



# From global commitment to local action

## Africa Chapter of the Global Alliance of NGOs for Road Safety – Strategic Plan 2020–2023

In 2018, the Alliance launched the **Africa Chapter of the Global Alliance of NGOs for Road Safety** (Africa Chapter). With 64 member NGOs representing 25 countries in the African region and with the numbers growing, the Africa Chapter provides not only a platform to further strengthen civil society in Africa and empower its role, but to also address the region's and NGOs' distinct challenges and needs.

### Mission and Vision of the Africa Chapter

With the road safety target to reduce road fatalities and serious injuries by 50% expected to be extended to 2030, the next decade provides a window of opportunity to scale up action on road crash prevention in Africa. If we seize the moment now, we can empower people to save lives, and at the same time reduce poverty and stimulate economic growth and environmental sustainability.

### Goal

By 2030, halve road related crashes, deaths, injuries, and reduce the suffering and economic losses associated with it in Africa by empowering, strengthening and supporting local African NGOs working on road safety.

### Our strategies

The Africa Chapter will adhere to the strategies of the Global Alliance's three pillars: 1) networking and sharing, 2) advocacy and accountability and 3) capacity building

#### **1. Networking and Sharing**

Strategic objective:

Enable interconnectedness and influence between local, regional, and global institutions.

In a global world where interconnectedness influences dynamics and outcome, it is critical that African civil society has access to a platform that fulfills this.

Specific objectives:

- Ensure that the local perspective is communicated beyond the local context
- Map regional and global opportunities, learnings, and resources and share the information through the Chapter

To grow the road safety movement and empower and strengthen road safety NGOs in Africa, by sharing information and experiences, a number of sub-strategies will be used:

#### **Grow the member base**

We will continue to use every opportunity to identify and mobilize more NGOs, strengthen their voices, as well as promoting the views and values of wider civil society.

### **Connect and empower NGOs**

The African Chapter will convene members and have meetings to empower, strengthen the chapter and to set annual strategies and objectives. These meetings will, if possible, be held back to back with relevant regional meetings such as meetings for the Africa Observatory and other opportunities. This will help to maximize resources and reduce costs. The content of these meetings will be developed through a consultancy process to make sure that the topics are relevant. The meetings will help member NGOs to articulate road safety challenges and potential solutions within Africa and internationally.

In addition to this, the Chapter will encourage member NGOs to work together and unlock funding opportunities for projects, research, and other activities in the region.

### **Ensure sharing of best practices and cross-learning**

The Africa Chapter will conduct research and present findings on best practices and interventions that can lead to change. An online resource center will provide a set of programs with toolkits such as road safety education for school children, safe school zones & Star Rating for Schools, first response manuals, etc. This will facilitate cross-learning within Africa and with other regions.

### **Expected outcomes**

- Help local NGOs articulate needs and support collective positioning to influence political commitments, international resolutions, funding, and national policy adoption and to scale up of interventions
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- Grow and strengthen the African NGO movement and identify further ways to add value and support members – through national and regional partnerships, capacity building, program implementation and further visibility and sharing of best practices
- Create multi sector partnerships and stronger coalitions: convene and mobilize diverse groups of actors to network and liaise with external partners

## **2. Advocacy and accountability**

### **Strategic objective:**

To hold governments to account, ensuring that promises made by the African Union, multilateral organizations, and governments are kept at global, regional, and national levels.

### **Specific objectives:**

- Ensure that the African NGO community is aligned on their understanding of the problem and the challenges and solutions at the global, regional and local levels in order to avert disagreement and enhance the credibility of the NGO community
- Foster relationship with key stakeholders and interest groups to create influence for change and jointly advocate for safer roads
- Ensure coalescence and alignment among a network of committed and concerned NGOs towards the issue of road safety with the aim of enhancing policy community authority and political power
- Mobilize global and regional socioeconomic and political dynamics to influence local ones

We want a strong, empowered and well-connected Africa Chapter to advocate to save lives. A number of sub-strategies will be used:

### **Campaigning**

An annual communications and advocacy campaign adapted for the region will be available and pushed by the Africa Chapter to foster concrete commitments and actions by governments and behavior change from the population.

### **Publish civil society views and data**

Regularly, and following an assessment conducted, a relevant publication will be released to hold governments accountable and showcase the best practices and successful initiatives in the region.

### **Strategic partnerships**

The advocacy, commitment, and expertise of our members are playing a central role in shaping and delivering the Africa Chapter activities. The Africa Chapter unites and combines the efforts of members on issues that are better achieved with a united front rather than an individual organization. Effective partnerships remain fundamental to the response and underpin the work of the Africa Chapter. The Chapter member base and partnerships span the road safety community across different risk factors, constituencies, and demographic groups.

The Africa Chapter, with backing from the Alliance, will continue to promote partnerships as a cornerstone of the response, while strategically expanding its engagement with the road safety community as well as beyond the traditional road safety and health sectors to broader sustainable social justice and human development.

### **Influence at government-led forums**

Currently there is no formal way to engage the civil society in the work of the important African entities such as the Africa Union, the Africa Observatory and other government-led forums. Building on experience from other parts of the world, such as the European Union, ASEAN, and the Iberoamerican Road Safety Observatory, the Africa Chapter will explore formal and informal ways of meaningful collaboration between the civil society and government led decision making bodies.

### **Support, influence, and access to private sector**

The Africa Chapter will map the different stakeholders of the region to identify groups of interest and partnerships of the private sector to work with to advocate for relevant legal framework, dissemination of communications campaigns, and development of capacity-building tools amongst others. These groups could be a chamber of commerce, a group of manufacturers, retail, medical association (trauma, pediatricians, etc.), and any other association or group that has an interest in road safety.

### **Expected outcomes**

- Support the delivery of global and regional commitments as related to the SDGs and voluntary performance targets for road safety (voluntary targets), African Road Safety Observatory and the Africa Union Road Safety Plan
- Support the implementation of road safety within the 2030 Agenda at global, regional and national levels, and promote the relevance of road safety across other sustainable development priorities;
- Act as the leading civil society voice for road safety among relevant regional and international institutions, actors, and meetings and events
- Influence solutions that can lead to change: research and present findings on best practices and interventions
- Advocate to mobilize sustained multilateral, bilateral, and domestic resources for road safety and victim support
- Promote accountability for road safety: develop accountability frameworks for the voluntary targets in collaboration with members

### **3. Capacity building**

#### Strategic objective

Empower local civil society organizations and NGOs, bridging the gap of knowledge by increasing capacity and access to tools, information and opportunities.

#### Specific objectives

- Strengthen African NGOs performance and ability to operate effectively and efficiently in service delivery, program management, data collection, reporting and monitoring, and advocacy
- Scale up and adapt projects and tools that have proven to be effective
- Develop a resource center with a collaborative approach that allows the members and other partners to share their knowledge and experience

To ensure NGOs activities are effective and efficient at the local level, the Africa Chapter will use the following sub-strategies:

#### **Training**

The findings from the NGO needs assessment show that there is demand in the African region to increase knowledge on M&E, data collection and analysis and advocacy. The Africa Chapter will develop a series of training and online tools, with a train the trainer approach, based on members' requests and relevant research. These trainings will aim to increase NGOs' knowledge on the topics, and each participant will have to develop an action plan per training to put into place with their organization. Existing methodologies and training materials will be used and tailored to the specific needs.

#### **Mentorship and seed grants**

Alliance member NGOs will have the possibility to access an array of capacity building opportunities that may include small grants, training, mentoring, coaching and networking.

#### **Collaborative online training**

As part of the resource center a set of online training sessions by members and other stakeholders and partners will be available. Some of the topics covered will be:

- Data collection
- M&E
- Safe school zones and Star Rating for Schools
- Fundraising and accounting

#### **Promote adaptable tools for use by local NGOs**

Scaling up best practices has proven to be a successful way to implement road safety projects to save lives. The Africa Chapter will look for the opportunity to develop and adapt tools already proven to be successful for use by local NGOs. The objective is to extend and share knowledge and capacity within the region. The tools can be online or offline and will be available for all the members of the Chapter, with the aim to release at least one new tool per year.

#### **Expected outcomes**

- Increase capacity among NGOs in the region and thereby strengthen NGOs role in responding to global, regional, and local progress: collecting, disseminating, and analyzing information; assessing regional and local conditions; providing and offering NGO perspectives; and monitoring compliance with agreements

- Create multi sector partnerships and stronger coalitions: convene and mobilize diverse groups of actors to network and liaise with external partners
- Grow the African NGO movement and identify further ways to add value and support members – through national and regional partnerships, capacity building, program implementation and further visibility and sharing of best practices.

## Delivering results

In order for the Africa Chapter to deliver on its commitment and ambition, the following areas will be prioritized:

**Organizational Structure** The Alliance Chapters is governed by the Global Alliance of NGOs for Road Safety board of directors and the strategy is aligned to the global strategy. The overall coordination of all Alliance regional chapters lies with the Alliance Secretariat. The regional Chapters are not independent new organizations, but a vehicle to empower, unify, and strengthen the resources and tools the Alliance offers to its members. Through the Chapters the Alliance is able to offer those resources with a regional approach, considering the specific needs, wishes, and opportunities of each region.

The Alliance will nominate an interim Advisory Council (with *officio*, *ex-officio* members and a secretariat) that will effectively supplement the Alliance Board's skills and abilities to help guide the organization toward the Africa Chapter stated mission and goals.

### Financial sustainability

The Africa Chapter Strategic Plan will only be realized by securing adequate and appropriate resources through the Alliance. With the new American Friends of the Alliance Organization, we will get access to new funding opportunities. Existing partnerships, as well as the UN Road Safety Fund and African Road Safety Observatory, and other philanthropies, present considerable opportunities for the Africa Chapter and the broader road safety response. The Strategic Plan will be accompanied by a financial plan for growth and a fundraising strategy for the maintenance and development of existing funding relationships and revenue streams. A priority for this next phase will be diversifying funding sources and leveraging more resources for priorities identified in this Strategic Plan, both for the Africa Chapter's operations and for the broader response within the region.

### Monitoring and evaluation

Improved delivery going forward means grounding our interventions on data and increasing our capacity to measure performance. A robust process for monitoring and evaluation of the Africa Chapter's activities and operations will be introduced, including Key Performance Indicators (KPIs) tied to annual work plans to measure progress against all mid-term goals and strategic pillars.

## About the Africa Chapter

Road traffic deaths globally remain unacceptably high. This poses a significant threat to the livelihood and quality of life of millions around the world. The 2018 Global Status Report on Road Safety shows that deaths from road traffic crashes have increased to 1.35 million a year. Millions more are injured or disabled every year. Road crashes are the leading cause of deaths for children and young adults aged 5-29 years.

The African region remains the least motorized of the six world regions, but suffers the highest rates of road traffic fatalities. While the global average rate of road traffic death per 100,000 is 18.2 (GSRRS 2018), the African region's average rate stands at a striking 26.6. Without significant, efficient and quick action by all stakeholders, including civil society, at the global, regional, and local levels, these rates are expected to increase in a compounded manner in the coming decade.

The Global Alliance of NGOs for Road Safety (the Alliance) is an umbrella organization of more than 230 NGOs in 90+ countries. The Alliance was initiated by the World Health Organization (WHO) and established in 2012 by NGO members of the United Nations Road Safety Collaboration (UNRSC) to help coordinate the activities of road safety NGOs, to act as the voice of the world's NGOs, promote networking and sharing of best practices, advocate for change, and build NGOs capacity.

Civil society and NGOs in Africa are critical partners together with other stakeholders, especially governments, in addressing the growing threat of road traffic fatalities and injuries at the local and regional levels, providing technical expertise and perspectives and mobilizing the public and other stakeholders towards effective road safety policies, interventions and practices.

Some African countries have taken strong steps to address the road death pandemic, but, overall, progress at the national and regional levels across the continent is uneven and largely off track. Action is hampered by gaps and shortcomings in responses, ranging from deficient proper collection of data, lack of appreciation of the magnitude of the challenge, lack of prioritization, inadequate resources and capacities, lack of accountability as well as weak health systems in general and accordingly weak crash responses. Those shortcomings and responses are the result of intertwined variables and dynamics including lack of inclusion of civil society in the planning, execution, mobilization, and monitoring of strategies, but also due to functional and capacity challenges within the community of the African civil society itself as well.