



GOVERNMENT OF MALAWI

# NATIONAL ROAD SAFETY STRATEGY 2022 - 2030



DECADE OF ACTION FOR  
**ROAD SAFETY**



2021 - 2030



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## FOREWORD

I have the pleasure to present the revised National Road Safety Strategy (NRSS) for the period 2022 – 2030. This revised NRSS is a multi-stakeholder framework which has been developed to guide the stakeholders and the nation to improve road safety in a sustainable and coordinated manner. The need for the NRSS cannot be overemphasized as available evidence indicate that road crashes are a leading cause of death and injury to the vulnerable and other road users in the country and the world at large.

Reducing fatal and serious accidents is the major thrust and a must that the NRSS would like to address. In line with the Decade of Action for Road Safety 2021 – 2030, through this strategy the nation would like to see at least 50% reduction in road deaths and serious injuries by 2030. Achieving a 50% reduction in road traffic deaths and injuries will further complement the National Transport Policy objective of ensuring provision of safe, reliable, effective and efficient transport operations which satisfy demand and facilitate economic activity as well as access to social services for rural and urban communities.

The 2022 – 2030 NRSS also builds on the achievements that were realized during the implementation of the 2015 – 2020 Strategy and it is anchored on the safe system approach with shared responsibilities in its implementation among key stakeholders in the road transport sub-sector zeroing-in on the following key result areas (KRAs):

- Road Safety Management
- Safer Roads and mobility
- Safer Road Users
- Safe Vehicles
- Post-Crash Response
- Institutional Strengthening and Capacity Building

I am happy that given the consultative and participatory process that we went through in developing this revised NRSS, there is common understanding and ownership of the strategy which I am very sure will translate into our collective commitment in its implementation. In the same vein, I would like to assure all stakeholders that the Ministry of Transport and Public Works through the Directorate of Road Traffic and Safety Services (DRTSS) as a custodian of this strategy and lead institution in its implementation process will provide an enabling environment in order to achieve the intended results.

Finally, I would like to express my gratitude to all those stakeholders who participated and provided invaluable information during the development of this NRSS. It was exhausting but nevertheless a fruitful process that will see us improve road safety in the country after its implementation and contribute to the achievement of the Malawi Vision 2063.

Hon. Jacob Hara, MP.

**MINISTER OF TRANSPORT AND PUBLIC WORKS**

## PREFACE

This is the second National Road Safety Strategy (NRSS) that has been developed for the period 2022 – 2030 to facilitate the implementation and enhancement of the road safety system in the country in order to improve the safety on our road network. The Strategy builds on the gains made and lessons learned during the implementation of the 2015 – 2020 NRSS.

The development of this strategy is coming in to address the various issues within the road traffic sector.

The NRSS is anchored on six (6) Key Result Areas (KRAs) from which six broad Strategic Outcomes have been determined as desired results that we want to see achieved by 2030. The KRAs which are derived from the safe system approach comprise the following: (i) Road Safety Management, (ii) Safer Roads and mobility, (iii) Safer Road Users (iv) Post-Crash Response, (v) Safer Vehicles and (vi) Institutional Strengthening and Capacity Building. The Strategic Outcomes that are aligned to the Decade of Action for Global Road Safety and have been determined on each KRA are tangible reflections of our mandate and vision. These are:

- (i) Improved road traffic safety management;
- (ii) A forgiving road infrastructure environment is provided and promotes sustainable mobility;
- (iii) Enhanced protection of vulnerable road users;
- (iv) Reduced severity of road accident injuries
- (v) Improved post-crash care services provided to road accident victims;
- (vi) Improved organizational operational efficiency and effectiveness.

It is expected that the implementation of this Strategy will result into the realization of 50% reduction of fatalities and injuries by 2030 as stipulated in the Decade of Action for Road Safety. To achieve this vision, this Strategy has set realistic and achievable performance targets in the form of outputs and annual output targets with clear timelines and budget for each target.

This Strategy will be the basis for the formulation of quarterly and annual work plans, resource allocation and performance management of the DRTSS and its key stakeholders. I have the confidence that the implementation of this strategy with the indulgence and commitment of all stakeholders will result into the achievement of the desired outcomes set out herein in order to create safer roads.

Andrew Kingstone Sandula

**DIRECTOR OF ROAD TRAFFIC AND SAFETY SERVICES**

## ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
ALHB	Axle Load Handbook
CSF	Critical Success Factors
CSO	Civil Society Organizations
CMTIF	Comprehensive Medium Term Implementation Framework
DHRMD	Department of Human Resource Management and Development
DRTSS	Directorate of Road Traffic and Safety Services
EU	European Union
IEC	Information, Education and Communication
KRA	Key Result Area
LUANAR	Lilongwe University of Agriculture and Natural Resources
MaTIS	Malawi Traffic Information System
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MGDS	Malawi Growth and Development Strategy
MoEST	Ministry of Education, Science and Technology
MoLRD	Ministry of Local Government and Rural Development
MoTPW	Ministry of Transport and Public Works
MUBAS	Malawi University of Business and Applied Sciences
MW2063	Malawi 2063
MZUNI	Mzuzu University
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NRSCM	National Road Safety Council of Malawi
NRSS	National Road Safety Strategy

NSO	National Statistical Office
NTMP	National Transport Master Plan
NTP	National Transport Policy
PDA	Personal Digital Assistant
PFMA	Public Finance Management Act
PPDAA	Public Procurement and Disposal of Assets Authority
PSIP	Public Sector Investment Program
PVHES	Plant and Vehicle Hire and Engineering Services
RDM	Road Data Management
RMS	Resource mobilization Strategy
RSA	Road safety Audit
RSD	Road Safety Database
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEC	Total Estimated Cost
TLEFHB	Traffic Law Enforcement Field Handbook
TLEG	Traffic Law enforcement Guidelines
TWG	Technical Working Group
VCFAR	Voluntary Community First Aid Responder
VCFART	Voluntary Community First Aid Response Training
UN	United Nations
UNIMA	University of Malawi
VITM	Vehicle Inspection Training Manual
WHO	World Health Organization

## EXECUTIVE SUMMARY

This is the second NRSS that has been developed to provide an operational guidance for the Directorate of Road Traffic and Safety Services (DRTSS) and its key stakeholders in the road transport sub-sector in the implementation of its mandate for a period of 8 years from 2022 – 2030. The Plan translates the aspirations of the country as encapsulated in the Malawi Vision 2063 (MW2063) into achievable actions in terms of establishing safer roads of Malawi. The NRSS further identifies challenges that were encountered in the implementation of the previous strategy and builds on the achievements that were realized and lessons learned during its implementation.

The development of this Strategy follows the expiry of the first National Road Safety Strategy (2015-2020) and has been guided and aligned to the Decade of Action for Road Safety (2021-2030). The Decade of Action set a target to reduce road deaths and injuries by 50% by 2030 built on the principal of safe system approach. It further recommends for the development of national and local safety plans with clear defined targets, roles and responsibilities which is supported by financing and reporting to ensure accountability.

This Strategy is aligned to the Malawi Vision 2063 and its First 10-Year Implementation Plan (MIP-1) 2021 – 2030 as an overarching government socio-economic development agenda. It is further aligned to the Malawi National Transport Master Plan, specifically the Road Sub-Sectoral Plan; and the National Transport Policy (2019). This revised NRSS has also taken into account all relevant policies, protocols and other mandates for which the road sub-sector is responsible.

The Strategy identifies and is anchored on six key result areas (KRAs) (as revised from the previous NRSS) namely: (i) road safety management; (ii) Safer Roads and mobility (iii) Safer Road Users (iv) Safer Vehicles (v) Post-Crash Response (; and (vi) institutional strengthening and capacity building. The revision and identification of these key result areas has provided a clear direction and strategic focus in the achievement of the NRSS desired results as the KRAs anchor the envisioning and development of the plan.

The Ministry of Transport and Public Works through the Directorate of Road Traffic and Safety Services is the lead agency and custodian of the NRSS within its implementation. The NRSS strategic framework is as outlined below:

### **The link with the Decade of Action for Road Safety (2021-2030) and the Malawi vision 2063 Pillars and desired results**

The NRSS builds on Pillar 3 of the Malawi 2063 which covers issues on road transport where Malawi as a nation envisages to have a world-class, well maintained and expanding road network connecting the urban and rural areas to local and international markets. This pillar and its enabler links very well with the Decade of Action on Road Safety and the safe system approach to creating safer roads where the NRSS KRAs have been derived.

### **The NRSS Vision**

The NRSS Vision crystallizes the objectives which are explicit in the key result areas that in a way are road safety pillars based on the safe system approach. The Vision of NRSS is:

***“Smart road networks that are safe and secure.”***

## Mission

The mission of the NRSS is:

***“To promote road safety initiatives and responsible road usage through the development and enforcement of road safety policies, regulations, standards, and civic education of road users to ensure halving the number of fatal and serious crashes by 2030.”***

## The NRSS Core Values

The implementation of the NRSS will be guided by the following Core Values or guiding principles:

- *Professionalism*
- *Integrity*
- *Transparency and Accountability*
- *Stakeholder Collaboration and Networking*
- *Creativity and Innovation*

## NRSS KRAs and Strategic Outcomes

The primary purpose of this revised NRSS is to specify priority areas and determine a clear and focused direction from which DRTSS and the road sub-sector stakeholders will be able to identify activities that, if implemented in the coming eight years to 2030, will contribute significantly to the creation of safe and secure roads in Malawi. Based on its KRAs outlined above, six strategic outcomes have been determined which are tangible reflections of its vision and reflect the desired future state that the stakeholders would like to see achieved on the ground by 2030. The strategic outcomes and their expected targets constitute the strategic direction that the NRSS will take. These are as follows:

*Table 1: KRAs and Strategic Outcomes*

No.	Key Result Area (KRA)	Strategic Outcome
1.	Road Safety Management	Improved road safety management
2.	Safer Roads and Mobility	A forgiving road infrastructure environment provided and promotes sustainable mobility
3.	Safer Road Users	Enhanced protection of vulnerable road users
4.	Safer Vehicles	Reduced severity of road accident injuries
5.	Post-Crash Response	Improved post-crash care services provided to road accident victims
6.	Institutional Strengthening and Capacity Building	Improved organizational operational efficiency and effectiveness

In ensuring that the above outcomes are followed through and achieved, the NRSS has determined outcome targets that will act as milestones in the implementation process and annual output targets that will achieve the outcome targets.

### **NRSS Implementation Arrangements**

Given that the implementation of the Strategic Plan cannot happen in a vacuum, various tools and institutional arrangements will be put in place to ensure that the NRSS is effectively implemented. The tools include the Results-Based Logical Framework to guide in monitoring and evaluation of the strategy with a built-in risk and mitigation strategy. The stakeholder co-ordination structure will be set-up to ensure that the NRSS is effectively implemented. The stakeholder co-ordination structure comprising of the National Steering Committee (NSC) and the Technical Working Groups (TWG) will enable the institutions in the road sub-sector to work together effectively at both policy and operational level and to strengthen the sub-sector's monitoring and evaluation.

### **Monitoring and Evaluation**

The NRSS performance will be monitored and measured through specific and objectively verifiable indicators. Collectively, the stakeholders are responsible for defining the output indicators that will contribute to the outcome and impact indicators. To this effect, a Monitoring and Evaluation Framework (Plan) will be jointly developed by all stakeholders in the road sub-sector. The implementation of the Strategy will be monitored, and deviations addressed regularly through institutional arrangements that have been put in place.

### **Critical Success Factors**

In implementing the NRSS, a number of critical elements as enablers to the successful implementation of the strategy will be assumed to be put in place. These include but not limited to the following: political will and support; enabling legal frameworks; strategic leadership; adequate and sustainable financing resources; capacity development; embracing technologies; support from key stakeholders and development partners; availability of functional road safety management committees; and adequate human resource capacity.

### **Resource Requirements**

The implementation of the NRSS requires adequate financial and non-financial resources. The total estimated cost for implementing the strategy is **MK40 billion (\$30 Million)** (see Appendix 1) and is based on the total indicative cost of achieving the annual output targets set for the entire eight years of implementing the strategy to 2030. Annually, the cost will be based on the Annual Approved Budget Estimates. The cost will be met through Treasury subventions, the Roads Fund, Treasury Fund and support from development partners.

# 1.0 INTRODUCTION AND BACKGROUND

## 1.1 Introduction

The Government of Malawi recognizes and acknowledges that road safety has become not only a national issue but a global challenge that has to be tackled head-on to reduce traffic accidents which rank as one of the highest causes of deaths worldwide and number 7 in the low-income countries (WHO, 2020). In pursuit of this initiative and to be in tandem with the global road safety initiatives and frameworks being implemented, the Ministry of Transport and Public Works through the Directorate of Road Traffic and Safety Services (DRTSS) as a coordinating agency with the indulgence of its stakeholders and partner institutions has developed the second National Road Safety Strategy (NRSS) for the period 2022 – 2030. The overall objective of the NRSS is to create a safer road environment for all road users with significant reduction in the number of injuries and fatalities due to road crashes.

On the global level, the 2<sup>nd</sup> Decade of Action for Road Safety pegs the reduction in road deaths and injuries at 50% by 2030. On the other hand, the World Health Organization (WHO) Road Safety Report of 2015 defines the road injuries issue as a major public health issue where road fatalities and injuries were projected to be the third leading contributor to the global burden of disease and injury by 2020. In this regard, the development of this NRSS has considered the insights presented in these global frameworks. Withstanding the above, development of this strategy follows also the expiry of the 2015-2020 NRSS. The successor strategy is therefore aimed at providing a guiding framework for road safety management and governance for the next eight years to 2030.

## 1.2 Background

The Directorate of Road Traffic and Safety Services (DRTSS) is a Department under the Ministry of Transport and Public Works (MoTPW). It is mandated by the Road Traffic Act (1997) for the regulation of vehicle safety and standards, driver testing and licensing, operator registration; vehicle axle load; public awareness on road safety; facilitating cross border transport; and enforcement of road traffic laws. The Directorate is also responsible for the domestication and implementation of the regional and international policies, treaties and conventions to which Malawi is a party.

The Directorate took lead in the implementation of the 2015 – 2020 NRSS in collaboration with its key stakeholders and partner institutions. The End of Term Assessment of the NRSS has informed the development of the 2022 - 2030 NRSS. The assessment revealed that only 35% of the planned targets were achieved against 65% which have not been achieved at all. A number of reasons were cited that contributed to poor performance some of which included inadequate funding, setting of unrealistic targets, weak M&E framework and lack of baseline data to guide effective monitoring among others.

However, in pursuit of developing an enhanced successor strategy based on the previous NRSS, the review examined the key result areas, outcomes and targets that were set in terms of their relevance and whether they should be taken on board into the 2022 – 2030 NRSS. In terms of KRAs and outcomes, the KRAs were merged and refined to come up with six KRAs on which six strategic outcomes were determined in line with the Decade of Action for Road Safety (2021-2030). It should be noted at the outset that the re-alignment of

the KRAs and strategic outcomes has not really affected most of the output targets that were set in the previous strategy to achieve the outcomes. They were still found to be relevant on the respective outcomes and hence those that were not achieved (65%) have been taken on board into the revised NRSS as outlined in Table 4.

## 2.0 DRTSS MANDATE AND GUIDING POLICIES

### 2.1 Legislative Mandate

The National Road Safety Strategy development and operationalization falls within the purview of the mandate of the Directorate of Road Traffic and Safety Services and its key partner institutions in the road transport sub-sector. The Directorate, which is the coordinating and lead agency in the development and implementation of the National Road Safety Strategy (NRSS) was established following the enactment of the Road Traffic Act (1997) and the Act constitutes the mandate of the institution. Furthermore, the mandate is also derived from the National Road Safety Council Act (1978) which is yet to be repealed following the merging of the Road Traffic Directorate and National Road Safety Council of Malawi.

Based on the pieces of legislation highlighted below, the Directorate is mandated to administer the regulatory provisions governing motor vehicle administration, driver licensing administration, operator authorization and permit control, awareness and civic education and issues related to traffic management and control.

#### 2.1.1 The Road Traffic Act(1997)

The DRTSS derives its mandate from the Road Traffic Act of 1997. The Act gives the legal powers and authority to operate. DRTSS is further being guided by the Road Traffic Regulations (2000) and other subsidiary regulations amended and reflect the functions of the Directorate.

#### 2.1.2 The National Road Safety Council of Malawi Act (1978)

The National Roads Safety Council of Malawi Act of 1978, including the provisions of the Road Traffic Safety Regulations continues to be guiding the sub-sector until it gets repealed.

### 2.2 Guiding Policies

In addition to the legislative mandate, DRTSS is also guided by a number of policies developed within the transport sector. Amongst others, include the National Transport Policy and the National Transport Master Plan.

#### 2.2.1 The National Transport Policy

The National Transport Policy (NTP) makes provisions with respect to government's overall direction and intent on the development of an efficient and effective transport system that would contribute to the development of the country.

With respect to road transport, the Policy highlights some major causes of road accidents on the roads of Malawi and the direction that the Ministry through DRTSS should take in ensuring the provision of road safety programs to reduce accidents and their derived human and economic costs.

#### 2.2.2 The National Transport Master Plan

The National Transport Master Plan (NTMP) is a tool that provides a clear framework for delivering sustainable interventions to enhance the transport sector. It sets out infrastructure proposals across all the transport sub-sectors in the country i.e. road, rail, water, civil aviation and urban transport.

On the road transport sub-sector front, the NTMP outlines a number of challenges that compromise implementation of road safety programs and provides strategies and interventions for effectively implementing road safety programs. The NTMP thus informed the development of the revised NRSS.

## **2.3 Linkages with other Acts and Policies**

### **2.3.1 The Public Service Act of 1994**

The Public Service Act of 1994 makes provision for the administration and management of the public Service. It calls for a public service that will deliver services to the public in an efficient and effective manner; that will be an instrument for generating and maintaining public confidence in government; that will be impartial, independent, and permanent to continue uninterrupted services regardless of the party which is in power and that will be guided by public interest and welfare of the public in the delivery of services and design and implementation of policies and programs. The Public Service Act also calls for a public service that will achieve and maintain high levels of integrity and professional conduct of all public servants.

The Act provides for meritorious recruitment and advancement of staff; fairness in human resource management practices; and modernization of public service management practices to promote efficient delivery of public services and welfare of public servants within the boundaries of the law.

The DRTSS together with its key stakeholders will ensure that the implementation of the NRSS and other programs are aligned to the above provisions in the Public Service Act.

### **2.3.2 The Public Finance Management Act of 2022**

The Public Finance Management Act (PFMA) of 2022 was enacted in order to foster and enhance effective and responsible economic and financial management by Government, including adherence to policy objectives; to provide accountability arrangements and compliance to those arrangements; to obligate Government to produce statements of proposed budget policy, confirmation of adherence to fiscal discipline, economic and fiscal statements, including economic and fiscal forecast and updates, and performance information. The PFMA is considered as the basis for transforming public sector institutions to enhance financial prudence and accountability. Each NRSS implementing Agency will thus ensure adherence to the provisions of this Act as it endeavors to generate adequate financial resources for the implementation of road safety programs.

### **2.3.3 The Public Procurement and Disposal of Assets Act of 2017**

The Public Procurement and Disposal of Assets Act (PPDAA) of 2017 replaced the public Procurement Act of 2003 and was enacted to provide for the establishment of the Public Procurement and Disposal of Assets Authority which regulates, monitors, and provides oversight over public procurement and disposal of public assets. The PPDAA also aims to “maximize economy and efficiency in public procurement and disposal of public assets to improve value for money.” Part VIII of the Act focuses on the integrity of public servants in

procurement processes and calls for, among other things, impartiality, avoiding conflict of interest, avoiding any corrupt and fraudulent activities, and keeping information regarding procurement processes confidential. The Act, therefore is instrumental in preventing loss of public resources through unsystematic and unregulated procurement, poor decision-making, fraud and corruption by public servants. Each of the NRSS implementing agency recognizes the PPDA as an essential instrument for enhancing public sector governance and utilization of public assets. It will therefore ensure that the provisions of this Act are adhered to.

### **2.3.4 The Malawi Vision 2063**

The NRSS is aligned to the Malawi Vision 2063 (MW2063) under Pillar 3: Urbanization, and Enabler 6, Economic Infrastructure, particularly on transport development focusing on few flagship projects for a multi-modal transport system consisting of road, rail, air and water transport. The Strategy is also aligned to Enabler 5, Human Capital Development which mentions about health and nutrition which touches on Road Users. Further, the NRSS implementation framework is also aligned to the MW2063 First 10-Year Implementation Plan (MIP-1) 2021 - 2030 as a Government of Malawi Development Agenda which is the current blueprint for the country. At the heart of the Strategy is the human resource capacity which is critical for implementing and enforcing the road traffic Act, policies, rules and regulations critical for improving road safety. In this respect, the DRTSS and its key stakeholders shall ensure that it has an adequate and skilled pool of road traffic officers in place to effectively implement the NRSS.

### **2.3.5 The Public Service Management Policy of 2018**

The Public Service Management Policy of 2018 guides the governance and management of the Public Service to become a results-oriented, efficient, dynamic, and high performing institution that will deliver quality public services and facilitate achievement of strategic national development outcomes and aspirations. It spells out the guiding principles, the values and practices that need to be inculcated and institutionalized for the desired Public Service.

The public service includes DRTSS and other Stakeholders in Government who will ensure that relevant areas of the Public Service Management Policy are effectively domesticated in the implementation of its programs through the NRSS. Among other things, each implementing agency will ensure that its human resource management that includes human resource planning and development is strengthened so that it is able to effectively perform its role in the transport sector.

### **2.3.6 The Public Sector Reforms Policy of 2018**

The Public Sector Reforms Policy provides and outlines an agenda on public sector reforms, the institutionalization of the reforms as well as the management, monitoring and evaluation of the reforms.

One of the key priority reform areas covered in the PSR which are relevant to all the NRSS implementing agencies are reforms in the Executive covering sectoral and MDAs reforms. Among other things, through this Policy, Government would like to build on previous successes implemented under the MGDS III including those in the road transport sub-sector. All the NRSS implementing agencies will therefore ensure compliance

with the reform agenda by identifying and implementing reform initiatives that are aimed at improving road safety for road users.

## **2.4 Regional and International Obligations**

### **2.4.1 The Decade of Action for Road Safety: 2021 – 2030**

The 2<sup>nd</sup> Decade of Action for Road Safety follows the resolution that was adopted by the UN General Assembly in September, 2020 proclaiming the 2021 – 2030 period on “Improving Global Road Safety.” It is intended to serve as a guide for member countries and other actors to develop, implement and evaluate iteratively, actions that are adapted and tailored to their specific contexts, to systematically and methodically improve the safety of road transport systems over the next decade. The goal of the Decade 2021 – 2030 is to achieve at least 50% reduction in road traffic deaths and injuries by 2030. It is the intention of all the key institutions through the implementation of the NRSS to take cognizance of the recommendations of the Decade of Action.

The NRSS has thus been developed after taking into consideration some insights of the Decade of Action by setting some targets on road safety that can realistically be achieved with the projected capability of all key institutions with the implementation of their capacity building and strengthening programs. A case in point is the target to achieve 50% reduction of accident fatalities reported within 30 days by 2030.

### **2.4.2 Stockholm Declaration on Road Safety**

The Stockholm Declaration on Road Safety sets out practical actions for road safety within the wider Sustainable Development Goals. It reflects the input and engagement by many countries, organizations and some of the world’s leading experts. The declaration builds on the UN Decade of Action on Road Safety 2011 – 2020, promoting the safe system and Vision Zero approach to road safety. A specific focus is on speed management proposing a maximum 30 km/h enforced limit where vulnerable road users and vehicle mix and connecting road safety to the implementation of the UN 2030 Agenda for sustainable Development promises to proliferate road safety best practice worldwide.

Ideally, halving the number of people killed on the world’s roads over the next decade is the central target agreed by the international community at the 3<sup>rd</sup> Global Ministerial Conference on Road Safety, held in Sweden in February, 2020.

The NRSS recognizes the importance of incorporating and implementing an educational approach to road safety for all road users, with investment in strategic awareness campaigns and lifelong measures would go a long way in reducing the number of people killed on the roads on Malawi.

### **2.3.3 The African Union Agenda 2063**

Malawi is a signatory to the African Union agenda 2063, “The Africa We Want” which aims at building upon the achievements and draw lessons from earlier strategic planning efforts at regional and sub-regional level, including the Lagos Plan of Action, the Abuja Treaty, and the NEPAD, to address new and emerging issues in the continent over the short, medium, and long-term period. The key institutions through the NRSS will ensure that relevant thematic areas of the Agenda 2063 are adequately domesticated.

### **2.3.4 Sustainable Development Goals (SDGs)**

The Sustainable Development Goals (SDGs) (2015-2030) are universal set of goals, targets, and indicators that UN member states are expected to use to frame their national development agendas/strategies over the next fifteen (15) years. The SDGs follow and expand on the Millennium Development Goals (MDGs) which were agreed by governments in 2001 and expired at the end of 2015.

The SDGs are a comprehensive and ambitious set of 17 goals intended not only to spur growth but also ensure that such growth is equitably shared to leave no one behind. They are aimed at creating a just society where resources are sustainably utilized in such a way that the lives and well-being of all citizens are safeguarded. Of the 17 SDG Goals, the one most relevant to the NRSS is goal number 11 (2) on improving road safety by 2030.

In this regard, all key institutions through this NRSS will ensure that relevant indicators of the SDGs are domesticated in its implementation, monitoring and evaluation frameworks and that requisite capacity is developed that will ensure that staff and partner institutions are able to effectively implement road safety programs and emerging initiatives.

### **2.3.5 The African Road Safety Charter**

The African Road Safety Charter is a policy framework that acts as a guiding tool to member countries on road safety improvements besides serving as an advocacy instrument for road safety improvement on the continent aimed at facilitating the creation of an enabling environment to drastically reduce the road traffic crashes. The Charter further implores member states to establish Road Safety lead agencies to champion and coordinate the implementation of road safety improvement programs and it provides possible recommended actions to be taken under each pillar of the safe system on which the NRSS is premised.

The Charter has guided the development of this NRSS in as far as the determination of key result areas and recommended actions is concerned. Relevant recommended actions have been considered and localized for implementation based on the country's situation and challenges prevailing.

## 3.0 OVERVIEW OF ROAD TRAFFIC SAFETY IN MALAWI

### 3.1 Overview

Road traffic injuries are said to be a major cause of death and injury worldwide. According to the Decade of Action for Road Safety 2021 - 2030, each year nearly 1.3 million people die as a result of a road traffic crash which translates to 3,000 deaths per day. Much of the burden of these deaths is sustained by the vulnerable road users. Prevention of road traffic injuries is thus very paramount to the introduction and implementation of road safety management programs aimed at mitigating the causes of road traffic crashes.

### 3.2 Road Traffic Safety Operational Areas of Focus

The mandate of the Directorate of Road Traffic and Safety Services as presented in the pieces of legislation which established the institution acts as the job description of the institution because they outline the functional operational areas within which it is supposed to legally operate. Hence, the status of road safety in the country zero in on how effective the key institutions will be able to implement the safety programs based on the premise of their mandate.

Based on the above understanding, the road traffic safety status in Malawi is essentially reflected through the implementation of the following: road traffic legislation and enforcement, road network, vehicle fleet, road accident situation, emergency response, Trauma treatment and care, Road safety civic education and awareness programmes; Driver training and licensing; Road safety management; and Funding. Below is a brief discussion on each.

#### 3.2.1 Road Safety Legislation and Enforcement

The main legislation that guides road safety in Malawi is the Road Traffic Act (1997) which is supposed to be amended to incorporate the NRSCM. The Act provides the legal framework for the regulation of road traffic and safety management. According to section 8 of the Act, the Directorate has delegated the traffic law enforcement function to the Traffic Police. Notwithstanding the above, the Directorate also actively participates in enforcement exercises. The major enforcement challenges include: non-functional traffic court, inadequate resources and outdated enforcement regulations and techniques. It is the wish of the DRTSS together with its stakeholders through this strategy to ensure that the Road Traffic Act is reviewed and revised to enhance the operational status of the institution.

#### 3.2.2 Road Network

According to the National Transport Master Plan (NTMP), the country's classified road network comprises of 15,451 km which includes Main (21.7%) Secondary (20.2%), Tertiary (26.7%), District (22.7%) and Urban (8.7%) roads. This statistic is based on the 2009 Road Data Management (RDM) survey. Only 26% of the national road network is paved.

Whilst most main roads are now paved, the vast majority of the Secondary and Tertiary roads are unpaved. Main roads provide the strategic linkage across the country. The general condition of the network has improved slightly during the past 5 years. However, reduction in expenditure on routine maintenance is

putting the network condition at risk and hence compromising road safety. The Roads Authority, Roads Fund Administration and the Ministry of Transport through this strategy will ensure that the conditions and standards of the roads are improved with key consideration dwelling on road safety.

### **3.2.3 Vehicle Fleet Condition**

The country is experiencing a steady increase in vehicle population which to some extent negatively impacts on the safety of the Road Transport Sector due to unmatched corresponding improvements in regulations (including their enforcement) and infrastructure standards. The estimated number of registered vehicles as of January 2022 was 321,602 vehicles (Source: DRTSS MaTIS Database, 2022). This excludes Government vehicles from MDAs, Malawi Defence Force, Malawi Police and Malawi Prison. According to MaTIS Database 2022, it is estimated that over 80% of all registered vehicles are more than 10 years old, with light passenger vehicles contributing to 62% of the total vehicle population followed by heavy goods vehicles.

### **3.2.4 Vehicle Inspection**

Since 2014, there were four motor vehicle testing stations in Malawi located within the DRTSS regional offices with at least 30 Motor Vehicle Examiners. Inadequate and outdated equipment due to limited investments to the same had been significantly affecting operations of the stations in terms of quality testing and efficiency.

This challenge necessitated the Directorate to outsource vehicle inspection services in order to enhance operational efficiency as stipulated in the Road Traffic Act (1997) section 62, sub-section (1). As of March, 2022, the Directorate had licensed up to 9 vehicle inspection stations in Lilongwe, Blantyre and Mzuzu.

Additionally, the Directorate has partnered with the Plant and Vehicle Hire Engineering Services (PVHES) to construct vehicle testing stations in remote districts. For a start, construction of these stations is being done in Karonga, Mangochi and Chikhwawa (Ngabu). The plan is to establish these stations in more districts with a goal of improving service delivery and promoting road safety by having fitter and safer vehicle on the roads of Malawi.

### **3.2.5 Road Traffic Accident Situation**

Malawi continues to register relatively high numbers of road crashes, fatalities and serious injuries over the years. Despite several efforts and interventions that were put in place in implementing the previous strategy, the numbers still keep on increasing owing to the fact of an ever increasing vehicle population and deteriorating road infrastructure coupled by inadequate enforcement and safety awareness activities.

It has been recorded with the accident database that during the period between 2015 to 2020, a total of 43,573 crashes occurred out of which 5,681 were registered as fatal and 3,836 (Road Safety Database). Pedestrians, cyclists and now motorcyclist continue to be the most victimized in these crashes and make up more than 70% of the victims. The main causes of these crashes are due to over speeding by drivers and drink and driving. Despite these facts, nevertheless, there is dire need to upgrade the accident database which is

still manual and has outlived its lifespan as well as conduct more researches/surveys into the causes of the crashes and their consequences.

### **3.2.6 Emergency Response, Trauma Treatment and Care**

Currently the country has inadequate capacity for the post-crash response and care. There is an acute shortage of ambulances, well trained paramedics, fire-fighting and extrication equipment and personnel. First responders such as the traffic police do not have basic first aid training to assist people who are injured. First responders are rarely able to communicate with health facilities offering trauma treatment which may assist in providing advice of care for the victim at the crash scene and during transportation, provide good referral advice and preparation of health facility to receive road crash victims. Many hospitals along main routes are not adequately equipped and health workers are not well trained to deal with road trauma cases. The Directorate in collaboration with relevant stakeholders such as Ministry of Health and the World Bank will initiate the establishment of emergency centers staffed with trauma trained personnel along the M1 road and beyond as well as procurement of trauma response ambulances. It is also envisaged that first responder trainings will be conducted. Meanwhile, the Ministry of Health introduced a toll free number in its quest to enhance accident reporting and response.

### **3.2.7 Road Safety Education, Awareness and Enforcement**

Currently DRTSS provides road safety education in schools to supplement efforts made by the Ministry of Education Science and Technology on the same. The Programs include initiation of road safety clubs and scholar patrol in schools to get learners involved in road safety work at a tender age thereby safeguarding their lives and creating a future road safety conscious generation. Furthermore, the Directorate also conducts awareness programs targeting both pedal and motorcyclists, road side vendors and drivers. The Directorate employs wider range of initiatives including road safety awareness campaigns, targeting specific road user groups through a wide range of media sources including: - Interactive mobile screen; Radio programs, Outdoor advertisement, Television and print media. Annually, the country undertakes the following road safety functions: -

- Joint Easter Awareness and Enforcement;
- Independence period Awareness and Enforcement;
- Africa Road Safety Day on the third Sunday of November; and
- Road Safety Month in December.

### **3.2.8 Driver Training, Testing and Licensing**

The Directorate is responsible for driver training, testing and licensing. Currently, Driver Training Manuals have been developed and will continue to be updated. Automated Highway Code knowledge test through MALTIS upgrade is operational to improve its effectiveness. The Directorate is directly involved in the following training programs: - Defensive Driving Course, Instructor Training and Pedal Cyclist Training. The Directorate also inspects driving schools periodically to check compliance.

### **3.2.9 Funding**

The main source of road safety funding for the Directorate is the Treasury Fund established since 1st July, 2013. As a Treasury Fund it is responsible for generating funds for its operations. This is done through collection of various fees on services rendered to the public as well as road traffic fines. DRTSS prepares an Income and Expenditure Budget annually which are being implemented below the line of Government Budget. All payment transactions are done within the DRTSS Cost Centres which has improved the delivery of services to the public.

The revenue is generated from the following sources: - Vehicle Registration and Inspections (for Certificate of Fitness); Penalties; Driving Licenses and Application Fees; Driver Testing and Certification Fees; Driving Schools and Instructor Fees; Operator and Road Service Permits, sale of publications (Highway Code, Driver Training Handbook and Driver Instruction Manual); Defensive Driving Courses and In-Vehicle Assessment Programs. The Directorate also receives a contribution from the GoM (from the fuel levy and 1% contribution of motor premiums from Insurance Companies).

Apart from the above, through other partner institutions key to implementing this Strategy, funding will mainly be realized from Treasury subventions, the Roads Fund, and support from development partners.

## 4.0 IMPLEMENTATION OF THE 2015 – 2020 NRSS

### 4.1 Focus of the NRSS

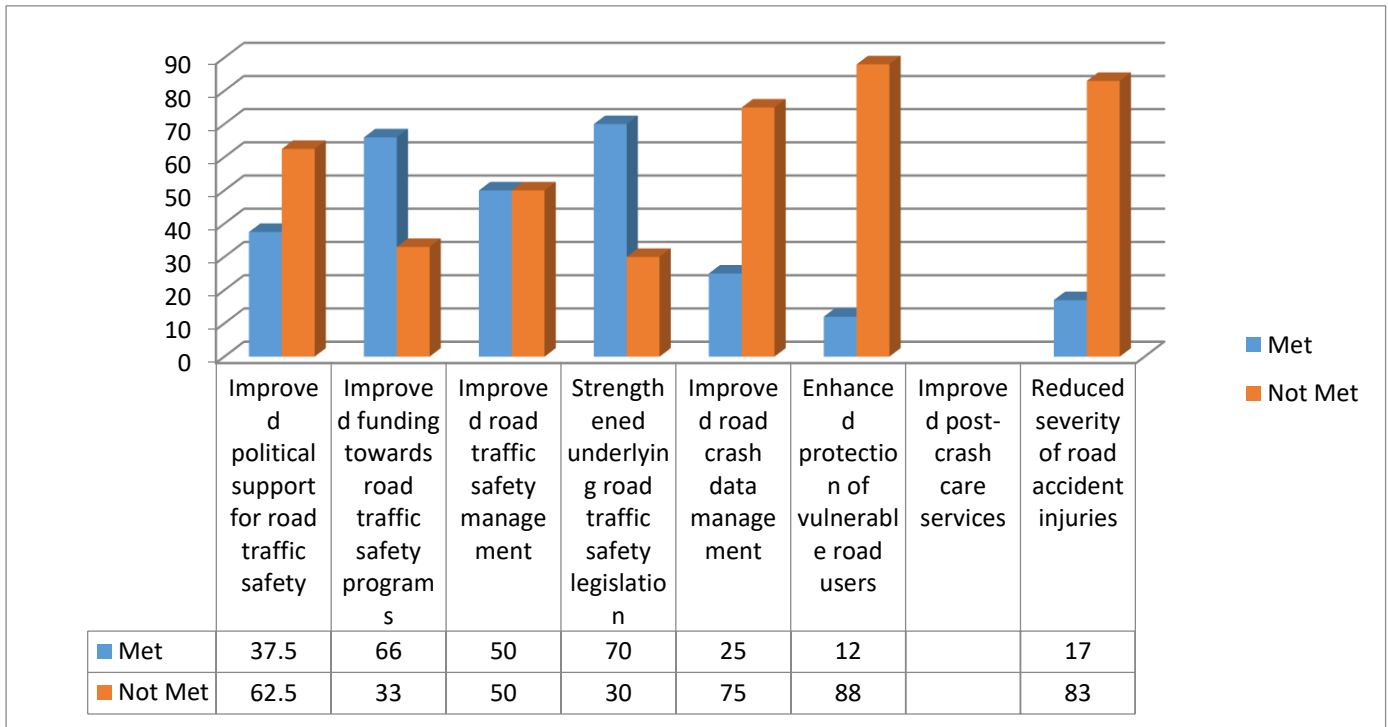
The development of the 2015 – 2020 NRSS was premised on eight (8) key result areas emanating from the situation analysis and the DRTSS mandate. These were: Political support; Funding; Road safety management; Legislation; Crash data management; Vulnerable road users; Emergency response and treatment; and Casualty reduction. Eight strategic outcomes (one against each KRA) were determined as desired results that the country wanted to achieve by 2020.

An end term review of the expired NRSS was conducted to determine the extent to which the implementing institutions had achieved its objectives following the implementation of the NRSS. The exercise also focused on what worked well and what did not, including challenges encountered. Finally, the exercise identified opportunities that would assist the nation improve service delivery in general, and road safety in particular. The assessment focused on the achievement of targets set against each strategic outcome. Below is a summary of level of achievements on each outcome.

**Table1: NRSS Implementation Performance Analysis**

No.	Strategic outcome	% Achieved	% Not Achieved
1	<b>Improved political support for road traffic safety</b>	<b>37.5</b>	<b>62.5</b>
2	<b>Improved funding towards road traffic safety programs</b>	<b>33</b>	<b>66</b>
3	<b>Improved road traffic safety management</b>	<b>50</b>	<b>50</b>
4	<b>Strengthened underlying road traffic safety legislation and enforcement</b>	<b>70</b>	<b>30</b>
5	<b>Improved road crash data management</b>	<b>25</b>	<b>75</b>
6	<b>Enhanced protection of vulnerable road users</b>	<b>12</b>	<b>88</b>
7	<b>Improved post-crash care services</b>	<b>17</b>	<b>83</b>
8	<b>Reduced severity of road accident injuries</b>	<b>N/A</b>	<b>N/A</b>

The above information is also presented graphically below to give a pictorial view of the results on the ground.



**Figure 1: Performance within Strategic Outcomes**

**Source: NRSS End of Term Assessment Report**

From the foregoing, it was noted that the implementation of the NRSS was below average in terms of achievement of the set targets where 35% was registered as the rate of achievement whilst 65% of the planned activities were not achieved. Generally, there were a number of challenges that were identified during the review process that derailed the achievement of planned results. Key among the identified challenges were the following:

- The Strategy was expected to be reviewed annually prior to the budget development process in order to determine cost of outputs to be achieved and hence the resources required for the implementing the same in the impending year. However, annual reviews never took place resulting into misalignment with the budget and prioritization of resources.
- Lack of baseline data made it difficult to effectively track progress in the implementation of some initiatives
- Availability of a weak Monitoring and Evaluation Framework
- Some targets set were too ambitious to be achieved
- Absence of a Financial Mobilization Strategy which is central to the actualization of the vision and mission
- Lack of awareness of the NRSS to the key implementing agencies which made it impossible for them to align their yearly activities to the NRSS leaving DRTSS alone

## 4.2 Lessons Learned from the previous Strategy Implementation

The following lessons were learnt during the implementation of the NRSS:

- Incorporating civic education and awareness campaigns to road users in the implementation of road safety programs is very critical to increase compliance
- Coordination and collaboration with key stakeholders is critical to the implementation of road safety programs
- Joint annual reviews are important for checking progress, identifying bottlenecks and proposing mitigation measures together
- The development and implementation of a financial resources mobilization strategy is central to the generation of adequate and sustainable resources for effective implementation of road safety programs
- Early buy-in and ownership of the strategy by all implementing agencies which can be enhanced through the vibrant steering and technical committees is critical

## 5.0 THE STRATEGIC ANALYSIS

### 5.1 Overview

The review of the 2015 – 2020 NRSS and the development of this revised successor strategy which reflects the desired future state to be achieved in the next eight years and beyond involved a situation analysis. This was aimed at assessing and establishing the implementing agencies' capabilities and efficiencies in responding to the NRSS mandate mainly focusing on improving the safety of road transport systems in Malawi. The review commenced with the analysis of the eight (8) key result areas that formed the basis of the previous strategy as outlined in 4.1 above.

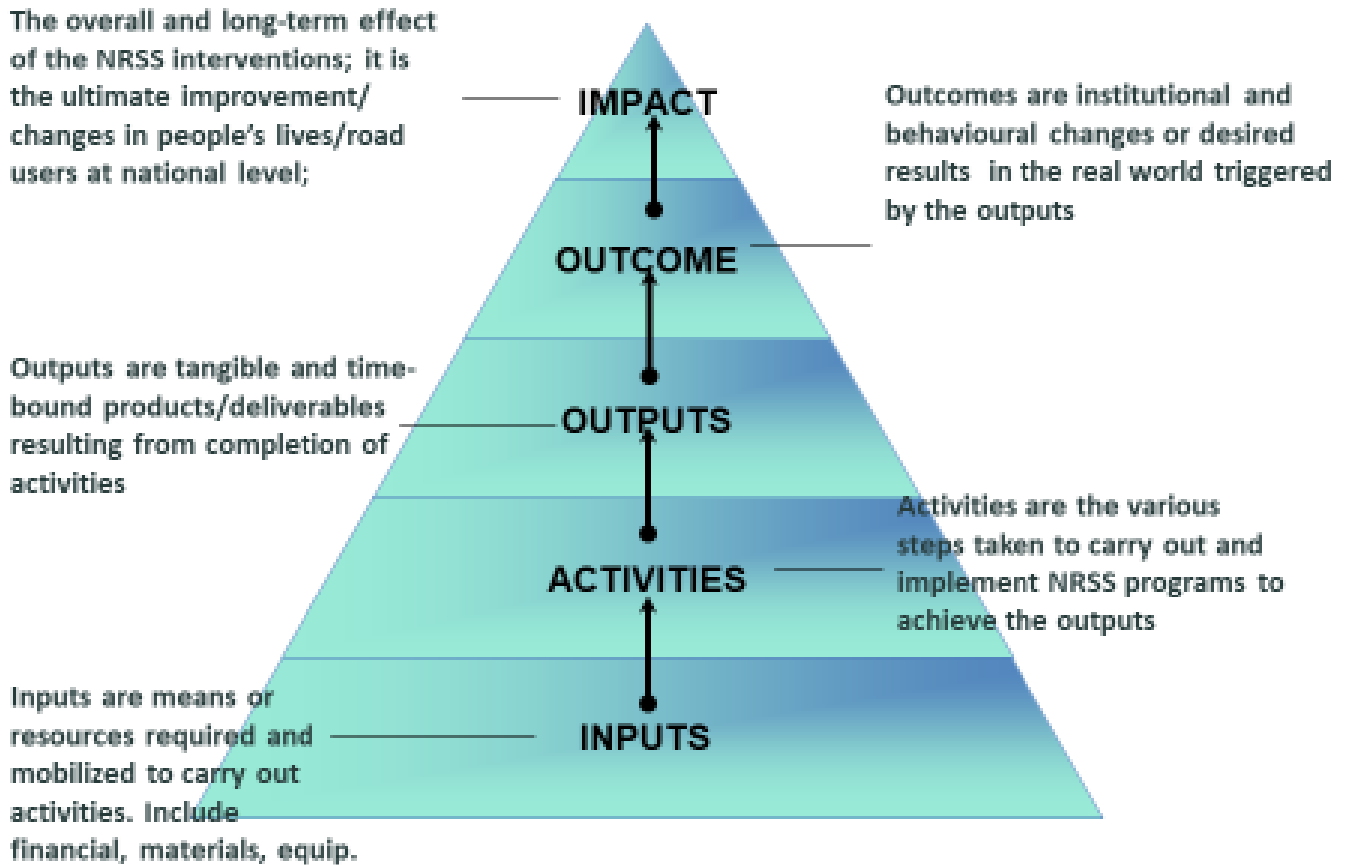
Following the review of the previous KRAs and in line with the new Decade of Action, some KRAs have been refined and merged and a new one added to the list. The revised list of KRAs is as follows:

- i. Road Safety Management
- ii. Safer Roads and mobility
- iii. Safer Road Users
- iv. Safer Vehicles
- v. Post-Crash Response
- vi. Institutional Strengthening and Capacity Building

The identified key result areas were further analysed using the SWOT Analysis assessment tool; and conducting stakeholder analysis and consultations to determine the implementing agencies' capabilities and efficiencies in responding to the NRSS mandate and the extent to which they are able to effectively operationalize their own mandate through the implementation of the NRSS. The revised KRAs has enabled Agencies to chart a clear and more focused strategic direction for achieving its desired future state.

The individual analysis of the KRAs using the SWOT Analysis assisted in the pre-identification of performance gaps in the implementation of road safety programs during the past five years and zeroing in on the Agencies' anticipated gaps in service delivery. The identified challenges and weaknesses to a greater extent are taken as weak links in the results-chain which the institution cannot afford to ignore and contain rather than addressing them. The result-chain analysis elaborates what an individual KRA is all about that and how it relates to the final impact/output. The development of this successor strategy therefore followed the results-based management approach as depicted in the results-chain line figure below.

# Results Chain Definitions



**Figure 1: Results-Based Planning Approach**

The identification of weak links in the results chain has assisted the Agencies to determine realistic and achievable targets for the NRSS. The actual analysis covered the initial review of the key result areas that anchored the expired strategy and coming up with a revised and refined list of KRAs that are based on the mandate of the institution. The new KRAs were further subjected to the SWOT Analysis assessment tool. ***Using the results-chain approach in reviewing and developing the NRSS, the implementing agencies are interested in achieving outputs and ultimately outcomes as desired results.***

## 5.2 Revised Key Results Areas

As elucidated above, the development of the revised NRSS is anchored on six KRAs which have been identified from the mandate and alignment to the Decade of Action to determine its strategic direction. The KRAs are basically the primary roles and responsibilities that DRTSS and key stakeholders in the road sub-sector must

fulfill in their pursuit to promote, coordinate, and implement road safety programs in the country in order to create and establish safer roads. The six KRAs are as follows:

### **5.2.1 Road Safety Management**

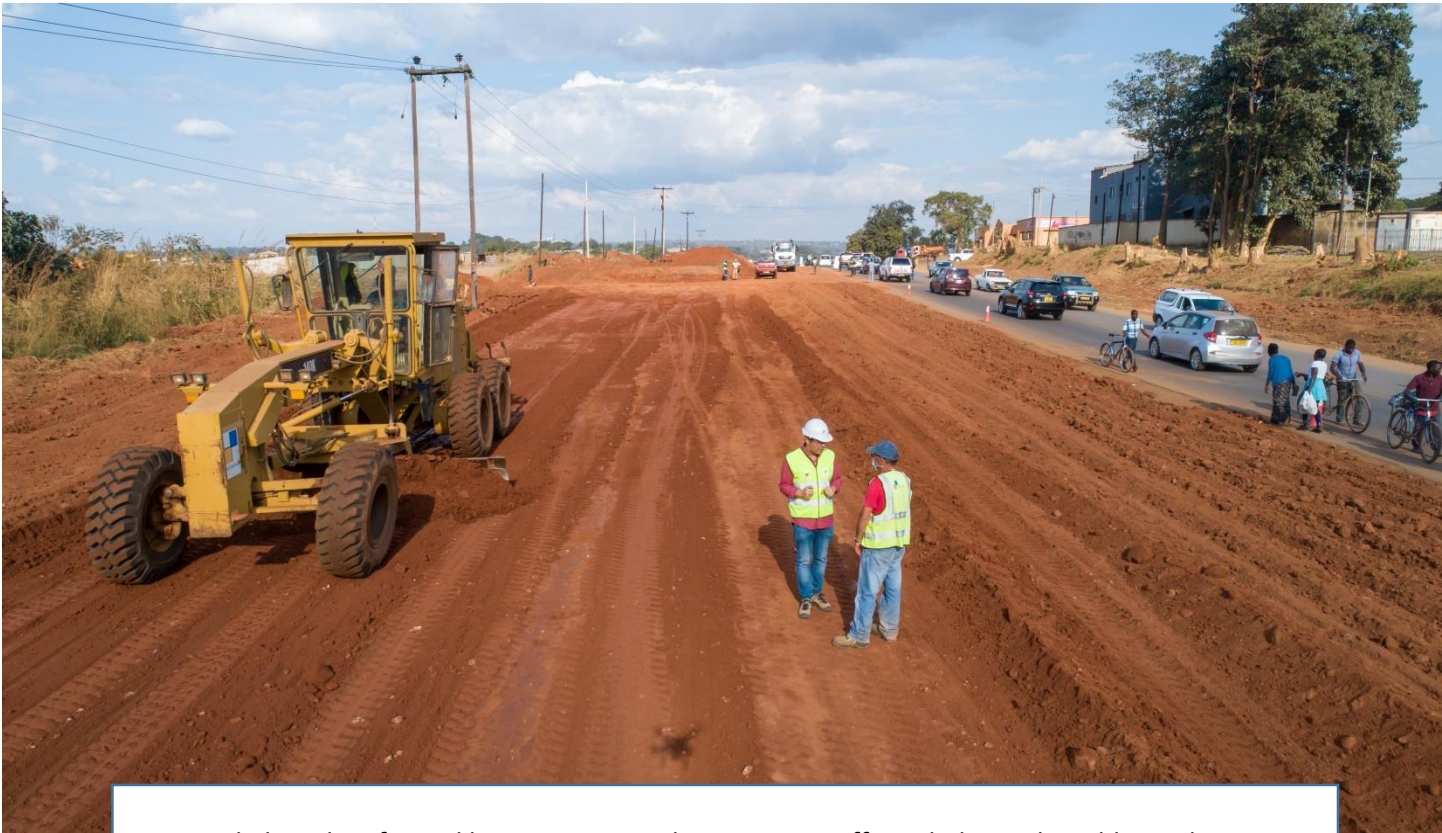
The NRSS recognizes that road safety management is very critical as a systematic process which is aimed at reducing the number and severity of road-related crashes. Basically, this is an integrated approach whose objective is to reduce the crash risks and mitigate the severity by managing the interfaces between the road users, the traffic infrastructure and the vehicles. Malawi as a country is beset by a number of road safety challenges in the road sub-sector which are the major cause of road crashes. Key among the challenges include, poor road infrastructure, weak enforcement on speed limits regulations, non-compliance with road traffic laws and regulations; poor state of vehicles (road unworthiness), and lack of awareness of the road users on road traffic and safety information. Above all, there is inadequate human resource capacity to conduct effective enforcement of safety laws, rules and regulations which is exacerbated by weak collaborations with key stakeholders in the sub-sector.

Further, the problem with road safety management is compounded by gaps or absence of regular road traffic accident data, under reporting of serious road traffic injuries and data specificity. It is thus imperative that collecting and managing road traffic crash data is key to gaining a better understanding of road traffic operational problems, locating hazardous road sections, identifying risk factors, developing accurate diagnosis and remedial measures, and evaluating the effectiveness of road safety programs. The implementation of this NRSS will ensure that data management is improved by among other things automating and regularly updating the road crash data base and capacitating the traffic officers by training them in data generation and management.

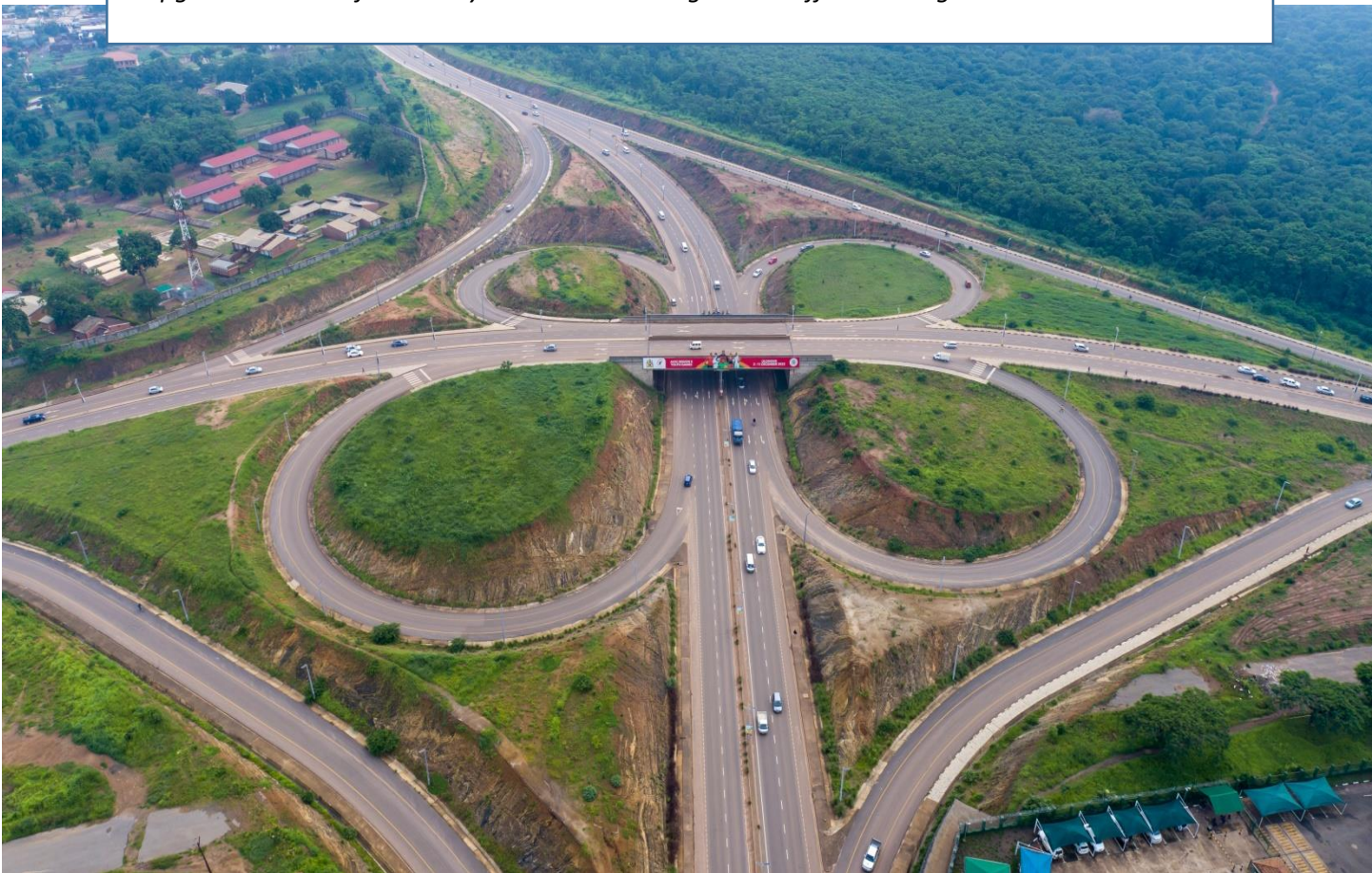
In order to attain improved road safety management that will result in the reduction of road safety crashes through the implementation of this NRSS, DRTSS and key stakeholders will ensure that relevant road safety laws, rules, regulations and manuals are reviewed and implemented; the national steering committee on road safety and technical working groups are established; road safety committees established at local level; joint enforcement teams are established and trained; adequate traffic law enforcement equipment is procured; and leadership and management capacity is enhanced among other interventions.

### **5.2.2 Safer Roads and Mobility**

This KRA of the NRSS focuses on the support and tools needed to achieve the safety and protective quality of road infrastructure for the benefit of all road users in Malawi, especially the most vulnerable such as pedestrians, cyclists and motorcyclists. Road infrastructure must be planned, designed, built and operated to enable multimodal mobility, including shared/public transport, and walking and cycling. It must eliminate or minimize risks for all road users, not just drivers but the most vulnerable.



*Upgraded roads safer and key to accommodating more traffic including vulnerable road users*



In order to achieve this, Malawi has committed itself to have safer roads and mobility of the road users by 2030 by among other things:

- Enhancing road safety in road designs to include cyclists' lanes and pedestrian walk ways in cities
- Limiting speeds up to 30km/h in built up areas along main roads
- Conducting formal audits for new road construction projects
- Conducting regular inspection of existing road infrastructure
- Undertake road safety audits on all sections of new roads (pre-feasibility through to detailed design) and complete assessments using independent and accredited experts to ensure a minimum standard of three stars or better for all road users.

### 5.2.3 Safer Road Users

The focus for safe road users as a KRA is on the vulnerable group of road users. The widely accepted concept of vulnerable road users refers to pedestrians, bicycle cyclists and motor cyclists as the majority who easily bear the blunt and are injured or outright killed in a car dominated road space. The major challenge in Malawi and probably elsewhere in the developing world that is attributed as the root cause of death and injury of the vulnerable road users is poor road transport planning which often lacks inclusion of the vulnerable leading to the omission and neglect of the vulnerable groups' needs. The implementation of this NRSS would like to see enhanced protection of vulnerable road users.

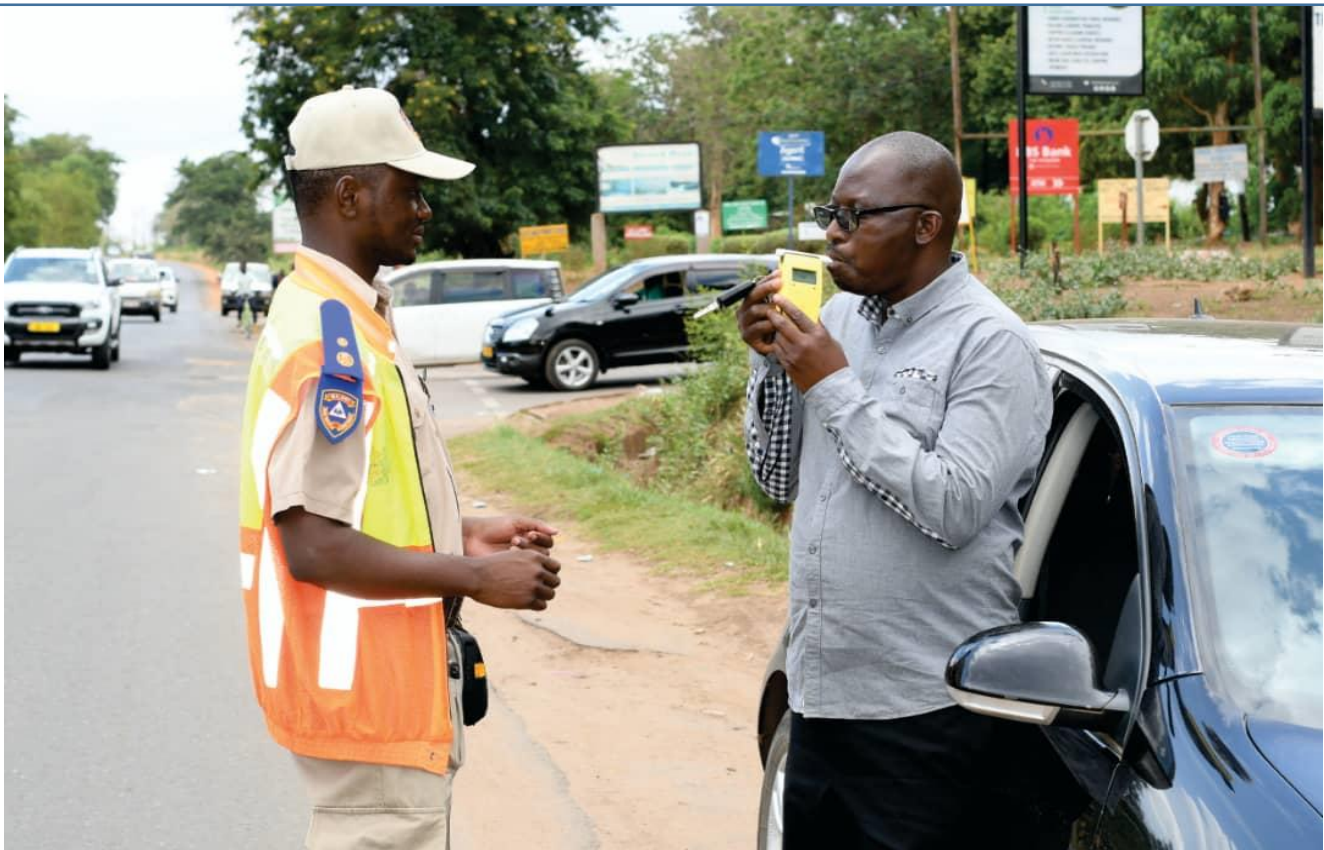


*Targeted road safety awareness program for the most vulnerable road user group, Motorcyclists (Kabaza Operators)*

Speeding, drink-driving, driver fatigue, distracted driving, and non-use of safety belts, child restraints and helmets are among the key behaviors contributing to road injury and death in Malawi. Road user behaviors are also greatly influenced by vehicle safety features and road infrastructure design, which should take into account the needs of all road users and be implemented in a way that is intuitive and easy to understand, and which ensures that the easiest, most obvious actions are the safest (Decade of Action for Road Safety)



*Reducing road traffic fatalities through speed and alcohol enforcement*





*The use of crash helmets key in reducing motorcycle crash fatalities*

In order to enhance the protection of VRU, in the implementation of this NRSS we will ensure that safe road infrastructures are provided that also integrates their protection; conduct a series of civic education and awareness campaigns to orient the VRU and other road users on road safety issues; improve the visibility of VRUs through the procurement and distribution of reflective materials; and ensuring that the road traffic and safety curriculum is introduced in primary schools among other programs.



*Improved road infrastructure with safer crossing points.  
Responsible motorists yielding to pedestrians!*

## 5.2.4 Safer Vehicles

It is the wish of government to see to it that there is a reduction in road traffic collisions because of the impact that such road accidents have on the country's resources. Of paramount importance is the human cost involved in road traffic crashes which mostly affect the productive age group of 25 – 45 years through death and injury. On the other hand, there is an economic cost attached to the road traffic accidents and casualty levels. Whilst causes of traffic accidents leading to casualties are numerous and complex as road traffic safety is related to several factors, the reduction in casualty rates could be a very welcome development to the country socially and economically. Casualty reduction could thus be achieved through successful and effective implementation of road traffic improvement programs and safety enhancement.

### *Improved vehicle inspection standards*



*Automated brake testing*



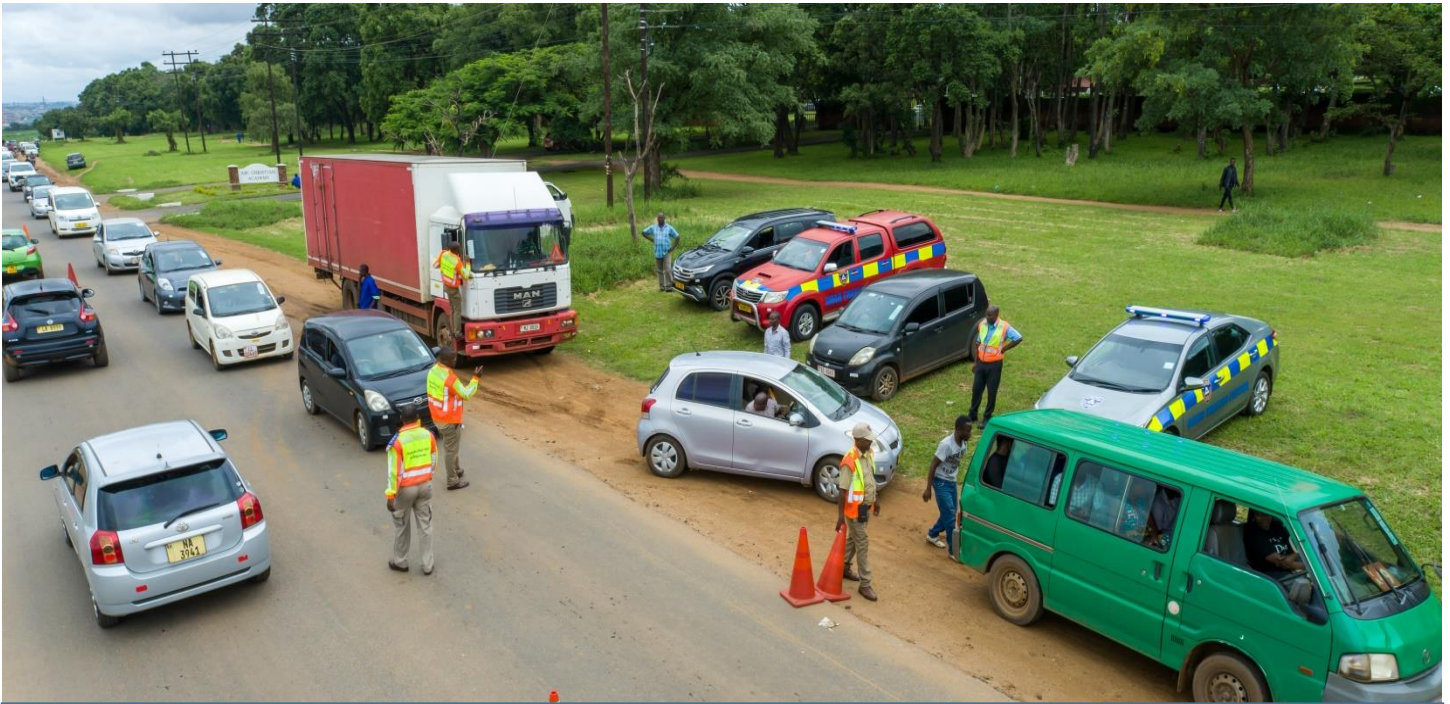
*Physical vehicle inspection*



*Automated beam testing*



*Automatic suspension check*



*Getting rid of unroadworthy vehicles and other malpractices on the road through road side vehicle checks*



Vehicles should be designed to ensure the safety of those inside and those outside them. To improve vehicle safety, different features can be integrated into vehicle design either to avoid crashes (active safety) or to reduce the injury risk for occupants and other road users when a crash occurs (passive safety). There is a need to apply harmonized legislative standards for vehicle design and technology to ensure a uniform and acceptable level of safety worldwide. Governments should provide, through legislation, a minimum set of safety standards for vehicles, considering all “traditional” categories of vehicles, including passenger cars, vans, trucks, buses, and powered two- and three-wheelers, but also “informal” modes prevalent in many countries (e.g. tuk-tuk, skylabs, jeepneys).



*Enhanced cabin safety through driver and passenger restraining systems*

In order to ensure that road traffic casualties are reduced on the roads of Malawi by 2030, Tripartite Transport and Transit Facilitation Programme (TTTFP) harmonized standards will be adopted and implemented; a permanent accident investigation committee will be established; roadside inspections will be conducted monthly, and many more other interventions.

### **5.2.5 Post-Crash Response**

Preventing road traffic crashes and injuries from occurring is the main objective that the NRSS would like to pursue within the period of implementation. However road crashes will continue to occur as noted from empirical evidence generated across countries in the world at large. As implementers of the NRSS, and the general public should therefore be prepared to mitigate the impacts of road crashes and enhance the quality of life of people who are injured.

The aim of post-crash response is thus to avoid preventable death and disability, limit the severity of the injury and the suffering caused by it, and ensure the crash survivor’s best possible recovery and reintegration into the society. The chances and expected quality of life of road crash survivors is determined by the way that they are taken care of following the crash. Basically, survivors and families affected by road traffic crashes have a range of physical, psychological and legal needs. Thus for our crash response to be effective, it should be able to integrate and address injury care, mental health services and legal support where necessary.

However, as a country, some of the major challenges that limit our efforts in providing the aforementioned essential post-crash treatment and care services include lack of road traffic crash emergency facilities and equipment along major roads; inadequate trauma and health care staff capacity; weak essential coordination in the provision of care services and high cost of health equipment on the market. In order to improve the provision of post-crash services we will ensure that emergency centres along M1 road are established; capacitate EMT to provide emergency services; build trauma care capacity; and procure extrication machines just to mention a few.



*Crashes occur anyway, what next?*



*Road Crash Victim resuscitation within the golden hour, crucial in saving lives!*

Community first-responder training should be promoted to greatly expand timely access to simple lifesaving interventions, especially in areas where pre-hospital services are limited and/or response times are long. Rehabilitation is an important component of post-crash response and care systems, as these services can greatly reduce lifelong disability among those injured in a road traffic crash. Mechanisms to strengthen the provision and access to rehabilitation services for crash victims should be put in place. Comprehensive support systems for victims and their families should also be put in place. Government should develop mechanisms to provide multidisciplinary crash investigation and ensure justice

### **5.2.6 Institutional strengthening and Capacity Building**

The review of the 2015 – 2020 NRSS found it wanting in a number of areas in terms of capacity gaps that, in the process of implementing the strategy, compromised the achievement of targets. It is now the wish of the stakeholders in the road transport sub-sector to improve on the existing institutional strengthening systems and processes which backstop the implementation of the other key result areas. Based on the review of the previous strategy, the areas of focus in addressing the capacity issues and strengthening the institution are but not limited to the following:

- **Human Resource Development:** There is need to adequately train key officers of implementing agencies to equip them with the necessary skills and competences to perform.
- **Infrastructure Development:** The construction of forgiving road infrastructure that integrates the needs of all road users, provision of adequate traffic enforcement equipment, and related provisions and office space for carrying out road safety programs and activities.
- **Systems, procedures, and process enhancement:** Systems, procedures, and processes need improvement.

It is from this background that human and institutional capacity development should be prioritize. It is expected that if the requisite capacity is built, the road transport sub-sector will attain improved organizational operational efficiency and effectiveness required to deliver quality road safety services.

### **5.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

A SWOT Analysis on each KRA is given in Table 2 below. The analysis has taken advantage of information obtained from some review reports, feedback received from stakeholders' consultations during the strategic planning consultation process and contributions received during the strategic planning and priority setting workshop. The analysis considers the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that impact on the provision of efficient and effective services in terms of the implementing agencies' road safety programs and coordination among the key stakeholders.

**Table 2: NRSSs Strengths, Weaknesses, Opportunities and Threats on each KRA**

KEY RESULTS AREAS SWOT ANALYSIS				
KRA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>ROAD SAFETY MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Existence of visionary leadership and governance structures</li> <li>• Availability of the enabling Acts and policies to guide operationalization of the NRSS as mandate</li> <li>• Availability of qualified and experienced road traffic officers</li> </ul>	<ul style="list-style-type: none"> <li>• Weak enforcement of laws, policies and regulations</li> <li>• Inadequate traffic law equipment for enforcing safety measures</li> <li>• Inadequate staff capacity</li> <li>• Inadequate funding for implementing safety programs</li> <li>• Weak stakeholder collaborations in NRSS implementation</li> <li>• Inadequate road safety sensitization and awareness programs</li> <li>• Presence of unforgiving road infrastructure</li> <li>• Absence of regular data and poor data specificity</li> <li>• Inadequate M&amp;E to measure the effectiveness of interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Political will and support in implementing road safety programs</li> <li>• Collaborating stakeholders support</li> <li>• Development partners' support</li> <li>• Adopting and implementing road safety management best practices</li> <li>• Stakeholder coordination and role sharing in implementing the NRSS</li> <li>• Monitoring and evaluating the effects of road safety measures and implementing lessons learned</li> <li>• Availability of Standard Operating Procedures (SOPs) for reporting, recording and managing road crash data</li> </ul>	<ul style="list-style-type: none"> <li>• Political influence</li> <li>• Inactive joint stakeholders' committees' operations</li> <li>• High cost of road safety equipment</li> <li>• High cost of constructing forgiving road infrastructure</li> <li>• Uncoordinated implementation of programs by stakeholders</li> <li>• Lack of stakeholder support</li> </ul>

		<ul style="list-style-type: none"> <li>• Underreporting of serious road traffic accidents</li> <li>• Inadequate mechanisms for crash data collection and management</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a centralized road crash database</li> <li>• Improve data collection through training and provision of requisite tools (capacity building)</li> </ul>	
<b>SAFER ROADS AND MOBILITY</b>	<ul style="list-style-type: none"> <li>• Availability of classified road network</li> <li>• Availability of paved road network</li> <li>• Availability of road signs</li> <li>• Availability of land use policy and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Poor road infrastructure</li> <li>• Lack of maintenance of the road infrastructure</li> <li>• Inadequate enforcement</li> <li>• Unworthy road vehicle and operators/users</li> <li>• Unforgiving road infrastructure</li> <li>• Uncoordinated efforts among key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of resources towards road infrastructure</li> <li>• Design and standards for construction of forgiving road infrastructure</li> <li>• Availability of car dealers in the country</li> </ul>	<ul style="list-style-type: none"> <li>• High costs for construction of forgiving and inclusive road infrastructure</li> <li>• Vandalism of road infrastructure</li> <li>• Natural disasters</li> <li>• Uncontrolled urban development and encroachment</li> <li>• Poor land use management and planning</li> <li>• Poor legislation of imported vehicles</li> </ul>

<b>SAFE ROAD USERS</b>	<ul style="list-style-type: none"> <li>• Availability of some safer road infrastructures</li> <li>• Availability of road traffic policies and regulations to guide implementation of NRSS</li> </ul>	<ul style="list-style-type: none"> <li>• Partial implementation of set targets</li> <li>• Inadequate enforcement of regulations</li> <li>• Poor road designs and infrastructure (unforgiving roads)</li> <li>• Weak road safety policies in place</li> <li>• Inadequate road safety interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Civic Education of road users on the highway code</li> <li>• Segregation of traffic</li> <li>• Provision of infrastructure that integrates protection of vulnerable road users</li> </ul>	<ul style="list-style-type: none"> <li>• Deliberate intent by the road users not to follow road rules</li> <li>• Lack of awareness on the usage of the highway code</li> <li>• Conflicting interests between the road users and enforcement agencies</li> </ul>
<b>SAFER VEHICLES</b>	<ul style="list-style-type: none"> <li>• Availability of enabling Acts, policies and regulations to regulate the sub-sector</li> <li>• Availability of qualified traffic officers to certify vehicle fitness</li> <li>• Government support</li> <li>• Automation of Vehicle inspection services</li> <li>• Outsourcing of vehicle inspection services</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate enforcements on speed limits, seatbelt wearing and child restraint</li> <li>• Inadequate involvement of road users to take responsibilities</li> <li>• Poor road infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Road users' education and public advocacy</li> <li>• Segregation of traffic</li> <li>• Designing of safe-explaining roads</li> <li>• Management of speeds to safe levels</li> <li>• Enforcement of universal safe vehicle standards</li> <li>• Setting road safety rules and securing compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of effective and inclusive partnerships with shared objectives</li> <li>• Political influence</li> <li>• Absence of essential coordination of care, training and education, and quality improvement initiatives</li> <li>• Use of substandard vehicle spares</li> </ul>

<b>POST-CRASH RESPONSE</b>	<ul style="list-style-type: none"> <li>• Availability of skilled and competent medical specialists</li> <li>• Availability of public and private medical facilities</li> <li>• Pilot emergency medical services</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of emergency response facilities along major roads</li> <li>• Unavailability of emergency equipment</li> <li>• Inadequate trauma &amp; health care staff capacity</li> <li>• Non-operational community first responders</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of trauma care centers</li> <li>• Availability of health training facilities to train responders</li> <li>• Availability of trained community first responders</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of health care equipment on the market</li> <li>• Lack of trauma care equipment</li> <li>• Political influence</li> <li>• Absence of essential coordination of care, training and education, and quality improvement initiatives</li> </ul>
<b>INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING</b>	<ul style="list-style-type: none"> <li>• Availability of visionary leadership and governance structures</li> <li>• Availability of skilled and competent HR (traffic officers)</li> <li>• Availability of Treasury funding</li> <li>• Government support</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of a Financial Mobilization Strategy</li> <li>• Inadequate funding provided for NRSS implementation</li> <li>• Inadequate human resource capacity (traffic officers)</li> <li>• Absence of a credible performance and reward management system</li> </ul>	<ul style="list-style-type: none"> <li>• Political will and support</li> <li>• Availability of training institutions</li> <li>• Availability of qualified human resource on the market</li> <li>• Development partners' support</li> <li>• Establishment of strong collaborations and networking</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate subventions from Treasury</li> <li>• Development partners' conditionalities</li> <li>• Inability to much with the fast changing technologies</li> <li>• High costs of equipment</li> </ul>

### 5.3 Stakeholder Mapping and Analysis

The Ministry of Transport and Public Works through the DRTSS recognizes that internal and external stakeholders play a critical role in enabling it to effectively deliver on its mandate. In the strategic analysis, stakeholders had to be considered as valuable assets because their actions could either influence effective implementation of road safety programs or frustrate the process. Much as they may be collaborating partners or otherwise of DRTSS in one way or another, they also play different roles which cannot be overlooked. Some of the key stakeholders who were purposively involved during the NRSS development process include the following groups:

**Table 3: DRTSS Purposive List of Stakeholders Landscape**

Stakeholder Group	Description and Role	Specific Stakeholders
Internal members of staff	To lead, direct, and ensure that the DRTSS operates effectively whilst staff's role is to manage and implement activities that help it achieve its vision and mission	The Secretary for Transport, management and staff of the Ministry of Transport and Public Works and DRTSS
Government Ministries and Department	Policy direction, developer and enforcer of the National development agenda (MGDS III) and provision of requisite human resource	OPC, DHRMD, EP&D, Ministry of Health, MoLGRD, Ministry of Justice,
Development Partners	Providers of funding for road safety programs and other related infrastructure including human capital development	World Bank, AfDB, EU, WHO, UN
Insurers	To insure motor vehicles	Insurance Association of Malawi
Roads development and administration	Ensure that safer and durable roads are developed and effectively maintained	Roads Authority, Roads Fund Administration
Road Traffic Data and Statistics Analyses Providers	Source of road safety information	NSO, Malawi Police Service, Road Transport Operators Association, Association of Driving Schools
Tertiary education Institutions	To train and develop human capital	UNIMA, MZUNI, LUANAR, MUBAS

Transporters	To move passengers and goods on the roads of Malawi	Road Transport Operators Association, Minibus Owner's Association, Automobile Association, Association of Driving Schools,
Motor Traders	Suppliers of motor vehicles and allied equipment	Motor Traders Association of Malawi, Automobile Association
Departments in the Ministry of Transport and public Works	Provision of Policy, Planning and development, and related transport information	Policy and Planning, Roads, Marine Services, Rail Services, Civil Aviation, Buildings and PVHES, Administration and Finance

## 6.0 THE 2022 - 2030 STRATEGIC DIRECTION

### 6.1 Overview

The strategic direction, also commonly known as the strategic intent, that DRTSS and its partner institutions will take in the implementation of the National Road Safety Strategy has been determined based on the analysis of the current road safety status in the operating environment and the lessons that have been learnt during the implementation of the 2015 – 2020 strategic plan. The strategic intent is the desired future state or aspiration of the NRSS which must be understood by all implementing agencies at the outset regarding the direction that is being taken. This is led by our vision, mission and core values that will guide our conduct.

### 6.2 Vision

“Smart road networks that are safe and secure.”

### 6.3 Mission

“To promote road safety initiatives and responsible road usage through the development and enforcement of road safety policies, regulations, standards, and civic education of road users to ensure a reduction in the number of fatal and serious crashes.”

### 5.4 Core Values

The Core Values outlined below represent the operating philosophies or principles that will guide the conduct of the NRSS implementing agencies as well as their relationship with other stakeholders beyond the road transport sub-sector. In achieving the NRSS vision and fulfilling its mission, the implementing agencies will be guided by these core values which are also expected to set the behavior standards for members as they go about implementing the strategy.

#### 6.4.1 Professionalism

Implementing agencies will ensure adherence to professional code of conduct when discharging our duties and exhibit high degree of competence and best practices as prescribed in the road safety laws and regulations

#### 6.4.2 Integrity

Implementing agencies will always seek to:

- Act in good faith in all our day-to-day activities and display humility.
- Have a commitment to ethical behavior and focus on justice, honesty, and fairness.
- Exercise care not to disclose confidential information.

#### 6.4.3 Transparency and Accountability

Implementing agencies will strive to discharge our duties in a transparent and accountable manner that also takes full responsibility for our decisions and actions.

#### 6.4.4 Networking

Implementing agencies will work hand in hand with our partner institutions and key stakeholders in the implementation of road safety programs, policies, rules and regulations.

#### 6.4.5 Creativity and Innovation

Implementing agencies promote creativity and innovation by encouraging our staff and stakeholders to develop and submit innovative ideas that would promote road safety and save the lives of road users in Malawi.

## **6.5 STRATEGIC OPTIONS: KRAs, Strategic Objectives, Strategic Outcomes and Related Outputs**

The development of this NRSS is anchored on six key result areas which have been adopted from the previous strategy but refined to reflect the provisions of the Implementing agencies mandates which also encompasses road safety issues. The strategic direction and focus for the NRSS is also informed by a number of national and international frameworks that are relevant to the road transport and safety sector. On the national front, the revised NRSS draws some targets from provisions made in the Malawi 2063, the National Transport Master Plan (NTMP), the National Transport Policy (NTP), the Comprehensive Medium-Term Implementation Framework (CMTIF) 2020 – 2025, and the DRTSS Strategic Plan. Internationally, the NRSS has drawn and domesticated some road safety targets as provided for in the Decade of Action for Road Safety (2021 – 2030), the Stockholm Declaration on Road Safety, the UN Draft Resolution on Road Safety and the Sustainable Development Goals (SDGs).

There are six Key Result Areas (KRAs) which forms the basis for the development of this NRSS as mentioned above. These are: Road Safety Management, Safer Roads And Mobility, Safer Road Users; Safer Vehicles; Post-Crash Response and Institution Strengthening and Capacity Building.

Under each KRA a strategic objective has been determined to state the intent that implementing agencies want to achieve followed by the determination of high-level strategic outcomes as desired results to be achieved by 2030 and sustained thereafter. The strategic outcomes which have been determined are the actual or intended desired changes in the six KRAs' conditions arising from the interventions that the implementing agencies have put in place to support their achievement.

The outcomes that have been determined entail the **strategic options** that will drive the strategic direction of NRSS from 2022 to 2030. Each of the outcomes is then further unpacked in terms of outcome targets as milestones that will indicate how far the we have gone with the implementation of the Strategic Plan and whether the intended results are being achieved. Further, the related outputs that will assist the achievement of the outcome targets and ultimately the outcomes. The achievement of the outputs has been spread across into annual targets up to 2030 as shown in the Table 4 below.

Based on the six KRAs, six strategic outcomes have been determined as follows:

**Table 4: Key Result Area, Objective and Strategic Outcome**

No.	Key Result Area	Strategic Objective	Strategic Outcome (Desired Result)
1.	Road Safety Management	1.1 To reduce crash risks and mitigate severity by managing the interfaces between the road users, the traffic infrastructure and the vehicles  1.2 To provide adequate resources and materials for implementation road safety programs,  1.3 Establish a robust monitoring and evaluation system for safety programs	Improved road traffic safety management
2.	Safer Roads and Mobility	To ensure that road infrastructure is planned, designed, audited, built and operated to enable multimodal mobility and safety	A forgiving road infrastructure environment provided that promotes sustainable mobility
3.	Safe Road Users	To promote mobility, visibility, and safety of vulnerable road users	Enhanced protection of vulnerable road users
4.	Safer Vehicles	To steadily reduce the severity in road traffic crashes on the roads of Malawi	Reduced severity of road accident injuries
5.	Post-Crash Response	5.1 To avoid preventable death and disability during road crashes  5.2 Limit the severity of the injury and the suffering caused by it  5.3 Ensure the crash survivor's best possible recovery and reintegration into the society	Improved post-crash care services provided to road accident victims
6.	Institutional Strengthening and Capacity Building	6.1 To ensure that implementing agencies have the capacity to develop and implement appropriate road safety management systems.  6.2 To put in place procedures aimed at improving organizational efficiency and effectiveness in delivering road traffic safety services	Improved organizational operational efficiency and effectiveness

**Table 4: Key Result Areas, Strategic Objectives, Strategic Outcomes, Outcome Targets and Related Outputs**

KRA 1		ROAD SAFETY MANAGEMENT										
Strategic Objective		To reduce crash risks and mitigate severity by managing the interfaces between the road users, the traffic infrastructure and the vehicles										
No.	Strategic Outcome	Outcome Target	Related Output	Annual Output Targets								
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	
1.	<b>Improved road traffic safety management</b>	1.1 Road traffic safety management committees established and operationalized by 2030	1.1.1 National Steering Committee established	One National Steering Committee (NSC) established								
			1.1.2 Technical Working Group (TWG) established	Technical Working Group (TWG) established								
			1.1.3 NSC annual meetings conducted	1 NSC meeting for conducted	2 NSC meeting for conducted	3 NSC meeting for conducted	4 NSC meeting for conducted	5 NSC meeting for conducted	6 NSC meetings for conducted	7 NSC meetings for conducted	8 NSC meetings for conducted	
			1.1.4 TWG quarterly meetings for conducted	4 meetings for TWG conducted	8 meetings for TWG conducted	12 meetings for TWG conducted	16 meetings for TWG conducted	20 meetings for TWG conducted	24 meetings for TWG conducted	28 meetings for TWG conducted	32 meetings for TWG conducted	
			1.1.5 Road safety committees established		14 road safety committees	14 road safety committees						

			in all local authorities		established in 12 local authorities	established in the remaining districts					
	1.2 Road traffic safety laws and regulations enforced annually	1.2.1 Joint enforcement teams established	Joint enforcement ToRs developed	4 joint enforcement exercises conducted	8 joint enforcement exercises conducted	12 joint enforcement exercises conducted	16 joint enforcement exercises conducted	24 joint enforcement exercises conducted	28 joint enforcement exercises conducted	32 joint enforcement exercises conducted	
		1.2.2 TOT Training plan developed	TOT training plan developed								
		1.2.3 200 Traffic law enforcers trained	40 Traffic Law enforcers trained.	90 Traffic Law enforcers trained.	120 Traffic Law enforcers trained.	140 Traffic Law enforcers trained.	160 Traffic Law enforcers trained.	180 Traffic Law enforcers trained.	190 Traffic Law enforcers trained.	200 Traffic Law enforcers trained.	
	1.3 Amended road Traffic Act and associated regulations enforced by 2030	1.3.1 Road Traffic Act Amended	National Road Safety Council Act Repealed and existing Act amended	Existing Act amended and New Road Traffic Act gazetted							
		1.3.2 Road traffic safety regulations reviewed	Draft regulations produced (including the reduction	Consultations conducted	Regulations approved and gazetted						

				of speed limit from 50KM/hr to 30KM/hr in built up areas)							
		1.4 Driver training enhanced by 2030	1.4.1 Driver training manual reviewed	Driver training manual reviewed							
			1.4.2 Road side vehicle inspection manual reviewed (RSVIM)	Road side vehicle Inspection manual reviewed							
			1.4.3 Vehicle Inspection training manual reviewed (VITM)	Vehicle Inspection Training Manual reviewed							
			1.4.4 Traffic law enforcement guidelines reviewed(TLEG)	Traffic law enforcement guidelines reviewed							
			1.4.5 Traffic law enforcement field	Traffic law enforcement field							

			handbook developed (TLEFHB)	handbook developed							
			1.4.6 Axle load handbook developed (ALHB)	Axle load handbook developed							
			1.4.7 1,300 staff oriented on Traffic law enforcement manuals	500 DRTSS members of staff oriented on the manuals	1,000 DRTSS members of staff oriented on the manuals	1,050 DRTSS members of staff oriented on the manuals	1,100 DRTSS members of staff oriented on the manuals	1,150 DRTSS members of staff oriented on the manuals	1,200 DRTSS members of staff oriented on the manuals	1,250 DRTSS members of staff oriented on the manuals	1,300 DRTSS members of staff oriented on the manuals
		1.5 Procurement plan for essential and modern traffic law enforcement equipment implemented annually	1.5.1 Modern traffic law equipment procured	10 breathalysers procured	60 breathalysers, mouthpieces and printers procured	110 breathalysers and printers procured	160 breathalysers, mouthpieces and printers procured	210 breathalysers, mouthpieces and printers procured	260 breathalysers, mouthpieces and printers procured	310 breathalysers, mouthpieces and printers procured	360 breathalysers, mouthpieces and printers procured
			1.5.2 70 Unmanned speed cameras procured	10 unmanned speed cameras procured	20 unmanned speed cameras procured	30 unmanned speed cameras procured	40 unmanned speed cameras procured	50 unmanned speed cameras procured	60 unmanned speed cameras procured	70 unmanned speed cameras procured	80 unmanned speed cameras procured
		1.6 Political will and support for the implementation of road traffic	1.6.1 High level sensitization meetings conducted	Two sensitization meetings conducted	Two sensitization meetings conducted	Two sensitization meetings conducted	Two sensitization meetings conducted	Two sensitization meetings conducted	1.6.1 High level sensitization	Two sensitization meetings conducted	Two sensitization meetings conducted

		safety programs provided						meetings conducted		
		1.6.2 Statistical bulletins and brochures disseminated	Road Safety bulletins procured	300 Statistical bulletins disseminated	600 Statistical bulletins disseminated	900 Statistical bulletins disseminated	Road Safety database updated	1,200 Statistical bulletins disseminated	1,500 Statistical disseminated	1,800 Statistical bulletins disseminated
			Road safety brochures procured	50,000 brochures disseminated	100,000 brochures disseminated	150,000 brochures disseminated	200,000 brochures disseminated	250,000 brochures disseminated	300,000 brochures disseminated	350,000 brochures disseminated
		1.6.3 Press statements on Road traffic safety situation released	1 Press Statements released	5 Press Statements released	9 Press Statements released	13 Press Statements released	17 Press Statements released	21 Press Statements released	25 Press Statements released	29 Press Statements released
		1.6.4 Joint road safety press conferences conducted	2 Joint road safety press conferences held	4 Joint road safety press conferences held	6 Joint road safety press conferences held	8 Joint road safety press conferences held	10 Joint road safety press conferences held	12 Joint road safety press conferences held	14 Joint road safety press conferences held	16 Joint road safety press conferences held
		1.6.5 Politicians involved in mass dissemination of road traffic safety messages	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in	100% of members of parliamentary committee on transport involved in

				mass dissemination	mass dissemination	mass dissemination	dissemination	in mass dissemination	in mass dissemination	in mass dissemination	in mass dissemination
			1.6.6 Civil Society groups, Private Sector and other NGOs involved in advocacy	10% of key private sector institutions (involved in transport industry of related) oriented on road safety issues	30 % of key stakeholders CSO and NGO involved in dissemination of road safety issues	50 % of key stakeholders CSO and NGO involved in dissemination of road safety issues	70 % of key stakeholders CSO and NGO involved in dissemination of road safety issues	80 % of key stakeholders CSO and NGO involved in dissemination of road safety issues	90 % of key stakeholders CSO and NGO involved in dissemination of road safety issues	95% of key stakeholders oriented on road safety issues	100% increase of key stakeholders
			1.6.7 Annual budget statement include road safety issues	1 Buy-in meeting with PCT held	2 Buy-in meetings with PCT held	3 Buy-in meetings with PCT held	4 Buy-in meetings with PCT held	5 Buy-in meetings with PCT held	6 Buy-in meetings with PCT held	7 Buy-in meetings with PCT held	8 Buy-in meetings with PCT held
		1.7 A communication strategy on road safety issues operationalized by 2023	1.7.1 Communication strategy developed, approved and implemented	Two consultative workshops conducted	Communication strategy developed and approved for implementation						
		1.8 Stakeholders satisfied with	1.8.1 Stakeholder		Stakeholders		Stakeholders		Stakeholders		Stakeholders

	road safety services	s satisfaction surveys conducted		satisfaction surveys conducted		satisfaction surveys conducted		satisfaction surveys conducted		satisfaction surveys conducted	
	1.9 Improved road crash data management	1.9.1 Road safety accident database fully automated	Crash database upgraded	Crash database piloted	Crash database rolled out	Crash database rolled out	Crash database rolled out	Crash database rolled out	Crash database rolled out	Crash database rolled out	
		1.9.2 Computer sets and PDAs procured	15 computer sets and 250 PDAs procured								
			250 PDAs procured	650 PDAs procured	1,450 PDAs procured	1,500 PDAs procured	1,550 PDAs procured	1,600 PDAs procured	1,650 PDAs procured	1,700 PDAs procured	
		1.9.3 Crash database updated			Crash database updated	Crash database updated	Crash database updated	Crash database updated	Crash database updated	Crash database updated	
		1.9.4 Fully functioning public web site on road safety in place	Road Safety window created on the Directorate Website	Road Safety Window updated	Road Safety Window updated	Road Safety Window updated	Road Safety Window updated	Road Safety Window updated	Road Safety Window updated	Road Safety Window updated	
		1.9.5 Officers trained in data	70 Traffic Officers trained as TOT on		50% Traffic	60% Traffic Officers trained	70% Traffic	80% Traffic	90% Traffic	100% Traffic	

			generation and management	database management		officers trained		Officers Trained	officers trained	Officers Trained	officers trained
				15% of Health Workers in trauma section trained	20% of Health Workers in trauma section trained	35% of Health Workers in trauma section trained	50% of Health Workers in trauma section trained	75% health workers in trauma section trained	80% health workers in trauma section trained	90% of health workers in trauma section trained	
			1.9.6 Road traffic safety programs (NRSS) evaluated				Road traffic safety programs evaluated (1)				Road safety programs evaluated (2)
<b>KRA 2</b>		<b>SAFER ROADS AND MOBILITY</b>									
<b>Strategic Objective</b>		<b>To ensure that road infrastructure is planned, designed, built and operated to enable multimodal mobility and safety</b>									
<b>No</b>	<b>Strategic Outcome</b>	<b>Outcome Target</b>	<b>Related Output</b>	<b>Annual Output Target</b>							
				<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>
2.	<b>A forgiving road infrastructure environment provided and promotes</b>	2.1 All new roads achieve technical standards for all road users that take into account road safety, or meet	2.1.1 Multi-modal transport and land use planning implemented	A multi-stakeholder road rating/audit committee established	TORs drafted and finalised to act as a blueprint for the committee'	Implementation of Policies that promote compact urban design	Regular Road Audits conducted	Regular Road Audits conducted	Regular Road Audits conducted	Regular Road Audits conducted	Regular Road Audits conducted

	<b>sustainable mobility</b>	a three star rating or better.			s operations						
					Policies that lower speeds and prioritise the needs of pedestrian, cyclists, and public transport users developed & implemented	Policies implemented	Policies implemented	Policies implemented	Policies implemented	Policies implemented	Policies reviewed
					Incentives for utilising multi modal transport (walking and cycling) promoted	Incentives for utilising multi modal transport (walking and cycling) promoted	Incentives for utilising multi modal transport (walking and cycling) promoted	Incentives for utilising multi modal transport (walking and cycling) promoted	Incentives for utilising multi modal transport (walking and cycling) promoted	Incentives for utilising multi modal transport (walking and cycling) promoted	Incentives for utilising multi modal transport (walking and cycling) promoted
					Transport networks that ensure safety of non-motorized	Transport networks that ensure safety of non-motorized	Transport networks that ensure safety of non-motorized	Transport networks that ensure safety of non-	Transport networks that ensure safety of non-	Transport networks that ensure safety of non-	Transport networks that ensure safety of non-

					modes of travel constructed	modes of travel constructed	modes of travel constructed	motorized modes of travel constructed	motorized modes of travel constructed	motorized modes of travel constructed	motorized modes of travel constructed
				Policies that discourage the use of private vehicles in high density urban areas developed	Policies that discourage use of private vehicles in high density urban areas adopted and implemented	Policies that discourage use of private vehicles in high density urban areas implemented	Policies that discourage use of private vehicles in high density urban areas implemented	Policies that discourage use of private vehicles in high density urban areas implemented	Policies that discourage use of private vehicles in high density urban areas implemented	Policies that discourage use of private vehicles in high density urban areas implemented	Policies that discourage use of private vehicles in high density urban areas reviewed
				Policies that promote transit-oriented development to concentrate urban and commercial development	Policies adopted and implemented	Transit-oriented development initiatives implemented	Transit-oriented development initiatives implemented	Transit-oriented development initiatives implemented	Transit-oriented development initiatives implemented		

				nts around mass transit nodes developed							
				Intermodal connectivity between transit and bike share schemes at major transit stops provided	Intermodal connectivity between transit and bike share schemes at major transit stops provided	Intermodal connectivity between transit and bike share schemes at major transit stops provided	Intermodal connectivity between transit and bike share schemes at major transit stops provided	Intermodal connectivity between transit and bike share schemes at major transit stops provided	Intermodal connectivity between transit and bike share schemes at major transit stops provided		
		2.2 All newly constructed roads are forgiving (and take into consideration the Safe Systems Approach) and accommodative classified road network by 2030	2.2.1 Forgiving road traffic safety design standards updated to ensure a minimum standard of three stars or better for all road designs	Procedures for the analysis and identification of high accident locations developed	Consultation meeting on procedures conducted	Procedures developed and approved					
			2.2.2 Forgiving road traffic	Compliance review meetings	20% of design consultant	40% of design consultant	60% of design consultants	80% of design consultant	90% of design consultants comply	95% of design consultants	100% of design consultants

			safety design standards enforced	with key stakeholders conducted.	s complying to Safety Standards	s complying to Safety Standards	complying to Safety Standards	s complying to Safety Standards	with safety standards	comply with safety standards	comply with safety standards
			2.2.3 Road Safety Audit procedures reviewed (to include iRAP Star Rating)	2 consultation meetings done	Road safety Audit procedures approved						
			2.2.4 Annual Road Safety Audits conducted to ensure a minimum standard of three stars or better for all road users	2 roads sections safety audits conducted	4 roads sections safety audits conducted	6 roads sections safety audits conducted	8 roads sections safety audits conducted	10 roads sections safety audits conducted	12 roads sections safety audits conducted	14 roads sections safety audits conducted	16 roads sections safety audits conducted
			2.2.5 Speed calming structures constructed in strategic places with adoption of 30KM/hr speed limits in urban set ups	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places

KRA 3		SAFER ROAD USERS									
Strategic Objective		To promote mobility, visibility and safety of vulnerable road users									
No.	Strategic Outcome	Outcome Target	Related Output	Annual Output Targets							
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
3.	Enhanced protection of vulnerable road users	3.1 20% reduction in pedestrian fatalities by 2030	3.1.1 Visibility of pedestrians by other road users improved	100,000 arm band reflectors distributed	200,000 arm band reflectors distributed	300,000 arm band reflectors distributed	400,000 arm band reflectors distributed	500,000 arm band reflectors distributed	600,000 arm band reflectors distributed	700,000 arm band reflectors distributed	800,000 arm band reflectors distributed
			3.1.2 VRU and motorists oriented on Road Safety issues	50,000 IEC materials (Flyers, brochures and posters) distributed	120,000 IEC materials (Flyers, brochures and posters) distributed	190,000 IEC materials (Flyers, brochures and posters) distributed	270,000 IEC materials (Flyers, brochures and posters) distributed	360,000 IEC materials (Flyers, brochures and posters) distributed	450,000 IEC materials (Flyers, brochures and posters) distributed	540,000 IEC materials (Flyers, brochures and posters) distributed	630,000 IEC materials (Flyers, brochures and posters) distributed
		Pedestrians and cyclists sensitized through radio & TV programs; SMSs, website, local council meetings	3.1.3 Pedestrians and cyclists sensitized through radio & TV programs aired	300 radio & TV programs aired	600 radio & TV programs aired	900 radio & TV programs aired	1,200 radio & TV programs aired	1,500 radio & TV programs aired	1,800 radio & TV programs aired	2,100 radio & TV programs aired	2,400 radio & TV programs aired
			radio & TV programs; SMSs, website, local council meetings	1,287,500 SMSs sent	2,575,000 SMSs sent	3,862,500 SMSs sent	5,150,000 SMSs sent	6,437,500 SMSs sent	7,725,000 SMSs sent	9,012,500 SMSs sent	10,300,000 SMSs sent
			website, local council meetings	4 Website updates done	8 Website updates done	12 Website updates done	16 Website updates done	20 Website updates done	24 Website updates done	28 Website updates done	32 Website updates done

			and through mobile vans					updates done	updates done	updates done	updates done
				1 Council meeting held	2 Council meetings held	3 Council meetings held	4 Council meetings held	5 Council meetings held	6 Council meetings held	7 Council meetings held	8 Council meetings held
				104 Mobile van sensitizations conducted	208 Mobile van sensitizations conducted	312 Mobile van sensitizations conducted	416 Mobile van sensitizations conducted	520 Mobile van sensitizations conducted	624 Mobile van sensitizations conducted	728 Mobile van sensitizations conducted	832 Mobile van sensitizations conducted
		3.2 15% reduction in bicyclist fatalities by 2030	3.2.1 Visibility of bicyclist and motor cyclists by other road users improved	10,000 reflective vests distributed	20,000 reflective vests distributed	30,000 reflective vests distributed	42,000 reflective vests distributed	56,000 reflective vests distributed	71,000 reflective vests distributed	86,000 reflective vests distributed	101,000 reflective vests distributed
				3.2.2 Knowledge of cyclist on Road Safety issues enhanced	50000 IEC materials (Flyers, brochures and posters) procured and distributed	120,000 IEC materials (Flyers, brochures and posters) procured and distributed	190,000 IEC materials (Flyers, brochures and posters) procured and distributed	270,000 IEC materials procured and distributed	360,000 IEC materials (Flyers, brochures and posters) procured and	450,000 IEC materials (Flyers, brochures and posters) procured and	540,000 IEC materials (Flyers, brochures and posters) procured and

								distribute d	distribute d	distribute d	distribute d
	3.3 5% of vulnerable primary schools informed on road safety information by 2030	3.3.1 Knowledge of road traffic safety issues in primary school enhanced	360 schools sensitized	720 schools sensitized	1,080 schools sensitized	1,440 schools sensitized	1,800 schools sensitized	2,160 schools sensitized	5,520 schools sensitized	5,880 schools sensitized	
		3.3.2 Road Safety Clubs established in primary schools along the roads	120 Clubs established	240 Clubs established	360 Clubs established	480 Clubs established	600 Clubs established	720 Clubs established	840 Clubs established	960 Clubs established	
		3.3.3 Scholar patrols introduced in road side primary schools	80 scholar patrol kits distributed	180 scholar patrol kits distributed	1,940 scholar patrol kits distributed	2,100 scholar patrols kit distributed	2,300 scholar patrol kits distributed	2,500 scholar patrol kits distributed	2,700 scholar patrol kits distributed	2,900 scholar patrol kits distributed	
		3.3.4 Road safety handbook distributed to all primary schools	3600 handbooks distributed	7,200 handbooks distributed	10,800 handbooks distributed	14,400 handbooks distributed	18,000 handbooks distributed	21,600 handbooks distributed	25,200 handbooks distributed	28,800 handbooks distributed	

			3.3.5 Road safety curriculum introduced in primary schools	1 Buy-in meeting with MoEST conducted	1 Buy-in meeting conducted with MoEST	Road safety curriculum introduced and rolled out in primary schools	Road safety curriculum introduced and rolled out in primary schools	Road safety curriculum rolled out in primary schools	Road safety curriculum rolled out in primary schools	Road safety curriculum rolled out in primary schools	Road safety curriculum rolled out in primary schools
	3.4 All newly constructed roads are forgiving and accommodative classified road network by 2030	3.4.1 Forgiving road traffic safety design standards updated	Procedures for the analysis and identification of high accident locations developed	Consultation meeting on procedures conducted	Procedures developed and approved						
		3.4.2 Forgiving road traffic safety design standards enforced	Compliance review meetings with key stakeholders conducted.	20% of design consultants complying to Safety Standards	40% of design consultants complying to Safety Standards	60% of design consultants complying to Safety Standards	80% of design consultants complying to Safety Standards	90% of design consultants comply with safety standards	95% of design consultants comply with safety standards	100% of design consultants comply with safety standards	
		3.4.3 Road Safety Audit procedures reviewed (to include iRAP Star Rating)	2 consultation meetings done	Road safety Audit procedures approved							
		3.4.4 Annual Road Safety	2 roads sections	4 roads sections	6 roads sections	8 roads sections	10 roads sections	12 roads sections	14 roads sections	16 roads sections	

			Audits conducted to ensure a minimum standard of three stars or better for all road users	safety audits conducted	safety audits conducted	safety audits conducted	safety audits conducted	safety audits conducted	safety audits conducted	safety audits conducted	safety audits conducted
			3.4.5 Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places	Speed calming structures constructed in strategic places
		3.5 20% reduction in number of fatalities in classified main and secondary road network by 2030	3.5.1 Emergency medical response to road traffic accident improved	2 emergency ambulances with capacity to treat casualties along M1 procured	4 emergency ambulances with capacity to treat casualties along M1 procured	6 emergency ambulances with capacity to treat casualties along M1 procured	8 emergency ambulances with capacity to treat casualties along M1 procured	10 emergency ambulances with capacity to treat casualties along M1 procured	12 emergency ambulances with capacity to treat casualties along M1 procured	14 emergency ambulances with capacity to treat casualties along M1 procured	16 emergency ambulances with capacity to treat casualties along M1 procured
			3.5.2 Emergency medical response providers available to provide road traffic	Proportion of road traffic accident scene & transportation care provided	20% emergency Ambulances manned by at least 50% trained paramedic	40 % emergency Ambulances manned by at least 50%trained paramedic	60% emergency Ambulances manned by at least 50% trained paramedic/	80% emergency Ambulances manned by at least 50%trained	90% emergency Ambulances manned by at least 50% trained	95% emergency Ambulances manned by at least 50% trained	100% emergency Ambulances manned by at least 50%trained

			accident scene and transportation care	by trained paramedics	/EMS responder	/EMS responder	EMS responder	d paramedic /EMS responder	paramedic /EMS responder	paramedic /EMS responder	paramedic /EMS responder
			3.5.3 Trauma care at the scene of accident improved	20% of traffic police trained on first Aid	40% of traffic police trained	60% of traffic police trained on First Aid	80% of traffic police trained on First Aid	100% of traffic police trained on First Aid	100% of traffic police trained on First Aid	100% of traffic police trained on First Aid	100% of traffic police trained on First Aid
			3.5.4 VCFART established in communities along main and secondary roads targeting black spot areas	10 VCFAR teams developed	20 VCFAR teams developed	30 VCFAR teams developed	40 VCFAR teams developed	50 VCFAR teams developed			
		3.6 Safety specifications for spare parts and imported vehicles developed by 2030	3.6.1 Road traffic safety standards developed and adopted	Task team on Road Safety Standards development revamped	Consultation workshop conducted	Standards developed and approved					
			3.6.2 Awareness workshops on road traffic safety	1 Awareness workshop conducted	2 Awareness workshop conducted	3 Awareness workshop conducted	4 Awareness workshop conducted	5 Awareness workshop conducted	6 Awareness workshop conducted	7 Awareness workshop conducted	8 Awareness workshop conducted

			standards conducted								
			3.6.3 Enforcement of the road safety standards conducted	4 enforcement exercises conducted	8 enforcement exercises conducted	12 enforcement exercises conducted	16 enforcement exercises conducted	20 enforcement exercises conducted	24 enforcement exercises conducted	28 enforcement exercises conducted	32 enforcement exercises conducted
<b>KRA 4</b>		<b>SAFER VEHICLES</b>									
<b>Strategic Objective</b>		<b>To steadily reduce the number of people killed and seriously injured on the roads of Malawi</b>									
<b>No.</b>	<b>Strategic Outcome</b>	<b>Outcome Target</b>	<b>Related Output</b>	<b>Annual Output Targets</b>							
				<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>
<b>4.</b>	<b>Reduced severity of road accident injuries</b>	4.1 50% seatbelt wearing rates for driver and front passenger in both urban and rural areas in force by 2030	4.1.1 Harmonized safety standards for motor vehicles, safety belts, child restraint systems and motor cycle helmet developed		SADC Harmonized standards adopted and implemented						
					SADC Harmonized standards implemented	SADC Harmonized standards implemented	SADC Harmonized standards implemented	SADC Harmonized standards implemented	SADC Harmonized standards implemented	SADC Harmonized standards implemented	
					100% crash fatalities	100% crash fatalities	100% crash fatalities	100% crash fatalities	100% crash fatalities	100% crash fatalities	100% crash fatalities

				reported in 30 days	reported in 30 days	reported in 30 days	reported in 30 days	reported in 30 days	reported in 30 days	reported in 30 days	reported in 30 days
			4.1.2 Seatbelt wearing enforced	10% annual increment in seatbelt wearing rate	20% increment in seatbelt wearing rate	30% increment in seatbelt wearing rate	40% increment in seatbelt wearing rate	50% increment in seatbelt wearing rate	60% increment in seatbelt wearing rate	70% increment in seatbelt wearing rate	80% increment in seatbelt wearing rate
			4.1.3 Crash helmet wearing enforced	Motor cycle helmets certified according to international standards	Crash helmets wearing enforced	Crash helmets wearing enforced	Crash helmets wearing enforced	Crash helmets wearing enforced	Crash helmets wearing enforced	Crash helmets wearing enforced	Crash helmets wearing enforced
			4.1.4 Child restraint anchorage points enforced	Child restraint regulations developed	Vehicle owners sensitized on child restraint anchorage compliant vehicles	Child restraint anchorage points enforced	Child restraint anchorage points enforced	Child restraint anchorage points enforced	Child restraint anchorage points enforced	Child restraint anchorage points enforced	Child restraint anchorage points enforced
			4.1.5 Motor vehicles regulations and standards reviewed and enforced	Motor vehicles regulations and standards reviewed	24 Motor vehicle Roadside Inspections conducted	36 Motor vehicle Roadside Inspections conducted	48 Motor vehicle Roadside Inspections conducted	60 Motor vehicle Roadside Inspections conducted	72 Motor vehicle Roadside Inspections conducted	84 Motor vehicle Roadside Inspections conducted	96 Motor vehicle Roadside Inspections conducted

		4.2 50% reduction in over speeding crimes by 2030	4.2.1 Speed limits enforced	12 enforcements conducted	24 Enforcement campaigns conducted	36 enforcements campaigns conducted	48 enforcements campaigns conducted	60 enforcements campaigns conducted	72 enforcements campaigns conducted	84 enforcements campaigns conducted	96 enforcements campaigns conducted	
			4.2.2 Speed Governors installed in passenger service vehicles	40% PSV fitted with speed governors	50% PSV fitted with speed governors	60% PSV fitted with speed governors	70% PSV fitted with speed governors	75% PSV fitted with speed governors	80% PSV fitted with speed governors	90% PSV fitted with speed governors	100% PSV fitted with speed governors	
			4.2.3 Traffic Police capacity enhanced	10 breathalysers and speed guns procured								
				8 Speed cameras deployed	16 Speed cameras deployed	24 Speed cameras deployed	32 Speed cameras deployed	40 Speed cameras deployed	48 Speed cameras deployed	56 Speed cameras deployed	60 Speed cameras deployed	
		4.3 100% serious and fatal crashes investigated by 2030	4.3.1 Accident Investigation committee established within the Directorate comprising of all relevant	Focal Point for accident investigation identified within Directorate	Accident Investigation committee list of members approved							

			stakeholders								
			4.3.2 Annual accident reports produced			1 Accident report produced	2 Accident reports produced	3 Accident reports produced	4 Accident reports produced	5 Accident reports produced	6 Accident reports produced
<b>KRA 5</b>			<b>POST-CRASH RESPONSE</b>								
<b>Strategic Objective</b>			<b>To avoid preventable death and disability, limit the severity of the injury and the suffering caused by it, and ensure the crash survivor's best possible recovery and reintegration into the society</b>								
<b>No</b>	<b>Strategic Outcome</b>	<b>Outcome Target</b>	<b>Related Output</b>	<b>Annual Output Targets</b>							
				<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>
5..	<b>Improved delivery of post-crash care services</b>	5.1 Eight fully functional 24/7 Emergency centres in place along M1 roads by 2030	5.1.1 Emergency centres along MI identified	Existing centres identified and revamped	Existing centres operationalised	Emergency centres operationalised	Emergency centres operationalised	Emergency centres operationalised	Emergency centres operationalised	Emergency centres operationalised	Emergency centres operationalised
			5.1.2 EMT capacity to provide emergency services enhanced	Existing capacity gaps report produced	Capacity enhancement plan developed and implemented						
			5.1.3 11 New emergency centres	2 Buy-in-meetings with stakeholders (MoF, MoH and	2 new centres constructed	2 new centres constructed	3 new centres constructed	4 new centres constructed			

			constructed along M1	development partners)							
					Crash register maintained	Crash register maintained	Crash register maintained	Crash register maintained	Crash register maintained	Crash register maintained	Crash register maintained
		5.2 Harmonized Emergency Communication Platform in Place by 2030	5.2.1 Emergency Centre communication enhanced	1 report produced detailing all existing toll-free lines	1 report to assess and enhance interoperability of existing toll-free lines.	Enhancement plan developed and implemented	30% of crash cases reported through the toll free lines.	40% of crash cases reported through the toll free lines.	60% of crash cases reported through the toll free lines.	80% of crash cases reported through the toll free lines.	90% of crash cases reported through the toll free lines.
		5.3. Coordination among Emergency Responders enhanced	5.3.1 National Emergency Responders Steering Committee established	Terms of Reference developed							
			5.3.2 Emergency Responders Technical Working Group developed	One Technical Working Group developed							
			5.3.3 2 biannual Steering	2 biannual Steering Committee	2 biannual Steering Committee	2 biannual Steering Committee	2 biannual Steering Committee	2 biannual Steering Committee	2 biannual Steering Committee	2 biannual Steering Committee	2 biannual Steering Committee

			Committee meetings held	meetings held	meetings held	meetings held	meetings held	e meetings held	meetings held	meetings held	meetings held
			5.3.4 4 TWG Meetings held	4 TWG Meetings held	TWG Meetings held	4 TWG Meetings held	4 TWG Meetings held	4 TWG Meetings held	4 TWG Meetings held	4 TWG Meetings held	4 TWG Meetings held
		5.4 80% trauma care centres equipped	5.4.1 Trauma care capacity in main and district hospitals strengthened	Gap Analysis report produced	Capacity enhancement plan developed	Capacity enhancement plan implemented	Capacity enhancement plan implemented	Capacity enhancement plan implemented	Capacity enhancement plan implemented	Capacity enhancement plan implemented	Capacity enhancement plan implemented
			5.4.2 Health workers trained in primary trauma care		40% health workers trained	80% health workers trained	100% health workers trained				
								Refresher course conducted	Refresher course conducted	Refresher course conducted	Refresher course conducted
			5.4.3 4 Extraction machines procured		1 Extraction machine procured	1 Extraction machine procured	1 Extraction machine procured	1 Extraction machine procured	-	-	-
		5.5 25 % reduction of accident fatalities	5.5.1 2,000 Road users involved in provision of	80% of accident victims given First Aid at the	80% of accident victims given First Aid	80% of accident victims	80% of accident victims	80% of accident victims	90% of accident victims given first aid	90% of accident victims given first aid	90% of accident victims given first aid

		reported within 30 days by 2030	First Aid services	scene of accident		given First Aid	given First Aid	given First Aid			
			5.5.2 950 Traffic Police trained in provision of first aid services	100 Traffic Police trained		200 Traffic Police Trained	100	150 Traffic Police Trained	150 Traffic Police Trained	150 Traffic Police Trained	100 Traffic Police Trained
		5.6 1 functional and well-resourced road user crash financing fund in place by 2030	5.6.1 Road user fund in place by 2030	1 Technical Task team instituted	Terms of reference for development of the fund in place.	4 consultative meetings with stakeholders held.	Develop the fund	Operationalize the fund	Operationalize the fund	Develop and operationalize the fund	Develop and operationalize the fund
			5.6.2 Fund performance enhanced					2 review meetings held	1 review meeting held	1 review meeting held	1 review meeting held
		5.7 20% reduction of secondary accidents by 2030	5.7.1 Bylaws on broken down vehicles developed/amended by Local Assemblies	Proportion of local councils with bylaws on broken down vehicles	35% local authorities have developed/amended bylaws	75% local authorities have developed/amended bylaws	100% local authorities have developed/amended bylaws				
			5.7.2 Local Council by-laws enforced	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted	Monthly enforcement exercises conducted

			5.7.3 DRTSS towing all broken down vehicles on main roads	2 towing vehicles procured	3 towing vehicle procured	4 towing vehicle procured	-	-	-	-	-
<b>KRA 6</b>		<b>INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING</b>									
<b>Strategic Objective</b>		<b>To ensure that DRTSS and its partner institutions has the capacity to develop and implement appropriate management systems and procedures aimed at improving organizational efficiency and effectiveness in delivering road traffic safety services</b>									
<b>No.</b>	<b>Strategic Outcome</b>	<b>Outcome Target</b>	<b>Related Output</b>	<b>Annual Output Targets</b>							
				<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>
<b>6.</b>	<b>Improved Organizational efficiency and effectiveness</b>	6.1 HR Capacity of DRTSS improved to 75% by 2030	6.1.1 Comprehensive skills development plan developed and implemented	Comprehensive skills development plan developed	Annual prioritized Training Plan developed and implemented	Annual prioritized Training Plan developed and implemented	Annual prioritized Training Plan developed and implemented	Annual prioritized Training Plan developed and implemented	Annual prioritized Training Plan developed and implemented	Annual prioritized Training Plan developed and implemented	Annual prioritized Training Plan developed and implemented
			6.1.2 All vacant posts filled	25% of vacant posts filled	30% of vacant posts filled	20% of vacant posts filled	10% of vacant posts filled	15%			
		6.2 15% improvement in annual incremental	6.2.1 A sustainable financial resources	Resource mobilization strategy developed							

		funding towards road traffic safety programs	mobilization strategy developed and implemented	-	RMS implemented	Sustainable financial resources mobilized	Sustainable financial resources mobilized	Sustainable financial resources mobilized	Sustainable financial resources mobilized	Sustainable financial resources mobilized	Sustainable financial resources mobilized
		6.2.2 National annual budget include road safety provisions	1 Buy-in meeting with parliamentary committee conducted	2 Buy-in meetings with parliamentary committee conducted	3 Buy-in meetings with parliamentary committee conducted	4 Buy-in meetings with parliamentary committee conducted	5 Buy-in meetings with parliamentary committee conducted	6 Buy-in meetings with parliamentary committee conducted	7 Buy-in meetings with parliamentary committee conducted	8 Buy-in meetings with parliamentary committee conducted	
		6.2.3 Technical and financial proposals developed	2 proposals submitted for PSIP inclusion annually	4 proposals submitted for PSIP inclusion	6 proposals submitted for PSIP inclusion	8 proposals submitted for PSIP inclusion	10 proposals submitted for PSIP inclusion	12 proposals submitted for PSIP inclusion	14 proposals submitted for PSIP inclusion	16 proposals submitted for PSIP inclusion	
		6.2.4 Collection from insurance levy and other levies enhanced	Proportion of accrued remittances paid to DRTSS	Quarterly remittances adhered to	Quarterly remittances adhered to	Quarterly remittances adhered to	Quarterly remittances adhered to	Quarterly remittances adhered to	Quarterly remittances adhered to	Quarterly remittances adhered to	
		6.2.5 Internal controls and accountability systems strengthened	No of internal Audits conducted	Annual Audits conducted	Annual Audits conducted	Annual Audits conducted	Annual Audits conducted	Annual Audits conducted	Annual Audits conducted	Annual Audits conducted	

## 7.0 THE RESULTS-BASED M&E LOGICAL FRAMEWORK

The results-based management approach that has been used to develop this NRSS underscores the importance of results-based monitoring and evaluation as an important tool for tracking implementation of planned programs and projects that are directed at enhancing service delivery aimed at reducing road traffic casualties on the roads of Malawi and upholding transparency and accountability as part of good governance.

The Results-Based M&E Logical Framework presented below gives an overview of the KRAs that anchor the NRSS, the expected results or desired outcomes on each KRA and above all, the performance indicators that will be used to check progress in the implementation process. The framework will be used to monitor progress and evaluate achievement of the results through the given indicators and their means of verification including risks and mitigation measures. Suffice to say that the results-based M&E moves beyond the traditional input – output focused M&E, and when used effectively, helps policy makers and decision makers focus on and analyze outcomes and impacts. It is the outcomes and impacts that are of most interest to the government, DRTSS and its key stakeholders and the road users.

**Table 5: The Result-Based M&E Logical Framework**

Key Result Area	ROAD SAFETY MANAGEMENT							
Strategic Objective	To reduce crash risks and mitigate severity by managing the interfaces between the road users, the traffic infrastructure and the vehicles							
Strategic Outcome 1	Improved road safety management							
Outcome Target	Output	Performance Indicator				Sources and Means of Verification	Risks	Mitigation Measures
		Objectively Verifiable Indicator	Baseline 2022	Target 2026	Target 2030			
1.1 Road traffic safety management committees	1.1.1 National Steering Committee (NSC) established	NSC in place	0	1	1 NSC	Appointment letters/Meeting Minutes/TORs	Pandemic e.g. Covid-19  Appointment of incompetent members	1. Use of virtual meeting platforms  2. Appointment of members based on TORs

operationalized by 2026	1.1.2 Technical Working Group (TWG) established	TWG established and operational	0	1	TWG in place	Appointment letters/Meeting Minutes/TORs	Appointment of incompetent members	Appointment of members based on TORs
	1.2 Road traffic safety laws and regulations enforced annually	1.2.1 Joint enforcement teams established	Number of joint enforcement exercises conducted	0		128 (16 exercises annually)	Joint enforcement exercises reports, TORs	Lack of cooperation from the road users
	1.2.2 Training plan developed and implemented	Training plan developed	0	1	Training plan	Training manuals	Covid-19	Use of virtual meeting platforms
		Number of training sessions conducted	0	4	8	Training session reports and training registers	Staff sectional transfers	1. Maintain the regularity of trainings 2. Inclusion of ToT
1.3 Amended road Traffic Act and associated regulations enforced by 2027	1.3.1 Road Safety Act Amended	New Road Safety Act gazetted	Old Act	Revised Act	New Act	Amended Act	-Bureaucratic procedures -Political interference	Lobbying
	1.3.2 Road traffic safety regulations reviewed	Reviewed Road traffic safety regulations	Old regulations		New Regulations	Reviewed Road traffic safety regulations	-Bureaucratic procedures -Political interference	Lobbying
1.4 Traffic law enforcement manuals operationalized by 2027	1.4.1 Driver training manual reviewed and implemented	-Driver training manual launched	Old manual  70%	80%	New manual  90%	Launch report	-Poor adoption of technological advancements -Poor reading culture	1. Develop various electronic copies of the manual 2. Increase literacy levels

		-Average Pass rate of aptitude tests  -Average Pass rate of road tests	65%	75%	90%		-Popularization surveys	
	1.4.2 Road side vehicle inspection manual reviewed (RSVIM)	Reviewed RSVIM	Old manual	Revised RSVIM	New manual	Copy of manual	Bureaucratic procedures	1. Lobbying 2. Awareness and sensitization
	1.4.3 Vehicle Inspection training manual reviewed (VITM)	Reviewed VITM	Old manual	Revised VITM	New manual	Copy of manual	Bureaucratic procedures	1. Lobbying 2. Awareness and sensitization
	1.4.4 Traffic law enforcement guidelines reviewed(TLEG)	Reviewed TLEG	Old guidelines	Revised Guidelines	New guidelines	Copy of guidelines	Bureaucratic procedures	1. Lobbying 2. Awareness and sensitization
	1.4.5 Traffic law enforcement field handbook developed (TLEFHB)	Developed TLEFHB	0	Draft TLEFHB	New handbook launched	Copy of handbook	Bureaucratic procedures	1. Lobbying 2. Awareness and sensitization

	1.4.6 Axle load handbook developed (ALHB)	Developed ALHB	0	Draft ALHB	New handbook launched	Copy of handbook	Bureaucratic procedures	1. Lobbying 2. Awareness and sensitization
	1.4.7 Orientation on Traffic law enforcement manuals conducted	Numbers of orientation sessions conducted	-		16	Orientations reports/attendance sheets	Covid-19	Virtual meeting platforms
1.5 Procurement plans for essential and modern traffic law enforcement equipment implemented	1.5.1 Modern traffic law equipment procured	Number of equipment procured disaggregated by type: -Breathalyzer- -PDA- -Speed Cameras- -ANPR Cameras- -Enforcement Vehicles- -Computers- -Dash Cameras- -Electrode Feature Light Torch-				Stores inventory	Mis procurement	Use of ICB procurement method
1.6 Political will and support for the	1.6.1 High level sensitization	Number of meetings	1	8	16	Reports/ attendance sheets	Covid-19	Use of virtual meeting platforms

implementation of road traffic safety programs provided	meetings conducted							
	1.6.2 Statistical bulletins disseminated	Number of bulletins disseminated	1	4	8	-Copy of bulletins disseminated -Operationalized statistical database	-Poor data production -Human manipulation	Regular data production capacity building
	1.6.3 Press statements on Road traffic safety situation released	Numbers of press statements	2	8	16	Copy of press statements released	Poor data production	Regular data production capacity building
	1.6.4 Joint road safety press conferences conducted	Numbers of conferences conducted	0	16	32	Press statements	Low viewership and listenership	1. Use of influential people/programs 2. Use of mobile service providers in dissemination
	1.6.5 Politicians involved in mass dissemination of road traffic safety messages	Number of times parliamentary committee is engaged politicians involved in disseminating road traffic messages	0	4	8	Media	Politicians seeking political gains from the exercises	Lobbying
	1.6.6 Civil Society groups, Private Sector and other NGOs	Proportion of Civil Society groups, Private Sector and other NGOs	0	50%	100%	MoU signed	Non-compliance	Civic awareness and lobbying

	involved in advocacy	involved in advocacy						
	1.6.7 Annual budget statement include road safety issues	Number of budget statements that included road safety issue	0	4	8	Budget Statement	Non-compliance  Politicizing the action	Lobbying
1.7 Stakeholders' knowledge of road safety services improved to 95% by 2030	1.7.1 Communication strategy developed, approved, and implemented	Communication Strategy launched	Not launched	Developed strategy	Launched	-Communication strategy budget  -Reports on Monitoring and Evaluation	Bureaucracy	1. Lobbying  2. Awareness and sensitization
1.8 Stakeholders satisfied with road safety services	1.8.1 Stakeholders satisfaction surveys conducted	Number of Stakeholders satisfaction surveys conducted	0	4	8	Survey reports  Reports on Monitoring and Evaluation	Survey respondent fatigue	1. Awareness and sensitization  2. Incentives for survey respondents
<b>KEY RESULT AREA</b>	<b>SAFER ROADS AND MOBILITY</b>							
<b>Strategic Objective</b>	<b>To gain better understanding of road traffic operational problems, locating potential hazardous road sections, identifying risk factors, developing accurate diagnosis and remedial measures and evaluating the effectiveness of road safety programs</b>							
<b>Strategic Outcome 2</b>	<b>Improved road crash data management</b>							
<b>Outcome Target</b>	<b>Output</b>	<b>Performance Indicators</b>				<b>Sources and Means of Verification</b>	<b>Risks</b>	<b>Mitigation Measures</b>
		<b>Objectively verifiable Indicator</b>	<b>Baseline 2022</b>	<b>Target 2026</b>	<b>Target 2030</b>			

2.1 Road safety database updated by 2023	2.1.1 Road safety accident database fully automated	A proportion of variables updated and operational	10%	50%	100%	Monthly reports	Contractual disputes with system developer/administrator	Contract indemnification
	2.1.2 PDAs procured	Number of PDA gadgets procured	360	1,440	1700	Bidding notice	Bureaucracy and red tape	Follow the ICB procurement standard
	2.1.3 Crash database updated	A proportion of variables updated and operational	10%		100%	Monthly reports	Contractual disputes with system developer/administrator	Contract indemnification
	2.1.4 Fully functioning public web site on road safety in place	Launch of public web site on road safety in place	None	Web launched	Web operational	-Communication strategy budget -Reports on Monitoring and Evaluation	-Hacking -Irregular updates of the website	1. Installing security features 2. Consistency in updating the website
	2.1.5 Officers trained on data generation and management	Number of officers trained in data generation and management	0	42	70	Training reports	Staff sectional transfers	1. Maintain the regularity of trainings
		% of health workers in trauma treatment	0	50%	90%	Training reports	Lack of funding	Mobilize finances for training
	2.1.6 Road traffic safety programs evaluated	Number of Road traffic safety programs evaluated	0	1	2	Evaluation reports	Evaluation bias	Evaluations to be initiated by an independent body

KEY RESULT AREA	SAFER ROAD USERS							
Strategic Objective	To promote mobility, visibility and safety of vulnerable road users							
Strategic Outcome 3	Enhanced protection of vulnerable road users							
Outcome Target	Output	Performance Indicators				Sources and Means of Verification	Risks	Mitigation Measures
		Objectively verifiable Indicator	Baseline 2022	Target 2026	Target 2030			
3.1 20% reduction in pedestrian fatalities by 2030	3.1.1 Visibility of pedestrians by other road users improved	Number of Arm band reflectors distributed	0	400,000	800,000 Arm Band Reflectors	1.IPDC minutes of procurement. 2.Quarterly implementation reports.	1.Delayed Procurement Processes. 2.MisProcurement 3.Financial constraints. 4. Misuse	1.Inclusion in the procurement plan and budgeting 2. Mobilize resources 4.Conduct awareness and civic education
	3.1.2 VRU and motorists oriented on Road Safety issues	Number of IEC Materials distributed	70,000 IEC Materials	270,000	630,000 IEC Materials	1.IPDC minutes of procurement. 2.Quarterly implementation reports.	1.Delayed Procurement Processes. 2.Financial constraints. 3. Misuse 4. Compromised quality	1.Inclusion in the procurement plan and budgeting 2. Mobilize resources. 3. Awareness and civic education
	3.1.3 Pedestrians and cyclists sensitized	1.Number of TV and Radio programs aired.	1. 300 slots 2. 0	1,200	1. 2400 slots 2. 10.3 million SMSs.	1.IPDC minutes of procurement.	1.Delayed Procurement Processes.	1.Inclusion in the procurement plan and budgeting

	through radio & TV programs, and SMSs, Website, local council meetings and mobile vans	2.Number of SMSs sent. 3. Number of Website updates 4. number of Local council meetings 5. Number of sensitizations through mobile vans	3.Quarterly (4) 4.0 5.1	5,150,000 16 4 416	3. 32 Websites updates. 4. 8 meetings 5. 832 mobile van sensitizations	2.Quarterly implementation reports.	2.Financial constraints. 3. Ambiguous information. 4. Not updated website 5. Councils not interested in Road Safety agenda	2. Resource Mobilization. 3. Create a brief, concise and objective messages. In addition, engaging stakeholders on the clarity of the generated messages 4. Websites to be updated Quarterly. 5. DRTSS and MoLG should take a leading role in Sensitizing Local councils on their roles regarding Road safety
3.2 15% reduction in bicyclist fatalities by 2030	3.2.1 Visibility of bicyclist and motor cyclists by other road users improved	1.Number of reflective vest distributed 2. Number Bicycle reflectors distributed	1.0 2.0	12,000 80,000	1.202,000 reflective vests 2.570,000 bicycle reflectors	1.IPDC minutes of procurement. 2.Quarterly implementation reports.	1.Delayed Procurement Processes. 2.MisProcurement 3.Financial constraints. 4. Misuse	1.Inclusion in the procurement plan and budgeting 2. Set specifications and sampling. 3. Mobilize resources 4.Awareness and civic education
	3.2.2 Knowledge of cyclist on Road Safety issues enhanced	Number of IEC Materials distributed	70,000 IEC Materials	80,000	630,000 IEC Materials	1.IPDC minutes of procurement. 2.Quarterly implementation reports.	1.Delayed Procurement Processes. 2.Financial constraints. 3. Misuse	1.Inclusion in the procurement plan and budgeting 2. Mobilize resources. 3. Conduct Awareness and civic education

							4. Compromised quality	4. Setting quality specifications and sampling
3.3 5% of vulnerable primary schools informed on road safety information by 2030	3.3.1 Knowledge of road traffic safety issues in primary school enhanced	Number of schools sensitized	0	1,440	2,880 Schools	1.Quarterly implementation reports.	1. Inadequate human resource. 2. Financial constraints. 3.Ambiguous information 4. Low Reception at schools	1. Lobbying for additional staff. 2. Inclusion in the budgeting 3. Create a brief, concise and objective messages. 4. DRTSS and MoE should take a leading role in Sensitizing District Education Offices on their roles regarding Road safety
	3.3.2 Road traffic safety Clubs established in primary schools along the roads	Number of Safety Clubs Established	0	480	960 Clubs	1.Quarterly implementation reports.	1. Inadequate human resource. 2. Financial constraints.	1. Lobbying for additional staff. 2. Inclusion in the budgeting
	3.3.3 Scholar patrols introduced in road side primary schools	Number of scholar patrol kits Distributed	0	380	1340 kits	1.IPDC minutes of procurement. 2.Quarterly implementation reports.	1.Delayed Procurement Processes. 2.MisProcurement 3.Financial constraints. 4. Misuse	1.Inclusion in the procurement plan and budgeting 2. Mobilize resources 3.Awareness and civic education

	3.3.4 Road safety handbook distributed to primary schools	Number of Handbooks distributed	0	14,400	28,800	1.IPDC minutes of procurement. 2.Quarterly implementation reports.	1.Delayed Procurement Processes. 2.MisProcurement 3.Financial constraints. 4. Misuse	1.Inclusion in the procurement plan and budgeting 2. Mobilize resources 4.Awareness and civic education
	3.3.5 Road safety curriculum introduced in primary schools	1. Number of Buy in Meetings conducted 2. Introduction of the road safety aspects in the curriculum	0 0	2	1. 2-Buy in Meetings 2. Introduction of the road safety aspects in the curriculum	1. Annual implementation reports. 2. Meeting minutes	1. Failure to hold the buy in meetings 2. Failure of the MoE to buy in to the proposal 3. Failure to consult relevant stakeholders	1. Plan for the buy in meetings 2. Engage all relevant stakeholders
3.4 All newly constructed roads are forgiving and accommodative classified road network by 2030	3.4.1 Forgiving road traffic safety design standards updated	Design standards Updated	1	1 updated	1	1.Meeting minutes. 2.Updated Standards	1. Failure to consult relevant stakeholders 2. Financial constraints.	1. Plan for the standards Assessment meetings 2. Resource Mobilization 3. Engage all relevant stakeholders
	3.4.2 Forgiving road traffic safety design standards enforced	Enforcement of the standards	50%	60%	100%	1.Inclusion of Road safety measures in the Road designs 2.Forgiving roads	1.Delayed Procurement Processes. 2.MisProcurement 3.Financial constraints.	1.Inclusion in the procurement plan and budgeting 2. Designs to adhere to the road Safety standards

							4. Vandalism of road furniture	3. Resource Mobilization 4. Awareness and civic education
	3.4.3 Road Safety Audit (RSA) procedures reviewed	1. Road Safety Audit Procedures reviewed 2. RSA procedures Implemented	1. 80% 2. Zero on locally funded projects and 100% on donor funded projects		1. 100% 2. 100%	1. Meeting minutes. 2. Updated RSA procedures 3. RSA report	1. Failure to consult relevant stakeholders 2. Financial constraints.	1. Plan for the standards Assessment meetings 2. Engage all relevant stakeholders 3. Resource Mobilization
	3.4.4 Annual Road Safety Audits (RSA) conducted	Number of RSA conducted	0 on locally funded projects and 100% on donor funded projects	8	16	1. RSA report	1. Delayed Procurement Processes. 2. Financial constraints.	1. Inclusion in the procurement plan and budgeting 2. Resource Mobilization
	3.4.5 Speed calming structures constructed in strategic places	Speed calming structures constructed	30%	50%	100%	1. Contracts awarded 2. Progress report	1. Delayed Procurement Processes. 2. Financial constraints. 3. Vandalism of road furniture	1. Inclusion in the procurement plan and budgeting 2. Resource Mobilization 3. Awareness and civic education
3.5 20% reduction in number of fatalities in classified main	3.5.1 Emergency medical response to road traffic	Number of emergency ambulances procured	5	8	16	1. IPDC minutes of procurement.	1. Delayed Procurement Processes.	1. Inclusion in the procurement plan and budgeting

and secondary road network by 2030	accident improved					2.Quarterly implementation reports.	2.Financial constraints.	2. Resource Mobilization
	3.5.2 Emergency medical response providers available to provide road traffic accident scene and transportation care	Number of National paramedic/ EMS responder trained	-	60%	100%	1.Training attendance registers 2.Number of issued Certificates of attendance	1. Inadequate human resource. 2. Financial constraints. 3.Re-deployment of the trained staff	1. Lobbying for additional staff. 2. Inclusion in the budgeting 3. Continuous Training 4. Lobbying for Ministry of Health to introduce Paramedics/EMS responder
	3.5.3 Trauma care at the scene of accident improved	Number of Traffic police trained on first Aid	0	80%	100%	1.Training attendance registers 2.Number of issued Certificates of attendance	1. Inadequate human resource. 2. Financial constraints. 3.Re-deployment of the trained staff	1. Lobbying for additional staff. 2. Inclusion in the budgeting 3. Continuous Training
	3.5.4 VCFART established in communities along main and secondary roads targeting black spot areas	Number of VCFAR teams identified, trained and established	0	40	80	1. Activity reports 2.Training attendance registers 3.Number of issued Certificates of attendance	1. Financial constraints. 2.Re-location of the trained personnel. 3. Lack of willingness and commitment to volunteer	1. Inclusion in the budgeting 2. Continuous Training 3.Explore motivation mechanisms 4. Target to train all communities along main and secondary roads

							4. continuous shifting of Black spot locations	
3.6 Safety specifications for spare parts and imported vehicles developed by 2027	3.6.1 Road traffic safety standards developed and adopted	1.Road traffic safety standards Updated, adopted and implemented	1	1	1	1.Meeting minutes. 2.Updated Standards 3.Implementation report	1. Failure to consult relevant stakeholders 2. Financial constraints.	1.Plan for the standards Assessment meetings 2. Resource Mobilization 3.Engage all relevant stakeholders
	3.6.2 Awareness workshops on road traffic safety standards conducted	Number of awareness Workshops conducted	0	4	8	1.Attendance Registers 2. workshop report	1. Failure to conduct workshops 2. Financial constraints. 3. Failure to consult relevant stakeholders	1.Plan for the workshops 2. Provide budget 3.Engage all relevant stakeholders
	3.6.3 Enforcement of the road safety standards conducted	Number of enforcement exercises conducted	0	16	32	1.Activity report	1. Failure to enforce the standards 2. Financial constraints. 3.Lack of coordination among key stakeholders	1.Plan for the Enforcement activity 2. Inclusion of the item in the budget 3. Need to clearly identify a lead institution that will coordinate the enforcement of the standards
<b>KEY RESULT AREA</b>	<b>POST CRASH RESPONSE</b>							

<b>Strategic Objective</b>	<b>To avoid preventable death and disability, limit the severity of the injury and the suffering caused by it, and ensure the crash survivor's best possible recovery and reintegration into the society</b>							
<b>Strategic Outcome 4</b>	<b>Improved delivery of post-crash care services</b>							
<b>Outcome Target</b>	<b>Output</b>	<b>Performance Indicators</b>				<b>Sources and Means of Verification</b>	<b>Risks</b>	<b>Mitigation Measures</b>
		<b>Objectively verifiable Indicator</b>	<b>Baseline 2022</b>	<b>Target 2026</b>	<b>Target 2030</b>			
4.1 15 Emergency care centres functional by 2030 in Malawi	4.1.1 Road sections and sites for Emergency care centres identified by 2023	Number of emergency care centers identified	5	11	15	Identification exercise report	Land acquisition  Shift of patterns and trends of road crashes over time	Involvement of stakeholders  Updating road crash data  Build makeshift descent structures
	4.1.2 EMT training introduced in training institutions by 2025	Number of training institutions offering EMT training	0	4	8	Approved curriculums	Lack of funding to support training  Delayed functional reviews  High staff turn over	Sector Wide approach in project financing  -Lobbying authorities to expedite reviews  Defined career progression pathways
	4.1.3 Capacity of existing EMS providers enhanced by 2030	Number of existing EMS providers whose capacity is enhanced	90		90	Training registers and certification	Lack of approved curricular	EMS mainstreamed in health services delivery

4.2 80% emergency care centres fully equipped by 2030	4.2.1 Emergency care center capacity in Central and district hospitals strengthened	The number of EMS centers fully equipped	5	7	12	Medical & Nurses council accreditation certificates	Procurement challenges  Abuse of resources  Lack of technical know how	1. Seek high level policy intervention 2. Regular auditing 3. Promote ownership by the councils
	4.2.2 75% Health workers trained in primary trauma care	Number of health workers trained in primary trauma care	-	40%	75% of all health workers at the time	Certification & training registers	Staff turn over	Optimize training for health workers
	4.2.3 4 Extraction machines procured by 2030	Number of extraction machines procured by 2030	-	3	4	Delivery note  Equipment inventory	Procurement challenges/delays  Lack of technical know how	1. Clear specifications shared with procurement department 2. Skills transfer from manufacturer to user
4.3 25 % reduction of accident fatalities reported within 30 days by 2030	4.3.1 Communities involved in provision of First Aid services	Number of Community first responders trained in first aid service	500	1,600	2000	Certification and registers from Red Cross Societies	Migration  Mind set change on the role of a Community first responder.	1. Train as many as possible in a given area 2. Sensitization on first aid and emergency response
	4.3.2 950 Traffic Police officers trained in	Number of traffic police officers trained	-		950	Certification and training registers	Change of sections within the service	Formation of a road traffic authority

	provision of first aid services							
4.4 20% reduction of secondary accidents by 2027	4.4.1 Byelaws on broken down vehicles developed /amended by Local Assemblies	Proportion of councils with updated byelaws	-		All 100% councils with updated byelaws	Updated byelaws	Delays in approving byelaws	Engage higher decision and policy makers
	4.4.3 Broken down vehicles towed	Number of towing vehicles procured	-		9	Procurement reports	Lack of finances	Mobilize financial resources
<b>KEY RESULT AREA</b>	<b>SAFER VEHICLES</b>							
<b>Strategic Objective</b>	<b>To steadily reduce the number of people killed and seriously injured on the roads of Malawi</b>							
<b>Strategic Outcome 5</b>	<b>Reduced severity of road accident injuries</b>							
<b>Outcome Target</b>	<b>Output</b>	<b>Performance Indicators</b>				<b>Sources and Means of Verification</b>	<b>Risks</b>	<b>Mitigation Measures</b>
		<b>Objectively verifiable Indicator</b>	<b>Baseline 2022</b>	<b>Target 2026</b>	<b>Target 2030</b>			
5.1 50% seatbelt wearing rates for driver and front passenger in both urban and rural areas in force by 2030	5.1.1 Harmonized safety standards for motor vehicles, safety belts, child restraint systems and motor cycle	Harmonized standards in place.	0	1 Approved Draft	1	Standards document in place.	Variations in standards from region to region.	standardization

	helmet developed							
	5.1.2 Seatbelt wearing enforced	Percentage of drivers and front seat passengers wearing seatbelts.	35%		80%	Survey reports.	Lack of reliable data.	Engaging competent organizations for data collection and analysis.
	5.1.3 Crash helmet wearing enforced	Percentage of motorists wearing crash helmets.	Not available		75%	Survey reports.	Lack of reliable data.	Engaging competent organizations for data collection and analysis.
	5.1.4 Child restraint anchorage points enforced	Percentage usage of child restraint anchorage.	Not available		50%	Survey reports	Lack of reliable data	Engaging competent organizations for data collection and analysis.
	5.1.5 Motor vehicles regulations and standards spot checks intensified	Number of spot checks conducted.	Not available	40%	100%	Monthly Enforcement reports	Lack of reliable data	Engaging competent organizations for data collection and analysis.
5.2 20% reduction in over speeding offences by 2030	5.2.1 Speed limits enforced	Number speed limit enforcement exercises.	12	48	96	Enforcement reports.	<ul style="list-style-type: none"> <li>✓ Excepted vehicles.</li> <li>✓ Prone to human interference</li> </ul>	<p>Raise awareness on responsible departments.</p> <p>Automation of speed cameras.</p>
	5.2.2 Traffic Police capacity enhanced	Number speed cameras deployed daily.	8 cameras	32	60 cameras	Delivery denotes	<ul style="list-style-type: none"> <li>✓ Mis-specifications of brands.</li> </ul>	1. Technical consultations during procurement.

							<ul style="list-style-type: none"> <li>✓ Delays in procurement processes.</li> <li>✓ Delays in calibrations</li> </ul>	<ul style="list-style-type: none"> <li>2 Seek high level policy intervention.</li> <li>3. Staggering calibration schedule.</li> </ul>
5.3 100% serious and fatal crashes investigated by 2030	5.3.1 Accident Investigation committee established within the Directorate comprising of all relevant stakeholders.	National accident investigation committee in place.	0		1	Minutes Letters of deployment	Lack of commitment.	Motivate through incentives.
<b>KEY RESULT AREA</b>	<b>INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING</b>							
<b>Strategic Objective</b>	<b>To ensure that DRTSS and its partner institutions has the capacity to develop and implement appropriate management systems and procedures aimed at improving organizational efficiency and effectiveness in delivering road traffic safety services</b>							
<b>Strategic Outcome 6</b>	<b>Improved Organizational operational efficiency and effectiveness</b>							
<b>Outcome Target</b>	<b>Output</b>	<b>Performance Indicators</b>				<b>Sources and Means of Verification</b>	<b>Risks</b>	<b>Mitigation Measures</b>
		<b>Objectively verifiable Indicator</b>	<b>Baseline 2022</b>	<b>Target 2026</b>	<b>Target 2030</b>			
6.1 At least 75% of DRTSS annual work plans delivered by 2030	6.1.1 Comprehensive skills development plan developed	1.Proportion of officers with requisite skills and competences	30%	60%	75%	<ul style="list-style-type: none"> <li>1.Filled Performance appraisal forms</li> <li>2.Training needs assessment report.</li> </ul>	<ul style="list-style-type: none"> <li>1.Financial constraints</li> <li>2. Ambiguity of the appraisal Forms</li> </ul>	<ul style="list-style-type: none"> <li>1. Inclusion of the item in the budget</li> <li>2.Training of the whole human</li> </ul>

	and implemented	Comprehensive skills development plan developed  2. Annual prioritized Training Plan developed and implemented				3. Annual Training Plan  4. Number of issued Certificates of attendance	3. Inconsistencies in conducting Appraisals  4. Lack of willingness and commitment to Fill the forms for training Purposes	resource on the use of the appraisal forms.  3. Develop Annual Plan and implementation of the Appraisals.  4. Sensitization of the Human resource
	6.1.2 All vacant posts filled	Vacancy rate	55%	100%	0%	1. Letter of offer acceptance  2. Organization Establishment  3. Staff returns	1. Financial constraints  2. Turning down the offer  3. Updated Establishment records  4. Staff turnover	1. Inclusion of the item in the budget  2. Speed up the recruitment process  3. Monthly updating staff Records/Human resource Audit  4. Motivating the human resource
6.2 15% increase in annual funding for road safety programs achieved	6.2.1 A sustainable financial resources mobilization strategy developed and implemented	1. Sustainable financial resources mobilized	-		15%	1. Mobilisation strategy  2. Annual budgets	1. Financial constraints	1. Lobbying for increased funding
	6.2.2 Annual budget statement include road traffic safety provisions	Proportion of DRTSS partners with road safety provision in their budgets	0		8	1. Meeting minutes	1. Lack of willingness of the parliamentary committee to attend	1. Sensitizations on the need of the meetings  2. Lobbying for buy in meetings

6.2.3 Technical and financial proposals developed	Number of proposals submitted for PSIP inclusion	0	8	16	Submitted Proposals	1.Poorly drafted proposals 2.Unrealistic financial Proposals	1. Technical proposals to be drafted by technocrats 2.Following the requirements of PSIP
6.2.4 Collection from insurance levy and other levies enhanced	Remittance of insurance levies	-			1.Financial statements	1. Non remittances 2.Delayed Remittances 3.Virement	1. Enforcement of remittances 2. Sensitization meetings 3. Ring-fencing the funds
6.2.5 Law enforcement exercises enhanced	Number of joint enforcement exercises conducted	20		96	1.Monthly reports	1. Lack of coordination with key stakeholders 2. Financial constraints	1.Sensitization and orientation of key stakeholders 2. Resource mobilization
6.2.6 Internal controls and accountability systems strengthened	Annual Audits conducted	1		8	1.Procedures and policies 2. Audit reports	1.Using outdated accounting packages 2.Unavailability of procedures and policies 3.Lack of qualified personnel	1.Plan for new systems of accounting packages 2. Development of procedures and policies 3. Assigning qualified personnel to perform the tasks. 4.Continuous training of staff

## 8.0 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE NRSS

The NRSS framework is a practical tool that will be used to realize vision and mission of this strategy over the next eight years.. Proper coordination with all relevant stakeholders is essential for its successful implementation. The Ministry of Transport and Public Works on its part through the Secretary for Transport will ensure that the National Steering Committee and the Technical Working Groups are established and functional.

### 8.1 The National Steering Committee

The National Steering Committee will comprise Principal Secretaries (PSs) or Chief Executive Officers (CEOs) of key ministries, departments and agencies of government (MDAs) and other relevant agencies. The Committee will play the advisory role and would provide overall guidance in the implementation of the Strategy through their annual meetings.

### 8.2 Technical Working Group (TWG)

Technical Working Group would comprise of Directors and Senior Managers of relevant stakeholder institutions on road safety. The main role of the TWG would be to monitor and report on progress in the implementation of the National Road Safety Strategy. The TWG would further build partnerships to enhance coordinated planning, implementation, monitoring and evaluation of the strategy and ensure information sharing among implementers. It will also act as technical advisory bodies to the National Steering Committee. The TWG to be chaired by DRTSS as a lead agency on road safety would be meeting on a quarterly basis.

### 8.3 Strategy Implementation

The implementation of the NRSS will largely be financed by Government through DRTSS Treasury Fund as per the annual budgeted expenditure and it is also expected that some road safety programs and projects will be financed by our committed key stakeholders and by development partners. The implementation of the NRSS **is estimated to cost MK 40 Billion (approx. \$30 Million) for the entire eight-year period subject to revisions as shown in Appendix 1.** It is recognized that these resources may not match all our needs and as such prioritization of key interventions will be defined by the Ministry and Directorate's Management through advice provided by the various committees established.

In implementing the Strategy, the Directorate will be committed to: -

- Coordination of stakeholders and staff motivation
- Promotion of professionalism, transparency and accountability, and
- Achievement of intended results that will benefit the Directorate, stakeholders and the general public who are the road users.

**DRTSS as a Lead agency will ensure that: -**

- The NRSS National Steering Committee (NSC) and Technical Working Group (TWG) are established and operational. The NSC shall be chaired by the Secretary for Transport and Public Works and the TWG shall be chaired by the Director of Road Traffic and Safety Services;
- Committee Members shall be drawn from the various stakeholder institutions; and
- The Committee shall appoint an officer to act as its secretariat and to report on progress made in the implementation of the Strategy.

The proposed Terms of Reference (ToRs) for NRSS TWG, among others, shall be as follows: -

- Ensure that the interventions depicted in the strategy are being implemented
- Ensure that each implementing agency develops a work plan;
- Analyse progress reports related to road safety from all implementing agencies
- Report to the National Steering Committee periodically

## 9.0 CRITICAL SUCCESS FACTORS

In anticipation to successful implementation of this Strategic Plan, the Implementing Agencies considered some critical elements that would be made available. Basically, these are *important assumptions* or factors which must be put in place and observed in order to successfully realize the intended results from implementing the strategic plan. The following Critical Success Factors (CSFs) will be assumed to be in place.

### 9.1 Political Will and Support

The importance of continued political will and support in the implementation of the NRSS in general and the road safety programs cannot be overemphasized. This would largely dictate the level of government commitment to funding road safety programs as outlined in the strategy. The degree of political will and support would further be reflected in the membership of senior government officials in the road safety management committees.

### 9.2 Strategic Leadership

Leadership is the driving force in the accomplishment of any organization's expected outcomes. It is therefore imperative and assumed that all committees that are established to guide the implementation of the NRSS will be proactive, visionary, inspiring and accommodative. At the helm, the Ministry of Transport and Public Works will be required to provide the strategic leadership among other stakeholders in the implementation of the strategy and ensure that all committees established are functional.

### 9.3 Adequate and Sustainable Financial Resources

The activities that have been prioritized for implementation will require financial resources to sustain them and achieve the desired results. It is therefore assumed that the implementing agencies will generate adequate and sustainable financial resources in order to efficiently and effectively implement the strategy coupled with support from the private sector and development partners.

### 9.4 Support from Key Stakeholders and Development Partners

It is assumed that all implementing agencies will own the strategy and hence provide adequate and requisite support in the implementation of the strategy which they have taken part in developing.

### 9.5 Availability of Functional Road Safety Management Committees

The Road Safety Management Committees would be responsible for ensuring that road safety programs are implemented. It is therefore assumed that the implementing agencies will establish and put in place road safety management committees to enforce and oversee the implementation of the strategy.

### 9.6 Human Resource Capacity

Human resource is the most critical resource for any organization as it relates to the implementation of all activities through people. It is therefore assumed that implementing agencies shall ensure that adequate and requisite professional human resource is recruited and that it will be trained to acquire core competencies for

providing efficient and effective quality road safety services. It is also assumed that the human resource recruited is placed in the right and relevant positions and that adequate infrastructure is built to enhance service delivery.

## 10.0 MONITORING AND EVALUATION

### 10.1 Monitoring Purpose and Scope

Monitoring is very important to track performance of the strategy during the period of its implementation. Monitoring will thus be the mechanism implementing agencies will use to assess if they are achieving the strategic outcomes and targets set out. Monitoring will be an ongoing process that will provide regular feedback and early indications of whether interventions are making progress or not towards their intended objectives. The process will track actual performance against the planned annual output targets and shall entail collecting reports on implementation, analyzing the reports against the planned outputs that will achieve the outcome targets.

The Scope of the M&E plan is limited to the strategic outcomes and targets, outputs and annual output targets on each key result area. The purpose of the M&E is to conduct performance monitoring by following up on the implementation, reviewing progress of work plans that reflect outputs to be achieved under each outcome, staffing, and equipment. The progress or lack of progress collated is analyzed against the planned targets. The findings from the analysis will inform implementing agencies on:

- Budget decisions
- Gaps in implementation, approaches and strategies including funding.
- The need for corrective measures
- Development of the successor strategic plan

The reporting system will require that each implementing unit in the institution monitors its activities as contained in its annual work plans and budget and prepare monthly performance reports, which will be presented to the NRSS TWG that will be constituted. The TWG will discuss the consolidated performance reports on a quarterly basis, after which a comprehensive strategic performance report now called an Annual Report will be presented to the National Steering Committee through the Secretary for Transport and Public Works.

### 10.2 Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In a changing environment, some of the key assumptions in the Plan may dramatically change and affect implementation of the set outcome targets and the outputs that will achieve them. It is therefore during evaluation that implementing agencies will determine the effect of such changes and appropriate corrective action taken. In order to enhance the process, the implementing agencies will hold annual performance reviews to monitor and evaluate performance of the Plan.

An Evaluation of the Plan will be undertaken in the mid-term in the fiscal year 2025/2026 and at the end of the Strategic Plan implementation period in 2029/2030. The mid-term evaluation will aim to quantify progress made in implementation and provide information to guide review of activities and strategies where

necessary. Whilst the end-term evaluation will assess whether set outcomes and targets were achieved and document the effectiveness, impact and sustainability of the road safety programs. This will eventually inform the development of the next strategic plan.

The evaluation function will be effective if it has the requisite capacity in terms of resources and equipment. The implementing agencies will therefore ensure that all programs have a dedicated budget to facilitate M&E operations and capacity building. In line with principles of results-based management, they will foster partnerships and collaboration with other relevant institutions in the road transport sector and beyond including development partners to ensure effective delivery of development results. The implementing agencies will also develop and implement an Information, Education and Communication Strategy (IEC) to facilitate feedback and sharing of information on road safety programs being undertaken and implemented.

### **10.3 Data Collection, Analysis and Reporting**

A credible M&E system ought to be supported by accurate and reliable data on the variables that are being measured. Data will therefore be collected using appropriate data collection tools and survey methods. The data collected will be subjected to quality checks and validation to ensure completeness, consistency, accuracy, and reliability before releasing to users in the road transport sector. Hence, implementing agencies will ensure that there is adequate capacity to generate quality data and the Planning and Research Section will champion this process.

### **10.4 Key Performance Indicators (KPI)**

The implementation of this Strategy will be monitored based on selected high level outcome and output indicators which are reflected in the Results-Based Logical Framework shown as Table 5 above.

### **10.5 Review of the Strategic Plan**

The review of the Strategic Plan will be done in three phases. Firstly, at the end of each financial year the plan will be reviewed to assess the level of achievement of planned annual output targets which constitute input into the Annual Work Plans prior to the budget development process to reflect cost estimates for the impending fiscal year. Some outputs may not have been taken on board in the past financial year and there might be need to include them in the following year's budget. Secondly, a mid-term review will be conducted in 2026 to incorporate new developments and emerging issues needing immediate attention halfway during the implementation period, and lastly, a full review of the Plan will be conducted at the end of the implementation period in 2030 when the plan expires.

## APPENDICES

### Appendix 1: Costed Outputs Summary Showing Estimated Total Indicative Cost of Implementing the Strategic Plan

Key Result Area (KRA)	ROAD SAFETY MANAGEMENT								TOTAL ESTIMATED COST (TEC)	SOURCE OF FUNDING
Strategic Objective	<b>To reduce crash risks and mitigate severity by managing the interfaces between the road users, the traffic infrastructure and the vehicles</b>									
Strategic Outcome 1	<b>Improved road safety management</b>									
Outcome Target 1.1	<b>Road traffic safety management committees operationalized by 2026</b>									
Related Outputs	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030		
<b>1.1.1 National Steering Committee and Technical Working Groups (TWGs) established</b>	20,700,000	-	-	-	-	-	-	-	<b>20,700,000</b>	DRTSS/MPS/RA/RFA/Others
<b>1.1.2 Quarterly meetings conducted</b>	-	19,000,000	19,000,000	19,000,000	19,000,000	19,000,000	19,000,000	19,000,000	<b>133,000,000</b>	DRTSS/MPS/RA/RFA/Others
<b>Sub-total</b>	<b>20,700,000</b>	<b>19,000,000</b>	<b>19,000,000</b>	<b>19,000,000</b>	<b>19,000,000</b>	<b>19,000,000</b>	<b>19,000,000</b>	<b>19,000,000</b>	<b>153,700,000</b>	
Outcome Target 1.2	<b>Road traffic safety laws and regulations enforced annually</b>									
<b>1.2.1 Joint enforcement teams established</b>	14,300,000	64,000,000	64,000,000	64,000,000	64,000,000	64,000,000	64,000,000	64,000,000	<b>462,300,000</b>	DRTSS/MPS/RA/RFA/Others

<b>1.2.2. Training plan developed and implemented</b>	10,050,000	24,345,000	19,985,000	16,705,000	16,705,000	16,705,000	12,285,000	12,285,000	<b>129,065,000</b>	DRTSS/MPS/RA/RFA/Others
<b>Sub-total</b>	<b>24,350,000</b>	<b>88,345,000</b>	<b>83,985,000</b>	<b>80,705,000</b>	<b>80,705,000</b>	<b>80,705,000</b>	<b>76,285,000</b>	<b>76,285,000</b>	<b>591,365,000</b>	
<b>Outcome Target 1.3</b>	<b>Amended road Traffic Act and associated regulations enforced by 2030</b>									
<b>1.3.1. Road Safety Act Amended</b>	94,950,000	32,000,000	-	-	-	-	-	-	<b>126,950,000</b>	DRTSS/MPS/RA/RFA/Others
<b>1.3.2 Road traffic safety regulations reviewed</b>	70,550,000	46,720,000	-	-	-	-	-	-	<b>117,270,000</b>	DRTSS/MPS/RA/RFA/Others
<b>Sub-total</b>	<b>165,500,000</b>	<b>78,720,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>244,220,000</b>	
<b>Outcome Target 1.4</b>	<b>Traffic law enforcement manuals operationalized by 2027</b>									
<b>1.4.1 Driver training handbook and driver instruction manual developed</b>	-	55,060,000	36,300,000	-	36,300,000	36,300,000	-	-	<b>163,960,000</b>	DRTSS/MPS/RA/RFA/Others
<b>1.4.2 Road side vehicle inspection manual developed (RSVIM)</b>	-	70,060,000	36,300,000	-	36,300,000	36,300,000	-	-	<b>178,960,000</b>	DRTSS/MPS/RA/RFA/Others
<b>1.4.3 Vehicle Inspection</b>	-	70,060,000	36,300,000	-	36,300,000	36,300,000	-	-	<b>178,960,000</b>	

training manual developed (VITM)										DRTSS
1.4.4 Traffic law enforcement guidelines developed (TLEG)	-	70,060,000	36,300,000	-	36,300,000	36,300,000	-	-	178,960,000	DRTSS/MPS
1.4.5 Traffic law enforcement field handbook developed (TLEFHB)	-	70,060,000	36,300,000	-	36,300,000	36,300,000	-	-	178,960,000	DRTSS/MPS
1.4.6 Axle load handbook developed (ALHB)	-	85,060,000	36,300,000	-	36,300,000	36,300,000	-	-	193,960,000	DRTSS
1.4.7 Orientation on Traffic law enforcement manuals conducted	79,075,000	66,500,000	16,105,000	16,105,000	16,105,000	16,105,000	16,105,000	16,105,000	242,205,000	DRTSS/MPS
<b>Sub-total</b>	<b>79,075,000</b>	<b>416,800,000</b>	<b>233,905,000</b>	<b>16,105,000</b>	<b>233,905,000</b>	<b>233,905,000</b>	<b>16,105,000</b>	<b>16,105,000</b>	<b>1,315,965,000</b>	
Outcome target 1.5	<b>Procurement plan for essential and modern traffic law enforcement equipment implemented annually</b>									
1.5.1 Modern traffic law equipment procured	13,500,000	199,194,000	209,594,000	220,668,500	220,668,500	16,105,000	261,645,000	274,134,000	1,415,509,000	DRTSS/MPS/RA/RFA/Others
<b>Sub-total</b>	<b>13,500,000</b>	<b>199,194,000</b>	<b>209,594,000</b>	<b>220,668,500</b>	<b>220,668,500</b>	<b>16,105,000</b>	<b>261,645,000</b>	<b>274,134,000</b>	<b>1,415,509,000</b>	

Outcome Target 1.6	Political will and support for the implementation of road traffic safety programs provided									
<b>1.6.1 High level sensitization meetings conducted</b>	28,182,000	28,182,000	28,182,000	28,182,000	28,182,000	28,182,000	14,091,000	28,182,000	<b>211,365,000</b>	
<b>1.6.2 Statistical bulletins disseminated</b>	48,100,000	31,000,000	20,100,000	24,600,000	16,700,000	18,600,000	17,800,000	18,600,000	<b>195,500,000</b>	
<b>1.6.3 Press statements on Road traffic safety situation released</b>	5,386,000	21,400,000	21,704,000	21,704,000	21,864,000	7,896,000	22,024,000	22,024,000	<b>144,002,000</b>	
<b>1.6.4 Joint road safety press conferences conducted</b>	7,172,000	7,172,000	5,840,000	6,200,000	6,920,000	6,200,000	5,840,000	6,560,000	<b>51,904,000</b>	
<b>1.6.5 Politicians involved in mass dissemination of road traffic safety messages</b>	28,182,000	28,182,000	28,182,000	28,182,000	28,182,000	28,182,000	14,091,000	28,182,000	<b>211,365,000</b>	
<b>1.6.6 Civil Society groups, Private Sector and other NGOs involved in advocacy</b>	83,350,000	46,720,000	-	-	-	-	-	-	<b>130,070,000</b>	
<b>1.6.7 Annual budget statements</b>	28,182,000	28,182,000	28,182,000	28,182,0100	28,182,000	28,182,000	14,091,000	28,182,000	<b>211,365,000</b>	

include road safety issues										
Sub-total	228,554,000	190,838,000	132,190,000	137,050,000	130,030,000	117,242,000	87,937,000	131,730,000	1,155,571,000	
Outcome Target 1.7	<b>A communication strategy on road safety issues operationalized by 2023</b>									
1.7.1 Communication strategy developed, approved and implemented	83,350,000	46,720,000	-	-	-	-	-	-	130,070,000	
Sub-total	83,350,000	47,720,000	-	-	-	-	-	-	130,070,000	
Outcome Target 1.8	<b>Stakeholders' knowledge of road traffic issues enhanced</b>									
1.8.1 Stakeholders satisfaction surveys conducted	28,182,000	28,182,000	28,182,000	28,182,0100	28,182,000	28,182,000	14,091,000	28,182,000	211,365,000	
Sub-total	28,182,000	28,182,000	28,182,000	28,182,0100	28,182,000	28,182,000	14,091,000	28,182,000	211,365,000	
Total SO 1	643,211,000	1,068,799,000	706,856,000	501,710,500	712,490,500	495,139,000	475,063,000	545,436,000	5,006,400,000	
KEY RESULT AREA 2	<b>SAFER ROADS AND MOBILITY</b>									
Strategic Objective	<b>To gain better understanding of road traffic operational problems, locating potential hazardous road sections, identifying risk factors, developing accurate diagnosis and remedial measures and evaluating the effectiveness of road safety programs</b>									
Strategic Outcome 2	<b>Improved road crash data management</b>									

Outcome Target 2.1	Road safety database updated by 2023									
Related Outputs	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TEC	
<b>2.1.1 Road safety accident database fully automated</b>	18,700,000	24,345,000	19,985,000	16,705,000	16,705,000	16,705,000	12,285,000	12,285,000	<b>137,715,000</b>	DRTSS/MPS
<b>2.1.2 PDAs procured</b>	539,250,000	840,000,000	1,840,000,000	117,500,000	118,000,000	118,500,000	118,500,000	120,000,000	<b>3,811,750,000</b>	DRTSS/MPS
<b>2.1.3 Crash database updated</b>	-	-	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000	6,500,000	<b>31,500,000</b>	DRTSS/MPS
<b>2.1.4 Fully functioning public web site on road safety in place</b>	6,460,000	3,524,000	1,762,000	1,762,000	1,762,000	1,762,000	1,762,000	1,762,000	<b>20,556,000</b>	DRTSS/MPS
<b>2.1.5 Officers trained on data generation and management</b>	21,460,000	-	15,224,000	11,462,000	23,624,000	6,362,000	7,237,000	9,474,000	<b>94,843,000</b>	DRTSS/MPS
<b>2.1.6 Road traffic safety programs evaluated</b>	-	-	-	41,462,000	-	-	-	45,924,000	<b>87,386,000</b>	DRTSS/MPS
<b>Sub-total</b>	<b>585,870,000</b>	<b>867,869,000</b>	<b>1,880,971,000</b>	<b>193,391,000</b>	<b>165,091,000</b>	<b>148,829,000</b>	<b>145,784,000</b>	<b>195,945,000</b>	<b>4,098,391,300</b>	
<b>TOTAL SO 2</b>	<b>585,870,000</b>	<b>867,869,000</b>	<b>1,880,971,000</b>	<b>193,391,000</b>	<b>165,091,000</b>	<b>148,829,000</b>	<b>145,784,000</b>	<b>195,945,000</b>	<b>4,098,391,300</b>	
<b>KEY RESULT AREA 3</b>	<b>SAFER ROAD USERS</b>									

Strategic Objective	<b>To promote mobility, visibility and safety of vulnerable road users</b>									
Strategic Outcome 3	<b>Enhanced protection of vulnerable road users</b>									
Outcome Target 3.1	<b>20% reduction in pedestrian fatalities by 2030</b>									
Related Outputs	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>TEC</b>	<b>Source of Funding</b>
<b>3.1.1 Visibility of pedestrians by other road users improved</b>	124,032,500	134,032,500	144,032,500	174,032,500	184,032,500	194,032,500	204,032,500	204,032,500	<b>1,362,260,000</b>	
<b>3.1.2 VRU and motorists oriented on Road Safety issues</b>	87,237,500	87,237,500	87,527,500	87,737,500	88,787,500	89,837,500	90,257,500	90,887,500	<b>709,510,000</b>	
<b>3.1.3 Pedestrians and cyclists sensitized through radio &amp; TV programs and also through mobile vans</b>	183,080,000	188,080,000	193,080,000	198,080,000	203,080,000	213,080,000	218,080,000	223,080,000	<b>1,619,640,000</b>	
<b>Sub-total</b>	<b>394,350,000</b>	<b>409,350,000</b>	<b>424,640,000</b>	<b>459,850,000</b>	<b>475,900,000</b>	<b>496,950,000</b>	<b>512,370,000</b>	<b>518,000,000</b>	<b>3,691,410,000</b>	
Outcome Target 3.2	<b>3.2 15% reduction in bicyclist fatalities by 2030</b>									

<b>3.2.1 Visibility of bicyclist and motor cyclists by other road users improved</b>	109,000,000	116,000,000	123,000,000	136,400,000	149,800,000	149,500,000	142,500,000	149,500,000	<b>1,075,700,000</b>	
<b>3.2.2 Knowledge of cyclist on Road Safety issues enhanced</b>	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>109,000,000</b>	<b>116,000,000</b>	<b>123,000,000</b>	<b>136,400,000</b>	<b>149,800,000</b>	<b>149,500,000</b>	<b>142,500,000</b>	<b>149,500,000</b>	<b>1,075,700,000</b>	
<b>Outcome Target 3.3</b>	<b>3.3 5% of vulnerable primary schools informed on road safety information by 2030</b>									
<b>3.3.1 2,880 VPS are made aware of road traffic safety issues</b>	32,550,000	32,550,000	32,550,000	32,550,000	32,550,000	32,550,000	32,550,000	32,550,000	<b>260,400,000</b>	
<b>3.3.2 Road traffic safety Clubs established in primary schools</b>	9,075,000	9,075,000	9,075,000	9,075,000	9,075,000	9,075,000	9,075,000	9,075,000	<b>72,600,000</b>	
<b>3.3.3 Scholar patrols introduced in road side primary schools</b>	2,500,000	2,500,000	2,800,000	3,100,000	3,280,000	3,400,000	3,520,000	3,700,000	<b>24,800,000</b>	
<b>3.3.4 Road safety handbook distributed to all primary schools</b>	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	<b>20,000,000</b>	

<b>3.3.5 Road safety curriculum introduced in primary schools</b>	8,580,000	8,580,000	-	-	-	-	-	-	<b>17,160,000</b>	
<b>Sub-total</b>	<b>55,205,000</b>	<b>55,205,000</b>	<b>46,925,000</b>	<b>47,225,000</b>	<b>47,405,000</b>	<b>47,525,000</b>	<b>47,645,000</b>	<b>47,825,000</b>	<b>394,960,000</b>	
<b>Outcome Target 3.4</b>	<b>All newly constructed roads are forgiving and accommodative classified road networks by 2030</b>									
<b>3.4.1 Forgiving road traffic safety design standards updated</b>	361,340,000	14,250,000	14,250,000	-	-	-	-	-	<b>389,840,000</b>	
<b>3.4.2 Forgiving road traffic safety design standards enforced</b>	6,320,000	6,320,000	6,320,000	6,320,000	6,320,000	6,320,000	6,320,000	6,320,000	<b>50,560,000</b>	
<b>3.4.3 Road Safety Audit procedures reviewed</b>	18,250,000	-	-	-	-	-	-	-	<b>18,250,000</b>	
<b>3.4.4 Annual Road Safety Audits conducted</b>	605,020,000	610,000,000	612,000,000	615,000,000	617,000,000	618,000,000	620,000,000	622,000,000	<b>4,919,020,000</b>	
<b>3.4.5 Speed calming structures constructed in strategic places</b>	123,750,000	97,500,000	107,250,000	123,900,000	140,700,000	150,000,000	154,500,000	159,750,000	<b>1,057,350,000</b>	

<b>3.4.6 Stakeholder sensitization on the nature of the roads conducted</b>	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	<b>146,000,000</b>	
<b>Sub-total</b>	<b>1,132,930,000</b>	<b>746,320,000</b>	<b>758,070,000</b>	<b>763,470,000</b>	<b>782,270,000</b>	<b>792,570,000</b>	<b>799,070,000</b>	<b>806,320,000</b>	<b>6,581,020,000</b>	
<b>Outcome Target 3.5</b>	<b>3.5 20% reduction in number of fatalities in classified main and secondary road network by 2030</b>									
<b>3.5.1 Emergency medical response to road traffic accident improved</b>	100,000,000	104,000,000	110,000,000	114,000,000	120,000,000	130,000,000	134,000,000	140,000,000	<b>952,000,000</b>	
<b>3.5.2 Emergency medical response providers available to provide traffic accident services and transportation care</b>	44,600,000	-	-	-	-	-	-	-	<b>44,600,000</b>	
<b>3.5.3 Trauma care at the scene of accident improved</b>	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	<b>112,000,000</b>	
<b>3.5.4 VCFART established</b>	20,000,000	-	-	-	-	-	-	-	<b>20,000,000</b>	
<b>Sub-total</b>	<b>178,600,000</b>	<b>118,000,000</b>	<b>124,000,000</b>	<b>128,000,000</b>	<b>134,000,000</b>	<b>144,000,000</b>	<b>148,000,000</b>	<b>154,000,000</b>	<b>1,128,600,000</b>	

Outcome Target 3.6	<b>Safety specifications for spare parts and imported vehicles developed by 2030</b>										
3.6.1 Road traffic safety standards developed and adopted	-	18,250,000	33,375,000	-	-	-	-	-	-	51,625,000	
3.6.2 Awareness workshops on road traffic safety standards conducted	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	18,250,000	146,000,000	
3.6.3 Enforcement of the road safety standards conducted	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	96,000,000	
Sub-total	30,250,000	48,500,000	63,625,000	30,250,000	30,250,000	30,250,000	30,250,000	30,250,000	30,250,000	293,625,000	
TOTAL SO 3	1,900,335,000	1,493,375,000	1,540,260,000	1,565,195,000	1,619,625,000	1,660,795,000	1,679,835,000	1,705,895,000	1,705,895,000	13,165,315,000	
KEY RESULT AREA 4	<b>POST-CRASH RESPONSE</b>										
Strategic Objective	<b>To avoid preventable death and disability, limit the severity of the injury and the suffering caused by it, and ensure the crash survivor's best possible recovery and reintegration into the society</b>										
Strategic Outcome 4	<b>Improved post-crash care services</b>										
Outcome Target 4.1	<b>8 emergency centres functional along M1 roads by 2030</b>										
Related Outputs	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TEC		

<b>4.1.1 Emergency centres along M1 identified</b>	2,000,000,000	120,000,000	-	-	-	-	-	-	<b>2,120,000,000</b>	
<b>4.1.2 EMT capacity to provide emergency services enhanced</b>	-	27,750,000	-	-	-	-	-	-	<b>27,750,000</b>	
<b>4.1.3 New emergency centres constructed along M1</b>	28,182,000	1,000,000,000	1,000,000,000	1,500,000,000	2,000,000,000	-	-	-	<b>5,528,182,000</b>	
<b>Sub-total</b>	<b>2,028,182,000</b>	<b>1,147,750,000</b>	<b>1,000,000,000</b>	<b>1,500,000,000</b>	<b>2,000,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,675,932,000</b>	
<b>Outcome Target 4.2</b>	<b>80% trauma care centres equipped</b>									
<b>4.2.1 Trauma care capacity in secondary and tertiary level care facilities fully operational</b>	130,000,000	-	-	-	-	-	-	-	<b>130,000,000</b>	
<b>4.2.2 Health workers trained in primary trauma care</b>	-	13,600,000	14,160,000	9,600,000	13,600,000	13,600,000	13,600,000	13,600,000	<b>91,760,000</b>	
<b>4.2.3 4 Extraction machines procured</b>	-	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	-	-	-	<b>4,000,000,000</b>	

<b>Sub-total</b>	-	1,013,600,000	1,014,160,000	1,009,600,000	1,013,600,000	13,600,000	13,600,000	13,600,000	4,221,760,000	
<b>Outcome Target 4.3</b>	<b>4.3 25 % reduction of accident fatalities reported within 30 days by 2030</b>									
<b>4.3.1 Road Users involved in provision of First Aid services</b>	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	50,000,000	50,000,000	50,000,000	350,000,000	
<b>4.3.2 300 Traffic Police trained in provision of first aid services</b>	25,250,000	-	25,250,000	26,750,000	26,750,000	28,250,000	29,750,000	29,750,000	191,750,000	
<b>Sub-total</b>	65,250,000	40,000,000	65,250,000	66,750,000	66,750,000	78,250,000	79,750,000	79,750,000	541,750,000	
<b>Outcome Target 4.4</b>	<b>20% reduction of secondary accidents by 2030</b>									
<b>4.4.1 Bylaws on broken down vehicles developed /amended by Local Assemblies</b>	10,200,000	17,000,000	-	-	-	-	-	-	27,200,000	
<b>4.4.2 Local Council by laws enforced</b>	27,400,000	27,400,000	29,200,000	29,200,000	31,000,000	31,000,000	31,000,000	32,800,000	239,000,000	
<b>4.4.3 DRTSS towing all broken down vehicles on main roads</b>	150,000,000	150,000,000	160,000,000	160,000,000	160,000,000	160,000,000	160,000,000	170,000,000	1,270,000,000	
<b>Sub-total</b>	187,600,000	194,400,000	189,200,000	189,200,000	191,000,000	191,000,000	191,000,000	202,800,000	1,536,200,000	

<b>TOTAL SO 4</b>	2,281,032,000	2,395,750,000	2,268,610,000	2,765,550,000	3,271,350,000	282,850,000	284,350,000	296,150,000	13,975,642,000	
<b>KEY RESULT AREA 5</b>	<b>SAFER VEHICLES</b>									
<b>Strategic Objective</b>	<b>To steadily reduce the number of people killed and seriously injured on the roads of Malawi</b>									
<b>Strategic Outcome 5</b>	<b>Reduced severity of road accident injuries</b>									
<b>Outcome Target 5.1</b>	<b>50% seatbelt wearing rates for driver and front passenger in both urban and rural areas in force by 2027</b>									
<b>Related Outputs</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>TEC</b>	
<b>5.1.1 TTTFP Harmonized safety standards for motor vehicles, safety belts, child restraint systems and motor cycle helmet developed</b>	-	-	-	-	-	-	-	-	-	
<b>5.1.2 Road Safety Standards enforced on all vehicles</b>	18,500,000	-	-	-	-	-	-	-	18,500,000	
<b>5.1.3 Seatbelt wearing enforced</b>	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	204,000,000	

<b>5.1.4 Crash helmet wearing enforced</b>	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	25,500,000	<b>204,000,000</b>	
<b>5.1.5 Child restraint anchorage points enforced</b>	19,500,000	10,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	<b>129,000,000</b>	
<b>5.1.6 Roadside motor vehicles inspections conducted</b>	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	<b>31,000,000</b>	
<b>Sub-total</b>	<b>92,875,000</b>	<b>65,375,000</b>	<b>71,375,000</b>	<b>71,375,000</b>	<b>71,375,000</b>	<b>71,375,000</b>	<b>71,375,000</b>	<b>71,375,000</b>	<b>586,500,000</b>	
<b>Outcome Target 5.2</b>	<b>20% reduction in over speeding crimes by 2030</b>									
<b>5.2.1 Speed limits enforced</b>	6,875,000	6,875,000	6,875,000	6,875,000	6,875,000	6,875,000	6,875,000	6,875,000	<b>55,000,000</b>	
<b>5.2.2 Traffic Police capacity enhanced</b>	-	20,000,000	375,000,000	385,000,000	400,000,000	410,000,000	420,000,000	430,000,000	<b>2,440,000,000</b>	
<b>Sub-total</b>	<b>6,875,000</b>	<b>26,875,000</b>	<b>381,875,000</b>	<b>391,875,000</b>	<b>406,875,000</b>	<b>416,875,000</b>	<b>426,875,000</b>	<b>436,875,000</b>	<b>2,495,000,000</b>	
<b>Outcome Target 5.3</b>	<b>100% serious and fatal crashes investigated by 2030</b>									
<b>5.3.1 Accident Investigation committee established within the Directorate comprising of all relevant stakeholders</b>	-	-	-	-	-	-	-	-	-	

Sub-total	-	-	-	-	-	-	-	-	-	
<b>TOTAL SO 5</b>	<b>99,750,000</b>	<b>92,250,000</b>	<b>453,250,000</b>	<b>463,250,000</b>	<b>478,250,000</b>	<b>488,250,000</b>	<b>498,250,000</b>	<b>508,250,000</b>	<b>3,081,500,000</b>	
KEY RESULT AREA 6	<b>INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING</b>									
Strategic Objective	<b>To ensure that DRTSS and its partner institutions has the capacity to develop and implement appropriate management systems and procedures aimed at improving organizational efficiency and effectiveness in delivering road traffic safety services</b>									
Strategic Outcome 6	<b>Improved organizational efficiency and effectiveness</b>									
Outcome Target 6.1	<b>HR Capacity of DRTSS improved to 75% by 2030</b>									
Related Outputs	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>	<b>2027/2028</b>	<b>2028/2029</b>	<b>2029/2030</b>	<b>TEC</b>	
<b>6.1.1 Comprehensive skills development plan developed and implemented</b>	26,621,667	6,500,000	6,500,000	6,500,000	6,500,000	7,150,000	7,150,000	7,150,000	<b>74,071,667</b>	
<b>6.1.2 All vacant posts filled</b>	3,650,000	3,650,000	3,650,000	3,650,000	3,650,000	4,015,000	4,015,000	4,015,000	<b>30,295,000</b>	
<b>Sub-total</b>	<b>30,271,667</b>	<b>10,150,000</b>	<b>10,150,000</b>	<b>10,150,000</b>	<b>10,150,000</b>	<b>11,165,000</b>	<b>11,165,000</b>	<b>11,165,000</b>	<b>104,366,667</b>	
Outcome Target 6.2	<b>15% improvement in annual incremental funding towards road traffic safety programs</b>									

<b>6.2.1 A sustainable financial resources mobilization strategy developed and implemented</b>	11,208,000	12,248,000	12,248,000	15,620,000	11,208,000	12,248,000	12,248,000	12,248,000	<b>99,276,000</b>	
<b>6.2.2 Annual budget statement include road traffic safety provisions</b>	8,580,000	8,580,000	8,580,000	8,580,000	9,009,000	9,009,000	9,459,450	9,459,450	<b>71,256,900</b>	
<b>6.2.3 Technical and financial proposals developed</b>	12,800,000	12,800,000	12,800,000	12,800,000	12,800,000	-	-	-	<b>64,000,000</b>	
<b>6.2.4 Collection from insurance levy and other levies enhanced</b>	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	<b>128,000,000</b>	
<b>6.2.6 Internal controls and accountability systems strengthened</b>	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	<b>144,000,000</b>	
<b>Sub-total</b>	<b>66,588,000</b>	<b>67,628,000</b>	<b>67,628,000</b>	<b>71,000,000</b>	<b>67,017,000</b>	<b>55,257,000</b>	<b>55,707,450</b>	<b>55,707,450</b>	<b>506,532,900</b>	
<b>TOTAL SO 6</b>	<b>96,859,667</b>	<b>77,778,000</b>	<b>77,778,000</b>	<b>81,150,000</b>	<b>77,167,000</b>	<b>66,422,000</b>	<b>66,872,450</b>	<b>66,872,450</b>	<b>610,899,567</b>	
<b>GRAND TOTAL</b>	<b>5,607,057,667</b>	<b>5,995,821,000</b>	<b>6,927,725,000</b>	<b>5,570,246,500</b>	<b>6,323,973,500</b>	<b>3,142,285,000</b>	<b>3,150,154,450</b>	<b>3,318,548,450</b>	<b>40,035,811,567</b>	
<b>TOTAL ESTIMATED COST OF IMPLEMENTING THE STRATEGY</b>									<b>40,035,811,567</b>	

## Appendix 2: NRSS Implementation Plan

<b>Key Result Area 1</b>	<b>ROAD SAFETY MANAGEMENT</b>		
<b>Strategic Objective</b>	<b>To reduce crash risks and mitigate severity by managing the interfaces between the road users, the traffic infrastructure and the vehicles</b>		
<b>Strategic Outcome 1.0</b>	<b>Improved road traffic safety management</b>		
<b>Outcome Target</b>	<b>Output</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1 Road traffic safety management committees operationalized by 2026	1.1.1 National Steering Committee and Technical Working Groups (TWGs) established	MoTPW, DRTSS, MoH, MoEST, MPS, MOAM, MoLGRD, RA, RFA, MRA, NPC	2022 -2026
1.2 Road traffic safety laws and regulations enforced annually	1.2.1 Joint enforcement teams established	DRTSS, MPS	2022 - 2030
	1.2.2 TOT Training plan developed and implemented	DRTSS, MPS	2022 - 2030
1.3 Amended road Traffic Act and associated regulations enforced by 2027	1.3.1 Road Traffic Act Amended	MoTPW, MPS, DRTSS, RA, MoLGRD, LA, MOAM	2022 - 2023
	1.3.2 Road traffic safety regulations reviewed	MoTPW, MPS, DRTSS, RA, MoLGRD, LA, MOAM	2022 – 2023
1.4 Traffic law enforcement manuals operationalized by 2028	1.4.1 Driver training manual reviewed and implemented	DRTSS, MPS, RA	2022 - 2028
	1.4.2 Road side vehicle inspection manual reviewed (RSVIM)	DRTSS, MPS, RA	2022 - 2028
	1.4.3 Vehicle Inspection training manual reviewed (VITM)	DRTSS, MPS, RA	2022 - 2028
	1.4.4 Traffic law enforcement guidelines reviewed(TLEG)	DRTSS, MPS, RA	2022 - 2028
	1.4.5 Traffic law enforcement field handbook developed (TLEFHB)	DRTSS, MPS, RA	2022 - 2028
	1.4.6 Axle load handbook developed (ALHB)	DRTSS, MPS, RA	2022 - 2028

	1.4.7 Orientation on Traffic law enforcement manuals conducted	DRTSS, MPS, RA	2022 - 2030
1.5 Procurement plan for essential and modern traffic law enforcement equipment implemented annually	1.5.1 Modern traffic law equipment procured	DRTSS, MPS	2022 - 2030
1.6 Political will and support for the implementation of road traffic safety programs provided	1.6.1 High level sensitization meetings conducted	MoTPW, DRTSS, RA, RFA, National Assembly	2022 – 2030
	1.6.2 Statistical bulletins disseminated	DRTSS	2022 – 2030
	1.6.3 Press statements on Road traffic safety situation released	DRTSS, MPS	2022 – 2030
	1.6.4 Joint road safety press conferences conducted	MoTPW, DRTSS, RA, RFA, National Assembly	2022 – 2030
	1.6.5 Parliamentarians involved in mass dissemination of road traffic safety messages	MoTPW, DRTSS, RA, RFA, National Assembly	2022 – 2030
	1.6.6 Civil Society groups, Private Sector and other NGOs involved in advocacy	MoTPW, DRTSS, RA, RFA, National Assembly	2022 – 2030
	1.6.7 State of the National Address Annual budget statement include road safety issues	MoTPW, DRTSS, RA, RFA, National Assembly	2022 – 2030
1.7 A communication strategy on road safety issues operationalized by 2023	7.1.1 Communication strategy developed, approved and implemented	DRTSS, MPS, RA, RFA	2022 - 2023
	7.1.2 Stakeholders satisfaction surveys conducted	DRTSS, MPS, RA, RFA	2022 - 2030
<b>Key Result Area 2</b>	<b>SAFER ROADS AND MOBILITY</b>		
<b>Strategic Objective</b>	<b>To gain better understanding of road traffic operational problems, locating potential hazardous road sections, identifying risk factors, developing accurate diagnosis and remedial measures and evaluating the effectiveness of road safety programs</b>		
<b>Strategic Outcome 2.0</b>	<b>Improved road crash data management</b>		
<b>Outcome Target</b>	<b>Output</b>	<b>Responsibility</b>	<b>Timeframe</b>

2.1 Road safety database updated by 2023	2.1.1 Road safety accident database fully automated	DRTSS, MPS, RA	2022 - 2023
	2.1.2 PDAs procured	DRTSS, MPS	2022 - 2030
	2.1.3 Crash database updated	DRTSS, MPS	2022 - 2030
	2.1.4 Fully functioning public website on road safety in place	DRTSS	2022-2023
	2.1.5 Officers trained on data generation and management	DRTSS, MPS	2024 - 2030
	2.1.6 Road traffic safety programs evaluated	DRTSS, MPS, RA	2024-2025 & 2029-2030
<b>Key Result Area 3</b>	<b>SAFER ROAD USERS</b>		
<b>Strategic Objective</b>	<b>To promote mobility, visibility and safety of vulnerable road users</b>		
<b>Strategic Outcome 3.0</b>	<b>Enhanced protection of vulnerable road users</b>		
<b>Outcome Target</b>	<b>Output</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1 20% reduction in pedestrian fatalities by 2030	3.1.1 Visibility of pedestrians by other road users improved	MPS, DRTSS	2022 - 2030
	3.1.2 VRU and motorists oriented on Road Safety issues	MPS, DRTSS	2022 - 2030
	3.1.3 Pedestrians and cyclists sensitized through radio & TV programs and also through mobile vans	MPS, DRTSS	2022 - 2030
3.2 15% reduction in bicyclist fatalities by 2030	3.2.1 Visibility of bicyclist and motor cyclists by other road users improved	MPS, DRTSS	2022 - 2030
	3.2.2 Knowledge of cyclist on Road Safety issues enhanced	MPS, DRTSS	2022 - 2030
3.3 5% of vulnerable primary schools informed on road safety information by 2030	3.3.1 Knowledge of road traffic safety issues in primary school enhanced	MPS, DRTSS	2022 - 2030
	3.3.2 Road traffic safety Clubs established in primary schools	MPS, DRTSS	2022 - 2030

	3.3.3 Scholar patrols introduced in road side primary schools	MoEST, DRTSS, MPS	2022 - 2030
	3.3.4 Road safety handbook distributed to all primary schools	MoEST, DRTSS, MPS	2022 - 2030
	3.3.5 Road safety curriculum introduced in primary schools	MoEST, DRTSS, MPS	2022 - 2030
3.4 All newly constructed roads are forgiving and accommodative classified road network by 2030	3.4.1 Forgiving road traffic safety design standards updated	RA, RFA, DRTSS, MPS	2022 - 2025
	3.4.2 Forgiving road traffic safety design standards enforced	RA, RFA, DRTSS, MPS	2022 - 2030
	3.4.3 Road Safety Audit procedures reviewed	RA, RFA, DRTSS, MPS	2022 - 2030
	3.4.4 Annual Road Safety Audits conducted	RA, RFA, DRTSS, MPS	2022 - 2030
	3.4.5 Speed calming structures constructed in strategic places	RA, RFA, DRTSS, MPS	2022 - 2030
	3.4.6 Stakeholder sensitization on the nature of the roads conducted	RA, RFA, DRTSS, MPS	2022 - 2030
3.5 20% reduction in number of fatalities in classified main and secondary road network by 2030	3.5.1 Emergency medical response to road traffic accident improved	MoH, MPS, DRTSS, RA, RFA	2022 - 2030
	3.5.2 Emergency medical response providers available to provide road traffic accident scene and transportation care	MoH, MPS, DRTSS, RA, RFA	2022 - 2030
	3.5.3 Trauma care at the scene of accident improved	MoH, MPS, DRTSS, RA, RFA	2022 - 2030
	3.5.4 VCFART established in communities along main and secondary roads targeting black spot areas	MoH, MPS, DRTSS, RA, RFA	2022 - 2030
3.6 Safety specifications for spare parts and imported vehicles developed by 2027	3.6.1 Road traffic safety standards developed and adopted	RA, DRTSS, MBS, MRA	2022 - 2025

	3.6.2 Awareness workshops on road traffic safety standards conducted	RA, DRTSS, MBS, MRA	2022 – 2030
	3.6.3 Enforcement of the road safety standards conducted	RA, DRTSS, MBS, MRA RA	2022 - 2030
<b>Key Result Area 4</b>	<b>POST CRASH RESPONSE</b>		
<b>Strategic Objective</b>	<b>To avoid preventable death and disability, limit the severity of the injury and the suffering caused by it, and ensure the crash survivor’s best possible recovery and reintegration into the society</b>		
<b>Strategic Outcome 4.0</b>	<b>Improved delivery of post-crash care services</b>		
<b>Outcome Target</b>	<b>Output</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1 8 Emergency centres functional along M1 roads by 2030	4.1.1 Emergency centres along M1 identified	DRTSS, MoH, RA, RFA,	2022-2030
	4.1.2 EMT capacity to provide emergency services enhanced	DRTSS, RA, MoH	2022 - 2030
	4.1.3 New emergency centres constructed along M1	DRTSS, RA, MPS, RFA, MoH	2022 - 2030
4.2 80% trauma care centres equipped	4.2.1 Trauma care capacity in main and district hospitals strengthened	DTRSS, MoH, MRA,MoF,RA,RFA	2024 - 2030
	4.2.2 Health workers trained in primary trauma care	MoH, DRTS, MPS	2023 - 2030
	4.2.3 4 Extraction machines procured	DRTSS, MoH, MPS	2024 2027
4.3 25 % reduction of accident fatalities reported	4.3.1 Road Users involved in provision of First Aid services	MoH, RA, DRTSS, MPS	2022 - 2030
	4.3.2 1,200 Traffic Police trained in provision of first aid services	MoH, MoEST, MPS, MRCS	2030 2030
4.4 20% reduction of secondary accidents by 2027	4.4.1 Bylaws on broken down vehicles developed /amended by Local Assemblies	Local Authorities, DRTSS, MPS, RA	2022 - 2024
	4.4.2 Local Councilby laws enforced	LA, DRTSS, MPS	2022 - 2030
	4.4.3 DRTSS towing all broken down vehicles on main roads within 12 hours	DRTSS, Local Authorities, MPS	2024-2030

<b>Key Result Area 5</b>	<b>SAFER VEHICLES</b>		
<b>Strategic Objective</b>	<b>To steadily reduce the number of people killed and seriously injured on the roads of Malawi</b>		
<b>Strategic Outcome 5.0</b>	<b>Reduced severity of road accident injuries</b>		
<b>Outcome Target</b>	<b>Output</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.1 50% seatbelt wearing rates for driver and front passenger in both urban and rural areas in force by 2030	5.1.1 Harmonized safety standards for motor vehicles, safety belts, child restraint systems and motor cycle helmet developed	DRTSS, MPS, MBS, MRA	2022-2030
	5.1.2 Road Safety Standards enforced on all vehicles	DRTSS, MBS, MRA	2022-2030
	5.1.3 Seatbelt wearing enforced	MPS, DRTSS	2022-2030
	5.1.4 Crash helmet wearing enforced	MPS, DRTSS	
	5.1.5 Child restraint anchorage points enforced	DRTSS, MBS, MRA, MPS	2022 - 2030
	5.1.6 Motor vehicle roadside inspections conducted	DRTSS, MPS	2022 - 2030
5.2 20% reduction in over speeding crimes by 2030	5.2.1 Speed limits enforced	DRTSS, MPS	2022 - 2030
	5.2.2 Traffic Police capacity enhanced	DRTSS, MPS	2022 - 2030
5.3 100% serious and fatal crashes investigated within 12 hours by 2030	5.3.1 Accident Investigation Committee established within the Directorate comprising of all relevant stakeholders	DRTSS, MoH, MPS, RA	2022 - 2030
5.4 Drunk driving related deaths reduced by 50% by 2030	5.4.1 Adequate breathalyzers procured and utilized	MPS, DRTSS	2022 - 2030
5.5 By 2030 all new and existing roads achieve a 3 star rating or better	5.5.1 Road safety audits and treatments for existing roads enforced	RA	222 - 2030
	5.5.2 All new roads satisfy a 3 star rating or better	RA	2022 - 2030
<b>Key Result Area 6</b>	<b>INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING</b>		

<b>Strategic Objective</b>	<b>To ensure that DRTSS and its partner institutions has the capacity to develop and implement appropriate management systems and procedures aimed at improving organizational efficiency and effectiveness in delivering road traffic safety services</b>		
<b>Strategic Outcome 6.0</b>	<b>Improved Organizational efficiency and effectiveness</b>		
<b>Outcome Target</b>	<b>Output</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.1 HR Capacity of DRTSS improved to 75% by 2030	6.1.1 Comprehensive skills development plan developed and implemented	DRTSS	2022 - 2030
	6.1.2 All vacant posts filled	DRTSS	2022 - 2030
6.2 15% improvement in annual incremental funding towards road traffic safety programs	6.2.1 A sustainable financial resources mobilization strategy developed and implemented	DRTSS, MPS, RA, RFA	2022 – 2030
	6.2.2 Annual budget statement include road traffic safety provisions	DRTSS	2022 - 2030
	6.2.3 Technical and financial proposals developed	DRTSS, MPS, RFA, RA	2022 - 2030
	6.2.4 Collection from insurance levy and other levies enhanced	DRTSS	2022 - 2030
	6.2.5 Law enforcement exercises enhanced	DRTSS, MPS	2022 - 2030
	6.2.6 Internal controls and accountability systems strengthened	DRTSS	2022 - 2030

**Appendix 3: List of Participants to the Strategic Plan Review and Priority Setting Workshop: 22<sup>th</sup> September – 2<sup>nd</sup> October, 2021, Andrews Hotel, Mangochi**

No	Name	Designation	Institution	Cell Number	E-mail
1	Andrew K Sandula	DRTSS	DRTSS	0994573686	aksandula@gmail.com
2	Annie Kandoje	Deputy Director-Safety	DRTSS	0994667099	<a href="mailto:kandoje.annie@gmail.com">kandoje.annie@gmail.com</a>
3	Sitiopa Kadongola	Deputy Director-ICT	DRTSS	0999804120	<a href="mailto:sdakado@gmail.com">sdakado@gmail.com</a>
4	James Gumulira	CRTO-ACE	DRTSS	0995661989	<a href="mailto:jegumulira@gmail.com">jegumulira@gmail.com</a>
5	Madalitso Kuyera	CRTO-Enforcement	DRTSS	0999677411	<a href="mailto:madakuyera@yahoo.com">madakuyera@yahoo.com</a>
6	Madalitso Gunsaru	RRTO-South	DRTSS	0999897953	<a href="mailto:madagunsaru@gmail.com">madagunsaru@gmail.com</a>
7	Leonard Mtonya	RRTO-Central	DRTSS	0999315382	<a href="mailto:mtonyalenny@gmail.com">mtonyalenny@gmail.com</a>
8	Maurice Mabvumbe	RRTO-North	DRTSS	0999619039	mscmabvumbe@yahoo.co.uk
9	Owen Nalivaka	Chief Economist	DRTSS	0999224760	<a href="mailto:nalivakaob@yahoo.com">nalivakaob@yahoo.com</a>
10	Ganizani Liwewe	Chief Economist	MoTPW	0999949513	ganizani.liwewe@mail.gov.mw
11	Angellina Makwecha	PRTO-ACE/PRO	DRTSS	0999229000	angyma2007@yahoo.com
12	Gryson Msuku	PRTO/Acting RRTO E	DRTSS	0999875909	msukugkc@yahoo.com
13	Steven T Banda	RTO-VLC	DRTSS	0995260076	stevenbanda48@yahoo.com
14	Blessings Mushani	Economist	DRTSS	0999042048	blessingsmushani@gmail.com
15	Andy Kabhaghe	Secretary	DRTSS	0997569169	<a href="mailto:ndkatanga@gmail.com">ndkatanga@gmail.com</a>
16	Abel Mwamlima	Facilitator	PMC	0999934324	wake.abale@gmail.com

**Appendix 4: List of Participants to the NRSS 2022 – 2030 Draft Strategic Plan Review Meeting held at Thope Lodge, Mponela on 9<sup>th</sup> and 10<sup>th</sup> December, 2021**

No	Name	Designation	Institution	Cell Number	E-mail
1	Andrew K Sandula	DRTSS	DRTSS	0994573686	aksandula@gmail.com
2	Annie Kandoje	DD-Safety	DRTSS	0994667099	<a href="mailto:kandoje.annie@gmail.com">kandoje.annie@gmail.com</a>
3	Love Ngalande	DD-TM	DRTSS	0999911067	ngalandel@yahoo.com.au
4	Steve Manyozo	Researcher	KUHES	0992552425	<a href="mailto:sdmanyozo@medcol.mw">sdmanyozo@medcol.mw</a>
5	Elias Sisy	CDE	Roads Authority	0888861640	<a href="mailto:esisya@ra.org.mw">esisya@ra.org.mw</a>
6	Aubrey E Nyanga	TRSE	Roads Authority	0888312352	<a href="mailto:anyanga@ra.org.mw">anyanga@ra.org.mw</a>
7	Ganizani Liwewe	Chief Economist	MoTPW	0999949513	<a href="mailto:ganizani.liwewe@mail.gov.mw">ganizani.liwewe@mail.gov.mw</a>
8	Happy Mwenechanya	Economist	MoTPW	0999636915	<a href="mailto:hmwenechanya@gmail.com">hmwenechanya@gmail.com</a>
9	Yankho Luwe	AgDDCMRS	MoH	0992751939	<a href="mailto:yankho.luwe@health.gov.mw">yankho.luwe@health.gov.mw</a>
10	Darwin Pangani	Dep Dir LG	MoLG	0999576895	<a href="mailto:darwinpangani@gmail.com">darwinpangani@gmail.com</a>
11	Simon Divala	SCE	DoR-MoTPW	0994111390	<a href="mailto:simondivala6@gmail.com">simondivala6@gmail.com</a>
12	Owen Nalivaka	Chief Economist	DRTSS	0999224760	<a href="mailto:nalivakaob@yahoo.com">nalivakaob@yahoo.com</a>
13	Yowoyani Kalua	HRMO	DRTSS	0999241637	<a href="mailto:yowoyaninkhwazi@yahoo.co.uk">yowoyaninkhwazi@yahoo.co.uk</a>
14	Agnes Mononga	PHRMO	DRTSS	0999510081	<a href="mailto:maungenam@gmail.com">maungenam@gmail.com</a>
15	Mandi Kambali	PRTO-RL	DRTSS	0999587949	<a href="mailto:mandikambali@gmail.com">mandikambali@gmail.com</a>
16	Blessings Mzingwitsa	Traffic Operations	MPS	0980904555	<a href="mailto:blessingsmzingwitsa@gmail.com">blessingsmzingwitsa@gmail.com</a>
17	Alexander B Moyo	DD Traffic	MPS	0993664471	<a href="mailto:moyoalexanderbrave@gmail.com">moyoalexanderbrave@gmail.com</a>
18	Hendrick Sauzande	Admin Manager	MRA	0995263636	<a href="mailto:hsauzande@mra.mw">hsauzande@mra.mw</a>
19	Maxwell Maida	SDPS-Infrastructure	NPC	0999587993	<a href="mailto:mmaida@npc.mw">mmaida@npc.mw</a>

20	Mayamiko Kamwendo	Secretary	MOAM	0999567800	<a href="mailto:kmayamiko@gmail.com">kmayamiko@gmail.com</a>
21	George Vakusi	DDSTI	MoE	0991408639	<a href="mailto:vakusigm@yahoo.com">vakusigm@yahoo.com</a>
22	Jacqueline Chipao	APO	DRTSS	0999644898	<a href="mailto:chipaojacque@gmail.com">chipaojacque@gmail.com</a>
23	Angellina Makwecha	PRTO-ACE/PRO	DRTSS	0999229000	Angyma2007@yahoo.com
24	Gift Minofu	Secretary	DRTSS	0999138053	<a href="mailto:ggkminofu@gmail.com">ggkminofu@gmail.com</a>
25	Blessings Mushani	Economist	DRTSS	0999042048	<a href="mailto:blessingsmushani@gmail.com">blessingsmushani@gmail.com</a>
26	Abel Mwamlima	Facilitator	PMC	0999934324	<a href="mailto:wake.abel@gmail.com">wake.abel@gmail.com</a>
27	Christopher M Kuyera	CRTO-Enforcement	DRTSS	0999677411	<a href="mailto:madakuyera@yahoo.com">madakuyera@yahoo.com</a>
28	Richard Manjanja	CTO	RFA	0888873816	<a href="mailto:rmanjanja@rfamw.com">rmanjanja@rfamw.com</a>

**Appendix 5: List of Participants to the NRSS 2022 – 2030 NRSS Stakeholder’s Workshop on Implementation Plan and Cost Matrix held at Chikho Hotel, Mponela on 8<sup>th</sup> and 12<sup>th</sup> February, 2022**

No	Name	Designation	Institution	Cell Number	E-mail
1	Andrew K Sandula	DRTSS	DRTSS	0994573686	aksandula@gmail.com
2	Mrs Annie Kandoje	DD-Safety	DRTSS	0994667099	<a href="mailto:kandoje.annie@gmail.com">kandoje.annie@gmail.com</a>
3	Solomon Chirambo	PE	MoTPW	0999953904	<a href="mailto:somchirambo@yahoo.com">somchirambo@yahoo.com</a>
4	Steve Manyozo	Researcher	KUHES	0992552425	<a href="mailto:sdmanyozo@medcol.mw">sdmanyozo@medcol.mw</a>
5	Elias Sisy	CDE	Roads Authority	0888861640	<a href="mailto:esisya@ra.org.mw">esisya@ra.org.mw</a>
6	Aubrey E Nyanga	TRSE	Roads Authority	0888312352	<a href="mailto:anyanga@ra.org.mw">anyanga@ra.org.mw</a>
7	Ganizani Liwewe	Chief Economist	MoTPW	0999949513	<a href="mailto:ganizani.liwewe@mail.gov.mw">ganizani.liwewe@mail.gov.mw</a>
8	Happy Mwenechanya	Economist	MoTPW	0999636915	<a href="mailto:hmwenechanya@gmail.com">hmwenechanya@gmail.com</a>
9	Yankho Luwe	AgDDCMRS	MoH	0992751939	<a href="mailto:yankho.luwe@health.gov.mw">yankho.luwe@health.gov.mw</a>
10	Darwin Pangani	Dep Dir LG	MoLG	0999576895	<a href="mailto:darwinpangani@gmail.com">darwinpangani@gmail.com</a>
11	Simon Divala	SCE	DoR-MoTPW	0994111390	<a href="mailto:simondivala6@gmail.com">simondivala6@gmail.com</a>
12	Owen Nalivaka	Chief Economist	DRTSS	0999224760	<a href="mailto:nalivakaob@yahoo.com">nalivakaob@yahoo.com</a>
13	Yowoyani Kalua	HRMO	DRTSS	0999241637	<a href="mailto:yowoyaninkhwazi@yahoo.co.uk">yowoyaninkhwazi@yahoo.co.uk</a>
14	Agnes Mononga	PHRMO	DRTSS	0999510081	<a href="mailto:maungenam@gmail.com">maungenam@gmail.com</a>
15	Mandi Kambali	PRTO-RL	DRTSS	0999587949	<a href="mailto:mandikambali@gmail.com">mandikambali@gmail.com</a>
16	Blessings Mzingwitsa	Traffic Operations	MPS	0980904555	<a href="mailto:blessingsmzingwitsa@gmail.com">blessingsmzingwitsa@gmail.com</a>
17	Alexander B Moyo	DD Traffic	MPS	0993664471	<a href="mailto:moyoalexanderbrave@gmail.com">moyoalexanderbrave@gmail.com</a>
18	Hendrick Sauzande	Admin Manager	MRA	0995263636	<a href="mailto:hsauzande@mra.mw">hsauzande@mra.mw</a>
19	Maxwell Maida	SDPS-Infrastructure	NPC	0999587993	<a href="mailto:mmaida@npc.mw">mmaida@npc.mw</a>

20	Mayamiko Kamwendo	Secretary	MOAM	0999567800	<a href="mailto:kmayamiko@gmail.com">kmayamiko@gmail.com</a>
21	George Vakusi	DDSTI	MoE	0991408639	<a href="mailto:vakusigm@yahoo.com">vakusigm@yahoo.com</a>
22	Jacquelline Chipao	APO	DRTSS	0999644898	<a href="mailto:chipaojacque@gmail.com">chipaojacque@gmail.com</a>
23	Angellina Makwecha	PRTO-ACE/PRO	DRTSS	0999229000	Angyma2007@yahoo.com
24	Gift Minofu	Secretary	DRTSS	0999138053	<a href="mailto:ggkminofu@gmail.com">ggkminofu@gmail.com</a>
25	Blessings Mushani	Economist	DRTSS	0999042048	<a href="mailto:blessingsmushani@gmail.com">blessingsmushani@gmail.com</a>
26	Abel Mwamlima	Facilitator	PMC	0999934324	<a href="mailto:wake.abel@gmail.com">wake.abel@gmail.com</a>
27	Offin Munami	Programmer	DRTSS	0996584994	<a href="mailto:munamieo@gmail.com">munamieo@gmail.com</a>
28	Kelvin Kamanga	PSA	DRTSS	0995436915	<a href="mailto:kelva09@gmail.com">kelva09@gmail.com</a>
29	Gift Kalilangwe	PSA	DRTSS	0995406055	<a href="mailto:gkalilangwe@yahoo.com">gkalilangwe@yahoo.com</a>
30	Steven Banda	RTO-VLC	DRTSS	0995260076	<a href="mailto:stevenbanda48@yahoo.com">stevenbanda48@yahoo.com</a>
31	Christopher M Kuyera	CRT0-Enforcement	DRTSS	0999677411	<a href="mailto:madakuyera@yahoo.com">madakuyera@yahoo.com</a>
32	Andy Kabhaghe	Secretary	DRTSS	0997569169	<a href="mailto:ndkatanga@gmail.com">ndkatanga@gmail.com</a>
33	Moses Chauluka	Vice President	RTOA	0999912348	<a href="mailto:rexmos79@gmail.com">rexmos79@gmail.com</a>
34	Gryson Msuku	PRTO/Ag RRTO E	DRTSS	0999875909	<a href="mailto:msukugkc@yahoo.com">msukugkc@yahoo.com</a>
35	Dorothy Kawale	TatPol	MPS	0885593777	<a href="mailto:dorothy_kawale@yahoo.com">dorothy_kawale@yahoo.com</a>
36	Maurice Mabvumbe	RRTO-North	DRTSS	0999619039	<a href="mailto:mscmabvumbe@yahoo.co.uk">mscmabvumbe@yahoo.co.uk</a>
37	Madalitso Gunsaru	RRTO-South	DRTSS	0999897953	<a href="mailto:madagunsaru@gmail.com">madagunsaru@gmail.com</a>
38	Antonio Kamanga	Administrator	KCH	0980494250	<a href="mailto:abelkamanga@ymail.com">abelkamanga@ymail.com</a>
39	Lloyd Banda	RTA	DRTSS	0999606042	<a href="mailto:lloydbanda28@gmail.com">lloydbanda28@gmail.com</a>
40	Twambilire Munthali	Accountant	DRTSS	0999537110	<a href="mailto:twambiliremunthali@yahoo.com">twambiliremunthali@yahoo.com</a>
41	Richard Manjanja	CTO	RFA	0888873816	<a href="mailto:rmanjanja@rfamw.com">rmanjanja@rfamw.com</a>

42	Sitiopa Kadongola	DD-ICT	DRTSS	0999804120	<a href="mailto:sdakado@gmail.com">sdakado@gmail.com</a>
43	Leonard Mtonya	RRTO-Central	DRTSS	0999315382	<a href="mailto:mtonyalenny@gmail.com">mtonyalenny@gmail.com</a>

**Appendix 6: List of Participants to the NRSS 2022 – 2030 NRSS Stakeholder’s Workshop on realigning the draft NRSS to the decade of Action for Road Safety at Sunbird Capital Hotel, Lilongwe on**

No	Name	Designation	Institution	Cell Number	E-mail

## Appendix 6: List of Reference Materials Consulted

No.	Documents consulted
1	Comprehensive Medium-Term Implementation Framework: 2020 - 2025
2	Directorate of Road Traffic and safety Services Strategic Plan: 2017 - 2022
3	Global Plan of Action: Decade of Action for Road safety 2021 - 2030
4	Malawi Vision 2063
5	National Road Safety Strategy: 2015 - 2020
6	National Transport Master Plan
7	National Transport Master Plan: Road Sub-Sectoral Plan
8	National Transport Policy 2019

