



Global Road Safety Partnership (GRSP)

Strategic Plan 2022 to 2030



GLOBAL
ROAD SAFETY
PARTNERSHIP

GRSP is a hosted programme of:

+CIFRC

Part 1: Introduction

The GRSP's *Road Map 2016-2020* was coming to an end and 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.

Because of the impact of the COVID-19 pandemic and the global uncertainties created, the GRSP's Executive Committee elected to approve an Interim Strategic Plan for 2021, to allow time for the impact of the pandemic to become clearer and for planning to proceed.

Over the course of 2021, earlier input was re-considered, and further input was sought from our members and the GRSP team. The information obtained together with an assessment of global trends and road safety focused developments were combined to inform this plan.

Several important themes emerged during the plan's development which included the need for GRSP to continue to:

- Base programmes on the 'Safe System' approach and the 'Vision Zero' philosophy, that has at its foundation that no one should be killed or seriously injured using the road transport system.
- Link road safety to the sustainability agenda and highlight GRSP's contribution to the Sustainable Development Goals (SDGs). The two goals that are directly linked to road safety are:
 - ▶ *Target 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents¹.*
 - ▶ *Target 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.*

The 17 UN Sustainable Development Goals (SDGs), with 169 associated targets are described as integrated and indivisible. GRSP's contribution to the broader agenda will continue to be explained and publicised.

GRSP will:

- 1 Embrace the actions outlined within the '*Global Plan – Decade of Action for Road Safety 2021 – 2030*' and work with our members, donors and partners to implement action relevant to '*What we do*' as explained within the GRSP's Value Proposition.
- 2 Adapt programmes to broaden understanding of the major trends impacting upon road safety, such as new vehicle safety technology, micro-mobility, urbanisation, climate change, artificial intelligence, Covid-19 related impacts and the myriad of other global trends and developments that emerge over the course of this plan.
- 3 Promote our unique role and skill set to new members and donors by actively promoting our work within and beyond the global road safety communities. As part of this promotion, we will highlight our unique road safety related capacity building role.

An essential component of every organization and any strategic plan is the need to continue to recognise trends, capture lessons that are learned from programme implementation, appreciate the implications of change and adapt accordingly. GRSP will continue to monitor global developments and ensure our programmes remain relevant and effective.

As we prepare for the coming years, we warmly thank our members, donors and partners for their ongoing support and invaluable insights as part of the preparation of this plan.

Dave Cliff ONZM MStJ
Chief Executive Officer

¹ Note: Target 3.6 expired in 2020. The United Nations General Assembly Resolution adopted in August of 2020 did not extend this target but established a new target to accompany the Second Decade of Action. The resolution reaffirmed the commitment to the SDGs and to achieving a reduction of 50% in the number of deaths and injuries by 2030.

Part 2: Value Proposition



Our vision

A world free of road crash death and injury

Our mission

The sustainable reduction of road-crash death and injury in low- and middle-income countries

Who we are?

We are a globally focussed road safety programme hosted within the world's largest and most-respected humanitarian organization, the International Federation of Red Cross and Red Crescent Societies (IFRC). This gives us true global reach through 192 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:



What we do?

- ① Advocating for evidence-based legislation focused on key risk factors (i.e. alcohol impaired driving, speed, non-use of seat belts, child restraints and motorcycle helmets) and improved vehicle safety standards.
- ② Providing training, leadership development and capacity building for road policing agencies.
- ③ Delivering road safety and leadership education, training and capacity building.
- ④ Designing, tailoring and delivering international road safety grants programmes.
- ⑤ Designing, developing and implementing evidence-based road safety projects.
- ⑥ Providing expert review and technical advice on road safety strategy, policy, legislation and projects.
- ⑦ Building partnerships between government, civil society and corporate communities.

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.

We actively contribute to the achievement of the **UN Sustainable Development Goals and Global Plan - Decade of Action for Road Safety 2021 to 2030**.



Part 3:

Context and Purpose of the Plan

The period of the COVID-19 pandemic has resulted in significant global challenges. As well as the direct health impacts, lockdowns and border restrictions, working from home mandates, school closures, job losses and reluctance, in some cases, to use public transport are but a fraction of the impacts that have had direct effects upon road safety. As examples, some countries have experienced growth in cycling, which has resulted in increased cyclist casualties. Other countries have seen major reductions in traffic volumes and congestion which has enabled drivers to exceed speed limits resulting in increased serious collisions. Other locations, where police have reduced drink drive enforcement, have experienced increases in alcohol related road trauma. The full extent of these trends and their long-term impacts continue to emerge.

It is beyond the scope of the GRSP to catalogue all the potential consequences of the situation the world faces and the uncertainties as to how the world transitions post-COVID-19. However, the process of developing this plan has shone light on trends that we will need to continue to have as areas of focus and which form the basis for GRSP's Strategic Priorities.



Part 4:

Global Road Safety Landscape

February 2020

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 Organization'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 called 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.

In October 2021

[The Global Plan - Decade of Action for Road Safety 2021 to 2030](#) was launched by the World Health Organization. The Global Plan offers a framework of actions needed for countries and cities to reach the target to halve road deaths and injuries by 2030. The Plan highlights the links between road safety and other important development agendas such as climate mitigation, child health, sustainable cities, COVID-19 recovery and technology. These links help the world understand the true benefits of investing in road safety.

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 seriously 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 achieving 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.

Part 5:

Key Issues

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

The 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.

Part 6:

GRSP's Capacity to Contribute

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:

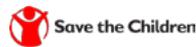
- ▶ A unique network of members comprising governments, private enterprise and civil society organizations, who not only provide funding to support GRSP but directly contribute to improved road safety through their organizational policies and practices as well as their community-based activities.
- ▶ The worldwide network of 192 National Red Cross and Red Crescent Societies, to which GRSP has access 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 organizations 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) and the Global Plan.
- ▶ 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 organizations 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



Donors



Part 7:

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
HUMANITY	GRSP's main concern is for people, their safety and quality of life. The impact of a fatal or serious injury crash is life changing, not just for the victims, but also for families and communities, particularly in low- and middle-income countries.
IMPARTIALITY	GRSP is committed to all people and communities as the road trauma 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.
NEUTRALITY	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.
INDEPENDENCE	GRSP takes an independent, evidence-based approach to the mission of protecting and saving lives.
VOLUNTARY SERVICE	GRSP recognises the value and contribution of volunteers to progress road safety initiatives and when possible GRSP works closely with National Societies.
UNITY	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.
UNIVERSALITY	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
PRINCIPLED	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.
EVIDENCE-BASED	Promote good practice that is based on evidence and strive to make our programme impacts measurable.
INDEPENDENCE	Strategically and financially independent to dictate our own agenda and actions. We will not compromise ourselves or work with those that contradict our values.
HOLISTIC	Recognise that our work aligns with the SDGs, Second Decade of Action for Road Safety (2021 - 2030), the Global Plan, broader climate change agenda, sustainable transportation and urbanisation.
EXPLORATORY	Challenge ourselves to be innovative, critical in our thinking and endeavour to be continually learning.
HEALTHY, HAPPY AND CAPABLE STAFF	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 organization that recognises diversity of culture, background, experience, expertise and thought. These attributes enhance our ability to deliver innovative and culturally appropriate road safety programmes.

Part 8:

GRSP Strategic Priorities

Strategic Priority 1: Occupational Health and Safety

Context:

GRSP has developed policies and practices to ensure our staff, consultants and those with whom we work and train are safe at work. GRSP has invested in high visibility clothing for all staff and consultants who work on roadways and has developed a safe travel policy recognising the risks associated with travel. Ensuring staff risks are recognised and addressed remains an important consideration and occupational safety and health principles will continue to be reviewed and applied internally and as part of the training programmes that are delivered.

What we will do:

GRSP will continue to ensure that the reduction of staff risks while travelling and working remains a priority and occupational safety and health principles will continue to be reviewed and applied for GRSP staff and included in relevant training.

Strategic Priority 2: Develop road safety training products

Context:

GRSP has continued to expand its delivery of road safety related training programmes to build road safety capacity and knowledge. These programmes include:

- ▶ Global Road Safety Leadership Course (GRSLC)²
- ▶ Road Policing Executive Leadership Course (RPELC)
- ▶ Road Safety Essentials
- ▶ Crash Investigation and Reporting Modular Distance Learning Programme
- ▶ Road Safety Capacity Building Programme³
- ▶ VIA - Road Safety Education for the Next Generation
- ▶ Safe to School – Safe to Home
- ▶ Road Safety Youth Ambassadors

What we will do:

GRSP will continue to develop and expand the content of its suite of road safety education and training programmes. We will plan new approaches to deliver programmes that minimise the need for travel where required (e.g. development of eModules, webinars, video content and Podcasts). Our approach will be adapted to the country context and involve consultation with local partners to choose the best delivery method.

² Both the GRSLC and RPELC are run jointly with the Johns Hopkins University International Injury Research Unit with the support of Bloomberg Philanthropies.

³ The Road Safety Capacity Building Programme is jointly run with iRap (International Road Assessment Programme) with the support of the Asia Pacific Road Safety Observatory and the Asian Development Bank.

Strategic Priority 3: 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 highlighting evidence-based measures are important GRSP roles. Emphasis will be expanded on publicising road safety information, enhancing GRSP's profile and advocating for improved road safety measures beyond the traditional road safety community.

What we will do:

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

Strategic Priority 4: Promote Evidence-based Approaches

Context:

GRSP recognises 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.
 - ▶ Producing road safety related guides and manuals.
 - ▶ Collecting evidence that demonstrates the impact of GRSP.
 - ▶ Developing, monitoring and evaluating capacity both internally and externally.
 - ▶ Maintaining accurate records of GRSP country-based activity, projects and achievements.
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Strategic Priority 5: Promote the Sustainability Agenda

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.

What we will do:

For each programme, we will identify how GRSP activity contributes to the SDGs. 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.

Strategic Priority 6: Alignment with the IFRC Strategic Plan

Context:

The process of discussion with the GRSP team on organizational 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 organizations 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 organizational culture. The specific initiatives that emerge from this initiative and their impact on the way we work are to be confirmed.

What we will do:

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

Strategic Priority 7: Supporting and Attracting Members, Donors and Partners

Context:

GRSP has built up strong support from its members, donors and partners over its 22 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, technical expertise and advice on legislation revisions and in-country initiatives.

What we will do:

We will continue to strengthen the way in which we respond to and support members, donors and partners. We will actively seek new members and donors by leveraging the support of our existing membership.

Strategic Priority 8: Development of the Global Road Policing Network

Context:

GRSP has been providing capacity building for road policing agencies across Africa, Asia, Eastern Europe, the Pacific and Latin America for over 10 years. A need was identified for a mechanism to disseminate good practice guidelines and link those involved in road policing to enable sharing of good practice, case studies and lessons learnt from road policing operations. To meet this need, the GRSP established the [Global Road Policing Network \(GRPN\)](#) to provide road policing related research and information and allow best practice to be shared.

What we will do:

GRSP will continue to build the information base of the GRPN, provide webinars and circulate regular communication to the Network to improve global road policing and contribute to promoting safe road use by all those who use the road transport network.

Global Road Safety Partnership



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For more information about how to join the Global Road Safety Partnership please visit our website
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