

KAMPALA CAPITAL CITY ROAD SAFETY STRATEGY

2021-2030

SAFER STREETS . SAFE USERS



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COVER ILLUSTRATION
A typical day in the Kampala
Central Business District (CBD)
characterized by various motorists
and road users criss-crossing the
busy City streets.

**Illustrated by Micheal Joshua
Wamakuyu/Visual Disruptive Inc.**

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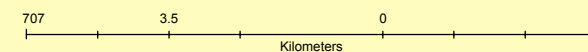
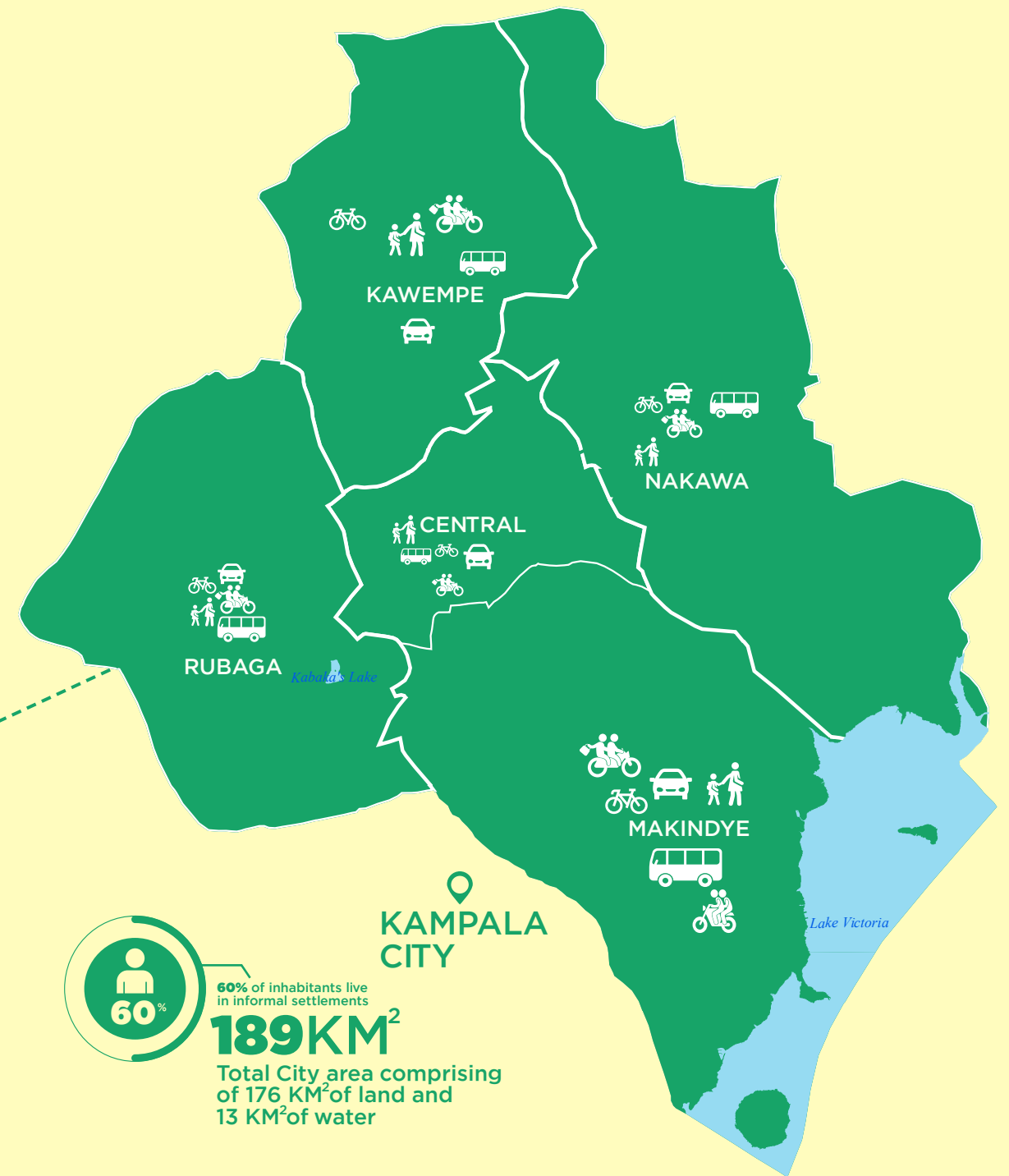
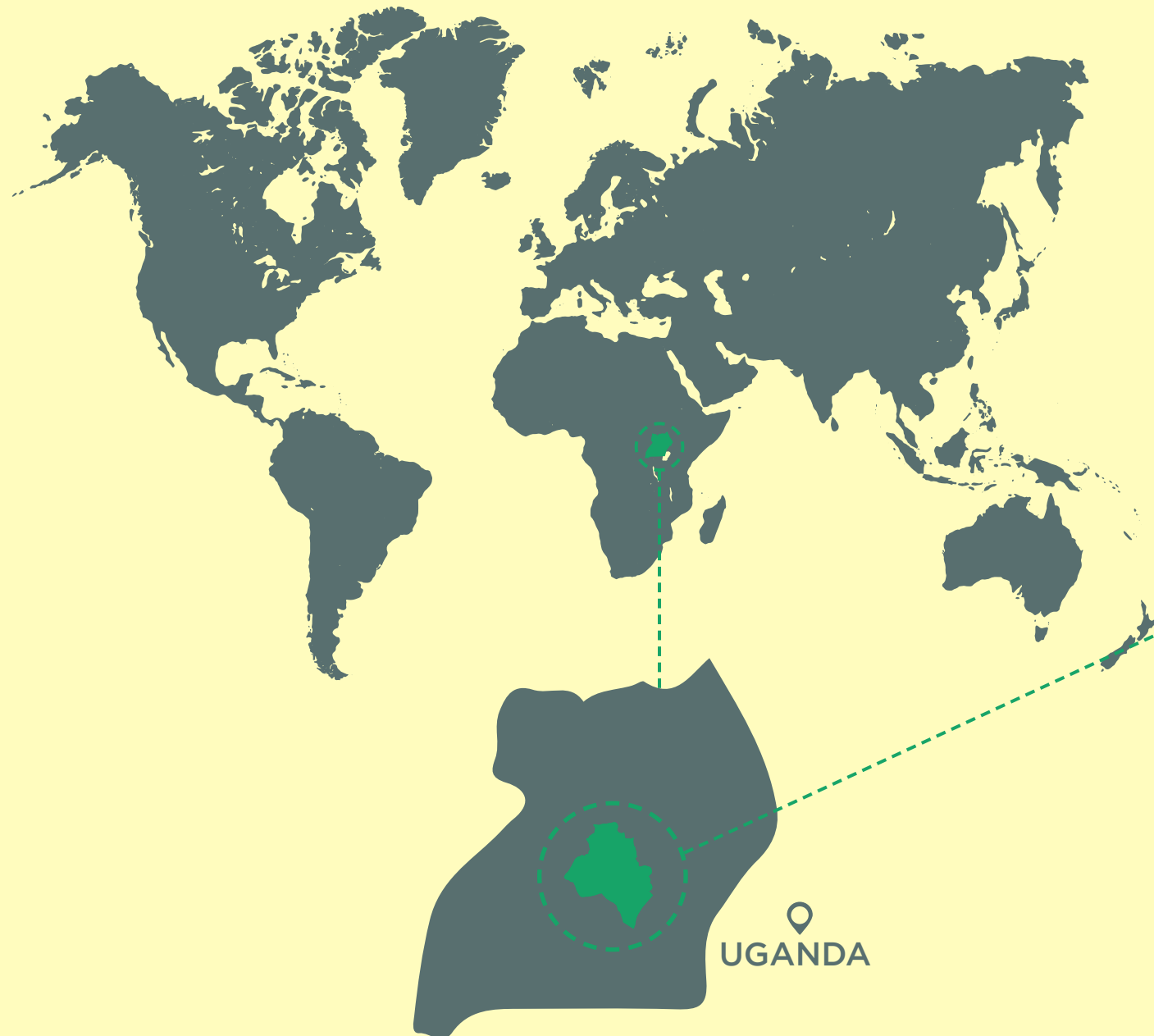


A passenger without a helmet
aboard a speeding motor cycle
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KAMPALA-UGANDA

Uganda's Capital City
located in the Eastern
region of Africa



- Extents of Kampala City
- Water body

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Riding through the NMT corridor in Namirembe, Kampala
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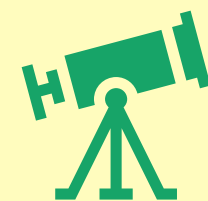
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ACRONYMS

KCCA	Kampala Capital City Authority
BIGRS	Bloomberg Philanthropies Initiative for Global Road Safety
Boda-boda	Commercial public transport motorcycle
CSO	Civil Society Organization
GKMA	Greater Kampala Metropolitan Area
GKMP	Greater Kampala Master Plan
GoU	Government of Uganda
HGV	Heavy Goods Vehicle
ICC-U	Injury Control Centre, Uganda
KCCA	Kampala Capital City Authority
Matatu	14-seater Public Service Vehicle
MoES	Ministry of Education and Sports
MoWT	Ministry of Works and Transport
NTMP	National Transport Master Plan
PSV	Public Service Vehicle
RSS	Road Safety Strategy
RTI	Road Traffic Injury
UBOS	Uganda Bureau of Statistics
UNBS	Uganda National Bureau of Standards
UNRA	Uganda National Roads Authority
URF	Uganda Road Fund
UGX	Ugandan Shillings
USD	United States Dollars
UPF	Uganda Police Force
TLB	Transport Licensing Board
TA	Technical Assistance
TSDP	Transport Sector Development Plan



ABOUT KCCA



VISION

To be a Vibrant, Attractive
and Sustainable City



MISSION

To Deliver Quality Services
to the City

CORE VALUES

1



1 Client Care

Attending to all client needs fairly,
professionally and in a timely
manner

2



2 Integrity

Honesty, transparency and
accountability in the execution
of our Work

3



3 Team work

Working collectively towards
the achievement of a
common objective

4



4 Innovativeness

Use of creative approaches
in addressing the city needs

5



4 Excellence

Delivering services with a high
standard of performance to
the city

FOREWORD

“ Road safety is a shared responsibility and this City Road Safety Strategy has been a result of combined effort of both National and International stakeholders in road safety.



Hon. Betty Amongi
Minister, Kampala Capital
City & Metropolitan Affairs

Kampala Capital City is experiencing a period of increased social and economic activity across all sectors. This comes with an increase in transport activities on our roads and the need to prioritize road safety.

It is estimated that each year, road traffic crashes claim over 1.35 million lives and leave up to 50 million people injured around the world. Projections indicate an increase of 7-9% per annum in road fatalities through 2021 in the East African Community region and according to more statistics, the majority of road crash victims are aged between 5 and 29 years. In Kampala, at least one fatal crash occurs on the City's road network daily.

In a strategic effort to reduce the number of road crashes from its road network, Kampala Capital City Authority with support from the Government, international partners and Civil Society Organisations has developed a Road Safety Strategy for Kampala Capital City (2021–2030) with an objective of reducing the number of road crashes in the City by 50% by the year 2030.

This strategy will be supported by periodic implementation plans laying out specific road safety improvement activities that will be executed over the period.

Road safety is a shared responsibility and this City Road Safety Strategy has been a result of combined effort of both national and international stakeholders in road safety, guided by the existing national roads regulations with a long-term approach to tackling the road carnage problem. It is also aligned with the Ministry of Works and Transport National Road Safety Policy.

Achieving lasting change in improved road safety requires the government, private partners, civil society and the community to work together, and I call upon everyone to commit to this cause and play their part diligently. The office of the Minister for Kampala and Metropolitan Affairs is committed to seeing to it that the implementation of the proposed interventions is done so as to achieve our targets, make our City road network safer and achieve a healthier city for all residents and visitors.

On behalf of the City of Kampala, I would like to acknowledge everyone who has helped to produce this Road Safety Strategy.



Jinja Road by night.
© Micheal Joshua Wamakuyu/KCCAImages



Jinja road traffic grid-lock
by night. © BIGRS/KCCAImages

FOREWORD

The strategy also brings to light the objectives of the Non-Motorized Transport (NMT) Policy, a key area prioritizing vulnerable road users.



H.W. Erias Lukwago
Lord Mayor, Kampala Capital City

The Kampala City Road Safety Strategy (RSS) 2021-2030 sets the long term strategic direction of the Road Safety Department of the City administration. This is conscripted with a vision to achieve a Kampala road and street network that is forgiving to users and where the public is safe from road crashes, injuries and all sorts of fatalities. The strategy is in sync with the goal of the National Road Safety Policy to have a safe and well maintained road network and recognizes proven international approaches of Safe Systems approach as the main driver of achieving road safety through proper road safety management, safe roads, safe road users, safe speeds, safe vehicles and efficient post-crash care.

The strategy also brings to light the objectives of the Non-Motorized Transport (NMT) Policy, a key area prioritizing vulnerable road users. We therefore need to prioritize this strategy if we are to provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

Over the Strategy period, the road safety department will focus on interventions aimed at reducing the incessant number of crashes, fatalities and injuries on the City's road network by at least 50% by 2030. With technical support from the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS), the Strategy broadly outlines how Kampala City will work to achieve the desired goal using evidence-based methods that have been tried and tested to save lives.

I wish to express my appreciation to all who contributed to the development of this City Road Safety Strategy and as the City Lord Mayor, I would like to endorse this cause and express my commitment to the implementation of the proposed interventions, so that we can build synergies of having safer roads and streets.

I encourage all City stakeholders, residents and visitors of Kampala City to embrace this effort meant to improve our endeavors in achieving a vibrant, attractive, livable, resilient and sustainable City.

Let us continue working together, for a better city.

FOREWORD

I congratulate the team upon achieving this milestone and urge us all to welcome and adopt this strategy as a guide to a city free of road crashes and translate this into action and implementation.



Dorothy Kisaka
KCCA Executive Director

Road casualties are a global problem. They adversely affect health, economic development and social development. This Road Safety Strategy for Kampala Capital City has been made to address the socio-economic challenge of road crashes on the City's road network. It is estimated that in Uganda, over 3,000 people die as a result of road crashes and approx. 300 of those are in the Kampala Metropolitan Area.

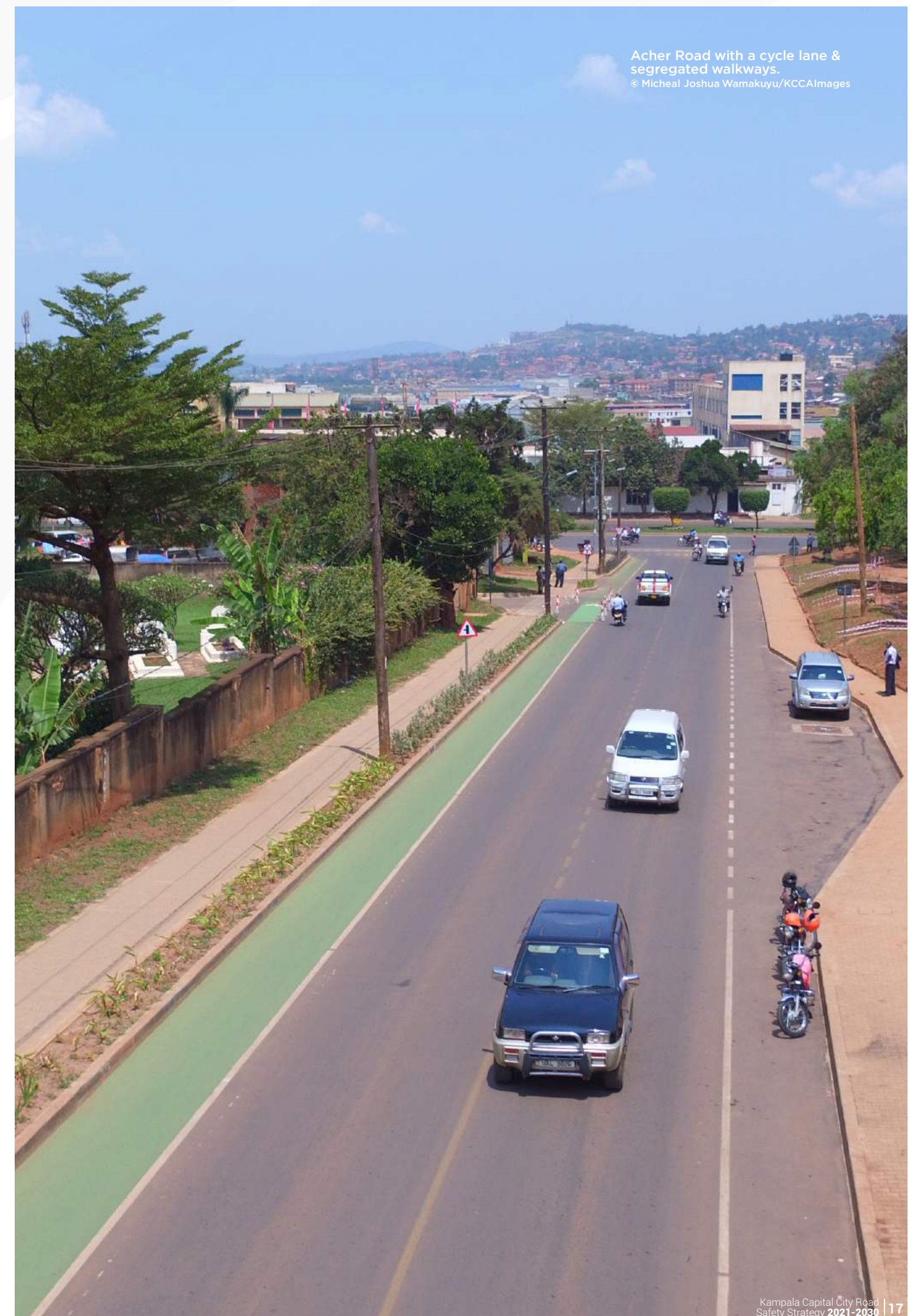
Since 2011, Kampala Capital City Authority has prioritized road infrastructure and implemented projects and programs geared towards improving transport and mobility in the City. However, the increasing road crashes can undermine the gains being made by these efforts.

This strategy is therefore, part of KCCA's efforts to ensure a road network that is safe for its residents and visitors as well as achieve UN Sustainable Development Goals 3 and 11 that respectively state; by 2020, halve the number of global deaths and injuries from road traffic accidents by 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

Our commitment is that the interventions proposed in this strategy shall be implemented in line with our work philosophy that emphasises an inclusive participatory approach to ensure collective responsibility for all the interventions and implementations that will be put in place. We believe in building and beautifying both the inner and outer infrastructure.

I congratulate the team upon achieving this milestone and urge us all to welcome and adopt this strategy as a guide to a city free of road crashes and translate this into action and implementation.

We wish to thank Bloomberg Philanthropies and its international partners for all the financial and technical support extended to Kampala Capital City under the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS).



Acher Road with a cycle lane & segregated walkways.
© Micheal Joshua Wamakuyu/KCCAImages

ACKNOWLEDGMENTS

This document would not have been possible without the kind support, partnership and co-operation of many individuals and organizations.

The City is indebted to the Ministry of Works and Transport, Uganda National Roads Authority, Uganda Police Force Directorate of Traffic and Road Safety and Makerere University School of Public Health for their guidance, constant feedback and for providing necessary information regarding the formulation of this document.

Appreciation also goes to the different Civil Society Organizations (CSOs) championing road safety, FABIO, Civil Society Coalition on Transport Uganda (CISCOT), Safe Way Right Way, Advocates for Public Spaces, Uganda Road Accident Reduction Network Organization (URRENO), Global Alliance of NGOs for Road Safety among others; that invested time and resources into supporting the formulation of this document.

Lastly, special gratitude and recognition goes to Bloomberg Philanthropies and all its partners under the Bloomberg Philanthropies Initiative for Global Road Safety, BIGRS, for inviting Kampala City to join a network of cities and national government with access to global experts on road safety, partnering to implement data-driven solutions which prevent traffic crashes and deaths in Kampala.

EXECUTIVE SUMMARY



KAMPALA METROPOLITAN AREA HAS THE HIGHEST REGISTERED VEHICLES IN UGANDA



UGANDA REGISTERED 12858 CRASHES IN 2019

3407
OF THESE ARE FATAL

93%
OF THE WORLD'S FATALITIES ARE IN LOW & MIDDLE INCOME COUNTRIES



Road safety is one of the most pertinent community issues of not just Kampala City, but the country at large, and globally. With 93% of the world's fatalities on the roads occurring in low and middle-income countries, even though these countries have approximately 60% of the world's vehicles, it is estimated that if not curbed, road traffic crashes are predicted to become the fifth leading cause of death in the world by 2030. (WHO)

Kampala Metropolitan area has the largest number of registered vehicles in Uganda, and the highest number of road crashes compared to other parts of the country. Kampala City alone registered more than 3,000 crashes and over 300 road traffic fatalities in 2019, according to statistics by the Uganda Police Force.

The entire country registered 12,858 crashes with 3,407 of those fatal. Road traffic crashes and associated consequences have a great impact on development and general well-being of residents in Kampala and Uganda at large. Studies show that road crashes cost low and middle – income countries an equivalent of 5% of the GDP (WHO, 2017).

Therefore, given that GDP of Uganda for FY 2018/19 was UGX 128,694 Billion (UBOS), the cost of road crashes to the GDP of Uganda was $5\% \times 128,694 = \text{UGX } 6,431$ or approximately UGX 6.4 Trillion Shillings.

The significant financial and social impact of

road crashes are some of the many reasons why road safety must be prioritized. This would ensure that the country's economic resources are directed to activities fostering development as opposed to covering expenses that arise as a result of road crashes.

In line with the country's commitment to the second United Nations Decade of Action for Road Safety 2021-2030 and with support from the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS), the Kampala City Road Safety Strategy 2021 - 2030 presents a vision to achieve a Kampala road and street network that is forgiving to users and where all people are safe from crashes as they use the roads.

The strategy takes into account the principles of the Safe Systems approach and the pillars of the UN Decade of Action as guiding frameworks in establishing recommended interventions. These frameworks have been adapted to local critical issues, generating recommendations that aim to reduce the number of road crashes and road crash fatalities by 50% by the year 2030.

These opportunities include expansion of Non-Motorised Transport (NMT) infrastructure, effective implementation of planned interventions, proper allocation of resources towards road safety, prioritization of road safety, innovation, massive sensitization and education of road users, crash data collection and use, and much more inclusive stakeholder participation.



The strategy reviews existing policies, interventions and efforts already in place towards improving road safety in the City, then identifies opportunities to improve existing infrastructure and policies, and proposes new, data-driven, ideas to reduce crashes and enable safer roads.

The strategy therefore focuses on ensuring that proposed interventions are streamlined in a realistic, implementable and measurable manner and seeks to improve coordination among the different stake holders in road safety. Considering the road safety challenges observed in the City, the strategy identifies and outlines interventions that will be executed in accordance with periodic and phased implementation plans over the 10-year period; with those capable of having high impact and capable of being implemented with ease prioritized. Each phase will be guided by a 2-year implementation plan which identifies priority, high-impact investments, financing and implementation partners for recommended actions. The strategy sets a target to reduce the number of crashes and road traffic fatalities in Kampala City by 50% by the year

2030, using a baseline of 3,640 crashes and 333 deaths from 2019, registered by the Uganda Police Force in 2019.

The strategy hinges on effective road safety management to oversee that implementation of proposed interventions is achieved. With vulnerable road users being greatly affected, emphasis needs to be placed on developing and refining the City's infrastructure design aimed at protecting this group of road users.

The strategy covers different aspects of road safety in a holistic manner and will be successfully achieved when there is increased investment towards road safety programs and a significant reduction in Road traffic injuries and fatalities in the city



A vulnerable user in between motorists during peak hour traffic.
© BIGRS/KCCAImages



THE STRATEGY HOPES TO ACHIEVE THE FOLLOWING

Fulfill KCCA's mission to deliver quality services to the City and its vision to be a vibrant, attractive and sustainable City.

Advocating for and KCCA mainstream capacity building

Improve safety and quality of life for all road users.

Improve road safety data management system which contain coordination mechanism, data management system, regulatory framework, and funding.

Harmonization of the existing standards, road rules and legislation for the city's benefit

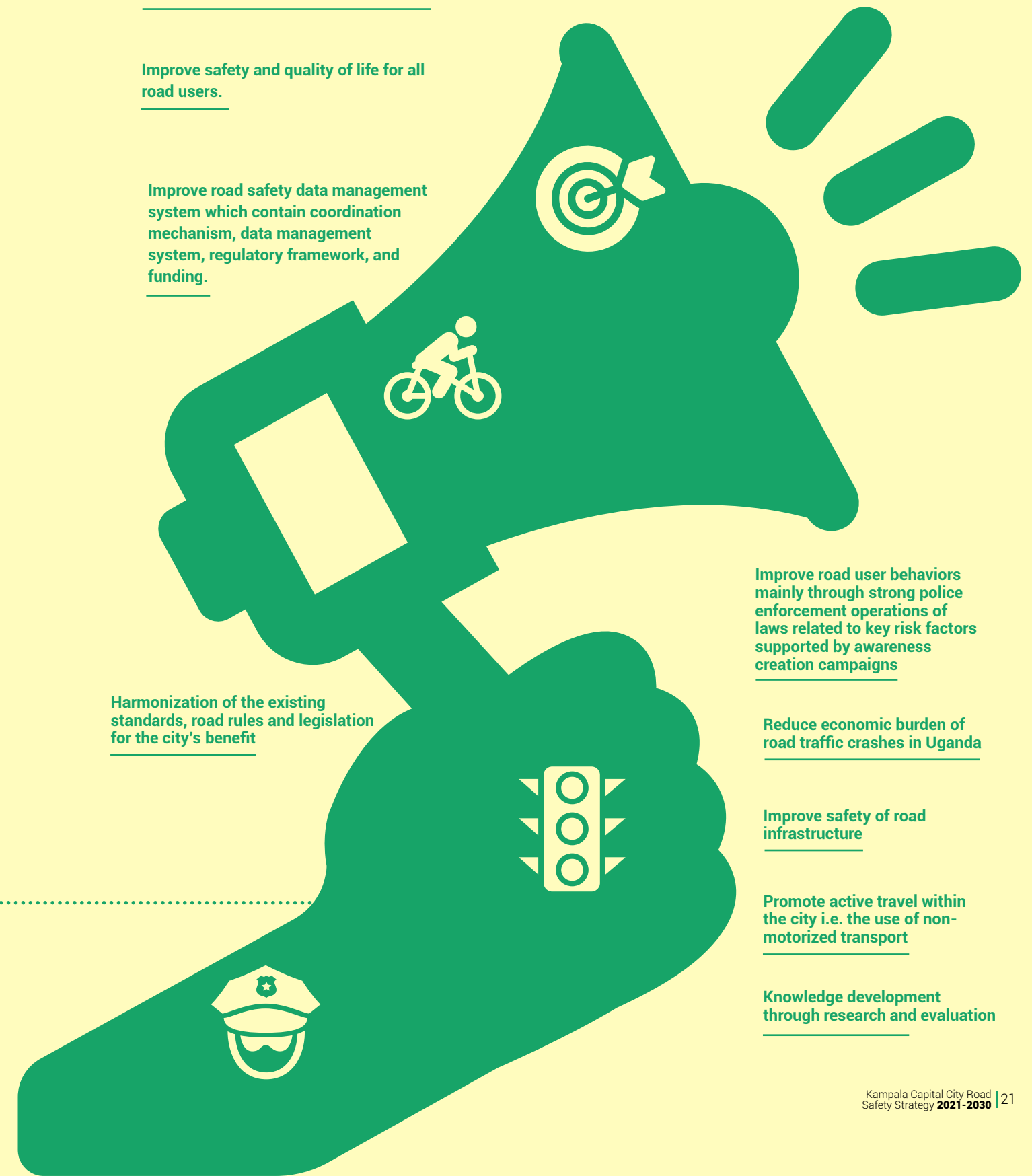
Improve road user behaviors mainly through strong police enforcement operations of laws related to key risk factors supported by awareness creation campaigns

Reduce economic burden of road traffic crashes in Uganda

Improve safety of road infrastructure

Promote active travel within the city i.e. the use of non-motorized transport

Knowledge development through research and evaluation



1

INTRODUCTION



KAMPALA'S KEY TRANSPORT MODES
ROAD SAFETY POLICIES AND REGULATIONS
PURPOSE OF ROAD SAFETY STRATEGY
SAFE SYSTEM APPROACH TO ROAD SAFETY

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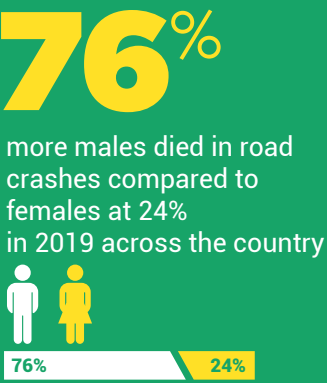


KAMPALA'S KEY TRANSPORT MODES



Figure 1: Transport modes in Kampala Capital City

Globally, Road Traffic Injuries (RTIs) are the leading cause of death among 15 to 29 year olds, of which



An infant exposed to motor traffic in an unsafe road environment
© BIGRS/KCCAImages

INTRODUCTION



ROAD TRAFFIC INJURIES ARE THE LEADING CAUSES OF DEATH



RTI COST COUNTRIES APPROXIMATELY 3% OF THEIR GDP



PEDESTRIANS ACCOUNT FOR 39% & 38% OF TRAFFIC CRASHES

Globally, Road Traffic Injuries (RTIs) are the leading cause of death among 15 to 29 year olds, of which 22% are pedestrians.

A 2017 report by the World Bank Group [The High Toll of Traffic Injuries: Unacceptable and Preventable; The Macro-Economic And Welfare Benefits of Reducing Road Traffic Injuries in Low & Middle-Income Countries – The World Bank Group, Global Road Safety Facility (GRSF)] showed also, that RTIs affect the economy of a country through reduced labor productivity and labor supply, as well as reduced savings and investment.

In addition, a report (Managing Speed, 2017) released by the World Health Organisation (WHO) estimates that road traffic crashes are estimated to cost countries approximately 3% of their GDP, with the economic losses in low- and middle-income countries equivalent to 5% of GDP.

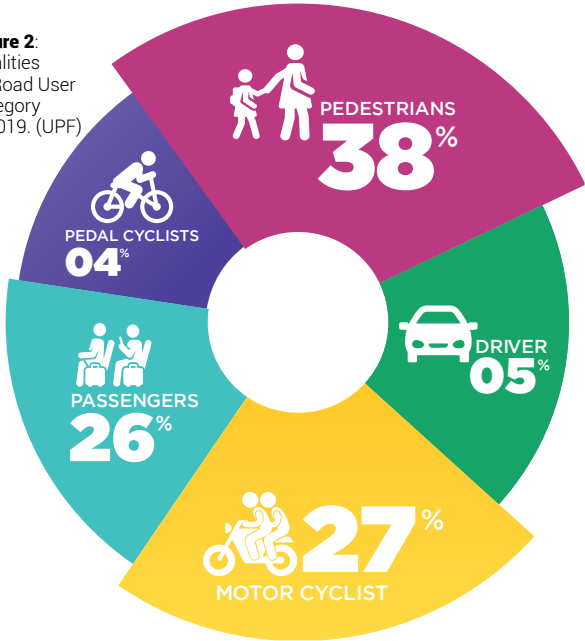
According to Uganda Bureau of Statistics the GDP of Uganda for FY

2018/19 was UGX 128,694 Billion. Therefore, the cost of road crashes to the GDP was 5% x 128,694 = UGX 6,431 or approximately UGX 6.4 Trillion Shillings.

According to the Global Burden of Disease estimates (Institute for Health Metrics and Evaluation - IHME), road traffic injuries are the 10th leading cause of death in Uganda, and the Uganda Police Annual Crime reports have in the past years reported that when compared to other regions in the country, Kampala Metropolitan Area registers the highest number of road crashes and these, at any one point, affect every citizen of the City directly and indirectly.

The 2018 and 2019 reports showed that in the country, pedestrians accounted for 39% and 38% of registered national road traffic crash fatalities respectively; this was closely followed by motorcyclists at 23.8% and 27.4% respectively.

Figure 2: Fatalities by Road User Category in 2019. (UPF)



The distribution of road casualties as per Uganda Traffic Police Annual Crime Report 2019 is as such that, 76% males died due to road crash injuries as compared to females at 24%. This could be mainly attributed to the fact that the males are more likely to engage in dangerous road user behavior like over speeding or drink driving than female road users.

More fatalities were also recorded for persons below 35years and these accounted for 56% (2,170) of all the fatalities, and these included school children and the youth actively engaged in productive income generating activities. (UPF)



Crashed vehicles
© John Paul Agaba/KCCAImages

ROAD USER CATEGORY	2019	2018	% CHANGE
Driver	194	202	-4.0
Motor Cyclist	1064	878	21.2
Pedal Cyclist	136	160	-15.0
Passenger on motorcycle	422	380	11.1
Passengers in light Omnibus	82	93	-11.8
Passengers in medium Omnibus	08	30	-73.3
Passengers in heavy Omnibus	27	48	-43.8
Passengers in other vehicles	462	474	-2.5
Pedestrians	1485	1424	4.3
TOTAL	3880	3689	5.2

Table 1: Comparison of fatalities by road user group 2019 & 2018 (UPF).

AGE	MALE	FEMALE	TOTAL
Below 18	354	253	607
18-24	479	91	570
25-34	834	159	993
35-44	572	123	695
45-54	274	81	355
55-64	153	63	216
65-74	89	56	145
Above 75	51	41	92
Unkown 75	156	51	207
TOTAL	2962	918	3880

Table 2: Fatalities by Road User Category in 2019. (UPF)



Wreck of a crashed vehicle
© John Paul Agaba/KCCAImages



7000
CRASHES REGISTERED
IN 2018 & 2019

52%

OF THESE OCCUR
IN THE GKMA

Research by the Makerere University School of Public Health (Geospatial Distribution of Pedestrian Injuries and Associated Factors in the Greater Kampala Metropolitan Area, Uganda - January 2020) further discovered that over 52% of the registered Road Traffic Injuries nationally, occur in the Greater Kampala Metropolitan Area – GKMA.

In 2018 and 2019, Kampala Capital City registered more than seven thousand (7,000) traffic crashes resulting in over six hundred (600) lives lost and over three thousand (3,000) seriously injured. (Uganda Police Force) It is also important to note that a number of crashes and other road accidents go unreported and therefore undocumented by the relevant authorities.

NATURE OF CRASHES	2018	2019
Fatal	294	333
Serious	1851	1779
25-34	1629	1528
TOTAL	3774	3640

Table 3: Nature of Road Traffic Crashes for Kampala city in 2018 & 2019. (UPF)

ROAD SAFETY POLICIES AND REGULATIONS

Road safety policy in Uganda is set at the national level by the Ministry of Works and Transport, while implementation of regulatory measures in Kampala City is the responsibility of the Kampala Capital City Authority (KCCA). KCCA coordinates with the Uganda Police Force in the Ministry of Internal Affairs, to enforce laws that promote road safety. The Ministry of Works and Transport also provides policy and strategic guidance to parastatal bodies under its supervision, coordinating on key issues such as road safety, throughout the country.

Policy Statement 5.3 of The National Road Safety Policy 2019 by Ministry of Works and Transport guides that Government shall address capacity constraints in all road safety institutions through technical assistance and training programmes. One of the immediate priorities highlighted under this statement was the establishment of a Traffic Planning and Road Safety Unit in Kampala Capital City Authority and for KCCA to develop a Road Safety (action) Plan.

Additionally, as outlined in the Kampala Capital City (Amendment) Act, 2019, the Authority is the governing body of the Capital City and as such, some of its transport functions are listed as follows



CONSTRUCT AND
MAINTAIN ROADS



CONSTRUCT AND
MAINTAIN DRAINS



INSTALL AND
MAINTAIN STREET
LIGHTS



ORGANIZE AND
MANAGE TRAFFIC



CARRY OUT
PHYSICAL
PLANNING AND
DEVELOPMENT
CONTROL



ASSIST IN
MAINTENANCE
OF LAW, ORDER
AND SECURITY

The Act further states under Schedule 3, Part A, function No. 18, that KCCA will be responsible for promoting schemes of housing, health, education and road safety sensitization.

Section 3 of The Roads Act (2019) describes Kampala Capital City Authority (KCCA) as a Roads Authority and stipulates that the roads authority shall ensure road safety during development and maintenance of public roads as well as manage the use of public roads with the aim of providing safe and adequate infrastructure for road transportation.



Pedestrian crossing facility
© Micheal Joshua Wamakuyu /KCCAImages

PURPOSE OF THE ROAD SAFETY STRATEGY



KEY STAKEHOLDERS HAVE BEEN ENGAGED AT ALL LEVELS

The purpose of this City Road Safety Strategy (RSS) is to highlight the road safety challenges on Kampala's road network, outline the causes of traffic crashes and thereafter suggest interventions on how to improve the situation and make the city safer for its residents and visitors alike. The RSS will be implemented in prioritized phases over the period and target risk factors crucial for the sustained reduction in road injuries and fatalities.

Different City stakeholders from government agencies, private sector, civil society, and the public were engaged to guarantee engagement of the process and comprehensiveness of the strategy through participation of the key parties as far as safety on the City's road network and streets is concerned.

The RSS seeks to demonstrate KCCA's commitment to improving the City's road safety by documenting the evidence based solutions to implement, and bringing together stakeholders to attain a vibrant, attractive and sustainable City, free of road trauma and carnage. The strategy is based on the safe-system approach to road safety and the proposed interventions are spread across the five pillars.



Traffic Police officer operates a speed gun.
© ASP Damson Namara
/Uganda Police Images

SAFE SYSTEM APPROACH TO ROAD SAFETY

The Safe System Approach is a method of road safety management, based on the principle that human beings are prone to error every so often, but errors by road users should not result in severe injury or death while on the road. It is the globally accepted best-practice approach to addressing the road safety crisis and shifts the blame of road crash fatalities and injuries from road user behavior and choices to a system of shared responsibility with human fragility at the center. (World Bank, GRSF) It

is also recommended by the UN General Assembly Resolution on Improving Global Road Safety.

Therefore, the responsibility of road safety falls on policy makers, planners, designers, engineers, health agencies, enforcement agencies and even the media and road users, whether motorized or non-motorized are responsible for complying with the system's set rules.

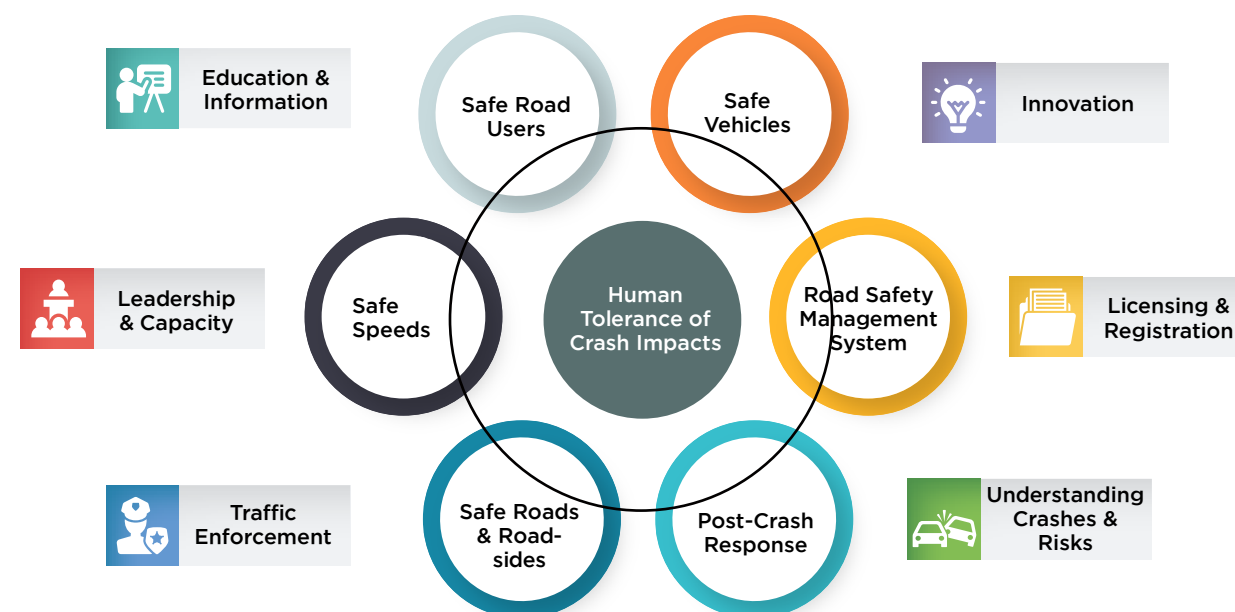


Figure 3: Illustration of the Safe System Approach

As a guiding principle in section 4 of the Global Plan for the Decade of Action for Road Safety 2011-2020 (that was extended to 2021 - 2030), the approach aims to develop a road transport system that acknowledges and is able to accommodate human error and take into consideration human imperfection, susceptibility to physical force, the vulnerability of the human body and that people should not pay by death or serious injury even for their mistakes on the road network.

The goal of safe system approach is to ensure that these mistakes do not lead to a crash and in the event that a crash does occur, it is adequately managed so

as not to cause a death or a permanent disability. The long-term goal of the approach is elimination of death and serious injuries on a country's roads.

The approach also aligns road safety management with broader ethical, socioeconomic and environmental goals. By creating partnerships where governments work closely with other groups, it tackles other problems associated with road traffic, such as congestion, noise and air pollution, insufficient or lack of physical activity and the health conditions associated with that.



2

CRITICAL ROAD SAFETY ISSUES



ROAD SAFETY LEADERSHIP & ADMINISTRATION
ROAD USER BEHAVIOUR
STATE OF ROAD INFRASTRUCTURE
SPEED MANAGEMENT

34
34
41
42



The City of Kampala is growing quickly, and the road safety challenges faced in Kampala are changing alongside development patterns, transportation trends and regulation. City streets are increasingly congested, and difficult to navigate, while the most vulnerable road users face added threats such lack of safe walkways, open roadside drains and utility manholes.

According to a wide range of stakeholder input and data analysis, including analysis of the Uganda Police annual crime reports, the following critical road safety issues were identified:

ROAD SAFETY LEADERSHIP & ADMINISTRATION

- Lack of a city road safety strategy and clear implementation plan.
- Lack of agency at city-level to direct road safety interventions.
- Insufficient funding for road safety interventions
- Insufficient data on road crashes within the City
- Unregulated public transport contributing to almost 70% of the road crashes.
- Poor coordination between road agencies like UNRA and KCCA
- Weak enforcement of existing laws and regulations

ROAD USER BEHAVIOR

- Limited public education about road safety
- Unruly/reckless driving
- Poor driver training
- Resistance from road users to enforcement of the laws and regulations
- Over speeding by drivers

- Drink driving and driving under the influence of substances

ROAD INFRASTRUCTURE

- Inadequate pedestrian facilities and facilities for persons with disability (PWD)
- Poorly marked roads and lack of road signage
- Insufficient road width for all road users
- Vehicle and pedestrian congestion
- Lack of cycling lanes
- Poor road quality and lack of road maintenance
- The city roads are faced with high volumes of Vehicles and pedestrian.
- Lack of cycling lanes, cycle networks and lack of integration with existing road networks
- Poorly maintained roads characterized by potholes and eroded shoulders
- Lack of designated area for public transport loading/unloading and driver attitudes towards available infrastructure
- City parking policy which culminates into illegal parking

COLLABORATIVE AREAS

- Inadequate post-crash services and victim care facilities
- Use of vehicles that are in dangerous mechanical condition
- Unregulated city transport system

When examining the Uganda Police Annual Crime Reports, the majority of crashes reported (10,785) were reported to be caused by the road user including reckless driving, careless, careless driving, careless pedestrian and over speeding (Seen in Table 4).

In order to truly understand the effect of the human factor on crashes, it is important to distinguish between driver behavior (i.e. driving

style that results in errors and violations), and driving skills (i.e. performance and knowledge of proper road use). Closer study of these trends, and the interventions required to reduce crashes, is needed moving forward.

These statistics also indicate a need for safer road infrastructure, especially for the most vulnerable road users.



Vulnerable users competing for space with motorists along Entebbe road during the construction of the flyover
© Zahara Abdul/KCCAImages

CAUSES OF CRASHES	NATURE OF ACCIDENT			
	FATAL	SERIOUS	MINOR	TOTAL
Reckless Driving	1770	2240	1076	
Over Speeding	102	158	62	
Over Loading	10	18	09	
Dangerous Loading	18	19	13	
Under Influence of alcohol	28	60	40	128
Careless Pedestrian	361	489	275	
Careless Driving	835	2587	1740	
Passenger falls off vehicle	43	33	13	89
Dazzled by Lights	15	14	09	38
Obstacle on carriage way	01	01	02	04
DMC	111	160	108	
Unknown cause	113	213	112	
TOTAL	3407	5992	3459	

Table 4: Nature of Crashes with respect to Causes in 2019 in Uganda . (UPF)

Traffic situation along
Burton street during
rush hour
© Peter Gastelow



ROAD SAFETY MANAGEMENT



INSTITUTIONAL CAPACITY, DATA MANAGEMENT AND FINANCING ROAD SAFETY

The National Works and Transport sector Development Plan 2015/16 – 2019/20 noted the need for future developments in the sector to include comprehensive road safety measures with the ultimate objective of reducing road crashes and fatalities through instituting proper road safety management measures and well-coordinated crash response mechanisms.

I. GOVERNANCE

Management and leadership are key factors in effectively implementing this strategy and improving road safety in Kampala. There is no road safety lead agency or a systematic process of identifying road safety needs, policy formulation, legislation and regulation, implementing interventions and further monitoring and evaluation. To ensure a systematic and sustainable road safety approach, this strategy needs to be supported by establishing a governance mechanism with overall responsibility for oversight and coordination of road safety works within the various stakeholders. Specific institutional management functions need to be identified and road safety needs to be one of the key goals of the different stakeholders involved.

II. DATA MANAGEMENT SYSTEM

A road safety data collection and surveillance system assessment conducted by Vital Strategies in June, 2020, highlighted the following gaps in the City's road safety management:



Lack of reliable and disaggregated crash data and reporting: the crash data collected and compiled by the traffic Police is on a national scale, and is collected manually, making it difficult to gather, store and retrieve Kampala specific data for the purpose of decision makin



Mortality counts from single data source (Police) – the City solely relies on data from the Uganda Police which is not always linked to the City's hospitals and this creates a problem of reliability and accuracy of the data.



Lack of consistent follow up of injury cases for possible fatal outcomes – there is no evidence of follow-up of crash victims and therefore some fatalities that are a result of crashes are not documented.



No city-specific reporting of road crash outcomes - as a result it is impossible to assess the magnitude of crashes, deaths and injuries in the city.



Limited routine use of crash and injury data for planning and monitoring – implying an unsatisfactory data-use culture among various stakeholders for planning and monitoring of outcomes.

III. REGULATORY FRAMEWORK

Road safety is regulated solely at national level by Traffic and Road Safety Act (1998) and the Traffic and Road safety Regulation of 2004. A road safety legal review conducted by GHAI (2019) highlights the followings gaps in laws related to the five risk factors;

a. Helmet use: helmet use is mandatory for the driver and the passenger (max. One passenger per motorcycle allowed); however, there is no obligation to fasten the helmet. The TRSA defines motorcycles as motor vehicles with less than four wheels, the unladen weight of which does not exceed 400kg. The law does not stipulate helmet standards and solely refers to the "highest international standards". Measures taken to mandate motorcycle taxi riders to carry two helmets and reflective jackets were reversed in the face of opposition from riders and owners. e-bikes: the helmet use obligation does not apply to e-bikes as they are nonexistent in Uganda.

b. Seat belt use: seat belts are mandatory for the driver and all passengers. There are no seat belt standards for imported vehicles, but vehicles older than twelve years may not be imported anymore.

c. Drink driving: the BAC limit for all drivers is 0.08%, which is different from 0.05% recommended by WHO.

d. Speed: the speed limit for all vehicles is 50 km/h in urban areas, trading centres and other built-up areas, and 80 km/h in rural areas. Local governments do not have the authority to set speed limits.

e. Child Restraints: not regulated.



A boda-boda cyclist riding an overloaded motor cycle
© Micheal Joshua Wamakuyu /KCCAImages

IV. FINANCING MECHANISMS FOR ROAD SAFETY

Currently there is no cross-organization funding dedicated to improving road safety. The city needs to ensure the presence of a sustainable funding mechanism that will be required to implement interventions proposed in this strategy.

ROAD USER BEHAVIOUR

71%



**OF MOTORCYCLE RIDERS
IN KAMPALA HAD HELMETS
AVAILABLE FOR THEIR OWN
USE—BUT DO NOT USE THEM**

A joint study by Uganda Injury Control
Center, and the United States Center for
Disease Control revealed



According to the Uganda Police annual report, most countrywide road crashes documented in 2019 were attributed to road user faults, including reckless or careless driving, over speeding, driving under the influence of alcohol and dangerous loading. This implies a need to improve both driver education, and road safety enforcement, as many crashes can be linked to violations of the traffic rules by drivers, passengers or pedestrians.

In Kampala, motorcyclists are a particular risk group in traffic as they have little physical protection but also because they are mostly male, and therefore members of the high-risk group. Furthermore, there is low helmet use by motorcycle drivers and passengers, increasing severity of injury in the event of a road crash.

A joint study by Uganda Injury Control Center, and the United States Center for Disease Control revealed that 71.1% of motorcycle taxi drivers in Kampala had helmets available for their own use, but do not use them, citing reasons that included helmets being uncomfortable and too heavy. It is important to note that section 3 of the Traffic and Road Safety (Motorcycles) Regulations, 2004, stipulates that a rider is expected

to wear a crash helmet at all times while riding a motorcycle. Key road user behavior problems identified in Kampala include, but are not limited to; speeding, distracted driving (mobile phone use), disobeying traffic signs, lights and crosswalks, and impaired driving (under influence of alcohol or controlled substances). Although external risk factors play a role in determining road user behavior, the expectation of enforcement is a key factor in the frequency of road errors and violations due to behavior. If road users do not expect to receive fines or penalties for breaking rules, the frequency of behavior problems will continue.

The road culture and environment also impact driver behavior. This includes factors at the personal level such as gender, age, attitude and cognitive process, and at the community level such as organizational and community expectations.

Lastly, governance, regulation and other shared cultural characteristics create a road environment and culture which influences road user behavior. Instituting change at all three levels is necessary to reduce road crashes and create a safer environment for all road users.



Sectional repair works
at Kireka-Port Bell road
junction funded by URF.
© John Paul Agaba/KCCAImages

STATE OF ROAD INFRASTRUCTURE



Kerb stone painting during
the COVID19 lockdown
© Micheal Joshua Wamukuyu
/KCCAImages

Kampala Capital City Authority has a total of 2,110km of mostly 2-lane roads, of which approximately 30% are paved. Most of these roads are managed by KCCA, but a small percentage of urban roads are under the responsibility of the Uganda National Road Authority (UNRA).

KCCA is working to improve its road network with upgraded and widened roads across the City, creating junctions with traffic signals catering for pedestrian crossings, rehabilitation and construction of pedestrian walkways, and installation of street lighting and inbuilt/covered drainage among other things. In spite of these improvements, many roads in Kampala remain unsafe, and as the number of road users growth, maintain safe road infrastructure is a challenge.

Vulnerable road users are marginalized by motor vehicles and motorcycles through intrusion of pedestrian facilities. For example, walkways for pedestrians are encroached on by motorists, cyclists and vendors which further pushes the pedestrians onto carriage ways

and exposes them to the risk of road crashes and injuries. In addition, roads and walkways are characterized by other unsafe conditions such as open utility manholes, a result of inadequate maintenance and vandalism by unscrupulous members of society. Efforts to re-cover the affected manholes are always futile because the cycle of theft is continued.

An assessment conducted by the World Resources Institute (WRI) in August 2020, found that Kampala City also faces the following mobility challenges. The results of the survey were;

- Less than 50% of the paved road network has road signage.
- There is a need for additional junction upgrades, including lane demarcation, construction of pedestrian infrastructure and signalization
- The majority of roads in the City have unprotected cycling and pedestrian walkways, and existing cycling and pedestrian walkways are unconnected.
- Many roads are narrow, and of poor quality, with potholes, causing unsafe driving and creating dangerous conditions for pedestrians.
- Lack of signage at pedestrian crossings.
- Worn off paint at pedestrian crossings and other road markings.
- Need for improvement of street lighting on the City road network.
- Insufficient provision of public transportation, which does not serve all residents, and is uncoordinated across modes.
- Unsafe access to public transportation stages, and dangerous loading/unloading conditions, especially by Minibus Taxi and motorcycle taxi vehicles, but also by commercial and private vehicles.

2110KM

OF ROAD LENGTH IN
KAMPALA CITY

30%

OF THESE ARE PAVED



SPEED MANAGEMENT



PEDESTRIANS HAVE 90% CHANCE OF SURVIVAL IF STRUCK BY A CAR TRAVELING AT 30KM/H

Speed affects both the likelihood and severity of a road crash and is identified by the WHO World report on road traffic injury prevention 2004, as a key risk factor in road traffic injuries.

The WHO Global Status Report on Road Safety, 2018 also highlights that effective speed management is central to most intervention strategies.

Thus, the critical road safety issues mentioned above particularly road user behavior and road infrastructure need to be addressed in light of speed management and speed reduction measures. Interventions need to be deliberately designed to reduce vehicle speeds to address the road safety needs of vulnerable road users. Below are key reasons why speed management is critical for tackling

road safety and are applicable for the Kampala context. Once speed data is collected and the blackspots identified, the following measures and recommendations can be further developed in the upcoming implementation plan.

Pedestrians, cyclists and other vulnerable road users are particularly affected as far as speed and injury severity goes.

A study on driving speeds and pedestrian safety by Pasanen E., revealed that pedestrians have a 90% chance of survival when struck by a car travelling at 30 km/h or below, but less than 50% chance of surviving an impact at 45 km/h. Pedestrians have almost no chance of surviving an impact at 80 km/h.

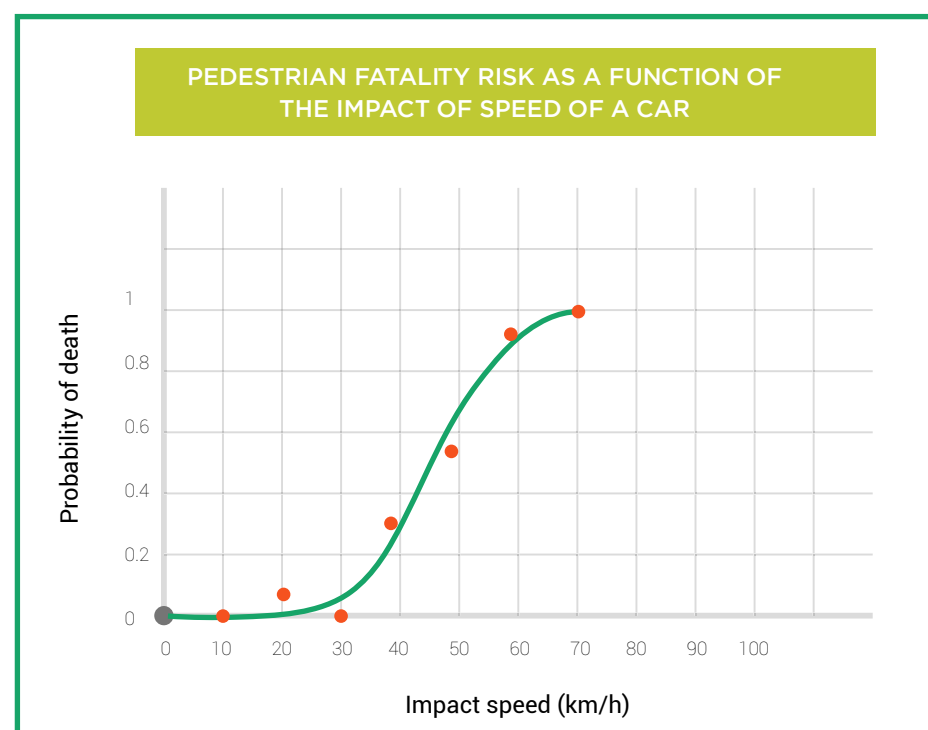


Figure 5: Source: World report on road traffic injury prevention, WHO 2004

Excess speed also reduces the reaction time a driver has to stop a vehicle and avoid a crash. A car travelling at 50 km/h will typically require 13metres in which to stop, while a car travelling at 40 km/h will stop in less than 8.5metres. (WHO)

WRI's Cities Safer by Design publication puts forward key design recommendations to help reduce motor vehicle speeds and provide a safer and more user-friendly street network for pedestrians. The faster a driver goes, the more difficult it is for her or him to avoid hitting a pedestrian in their path. This is the case with large blocks, which encourage faster speeds, due to uninterrupted travel that allows vehicles to accelerate more freely while requiring more time to stop.

- The Global Status Report on Road Safety, 2018 recommends 30 km/h for residential areas and areas with high pedestrian activity, and also guides that local authorities should have the power to modify speed limits to adapt to different contexts.

- The MoWT Traffic and Road Safety (Speed Limits) Regulations 2004, guides 50 km/h as the acceptable design speed limit in urban areas, trading centers and other built-up areas. Kampala being both a residential and commercial City, has high populations of motorists, motorcyclists, pedestrians, cyclists and several groups of vulnerable users. Therefore, there is a need to set and enforce speed limits according to the environment within which the respective roads exist.

- In 2019, 38,29 % of the fatalities were motorcyclists and passengers of motorcycle, 1486 people died. Motorcyclist are under risk of severe injury when involved in a crash since they have little physical protection. There are factors related to the environment and behaviour of motorcyclists that create great risk of them. This two factors are largely related to the engineering aspect of speed management.

STATE OF VEHICLES

According to the Uganda Police, 51% of the total crashes in 2019 involved and about 2.7% of these were in Dangerous Mechanical Condition (DMC). The 2016 Traffic and Road Safety (Motor Vehicle Inspection) Regulations outlines guidelines for inspecting vehicles for road worthiness i.e. the condition of a motor vehicle which ensures that it is safe to be used on a public road and that it complies with the required and mandatory safety and environmental characteristics. These guidelines are based on standards specified by the UNBS Uganda Standard US 845: Code of Practice for Inspection & Testing of Used Motor

Vehicles for Roadworthiness(2017), that requires cars being imported into the country to undergo a Pre-Export Verification of Conformity (PVoC) check.

Periodic mandatory vehicle inspection of vehicles already on the roads, however, has faced implementation challenges since its inception in 2015 and has not been successful

POST-CRASH RESPONSE

The City lacks an efficient post-crash response system. The current situation exhibits inefficient emergency medical services characterized by lack of first aid at crash scenes and improper transportation of crash victims among other things. As a result, lives that could have been saved with proper post-crash handling are lost.

Even the most sophisticated emergency care system is ineffective if bystanders fail to recognize a serious injury or do not know how to call for help. (Post-Crash Response, Supporting those affected by road traffic crashes – WHO) In a country-wide study done by the Makerere University School of Public Health on improving and promoting emergency medical services (EMS) for road traffic injury victims in Uganda, it was found that boda bodas and Police pick-up trucks without medical teams on board were the most common means of transporting road crash victims to health facilities.

The victims are usually placed under the back seats of the pick-up trucks because they have no space to accommodate casualties. The study also revealed that 75% of the Police stations that responded to road traffic crashes did not have ambulances and, for those that had, the ambulances were not well-equipped with supplies to treat road traffic injury victims.

The city also lacks a communication system to inform the nearest medical facilities of incoming emergencies, book first aid or later on emergency medical services at the major hospitals. Consequently, medical facilities are usually not informed prior to transferring road crash victims and as a result the facilities are inadequately prepared for the traffic crash victims.

As much as the above identified post-crash response problems are national, it is important to note that they affect Kampala as a City as well



3

STRATEGIC OBJECTIVES



IMPROVE ROAD SAFETY MANAGEMENT
COST IMPLICATION

46
50

STRATEGIC OBJECTIVES

THE GOAL IS TO REDUCE ROAD TRAFFIC DEATHS AND INJURIES BY AT LEAST

50%



The UN 2030 agenda for sustainable development in a bid to address goal 11 of the sustainable development goals; make cities and human settlements inclusive, safe, resilient and sustainable, noted provision of access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of vulnerable persons, by 2030. In addition, SDG 3.6 set a target to halve the number of global deaths and injuries from road traffic crashes.

This is also in tandem with the UN Second Decade of Action for Road Safety 2021 - 2030, with a goal of reducing road traffic deaths and injuries by at least 50% from 2021 to 2030. The road safety strategy is closely aligned with already existing road safety national guidelines of the Ministry of Works and Transport as well as the National Road Safety Policy, 2014.

Kampala Capital City Authority aligns with these international goals and is fully determined to improve road safety by reducing the number of crashes, people injured, and the number of lives lost on its road network. The Kampala City Road Safety Strategy aims to strengthen road safety related policies to protect road users, as a result, reducing road crashes, fatalities and injuries in Kampala City by 50% by the year 2030.

The following Strategic Objectives have been identified by KCCA, in order to achieve the goal of reducing road crashed, fatalities and injuries in Kampala city by 50% by the year 2030. The strategies outlined in this document will be achieved through goals and activities presented in a series of Road Safety Implementation Plans, published every two years over the course of the Road Safety Strategy period (2021-2030).

IMPROVE ROAD SAFETY MANAGEMENT

In Kampala, the leadership and coordination of road safety management will be done through a centralized City road safety steering committee comprising of representatives of key players in road safety such as;

- Kampala Capital City Authority
- Ministry of Works and Transport
- Uganda National Roads Authority
- Ministry of Health
- Uganda Police Force – Traffic

- Ministry of Education and Sports
- Uganda institution of Professional Engineers (Engineers professional body)
- Uganda Association for Consulting Engineers(Consultants body)
- Media

Despite centralized management, the responsibility will be shared among key stakeholders responsible for implementing road safety activities and monitoring results. If effective, Kampala will set the precedence for road safety management, in a way that can be adopted by other Ugandan cities.

Below are some suggested responsibilities of this committee:

- Oversee and monitor road safety strategy implementation
- Ensure budgets for road safety are secured in annual National and institutional budgets
- Propose additional finance mechanisms that will ensure execution of road safety projects and promote sustainability of committee actions, including but not limited to:
 - o Special or general tax revenues
 - o Road funds including fuel taxes, vehicle registration and licensing fees
 - o Road user fees including charges for heavy vehicles
 - o Insurance levies
- Advocate for amendments of Traffic and Road Safety Act (1998) and the Traffic and Road safety Regulation of 2004 as per recommendations from GHAI Legal Analysis Report (2019)
- Create a communication platform for road safety education, publicity and widen road safety awareness as well as encourage feedback from the public.
- Advocate for legal support for road safety implementation.
- Encourage research on road safety and ensure / monitor inclusion of research findings and recommendations in advocacy and other actions.
- Establish and support a system to measure and monitor road safety outcome data – road traffic deaths and injuries; intermediate outcomes in road users' behavioral changes such as average speeds, helmet wearing rates, and seat belt wearing rates; and outputs of road safety interventions.

INFLUENCE BEHAVIORAL CHANGE FOR SAFER ROAD USE:

To create comprehensive and inclusive programs, including mass media communication coordinated with enforcement, to improve road user behavior.

- Ensure that correct information on road safety is widely communicated to the road users to promote compliance.
- Develop key messages, target audiences and communication channels based on data and aligned with best practices.
- Each year, ensure that a communication is included on the agendas of key stakeholders.
- Participate in regulation of public transport within the City to ensure orderliness and safety of road users

CREATE MORE & SAFER INFRASTRUCTURE AND PROMOTE SUSTAINABLE TRANSPORTATION FOR ALL

City streets should be safe for all road users, and designed to mitigate mistakes made by road users, which are inevitable. Non-motorized transport (NMT) infrastructure will be implemented throughout the city, guided by the policy statements in the Ministry of Works and Transport NMT Policy, 2012. The following goals will also contribute to creating safer infrastructure and sustainable transport:

- Reduce exposure to crash risks through construction of separated facilities for the different categories of road users
- Reduce road traffic injuries through construction of forgiving roads.
- Ensure through enforcement, the adherence to regulations in place for the use of facilities for vulnerable road users such as pedestrian crossings and walkways.
- Increase motorists' awareness of vulnerable road users and pedestrian / cyclist awareness of vehicles through continued engagement and mass media sensitization.
- Control vehicle speed through regular enforcement and communication / sensitization, based on the available data.
- Expansion of the non-motorized traffic (NMT) network i.e. connected walkways and cycling tracks to different parts of the City to promote active transport.
- Enhance transport efficiency in the City by expanding

the road network and upgrading traffic junctions for smooth traffic flow.

- Improve air quality in the City through implementation of scheduled eco-bus transit services.

SET AND ENFORCE SAFER SPEED LIMITS APPROPRIATE FOR SPECIFIC ROADS

To implement globally recommended and acceptable speed limits on the City's road network and further enforce these limits.

- Negotiate for city zoning and then set speed limits by zones.
- Install traffic-calming measures in target locations to reduce crash frequency for example speed humps, road narrowing and rumble strips.
- Strengthen capacity for speed management through enforcement. Provision of speed monitoring equipment like speed detectors both stationary and mobile as well as training for Police deployed within the city.
- Put in place a system to review and adjust speed limits on various roads basing on nature of users.

SUPPORT TRAFFIC POLICE ON TRAFFIC MANAGEMENT

To encourage use of deterrence principles and technology to protect road users, reduce crashes and offences through implementation of best practice traffic law enforcement.

- Have a five years speed management implementation plan in place.
- Have phased operational plans on all the other risk factors in place.
- Have traffic police capacity building trainings plan and a training curriculum with strategic road policing enforcement areas included; and have continuous road policing capacity building trainings and road side coaching practice.
- Constitute a team of trainers within the force with capacity to transfer knowledge to peers and to enforce road safety related regulations.

ENCOURAGE THE USE OF SAFE VEHICLES

To push for use of the latest technology to ensure safety of both the vehicle occupants and other road users.

- Ensure, through partnership with the traffic enforcement team, that the cars on the road are installed with functioning vehicle safety equipment.
- Advocate for the enforcement of the law banning importation of cars manufactured more than fifteen years before purchase.
- Increase the public's awareness of the advantages of safe vehicles, through mass communication.
- Advocate for policy amendment on mandatory vehicle inspections

IMPROVE POST-CRASH RESPONSE MEASURES

Fast and efficient emergency medical help, diagnosis and care for road crash victims.

- Ensure, through mass media communication and sensitization, first responders / crash witnesses and bystanders are aware of the basis of first aid / how to call for help.
- Continued sensitization and training of key personnel in road safety as well as the public in first aid required in the event of a crash.
- Ensure establishment and operationalization of a functional emergency response unit/call centre.
- Mapping the post-crash response centres, creating awareness of these centres through media publications
- Creating awareness of the lack of proper post-crash care.



Post-crash emergency response
© Micheal Joshua Wamakuyu/KCCAImages

Kampala road and street network that is forgiving to users and where all people are safe from crashes as they use the roads; to reduce the number of road deaths and traffic crash injuries as well as traffic crashes by 50% by the year 2030. If implemented effectively, it will also yield

- 1. Fulfill KCCA's mission to deliver quality services to the City and vision to be a vibrant, attractive and sustainable City. Road Safety is a fundamental human right and one of the utmost measures of quality service the City administration can render its residents.**
- 2. Residents of the City especially the vulnerable groups like the elderly, people with disabilities, children and cyclists will have an improved quality of life because the threat on their safety as they use the roads will be reduced.**
- 3. Improve compliance with evidence-based laws and thus, reducing the risk of death or injury to all users of the road network including visitors.**
- 4. Reduce burden of road traffic crashes on the country's economy.**
- 5. Improve road infrastructure through the different interventions.**
- 6. Promote active travel i.e. the use of non-motorized transport through walking and cycling.**

Active travel helps improve public health and provides economic and environmental benefits through reduction in traffic congestion and air pollution. According to research by AirQo, Makerere University, transport and industry are the two major drivers of ambient air emissions in Uganda and in 2014, the vehicle to population ratio for Uganda was about 1:70. This ratio is estimated to have increased and is much higher for Kampala as it has a growing number of the middle class acquiring vehicles. It is also important to note that most vehicles in the country operate within the GKMA. Therefore, a road safety strategy that incorporates regulation of the City's modes of transport will indirectly help curb the air pollution problem as well.

IN 2016

3.6%
of persons injured in road traffic crashes recieved pre-hospital care

A National survey on the state of emergency medical services in Uganda, 2018.

5.6%
transported by police cars
6%
transported by ambulance
4.5%
transported by public cars



Pavement painting as part of the road repair and maintenance program
© Micheal Joshua Wamakuyu/KCCAImages

COST IMPLICATION



16%

OF THE BUDGET IS ALLOCATED
TO ROAD MAINTENANCE

As guided by the global plan for the decade of action of road safety 2011 – 2020, institutions are tasked to work to ensure that funding is sufficient for road safety activities to be implemented.

The Government of Uganda commits to funding Road Safety Initiatives by allocating a portion of the road Development budget to implementing Road Safety initiatives. Below are some of the commitments;

- Utilizing and allocating 10% of infrastructure investments for road safety
- Encouraging road authorities to commit a minimum of 10% of road budgets to dedicated safer road infrastructure programs.

KCCA in the financial year 2019/20 was tasked to commit 16% of the Uganda Road Fund budget (Budget for maintenance of city roads) towards Road Safety

Some of the interventions implemented like road furniture & marking, street lighting maintenance, facilities for NMT users, speed humps, traffic lights maintenance, paving walkways and road safety elements for temporary works among others.

Other un ventured avenues of funding like working with other stakeholders to fund initiatives, writing proposals for grant aids and costing for road safety initiatives through advocacy and integration within project deliverables will be encouraged by the strategy and explored in the respective implementation plans.



Construction of Kulambiro Ring
road funded by the World Bank
© Micheal Joshua Wamakuyu
/KCCAImages



4 STAKEHOLDER ROLES



KEY ROLE PLAYERS

KEY ROLE PLAYERS

Achieving these objectives requires partnership across a wide range of stakeholders, led by KCCA, and including other government agencies such as the Ministry of Works and Transportation, UNRA and the Uganda Police Force.

Other stakeholders including the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS), civil society organizations, transportation operators, and all residents in Kampala, are also critical partners in achieving this vision.

As a result, there is a need to have well-coordinated stakeholder participation in road safety matters so as to have harmonized interventions for the good of the City and ensure accountability.



1. Kampala Capital City Authority

KCCA's administrative and political role is to ensure that the road safety strategy is implemented, monitored and evaluated to ensure that its targets are met. KCCA is also responsible for sensitization of the public on road safety and the Council plays a very important role in offering political support and communicating the strategy to their constituencies for its public acceptance and successful implementation. It is also the role of the city administration to support the Police in its enforcement role by ensuring proper traffic flow management and that the road infrastructure is in a good state. The City authority also has a role to support implementation of the National policy, strategy and achievement of national targets and international commitments as far as road safety is concerned.

2. The Ministry of Works and Transport (MoWT)

MoWT takes the lead in road safety planning within the country and through Department of Transport Regulation and Safety, plays a primary role of guiding the City Road Safety Strategy that has to be in line with the national policy on road safety. MoWT exists to formulate policies, plans, set standards, build capacity carry out advocacy, regulate, monitor and evaluate the Works and Transport Sector. The Ministry also provides policy and strategic guidance to parastatal bodies under its supervision.

3. The Ministry of Health

The Ministry of Health plays the primary role of provision of nationally coordinated services including health emergency preparedness and response. It is in line with this that the ministry is responsible for ensuring that quality post-crash care is available, should the need for it arise due to a traffic crash. The Ministry of Health ensuring that there is a functional emergency ambulance service will also in turn support the Police in improving its current post-crash intervention role.

4. The Ministry of Education and Sports

Ensuring that the school curriculum is comprehensively inclusive of road safety and teachers well trained to prepare and equip the children, who are also considered as a vulnerable road user group, with the knowledge, skills and positive mindset that will enable them to appreciate efforts geared towards road safety and to help them stay safe.

5. The Uganda Police Force, Directorate of Traffic and Road Safety

The Uganda Police Force, which is also an arm of the ministry of internal affairs, plays the primary role of enforcing laws to promote safe road use / deterring non-compliance with road rules and regulations through sustained enforcement campaigns that detect and penalize offenders. Enforcement is more efficient in an environment with active stakeholder coordination in promotion of road safety for example setting of standards, having proper infrastructure in place as well as efficient sensitization.

6. Civil Society Organizations (CSOs)

Civil society plays the principal role of the voice of community and a watchdog for the public; it checks the system to ensure transparency and accountability of all resources allocated towards the road safety strategy implementation. CSO also helps raise constructive discussion on issues surrounding the formulation and implementation of the strategy.

7. The Media

The media plays the lead role of ensuring that critical, accurate, data-driven information is availed to the public and that that information is true and factual to support public wellbeing. The media should also raise the attention of the public to road safety as a public health issue, help shape public discourse around road safety, and serve as a voice for communities to share their experiences, concerns and satisfaction.

8. The Public

The primary role of the public is to understand and appreciate policies, laws and regulations and not only adhere to these but also, sensitize one another into adherence and also, to contribute through various platforms such as civil society, associations and constituency leadership that might lead to solutions for the problems at hand.

9. Business Community

The business community largely dictates the kind of activity on the City's roads and is responsible for adhering to government regulations to ensure that activities of the respective businesses do not compromise safety of road users of the surrounding streets.

This community also includes transporters for example, Public Service Vehicle operators and owners, Bodaboda rider associations among others who need to ensure that their fleet and personnel observe road safety guidelines.

The business community is expected to encourage positive road user behaviors, whether through its own employees', or by assisting the government agencies through CSR or in-kind support to accelerate different road safety objectives to achieve the goals of the road safety strategy.



5

GOALS, DESIRED OUTCOMES, MONITORING & EVALUATION



SENSITIZATION
IMPROVING THE CITY'S SAFETY PERFORMANCE
IMPROVING THE CITY'S ROAD INFRASTRUCTURE
NEXT STEPS

58
58
59
59

GOALS & DESIRED OUTCOMES



The main goal of the City Road Safety Strategy is to strengthen road safety related policies to protect road users and as a result, reduce road crashes, fatalities and injuries in Kampala City by 50% by the year 2030; that is to say, from 3,640 crashes and 333 deaths from 2019 to less than 1,820 crashes and 166 fatalities by 2030.

This will be realised by implementing focused and effective programs and projects that target roads, road users and vehicles aiming at the following goals, measured by the respective outlined performance indicators.

SENSITISATION

Developing wide mass media sensitization and feedback centered engagement to educate the public on road safety practices: This will mean consistent communication with the public to maintain awareness of road safety and also create room for feedback from the users. In addition, it will influence road user behavioral change and acceptance, participation in and ownership of the planned implementations and interventions within the provided guidelines. Outcomes:

- Bi-annual Mass media campaigns
- Quarterly Road safety media publications
- Bi-annual Stakeholder engagements

Key Performance Indicators

- Five road Safety sensitization campaigns to cover the five divisions of the Kampala including mass media awareness closely coordinated with enforcement activities to address key risky road behavior.
- Quarterly documented engagements with the public on priority road safety interventions

iii. Annual participation in global and national road safety awareness days, including the World Day of Remembrance for Road Traffic Victims on the third Sunday of November each year

iv. Road safety campaigns will be undertaken annually targeting the critical risk behaviours attributed to road traffic crashes i.e. drink driving, excessive speeding (including sensitization on acceptable speed limits and zones), non-use of helmets, non-use of restraints (seatbelts and child restraints), and driving under the influence of alcohol among others.

IMPROVING THE CITY'S ROAD SAFETY PERFORMANCE

Ensuring that the road safety activities implemented are according to an agreed plan and the performance of the interventions is measured regularly. Outcomes:

- Formation of a city road safety steering committee
- Formation of a City Authority mainstream road safety Audit team
- Quartely meeting of the steering committee to assess progress in implementing the strategy
- Review of City Road Safety status reports

Key Performance Indicators

- Road safety Status reports.
- City Road Safety auditing team
- Quarterly reports on progress of implementing the specific action plans

IMPROVING THE CITY'S ROAD INFRASTRUCTURE

Having safe road infrastructure in place, accommodating of all types of road users and facilitating active and sustainable mobility across the city.

Outcomes:

- Safer roads with safety facilities like markings signs and zebra crossings
- increased safe pedestrian crossing facilities
- Increased NMT facilities like segregated walkways, crossings and cycle lanes

Key Performance Indicators

- Annual road safety audits, inspections and black spot mapping on new and old city roads.
- Number of traffic calming measures and traffic signs installed on the road network
- length of pedestrian walkways and facilities catering for vulnerable groups constructed along the City road network implemented

IMPROVING CRASH AND INJURY DATA MANAGEMENT

Having an integrated crash data management system in place incorporating GIS information on real-time situations. Outcomes:

- Digitized crash data management and analysis by use of information systems.
- Integrated use of crash data by key stakeholders
- Annual published reports of injury and fatalities in the city

Key Performance Indicators

- Quarterly reporting of Kampala-specific crash data from Traffic Police; analyzed according to road users, time and place of crash.
- Periodically mapped GIS City crash data.
- Annual training in the utilization of the system and review for updates to be incorporated into the system

PRIORITIZING POST-CRASH RESPONSE BY THE CITY

Putting in place a City operational emergency response system easily accessible by the public in the event of a road crash.

Outcomes:

- City ambulance system to respond to reported crashes
- Implementation of a City emergency traffic road crash 24 hour response Toll free number.
- Introduce 24 hour emergency units at KCCA health centres to respond to post crash victims
- City ambulance system linked to KCCA health centres for emergency services
- Integration of emergency services with major hospitals with stand by emergency teams.
- Increased numbers of Trauma doctors in the city/capacity building of medical teams

Key Performance Indicators

- Number of ambulances available per division for dispatch by the City administration for use for evacuation of crash victims in the City.
- Number of emergencies responded to by the city ambulance system.

The vision of this strategy is to achieve a Kampala road and street network that is forgiving to users and where all people are safe from crashes as they use the roads; to reduce the number of road deaths and traffic crash injuries as well as traffic crashes by 50% by the year 2030. This will only be realized by implementing target oriented and effective programs and projects geared towards roads, motorized and non-motorized transport users as well as vulnerable groups. The strategy's key aim is to put quality human life at the fore-front.

NEXT STEPS

Prepare intervention implementation plans with detailed road safety activities and timelines for execution

Source for extra funding to increase the road safety budget at KCCA

Constitute the city road safety steering committee

Develop a monitoring and Evaluation matrix and checklist

MONITORING AND EVALUATION

Indicators to monitor performance are imbedded into the strategic actions and performance will be reported as indicated in the respective actions. Performance will be reported on an annual basis and the strategy will also have a review every two years.

In order to ensure effective M&E of the road safety strategy and interventions implemented the following will be done.

i. Promoting the use of information systems to determine and audit targets, including final and interim outputs.

- A database to determine and monitor final and interim outputs and their targets will be established.
- Quantifying Socio-economic costs of road traffic crashes and publishing them throughout the implementation plans.
- Periodic City transport and road safety surveys will be conducted to track progress and effects of interventions.
- A linkage between Police crash reports and the City hospital records will be undertaken to assess the accuracy of reporting.

ii. Ensuring transparent reviewing and revising of the City road safety strategy in terms of results, interventions and organizational management functions every two years.

This includes:

- Regular reviews of the road safety strategy in order assess development and results
- Provide skills trainings for road safety managers to ensure most advance methods for data and human resource management are in practice
- Perform third-party inspections of road safety activities and implementation of the road safety strategy
- Report development and results of road safety measures to the public, including online and media access to data, and use of interactive online crash databases.

iii. Putting in place necessary regulations on planned interventions and organizational outputs in order to achieve the desired outcomes.



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