

# 3

**How to plan and manage  
a seat-belt programme**

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**MODULE 2** described how to assess the seat-belt situation in a country, which is the first stage in developing a seat-belt programme. Module 3 describes how to use the assessment information to plan and manage a programme to increase seat-belt use. Module 4 gives detailed information on how to design and implement individual interventions.

The two sections in this module cover:

**3.1 How to establish a working group.** This is an essential step to ensure overall coordination of the programme with input from all the main groups and individuals involved.

**3.2 How to prepare a plan of action.** Based on the assessment that was conducted in Module 2, this section explains how to set objectives, define targets and decide on the activities to meet those targets. It also explains how to estimate a budget for the plan and define a mechanism for monitoring and evaluation. The section also addresses the need to ensure the programme will be sustainable.

### **3.1 How to establish a working group**

Having produced evidence that low seat-belt usage is a problem in the country or region, it is crucial that representatives of the team make a strong case to politicians and decision-makers to obtain their commitment and support.

Once there is sufficient support, a working group of key stakeholders should be established, usually under the leadership of the country's lead agency for road safety, or by a city or state government administration. Its goal will be to coordinate the development and delivery of a multisectoral programme to raise seat-belt wearing levels. Even if there is no clear lead agency for road safety it is important that one government agency takes on board the responsibility for leading the seat-belt programme and that it has the capability to coordinate the work of all sectors involved.

Establishing an effective working group is stage 2 of the programme development and implementation process (see Figure 3.1) and this section gives guidance on which stakeholders to engage and what roles should be adopted by the group.

**Figure 3.1 Stage 2: establishing a working group****Module 3**

- Appoint under capable lead agency for road safety
- Engage key stakeholders based on stakeholder analysis
- Win necessary support, coordinate the development and implementation of a national or local programme and action plan to implement it

**3.1.1 Who to involve?**

The overall assessment of the country situation (Module 2) includes steps on how to conduct a stakeholder analysis. This should indicate the best people to approach – from within government bodies and other organizations – to participate in the seat-belt safety programme. In particular, it should identify the main political figures to be involved and the best way to mobilize financial support and community backing, as well as those with the relevant technical expertise.

The working group should draw on the expertise and experiences of a range of individuals, including:

- members of the lead agency;
- representatives from relevant government agencies, such as those of transportation, health, police, education and law enforcement;
- public health and injury prevention specialists;
- health-care professionals;
- independent researchers;
- nongovernmental organizations, including those representing victims of road crashes;
- members of motoring organizations;
- seat-belt, child restraint and vehicle manufacturers;
- engineers and other specialists;
- large employers and managers of large car fleets.

Each of these partners has an interest in the outcome of the seat-belt programme and each can help develop, implement and evaluate an action plan. Many of these partners will already be involved in road safety work and are therefore likely to be aware of at least some of the issues around seat-belts and their use.

Ideally, the working group should also include those who might be critical of a seat-belt programme. Their position needs to be understood as well, so that a programme is devised that addresses possible objections and is acceptable to the widest possible segment of society.

To work well, a multisectoral working group should have well-defined working procedures and a clear workplan, extending to the eventual implementation. It is important to have good communication within the group. To this end, there should be someone within the working group responsible for disseminating information among the various members.

Because of the different technical inputs required it may be best to set up an organization with a management committee and subgroups focusing on legislation, standards, enforcement and public information, as illustrated in Figure 3.2.

**Figure 3.2** Example organizational structure of working group and possible tasks



### 3.1.2 Assigning roles to working group members

Certain functions will be common to all well-organized seat-belt programmes. These include the initiation of the programme – its conceptualization and launch, the operation itself, its coordination and the function of advocacy. Those who are specifically assigned to these functions are described here because of their special roles. Sometimes, one person or agency may fulfil more than one function.

### **The initiator**

The person or agency initiating the activity does not need to be engaged in the way that others who are involved are. However, the initiator must fit into the operation to ensure that the programme moves forward in a coordinated manner. The enthusiasm of the initiator should be harnessed to the benefit of the programme.

### **The operators**

The operators have the technical responsibility for carrying out various aspects of the programme. Frequently, they will be officials of the lead and subsidiary agencies involved, such as the department of transport, the ministry or department of legal affairs and the police. They must be allowed to participate fully and their official workload adjusted accordingly. Training and other resources may also be required here.

Operators need to be open to input from others involved in the programme.

### **The coordinator**

The coordinator has overall responsibility for the execution of the programme and their role is critical to its success. The coordinator, whether paid or not, should have clearly defined responsibilities. These include overseeing the activities of the working groups, monitoring progress and ensuring that all those involved, including the initiator and operators, are kept well informed. The coordinator should have full authority to carry out these functions, as well as the resources and the support needed to implement these tasks. For this reason, the role is best filled by someone whose work already includes some of these responsibilities. Such a person may be the chief technical officer within the transport department, the person in charge of the traffic police or a high-ranking official in the health ministry.

### **The advocate(s)**

The advocate champions the cause of seat-belt and child restraint use. This is usually one person or several influential people with good communications skills who are well known and respected. The advocate and coordinator can have several qualities and tasks in common, and in some instances they are the same person. Prominent people who have themselves been affected – generally adversely – by a lack of seat-belt use, or have had their lives saved by the use of a seat-belt, usually make good advocates.

## 3.2 How to prepare and promote an action plan

Before a comprehensive seat-belt programme can be implemented, a plan must be prepared showing what actions and resources are required to achieve the programme targets. This plan must be backed up by data, as described in Module 2. An action plan can be prepared at a national, regional or even town level.

Developing the action plan is stage 3 of the programme development process. The key steps involved are shown in Figure 3.3 and described in turn in the remainder of this section. A more in-depth discussion on developing an action plan for a national policy is found in *Developing policies to prevent injuries and violence: guidelines for policy-makers and planners (1)*.

**Figure 3.3 Stage 3: developing the programme and action plan**

### Module 3

- Set objectives
- Set targets
- Set indicators
- Decide on activities
- Estimate resources
- Set time frame
- Set up monitoring/evaluation
- Use evaluation results as basis for creating next programme to ensure sustainability of increased wearing rates

### 3.2.1 Setting the programme's objectives

Any seat-belt programme should contain specific, measurable, achievable and realistic objectives. The objectives are developed by examining the data collected in the situational assessment. This information must be analysed by the working group to identify the problems to be addressed in the programme. In particular the group should identify the vehicle type that they will focus on and determine which types of occupant they will target, for example front seat, rear seat or children.

In considering appropriate solutions to the problems, the working group should follow a systems approach; that is, one that considers the system as a whole and identifies where there is potential for intervention (2). Solutions are thus likely to include measures that address the user, such as education, as well as enforcement of laws and regulations, design, standards and fitment of seat-belts, all of which are combined over a period of time.

The objectives will, in general terms, be one or more of the following:

- to increase knowledge and awareness of road traffic safety, and seat-belt use in particular;
- to ensure that all new motor vehicles have seat-belts fitted as standard;
- to increase the rate of seat-belt use;
- to improve the quality of seat-belts fitted;
- to decrease the rate of serious injuries and deaths resulting from vehicle crashes, particularly for vehicle occupants.



### CASE STUDY: **Example of a seat-belt programme target, Malaysia**

Malaysia has included increasing rear seat-belt wearing rates for car passengers in its 2006–2010 National Road Safety Plan. The programme started in 2007 with advocacy and informing the public about the importance of wearing rear seat-belts. This was followed by a major multimedia publicity campaign commencing in June 2008 and running

for six months. Enforcement will begin on 1 January 2009. Indicators of expected progress, including estimates of coverage and fatality reduction, have been produced by the Malaysian Institute of Road Safety and are shown below. They will be monitored until the end of 2010.

Programme	% intervention coverage				Potential reduction	No. of deaths	Expected no. of fatality reduction			
	2007	2008	2009	2010	%	Involved/yr	2007	2008	2009	2010
Rear seat-belts	20	40	60	80	30	350	21	42	63	84

### 3.2.2 Setting targets

Once identified, such general objectives should then be made more specific so that the programme has a clear results focus. The objective to increase the rate of seat-belt use, for instance, might be stated as “increasing the rate of seat-belt use by a specified amount, over a given time period”. It is generally preferable to set measurable, time-limited objectives; these can be expressed in terms of a **target**, for example percentage reduction (or improvement) to be achieved by a certain date, as illustrated in the case study from Malaysia (see case study).

Having targets generally results in more realistic road safety programmes, a better use of public funds and other resources, and greater credibility of those operating the programmes (3, 4).

Developing targets will require the use of crash and injury and other related baseline data in order to establish **measurable** objectives. For example, an activity might aim to achieve a 50% increase in seat-belt use over a specified time period. The experience of other initiatives in road safety suggests that targets should be both ambitious

and carried out over a long time period (5). A longer time frame also allows for programmes to be introduced step by step.

Setting targets for the first time will be more difficult as no previous trend exists for modelling the future. However, much can be learned from the experience of other countries and evaluation studies.

Table 3.1 provides some examples of objectives and possible targets. Precise changes and timescales are not specified but would normally be required.

**Table 3.1** Examples of objectives and possible targets for a seat-belt programme

Programme objective	Example performance targets
Increase in driver and passenger knowledge/awareness about seat-belt wearing	<ul style="list-style-type: none"> <li>• % increase in knowledge about the law and the penalties</li> <li>• % increase in knowledge about the benefits of using seat-belts</li> <li>• % increase in awareness of increased enforcement by the police</li> </ul>
Increase fitting of standard driver and passenger seat-belts	<ul style="list-style-type: none"> <li>• National seat-belt standard/regulation approved (for cars, trucks and buses)</li> <li>• % increase in number of vehicles fitted with standard seat-belts (front and rear, trucks and buses)</li> </ul>
Increase wearing levels of seat-belts	<ul style="list-style-type: none"> <li>• Legislation on wearing and penalties enacted</li> <li>• % increase in seat-belt wearing (front and rear, child, trucks and buses)</li> <li>• % decrease in cases registered for seat-belt violations (only after enforcement has already made significant impact)</li> </ul>
Reduce fatalities of drivers and passengers of motor vehicles	<ul style="list-style-type: none"> <li>• % reduction in car driver fatalities</li> <li>• % reduction in fatalities of front seat occupants of cars</li> <li>• % reduction in fatalities of rear seat passengers in cars</li> <li>• % reduction in fatalities of child passengers</li> <li>• % reduction in truck driver fatalities</li> <li>• % reduction in fatalities of unrestrained vehicle occupants</li> </ul>

### 3.2.3 Choosing performance indicators

The previous section explained the importance of setting measurable targets. This section illustrates that there are a number of performance indicators that can be used both for providing a basis for targets and for measuring the progress of the programme.

Typical outcome performance indicators for seat-belt programmes are:

- the percentage of vehicles with seat-belts fitted
- the extent of seat-belt awareness
- the extent of seat-belt use compliance
- the number of vehicle occupants injured or killed.

These can be more detailed to meet the specifications of the programme, for example:

- the seat-belt wearing rate, distinguishing between drivers and passengers and front or rear seating positions (for example, as a proportion of the total number of vehicle occupants in each category);
- a reduction in fitting violations for seat-belts, using data from inspectors' reports.

The performance indicators can also include a wider range of intermediate outcomes, such as the extent of police enforcement of seat-belt laws as measured by the number of police tickets issued.

Performance indicators can also relate to the project outputs, for example:

- the frequency of public awareness campaigns
- the number of police trained in seat-belt enforcement
- the number of organizations adopting seat-belt rules for employees.

When choosing performance indicators it is important to select those that best measure the objectives. Often this will mean an extra effort in collecting data and this must be built into the programme. In order to show changes and improvements resulting from the programme, these data will need to be compared to baseline data and take into account other factors that could have an impact on the programme objectives. For injury and mortality data it is important that the measure is focused on the target group of occupants and that comparisons with overall trends are made.

For each indicator there should usually be a specific quantifiable target, though output indicators may relate simply to completion of a key activity, for example legislation passed by a specific date (see Table 3.1).

### **3.2.4 Deciding on activities**

After specifying the objectives, targets and indicators, the working group must decide on and plan activities. Table 3.2 presents a summary of a number of elements that could be included in a seat-belt programme. To help planners prioritize the key activities the table provides simple indications of their relative effectiveness, ease of implementation, cost and whether there is research to demonstrate the effectiveness of the interventions. Information is also provided on the relevant sections in the manual (mostly Module 4) where there is more detailed information on how to design and implement these components.

### **3.2.5 Setting a time frame and phasing the programme**

An action programme to promote seat-belt use will include both preparatory steps, involving legislation, standards and design; and launching steps, which ensure compliance with the laws and regulations through incentives and enforcement. The timing of each step should be considered when planning the project.

**Table 3.2 Possible programme elements by priority for countries implementing a seat-belt programme**

Element	Description	Research	Effectiveness	Difficulty to undertake	Cost to implement	Section in this manual
Road safety/crash data assessment	A situational or needs assessment is crucial for planning the programme and for convincing decision-makers of the need for action and resources.	Yes	High	Low	Low	2.1, 2.2, 2.3
Laws on seat-belts and child restraints	The overall objective of seat-belt laws is to make seat-belt use universal. In the case of seat-belts, legislation needs to deal with: <ul style="list-style-type: none"> <li>• Seat-belt fitting by vehicle type and inspection;</li> <li>• Seat-belt wearing by vehicle type, passenger location, children;</li> <li>• Penalties for non-compliance (must be serious enough to deter non-compliance).</li> </ul>	Yes	High when backed up by strong enforcement	Low if there is political commitment	Low	4.2
Standards for seat-belt equipment and fitting	As evidence shows that half or more of vehicles in low-income countries may lack proper functioning seat-belts (6), it is vital that proper standards are established for seat-belts and the way they are fitted.	Yes	High if compliance monitored	Low	Low	4.3
Strong enforcement of seat-belt laws	The most effective enforcement is a strong, visible and intelligence-led approach at locations and times that maximize desired impact and meet safety requirements for stopping vehicles. Intensive enforcement programmes should be preceded by publicity and information campaigns, possibly with a warning phase before prosecutions start. Penalties should be applied swiftly and consistently without discretion and can be included in a penalty points system.	Yes	High	Low needs reasonable public support at the outset	Medium	4.4
Publicity campaigns	Publicity is a crucial component for preparing the public for enforcement campaigns, especially for new seat-belt laws. On their own, publicity campaigns will have a limited impact on seat-belt usage and they should be supported by an effective enforcement strategy.	Yes	High in combination with legislation and enforcement	Medium	High	4.6

*Continued...*

High priority

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Element	Description	Research	Effectiveness	Difficulty to undertake	Cost to implement	Section in this manual
High priority	Education and training	Yes	High in combination with legislation and enforcement	Medium	Medium to high	4.7.2
	Monitoring and evaluation	Yes	High	Medium	Medium to high	5.1, 5.2, 5.3
	Seat-belt testing and certification programmes	No	Medium	Medium	Medium	4.3.3
Medium priority	Vehicle inspection systems and seat-belt maintenance	No	Medium	Low	Low	4.3.4
	Insurance schemes	No	Medium	Low	Low	4.7.3
	Employer programmes	No	Medium	Low	Low	4.7.1

The sequence of actions is important; some key recommendations are shown in Box 3.1.

#### BOX 3.1: **Sequence of actions in a seat-belt programme**

1. Start with legislation on seat-belt fitting before seat-belt wearing.
2. Start the process of adopting seat-belt standards (regulations) as soon as possible but do not let it hold up the legislation process.
3. Always inform the public about new legislation or enforcement practice before changing enforcement practice.
4. Try to combine information and publicity activities with enforcement, as an integrated approach is much more effective than either of these activities in isolation.
5. Consider a phased approach in the long-term programme, e.g. start with cars, then buses and trucks.

Phasing should also be considered in the long-term programme. This particularly relates to legislation when countries may wish to tackle front occupants of cars before rear seat occupants, and before child restraints, followed by bus and truck occupants. Phasing of legislation is dealt with in more detail in section 4.2.6.

The time frame will depend on activities agreed upon. For example, if legislation is to be developed and implemented, a decision may be taken to phase in enforcement of the new law gradually in different areas (see section 4.4.2). However, clearly an overall timeline must be agreed upon at an early stage in the planning process, as this may be affected by the availability of resources.

**CASE STUDY: Example seat-belt campaign schedule (enforcement + publicity), Sakhalin Island, Russia**

Work package	March	April	May	June	July	August	September	October	November	
<i>Official launch of campaign</i>						x				
<b>1. Planning and production of materials</b>										
Campaign planning										
Radio spot production										
Design of new awareness materials										
Approval process										
Production of awareness materials										
Production of billboards										
<b>2. Mass media communications programme</b>										
TV broadcasting										
Radio messages										
Press adverts										
Bus adverts										
Billboards										
TV reports about pre-launch seminars										
Posters in trading centres										
<b>3. Public relations and communications activities</b>										
Distribution of campaign materials										
Seminars in universities										
Seminars in GIBDD <sup>a</sup> offices										
Seminars in schools										
Launch event in Korsakov										
Launch event in Kholmsk										
Launch event in Nogliki										
GIBDD and mass media briefing										
<b>4. Enforcement</b>										
Active GIBDD enforcement										
<b>5. Measurement</b>										
Three phases of video monitoring										
Post-campaign survey										

a. GIBDD: State Inspectorate for Traffic Safety.

### 3.2.6 Estimating resource needs

There will be an inevitable need for initial and sustained investment in order to ensure a coordinated approach to increasing seat-belt usage. Costs will be incurred throughout the design of legislation, including the consultation process.

As part of designing the programme, it is therefore important that the following steps are taken:

- The human resource needs, including training, should be estimated.
- The costs of implementing the programme must be broken down by component and by activity chosen.
- National and international funding sources must be identified. Ideally, ministries who will be involved in implementing the programme should adjust their budgets to reflect the new activities. Alternatively, the working group can try to secure financial support from donors.

Failure to fully address resource needs for implementation during the planning stage can jeopardize the future success of the programme. Thus it is important that the working group is realistic in estimating the likelihood of securing the funding needs of the programme.

Having planned the programme activities in detail, the working group can now estimate the cost of each activity and in the process draw up a budget, based on quotes from suppliers or on the cost of recent similar undertakings.

When formulating budgets, the following actions are recommended:

- estimate the funds available for the duration of the project;
- set priorities, with activities phased if necessary to ensure that priority activities receive adequate funding;
- discuss, with other government departments, non-profit-making organizations and private sector firms, similar projects already undertaken and their costs;
- estimate the likely administrative and operational expenses in implementing the programme;
- estimate the cost of monitoring and evaluation;
- plan for financial reports at regular intervals.

It is essential that the government has ownership of the programme and finances it. Table 3.3 provides an example of a seat-belt campaign budget. Table 3.4 and the case study from Fiji on road safety levies provide some suggestions on how to finance a seat-belt campaign.

**Table 3.3** Example seat-belt campaign budget (US\$, VAT inclusive)

Seat-belt publicity campaign budget breakdown for a group of smaller cities (400 000 population) for 2005

No.	Item	July	Aug	Sept	Oct	Nov	20 Dec <sup>a</sup>	Total
<b>1</b>	<b>Mass media<sup>b</sup></b>							
1.1	TV broadcasting				5 000	4 700	4 900	14 600
1.2	Radio				2 000	2 000	2 000	6 000
1.3	Printed media, news agencies, Internet	3 500			5 400	5 200	5 500	19 600
<b>2</b>	<b>Public relations activities and educational campaign</b>							
2.1	Educational campaign				14 000	9 000		23 000
2.2	Public relations activities				5 500	2 500	500	8 500
<b>3</b>	<b>Advertisements and printing production</b>							
3.1	Production of advertising materials	2 250	5 250	2 800	2 000	1 500	500	14 300
3.2	Outdoor advertising			4 000	6 950	5 950	700	17 600
<b>4</b>	<b>Analytical, organizational, creative work</b>	6 300	9 600	9 350	5 800	3 800	3 300	38 150
<b>5</b>	<b>Total as per block</b>	12 050	14 850	16 150	46 650	34 650	17 400	141 750
<b>6</b>	<b>Agency fee</b>							21 250
<b>7</b>	<b>Technical expenses<sup>c</sup></b>							9 250
<b>8</b>	<b>Incidental expenses, unanticipated needs</b>							7 750
	<b>Total</b>							<b>180 000</b>

a. Preliminary date.

b. Broadcasting information messages in news blocks and interviews are presumed to entail no cost.

c. Includes, for example, hotel, office (four work positions), office equipment, transport, cellphones, per diem allowance, air travel.

**Table 3.4** Possible ways to fund a seat-belt wearing campaign

Source of funding	Method of funding
Reinvestment	Some of the money from fines for non-compliance can be reinvested in a central fund to support public education and to help train the police to enforce the law. Similarly, funds from fuel tax, vehicle licence and registration fees can be earmarked for particular purposes related to the seat-belt programme. A road safety levy could be incorporated into insurance premiums and allocated to the central collision prevention fund. If used, the World Bank recommends a tariff equivalent to 8% of premiums.
Sponsorship	Corporate groups often sponsor activities they see as worthwhile, and they may fund a seat-belt programme or specific components of it. Companies involved in manufacturing vehicles, or those selling insurance, may benefit by being seen as major sponsors of a seat-belt wearing campaign. Stakeholders should explore whether there could be any legitimate tie with vehicle or seat-belt manufacturers. This may produce further sponsorship for related campaigns, but may also allow the opportunity for discounts so owners, particularly those in less affluent social groups, can afford to fit seat-belts to unfitted older vehicles.
Donor organizations	Development aid agencies and other charitable organizations are possible sources for funding a seat-belt programme. In a similar way, road safety organizations and educational bodies may provide funding or contribute technical expertise.

**CASE STUDY: Examples of road safety levies**

Voluntary financial donations are given every quarter by the motor insurance industry in Fiji. These amount to approximately 10% of third-party premiums and are dependent on the number of new policies. This provides the National Road Safety Council with 60% of its funding.

The Transport Accident Commission (Victoria, Australia) provides funding for road safety through both a mandatory levy and a voluntary levy. Donations started at 3% but have risen to 10%. This

funding for road crash reduction and rehabilitation programmes reduced road deaths by 50% in less than four years (7).

South Africa employs a system whereby third-party injury insurance is collected through a fuel levy. Therefore, each time a vehicle owner or driver purchases fuel or uses their vehicle, they also purchase third-party injury insurance. As a result, non-compliance is virtually non-existent (7).

**NOTE****Who pays? Investing in seat-belt programmes**

Governments and policy-makers must realize that a seat-belt programme requires considerable investment, but that there can be significant economic returns on investment and overall societal benefits through reduced medical costs. Cost–benefit analyses that quantitatively illustrate that financing a seat-belt programme provides value for money may be very useful in gaining political support for a seat-belt initiative. If such studies have not been conducted in a country, it may be necessary to rely on data or examples from similar countries, and to incorporate a cost–benefit analysis into the evaluation of the planned seat-belt programme (see Module 4).

**3.2.7 Setting up a monitoring mechanism**

Monitoring the programme involves keeping a close check on all measurement indicators to ensure the programme is on track towards the goals set out. Evaluation methods are discussed in more detail in Module 5.

Monitoring can be:

- **continuous**, with the lead agency of the working group overseeing the overall programme in case problems arise;
- **periodic**, with activities measured at the end of each stage of implementation.

Table 3.5 gives an example of what might be monitored during a typical seat-belt wearing programme, and the possible actions to take if the indicators suggest that activities are missing their objectives. It is important to:

- define resources for this task: human as well as financial resources should be allocated at the outset of the process to ensure that the monitoring and evaluation takes place at an appropriate time and the results are disseminated;
- define the mechanism for monitoring: setting out who will be responsible for monitoring progress, at what intervals progress should be reported and to whom, and how implementation can be enforced if needed, as early as possible;
- put in place a feedback mechanism to allow the regular revision of a programme, should it be necessary to improve its accuracy and relevance.

**Table 3.5** Monitoring indicators and corrective action

Activity	Indicator(s) for monitoring	Actions to take if monitoring suggests activity is below target
Improving manufacturers & dealers compliance with seat-belt standards	<ul style="list-style-type: none"> <li>• Number of trained inspectors</li> <li>• Number of tests conducted</li> <li>• Number/% of failure reports</li> </ul>	<ul style="list-style-type: none"> <li>• Improve information about standards</li> <li>• Increase number of trained inspectors</li> </ul>
Increasing capacity of police to enforce	<ul style="list-style-type: none"> <li>• Seat-belt wearing rates</li> <li>• Amount of enforcement activity and extent of area covered by enforcement</li> <li>• Number/amount of tickets/fines issued</li> </ul>	<ul style="list-style-type: none"> <li>• Increase size of traffic police force and raise priority given to seat-belt checks</li> <li>• Change enforcement areas and techniques</li> <li>• Improve system of issuing tickets and collecting fines</li> </ul>
Implementing awareness campaign on road safety and seat-belt use	<ul style="list-style-type: none"> <li>• Level of awareness of traffic safety</li> <li>• Level of awareness of benefits of seat-belt use</li> <li>• Level of knowledge of seat-belt laws and their enforcement</li> <li>• Observed (or self-reported) changes in behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Redefine target audience</li> <li>• Redefine message(s)</li> <li>• Evaluate the means of delivering the messages and change them if necessary</li> </ul>

### 3.2.8 Ensuring sustainability of the programme

The sustainability of a seat-belt programme is essential to ensure that benefits that result from the programme persist. Even when compliance has been raised to high levels there are likely to be certain sections of the population who remain resistant to wearing seat-belts. New generations of drivers need to be made aware of the risks of not wearing a seat-belt. Targeted publicity campaigns as well as sustained levels of enforcement will be needed to ensure that seat-belt wearing rates do not decline.

Successfully sustaining a programme also requires that the components of the programme are evaluated to determine what worked and what did not work (see Module 5). The results of this evaluation should be fed back into the design and implementation of future activities.

It is also important that successes are recognized by congratulating the teams involved and by giving them widespread coverage in the media.

## Summary

A working group should be set up to oversee the formation of a seat-belt use programme. Consisting of individuals from a range of relevant backgrounds and disciplines, this working group will advise on all matters of the programme and ensure the necessary coordination between its different activities. The group should have the authority to carry out the programme.

Once a working group is established, the results of the situational analysis can be used to plan the programme. Activities can then be defined in the areas of legislation, enforcement and education. Alongside each activity, programme goals and objectives should be set.

Funding needs to be secured for the programme so that it can be effectively implemented. Monitoring the programme throughout its various stages is essential, to identify shortcomings and correct them. Finally, an outcome evaluation should be carried out to determine whether the programme has been effective. Based on this, future programmes can be built, sustaining the impact of the initial programme.

Table 3.6 summarizes the main steps in planning and managing a seat-belt programme.

**Table 3.6 Main steps in planning and managing a seat-belt programme**

Activity	Steps in planning and managing a seat-belt programme
Establishing a working group	<ul style="list-style-type: none"> <li>• Ensure all those with an interest are represented</li> <li>• Assign roles to members</li> <li>• Promote and ensure commitment from senior stakeholders</li> </ul>
Developing an action plan	<ul style="list-style-type: none"> <li>• Define objectives</li> <li>• Set targets</li> <li>• Select activities needed to achieve objectives</li> <li>• Define performance indicators for activities</li> <li>• Estimate resources required</li> <li>• Articulate how the programme will be monitored and evaluated</li> </ul>
Ensuring sustainability of the seat-belt programme	<ul style="list-style-type: none"> <li>• Plan for a minimum five-year time frame and even longer-term funding to ensure sustainability of the programme</li> <li>• Use monitoring and evaluation results as the basis for enhancing efforts and planning the next round of activities</li> </ul>

## References

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