

# **San Ignacio - Santa Elena Municipal Road Safety Operational Plan 2016 - 2020**



MUNICIPAL ROAD SAFETY OPERATIONAL  
PLAN FOR  
SAN IGNACIO - SANTA ELENA  
TOWN COUNCIL  
2016-2020

**Collaboration with Government of Belize  
National Road Safety Master Plan 2030**

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# Road Safety Vision 2020 – Five Year Municipal Road Safety Operational Plan for San Ignacio and Santa Elena

## Foreword



Road Safety is everyone’s responsibility. We all need to take responsibility – and take pride – in how we behave on the road as pedestrians, motorcyclists, cyclists, drivers (of all vehicles from passenger cars to buses) and passengers.

Awareness of road safety, and of the contribution each individual can make to saving lives, is increasing all the time. Municipal Government, in partnership with National Government and associated NGOs and other stakeholders, is committed to ensuring this plan works, by providing the leadership, action and resources to make it work.

As the Mayor, I will do all in my power to ensure that this Road Safety Plan is delivered over the next five years and that **San Ignacio/Santa Elena** becomes one of the leading municipalities in Belize in protecting its citizens on the road. I also expect full and timely delivery from each of the agencies and departments responsible for action and that they will take its role seriously.

We all need to have a real sense of pride in how we use our roads and highway. When every citizen takes their responsibility in contributing to a safer community, then we will realise our vision of having the most up to date roads and highways with proper signage in the country of Belize, with the target of reducing traffic crashes and fatalities.

I encourage all residents of **San Ignacio/Santa Elena** to get behind our Road Safety Plan to limit and decrease the challenge we face on our roads thus making our roads safer and creating a peaceful community.

  
Earl Trapp Jr.  
Mayor



## Introduction

Building on the success of the Belize Road Safety Project, a demonstration corridor project which has been underway along the George Price Highway, a parallel activity has seen the development of a much longer term, sustainable approach to road safety through the development of the Road Safety Vision 2030 Master Plan. This five year San Ignacio-Santa Elena Municipal Road Safety Operational Plan 2016-2020, will contribute to the goals of the 2030 Master Plan and will carry the vision of Towards Zero Deaths on San Ignacio and Santa Elena's streets and pathways.

Towards Zero Deaths means we do not accept that fatalities and serious injuries on our roads are inevitable or acceptable. This vision can be achieved if the San Ignacio and Santa Elena community as a whole work together to make a fundamental change in the way it thinks about road safety and works to address the trauma caused by everyday use of the streets. Collisions may still occur as people using the road system make mistakes or poor decisions. Nevertheless, we should strive to create a system in which safe decisions are the easiest ones to make and mistakes are not punished with death or serious injury.

The plan is modeled on successful strategies in other countries and also on the recommendations of the World Report on Road Traffic Injury Prevention. The Plan further takes into consideration the lessons learned during the implementation of the Belize Road Safety Project.

In developing the Municipal Road Safety Operational Plan, the Traffic Management Committee sought input from cross-ministry partners to answer the following questions:

- Given where we are now, what can we do better?
- How can we leverage cross-ministry/cross-sector cooperation and action to further reduce deaths and serious injuries on Belize's roads?
- What can we do to embed the principle of shared responsibility for road safety into the culture of the Belize community?
- What can we do to further our progress towards safe roads, safe vehicles and safe drivers?

The Municipal Road Safety Operational Plan for San Ignacio – Santa Elena aims to provide guidelines to policy makers in order that they can plan and implement road safety management in a coordinated and harmonised manner. It also serves as a guideline for the municipality to recommend steps of road safety management in their jurisdiction.

This Vision has a long-term perspective, namely 15 years since this Municipal Road Safety Operational Plan fully supports the broader Belize Horizon 2030 Vision which embodies the overall vision for Belize

in the year 2030 and the core values that will guide citizen behaviour and inform the strategies to achieve this common vision for the future.

The San Ignacio – Santa Elena Municipal Road Safety Operational Plan, similar to the Road Safety Vision 2030 Master Plan uses the five pillars approach, as recommended in international good practice in the Decade of Action for Road Safety (2010-2020). The approach consists of road safety management, safe roads, safe vehicles, safe conduct of road users and post-collision care. The success of the plan will be determined by the degree in which the pillars can work harmoniously with each other, rather than as independent silos. The achievement of the Road Safety targets uses a safe system approach, which accommodates human error and susceptibility of the human body, which is intended to ensure that road collisions do not cause fatalities and serious injuries. The San Ignacio – Santa Elena Municipal Road Safety Operational Plan will be updated semi-annually and will result in the creation of safe roads and behaviours in San Ignacio and Santa Elena.

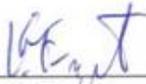
Our vision is that the Municipality of San Ignacio and Santa Elena will have the safest streets and pathways in the country of Belize and will work toward the ultimate goal of zero traffic fatalities and zero serious injuries within the Municipality.

In order to ensure the achievement of the vision, the foundation is established as follows:

- Harmonising the direction and commitment of road safety management by implementing principles that coordinate the five pillars inclusively;
- Implementing road safety using cost-efficiency approach through curative and preventive measures in order to handle the victims, prevent injuries, and prevent collisions;
- Implementing a road safety system approach which can accommodate human error and the susceptibility of human body to ensure that traffic collisions do not cause fatalities and severe injuries.

Signatures of Committee Members

  
Wilfredo Zetina  
Traffic Manager

  
Kevin Espat  
Senior Transport Officer

  
Anthony Richard Rosado  
Officer in Charge  
Traffic Branch  
(Police Department)

  
George Boiton  
Councillor - Traffic

  
Bernz Mendez  
Director of Welcome Center

  
Emil Pinelo  
Supervisor of Traffic Wardens

## Background

An inland municipality, comprising of the twin towns of San Ignacio and Santa Elena, San Ignacio-Santa Elena is one of three municipalities in the Cayo District. With an estimated population of 18,000 according to the 2010 population census count, it is the largest municipality in the District, and the second most-populated municipality in the country of Belize. The growth of San Ignacio-Santa Elena is reflected in the increase in population, which has doubled over the past 20 years. Factors influencing this growth are: immigration for quality of life; availability of land and natural resources; and increase in employment due to tourism, agriculture, and increase in industries e.g.: petroleum and foreign investments especially from Chinese entrepreneurs. The town consists of approximately 5.57 square miles and contains two major rivers: Macal and Mopan. The twin towns are linked by the historic Hawksworth bridge which spans the Macal River.

San Ignacio is bordered on the north by the Mopan River. The Macal River runs directly between the two towns and is the feature that separates them, with Santa Elena located to the east of the Macal River, and San Ignacio on the western side. The Macal and Mopan Rivers converge to form the Belize River, which borders Santa Elena to the north. The valley areas which border these rivers produce minimum elevations as low as 13 meters. The general topographical trend is an increase in elevation with decreasing latitude. Maximum elevation within the existing boundaries of the municipality occurs at the Cahal Pech Archaeological Reserve, which is located in the south-central section of San Ignacio. Beyond the borders of the municipality toward the southeast, elevation increases to a maximum of 291 meters.

Besides the major rivers previously mentioned, there are also several adjacent minor rivers and streams that are affected by seasonality. There are no major water bodies such as lakes or freshwater lagoons. Existing ponds are very insignificant in size and are mainly used by livestock farmers. The municipality had always experienced flooding since its establishment, but has recently seen investments aimed at making the town less prone to the phenomenon. Immediately surrounding the borders of the municipality are areas of land used for agriculture. Beyond that, and at the southern boundaries of San Ignacio, lowland broadleaved forests can be found.

The twin towns while predominantly a Mestizo community, consists of a melting pot of ethnic and cultural diversity, comprising inhabitants of all major ethnic groups in Belize as well as migrants from neighboring Central American Countries. It is the hub for entertainment, trading, employment and for

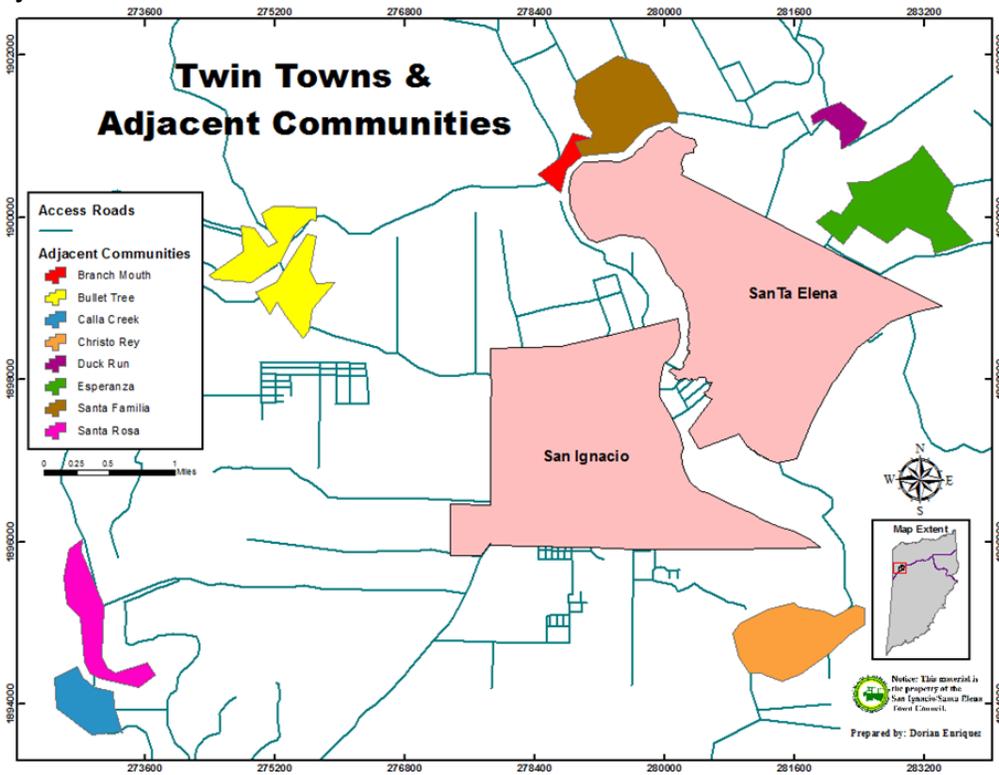
inland tourism, which contributes to the overall importance of the area. San Ignacio-Santa Elena hosts the largest farmer’s market outlet and the surrounding village depends on the local market to supply their produce and trade. San Ignacio Town is also central to the banking, police, medical, social security and local government or administrative activities that residents within neighbouring communities need. Most secondary and tertiary level educational institutions are also located within town limits.

Of the 4,338 households surveyed in the 2010 census, 64% or 2,793 households owned one or more private vehicle. Public transportation is a fairly cheap and reliable service that connects villages and other towns to San Ignacio-Santa Elena. There are several bus operators that conduct daily runs in and out of the towns. Located approximately 9 miles from the western border with Guatemala, the town facilitates easy access from the western border to other parts of the country. Commercial vehicles importing textiles pass on a daily basis through the town and adds to an already congested down town area. However, this will be alleviated when the new by-pass is completed. The Municipality, through this plan, will also implement strategies to ensure that the roads, particularly those near the schools and parks, are more child friendly.

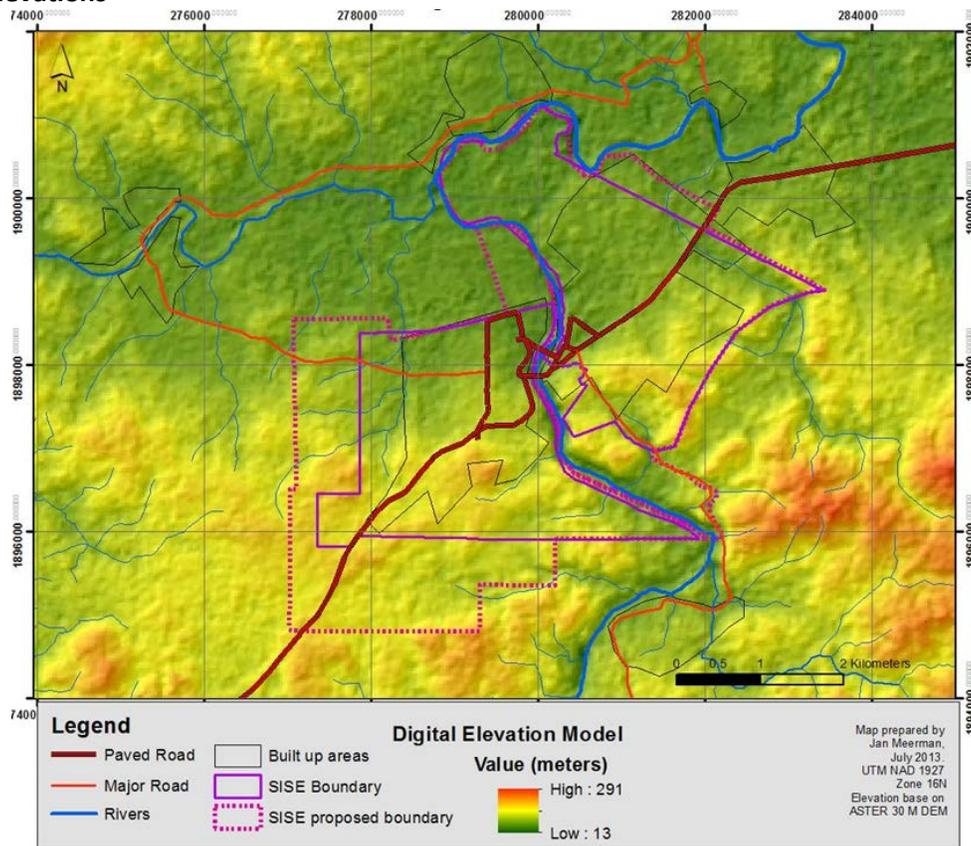
With the decade of action for road safety underway, road safety has become a more important issue in the country and in our municipality. The Traffic Department in collaboration with the Ministry of Transport Office and the San Ignacio Police Formation assist is actively addressing the issues. The town council assist the Traffic Department in improving signage and improving road conditions with the municipality, with the Ministry of Works doing the same for the highways.

The council supports the various surrounding villages as well, despite them being outside the official boundaries. San Ignacio-Santa Elena Town council, in joint cooperation with the Benque Viejo Town council, has ventured into a new solid waste management project. The council works closely with the chairpersons of the various surrounding villages towards supporting infrastructure by providing mechanical equipment such as graders, rollers and other road maintenance equipment.

Map of adjacent communities



Map of elevations



## Strategy Implementation

Cabinet, under the leadership of the Prime Minister has approved and authorized the National Road Safety Master Plan 2030. The Ministry of Economic Development will coordinate the implementation of the plan, in line with its overall planning function. The National Road Safety Committee will have general oversight on implementation and policy advice and a set of Technical Working Groups will support the process and report to the National Road Safety Committee. To ensure the consistent and effective implementation of the plan, each municipality across the country, formed their own Municipal Traffic Management Committee, and developed their Municipal Road Safety Operational Plan to ensure that their local needs and issues are identified and addressed.

This five year San Ignacio – Santa Elena Municipal Road Safety Operational Plan (2016-2020) provides details on the specific actions and interventions that will take place during the implementation period, continuing to move forward towards the *vision* as specified in the National Road Safety Master Plan 2030.

In line with the 5 pillars of the Decade of Action for Road Safety and Road Safety Vision 2030 the component parts of this Municipal Road Safety Operational Plan are:

<b>Road Safety Management</b>	Lead agency, coordination and management
	Road safety data management
	Monitoring and evaluation
	Target setting/Performance indicators
	Legislative reviews
	Planning, funding and resources
	HR development
	Promotional/media – developing a Traffic Safety Culture
<b>Safe Roads</b>	Intersection safety
	Safe travel speeds
	Transportation of Goods and Services and People
<b>Safe Vehicles</b>	Vehicle registration
	Dangerous vehicles
	Imported vehicles
	Seat belt and child safety seats promotion and usage/enforcement
<b>Safe Road Users</b>	Driver training and testing
	Driver licensing
	Police enforcement
	Road safety education in schools
	Road safety campaigns
<b>Post-crash response</b>	BLS; MFR; EMT
	Type III Ambulances

# Road Safety Management

## Lead Agency, Coordination and Management

The objective of this sub-section is to establish a framework identifying leadership, collaboration and accountability of departments within the governmental and non-governmental road safety stakeholders for the development, effective implementation and delivery of the road safety strategy. This Plan identifies a lead organization which is responsible, accountable and has the power to make decisions, manage resources and coordinate the efforts of all participating partners and stakeholders.

The San Ignacio – Santa Elena Traffic Management Committee should include representatives from the Town Council (Head of Committee); Police Department (Enforcement); Traffic Department; Hospital (Medical Service); Education Department (Information Campaign); Taxi Association (Information on Infrastructure); Business Community (Information Sharing/Funding); Public Works Department (Infrastructure); Transport Department (Legislation); Fire Department; Tourist Association and the Media.

In addition to developing an Operational Plan, a Vision and a Mission for the municipality, the San Ignacio – Santa Elena Traffic Management Committee should:

- Identify weakness in the present work plan for road safety;
- Devise new policies and strategies that will enhance and strengthen the previous policies for road safety;
- Ensure that policies are being implemented.

### Vision

San Ignacio and San Elena Town Council have the most up to date roads and highways with proper signage in the country of Belize with the target of reducing traffic crashes and fatalities in the municipality, thus making our roads safe and creating a peaceful community.

### Mission

Being proactive in avoiding traffic crashes and fatalities by bringing all stakeholders together in discussion focusing on road safety for San Ignacio and Santa Elena Town.

Strategic Actions		
	Timeline	Implemented By
<b>CM1</b> Establish the San Ignacio-Santa Elena Traffic Management Committee (TMC)	2016	Town Council
<b>CM2</b> Maintain San Ignacio-Santa Elena Traffic Management Committee stakeholder cooperation mechanisms	Ongoing	TMC
<b>CM3</b> Develop and confirm the San Ignacio-Santa Elena 5 year Operational Plan, Mission and Vision	2015-2016	TMC
<b>CM4</b> Develop sustainable funding to ensure the programs/ interventions will be undertaken	2016 (& semi-annually thereafter)	TMC

Strategic Actions		
	Timeline	Implemented By
<b>CM5</b> At the local level ensure their activities are linked to the National Strategy	2016 (& semi-annually thereafter)	TMC
<b>CM6</b> The Municipal Road Safety Operational Plan should be reviewed semi-annually	2017 (& semi-annually thereafter)	TMC

### Road Safety Data Management and Analysis (Intelligence)

The objective of this component is to develop an appropriate local system of data collection, storage, retrieval and analysis which leads to better identification of the safety situation and from which focused and appropriate remedial measures can be devised. This must include road data where collisions have never been recorded but are nevertheless dangerous. If possible the data should extend to other factors, including:

- Demographic data; traffic volume data (by mode);
- Safety performance indicators such as rates of seat belt and standard helmet use, frequency of the committal of offenses such as overloading, speeding and red light running;
- Infrastructure factors (road length by crash risk, mean travel speed, etc.);
- Enforcement (violation) data (tickets/charges, etc.);
- Injury data from hospitals.

Accurate data is also necessary to: identify traffic safety issues and devise countermeasures; implement and adjust coordinated strategies; undertake cost/benefit analysis; prioritize high collision locations and corridors; develop targeted education and enforcement campaigns; develop safety performance functions; and monitor and evaluate the effectiveness of improvements.

Strategic Actions		
	Timeline	Implemented By
<b>DM1</b> Develop system to store and retrieve information for analysis	2016	TMC through Town Council, DOT, Police
<b>DM2</b> Ensure data as listed above are being gathered consistently and on a timely basis	2016-2017	MOH, DOT, JICC, SIB
<b>DM3</b> Develop and ensure the use of standardize local collision collection forms	2016 (ongoing)	Town Council, DOT, Police
<b>DM4</b> Traffic Officers and Police Officers have been trained in collision investigation and reporting	2016 (ongoing)	DOT, Police
<b>DM5</b> Confirm mechanisms for sharing data are operating efficiently with management agencies and other organizations	2016-2017	MOH, DOT, JICC, SIB
<b>DM6</b> The data is used in all decision making	2016 (ongoing)	TMC

## Monitoring and Evaluation

The objective of this sub-section is to develop a system for monitoring and evaluation that is able to measure progress and current status; allows feedback and encouragement to the organizations involved; identifies under-performance; identifies emerging problems; monitors a range of indicators and must be able to predict likely future adverse trends, as far in advance as possible.

Each of these objectives demand that the system for monitoring and evaluation has particular characteristics:

- To be able to measure progress, the system must be able to measure current status which includes reviewing several databases;
- To allow feedback and encouragement to the organizations involved, the system must produce outputs that are readily understood, have face value and be provided in a timely manner and compare this to previous status in a way that identifies the effects of the Strategy;
- To be able to identify under-performance, the system must incorporate some form of comparison with a performance target and provide feedback in a timely manner to allow corrections to be made;
- To identify emerging problems, the system must monitor a range of indicators and must be able to predict likely future adverse trends, as far in advance as possible.

A comprehensive measurement and evaluation system has been developed to measure the road safety outputs and outcomes and to evaluate the effectiveness of the interventions implemented in achieving the targeted results. The system will ensure that the funds invested in road safety are effectively used. The San Ignacio – Santa Elena Traffic Management Committee will continue to monitor progress and current status through data obtained from the departments below as follows:

- National Transport – driver’s license/learners permit issued
- Traffic Department – motor vehicle license/tickets issued
  - number of tickets settled immediately
  - number of suspended licenses
- Police Department – number of road traffic incidents
  - number of offences committed
  - number of persons disqualified from driving
- Ministry of Health – number of persons injured and treated or dead as a result of RTIs

The agencies will monitor the amount of offences as well as road traffic collisions which occurs on a monthly basis. Specific attention will be given to the causes for these collisions with the intent to reduce them

through the implementation of the different programs that will be conducted by the traffic department and the town council.

Strategic Actions		
	Timeline	Implemented By
<b>ME1</b> Develop a local road safety monitoring and evaluation system	2016-2017	MOH, DOT, JICC, SIB
<b>ME2</b> Data as listed above are being gathered consistently and on a timely basis	2016-2017	DOT, Traffic Department, JICC, MoH
<b>ME3</b> Semi-annually conduct monitoring and evaluation assessments to ensure progress continues towards targets	2016 (ongoing)	TMC through DOT, Police Department, Traffic Department, JICC, MoH

**Target Setting/Performance Indicators**

Target setting is the declaration of the desire of the municipality to improve the road safety situation as is expressed in its vision, mission and goals. Safety performance indicators help illustrate the effectiveness of road safety programs in meeting their objectives or achieving the desired outcomes. The purpose is to establish ambitious, but appropriate and achievable road safety targets and performance indicators to achieve the target for deaths and serious injuries to be reduced by 50% with the overall goal, after the first five years, to zero death and serious injuries due to road traffic collisions.

The municipality hopes to see a 75% increase in the number of passengers wearing seat belts and helmets. To facilitate this, the department will continue to increase the amount of checkpoints to 50 checkpoints per year to ensure the proper usage of seat belts, helmets and other road safety measures. The municipality will improve awareness on the importance of seat belt use in town and will encourage everyone to use seat belts whilst driving in town even though the laws do not make it mandatory for seat belts to be worn in town. The San Ignacio – Santa Elena Traffic Management Committee aims to develop a completely different culture and mindset of the public when it comes to utilizing seatbelts and helmets and adhering to other road safety practices as well, not only on the highways, but also in the town.

Strategic Actions		
	Timeline	Implemented By
<b>TS1</b> Establish targets for the San Ignacio-Santa Elena's Operational Road Safety Plan	2016	TMC through Town Council and Traffic Department
<b>PI1</b> Develop baseline measures for key risk factors, e.g. Seat belt usage, helmet usage, overloading, travel speeds, red light running, or non-adherence to traffic signs, collisions involving impaired drivers, collisions involving distracted drivers, etc.	2016	TMC in collaboration with the Road Safety Project
<b>PI2</b> Develop, track and report performance indicators that measures the type and amount of resources expended to tackle road safety issues such as speed cameras, advertising, infrastructure improvements, etc.	2016 (ongoing)	TMC through Town Council and Traffic Department
<b>PI3</b> Ensure that official performance indicators are based on reliable data	2016 (ongoing)	TMC
Strategic Actions		
	Timeline	Implemented By
<b>PI4</b> Semi-annually review progress being made with targets	Semi-annually	TMC

### Legislative Reviews

This implementation measure is highly important, as it allows for input in the development of new laws and the revision of existing ineffective laws as needed. This includes examining laws to ensure ease of enforceability. This is necessary to increase deterrence thereby making laws more effective.

As shown in the figure below, road traffic legislation has three primary focus areas. The first establishes the institutions required to administer various parts of the traffic system and allocates them specific duties and functions. The second imposes safety and other standards with which vehicle owners, drivers, vehicles and infrastructure must comply. The third area regulates compliance with standards through training requirements, testing, certification, enforcement and audits.

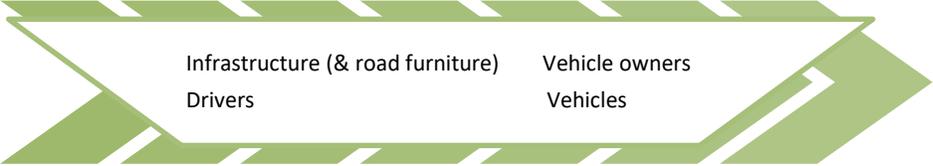
The San Ignacio/Santa Elena Town Council, Traffic Department and Traffic Management Committee supports the Ministry of Transport and Government of Belize in improving the existing legislation on seat belts to include mandatory use by back seat passengers as well. The Traffic Department continues to improve existing regulation and policies regarding driver's license, vehicle license and by-laws and sanctions which support positive road safety behaviours.

**Role of Legislation in Road Traffic Safety**

**Institutional**



**Standard-setting**



**Regulation**



<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>LR1</b> Complete review of the Road Traffic Law and subsidiary laws to participate in revision and updating of legislation	2016 (ongoing)	TMC
<b>LR2</b> Adopt or develop local by-laws and sanctions which support positive road safety behaviours. Prepare implementation strategy	2016-2017	TMC through Town Council, Police Department and Traffic Department
<b>LR3</b> Review current regulations related to speeding, stopping at pedestrian crossings, STOP and Yield signs and make recommendations for improvement.	2017-2018	TMC
<b>LR4</b> Review fines and penalties for traffic offences including moving violations, such as approaching pedestrian crossings and not stopping; failing to stop at Yield and STOP signs and amend accordingly.	2017-2018	TMC
<b>LR5</b> Revise provisions of Road Traffic Law related to helmet use on bicyclists and motorcyclists	2017-2018	DOT, Traffic Department, Police Department and TMC
<b>LR6</b> Establish policies/procedures to deliver administrative justice, through sanctions and fines, including a penalty point system in the San Ignacio-Santa Elena Municipality	2018-2019	Ministry of the Attorney General, DOT, Traffic Department, Police Department and TMC

## Planning, Funding and Resources

The financing of interventions and related road safety management functions on a sustainable basis and the allocation of appropriate resources to achieve the results are keys to the strategy's effectiveness and success. Ideally there should be a number of streams of income to avoid the over dependency on a single source.

The municipality has relied heavily on the subvention received by the central government and well as the financial support provided by the business community to assist in financial contributions to fund some road safety activities and will through this plan, make a plea to the business community to continue to assist in the improvement of road safety awareness in the San Ignacio – Santa Elena municipality. The business sector will be engaged to adopt areas to support in keeping the area clean and be vigilant in advocating and/or supporting with improvements of road system with all safety features.

Strategic Actions		
	Timeline	Implemented By
<b>PFR1</b> Identify financial and human resources required to implement local road safety strategy	2016	TMC through Town Council
<b>PFR2</b> Identify list of potential funding sources	2016	TMC through Town Council
<b>PFR3</b> Through various budget mechanisms seek sustainable funding sources for road safety	2016-2017	TMC through Town Council, Police, Traffic Department, MOH and DoT
<b>PFR4</b> Confirm annual budget and present through local government budget cycle	Annually	GOBZ/TMC through Town Council, Police and Traffic Department

## HR Development

The successful transfer of knowledge requires not only its transmission but also its absorption and ultimate use. It includes:

- Continuous development (training)
- Promotion/ succession planning
- Knowledge transfer strategy

It is vital that all staff undertake continuous development in the relatively new area of road safety. Similarly, knowledge transfer must be grounded in actual practice in a “learning by doing” model. Knowledge transfer should be viewed as an ongoing process that transfers existing knowledge and creates new knowledge to achieve continuous improvement. The objective of this sub-section is therefore to develop a comprehensive Human Resources plan that ensures the staff managing the road safety strategy is knowledgeable and competent to ensure effective delivery of the strategy.

Over the past years, the municipality’s traffic or road safety personnel has been through several training programs with respect to traffic safety and enforcement. Nonetheless, the need for continuous training still exists in order for the personnel to be more effective in dealing with these aspects of the job.

The department will, over the next five years, invest in additional personnel to assist in the effective and efficient implementation of Road Safety activities as outlined in this Municipal Road Safety Operational Plan for the San Ignacio – Santa Elena municipality.

Trainings to Staff will include but is not limited to:

- Enforcement and Crash Reconstruction Training;
- Alternative Enforcement Methods and Measures;
- Implementing Traffic Instructions;
- Traffic Planning, Organization and Management;
- Planning and Street Infrastructure Engineering;
- Basic Transport Inspection;
- Advance Transport Inspection;
- Emergency Trauma Management;
- Public Relations.

<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>HR1</b> Strengthen human resources development of enforcement personnel with skills and a higher level of understanding of new enforcement measures and methods	2016 (ongoing)	TMC through Town Council, Police, Traffic Department and DoT
<b>HR2</b> Strengthen human resources in transportation planning and road infrastructure engineering	2017 (ongoing)	TMC through Town Council,
<b>HR3</b> Conduct training and development of human resources for implementing traffic instructions, traffic planning, organization and management, and street infrastructure engineering	2017 (ongoing)	TMC through Town Council, Traffic Department and DoT
<b>HR4</b> Strengthen the transport inspection human resources at all levels. Complete a system of basic and advanced training for the transportation inspectors at different levels and ranks	2018 (ongoing)	TMC through Town Council, Police, Traffic Department and DoT
<b>HR5</b> Provide training for medical staff at local clinics and enforcement officers active in traffic collision emergency/trauma management	2016 (ongoing)	TMC through UB and MOH
<b>HR6</b> Develop resources to ensure improvement in Public Relations and the showcase of quality and professional ethics	2017 (ongoing)	TMC through Town Council, Police, Traffic Department and DoT
<b>HR7</b> Deliver traffic safety courses to all people working in road safety/injury prevention	2017 (ongoing)	TMC through Town Council, Traffic Department and DoT

<b>HR8</b> Develop a “knowledge transfer” strategy that provides new information and research to all agencies, partners and stakeholders	2018-2020	TMC through Town Council, Police, Traffic Department, MOH and DoT
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### Promotion/Media – Developing a Traffic Safety Culture

Promotion of road safety is more than specific campaigns. It requires a clear strategy and program and agreed upon resources to become an everyday part of the community's life. Governments have an obligation to educate the public through public information campaigns about road safety risks, and to promote enforcement campaigns being carried out by the police and traffic officers in order to deter illegal, unsafe behaviours. There is also a need for government to be made aware of the powerful impact that police enforcement supported by publicity can have in changing behaviours and the benefits this will provide in reduced traffic collisions. This Municipal Road Safety Operational Plan will be implemented with the support of the media who will assist in the dissemination of the road safety messages and assist in the development of a Traffic Safety Culture. Traffic Safety Culture being “a social climate in which traffic safety is highly valued and rigorously pursued”.

In this Culture:

- Traffic safety is a priority;
- Social institutions are held accountable for traffic safety;
- Traffic safety is valued;
- Traffic safety is monitored;
- Individuals engage in behaviours that promote traffic safety;
- Policies that promote traffic safety receive broad public support.

These are supported by concrete actions, such as:

- Increased attention to traffic safety;
- Strict monitoring and control of impaired drivers and other limits on freedom for the sake of traffic safety;
- Unlikely to drive aggressively;
- Discourages speeding, distracted driving or fatigued and other impaired driving;
- Engaged in advancing local traffic safety issues;
- Supports photo enforcement for traffic safety laws;
- Willing to invest in traffic safety;
- Supports the promotion of traffic safety classes in schools;
- Supports the implementation of police enforcement and traffic calming measures.

A cornerstone of an effective road safety strategy would be the development of a healthy traffic safety culture shared by its members.

<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>PM1</b> Develop and implement public information campaigns	2016 - 2017	TMC
<b>PM2</b> Dissemination of road safety messages through public media	2017 (ongoing)	TMC through Media, Town Council, Police, Traffic Department, MOH and DoT
<b>PM3</b> Promote the dissemination of road safety in schools, communities, road transport dealers and within political and social organizations with appropriate methods	2017 (ongoing)	TMC through Ministry of Education, Town Council, Police, Traffic Department, BYRS and DoT
<b>PM4</b> Promote the health consequences, burden of injury and scope of traffic collisions in the community	2017 (ongoing)	TMC through UB, MOH, Police, Traffic Department and DoT
<b>PM5</b> Nurture a traffic safety culture for all road users	2017 (ongoing)	TMC

**Safe Roads**

Improving the safety of the roads has the potential to reduce the incidence and severity of collisions, whatever other factors are involved. Such improvements are beneficial for all road users, not just vehicle occupants. Improving the safety of roads is a particularly important component in addressing road collisions where higher speeds and lower road qualities contribute to increased risks of death and serious injury. The most significant message of a safe system approach is that everybody is responsible for improving road safety. It requires road users, road authorities, planners, policy makers, enforcers and distributors to all work together to provide a safe and reliable transportation network with consistent practices throughout the municipality and the country.

The Ministry of Works is the lead agency on road works country-wide, with municipalities taking a supporting role in roads within the municipality. Through a coordinated and collaborative approach all municipalities will have consistent standards and guidelines with respect to roads. Participating on key committees established to determine common operating principles and guidelines with respect to bus

companies/terminals and commercial transport are also expressly stated in the overall National Road Safety Plan.

The San Ignacio – Santa Elena Town Council, will venture into improving the streets commencing with the main streets and pathways over the five years covered by this Operational Plan. The municipality will cement 50% of the streets which currently requires improvement, this will tremendously improve the road network in the Municipality. These streets will be more durable and require less maintenance than other previously paved streets. While some improvements were made to the street system prior to the development of the Operational Plan, it is estimated that less than 40% of the streets are currently cemented or paved.

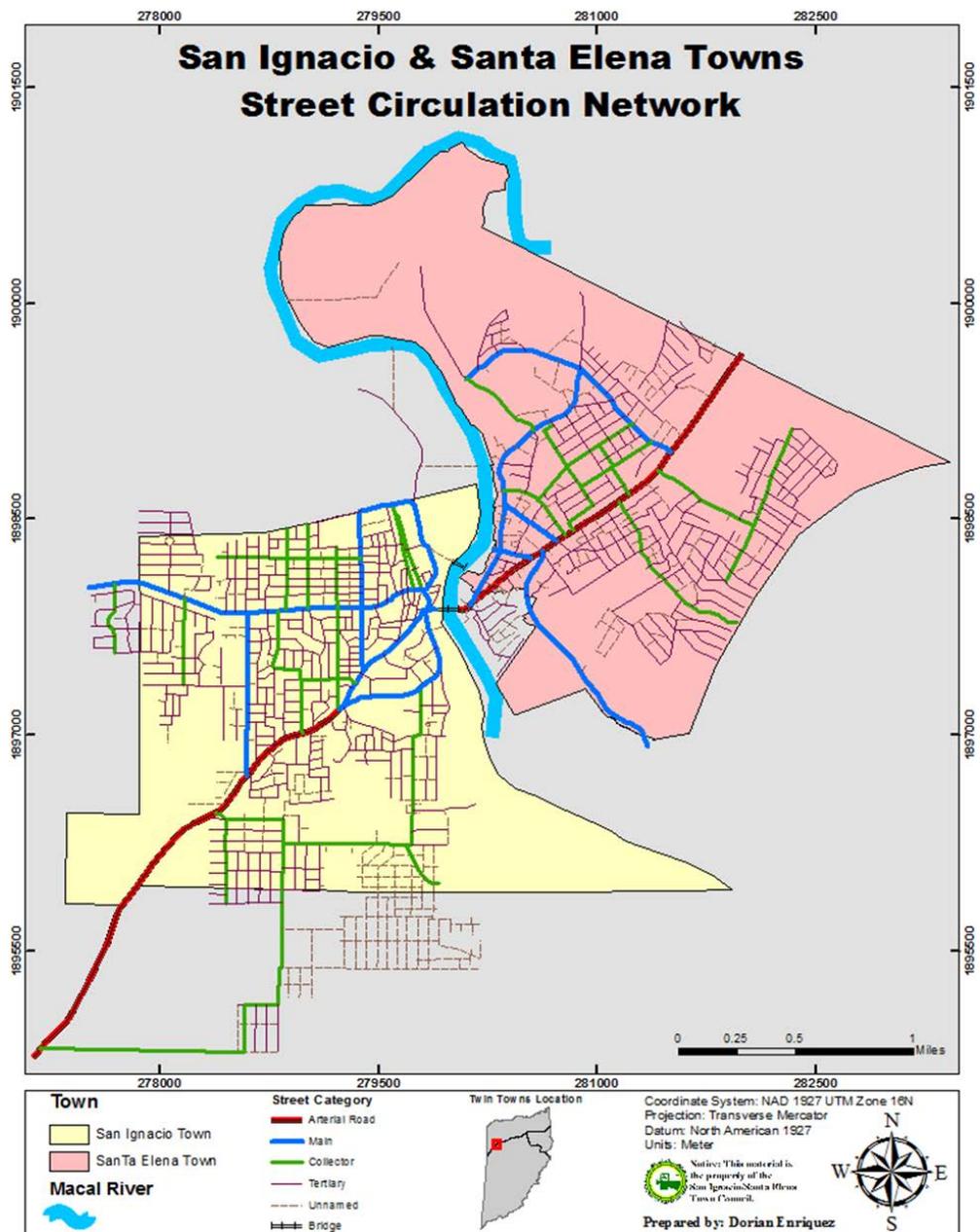
<b>Streets that have been rehabilitated in San Ignacio- Santa Elena Municipality</b>		
Teodocio Ochoa St.	Blue Bird St.	Eduardo Juan St.
Stanton St.	Bella vista St.	Bishop Martin St.
Melhado St.	3rd St.	Loma Luz Blvd.
Carmelita St.	Maya vista Dr.	Hospital St.
Cahal Pech St.	Constellation Blvd.	Maya St.
Western St.	Salazer St.	
Flamingo Ave.	Santa Cruz St.	
(30% currently rehabilitated; 35% projected to be completed during the five year of the Operational Plan period totalling 65% by end of 2020)		

Additionally, the council will also improve the safety of our roads by implementing a street improvement safety plan which will:

- Ensure safety standards for footpaths, sidewalks and bicycle paths are implemented;
- Enforce international/national standards for the construction of pathways by construction companies and the Ministry of Works;
- Ensure strict contracts between funders and construction bodies;
- Ensure street infrastructure specifications are met and sub-par work is not accepted;
- Engage qualified engineer from the Ministry of Works and trained in house engineer to supervise infrastructure improvements;
- Identify and prioritize the improvement of “black spots”;
- Ensure safety measures such as good railings and barriers are in place at strategic locations;
- Improve visibility on streets at night;
- Widen the shoulders on major streets;
- Identify designated rest areas for buses and taxis;

- Provide adequate off-street parking spaces for motor vehicles;
- Improve street design and signage especially at intersections;
- Assess intersections to identify where they should be replaced with roundabouts as a traffic calming measure;
- Adopt an integrated approach of engineering, education and enforcement -the three E to road safety;
- Develop and publish guidelines/manuals on traffic safety management procedures, signs and markings;
- Ensure that measures are in place to facilitate access to street and pathways for handicapped persons.

**Map of street circulation network**



## Transportation and Accessibility

SISE does not have any shuttle services within town. Due to the spread of the urban area and the hilly topography, there is an apparent lack of affordable transportation for accessing the different areas in both towns. People typically rely on four main means of transportation to have access to the different areas of town, primarily:

**Taxi-** There are over 200 taxi licenses being issued by the Traffic Department for the towns. Taxi fares range from \$5.00 to \$10.00 per trip. The municipality currently has no plans for the new issuance of taxi licenses nor establishment of taxi associations.

**Buses in Transit-** Approximately every 30 minutes, a bus travelling to or from Belize City passes through the town. Due to the lack of shuttle services within town, many people use these inter-urban buses to take them closer to their destination within town.

**Private vehicles-** A large number of the population owns vehicles. In 2012, the San Ignacio-Santa Elena municipality had 6,172 registered motor vehicles, a 5 fold increase compared to 2008 (1,137). Assuming a 3.9 household size, this means a ratio of approximately 1.27 vehicles per household. Statistics on the evolution of registered vehicles by class since 2008 have been provided by the SISE Traffic Department and can be found as Annex 4.

**Walking and Riding-** The majority of the population walk or ride to and from their schools and stores which are strategically located around town.

**Bus waiting area.** Though there is not a bus terminal in the municipality, passengers await buses at the newly constructed Cayo Welcome Center. These passengers typically travel from one area to the next for employment. A significant number of residents from San Ignacio and Santa Elena are employed in Belmopan, where most of the government offices are located. The busiest times of the day for traffic, would therefore be when these workers leave and return to and from work - at 7:00 am and at 5:30 pm.

**Traffic.** The current situation of the bus waiting area contributes to traffic congestion which could be addressed by relocating the bus stop facility. With the taxi association located in the down town area, parking becomes especially limited on Fridays and Saturdays when vendors come to sell their produce at the local market. This, coupled with the increase in the number of vehicles registered and operating in the municipality has created a huge area of concern for the Traffic Department in the downtown area, especially Burns Avenue, Hudson Street and the Savannah area.

**Road network.** The road network for the twin towns includes some areas that fall outside of the official town boundaries. Virtually all built-up and developing areas have road access, even if the road type is the most rudimentary.

YEAR	MOTOR-CYCLES	PICKUPS	CARS	SUVS	TRUCKS	BUSES	TAXIS
2012	431	1527	1208	1483	744	67	359
2013	571	1610	1275	1701	747	52	414
2014	703	1938	1736	1742	566	82	375
2015	800	2023	1859	2203	625	74	380
2016	825	2110	1846	2523	592	23	315

#### Vehicles Registered in the Municipality by Year and Type

The Municipality will focus on measures to address the current issue of traffic congestion being experienced on the main streets at the traffic peak times as well as implement measures to facilitate speed management (traffic calming measures). Speed management is critical in limiting the impact energy of crashes and underpins almost every consideration involved in the development of new and existing safety initiatives.

Strategic Actions		
	Timeline	Implemented By
<b>SR1</b> Improve street infrastructure for 50% of the streets and pathways which require improvement	2016 (ongoing)	TMC through Town Council
<b>SR2</b> Implement measures to facilitate speed management (traffic calming measures)	2016 (ongoing)	TMC through Town Council, Police, Traffic Department and DoT
<b>SR3</b> Implement street improvement safety plan	2017 (ongoing)	TMC through Town Council, Police, Traffic Department and DoT
<b>SR4</b> Improve delineation of streets and pathways to indicate areas for cyclists, pedestrians and motorists	2018 (ongoing)	TMC through Town Council, Police, Traffic Department and DoT
<b>SR5</b> Publish guidelines/manuals on traffic safety management (signs and markings)	2018	TMC through Town Council, Police, Traffic Department and DoT
<b>SR6</b> Draft guidelines in accordance with international standards for the construction and use of streets including footpaths, sidewalks, bicycle lanes and motorcycle lanes	2018	TMC through Town Council, Police, Traffic Department and DoT
<b>SR7</b> Implement safety standards for the construction and use of streets including footpaths, sidewalks, bicycle lanes and motorcycle lanes	2018	TMC through Town Council, Police, Traffic Department, MoW and DoT
<b>SR8</b> Prepare and publish improved standards and guidelines for safety in construction zones	2019	TMC through Town Council, Police, Traffic Department, MoW and DoT
<b>SR9</b> Publish guidelines on intersections and roundabout design, particularly signalization and sensitize the public to optimize capacity and safety in the municipality	2019	TMC through Town Council, Police, Traffic Department, MoW and DoT
<b>SR10</b> Implement measures to improve traffic management and traffic flow to address congestion in strategic areas eg. Identifying designated rest areas for buses and taxis; relocating current rest areas for buses and taxis; identifying adequate off-street parking spaces	2018 - 2019	TMC through Town Council, Police, Traffic Department and DoT

for motor vehicles, etc.		
<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>SR11</b> Improve street design and signage especially at intersections	2017 - 2020	TMC through Town Council, Police, Traffic Department, MoW and DoT
<b>SR12</b> Ensure that measures are in place to facilitate access to street and pathways for handicapped persons.	2020	TMC through Town Council, Police, Traffic Department, MoW and DoT
<b>SR13</b> Review and renegotiate current arrangement with DoT in relation to the registration and licensing of buses and tariffs paid for buses and heavy vehicles which travel through the municipality.	2020	TMC through Town Council and DoT
<b>SR14</b> Review and strengthen legislation which regulates buses and taxis in the municipality	2020	TMC through Town Council and DoT
<b>SR15</b> Develop a local public transportation policy in collaboration with the Ministry of Transport, including a bus shuttle linking the new residential areas	2020	TMC through Town Council, Police, Traffic Department, MoW and DoT

### Other priority investments and future known projects in the Municipality

Approved or pre-approved projects currently in the pipeline for the Municipality includes:

- BZ\$ 5 million for upgrading local sporting facilities. To be completed by early 2015 (2017)
- New bridge (BZ\$ 50 million) to be completed by 2016; (2017)
- Improve current market facility (BZ\$ 250,000 – by CARILED). To be completed by 2015(2016)
- BMDP street improvement (BZ\$ 2 million). (2016)
- Continuous improvement in the market facility. (Town Council - continuous)

Projects that the council would like to pursue:

- River Walk concept plan;
- Shopping mall concept (not a priority)
- Relocation of bus terminal;
- Market for Santa Elena;
- Multi-purpose municipal building; (started & almost completed)
- Redevelopment of the Norman Broaster Stadium

### Safe Vehicles

Every vehicle used on the road should be of high safety standards which ensures that the vehicle is able to provide protection to its occupants should they be involved in a collision, minimizing any injuries to themselves or other road users. The objective of safe vehicles includes ensuring that vehicles which are imported and sold in Belize, are in line with international new car assessment standards. Improved road safety can be gained through periodic inspection of registered vehicles and techniques to prevent

defective, road unworthy or unsafe vehicles from using public roads, thereby increasing safety through crash protection and crash avoidance.

Many “used” vehicles imported into Belize come from the US. They are generally vehicles that have been “written” off in the US, particularly salvage vehicles which were involved in floods, etc. These vehicles are re-built and exported to countries like Belize. Any flood damaged vehicles previously “salvaged” should carry a certificate of destruction. The Government of Belize does have anti-dumping laws which means the vehicles cannot just be dumped in Belize. The Traffic Department is committed to improve the overall management of vehicles that are being registered and licensed within our towns for both private and public service vehicles.

The department will check the following to strengthen enforcement with regards to safe, road worthy vehicles:

- Public transportation, such as buses are upgraded;
- Private and public vehicles have working seatbelts;
- Vehicles have proper lights, tires and spare tires;
- Equipped with fire extinguishers;
- Working horns, doors and windows

The Traffic Department will liaise with the Ministry of Local Government and/or Ministry of Works and Transport to ensure proper and continuous training for Motor Vehicle Inspectors. The Traffic Department will support any legislation that seeks to improve the overall effectiveness of dealing with safe vehicles on the road.

<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>SV1</b> Review current legislation and make suggestions to improve regulations complete with sanctions for the importation and registration of unsafe vehicles.	2017 (ongoing)	TMC
<b>SV2</b> Strengthen system for registration of vehicle with improved communication and coordination between the Municipality, DoT and Customs Department for the improved detection of dangerous vehicles.	2017 - 2018	TMC through DoT, Traffic Department and Customs Department
<b>SV3</b> Strengthen the enforcement of legislation and related sanctions with regards to registration of vehicles without seatbelts, airbags etc.	2018 - 2019	TMC through DoT and Traffic Department
<b>SV4</b> Strengthen the management of vehicle registration by improving the technical safety quality.	2017 (ongoing)	TMC through DoT and Traffic Department

Strategic Actions		
	Timeline	Implemented By
<b>SV5</b> Improve the coordination between partners regarding the registration of “used” imported vehicles	2018 (ongoing)	TMC through DOT, Customs & Excise, Bureau of Standards, and Min of Finance
<b>SV6</b> Develop and implement a policy with respect to the importation of vehicle equipment, such as tires, headlights, motorcycle and bicycle helmets	2017 (ongoing)	TMC through DOT, Customs & Excise, Bureau of Standards, and Min of Finance
<b>SV7</b> Implement the new seat belt regulations and monitor the use of seatbelts, child safety seat and helmets	2017 (ongoing)	TMC through DoT, Traffic and Police Department
<b>SV8</b> Develop and implement policy with respect to the “age” of the fleet of vehicles, including personal-use vehicles.	2018 (ongoing)	TMC through DoT, Traffic and Police Department
<b>SV9</b> Promote the importance of buying safe vehicles or vehicles with better safety equipment to consumers	2018 (ongoing)	TMC through DoT, Traffic and Police Department
<b>SV10</b> Proper and continuous training for Motor Vehicle Inspectors	2018 (ongoing)	TMC, DoT, Traffic Department and Ministry of Local Government.
<b>SV11</b> Periodic inspection of registered vehicle and techniques to prevent defective, road unworthy or unsafe vehicles from using public roads	2018 (ongoing)	TMC, DoT, Police and Traffic Department

## Safe Road Users

This section focuses on:

### Driver Training and Testing

The current driver training and testing system to obtain a learner’s permit and driver’s license is far below international good practices. The Government of Belize is currently finalizing a new Safe Drivers’ Manual. Once this is completed, it is expected that all new drivers will be questioned on its content as a requirement for obtaining a driver’s license. The Traffic Department supports the efforts of the Government in this initiative which will improve the issuing of driver’s licenses to first time drivers through the consistent and improved training of drivers as a result of the more rigorous screening of drivers.

Strategic Actions		
	Timeline	Implemented By
<b>DT1</b> Participate in countrywide review of current practice for training and testing of drivers with the ultimate goal of establishing a single, countywide procedure for training and testing of new drivers.	2017	TMC through DoT, Police and Traffic Department
<b>DT2</b> Implement new procedure for training and testing of new drivers.	2017 (ongoing)	TMC through DoT, Police and Traffic Department
Strategic Actions		
	Timeline	Implemented By
<b>DT3</b> Establish selection, syllabus and training methods of practical driving instructors/testers and examiners.	2018 (ongoing)	TMC through DoT, Ministry of Education, Police and Traffic Department
<b>DT4</b> Focus much more on on-the-road, in real traffic, driver training	2019 (ongoing)	TMC through DoT, Police and Traffic Department

### Driver Licensing

The purpose of this sub-section is to ensure participation in the development of a centralized, online, driving license registry system with facilities to print and issue license documents of international standard. The Department of Transport (DOT), currently shares responsibility with the nine municipalities for licensing and registration of motor vehicles. With these 10 agencies responsible for licensing, standards for driver training and vehicle inspection are not uniformly applied across the country. The sharing of driver licensing data and other relevant driver information is also challenging and hampers the monitoring of drivers, particularly of those that have frequent violations. The driver licensing systems in place are not yet fully computerized which is another reason for the lack of data sharing. In collaboration with the Ministry of Transport the municipality seeks to have a centralized data base for all drivers' licenses and vehicle licenses improving data transfers between offices. The San Ignacio/Santa Elena Traffic department will implement its new biometric driver's license which will improve the overall quality of the drivers' license to international standards.

Strategic Actions		
	Timeline	Implemented By
<b>DL1</b> Participate in the review of current processes for licensing of drivers	2017 (ongoing)	TMC through DoT and Traffic Department
<b>DL2</b> Implement a new single driver license database for Belize in the Municipality	2018 (ongoing)	TMC through DoT and Traffic Department
<b>DL3</b> Implement consistent driver licensing standards that meet national and international standards	2018 (ongoing)	TMC through DoT and Traffic Department
<b>DL4</b> Provide Municipal data in single/ on-line driver licensing database shared by all municipalities	2020	TMC through DoT and Traffic Department

## Traffic Enforcement

Traffic Enforcement is focused on the development of more efficient, consistent and effective traffic enforcement by the use of better enforcement tactics, effective deployment of personnel and the upgrading of equipment in line with international good practice.

One of the major roles of enforcement in traffic safety is deterring unsafe behaviours. The level of deterrence is related not only to the actual level of enforcement but also to the perceived level of enforcement. The success of enforcement is dependent on its ability to create a meaningful deterrent threat to road users. To achieve this, the primary focus should be on increasing surveillance levels to ensure that the perceived apprehension risk is high. Significantly increasing the actual level of enforcement activity is the most effective means of increasing the perceived risk of apprehension. Publicity related to enforcement can increase the perceived level of enforcement and thus further reduce unsafe behaviours. Cost effective enforcement methods such as periodic, short-term intensive enforcement operations and selective enforcement strategies, designed to specifically target high risk road user behaviour and high crash locations can be used frequently.

The Traffic Department with assistance from the Police Department will increase the amount of vehicle check points to deter drivers who are operating a motor vehicle with the following:

- Expired vehicle license;
- Expired driver license;
- Impairments: Drivers who are suspected to be under the influence of alcohol or other drugs as well as fatigued drivers;
- Engaged in other unsafe behaviours.

Additionally, the checkpoints will allow the opportunity to improve on the collection of unpaid tickets. The Town Council is partnering with the Benque Viejo Town Council and the City Council from Belmopan to implement a Magistrate's Court System which will allow a more effective and efficient way of sanctioning delinquent drivers.

Strategic Actions		
	Timeline	Implemented By
<b>TE1</b> Participate in the national enforcement strategic planning team	2016 (ongoing)	TMC through Police, DoT and Traffic Department
<b>TE2</b> Develop Municipal Strategic Enforcement Plan with input from local stakeholders	2017	TMC through Police, DoT and Traffic Department
<b>TE3</b> Identify communication needs to ensure optimal communications between all agencies	2017-2018	TMC through Police, DoT and Traffic Department
<b>TE4</b> Improve coordination mechanisms and implement enforcement campaigns as an essential part of traffic safety public awareness campaigns	2017-2018	TMC through Police, DoT and Traffic Department

<b>TE5</b> Adopt the National electronic, integrated driver, vehicle and violation information system	2019	TMC through Police, DoT and Traffic Department
<b>TE6</b> Implement national automated enforcement programs, such as for speeding and red-light running	2019	TMC through Police, DoT and Traffic Department
<b>TE7</b> Develop a career structure and training needs for traffic enforcement officers	2019	TMC through Police, DoT and Traffic Department
<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>TE8</b> Identify modern equipment needs including police vehicles and develop a staged purchase of new equipment	2020	TMC through Police, DoT and Traffic Department
<b>TE9</b> Improve regulations related to traffic enforcement	2020	TMC through Police, DoT and Traffic Department
<b>TE10</b> Develop and implement a monitoring and evaluation protocol of enforcement activities	2020	TMC through Police, DoT and Traffic Department
<b>TE11</b> Improve role of officers in monitoring unsafe and old vehicles through mobile enforcement	2020	TMC through Police, DoT and Traffic Department

### Road Safety Education

Wherever possible, road safety education should be integrated into other subjects, rather than being taught as a stand-alone subject. This cross-curricular teaching approach is a more effective way of reinforcing road safety messages. As seen with the development of the Road Safety Curriculum in 2014 under the Road Safety Project, children need frequent and small amounts of teaching to be able to develop the desired road safety skills, knowledge and attitudes. The Belize Youth for Road Safety (BYRS) play a key role in teaching road safety in schools as part of the newly established School Curriculum Program.

The Town council and Traffic department will partner with the BYRS to conduct several campaigns to increase the public awareness by conducting:

- Driver education at tertiary schools/ TVETS;
- Road Safety presentations at the Pre, Primary and Secondary Schools levels;
- Police visits to constituencies using traffic videos and awareness presentations;
- Appearances on morning talk shows or traffic shows e.g. Providing a traffic safety tip for the day;
- School competition about road safety, including music video competitions.

Strategic Actions		
	Timeline	Implemented By
<b>RSE1</b> Road Safety Curriculum implemented in the Municipality	2017 (ongoing)	TMC through Ministry of Education
<b>RSE2</b> Encourage each school to appoint a Road Safety Champion who coordinates and facilitates road safety education in the school	2017	TMC through Ministry of Education
<b>RSE3</b> Annual refresher training in Road Safety is provided for teachers and traffic officers	2017 (ongoing)	TMC through Ministry of Education, DoT, Police and Traffic Department
Strategic Actions		
	Timeline	Implemented By
<b>RSE4</b> Track and provide progress information to be fed into online tool to support the monitoring and evaluation of road safety education	2019 - 2020	TMC through DoT and Traffic Department

## Road Safety Campaigns

A road safety publicity campaign is part of a set of activities which aim to improve road safety through more effective and coordinated publicity and advocacy campaigns. Mass media advertising is often the most visible component of a campaign, however to be effective, this must be combined with visible local government and community support, particularly in terms of law enforcement. The effectiveness of publicity campaigns when they are combined with highly visible enforcement has led to substantial reductions in drunk driving in many countries.

The San Ignacio – Santa Elena Municipality have developed a Road Safety Campaign Strategy which will increase the road safety campaigns by utilizing the following:

- Billboard
- 3D effects
- Jingles
- School competition/posters/compositions at all levels
- Real interviews of tragic collisions
- Television and Radio Advertisements
- Stickers on vehicles
- Police/Traffic Officers visit to schools Police Awareness

The following campaigns will be undertaken by the municipality during the next five years:

*No Drink and Drive:* The no drink and drive campaign has commenced and will continue to be implemented during the implementation period of the Operational Plan. We will monitor and evaluate the effectiveness of this campaign through data collected on impaired driving at the check points conducted at keys areas in town.

*Seatbelts use:* The department will improve the awareness campaign to target motor vehicle users to increase the amount of people using seatbelts on both the highways and in town. A survey will be conducted to ascertain the number of person who identify seat belt use as important and the number of persons who actually use seat belts and the regularity in which they are used.

In addition to surveys, other activities which will be completed to conduct both campaigns include: Advertisements on television, radio and social media; distribution of pamphlets, flyers, bumper stickers, wrist bands; appearances on talk shows; organizing public meetings; text blasts;

*Use of mobile phones/Driving while distracted:* The department has seen the need to increase awareness on the use of mobile devices while driving, and the danger involved in doing so. Using a mobile phone or any similar device whilst driving means that the driver's attention is distracted from the road. The department will implement the campaign through conducting random checkpoints; distribution of pamphlets and flyers highlighting the dangers of using mobile devices while driving, and through continuous school visits.

*Motorcycle use and Bicycle User Awareness:* According to statistics, motorcyclists are roughly 38 times more likely to be killed in a road traffic accident than the occupants of a vehicle.

The department will create a campaign to educate the public especially drivers of the following points:

Make sure you:

- anticipate the actions of others
- are alert and observant
- can slow down and stop if the unexpected happens
- position yourself in the safest and best place to maximise your visibility of potential hazards
- take a 'lifesaver' glance over your shoulder before carrying out manoeuvres, so you know where others are and what they're doing
- Wear bright or florescent gear during the day and reflective gear at night Bikers must wear a protective jacket, gloves, boots and trousers.

A few simple ways of avoiding crashes with motorcyclists/cyclists will also be provided such as:

**Take longer to look for bikes:**

Look carefully for motorcycles and bicycles when at a junction. If you're approaching a junction, look out for motorcyclists and cyclists pulling out too.

**Keep your distance**

Driving too close can intimidate a less experienced motorcyclist/cyclist .

**Check for bikes when changing lanes**

A motorcyclist may be in the space you want to move into. Remember your blind spot.

### Check for bikes when turning

Parked cars or large vehicles can obstruct your view of a motorcyclist.

### Motorcyclists might pass you on either side

Double-check for motorcyclists, whether you're turning left or right.

### Park safely

Check for motorcyclists before opening your car door - and ensure that your passengers do the same. When you pull away, remember to look specifically for motorcyclists as they can accelerate faster than cars.

During the implementation of the Road Safety Campaign Strategy Plan, the municipality should note best practices such as:

- what strategies, tools and partnerships worked well;
- what barriers were encountered and how were they overcome;
- what features of campaigns produced the strongest and weakest responses and why; and,
- what lessons were learned from campaign delivery that can inform future efforts.

Strategic Actions		
	Timeline	Implemented By
<b>RSC1</b> Implement the Municipal Road Safety Campaign Strategy in line with the RSP Communication Strategy	2017 (ongoing)	TMC
<b>RSC2</b> Promote road safety practices in the schools, businesses, and communities within the Municipality	2017 (ongoing)	TMC through Ministry of Education
<b>RSC3</b> Using accurate data, ensure campaigns have a clear focus and identify behaviors and audiences to be targeted	2018(ongoing)	TMC through Ministry of Education, DoT, Police and Traffic Department
<b>RSC4</b> Evaluate effectiveness of campaigns	2018 - 2019	TMC through DoT and Traffic Department
<b>RSC5</b> Increase awareness and build a traffic safety culture in the municipality	2019 - 2020	TMC through DoT and Traffic Department
<b>RSC6</b> Develop best practice manual highlighting lessons learnt etc.	2020	TMC through DoT, Police and Traffic Department

## Post-Crash Response

Injury is a major cause of premature death and disability worldwide. Most existing injury control strategies focus on primary prevention – that is, avoiding the occurrence of injuries or minimizing their severity – or on secondary prevention – providing adequate emergency medical response to enhance treatment and thereby minimise harm following an injury.

In many instances the prompt provision of emergency medical care and rapid movement of injured casualties from the scene of injury to an appropriate health-care facility can save lives, reduce the incidence of short-term disability and dramatically improve long-term outcomes.

The San Ignacio-Santa Elena will improve the post-crash response in the municipality by encouraging citizens to obtain some knowledge of basic first aid as well as to carry a first-aid kit in their vehicle. The municipality will also provide information and presentations to increase response by “onlookers” on what not to do. In addition to an increase in public awareness activities, the Municipality will also:

- Establish community/village response teams with members who are trained in First Aid, Basic Life Support, Advance Life Support etc. ;
- Provide First Responders Training, equipment and supplies to Community Response Team, Police, Transport and BDF Officers;
- Standardize communication system between Medical Team, Police and Transport;
- Improve training offered to paramedics, drivers and attendants;
- Employ trained paramedics, drivers and attendants;
- Procure 1 Medical Ambulance;
- Procure handheld radios to improve communication and reduce response time;
- Ensure that all traffic, police and medical vehicles are equipped with fire extinguishers and first aid kits.

The Traffic Management Committee through the Ministry of Health will liaise with the national fire service to increase training for fire fighters to guide them on how to specifically respond to road traffic collision to improve on the protocols currently in place to deal with such collisions. These trainings can also include police and transport personnel who also have important roles in dealing with these collisions. Members of the Council and the Traffic Management Committee will also participate in the trainings.

<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>PCR1</b> Establish Community/Village Response Teams with members who are trained in First Aid, Basic Life Support, ACLife Support etc.	2017	TMC, through Ministry of Health
<b>PCR2</b> Strengthen relationship between post-crash care responders, response team, TMC/municipality, traffic and police to improve post-crash care received at the municipality level	2017	TMC through Ministry of Health, Traffic and Police Department
<b>PCR3</b> Improve response time of post crash care responders to reduce response time to scene of incident to less than 10 minutes	2018(ongoing)	TMC through Ministry of Health, Police and Traffic Department

<b>PCR4</b> Improve incident response time to ER to less than 20 minutes	2018(ongoing)	TMC through Ministry of Health, Police and Traffic Department
<b>PCR5</b> Organize training sessions in BLS, EMT, FRT, ALS to community volunteers, fire fighters, community officers and local clinical staff including paramedics, drivers, attendants and others	2018(ongoing)	TMC through Ministry of Health
<b>PCR6</b> Improve systems used to report incidents particularly those requiring post-crash care	2017	TMC through Ministry of Health, Traffic Department and Police
<b>PCR7</b> Procure medical equipment and supplies needed for post-crash care and training in the use of the equipment and supplies	2018(ongoing)	TMC through Ministry of Health,
<b>PCR8</b> Procure hand held radios	2018	TMC
<b>Strategic Actions</b>		
	<b>Timeline</b>	<b>Implemented By</b>
<b>PCR9</b> Procure 1 Medical Ambulance	2019	TMC
<b>PCR10</b> Ensure that all traffic, police and medical vehicles are equipped with fire extinguishers and first aid kits	Ongoing	TMC through Ministry of Health, Traffic Department and Police Department

This San Ignacio-Santa Elena Road Safety Operational Plan possesses a clear mission, vision and targets as have been mutually agreed to, but can become ineffective if there is the lack of consistent follow-up and cooperation between all the partners and stakeholders involved in the implementation of the initiatives. For that purpose, this document should be disseminated and the active involvement of all stakeholders should be pursued to confirm their support for the implementation of the document.

Development of this Operational Plan to 2020 has been based on the direction that has been determined for the achievement of ideals into the future. Over the period of the strategy there may well be a fundamental change in the recommended direction and detailed interventions. If this is the case, the established targets may also need to be adjusted. It is therefore strongly recommended that this Road Safety Operational Plan be assessed twice annually, to ensure the expected outcomes are still realistic. Should significant changes take place to the recommended direction contained in this strategy, it may be necessary to identify and revise new targets, strategies and policies that are influenced by the identified changes in the implementation direction.

**This is our five year Operational Plan to ensure that the roads and pathways in San Ignacio –Santa Elena are safe for all community members!**

**Road Safety is Everyone’s Responsibility!**

## ANNEX 1 – M&E Framework

PILLARS/ ACTIONS	INDICATOR	OUTPUT	OUTCOME	LEAD SECTOR	SUPPORTING SECTOR	BASELINE 2016	2017	2018	2019	2020
<b>ROAD SAFETY MANAGEMENT</b>										
<b>ROAD SAFETY MANAGEMENT</b>	<b>Road safety adopted as a municipal priority</b>									
<b>Coordination and management of road safety</b>	Harmonized implementation of road safety measures			TMC	Town Council, DOT, Traffic Dept., Police, MOH, Ministry of Education					
<b>CM1</b> Establish the San Ignacio-Santa Elena Traffic Management Committee (TMC)	Inter-ministerial and stakeholder committee have been established	TMC meets monthly	All stakeholders are working towards a common vision, mission and goal.	Town Council	DOT, Traffic Dept., Police, MOH, Ministry of Education	TMC established				
<b>CM2</b> Maintain San Ignacio-Santa Elena Traffic Management Committee stakeholder cooperation mechanisms						TMC meets irregularly	TMC meets monthly			
<b>CM3</b> Develop and confirm the San Ignacio-Santa Elena 5 year Operational Plan, Mission and Vision						Mission and Vision have been developed and confirmed	TMC working towards achieving the Mission and Vision	TMC	Town Council	Mission and Vision Developed
<b>CM4</b> Develop sustainable funding to ensure the programs/ interventions will be undertaken	Efficient and effective use of road safety funds to implement measures	Funding sources identified	Funding received from identified source and road safety measures implemented	TMC	DOT, Traffic Dept., Police, MOH, Ministry of Education	Some funding have been identified	25% increase	45% increase	60% increase	75% increase
<b>CM5</b> At the local level ensure the MRSOP activities are linked to the National Strategy	Municipal Road Safety Plan in place and linked to National Strategy	5 year Operating Plan developed and partners engaged to implement activities	Incidents in municipalities have been reduced and traffic safety culture developed	TMC	DOT, Traffic Dept., Police, MOH, Ministry of Education	Training on development of the Plan	Plan developed and accepted	30% Implemented	65% Implemented	Plan fully implemented
<b>CM6</b> The Municipal Road Safety Operational Plan should be reviewed semi-annually	Implementation Reports prepared and MRSOP reviewed semi-annually	5 year Operating Plan reviewed and updated semi-annually	Updated 5 year Municipal Road Safety Operational Plan	TMC	DOT, Traffic Dept., Police, MOH, Ministry of Education	Plan's development incomplete	Plan developed and accepted	2 semi-annual reviews conducted annually		
<b>Road safety data management and analysis (intelligence)</b>	Accurate information for planning and decision-making									
<b>DM1</b> Develop system to store and retrieve information for analysis	System is developed	System to store and retrieve information for analysis is in place	Information is easily retrieved and analyzed for decision making	TMC	Town Council, DOT, Police	Data is not systematically stored, nor easily accessed	System to be 50% completed	System to be 100% completed		

<b>DM2</b> Ensure data is being gathered consistently and on a timely basis (traffic volume data, frequency of offence committal, rate of use of seat belts and helmets, number of tickets issued and paid, number of persons injured as a result of RTI)	Data is available and stored	Data provided in semi-annual review report	Data is disseminated	TMC	MOH, DOT, JICC, SIB	Data is not easily accessed	Data to be 75% compiled	Data to be 100% compiled		
<b>DM3</b> Develop and ensure the use of standardize local collision collection forms	Municipal collision collection forms are used	Municipal collision collection forms are developed	Municipal collision information is available	TMC	Town Council, DOT, Police	Form is not developed	Form to be 100% completed	Form being used		
<b>DM4</b> Traffic Officers and Police Officers have been trained in collision investigation and reporting	Traffic Officers and Police Officers have been trained in collision investigation and reporting	Training completed	Improved collision investigation and reporting. (Complete, accurate and detailed)	DOT, Police	TMC	Reports are basic and vague	25% of officers involved in Road Safety trained	75% of officers involved in Road Safety trained		
<b>DM5</b> Confirm mechanisms for sharing data are operating efficiently with management agencies and other organizations	Mechanisms for sharing data are operating efficiently	Data is being shared efficiently	Data is efficiently disseminated to management agencies and other stakeholders	MOH, DOT, JICC, SIB	TMC	Data is shared irregularly with very weak validating available	Develop data sharing mechanism	Ensure data is efficiently disseminated		
<b>DM6</b> The data is used in all decision making	Consistent data is being used in decision making	Relevant ministries have provided accurate and timely data	All decisions are evidence based	TMC	MOH, DOT, JICC, SIB		Improve data collection methods	Utilize data in decision making		
<b>Monitoring and evaluation</b>	System in place for monitoring and evaluation progress									
<b>ME1</b> Develop a local road safety monitoring and evaluation system	Municipal System in place	Monitoring System in place	M&E Framework and System in place	TMC	MOH, DOT, JICC, SIB	Some data available	Develop M&E System and Framework	Data to be 100% compiled	Data disseminated and evaluated	

<p><b>ME2</b> Data is being gathered consistently and on a timely basis (driver's license &amp; learner's permit issued, motor vehicle licensed and tickets issued, # of tickets settled immediately, # of license suspended annually, # of road offences occurring annually, number of traffic incidents occurring annually, number of persons injured by RTI annually)</p>	<p>Data is available and stored</p>	<p>Data provided in semi-annual review report</p>	<p>Data is disseminated</p>	<p>TMC</p>	<p>DOT, Traffic Department, JICC, MoH</p>	<p>Some data available</p>	<p>Data to be 70% compiled</p>	<p>Data to be 100% compiled</p>	<p>Data disseminated and evaluated semi-annually</p>	
<p><b>ME3</b> Semi-annually conduct monitoring and evaluation assessments to ensure progress continues towards targets</p>	<p>Semi-annual M&amp;E assessment have been completed</p>	<p>Targets identified and agreed upon</p>	<p>Semi-annual M&amp;E conducted</p>	<p>TMC</p>	<p>DOT, Police Department, Traffic Department, JICC, MoH</p>	<p>No M&amp;E Framework developed</p>	<p>M&amp;E Framework developed</p>	<p>2 semi-annual reviews conducted annually</p>		
<p><b>Target Setting/Performance Indicators</b></p>	<p>Develop baseline measures and target improvements for key risk factors</p>									
<p><b>TS1</b> Establish targets for the San Ignacio-Santa Elena's Operational Road Safety Plan</p>	<p>Targets for San Ignacio - Santa Elena's Operational Road Safety Plan is in place</p>	<p>Targets identified, assessed and agreed upon</p>	<p>Targets for San Ignacio - Santa Elena's Operational Road Safety Plan established</p>	<p>TMC</p>	<p>Town Council and Traffic Department</p>	<p>Operational Plan not finalized</p>	<p>Plan finalized and targets established</p>	<p>Targets established and performance assessed based on indicators</p>		

<p><b>PI1</b> Develop baseline measures for key risk factors, e.g. Seat belt usage, helmet usage, overloading, travel speeds, red light running, or non-adherence to traffic signs, collisions involving impaired drivers, collisions involving distracted drivers, etc.</p>	<p>Baseline numbers for key risky behaviours are available</p>	<p>Baseline (2015) numbers for persons who: uses seatbelts; use helmet; commit traffic offenses; receive tickets for: exceeding the travelling speed, running red lights, non adherence to traffic signs; and are involved in: collisions, collisions while impaired, collisions while distracted are recorded and available</p>	<p>Baseline measures for key risky behaviours developed</p>	<p>TMC</p>	<p>Road Safety Project</p>	<p>No baseline number established</p>	<p>Baseline indicators provided and agreed upon</p>			
<p><b>PI2</b> Develop, track and report performance indicators that measures the type and amount of resources expended to tackle road safety issues such as speed cameras, advertising, infrastructure improvements, etc.</p>	<p>Performance indicators established and resources expended to achieve them have been reported</p>	<p>Semi-annual report highlighting indicators and resources used to achieve them</p>	<p>Performance Indicators and resources needed to achieve them developed, tracked and reported</p>	<p>TMC</p>	<p>Town Council and Traffic Department</p>	<p>No baseline number established</p>	<p>Targets/Indicators established, tracked and reported on semi-annually</p>			
<p><b>PI3</b> Ensure that official performance indicators are based on reliable data</p>	<p>Reliable and accurate performance indicators are in place</p>	<p>Establish an accurate tracking system; Validate data</p>	<p>Performance indicators developed based on reliable data</p>	<p>TMC</p>	<p>All TMC member groups</p>	<p>No baseline number established</p>	<p>Baseline indicators provided and agreed upon</p>	<p>Targets/Indicators established, tracked, validated and reported on semi-annually</p>		
<p><b>PI4</b> Semi-annually review progress being made with targets</p>	<p>Progress to targets have been assessed semi-annually</p>	<p>TMC meet semi-annually to assess progress made on targets</p>	<p>Targets reviewed and assessed semi-annually</p>	<p>TMC</p>	<p>All TMC member groups</p>			<p>Targets/Indicators tracked and progress assessed semi-annually</p>		
<p><b>Legislative reviews</b></p>	<p>Update of legislation that supports road safety</p>									

<b>LR1</b> Complete review of the Road Traffic Law and subsidiary laws to participate in revision and updating of legislation	Updated legislation supporting the improvement of road safety measures are in place	Review and update of outlined legislative requirements	Legislative changes supporting the implementation of road safety measures in place	TMC	All TMC member groups	Traffic laws reviewed 2010	20% changes implemented	40% changes implemented	60% changes implemented	75% changes implemented
<b>LR2</b> Adopt or develop local by-laws and sanctions which support positive road safety behaviours. Prepare implementation strategy	By-laws and sanctions supporting positive road safety behaviours have been established	Adopt, develop, review municipal laws and sanctions as required	Updated and enforced by-laws and sanctions which supports positive road safety behaviours	TMC	Town Council, Police Department and Traffic Department		25% changes implemented	50% changes implemented	75% changes implemented	Changes fully implemented
<b>LR3</b> Review current regulations related to speeding, stopping at pedestrian crossings, STOP and Yield signs and make recommendations for improvement.	Speeding, pedestrian crossings, and traffic signs legislation has been reviewed and modified	Regulation is reviewed, modified and enforced	Collisions involving pedestrians on pedestrian crossings have been eliminated; Speed limits have been enforced on a consistent basis; number of tickets for offences in comparison to total tickets written	TMC	All TMC member groups	Enforcement inconsistent	Enforcement improved by 25%	Enforcement improved by 50%	Enforcement improved by 75%	Traffic laws fully enforced
<b>LR4</b> Review fines and penalties for traffic offences including moving violations, such as approaching pedestrian crossings and not stopping; failing to stop at Yield and STOP signs and amend accordingly.	Fines and penalties have been reviewed and amended	Fines and penalties reviewed, modified and enforced	Revised fines and penalties implemented	TMC	All TMC member groups	Original fines and penalties enforced	Fines and penalties reviewed	Fines and penalties 50% modified and enforced	Fines and penalties fully modified and enforced	Sanctions fully enforced
<b>LR5</b> Revise provisions of Road Traffic Law related to helmet use on bicycles and motorcycles	Laws revised and enforced	Helmet laws revised and enforced	Revised laws and penalties enforced	TMC	DOT, Police and Traffic Department	Enforcement inconsistent	Laws and penalties reviewed	Laws and penalties 50% modified and enforced	Laws and penalties fully modified and enforced	
<b>LR6</b> Establish policies/procedures to deliver administrative justice, through sanctions and fines, including a penalty point system in the San Ignacio-Santa Elena Municipality	Policies/procedures to deliver administrative justice through sanctions and fines established	Policies/procedures to deliver administrative justice through sanctions, fines and penalty point system disseminated to all responsible parties	Policies and procedures enforced	DOT	Ministry of the Attorney General, DOT, Police and Traffic Department	Procedures not in place	Policies and procedures reviewed	Sanctions, fines and penalty point system developed	Policy and procedures enforced	

<b>Planning, funding and resources</b>	Adequate and sustainable funding resources have been sought									
<b>PFR1</b> Identify financial and human resources required to implement local road safety strategy	Adequate and sustainable funding and human resources have been identified	Financial and human resources plan developed to implement Road Safety Strategy	Sufficient resources identified to implement Road Safety measures in municipality	TMC	Town Council, DoT, MoH, Traffic and Police Department	Financial and human resource needs have been identified	Resource plan is being implemented			
<b>PFR2</b> Identify list of potential funding sources	Sustainable funding sources have been identified and listed	funding sources identified and plan formulated	Funding sources engaged and adequate funds secured	TMC	Town Council, DoT, MoH, Traffic and Police Department	Financial sources have been identified	Financial sources engaged and financing for road safety measures secured			
<b>PFR3</b> Through various budget mechanisms seek sustainable funding sources for road safety		Road Safety funds included in National budget	Road Safety budget contribution included in budget of all stakeholders participating on the TMC	TMC through Town Council, Police, Traffic Department, MOH and DoT	TMC through Town Council, Police, Traffic Department, MOH and DoT	Municipal funding for Road Safety is miniscule	Road Safety budget contribution included in budget of all stakeholders participating on the TMC			
<b>PFR4</b> Confirm annual budget and present through local government budget cycle	Road safety measures have been allocated a budget annually	Road Safety funds included in municipal budget	Budget for road safety measures included in all annual budgets	GOBZ/TMC	Town Council, Police, Traffic Department and all other stakeholder departments		Budget for road safety measures included in all annual budgets			
<b>Human Resources Development</b>	Identify Human Resources Needs									
<b>HR1</b> Strengthen human resources development of enforcement personnel with skills and a higher level of understanding of new enforcement measures and methods	Personnel participated in enforcement training	Officers have attended courses in new enforcement methods and measures	Officers are more knowledgeable and efficient in the execution of their duties	TMC	Town Council, Police, Traffic Department and DoT	Training is available at different levels and is ongoing	30% officers involved in Road Safety measures trained	45% officers involved in Road Safety measures trained	60% officers involved in Road Safety measures trained	75% officers involved in Road Safety measures trained

<b>HR2</b> Strengthen human resources in transportation planning and road infrastructure engineering	Personnel participated in transportation planning and road infrastructure engineering training	Engineers have attended courses in transportation planning and road infrastructure	Engineers are more knowledgeable and efficient in the execution of their duties	TMC	Town Council, Police, Traffic Department and DoT	Limited knowledgeable personnel	30% engineers trained	50% engineers trained	75% engineers trained	80% engineers trained
<b>HR3</b> Conduct training and development of human resources for implementing traffic instructions, traffic planning, organization and management, and street infrastructure engineering	Personnel trained in implementing traffic instructions, traffic planning, organization and management, and street infrastructure engineering	Officers have attended courses in implementing traffic instructions, traffic planning, organization and management, and street infrastructure engineering	Officers are more knowledgeable in implementing traffic instructions, traffic planning, organization and management, and street infrastructure engineering	TMC	Town Council, Police, Traffic Department and DoT	Training is available at different levels and is ongoing	30% officers trained	45% officers trained	60% officers trained	75% officers trained
<b>HR4</b> Strengthen the transport inspection human resources at all levels. Complete a system of basic and advanced training for the transportation inspectors at different levels and ranks	Inspectors trained in initial and advanced training on inspection topics	Inspectors have attended initial and advanced training on inspection topics	Inspections are professionally and consistently conducted	TMC	Town Council and DoT	Limited inspection skills	30% inspectors trained	50% inspectors trained	75% inspectors trained	80% inspectors trained
<b>HR5</b> Provide training for medical staff at local clinics and enforcement officers active in traffic collision in emergency/trauma management	Personnel trained in emergency/trauma management	Officers have attended courses in emergency/trauma management	Officers are more knowledgeable in emergency/trauma management and are more comfortable in the execution of their duties	TMC	UB and MOH	Training is limited	30% medical staff at local clinic and enforcement officers trained	50% medical staff at local clinic and enforcement officers trained	75% medical staff at local clinic and enforcement officers trained	80% medical staff at local clinic and enforcement officers trained
<b>HR6</b> Develop resources to ensure improvement in Public Relations and the showcase of quality and professional ethics	Personnel trained in Public Relations and difference in quality and professional ethics is easily identified	Officers have attended courses in Public Relations	Officers are more courteous and relations between the officers and the public has improved	TMC	Town Council, Police, Traffic Department and DoT	Training is available at different levels	30% officers trained	50% officers trained	65% officers trained	80% officers trained
<b>HR7</b> Deliver traffic safety courses to all people working in road safety/injury prevention	Personnel trained in traffic safety courses	Officers have attended courses in traffic safety	Officers are more knowledgeable of traffic safety measures	TMC	Town Council, Traffic Department and DoT	Some officers have been trained in road safety courses	60% officers trained	80% officers trained	90% officers trained	all officers have been trained

<b>HR8</b> Develop a “knowledge transfer” strategy that provides new information and research to all agencies, partners and stakeholders	knowledge transfer strategy has been developed	Knowledge is transferred between officers	Officers are more knowledgeable in road safety measures	TMC	Town Council, Traffic Department and DoT	No transfer of knowledge mechanism exists	Develop a knowledge transfer mechanism		Facilitate the cross transfer of knowledge to officers	
<b>Promotion/Media - developing a Traffic Safety Culture</b>	Develop a more effective publicity and advocacy campaign									
<b>PM1</b> Develop and implement public information campaigns	Public Information campaigns developed and implemented	Strategy to disseminate public information developed	Public is more informed on road safety issues	TMC	Town Council, Traffic Department and DoT	Public is aware of road safety measures however strengthening is needed	Public Information campaigns developed and implemented			
<b>PM2</b> Dissemination of road safety messages through public media	Road safety messages has been disseminated through public media	Press releases issued on a regular basis; media appearances increased; usage of public media sites increased	Public are aware of the road safety message	TMC	Media, Town Council, Police, Traffic Department, MOH and DoT		25% increase in dissemination of road safety messages	50% increase in dissemination of road safety messages	75% increase in dissemination of road safety messages	90% increase in dissemination of road safety messages
<b>PM3</b> Promote the dissemination of road safety in schools, communities, road transport dealers and within political and social organizations with appropriate methods	Road safety information has been disseminated in schools	Various visits and booths have been organized in schools, communities, businesses and organizations	Increased number of people are aware of road safety information	TMC	Ministry of Education, Town Council, Police, Traffic Department, BYRS and DoT		30% increase in dissemination of road safety messages in schools, communities, businesses and organizations	60% increase in dissemination of road safety messages in schools, communities, businesses and organizations	80% increase in dissemination of road safety messages in schools, communities, businesses and organizations	Dissemination of road safety messages in all schools, communities, businesses and organizations
<b>PM4</b> Promote the health consequences, burden of injury and scope of traffic collisions in the community	Health consequences, burden of injury and scope of traffic collisions in the community has been promoted	Health consequences, burden of injury and scope of traffic collisions supported by data is widely disseminated	Decrease in number of traffic collisions and offences	TMC through UB, MOH, Police, Traffic Department and DoT	TMC through UB, MOH, Police, Traffic Department and DoT		25% increase in dissemination of consequences of collisions	50% increase in dissemination of consequences of collisions	75% increase in dissemination of consequences of collisions	90% increase in dissemination of consequences of collisions

PMS Nurture a traffic safety culture for all road users	Traffic Safety culture exists and is nurtured	Traffic safety culture is exhibited by all road users	Traffic collisions and offences have decreased	TMC	All stakeholders who form a part of the TMC		25% decrease in traffic collisions and offences	40% decrease in traffic collisions and offences	60% decrease in traffic collisions and offences	75% decrease in traffic collisions and offences
<b>SAFE ROADS</b>										
<b>SAFE ROADS</b>	<b>Provide a safe and reliable transportation network</b>									
<b>Safe Roads</b>	Ensure safe roads for all road users									
SR1 Improve street infrastructure for 50% of the streets and pathways which require improvement	Streets and pathways have been improved	Improved streets and pathways	Streets and pathways are improved and are safe	TMC	Town Council	30% of streets have been improved	15% more streets have been improved	30% more streets have been improved	40% more streets have been improved	65% of streets have been improved
SR2 Implement measures to facilitate speed management (traffic calming measures)	Traffic calming measures implemented	Measures have been identified and implemented	Speed management measures implemented and road traffic incidents as a result of speeding has decreased	TMC	Town Council, Police, Traffic Department and DoT	Minimal speed management measures implemented	Implement speed management measures to reduce RTIs caused by speeding by 30%		Implement speed management measures to reduce RTIs caused by speeding by 80%	
SR3 Implement street improvement safety plan	Street improvement safety plan developed and implemented	Implemented street improvement safety plan	Street improvement safety plan implemented and streets are Safe to all users	TMC	Town Council, Police, Traffic Department and DoT	Streets are safe however some road incidents still occurs	Develop and implement street improvements to reduce RTIs by 50%		Implement street improvements to reduce RTIs by 80%	
SR4 Improve delineation of streets and pathways to indicate areas for cyclists, pedestrians and motorists	Streets and pathways have been delineated	Street delineation required have been identified and improved	Injuries to cyclists, pedestrians and motorists from RTIs have reduced as a result of improved delineation showing the relevant areas for road users	TMC	Town Council, Police, Traffic Department and DoT	Streets are not properly delineated	Improve street delineation by 50% and reduce injuries reported to cyclists, pedestrians and motorists as a result of RTIs by 75%		Improve street delineation by 75% and reduce injuries reported to cyclists, pedestrians and motorists as a result of RTIs by 95%	
SR5 Publish guidelines/manuals on traffic safety management (signs and markings)	Guidelines and manuals have been developed and published	Traffic safety management manuals disseminated and trainings provided	Consistent use of manuals to create a Safe system for all road users	TMC	Town Council, Police, Traffic Department and DoT	Some guidelines are in place	Gather information and publish guidelines. Disseminate to officers and citizens.		Publish guidelines and provide trainings. Disseminate to officers and citizens.	

<b>SR6</b> Draft guidelines in accordance with international standards for the construction and use of streets including footpaths, sidewalks, bicycle lanes and motorcycle lanes	Guidelines have been developed and published	Guidelines disseminated and trainings on guidelines provided	Increased use of footpaths, pedestrian and cycle lane results in reduction of injuries to motorist, pedestrians and cyclists as a result of RTIs	TMC	Town Council, Police, Traffic Department and DoT	Guidelines limited with no formal training conducted	Gather information, develop and publish guidelines. Disseminate to officers and citizens.		Publish guidelines and provide trainings. Disseminate widely. Observe reduction in injuries to motorists, cyclists and pedestrians.	
<b>SR7</b> Implement safety standards for the construction and use of streets including footpaths, sidewalks, bicycle lanes and motorcycle lanes	Guidelines have been developed and published	Guidelines disseminated and trainings on guidelines provided	Increased use of footpaths, pedestrian and cycle lane results in reduction of injuries to motorist, pedestrians and cyclists as a result of RTIs	TMC	Town Council, Police, Traffic Department, MoW and DoT	Safety standards not strictly adhered to				
<b>SR8</b> Prepare and publish improved standards and guidelines for safety in construction zones	Guidelines and standards have been developed and published	Guidelines disseminated and trainings provided	Use of standards and guidelines implemented which result in reduced risk through construction zones	TMC	Town Council, Police, Traffic Department, MoW and DoT	No guidelines available	Gather information, develop and publish guidelines.		Publish guidelines and provide trainings. Disseminate widely. Record reduced risk to road users through construction zones	
<b>SR9</b> Publish guidelines on intersections and roundabout design, particularly signalization and sensitize the public to optimize capacity and safety in the municipality	Guidelines have been developed and published	Guidelines disseminated and trainings on guidelines provided	Guidelines implemented and training provided to all road users and officers	TMC	Town Council, Police, Traffic Department, MoW and DoT	No guidelines available	Gather information, develop and publish guidelines. Provide training to officers and citizens.		Publish guidelines and provide trainings. Disseminate widely. Record reduced incidents occurring at intersections and roundabouts	
<b>SR10</b> Implement measures to improve traffic management and traffic flow to address congestion in strategic areas eg. Identifying designated rest areas for buses and taxis; relocating current rest areas for buses and taxis; identifying adequate off-street parking spaces for motor vehicles, etc.	Traffic management measures have been implemented. Congestion in strategic areas has been reduced	Designated rest areas identified for buses and taxis; current rest areas for buses and taxis relocated; adequate off-street parking spaces for motor vehicle identified.	Reduced congestion in main town areas and a reduction in injuries reported as a result of RTIs	TMC	Town Council, Police, Traffic Department and DoT	Main areas of the municipality extremely congested resulting in incidents and injuries as a result of RTI	RTI injuries as a result of congestion reduced by 25%	RTI injuries as a result of congestion reduced by 50%	RTI injuries as a result of congestion reduced by 75%	RTI injuries as a result of congestion reduced by 85%

<b>SR11</b> Improve street design and signage especially at intersections	Street signs and designs have been improved	Intersections identified as priority areas and new signage to alleviate problem erected	Improved street design and signage resulting in reduced number of incidents and injuries at intersections	TMC	Town Council, Police, Traffic Department, MoW and DoT	Street signs are existing but requires improvement	Improve signs, street designs and accessibility of streets	Improve signs, street designs and accessibility of streets	Improve signs, street designs and accessibility of streets	Improve signs, street designs and accessibility of streets
<b>SR12</b> Ensure that measures are in place to facilitate access to street and pathways for handicapped persons.	Streets are easily accessible to handicapped persons	Identify streets requiring work to become accessible for the handicapped.	handicapped persons can easily access streets and pathways without incident	TMC	TMC through Town Council, Police, Traffic Department, MoW and DoT	Some streets are easily accessible to handicapped persons	located in the municipality by 15%	located in the municipality by 25%	located in the municipality by 35%	located in the municipality by 50%
<b>SR13</b> Review and renegotiate current arrangement with DoT in relation to the registration and licensing of buses and tariffs paid for buses and heavy vehicles which travel through the municipality.	Tariffs and revenues collected from heavy vehicles have been received by the municipality	Current arrangement as it pertains to buses and heavy vehicles are reviewed and renegotiated with DoT and the Municipality	Renegotiated arrangement for the collection of tariffs and licensing fees between Municipality and DoT. Resulting in increased revenue for the Municipality	TMC	Town Council and DoT	Limited resources currently received by the municipality	Review current agreement and commence negotiation	Renegotiation of tariffs and fees finalized and municipality revenue increased	Increased funds generated from tariffs and license fees used to improve 35% of streets and pathways	Increased funds generated from tariffs and license fees used to improve 50% of streets and pathways
<b>SR14</b> Review and strengthen legislation which regulates buses and taxis in the municipality	Legislation to regulate buses and taxis has been strengthened	Legislation to regulate buses and taxis reviewed and modified	Stronger regulated buses and taxis. Less RTIs consisting of taxis and buses	TMC	Town Council and DoT	Buses and taxis not strongly regulated	Review legislation regulating buses and taxis	Strengthen legislation regulating buses and taxis	Buses and taxis more regulated. Number of RTIs including taxis and buses recorded and analyzed semi-annually	
<b>SR15</b> Develop a local public transportation policy in collaboration with the Ministry of Transport, including a bus shuttle linking the new residential areas	Number of new bus shuttles in operation to link residential areas in the municipality has been increased	Local public transportation policy developed and new bus shuttle routes established	New bus shuttles in operation to link residential areas in the municipality. Reduction in congestion and motor vehicles operating in municipality	TMC	Town Council, Police, Traffic Department, MoW and DoT	no public transport available linking residential areas	Develop local public transportation policy	Establish new bus shuttle system to link residential areas	Record and analyze impact of newly established bus shuttle routes on congestion and number of motor vehicles operating in municipality	
<b>SAFE VEHICLES</b>										

<b>SAFE VEHICLES</b>	<b>Ensure that vehicles registered in the municipality is of a high safety standard</b>									
<b>Safe Vehicles</b>	Ensure that vehicle is able to provide protection to the user									
<b>SV1</b> Review current legislation and make suggestions to improve regulations complete with sanctions for the importation and registration of unsafe vehicles.	Regulations and enforcement of sanctions for the importation and registration of unsafe vehicles has been improved	Current legislation reviewed and modified. Sanctions identified and enforced.	Legislation and sanctions restricting the importation and registration of unsafe vehicles enforced. Less fatalities as a result of the use of unsafe vehicles recorded	TMC	All stakeholders who form a part of the TMC	Legislation not strongly enforced	Review legislation listing suggested improvements	Legislation and sanctions enforced. Importation and registration of unsafe vehicles reduced by 20%	Importation and registration of unsafe vehicles reduced by 50%	Importation and registration of unsafe vehicles reduced by 75%
<b>SV2</b> Strengthen system for registration of vehicle with improved communication and coordination between the Municipality, DoT and Customs Department for the improved detection of dangerous vehicles.	System for registration of vehicle has been strengthened	Guidelines for the registration of vehicles reviewed and enforced. System linking municipalities established and implemented. Communication between municipality and DoT improved	Vehicle registration procedure and requirements consistent. Improved detection of dangerous vehicles	TMC	DoT, Traffic Department and Customs Department	Guidelines inconsistently applied	Guidelines and communication strengthened	Vehicle registration procedure and requirements consistently applied. Detection of dangerous vehicles increased by 20%	Detection of dangerous vehicles increased by 40%	Detection of dangerous vehicles increased by 60%
<b>SV3</b> Strengthen the enforcement of legislation and related sanctions with regards to registration of vehicles without seatbelts, airbags etc.	Enforcement of sanctions for the registration of vehicles improperly equipped with safety measures	Current legislation reviewed and strengthened. Sanctions are enforced.	Legislation and sanctions restricting the registration of vehicles improperly equipped with safety measures are enforced. Less fatalities as a result of the use of improperly equipped vehicles recorded	TMC	DoT and Traffic Department		Review legislation listing suggested improvements	Legislation and sanctions enforced. Importation and registration of unsafe vehicles reduced by 20%	Importation and registration of unsafe vehicles reduced by 50%	Importation and registration of unsafe vehicles reduced by 75%

<b>SV4</b> Strengthen the management of vehicle registration by improving the technical safety quality.	Management of vehicle registration has been strengthened	Guidelines for vehicle registration is developed and implemented	Vehicle registration improved. Number of safe vehicles on the streets is increased.	TMC	DoT and Traffic Department	No guideline currently in place	Review vehicle registration process. List requirements for the strengthening of the process	Guidelines to strengthen the management of vehicle registrationis developed by March 2018; implemented by August 2018	Number of vehicles registered using the safety requirements is tracked and assessed semi-annually	
<b>SV5</b> Improve the coordination between partners regarding the registration of "used" imported vehicles	Coordination has been improved	All parties involved are in collaboration with regards to registration of imported vehicles	Registration of imported vehicles improved	TMC	DOT, Customs & Excise, Bureau of Standards, and Traffic Department	Collaboration is limited	Coordination is improved and "used" imported vehicles are registered using developed guidelines			
<b>SV6</b> Develop and implement a policy with respect to the importation of vehicle equipment, such as tires, headlights, motorcycle and bicycle helmets	Policy has been developed and implemented	Information gathered, policy developed and implemented	Better quality vehicle equipment imported and sold in Belize	TMC	DOT, Customs & Excise, and Bureau of Standards	No policy exists	Gather and Review information. Develop Policy. Implement new policy.		Assess the quality of vehicle equipment imported into the country tracking the improvements from 2016 to current semi-annually.	
<b>SV7</b> Implement the new seat belt regulations and monitor the use of seatbelts, child safety seat and helmets	New regulations have been established, enforced and monitored.	Information gathered, policy developed and implemented. Impact monitored.	Seatbelt and helmet use has increased and has been monitored. Less tickets issued for seatbelt and helmet violations. Resulting in less fatalities and serious injuries.	TMC	DoT, Traffic and Police Department	Seatbelts and helmets are used on highways but not necessarily in the municipality or properly	Gather and Review information. Develop Policy. Implement new policy.	Provide training and public campaigns on the new regulation. Monitor usage and impact.	Tickets issued for seatbelts and helmets violations decreased by 50%. Fatalities and Serious injuries reduced by 60%	Tickets issued for seatbelts and helmets violations decreased by 75%. Fatalities and Serious injuries reduced by 90%
<b>SV8</b> Develop and implement policy with respect to the "age" of the fleet of vehicles, including personal-use vehicles.	New policy on "aged" vehicles has been developed and implemented	Collage of relevant information obtained from research. Policy developed and implemented.	New and safe vehicles on the roads providing better protection for occupants	TMC	DoT, Traffic and Police Department	No policy in place	Gather and Review information. Develop Policy. Implement new policy.	Provide training and public campaigns on the new regulation. Monitor usage and impact.	Number of vehicles registered and less than 5years old, increased by 50%	Number of vehicles registered and less than 5years old, increased by 75%

<b>SV9</b> Promote the importance of buying safe vehicles or vehicles with better safety equipment to consumers	Promotion has been implemented	Campaign on importance of purchasing safe vehicles developed. Purchase or safe vehicles promoted through public awareness campaigns	New and safe vehicles on the roads providing better protection for occupants. Reduction in fatalities and serious injuries sustained as a result of mechanical problems or unsafe vehicles	TMC	DoT, Traffic and Police Department	No promotion in place	Campaign developed and baseline information collected	Public Awareness Campaign implemented and progress monitored.	Importation and registration of unsafe vehicles reduced by 50%	Importation and registration of unsafe vehicles reduced by 75%
<b>SV10</b> Proper and continuous training for Motor Vehicle Inspectors	Motor Vehicle Inspectors are continuously trained in Inspection measures	Trained Motor Vehicle Inspectors. Development of a Motor Vehicle Inspection Guide	Inspections are professionally and consistently conducted	TMC	DoT, Traffic Department and Ministry of Local Government.	Limited inspection skills	30% inspectors trained	50% inspectors trained	75% inspectors trained	80% inspectors trained
<b>SV11</b> Periodic inspection of registered vehicle and techniques to prevent defective, road unworthy or unsafe vehicles from using public roads	Increased inspection of registered vehicles and reduction in unsafe vehicles on municipal roads	Inspection reports. Policy on modern techniques to identify defective, road unworthy or unsafe vehicles	New and safe vehicles on the roads providing better protection for occupants. Reduction in fatalities and serious injuries sustained as a result of mechanical problems or unsafe vehicles	TMC	DoT, Police and Traffic Department	Inspection not consistently performed	Research conducted and policy developed	Registration of unsafe vehicles reduced by 20%	Registration of unsafe vehicles reduced by 50%	Registration of unsafe vehicles reduced by 75%

**SAFE ROAD USERS**

<b>SAFE ROAD USERS</b>	<b>Ensure that road users in the municipality exercise high safety measures</b>									
<b>Driver Training and Testing</b>	Consistent and improved training and education of drivers through more rigorous screening of drivers									

<b>DT1</b> Participate in countrywide review of current practice for training and testing of drivers with the ultimate goal of establishing a single, countywide procedure for training and testing of new drivers.	Countrywide review of training and testing of drivers has been completed	Countrywide procedure for training and testing new drivers established and implemented	Training and testing of drivers improved. Reduction in the number of reported RTIs due to distracted driving, driving without due care and attention and driver's error	TMC	DoT, Police and Traffic Department	Current testing and training materials require updating	Participate in countrywide review of training and testing of drivers. Implement new testing and training procedures.	Reduction in the number of reported RTIs due to distracted driving, driving without due care and attention and driver's error individually reduced by	Reduction in the number of reported RTIs due to distracted driving, driving without due care and attention and driver's error individually reduced by	Reduction in the number of reported RTIs due to distracted driving, driving without due care and attention and driver's error individually reduced by
<b>DT2</b> Implement new procedure for training and testing of new drivers.	New procedures for training and testing of new drivers has been developed and implemented	Research conducted, report and recommendations developed. New program implemented	New drivers are trained leading to fewer collisions involving motor vehicles. Increased number and percentage of total drivers trained under the new system	TMC	DoT, Police and Traffic Department		New procedures for training and testing of new drivers developed	New procedures for training and testing of new drivers implemented	Number of drivers trained under new system is more than 30% of total licensed drivers	Number of drivers trained under new system is more than 60% of total licensed drivers
<b>DT3</b> Establish selection, syllabus and training methods of practical driving instructors/testers and examiners.	New driving instructor/testers/examiners syllabus and training methods has been developed and implemented	New syllabus developed and implemented		TMC	DoT, Ministry of Education, Police and Traffic Department		New syllabus developed and implemented	New syllabus implemented. All instructors, testers and examiners utilizing syllabus by 2020		
<b>DT4</b> Focus much more on on-the-road, in real traffic, driver training	More on-the-road driver training has been implemented	Training manual developed for in-traffic training	Increased number and percentage of in-traffic trained drivers on the road	TMC	DoT, Police and Traffic Department				Training manual developed for in-traffic training and training implemented	Number of in-traffic trained drivers is more than 30% of total licensed drivers

<b>Driver Licensing</b>	Participate in the development of a centralized, online, driving license registry system with facilities to print and issue license documents of international standard.									
<b>DL1</b> Participate in the review of current processes for licensing of drivers	Processes for licensing of drivers has been reviewed, modified and is being implemented.	Modified processes for licensing of drivers	Processes for licensing of drivers reviewed, modified and implemented.	TMC	DoT and Traffic Department	Current procedure is outdated	Process being reviewed	Process is modified and being implemented		
<b>DL2</b> Implement a new single driver license database for Belize in the Municipality	New single driver license database is developed and implemented	Developed and implemented database	Single driver license database for Belize is implemented in the Municipality	TMC	DoT and Traffic Department	Database not in place		Database developed and implemented	Database implemented	
<b>DL3</b> Implement consistent driver licensing standards that meet national and international standards	Consistent driver licensing standards has been developed and implemented	Standards consistent with good international practise are developed	Driver licenses in line with international standards are consistently applied	TMC	DoT and Traffic Department	Current standard not consistent		Consistent driver licensing standards has been developed and implemented	Consistent and improved driver's licensed produced	
<b>DL4</b> Provide Municipal data in single/ on-line driver licensing database shared by all municipalities	A single on-line driver licensing database shared by all regions has been established and implemented	Database developed and reviewed by IT specialist	Information is available on all drivers in Belize leading to better monitoring of high-risk and suspended drivers	TMC	DoT and Traffic Department	National database not in place				Monitoring of risky drivers increased by 15%
<b>Traffic Enforcement</b>	The development of more efficient, consistent and effective traffic enforcement									
<b>TE1</b> Participate in the national enforcement strategic planning team	Municipality continues to participate frequently in the national enforcement strategic planning team	Enforcement Plan developed and implemented in the Municipality	Team meets regularly to monitor the implementation of the Strategic Enforcement Plan	TMC	Police, DoT and Traffic Department	An enforcement plan is developed but not strictly implemented	Municipality participates in 85% of meetings held annually by the planning team			

<b>TE2</b> Develop Municipal Strategic Enforcement Plan with input from local stakeholders	Municipal Strategic Enforcement Plan has been developed and is implemented		Municipal Strategic Enforcement Plan is implemented and Enforcement of Road Safety Practices has increased	TMC	Police, DoT and Traffic Department		Enforcement Plan is 30% implemented	Enforcement Plan is 45% implemented	Enforcement Plan is 60% implemented	Enforcement Plan 80% implemented
<b>TE3</b> Identify communication needs to ensure optimal communications between all agencies	Communication needs have been identified and communication strengthened between all agencies	Identified the channel of communication within the Police department, Dept. of Transport, MOH, Town Council and local traffic officers	Communication guidelines developed and partners meet quarterly	TMC	Police, DoT and Traffic Department	Weak line of communication in place	Municipality participates in 75% of meetings held annually			
<b>TE4</b> Improve coordination mechanisms and implement enforcement campaigns as an essential part of traffic safety public awareness campaigns	Coordination mechanisms has been improved. Enforcement campaigns has been implemented	Campaigns developed and implemented	Enforcement campaigns as an essential part of traffic safety public awareness campaigns disseminated and implemented	TMC	Police, DoT and Traffic Department	Awareness campaigns do not emphasize enforcement	Enforcement campaigns are highlighted in 50% of the Public Awareness Campaigns implemented annually			
<b>TE5</b> Adopt the National electronic, integrated driver, vehicle and violation information system	System has been adopted	Specifications and design of an electronic, integrated driver, vehicle and violation information system developed and implemented	Integrated driver, vehicle and violation information system implemented leading to better analysis and identification of road safety priorities	TMC	Police, DoT and Traffic Department	Information is currently segregated by municipality			System is developed and implemented	
<b>TE6</b> Implement national automated enforcement programs, such as for speeding and red-light running	Automated enforcement program is implemented in the municipality	Details of automated enforcement programs have been determined and plan developed	Program for automated enforcement for speeding and red-light running improved and introduced in the Municipality	TMC	Police, DoT and Traffic Department	No automated enforcement in place			Program is developed and implemented	
<b>TE7</b> Develop a career structure and training needs for traffic enforcement officers	Career structure/training needs developed	Training Plan developed. Officers participate in various trainings as per work assignment	Career path for traffic enforcement police officers established	TMC	Police, DoT and Traffic Department	No training plans/needs in place			Structure and plan developed	Plan implemented
<b>TE8</b> Identify modern equipment needs including police vehicles and develop a staged purchase of new equipment	Equipment needs developed and staged purchase of equipment procurement plan developed	Modern equipment needs identified and procured	Enforcement officers equipped with modern technology. Increase in enforcement of Road Safety Offenses	TMC	Police, DoT and Traffic Department	Most equipment outdated and no plan in place	Equipment needs identified	Procurement plan and resources required identified. Equipment procured		Equipment procured

<b>TE9</b> Improve regulations related to traffic enforcement	Regulations have been improved and is being implemented	Regulations have been modified and implemented	Improved traffic enforcement	TMC	Police, DoT and Traffic Department	Regulations are outdated		Regulations are reviewed	Improvements finalized and accepted	Improved regulations is enforced
<b>TE10</b> Develop and implement a monitoring and evaluation protocol of enforcement activities	Monitoring and Evaluation protocol has been developed and is implemented	Developed monitoring and evaluation protocols for enforcement	Enforcement activities are monitored and evaluated ensuring focus remains on key priorities	TMC	Police, DoT and Traffic Department	No M&E System for enforcement is in place			Protocol developed	Enforcement activities are monitored and evaluated
<b>TE11</b> Improve role of officers in monitoring unsafe and old vehicles through mobile enforcement	Monitoring of unsafe and old vehicles have been improved	Monitoring of old and unsafe vehicles is implemented	Improved standard of vehicles imported into the country leading to better protection for all road users	TMC	Police, DoT and Traffic Department	No monitoring is currently in place			Monitoring Strategy is developed	Monitoring plan is implemented
<b>Road Safety Education</b>	Improve knowledge on road safety and disseminating safe road user behaviour and survival skills									
<b>RSE1</b> Road Safety Curriculum implemented in the Municipality	Road Safety Curriculum has been implemented in the Municipality	Curriculum implemented	Curriculum implemented in schools resulting in increased awareness of road safety measures and the implementation of safe behaviours	TMC	Ministry of Education	Road Safety curriculum has been shared with schools countrywide	Curriculum implemented in Schools	30% reduction in RTI injuries and fatalities among school aged children	60% reduction in RTI injuries and fatalities among school aged children	90% reduction in RTI injuries and fatalities among school aged children
<b>RSE2</b> Encourage each school to appoint a Road Safety Champion who coordinates and facilitates road safety education in the school	Each school has appointed a Road Safety Champion and is facilitating road safety education in the school	Road safety Champion identified at all schools. Road Safety Education facilitated	Road safety education is coordinated and facilitated at all schools. Knowledge is improved and disseminated	TMC	Ministry of Education	Road safety champions not appointed	Road Safety Champion Identified and Road Safety Education in schools facilitated	50% of the schools in the Municipality has a road safety champion and facilitates road safety education	75% of the schools in the Municipality has a road safety champion and facilitates road safety education	All the schools in the Municipality has a road safety champion and facilitates road safety education
<b>RSE3</b> Annual refresher training in Road Safety is provided for teachers and traffic officers	Annual refresher training is provided. Teachers and Officers have completed the refresher training in road safety.	Refresher training course and materials is developed. Teachers and traffic officers participate in refresher training.	Training on Road Safety updated and improved. Increased Trainings in schools	TMC	Ministry of Education, DoT, Police and Traffic Department	No refresher training exist	Refresher training course and materials is developed			

<b>RSE4</b> Track and provide progress information to be fed into online tool to support the monitoring and evaluation of road safety education	Information is tracked and progress information available. Information is being fed into online tool to support the monitoring and evaluation of road safety education	Information collected and fed into online tool	Online tool in use for monitoring and evaluation of road safety education	TMC	Police, DoT and Traffic Department	Road safety education not monitored				Tool is developed and information is tracked
<b>Road Safety Campaigns</b>	Improvements in road safety through more effective and coordinated publicity and advocacy campaigns									
<b>RSC1</b> Implement the Municipal Road Safety Campaign Strategy in line with the RSP Communication Strategy	Municipal Road Safety Campaign Strategy is being implemented	Municipal Road Safety Campaign Strategy has been developed	Publicity and advocacy campaigns are more coordinated and effective	TMC	All stakeholders who form a part of the TMC	National Road Safety Communication Plan developed	Municipal Road Safety Campaign Strategy developed	Municipal Road Safety Campaign Strategy implemented		
<b>RSC2</b> Promote road safety practices in the schools, businesses, and communities within the Municipality	Road safety practices are being promoted in the communities within the Municipality	Road Safety Campaigns developed and being implemented		TMC	TMC through Ministry of Education	Some school visits are facilitated	30% increase in dissemination of road safety messages in schools, communities, businesses and organizations	60% increase in dissemination of road safety messages in schools, communities, businesses and organizations	80% increase in dissemination of road safety messages in schools, communities, businesses and organizations	Dissemination of road safety messages in all schools, communities, businesses and organizations

<b>RSC3</b> Using accurate data, ensure campaigns have a clear focus and identify behaviors and audiences to be targeted	Campaigns have a clearer focus and they identify target behaviours and target audiences	Data collection process reviewed and tested for accuracy on targeted behaviours	Improved data collection for accuracy. Information used to identify targeted behaviours	TMC	TMC through Ministry of Education, DoT, Police and Traffic Department	Data collection is not fully accurate		Data collected and analyzed	Targeted behaviours and audiences chosen from data. Campaigns developed	Campaigns implemented and information disseminated
<b>RSC4</b> Evaluate effectiveness of campaigns	Each campaign has been evaluated	Evaluation plan developed for each campaign to ensure effectiveness	Campaigns are shown to be effective	TMC	Police, DoT and Traffic Department	No evaluation procedure in place			Camapaigns evaluated	
<b>RSC5</b> Increase awareness and build a traffic safety culture in the municipality	Traffic safety promoted	Traffic Safety is shared in schools, businesses and organizations and at the community level. community awareness is increased	Residents are aware of traffic safety risk factors	TMC	Police, DoT and Traffic Department	Traffic Safety Messages are aired on television and placed on Social Media			Traffic Safety Awareness improved by 65%	Traffic Safety Awareness improved by 90%
<b>RSC6</b> Develop best practice manual highlighting lessons learnt etc.	Best practice manual has been developed and disseminated	Best practice manual developed and disseminated	Lessons learnt and best practices shared with other Municipalities to exercise in disseminating Road Safety Message in their Municipality	TMC	Police, DoT and Traffic Department	No manual exists			Best practices recorded	Manual developed and disseminated
<b>POST-CRASH RESPONSE</b>										
<b>POST-CRASH RESPONSE</b>	<b>Availability of effective handling of emergency situations</b>									
<b>Post-Crash Response</b>	Provide adequate emergency medical response to enhance treatment and thereby minimise harm									

<b>PCR1</b> Establish Community/Village Response Teams with members who are trained in First Aid, Basic Life Support, ACLife Support etc.	Response teams have been established and trained	Trained personnel in First Aid, Basic Life Support, ACLife Support. Established Response Team	Response Team established and post crash response time reduced	TMC	Ministry of Health	no community response team currently in place	Identify members who qualify to join the community response team. Provide training to members	15% reduction in post crash response time	30% reduction in post crash response time	
<b>PCR2</b> Strengthen relationship between post-crash care responders, response team, TMC/municipality, traffic and police to improve post-crash care received at the municipality level	Relationship between post-crash care responders, response team, TMC/municipality, traffic and police have been strengthened	Triannual meeting of post crash care responders established. Improved relationship/communication between post crash care responders	Post-crash care received at the municipality level improved.	TMC	Ministry of Health, Traffic and Police Department	Communication between post crash care responders is weak	Post crash care responders group formed. Members meet at least triannually			
<b>PCR3</b> Improve response time of post crash care responders to reduce response time to scene of incident to less than 10 minutes	Incident response times to scene of the incident have been improved	Incident response times to scene of the incident improved	Severity of injuries from RTIs has been reduced. Fatalities as a result of RTIs have been reduced	TMC	Ministry of Health, Police and Traffic Department	Response times requires reduction	Response times reduced by 20%	Response times reduced by 40%	Response times reduced by 60%	Response times reduced by 80%
<b>PCR4</b> Improve incident response time to ER to less than 20 minutes	Incident response times to ER are improved	Incident response times to ER improved		TMC	Ministry of Health, Police and Traffic Department					
<b>PCR5</b> Organize training sessions in BLS, EMT, FRT, ALS to community volunteers, fire fighters, community officers and local clinical staff including paramedics, drivers, attendants and others	Training session have been organized. Volunteers, fire fighters, community officers and local clinical staff has participated in the training programs.	Training sessions organized. Personnel trained	Volunteers, fire fighters, community officers and local clinical staff adequately trained in BLS, EMT, FRT, ALS. Personnel are more adequately trained and comfortable in performing post crash care duties	TMC	Ministry of Health	Training provided are limited	Training plans are developed and implemented	50% of the community volunteers, fire fighters, community officers and local clinical staff trained	75% of the community volunteers, fire fighters, community officers and local clinical staff trained	80% of the community volunteers, fire fighters, community officers and local clinical staff trained

<b>PCR6</b> Improve systems used to report incidents particularly those requiring post-crash care	Systems have been developed	Systems were researched, designed and implemented	Incidents are accurately reported and all details are recorded	TMC	Ministry of Health, Traffic Department and Police	System requires strengthening	Develop forms to be used	Research and develop systems	Implement systems. Data being recorded and validated	Improved reporting system established. Complete with accurate and consistent data being reported
<b>PCR7</b> Procure medical equipment and supplies needed for post-crash care and training in the use of the equipment and supplies	Medical equipment and supplies have been procured and training has been provided	Medical equipment and supplies procured and training provided	Trained and equipped medical personnels	TMC	Ministry of Health	Availability of training and equipment is minimal	Procurement plan developed	Procure medical supplies and equipment and conduct training	Conduct training	Procure medical supplies and equipment and conduct training
<b>PCR8</b> Procure hand held radios	Handheld radios have been procured	Handheld radios available	Communication improved	TMC	TMC	Radios available are not operational	Procurement plan developed	Handheld radios procured		
<b>PCR9</b> Procure 1 Medical Ambulance	1 Medical Ambulance has been procured and is being maintained	Medical Ambulance available	Ambulance available in the municipality to respond to serious or severe RTI injuries	TMC	TMC	No Ambulance is owned by the Municipality	Procurement plan developed	Ambulance researched and identified	Ambulance procured	
<b>PCR10</b> Ensure that all traffic, police and medical vehicles are equipped with fire extinguishers and first aid kits	Traffic, police and medical vehicles have been equipped with fire extinguishers and first aid kits	All traffic, police and medical vehicles are adequately equipped with fire extinguishers and first aid kits	Traffic, police and medical vehicles are all adequately equipped	TMC	Ministry of Health, Traffic Department and Police Department	Vehicles are not equipped with fire extinguishers and first aid kits	Procurement plan developed	50% of vehicles are adequately equipped	80% of vehicles are adequately equipped	All vehicles are adequately equipped

## ANNEX 2 – Performance Indicator Matrix

OUTCOME INDICATORS	GOALS			MID-TERM		FINAL	
	BASELINE	MID-TERM	FINAL	#	%	#	%
Funds available for development and implementation of Road Safety		45% increase	75% increase				
Total revenues generated annually		20% increase	50% increase				
Revenues generated annually from taxes and tariffs							
Revenues generated annually from other vehicle related fees							
Revenues generated annually from other non-vehicle related fees							
Funds expended annually on road safety measures							
Funds expended annually on road infrastructure improvements							
List of funding sources developed and engaged		50%	100%				
Municipal Road Safety Plan implemented		30%	100%				
Municipal Road Safety Operational Plan and targets updated semi-annually	Plan developed	2	6				
Data system and monitoring framework in place	Not fully functional	System in place and working efficiently					
Data consistently gathered and used in decision making	Data not easily accessed	100%	100%				
M&E assessments conducted semi-annually		2	6				
Municipal collision collection forms used	0	75% rate of use	100% rate of use				
Officers/Personnel with road safety responsibilities trained in:							
Collision Investigation and Reporting		25% total trained	75% total trained				
Enforcement measures		45% total trained	75% total trained				
Transportation Planning and Road Infrastructure engineering		50% engineers trained	80% engineers trained				
Implementing traffic instructions, traffic planning, organization and management, and street infrastructure engineering		45% total trained	75% total trained				
Transportation inspection		50% inspectors trained	80% inspectors trained				

OUTCOME INDICATORS	GOALS			MID-TERM		FINAL	
	BASELINE	MID-TERM	FINAL	#	%	#	%
Emergency/trauma management		50% relevant personnel trained	80% relevant personnel trained				
Public Relations		50% total trained	80% total trained				
Traffic Safety Courses		80% total trained	100% total trained				
Driver's Licenses issued annually							
Number of driver's trained using driver's manual		15% of all licensed drivers	60% of all licensed drivers				
Number of driver's who received on-road training			30% of all licensed drivers				
Learner's permit issued annually							
Number of holders who used the driving syllabus for testing		100%	100%				
Motor Vehicle's licensed annually							
Private Vehicles							
Motorcycles							
Buses							
Taxis							
Goods Vehicle							
Less than 5years old		30%	75%				
Increase in number of persons using seatbelts							
Increase in number of persons using helmets							
Risky behaviours measured and reported/Reduction in tickets issued							
Seatbelt violations		50%	75%				
Helmet violations		50%	75%				

OUTCOME INDICATORS	GOALS			MID-TERM		FINAL	
	BASELINE	MID-TERM	FINAL	#	%	#	%
Overloading violations		60%	100%				
Speeding violations		75%	90%				
Non adherence to traffic signs violations		75%	90%				
Traffic lights violations		50%	75%				
Decrease in collisions caused by:							
Speeding		30%	80%				
Impaired drivers		25%	75%				
Distracted drivers		25%	75%				
Congestion		50%	85%				
Decrease in injuries to:							
Pedestrians		75%	95%				
Cyclists		50%	75%				
Motorcyclists		75%	95%				
School aged children		30%	90%				
Decrease in RTIs		50%	80%				
Decrease in serious injuries		60%	90%				
Decrease in fatalities		60%	90%				
Implementation of Traffic Laws		50%	100%				
Enforcement of Traffic Laws and Sanctions		50%	100%				
Monitoring of unsafe drivers increased			15%				
Number of tickets settled immediately							

OUTCOME INDICATORS	GOALS			MID-TERM		FINAL	
	BASELINE	MID-TERM	FINAL	#	%	#	%
Number of licenses suspended for:							
Speeding							
Impaired driving							
Commission of RTI							
Increase in number of checkpoints conducted annually		50%	80%				
Increase in advertising/media campaign		50%	100%				
Increase in use of speed cameras, radar guns and breathalyzers		50%	100%				
School visits presentations conducted at schools in Municipality		50% of schools	100% of schools				
Road Safety Campaigns implemented		5	15				
Increase in dissemination of road safety messages		60%	100%				
Traffic Awareness Improved/Traffic Safety Culture developed		65% Improved awareness	90% Improved awareness				
Improved Street Infrastructure	35% of streets renovated	30% increase	65% of streets				
Improved signs and street designs		25%	50%				
Municipal streets accessible by handicapped persons		25%	50%				
Reduction in importation of unsafe vehicles		20%	75%				
Reduction in registration of unsafe vehicles		20%	75%				
Detection of unsafe vehicles increased		20%	60%				
Increased enforcement of sanctions on unsafe vehicles		20%	75%				

### ANNEX 3 – Required Equipment / Supplies

The following are items that are necessary to ensure that each program or activity can be completed effectively.

	Now	Future
Patrol vehicles	0	6
Handheld radios	0	12
Protective gears	0	4 dozens
Cones	0	2 dozens
Motorcycle for Traffic Department with helmets	2	2 more
Personnel (Manpower for traffic)	4	4 more
Breathalyzer and mouthpieces	2	2 more
Speed Guns	0	2
Additional traffic signs	limited	Much more needed
Thermoplastic paint	0	To mark all streets
Cat eyes	0	More than 1000 with adhesive
Fire extinguishers	0	12
Wheel Locks	0	12