ▶ Designing, developing and implementing evidence-based road safety projects
- ▶ Providing expert review and technical advice on road safety strategy, policy and projects
- ▶ Building partnerships between government, civil society and corporate communities

## Context and Purpose of the Plan

2020 has proven to be a year that has presented a significant and generally unexpected global challenge. This situation has resulted from the most damaging global pandemic that has occurred since the 1918 'Spanish Influenza' pandemic that is estimated to have killed between 17 and 100 million people toward the end of and immediately after World War One. While global pandemics have long been acknowledged as inevitable, and many had warned that a pandemic was overdue, many countries were ill prepared.

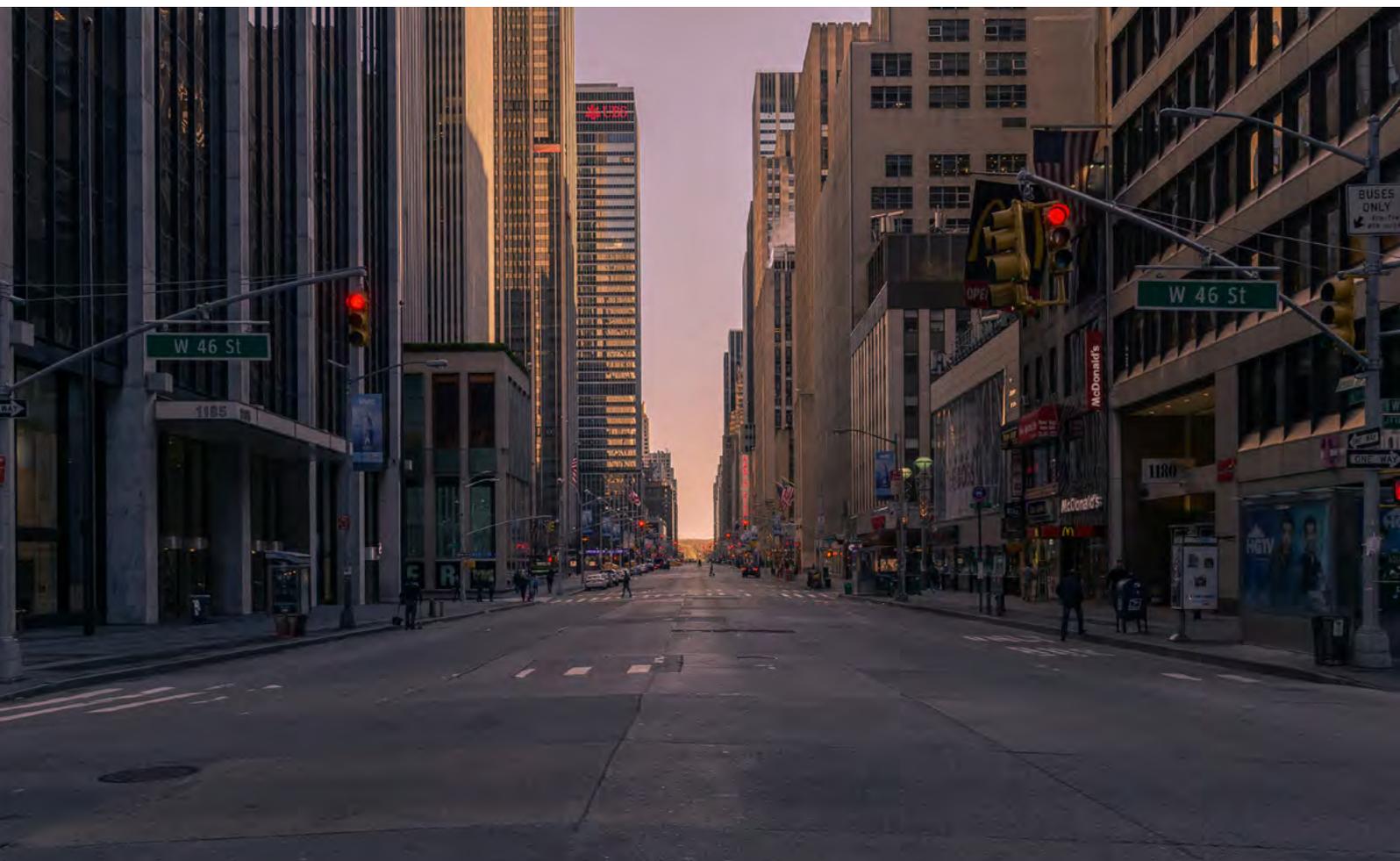
The effects have already been dramatic with medical systems in many countries stretched beyond capacity, hundreds of thousands of people losing their lives, border closures and movement restrictions imposed on populations. There have been enormous impacts on employment, economies and transport. The long-term consequences of the virus are still emerging and enormous efforts are being made to develop a vaccine. However, vaccine availability and efficacy, as well as how long the world will continue to be affected is unknown at present. It is also uncertain whether more severe waves of the virus will emerge as has been the case with previous pandemics.

It is beyond the scope of the GRSP to catalogue all the potential consequences of the situation the world faces and hence this *'interim strategic plan'* has been developed with certain assumptions. Firstly, we do know that travel has been severely affected. This means that for the short to medium term, international travel to locations across Africa, Latin America and Asia are severely restricted and indications are this will remain the case for some time. This plan is being developed on the basis that international travel may not be possible to many locations for the duration of 2021.

On this basis, GRSP is and will continue to reassess and redesign programme delivery to allow it to continue remotely. Already, training programmes are being developed for eModules and webinars, other forms of training are being delivered, and our communications plan is being reviewed.

This plan focuses on readjusting those areas of GRSP operation considered to be the most critical in the immediate term to ensure we are able to meet member and donor commitments and expectations until the end of 2021.

Over this period, we will continue to monitor global COVID-19 impacts and adjust programme delivery to meet the evolving situation.



## Global Road Safety Landscape

The Third Global Ministerial Conference on Road Safety held in Stockholm in February 2020 was a major event in the world's road safety calendar. It concluded with renewed determination to improve global road safety and the 'Stockholm Declaration' was presented by the Swedish Minister for Infrastructure as the outcome document. The global nature of the road safety challenge calls for international cooperation and partnerships across many sectors of society. Given this, the Government of Sweden worked to ensure broad stakeholder engagement in the preparation of the Declaration.

Building on the Moscow Declaration of 2009 and the Brasilia Declaration of 2015, UN General Assembly and World Health Assembly resolutions, the Stockholm Declaration is ambitious and forward-looking and connects road safety to the implementation of the 2030 Agenda for Sustainable Development. The Stockholm Declaration also reflects the recommendations of the conference's Academic Expert Group and its independent and scientific assessments of progress made during the Decade of Action for Road Safety 2011-2020 and its proposals for a way forward.

The 10th of April 2020 marked the end of United Nations' first Decade of Action for Road Safety. The target for this Decade was to reduce global road fatalities by 50% of the projected deaths of around 1.9 million – to below 900,000 deaths. However, by the year 2016 we saw the global road fatality toll rise and the World Health Organisation's Global Health Estimate in 2018 reported over 1.35 million road deaths occurring each year. The positive news was that the rate of road deaths, as measured by deaths per 100,000 population, had stabilised.

On 18 August 2020, the United Nations General Assembly endorsed a new resolution, titled '*Improving global road safety*' within which it proclaimed the period from 2021 to 2030 as the *Second Decade of Action for Road Safety*, with a goal of reducing road traffic deaths and injuries by at least 50 per cent from 2021 to 2030. The resolution also calls *upon* businesses and industries of all sizes and sectors to contribute to the attainment of the road safety-related Sustainable Development Goals, including by applying safe system principles to their entire value chain, as appropriate and in line with national laws. The resolution also encourages further partnership activities and initiatives, such as the Global Road Safety Partnership. This international endorsement serves to add to the mandate with which the GRSP operates.

Road trauma has costs for everyone, but low- and middle-income countries continue to suffer much higher rates. Annually, it is estimated that more than 50 million people are injured in collisions with life changing impacts that impose huge financial and emotional burdens on families and communities. Road crashes also result in damage to property and infrastructure. In 2020, the World Bank reported that in low- and middle-income countries, road crashes result in more than 19.63 million deaths and serious injuries annually, and cost economies 1.7 trillion dollars and over 6.5 percent of GDP.

At its core, GRSP has always had the goal of saving lives on the worlds' roads. However, we acknowledge that to achieve this goal will require the adoption of innovative approaches within complex road transport systems. Road safety is always a consideration, no matter what perspective or mobility needs are considered. As an example, when a mode shift occurs there is a transition point where road users are vulnerable. When people walk and ride, their health is benefitting from the active transport, but they can be exposed to increased risk of involvement in a road crash.

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Annually more than  
**50 MILLION**  
people are injured  
in collisions

Annually, road crashes  
result in more than  
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deaths and serious  
injuries

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Other key **issues** that are **impacting** on **global road safety**, both positively and negatively, include:



### **Urbanisation**

A general population shift to cities and urban environments.



### **Motorisation**

The rapid worldwide growth in the use of motorised vehicles, particularly the use of powered two and three wheeled vehicles (including e-bikes) and public mass transport systems.



### **Climate Change**

Sustainable transport and safe mobility are issues of increasing concern as are the needs of communities to ensure urban areas are liveable, people focussed, resilient and promote walking and cycling.



### **Migration**

Issues of understanding of laws and practices in new or transition countries.



### **Technology**

Rapid developments in digital innovation and technology that offer the potential to reduce both the incidence and severity of crashes, as well as increasing levels of automated road use.



### **Post Crash Care**

Evolving approaches to post crash care and first responder expectations.



### **COVID-19 implications**

Emerging risks that countries and businesses do not prioritise road safety, the public may reduce public transport use due to virus contagion risk and less safe forms of transport are used.

Given this shifting landscape, it is essential that GRSP adopts a strategic approach to its road safety activities and the partnerships it forms to achieve its goals.

## GRSP's capacity to contribute to global road safety

GRSP is well positioned to make a significant and unique contribution to global road safety. Since being established in 1999 as a joint initiative of the World Bank, DFID and the International Federation of Red Cross & Red Crescent Societies (IFRC), GRSP has established an extensive network of active partners coming from different sectors. As shown in Figure 1, these partners include:

- ▶ A unique network of members comprising governments, private enterprise and civil society organisations, who not only provide funding to support GRSP but directly contribute to improved road safety through their organisational policies and practices as well as their community-based activities.
- ▶ The worldwide network of 192 National Red Cross and Red Crescent Societies, which GRSP has access to and supports through being a hosted programme of the IFRC.
- ▶ A network of seven independent National Road Safety Partnerships that build local partnerships with government, private enterprise and civil society organisations at the country level.
- ▶ Other donors and funders who draw on GRSP's expertise and capacity, such as Bloomberg Philanthropies and Fondation Botnar, and a wide range of government and non-government agencies with which GRSP collaborates to advocate for evidence-based road safety legislation and enhance national and local capability.

As a hosted programme of the IFRC and through its extensive network of members and other partners, GRSP has the capacity and capability to contribute to the achievement of the ambitious road safety targets included in the SDGs by:

- ▶ Contributing to global awareness of the humanitarian crisis represented by fatal and serious injury road crashes and the need for more resources to be devoted to the issue.
- ▶ Utilising a partnership model of working with governments, the private sector and civil society to optimise resources through shared efforts.
- ▶ Drawing on the resources and expertise of our members to deliver evidence-based road safety activities in priority countries and cities.
- ▶ Promoting the Safe System approach to road safety, which underpins the Second Decade of Action for Road Safety (2021-2030).
- ▶ Advocating for evidence-based and locally relevant legislation that protects road users, as well as the necessary systems and practices to ensure that these laws are effectively implemented and enforced.
- ▶ Contributing to knowledge about good practice in road safety through a commitment to developing, implementing, and evaluating evidence-based interventions.
- ▶ Providing capacity building in the form of training, education and professional development for organisations and individuals involved in road safety.
- ▶ Focusing our efforts on low- and middle-income countries, where 90% of the world's road fatalities are estimated to occur.

**Figure 1.**  
**Members and Donors of the Global Road Safety Partnership**



## GRSP's Guiding Principles and Values

As a hosted programme of the IFRC, GRSP closely aligns itself with the Fundamental Principles and Values of the International Red Cross and Red Crescent Movement. These principles and values are reflected in the way GRSP operates, how partners are engaged globally, nationally and locally, and the commitment shown to members and donors in the complex arena of road safety.

Principles	How GRSP applies these to its road safety work
<b>HUMANITY</b>	GRSP's main concern is for people, their safety and quality of life. The impact of a crash is life changing, not just for the victims, but also for families and communities, particularly in low- and middle-income countries.
<b>IMPARTIALITY</b>	GRSP is committed to all people and communities as the road safety problem impacts across society broadly. Our efforts are focused on enhancing the safety of all road users, including those vulnerable road users such as pedestrians, cyclists and motorcycle riders who are most at risk of injury on our roads.
<b>NEUTRALITY</b>	GRSP looks for opportunities to improve the road safety situation regardless of the political context or priorities of the key stakeholders in a country. GRSP remains neutral when working with decision makers and is never in opposition to government.
<b>INDEPENDENCE</b>	GRSP takes an independent, evidence-based approach to the mission of protecting and saving lives.
<b>VOLUNTARY SERVICE</b>	GRSP recognises the value and contribution of volunteers to progress road safety initiatives and when possible GRSP works closely with National Societies.
<b>UNITY</b>	GRSP acknowledges there is only one National Red Cross or Red Crescent Society in any country and that its focus is on humanitarian work. Road safety is an area of shared focus between GRSP and National Societies where an enormous impact can be made to improve people's quality of life.
<b>UNIVERSALITY</b>	GRSP works, wherever possible, with the Red Cross and Red Crescent Movement acknowledging that road trauma is a preventable global humanitarian crisis. The prevention of road crash death and serious injury is a major health issue affecting every community.

**GRSP also aligns with the IFRC values in the following way:**

Values	How GRSP applies these to its road safety work
<b>PRINCIPLED</b>	Align ourselves to the humanitarian values of the IFRC. We conduct ourselves with integrity and stay true to our beliefs. "We do what we say and say what we do," providing good customer service to our members, partners, donors and stakeholders.
<b>EVIDENCE-BASED</b>	Promote good practice that is based on evidence and strive to make our programme impacts measurable.
<b>INDEPENDENCE</b>	Strategically and financially independent to dictate our own agenda and actions. We will not compromise ourselves or work with those that contradict our values.
<b>HOLISTIC</b>	Recognise that our work aligns with the SDGs, second Decade of Action, broader climate change agenda, sustainable transportation and urbanisation.
<b>EXPLORATORY</b>	Challenge ourselves to be innovative, critical in our thinking and endeavour to be continually learning.
<b>HEALTHY, HAPPY AND CAPABLE STAFF</b>	Strive to maintain a harmonious and respectful working culture of continuous learning and professional development. Maintaining a focus on building expertise in both the technical and practical aspects of road safety. Recognise that success comes from fostering teamwork, encouraging multiple perspectives and mutual respect. GRSP is a truly global organisation that recognises diversity of culture, background, experience, expertise and thought. These attributes enhance our ability to deliver innovative and culturally appropriate road safety programmes.

## GRSP Strategic Priorities

### Strategic Priority 1:

#### Redesign Programme Delivery in response to COVID-19 implications

##### Context:

The primary programme delivery method of the GRSP has involved extensive travel. In-country visits were required to meet with and guide stakeholders and grantees, deliver education, training and capacity building workshops, and manage and attend conferences and events. In the current environment, travel is not possible and likely to be either heavily restricted or limited for the foreseeable future. Furthermore, reducing the carbon footprint of our programmes is an important sustainability imperative.

##### What we will do:

We will plan new approaches to deliver programmes that minimise the need for travel. All existing education and training products, manuals and toolkits will be assessed, and a decision made as to how each will be most effectively delivered (e.g. development of eModules, webinars, Podcasts etc). Our approach will be adapted to the country context and involve consultation with local partners to choose the best delivery method. Where existing programmes are continuing, we will utilise the skills of previously trained staff.

### Strategic Priority 2:

#### Enhance External Communication

##### Context:

Road safety remains a critical global issue resulting in enormous loss of life, lifelong disabilities, serious injuries and related economic costs. It remains essential that advocating for continued investment in road safety and applying evidence-based approaches is an important GRSP role. Emphasis will continue to be placed on publicising road safety information, enhancing GRSP's profile and advocating for improved road safety measures that are known to work.

##### What we will do:

We will continue to expand our social media, website and information reach by producing project case studies, informational videos, fact-based material, quarterly newsletters and annual reports and reinforce the case for continued investment in evidence-based road safety measures.

### Strategic Priority 3:

#### Promote Evidence-based Approaches

##### Context:

We recognise the critical importance of creating evidence and using an evidence-base to inform and guide our work. There is frequently a demand to undertake activities to address road trauma issues that have not been proven to be effective. There is a large global body of reputable research, case studies and guides that provide clear direction on where investment will most effectively improve road safety.

##### What we will do:

GRSP will be guided by the evidence as to what we know works and recognise the importance of;

- ▶ Collating and disseminating relevant road safety research findings to partners, including evidence from our own work.
- ▶ Documenting the impact of our work and adding to the road safety evidence-base.
- ▶ Collecting evidence that demonstrates the impact of GRSP.
- ▶ Developing monitoring and evaluation capacity both internally and externally.
- ▶ Maintaining accurate records of GRSP country-based activity, projects and achievements.

## Strategic Priority 4: Promote the Sustainability Agenda

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### Context:

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The goals that specifically relate to road safety are;

- ▶ SDG 3.6 - By 2030, halve the number of global deaths and injuries from road traffic crashes (*Note: The target date was revised from 2020 to 2030*).
  - ▶ SDG 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
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### What we will do:

For each programme, we will undertake a stocktake to identify how activity contributes to SDGs 3.6 and 11.2 as well as other relevant goals. For example, a programme that improves public transport safety, overall community safety, sustainability and access to safe spaces using CPTED (Crime Prevention through Environmental Design) principles, not only contributes to SDGs 3.6 and 11.2 but also to SDGs 1.4, 5.2 and 8.8 (*end poverty, gender equality, decent work and economic growth*) by providing transport that allows the poor, women and those with disabilities to have equal access to safe services and employment, assisting in eliminating public place violence and a safer workplace for drivers and commuters.

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## Strategic Priority 5: Review alignment of GRSP Priorities

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### Context:

The process of discussion with the GRSP team on organisational priorities to inform the next strategic plan began in 2019. The IFRC as Host has adopted a new strategic plan with the title of '*An Agenda for Renewal*'. Central to this are the values and culture that underpin the IFRC's delivery on the plan to provide support to member National Societies. The IFRC's experience with COVID-19 has provided new insights into agility and ability to work differently. It has also provided an opportunity to pause and reflect on values and culture and take stock of what has changed as IFRC has supported National Societies in their response to the COVID-19 pandemic. The circumstances that confront GRSP, the IFRC and the world have changed all of us as individuals, as members of organisations and as members of the global community. With this background, the IFRC has identified an opportunity to take stock and chart a new course as it pertains to organisational culture. The specific initiatives that emerge from this initiative and their impact on the way we work are to be confirmed.

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### What we will do:

GRSP will review alignment of GRSP priorities with the IFRC Values and Culture Initiative.

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## **Strategic Priority 6:** **Supporting Members, Donors and Partners**

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### **Context:**

GRSP has built up strong support from its members, donors and partners over the twenty-one years of operation. Delivering quality, efficient and cost-effective evidence-based road safety programmes is essential to maintaining GRSP's reputation. We are a responsive and trustworthy global leader in the field and regularly receive requests to address high profile events and provide guidance and advice on legislation revisions and in-country initiatives.

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### **What we will do:**

We will continue to strengthen the way in which we respond to and support members, donors and partners. We will continue to assess in-country needs and liaise with members, donors and partners to develop programmes and activities that best address their needs.

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## **Strategic Priority 7:** **Progress the development of the Long-Term Strategic Plan**

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### **Context:**

GRSP had begun the process of developing a new Strategic Plan to replace the 2016 to 2020 Strategic Plan known as the 'Road Map'. Considerable consultation and development work took place during 2019 as the new plan was being developed. With the advent of Covid-19 and global impacts, the environment changed dramatically and the implications on road safety, global economies, health systems and the way in which programmes can be delivered are rapidly changing.

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### **What we will do:**

GRSP will continue to assess global road safety trends, seek member, partner, grantee and staff input into the development of GRSP long term strategic plan from 2022 to 2026, consult and finalise the plan.

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