Federal Road Safety Corps
Case Study from Nigeria

Per Mathiasen
Road Safety Specialist
World Bank SSATP Road Safety Program / Consia
World Bank guidelines on road safety:

- Highly complex, multi-sectoral
- Shared responsibilities may be submerged by competing interests
- Strong leadership required to organize effective results-focus
- In good practice countries this role is played by a lead governmental agency
World Bank guidelines:
Designated legal road safety lead agencies are needed to
• Take the needed decisions
• Create results focused action
• Generate and manage resources
• Coordinate between stakeholders
• Monitor effectively and objectively

... 
• Across government and agreed road safety partnerships
• As an independent body
Road Safety Program
Phase 1

The role of Lead Agencies in practice

PILLAR 1
Management

PILLAR 2
Safer Roads

PILLAR 3
Safer Vehicles

PILLAR 4
Safer Road Users
INFO
EDUC
ENFO

PILLAR 5
Emerg. Response

Lead Agency 1

Lead Agency 2

Lead Agency 3

Lead Agency 4

Lead Agency 5
Road Safety Program
Phase 1

Lead Agency Case Study

Nigerian FRSC:
• Implementing agency
  - with a lead agency role
## FRSC’s Present Functions

<table>
<thead>
<tr>
<th>Targeted enforcement</th>
<th>General road safety education</th>
<th>Production of licenses and plates</th>
<th>Emergency services and towing</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="enforcement" /></td>
<td><img src="image2" alt="education" /></td>
<td><img src="image3" alt="production" /></td>
<td><img src="image4" alt="emergency" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Highway codes / regulations</th>
<th>Recommend works and devices</th>
<th>Cooperation with other stakeholders</th>
<th>Overall direction, coordination and management</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image5" alt="codes" /></td>
<td><img src="image6" alt="works" /></td>
<td><img src="image7" alt="cooperation" /></td>
<td><img src="image8" alt="management" /></td>
</tr>
</tbody>
</table>

§1.1
## Major contributions within all 5 Pillars

<table>
<thead>
<tr>
<th>PILLAR 1</th>
<th>PILLAR 2</th>
<th>PILLAR 3</th>
<th>PILLAR 4</th>
<th>PILLAR 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>Safer Roads</td>
<td>Safer Vehicles</td>
<td>Safer Road Users</td>
<td>Emergency Response</td>
</tr>
<tr>
<td>Research &amp; dev. Cooperation</td>
<td>Recommend works and devices</td>
<td>Production of number plates</td>
<td>Production of driver licenses</td>
<td>Emergency services and towing</td>
</tr>
<tr>
<td><strong>Overall direction, coordination and management</strong></td>
<td>Keep the road clear and safe</td>
<td></td>
<td>Highway codes and regulations</td>
<td></td>
</tr>
<tr>
<td>- Promote</td>
<td></td>
<td>General road safety education</td>
<td>Targeted enforcement (income generating)</td>
<td></td>
</tr>
<tr>
<td>- Data management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Share experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Build capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Monitor, evaluate</td>
<td></td>
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</tr>
</tbody>
</table>
Dedicated Corps directly under the presidency

**Presidency**
- Appoints FRSC Corps Marshal

**Federal Road Safety Commission**
- Prepares RS policies
- Appoints FRSC Commanders
- Delegates any of its powers to FRSC

**Federal Road Safety Corps (FRSC)**
Road Safety Program
Phase 1
Structure and human resources

**COMACE**

**SA-COMACE ACM**

**OPS**
Operations DCM/ACM

**A&HR**
Admin & Human Resource DCM/ACM

**SED**
Safety Engineering Dept DCM/ACM

**MVA**
Motor vehicle Administration DCM/ACM

**TSC**
Training Standard, Certification DCM/ACM

**F&A**
Finance & Accounts DCM/ACM

**SMP**
Special Marshal & Partnership DCM/ACM

**PRS**
Policy, Research, & Statistics DCM/ACM

**PSO CC**

**ADC CRC**

**CSO**

**PA PROJECT**

**CPL ACM/CC**

**CLA ACM/CC**

**CMRO ACM/CC**

**CFO ACM/CC**

**CS ACM/CC**

**CPRO ACM/CC**

**CA ACM/CC**

**CIO ACM/CC**

**CP ACM/CC**

**CTSO ACM/CC**

**C Log ACM/CC**

**CPEO ACM/CC**

**KEY**
COMACE = Corps Marshal & Chief Executive
DCM = Deputy Corps Marshal
SACOMACE = Special Assistant to COMACE
PSO = Principal Staff Officer to COMACE
ADC = Aide De Camp
CSO = Chief Security Officer
PA = Personal Assistant
CPEO = Corps Public Enlightenment Officer
CA = Corps Auditor
CIO = Corps Intelligence Officer
CPL = Corps Planning Officer
CLA = Corps Legal Adviser
CP = Corps Provost
CS = Corps Secretary
CPO = Corps Protocol Officer
CMRO = Corps Medical and Rescue Officer
CPRO = Corps Procurement / Secretary Tenders Board
C Log = Corps Logistics
CTSO = Corps Transport Standardisation Officer
ACM = Assistant Corps Marshal
ZCO = Zonal Commanding Officer
SC = Sector Commander
CC = Corps Commander
DCC = Deputy Corps Commander
ACC = Assistant Corps Commander
UC = Unit Commander
CRC = Chief Route Commander
SRC = Superintendent Route Commander
RC = Route Commander
DRC = Deputy Route Commander
ARC = Assistant Route Commander
PRM = Principal Road Marshal

**PATROL TEAM**
PRM, ARC, DRC, RC
Road Safety Program
Phase 1

25-year history

- Created by decree in 1988
- Long history = experience + corporate memory
- Merger-Demerger with the Police
- Strengthened considerably after 2007

1990

1988
Establishment
of FRS Corps
by Decree

1999
Merger
with
Police

2000

2003
Demerger
with
Police

2007
FRSC
(Commission)
Establishment
Act

2010

2012
Nigerian RS
Strategy
2012-16
Human Resources (excl. special marshals)

Staff strength 2003-2012

- 2003: 6987
- 2004: 7836
- 2005: 8063
- 2006: 8298
- 2007: 12612
- 2008: 12413
- 2009: 12552
- 2010: 12342
- 2011: 15354
- 2012: 18098
Road Safety Program
Phase 1

Funding (population 170 million, 2012)

Budgetary allocations 2003–2012
Road Safety Program
Phase 1

Dedicated personnel

- Voluntary, engaged personnel
- Not a low-status job
- Long employment periods
- Corporate memory

- Substantial staff numbers
- Regular Marshals (15,000+)
- Special Marshals (15,000+)
- Youth Clubs
Road Safety Program
Phase 1

Data collection and analysis

- Data is collected for a large number of parameters
- Compiled and analyzed centrally
- New technology applied
- Driver license monitoring and management system
- Tracking of FRSC’s own fleet and units for management and effectiveness
# Road Safety Program

**Phase 1**

## Weekly ‘Dashboard Report’

### EXECUTIVE SUMMARY OF ACTIVITIES OF MVA, OPS AND CMRS - WEEK 32/2012

<table>
<thead>
<tr>
<th>ZONE</th>
<th>NVIS (a)</th>
<th>NDL (b)</th>
<th>OFFENDERS (c)</th>
<th>OFFENCES (d)</th>
<th>RTC CASES (e)</th>
<th>VEHICLES (f)</th>
<th>KILLED (g)</th>
<th>INJURED (h)</th>
<th>NOT INJURED (i)</th>
<th>TOTAL INVOLVED (j)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>WK 31</td>
<td>WK 32</td>
<td>WK 31</td>
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<td>WK 31</td>
<td>WK 32</td>
<td>WK 31</td>
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<tr>
<td>RS1 EAD</td>
<td>1422</td>
<td>2929</td>
<td>264</td>
<td>284</td>
<td>748</td>
<td>858</td>
<td>818</td>
<td>902</td>
<td>11</td>
<td>8</td>
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<tr>
<td>RS2 LAG</td>
<td>0</td>
<td>0</td>
<td>1019</td>
<td>1513</td>
<td>3024</td>
<td>3246</td>
<td>3642</td>
<td>4070</td>
<td>13</td>
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<td>RS3 YOLA</td>
<td>12</td>
<td>0</td>
<td>72</td>
<td>100</td>
<td>304</td>
<td>122</td>
<td>334</td>
<td>332</td>
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<td>RS4 JOS</td>
<td>901</td>
<td>41</td>
<td>161</td>
<td>276</td>
<td>326</td>
<td>531</td>
<td>347</td>
<td>582</td>
<td>9</td>
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<td>RS5 BEN</td>
<td>2200</td>
<td>1429</td>
<td>73</td>
<td>152</td>
<td>787</td>
<td>525</td>
<td>675</td>
<td>1002</td>
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<td>RS6 PHC</td>
<td>364</td>
<td>0</td>
<td>279</td>
<td>386</td>
<td>630</td>
<td>1482</td>
<td>701</td>
<td>1166</td>
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<tr>
<td>RS7 ABJ</td>
<td>0</td>
<td>900</td>
<td>427</td>
<td>689</td>
<td>1341</td>
<td>1325</td>
<td>1448</td>
<td>1438</td>
<td>8</td>
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<tr>
<td>RS8 ILO</td>
<td>0</td>
<td>0</td>
<td>49</td>
<td>188</td>
<td>963</td>
<td>880</td>
<td>1006</td>
<td>922</td>
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<td>RS9 ENJ</td>
<td>3800</td>
<td>0</td>
<td>226</td>
<td>424</td>
<td>1286</td>
<td>1281</td>
<td>1362</td>
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<td>RS10 SOK</td>
<td>590</td>
<td>370</td>
<td>21</td>
<td>50</td>
<td>264</td>
<td>888</td>
<td>296</td>
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<td>RS11 OSH</td>
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<td>118</td>
<td>173</td>
<td>2214</td>
<td>1876</td>
<td>2412</td>
<td>2063</td>
<td>18</td>
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<td>RS12 BMU</td>
<td>39</td>
<td>4</td>
<td>68</td>
<td>155</td>
<td>42</td>
<td>20</td>
<td>49</td>
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<td>Government (State)</td>
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<td>GOVT (State)</td>
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<td>284</td>
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<td>REPLACEMENT</td>
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<td>0</td>
<td>0</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,395</strong></td>
<td><strong>5,957</strong></td>
<td><strong>2,797</strong></td>
<td><strong>4,390</strong></td>
<td><strong>11,949</strong></td>
<td><strong>12,534</strong></td>
<td><strong>13,290</strong></td>
<td><strong>14,034</strong></td>
<td><strong>105</strong></td>
<td><strong>125</strong></td>
</tr>
</tbody>
</table>

**Note:** The data indicates a significant number of incidents and casualties across various zones, with a focus on the effective management of such events.
Road Safety Program
Phase 1

Data utilization and transparency

• Numbers and trends are reported regularly/weekly
• Data used for performance monitoring and targeting of interventions

• Strong basis for monitoring, evaluation and planning
• Transparent evaluations
• Drive to improve performance

HALF YEAR 2012 STRATEGIC OBJECTIVES ACHIEVEMENT STATUS FOR DEPTS, COS & RSHQ UNITS
Road Safety Program
Phase 1

Call Center

- Common, simple emergency number
- Call center open 24/7
- Toll-free calls
- Toll-free assistance
Road Safety Program

Phase 1

Ambulance Units, Emergency Wards and Roadside Clinics

• ‘Zebra’s: Field based units close to accident-prone roads
• Personnel stand-by 24/7
• Max. response time 30 minutes
• Roadside clinics supplement existing emergency wards
Road Safety Program
Phase 1

Licensing and Enforcement

• Biometric measurements of licence applicants
• Security coded number plates

• Systematic use of data to guide enforcement activities
• RoadPOL review in May 2010 to enhance performance
Road Safety Program
Phase 1

Visions for future capacity building

• New training academy
Road Safety Program
Phase 1

Communication with decision-makers on the highest level
Road Safety Program
Phase 1

The trend in road fatalities

Improved reporting

Introduction of 30 day rule

- Nigeria
- Uganda
- Ethiopia
- Ghana
- Angola
- Zambia
- Cameroon
- Tanzania

2004 2005 2006 2007 2008 2009 2010 2011
African Road Safety Policy Framework
2011 - 2020

Road fatalities and severe injuries in Africa / Year

- "Business as usual"
- African Objective

2011: 322,000
2020: 540,000

2011: 270,000
2020: 540,000
Summary: Good practices from FRSC

- A dedicated implementing agency
- Considerable human resources, earmarked budget
- Major functions within all ‘Five Pillars of road safety’
- Corporate memory
- Collects and analyzes data
- Utilizes data for planning and performance monitoring
- Applies new technology to enhance performance
- Transparent evaluations to identify weaknesses
- High priority to ‘Pillar No.5 - Emergency services’
- Is taking responsibility for development of the road safety sector, nationally and regionally

- Political support / flair / courage
The FRSC’s overall mandate

- Has filled in the gap for a formal Lead Agency
- No formal mandate for FRSC to monitor and evaluate other agencies and stakeholders
- Umbrella for all road safety stakeholders with sufficient mandate to monitor and evaluate
**Road Safety Program**

**Phase 1**

### Intervention Strategies - NRSS at a glance

**ROAD SAFETY VISION**

A country where Road Traffic Crash results in no death

**GOAL**

Reduction in road traffic crash fatality rate by 50% (2011 as baseline)

**PURPOSE**

Safe system approach to road safety management widely adopted in Nigeria

<table>
<thead>
<tr>
<th>ROAD SAFETY OUTPUT 1</th>
<th>ROAD SAFETY OUTPUT 2</th>
<th>ROAD SAFETY OUTPUT 3</th>
<th>ROAD SAFETY OUTPUT 4</th>
<th>ROAD SAFETY OUTPUT 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>A cohesive and efficient road safety administrative system</td>
<td>Define design standards for road types</td>
<td>General compliance with vehicle and other road machinery standards</td>
<td>A culture of personal responsibility for safe road use</td>
<td>Prompt and effective emergency response and care</td>
</tr>
<tr>
<td>Establish National Road Safety Advisory Council (NaRSAC)</td>
<td>Perform Safety Assessment on Roads</td>
<td>Ensure proper destination inspection for all vehicle types</td>
<td>Develop awareness campaigns on proper road use</td>
<td>Advertise toll free lines to promote awareness</td>
</tr>
<tr>
<td>Establish database for road traffic records</td>
<td>Establish Nigeria Road Safety Fund (NRSF)</td>
<td>Review existing Vehicle Type Approval standards</td>
<td>Conduct certification exercise for all driving schools</td>
<td>Provide medical equipment and emergency rescue ambulances</td>
</tr>
<tr>
<td>Review existing laws to reduce stakeholders role conflicts</td>
<td>Implement 10% safety rule on all road infrastructure projects</td>
<td>Expand RTSSS coverage</td>
<td>Encourage Public Private Partnership (PPP) for establishment of vehicle inspection centres</td>
<td>Train paramedics and emergency care givers on casualty handling</td>
</tr>
<tr>
<td>Develop and implement funding plan</td>
<td></td>
<td>Encourage Public Private Partnership (PPP) for establishment of vehicle inspection centres</td>
<td></td>
<td>Implement road user insurance scheme</td>
</tr>
<tr>
<td>Existence of NaRSAC</td>
<td></td>
<td></td>
<td></td>
<td>Average crash response time not more than 15 minutes</td>
</tr>
<tr>
<td>Existence of Road Safety Database</td>
<td>100% compliance with road design standards</td>
<td>100% compliance with approved standards</td>
<td>50% decline in number of traffic law violations</td>
<td>50% increase in number of RTCs reported</td>
</tr>
<tr>
<td>Elimination of Role Conflicts</td>
<td>No less than 90% score on safety assessment</td>
<td>90% coverage of commercial vehicles included in the RTSSS</td>
<td>5% annual increase in number of certified driving schools</td>
<td>Average crash response time not more than 15 minutes</td>
</tr>
<tr>
<td>Existence of NRSF</td>
<td>Existence of NRSF</td>
<td>Number of private vehicle inspection centres</td>
<td></td>
<td>50% increase in number of RTCs reported</td>
</tr>
<tr>
<td>Framework for vehicle and road use by road type</td>
<td>50% decline in speed related crashes</td>
<td></td>
<td></td>
<td>Ratio of in-crash to post-crash deaths</td>
</tr>
</tbody>
</table>

Establish National Road Safety Advisory Council (NaRSAC)
Other issues in NRSS 2012-2016

• Need for digitalized Accident Information System
• Coordination and interfaces (e.g. FRSC/Police)
• Sustainable funding mechanism (NRSF)
• Design standards
• Road safety audits
• Need for 24/7 enforcement operations
• Develop FRSC tactics for awareness creation and public relations
Road Safety Program
Phase 1

% Opportunities for the FRSC

• Increased attention to road safety
• New accident data system can enhance targeted efforts
• Clear strategy (NRSS) with relatively few gaps to close
• Follow up on external studies and recommendations (RoadPOL, RSMCR, communication study and strategy)
• Drive and competence to close the gaps
• Capacity to absorb and utilize additional resources
• Stand-alone safe corridors project to enhance cooperation between all stakeholders
The role of Lead Agencies in practice

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EDUC
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Lead Agency 4

PILLAR 5
Emerg. Response

Lead Agency 5
Thank you