

# Governance and Effective Management: Speed Management Demonstration Project, in the Islamic Republic of Iran

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## Abstract

The Government of the Islamic Republic of Iran (Iran) has embarked on a challenging project aiming to demonstrate how to make road travel safer through speed management measures based on Safe System Approach (SSA) and Result Based Management (RBM). This follows from mounting concern in curbing a high death rate from motor vehicle crashes in recent years. However, despite the Government's commitment to address this problem, there have been setbacks owing to the challenges of putting in place a strong collaborative framework involving all the agencies charged with responsibilities for road engineering, traffic law enforcement and public education. Iran has established a National Road Safety Commission (NRSC) to lead and coordinate actions. In implementing a demonstration project, specific partnership arrangements have been established at national and provincial levels, as well as pillar-based project teams in 3 provinces. This paper examines the governance structure and opportunities to strengthen the collaborative management of the project and how similar programs can be established and executed in other countries to improve road safety based on SSA and RBM.

## Keywords

Governance, Speed Management, Demonstration Project, Road Safety, Results-Based Management, Safe System Approach

## Glossary

EMRO – WHO Regional Office for the Eastern Mediterranean

EMR – Eastern Mediterranean Region

LMO – Iranian Legal Medicine Organization

MOU – Memorandum of Understanding

MRUD- Ministry of Road and Urban Development

NGO – Non-Government Organization

NRSC – National Road Safety Commission

RBM – Results-based management

RMTO – Road Maintenance and Transportation Organization

SME – surveillance, monitoring and evaluation

SSA – Safe System Approach

UNDG – United Nations Development Group

UNGA – United Nations General Assembly

WHO – World Health Organisation

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## Introduction

Most countries that actively pursue road safety objectives through government actions and policies have a number of agencies that act to make roads, road users and vehicles safer. There are also central and local governments that play their part in this endeavour. Some of the most successful jurisdictions are those that have good cooperation between agencies and levels of government, a common aim and effective leadership of the overall program of road safety. They may be said to have good *governance*.

This paper presents the research on what is considered *good governance* and its practical application in a speed management demonstration project in Iran. It provides a unique insight into the strengths and challenges identified as the project is developed to the implementation phase. The project aims to demonstrate how to implement speed management interventions to reduce road trauma in selected road corridors in three Iranian provinces. As such it is vital that a systematic process of evaluation is defined and carried out. This evaluation will inform other jurisdictions seeking to improve road safety. The approach undertaken, the model developed and the lessons learned are presented as an example that other countries may follow, particularly as it applies to the governance regime.

This paper aims to demonstrate the importance of setting a firm base of action through governance and management structures and practices can contribute to effective partnership arrangements for road safety projects.”

## Background - Iran's Road Safety Situation

In Iran, road traffic crashes are one of the leading causes of fatalities and injuries. According to WHO Global Status Report on Road Safety, the average road crash fatality rate in Iran is 20.5 per 100,000 population, which is higher than the rate for the Eastern Mediterranean Region (17.9) (WHO, 2018).

Between 2004 and 2016, road fatalities had reduced substantially from 27,755 per annum (40.5 per 100,000 population) to 16,201 per annum (21.1 per 100,000 population). The interventions contributing to this reduction included the introduction of fixed and mobile speed cameras, laser speed detection devices, the introduction of demerit points, revisions to the Iranian Driving Act and engineering solutions such as traffic calming measures.

From 2014-2015, the trend in road fatalities flattened then started to rise again in 2017-2018. This is an unacceptably high rate and number of road fatalities each year requiring strategic intervention. Iranian Traffic Police data suggests that around 25% of injury and fatal crashes have involved

speeding. The NRSC has provided evidence on the importance of speed as a risk factor in Iran and its role in mortality and severe injury crashes.

In response to this road safety situation, the Government of Iran, in partnership with the WHO, identified the need for strategic reform which manifested into the development of Safety Model Corridors as a demonstration project. In the development of this project, a governance framework was determined as critical foundation to ensure effective management and to achieve defined results. The Results-Based Management (RBM) approach and Safe System Approach (SSA) were adopted as key components with the requirement to fully understand and maximise all aspects of good governance.

## Defining Governance in Road Safety

There are many definitions and interpretations of the term governance. In the context of local government decision-making, “Governance is the formal and informal framework within which decisions are made” (Wilmoth 2017). Historically, *governance* was simply another word for government or public administration. With the evolving complexity of government bureaucracies and dispersion of power and authority between government departments and levels of government, *governance* must also be about managing policy networks and inter-agency relations (Kjaer, 2004). In public sector endeavours, such as road safety, policy networks are characterised by:

- *Interdependence* – network participants are mutually dependent on each other's resources in order to realise their objectives;
- *Coordination* – network participants need to act jointly in order to realise shared objectives; and
- *Pluralism* – networks are relatively autonomous vis-à-vis other networks and the state. (Bevir, 2011).

The first recommendation of the World Report on Road Traffic Injury Prevention was to: *Identify a lead agency in government to guide the national road traffic safety effort* (WHO, 2004). A lead agency can take various forms. It can be a stand-alone bureau, a committee representing several government agencies, or be part of a larger transport organisation. The Report stresses that this lead agency should have adequate finances and should be publicly accountable for its actions. The National Road Safety Commission (NRSC) in Iran has adopted this role of the lead agency. In this case, the NRSC is chaired by the Ministry of Roads and Urban Development. The full list of members is provided in Appendix A.



Figure 1. Project governance elements (Source: NRSC)

Bliss and Breen (2009) extended this message and prepared guidelines for effective implementation of the World Report emphasising the importance of management capacity, stressing a systematic approach with a focus on clear institutional management functions, results-focused interventions, and a strong lead agency. They provided a practical checklist for measuring the effectiveness of the road safety management system.

### Governance Framework

The key elements considered by this project to constitute good practice governance are shown in Figure 1.

In expansion of this model, the Government of Iran, in partnership with the WHO, has recognised that governance and effective management of the demonstration project must have 2 primary components; an end-to-end framework for defining, measuring and evaluating the project results, and a proven holistic approach to reducing road trauma. Those primary components adopted for the demonstration project are respectively the RBM approach (UNDG, 2011) and the SSA .

The RBM approach has been adopted by many United Nations organisations, including the WHO as a proven tool that can be used to manage and monitor a road safety program. The key steps in the usage of this tool are:

- Step 1. Understand the situation
- Step 2. Prioritise issues for action
- Step 3. Devise a theory of change
- Step 4. Define desired results
- Step 5. Align results, strategies and funding

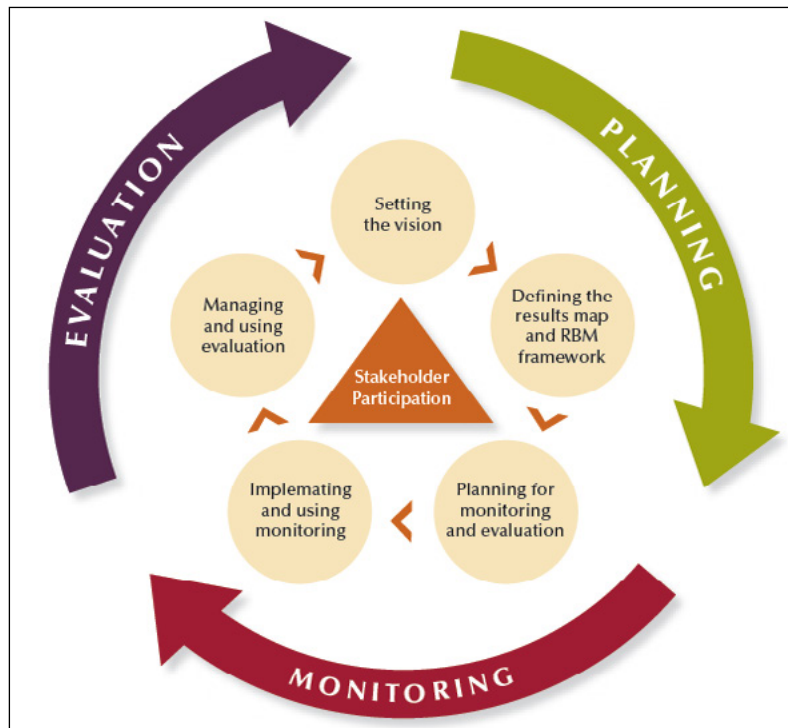
- Step 6. Assess assumptions and risks
- Step 7. Draw it all together in a results framework and a theory of change narrative
- Step 8. Develop a monitoring plan
- Step 9. Assess the evaluability of the programme (UNICEF, 2017)

Figure 2 depicts a model management process based on RBM as devised by the United Nations Development Group (UNDG).

The initial RBM steps allow a shared vision of the desired outcomes in the form of a results framework and a change narrative that is based on a clear understanding of the underlying situation. The concluding RBM steps involve measuring and monitoring the defined indicators of success to determine the ultimate impact, change outcomes, observable outputs, actions undertaken and resources that were applied.

Moreover, a chain of results of the project can be defined and outcome and impact indicators can be presented. The evaluation process focuses on identifying and measuring inputs, activities, outputs, outcomes and impacts. This is defined in the RMB Handbook as a Results Chain as shown in Figure 3.

These principles are embodied in the speed management demonstration corridors project. The chain of results approach calls for each element of the project to be defined, and for outcome and impact indicators to be presented



Source: UNDP, Handbook on Planning, MOntoring and Evaluating for Development Results, 2009

Figure 2. Project management process devised by the UNDG

## The Role of the SSA in Governance

The SSA has been pioneered in the Swedish Vision Zero policy and in the Dutch Sustainable Safety strategy, and is founded on the ethics of developing a sustainable road traffic system that preserves human life by eliminating serious road injury. In 2010 the SSA was adopted by the United Nations General Assembly (UNGA) to underpin the global plan for the first Decade of Action for Road Safety. This principle has been carried over with an enhanced focus on speed management in a Resolution adopted on August 2020 calling for a second Decade of Action<sup>1</sup>. In August 2020 the UNGA adopted resolution 74/299 improving global road safety, proclaiming the second Decade of Action for Road Safety 2021-2030, with the ambitious target of preventing at least 50% of road traffic deaths and injuries by 2030. SSA has been acknowledged in the resolution and in the Stockholm Declaration Third Global Ministerial Conference on Road Safety: Achieving Global Goals 2030 as well.

The explicit aim of the SSA is to eliminate serious and fatal road injuries through proactive road and traffic safety management in recognition that human road users are physically vulnerable, risk prone and fallible. System management measures must proactively eliminate unsafe road conditions, unsafe vehicles, unsafe behaviours and unsafe speeds under the management of a leadership agency. Prerequisites to managing a safe system include:

- effective leadership and capability;
- legislation and enforcement;
- ambition and innovation;
- understanding of crash types and crash/injury risk; and
- management of access to the system by regulating vehicles and drivers/riders.

Notably, the management of driving speeds is a pivotal factor in the SSA. This is because, not only does speed increase the risk of crashes occurring, it also increases the severity of injury whenever crashes do occur.

Using the international experience of SSA and RBM, a general governance framework was developed to ensure oversighting, commitment, partnership, coordination, implementation and surveillance, monitoring and evaluation (SME). The governance model for the Speed Demonstration project, as depicted in Figure 3, was developed by the NRSC.

The engineering component will ensure the identification and segmentation of the selected corridors for treatment, speed limit setting, traffic calming and risk reduction interventions based on national protocols and are to be clearly defined.

Law enforcement is to be addressed through enhancements to legislation, active and visible enforcement, deployment and detection, infringement processing and fines

<sup>1</sup> <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N20/226/30/PDF/N2022630.pdf?OpenElement>

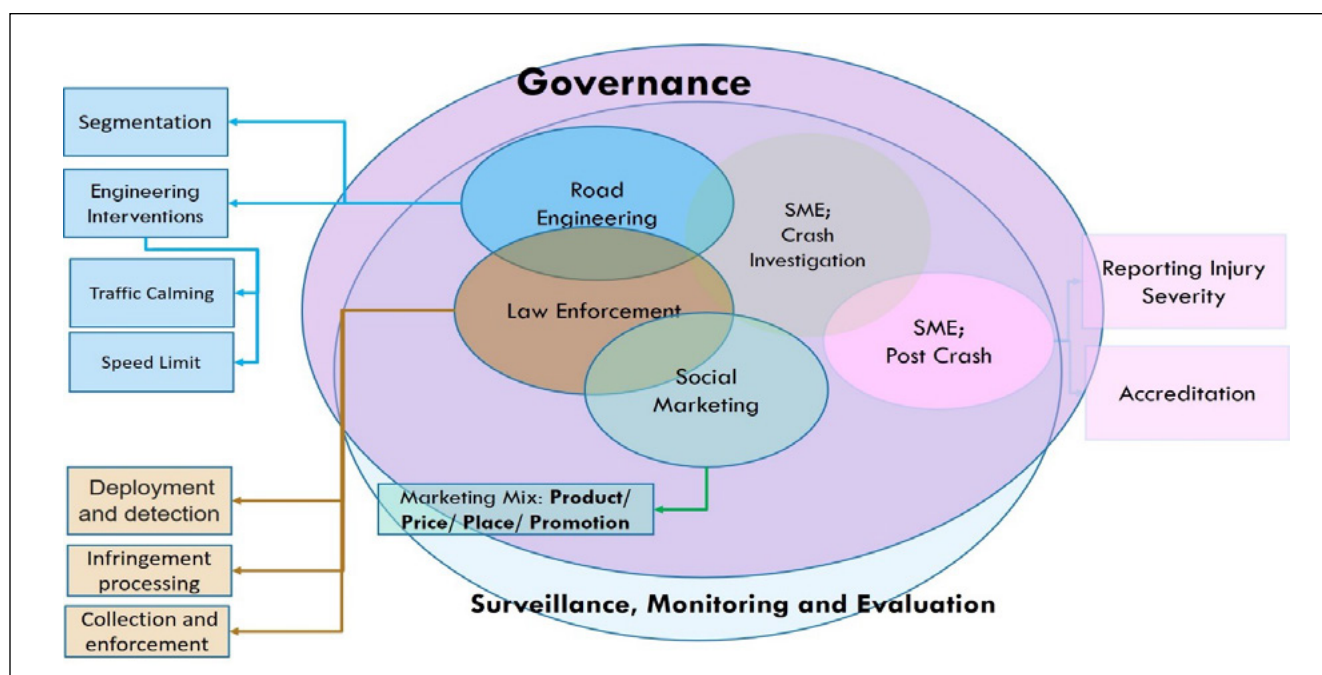


Figure 3. The Governance Framework devised by the NRSC for the demonstration Project

collection. The main tasks are to be assigned to action leaders with the responsibility to review procedures and develop protocols.

Social marketing is to be subjected to qualitative and formative research to best appeal for project target groups and the overall scope to develop and implement educational interventions to enhance road user compliance within the speed limit.

Crash investigation processes and protocols are to be reviewed as well as post-crash emergency response and care being addressed with continuous quality improvement.

A key attribute to the framework is the SME process. The anticipated results are the reduction of traumatic injuries and deaths in the demonstration project. The suite of initiatives in the disciplined governance structure are expected to be a model for others to follow.

In order to reinforce the importance of good governance, project details are now provided.

## Enhanced Safety Model Corridors Demonstration Project

Following the SSA model, Iran has recognised that optimal and sustainable road safety outcomes cannot be achieved just through regulation and enforcement. Hence the demonstration project integrates those elements with improvements in good governance, leadership and capability, education and information and road safety engineering.

To accelerate efforts towards enhancement of road safety in the country, NRSC, in its leadership role, initiated a series of technical missions in 2018-19 facilitated by WHO. The missions focused on implementing the demonstration project to deliver road safety improvements through speed management strategy with participation of national and international road safety specialists in the areas of governance, enforcement, social marketing and road safety engineering.

The international consultant missions carried out a situational analysis and reported on deficiencies and recommended solutions to manage speeds and road safety in the country. They also facilitated capacity building workshops. Based on the mission recommendations to accelerate efforts towards enhancement of road safety in the country and to make progress to achieve the intended national target of 20% reduction in road fatalities by 2025, the SSA was adopted by the Government to underpin its efforts to improve speed management.

To facilitate formulation of SSA in the national road safety system of member states, WHO Regional Office for the Eastern Mediterranean (EMRO) has developed the “Road Safety System framework for the Eastern Mediterranean Region” and Iran has been nominated to demonstrate an applicable model of SSA in EMRO. Therefore, with EMRO support, a project was launched jointly by WHO country office and NRSC in collaboration with national partners to demonstrate enhanced Safety Model Corridors focusing on speed management based on SSA/RBM.

The project aims to offer a workable model for EMRO member states commencing with a focus on the speed

management component however will extend gradually to other SSA pillars to ensure an inclusive and comprehensive approach to road safety. The SSA is a completely new concept to Iran, there being no similar experience within the country. In addition, the RBM has not been fully formulated in road safety programs and one of the main objectives of this project is to institutionalise these two approaches in the Iranian road safety system.

**MISSION:** *Demonstrate that by applying a 'safe systems and collaborative approach' to road safety interventions, substantial reductions in road trauma will be achieved within a 12-month period (and ongoing).*

**Objective 1:** Reduce average (mean) vehicle speed in demonstration sites by 5km/h, within 6 months, sustained over 1 year;

**Objective 2:** Increase speed limit compliance by 30% within 6 months and by 50% within 1 year;

**Objective 3:** Reduce road fatalities by 30% within 6 months, sustained over 12 months;

**Objective 4:** Reduce serious injuries caused by road crashes by 20% within 6 months, sustained over 12 months;

**Objective 5:** Achieve greater community acceptance of speed limits and speed enforcement by 20% within 6 months and 50% within 1 year;

**Objective 6:** Achieve increased community satisfaction with the road and traffic environment by 20% within 6 months and 50% within 1 year;

**Objective 7:** Establish ongoing collaborative working groups (including Traffic Police, Road Maintenance and Transportation Organization (RMTO), local government, NGOs, Health) to continually improve road safety; and

**Objective 8:** Gain commitments by other jurisdictions in Iran and throughout the Region to implement speed management programs based on results of the Demonstration Project.

### The Governance Regime within the Demonstration Project

To finalise the project implementation plan with defined benefits, a *Speed Management Demonstration Project* was approved in the meeting of NRSC, aiming to prepare the way for effective speed management in Iran.

The lead agency for road safety was confirmed as the NRSC with the secretariate being hosted by the Ministry of Roads and Urban Development. Given the scope of the project, key stakeholders at National and Provincial levels were invited to participate. Therefore, the establishment of an effective governance mechanism was identified as crucial to ensure a successful outcome for the project.

NRSC brought all the stakeholders together to gain their contribution and support in implementing the demonstration project.

Coordination, advocacy, accountability and resource mobilisation were considered essential components. A road safety partnership was therefore formed within the NRSC to facilitate implementation of the project including:

- RMTO,
- Road Traffic Police,
- Ministry of Interior (Transportation and Traffic Department),
- Ministry of Health and Medical Education (National Emergency Management Organization)
- WHO Country Office

Led by NRSC and WHO country office, multiple taskforces were formed for the project, at both national and provincial levels. National Taskforces were established to coordinate stakeholders based on their internal structure, so that they could participate actively and maintain their ongoing processes. Provincial Taskforces were established to take charge of implementing different project steps, such as conducting baseline surveys, and implementing designed interventions. These Task Forces are set up to provide:

- *Coordinating mechanism:* To ensure good coordination of the project, a multisectoral mechanism has been set up with participation of various stakeholders. A coordination body was established at national level and in each of the three selected provinces. The provincial coordinating body is led by the governor as the highest authority. In addition, to the design of evidence-based interventions, a technical group has been established at national level with the involvement of key technical staff from the provincial level. The WHO is supporting the technical working group.
- *Advocacy:* Before starting the project, some of high-ranking authorities of road safety at national and provincial levels contradicted the message about the impact of speed management in reduction of road mortality. This challenge was addressed through advocacy actions and sharing scientific evidence and figures from the country.

### The Project planning phase

In the first step, in consultation with partners, three provinces were selected with consideration of their potential strengths to implement the project. The criteria for selection of the pilot sites included:

- Crash rates, especially speed related;
- Crash injury numbers and severity;
- Capabilities of local responsible agencies;



Figure 4. Locations of the demonstration road corridors

- Representative of road functions, geometric designs;
- Road user behaviours throughout the country;
- Degree of non-compliance to speed limits a major problem;
- Traffic and speed monitoring capability;
- Availability of traffic enforcement resources;
- Diversity of land use and environmental conditions; and
- Important road transportation links.

In consultation with the three provincial governments, segments of roads were selected for applying speed management interventions. This involved nominations by the provinces and negotiations about the lengths that could be covered with existing resources to implement changes and to measure and evaluate the results.

Based on selection criteria, local capabilities, capacity and resources, six corridors of duplicated, primarily rural, freeways/highways were selected in three provinces (Figure 4):

- **Isfahan:** MoorcheKhort-Meimeh-Delijan (125 km), Najafabad-Tiran-Daran (100 km)
- **Markazi:** Saveh-Tehran Freeway (77 km), Arak-Salafchegan (67 km)
- **Khorasan:** Kahak-Sabzevar-Neyshaboor (190 km), Chenaran-Ghoochan-Farooj (65 km)

A total of 1,250 kilometres of road length have been selected for the interventions.

The project is currently underway with two distinct phases, preparation and implementation. These phases are described in Figure 5.

### Project Management Protocols

NRSC is the lead agency of road safety in Iran. The project was approved by the NRSC and a national task force was formed after an NRSC meeting chaired by the Minister of Roads and Urban Development. The NRSC's secretariat is responsible for managing and following up the implementation and progress of the project. Stakeholders of the project (members of the NRSC) nominated

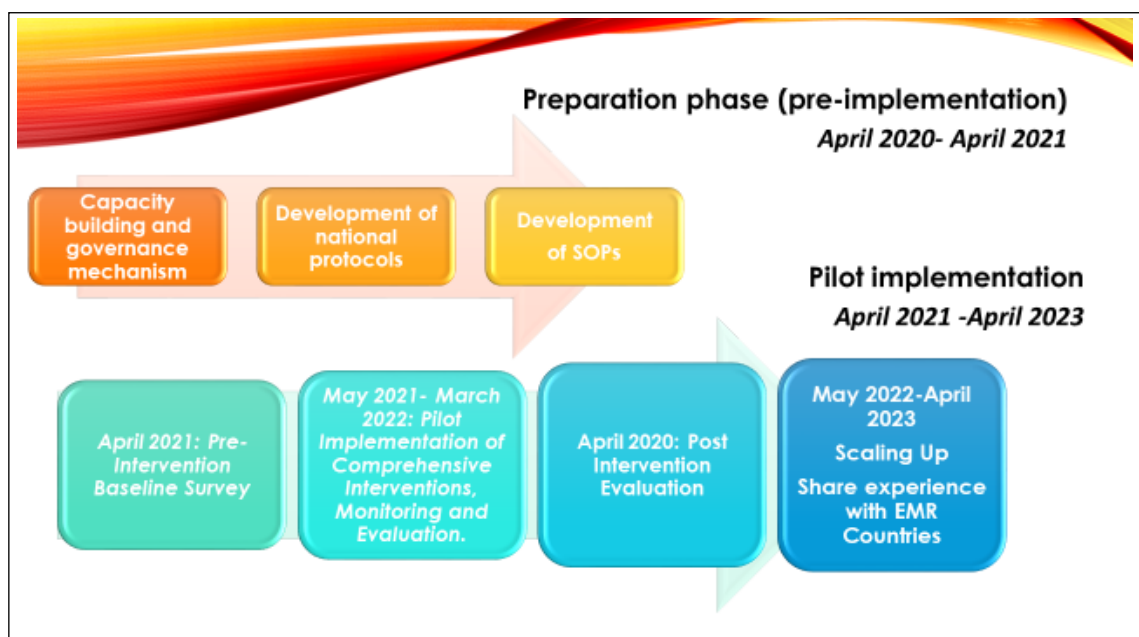


Figure 5 Speed Management Demonstration Project Phases



Figure 6. Photos of the Workshops in the three provinces

representatives to the national task force. Representatives report to the secretariat and follow up the progress of the project in their organization according to the interventions designed and report to the NRSC’s secretariat as the project manager.

In the same way, provincial authorities (in three selected provinces- sub organization of RMTO in cooperation with Traffic Police) as the executive part of the project report the progress of interventions implementation of the project to the secretariat.

Efforts to build collaborative agreements were seen as crucial to the success of the project. Workshops were conducted in the three selected provinces with the attendance of national and provincial authorities to advocate and seek support of local stakeholders as well as to introduce and discuss the project components. Figures 6 and 7 show photos from these workshops and boards that record the commitments of high dignitaries representing their respective organizations. These ceremonies were covered by social media.

A detailed project plan was prepared with:

- elements and action areas/strategies;
- tasks;
- suggested performance indicators;
- responsible or lead agency;

- other stakeholders involved in each action;
- determining the top three priorities
- location of implementation (local/national); and
- timeline.

(Note: The original timeline required amendments given setbacks due to COVID-19 and other reasons. Also, the Progress reported in this paper are as at 1 August, 2021.)

The plan is structured under five focus areas.

**Focus area A is Problem Definition** with the objective of selecting and approving the demonstration and control sites. The actions include:

- Defining a mechanism for publishing and reporting speeding-related data in a timely fashion.

*Progress: Baseline data has been collected and reviewed, intervention and control sites have been selected.*

*However, the mechanism for timely data reporting is still under development in consultation with Traffic Police. Requirements include the need for a total monitoring and collation of all segregated data from all speed detection sources, traffic monitoring, enforcement activity, speed surveys and surveys canvassing public attitudes to speeding.*

**Focus area B is Working Groups** with the objective of establishing a working group for the demonstration sites

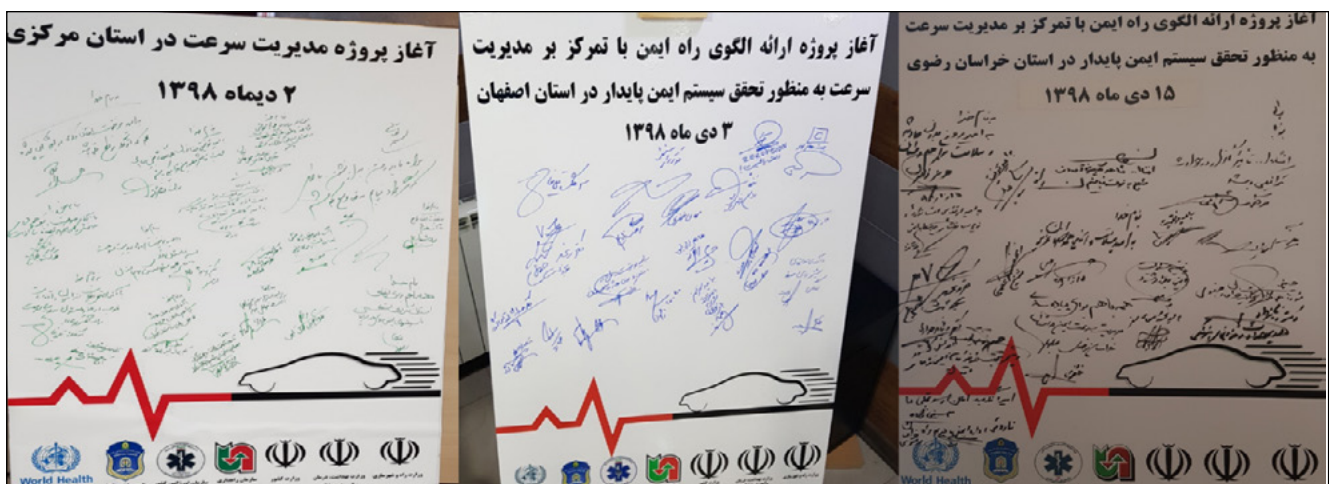


Figure 7. Logos and signatures of agreement by high level officials in three Provinces



by developing a pattern for a comprehensive multi-sectoral mechanism for speed management. The actions include:

- Securing commitment of all key stakeholders;
- Ensuring clear leadership, responsibilities and accountability mechanisms are in place; and,
- Establishing memoranda of understanding (MOUs)

*Progress: The project was divided into 6 pillars focused on the key technical aspects. Pillar 1 is the Road Engineering Pillar. Pillar 2 is Surveillance, monitoring and evaluation. Pillar 3 is Crash investigation and Governance. Pillar 4 is Law enforcement. Pillar 5 is Social Marketing, and Pillar 6 is Post-crash Services. These groups are also advised by national and international consultants. High level agreements have been formally signed off at national and provincial/local levels. The rationale is to ensure participatory ownership, commitment and continued contribution to the project objectives.*

**Focus area C is Speed Management Plan based on SSA Principles** with the objectives of promoting speed limit setting based on the SSA in demonstration sites, and developing a national and regional education and communications strategy. Actions include:

- Demonstration pilot engineers (specifically RMTO and Police experts) should identify and train in safe system speed management practices;
- Arrange for intensive training on speed limit setting with the use of the guidelines based on the SSA and low-cost engineering countermeasures that can be implemented in a short timeframe;
- Conduct training (on public education and communications) for decision-makers and/or practitioners; and,
- Develop a program of public education and social marketing on speed risk.

*Progress: A National SSA-based guide for speed management has been prepared and RMTO and some Police experts have been trained in safe system speed management practices, however, more Police need to be trained. Training on public education and social marketing has been provided to decision-makers. A social marketing strategy has been prepared. It is considered imperative that all participants are informed, trained and attuned to the SSA so that an holistic to ensure a coordinated approach.*

**Focus area D is Speed management implementation of the Project plan.** Actions include:

- Implementation of infrastructure modifications, speed limit setting according to safe system audit guidelines, monitoring, evaluation strategies and reporting;
- Road policing strategic planning aligned with the overall speed management plan complemented by

the implementation of effective speed management law enforcement interventions; and

- Implementation of speeding-related public education programs to promote community acceptance of speed management interventions and changes to the road and traffic environment.

*Progress: The implementation phase commenced with a high profile Government launch on 27 April, 2021.*

**Focus area E is Surveillance, Monitoring and Evaluation** with the objectives of securing broad community understanding and support, increasing speed limit compliance and reduce average speeds travelled, reduce fatal and injury crashes, and document and promote demonstration project results. Actions include:

- Conduct locally representative surveys of drivers to monitor trends and collect information on attitudes regarding speeding and safety interventions and road user satisfaction with the road and traffic environment;
- Monitor and evaluate the effectiveness of speed enforcement, traffic calming interventions and speed reduction;
- Measure the crash and trauma outcomes of speed management interventions;
- Assess the impact of pilot speed management countermeasures, including traffic calming and low cost perceptual countermeasures; and
- Conduct comparative evaluation against baseline studies and report results to all key stakeholders.

*Progress: Specific performance indicators for each segment of the project plan have been identified and baseline studies and data collection have been undertaken.*

## Pillars of the project

The project is based on six main pillars of safety.

1. Road safety engineering
2. Surveillance, monitoring and evaluation
3. Governance or management
4. Law enforcement (efficient and effective interventions)
5. Social marketing
6. Post crash services

## Establishing baselines and resourcing

This section explains how the project has progressed discussing the leadership structure, baseline research, capacity building, guidelines, protocols and technology.

### Project leadership

The newly formed Road Safety Partnership is to oversight and facilitate implementation of the project including the outcomes from the following organisations:

- RMTO,
- Road Traffic Police,
- Ministry of Interior (Transportation and Traffic Department),
- Ministry of Health and Medical Education, National Emergency Management Organization
- WHO Country Office

### Baseline studies

As it is a demonstration project, baseline data about the selected road segments and traffic behaviour and performance both require a baseline for pre- and post-evaluation and to determine the type and nature of interventions that are likely to yield positive results. The data collected included traffic volumes, crashes, injuries, fatalities, free mean speeds, speed variance, 85<sup>th</sup> percentile speeds, speed violations, and percentage of heavy vehicles<sup>2</sup>. In addition, an examination of specific road features of demonstration lengths was performed by the national consultants, who shared the observations via geo-marked photographs<sup>3</sup>. This information is being used to determine how to segment the corridors and what interventions should be implemented.

Separately, research was carried out to understand community and road user knowledge and attitudes regarding speed limits, speeding, speed enforcement, speed behaviour, and speed deterrence factors. This involved a literature review, examination of crash and violation data, as well as qualitative and quantitative community attitudes studies.

### Capacity building and Guidelines

Over three missions to Iran, international consultants conducted workshops at a national level covering the SSA, road safety management, institutional strengthening, road safety engineering and traffic calming, setting safe speed limits, public education, community involvement, traffic law enforcement, and offender processing. Later, through internet conferencing, additional courses were conducted, covering crash investigation, offender processing, road engineering and 2+1 road design. Also, a national consultant led a workshop covering a review of road engineering studies applicable to this region. Project and operational protocols are being developed for each part

of the project.

Guidelines for SSA-based speed limit setting were prepared by an international engineering consultant assisted by a national consultant.

### Technology and resourcing

Iran has established a substantial national traffic and speed monitoring system. When a vehicle is detected by a speed camera, the owner is instantly sent a text message to advise the detection. However, while this is good practice, the speed cameras are often not in use due to being damaged or inoperable. In addition, the back-office infringement processing system is not efficient in issuing, tracking and enforcing infringement notices, diluting the deterrent impact of speed enforcement initiatives.

Iran has also developed a system for real-time monitoring of buses that monitors and provides driver feedback on safe driving behaviours. There is potential to expand this system to other classes of vehicles and professional drivers.

### Lessons learned in the Practical Application of Good Governance

To implement the project, NRSC, as the lead agency of road safety, approved the project as a national project in the meeting in the presence of the all members. The NRSC implemented the following structures and actions to carry out the project:

- Establishment of task forces;
- Holding experts' meetings with participation of delegates of NRSC members;
- Holding workshops at national and provincial level; and
- Conducting site visits.

The establishment and controls of the NRSC, the road safety lead agency, proved to be highly beneficial in being both a guiding and authoritative body to inform, and coordinate the front-line agencies in this demonstration project. This has been important from a National perspective as the provincial authorities are seeking guidance and support in a progressive application of road safety reform. However, barriers and restrictions have been identified with coordination across the three provinces, expectations that increased funding will flow and the difficulty in ensuring agency level cooperation in data collection and information exchange in the provinces.

Adopting a project plan and a Road Safety Partnership has been instrumental in gaining ownership and commitment

<sup>2</sup> Note that speed data collection was conducted with a variety of tools to ensure efficacy of the measurement of actual vehicle speeds. These included traffic detectors, overt and covert speed cameras – static and point to point.

<sup>3</sup> Note that the original plan of site visits by the international road safety engineering expert could not be possible due to COVID-19 related travel restrictions.

from the contributing agencies. The identification of leadership groups has devolved accountability to those agencies in a way that can be monitored through performance indicators within the overall plan. This has been a strategic direction to reduce the tendency for the *silo* phenoma present in a number of agencies.

The establishment of 6 working groups under the framework of the pillars with a designated leader has secured the commitment of key stakeholders to accept accountability and responsibility for productive outcomes. In some cases, these have required an MOU to secure a commitment.

Other lessons include:

- Road Safety Governance is enhanced by strengthening the role and function of the NRSC;
- The establishment of working groups with specific responsibilities and performance indicators assists in building capacity;
- Having a time-bound plan and technical support that was provided through national and international technical expert groups strengthens the project; and
- Advocacy, communication with key authorities at national and subnational level, capacity building of technical staff using robust scientific evidence are very important and effective.
- Information collecting and information sharing helps to build cohesiveness in road safety agencies;
- It is critical for all agencies to work collaboratively to achieve common objectives;
- It is important and practical to build partnerships and establish good governance at and between National, Provincial and local levels.

## Conclusion

This challenging speed management demonstration project has been initiated in 3 provinces in Iran with the intent of ensuring safer travel through speed management measures. In order to carry out the project, commitment of the safety stakeholders and NRSC is an important issue. Therefore, in the first instance, the project was approved in the NRSC meeting. The initial phase has required a strong

governance framework under the auspices of the NRSC. So, NRSC formed a task force to plan and monitor the execution and progress of the project through partnership and cooperation of the stakeholders.

This has ensured effective governance through a partnership of the major stakeholders, pillars of responsibility have been identified. Working groups at national and provincial levels with clear terms of reference and clear agendas were established and have strengthened the resource capacity of the project. The focus on setting clear performance indicators and surveillance and monitoring plans is assuring effective evaluation. This disciplined approach has identified some resistance and weaknesses in the silo mentality which will require constant monitoring. Instead the project is demonstrating the benefits of accountabilities and responsiveness. Information collecting and sharing is identified as a measure to build a collaborative approach to achieve the common objectives of saving lives. The insights provided on governance are intended as a model for other countries to adopt in addressing speed management and road trauma.

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