


COVER PAGE

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|---|--|
| Project title | <i>Ten Step Plan for Safer Road Infrastructure Amendment 1</i> |
| Participating UN Organization(s) | <i>UN Economic Commission for Africa</i> |
| Other UN entities | <i>Tanzania Roads Association (TARA), Tanzania National Roads Agency (TANROAOS), Directorate of Roads Ministry of Transport, World Road Association (PIARC)</i> |
| Beneficiary country(ies) | <i>Tanzania and extended benefits through the Regional Centers of Excellence for Road Safety being set-up with support from AfDB.</i> |
| Country category | <input checked="" type="checkbox"/> Low-Income <i>indicate % of total cost: 60%</i> <input type="checkbox"/> Middle-Income <i>indicate % of total cost: 40%</i> |
| Total budget including co-financing (in USD) | <i>USD 780,000</i> |
| Budget to be funded by UNRSF (in USD) | <i>USD 480,000</i> |
| Type of Submission: | <p><i>If this is a project amendment, select all changes that apply and provide a brief justification:</i></p> <p><i>Extension of duration: <input checked="" type="checkbox"/></i></p> <p><i>Change of project outcome/ scope: <input type="checkbox"/></i></p> <p><i>Change of budget allocation between outcomes or budget categories of more than 15%: <input type="checkbox"/></i></p> |
| [] New Project | <p><i>Brief justification for amendment: UNECA asked for a 6-month extension due to some delay in the conclusion of the contract in between UNECA and IRF (partner leading the consortium) with subsequent delay in disbursement of initial funding coupled with Covid-19 pandemic lasting much more than what we had all expected has slowed down activities cause people not being able to meet and/or the international team not able to travel to Tanzania. As an example, the Road Safety Auditor course had to be hosted mostly on-line and for several months instead of being a 10-12 day in-person course as it should have been.</i></p> |
| [X] Project amendment | |

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|---|---|
| | <p><i>Despite all the hurdles, the project delivery team has been able to deliver with excellent results and we look forward to a successful closing of the project by 31 March 2023.</i></p> |
| Duration (in months) | 24 |
| Estimated End date | Revised: 31 March 2023 |
| Primary contact person <i>Name, title, e-mail and telephone</i> | <p>Susanna Zammataro – Director General, IRF szammataro@irfnet.ch +41 22 306 02 60</p> <p>Rob McInerney – CEO, iRAP rob.mcinerney@irap.org +61 405 49 3030</p> |
| Submitted by | <p>Robert Lisinge, Chief, Energy, Infrastructure and Services Section, UNECA lisinge@un.org</p> <p>Signature: </p> <p>Date: 17 May 2022</p> |

**UN ROAD SAFETY FUND CALL FOR PROPOSALS 2019
APPLICATION FORM**

1. COVER PAGE

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|---|---|
| Project title | <i>Ten Step Plan for Safer Road Infrastructure</i> |
| Implementing organization(s) | <i>International Road Federation (IRF), International Road Assessment Programme (iRAP)</i> |
| Participating UN Organization(s) | <i>United Nations Economic Commission for Africa (UNECA)</i> |
| Other partner(s) | <i>Tanzania Roads Association (TARA), Tanzania National Roads Agency (TANROADS), Directorate of Roads Ministry of Transport, World Road Association (PIARC)</i> |
| Beneficiary country(ies) | <i>Tanzania and extended benefits through the Regional Centres of Excellence for Road Safety being set-up with support from AfDB.</i> |
| Country category | <input checked="" type="checkbox"/> Low-Income <input type="checkbox"/> Middle-Income |
| Total budget including co-financing (in USD) | <i>780,000 USD</i> |
| Budget to be funded by UNRSF (in USD) | <i>480,000 USD</i> |
| Estimated start date | <i>24/08/2020</i> |
| Estimated end date | <i>24/08/2022</i> |
| Duration (in months) | <i>24</i> |
| Primary contact person <i>Name, title, e-mail and telephone</i> | <p>Susanna Zammataro – Director General, IRF szammataro@irfnet.ch +41 22 306 02 60</p> <p>Rob McInerney – CEO, iRAP rob.mcinerney@irap.org +61 405 49 3030</p> |
| Submitted by | <p>Name and title: William H. Lugemwa Director, Private Sector Development and Finance United Economic Commission for Africa (UNECA) william.lugemwa@un.org</p> <p>Signature: </p> <p>Date: 17 August 2020</p> |

2. EXECUTIVE SUMMARY

Provide a summary of the project by including the following: background and problem statement, proposed solution and approach, its intended impact, linkages/synergies with ongoing initiatives, implementation arrangements and finally possible scale-up/replication and noteworthy innovations (max 750 words).

Road crashes are the biggest killer of young people worldwide and the injury burden impacts every country on earth. In total, 1.35 million people are killed and 30-50 million people are injured in preventable road crashes every year. Pedestrians, cyclists and motorcyclists account for nearly half of all road deaths and a significant proportion of injuries.

Road infrastructure plays a significant role in influencing the likelihood or severity of a crash. An undivided road with head-on risk built in, a high-speed road with dangerous roadsides or an urban road with no facilities for safe pedestrian or cyclist movements are just some examples of road features that impact crashes. The cost of road trauma is estimated to be 3-6% of national GDP each and every year in low and middle-income countries¹.

Unlocking the potential of safer roads to save lives, save money and achieve the UN Global Road Safety Performance Targets is the focus of the **10 Step Plan for Safer Road Infrastructure Project**. Integrated with safe system action across all pillars will ensure the global fatality and serious injury reduction targets are met by 2030.

The project aims to achieve this goal by taking action to improve roads in Tanzania (as a pilot) and building its capacity to improve the infrastructure. The “Ten Step Plan” recently endorsed by the “Safer Roads and Mobility” group of UNRSC serves as an adaptable framework for countries to implement within their capacity. The plan is structured in such a way as to support the **UN Global Framework Plan of Action for Road Safety (GFPA)** and **UN legal instruments** to help countries improve road safety management and road infrastructure as a whole.

This project is articulated in 10 steps and is built around three of the UNRSF priorities: **UNRSF Priority 1 - Gap Analysis**: national safer road infrastructure workshops (Step 1), road infrastructure management organizational mapping (Step 2), review of current national policies (Step 3), development of national safer road infrastructure strategies and plans (Step 4). The second phase aligns with **UNRSF Priority 2 – National Standards and Training**: development of national road design standards (Step 5) and accreditation and certification standards (Step 6). The last phase addresses **UNRSF Priority 3 - Infrastructure Safety Management**: establishment of national road assessment programmes (Step 7), creation of road design assessments and audits to make all roads 3-star or better (Step 8), strengthening of capacity for road construction and evaluation (Step 9), and establishment of communications programmes to celebrate safe roads (Step 10).

The Gap Analysis phase (Steps 1 – 4) allows plans to be tailored according to the individual needs and capacities of each country. Therefore, all actions taken during the second phase (Steps 5 – 6) will be relevant and feasible for the country. The flexibility of the “Ten Step Plan” allows it to be replicated in all countries because it can be altered according to individual situations. The last phase (Steps 7 – 10) create a universal standard for road safety and encourage countries to continue improving their road infrastructure by communicating with countries that have done the same. Tanzania has been deliberately selected for the first partnership with the multiplier effects possible through the active Regional Centres of Excellence for Road Safety initiative supported by the African Development Bank.

¹ <https://www.vaccinesforroads.org/business-case-for-safer-roads/>

3. PROJECT DESCRIPTION

3.1 PROBLEM STATEMENT

Explain how this project addresses a core road safety problem in the beneficiary country(ies) through the following questions: "what is the problem", "why does this problem exist?", "what effects does this problem have in terms of road fatalities and injuries?", "who is affected by the problem (including vulnerable groups such as children and women)?", and "why do beneficiary country(ies) need help in solving this problem?" (max 500 words).

Though there are many causes of road crashes, one key factor that can prevent or reduce the severity of any crashes is road infrastructure. By improving road cross-sections, footpaths and sidewalks, safe crossings, cycle lanes, safe roadsides, median separation and improved intersection design it is possible to prevent many crashes from happening, especially in low and middle income countries. iRAP estimates that a total of 100 million deaths and injuries can be avoided over a twenty year period if the UN target for more than 75% of travel for all road users is on 3-star or better roads by 2030.

Within Tanzania the condition of road infrastructure safety performance is already known for more than 3,600km's of road network following the iRAP assessments completed as part of the Bloomberg Philanthropies support work with the World Bank Global Road Safety Facility in 2018. More than 9,000 people are killed or seriously injured on this road network each year and the current condition of the road is:

- For vehicle occupants 11% of the road length is rated as 3-star or better.
- For motorcyclists 9% of the road length is rated 3-star or better.
- For pedestrians just 2% is rated as 3-star or better.
- For bicyclists 9% is rated 3-stars or better.

Road deaths and injuries are typically halved for each incremental improvement in star rating. The iRAP assessments in Tanzania identified cost-effective treatments (e.g. paving roads, signs and line-marking, sidewalks, curve improvement and roadside hazard reduction) with the potential to reduce death and injury by 55% a year or close to 100,000 people over the 20 year life of the infrastructure treatments.

This project addresses the problem of poorly designed and built road infrastructure by tackling it at its roots and by implementing solutions at system level. Namely: 1. Revise/develop adequate road design standards and guidelines; 2. Build the capacity in the country to a) design safe roads for different road users, b) properly implement the standards (assessment and audits) 3. Build the institutional capacity to ensure sustainability and scalability (creation of a national RAP and link to Centre of Excellence for continuous professional training in the process of being created in the country with support from AfDB) 4. Implement new standards and processes (road assessment and road audits) on on-going and planned construction and upgrading projects in the country in order to provide on-the-job training and successful case studies to encourage scalability in the country and transferability to other African countries.

3.2 PAST, ONGOING AND PLANNED PROJECTS

List the past, ongoing and planned projects that have been designed to address this or related problem(s). Justify the need for this project by explaining their gaps and shortcomings, as well as potential synergies with the proposed project (max 500 words).

The project implementing organisations have all been implementing project in Tanzania.

The iRAP Programme Partnerships in Tanzania are well advanced and provide the foundation of data and investment prioritisation that will support immediate reductions in death and injury linked to the 10 Step Plan for Safer Road Infrastructure in Tanzania supported by the UNRSF.

A series of iRAP assessment projects have been performed in Tanzania, including on national roads and roads in Dar es Salaam. The projects include assessments of existing roads and designs. Although these assessments included several strategically important roads, they account for less than 5% of roads in the country. As such, there is both a need and potential for extended assessments nationally. Further details about the assessments are discussed in Section 3 of the UN Road Safety Fund Call for Proposals 2019 Application Form.

In association with those projects, training has been provided to participants from government, research institutes and the private sector, including the Ministry of Works, Transport and Communications, Tanroads, the National Institute of Transport and Dar-es-Salaam Institute of Technology. However, there is still a need to build further capacity to perform and manage iRAP assessments in the country, and the project will support this with additional training and efforts to develop the institutional arrangements that enable long term, local sustainability.

A summary of activities already completed and underway include:

- 3,100km of star rating and investment planning assessments were completed on existing roads in Tanzania in 2010.
- With the support of the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS) World Bank Global Road Safety Facility partnership, 3,652km of existing (baseline) road Star Ratings and Investment Plans have been completed across the country in 2018/19. The BIGRS project concludes in December 2019.
- In addition, 2,456km of design star ratings have been completed on proposed designs for future upgrades that support the UN Global Road Safety Performance Target 3 for new roads to be 3-star or better for all road users.
- The designs assessed are part of the funded World Bank program in Tanzania that will ensure the 10 Step Plan for Safer Infrastructure will provide essential institutional capacity to improve the immediate safety of roads about to be built and save lives.
- The Tanzania Roads Association (TARA) have initial capacity and have expressed interest in building a locally led and managed Tanzanian RAP Programme.(TanRAP). TARA is an NGO and is also the PIARC National committee in Tanzania.

IRF has been organising in country and for the region - together with TARA, TanRoads and the Ministry - several capacity building activities related to safety of road infrastructure (eg. RS auditors, infrastructure management tools.)

For example in 2019, IRF together with the Tanzania Roads Association (TARA), Tanzania Transportation Technology Transfer (TanT2) Centre and TANROADS held a full-day Regional Seminar on Road Safety Audits in Dar es Salaam, followed by a 4 days International Course on Road Safety Engineering and Audits. The objectives of the seminar intended for decision-makers in one or more areas of road safety was to share expertise/knowledge, experiences and best practices on Road Safety in particular Road Safety Audits and to facilitate decision makers appreciate the basics and importance of road safety audits to be able to support and initiate carrying out Road Safety Audits in their areas of jurisdictions after attending the seminar.

The 4-days Course on Road Safety Engineering and Audits comprised a wide range of lectures, workshops and an intensive practical hands-on training delivered by experts of

international reputation. The course provided participants with practical information on how to conduct a road safety audit. Participants learned how to improve transportation safety by applying a proactive approach that includes examination of a future and existing road. Delegates attending the seminar and those completing the course received a Continuous Professional Development (CPD) Certificate of Attendance recognised by the Engineers Registration Board of Tanzania. The course is further accredited with the Engineers Registration Board of Tanzania.

Whilst these trainings, which have also happened in previous years, have spurred great progress, additional support and trainings are required to expand local capacity and expertise regarding Road Safety Audits. Tanzania does not have a well-established system to train and accredit auditors.

On another note, IRF has recently led and completed – in the framework of the EU-funded SaferAfrica project – a review and assessment of road geometric design standards for 5 countries in Africa. The methodology developed in the framework of the SaferAfrica project will be key for the revision of standards in Tanzania.

The 10 Steps for Safer Infrastructure partnership in Tanzania will allow the institutional capacity to be pulled together in a systemic way to help maximise the safety outcomes of a range of infrastructure projects already financed by others and deliver immediate saving of life and serious injury. For example, but not limited to:

- TanRoads Project Pipeline (<https://www.tanroads.go.tz/projects/on-going>)
- Dar es Salaam Urban Transport Improvement Project (US\$425m) – World Bank
- Dar es Salaam Metropolitan Development Project (US\$300m) – World Bank
- Tanzania Strategic Cities Project (TSCP) Second Addition Financing (US\$55m) – World Bank
- Dodoma City Outer Ring Road (AfDB)
- Tanzania Road Upgrading Project (AfDB)

This project will provide a framework that can be easily replicated to other countries.

3.3 PROJECT OBJECTIVE

In one sentence, state the objective (i.e., the overall intention) to be achieved at the end of the defined period through this proposed project.

The project aims to significantly reduce traffic fatalities and injuries in Tanzania and beyond by building the institutional capacity to improve infrastructure safety (management, UN legal instruments, road safety audits and assessments, investment, design standards, upgrades and monitoring) and to embed skills as part of the Regional Centre of Excellence for Road Safety being created with support from AfDB.

3.4 PROJECT STRATEGY AND RESULTS

Explain the overall project approach and strategy. List expected project results (i.e., expected outcomes and outputs). These results must be measurable and directly derive from project activities. Highlight population target groups as well as any innovative approaches. Briefly describe the implementation plan coherent with proposed activities with estimated time schedule (max 800 words).

| TEN STEP PLAN FOR SAFER ROAD INFRASTRUCTURE | H1 | H2 | H3 | H4 |
|---|----|----|----|----|
| UNRSF Priority 1: Gap Analysis | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Step 1 | National Safer Road Infrastructure Workshop | | | | |
| Step 2 | Road Infrastructure Management Organisational Mapping | | | | |
| Step 3 | Review of Current National and State Operational Policies, Standards, Guidelines and Financing Arrangements | | | | |
| Step 4 | Develop National Safer Road Infrastructure Strategies and supporting Action Plans | | | | |
| UNRSF Priority 2: National Standards & Training | | | | | |
| Step 5 | Development of National Road Design Standards in accordance with the UN Global Road Safety Performance Targets | | | | |
| Step 6 | Development of National Training, Accreditation and Certification Standards and Institutional Capacity | | | | |
| UNRSF Priority 3: Infrastructure Safety Management | | | | | |
| Step 7 | Establish and/or enhance a National Road Assessment Programme (e.g. BrazilRAP, ChinaRAP, IndiaRAP, ThaiRAP, SARAP – South Africa) | | | | |
| Step 8 | Immediate Road Design Assessments and Road Safety Audits that elevate the safety for all road users to a 3-star or better standard in support of UN Target 3 | | | | |
| Step 9 | Strengthen National Capacity for Infrastructure Road Safety Construction Quality, Data Management, Performance Tracking, Monitoring and evaluation | | | | |
| Step 10 | Establish an effective communications programme that celebrates safer roads | | | | |

The “Ten Step Plan” first begins with an analysis. This will consist of a workshop to bring together national road agencies and road financing stakeholders to review the systems that are currently in place and the capacity of the country to improve the infrastructure. The workshop will cover existing Road Infrastructure Safety Management, Design Standards and Implementation arrangements that address the safety needs of all road users in accordance with the Global Framework Plan of Action, UN Legal Instruments, UN Global Road Safety Performance Targets and the associated supporting systems and tools available via the UN Road Safety Collaboration partners.

A study will then be conducted to define the key responsibilities and accountabilities for Road Infrastructure Management in the country building on existing local provisions and the established UN Road Safety Collaboration resources and assess gaps in the current system. Then, a review of how safety performance is built into the existing policies, standards operational guidelines and maintenance practices will be undertaken. Budget allocations, external financing options and the capacity of relevant national and industry delivery teams will identify opportunities for improvement. The action plan created by the previous steps will then integrate with the National Road Safety System and establish a locally led National Road Assessment Programme structure with existing national agencies that is appropriate for the country with associated governance and policy targets in place.

The next phase focuses on capacity building. A review of the existing road design standards will be conducted to identify key areas where the inclusion of road safety outcomes can be improved. Then, the national road design standards will be updated in accordance with UN Target 3 for new roads and Target 4 for existing roads that address the needs of all road users. Then, a national training, accreditation and certification scheme that supports the new Targets and builds institutional capacity to sustain the National Safer Road Infrastructure Plan and National Road Assessment Programme will be developed according to the research conducted in the previous steps.

The Gap Analysis phase of the project and the design and implementation of the proposed National Standards & Training and Infrastructure Safety Management stages of the project will further be utilised to ensure that the Tanzanian government identifies an implementation agency and monitoring mechanism in the country, which should be a permanent structure.. These phases will also aim to identify the permanent staff and officers that would be involved and define their role within the project as well as after the handover of the project.

The last phase in institutionalisation, which involves the establishment / enhancement of a national locally led Road Assessment Programme with associated programme, technical, implementation and communication lead management. Local stakeholders will also be trained on how to conduct road safety audits and how to specify and design a 3-star or better road and the associated design specifications for the critical road engineering features, signs, signals and speed management devices that deliver safer outcomes and align with the UN Conventions. National capacities for infrastructure road safety data management, performance tracking, monitoring and evaluation will be strengthened, including integration with related National Road Safety System post-crash investigations and crash monitoring to expand the evidence-base on effective infrastructure treatments in the country that reflects local conditions. Lastly, an effective communications programme that ensures the certified safer roads are celebrated will be developed to incentivize the creation of safer roads.

Evaluation on the success of the project can be defined by how many million kilometres of travel has been made safer; the length and travel on roads that have a 3-star rating or higher and the estimated fatality and injury reductions on roads made immediately safer as part of the initial project. Studies can also be done on the amount of road crashes and fatalities within the country. If the project is successful then all new roads should be 3-star or higher and older roads should be modified, so the amount of 3-star or higher roads should significantly increase. The creation of safer roads should decrease the actual amount of crashes and fatalities, which can also be monitored through surveys.

Although iRAP assessment projects have been performed in Tanzania previously, these have reached a relatively small percentage of the network. Furthermore, these assessments have been tightly focussed on project-specific deliverables (such as recommendations for safety improvements on specific roads) and have largely been delivered by international teams, albeit

with some training for local stakeholders. Those projects did not focus on the higher-level, institutional arrangements necessary to support a scaling-up of assessments led by local stakeholders. The Gap Analysis steps proposed in this project are essential in helping Tanzania to establish these institutional arrangements. For example, in order to implement Step 6 (Development of National Training, Accreditation and Certification Standards and Institutional Capacity) it is necessary to have first mapped the organisation arrangements for infrastructure management and capacity (Step 2) so that weaknesses and opportunities are identified.

In order to maximise the benefits of steps 6-10 which include local capacity building and the establishment of an effective and sustainable national road assessment programme it is vital to bring together national stakeholders and to identify the appropriate agencies and organisations that will be responsible for some of the key steps including:

- setting ambitious performance targets and action plans
- reviewing and updating national policies, standards and guidelines
- undertaking large-scale assessments
- establishing and maintaining a national training and accreditation scheme
- funding and implementing major road safety upgrades.

Various agencies are responsible for different types and parts of the Tanzania road network and all have a different reach, authority and budget as well as different operational procedures. This represents one of the factors currently hampering a more structured and systemic approach. Steps 1 to 5 are fundamental for the success of this project.

3.5 COMPARATIVE ADVANTAGE

Describe your comparative advantage relative to other actors. Use key results and lessons learned from other projects that you have implemented to explain how you have added value so far. What is the unique solution that is being proposed by your organization? (max 500 words).

Why this project is unique:

1. Maximises and further reinforces existing partnerships in the country.
2. Addresses a core gap in the system: road infrastructure design standards
3. Creates local capacity in key areas (road safety audits, assessments) and the relative institutional system and processes that will allow Tanzania to progress steadily and to scale up action once the project is over.
4. Creates a concrete application of the UNRSC approved framework of action that is easily replicable in other countries.
5. Offers the first example of a project that leverages co-financing between the UNRSF and World Bank GRSF. This integration will be advantageous for the life-saving impact of the Fund.

IRF, iRAP, and PIARC are award winning organisations with extremely strong roots and connections in the field of road safety. This allows the project to utilise all of the existing resources and contacts offered by these organizations, including the globally recognised free-to-air iRAP standards, specifications and tools, the UN recognised PIARC Road Safety Manual, which provides a comprehensive resource for countries to embrace and use to guide safe system policies, management and infrastructure road safety improvement and the IRF / gTKP resources for practitioners. The IRF, iRAP and PIARC network also provides access to

road agencies and other stakeholders in nearby countries who can provide a ready network of peers to support long-term institutional growth.

The IRF has been assisting countries on road safety for the past 72 years. IRF plays a major role in all aspects of road policy and development worldwide. For governments and financial institutions, the IRF provides a wide base of expertise for planning road development strategy and policy. Building on the expertise of its varied membership, IRF helps put in place technological solutions and management practices that provide maximum economic and social returns from national road investments. Tailored training materials are already available for senior executives, government and industry practitioners.

iRAP is a registered charity and supports programme partnership activity in over 100 countries worldwide. The charity's vision is for a world free of high-risk roads and this is made possible through building national ownership, leadership and impact as planned for this project. The UNRSF work will elevate the project level outcomes already achieved in Tanzania to programme level delivering long-term institutional impact that will systematically eliminate high-risk roads across the country and support the region through the Centre of Excellence initiatives.

The World Road Association (PIARC), and their local members in Tanzania are able to leverage the extensive resources available as part of the PIARC Road Safety Manual and the various Policy and Case Study resources made available by PIARC. Integration with the International Road Safety Committee will also provide unique opportunities to connect experts in Tanzania with their counterparts in other countries.

The project proposed by these organizations is unique because it provides a broad framework for all countries to use but aims to address the individual needs of each country when implemented. The project focusses on the long term improvement of road safety, by providing training to road professionals and by reforming the national system in terms of road design standards and procedures. Through implementation on planned and on-going road projects in Tanzania, it provides a strong case study for other countries in Africa. so progress will continue even after the project has officially ended in that country. Lastly, all of the organizations have established partnerships with TARA, TanRoads, the World Bank, GRSF, African Development Bank to assist with the project. GRSF has expressed will to support the project with another 300K so that this can be also the first pilot of a co-financed UNRSF-GRSF project. This offer a concrete example of the catalytic nature of the Fund and this will greatly help fund-raising strategy of the Fund. Donors are eager to see that the Fund is able to trigger this type of coordination and systematic approach.

3.6 CONSISTENCY WITH GLOBAL FRAMEWORK PLAN OF ACTION FOR ROAD SAFETY

I. Indicate the following:

- Road Safety Management
- Safe User
- Safe Vehicle
- Safe Road
- Post-Crash Response

II. Shade the relevant cell(s) of the figure below in gray to indicate which aspects the project will focus on:

| Pillar \ Area | Legislation | Enforcement | Education | Technology | International Regulatory Support |
|--------------------------------------|---|---|--|---|--|
| | Road safety management | | | | |
| Safe user | Traffic rules Drivers Cyclists Pedestrians | Lawful behavior ensured by police and inspectors | Awareness raising, training and examination | Supportive technology and equipment, rules reminders | UN RS legal instruments and resolutions, WP.1, SC.1, WP.15 |
| Safe vehicle | Rules and standards for admission of vehicles to traffic | Certification and inspections by qualified inspectors | Awareness raising for users, training for inspectors | Supportive technology and equipment, compliance reminders | UN RS legal instruments and resolutions, WP.1, WP.29 |
| Safe road | Standards for design, construction, maintenance and signage | Audit, assessment and inspection by qualified teams | Awareness raising for road managers, users, and for inspectors | Forgiving and self-explaining road design, intelligent road systems | UN RS legal instruments and resolutions, int. standards WP.1, SC.1 |
| Effective post-crash response | Standards for data collection post-crash response and investigation | Oversight of rescue services, investigators investigating crashes | First aid and rescue service training, investigators training | Supportive technology and equipment | Consolidated resolution, int. standards, WP.1, SC.1 |

III. Explain how this project integrates the safety system principles and provides sustainable solutions to the root causes of the problem (max 300 words)

The Ten Steps for Safer Infrastructure is based on the foundations of safe system performance and fully integrates with activities across the system and reflects the needs of shared responsibility and management by objectives. The partners have close connections and cooperation with road safety management, road user, vehicle and post-crash response expertise through the UN Road Safety Collaboration and other safe system project partnerships that can be mobilized into the Tanzanian partnerships.

The Ten Steps builds on the understanding of how road users and vehicles interact with road infrastructure design features at various speeds to deliver targeted policy, strategy, financing and action to save lives. The global relevance of key metrics including Star Rating, attribute KPI's, fatality estimates and investment optimization provides valuable information for all safe system actors to benefit.

The project begins by reviewing national and local road designs and standards, national speed limit legislation, and current road designing procedures. This ensures that all advice given is relevant and will increase the safety of roads in the country. Using this information the legislation will be changed accordingly to make safer roads and assessment and auditing procedure will be taught to ensure the countries can monitor and evaluate their progress. Government and industry professionals will be properly trained and university curriculums will be updated so all current and future professionals will be able to build safe roads in the context of a safe system. Lastly, road design software tools, rating systems, designs, data management and survey techniques, and investment plans will be shared with the country so they can continue to evaluate and improve their road safety infrastructure even after the project has ended.

3.7 BENEFICIARY GOVERNMENT(S) ENDORSEMENT

Please confirm, if the project was requested and/or discussed with beneficiary government(s). If there is an explicit request or endorsement by the beneficiary government(s), please attach to the application

Received

Under discussion

Comments: Signed Lol received from TARA, signed Lol received from TanRoads. The project is the result of long term on-going collaboration between the implementing organisations and the relative Tanzania authorities and will provide a catalytic impact building on these foundations.

3.8 EXPECTED IMPACT

Outline the likely quantitative impact of this project in the immediately following project conclusion and in the long-term towards reducing road fatalities and serious injuries.

IMMEDIATE IMPACT:

- *Review of road design standards and guidelines including the presence of relevant UN legal instruments*
- *Development of a National Safer Road Infrastructure Strategy and Action Plan*
- *Development of National Road Design Standards that incorporate relevant UN legal instruments and support the Member State agreed Global Road Safety Performance Targets*
- *Development of a National Training, Accreditation and Certification Standard*
- *Building Institutional Capacity (with more than 100 people trained on the relevant national standards, iRAP, IRF and PIARC tools and methods and on safer road infrastructure)*
- *> 3,000km of design star ratings and/or road safety audits completed*
- *10,000km of existing roads assessed using star rating*
- *500km of roads upgraded with star ratings improved*
- *15,000 FSI's saved over the expected life of treatments*
- *National RAP established and additional star rating, fatality estimations, investment plans and Star Rating for Schools assessments leveraged across the country*
- *>US\$100 million of infrastructure investment made safer*

POTENTIAL LONG-TERM IMPACT:

Targeted number of lives saved: >500

Targeted number of injuries avoided: >15,000 (>5,000 serious injuries)

Other targeted road safety impact(s) (please describe): Increased safety-focussed infrastructure investment, Increase in % of travel on 3-star or better roads, improved speed management strategy.

The aim of the project will be to build the institutional capacity to identify the highest priority treatments to implement nationwide (e.g. using existing maintenance budgets), new corridors to upgrade that maximise lives saved and ensure new projects under design and construction include all cost-effective treatments and manage speed to ensure 3-star or better performance.

The long term target will be to support the Global Road Safety Performance Target for more than 75% of travel to be on the equivalent of 3-star or better roads for each road user. There will be less road collisions overall with the majority of travel on the safest levels of road

infrastructure performance. Countries will also communicate more with each other to share information and practices regarding road safety building on the global standard for safe roads that can be supported throughout the region as part of the Centre of Excellence for Road Safety being created with support from AfDB.

As an indication of potential lives saved and serious injuries reduced and iRAP assessment of roads across Tanzania (including 3,652 km of national roads, 150km of rural roads and 150km of Bus Rapid Transit corridors) has identified the following cost-effective outcomes:

| Network | Length | Estimated Fatalities and Serious Injuries per year (before) | Estimated Fatalities and Serious Injuries per year (after) if cost-effective treatments implemented | Potential Fatalities and Serious Injuries SAVED per year |
|--------------------------------------|--------|---|---|---|
| Baseline - BRT Routes 2 3 and 4 BCR1 | 122.2 | 1,200 | 370 | 830 |
| Igawa to Mafinga - baseline | 140.8 | 60 | 50 | 10 |
| Tanzania Nationwide Project | 3652.4 | 9,200 | 2,200 | 7,000 |
| Baseline - BRT Routes 5 | 29.4 | 290 | 80 | 210 |

3.9 REPLICATION AND SCALE-UP

Describe how the project intends to sustain any achievements beyond the completion of the project. Specify the arrangements to scale-up and replicate results, as relevant (max 500 words).

The “Ten Step Plan” is working to update university and professional accreditation training and train and mentor government and industry professionals so all people in the industry will be properly qualified to build safe roads. Revising the standards and changing the curriculum ensures that all future professionals will continue to follow safe practices from an institutional change to the standards and specifications that guide road design, construction and maintenance across the country.

New auditing and data collection techniques will also be taught and implemented to ensure that all roads continue to be at a 3-star standard or above. The project will further ensure institutionalization of capacity building activities via the Regional Centre of Excellence being set up in Tanzania with funding from the African Development Bank. This will further ensure scalability and replicability of the project outputs in the entire regions. The project even plans to go one step further and establish local construction quality control, data management, performance tracking, and monitoring frameworks so the country can be self-sufficient and evaluate itself.

The establishment of a National Road Assessment Programme, with local leadership, will further institutionalize processes and facilitate partnerships among the different agencies in the countries and abroad (exchange of good practices and expertise with other locally led national RAP programmes). This will also unlock the long-term continuous support as an iRAP Programme Partner with the mutual support benefits and continuous innovation and sharing of challenges and success across all iRAP partners globally.

The Ten Step Plan is very comprehensive and can easily be adjusted according to the local context and needs of the country. The data analysis portion at the beginning of the plan allows each programme to be specific to the country’s needs while still following the same structure

and framework. This should lead to the creation of a universal standard for safe roads that can be used in any country of the world.

3.10 INDICATIVE BUDGET

See Annex I of Application Guidelines for description of UNDG budget categories

| Object of expenditure | Notes | Requested from UNRSF (US\$) | Co-financing (US\$) (from GRSF) |
|---|-------|-----------------------------|---------------------------------|
| 1. Staff and other personnel costs | | 24,000 | 70,000 |
| 2. Supplies, commodities, materials | | | |
| 3. Equipment, vehicles and furniture including depreciation | | | |
| 4. Contractual services | | | 100,000 |
| 5. Travel | | 6,000 | |
| 6. Transfers and grants counterparts | | 418,600 | 130,000 |
| 7. General operating and other direct costs | | | |
| Total project direct costs | | 448,600 | |
| 8. Indirect support costs (7%) | | 31,400 | |
| Grand total | | 480,000 | 300,000 |

4. PROJECT MANAGEMENT

4.1 IMPLEMENTATION ARRANGEMENTS

Explain roles and responsibilities of the parties involved in governing and managing the project, for example, the number of full-time and part-time staff. Outline any governance mechanisms that will be utilized or established.

The project implementation is based on activities and modalities that will enhance the links among the partners, the team members and the country stakeholders. The proposed activities aim, in fact, to promote a structured dialogue among the participants and to encourage knowledge and expertise sharing while co-creating and tailoring solutions to the country needs

The Project Lead (IRF) will set up a sound decision-making structure, procedures and processes to properly coordinate work and ensure timely implementation of tasks and the achievement of the expected results. These will include:

- Clear definitions of contractual issues.
- Project planning, control and integration.
- Budget monitoring.
- Quality assurance.
- Risk management.

Quality Assurance

Effective communication and integration within the project will be achieved using standard reporting templates.

The project quality (information collected, assessments, findings, guidelines, recommendations, etc.) will be constantly assessed thanks to the involvement of a Quality Manager. The **Quality Manager (UNECA)** will review and provide advice on the approach and all the activities to be conducted in order to ensure that they meet quality standards but also to ensure that they can be fully integrated in the Centres of Excellence and also further replicated in other countries.

IRF will take the role of Project Director and be responsible for the Project Management including financial management.

IRF and iRAP will appoint a Country Project Manager to manage the country activities. This will be a full-time position. International and local experts will be contracted for the delivery of capacity building activities. IRF and iRAP will also provide expertise through their staff.

Overall staff/personnel expected to be contracted:

- 1 Project Director – part-time
- 1 Country Project Manager – full-time
- 8 international and local experts for trainings
- 4 FTE in between IRF and iRAP staff

4.2 PARTNERSHIPS

Specify the roles of implementation partners in the project and how they will be engaged. Will the project utilize the existing cooperation platform(s) to achieve and sustain results?

Please see what stated in point 4.1

A Table summarizing milestones, outputs, partners and timeline is provided as an annex to this application form.

Yes, the project will use existing cooperation platforms to achieve and sustain results, namely:

1. *Collaboration between IRF, TARA, TANROADS, PIARC*
2. *Established iRAP partnerships with TANROADS, TARA, TARURA, World Bank and other development financing agencies*
3. *UNECA and TanRoads mandate and collaboration on the establishment of a Regional Centre of Excellence in the country (with African Development Bank support).*
4. *GRSF engagement in the country*
5. *IRF managed private sector coalition in Tanzania*

4.3 RISK ASSESSMENT MATRIX

Please specify the key risks that can threaten the achievement of results through the chosen strategy and its assumptions. Describe how project risks will be mitigated, especially how potential adverse operational, social and environmental impacts will be avoided where possible and otherwise managed. Complete the table using the Risk Scoring Table in Annex II of Application Guidelines). Add additional rows, as needed.

| Risk Assessment Matrix | | | | | |
|------------------------|---|--|------------------|----------------------------------|------------------------|
| Key Risk | Likelihood (2-5, see Annex II in Guidelines) | Impact (1-5 see Annex II in Guidelines) | Score (L x I) | Control/Mitigation Measure[1] | Mitigation Timeline |

| Strategic | | | | | |
|--|---|---|----|--|---|
| Local partners not engaged in or supportive of project activities and outputs | 2 | 5 | 10 | Ensure that there is strong local engagement through the project design, planning and implementation phases. Seek to gain high-level support and commitment to the project | Heavy focus in design, planning and early implementation; ongoing maintenance |
| Loss of key personnel in local partner organisations (eg staff rotations) | 4 | 4 | 16 | Ensure that the project is design to be adaptive to potential changes in personnel and that knowledge products are able to help bring new people up to speed quickly. Maintain high level engagement and support and encourage stability | Ongoing |
| | | | 0 | | |
| | | | 0 | | |
| Environmental | | | | | |
| Project delivery affected by environment (eg severe rain, natural disaster) | 3 | 2 | 6 | Ensure planning of activities takes account of local conditions; reschedule activities as needed | During planning and implementation of in-country activities |
| Environmental concerns affect development of project outputs (eg potential impact of removal of trees as roadside hazards) | 3 | 2 | 6 | Ensure that local environmental context is well understood and taken into account | Ongoing |
| Financial | | | | | |
| Budget overruns and/or project budget is insufficient to meet scope of work | 3 | 5 | 15 | Ensure that project costs are fully considered in the project design and planning; seek opportunities to reduce costs (eg seek multiple quotations for expense items); carefully monitor costs throughout project; develop | Heavy focus on costing early in the project planning phase; oning monitoring |

| | | | | | |
|---|---|---|----|---|---------|
| | | | | contingency plans in the event that there is a problem including adjustment of scope | |
| | | | 0 | | |
| | | | 0 | | |
| Operational | | | 0 | | |
| Team member or stakeholder suffers injury, illness or theft during project activities | 4 | 5 | 20 | Ensure that team members have completed necessary health and safety training (eg UN BSAFE course); a health and safety risk plan is created and maintained including for specific in-country activities; team members ensure vaccinations are up to date; team members receive regular safety briefings (eg from International SOS); and adequate insurance coverage is maintained. | Ongoing |
| Team member exposed to bribery | 3 | 5 | 15 | Ensure there is an agreed bribery policy, ensure that team members are regularly briefed and monitor financial transactions for inappropriate items. Ensure that an anti-bribery clause is included in sub-contracts | Ongoing |
| Lack of coordination between project delivery team | 2 | 4 | 8 | Ensure that project team members regularly meet (eg video conferences) to review project plans, share developments and agree next steps | Ongoing |

| | | | | | |
|--|---|---|----|---|---|
| Major error in project output | 2 | 4 | 8 | Maintain fit for purpose quality assurance processes. Ensure team members are adequately qualified, regular performance monitoring | Ongoing |
| COVID-19 restrictions delay or prevent operational activities | 4 | 4 | 16 | Investigate options to have initial workshops and working group meetings via video call. Consider delivery of training workshops remotely through webinars and online courses | Ongoing monitoring |
| | | | 0 | | |
| Organizational | | | 0 | | |
| Loss of key personnel and/or inability to adequately deliver on project activities. | 2 | 4 | 8 | Team member organisations continue to manage their staff retention activities, regular monitoring of performance, adjust team member composition to ensure capacity and improve resilience. | Contingency planning at outset; monitor |
| | | | 0 | | |
| | | | 0 | | |
| Political | | | 0 | | |
| Change in political leadership in the country and/or in key local partners or ministries | 4 | 4 | 16 | Monitor political situation closely; ensure that incoming political leaders are able to be briefed on the project | Ongoing |
| Change in policy priority by key local partners or ministries (eg shift in focus away from roadsafety) | 3 | 5 | 15 | Maintain strong engagement with leadership | Ongoing |
| | | | 0 | | |
| | | | 0 | | |
| Regulatory | | | 0 | | |

| | | | | | |
|---|---|---|----|--|---------|
| Loss, unauthorized acquisition, disclosure, use or other form of compromise of confidential information | 3 | 5 | 15 | Comply with best practice procedures including conducting assessment, develop and implement policy and implement controls among partners. | Ongoing |
| Failure to comply with legislation | 3 | 5 | 15 | Ensure legal and tax environment is well understood by partners. Use standardised contracts and processes that have been vetted. | Ongoing |
| Team member is exposed to fraud | 3 | 5 | 15 | Ensure procurement processes are fit for purpose and followed. Ensure that team members are aware of anti-bribery policy and are well-briefed on expectations and processes. | Ongoing |

[1] Where risk factors are scored “high” or “very high” (score 9 to 25), mitigation measures must be addressed through actions that are planned and costed in the project budget, with immediate actions for risks scored at “Very High” (score 20 to 25).

4.4 MONITORING AND EVALUATION

In this section please outline the project’s monitoring and evaluation plans. Provide information on when monitoring and evaluation will occur. Specify the type of evaluation that will take place.

The project will measure formal progress on all key metrics on an annual basis in line with iRAP global performance monitoring and metrics. Project level output metrics will be reported on a 6-monthly basis.

Direct Impact and Outcomes

| Outcome | Target | Status |
|--|---------------------------------|--------|
| Review of road design standards and UN legal instruments | 100% Completed by end of year 1 | |
| National Safer Road Infrastructure Strategy and Action Plan | 100% Completed by end of year 1 | |
| Update of National Road Design Standards that include UN legal instruments | 100% Completed by 1.5 year mark | |

| | | |
|---|---|--|
| National Training, Accreditation and Certification Standard | 100% Completed by 1.5 year mark | |
| Institutional capacity in new Standards and IRF, iRAP and PIARC tools | >"100" people trained in total | |
| Star Ratings of road designs in Tanzania | >"3,000" km of design star ratings completed in total across Tanzania | |
| National RAP Programme agreed | National Licence signed and launched as appropriate | |
| Number of ViDA users in Tanzania | > "100" registered users | |
| Use of IRF, iRAP and PIARC Resources and Toolkits | > "500" sessions in Tanzania | |

Leveraged Impact and Outcomes

| Outcome | Target | Status |
|--|---|--------|
| Length of roads upgraded | > "500" km | |
| Estimated FSIs saved per year | > "15,000" Fatalities and Injuries saved over expected life of treatments | |
| Investment in safer roads by partners | > "US\$100 million" of investment made safer | |
| Star Ratings of existing roads | > "10,000" km assessed | |
| Risk Mapping | > "1,000" km of risk mapping data permitting | |
| Length of analysis scenarios completed on Tanzanian roads analysed in ViDA | >"10,000" km | |

5. STATEMENT OF COMPLIANCE

The undersigned certifies, following diligent inquiry, as follows:

1. Project Personnel² have not engaged in any activity which would violate Sections III (Special Provisions Regarding Financing of Terrorism) or VII (Fraud, Corruption and Unethical Behavior) of the Fund MOU, nor do there exist any circumstances which could reasonably be perceived to present a potential or actual conflict of interest³ on the part of the Applicant or its Implementing Partner(s), or any contractors, vendors or suppliers.

² "Project Personnel" shall mean any person or entity employed or engaged in any capacity with respect to the Project, including without limitation, employees, interns, volunteers, contractors, or vendors, whether engaged directly or through third parties including Implementing Partners.

³ "Conflict of interest" shall refer to circumstances where, by act or omission, a party's private interests or those of his or her family members, such as outside professional relationships or personal financial assets, interfere or appear to interfere with the proper performance of his or her professional functions or obligations to the contracting organization.

2. The Project (including related projects within a larger project or programme) shall not directly or indirectly (e.g., through Implementing Partners or third parties) engage or provide financial or personal benefit to, whether individually or by corporate ownership, participation or benefit, members of the Fund's governing bodies.
3. The Project (including related projects within a larger project or programme) is not currently engaged, nor shall it engage, in any relationship or arrangement, financial or otherwise, which may constitute a conflict of interest or a violation of Sections III or VII of the Fund MOU.
4. In managing and implementing Project activities, Project Personnel shall not seek or receive instructions from any Government or from any other authority external to the Applicant except as otherwise provided in the Project Documents and Governing Agreements.
5. It has disclosed all pertinent facts surrounding Project Personnel, and any relationship or arrangement, financial or otherwise, which may constitute a conflict of interest or a violation of the Fund MOU Sections III and VII [Attachment 1].
6. It has disclosed all complementary funding received, pledged or sought with respect to Project activities in item V. of the Project Proposal.

[Signature Block of Executive Officer or designate]

6. PROJECT SUBMISSION

| ARE ALL THE FOLLOWING ELEMENTS INCLUDED AND COMPLETED IN YOUR APPLICATION? | |
|--|--|
| Section 1. Proposal Cover Page | <input checked="" type="checkbox"/> Yes |
| Section 2. Executive Summary | <input checked="" type="checkbox"/> Yes |
| Section 3. Project Description | <input checked="" type="checkbox"/> Yes |
| Section 4. Project Management | <input checked="" type="checkbox"/> Yes |
| Section 5: Statement of Compliance | <input checked="" type="checkbox"/> Yes |
| Letters of support from national counterparts | <input checked="" type="checkbox"/> Yes |
| Any other annexes (depending on application) | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> N/A |

ANNEX 1. Action Plan (included in this form, see following pages)

ANNEX 2. Letter of support from National Counterparts - TARA (provided as a separate file)

ANNEX 3. Letter of Intent PIARC (provided as a separate file)

ANNEX 4. Developing a locally owned and led national or State iRAP programme

ACTION PLAN

| TEN STEP PLAN FOR SAFER ROAD INFRASTRUCTURE | | OUTPUTS/ DELIVERABLES | H1 | H2 | H3 | H4 | LEAD | PARTNERS |
|---|--|-----------------------|----|----|----|----|------|---|
| UNRSF Priority 1: Gap Analysis | | | | | | | IRF | UNECA, IRAP, PIARC, TARA, TANROADS, MOT, GRSF |
| Step 1 | National Safer Road Infrastructure Workshop | | | | | | | |
| Step 2 | Road Infrastructure Management Organisational Mapping | | | | | | | |
| Step 3 | Review of Current National and State Operational Policies, Standards, Guidelines and Financing Arrangements | | | | | | | |
| Step 4 | Develop National Safer Road Infrastructure Strategies and supporting Action Plans | | | | | | | |
| UNRSF Priority 2: National Standards & Training | | | | | | | | |
| Step 5 | Development of National Road Design Standards in accordance with the UN Global Road Safety Performance Targets | | | | | | IRF | UNECA, IRAP, PIARC, TARA, TANROADS MOT |
| Step 6 | Development of National Training, Accreditation and | | | | | | IRAP | IRF, iRAP, UNECA, PIARC, |

| | | | | | | | | |
|--|--|--|--|--|--|--|------------------------------------|---|
| | Certification Standards and Institutional Capacity | | | | | | | TARA, TANROADS GRSF |
| UNRSF Priority 3: Infrastructure Safety Management | | | | | | | | |
| Step 7 | Establish and/or enhance a National Road Assessment Programme (e.g. BrazilRAP, ChinaRAP, IndiaRAP, ThaiRAP, SARAP – South Africa) | | | | | | IRAP | TARA, TANROADS, MOT, iRAP GRSF |
| Step 8 | Immediate Road Design Assessments and Road Safety Audits that elevate the safety for all road users to a 3-star or better standard in support of UN Target 3 | | | | | | IRF (Audits) IRAP (Assessments) | TARA, TANROADS, MOT, IRF, iRAP |
| Step 9 | Strengthen National Capacity for Infrastructure Road Safety Construction Quality, Data Management, Performance Tracking, Monitoring and evaluation | | | | | | IRF | UNECA, IRF, iRAP, PIARC, TARA, TANROADS MOT GRSF |
| Step 10 | Establish an effective communications programme that celebrates safer roads | | | | | | IRAP | UNECA, IRF, iRAP, PIARC, TARA, TANROADS MOT GRSF |

Annex 1: Logical Framework and Workplan

Note – please ensure alignment to sections 3.3 and 3.8 in the Application Form

A. LOGICAL FRAMEWORK

PROJECT OBJECTIVE: *Reduce traffic fatalities and injuries in Tanzania by building capacity to improve infrastructure safety.*

| Expected outcome 1 | Indicators | Means of verification |
|---|---|---|
| <p>Knowledge about strengths, weaknesses and opportunities in institutional arrangements for infrastructure safety management improved</p> | <p><i>Indicator 1: National Safer Road Infrastructure Workshop convened to bring together national road agencies and financing stakeholders to review the current systems and institutional arrangements for road safety management</i> <i>Baseline: 0</i> <i>Target: Workshop outcomes and work plan agreed by all project stakeholders</i></p> <p><i>Indicator 2: Review of existing national road safety strategy, targets and action plan</i> <i>Baseline: Existing strategy</i> <i>Target: Review of national road safety strategy and agreed recommendations for national safer road infrastructure strategy and action plan accepted and approved by project partners.</i></p> <p><i>Indicator 3: Review of existing national road design standards</i> <i>Baseline: Existing standards</i> <i>Target: Review of national road design standards and agreed recommendations for revision accepted and approved by project partners.</i></p> | <p><i>Workshop agenda and minutes</i></p> <p><i>Workshop agenda and minutes. Written report on review of existing national road safety strategy, targets and action plan.</i></p> <p><i>Workshop agenda and minutes. Written report on review of existing national road design standards.</i></p> |

HOW DOES OUTCOME 1 CONTRIBUTE TOWARD ACHIEVING:

SDG 3.6: “By 2020, halve the number of global deaths and injuries from road traffic accidents”?

Fully comprehending the current status of road safety management in Tanzania, including the national road safety strategy and road design standards, in Tanzania is fundamental in order to shape the strategy and action steps to be taken in order to ameliorate the road safety situation. It is also necessary in order to bring all stakeholders to the same level of understanding and knowledge to further collaboration and partnerships.

SDG 11.2: “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”?

During the workshops and reviews it will be ensured that vulnerable groups are represented and have their viewpoints and perspectives taken into account in the consequent action steps and activities carried out during this project. This will thus improve road safety for these groups as more attention is paid to their needs.

Performance targets (project outputs that show progress towards achieving outcome 1)

Expected Milestone for each reporting period (annual)

Output 1.1 National Safer Road Infrastructure Workshop

October 2020

Output 1.2 Working group established to review national road safety strategy and action plans

November 2020

Output 1.3 Working group established to review national road design standards

December 2020

Output 1.4 Road Infrastructure Management Organisational Mapping

December 2020

Output 1.1

Indicators

Means of verification

National Safer Road Infrastructure Workshop

*Indicator 1: National Safer Road Infrastructure Workshop convened to bring together national road agencies and financing stakeholders to review the current systems and institutional arrangements for road safety management
Baseline: 0
Target: Workshop outcomes and work plan agreed by all project stakeholders*

Workshop agenda and minutes

Project activities:

Expected Milestone for each reporting period (annual)

1.1.1 Identify stakeholders to be convened to the workshop Plan workshop and detailed workshop agenda, send invites etc

September 2020

1.1.2 Convene workshop bringing together all project stakeholders

October 2020

| | | |
|---|---|--|
| 1.1.3 Agree workshop outcomes and forward plan | | November 2020 |
| ... Insert if needed | | Insert Month/Year ... |
| Output 1.2 | Indicators | Means of verification |
| <i>Working group established to review national road safety strategy and action plans</i> | <i>Indicator 2: Review of existing national road safety strategy, targets and action plan Baseline: Existing strategy Target: Review of national road safety strategy and agreed recommendations for national safer road infrastructure strategy and action plan accepted and approved by project partners.</i> | <i>Workshop agenda and minutes. Written report on review of existing national road safety strategy, targets and action plan.</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 1.2.1 National Safer Road Infrastructure Workshop | | October 2020 |
| 1.2.2 Review and analysis of existing national strategy and action plan | | January 2021 |
| ... Insert if needed | | Insert Month/Year ... |
| Output 1.3 | Indicators | Means of verification |
| <i>Working group established to review national road design standards</i> | <i>Indicator 3: Review of existing national road design standards Baseline: Existing standards Target: Review of national road design standards and agreed recommendations for revision accepted and approved by project partners.</i> | <i>Workshop agenda and minutes. Written report on review of existing national road design standards.</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 1.3.1 National Safer Road Infrastructure Workshop | | October 2020 |

| | | |
|---|---|---|
| 1.3.2 Review and analysis of existing national road design standards | | February 2021 |
| Output 1.4 | Indicators | Means of verification |
| <i>Road Infrastructure Management Organisational Mapping</i> | <i>Indicator 4: Gap analysis complete</i> | <i>Written report on gap analysis outcomes with recommendations for improvements in Road Infrastructure Management in the country and a framework for institutional strengthening and capacity building</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 1.4.1 National Safer Road Infrastructure Workshop | | October 2020 |
| 1.4.2 Review and analysis of the roles and capacity of existing national, state, city and rural administrations, research bodies and supplier/industry networks | | December 2020 |
| 1.4.3 Report findings and recommendations | | February 2021 |

| Expected outcome 2 | Indicators | Means of verification |
|---|--|--|
| <i>Institutional arrangements for infrastructure safety management improved</i> | Indicator 1: Revised road design standards Baseline: Existing (inadequate) design standards Target: Best practice guidance on national design standards including UN legal instruments approved. | <i>Copy of revised design standards document</i> |
| | Indicator 2: New National Safer Road Infrastructure Strategy and supporting Action plans Baseline: Existing road safety action plan Target: National policy adopting UN targets 3 and 4 adopted. | <i>New strategy document and action plan written and adopted</i> |

| | | |
|---|---|--|
| HOW DOES OUTCOME 2 CONTRIBUTE TOWARD ACHIEVING: | | |
| <p>SDG 3.6: “By 2020, halve the number of global deaths and injuries from road traffic accidents”? <i>Putting in place a best practice guidance on road design standards will represent a remarkable improvement versus the current inadequate design standards. It will lead to lives saved and injuries avoided as these standards will have safety at their core. Ensuring that the national strategy adopts UN targets 3 and 4 will further reflect the national commitment to the road safety cause and ensure that a greater focus is placed on avoiding deaths and injuries.</i></p> <p>SDG 11.2: “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”? <i>The best practice guidance on national road design standards will incorporate the needs of those in vulnerable situations and thus ensure greater access as well as improved road safety for these groups. A national policy adopting UN targets 3 & 4 will further ensure the long-term commitment towards ensuring the inclusion of these groups in discussions surrounding future projects and policies.</i></p> | | |
| Performance targets (project outputs that show progress towards achieving outcome 2) | | Expected Milestone for each reporting period (annual) |
| Output 2.1¹ Revised National Design Standards in accordance with UN Road Safety Performance Targets | | <i>May 2021</i> |
| Output 2.2 New National Safer Road Infrastructure Strategy and supporting Action Plans | | <i>May 2021</i> |
| Output 2.3 Insert | | <i>Insert Month/Year</i> |
| Output 2.1 | Indicators | Means of verification |
| <i>New National Design Standards in accordance with UN Road Safety Performance Targets</i> | Indicator 1: New road design standards Baseline: <i>Existing (inadequate) design standards</i> Target: Best practice guidance on national design standards including UN legal instruments approved. | <i>Copy of revised design standards document</i> |

¹ **Performance Targets / Milestones:** Are benchmarks (not activities) that represent attainment of a project stage or project achievement that show progress towards project outcomes and outputs. Milestone attainment should be strictly answerable with a “yes” or “No” answer.

Outcome milestone will often show progress on a particular outcome indicator target, but can also be a major significance benchmark, believed to lead to the outcome

| | | |
|---|---|--|
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 2.1.1 <i>National Safer Road Infrastructure Workshop</i> | | <i>October 2020</i> |
| 2.1.2 <i>Review and analysis of existing road design standards</i> | | <i>February 2021</i> |
| 2.1.3 <i>Development of revised National Road Design Standards document</i> | | <i>May 2021</i> |
| ... <i>Insert if needed</i> | | <i>Insert Month/Year ...</i> |
| Output 2.2 | Indicators | Means of verification |
| <i>New National Safer Road Infrastructure Strategy and supporting Action Plans</i> | <i>Indicator 2: New National Safer Road Infrastructure Strategy and supporting Action plans Baseline: Existing road safety action plan Target: National policy adopting UN targets 3 and 4 adopted.</i> | <i>New strategy document and action plan written and adopted</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 2.2.1 <i>National Safer Road Infrastructure Workshop</i> | | <i>October 2020</i> |
| 2.2.2 <i>Review and analysis of existing strategy and action plans</i> | | <i>January 2021</i> |
| 2.2.3 <i>Development of New National Safer Road Infrastructure Strategy and supporting Action plans</i> | | <i>May 2021</i> |
| ... <i>Insert if needed</i> | | <i>Insert Month/Year ...</i> |

| | | |
|--|---|--|
| Expected outcome 3 | Indicators | Means of verification |
| <i>Capacity to manage and perform iRAP-specification assessment and road safety audit projects, and road</i> | <i>Indicator 1: Training participants in new iRAP assessments, Road Safety Audit, and Road Safety Engineering courses Baseline: 0</i> | <i>Evaluations of training participants through surveys and semi-structured interviews</i> |

| | | |
|--|--|---|
| <p>infrastructure safety knowledge improved</p> | <p>Target: 100 people demonstrating improved skills and knowledge by 01/04/2022</p> <p>Indicator 2: National RAP established Baseline: 0 Target: Tanzania Road Assessment Program (TanRAP) agreement signed and launched by 01/04/22</p> <p>Indicator 3: National training, accreditation and certification scheme Baseline: 0 Target: New national training, accreditation and certification scheme by 01/04/22</p> | <p>Documentation of the launch and agreement signing</p> <p>Letter verifying new training, accreditation and certification scheme in existence. Individuals with training and accreditation certificates.</p> |
|--|--|---|

HOW DOES OUTCOME 3 CONTRIBUTE TOWARD ACHIEVING:

SDG 3.6: “By 2020, halve the number of global deaths and injuries from road traffic accidents”?

iRAP assessments enable high risk roads to be identified and proven cost-effective road safety countermeasures to be prioritized at location where they can maximise the potential to reduce fatal and serious injuries on the road network. Targeted network-wide infrastructure improvements have been shown to significantly reduce road deaths and injuries.

SDG 11.2: “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”?

iRAP assessments and road safety audits will identify affordable safety improvements for all road users including pedestrians and the most vulnerable. Building local capacity to manage and undertake the assessments is an affordable and sustainable solution.

| Performance targets (project outputs that show progress towards achieving outcome 3) | Expected Milestone for each reporting period (annual) |
|---|---|
| Output 3.1 ² Establish a comprehensive training programme covering iRAP assessments and methodology, road safety audit and road safety engineering | May 2021 |

² **Performance Targets / Milestones:** Are benchmarks (not activities) that represent attainment of a project stage or project achievement that show progress towards project outcomes and outputs. Milestone attainment should be strictly answerable with a “yes” or “No” answer.

Outcome milestone will often show progress on a particular outcome indicator target, but can also be a major significance benchmark, believed to lead to the outcome

| | | |
|--|--|--|
| Output 3.2 <i>National RAP programme established</i> | | 04/22 |
| Output 3.3 <i>New national training, accreditation and certification scheme established</i> | | 04/22 |
| Output 3.1 | Indicators | Means of verification |
| <i>Establish a comprehensive training programme covering iRAP assessments and methodology, road safety audit and road safety engineering</i> | Indicator 1: Training participants Baseline: 0 Target: 100 people demonstrating improved skills and knowledge by 01/04/2022 | <i>Evaluations of training participants through surveys and semi-structured interviews</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 3.1.1 <i>Gap analysis on existing training provision within the country</i> | | <i>December 2020</i> |
| 3.1.2 <i>Design a comprehensive training programme to include iRAP protocols, data collection techniques, RSA and road safety engineering principles</i> | | <i>May 2021</i> |
| 3.1.3 <i>Deliver training programme and evaluate participant feedback to enable improvements to be incorporated</i> | | <i>October 2021</i> |
| ... <i>Insert if needed</i> | | <i>Insert Month/Year ...</i> |
| Output 3.2 | Indicators | Means of verification |
| <i>National RAP programme established</i> | Indicator 2: National RAP established Baseline: 0 Target: <i>Tanzania Road Assessment Program (TanRAP) agreement signed and launched by 01/04/22</i> | <i>Documentation of the launch and agreement signing</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 3.2.1 <i>Gap analysis and road infrastructure management organisational mapping to identify lead agencies that can support a local programme</i> | | <i>December 2020</i> |

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| 3.2.2 Agree on the appropriate local structure and finalise lead roles such as Programme Lead, Technical Lead, Road Upgrade Lead and a Communications Lead to establish the comms programmes to celebrate success (step 10). | | December 2021 |
| 3.2.3 Formalise the partnerships, sign MOU and national licence agreement and launch as appropriate | | April 2022 |
| ... Insert if needed | | Insert Month/Year ... |
| Output 3.3 | Indicators | Means of verification |
| <i>New national training, accreditation and certification scheme established</i> | Indicator 3: National training, accreditation and certification scheme Baseline: 0 Target: New national training, accreditation and certification scheme by 01/04/22 | <i>Letter verifying new training, accreditation and certification scheme in existence. Individuals with training and accreditation certificates.</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 3.3.1 Gap analysis on existing university training provision and professional accreditation schemes within the country | | December 2020 |
| 3.3.2 Design and develop a comprehensive national accreditation scheme that supports new road safety targets and builds institutional capacity to sustain the National Safer Road Infrastructure Plan and National Road Assessment Programme | | October 2021 |
| 3.3.3 Launch the national training, accreditation and certification standard | | April 2022 |

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| Expected outcome 4 | Indicators | Means of verification |
| <i>Risk on key roads reduced for all road user types</i> | Indicator 1: iRAP Star Rating for Designs Baseline: 2,400km Target: >3,000 km of design star ratings completed in total across Tanzania | <i>Star Ratings of designs before and after road safety audits and reviews</i> |

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| | <p>Indicator 2: Star Rating of existing roads Baseline: 6,769km Target: 10,000km assessed</p> <p>Indicator 3: Length of roads upgraded Baseline: 0km Target: 500km of roads upgraded with star ratings improved</p> <p>Indicator 4: Estimated FSI saved Baseline: 0 Target: 15,000 FSI saved over the expected life of treatments</p> <p>Indicator 5: Road Safety Audits undertaken on new or existing roads, or proposed road designs Baseline: 0 Target: all new major road upgrade projects in Tanzania</p> | <p><i>Star rating assessments and road safety audits of existing roads</i></p> <p><i>Star ratings before and after road upgrades</i></p> <p><i>Safer Road Investment Plans</i></p> <p><i>Road Safety Audit reports</i></p> |
|--|--|--|

HOW DOES OUTCOME 4 CONTRIBUTE TOWARD ACHIEVING:

SDG 3.6: “By 2020, halve the number of global deaths and injuries from road traffic accidents”?

Reducing risk on the key national roads through iRAP assessments will reduce deaths and serious injuries from road traffic crashes by reducing the likelihood and severity of serious and fatal collisions through the identification of road infrastructure countermeasures.

SDG 11.2: “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”?

iRAP assessments can be used to target different road user types including pedestrians and bicyclists and can be used to justify investment in safe and affordable transport systems through the economic outputs of the Safer Road Investment Plans.

| Performance targets (project outputs that show progress towards achieving outcome 4) | Expected Milestone for each reporting period (annual) |
|--|---|
| Output 4.1 ³ <i>Star Rating of Designs (on 600km of new designs)</i> | August 2021 |

³ **Performance Targets / Milestones:** Are benchmarks (not activities) that represent attainment of a project stage or project achievement that show progress towards project outcomes and outputs. Milestone attainment should be strictly answerable with a “yes” or “No” answer.

| | | |
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| Output 4.2 <i>Star Rating of existing roads (on 3,230 of existing roads)</i> | | <i>March 2022</i> |
| Output 4.3 <i>Upgraded roads</i> | | <i>Sept. 2022</i> |
| Output 4.1 | Indicators | Means of verification |
| <i>Star Rating of Designs</i> | Indicator 1: iRAP Star Rating for Designs Baseline: 2,400km Target: >3,000 km of design star ratings completed in total across Tanzania | <i>Star Ratings of designs before and after road safety audits and reviews</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 4.1.1 <i>Work with design consultants and government counterparts to identify new road design projects</i> | | <i>November 2020</i> |
| 4.1.2 <i>Data collection (includes road design documents and supporting data) and road coding</i> | | <i>February 2021</i> |
| 4.1.3 <i>Support local analysis and reporting of results</i> | | <i>June 2021</i> |
| 4.1.4 <i>Support design consultants to amend and improve proposed designs to meet agreed targets</i> | | <i>August 2021</i> |
| Output 4.2 | Indicators | Means of verification |
| <i>Star Rating of existing roads</i> | Indicator 2: Star Rating of existing roads Baseline: 6,769km Target: 10,000km assessed | <i>Star rating assessments and road safety audits of existing roads</i> |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 4.2.1 <i>Work with local partners to identify roads for baseline survey</i> | | <i>December 2020</i> |
| 4.2.2 <i>Support local partners to procure iRAP baseline assessments including survey, coding and supporting data collection</i> | | <i>March 2021</i> |

Outcome milestone will often show progress on a particular outcome indicator target, but can also be a major significance benchmark, believed to lead to the outcome

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| 4.2.3 Support local analysis and reporting of results | | December 2021 |
| 4.2.4 Support local partners to implement agreed upgrades | | March 2022 |
| Output 4.3 | Indicators | Means of verification |
| Upgraded roads | Indicator 3: Length of roads upgraded Baseline: 0km Target: 500km of roads upgraded with star ratings improved | Star ratings before and after road upgrades |
| Project activities: | | Expected Milestone for each reporting period (annual) |
| 4.3.1 Support local analysis and prioritisation of treatments | | December 2021 |
| 4.3.2 Support local partners to implement agreed upgrades | | March 2022 |
| 4.3.3 Support local partners to undertake assessment of upgraded roads | | Sep. 2022 |
| ... Insert if needed | | Insert Month/Year ... |

B. PROJECT WORKPLAN

Rows and columns can be added as required, please note that the number and descriptions of project activities have to be in line with the ones reflected in the application form, logical framework (above) and detailed budget

| Project Activities | | Lead responsibility | Timeframe (by quarter – every 3 months) | | | | | | | | | | | |
|--------------------|---|---|---|----|----|----|----------------|----|----|----|----------------|-----|-----|-----|
| | | | Year 1 2020 | | | | Year 2 2021 | | | | Year 3 2022 | | | |
| No. | Description | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 |
| 1 | Outcome 1: | Knowledge about strengths, weaknesses and opportunities in institutional arrangements for infrastructure safety management improved | | | | | | | | | | | | |
| 1.1 | Output 1.1: | National Safer Road Infrastructure Workshop | | | | | | | | | | | | |
| 1.1.1 | Plan workshop and detailed workshop agenda, send invites etc. | | | | | | | | | | | | | |
| 1.1.2 | Convene workshop bringing together all project stakeholders | | | | | | | | | | | | | |
| 1.1.3 | Agree workshop outcomes and forward plan | | | | | | | | | | | | | |
| 1.2 | Output 1.2: | Working group established to review national road safety strategy and action plans | | | | | | | | | | | | |
| 1.2.1 | National Safer Road Infrastructure Workshop | | | | | | | | | | | | | |
| 1.2.2 | Review and analysis of existing national strategy and action plan | | | | | | | | | | | | | |
| 1.2.3 | | | | | | | | | | | | | | |
| 1.3 | Output 1.3: | Working group established to review national road design standards | | | | | | | | | | | | |

Annex 2: Contact details

| PARTICIPATING UN ORGANIZATION (S) - PUNOs | | |
|--|-------------------------------|---|
| PUNO(s) | | United Nations Economic Commission for Africa (UNECA) |
| <input type="checkbox"/> Mr. <input type="checkbox"/> Ms. | Primary contact person (name) | Robert Lisinge |
| Functional Title | | |
| Section / Department | | |
| Address | | Menelik II Ave. P.O. Box 3001, Addis Ababa, Ethiopia |
| Telephone | | 251-11-544-5000 |
| E-Mail | | |
| IMPLEMENTING ORGANIZATION (S) (IF DIFFERENT FROM ABOVE) | | |
| Project Implementing Organization | | International Road Federation (IRF) |
| <input type="checkbox"/> Mr. <input checked="" type="checkbox"/> Ms. | Primary contact person (name) | Susanna Zammataro |
| Functional Title | | Director General |
| Section / Department | | |
| Address | | 2, chemin de Blandonnet, 1214 Geneva, Switzerland |
| Telephone | | +41 22 306 02 60 |
| E-Mail | | szammataro@irfnet.ch |
| OTHER PARTNERS (AS APPLICABLE) (ADD ROWS FOR EACH PARTNER) | | |
| For <u>each participating project partner</u> , please provide the following information | | |
| Name of organization | | International Road Federation (IRF) |

| | |
|-------------------------------------|--|
| Contact person | Susanna Zammataro |
| E-Mail | szammataro@irfnet.ch |
| Organization's role in the project: | Project lead |
| | |
| Name of organization | International Road Assessment Programme (iRAP) |
| Contact person | Luke Rogers |
| E-Mail | Luke.rogers@irap.org |
| Organization's role in the project: | <p><i>Implementing partner. Specific tasks include:</i></p> <ul style="list-style-type: none"> • <i>Support the implementing organisation to plan and deliver the National Safer Road Infrastructure Workshop</i> • <i>Support partner organisations in the review and revision of national road safety strategy and design standards</i> • <i>Plan and deliver iRAP online and in-person training workshops on survey, road coding, analysis and reporting of iRAP results</i> • <i>Facilitate iRAP activity accreditation</i> • <i>Help to establish a national Road Assessment Programme</i> • <i>Help to establish a new national training, accreditation and certification scheme</i> • <i>Provide technical support for locally delivered iRAP assessments, to include baseline, design and post-construction assessments</i> |

Annex 3: Past, ongoing and planned projects

Please refer to the information provided on section 3.2 in the Application Form.

| PAST PROJECTS | |
|--|---|
| Project Name | iRAP - Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS) – World Bank Global Road Safety Facility partnership |
| Duration/Dates | 2015 to 2019 |
| Budget | Approx. \$200,000 (for Tanzania project deliverables) |
| How does the project proposal build on the lessons learned and achievements from this project? | The 3,650km of baseline assessment results (and 2,456km of design star ratings) collected during the BIGRS project can be used during the proposed Ten Step Plan to identify the highest risk roads for prioritisation and create targeted investment plans for future upgrade. The existing results will also be made available and used in the proposed training workshops. The Tanzania Roads Association (TARA) have expressed interest in building a locally led and managed Tanzania RAP programme. |
| Project Name | IRF - SaferAfrica project |
| Duration/Dates | 2016-2019 |
| Budget | 3 Mio Euros |
| How does the project proposal build on the lessons learned and achievements from this project? | The methodology developed in the framework of the SaferAfrica project will be key for the revision of standards in Tanzania. |
| Project Name | <i>Regional Seminar on Road Safety Audits for Decision Makers & International Course on Road Safety Engineering and Audits</i> |
| Duration/Dates | <i>April to September 2019</i> |
| Budget | 200K USD |
| How does the project proposal build on the lessons learned and achievements from | <i>The objectives of the seminar was to share expertise/knowledge, experiences and best practices on Road Safety in particular Road Safety Audits and to facilitate decision makers appreciate the basics and importance of road safety audits to be able to support and initiate carrying out Road Safety Audits in their</i> |

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| this project? | <p><i>areas of jurisdictions after attending the seminar. Whilst these trainings, which have also happened in previous years, have spurred great progress, additional support and trainings are required to expand local capacity and expertise regarding Road Safety Audits. Tanzania does not have a well-established system to train and accredit auditors.</i></p> |
|---------------|--|

ONGOING PROJECTS

| | |
|---|--|
| Project Name | |
| Duration/Dates | |
| Budget | |
| How will the project proposal be aligned with this project? | |

PLANNED PROJECTS

| | |
|---|---|
| Project Name | Impact Evaluation of the UNRSF Ten Step Plan for Safer Road Infrastructure in improving the safety performance of World Bank projects in Tanzania |
| Duration/Dates | August 2020 to September 2021 |
| Budget | USD300,000 |
| How will the project proposal be aligned with this project? | <p>The research project will provide a comprehensive evaluation of the impact of the first global deployment of the UN Road Safety Fund supported Ten Step Plan for Safer Road Infrastructure in Tanzania with a focus on active World Bank projects.</p> <p>The impact will be measured through robust research and analysis of:</p> <ul style="list-style-type: none"> the detailed direct road safety management, speed management and safety-related engineering design skills of project staff involved in the delivery of active World Bank projects before and after training activities have been implemented as part of the UNRSF Ten Steps project. the safety performance of historical and current road projects in terms of star rating performance, individual road safety features, speed management, fatality and serious injury estimates and where available, actual crash performance. <p>The project will use applied research to recommend any enhancements to the Ten Steps approach, and the potential for application on existing World Bank projects and recommendations for future World Bank, MDB and bi-lateral development activities.</p> |

