



Innovative Strategies for the Road Ahead

## **FLEET FORUM ROAD SAFETY PROGRAMME**





## Providing Support to Organisations who Wish to Reduce Road Traffic Crashes

Road traffic crashes remain one of the highest causes of death and injuries for aid and development staff. This is not acceptable since many of these crashes are predictable and therefore preventable. Over the years Fleet Forum has built expertise in supporting organisations in the development and implementation of strategic road safety programmes that embed road safety into all aspects of the organisation's core activities. This approach not only leads to a reduction of fatalities and injuries of own staff and other road users, it also reduces costs and improves programme delivery.

### Road Safety is extremely important but...

Changing the behaviour of even one person, that is, discontinuing unwanted behaviours and/or initiating new behaviours, is a challenge. But implementing a large-scale road safety programme is something else altogether. Stating that your organisation wants to reduce the number of road traffic crashes is easy enough but it's extremely difficult to achieve. A major hurdle is adding new behaviours and dropping old habits concurrently. This is especially true for many aid and development organisations who are organised in a decentralised way and where staff rotation limits the preservation of institutional memory. Adding to this is the operating environment that organisations work in; in most cases this will be in an environment where road safety is not a 'given fact' plus the sense of urgency that most staff members have to respond to emergencies; all this makes implementing a road safety programme a daunting prospect.

'We save the lives of beneficiaries, if we kill another road user it is seen as collateral damage'  
- Senior Manager,  
UN Agency

### Finding facts causes to choose the right motivation.

One of the organisations we worked with was quick to point at their drivers – they were blamed by the organisation for often speeding and driving aggressively. Through a thorough road safety culture assessment, in this particular organisation we found that the drivers were showing this behaviour because the leadership in the organisation was very poor in time management. Consequently, drivers were speeding and cutting corners to get staff to their meetings on time.

On top of this, the organisation lacked enforcement of the procedures, resulting in staff members at all levels knowing that they could get away with breaking the rules. A recipe for road crashes to happen.



Assessing why crashes happen in your organization is crucial at the start of the Programme

## The start of the road safety journey

When you want to make road safety part and parcel of your operations and your organisational culture, it is important to spend time to identify the underlying problems that lead to road traffic crashes.

To get a good understanding of what the road safety status in your organisation is, it is crucial to actively engage with staff at all layers in the organization. You will be surprised how accurately staff can often identify the missing links whether it is in leadership, processes and systems or the culture in the organisation. By engaging these internal road safety experts, you also increase the acceptance of the road safety programme by staff. Gathering this information can be time-consuming but it is worth the effort. It helps you find implementable solutions at the start and creates huge goodwill amongst staff.

In this phase of the road safety programme, we will also have a look at your crash data. What we find in most organisations is that:

- a) many crashes go unreported and
- b) the data gives little information about the root cause of the crash or the driver who reports the crash points at everybody but himself.

This often happens in organisations where a blame culture exists. In fear of getting fired, drivers will do anything to not report the crashes; if they must, then they will try to put the blame on someone else. Out of the crash data we will not only get insight on the current reporting culture but also make recommendations how honest reporting can be encouraged.



### Identify a road safety owner and develop a road safety strategy

Now you have gained understanding about the road safety situation in your organization, it is time to identify who will be responsible and accountable for the reduction of road traffic crashes. The greater the commitment of (senior) management, the better the effort of succeeding. If road safety ownership is left at middle management, it signals to the organisation that road safety is not that important at all. Reducing the number of road traffic crashes is a long-term effort that requires a strategic approach.

### Ownership at the highest level is a must.

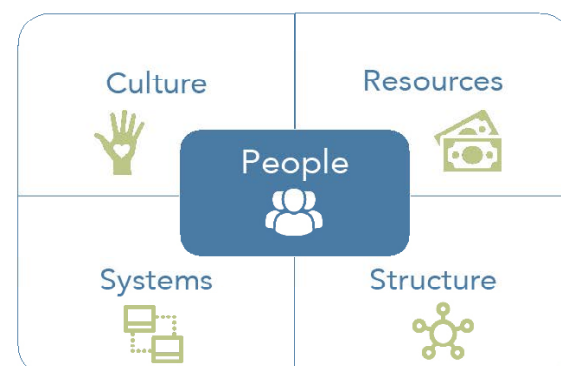
In one of the organisations we worked with, the Chief Executive Officer took ownership for road safety. This helped the road safety team to overcome internal blockers and barriers more smoothly. For example, the same organisation's procurement department wanted to realise cost savings and therefore procured cheaper vehicles. These vehicles did not meet the safety standards that the road safety team had set. Instead of ending up in arguments over different priorities, the CEO issued that money should never take priority over safety. And the safer vehicles became the standard in the organisation.

Fleet Forum's philosophy is that the strategy should be linked to the mandate of the organisation as much as possible. For example, if your organisations' core mandate is to improve global health, then road safety strategy will focus on the impact that a reduction in road traffic crashes has on improving health of your staff and other road users. This increases the likelihood that over time, road safety is seen as the standard way of operating.

The strategy implementation plan will help the organisation to stay focused on the ambition set in the strategy and to, step-by-step, realize the strategy. The implementation plan will contain actions that the organisation needs to put in place to realize the strategy. Where the strategy focuses on the 'Why' and 'What' the implementation plan describes the 'who, where, when and how'.

The implementation plan is built around five core areas:

- People;
- Resources;
- Structure;
- Systems and
- Culture.



### Winning over hearts and minds – the importance of communications

Some of your staff members will immediately support the road safety vision you have set. For others in the organisation, having a consistent message is crucial for the acceptance of the road safety programme. This doesn't necessarily mean conventional messaging, like emails or newsletters.

In our opinion, communications should be geared towards 'showing', not 'telling'. To tell is simply to talk at someone. Some people will do what they are told; others – often the majority – won't. And even those who follow directives most likely won't identify with it personally.

When you want your staff members to make changes in their behaviour, their attitude or the way they work to achieve your road safety vision, you need to show them the benefits of these changes and create the environment to demonstrate the new desired behaviour. By doing so, it is more likely that staff members start to act the way you want them to. This asks for creativity and confidence to deliver your road safety messages through unconventional techniques. For example:

- By playing 'Driving Force': a game that illustrates how decision making under pressure can lead to increased risks.
- By sending text messages to senior managers every time a road traffic crash with fatalities or injuries occurs.
- By awarding the safest drivers through the Driver Recognition Programme.
- By putting up road safety messages in the areas where the organisation works with beneficiaries to publically demonstrate the organisations commitment.

If road safety ownership is left at middle management, it signals to the organisation that road safety is not that important at all.

### Providing the organisation solutions to become a safer organisation

Solutions can be in the form of providing road safety workshops to staff and management to increase their knowledge of the problem. Or driver programmes that help to better manage driver fitness and health. Another type of solution is to provide in-country support with the implementation. The trick there is that our support is always geared to equip managers and supervisors with the right skills and knowledge to be able to implement the action plans without Fleet Forum support in the future.

Some examples of the support Fleet Forum provided over the years working with aid and development organisations in road safety programmes:

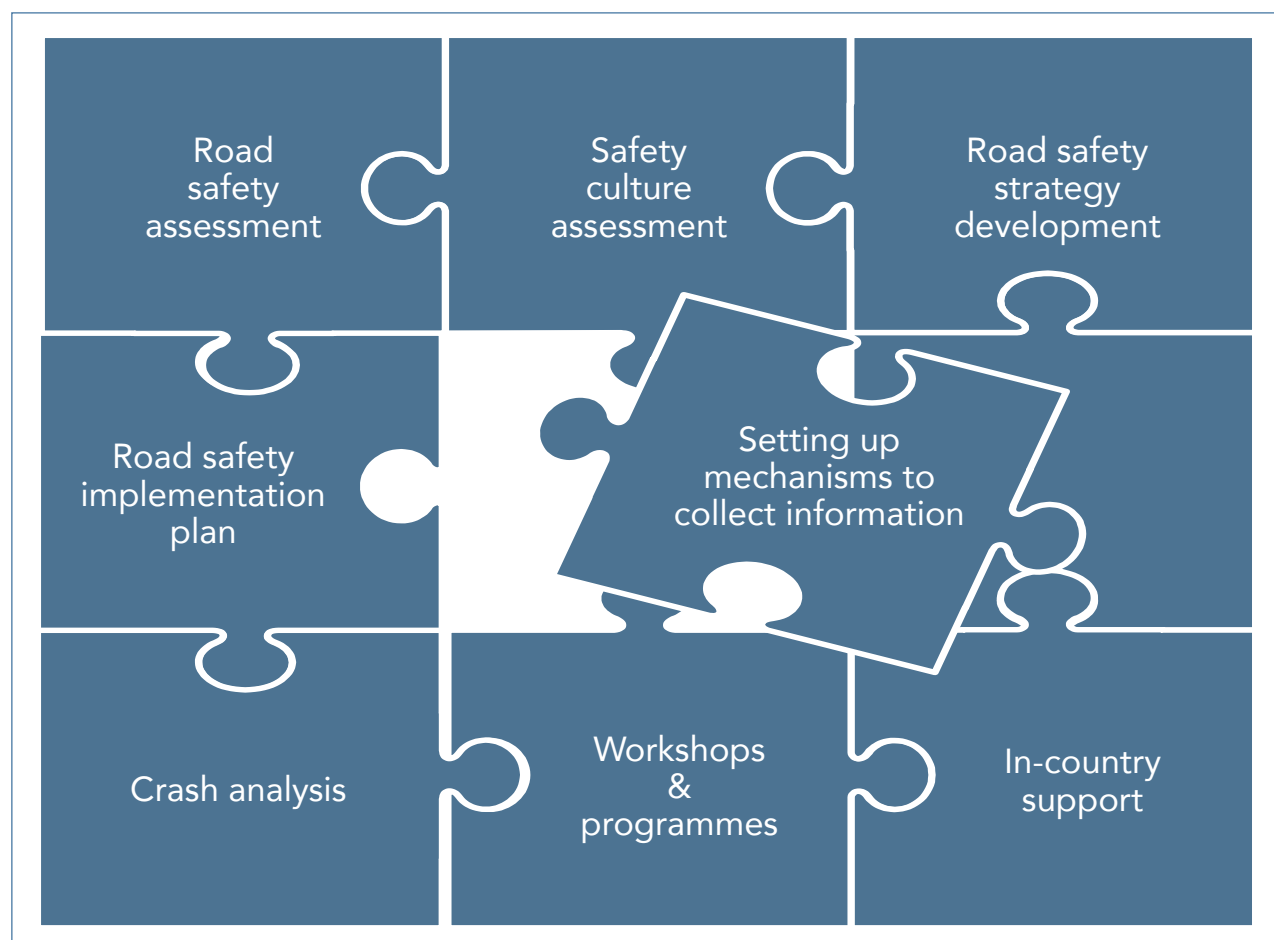
- Developing and managing an organisation wide survey about road safety to get staffs' opinions;
- Offering a driver risk programme that identifies individual risks, based on gender, age, behaviour, to help identify tailor made training for these drivers;
- Supporting the creation of road safety policies;
- Support organisations to define specifications for systems that aim to provide insight in safety (such as vehicle tracking systems);
- Coaching senior managers how to keep focussed on road safety and help them to become successful in the implementation of action plans.

## Measuring and managing your progress

Successful implementation of a road safety strategy usually takes 3 to 5 years. Because it takes a long time to have road safety fully embedded in your organisation, measuring and managing the progress is extremely important. By its very nature the road safety programme involves changes and this can be disruptive to your organisation and lead to confusion and turmoil. To manage this Fleet Forum works with a phased approach where tangible and concrete outcomes are achieved before moving on to the next phase. In one of the organisations we worked with, crash data collection was at a very low and poor level. In this organisation, we took almost a year to improve data collection mechanisms and did nothing else than encouraging staff to report crashes. When the organisation saw that there was a constant increase of reported crashes, they were confident and ready to move to the next step.

Our measuring approach does not only focus on the hard data – reduction in the number of reported crashes – but also considers the softer elements – such as how many staff members have structurally changed their behaviour.

To manage the change that the organisation must go through we regularly conduct 'Change Health Checks', a practical tool that will help the road safety team and management to identify if the implementation is on the right track.



LEADERSHIP AND ACCOUNTABILITY	
AREA	DESCRIPTION
Road Safety Assessment	Tailor made consultancy to assess current road safety performance. The outcome of the assessment will be an organisation specific findings report, including SWOT, gap analysis and recommendations how to improve. The assessment report will be used in the development of the strategy
Safety Culture Assessment	Safety culture is an organisation's beliefs and attitudes regarding safety, its place and importance in the organisation, and affects how safely people in the organisation behave. By understanding the current safety culture and defining the future safety culture, the organisation will be in a good position to develop its long-term road safety strategy and the tools and resources that need to be put in place to realize the strategy. Fleet Forum provides consultancy services to help the organization understand its current safety culture as well as to set its ambition for the preferred safety culture
Road Safety Strategy Development	Tailor made consultancy to develop a road safety strategy. Having a road safety strategy in place will strengthen the message to the organization that reducing the number of crashes is important to the organisation.  The organization specific strategy can be linked to overarching initiatives such as the UN Decade of Action 2011-2020
Road Safety Strategy Implementation Plan	The implementation plan will help the organization to stay focused on the ambition set in the strategy and to, step-by-step, realize the strategy. The implementation plan will contain actions that the organization needs to put in place to realize the strategy. Where the strategy focuses on the 'Why' and 'What' the implementation plan describes the 'who, where, when and how'. The implementation plan is build around five core areas: People, Resources, Structure, Systems and Culture
DATA INFORMATION AND ANALYSIS	
Setting up Mechanisms to Collect Information	Fleet Forum consultants can provide support to set up data collection mechanisms that allow the organisation to get insight in its road safety performance
Crash Analysis	To prevent crashes from happening it is important to understand the causes behind the crash. Fleet Forum provides support to organisations in analysing the immediate, underlying and root cause of crashes

KNOWLEDGE AND AWARENESS	
AREA	DESCRIPTION
<b>Development of a Communication Plan</b>	Communication is crucial to achieve the strategy. The organisation should communicate to all staff members and it should do it as often as possible, using various communication channels. Fleet Forum supports organisations developing the communications plan as well as provide content for the communications.
<b>Road Safety Workshops for Management</b>	Management commitment and involvement is crucial to reduce road traffic crashes. Fleet Forum has developed interactive workshops that support creating that commitment. The outcome of the management workshop is a road safety action plan that can be implemented by managers.
<b>Road Safety Workshops for Staff</b>	When it comes to road safety all staff members need to take personal responsibility. Central in the road safety workshops is to create awareness and increase knowledge amongst staff about road safety as well as how changes that they make in their behaviour and attitude can reduce the risk of being involved in a crash, both in their work as well as their private life.
<b>Driver Programmes</b>	Fleet Forum can provide support in developing and implementing Driver Programmes that help build a safe and responsible driver workforce. Elements of the Driver Programme are: <ul style="list-style-type: none"> <li>• Driver Certification</li> <li>• Driver Recognition</li> <li>• Driver Training</li> <li>• Driver Fitness and Health</li> </ul>
PROVIDE EXPERT SUPPORT	
<b>In-Country Support</b>	Fleet Forum provides expertise to countries in the implementation of their road safety action plans. The support is focussed to equip managers and supervisors with the right skills and knowledge to be able to implement the action plans without Fleet Forum support in the future. In other words: We will not do the implementation for you, but we will start you up and empower you to take it to the next level by yourself. This approach generates the highest chance to successfully reduce road traffic crashes and make road safety part and parcel of the organisations core activities and processes.
<b>Multi Stakeholder Project Management</b>	In many organisations road safety is a cross cutting responsibility for many departments such as Safety and Security, Staff (Occupational) Health and Welfare and Operations. Over the years, Fleet Forum has developed expertise managing these different stakeholder groups successfully.