

Road Safety Education and Campaigning

Northern Part of Cyprus

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Road Safety Related Education and
Campaign Implementation Guidelines
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Guidelines to Implement Road Safety Related Campaign and Education

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1. Preface

According to Kotler and al. (2005), the societal marketing concept builds in ethical and social considerations in the ordinary marketing concept in a way that penetrates target group's attention and motivates them to make the desired change. This means that the general purpose of social campaigns addressing a change of behaviour is to deliver mutual benefit and well-being for the society.

Road safety mass media campaigns and education activities play a valuable role in improving road safety by promoting safe behaviours. Given the costs associated with mass media advertising, it is important to understand what elements make a road safety campaign effective and how future campaigns might be made more effective.

There is a general agreement that the most effective mass media campaigns use well researched psychological theories of behaviour change to develop the campaign. Theory can provide a conceptual foundation for a campaign; assist in determining where campaign messages might focus, and accommodate evaluation of the campaign. A number of psychological theories that concentrate on predicting behaviour change, explaining social persuasion and the process of behaviour change are described. Despite the known benefits, few campaigns use a theoretical framework when designing campaigns.

These Guidelines are prepared to support the local stakeholders in the northern part of Cyprus in implementing effective campaign and education activities in order to enhance the road safety situation. The content is prepared based on the theoretical approaches to social marketing, related previous experiences of the Consultant as well as the experience of the Road Safety Education and Campaigning (RSEC) project funded by EU and implemented by the Consultant in the northern part of Cyprus.

Specific to the situation of the Turkish Cypriot Community (TCc), as the organisation in charge of coordination of road safety education and awareness raising activities is assigned a short time before the start of the Road Safety Education and Campaigning project, these guidelines also contains some organisational and procedural suggestions to enhance the existing capacity, in parallel to the capacity building component of the project.

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1. Project Background

Road Safety Education and Campaigning (RSEC) project is initiated as a part of the Traffic Safety Improvement Programme (TSIP) funded by EU in Northern part of Cyprus. Where, TSIP is designed as the mechanism whereby the measures proposed to improve traffic safety conditions on the northern part of Cyprus will be implemented, within this programme the Road Safety Education and Campaigning project has the overall objective of contributing to the improvement of road and traffic safety in northern part of Cyprus by increasing awareness and understanding of the factors leading to accidents.

Implementation of the project has started in December 2009 with the following specific objectives:

- Disseminate information on causes to traffic accidents
- Create understanding for measures to reduce traffic accidents
- Increase the capacity for making targeted and efficient campaigns to improve traffic safety.
- In parallel to the expected outputs:

[A Communication Strategy](#) was prepared with measurable objectives, identifying road safety priority issues, ways and modalities for effective communications (websites, newsletters, media, reports, stakeholders meetings, mailing list etc.) and target groups based on existing communication channels and media.

[An Awareness Raising Campaign](#) has been under implementation in cooperation with the newly established TSC Sub-Committee on Education, Research and Awareness. It covers execution of a series of road safety education information dissemination activities. The Awareness Campaign aims at the various target groups in the Communication Strategy involving the preparation and execution of a broader traffic safety public outreach program that involves television, radio, and print as well as special events.

[A training programme](#) designed and implemented based on the Training Needs Assessment (TNA) conducted in the beginning of the project. The training programmes were aiming to ensure that all stakeholders involved in road safety education and awareness creation have adequate capacity for this task.

Seven different training programmes were developed and delivered besides a capacity building workshop that was conducted in the beginning of the project during the campaign preparation. The results were elaborated in a report and shared with the participants and the main stakeholders, with which the Consultant implemented focus group meetings and identified the needs to enhance the capacity. The Sub-Committee on Education, Research

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and Awareness of the Traffic and Transportation Services Commission is rather a newly established entity, for which processes and procedures to implement campaign and training activities are not yet defined. These guidelines are to support the Sub-Committee in its future efforts to make such definitions.

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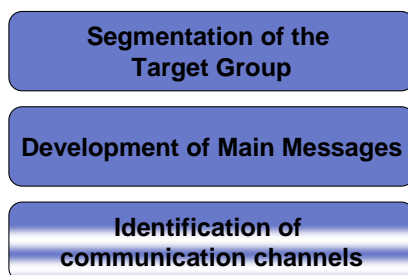
2. How to Design and Implement a Road Safety Campaign

Road safety campaigns are similar to *cause-related marketing*. This means that the general purpose is to deliver mutual benefit and well-being for the target group, the individuals, but not only this, also for the whole society. This sets the criteria in detailing the stages to design any campaign. For any successful campaign project, these stages are:



2.1. Planning of a Campaign

Planning is the very critical first step of campaigns, in which the main strategy is developed. The following three are the main elements of planning:



2.1.1. Target Group Definition and Segmentation

The first thing to do is defining the target group. It is not always necessary to define the whole society as the target group for road safety campaigns, though it is always for the benefit of whole society. E.g. some campaigns may target only young drivers. It is mostly a matter of resources available to decide whether to address the whole society or a specific segment of society.

Systematic data driven decision making process is a must to specify the target group and to identify the target behaviour. Once the target group definition is made, it must be segmented based on the motivations and needs of the target groups. This is highly linked to the campaign objectives and variables that can measure whether these objectives are achieved.

Campaign objectives must be linked to an overall community-wide objective. E.g. While overall community objective is “to reduce the fatalities due to road accidents by 50% in three

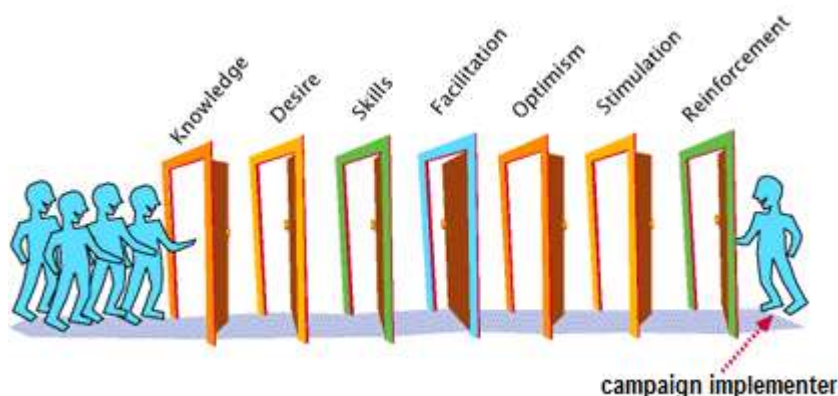
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years”, a campaign objective may be exactly the same, or for example only addressing the youngsters, “to inform the young drivers about the causalities of road accidents and in this way providing support to efforts to decrease the fatalities due to road accidents among 18-24 age group young drivers by 20% in one year”. It must indicate a certain time, measurable and quantifiable elements.

Distribution of 20,000 brochures is not a proper campaign objective. It is only an indicator for an activity of a campaign.

2.1.2. Development of the Main Messages

Though road safety campaigns are thought to be awareness raising activities to inform the society on the factors causing road accidents, it should be noted that lack of awareness may not always be the only challenge. Ignorance is mostly the main challenge. After all, even if there is awareness in the public on what's right, people may still behave in a wrong manner. Besides awareness, namely knowledge; there should be desire, skills, optimism, facilitation, stimulation and reinforcement for a change of behaviour, which will serve the overall purpose. Each one of these conditions is actually an obstacle for behaviour change, so one can think of this model as a set of 7 doors, where the campaign implementer should take the humble role of a door opener, rather than deliverer of ultimate truth.



Easy to remember mottos are indispensable elements of campaigns (Any member of TCc would probably easily remember the motto of the road safety campaign in Turkey, “Don’t be Traffic Monster”, which was used a couple of years ago. In this RSEC project the motto was “I promise to obey the traffic rules”). The motto as well as the campaign documents should have at least a few of the 7 elements of communication targeting change of behaviour.

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Elements	How to Deploy	RSEC Project
Knowledge	The campaign messages, which will be detailed in the materials, should provide knowledge on what people should obey in order to reduce the road accidents. Simply they should be informed on the traffic rules.	In the RSEC project, we informed the target group on the traffic rules, that violation mostly causes accidents. E.g. Alcohol impaired driving, excess speed, etc.
Desire	<p>Change involves imagination. Advertising agencies stimulate raw emotions like lust, fear, envy and greed in order to create desire. However, desire can also be created by evoking a future life which is safer.</p> <p>The messages should generate a desire to obey the traffic rules. Though positivism is mostly preferred and suggested in social campaigns, reminding the risks they take while violating the traffic rules should be reminded.</p>	In the RSEC project, we did not provide any negative message, but reminded the risks, sometimes verbally, sometimes with symbols.
Skills	People learn skills best by seeing someone else do them. The best way to do this is to break the actions down into simple steps and use illustrations to make visualisation easy. Cooperating with members of the target group is the best way to have this element in. E.g. Group of young drivers involved in the campaign designed for young drivers.	We used photographs of representatives of different target group segments. They were symbolising those who promise to obey the traffic rules.

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Elements	How to Deploy	RSEC Project
Facilitation	<p>People are busy with limited resources and few choices. They may need accessible services, infrastructure and support networks to overcome practical obstacles. If personal behaviour change is blocked by real-world obstacles (and it usually is) then all the communications on earth will be ineffective. The role of a communication strategy might therefore need to be expanded to involve the establishment of services and infrastructure.</p> <p>If the quality of training in driving schools is not up to the level it should be, campaign activities should address this issue. Similar for infrastructure improvement.</p>	<p>In the RSEC project, we provided trainings to support improvement of facilitative aspects. E.g. Driving school teachers training, effective inspection training, etc.</p> <p>News about the studies for development of road infrastructure was also related to this element.</p>
Optimism	<p>The target group should believe that success is probable or inevitable. Strong political or community leadership is probably an important ingredient of optimism. If community leaders are not leading by example, who can blame people for sensing their individual efforts may be futile?</p>	<p>Involvement of media in the workshop on enforcement and regulation in the RSEC project was to serve this purpose. The message delivered was simply: the community leaders are working to implement solutions to road safety problem.</p>
Stimulation	<p>Even with all the knowledge, desire and good will, there is still the inertia of habit to overcome. Consciousness is the tool human beings use to overcome habit, but people are unconscious most of the time. So the stimulation could be an imminent threat based on self-interest, better still, and some communally shared event which galvanises action.</p> <p>E.g. Any news on intensive traffic inspection would serve the stimulation purpose.</p>	<p>In RSEC project, training for effective inspection is organised to increase the traffic inspection efficiency.</p> <p>On the communicated messages side, the target group is informed on the personal risks they have in violating the rules.</p>

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Elements	How to Deploy	RSEC Project
Reinforcement	Effective social marketing is about continuous recruitment and reinforcement of messages - with regular communications which report back to people on the success of their efforts and the next steps which are expected from them. People need to learn the same lesson and devote resources to celebrating people's successes. Empowerment is the feeling of confidence that you can be a cause of genuine change. In practice, it's an elusive mixture of many ingredients - like skills, optimism, leadership, belief and experience. Empowerment can be built in a social marketing project by close association with the audience, even to the point of taking directions from them.	In RSEC project, especially via the bulletins and articles in the media, the messages on initiated change and the progress in the road safety related studies were given to the target groups. Close to the end of the project, impact generated will be communicated to the target groups. It is strongly suggested to build on these messages in the forthcoming campaigns.

THREAT APPEALS

Despite much research, the literature examining the effectiveness of threat appeals is inconclusive. There are some suggestions that fear appeals can have an impact but only when specific conditions are satisfied. The fear appeal must describe a threat (i.e. severity, personal relevance, vulnerability) and suggest a specific plan for reducing or avoiding the threat (e.g. a safe behaviour) that is possible to carry out, perceived as effective, and allows the target audience to believe that they are capable of performing the safe behaviour. The campaign may be counterproductive without all of these factors, as individuals may believe that they are unable to protect themselves from the threat, resulting in defensive and maladaptive responses. On this basis, fear appeals should be used with caution and road safety campaign developers should consider using different appeals.

Essentially, these are the main steps to the threat appeal technique:

- 1. Attract and hold the target's attention*
- 2. Generate fear or anxiety*
- 3. Suggest a safe behaviour to cope with the threat*
- 4. Increase the target's confidence in their ability to successfully and easily perform the safe behaviour.*

Gender may influence the effectiveness of different emotional appeals. There is some evidence suggesting that positive emotional appeals (e.g. humorous) may be more persuasive for males than fear appeals and vice versa for females.

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2.1.3. Identification of Communication Channels

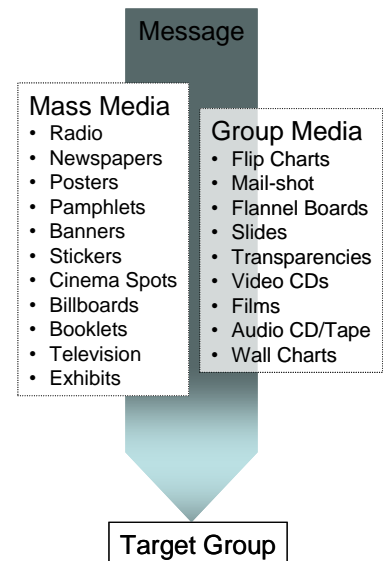
Appropriate to the message context and the target group segment a matrix of campaign material and communication channel for each type of campaign message should be planned. The conventional type of communication channels, mass and group media should be planned taking in to account the budget available. Mass media is much more effective in reaching a wide scale of target groups, however it is costly. Group media on the other hand, has a limited effect. What determines the mixture of the two types, is the budget available and target group profile.

It should be noted here that mass media campaigns have a role to play in road safety but are unlikely to produce large behavioural change in isolation. It is a social persuasion marketing, which attempts to convince people that their current behaviour is undesirable and they should change it. (In this sense, it is different than consumer marketing, which seeks to channel an existing behaviour in a certain direction. Consequently common principles of marketing do not suit.) Mass media mostly makes the campaign familiar to the target group, but in most of the case, it does not cause a change of behaviour. It should play a supporting role to other measures to ensure road safety (i.e. enforcement). Group media, though communicating the message to a limited number of people, have a slightly stronger effect as it allows a face to face convincing process.

On the other hand, it should be kept in mind that social media generates publicity manifold. It is fast, convenient and inexpensive communication to reach masses by word of mouth,



through the use of networking sites. It's an effective way to disseminate messages through blogs, press releases, articles, etc allows people to read and share information useful. YouTube, Flickr, Digg, Twitter, myspace.com, Facebook, del.icio.us are some of the social networking sites which will be cost effective tools to expose messages amongst target groups and audience. Social media optimization is one of the most successful means of publicity. It helps the campaign to be interactive with the target group members, who are not passive receivers in social media. From the RSEC project experience, it can



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easily be said that Facebook is the most effective tool for such communication in TCc. The others like Flickr, Twitter, etc. have limited number of users.

Below table summarises the advantages and disadvantages of audio-visual media:

Communication Channel	Advantages	Disadvantages
Television	<ul style="list-style-type: none"> Very large reach in general segments Selective in specific segments Accessible to everyone Allows for more complicated messages Possible to elicit emotions in target audience 	<ul style="list-style-type: none"> Short-lived duration of messages (seconds) High production cost
Radio	<ul style="list-style-type: none"> Large reach Good as reminder Possible to elicit emotions in target audience Low production cost 	<ul style="list-style-type: none"> Low attention Short lifespan Not for complicated messages
Newspapers	<ul style="list-style-type: none"> Excellent at reaching segmented audience Long lifespan Excellent reproduction 	<ul style="list-style-type: none"> High insertion cost Topic of the campaign has to rely on editorial content
Fliers, Leaflets, Brochures	<ul style="list-style-type: none"> High Selectiveness Allows for complex messages Low cost 	<ul style="list-style-type: none"> Low attention
Direct Mailings	<ul style="list-style-type: none"> Selective communication Excellent for small target groups and opinion leaders High information capacity 	<ul style="list-style-type: none"> Junk mail image Need for address list
Face-to-face Events, personal discussions, group discussions, forums, lectures, speeches,	<ul style="list-style-type: none"> Effective information capacity Involvement of target group 	<ul style="list-style-type: none"> Low exposure High cost per contact

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Communication Channel	Advantages	Disadvantages
exhibitions		
E-newsletters, SMS, internet discussions, forums and viral channels	<ul style="list-style-type: none"> Effortless Utilizes existing communication networks, taking advantage of linked resources Low cost 	<ul style="list-style-type: none"> Need to simplify the message, so it can be transmitted easily without degrading Audience's control on exposure
Websites	<ul style="list-style-type: none"> High selectivity, Interactive and flexible, Allows for complex messages, Low cost 	<ul style="list-style-type: none"> Low impact.
Billboards, posters, banners	<ul style="list-style-type: none"> High exposure, Able to reach the audience everywhere, on-spot, Geographically selective, Long-life span 	<ul style="list-style-type: none"> Low attention, Low information capacity, Bureaucracy.

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The media preferences of different target audiences should also be considered. For example for road safety advertising campaigns targeting youngsters it should be kept in mind that:

- *"There is no typical young adult. There are enormous variations and subgroups.*
- *They are avid news consumers, and they use whatever form of media is available in a very customized and constant way. There is so much news and information available to them that they are less likely to adopt any single medium.*
- *They don't seek out information services; they expect the information services to be where they are. So the publications must be distributed where they go. Convenience is critical.*
- *We know the publications must be written from the point of view of young adults and include their faces, voices and opinions. Readers in this age group like to get information from many sources, and they also like to know the credibility of the source.*
- *This age group expects to be able to interact, speak up and out. Providing many forums for feedback in print and online is essential.*
- *Robust web sites that leverage speed, depth and interactivity are important companions to the print products.*
- *They care a lot about their leisure time and social life."*

These comments highlight that young adults are moving away from traditional media and into the digital world. Young people are not just a target audience – they are also a medium. Much information is now forwarded through social media networks, that is, people will refer friends and family to websites of interest through social networking sites such as Facebook.

2.1.4. Planning of monitoring and evaluation

It is very important to have a good monitoring and evaluation scheme in order to find out whether all project partners do their job sufficiently and the project meets the needs of the target group.

Method of monitoring and evaluation of the campaign must be specified in the strategy. Four possible methods of studying the possible effect of a campaign are as follows:

1. Before-after comparison,

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2. Before-after comparison, with one or more control areas that have not received the campaign.
3. Before-after comparison, with several treatment and several control areas, randomly assigned.
4. Comparison of areas after exposure to the campaign with other areas not exposed to the campaign.

Method 4 is included only as a matter of formality: it is not used because naturally-existing differences between areas in respect of the numbers and types of road crashes are so big that it would seem impossible to attribute any of these differences to a media campaign.

The other methods require something (such as the frequency of crashes or the frequency of some behaviour relevant to safety) to be measured before and after the media campaign is carried out. Thus the first point to stress is that it is vital for there to be sufficient time prior to the campaign for the “before” measurement to be conducted.

Data can be used from crashes that are routinely reported to the police. Police data on crashes before and after may be used. However, behaviours relevant to safety are not routinely measured. Evaluations of media campaigns typically need to rely on behaviours rather than crashes. Consequently, if it is desired to evaluate a media campaign, introduction of the campaign must wait until after the “before” (baseline) measurement has been made.

2.2. Review

Success of road safety campaigns is highly dependent on achievement of cooperative approach of the stakeholders. It is a multi-dimensional process, which needs contribution from different parties. Once the strategy is prepared and activity plan is developed, it should be shared and reviewed with the stakeholders to get their participation and commitment.

Review is not a one-shot activity. During the implementation stage not only to ensure engagement of the relevant target groups, but also to make needed modifications in order to ensure effectiveness of the campaign, there must be regular review meetings with the stakeholders to feed back the results and discuss improvement areas and likely impact.

Review also needs for tailoring the activities to budget. It should be remembered that plans are to modify during implementation and joint reviews with stakeholders help to make such modifications in/deviations from the plan as small as possible.

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2.2.1. Pilot campaigning

If it is possible the best method to make review, is piloting the campaign on a small target group sample. It is self-evident that testing is needed in order to find out the reactions of target group to certain stimuli. In this way feed back is got about the functional and psychological performance of the concept. Testing can yield valuable information about the campaign effectiveness.

As a part of piloting, media audits and stakeholder satisfaction analysis can be conducted to understand what and how best to communicate. For example, for a campaign targeting students, review of messages with the local authority in charge of education helps to use a language familiar to the students. In this way campaign and traffic education programme in schools enhance each other.

2.2.2. Risk Analysis

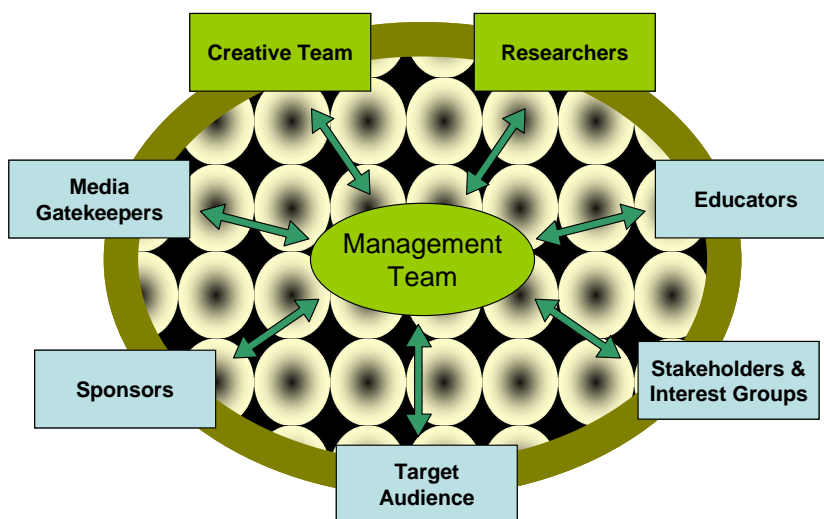
The risks that different social campaigns contain are mainly related to the campaign's overall effectiveness (success of communication, attitude and behaviour change, co-operation etc.) and funding. The purpose is just motivating consumers or other target groups to act responsibly; therefore, the risk may stay quite low. However, it must be emphasised that just because of the low economic risk, the planning and preparation of campaigns may remain insufficient and this in fact proposes a risk in itself. In other words, once funds and other resources are offered, the campaign is executed but no evaluation of its effects is conducted, the risk is waste of resources.

Risk also relates to potential conflicts and dissenting views between implementation partners of a campaign. When a campaign is put through a marketing channel there is always a potential for conflict. E.g. The conflicts due to goal incompatibility, poorly defined roles and rights, perceptual differences, and interdependent relationships. Potential conflicts must be anticipated already in the planning phase. The campaign project management should view the project members in the same way it views the target groups. The campaign coordination unit should therefore, provide training programs, market research programs and other capability-building programs to improve members' performance.

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2.3. Implementation of the Campaign

An efficient campaign needs to feed into a research methodology. Accordingly employment of a team of researchers and creators will be necessary. The campaign managers or coordinators should be in close contact with the media gate keepers, educators, stakeholders and interest groups, sponsors as well as the target audience representatives.



Delivery of the messages in cooperation with,

- Media gatekeepers to convey the message effectively to the target group,
- Sponsors especially from media to achieve more coverage and effective results,
- Educators from the local bodies in charge of relevant aspects,
- Stakeholders and interest groups as well as members of the target group to make it a community wide campaign with local ownership and dedication.

Role of the management team especially consists of coordination of relations with these parties, assigning tasks, making procurements and time planning.

In time planning, it should be kept in mind that for a publicity campaign which lasts for a long time with the same intensity would not generate any more than its first three months. It will not be feasible and a waste of resources. Activation and production should be continuously following each other like a sinusoidal curve and the campaign should be fed with creativity periodically as depicted in the next diagramme.



Accordingly the implementation phase can be divided in to two in itself as production and activation.

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Under the production stage, the key messages and respective communication channels identified in the strategy should be developed as printed and visual materials. The researcher and creative team will be working intensively at this stage. The technical content should be merged well with the communication aspects appropriate for the profile of the target group. The communication aspects also covers appropriate artwork, which will attract the target group. In simple marketing terms if the content of the messages is your products, the artwork is what sells the product.

Activation, being highly linked to the plan and produced materials in the above step, is simply mobilisation of channels to convey messages via produced materials in the previous step. The critical issue here is ***“having an intensive start”***, which means mobilising almost all channels at the same time. Frequency of messages from all channels generates a stronger impact than gradual activation of communication channels according to our experience. We mentioned above that there must be a deceleration in the process after a while and another peak period must follow fed by creativity and update in materials.

Another critical point is not to make huge differentiation in the content. If too many messages are delivered at the same time, campaign effectiveness will be adversely affected. Concentrating on a few key messages in each activation stage definitely improves understanding of the target groups and becomes easier to memorise.

2.4. Monitoring

An important part of monitoring is also to collect data on how the behaviour of pedestrians and drivers has been changed after the campaign. Any comparative study is impossible to realize if there is no data available of the situation in the beginning of the campaign. Thus, it is impossible to find out the direction of the change. Therefore, a campaign should always start with a base-line analysis. The change may deal with attitudes and awareness. When it is question about behavioural change, there should be a measuring instrument that would inform about the real change.

Monitoring is sometimes left only on a hypothetical level. No evolution of the success of campaign is done and therefore, no real developments for forthcoming projects are possible to do. This is clearly a weak point and mostly due to lack of requirement of reporting about the overall implementation and realisation of the campaign. This situation is acceptable on for pilot campaign cases.

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It is a great opportunity to get feedback of the overall success of the campaign and for this reason every campaign project should end with a carefully conducted monitoring and evaluation.

A closer scrutinising of the monitoring methods used turned up the following findings as indicators for monitoring the progress of the campaign:

- The surveys and interviews before and after the campaign, sometimes also during the campaign
- The number of print and electronic materials which were produced and distributed
- Number of people who attended the events
- Number of advertisements and radio spots for publicizing the campaigns
- The number of re-orders of the campaign material
- The visitors at the web-site
- Target group opinions

Monitoring both the ongoing action and the results are needed in order to secure the achievement of the goals. If any problems or conflicts may occur, corrective actions need to take place. Corrective actions related to improving the campaign performance could be enforcing both national and local support and interaction between project members, development of better material versions according to the feed back, increasing the number of personnel, etc.

2.5. Evaluation

The list presented above under monitoring categorises the major types of monitoring and control that were used to get feedback of the campaign progress. However, evaluation is more on the results rather than actions. In other words, focus of evaluation is on how the activities implemented under the campaign affects the overall scope: E.g. reducing the number of accidents. Evaluation criteria include both qualitative and quantitative methods and instruments.

In the RSEC project, being under EU funded programme, the terms of reference for the Consultant defines a list of indicators for monitoring of the project. Items in the list are similar in nature to the above referred indicators. However though the monitoring criteria are met,

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the campaign may have not been serving the ultimate purpose and vice versa. The purpose of the RSEC project was to inform the community on the factors causing road accidents. The indicator to check if the purpose is met or not is not the number of campaign materials or training programmes implemented. They are to monitor the activities of the campaign.

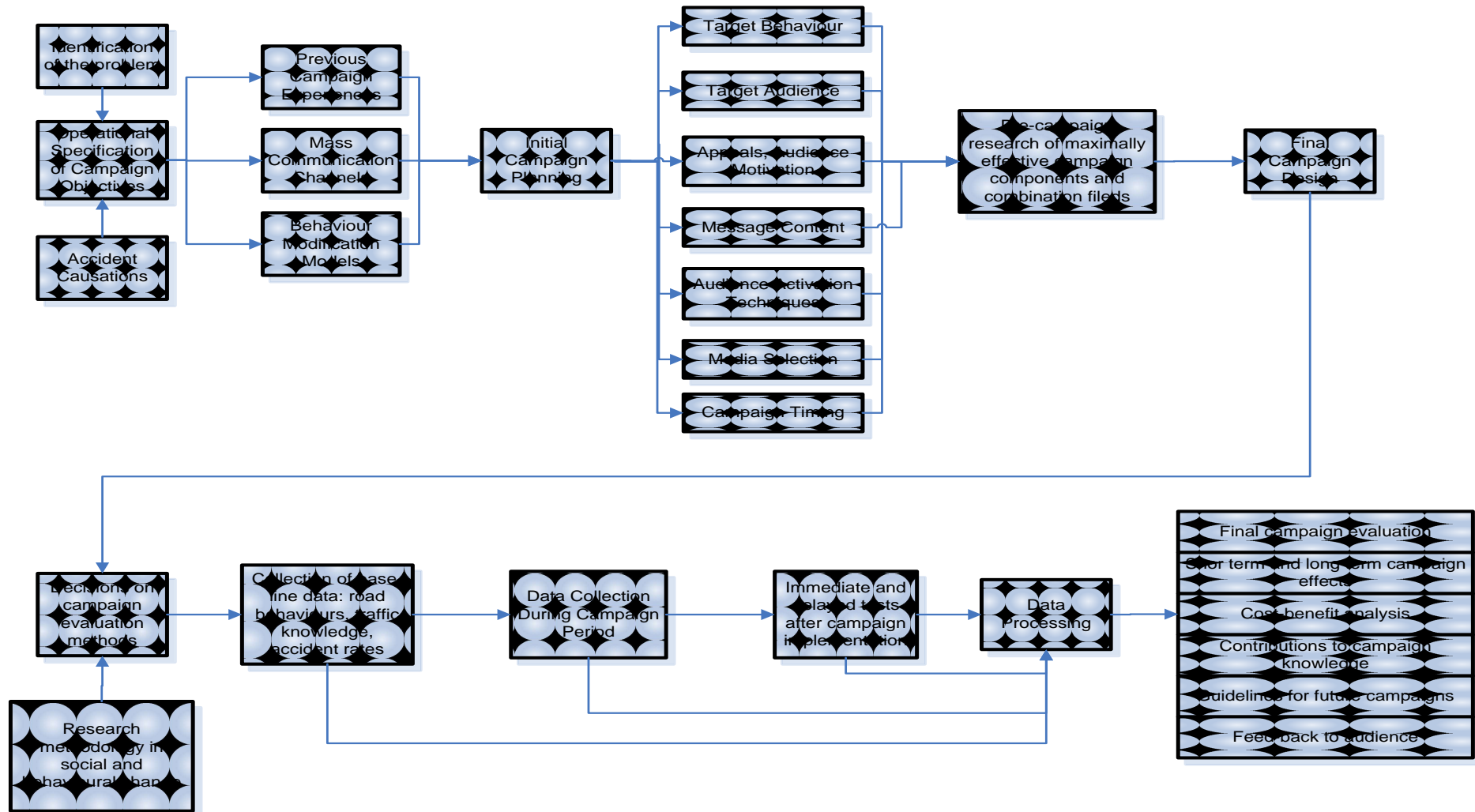
For evaluation purposes, the Consultant proposed two surveys in the project implementation methodology: one in the beginning as the base-line before the campaign starts and one at the end to compare to the baseline and evaluate the performance of the campaign. It is the comparison of the second survey to the first (base-line survey), helps finding the answer to the question “if the community is informed or not” via a sampling method.

It should also be noted that the change in crash data is not an optimal outcome measure for mass media campaigns, as there may be various other effects causing the change. E.g. this could be an indicator of a series of road safety campaigns implemented over a certain time frame or as a result of an intensive traffic inspections, etc.

Evaluation of a campaign is simply to check if **realistic** expectations from the campaign are met or not. The word “realistic” is highlighted here. As an example: mass media campaigns are more successful at conveying information rather than changing behaviour. As a campaign objective statement “to initiate change of behaviour” can be used; but not “resulting in a change of behaviour”. Behaviour change might occur after many years, by a series of campaigns; but longer-term effects are highly difficult to measure. So evaluation criteria of a road safety campaign should not be based on if there is a real change of behaviour. As it is in the case of RSEC project, it must be achievable: informed community.

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3. Process Flow for a Typical Road Safety Campaign



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4. Organisational Needs and Processes

Having defined the major steps to implement a road safety campaign in the previous section, organisational needs and processes defined to perform these activities will be focused in this section. These proposals are based on the results of the Capacity Building Workshop conducted with the stakeholders on November 9, 2010 in Nicosia and the focus group meetings conducted with the main stakeholders. The deductions are merged with efficient operational process development principles and presented here.

We should remember the deductions from the Capacity Building workshop conducted with the stakeholders before the campaign implementation.

Deductions on a Managerial Level

Ownership of this issue at the central authority level and appointment is crucial. Although there is a ruling law on the competent authority, the discussions have shown that there might be an issue with dual appointment or expectations of appointment, which means challenging the authority. Although there is a commission appointed by law under the local authority in charge of Internal Affairs and local governments, the Traffic Safety and Transport Services commission, it is obvious that there are plans to get the ownership of this issue to the local authority in charge of Public Works and Transportation. For effective utilisation of resources, the job definitions need to be clarified and related institutions should be provided with specific objectives.

Some activities have been undertaken to ensure traffic and road safety, but objectives are not defined and no planning has been done within the scope of a policy and a strategy. Instead, an approach of case by case utilisation of existing opportunities, have been adopted for developing individual projects. This creates weaknesses in terms of systems, processes and resource development.

Although different institutions are eager to take responsibility, relevant preliminary studies have only been initiated and achieved a certain stage within the Directorate General Police. This means that any tasks to be undertaken with the claim of responsibility will be in serious jeopardy, due to the lack of background planning.

Objectives related to traffic and road safety and vision should be set at the top and be supported with resources and sub-objectives to facilitate cooperation between institutions. While doing this, a clear strategy should set out for improvement.

On the other hand, there is awareness on the lack of capacity and an attitude open to improvement. But this approach needs commitment of senior management, which will be seen by necessary appointments, allotments and continuity.

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Deductions on Institutional Level

Target-oriented work and planning is not a sufficiently developed function of institutions. Because operations are run with developing ideas case-by-case upon available opportunities, individual learning is more prominent instead of systematic institutional learning.

Considering global technological possibilities, one of the areas open for development is information management and sharing. Even at a simple and low cost structure, there is no study in most of the institutions.

Institutional processes are not defined. Trainings and detailed analysis are required on defining main and supporting processes, where they start and end and how they relate to each other.

Deductions on Resources Level

Human resources on this subject are scarce, so academic institutions should be cooperated for development in this area. But more important, there is neither any planning, nor any guidance regarding this issue. Further there is no clear information about the existing expertise resources or about the priority areas that expertise should be developed.

The most marked financial planning in this area is allocating income generated by speed detection cameras to be utilised for campaigns and training activities on road safety. However, budgetary plans, income projections and analysis on what can be done with this projection are the studies that needs to be done.

By 2001 dated regulation, Traffic and Transportation Services Commission is established in the northern part of Cyprus for planning, coordination and inspection of traffic related services. The Commission established the Sub-Committee on Education, Research and Awareness to coordinate the road safety related education and campaigning activities. However, there is no clear mandate provided to the Sub-Committee, neither staffing for coordination purposes.

In the workshop, as summarised above, it was highlighted that long term objectives and an overall plan within the scope of a policy and a strategy is missing. Given the situation individual campaigns can not go any further than being ad-hoc actions. Road Safety Action Plan needs to be developed, where this was the result of the workshop implemented together with the units in charge of regulation and enforcement. The Sub-Committee should be contributing to this process via making necessary researches and consolidation of available data for a proper decision making and consultation process.

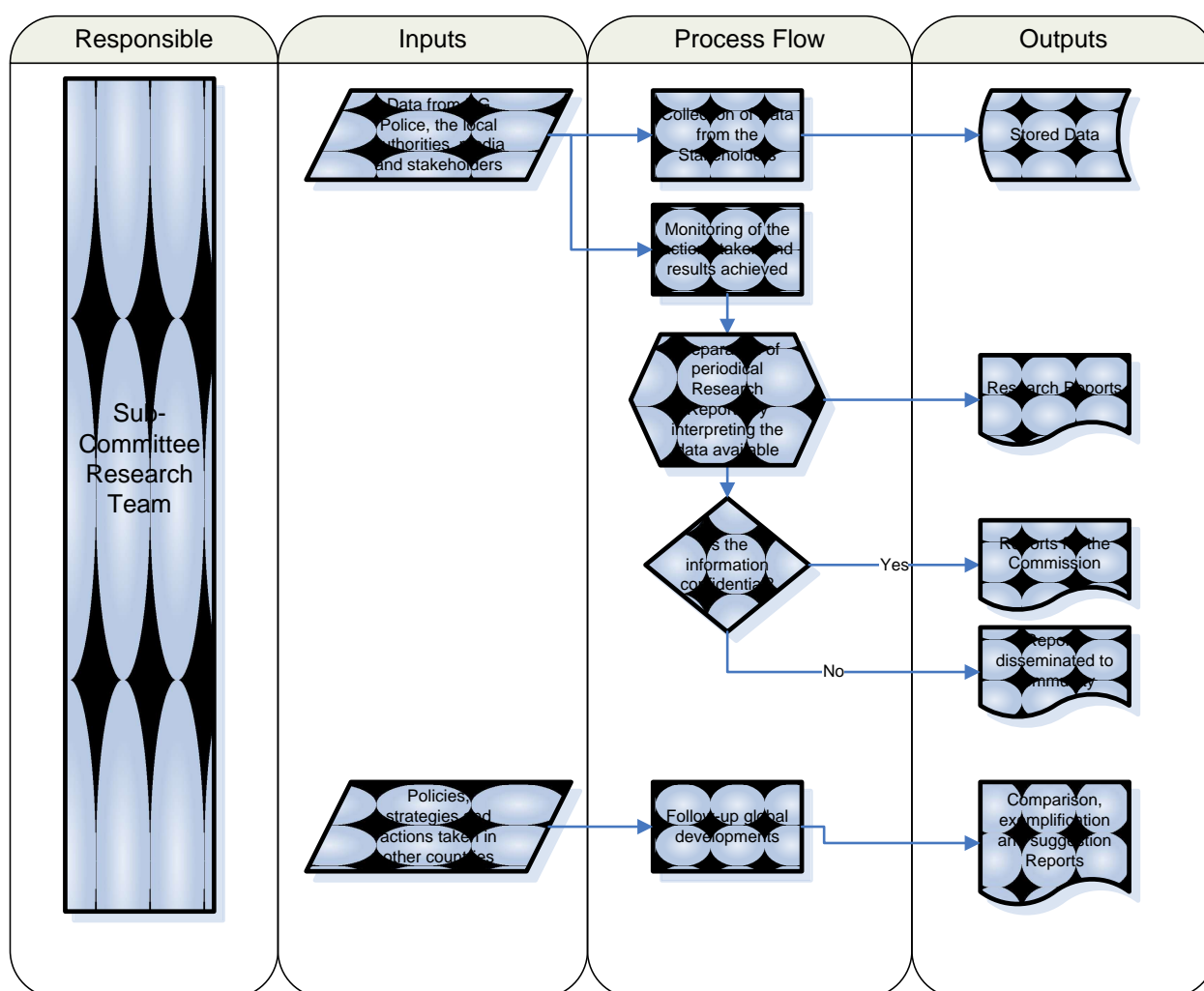
As is evident from its name the Sub-Committee on Education, Research and Awareness, should develop the three functions in its operations:

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- Research being the essential element of all planning and monitoring activities;
- Education to generate in the long-run a sustainable change of behaviour;
- Awareness to enhance the education process and to generate motivation for a change of behaviour by informing the society.

4.1. Research function of the Sub-Committee

For research function, the Sub-Committee has members from a large span of competent authorities to get and interpret data. Below is a flow chart that proposes processes for this function:



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4.2. Education and Campaigning function of the Sub-Committee

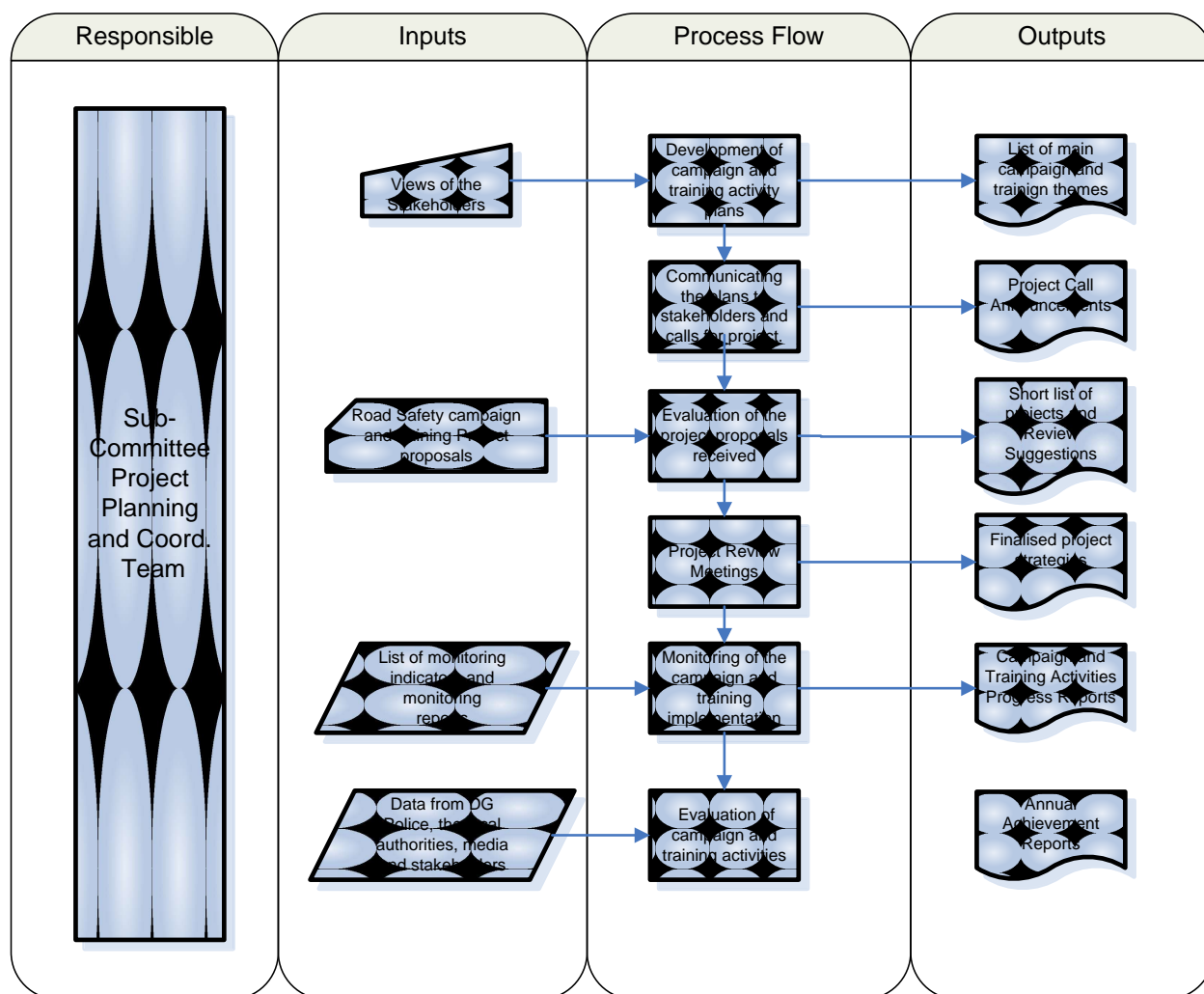
For education and awareness activities on the other hand, it has been deduced from the meetings that there is no operational strategy and/or plan. Given the situation, below we propose two alternatives to perform coordination of the campaign and education activities with the stakeholders:

4.2.1. Alternative A

The first alternative assumes a coordination role for the Sub-Committee to pursue, not a direct implementer role of campaign and training activities. It accordingly covers support to campaign implementers in taking appropriate actions via research support, campaign implementation guidance, budgetary control and support.

In this approach, the Sub-Committee guides the stakeholders in designing appropriate campaign and training project preparation via project calls. The research function they have helps to identify the strategic areas to address and they define the criteria for project calls accordingly. The fund available (as mentioned in the capacity building workshop, from the speed detection cameras) allows the Sub-Committee pursue such a coordinative action. In this case in addition to research function, for the campaign and training activity function flow chart may be as follows:

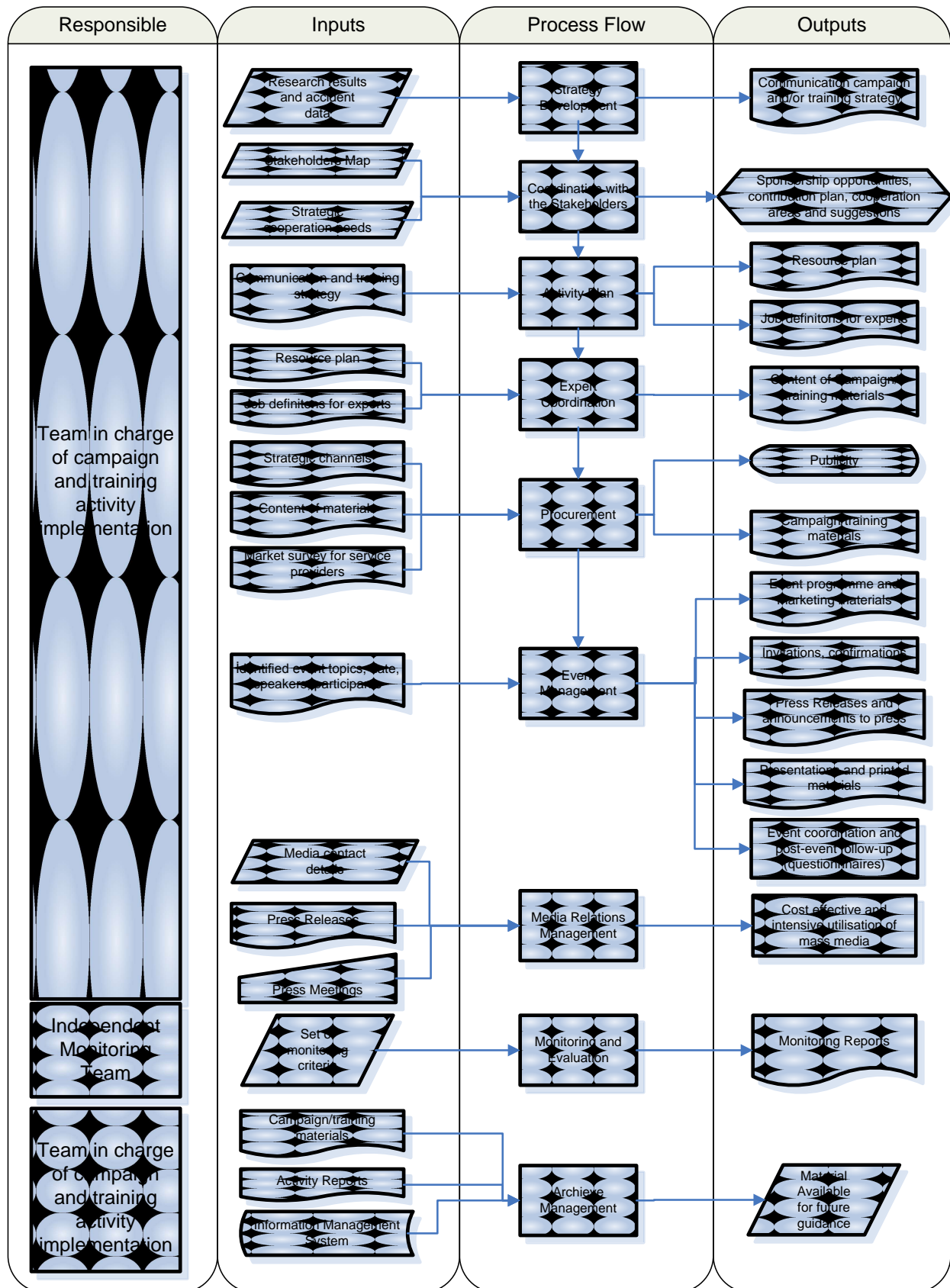
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4.2.2. Alternative B

For campaigning and training activities an alternative role, the Sub-Committee may adopt is the implementer role. The Sub-Committee in this case should have a larger number of staff to plan, develop, implement and monitor the projects.

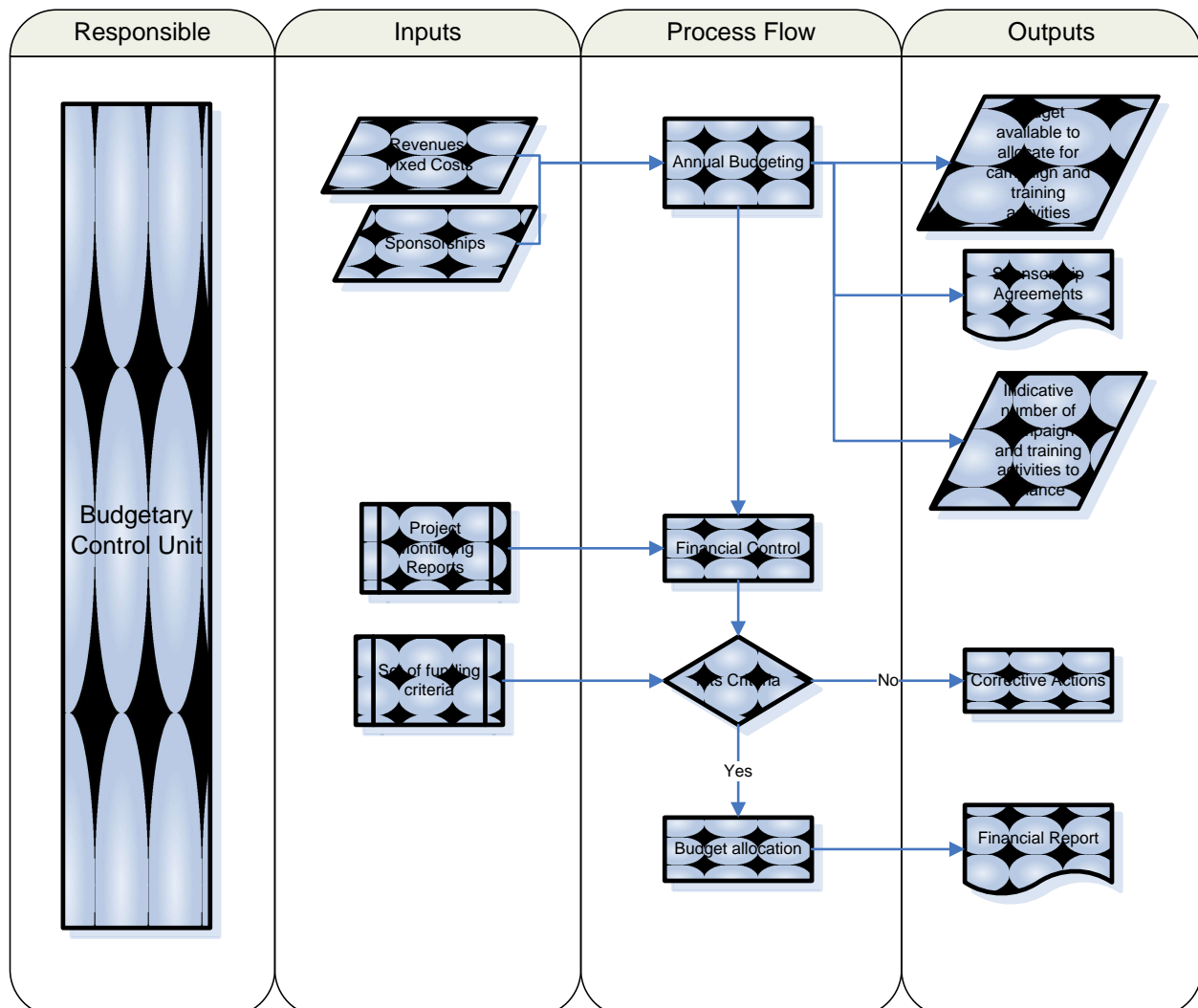
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4.3. Budgeting and financial management process

For any of the above alternative (or any other), the Sub-Committee should be exercising a budgetary control and financial management process. Below flow-chart simply defines the functions that should be undertaken.



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5. Conclusion

- Road safety related campaigns are cause-related social campaigns in which utilisation of mass media communication channels are key to reach a wide segment of target groups. However they are unlikely to produce significant behavioural change in isolation. It is a persuasion marketing, which attempts to convince people that their behaviour is undesirable. What causes a change of behaviour is the enforcement and the campaigns are to make the target group familiar with the topic; in other words it has a supportive role.
- By analysing the best practices in road safety campaigning or from theory it is not possible to mention a specific channel producing better results than the others; however, an intensive start of a well planned campaign, in which key messages are fed from various communication channels produces results. The intensive period does not need to be long. Social campaign implementation experiences from the world show that any campaign lasting more than three months with the same intensity does not generate any more than what it does in the first three months. The rest is a waste of resources. What an implementer should do is to decelerate the campaign exposure, update the messages and plan for the next intensive period.
- Any successful campaign should follow Planning, Review, Implementation, Monitoring and Evaluation (PRIME) stages. These stages should be based on knowledge and a detailed research process is a pre-requisite. A detailed research also provides a base-line before the start of the campaign to measure the effectiveness of activities.
- Cooperation with the stakeholders and ensuring their participation helps to achieve the foreseen results. Unfortunately the stakeholders in the northern part of Cyprus have a limited cooperation experience. In the past they performed individual actions, which can be referred as ad-hoc activities, as there is no clear objectives, strategies and policies for road safety. There may be many interventions designed to save lives, but political will and commitment are essential and without them little can be achieved. By regulation in 2001, Traffic and Transportation Services Commission and its Sub-Committee on Education, Research and Awareness are established to coordinate such activities.
- In the northern part of Cyprus, there is no defined road safety objective, strategy or road safety action plan, which are all essential to coordinate the interventions around. Preparation of the road safety strategy is a multi-sectoral (involving agencies concerned with transport, health, education, law enforcement and other relevant sectors) and multidisciplinary (involving road safety scientists, engineers, urban and

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regional planners, health professionals and others) task. The strategy needs to set ambitious but realistic targets for a certain time frame. It should have measurable outcomes and sufficient funding to develop, implement, manage, monitor and evaluate actions. Once the road safety strategy is prepared, a national action plan, scheduling specific actions and allocating specific resources, should be developed.

- For the coordination role, the Sub-Committee should be adopting, three main functions: research, campaign/ training activity implementation and budgetary control. For these functions process flow-charts are proposed here in this report.