Best Practice Guide
SAHEL ROAD SAFETY INITIATIVE

Partners for Security in Senegal: Improving Road Safety
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<td>Agence Nationale pour la Promotion de l’Emploi des Jeunes (National Agency for the Promotion of Youth Employment)</td>
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<td>CCJ</td>
<td>Conseil Communal de la Jeunesse (Community Youth Council)</td>
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<td>CDD</td>
<td>Comité Départemental de Développement (Departmental Development Committee)</td>
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<td>COPIL</td>
<td>Comité de Pilotage (Steering Committee)</td>
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<td>CRD</td>
<td>Comité Régional de Développement (Regional Development Committee)</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>DSF</td>
<td>Defense and Security Forces</td>
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<td>INL</td>
<td>United States Department of State Bureau of International Narcotics and Law Enforcement Affairs</td>
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<td>LMC</td>
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<td>UATP</td>
<td>Union Africaine des Transports Publics (African Association of Public Transport)</td>
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<td>UITP</td>
<td>Union Internationale des Transports Publics (International Association of Public Transport)</td>
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<td>URS</td>
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- United States Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL)
- **Partners** Global
- Ministry of Infrastructure, Land Transport and Rural Development
- Ministry of the Interior
- High Command of the National Gendarmerie and Directorate of Military Justice
- National Fire Brigade
- Directorate-General of the National Police
- Territorial administrators (governors, prefects, sub-prefects)
- Mayors and Deputy Mayors
- President and Members of the Steering Committee
- Focal Points for project’s pilot (Phase 1)
- Members of the Monitoring Committees
- National Agency for the Promotion of Youth Employment (ANPEJ)
EXECUTIVE SUMMARY

Road safety, in all its complexity, is one of the most pressing issues in the Sahel region. Given the implications and significant multidimensional consequences of road safety, the governments of Senegal and Burkina Faso, acting in conjunction with international partners, have made road safety a priority for action. In response, Partners Global, in collaboration with PWA-S and the Fondation pour la Sécurité Citoyen (Citizens’ Security Foundation – FOSEC) in Burkina Faso, implemented the Sahel Road Safety Initiative (SRSI) in both countries from 2019-2021. SRSI was the second phase of the four-year project funded by the United States Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL). The first phase, known as Roadmaps to Security in Senegal and Burkina Faso (Roadmaps), was implemented from 2017-2019. Together, both phases of the project aimed to reinforce the capacities of law enforcement agencies to ensure the safety of citizens in Senegal and Burkina Faso. The project also sought to improve the public perception of the integrity and effectiveness of law enforcement agencies.

To achieve these objectives, the project adopted a two-pronged approach aimed at 1) strengthening the technical capacities of the bodies responsible for enforcing road safety, and 2) building citizens’ trust in road safety officers by improving their mutual relationship. Through this strategy, the project sought to establish a continuing dialogue between the defense and security forces (DSF) and local communities, including young people and women, to identify, plan and implement permanent and locally appropriate solutions to road safety problems, as well as other related issues such as corruption, drug trafficking, illicit trade, illegal emigration, and terrorism.

In Senegal, the project successfully paved the way for local stakeholders to address the issue of road safety and contributed to improving citizens’ perceptions of the integrity and effectiveness of law enforcement in Senegal. To build on this experience, PWA-S presents a set of best practices in this guide that can be used as a model for future safety initiatives. In particular, the best practices offer various strategies for broad inclusion and participation in the project, suggest ways to create collaboration and partnerships between citizens and the DSF, and explore the cross-border approach as an innovative design for road safety.
The Governor of Louga (Bouya AMAR) speaks at the Road Safety Forum in Louga.

INTRODUCTION

The Sahel region faces myriad security challenges, from illegal trafficking in persons, drugs, and arms, to corruption, natural resource exploitation, inter-community conflicts, and threats and violence from extremist groups. In addition to traditional security challenges, further obstacles have emerged, due in part to ‘human factors’ e.g., problem behavior and a lack of political will or courage. A holistic approach to security requires the problem to be defined by considering all areas likely to be impacted. It is against this backdrop that the focus on road safety should be understood as a point of congruence of several factors related to security vulnerability.

Road safety is an addition to human security, a recent concept that marks a broadening of the spectrum of traditional security. For a very long time, security was solely focused on the security of the state, essentially a military consideration. The concept of human security broadens the spectrum of security issues, revealing multiple perspectives and introducing a range of stakeholders. Consequently, the approaches to, and problems of, security are reconsidered. Human security makes it possible consider and establish the links between human rights issues and the requirements of keeping the peace, health security, environmental security, as well as road safety.

The concept of human security thus induces a paradigm shift and diversifies the stakeholders in the domain of security governance. New players are emerging in the sector by becoming more professional and expanding their various experiences. The adaptability and resourcefulness of civil society actors has allowed them to position themselves on the issue of human security and diversify their outlook. PWA-S is an independent regional non-governmental organization (NGO) based in Dakar, Senegal. A member of the Partners Network that comprises over 20 centers around the world, PWA-S is committed to the promotion of civil
society organizations (CSOs) as credible partners in the pursuit of peace, democracy, development, the rule of law and gender-sensitive leadership in West Africa.

PWA-S activities encompass the promotion of dialogue, transparency, and good governance. The organization prioritizes the participation of women and young people in local and national development processes in Senegal and across the region, as well as collaboration with other civil society bodies, governments, academics, security actors and the private sector. Specifically, PWA-S has contributed to the proper consideration of these aspects of security by implementing a range of actions that converge on the achievement of sustainable peace and security at national, sub-regional, and continental levels.

Thus, with its institutional capacities and resources, PWA-S occupies a relevant position in the field of human security, and more specifically road safety, working in partnership with Partners Global and Fondation pour la Sécurité du Citoyen (FOSEC) in Burkina Faso and with the support of the United States Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL). Consequently, PWA-S implemented the Sahel Road Safety Initiative (SRSI) to offer potential solutions and qualitatively contribute to the reduction of danger on the roads that undoubtedly has an impact on human security. The perception survey conducted during Phase 1 of the project highlighted the proliferation and coexistence of several types of criminality related to road traffic: theft, assault, illegal trafficking, corruption, etc. As a result, a lack of safety on the roads is a factor that amplifies specific security issues which impact human security overall.

From a political point of view, road safety is also a concern for public authorities in Senegal. The country, like much of the international community, has passed a broad range of legal provisions to respond to deficiencies in road safety policies. In August 2020, the United Nations General Assembly adopted Resolution 74/299 “Improving Global Road Safety,” proclaiming the Second Decade of Action for Road Safety 2021-2030, with the ambitious target of preventing at least 50 percent of road traffic deaths and injuries by 2030. The World Health Organization (WHO) and the UN Regional Commissions, in cooperation with other partners and the United Nations Road Safety Collaboration, are currently drawing up an action plan for the Decade for member states and other stakeholders. Senegal has never stood to the sidelines when it comes to adhering to international instruments that contribute to reinforcing the governance of political processes and peace. This is illustrated by the annual celebration of “Road Safety Week” in Senegal, with good communications and mobilization of the relevant services, directorates, and departments.

On the other hand, when considering stakeholders as a whole, the behavior of actors who are integral to the problem of road safety may contribute to aggravation and complexity of the issue. Indeed, a lack of collaboration between the different components of the defense and security forces was noted, as well as between the local population and the defense and security forces (DSF). Furthermore, traffic density and lack of coordination mechanisms for the proliferation of actors in the sector could lead to problematic practices of all kinds, which may exacerbate the rampant national-level governance
crisis, reflected in widespread, corruption, misappropriation of funds, human rights violations, etc.

The activities implemented in Phase 1 of the project, known as Roadmaps to Security in Senegal and Burkina Faso (Roadmaps), thus allowed:

- Detailed information to be gathered on the populations of the targeted localities through consultations, exchange and dialogue sessions, and field surveys
- Increased understanding of the local people and the DSF
- Improved of the different components of the DSF (police and gendarmerie)
- Contributions to improved management of road safety and associated criminality
- Enforcement of community security through improved oversight of road safety; this concerned emerging threats from new forms of transport in certain target localities.

This Best Practice Guide reflects the experience of the project team’s implementation of initiatives to improve the governance of road safety. The guide aims to highlight approaches and actions that have proven successful in achieving convincing results and so can be recommended as models of best practice. These best practices were compiled based on Phase 2 of the project, the Sahel Road Safety Initiative (SRSI), which was introduced following the successful pilot phase. While not intended to be a comprehensive resource for road safety initiatives, the Best Practice Guide:

- Offers recommendations to stakeholders interested in becoming involved with road safety through holistic, integrated initiatives
- Assists officials and program implementors in decision making
- Presents information on road safety that can be shared with a wider group of professionals and other interested parties
- Spurs debate on issues arising from proven practices
- Allows adaptation to specific contexts and situations

Finally, for actors involved in both road safety and the implementation of development projects and programs, the approaches, techniques, and ways of working are relevant and highly replicable in a variety of contexts. Indeed, they underlie the successful implementation of sustainable activities at local, national, and even international levels.
BEST PRACTICES

1. Prioritize participatory and inclusive approaches

PWA-S adopted an inclusive and participatory approach to the implementation of its activities. It brought defense and security forces (DSF) together with community stakeholders to cooperatively identify safety issues and develop possible solutions. Such an approach ensures that any initiatives adopted meet the genuine needs of citizens. It also lends legitimacy to initiatives and increases the chance that they will be successfully implemented and sustained.

This participatory approach, consisting of dialogue sessions and interactive workshops, resulted in useful contributions from community members. For example, participants noted that motorbike taxis, known locally as Jakarta taxis, and horse-drawn transport pose significant road hazards in Kaolack and Ziguinchor, and Touba and Mbacké respectively. As a result, the project included mini-projects proposed directly by stakeholders to address these problems.

The project also included a wide range of stakeholders at the national and local levels. It succeeded in enlisting the national police, gendarmerie, community support workers, truckers’ unions, neighborhood delegates, the mayor and the prefecture, as well as motorbike taxi drivers’ associations. It should be noted that all these actors were relevant to the success of the activity. To ensure that the project addressed local concerns and realities, many groups were enlisted.

EXAMPLES OF STAKEHOLDER PARTICIPATION

In Kaolack, a crossroads city in central Senegal, the two largest associations of motorbike taxi drivers were active in, and strongly committed to, the Monitoring Committee.

In Ziguinchor, a region bordering Guinea-Bissau and the Gambia where there has been an ongoing armed crisis since 1980, the Platform of Women for Peace in Casamance joined the Monitoring Committee, bringing a female perspective to road safety and security issues.

In Tambacounda, a hub for all road traffic using the Dakar–Bamako–Niamey corridor via the North (Kidira) and the South (Saraya), religious leaders (an association of imams) took part in the Monitoring Committee. The presence of these leaders reinforced its credibility.
to help monitor implementation activities at the local level (see the Annex for a list of local partners). In Phase 2 of the project, these local issues were identified:

- In Fatick, the main subjects of discussion were motorbike taxis and horse-drawn transport as well as road safety education in schools.
- In Thiès, motorbike taxis were the subject of debate, together with driving documentation and illegal transport.
- In Touba and Mbacké, animal-drawn vehicles and illegal transport were at the heart of discussions, as was the exploitation of children in this sector.
- In Louga, stakeholders discussed motorbike taxis, road traffic, collaboration between civilians and DSF, traffic checks, and the condition of the roads.
- In Saint Louis, the forum focused on irresponsible road behavior and ways to get youth involved in the fight to improve road safety.
- In Matam, discussions concerned cross-border crime, collaboration between civilians and DSF, motorbike taxis, drug trafficking, and traffic checks.

To address some of the issues discussed in the forums, co-design workshops were held to exchange ideas and conceptualize pilot projects. A participatory approach and the principle of governance encouraged the expression of ideas, reflection, and creativity. At the end of the meetings, several of the most relevant pilot activities were selected, in line with the spirit of the overall project, its objectives and expected results.

As a result of these local exchanges, in Phase 2, the following target groups for project activities emerged:

- **Saint Louis**: street vendors; market delegates; drivers of taxis, unofficial taxis, and Tata buses; city hall; the Directorate of Land Use Monitoring and Control
• **Louga**: youth and women’s associations, Jakarta motorbike taxi drivers, community stakeholders, drivers, and truckers, DSF

• **Touba Mbacké**: associations of cart drivers, community actors, local authorities

• **Matam**: Jakarta motorbike taxi drivers, drivers and truckers, local authorities, border police, youth

2. **Mobilize high-level expertise for knowledge transfer and technical support**

The choice of which parties should intervene is a key issue when implementing actions that require specific expertise, such as on the matter of security governance. Indeed, there is a proliferation of tools on the issue of road safety as well as on specific requirements relating to the rules of the road, other legislation, and decrees, orders, decisions, and laws concerning road safety. The legal framework is rapidly evolving and requires monitoring and updated knowledge. Length of experience, in conjunction with the intervening party’s high-level profile as an expert in the field, are qualities to be pursued. Moreover, hiring people with the right credentials ensures the effective transfer of knowledge and reinforces the credibility of the action. When training the DSF, for example, it makes sense to use senior police and gendarmerie officers to reinforce and leverage existing hierarchical relationships.

Moreover, the project recruited high-level representatives from the police and gendarmerie as well as individual civilians to carry out certain actions. During both the pilot and extension phases, these experienced actors, for example: (1) held trainings for motorbike taxi drivers; (2) conducted a political and economic analysis of road safety; (3) conducted perception surveys; (4) convened multi-stakeholder dialogue sessions; (5) developed curriculum; and (6) held training workshops for the DSF. Of particular note was the involvement of experienced officials in the development of two guides on road safety for civilians and the DSF, respectively, which was highlighted as a strength by the external evaluators who conducted the SRSI Final Evaluation.

3. **Establish and maintain relationships with multi-stakeholder consultative bodies throughout the project life cycle**

Actions requiring multi-stakeholder consultative or deliberative frameworks present major challenges. For example, how do you identify relevant individuals and representative groups to be included, and how do you adopt coherent positions over the duration of the implemented action? For SRSI, PWA-S started by making an inventory of all the categories of actors at both the local and national levels who could play an important role and whose involvement would enhance the realization of the action. Next, a Steering Committee was created, composed of representatives from various institutions, both state and non-state, including the Ministry of the Armed Forces, and Union des Routiers du Sénégal (truckers’ union) (see the annex for a list of Steering Committee members). Throughout the project, the Steering Committee played an advisory role, consulting on strategy, acting as a liaison between project stakeholders, and assuming a “political” mission.

A decisive factor in the success of this approach is the involvement and leadership of the moral authority of the institution in charge of implementation. Furthermore, the position of
the organization in charge serves to convince and reassure institutional partners. This positioning, however, is built over time. Moreover, the credibility and public utility characteristics of the organization conducting the initiative are also important factors that can guarantee genuine success and ensure the support of the key stakeholders.

Thus, for road safety or other multi-stakeholder projects to achieve their objectives, it is essential to involve respected and influential institutions and individuals who have a track record in the region. This brings the credit capital of the institution carrying out the action, as well as the interpersonal and networking skills of key representatives in the organization. Enlisting a well-respected institution is one of the best ways to encourage other participants to readily support the action.

4. Emphasize a gradual and adaptive approach

Gradual and adaptive approach. During Phase 1 of the project, a gradual approach enabled the project team to test the following:

- credibility of the approach(es)
- relevance of activities
- feasibility of activities
- functionality of the exchange and discussion frameworks
- effectiveness of various strategies
- representativeness of certain target localities
- level of local participants’ commitment through their presence on LMCs
- relevance of the selected target areas

At the end of the pilot phase, and after a midterm evaluation, Phase 2 of the project was launched. In addition to the areas of Mbour, Tambacounda, Kaolack and Ziguinchor, which were selected during the pilot phase, four new areas were introduced: Touba, Matam, Louga and Saint Louis. This gradual approach allowed
for adjustments and the elimination of problems encountered during the pilot phase of the project. A co-design workshop encouraged genuinely collaborative efforts in modifying, adjusting, and adapting project activities and approaches as the project began the second phase.

Involvement of women and youth. Women and young people were involved in many aspects of SRSI. Women had significant representation on the Steering Committee and LMCs, and they took part in the various forums and workshops. Women have different experiences of road safety, and the full inclusion of women’s needs and perspectives in road safety efforts is critical to establishing citizen’s confidence in the security sector. To incorporate gender and account for women’s specific experiences of road safety, PWA-S decided to include two women’s groups in the project implementation: Badiénou Gokh (Child Welfare Workers) and Ndeyou Daar (Mothers of the Koranic Schools) (see sidebar).

Since young people both are the main perpetrators—and victims—of road accidents, it was essential to include them in project discussions and implementation. Young people drive motorbike taxis and animal-drawn carts, both of which were identified as targets for road safety improvements. Thus, Monitoring Committees also included representatives from Communal Youth Councils (CCJ). In Senegal, CCJs are offshoots of the National Youth Council, which supports youth initiatives at the national level.

Effective and adaptive communications. Flyers, posters, documentary films and community radio broadcasts were produced and leveraged by the project to raise awareness and provide

Role of Women’s Groups: Badiénou Gokh and Ndeyou Daara

To leverage the social capital that women represent, PWA-S invited two women’s groups, Badiénou Gokh and Ndeyou Daara (Mothers of the Koranic Schools) to join LMCs as part of SRSI.

Members of Badiénou Gokh are volunteer community health workers who conduct communications campaigns and make home visits. The road safety project thus saw the value of involving these women in the campaign to improve road safety and fight related criminality. Members of Ndeyou Daar address the realities of Senegalese society in which begging is common among children who go to Koranic schools. Ndeyou Daar members act as sponsors to provide these children with food, clothing, and access to drinking water. The social impact of these two groups earned them a role on SRSI Monitoring Committees.

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information about road safety. Here are a few examples of how mass media was used:

- In Ziguinchor, the Monitoring Committee hosted a weekly interactive broadcast on road safety.
- In Kaolack, a radio program called “Allô Jakarta” dealt with issues concerning motorbike taxi safety.
- The road safety forums held in Touba and Thiès were covered by a live radio broadcast.
- The Senegal Community Radio Union partnered with PWA-S during the national response to COVID-19 in which the NGO participated. Community radio stations are located in the project’s implementation areas.

In addition, a communications strategy document was drawn up following a meeting of the executive management and the Steering Committee to refocus certain activities and reclassify them in the context of the pandemic. The adaptive communications strategy reflected diversity and inclusiveness of the target audiences and strategic selection of tools for mobilization most appropriate for each audience type or category.

5. Strengthen partnerships and communication between citizens and defense and security forces

To strengthen partnerships with stakeholders and establish a collaborative dynamic among them, PWA-S initiated a series of activities, from community forums and workshops to school visits and sports. For example, in response to a perception survey conducted at the start of the project that identified a lack of collaboration between the DSF (police and gendarmerie), groups were encouraged to work together to develop neighborhood and community policing. That project, along with informal activities like soccer games, provided many opportunities for exchanges. Today, a spirit of collaboration has developed between the police and the gendarmerie—a positive outcome that had not initially been planned and one that will reap benefits in the future.
Similarly, to improve relations between police and citizens, a recommendation was made for DSF officers to make regular school and community visits. As a result, citizens are now better informed about DSF officers’ role in safety, and they cooperate in some cases with safety initiatives. The capacities of the DSF have been reinforced in terms of collaboration with civilians and the fight against crime. This has been achieved through a host of training activities, development of a guide, as well as holding discussions and conducting advocacy throughout the project.

**Case Study: Building a Partnership with Motorbike Taxi Associations**

The involvement of stakeholder groups resulted in several positive outcomes. PWA-S effectively collaborated with Senegal’s motorbike taxi drivers’ associations in the project locations to improve road safety through a series of capacity building and advocacy actions. As a result of the project, the president of the Association of Motorbike Taxi Drivers of Kaolack said that his organization had grown from 220 to 400 members. The additional membership fees allowed the association to improve its structure, strengthen itself institutionally and purchase mutual health insurance for its members.

**6. Use a cross-border approach to address the issues of road safety and crime**

A cross-border approach enabled a more holistic and impactful response to road security issues. Several project localities were chosen due to their proximity to borders: For example, Tambacounda, a large city and transportation hub near Senegal’s Eastern border with Mali; and Zinguinchor, surrounded by the Gambia to the North and Guinea-Bissau to the South. Border areas can have high traffic density and accident rates, but they also provide passage to criminals and migrants and thus tend to face a more complex set of road security issues.

For example, Tambacounda is a hub for a large number of trucks traveling regularly between Senegal and Mali, which contributes to road accidents, but also to problems with child labor, prostitution, illicit trafficking and illegal migration. Ziguinchor, which has more than 10,000 motorbike taxi drivers, has a high rate of road accidents, but the porous borders to the South have also encouraged the drivers to engage in robberies, illicit trafficking and illegal migration.

Conscious of these complexities, PWA-S supported the local monitoring committees to address all aspects of road security during the co-design workshops and identify activities that bring together law enforcement and citizens to address them jointly. For example dialogues between law enforcement and motorbike drivers helped law enforcement understand local perceptions and helped motorbike drivers become more sensitive to crime prevention. Positive relations between citizens and law enforcement can have an even greater impact on community safety and well-being in cross-border locations.
7. Maintain flexibility in the management of projects

One of the keys to SRSI’s success was maintaining flexibility during implementation, allowing for reframing and adjustment. Unforeseen events occurred, and without a capacity for analysis, anticipation and adaptation, the project would have stalled. A clear illustration of this was the COVID-19 pandemic, which forced a pivot of project activities. We organized series of webinars, taking advantage of the opportunities offered by digital media in a move that was not initially planned for the project. We also launched a major information and awareness campaign to inform drivers and other road users about how to prevent the spread of COVID-19. Flyers, murals, audio messages, and video and audio clips were produced in local languages and distributed via social media and other media outlets on a large scale.

Planned activities were also revised based on input from authorities and stakeholders. For example, initially the plan had been to revise the training curriculum used at the defense and security forces colleges to better take into account issues relating to road safety prevention and suppression. But during discussions with the directors of the National Gendarmerie Officers’ College and the National College for the Police and Continuing Education, the project team learned that issues relating to road safety had already been integrated into the training curriculum. These individuals suggested that it would be more useful to draft a guide on road safety that could be shared with training colleges and all professionals working in the road safety sector.

8. Share experiences and lessons learned to build networks and ensure sustainability

One of the reasons for the success of SRSI has been its capacity to mobilize a diverse range of participants, both state and non-state actors, as well as national and local authorities. It has also managed to produce a critical mass of both scientific and information about road safety. Few civil society organizations in the country or in
the Sahel region are devoted to road safety issues. It is therefore important to adopt a strategy that allows for knowledge and skills on road safety to be promoted, transmitted, and popularized, not only in Senegal, but which can also influence similar initiatives outside the country.

At the end of the project, PWA-S decided to hold a Share Fair to bring the Steering Committee and the eight LMCs together to share their experiences. The Share Fair represented an opportunity for participants to meet and network—an excellent way to encourage continued collaborations.

**FUNDAMENTAL PRINCIPLES OF NETWORKS**

A network can be defined as an informally interconnected group or association of persons. Networks are based on three fundamental principles:

- their structure is interdependent rather than hierarchical;
- they maintain internal stability and consistency, despite changes in personnel;
- connections and linkages are constantly forming, without overall coordination.

If we consider the Share Fair in light of this definition of a network, it is easy to recognize that the desired networking will effectively open up prospects for sustainability through flexible methods without the constraints of hierarchy.

PWA-S initiated this highly relevant activity to create partnerships with all actors likely to have a relevant contribution to establishing areas in which road safety prevails. The Share Fair represented a point of convergence of all the activities carried out during the project. It was also an occasion for participants to celebrate and an opportunity for institutions to exhibit and demonstrate their tools and instruments. It featured exchanges, panels and presentations highlighting positive results, discussion forums on a range of issues that may directly or indirectly influence the broader landscape of safety on the roads (migration, illegal trafficking, corruption, crime, etc.) Through the sharing of information on experiences, major challenges and lessons learned within the scope of the project. The Share Fair served to increase the involvement of stakeholders and ensure the sustainability of the achievements.

The Share Fair organized during Phase 2 of the project brought together the following actors:

- Minister of Infrastructure, Land Transport and Rural Development
- Ambassador of the United States’ representative
- High Commander of the National Gendarmerie and Director of Military Justice
- Director General of the National Police
- Director of Public Security
- Commander of the General Staff of the Armed Forces
- Brigade Commanders and Police Commissioners of the target areas
- Mayors and Prefects or Governors of the target areas
- Brigade Commanders of Dakar

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Police Commissioners of Dakar
Representatives of the City of Dakar
Parliamentarians
Members of the Economic, Social and Environmental Council
NGOs and CSOs
Members of the project Steering Committee
La Nouvelle Prévention Routière (insurers’ road safety promotion body)
The Senegal Association of Insurers
Beneficiaries of the pilot projects in the target areas
Media representatives
Project partners

It is clear that this impressive mobilization was the result of the project’s high visibility, together with the effective advocacy and executive action of PWA-S, the quality of the data and information produced during the project implementation.

SHARE FAIR

During the day-long event, SRSI participants gathered to share what they learned through their involvement with the project. Following a welcome presentation that highlighted project achievements toward improving road safety in Senegal, the sessions included:

• Video presentation on collaboration and how to improve citizens’ perceptions of the DSF and authorities, how to use driving documentation to fight corruption, and how to improve motorbike taxi safety in West Africa.
• Exhibits by PWA-S, the National Police, the National Gendarmerie, the National Fire Brigade, the National Agency for Assistance in Community Security, La Nouvelle Prévention Routière, the Senegal Association of Insurers and the National Agency for the Promotion of Youth Entrepreneurship.
• Panel sessions on a range of themes: road safety issues, strategies for reducing corruption, and improving collaboration between security sector actors, civil society, and administrative authorities.
• Presentation of pilot project results and perceived impacts on road safety in the targeted localities.
• Artistic performances on the theme of road safety.
• Presentation of awards to recognize key players who invested heavily in the success of the project.
The success of a project is measured, in part, by the sustainability of its results, which allow the project’s benefits and achievements to be made durable. The Sahel Road Safety Initiative recorded several elements of sustainability, making it clear that there is a promising outlook for the durability of the project’s achievements.

**Appropriation by administrative authorities: Departmental Development Committee (CDD) and Regional Development Committee (CRD)**

One of the strengths of the project is the drive for consolidation at a local level. The identification of target areas at very localized levels represented an opportunity to refine targets. This strengthened the dialogue with decentralized administrations and even influenced the public policy agenda and decisions made by political authorities. Key meetings were held regarding the development policies of these localities. CRD and CDD and meetings were held in Ziguinchor, Kaolack, Tambacounda, Fatick and Mbour.

These meetings resulted in an approved Action Plan to improve road safety in each locality.

Note that the CRD and CDD are regional- and departmental-level committees that meet when convened by the Governor or Prefect on a specific issue or in connection with an impending important event. These are structures that bring together the most significant actors of a sector in the particular locality in order to identify solutions or make recommendations for the improved management of the sector or holding an activity of a national dimension. For example, in the CDD meeting in Ziguinchor, participants endorsed the following ten rules for motorbike taxi drivers, enforceable through stops/spot checks:

- Valid license, insurance, and registration are mandatory.
- Rear-view mirror is mandatory.
- Sitting sideways is prohibited.
- Surcharges are prohibited.
- Driving after 10pm is not recommended.
- Wearing a vest is mandatory.
- Wearing a helmet is mandatory.
- Exhaust noise causing disturbances at night-time is prohibited.
- Illegal parking is prohibited.
- Minimum rider age of 18.

Thus, the capacity to influence the public agenda at local level, engaging the local authorities and decentralized administrations, is relevant to the sustainability of the project.

**Transformations in the discourse, policies, and legislation of road safety**

It is interesting to note the rapid growth of the legal framework over recent years, during the same time as the implementation of the Sahel Road Safety Initiative project. There have been several orders, provisions, and deliberations by municipal councils on the regulation of two-wheeled transport and tricycles, transport in urban areas, etc. It is therefore logical to assume that the project has a certain capacity to
influence public decisions and the framework for organizing motorbike taxi transport. The President of the Republic specifically addressed the issue of transport by motorbike taxi during the latest National Forum on Youth Employment.

**Empowerment of community leaders in local security management through the Monitoring Committee**

The involvement of community leaders, community support workers, local opinion leaders, spokespeople and influencers offers an excellent opportunity to sustain the project’s achievements. Most of these actors are involved in the implementation either through capacity-building sessions or awareness activities or through the work of the exchange and discussion frameworks set up by Local Monitoring Committees. Through their involvement, they have become local agents dedicated to road safety and have influenced public opinion; these represent relevant elements of sustainability.

**Role of Steering Committee and Monitoring Committees as pillars of sustainability and support for the institutionalization of the project initiatives**

When selecting the members of the Steering Committee, the recruitment of representatives of high-level institutions that play a leading role in road safety management was crucial. The involvement of these actors and their buy-in and organizational backing has helped institutionalize the project and strengthened its sustainability.

**Local radio initiatives on road safety (Allo Jakarta Zig/Kaolack)**

The role of the media is to provide information and to facilitate communication. The media are “agenda setters” and vehicles for advocacy, and offer spaces for policy discussion. The production of radio programs on road safety in Ziguinchor and Kaolack, together with live coverage of certain road safety events, means that the media have contributed to the sustainability of project results by influencing public opinion and generating interest. Furthermore, the subject of road safety became a regular media
topic as a result of the project, and it is therefore likely that the media will continue to broadcast programming well beyond the life of the project.

**Collaborative approach with other institutions**

Several forms of collaboration were established with leading national institutions, including:

- Relationships with the National Youth Council through the theme of youth employment and road safety
- A draft prefectural decree in Saint Louis to institutionalize the LMC
- Positive collaboration with the Economic, Social and Environmental Council of Senegal
- A Convention with the National Agency for Youth Employment to support the organization and modernization of the two-wheeled transport sector.

All of the above are factors for the sustainability of the project if the objectives of these partnerships are achieved. PWA-S is determined to continue to nurture these relationships and use them for other projects that aim to improve road safety.

**Introduction of road safety in schools**

With a view to continuing project activities and considering that safety on the roads is linked closely to behavioral issues, it is important to target schools in order to promote certain types of behavior in young people that will contribute to the durability and sustainability of project results. In this way, preparing an illustrated guide on road safety for children in partnership with the Ministry of Education and the School Inspectorate is an excellent step toward ensuring the project’s sustainability.

**Developing and sharing knowledge and skills related to road safety for development sector actors**

The project demonstrated its capacity to produce a wealth of useful information. The publication of two road safety guides for civilians and DSF personnel is just one example of how the project facilitated access to this information. Dissemination of knowledge and practical information remains an important element of sustainability because, over the medium to long term, it can influence the perspectives and orientations of decisionmakers, especially where the availability of such information has previously been limited.
REFERENCES

• Evaluation Report, Phase I, Roadmaps to Security in Senegal and Burkina Faso 2020, PWA-S
• 2021 Share Fair Workshop Report, PWA-S
• Sharing Experience Workshop Report, PWA-S
• SRSI Technical Proposal, 2020, PWA-S
• 2021 Share Fair Workshop Terms of Reference, PWA-S
• 2021 Sharing Experience Workshop Terms of Reference, PWA-S
• Sahel Road Safety Initiative Pressbook, 2021 Share Fair, PWA-S
ANNEX

List of Institutions Represented on the Steering Committee

1. President of the Steering Committee (COPIL)
   Honorary President of International Association of Public Transport (UITP) and African Association of Public Transport (UATP)

2. Commander of the Road Surveillance Squadron –
   High Command of the National Gendarmerie and Directorate of Military Justice
   Ministry of the Armed Forces

3. Head of the Regulation Section of the Dakar Traffic Company
   Directorate General of the National Police
   Ministry of the Interior

4. Head of the Road Safety Division
   Road Transport Directorate
   Ministry of Infrastructure, Land Transport and Rural Development

5. Head of the Trauma and Violence Prevention Bureau
   Ministry of Health and Social Action – General Directorate of Health

6. Studies, Structures and Planning Division
   Local Authorities Department
   Ministry of Territorial Governance, Development and Land Use Planning

7. Regional Inspector of Water and Forests
   Directorate of Water and Forests, Hunting and Soil Conservation
   Ministry of Environment and Sustainable Development

8. Executive Director
   La Nouvelle Prévention Routière in Senegal (insurers’ road safety promotion body)

9. Advisor to the Secretary General
   National Union of Road Transport Workers of Senegal affiliated to the National Confederation of Workers of Senegal

10. Regional Inspector of Water and Forests
    Directorate of Water and Forests, Hunting and Soil Conservation
    Ministry of Environment and Sustainable Development

11. Executive Director
    La Nouvelle Prévention Routière in Senegal (insurers’ road safety promotion body)

12. Secretary General
    Syndicat de l’Union des Routiers du Sénégal (URS) (Senegal Truckers’ Union)
## Sahel Road Safety Initiative: Best Practices by Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>Why?</th>
<th>Who (actors involved)?</th>
<th>How?</th>
<th>What (result)?</th>
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<tbody>
<tr>
<td>Baseline study</td>
<td>To gain knowledge of the initial situation and context in various localities.</td>
<td>Conducted by a team of researchers.</td>
<td>Field research based on clearly defined methodology.</td>
<td>Solid understanding of the context with a reference baseline.</td>
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<td>Perception survey</td>
<td>To identify people’s perceptions of road safety issues.</td>
<td>Conducted by a team of researchers with the support of investigators deployed to identified areas.</td>
<td>A field survey, with the methodology of data collection, statistical data production and qualitative analysis.</td>
<td>A good understanding of the socio-cultural variables of several categories of actor relating to the issue of road safety, considering several determinants: security challenges, collaboration between various actors, vulnerability factors.</td>
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<tr>
<td>Multi-stakeholder dialogue sessions</td>
<td>To identify road safety factors in the project’s target areas and to collect qualitative data to corroborate the quantitative data gathered during the perception survey.</td>
<td>Coordinated by the project team in collaboration with grassroots actors involved in road safety issues.</td>
<td>Discussion and exchange sessions, group work, brainstorming, incorporating adult learning methodologies.</td>
<td>All factors relating to danger on the roads, particularly in the target areas, were identified and discussed. With a view to implementing activities in the field, the quantitative data collected during the perception survey can be confirmed to definitively establish the targets, target areas, approaches, and program orientations.</td>
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<td>Multi-actor framework for defining actions and validation</td>
<td>To develop mini-projects that take into account the priority concerns of populations in terms of road safety through the concept of a co-design workshop.</td>
<td>Grassroots actors were consulted and involved in the exchanges and reflection, under the coordination and facilitation of PWA-S executive and project team.</td>
<td>Exchange and discussion workshop. Expression of needs by the actors and formulation of answers to these needs by establishing mini-projects.</td>
<td>The main result was the selection of the most relevant mini-projects proposed during the co-design workshops. Main roads selected during Phase 1 of the project include Dakar-Tambacounda and Dakar-Ziguinchor, which cross the key target localities of Mbour, Kaoack, Tambacounda and Ziguinchor. Relevant questions concerning road safety were identified and considered, as were problems that have a direct impact on road safety. Phase 2 extension locations included: Louga, Matam, Toubi, Saint Louis.</td>
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<td>Sub-regional multi-actor framework for guidance and support</td>
<td>To establish a framework for the orientation and validation of project deliverables throughout the project.</td>
<td>People with experience in road safety and transport issues, including representatives from truckers’ unions, DFS, and the Ministries of the Interior, Health, Environment, Transport and Infrastructure.</td>
<td>Periodic meetings based on the project’s schedule of activities and in response to any urgent situations.</td>
<td>Among the results of this committee are strategic orientations, re-framing and finalization of all documents produced within the scope of the implementation of the project.</td>
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<tr>
<td>Local multi-actor support and implementation framework</td>
<td>To guide the management, monitoring and logistical support of local activities</td>
<td>LMCs were set up in all target localities with the facilitation of a local representative. Among LMC members were social actors such as Badiénou Gokh, a women’s group of facilitators and essential development actors in community health and maternal and child health</td>
<td>This is a multi-actor framework to support and contribute to the implementation of activities at a local level.</td>
<td>Effective monitoring was carried out at local level. Furthermore, visibility was assured. The LMC ensured a permanent presence and representation with decentralized and devolved authorities. Genuine efforts to adapt were possible due to the “à la carte” composition of the LMCs in accordance with the realities on the ground.</td>
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<td>Transfer of skills (Training instructors)</td>
<td>To train instructors who can continue to play a role in changing behaviors.</td>
<td>High-level individuals from the gendarmerie and police, acting with the support of the project coordination.</td>
<td>Capacity-building workshops.</td>
<td>A pool of instructors specialized in road safety issues was established. The issue of road safety was incorporated into the program of local activities. Subjects addressed included the dangers of careless behavior by motorbike taxi drivers, and respect for the rules of the road.</td>
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<tr>
<td>Training development sessions</td>
<td>To develop and reinforce the skills of actors involved in road safety, including truckers and motorbike taxi drivers.</td>
<td>Local administration of the DSF trained members of motorbike taxi drivers’ associations</td>
<td>Skills-based workshops.</td>
<td>Many young people and actors involved in the issue of road safety were instructed in the principles of road use and taught about respect for the rules of the road.</td>
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<td>Socio-cultural activities</td>
<td>To consider aspects of the Senegalese context in which illiteracy, antisocial behavior, and a lack of awareness are prevalent.</td>
<td>Actors involved in local associations and community leaders.</td>
<td>Cultural, festive, and recreational activities that can be used as opportunities to convey road safety messages.</td>
<td>Mass information is provided on road safety, the dangers of chaotic behavior on the highways and recklessness by the drivers of animal -drawn transport.</td>
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<td>Awareness-raising activities</td>
<td>To get a wide range of citizens involved in road safety issues.</td>
<td>Carried out with the support of Local Monitoring Committees, the project coordination team, and citizens likely to be impacted by potential road dangers.</td>
<td>The activities include awareness-raising caravans, local visits, and home visits.</td>
<td>Better knowledge of the road safety project and the principles that guide road traffic. Better behavior is promoted and encouraged to fight against dangers on the road and bad practices that can generate a systemic, generalized insecurity.</td>
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<td>Events bringing citizens closer to their local institutions and administrators</td>
<td>For better collaboration between branches of the DSF and between the DSF and civilians. To bring citizens closer to their local institutions.</td>
<td>Carried out with help from the local administration of the DSF with the support of the Monitoring Committee, and with the assistance and under the supervision of the project team.</td>
<td>Open days Local visits Tea debates</td>
<td>Improved knowledge of the decentralized administration by civilians. Greater collaboration between branches of the DSF and between the DSF and civilians.</td>
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<td>Soccer matches</td>
<td>For the greater mass involvement of young people who are active in sports and associations at a local level.</td>
<td>Conducted with the help of the Monitoring Committee, project team, and a range of local actors and opinion leaders.</td>
<td>Organization of soccer matches between branches of the DSF and between DSF and civilians.</td>
<td>Cooperation and collaboration were established between branches of the DSF and between DSF and civilians.</td>
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<tr>
<td>Community facilitation and mediation</td>
<td>To formalize the various networks of drivers and to encourage collaborations.</td>
<td>Carried out in collaboration with various groups and associations of motorbike taxi drivers by the Monitoring Committee and the project team.</td>
<td>Networking and facilitating organizations and groups.</td>
<td>A bringing together of the various organizations that specialize in road safety issues and motorbike taxi drivers’ associations. Provision of communications platforms for motorbike taxi drivers.</td>
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<td>Advocacy</td>
<td>To give the project a strategic dimension by proposing a “political” discourse for decisionmakers.</td>
<td>Conducted by PWA-S management with the support of the Steering Committee and PWA-S staff.</td>
<td>Definition of road safety terminology/language. Networking and communication. Contact with institutional partners. Contributions of technical partner.</td>
<td>A “political” assumption of responsibility for the issue of road safety was achieved. The legal and institutional framework relating to road safety became a dynamic issue. The public authorities are more aware of the severe problem of danger on the roads and the various forms of associated criminality.</td>
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<td>Forum on road safety</td>
<td>To shine a spotlight on road safety at the regional level. To bring all the actors involved in the issue together for discussions to influence the decisions of national and local actors.</td>
<td>Implemented by PWA-S management and staff with the support of the Monitoring Committee.</td>
<td>Organization of forum, harnessing the synergy of all local actors on road safety issues. Communication and information. Live national broadcast of the event.</td>
<td>Road safety was at the center of a day-long local debate. Participants made a joint commitment to fight against danger on the roads. The administrative, judicial, political, and local authorities were mobilized in addressing road safety issues. The media and influencers made road safety a major issue.</td>
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<td>Share Fair</td>
<td>To mark the end of the project by sharing successes and lessons learned.</td>
<td>Led by PWA-S management and staff, with the support of the Steering Committee, the Monitoring Committees and regional and local leaders.</td>
<td>Presentation of project results. Sharing acquired knowledge. Discussion of the public policies thus implemented. Networking and sharing experiences. Celebration and awards.</td>
<td>The Share Fair an opportunity for project participants and stakeholders to gather and share what they learned. A presentation summarized the project’s achievements in improving road safety in Senegal.</td>
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