



Federal Road Safety Corps

QUALITY MANUAL



AUTHORISATION

Prepared by	FRSC System Auditors
Reviewed by	FRSC Management
Approved by	Corps Marshal
Document No	01
Date	July 2018

**DOCUMENT HISTORY**

Item No	Description of change	Location of change	Date
1	Review of Quality Manual (March 2010 edition)	Pages 1-143 of the Quality Manual (Revision no. 00)	November 2012
2	Review of Quality Manual (November 2012 edition)	The whole document (Revision no. 01)	July 2013
3	Review of Quality Manual (July 2013 edition)	The whole document (Revision no. 02)	July 2018

The manual is subject to review whenever the need arises.



FOREWORD

The Federal Road Safety Corps (FRSC) is the Lead Agency in Road Safety Management in Nigeria. In order to actualize its vision and mission, FRSC has evolved strategies and programmes for effective and efficient Road Safety Administration in the country. As a deliberate policy to further enhance its role of Road Safety Management, FRSC has embraced the ISO 9001 Quality Management System.

Consequently, FRSC has developed a Quality Manual to guide its operations, processes and procedures towards efficient service delivery. This approach is in conformity with international best practices. This manual clearly outlines the quality policy, processes and procedures for effective and efficient Road Traffic Administration and Safety Management in the country.

In reviewing the manual, cognizance was taken to align the manual with the provisions of ISO 9001:2015 standard. This specifies requirements for a Quality Management System (QMS) where FRSC demonstrates its ability to consistently provide services and products that meet customer requirements and satisfaction.



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Corps Marshal

Federal Road Safety Corps

18 July 2018



QUALITY POLICY

The Federal Road Safety Corps is committed to creating a safer motoring environment through compliance with the FRSC (Establishment) Act 2007, other traffic laws and Quality Management System standard with a view to continually improving its mode of operations.

~~Dr Boboye Oyeyemi. MFR, mni, NPoM~~
Corps Marshal

Federal Road Safety Corps

18 July 2018



FRSC VISION, MISSION AND CORE VALUES

VISION

To eradicate Road Traffic Crashes and create safe motoring environment in Nigeria

MISSION

Regulate, Enforce and Coordinate all Road Traffic and Safety Management activities through:

- i. Sustained Public Enlightenment
- ii. Effective Patrol Operations
- iii. Prompt Rescue Services
- iv. Improved Vehicle Administration
- v. Robust Data Management
- vi. Promotion of Stakeholders' Cooperation

CORE VALUES





-  Timeliness
-  Fairness
-  Transparency
-  Service Orientation



TABLE OF CONTENTS

Section	Title	Pages
1	Authorization	i
	Document History	ii
	Foreword	iii
	Quality Policy	iv
	Vision, Mission and Core Values	v
	Table of Contents	vi-ix
2	Federal Road Safety Corps QMS Requirements	1-27
	Clause 1: Scope	
	Clause 2: Normative References	
	Clause 3: Terms and Definitions	
	Clause 4: Context of FRSC	
	Clause 5: Leadership	
	Clause 6: Planning	
	Clause 7: Support	
	Clause 8: Operation	
	Clause 9: Performance Evaluation	
	Clause 10: Improvement	
3	Annexure	28
	Documented Procedures	
	A: Procedure for Control of Documented Information	
	B: Procedure for Control of Retained Documented Information	
	C: Procedure for Internal Audit	
	D: Procedure for Dealing with and Control of Non-conforming Product	
	E: Procedure for Corrective actions	
	F. Procedure for Risk Analysis	
	G: Procedure for Contingency Plan	
	H: Procedure for Developing Annual Strategic Goals	
4	Report Forms	
	I: Audit Record Form	48
	J: Audit Report Form	49
	K: Lead Auditor's Report Form	50
	L: Audit Observation Form (strengths and weaknesses)	51




	M: Non-conformity Resolution/Corrective Action Record 52 Form	
	N: Process Improvement Form (Notification of 53-54 Nonconforming Occurrence/Product)	
	O: The Use of Process Improvement Form (Otherwise known as Notification of nonconforming Occurrence and Product	55-56
	P: Sample of how to conduct Risk Analysis	57-63



PROCESSES & PROCEDURES

Section	Title	Page
1	Organizational Organogram	64
2	Schematic Processes	65
	i. Corps Marshal	66
	ii. Special Assistant to Corps Marshal	67
	iii. Principal Staff Officer to Corps Marshal	68
	iv. Planning Advisory Unit (PAU)	69
	v. Project Implementation Office (PIO)	70-72
	vi. Information Technology Centre (ITC)	73
	vii. Service Compact with all Nigerians (SERVICOM)	74
	Viii. Protocol	75
	ix. Post Service Scheme (PSS)	76
	x. FRSC Housing	77
	xi. NaRSAC	78
	xii. Operations (Ops) Department	79
	xiii. Administration and Human Resource (AHR) Department	80
	xiv. Training (TRG)	81
	xv. Motor Vehicle Administration (MVA) Department	82-86
	xvi. Finance and Accounts (F&A) Department	87
	xvii. Special Duties & Partnership (SD&P) Department	88
	xviii. Policy, Research and Statistics (PRS) Department	89-91
	xix. Technical Services Department (TSD)	92
	xx. Corps Legal Office (CLO)	93
	xxi. Corps Provost (CP)	94
	xxii. Corps Budget Office (CBO)	95
	xxiii. Corps Medical & Rescue Services (CMRS)	96-97
	xxiv. Corps Public Education Office (CPEO)	98
	xxv. Corps Procurement (CPRO)	99
	xxvi. Corps Audit (CA)	100

	 xxvii. Corps Intelligence Office (CIO)	101
	xxviii. Corps Secretary (CS)	102
	xxix. Corps Transport Standardization Office (CTSO)	103
	xxx. Corps Safety Engineering (COSEN)	104-105
3	Appendices:	
	I: List of Stakeholders and their Expectations	106-109
4	Processes For Rescue Operations, Drivers' Licence Production, Number Plate Production, Training Management Service And Traffic Management Service	110
	II: Rescue Operations Service	111-113
	III: Drivers" Licence Production	114-118
	IV: Number Plate Production	119-122
	V: Training Management Service	123-126
	VI: Traffic Management Service	127-130
5	Other Documents	
	VII: Template for Policy Documents, Manuals & Magazines	131-133
	VIII: File Referencing & Index Template	134-151
	IX: File Referencing- Subject Titles & Codes	152-182
	X: Retention Policy For FRSC Documents/Records	183-188
	XI: Procedure for Archiving of Records	189-191
	XII: Procedure for The Disposal of Documents/Records	192
	XIII: Certificate of Record Destruction	193



FRSC QUALITY MANAGEMENT SYSTEM REQUIREMENTS (CLAUSES)



QUALITY MANAGEMENT SYSTEMS - Requirements

1. Scope

This document covers the Quality Management System of Federal Road Safety Corps in relation to its various services and products. The system is designed to enhance the satisfaction of the Corps' service-delivery to the public. In establishing the system, ISO 9001:2015 standard and applicable legal requirements have been addressed in creating a safer motoring environment on Nigerian roads.

2. Normative references

References are made to the following Regulations, Operations Procedure and Guidelines:

- a. FRSC (Establishment) Act 2007.
- b. NRSS (Nigeria Road Safety Strategy) 2014-2018.
- c. NRTR (National Road Traffic Regulation) 2012.
- d. FRSC Regulations on the maintenance of Discipline 2013.
- e. Various FRSC Standard Operating Procedures (SOPs)/Departmental Service Charters


3. Terms and definitions

The following terms and definitions apply throughout the text of this documented information:

- ACC- Assistant Corps Commander
- Admin- Administration/Administrative
- AHR- Administration & Human Resource
- AO- Administrative Officer
- APA- American Psychological Association style of referencing
- APER-Annual Performance Evaluation Report
- ARC- Assistant Route Commander
- BIR- Board of Internal Revenue
- CA- Corps Audit/Auditor
- CBO- Corps Budget Office/Officer
- CC- Corps Commander
- CIO- Corps Intelligence Office/Officer
- CLA- Corps Legal Adviser
- CLO- Corps Legal Office/Officer
- CM- Corps Marshal




- CMO-ITC- Corps Marshal Office-Information Technology Centre
- CMRO- Corps Medical & Rescue Officer
- Corps -Federal Road Safety Corps
- CPEO-Corps Public Education Office/Officer
- CPRO-Corps Procurement Office/Officer
- CTSO- Corps Transport and Standardization Office/Officer
- DCC- Deputy Corps Commander
- DCM- Deputy Corps Marshal
- DL- Drivers" Licence
- DLC- Drivers" Licencing Centre
- DRO- Duty Room Officer
- DSSP- Driving School Standardization Programme
- EASS- Emergency Ambulance Service Scheme
- E-mail- Electronic mail
- F&A- Finance and Accounts
- FDP- Federal Road Safety Corps Disciplinary Panel
- FIR- First Information Report
- FRSC-Federal Road Safety Commission/Corps
- HOD - Head of Department
- H (PAU)-Head, Planning Advisory Unit
- H (PIO)-Head, Project Implementation Office
- HQ- Headquarters
- ICT- Information Communication & Technology System
- IPPIS-Integrated Payroll and Personal Information System
- ISO- International Organisation for Standardization
- ITC- Information Technology Centre
- IT- Information Technology
- MDAs-Ministries, Departments and Agencies
- M&E- Monitoring & Evaluation
- MLA- Motor Licensing Authority
- MR- Management Representative
- MS- Microsoft
- MVA- Motor Vehicle Administration
- NC(s)- Non-conformity(ies)
- NDL- National Drivers" Licence

-  Non-Governmental Organisation
- NHF- National Housing Fund
- NIS- National Industrial Standard
- NHRC- National Human Right Commission
- NO- Nodal Officer
- No.- Number
- NRTR-National Road Traffic Regulations
- NULS-National Uniform Licensing Scheme
- NURTW-National Union of Road Transport Workers
- NVIS-National Vehicle Identification Scheme
- NYSC-National Youth Service Corps
- OHCSF-Office of the Head of Service of the Federation

- OSGF-Office of the Secretary to the Government of the Federation
- PAU- Planning Advisory Unit
- PIO- Project Implementation Office/Officer
- PMS- Performance Management System
- POC- Proof of Ownership Certificate
- PROC- Procurement
- PRS- Policy, Research and Statistics
- PSO- Principal Staff Officer
- QM- Quality Manual
- QMS- Quality Management System
- RAO- Record Archiving Officer
- RSA- Road Safety Audit
- RSHQ-FRSC National Headquarters
- RSM- Regimental Staff Marshal
- RTC- Road Traffic Crash
- RTEAN-Road Transport Employers Association of Nigeria
- RTSSS-Road Transport Safety Standardization Scheme

- SA-CM-Special Assistant to Corps Marshal

- SERVICOM- Service Compact with all Nigerians
- SGF- Secretary to the Government of the Federation
- SHDLC-Sector Head of DLC
- SM- Special Marshals
- S/No.- Serial Number

-  SQ- Standard Operating Procedure
- SU- Special Unit
- Tech- Technology
- UC- Unit Commander
- UHDL- Unit Head of DLC
- ULS- Uniform Licensing Scheme
- VIO- Vehicle Inspection Officer
- Vol.- Volume
- WARSO- West African Road Safety Organization
- ZCO- Zonal Commanding Officer



4. Context of FRSC

4.1 Understanding the FRSC and its context

Federal Road Safety Corps as backed up by its Establishment Act 2007 was set up to eradicate road crashes on Nigerian roads. In context of this, the Corps:

- a. Has fully internalised its Establishment Act 2007 which gives credence to its existence and functions.
- b. Is being guided by the dictates of Nigeria Road Safety Strategy (NRSS).
- c. Has developed a quality policy in line with the Establishment Act.
- d. Has established the process of developing the yearly Corporate Strategic Goals and Objectives from the medium term plan of Nigeria Road Safety Strategy (NRSS).
- e. Has developed a Quality Manual in line with ISO 9001:2015 standard.

4.2 Understanding the needs and expectations of FRSC interested parties

In accordance to the FRSC Establishment Act 2007, NRSS, and requirements of ISO 9001:2015, the Corps has identified and documented:

- a. All relevant interested parties (stakeholders) to the Corps.
- b. Requirements of all relevant interested parties with a view to meeting their expectations.(See Appendix I)

The Corps monitors and reviews information about these interested parties and their relevant requirements from time to time.

4.3 Determining the scope of the quality management system

Application of the quality management system covering all the Corps' activities are geared towards eradication of road crashes on Nigerian roads as outlined by the Corps' mandate in the Establishment Act 2007 having considered:

- a. The external and internal issues referred to in Clause 4.1;
- b. The requirements of relevant interested parties referred to in Clause 4.2;
- c. The products and services of the Corps.



4.4 Quality management system and its processes

4.4.1 The Corps establishes implements, maintains and continually improves a quality management system, including processes needed and their interactions, in accordance with the requirements of ISO 9001:2015 Standard.

The Corps has determined processes needed for the quality management system and their application Corps wide by:

- a. Determining Inputs required and the outputs expected from its processes.
- b. Determining the sequence and interaction of these processes.
- c. Determining applicable criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of its processes.
- d. Determining resources needed for these processes and ensure their availability by budgeting and releases.
- e. Assigning the responsibilities and authorities for these processes.
- f. Addressing the risks and opportunities as determined in accordance with the requirements of Clause 6.1;
- g. Evaluating these processes and implementing any changes needed to ensure that these processes achieve their intended results through reports, meetings, reviews, suggestions from stakeholders and strategy sessions.
- h. Improving the processes and the quality management system through training and awareness, staffing, evaluation, audit, usage of Notification of Nonconforming Occurrence/Product (Otherwise known as Process Improvement Form), Management meetings, Management Reviews etc.

4.4.2 To the extent necessary, the Corps has put together:

- a. Documented information to support the operation of its processes.
- b. Retention of documented information to have confidence that the processes are being carried out as planned.

5. Leadership

5.1 Leadership and commitment

5.1.1 General

FRSC Top management has demonstrated its leadership and commitment with respect to the quality management system by:

- a. Taking accountability for the effectiveness of the quality management system.



- b. Establishing the quality policy and quality objectives for the quality management system in consonant with the context and strategic direction of the Corps.
- c. Integrating the quality management system requirements into the Corps" core processes.
- d. Promotion of the process approach and risk-based thinking to the Corps" Operations.
- e. Ensuring that the resources needed for the quality management system are available.
- f. Communicating the importance of effective quality management and of conforming to the quality management system requirements through awareness.
- g. Ensuring that the quality management system achieves its intended results.
- h. Recruitment, deployment, directing and supporting persons to contribute to the effectiveness of the quality management system.
- i. Promoting improvement.
- j. Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.2 Customer focus

FRSC Top management ensures that road users and relevant interested parties" requirements are determined and met to enhance road users" safety by analysing risks and opportunities that can affect conformity of the Corps" products and services as provided for in the:

- a. FRSC (Establishment) Act 2007.
- b. NRSS (Nigeria Road Safety Strategy) 2014-2018.
- c. NRTR (National Road Traffic Regulation) 2012.
- d. FRSC Regulations on the maintenance of Discipline 2013.
- e. Various FRSC Standard Operating Procedures (SOPs) .

5.2 Policy

5.2.1 Establishing the quality policy

FRSC Top management has established implemented and maintained a quality policy in tandem with the purpose and context of the Corps and supports its strategic direction by:

- a. Providing frame work for setting quality objectives.
- b. Including a commitment to satisfy applicable requirements.



- c. Including a commitment to continual improvement of the quality management system.

5.2.2 Communicating the quality policy

The FRSC quality policy has been:

- a. Made available and maintained as documented information.
- b. Communicated, understood and applied within the Corps.
- c. Made available to relevant interested parties, as appropriate.

5.3 Organisational roles, responsibilities and authorities

FRSC Top management ensures that job functions, responsibilities and authorities for relevant roles are assigned, communicated and understood within the Corps through various Standard Operating Procedures (SOPs) and individual staff job binders.

Top management ensures assignment of responsibility and authority for:

- a. Ensuring that the quality management system conforms to the requirements of ISO 9001:2015 International Standard.
- b. Ensuring that the processes are delivering their intended outputs.
- c. Reporting on the performance of the quality management system and on opportunities for improvement (see Clause 10.1), in particular to top management through:
 - i. Compilation of weekly dashboard and its review at Management Meetings.
 - ii. Analysis of performances of Departments/Corps Offices/Special Units/ Zones/Sectors/Units.
- d. Ensuring the promotion of customer focus throughout the Corps.
- e. Ensuring that the integrity of the quality management system is maintained when changes to the Quality management system are planned and implemented.

6 Planning

6.1 Actions to address risks and opportunities

6.1.1 While planning for the quality management system, the Corps has considered issues referred to in Clause 4.1 and the requirements referred to in 4.2 and determined the risks and opportunities that need to be addressed through general threat and operational threat analysis using a three-by- three matrix and its attendant action plans to:



- a. Give assurance that the quality management system can achieve its intended result(s).
- b. Enhance desirable effects.
- c. Prevent or reduce undesired effects. (See Annex „G“)
- d. Achieve improvement.

6.1.2 The Corps has put in place:

- a. Action plans to address risks and opportunities obtained through its general threat and operational threat.
- b. Integrated the implementation of the actions into its quality management system processes (see Clause 4.4).
- c. Evaluation of the effectiveness of these actions through weekly comparison of crash analysis by COSEN.

6.2 Quality objectives and planning to achieve them

6.2.1 The Corps ensures that annual quality objectives termed “Corporate Strategic Goals” are established at relevant functions, levels and processes needed for the quality management system through the annual strategy session. The quality objectives are consistent and in tandem with the quality policy. And also:

- a. Measurable.
- b. Take into account applicable requirements.
- c. Relevant to conformity of products and services and to enhancement customer satisfaction.
- d. Being monitored.
- e. Being communicated to appropriate quarters.
- f. Updated as appropriate.

The Corps maintains documented information on the quality objectives.

6.2.2 Annually, the Corps plans how to achieve its quality objectives at the strategy session by determining what will be done by the Corps. Departments/Corps Offices/Special Units/Zones/Sectors/Units draw their strategic initiatives from the quality objectives and determine:

- a. What resources will be required?
- b. Who will be responsible?
- c. When it will be completed.
- d. How the results will be evaluated.

6.3 Planning of changes



Whenever there is need for changes to the quality management system, the Corps carries out the changes in a planned manner (see Clause 4.4).

The Corps considers:

- a. The purpose of the changes and their potential consequences.
- b. The integrity of the quality management system.
- c. The availability of resources.
- d. The allocation or reallocation of responsibilities and authorities.

7 Support

7.1 Resources

7.1.1 General

The Corps identifies, determines and provides the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system.

The Corps enters into various agreements for resources obtained from external providers and put contingency plan in place in case of disappointment.

7.1.2 People

The Corps determines and provides necessary personnel; Officers and Marshals (including Special Marshals) with required competency for effective implementation of quality management system and for the operation and control of processes. Recruitments and trainings are being handled by AHR, CS and Training processes.

7.1.3 Infrastructure

The Corps identifies, provides and maintains Buildings, utilities, equipment"s, technology and instructions in a conducive atmosphere for the operation of processes and to achieve conformity of products and services that meets interested parties" requirements.

7.1.4 Environment for the operation of processes

The Corps has set minimum requirements for environment necessary for the operation of processes (for instance, criteria for setting up a Command), provides and maintains these facilities to achieve conformity of products and services suitable for interested parties" requirements.

7.1.5 Monitoring and measuring resources



7.1.5.1 General

The Corps determines and provides resources needed to obtain valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements by:

- a. Ensuring that resources so provided for monitoring and measuring resources are suitably kept in continuous fitness for purpose.
- b. Retaining appropriate documented information as evidence of fitness for purpose of the monitoring and measurement of resources. (Pre-Payment verification and Post payment Audit)

7.1.5.2 Measurement traceability

To ensure validity of measurement results and its traceability, the Corps determines the monitoring measurement needed and carry out equipment calibration, verification or both at specific intervals or prior to use against traceable International or National Measurement Standards. This is done to:

- a. Ascertain the status of equipment so provided; and
- b. Safeguard from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.
- c. Retain documented information about the equipment to take appropriate actions necessary. (TSD equipment maintenances/maintenance records, CMRS and MVA).

7.1.6 Organisational knowledge

The Corps determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

This knowledge is being maintained and being made available to the extent necessary.

When addressing changing needs and trends, the Corps considers its current knowledge and determines how to acquire or access any necessary additional knowledge whether internally or externally and obtain required updates.

7.2 Competence

The Corps continually:

- a. Determines the necessary competence of person(s) doing work under its control that affects the performance and effectiveness of the quality management system.



- b. Ensure that these persons are competent on the basis of appropriate education, training, or experience.
- c. Where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of actions taken.
- d. Retain appropriate documented information as evidence of competence.
(Recruitment process, training and capacity building programmes)

7.3 Awareness

The Corps ensures that Officers and Marshals (Special Marshals inclusive) are well informed of:

- a. The quality policy.
- b. Relevant quality objectives (annual Corporate Strategic Goals).
- c. Their contributions to the effectiveness of the quality management system, including the benefits of improved performance (Job Binders, QMS awareness lectures, APER, Departmental Strategic Initiatives).
- d. The implications of not conforming to the quality management system requirements.

7.4 Communication

The Corps determines, establishes and control channels of its internal and external communications relevant to the quality management system, including:

- a. On what it will communicate.
- b. When to communicate.
- c. With whom to communicate.
- d. How to communicate.
- e. Who communicates?

7.5 Documented information

7.5.1 General

The Corps has established documented information for its quality management system:

- a. Documented information required by ISO 9001:2015 Standards
- b. Documented information determined by the Corps as being necessary for the effectiveness of the quality management system.



7.5.2 Creating and updating

The Corps has established a pattern of creating and updating documented information as appropriate by:

- a. Identification and description (a subject, date, author, reference number).
- b. Format (British English software or hard copies, comic Sans MS, font size 12). See appendix VII for Template For Policy Documents, Manuals and Magazines)
- c. Review and approval for suitability and adequacy.

7.5.3 Control of documented information

7.5.3.1 The Corps documented information as required by the quality management system standard ISO 9001:2015 has been controlled to ensure:

- a. Availability and suitability for use, where and when it is needed.
- b. Adequately protected (from loss of confidentiality, improper use, or loss of integrity). (see Procedure for retained Documented information Annex „A“)

7.5.3.2 The Corps has established procedure for control of documented information to include:

- a. Approval for adequacy prior to issues.
- b. Review and update as necessary and re–approve.
- c. Ensuring that changes and the current revision status are identified.
- d. Ensuring that relevant versions of applicable documents are available at points of use.
- e. Ensuring that documented information remains legible and readily identifiable.
- f. Ensuring that documented information of external origin are determined, identified and their distribution controlled.
- g. Preventing the unintended use of obsolete documents and apply identification to the ones retained.

(See appendix X for FRSC Retention Policy).

NOTE : Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.



8 Operations

8.1 Operational planning and control

The Corps has planned for implementation and control of processes (see Clause 4.4) needed to meet the requirements for the provision of products and services, and to implement the actions determined in Clause 6, by:

- a. Determining the requirements for the products and services.
- b. Establishing criteria for:
 - i. The processes.
 - ii. The acceptance of products and services.
- c. Determining the resources needed to achieve conformity to the product and service requirements.
- d. Implementing control of the processes in accordance with the criteria.
- e. Determining, maintaining and retaining documented information to the extent necessary:
 - i. To have confidence that the processes have been carried out as planned.
 - ii. To demonstrate the conformity of products and services to their requirements.

The output of this planning is ensuring to be suitable for the Corps' operations.

Plans are in place to control changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary including contingency actions.

The outsourced processes are controlled as required (see Clause 8.4).

8.2 Requirements for products and services

8.2.1 Customer communication

The Corps determines and continues to implement effective arrangements for Communication with customers thus:

- a. Providing information relating to its products and services,
- b. Handling enquiries, contracts or orders, including changes.
- c. Obtaining customer feedback relating to products and services, including customer complaints through SERVICOM Desk Offices, FRSC Call Centre.
- d. Handling and controlling customer property in Duty rooms, Driver Licence Centre and FRSC Commands nationwide.
- e. Establishing specific requirements for contingency actions, when relevant.
(See Procedure for Contingency Plan in Annex G)



8.2.2 Determining the requirements for products and services

When determining the requirements for the products and services to be offered to customers, the Corps ensures that:

- a. The requirements for the products and services are defined, including:
 - i. Any applicable statutory and regulatory requirements.
 - ii. Those considered necessary by the Corps.
- b. The Corps meets the claims for the products and services it offers.

8.2.3 Review of the requirements for products and services

8.2.3.1 The Corps continue to ensure that it has the ability to meet the requirements for products and services to be offered to customers.

The Corps conduct review before committing to supply products and services to a customer thus:

- a. Requirements specified by the customer, including the requirements for delivery and post-delivery activities.
- b. Requirements not stated by the customer, but necessary for the specified or intended use, when known.
- c. Requirements specified by the Corps.
- d. Statutory and regulatory requirements applicable to the products and services.
- e. Contract or order requirements differing from those previously expressed.

The Corps ensures that contractor order requirements differing from those previously defined are resolved.

The customer's requirements are confirmed by the Corps before acceptance, when the customer does not provide a documented statement of their requirements.

NOTE: In some situations, such as internet sales, a formal review is impractical for each order. Instead, the review can cover relevant product information, such as catalogues.

8.2.3.2 The Corps has put machinery in motion to retain documented information, as applicable on:

- a. The results of reviews.
- b. Any new requirements for the products and services.



8.2.4 Changes to requirements for products and services

The Corps ensures that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

8.3 Design and development of products and services

8.3.1 General

The Corps has established a culture of implementing and maintaining design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2 Design and development planning

In determining the stages and controls for design and development, the Corps will always consider:

- a. The nature, duration and complexity of the design and development activities.
- b. The required process stages, including applicable design and development reviews.
- c. The required design and development verification and validation activities.
- d. The responsibilities and authorities involved in the design and development process.
- e. The internal and external resource needs for the design and development of products and services.
- f. The need to control interfaces between persons involved in the design and development process.
- g. The need for involvement of customers and users in the design and development process.
- h. The requirements for subsequent provision of products and services.
- i. The level of control expected for the design and development process by customers and other relevant interested parties.
- j. The documented information needed to demonstrate that design and development requirements have been met.

8.3.3 Design and development inputs

Input relating to specific types of products and services are determined, designed and developed considering:

- a. Functional and performance requirements.



- b. Information derived from previous similar design and development activities.
- c. Statutory and regulatory requirements.
- d. Standards or codes of practice that the Corps has committed to implement.
- e. Potential consequences of failure due to the nature of the products and services.

Inputs are reviewed and are for adequacy for design and development purposes, complete and unambiguous. Conflicting design and development inputs are resolved.

The Corps retains documented information on design and development inputs.

8.3.4 Design and development controls

The Corps plans and applies controls to the design and development process to ensure that:

- a. The results to be achieved are defined.
- b. Reviews are conducted to evaluate the ability of the results of design and development to meet requirements.
- c. Verification activities are conducted to ensure that the design and development outputs meet the input requirements.
- d. Validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use.
- e. Any necessary actions are taken on problems determined during the reviews, or verification and validation activities.
- f. Documented information of these activities is retained.

NOTE: Design and development reviews, verification and validation have distinct purposes. They may be conducted separately or in any combination, as is suitable for the products and services of the Corps.

8.3.5 Design and development outputs

The Corps ensures that design and development outputs:

- a. Meet the input requirements.
- b. Are adequate for the subsequent processes for the provision of products and services.
- c. Include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria.
- d. Specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.



The Corps retain documented information on design and development outputs. **8.3.6**

Design and development changes

The Corps identifies, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

The Corps retains documented information on:

- a. Design and development changes.
- b. The results of reviews.
- c. The authorisation of the changes.
- d. The actions taken to prevent adverse impacts.

8.4 Control of externally provided processes, products and services

8.4.1 General

The Corps ensures that externally provided processes, products and services conform to requirements.

The Corps determines the controls to be applied to externally provided processes, products and services when:

- a. Products and services from external providers are intended for incorporation into the Corps' Products and services.
- b. Products and services are provided directly to the customer(s) by external providers on behalf of the Corps.
- c. A process, or part of a process, is provided by an external provider as a result of a decision by the Corps.

The Corps determines and applies criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements.

The Corps retains documented information of these activities and any necessary actions arising from the evaluations.

8.4.2 Type and extent of control

The Corps determines and ensures that externally provided processes, products and services do not adversely affect the Corps' ability to consistently deliver conforming products and services to its customers.

The Corps:



- a. Ensures that externally provided processes remain within the control of its quality management system.
- b. Define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output.
- c. Take into consideration:
 - i. The potential impact of the externally provided processes, products and services on the Corps' ability to consistently meet customer and applicable statutory and regulatory requirements.
 - ii. The effectiveness of the controls applied by the external provider.
- d. Determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

8.4.3 Information for external providers

The Corps ensures the adequacy of requirements prior to their communication to the external provider.

The Corps communicates to external providers its requirements for:

- a. The processes, products and services to be provided.
- b. The approval of:
 - i. Products and services.
 - ii. Methods, processes and equipment.
 - iii. The release of products and services.
- c. Competence, including any required qualification of persons.
- d. The external providers' interactions with the Corps.
- e. Control and monitoring of the external providers' performance to be applied by the Corps.
- f. Verification or validation activities that the Corps, or its customer, intends to perform at the external providers' premises.

8.5 Production and service provision

8.5.1 Control of production and service provision

The Corps plans and carries out production and service provision under controlled conditions. Controlled conditions include, as applicable:

- a. The availability of documented information that defines:



- i. The characteristics of the products to be produced, the services to be provided, or the activities to be performed.
- ii. The results to be achieved.
- b. The availability and use of suitable monitoring and measuring of resources.
- c. The implementation of monitoring and measuring activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met.
- d. The use of suitable infrastructure and environment for the operation of processes.
- e. The appointment of competent persons, including any required qualification.
- f. The validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measuring.
- g. The implementation of actions to prevent human error.
- h. The implementation of release, delivery and post-delivery activities.

8.5.2 Identification and traceability

The Corps uses suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

The Corps identifies the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

The Corps controls the unique identification of the outputs when traceability is a requirement, and retains the documented information necessary to enable traceability.

8.5.3 Property belonging to customers or external providers

The Corps exercises care with property belonging to customers or external providers while it is under the Corps' control or being used by the Corps.

The Corps identifies, verifies, protects and safeguards customers' or external providers' property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, the Corps reports this to the customer or external provider and retains documented information on what has occurred.

NOTE: A customer's or external provider's property can include materials, components, tools and equipment, premises, intellectual property and personal data.



8.5.4 Preservation

The Corps preserves the outputs during production and service provision, to the extent necessary to ensure conformity to requirements. Preservation includes identification, handling, contamination control, packaging, storage, transmission or transportation and protection.

8.5.5 Post-delivery activities

The Corps meets all requirements for post-delivery activities associated with the products and services.

In determining the extent of post-delivery activities that are required, the Corps considers

- a. Statutory and regulatory requirements.
- b. The potential undesired consequences associated with products and services.
- c. The nature, use and intended life time of its products and services.
- d. Customer requirements.
- e. Customer feedback.

Post-delivery activities can include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

8.5.6 Control of changes

The Corps reviews and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.

The Corps retains documented information describing the results of the review of changes, the person(s) authorising the change, and any necessary actions arising from the review.

8.6 Release of products and services

The Corps implements planned arrangements, at appropriate stages, to verify that the product and service requirements have been met.

The release of products and services to the customer is not proceeding until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer.

The Corps retains documented information on the release of products and services.

The documented information includes:



- a. Evidence of conformity with the acceptance criteria.
- b. Traceability to the person(s) authorising the release.

8.7 Control of nonconforming outputs

8.7.1 The Corps ensures that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The Corps takes appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This also apply to nonconforming products and services detected after delivery of products, during or after the provision of services.

The Corps deals with nonconforming outputs in one or more of the following ways:

- a. Correction.
- b. Segregation, containment, return or suspension of provision of products and services.
- c. Informing the customer.
- d. Obtaining authorisation for acceptance under concession.

Conformity to the requirements are verified when nonconforming outputs are corrected.

8.7.2 The Corps retains documented information that:

- a. Describes the nonconformity.
- b. Describes the actions taken.
- c. Describes any concessions obtained.
- d. Identifies the authority deciding the action in respect of the nonconformity.

9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The Corps determines:

- a. What needs to be monitored and measured.
- b. The methods for monitoring, measurement, analysis and evaluation needed to ensure valid results.
- c. When the monitoring and measuring shall be performed.
- d. When the results from monitoring and measurement shall be analysed and evaluated.



The Corps evaluates the performance and the effectiveness of the quality management system.

The Corps retains appropriate documented information as evidence of the results.

9.1.2 Customer satisfaction

The Corps uses television/radio phone-in programs, opinion polls, public complaints, motor park rallies to determine and monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled.

9.1.3 Analysis and evaluation

The Corps determines, collects, evaluates and analyses appropriate data and information arising from monitoring and measurement.

The results of analysis are been used to evaluate:

- a. Conformity of products and services.
- b. The degree of customer satisfaction.
- c. The performance and effectiveness of the quality management system.
- d. If planning has been implemented effectively.
- e. The effectiveness of actions taken to address risks and opportunities.
- f. The performance of external providers.
- g. The need for improvements to the quality management system.

9.2 Internal audit

9.2.1 The Corps conducts internal audits annually (all processes to be audited at least once a year) to provide information on whether the quality management system:

- a. Conforms to:
 - i. The Corps' requirements for quality management system.
 - ii. The requirements of ISO 9001:2015 Standard.
- b. Is effectively implemented and maintained.

9.2.2 The Corps:

- a. Plans, establishes, implements and maintains an audit programme(s) including the frequency, methods, responsibilities, planning requirements and reporting, which takes into consideration the importance of the processes concerned, changes affecting the Corps, and the results of previous audits.
- b. Define the audit criteria and scope for each audit.



- c. Select auditors and conduct audits to ensure objectivity and the impartiality of the audit process.
- d. Ensure that the results of the audits are reported to relevant management.
- e. Take appropriate correction and corrective actions without undue delay.
- f. Retain documented information as evidence of the implementation of the audit programme and the audit results.

9.3 Management review

9.3.1 General

Top management reviews the Corps' quality management system, once a year to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the Corps.

9.3.2 Management review inputs

The input to management review includes information on:

- a. The status of actions from previous management reviews.
- b. Changes in external and internal issues that are relevant to the quality management system.
- c. Information on the performance and effectiveness of the quality management system, including trends in:
 - i. Customer satisfaction and feedback from relevant interested parties.
 - ii. The extent to which quality objectives have been met.
 - iii. Process performance and conformity of products and services.
 - iv. Nonconformities and corrective actions.
 - v. Monitoring and measurement results.
 - vi. Audit results.
 - vii. The performance of external providers.
- d. The adequacy of resources.
- e. The effectiveness of actions taken to address risks and opportunities (see Clause 6.1).
- f. Opportunities for improvement.

9.3.3 Management review outputs

The output from management review includes decisions and actions related to:

- a. Opportunities for improvement.
- b. Any need for changes to the quality management system.



c. Resource needs.

The Corps retains documented information as evidence of the results of management review.

10 Improvement

10.1 General

The Corps determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction.

These include:

- a. Improving products and services to meet requirements as well as to address future needs and expectations.
- b. Correcting, preventing or reducing undesired effects.
- c. Improving the performance and effectiveness of the quality management system by:
 - i. Correction.
 - ii. Corrective action.
 - iii. Continual improvement.
 - iv. Breakthrough change.
 - v. Innovation.
 - vi. Re organisation.

10.2 Nonconformity and corrective action

10.2.1 When nonconformity occurs, including any arising from complaints, The Corps takes action to eliminate the causes of non-conformities as to prevent recurrence. Appropriate corrective actions are taken as to the effects of the non-conformities encountered by:

- a. React to the nonconformity and, as applicable:
 - i. Take action to control and correct it.
 - ii. Deal with the consequences.
- b. Evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - i. Reviewing and analyzing the nonconformity.
 - ii. Determining the causes of the nonconformity.
 - iii. Determining if similar nonconformities exist, or could potentially occur.
- c. Implement any action needed.



- d. Review the effectiveness of any corrective action taken.
- e. Update risks and opportunities determined during planning, if necessary.
- f. Make changes to the quality management system, if necessary.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

10.2.2 The Corps retains documented information as evidence of:

- a. The nature of the nonconformities and any subsequent actions taken.
- b. The results of any corrective action.

10.3 Continual improvement

The Corps continually improve the suitability, adequacy and effectiveness of the quality management system.

The Corps considers the results of analysis and evaluation, and the outputs from management review, to determine if the rear needs or opportunities that shall be addressed as part of continual improvement.



DOCUMENTED PROCEDURES

**ANNEX 'A'****PROCEDURE FOR CONTROL OF DOCUMENTED INFORMATION**

Scope: This covers handling of ALL documents in the Corps.

Purpose: Tonsure uniformity in handling and control of documents in the Corps.

Identification: Documents, including mails and memos are identified in the Corps through the Corps" logo, full name of the Corps, resident Department/Corps Office/Special Unit and font style (Comic Sans MS).

For example,



Federal Road Safety Commission

Corps Medical & Rescue Services

Approval and issue

Policy documents and system procedures are sent to Management for approval through the endorsement of the CM.

(See appendix VII- Template for Policy Documents, Manuals and

Magazines) **Guidelines**

Departments/Corps Offices (COs)/Special Units (SU) prepare instructions, forms, guidelines/procedures and are reviewed by the Head prior to being forwarded to Management for approval.

Review of documents

- a. Whenever there is change in a process or practice that will affect the entire Corps, policy documents and system procedures are reviewed by a review committee. Thereafter, Management approves the reviewed policy document.
- b. Departments/COs/SU review and update relevant guideline(s)/procedure(s) and forward to Management for approval.
- c. The approval is by CM or his designate.
- d. Departments/COs/SU review instructions/forms prior to being forwarded to ACM/DCM for approval.
- e. Date of review is inserted to differentiate the obsolete from the current document.



- f. A list of all the changes made in the reviewed document is contained in the document history page.

Document distribution

- a. Administrative Officer (AO) ensures that documents get to the end user and obsolete documents retrieved.
- b. Administrative Officer registers, distributes documents and retrieves obsolete ones.
- c. Documents are printed with quality materials to ensure legibility throughout its life span while mutilated copies are replaced with clean copies.
- d. Documents in soft copies are backed up weekly and stored in locations different from that of the original copy.
- e. Documents in loose sheets are filed, labelled and stored along with those in book form in cabinet. Soft copies in CD-Rom are also labelled and stored.
- f. External documents relevant to the organization's operations are received, recorded in in-coming register by the receiving clerk and forwarded to CM or his designate.
- g. CM or his designate minutes document to the relevant department for action.
- h. External document is recorded in dispatch register and dispatched by the dispatch clerk to the relevant department.
- i. The document is received by the departmental receiving clerk and forwarded to the ACM/DCM.
- j. ACM/DCM minutes to relevant section for input and action.

Updating

- a. AO distributes reviewed documents to relevant Departments/COs/SU for use through AO.
- b. AO requests Departments/COs/SU to submit obsolete documents as they sign and receive the reviewed documents.
- c. AO receives all obsolete documents.
- d. ACM/DCM(PRS) retains one copy of the obsolete documents for reference purposes to be kept in the Corps' Library.
- e. AO dispatches copies to archives while other copies are destroyed through shredding or burning.

See Appendix XII & XIV I- Procedure for Archiving and Record Destruction.

**ANNEX 'B'****PROCEDURE FOR CONTROL OF RETAINED DOCUMENTED INFORMATION**

Scope: This covers handling of all records in the Corps.

Purpose: To ensure uniformity in handling and control of records in the Corps.

Identification

Records are identified in the Corps through the title and the reference number of the file containing the records.

Style

Headquarters: Federal Road Safety Corps/Location/Subject Code/Volume number/Page number

Field Commands: Federal Road Safety Corps/Location/Department Code/Subject Code/Volume number/Page number

For example,

Department: FRSC/HQ/OPS/458/VOL.IV/16

Federal Road Safety Corps/Headquarter/Operations/Operations Corridor/Volume IV/Page 16

Corps Office: FRSC/HQ/CMRS/597/VOL.I/12

Federal Road Safety Corps/Headquarter/Corps Medical & Rescue Services/RTC Clinics/Volume I/Page 12

Zonal Command: FRSC/7HQ/OPS/463/VOL.V/10

Federal Road Safety Corps/RS7HQ/Operations/Part I Order/Volume V/Page 10

Sector Command: FRSC/2.2/PRS/589/VOL.III/15

Federal Road Safety Corps/RS2.2/Policy, Research & Statistics/Road Traffic Count/Volume III/Page 15

Unit Command: FRSC/5.31/AHR/164/VOL.II/11



Federal Road Safety Corps/RS5.31/Administration & Human
Resources/Discipline-Recall/Volume I/Page 11

See Appendix VIII - File Referencing and Index Template

See Appendix IX- File Referencing- Subject Titles &Codes

Filing System (Book Filing System)

Records are filed in form of a book with page 1 being the first page from the front cover of the file (i.e. the earliest document) and the last page precedes the back cover of the file (i.e. the latest document). Page numbering is done with red biro on the top right corner of each page. Maximum number of sheets in a flat file is 150 while 400 are required in HACO Ring file.

Storage

Records are collected in files and kept in file cabinets. The soft copies of records are stored in EXTERNAL drives which are kept in file cabinets.

Legibility

Hard copy records are written or printed as to ensure they are legible. Soft copy records are stored using fonts that ensure they are legible.

British English is used for official correspondences.

Protection/Preservation

Back-up of RECORDS are kept in file cabinets for protection and unauthorized intrusion as well as the elements of weather in locations different from that of the original copy.

Retrieval

Index number, subject title and chronology are used to retrieve records.

FILE INDEX lists out all the files in the office. (See appendix VIII and IX).

Retention (See appendix X on Retention Policy for the Corps)

Records are moved to the archive temporarily for easy access e.g. closed volume of files, monthly and quarterly reports, etc. The Corps specifies the retention period for records indicated in file index.

**File Index**

DEPARTMENT/CORPS OFFICE/SPECIAL UNIT/FIELD COMMAND

S/N	TITLE OF RECORD	REFERENCE NO.	RETENTION TIME

Disposal of Record

When records are no longer in use, they are disposed through shredding and burning.(See appendix XII- Procedure for Archiving and Record Destruction).



ANNEX 'C'

PROCEDURE FOR INTERNAL AUDIT

Scope: This covers all Audit exercise in all areas of the Corps processes.

Purpose: To ascertain that all activities related to the audit are clearly defined

References

Guidelines, Documents, Records and Instructions

Definitions

The following particular terms will be used in the course of internal audit:

Audit - Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled

Audit programme - Shows details of time, date, location, names of Auditors, Auditees, etc.

Auditor- Person with the competence to conduct an audit

Auditee- Process owner in Department/Corps Office/Special Unit being audited

Process owner - Person responsible for carrying out a process

Opening meeting - Introductory meeting between the Auditors and the Auditees to discuss activities pertaining to audit execution

Closing meeting- Meeting held after the audit exercise between Auditors and the Auditees

Conformity- Adherence to requirements

Nonconformity (NC) - Non adherence to requirements

Follow-up- Visit for verification of corrections/corrective actions taken against the identified and documented NCs

Audit Procedure

a. Audit plan

A comprehensive audit plan is generated by MR in December for the succeeding year. The plan contains among others, dates of audit, process to be audited.

**b. Audit programme**

An audit programme is drawn which covers the processes/areas to be audited and the scheduled time. This also contains the spread of auditors to make sure that no auditor will audit his process.

c. Audit notification

Audit notification is sent to the various process owners to get them informed about the date when the audit will commence. Audit Programmes are forwarded by the Lead Auditors to the Auditees at least three days to the audit.

d. Opening meeting

An opening meeting holds between the Auditors and the process owners to brief them on the nature of the audit, time, days and areas to be covered. FRSC Internal System Auditors are not to wear uniform.

e. Checklist preparation

The auditor prepares a checklist to cover all areas to be audited which is submitted to the Lead Auditor for vetting to ensure thoroughness. The team proceeds to site to interview the process owners and inspect facilities.

f. On-site audit

The audit proper is carried out with various process owners where all the activities are observed, checked and compared with the standards, system documents and criteria. Recording of all findings are documented in audit record form (see annex „I“) and presented to the auditee for endorsement as agreement to the findings.

g. Auditors meeting

Auditors meet to discuss findings, observed non-conformities and recommendations

h. Closing meeting

- i. At the end of the audit, closing meeting takes place between the auditors and the process owners to present the findings and recommendations.
- ii. The original copy of findings is given to the process owner while the photocopy is kept by the Audit coordinator for onward delivery to the MR.
- iii. Meeting agrees on the proposed date of resolution of non-conformities (NCs). All NCs are resolved within 90 days. Follow-up audit commences one week after the audit up to 90 days.

i. Corrective action

Causes of identified NCs are established by the process owner and the proposed corrective action time for their resolution (see annex „M“).



j. Audit report

- i. Is documented by Audit Coordinator
- ii. A summary of the audit report (see annex „L“) is prepared highlighting areas of strength and weakness of the system.
- iii. This is forwarded to MR in addition to the main audit report.

k. Follow up

- i. Verification of corrections
Auditors verify that corrections have been put in place as agreed.
- ii. Assessment of corrective action(s)
Auditor assesses the impact of corrective action observed to ensure that it has taken care of each NC against recurrence.
- iii. Closing out of records
The record is closed out if the impact of the corrective action is considered adequate and effective meaning that the NC will never occur again.
- iv. Distribution of reports
The old report is retrieved before the new one is served on the auditee.
- v. Where corrective action(s) is not taken, report is made to the MR for escalation.

Records maintained- List of the records generated from using this procedure (Audit plan, Audit programme, Audit notification, Checklist, Audit summary, Audit report).

**ANNEX 'D'****PROCEDURE FOR DEALING WITH AND CONTROL OF NON-CONFORMING PRODUCT/SERVICE/OCCURRENCE**

Scope: This covers the handling of all non-conforming products in the Corps.

Purpose: To ensure that non-conforming products are properly handled in the Corps.

Non-conforming products

1. Tangible products are identified through the following:
 - a. Customer's complaint
 - b. Quality Assurance activities
 - c. Research survey/findings
 - d. Feedback from members of staff
 - e. USE OF Process Improvement Form (otherwise known as Notification of Nonconforming occurrence/Product) (See Appendix....)
2. Non conforming products are isolated by sorting.
3. Non-conforming products identified are labeled and recorded in a register e.g. number plate, drivers' licence.
4. Non-conforming number plates are recycled depending on the degree of non conformity.
5. Recycled products are rechecked for effectiveness.
6. Where recycling is not possible they are scrapped.
7. Non-conforming drivers licences (DL) are recorded as waste in waste register while a reprint is done for the customer.

When non-conforming services are identified in course of delivery, these actions are taken in the following examples:

- a. Inability to arrest a traffic violator: The vehicle identification number is recorded and reported to office for future tracking and arrest.
- b. Inability to immediately remove obstruction on the road due to logistics: Marshals are detailed to control traffic and warning signs placed.
- c. Inability to warn against impending danger on the road. Marshals are strategically deployed to direct traffic.

When service is already delivered and found to be non-conforming, concession is made e.g. refund of fine paid.

When the entire service delivery is found to be non-conforming, method of delivery is changed.

For both tangible products and services, rectifications are reassessed for effectiveness.



ANNEX 'E'

PROCEDURE FOR CORRECTIVE ACTIONS

Scope: This covers handling of all corrective actions in the Corps.

Purpose: To ensure uniformity in documenting corrective actions in the Corps.

(See Annex „M“ for Non-conformity Resolution/corrective action record form)

FRSC takes action to eliminate the causes of non-conformities in order to prevent recurrence by carrying out the following procedures:

Nonconformity (NC)

- a. NC in a process e.g. DLC staff handing over a processed driver's licence to the owner by-passing the Board of Internal Revenue. Applicants collect the permanent Drivers Licence at state BIR/MVAA on or before 60 days.
- b. NC from audit, e.g. failure of a staff to retire money collected for a purpose.
- c. Public complaints e.g. observation of NC made by the public like failure to remove obstruction on the highway.

Reporting of NCs

- a. Reports of NCs in processes are received by process owner.
- b. Reports of NCs from system audit are received by MR.
- c. Reports of NCs made by public are received by CM.
 - i. NCs are recorded by ANY STAFF but handed to the process owner. The records of NCs are distributed to all people concerned.
 - ii. The process owner or designate establishes the presence of NCs and initiates investigation into the causes of NCs.

Cause Identification

The process owner or designate identifies the causes of non-conformities.

Recommended Action

In the course of investigation, those who investigate the root cause of NCs recommend the possible solution.

Action Reporting

The process owner or designate carries out the follow-up of the action taken to see whether it prevents recurrence.

Verification of Effectiveness

The process owner or designate ascertains that steps taken to prevent the recurrence are monitored.



ANNEX 'F'

PROCEDURE FOR CONDUCT OF RISK ANALYSIS

WHAT IS RISK ANALYSIS?

Risk Analysis is a process that helps you identify and manage potential problems that could undermine key initiatives, projects or operations.

In whatever you do, it is likely that you will take decision that involves an element of risk at some point.

Risk can be hard to spot, however, let alone prepare to manage it. And if you are hit by a consequence that you had not planned for, cost, time and reputation of the organization is put on the line.

This makes Risk Analysis an essential tool when your work involves risk. It can help you identify and understand the risk that you could face during an operation. In turn this helps you to make a contingency plan to avert or manage the risks and minimize their impact on your plans or operations.

Risk Analysis is the review of the risks associated with a particular event or action. It applied to projects, information technology, security issues and any action where risk may be analyzed on a quantitative and qualitative basis.

Risks are part of everyday life as such risk analysis should occur on a regular basis and be updated to accommodate new potentials threats.

To carry out risk analysis you must first identify the possible threats that you face, and then estimate the likelihood that these threats will materialize.

Risk Analysis can be complex, as you will need to work out detailed plan and obtain relevant information on a project or operations. It is an essential planning tool that could save time, money and reputation.

When to Use Risk Analysis

Risk analysis is useful in many situations:

- When you're planning projects or operation to help you anticipate and neutralize possible problems.
- When you're deciding whether or not to move forward with a project or an operation.
- When you're improving safety and managing potential risks in the workplace.



- When you're preparing for events such as equipment or technology failure, theft, staff sickness, or natural disasters.
- When you're planning for changes in your operations, such as new competitors performing similar operations or changes to government policy.

How to Use Risk Analysis

To carry out a risk analysis, follow these steps:

1. Identify the threats or hazards
2. Decide who might be harmed and how
3. Evaluate the risk and decide on precautions
4. Record your significant findings
5. Review your risk assessment

1. Identify Threats or Hazards

The first step in Risk Analysis is to identify the existing and possible threats or hazards that you might face. These can come from many different sources. For instance, they could be:

- Human - Illness, death, injury, or other loss of a key individual.
 - Operational - Disruption to supplies and operations, loss of access to essential assets, or failures in distribution.
 - Reputational - Loss of customer or employee confidence, or damage to market reputation.
 - Procedural - Failures of accountability, internal systems, or controls, or from fraud.
 - Project - Going over budget, taking too long on key tasks, or experiencing issues with product or service quality.
 - Financial - Business failure, stock market fluctuations, interest rate changes, or non-availability of funding.
 - Technical - Advances in technology, or from technical failure.
 - Natural - Weather, natural disasters, or disease.
 - Political - Changes in tax, public opinion, government policy, or foreign influence.
 - Structural - Dangerous chemicals, poor lighting, falling boxes, or any situation where staff, products, or technology can be harmed.
-
- Think about the systems, processes, or structures that you use, and analyze risks to any part of these. What vulnerabilities can you spot within them?
 - Ask others who might have different perspectives. If you're leading a team, ask for input from your people, and consult others in your organization, or those who have run similar operations or projects.



2. Decide who Might be Harmed & How

Have a think about how employees, contractors, visitors, the public etc could be harmed by your activities.

For each risk and hazard, think about who might be harmed, as this will help you to decide the best way of controlling a risk. This doesn't mean identifying people individually, but in groups, e.g. 'passers-by', 'people involve in the operations.

3. Evaluate the Risk & Decide on Precautions

Consider the probability of each risk and hazard causing harm; determine if you should reduce the level of risk. Don't forget - some risk usually remains, even after precautions have been taken. In general, you need to do everything, as far as is reasonably practicable, to protect people from harm.

4. Record Your Significant Findings

Record significant findings and state how it might harm the people or affect the operations and what's in place to control the risks.

5. Review

Every operation has risk and hazard associated with it. Hence, it makes sense to review your risk analysis plan.

TYPES OF RISK ANALYSIS TOOLS

There are different types of risk analysis tools in use today depending on the type of operations. Examples are:

- i. Three-by-three matrix
- ii. Failure Mode Analysis (FMEA).
- iii. SWOT Analysis
- iv. Scenario Analysis
- v. PESTLE

The Corps has adopted the Three-by-Three matrix in carrying out risk analysis.

**THREE-BY-THREE MATRIX**

Three-by-three matrix is a quantitative assessment of likelihood and qualitative assessment of consequences. An example of three-by-three matrix is presented below:

PROBABILITY	CONSEQUENCES			
		Major 3	Moderate 2	Minor 1
	High 3	$3 \times 3 = 9$	$3 \times 2 = 6$	$3 \times 1 = 3$
	Medium 2	$3 \times 2 = 6$	$2 \times 2 = 4$	$1 \times 2 = 2$
	Low 1	$3 \times 1 = 3$	$2 \times 1 = 2$	$1 \times 1 = 1$

Risk ranking:

- 1 - 3 = **Acceptable risk** - Should be studied to ensure it does not escalate.
- 4 - 6 = **Undesirable risk** - Should be tackled .but not immediately or should be ameliorated or shared.
- 7 - 9 = **Unacceptable risk**. To be tackled immediately.

Probability;

- **High:** Expected to occur within a given period.
- **Medium:** It may or may not happen.
- **Low:** It is not expected to happen soonest but it may still happen.

For example:

PATROL OPERATIONS ALONG KD-ABJ EXPRESSWAY BETWEEN JAN-DEC 2018

Threat	Risk	Probability	Severity	Value
Threat to life	Kidnapping	3	3	9

ACTION PLAN TO TACKLE THE ABOVE

ACTIVITY	RESOURCES	RESPONSIBLE PERSON	DURATION	REPORTING
Joint patrol	Fuelling,	CIO, OPS,	3 months: Jan	DCM (OPS) &



with NSCDC or Police	allowances, support to NSCDC & Police etc	Provost	- March, 2018	CIO to provide reports to Management.
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NB

All processes that involve risk in the Corps are expected to carry out Risk analysis of this type before the commencement of such operations. For example: Mobile Court, Special patrols, intervention patrols, election duties, Plants and DLCs (Sabotage, short of materials, breakdown of equipment, ITC, (threat to information), etc.

1. PERIODIC RISK ANALYSIS FOR CRITICAL ASSETS AND INSTALLATIONS

- a. Intelligence Operative submits proposal for Annual and Biannual Risk Assessments.
- b. Proposal for Risk Assessment is reviewed for Approval.
- c. Mobilizes resources for conduct of Risk Analysis.
- d. Conduct Risk Analysis Using three by three Matrixes.
- e. Proffer Annual and Biannual Action Plan on Risk Analysis.
- f. Obtain and deploy required Security Assets and Equipments.

KPI

Record Maintained.

2. RISK ANALYSIS FOR SPECIAL OPERATIONS, ACTIVITIES AND EVENT

- a. Process owner forwards notice of event/activity including expected VIPs.
- b. Intelligence Operative submits Proposal for Security Threat and Risk Analysis.
- c. CIO or Commanding Officer reviews the proposal.
- d. Mobilize Resources for the conduct of Security Threat and Risk analysis.
- e. Conduct Threat and Risk analysis using Three-by- Three Matrix.
- f. Provide action plan on identified Risk and Threats.
- g. Mobilize and Deploy Required Resources

KPI

Record Maintained



See Annex „F“ for sample of how to conduct Risk Analysis using Three-by-Three Matrix.

ANNEX 'G'

PROCEDURE FOR CONTINGENCY PLAN

A Contingency Plan is a course of action designed to help the Corps respond effectively to a significant future events or situation that may or may not happen. It is sometimes referred to as “PLAN B” because it can be also used as an alternative for action if expected results fail to materialize. It helps to prepare for something bad that could affect the Corps” ability to function. Developing an effective contingency plan is essential for any organisation. Many things can put an organisation at risk, from a technical disaster (like a data breach) to a natural one (like thunderstorms). Writing contingency plans prepares the Corps for such possibilities.

STEPS TO DEVELOP A CONTINGENCY PLAN

The key goal should be to make sure we can maintain the operations of the Corps if the disaster were to occur. Therefore:

- a. The plan should be simple. The language and directions in it should be understandable to future audiences. You never know who will have to implement it.
- b. Figure out the specific occurrences that will require the Corps to use contingency plan. Measure the success of the plan so that if eventuality occurs we can return to normal operations.

Make sure the plan answers the three key questions of contingency plans as follows:

- a. What could happen?
- b. What will we do in response?
- c. What can we do in advance to prepare?

Control the risk

If you choose to accept the risk, there are number of ways in which you can reduce its impact: They are:

- Preventive action involves aiming to prevent a high-risk situation from happening. It includes health and safety training, firewall protection on corporate servers and cross-training your team.
- Detection action: involves identifying the points in a process where something could go wrong and then putting steps in place to fix the problems promptly if they occur. Detective actions includes double checking finance reports, conducting safety testing before a product is released or installing sensors to detect product defects.

**Figuring out the risks that are most likely to occur for our specific operations.**

Determining potential risks is one of the most important aspects of a contingency plan. This won't be a one-size-fits-all process. We need to determine the risks that are unique to the Corps' operations. There are many possible risks that Corps can face:

- a. Natural disasters, such as thunderstorm affecting the Corps buildings may require a contingency plan. Other possible risks include a crisis, work site accident, personnel problems (like sudden resignation of a leader), data loss, mismanagement, and product issues (like a recall).
- b. We should focus on areas including management, communications, financial resources, coordination, logistical and technical responses.
- c. Technical disasters can include those components of our dealing with communication infrastructure. You will want to consider potential loss of data.

Prioritizing the risks.

Ranking the risks based on the probability they will occur. All risks are not created equal, and most contingency plans can't deal in depth with every single potential risk. We need to figure out which are most likely and would affect the Corps most.

- a. Focus on the most critical events. We should list every single event that might affect operations, but then rank them 1 to 3. What would be the impact of each event? For example. A small fire isolated to one machine in NVIS Plant will likely rank lower than the entire plant burning down.
- b. Then, develop a ranking for how often the risk might occur. For example, you could score it a „3“ if it could happen once a month and a 1 if it might happen once in 5 years. Then, multiply the two scores, for likelihood and impact, to get a total score.
- c. Work on the highest scores first. Come up with a cut off. You might look at the low score items and develop a general process, though. Areas that are essential to the Corps' survival are usually put at the top, such as maintaining cash flow, prompt rescue or meeting customers' demand on Drivers' Licence, Signage and Number Plates.

1. Identify Scenarios**Developing scenarios for the highest-ranked risks.**

We will need to produce realistic scenarios for each risk in order to develop an effective contingency plan. Specifically outline what could happen if each of the top priority risks was to occur.

- a. You can start determining impacts after you develop the scenarios thoroughly. What could be the ultimate impact of each scenario, in detail?



- b. You could develop different gradations of the same scenario, such as the best-case, most likely case, and worst-case scenario.

Create a timeline for how the scenarios might unfold.

Determine who will be in charge of what and when. Don't forget to update contact lists and determine who will be responsible for notifications.

- a. Outline time frames. What will happen on the first day or the first week? Be very specific.
- b. You could have timelines for scenarios that deal with physical vulnerabilities, organisational vulnerabilities and institutional vulnerabilities. For example, physical vulnerability might deal with infrastructure. Organisational might deal with whether there are early warning systems or skilled response teams. Institutional vulnerabilities might deal with whether there are financial resources available or external partners. Different people might be in charge of different aspects.

1. Maintain Contingency Plan

Communicate about the plan to all employees or staff of the concerned office

We need to educate key people in the Corps about the plan before it's ever needed.

- a. Tell people which role and responsibilities they will have so there's no confusion if the plan needs to be implemented in an emergency. This will reduce the chances of panic.
- b. Give people the proper training they will need to meet their obligations as outlined in the plan. Hold drills if needed. Make adjustments after observing training.

2. Testing the contingency plan.

Perform a review of the contingency plan to identify conflicts. The testing stage involves simulation of the systems. You can role-play scenarios without having to actually shut down important equipment or processes.

5. Store the plan in a place where it can be easily accessed.

If disaster strikes, you don't want the plan to burn down with fire or be swept away with flood. You don't want a data breach to make it hard to retrieve the plan when you need it most

- a. Find a location for the plan (or a copy of it) in a different location. You want to keep it somewhere, though, where you can get to it fast if you need to.
- b. Always keep a copy of the plan in different locations from the original. And make sure that more than one person know how to access it and has authority to do so.



ANNEX 'H'

PROCESS FOR SETTING THE FRSC ANNUAL STRATEGIC GOALS

- 1) The Corps Marshal Directs HPAU to prepare a proposed draft of the FRSC Strategic Goal of the succeeding year.
- 2) PAU staff brainstorms and comes up with a proposed Strategic Goal for the succeeding year using the Corps Performance in the year, prevailing economic, political, social, technological, environmental and legal conditions as a basis for the draft.
- 3) PAU forwards draft Strategic Goals to the Corps Marshal.
- 4) The Corps Marshal directs PAU to forward the draft to the field Commands for their inputs with their response within a specific period of time.
- 5) PAU collates all the inputs from the field Command and inserts it into the 1st draft to produce the 2nd draft of the Strategic Goals.
- 6) PAU forwards the second draft of the Strategic Goals to the Corps Marshal.
- 7) Corps Marshal directs PAU to present the 2nd draft of the Strategic Goals to FRSC Management.
- 8) FRSC management deliberates on the 2nd draft of the Strategic Goals and adds inputs for the production of the 3rd draft by PAU.
- 9) The Corps Marshal presents the 3rd draft of the Strategic Goals to a combined Strategy Meeting of the FRSC Management and the field Commanders.
- 10) The Corps Marshal directs PAU to prepare the final draft of the Strategic Goals and forward the soft copy of same to all Departments Corps Offices, Special Units and field Commands of the Corps.
- 11) The Corps Marshal further directs PAU to print the Strategic Goals into portable posters to be hanged in the offices of all Departments, Corps Offices, Special Units and the field Commands.



ANNEX 'I'



FEDERAL ROAD SAFETY CORPS AUDIT RECORD FORM

Audit Date:	Sheet No:	Identification:
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Command's Name & Address:	
Section:	
Activity/Aspect Audited:	
Who was present:	

Reference	Details of activities, documents, methods, procedures, records, results and reports examined during audit.

Reference	Non-compliance record (nil report required) Exact Observation of the facts: Where it was found. What was found, Why it is non-compliance	ISO 9001: 2015 Ref:	Major or Minor

Auditor(s) Name:	Date :	Signature:
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Comments of person in charge (Corrective action, Time scale, etc.)



Responsible for section

Name:

Date:

Signature:

ANNEX „J”



FEDERAL ROAD SAFETY CORPS AUDIT REPORT FORM

Report Number:

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Standard/Reference Documents: **NIS ISO 9001:2015 Standard****Date of Assessment Visit:**

Command's Name and Address:

Scope of Assessment: To assess the Quality Management System of **FEDERAL ROAD SAFETY CORPS** covering all activities in **ROAD SAFETY ADMINISTRATION AND TRAFFIC MANAGEMENT IN NIGERIA** to the requirement of NIS ISO 9001:2015 Standard.

This report is based on a sample of activities.

The absence of Non-compliances does not imply that none exist.

SUMMARY REPORT

Number of Non-conformities raised during the exercise: Major: _____

Minor: _____

Total: _____

Total number of personnel employed (within scope): _____ FRSC System Auditors

Based on this report, effective Correction Action must be implemented on all the non-conformities raised within 90days.

Lead Auditor

Name:

Signature:

Date:

The information contained in this report have been read and understood. **Commanding Officer**

Name:

Signature:

Date:

FOR RSHQ (QMS OFFICE) USE ONLY
Conclusion by Management Representative



Name:

Signature:

Date:

ANNEX „K“

**FEDERAL ROAD SAFETY CORPS
LEAD AUDITOR'S REPORT**

Reference number:

Date of audit:

Purpose of audit:

Command's Name and Address:

Commanding Officer's Objective Comment of Conduct/Efficiency of Audit exercise (including reason(s) for comment and suggestion (if any) for improvement):

Name of Commanding Officer:

Telephone:

S/No	Performance Criteria	Auditors (as arranged in the Audit Programme)				
1	Punctuality					
2	Construction of NC					
3	Objectivity of Findings					
4	Application of current Standard					
5	Ethical Behaviour					
6	Presentation					

Score key: P=Poor, A=Average, G=Good, O=Outstanding

Lead Auditor's Comment on audited system:

No of Days for the Audit: [] Adequate [] Not Adequate []

No of Auditors for the Audit: [] Adequate [] Not Adequate []

Name:

Signature/Date:



Management Representative's Comment:

ANNEX 'L'



**FEDERAL ROAD SAFETY CORPS
AUDIT OBSERVATION REPORT FORM**

Reference number:

Summary of Findings (highlight strength and weaknesses):

STRENGTH:

WEAKNESS(ES):

RECOMMENDATIONS:



Lead Auditor:

Name:

Signature:

Date:



ANNEX 'M'



**FEDERAL ROAD SAFETY CORPS
NON CONFORMITIES RESOLUTION/CORRECTIVE ACTION RECORD REPORT**

Name of Command:	Responsible Officer /Department:	Audit Date :
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ITEM	NON CONFORMITY	CORRECTION	ROOT CAUSE OF NON CONFORMITY	CORRECTIVE ACTION TAKEN	REMARKS BY VERIFICATION OFFICER (FRSC SYSTEM AUDITOR)

AUDITEE'S NAME:	SIGNATURE:	DATE:
AUDITOR'S (VERIFICATION OFFICER) NAME:		



ANNEX „N“



FEDERAL ROAD SAFETY COMMISSION
NOTIFICATION OF NONCONFORMING OCCURRENCE/PRODUCT
(PROCESS IMPROVEMENT FORM)

Date of Occurrence:	
Name of Command/Office	
Responsible Officer/Dept:	
Name, Signature of Reporting person & Date	

Part 1: Description of Nonconforming occurrence/product
(To be completed by the person reporting)

Description of nonconforming occurrence/products:

S/N	Outline the process(es) identified to be non-conforming

Component where the nonconforming occurrence took place (tick appropriate box):

- | | |
|------------------------|-----------------------|
| Facilities & Safety | Documents & Records |
| Personnel | Customer Focus |
| Equipment | Assessment |
| Purchasing & Inventory | Nonconforming product |
| Process Control | Improvement |
| Information Management | |

S/N	State the proposed area(s) of improvement on the defective process (This may include specific details about the areas to be improved upon and how it could be improved (Recommendations))

**Severity of nonconforming occurrence/product:**

- A. **Severity of consequences on service delivery:** (1= no severe consequences; 2= moderate severe consequences; 3= highly severe consequences): 1 2 3
- B. **Chance for recurrence of nonconforming occurrence/product:** (1= no chance for recurrence; 2= moderate chance for recurrence; 3= high chance for recurrence):
1 2 3
- C. **The importance and/or urgency of making this improvement** (1=Low Priority - Not Urgent 2= Medium Priority - Low Priority 3= High Priority - Urgent)
-

PART 2: ACTION(S) TO BE TAKEN

(To be completed by the Process Owner whose defect(s) was/were found in his/her process)

CORRECTION(Correction should be carried out immediately by the process owner to remove the defective):

CAUSE(S) OF NONCONFORMING OCCURRENCE/PRODUCT:

When follow-up action was effective in solving the nonconforming occurrence/products and preventing it from recurring, SERVICOM Officer should sign this form signaling completion. If nonconforming occurrence is still not resolved, the process owner should repeat the procedure in Part 2 until it is resolved and the chance for reoccurrence is minimized. SERVICOM Officer is expected to forward report to Corps Marshal through the Management Representative (MR) at the end of every month.

Name of Quality Officer (SERVICOM): _____ Date: _____

Signature:



ANNEX „O”

THE USE OF PROCESS IMPROVEMENT FORM

The purpose of Process Improvement Form is to identify nonconforming occurrence/product in the process/activity/service/input performed by a process owner and make the said process owner correct or remove the defect (nonconformity) for the use of another staff/office. It is used within the organisation in order to improve customer satisfaction, increase productivity, improve efficiency and enhance service/product quality.

One of the requirements of ISO 9001:2015 is the use of Process Improvement Form within an ISO 9001:2015 certified organisation. It is a demonstration of the Corps' commitment to improve in her activities. The form is meant to make every staff be alive to his duties. The form can be sent from one Department/Corps Office/Special Unit/Command to another or within the same department/Corps Office/Special Unit/Command so long as one needs the services/input of the other office to perform a specific function or assignment. A superior can forward the form to his subordinates in his office and others in another office/Command if they are connected in terms of functions. A subordinate can equally forward it to a superior who has failed to do a job or did the job wrongly. It is one of the ways to make staff do their job, do it well and at the right time.

Receiving this form does not attract any punishment. A staff who receives the form is only expected to take correction immediately and still explain why the job was not done at all or not done well at the first instance.

To use the form, the following steps should be followed:

- a. A process owner (staff/Department/Corps Office/Special Unit/Command) must have found a ***nonconforming occurrence(s)*** in the input sent to him by another staff or process owner to enable him perform his own function, such occurrences could be ***incomplete data, delayed report, ambiguous or extrapolated data/report, supplies not backed with necessary documents, defective products and packaging, activities and programmes organised at variance with plans, avoidable errors in reports, non-receipt of required input etc.***



- b. Having found nonconformity(ies) in the job/process/activity/report/product of another staff, the staff who found the nonconformity is expected to complete 2 copies of part 1 of the form, stating the date the nonconforming occurrence happened, personal details, the process owner"s, identified nonconformity, **component of the system where the nonconforming occurrence was found, areas you want improvement to take place (recommendations), how severe you think the consequence of the nonconformity(ies) is/are, chance of recurrence and how urgent you want the process owner to rework/improve/resend the defective (nonconforming) job, activity/product/input/data he earlier forwarded to you.**
- c. Having completed the Part 1 of the form, forward one copy to SERVICOM DESK who willinturn serve the process owner concerned.
- d. The staff/department that received the form will complete the Part 2 of the form, explaining the correction he has taken to correct the defects found on his job or intend to take based on the recommendations of the user of the job in Part I He needs to also explain the cause(s) of the nonconformity(ies). This is called follow-up action.
- e. When follow-up action taken by the process owner to correct the anomaly was effective in solving the nonconforming occurrence/products and preventing it from recurring, SERVICOM Officer should sign this form signalling completion.
- f. If nonconforming occurrence is still not resolved, the process owner should repeat the procedure in Part 2 until it is resolved and the chance for reoccurrence is minimized.
- g. SERVICOM Officer is expected to keep the forms and forward report to Corps Marshal through the Management Representative (MR) at the end of every month.

**ANNEX 'P'****FRSC 2018 ANNUAL SECURITY RISK ANALYSIS****1. FRSC VIPs**

S/N	THREAT	RISK	PROBABILITY	SEVERITY	VALUE
I	Kidnapping/Abduction.	a. Embarrassment to the Nation and the Corps. b. Distraction of Progress. c. Trauma. d. Injury and or Death.	1	3	3
II	Harassment.	a. Embarrassment to the Nation and the Corps. b. Distraction of Progress.	1	3	3
III	Ambushment.	a. Disturbance and Hindrance. b. Fatigue. c. Distraction.	1	3	3
IV	Assassination.	a. Abrupt stoppage and or distraction of progress. b. Embarrassment to the Corps and the Nation. c. Loss of personnel.	1	3	3
V	Overthrown.	Abrupt stoppage and or distraction of progress.	1	3	3
VI	Incapacitation.	Abrupt stoppage and or distraction of progress. b. Embarrassment to the Corps. c. Loss of quality personnel.	1	3	3

2. FRSC OPERATIONS ACTIVITIES**a.General Patrol Activities**

S/N	THREAT	RISK	PROBABILITY	SEVERITY	VALUE
I	Mob Attack	a. Death of Staff. b. Injury to staff. c. Destruction of assets. d. Affect Staff morale. e. Distract Patrol activities. f. Hinders rescue. g. endangers lives of RTC victims.	3	2	6
II.	Kidnapping	a. Loss of lives. b. Loss of resources. c. Trauma. d. Affect staff morale. e. Distract operational activities.	2	2	4



III	Court Action	a. Affect staff morale. b. Loss of resources. c. Distract Operations.	2	2	4
IV	Hit and Run	a. Loss of lives. b. Permanent incapacitation. c. Loss of human and material resources. d. Distracts operations. e. Affect staff morale.	2	2	4
V	Abduction of Patrol Men	a. Loss of lives. b. Permanent incapacitation. c. Loss of human and material resources. d. Distracts operations. e. Affect staff morale.	3	2	6
VI	Verbal Threat	a. Affect staff morale. b. Distracts operations.	3	1	3
VII	Assault	a. Affect staff morale. b. Distracts operations. c. Loss of resources. d. Injury to personnel.	2	2	4
VIII	Fire Attack	Loss of lives and property.	1	3	3

b. Mobile Court

S/NO	THREAT	RISK	PROBABILITY	SEVERITY	VALUE
I	Mob Attack	a. Destruction of lives and property. b. Injury to personnel. c. Distraction of operational activities. d. Affect staff morale. e. destroy inter agency collaboration.	1	2	2
II	Infiltration by Journalist	a. Tarnishes image of the Corps. b. Disrupts operational activities. c. Affects staff morale.	2	3	2

c. Rescue Operations

S/NO	THREAT	RISK	PROBABILITY	SEVERITY	VALUE
I	Kidnapping	a. Loss of Lives and properties. b. Trauma. c. disruption of operational activities. d. Affect staff morale. e. Embarrassment to the Corps.	1	2	2
II	Mob Attack	a. Loss of Lives and properties. b. Trauma. c. disruption of operational activities. d. Affect staff morale. e. Embarrassment to the Corps.	2	2	4
III	Assault	a. Loss of Lives and properties. b. Trauma. c. disruption of operational activities. d. Affect staff morale. e. Embarrassment to the Corps.	2	2	4



3. **FRSC CRITICAL INSTALLATIONS**

S/NO	THREAT	RISK	PROBABILITY	SEVERITY	VALUE
I	Sever Hackers	a. Destruction and or distortion of the data bank. b. Diversion of FGN revenue. c. Eroding the credibility of the data bank. b. Capable of causing international embarrassment to the Nation.	2	3	6
II	Burglary Theft	b. Theft of critical materials. b. Destruction of critical assets.	1	3	3
III	Touting and proliferation of fake	a. Licensing of untrained drivers. b. Sabotage to data bank. c. Diversion of state and federal government revenue. c. Eroding the credibility of the Data Bank	3	3	6
IV	Activities of some state government agencies.	a. Licensing of untrained drivers. b. Sabotage to data bank. c. Diversion of state and federal government revenue. c. Eroding the credibility of the Data Bank	1	2	2

FRSC 2018 ANNUAL ACTION PLAN ON SECURITY RISK

1. **FRSC VIPs**

S/NO	ACTIVITY	RESOURCES	RESPONSIBILITY PERSON	DURATION	REPORT
I	Selection, profiling and re-profiling of staff suitable for appointment as Orderly/PAs/Protocol Staff and personal aids to VIPs.	a. Profiling Officers and Marshals. b. Transportation, DTA and Per Diem.	Corps Intelligence Officer through ACC Strategic Ops.	a. 7 days following selection. b. Annually.	7 days after selection. b. First month of the succeeding month.
II	Equipping Orderlies and Security men.	Teasers. Stun Guns Pepper Sprays	CIO (through ACC Sy Ops) and CPRO	Annually	First Month of the Succeeding year.
III	VIPs residence security.	a. Deploy Guard Duty Staff to Residence of other VIPs.	CP	Monthly	Within 10 days of the succeeding Month.
IV	Visitors Management and Control.	a. Renovate waiting room. b. Visitors tags. c. Visitor Expectation System at Reception A.	CIO and CProt	Quarterly	Within 7 days of succeeding quarter.
V	CM Security.	a. Two Armed Police Men in	DCM (F&A), CIO		



		CM escort. b. Two Armed Police Men to CM Residence. c. Two Armed DSS in CM escort. d. Two Intelligence Operatives in CM escort. e. Monthly allowances to Armed Security Men.	and ADC-CM		
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2. FRSC OPERATIONS ACTIVITIES

a.General Patrol Activities

S/N	ACTIVITY	RESOURCES	RESPONSIBILITY PERSON	DURATION	REPORT
I	Conduct Security Threats Analysis Monthly and before every special patrol.	a. Staff to be deployed. b. Source fee.	ZIOs, SIOs and UIOs	Monthly.	Report within seven days of succeeding month or three days before special operation.
II	a. Review Security status of routes for Patrol Deployment Strategy.	a. Intelligence Operatives. b. Source recruitment fee.	SIOs and UIOs	Monthly	Monthly
III	b. Maintain cordial relationship security and host community.	Visit to Security agencies and Host Community Leaders.	Commanding Officers.	Quarterly.	Quarterly
IV	Patrol to be deployed near check point in Kidnap and assault prompt location.	Patrol Teams.	Patrol Team Leaders	Daily	Daily.
V	Compile report on commands without perimeter fence.	Intelligence Officers	ZIOs, SIOs and UIOs.	Monthly	Monthly
VI	Investigate all assaults, and mob attacks on staff and ensure prosecution in court.	Intelligence Officers Legal Officers	ZIOs, SIOs, UIOs, ZLOs and SLOs.	Immediately after attack and Monthly Reports	Immediately after attack and Monthly Reports

**b. Mobile Court**

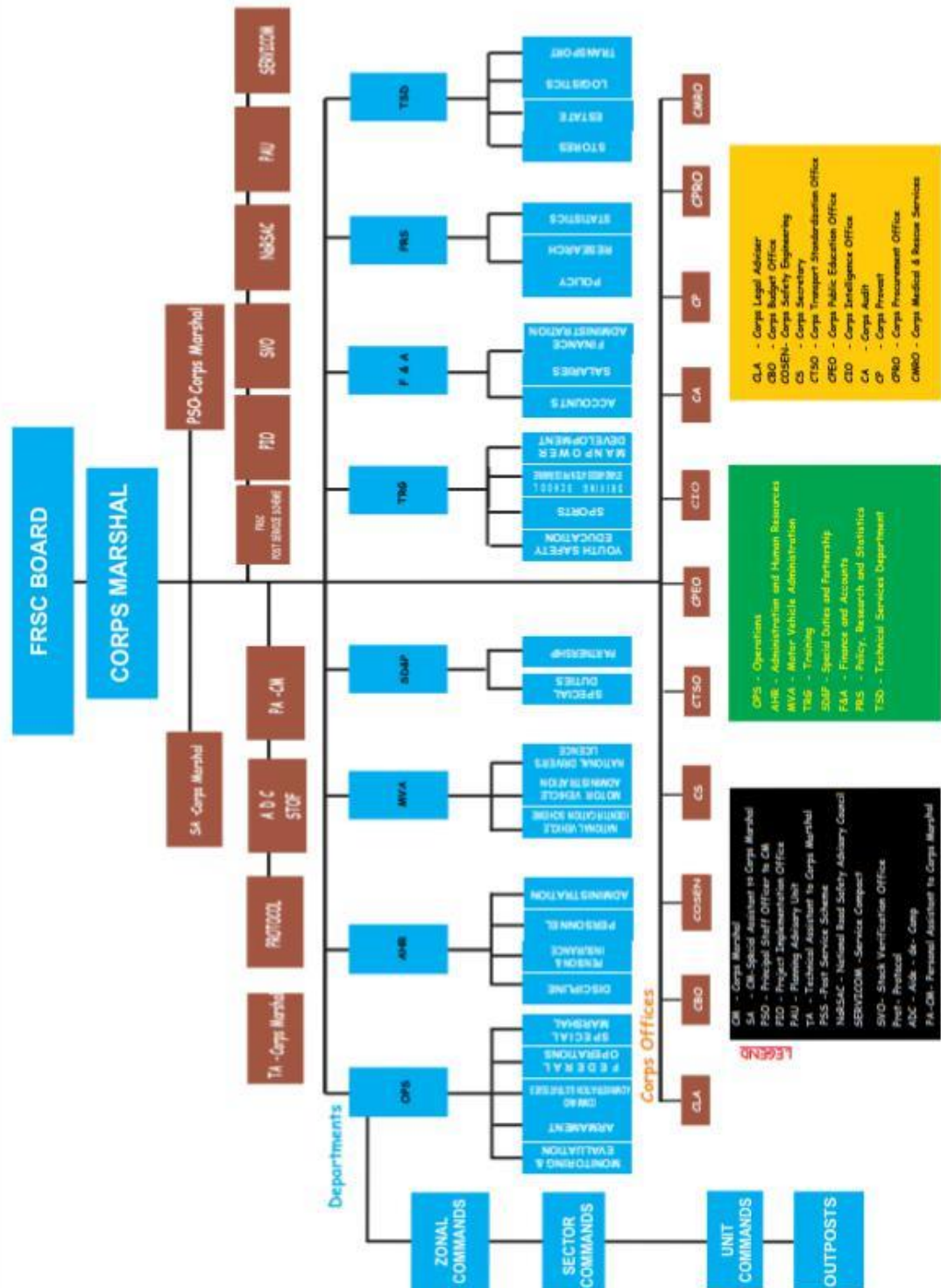
S/NO	ACTIVITY	RESOURCES	RESPONSIBILITY PERSON	DURATION	REPORT
I	Ensure deployment of adequate armed security personnel to the venue.	a. Armed Police. b. Armed men of NSCDC	SIOs and UIOs.	During Mobile Court.	Within Two (2) Days after Mobile Court Operation.
II	Ensure cordial relationship with host community.	Constant visits by Cos.	All Cos.	Quarterly.	Quarterly.
III	Ensure robust Public Education.	a. Public Address systems. b. Press releases and media broadcasts.	ZPEOs, SPEOs and UPEOs	Monthly	Monthly
I	Ensure continuous brief and supervision of staff	SHOOPS or UTHOPS Parade	SHOOPS or UTHOOPS	Before each Mobile Court.	One Day after two days of operation.

c. Rescue Operations

S/NO	ACTIVITY	RESOURCES	RESPONSIBILITY PERSON	DURATION	REPORT
I	Always obtain adequate information before and while proceeding to rescue scene.	a. CUG. b. Maintain cordiality with commuters.	Rescue Officers and Team Leaders.	Immediately.	Immediately.
II	Always inform your base before proceeding.	CUGs	Rescue Officers and Team Leaders.	Immediately.	Immediately.

3. FRSC CRITICAL INSTALLATIONS

S/NO	ACTIVITY	RESOURCES	RESPONSIBILITY PERSON	DURATION	REPORT
I	Ensure quarterly review of the security of Nigeria Drivers' Licence and DSSP Portals.	Employment of Programmers.	DCM (TRG). DCM (MVA)	Bi Annual.	July and January every year.
II	Ensure adequate deployment of Armed Security Personnel to RSHQ, Print Farm, NVIS Plant at Lagos, Awka and Gwagwalada.	a. Armed Security. b. Armed Security allowances.	CIO	Daily	Monthly
III	Review and installation of CCTV at all NVIS Plants and Kado Print Farm.	Deployment of CCTV Experts for Review, Repairs and Installations.	CIO	Biannual	July and January
IV	Conduct Security threat analysis of critical assets.	a. Deploy Security Threat Analyst. b. Security threat analyst fee. c. Transportation and DTA allowances of Intelligence Guides.	CIO	Annual.	February.
V	Ensure continuous sensitization of state government agencies, government officials and stake holders.	a. Public Education activities of press. b. Visits to state government agencies.	Cos	Monthly.	Monthly.



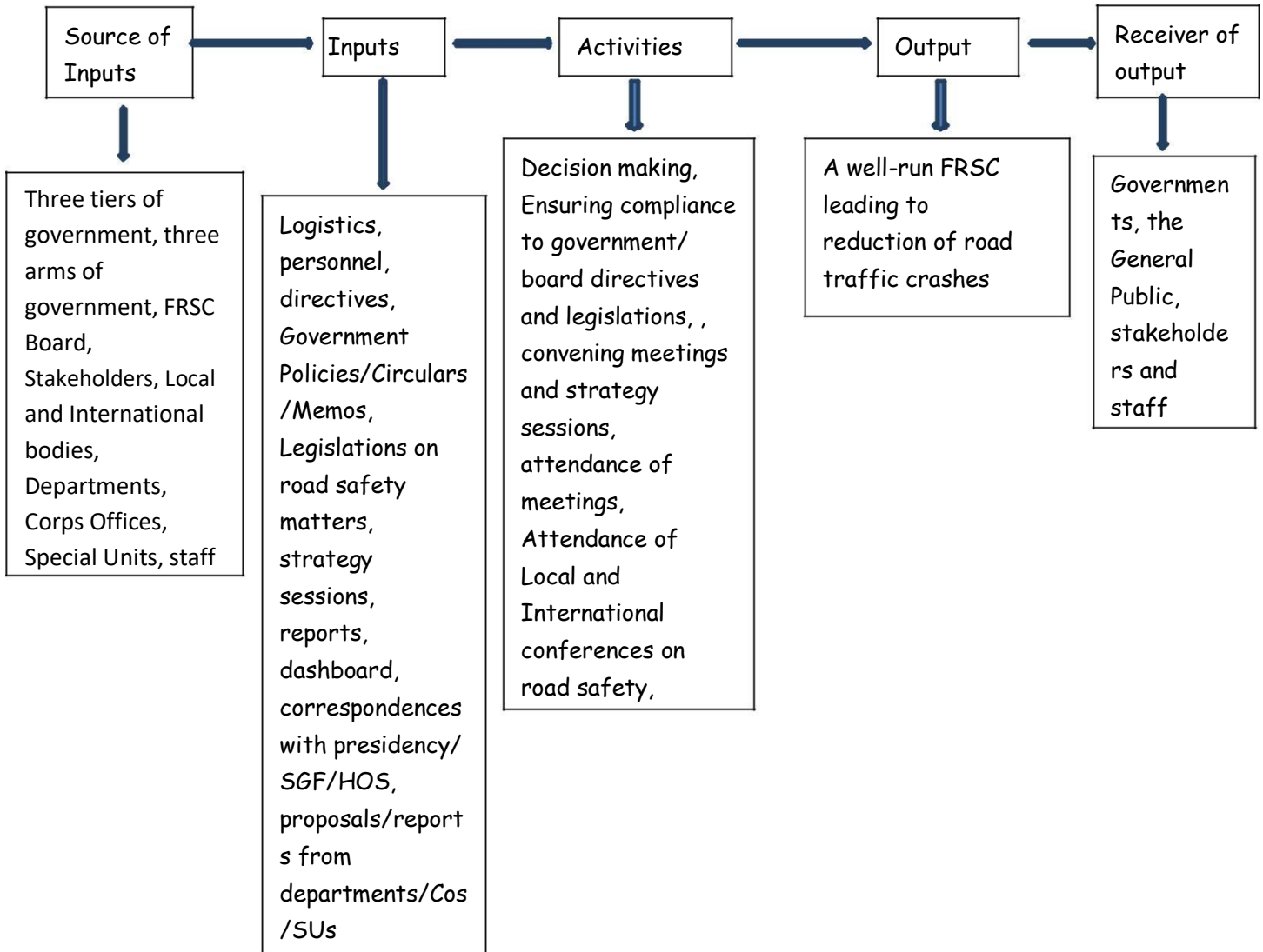


SCHEMATIC PROCESSES OF DEPARTMENTS, CORPS OFFICES AND SPECIAL UNITS IN THE CORPS

(Schematic processes may not necessarily cover all the processes of a particular office. Full processes and procedures are contained in other documented information such as SOPs, Charters, Job binders, Manuals, etc that are domiciled in various offices)

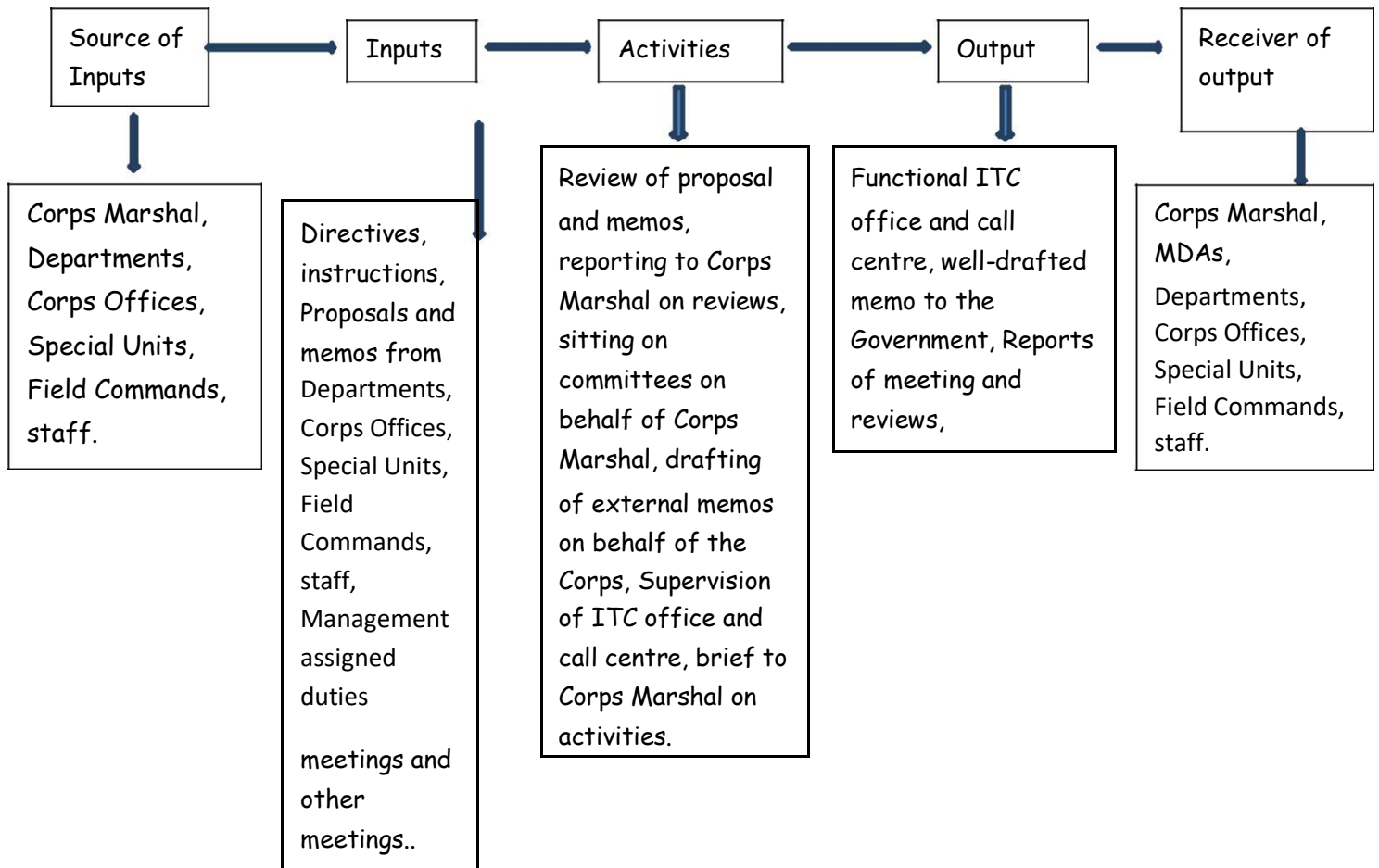


CORPS MARSHAL (CM)



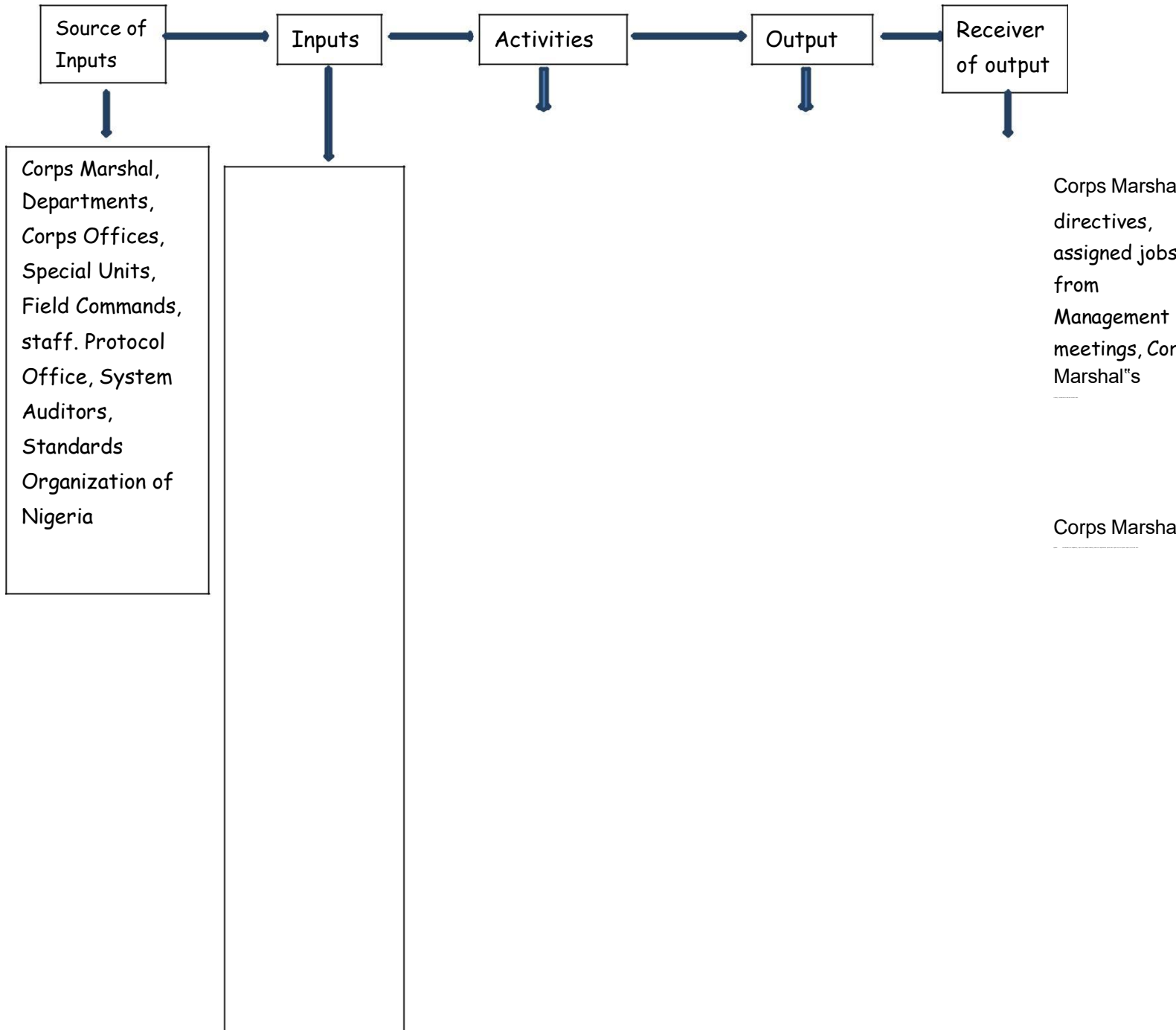


SPECIAL ASSISTANT TO CORPS MARSHAL (SA-CM)



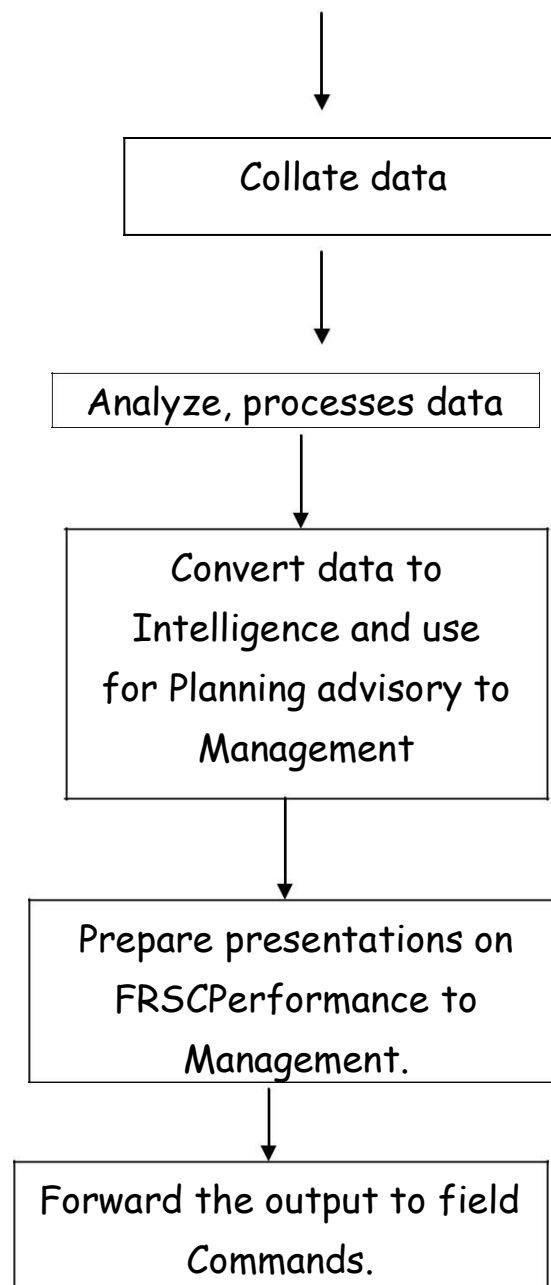


PRINCIPAL STAFF OFFICER TO CORPS MARSHAL (PSO-CM)



**PLANNING ADVISORY UNIT (PAU)**

Presentation of FRSC Performance to Management Collect data from existing Dash Board from Operations Department, FRSC data base (s), Depts., Corps offices, field Commands, lead agencies across the globe, international development partners and surveys.





PROJECT IMPLEMENTATION OFFICE (PIO)

A. ASSESSMENT OF DEPARTMENTS AND CORPS OFFICES

Collation of Weekly, Monthly and Quarterly reports of Departments and Corps Offices into the assessment template



Verification exercise by the PIO Officers to all Departments, Corps Offices and RSHQ Special Units to ascertain reported tasks/assignment



Forwarding of Assessment Report to Corps Marshal for approval



Presentation of the Assessment Report to Management.

B. FOLLOW-UP OF ACTIONABLE ITEMS EMANATING FROM MANAGEMENT MEETINGS, DEPARTMENTAL STRATEGIC OBJECTIVES AND CORPS MARSHAL DIRECTIVES

Collation of Weekly Management action sheet



Follow-up exercise by PIO Officers to all Departments, Corps Offices and RSHQ Special Units on assigned tasks



Compilation of verified action status report

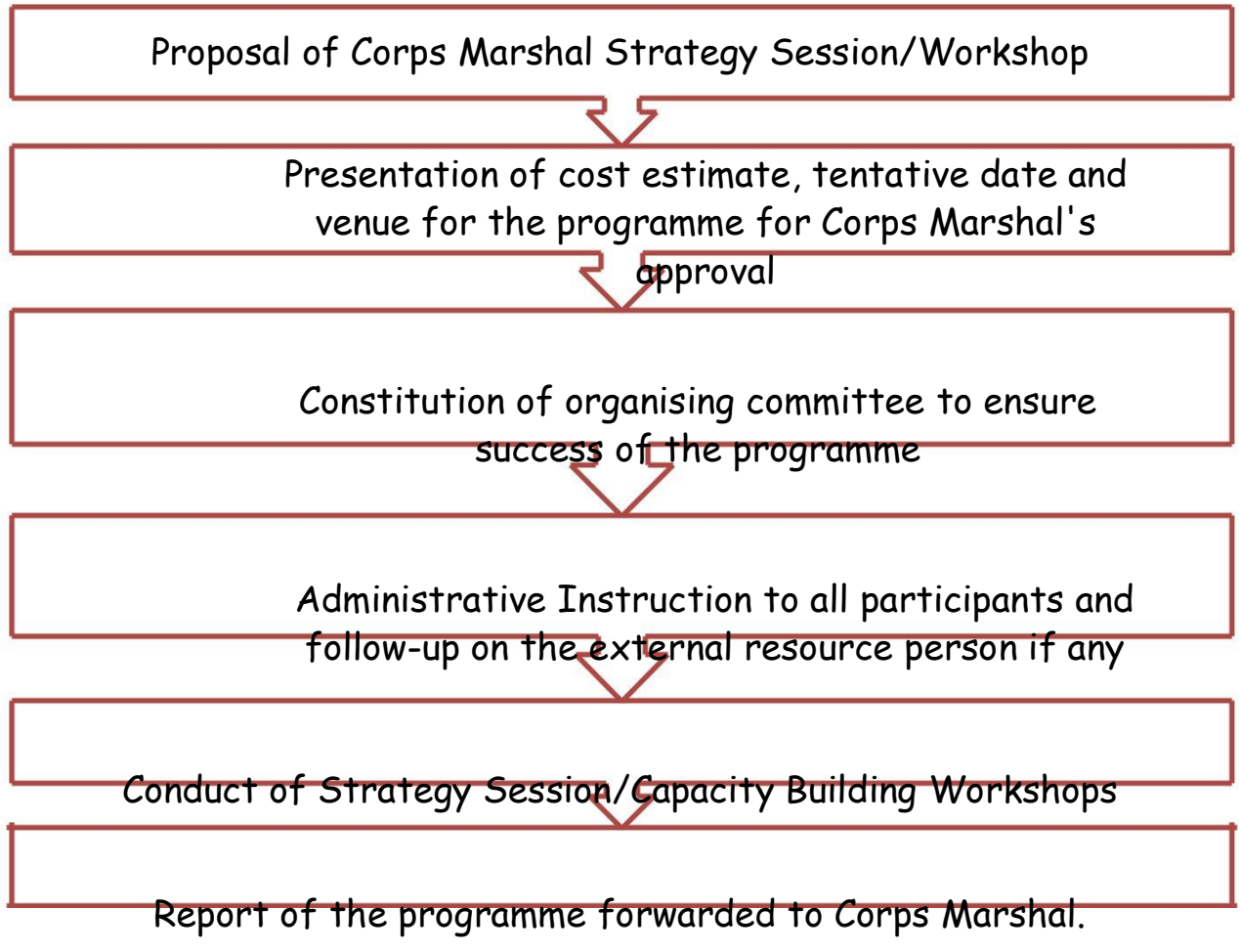


Forwarding of the verified report to Corps Marshal for approval.



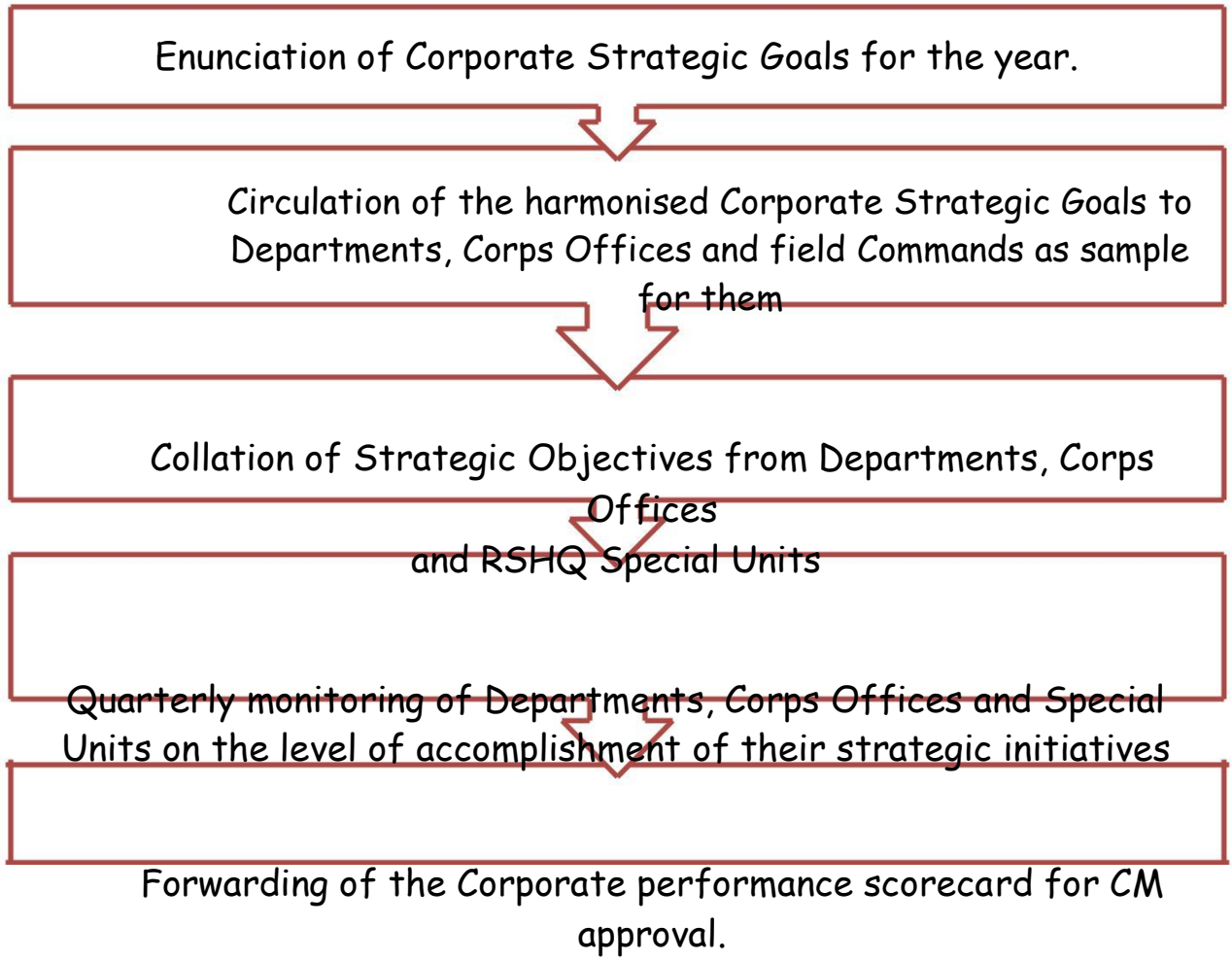
C. COORDINATION OF ANNUAL PERFORMANCE EVALUATION REPORT (e-APER)

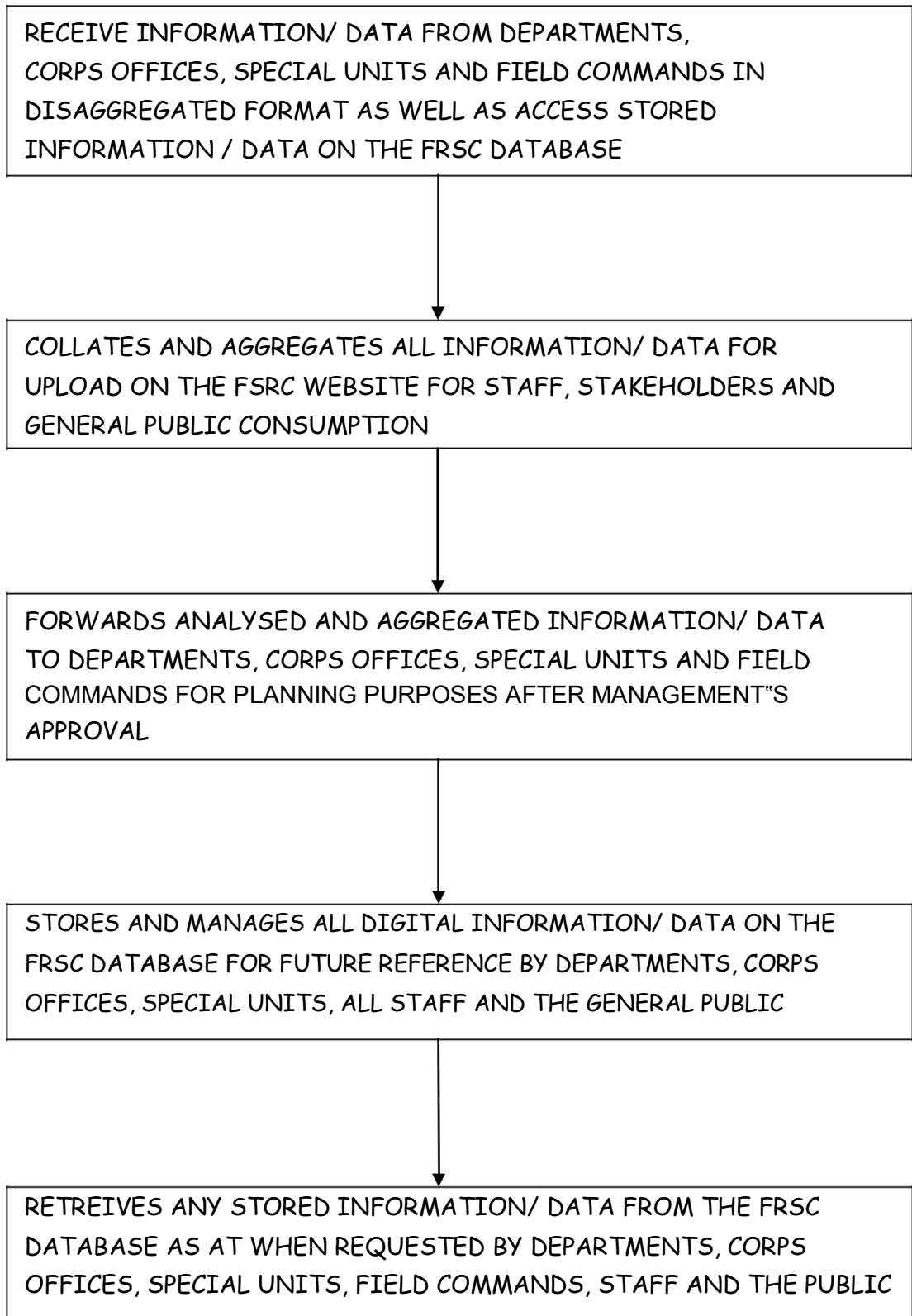
D. CORPS MARSHAL STRATEGY SESSION/CAPACITYBUILDING WORKSHOPS





E. IMPLEMENTATION OF CORPORATE STRATEGIC GOALS



**INFORMATION TECHNOLOGY CENTRE (ITC)**

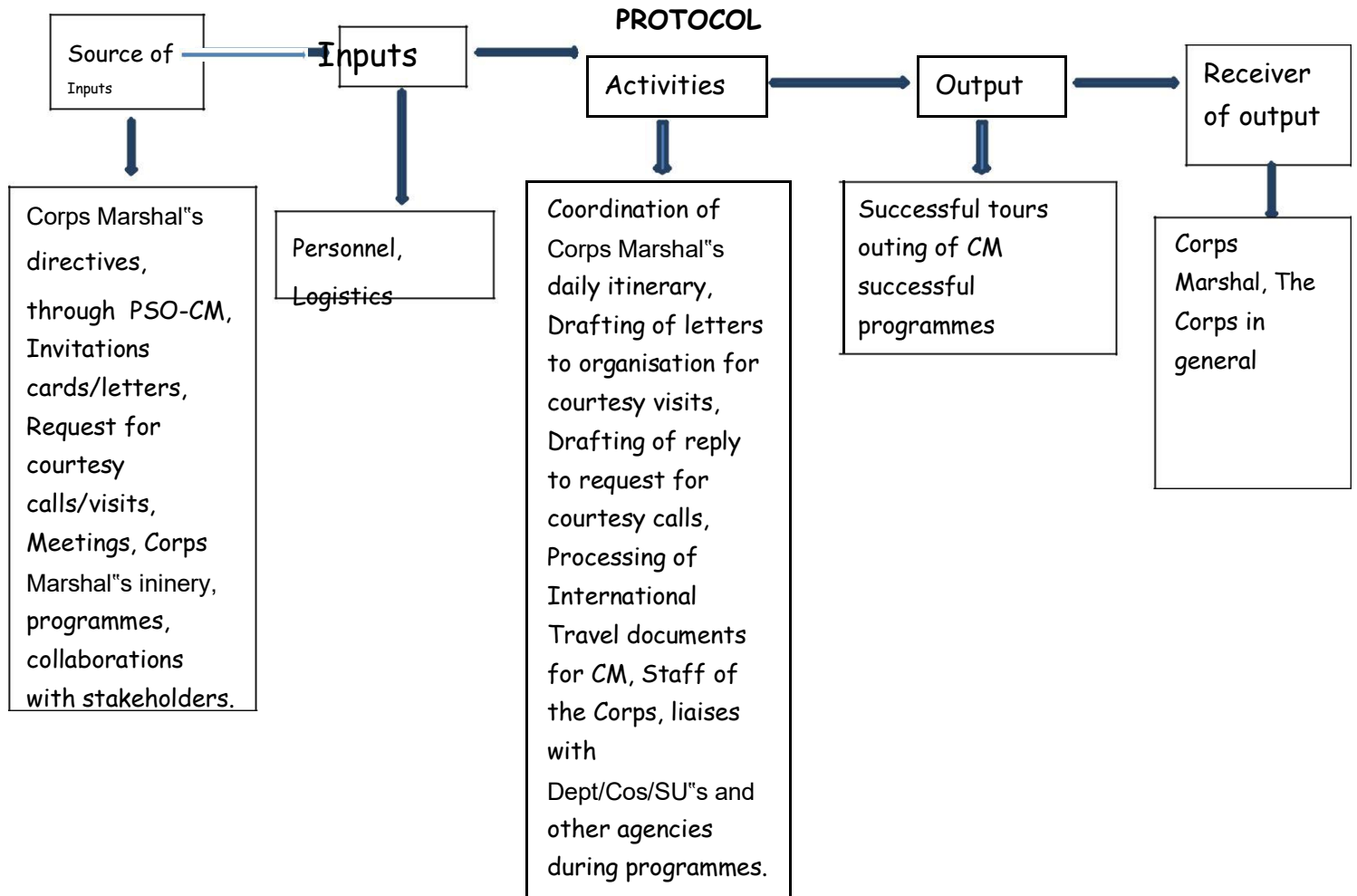


SERVICOM

RECEIVES COMPLAINTS FROM EXTERNAL AND INTERNAL CUSTOMERS, RECEIVES REPORTS ON COMPLAINTS FROM FIELD COMMANDS, RESOLVES ISSUES AND MAKES APPROPRIATE REFERRALS WITH COMPLAINANTS FULLY UPDATED.

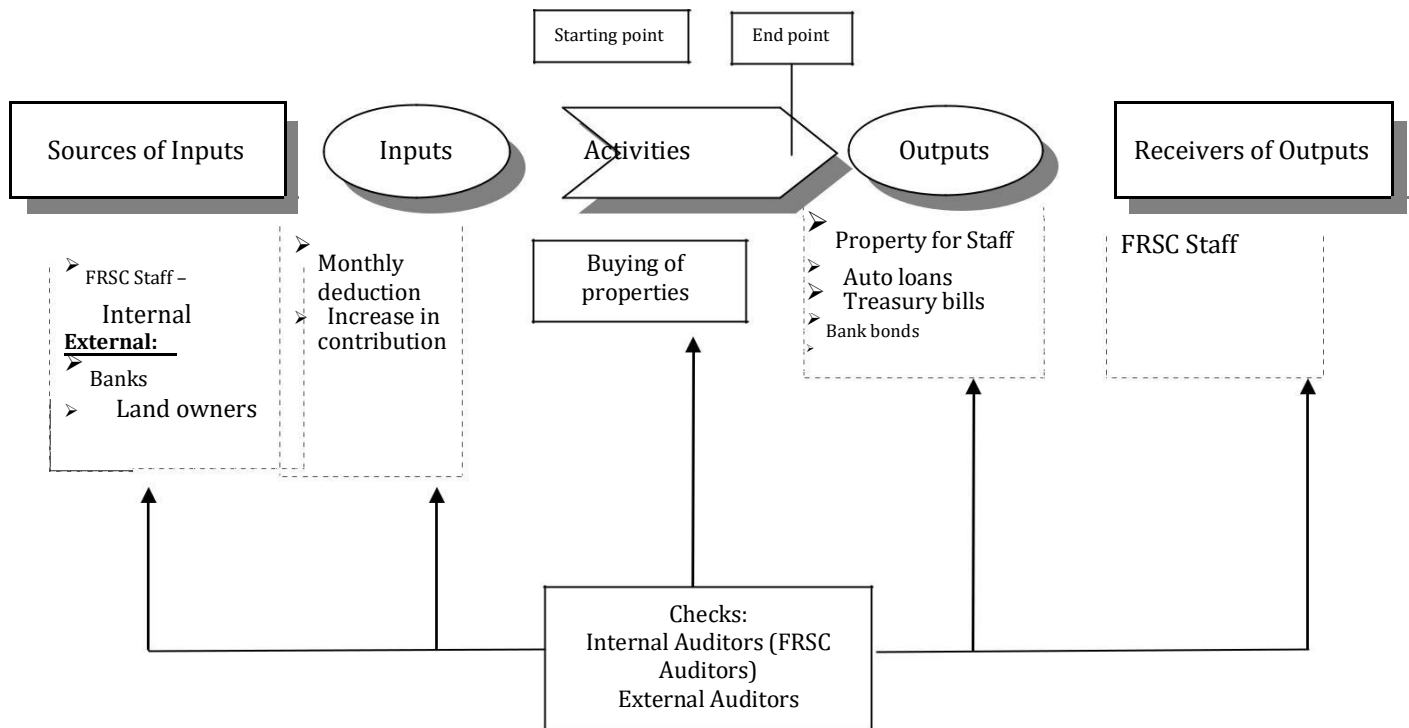
MONITORS EXISTING FRSC LOCAL AND INTEGRATED CHARTER TO IDENTIFY NEEDS FOR REVIEW; LIAISE WITH COMMITTEE TO REVIEW THE CHARTER. ALSO MONITORS THE CORPS PERFORMANCE IMPROVEMENT FROM DEPARTMENTS, CORPS OFFICES AND FIELD COMMANDS

PRODUCES AND REPORTS TO MANAGEMENT UPDATES ON COMPLAINTS AND PERFORMANCE SERVICE DELIVERY FROM ALL DEPARTMENTS, CORPS OFFICES AND FIELD COMMANDS



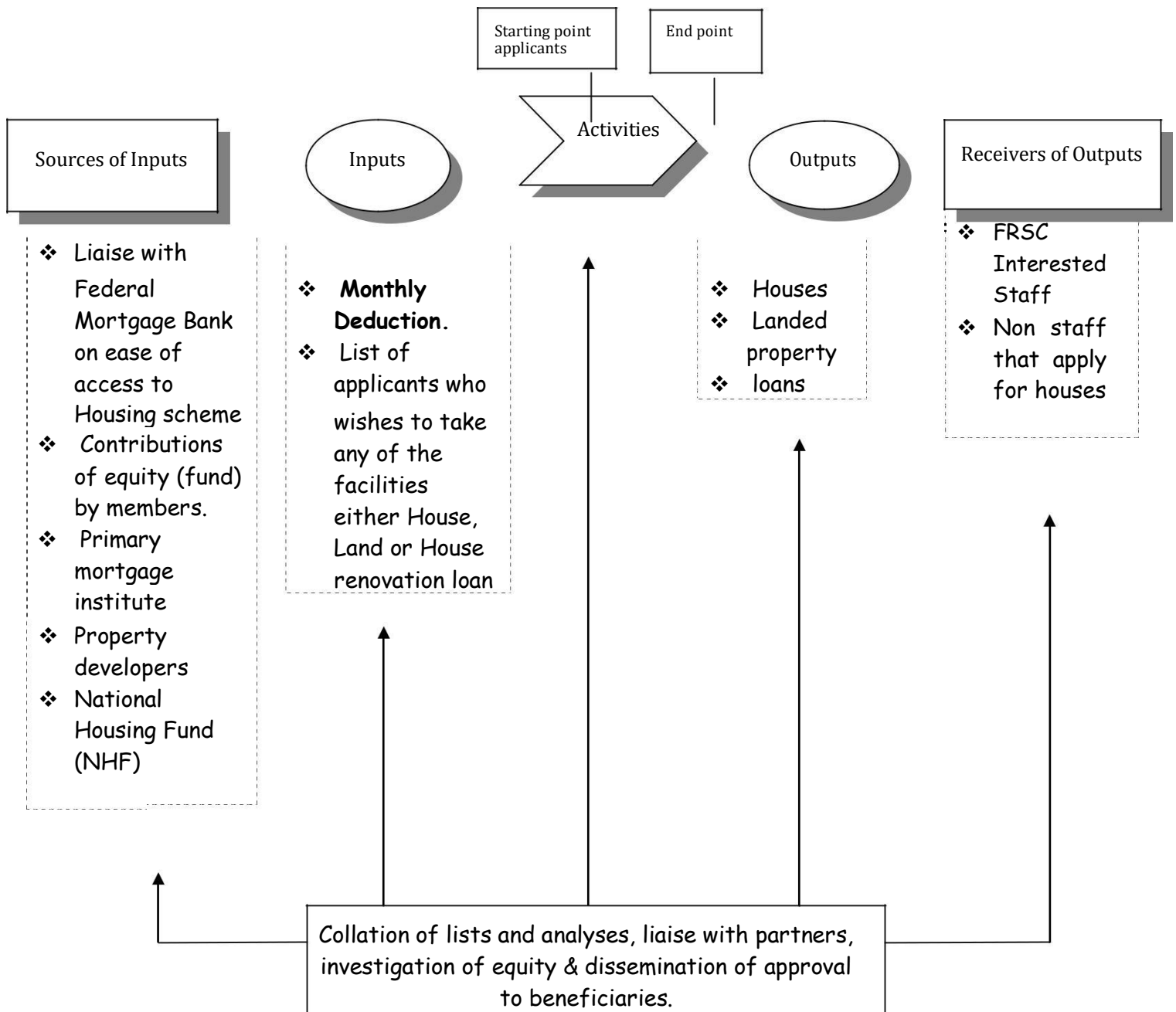


POST SERVICE SCHEME (PSS)



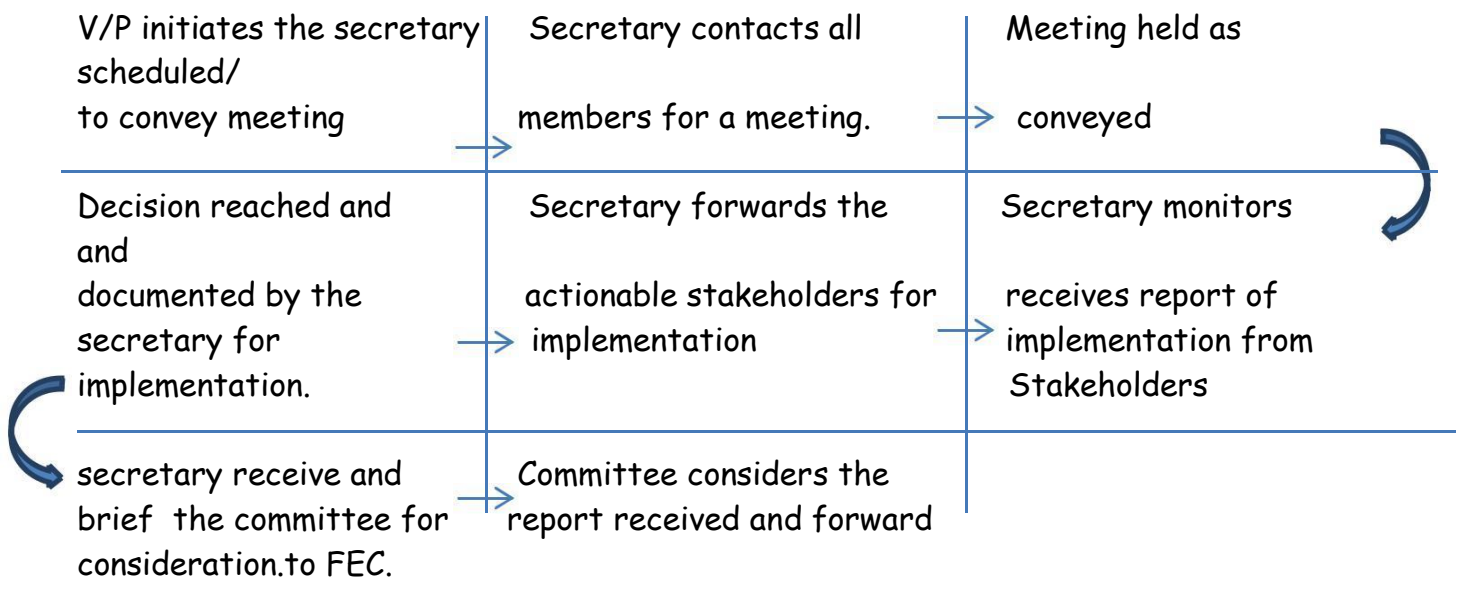


FRSC HOUSING COOPERATIVE SOCIETY (COOP)



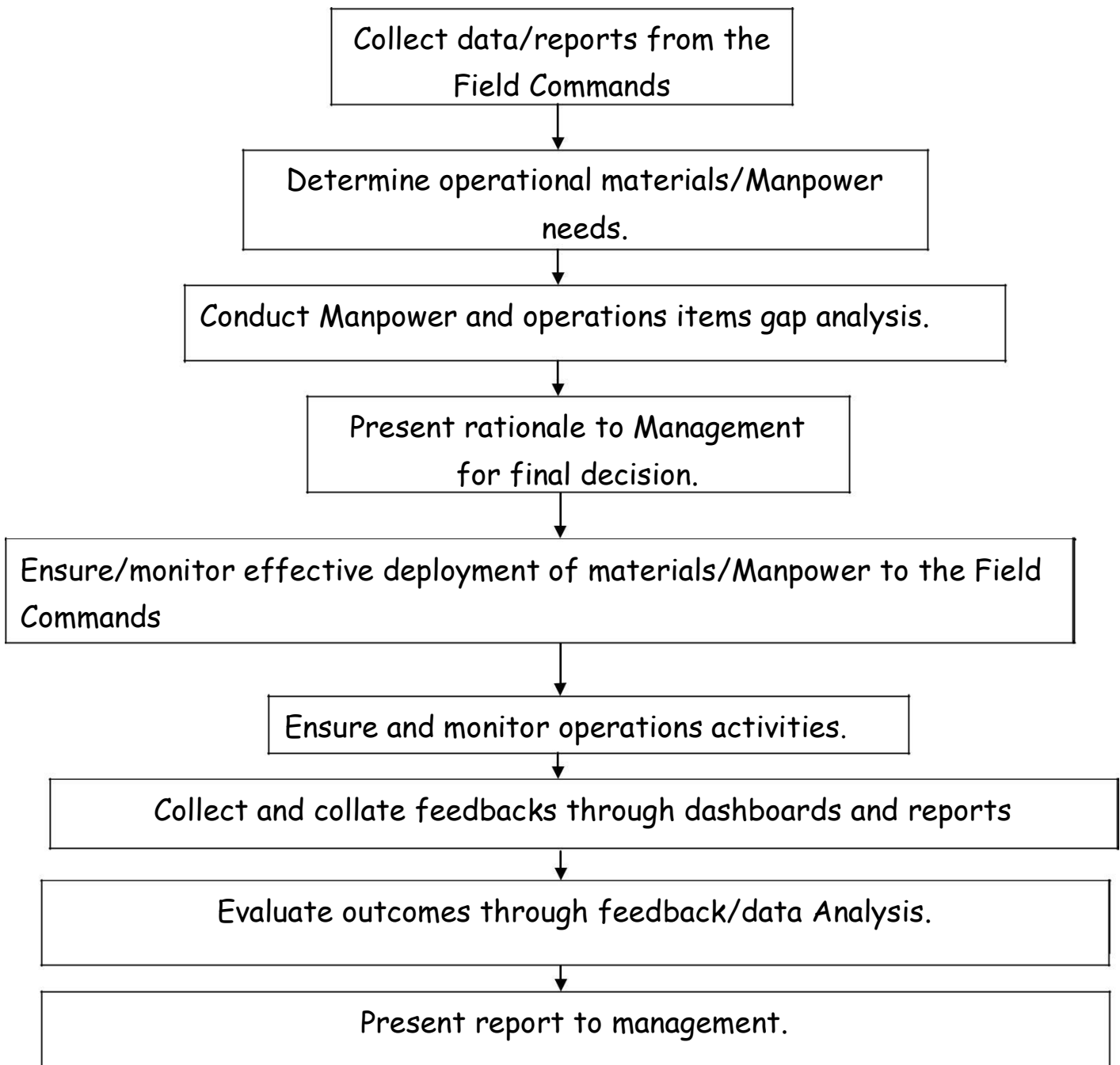
**NATIONAL ROAD SAFETY ADVISORY COUNCIL (NaRSAC)**

The process below is applicable to:

Meetings

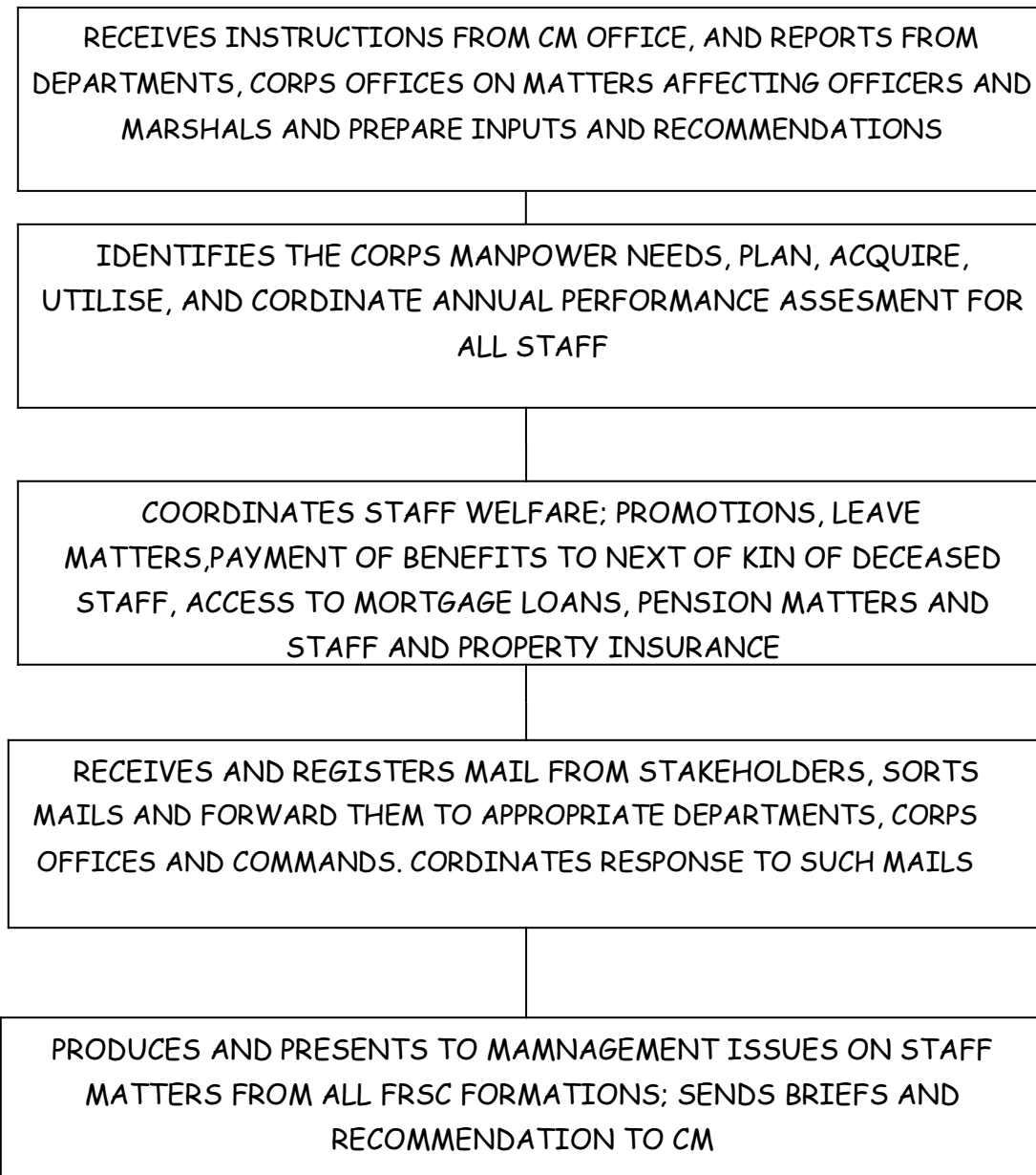


OPERATIONS DEPARTMENT



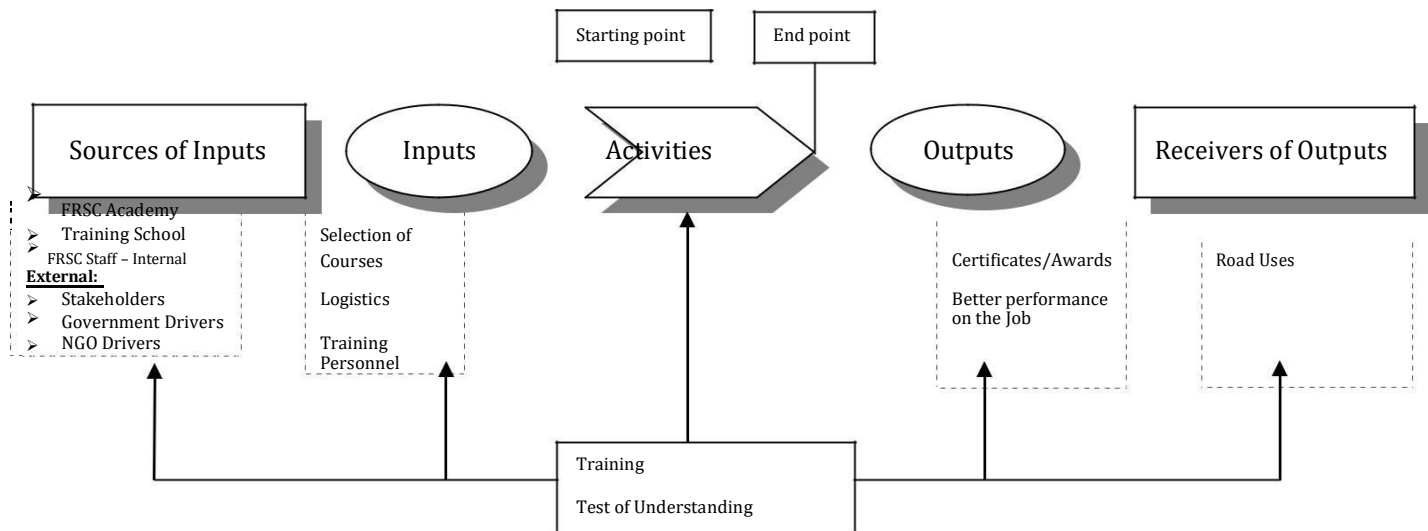


ADMINISTRATION AND HUMAN RESOURCES DEPARTMENT (AHR)



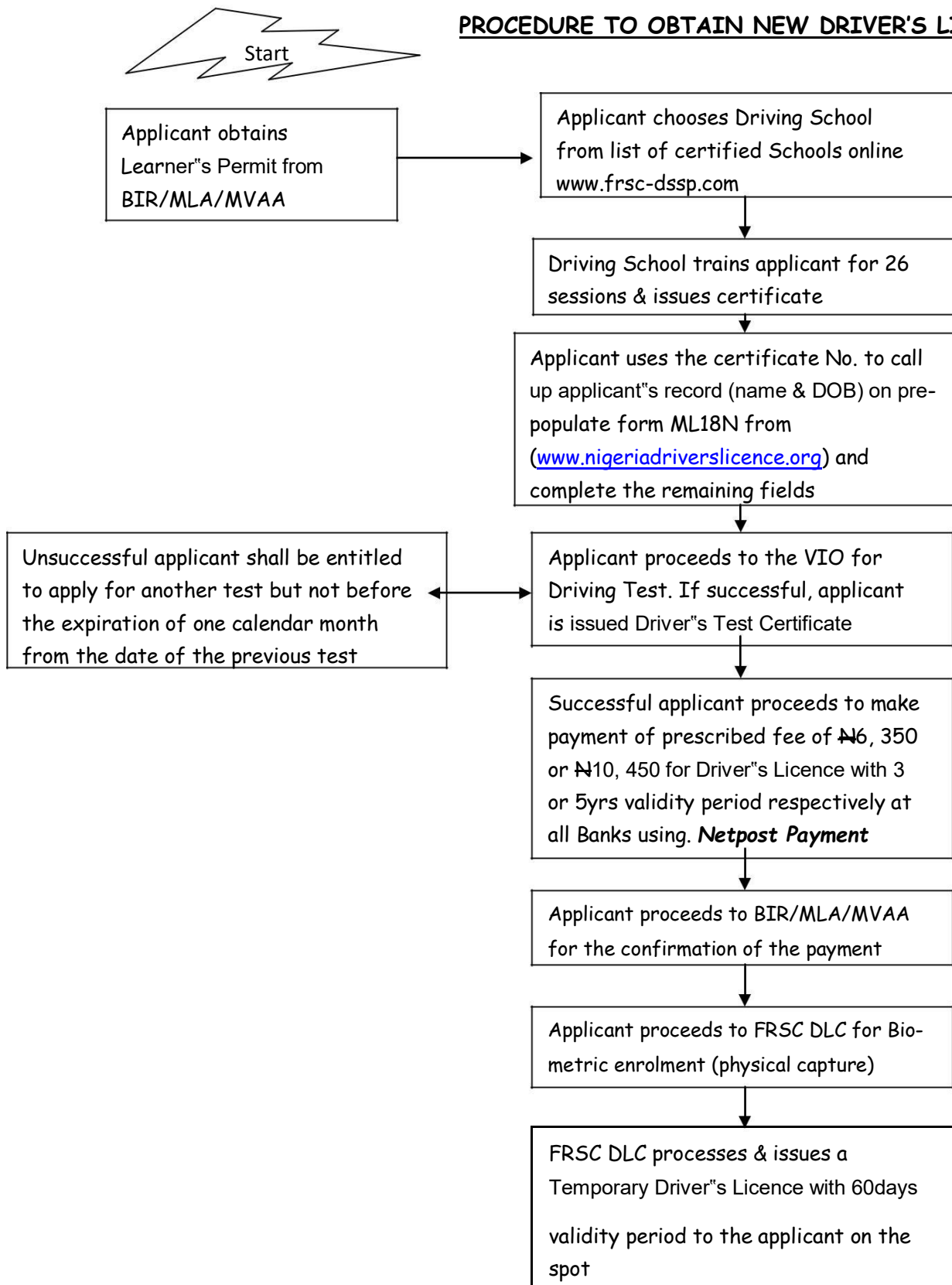


TRAINING DEPARTMENT





MOTOR VEHICLE ADMINISTRATION (MVA)

PROCEDURE TO OBTAIN NEW DRIVER'S LICENCE



MVA (CONT'D)

Start

PROCEDURE FOR OBTAINING NIGERIA
DRIVERS' LICENCES BY HOLDERS OF
FOREIGN DRIVERS' LICENCES

Holders of recognized foreign drivers licence reports to the Sector /Unit Head DLC in his State of residence with his/her International Passport, Foreign Driver's Licence and Verification letter from the Country of origin.

Unsuccessful applicant shall be entitled to apply for another test but not before the expiration of one calendar month from the date of the previous test

DLC Officer refers applicant to the State VIO for a retest and a Driver's Test Certificate is issued if successful

The Sector/Unit Head DLC collates the information and scans same to RSHQ Abuja Foreign Driver's Licence Desk Officer via email. With the following documents:

- Data page of the applicant International passport
- Foreign Driver's Licence
- Verification letter from the Country of Origin
- Drivers Test Certificate issued by VIO

The Field Desk Officer verifies the genuineness of the Foreign Driver's Licence, verification letter and drivers test certificate

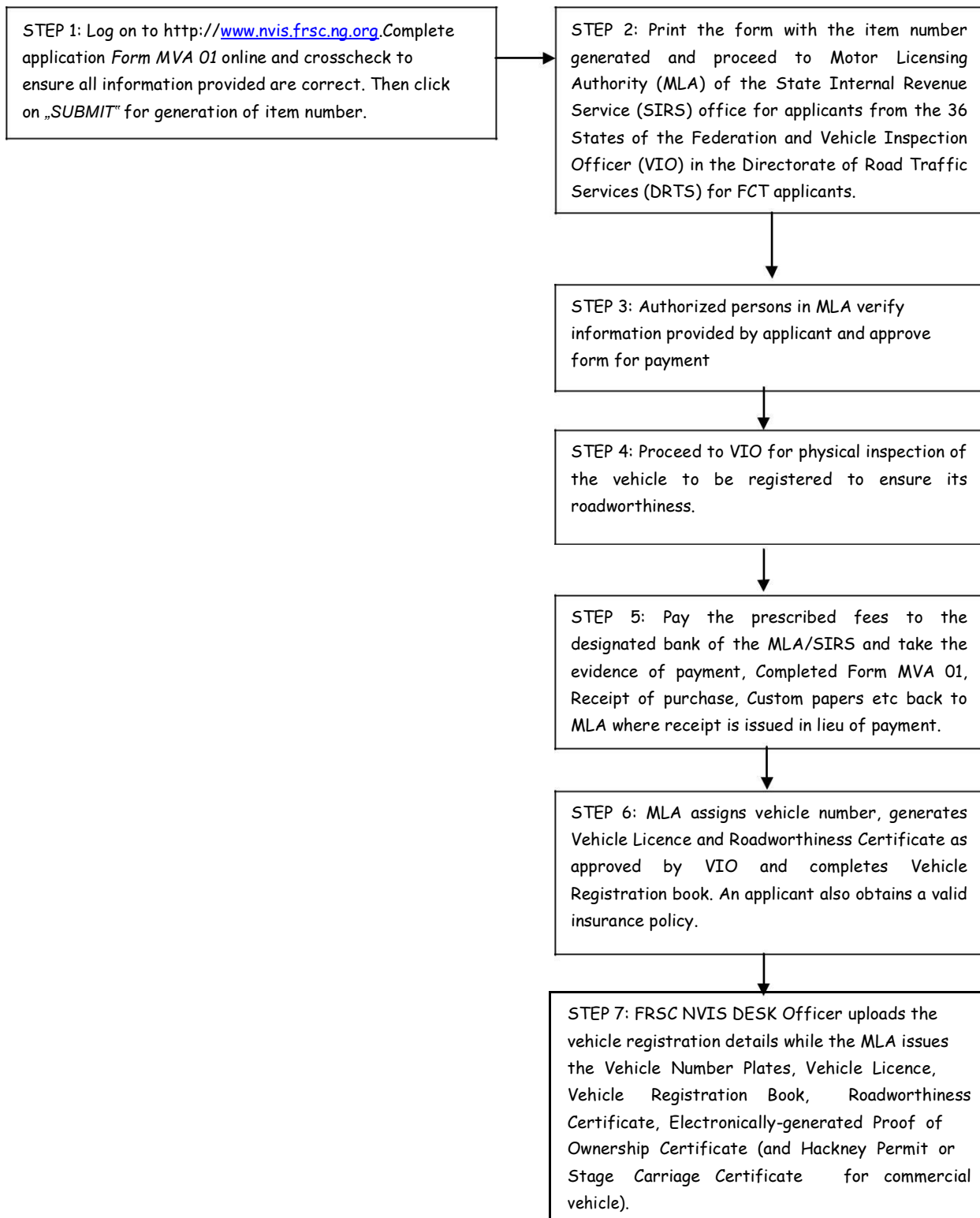
Foreign Driver's Licence Desk Officer logs in with his username and enters details provided by the applicants into the DSSP portal and generates unique identity number

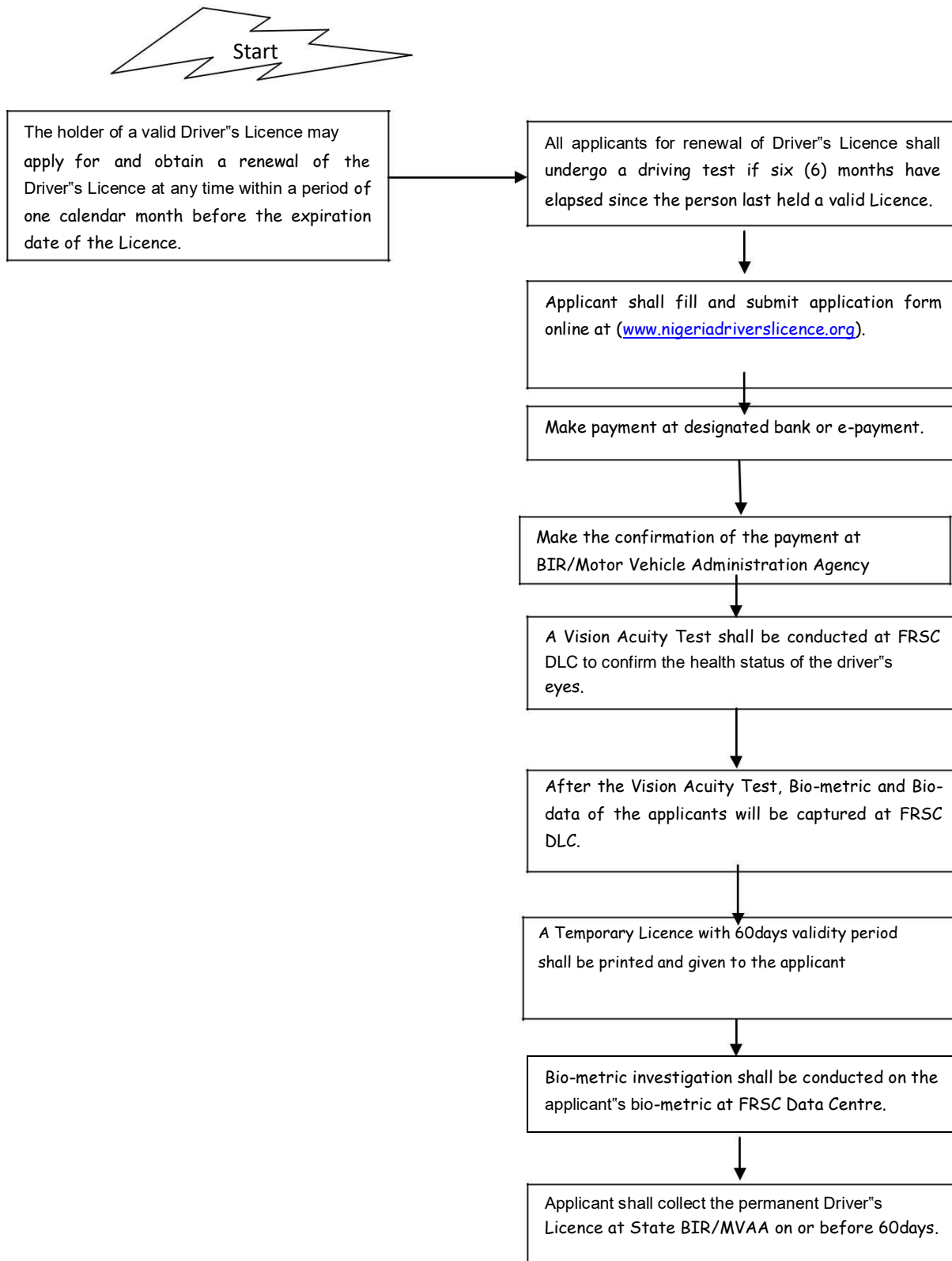
Foreign Driver's Licence Desk Officer sends the unique identity **NUMBER** to the DLC Officer where the request was made via email

Sector /Unit Head DLC invite Applicant to make payment and confirm payment at State BIR

Applicant reports back to the Sector /Unit Head DLC for Biometric capturing, A Temporary DL with 60days validity period is printed for applicant

Applicant collects permanent DL at State BIR/MVAA after 60days

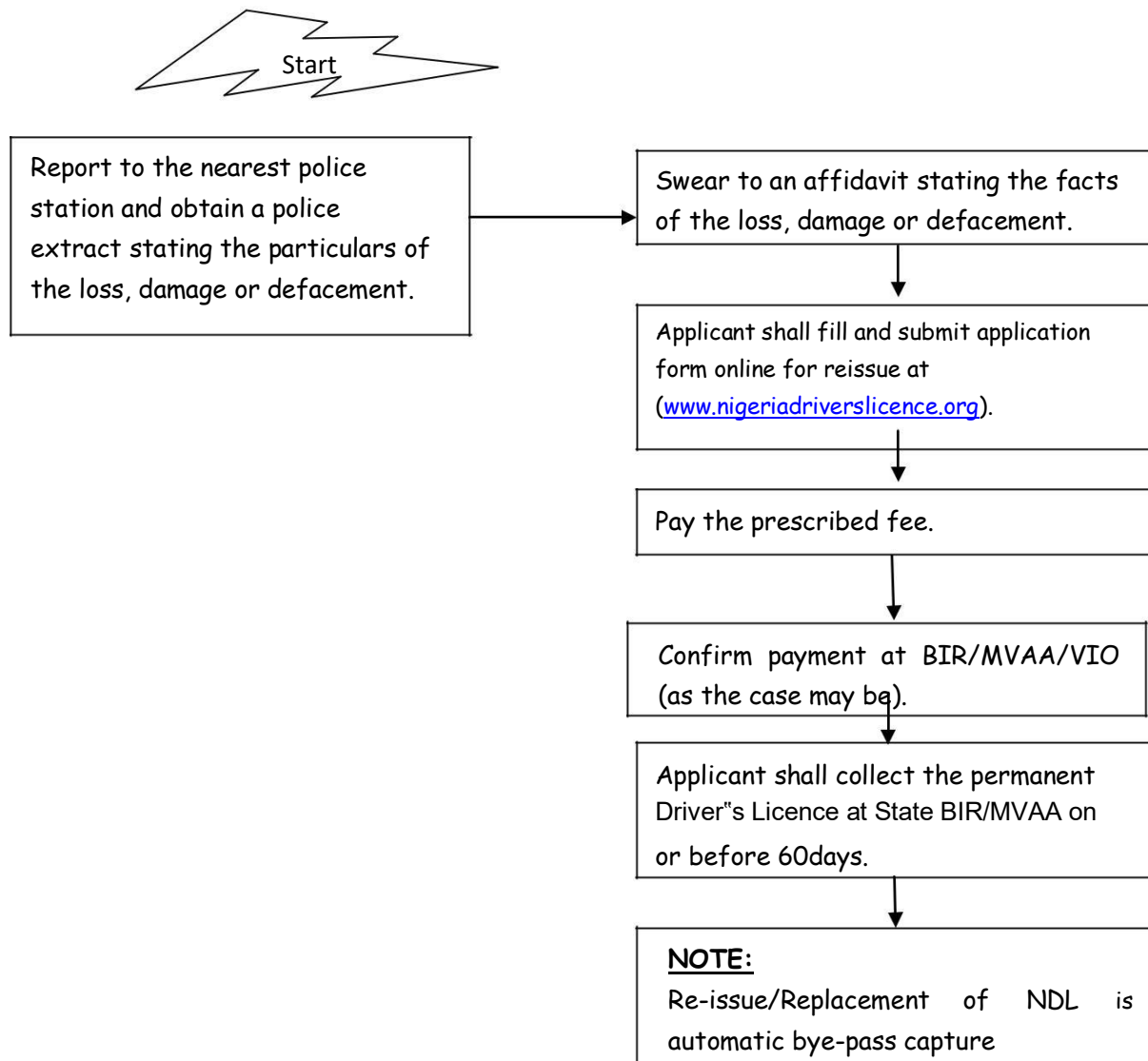
**MVA (CONT'D)****PROCEDURE FOR OBTAINING /REGISTRATION OF NEW VEHICLE NUMBER****PLATES**

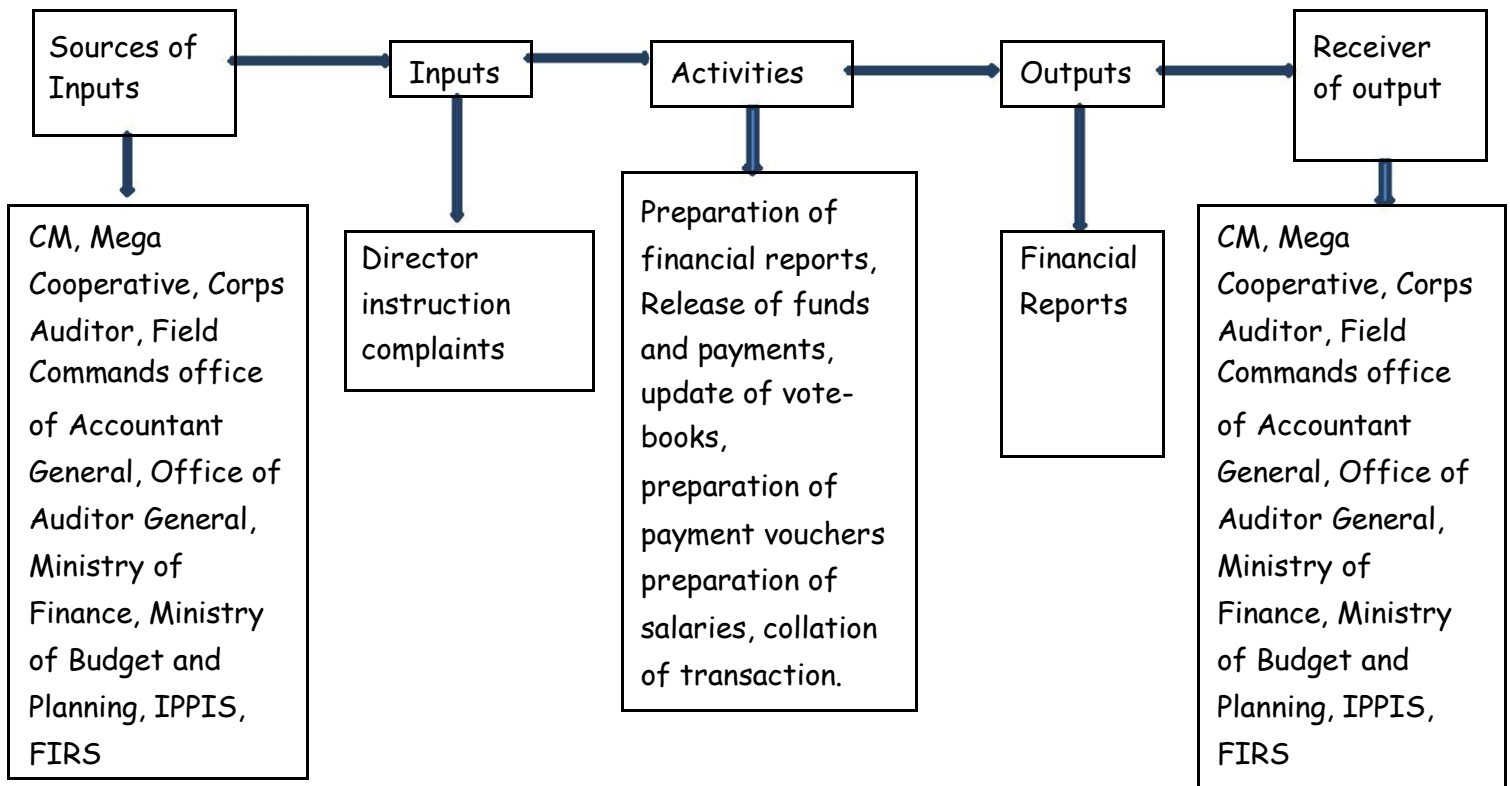
**MVA (CONT'D)****PROCEDURE FOR THE RENEWAL OF DRIVERS LICENCE**



MVA (CONT'D)

PROCEDURE FOR THE REPLACEMENT OF LOST, DAMAGED OR DEFACED NDL

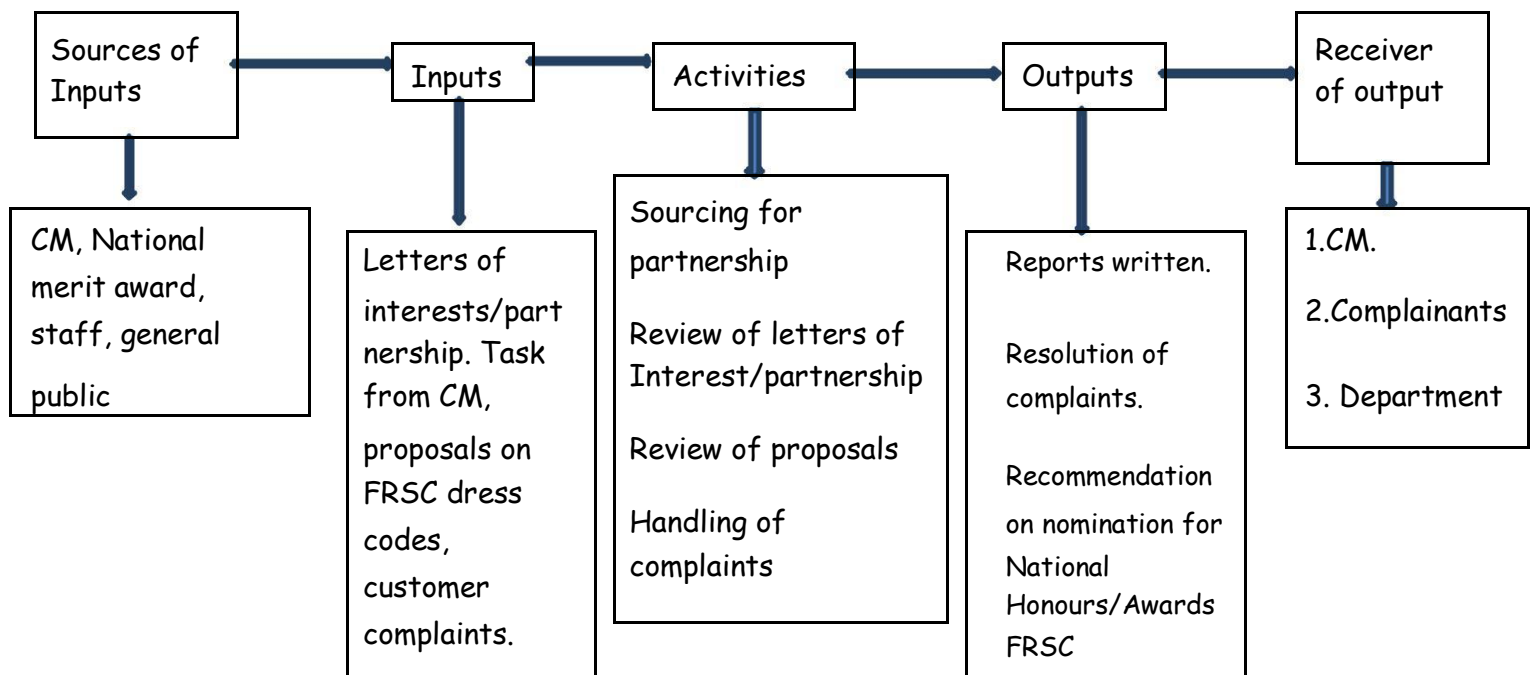


**FINANCE & ACCOUNT DEPARTMENT (F&A)**



SPECIAL DUTIES & PARTNERSHIP DEPARTMENT

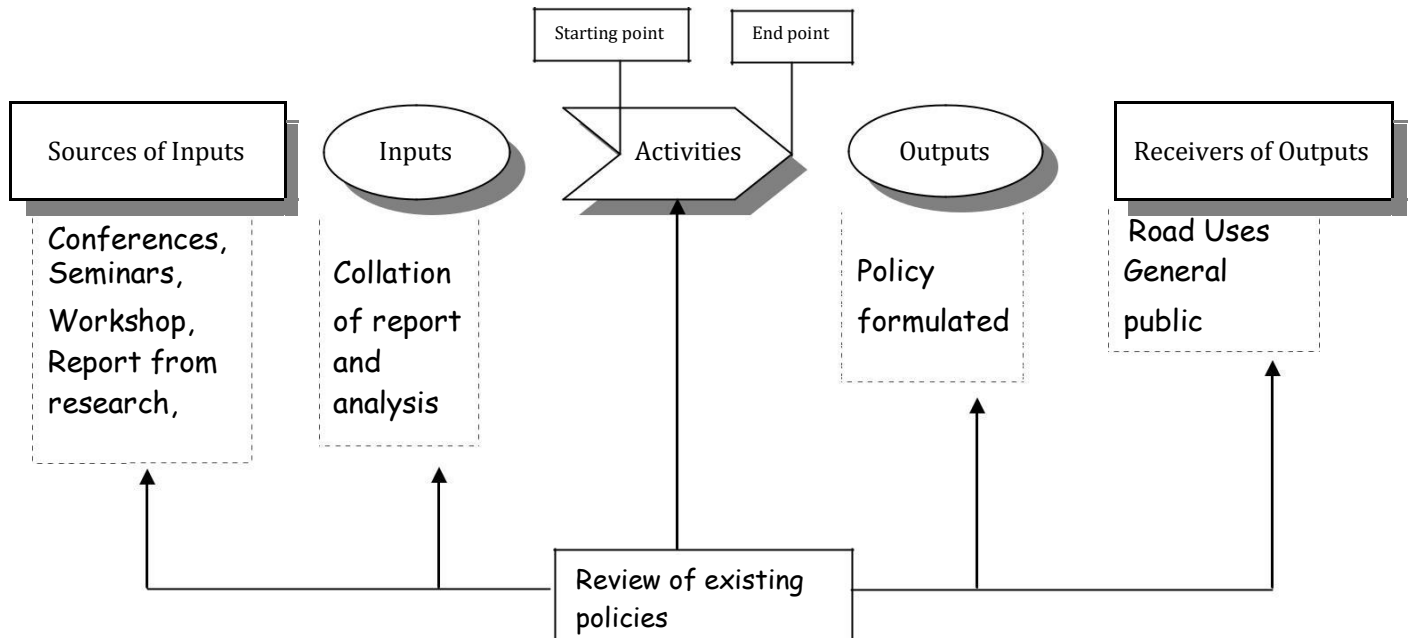
PROCESS OF HANDLING COMPLAINTS FROM CUSTOMERS, PARTNERS AND STAFF





POLICY RESEARCH AND STATISTICS (PRS)

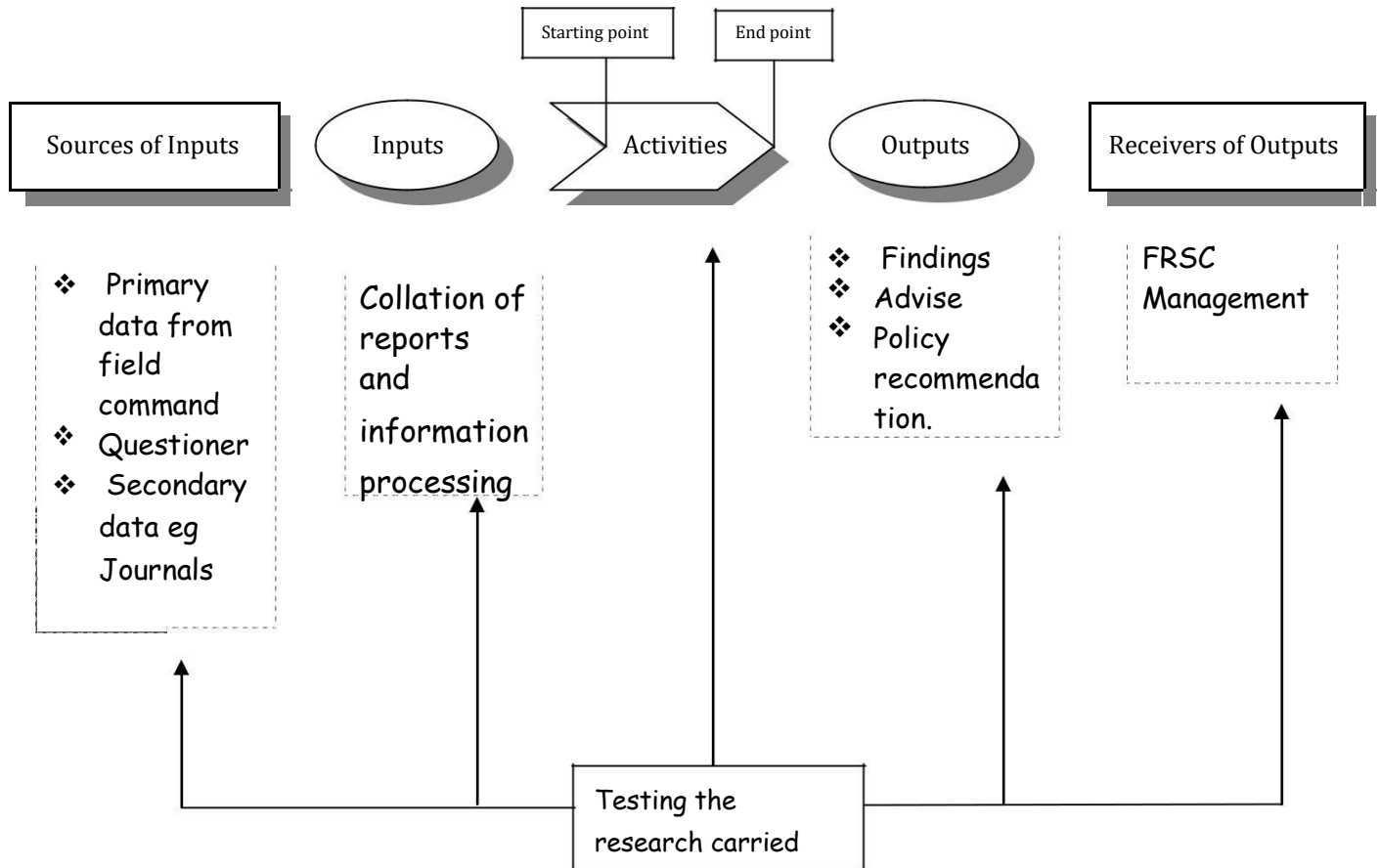
POLICY SECTION





RESEARCH SECTION

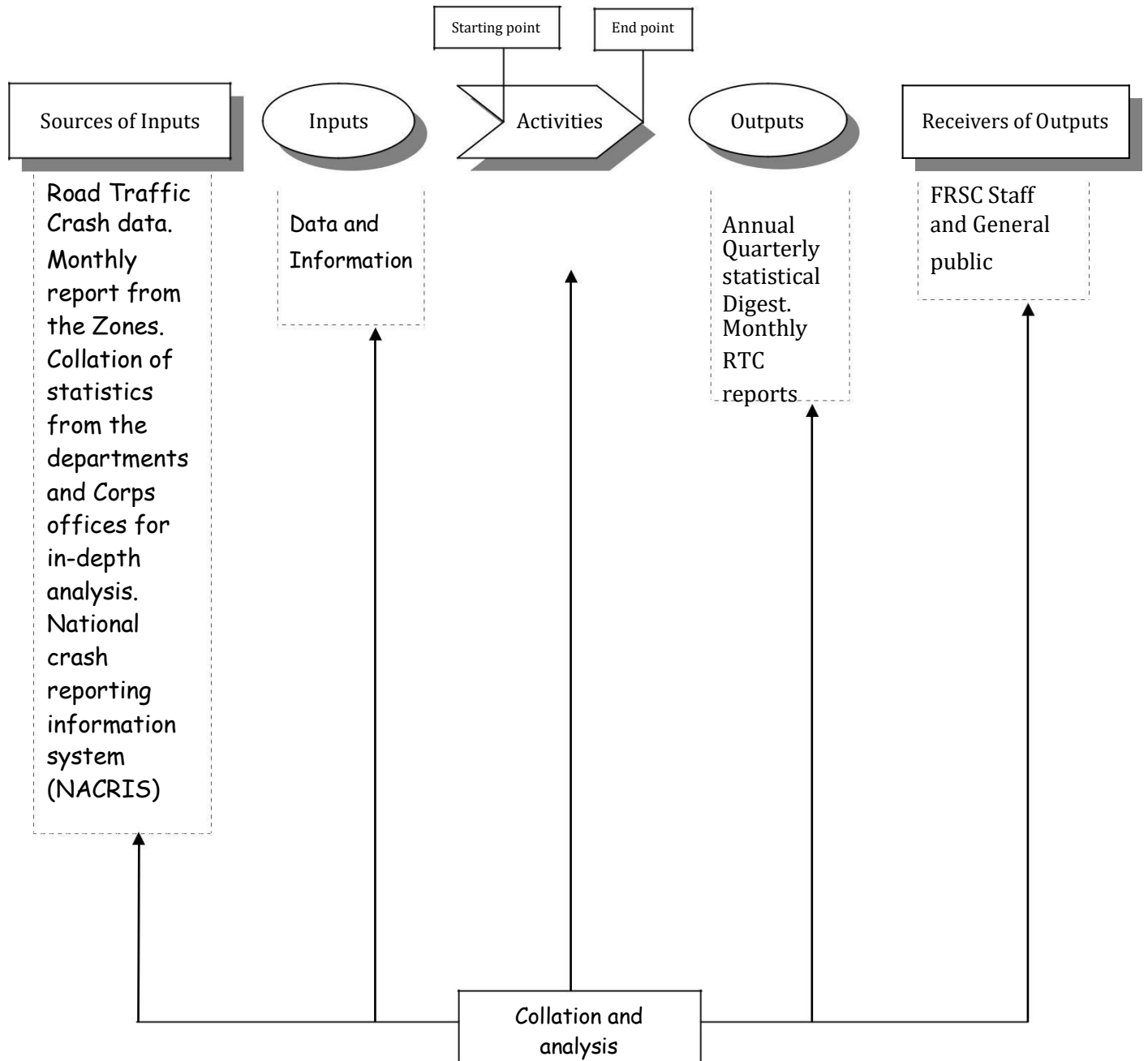
(PRS CONT'D)

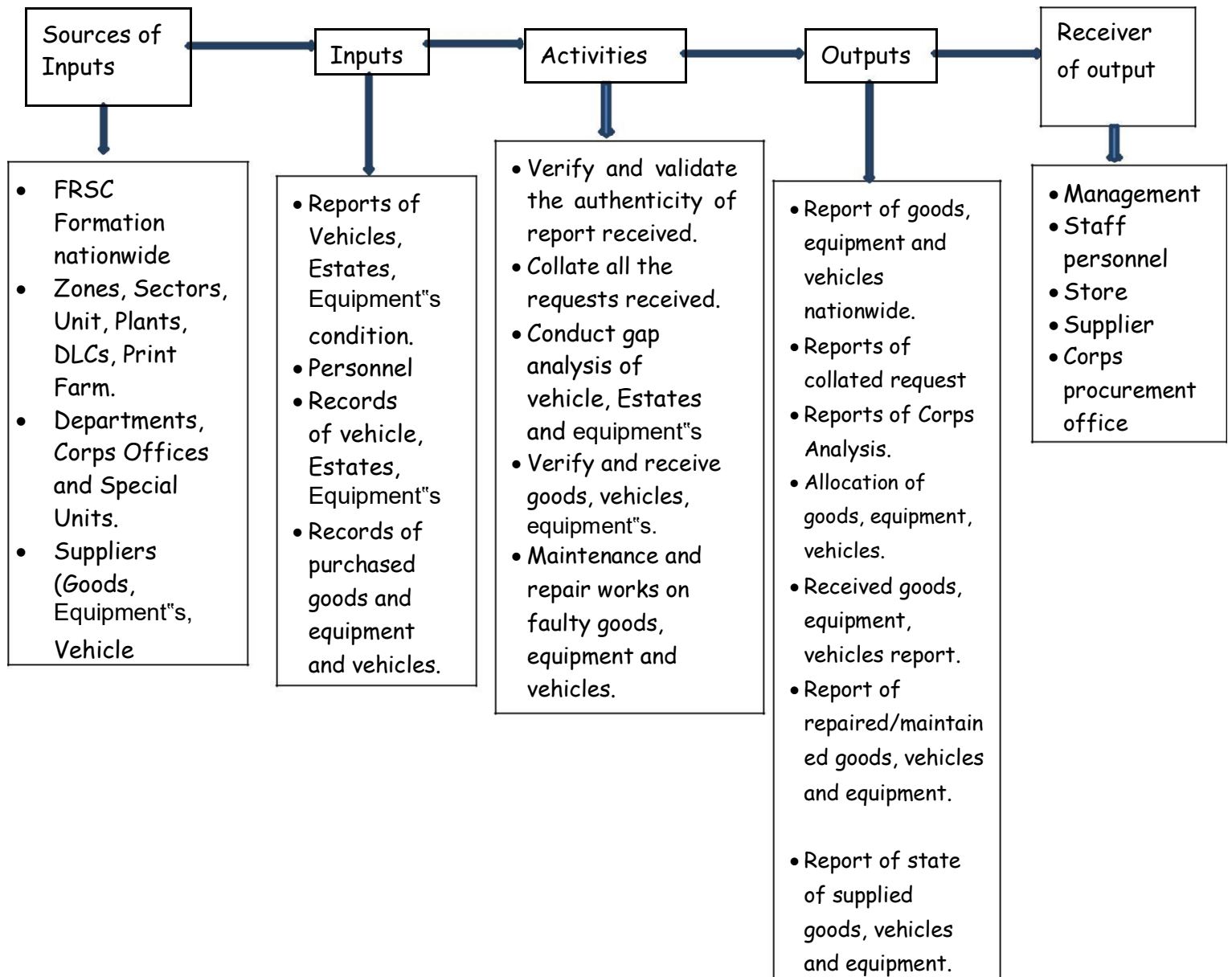




STATISTICS SECTION

PRS(CONT'D)



**TECHNICAL SERVICES DEPARTMENT (TSD)**



CORPS LEGAL OFFICE (CLO)

RECEIVES INSTRUCTIONS FROM CM OFFICE, AND REPORTS
FROM DEPARTMENTS, CORPS OFFICES ON LEGAL MATTERS

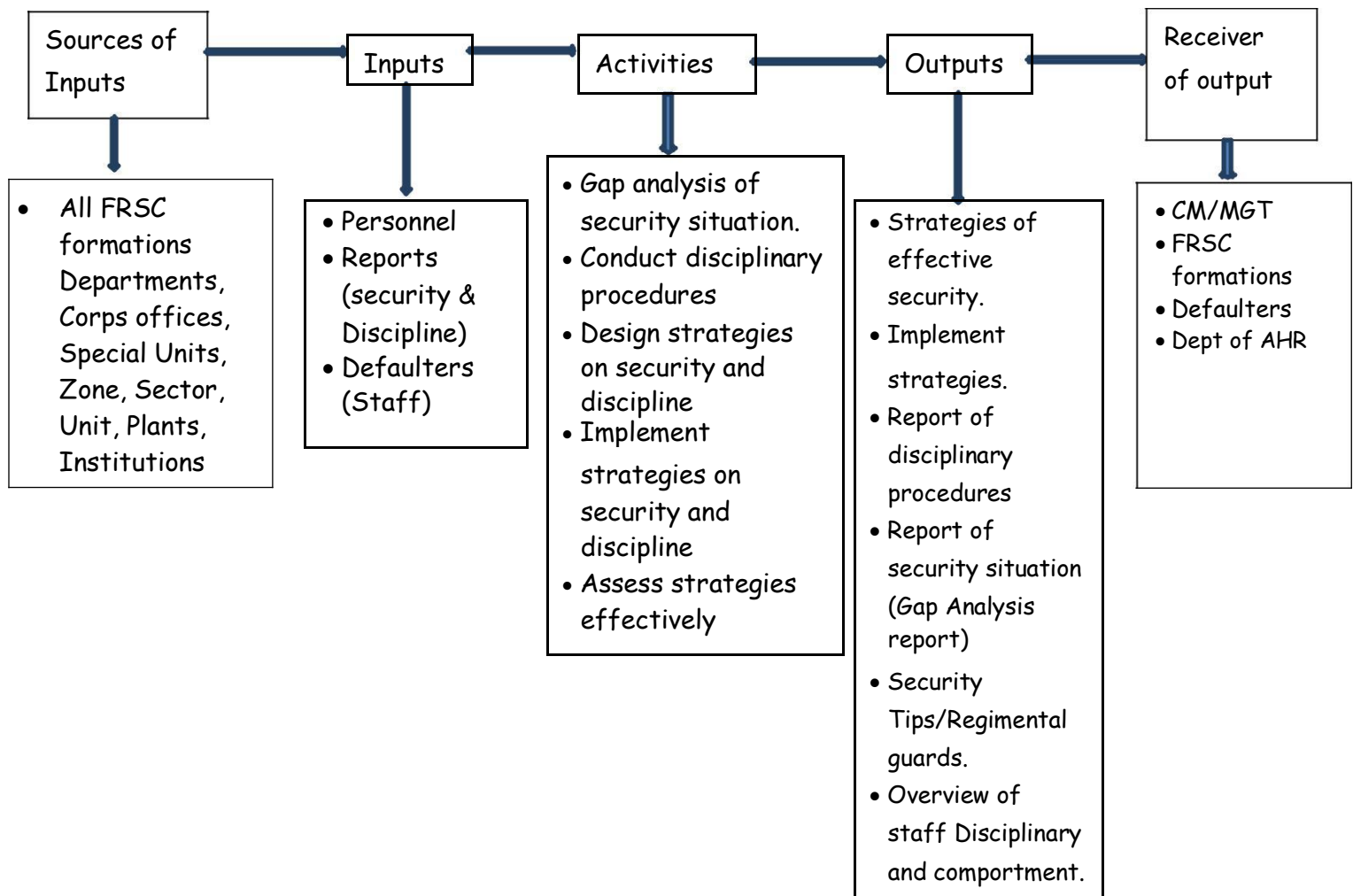
ADVISES THE CORPS ON ALL LEGAL MATTERS; HANDLES
LITIGATIONS, INITIATES ALTERNATIVE DISPUTE
RESOLUTION WHERE NECESSARY, INSTITUTE CASES ON
MATTERS THAT THE CORPS IS AGGRIEVED FOR REDRESS.

ENSURE DUE COMPLIANCE WITH DISCIPLINARY PROCEDURES IN
THE CORPS; REVIEW FDP CASES TO ASCERTAIN COMPLIANCE
AND IDENTIFY ANY MISCARRIAGE OF JUSTICE FOR REDRESS.

HANDLES LEGAL DRAFTING AND CONVEYANCE; RECEIVES MEMO
ON CONTRACTUAL MATTERS FROM CM AND EXECUTE
AGREEMENT ON MATTERS AGREED BY MANAGEMENT.

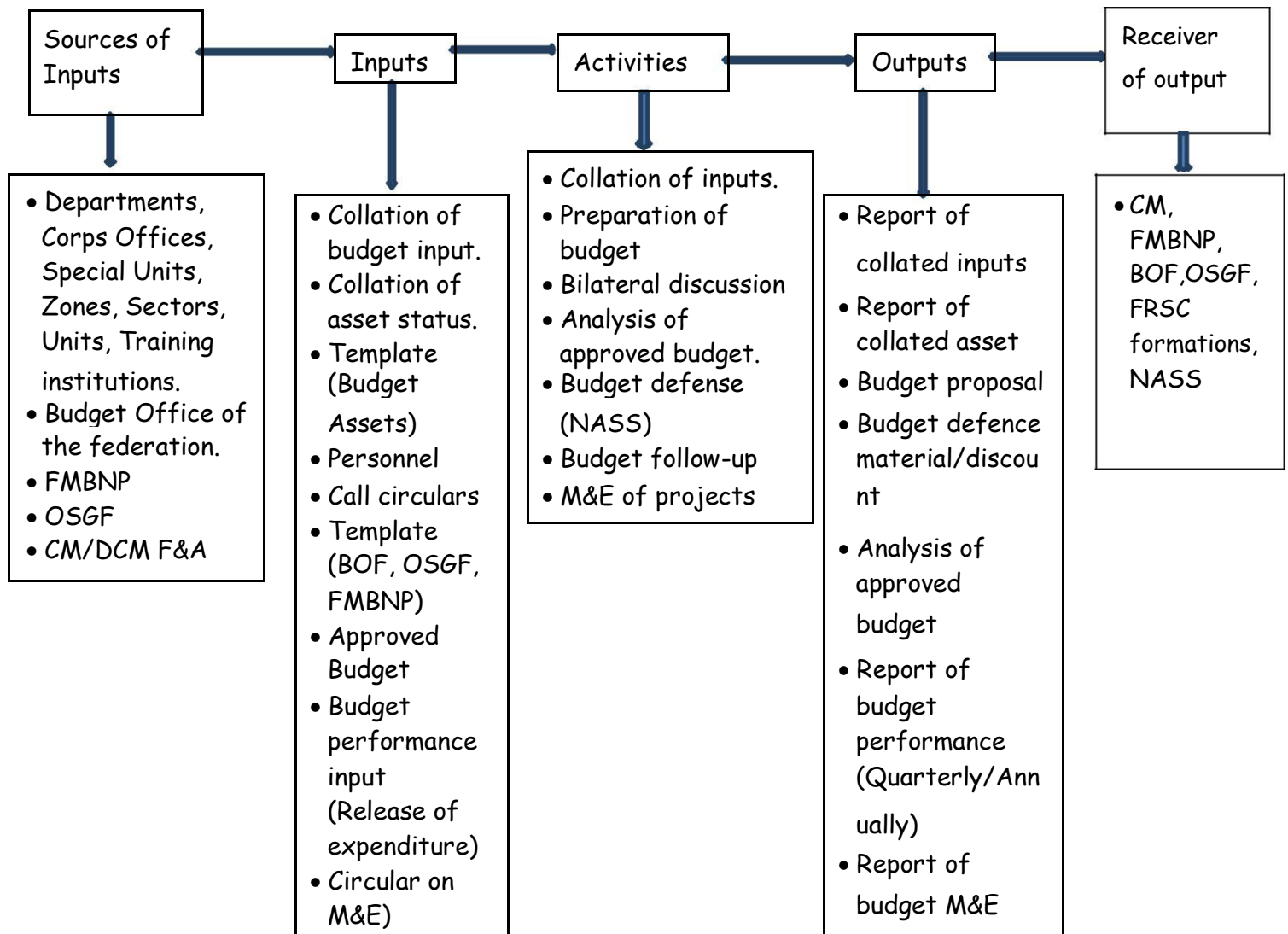
PROVIDES INFORMATION REQUIRED BY THE PUBLIC ON CM DIRECTIVES
BASED ON THE FREEDOM OF INFORMATION (FOI) ACT 2011.
ADDRESSES HUMAN RIGHTS ISSUES TREATS CORRUPTION
PETITIONS FROM STAKEHOLDERS.

PRODUCES AND REPORTS TO MANAGEMENT UPDATES ON LEGAL
ISSUES AFFECTING THE CORPS

**Corps Provost Office (CP)**



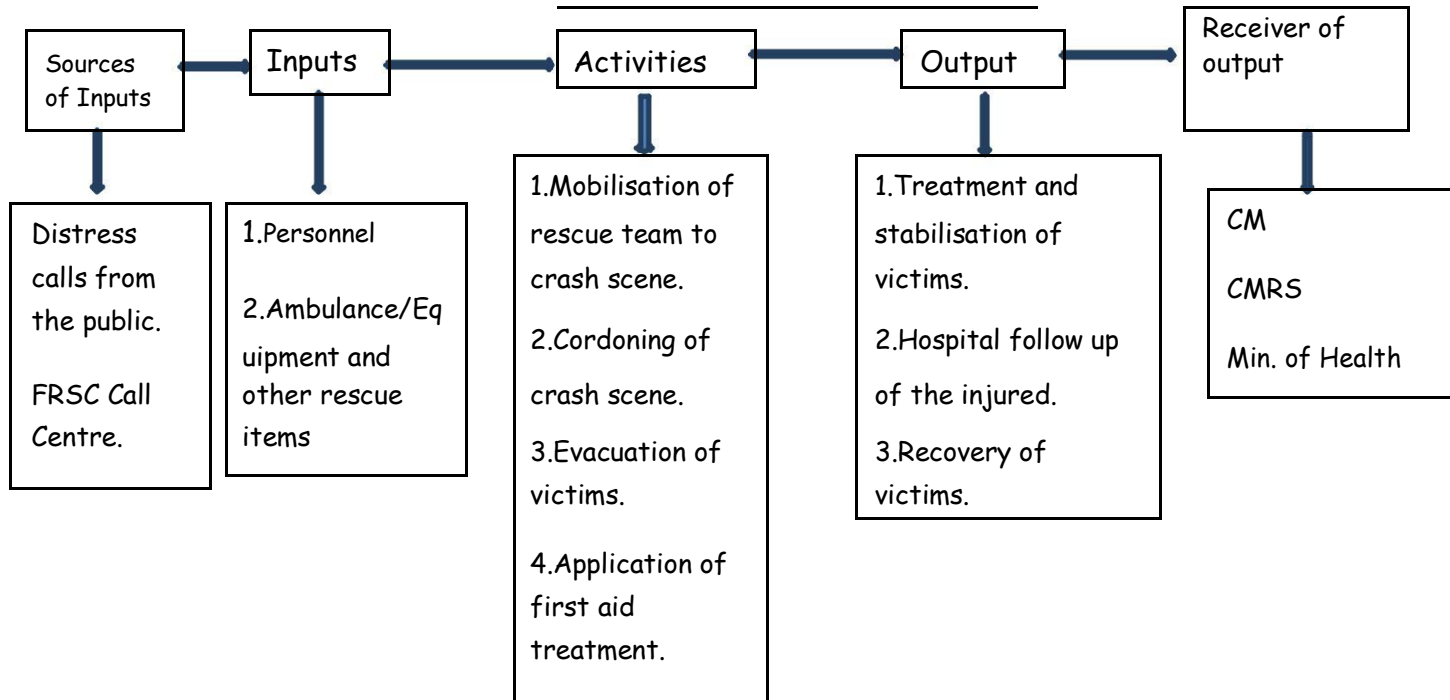
CORPS BUDGET (CB)





CORPS MEDICAL AND RESCUE SERVICES (CMRS)

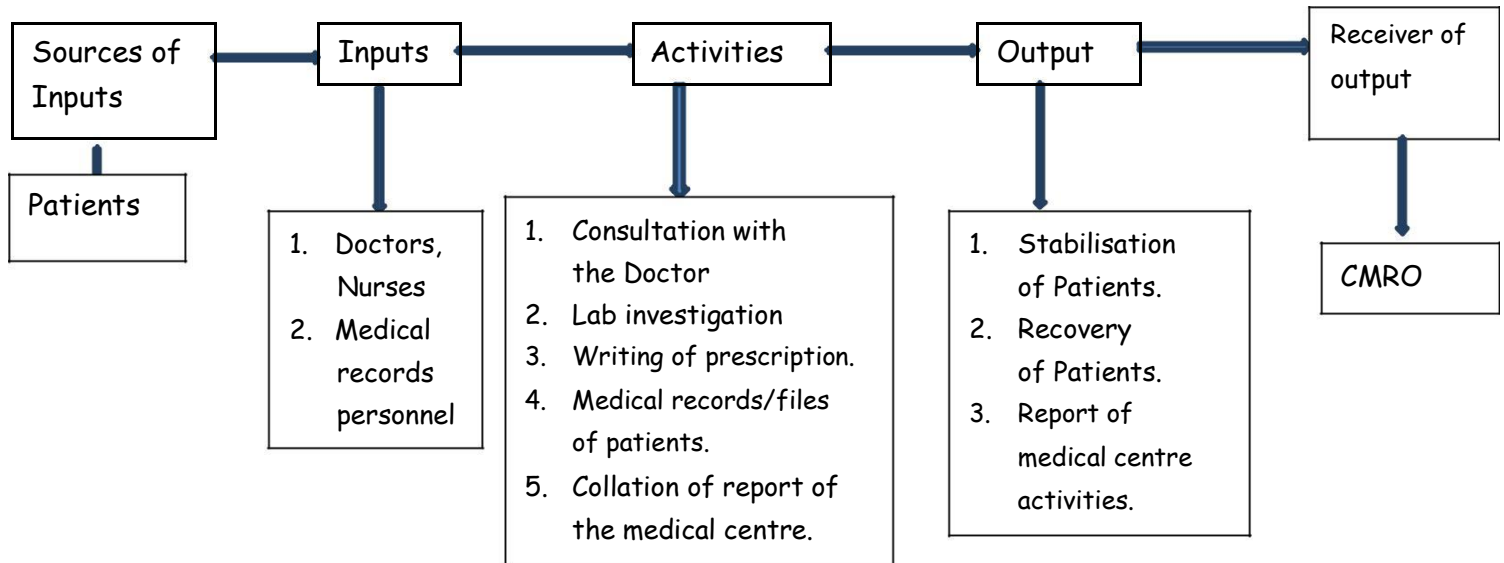
RESCUE/ZEBRA/EASS SERVICES





(CMRS CONT'D)

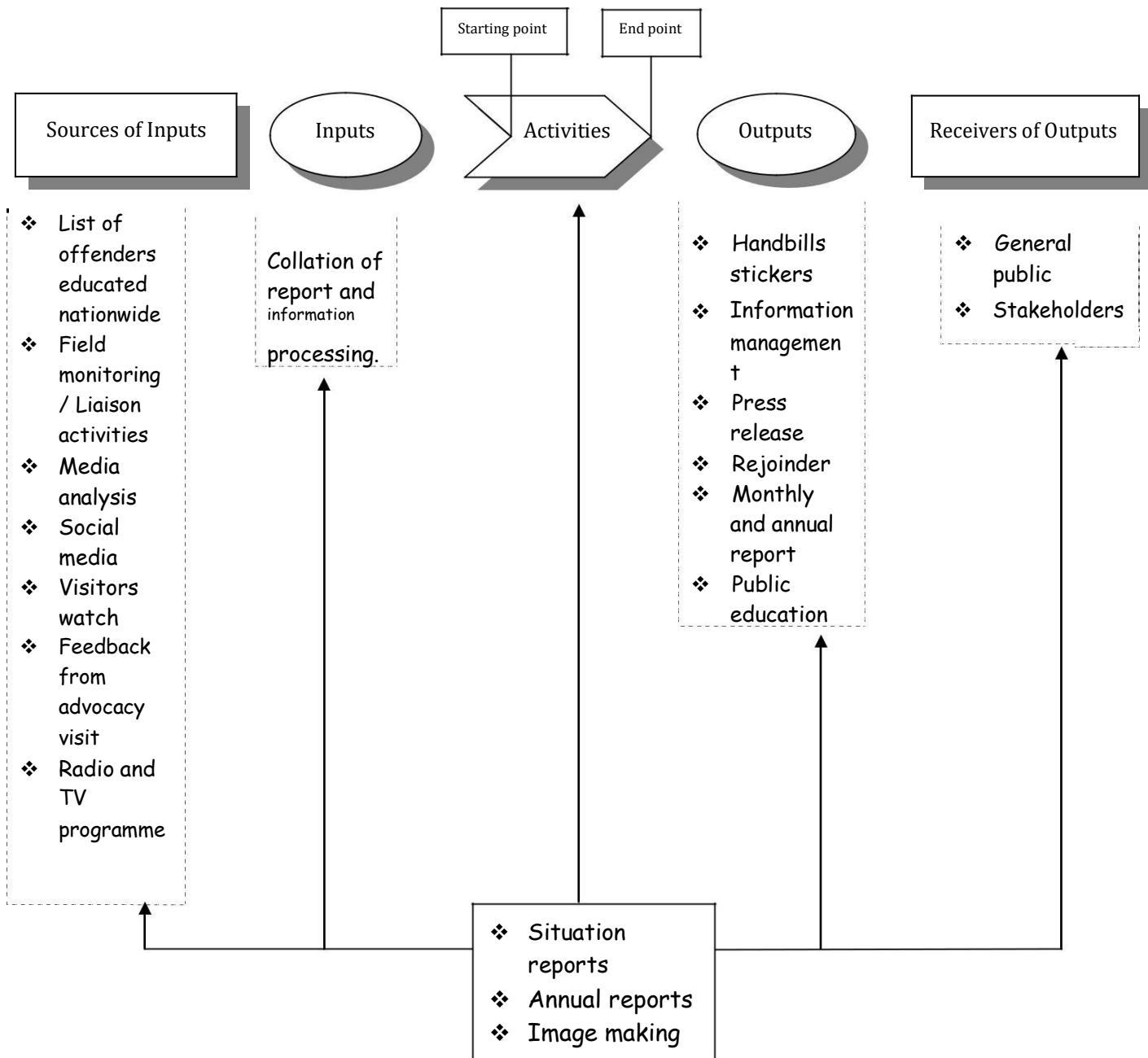
GENERAL MEDICAL CENTRE /DENTAL SERVICES





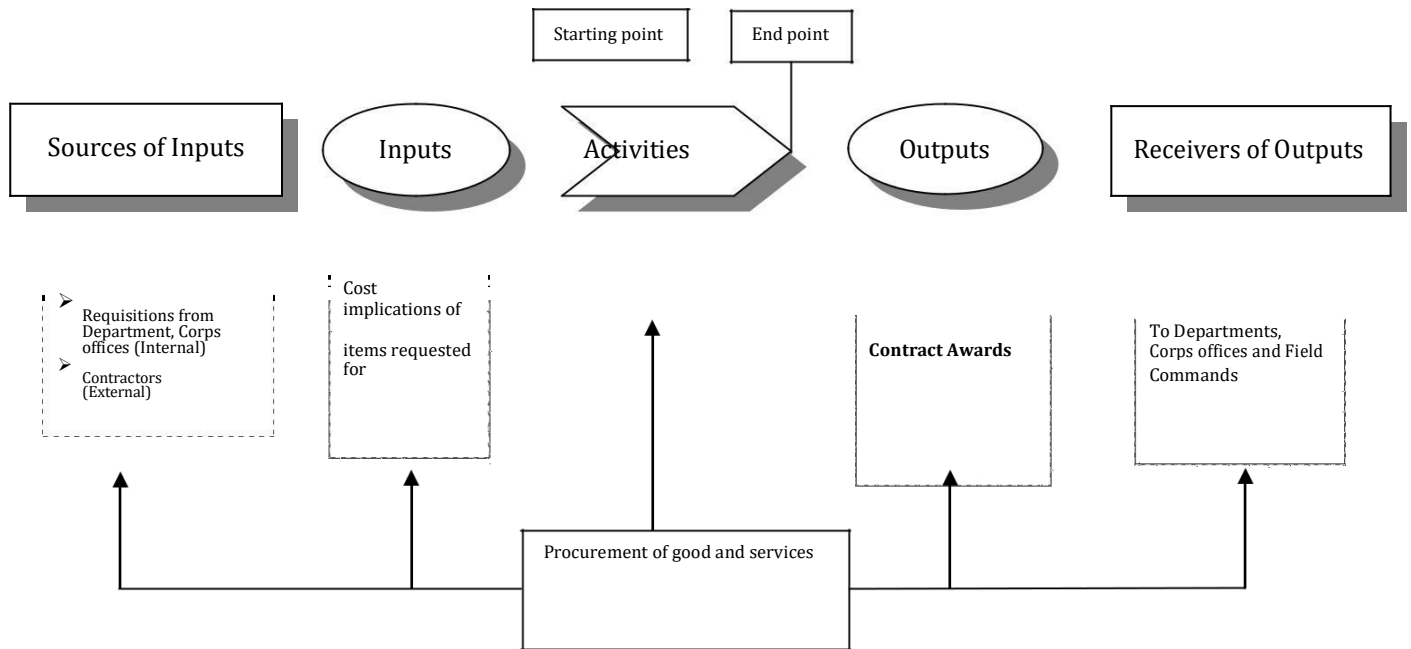
CORPS PUBLIC EDUCATION OFFICE

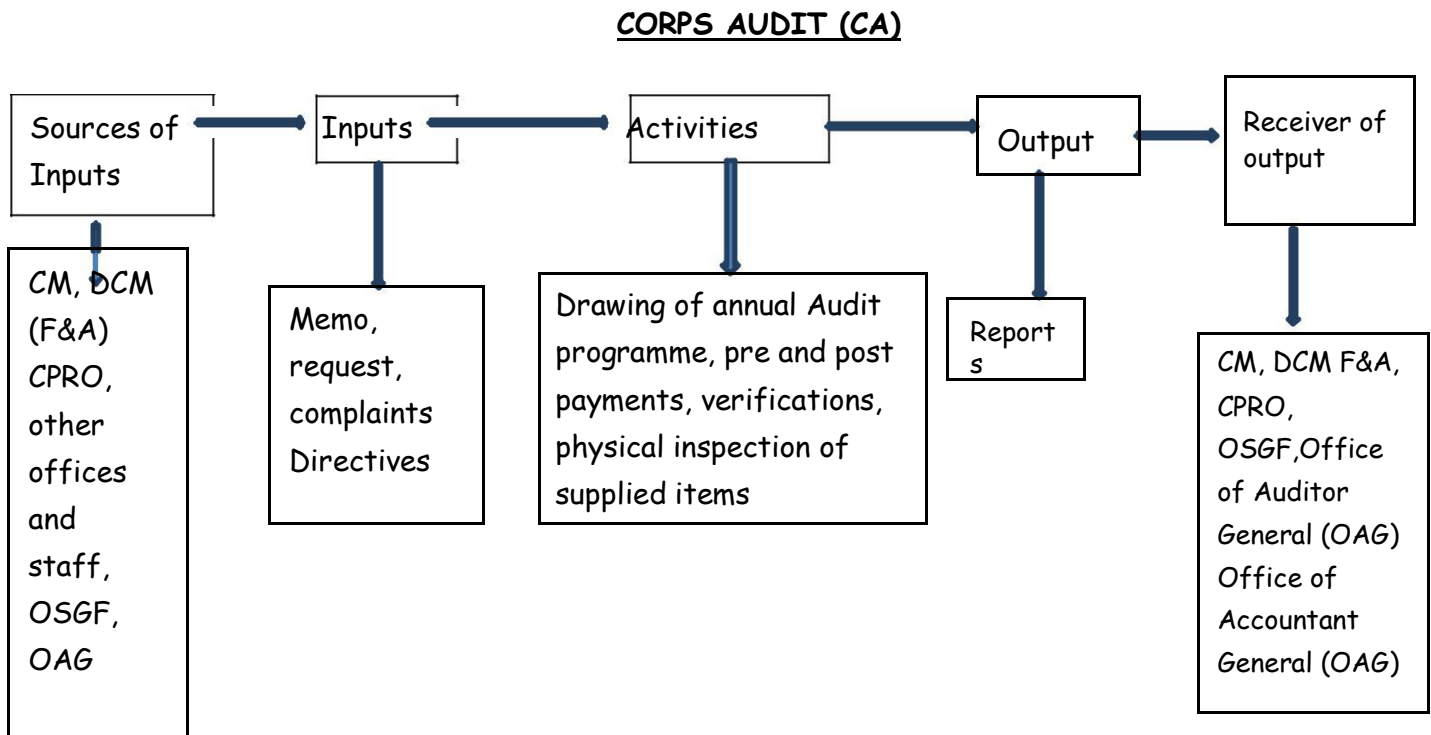
(CPEO)





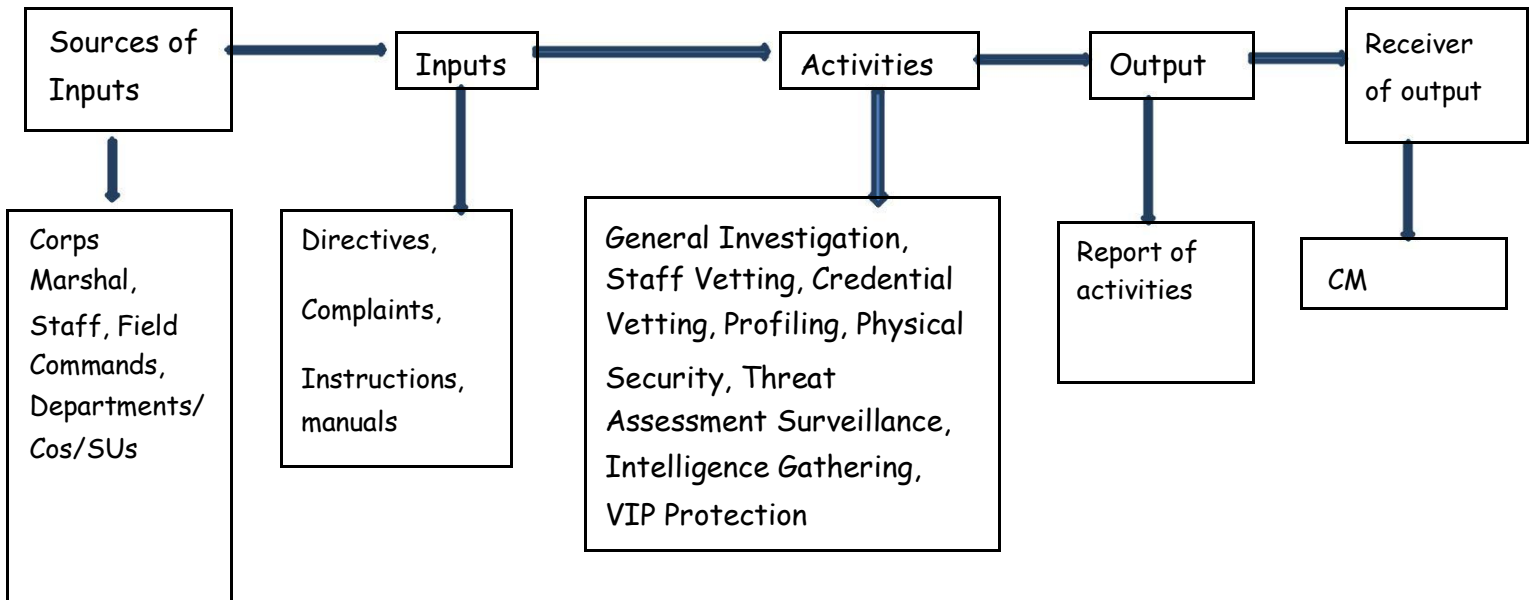
CORPS PROCUREMENT (CPRO)







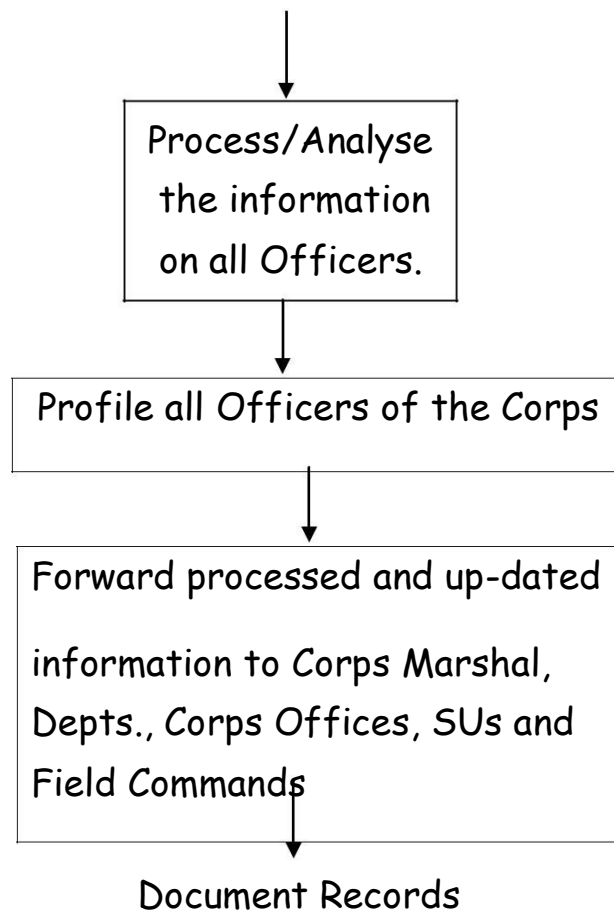
CORPS INTELLIGENCE OFFICE (CIO)





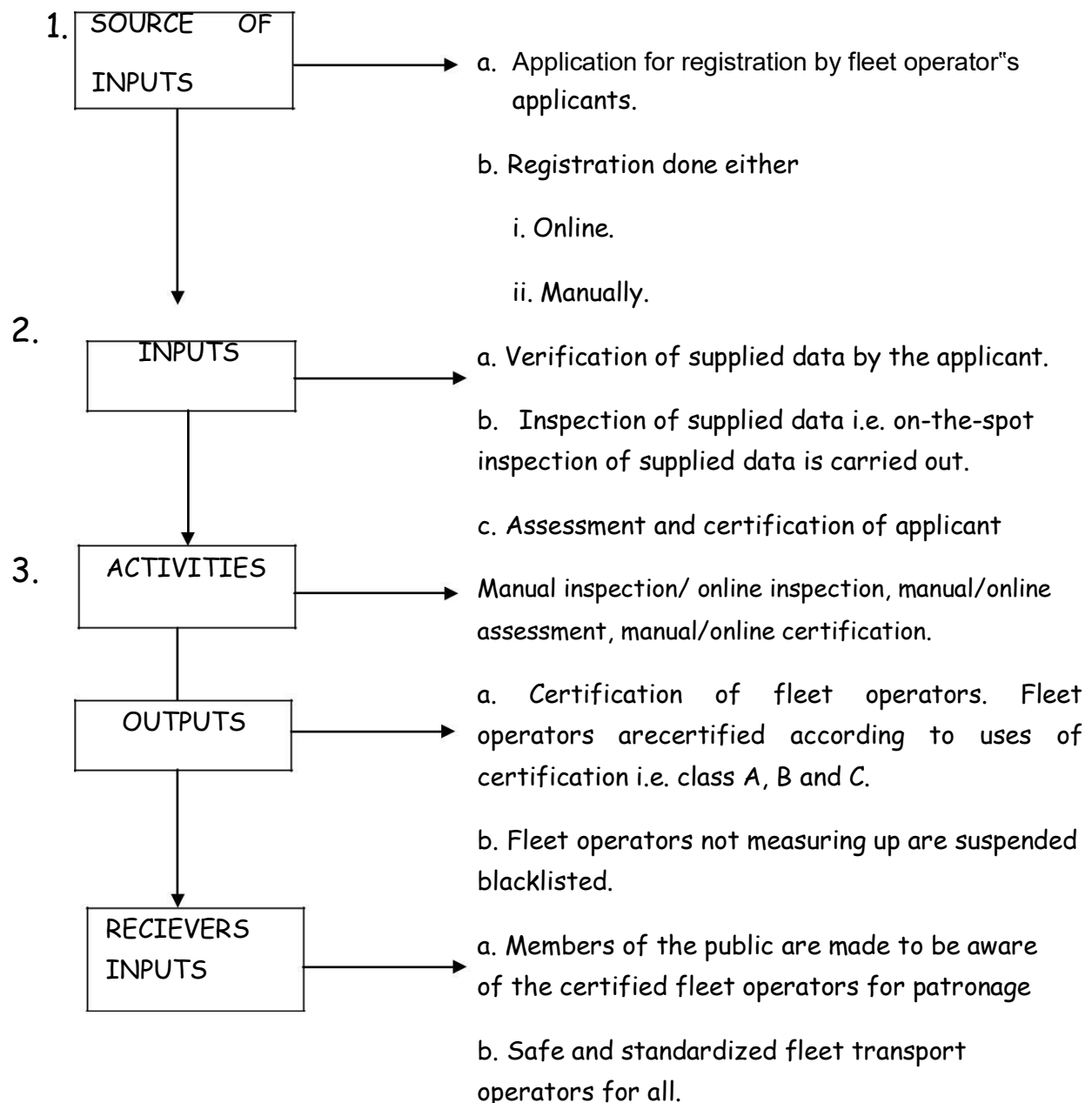
CORP SECRETARY (CS)

Generate records from or about Officers through employment, Government circulars, promotions, appointment, deployment, requests, management meetings decisions, Manpower Audit, and disengagement





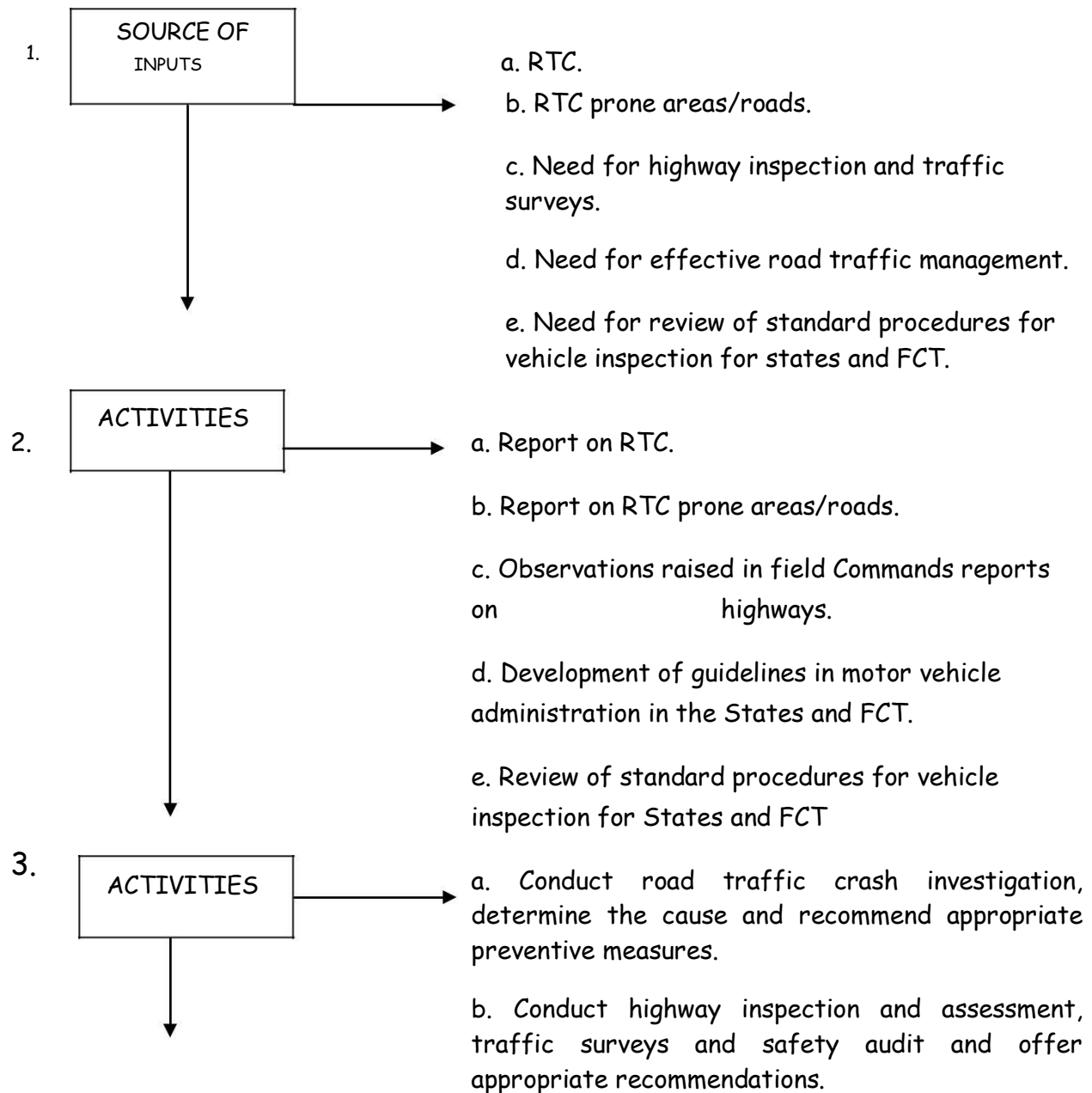
CORPS TRANSPORT STANDARDIZATION OFFICE (CTSO)





CORPS SAFETY ENGINEERING (COSEN)

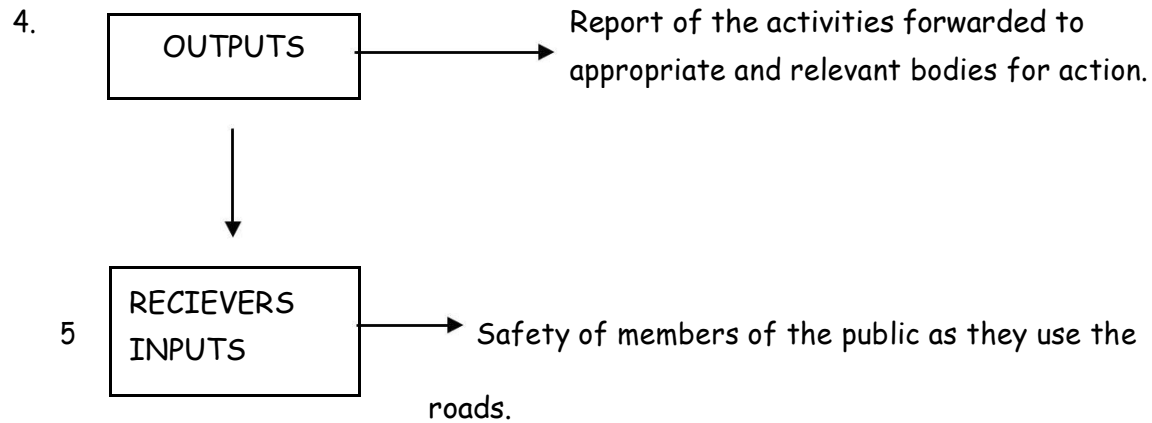
Below is the flow chart of the COSEN.





c. Conduct review of standard procedure for vehicle inspection for States and FCT and convey the communiqué to the National Council of Works.

d. Develop guidelines on motor vehicle administration in the States and FCT and convey the communiqué to the National Council on Works.





APPENDIX I

LIST OF FRSC RELEVANT INTERESTED PARTIES AND THEIR EXPECTATIONS

MINISTRIES, DEPARTMENTS AND AGENCIES

S/NO	NAME OF STAKEHOLDERS	EXPECTATIONS
1	Nigerian Citizens	Safety on our roads, free flow of traffic and prompt rescue to victims of road traffic crash. Traffic information, road safety audit.
2	Federal Ministry of Budget and National Planning	Coordinate planning of TWG Meeting, Minutes of TWG Meeting, Sponsorship of TWG meetings by FRSC, National Road Safety Strategy (NRSS) implementation performance report.
3	Federal Ministry of Power, Works & Housing	Road safety audit report, Safe corridor project performance reports, traffic control at road construction site Data on number of vehicles registered construction sites, participation in National Council of Works conferences, and production of standard road signs.
4	Federal Ministry of Health	Report of RTC, participation in the national ambulance scheme, additional road side clinics and rescue equipment, tow-trucks, trained emergency handlers, RTC report template specially designed for hospitals only..
5	Federal Ministry of Interior	Information on licensed drivers" and vehicle data base.
6	National Security Adviser (NSA)	Information on data base of vehicle owners and drivers in Nigeria.
7	National Bureau of Statistics (NBS)	(Data base) of drivers, vehicles and RTC for national planning, road traffic data, offenders" information.
8	National Environmental Standard Regulatory & Enforcement Agency (NESREA)	Information on illegal parks and refuse dumps that block the roadways, report on frequency of vehicles with excessive smoke emission on Nigerian roads.
9	Nigeria Police Force (NPF)	RTC reporting template, timely information on RTC, and crash scene information.
10	National Road Safety Advisory Concil (NaRSAC)	Quarterly review of performance in the implementation of NRSS, 5 yearly review of strategy.
11	Federal Ministry of Justice	Collaboration with FRSC to establish additional mobile courts.

12	Federal Ministry of Education	Road safety education in primary and secondary schools curricula.
13	Federal Ministry of Foreign Affairs	Bilateral agreements with relevant international stakeholders on road safety especially emergency response services.
14	Standards Organisation of Nigeria (SON)	<ul style="list-style-type: none"> - Development of ISO 39001 Road Traffic Management Standard. - Adoption of process approach, plan-do-check act cycle in its activities, Standard for Road Traffic Information (ISO 14814) and Intelligent Transport System (ISO 17263).
15	Federal Ministry of Transport	Road audit data, result of monitoring and evaluation of NRSS, presentation at Council of transport meetings.
16	Federal Ministry of Information	Road user education, publicise toll free -lines, national road traffic radio.
17	Media	Involvement in public awareness programmes on road safety.
18	National Orientation Agency (NOA)	Collaboration in public awareness
19	State Governments/Ministry of FCT and Local Governments	<ul style="list-style-type: none"> - Establishment of more Unit Commands, road side clinics& ambulance points. - Establishment of State Traffic Management Agency officials and training of its officials. - Conduct road safety audit on all roads within the State. - Free flow of traffic and prompt rescue of road traffic crash victims. - Implementation of national standards on road signs and markings. - Introduce and or strengthen road safety education in primary and secondary schools. - Approve the establishment of more driving schools. - Provide driving ranges for testing drivers of all categories of vehicles. - Development of a uniform traffic law violation booking system. - Training and testing programme for all vehicle operators including motorcycle riders. - Establish a national traffic radio.



		<ul style="list-style-type: none">- Enforce compliance with road traffic laws and regulations (emphasis on overload, speed limits, seat belt, safety helmets, use of phone while driving).- Data for national monitoring and evaluation.
20	National Emergency Management Agency (NEMA)	Collaboration towards emergency response to RTC and national disaster management under the National Network for Emergency Response (NNERS)
21	National Insurance Commission (NAICOM)	Road user insurance for financing rehabilitation of road traffic crash victim.
22	Federal Roads Maintenance Agency	Road audit report on bad roads that require maintenance.

INTERNATIONAL PARTNERS, PROFESSIONAL BODIES AND NON-GOVERNMENTAL ORGANIZATIONS

S/NO	NAME OF STAKEHOLDERS	EXPECTATIONS
1	Nigeria Medical Association (NMA)	Post-crash care initiatives.
2	Nigeria Society of Engineers (NSE)	Technical collaboration on road and vehicle standard.
3	Nigeria Bar Association (NBA)	Update on traffic laws.
4	National Council of Women Societies (NCWS)	Awareness for female road users on road safety. Actualization of Sustainable Development Goal 5: To achieve gender equality and empowerment of all women and girls.
5	Global Road Safety Experts	Data on number of vehicles registered, licensed drivers, Road Traffic Crash data analysis and vulnerable road users in Nigeria. Performance assessment of Nigeria Road Safety Strategy (NRSS).
6	Chartered Institute of Logistics Transport (CILT)	- Advocacy to government towards infrastructural development and use of non-motorized transport among



		city residents.
		Torecommend expansion of side-walks, research on restricted timing for motorised transport operation.
7	National Union of Road Transport Workers (NURTW)	<ul style="list-style-type: none">- Provision of Drivers licence and vehicle number plates timely.- Road safety management and post-crash care (enforcement and rescue service).
8	Fleet Operators	Regular update on guidelines for fleet operation in Nigeria. Fleet operators training programmes
9	Driving School Proprietors	Efficiency of ICT Portal on Driving Schhols Standardization Programme,regular training of managers and instructors of driving schools.
10	Contractors/ Consultants	Contractual Agreements, Timely Payment of Completed Jobs, relationship management, documents and information to faclitate job execution.
11	Donor gencies	Regular update on performance of projects being sponsored or funded and accountability for funds disbursed.
12	Federal Ministry of Finance	<p>Oversight function of report, revenue generated through fines, number plates and drivers licences.</p> <p>Release of fund for logistics proposed</p>



**PROCESSES FOR RESCUE OPERATIONS,
DRIVERS' LICENCE PRODUCTION,
NUMBER PLATE PRODUCTION,
TRAINING MANAGEMENT SERVICE
AND TRAFFIC MANAGEMENT SERVICE**



APPENDIX II RESCUE OPERATIONS SERVICE

PROCESSES	PROCESS OWNER	OBJECTIVES	TARGET	RECORDS MAINTAINED
Identifying service needs	CMRS	To establish need for rescue	Establish rescue service at maximum of 150km interval of road network	Quarterly survey reports First Information Rescue (FIR) report Item recovery inventory
Marketing	CPEO	To create awareness of rescue service	Ensure national awareness of availability of rescue services at all times	Public Enlightenment Report Call Log
Logistics	TSD	To provide rescue equipment promptly	To ensure availability of rescue equipment as the need arises	Inventory of equipment maintenance record and Log book
Planning process	CMRS	Plan efficient and effective rescue service	Ensure prompt response to 90% of reported road traffic crashes	Annual plan Review report
Research process	PRS	Provide necessary information for planning	Ensure 95% reliability of information gathering and dissemination	Monthly and Quarterly report Annual Research
Resourcing process	F&A	To provide adequate and sustainable financial resources when required	To ensure annual release of budgeted resources up to 90% subject to availability of funds	Bank statement, file, cash book
Personnel management process	CS, AHR & TRG	To provide adequate & competent	Ensure 75% availability of required personnel	Employment, postings, trainings,



		personnel		competence & staff disposition records
Procurement Process	CPRO	To ensure timely availability of all approved resources	To reduce the waiting time for approved resources by 5% annually	Procurement, delivery and consumption records
Drafting of Agreement	CLO	To draft and execute MOU and agreements related to rescue services (where necessary)	To ensure legality and binding of MOUs and agreements	Records of MOUs and agreements
Service delivery process	CMRS COSEN	Ensure prompt rescue service	Respond effectively within 20 minutes of receipt of information on crash depending on the location To reduce road crashes by 5% by 2019	Call Log, RTC report, rescue, Crash investigation, monthly & quarterly reports and items recovery register.
	COSEN	Preserve and protect crash scene and evidence therein	Ensure that a preliminary report on crash is carried out within 24hrs and investigation is carried out within 30 days	Records of crash investigation
Customer complaint	SERVICO M CPEO, CLO, CIO, CP	To ensure that customers' complaint are treated with dispatch	To enhance customer satisfaction at all times	Record of customer complaint, investigation report, case file
Customer feedback	SERVICO M CPEO	To ensure that customers are satisfied with	To provide customers forum on rescue operation services	Records of feedback, complaints & call



		rescue operation services		register
Process evaluation	PRS, PAU	To determine the effectiveness of rescue services	To evaluate the performance of rescue services quarterly	Quarterly reports
Internal System Audit	MR& TOP MANAGEMENT	To appraise Quality Management System and continual improvement	To reduce non-conformities by 10% bi-annually	Audit report
Review process	Top Management	To ensure continual improvement of processes	Ensure that processes are reviewed annually	Management review records

**APPENDIX III****DRIVERS' LICENCE PRODUCTION**

PROCESSES	PROCESS OWNER	OBJECTIVES	TARGET	RECORDS MAINTAINED
Request management process	MVA	To ensure prompt production and effective delivery of Drivers' Licence	To ensure that temporary Licence is printed and issued immediately this is valid for 60days. To ensure that applicants collect original Drivers' Licence from BIR after 60days	Drivers' Licence backup
	CPEO	Create awareness about NDL scheme	To ensure national awareness of NDL at all times	Public Enlightenment report
Marketing	F & A	Ensure provision of budgeted fund	To provide budgeted fund duly	Cash and Vote books
Logistics	TSD	Ensure provision of necessary equipment to aid effective production of NDL	To provide required logistics in all centres	Asset register Log Book
Intelligence	CIO	Effective monitoring of the process to ensure compliance with defined procedures	To ensure 95% of adherence in 2019	Reports
Planning process	MVA, CMO-ITC	To ensure identification and organization of all components required for NDL production	Provision of the components required at the beginning of every year	Records of cost estimates



Utility management	TSD	To ensure the provision of an enabling environment for the production of NDL	To provide utility/equipment needed (buildings, amenities, 90% energy supply etc.) to all centres by Dec. 2020	Records of capital expenditure Log Book Asset Register
Budgeting	CBO	To achieve a cost effective financial/budgetary plan for the entire process	To ensure that funds released meet budgetary provision	Analysis record
Resourcing process	CS, AHR F&A	To ensure availability of adequate and competent manpower, as well as the necessary fund for the effective production of NDL	To provide competent staff/equipment at all DLCs by Dec. 2019	Staff disposition list Asset record Cash and Vote books
Personnel management	CS, AHR, TRG	To identify manpower requirements	To provide competent personnel for NDL production at all times	Appraisals Manpower Audit
Purchasing	CPRO	To ensure purchase of the right items at the right time	Purchase of essential stock to be done quarterly	Records of Purchased items
Drafting of Agreement	CLO	To draft and execute MOUs and agreements involved in drivers' licence production (where	To provide binding agreements on parties involved	Records of MOUs and agreements



		necessary)		
Production Process	MVA (DLC)	To ensure the processing of on-line application received with payment slip into finished product (NDL)	To ensure that temporary licence printed are issued immediately after physical capture	Record of on-line application forms. Record of temporary document issued with date. Record of temporary licence produced. Record of temporary licence wastages. Record of processed licence register
Logistics	TSD	To ensure 5%down time on equipment for production	To provide the necessary logistics by the end of 2019	Asset register
Material preservation	MVA STORES	To ensure the protection of materials from damage, theft and other element	All materials are adequately stored within 24hrs of their receipt	Log Book Inventory record
Product preservation	MVA, CMO-ITC	To ensure the protection of finished products from damage, theft and other elements in print bank	To ensure immediate registration/dispatch of finished licences to State BIR within 2 weeks	DHL dispatch book for NDL
Delivery process	MVA (DLCs)	To ensure prompt delivery of finished products to the State BIR	To ensure delivery of original drivers" licence to State BIR within 60 days	Record of dispatch to each State BIR
Research	PRS	To undertake	To provide 90% required	Quarterly report



		studies necessary to identify problems and recommend for continual improvement	data for continual improvement To publish result of studies within 4weeks of research	
Logistics	TSD	To ensure provision of logistics for effective monitoring/evaluation	To provide the necessary logistics when necessary	Maintenance Log book
Quality control	MVA	To ensure that the product (NDL) meets requirements satisfying to the customer	Quality assurance activities to be conducted on a daily basis at the point of production	Record of daily production at print bank
Maintenance process	MVA	To ensure effective functioning of Biometric capture machine	To provide maintenance/servicing/repairs of NDL equipment	Record of equipment breakdown Record of repairs carried out
Customer complaint	SERVICO M CPEO, CLO, CIO, CP	To ensure that customers' complaint are treated with dispatch	To enhance customer satisfaction at all times	Record of customer complaint, investigation report, case file
Customer feedback	SERVICO M CPEO	To ensure that customers are satisfied with NDL production	To provide customers forum on NDL production	Records of feedback, complaints & call register
Internal System Audit	MR	To appraise Quality Management	To reduce non-conformities by 10% bi-annually	Audit report



		System and continual improvement		
Review	Top Management	To ensure management is informed of the progress of the process for the purpose of policy review for continual improvement	Reviews to be conducted on quarterly basis	Records of reviews Records of actions taken

**APPENDIX IV****NUMBER PLATE PRODUCTION**

PROCESSES	PROCESS OWNER	OBJECTIVES	TARGET	RECORDS MAINTAINED
Request process	MVA	To ensure customer requirements are identified	Confirm customer's request within 24 hours	Incoming request register indicating time
Financial management system	F&A	To process payment on time	To ensure confirmation within 30 days of payment by customers subject to availability of funds	Bank statement, file, cash book
Planning process	MVA	Provide annual forecast of number plate requirement	To ensure 95% annual performance	Data analysis register
Utility management process	TSD	Provide constant energy and infrastructure for planning	To ensure 90% uninterrupted supply	Downtime record book
Resource process	AHR,CS, F&A	To provide adequate and sustainable resources	Ensure provision of 95% budgeted resources	Vote book and cash analysis book Staff distribution list



Personnel management process	AHR,CS, TRG, ULS	To ensure the right personnel in terms of competence, skill, education and experience	To ensure 95% availability of staff	Staff distribution record and recruitment record
Purchasing process	CPRO	To ensure availability of required materials	To ensure 75% timely delivery of supplies	Records of request, supply and evaluation
Drafting of Agreement	CLO	To draft and execute MOUs and agreements involved in number plate production (where necessary)	To provide binding agreement on parties involved	Records of MOUs and agreements
Maintenance process	TSD	To ensure adequate maintenance of equipment	To reduce downtime of machine to 1.8%	Maintenance log book
Finance management process	CA F&A	To ensure timely verification of request To make funds available as at when due	To verify integrity of request within two working days To release approved funds 30days from date of approval subject to	Verification register Price index records Record of approval Record of remittance



			availability of funds	
Production process	NVIS	To ensure that production meets request in quantity and quality To ensure maximization of the use of resources	To ensure 95% production of request To reduce non-conforming products (waste) to 2.0% annually	Record of waste Production record Request record
Material preservation	NVIS (Store)	To ensure that the quality of material is preserved	To reduce non-conforming products damage to material to 0.05%	Damage record
Quality Control Process	NVIS Quality Control unit	To ensure conformity of production to specification	To provide 99% of product specification requirement	Quality Control record Customer compliant record
Product delivery process	NVIS	To ensure that the product get to the customer on time	Delivery within 24 hours after production	Delivery record
Customer complaint	SERVICOM CPEO, CLO, CIO, CP	To ensure that customers' complaint are	To enhance customer satisfaction at	Record of customer complaint,



		treated with dispatch	all times	investigation report, case file
Customer feedback	SERVICOM CPEO	To ensure that customers are satisfied with the road traffic management services	To provide customers forum on the road traffic management services	Records of feedback, complaints & call register
Internal System Audit	MR	To appraise Quality Management System and continual improvement	To reduce non-conformities by 10% bi-annually	Audit report
Review process	Top Management	Take decisions that will improve the effectiveness of number plate production at planned intervals	Ensure new targets are set	Review report



APPENDIX V

TRAINING MANAGEMENT SERVICE

PROCESSES	PROCESS OWNER	OBJECTIVES	TARGET	RECORDS MAINTAINED
Identifying service needs	TRG	To ensure that all training needs are identified timely	To provide that training needs are identified annually	Appraisals records Record of available training
Marketing	CPEO	Create awareness for training programme for general public	To conduct awareness on the training programme available to general public through various media bi-annually	Record of public education
	TRG	Create awareness for training programme for staff	25% mandatory weekly in-house in all FRSC formations	Records of weekly in-house training
Logistics	TSD	To ensure that transport and other infrastructural needs are available	To be ready within 24 hours before take off	Log book and maintenance records vehicles & infrastructure
Research process	PRS	To identify new training programmes	To be effected at least twice a year	Research papers, reports



Planning process	TRG	Forecast efficient and effective training.	Provide 70% minimum of training forecast.	Records of training forecast Reports of successful training records previously conducted
Utility management process	TSD	Ensure that adequate power and energy is provided	Downtime reduced by 20% annually	Record of maintenance Fault reports
Resourcing process	TRG	Availability of Trainees	Provide Trainees with notification of training 2 weeks before training programme	Notification for training programme via Administrative instructions
Personnel management process	TRG	Resource persons availability	Notification of Resource Persons within 4 weeks	Records of staff expertise Records of previous resource person Records of specialized institutions
Procurement Process	CPRO	To sustain availability of training equipment	Within 1 week Provide training adequate environment	Records of training equipment procured.
Utility Process	TSD	To ensure adequate training environment	Within 48 hours before arrival of trainees	Records of venues used in previous



			Provide lecture materials	training programmes
	TRG (MPD)	To ensure availability of lecture materials for smooth conduct Provision of teaching materials aids and materials	Within 48 hours before training commencement	Compendium of papers delivered previously
Financial resource	Corps Audit F&A	To ensure timely verification of requests To ensure provision of budgeted fund	To verify the integrity of request within 2 working days To provide approved budgeted	Price endues records verification register Cash and Vote books
Service delivery process	TRG	To ensure effective and qualitative delivery of training	To provide 95% of the trainees understand the lectures	Records of analysed participants feedback Record of participants performance
Evaluation process	SERVICOM	To measure the effectiveness of the training management service processes	To provide monthly evaluation of processes	Records of processes performance
Customer feedback	PRS, CLO	To customers feedback	At all times	Records of customer complaints



Internal System Audit	MR	To appraise Quality Management System and continual improvement	To reduce non-conformities by 10% bi-annually	Audit report
Review process	Top Management	To ensure continuous improvement	Annually	Records of management review

**APPENDIX VI****TRAFFIC MANAGEMENT SERVICE**

PROCESSES	PROCESS OWNER	OBJECTIVES	TARGET	RECORDS MAINTAINED
NEEDS Identifying process	OPS	To establish need for free flow of road traffic	Reduction of road traffic delays/hold-ups/traffic crashes by 5% yearly	Operational monthly report
Marketing	CPEO	To generate current information on road traffic situation	Relaying road traffic situation information daily	Call Log PE reports
IT management process	Call Centre/ITC	To relay information on road traffic promptly	As soon as road traffic information is received	Calls Log
Research	PRS	To ensure clear road traffic flow pattern	To provide the traffic flow pattern quarterly	Quarterly Road survey report
Planning process	PAU, COSEN PRS	To forecast efficient and effective road traffic management To ensure regular road safety audit	Provide forecast to respond effectively to 90% of road traffic crashes yearly	Annual plan, RSA Reports



			To provide information on road furniture to be provided	
Utility Management Process	TSD	Make energy related infrastructure available for planning	Provide 90% performance of facilities	Fault reports, repairs records
Research Process	PRS	Ensure traffic flow information for planning To ensure timely verification of rescue	Provide 95% reliability of information gathered and disseminated To verify the integrity of request in two hours	Quarterly reports
Resourcing process	AHR, F&A & CA	To ensure adequate and sustainable resources	To provide 90% of approved and released annual budgeted grant	Competence records, verification register, expenditure records
Personnel management process	CS, AHR, TRG	To ensure adequate competent personnel	Provide 10% availability of requested personnel annually	Employment, posting & training records
Procurement Process	CPRO	To ensure timely availability of all approved materials/services.	To reduce the waiting time for approved resources by 5% annually	Procurement & delivery records



Service delivery process	OPS	To ensure free flow of road traffic country-wide To ensure a safe driving culture	That 90% of highways are free of obstructions Respond effectively within 20 minutes of receipt of information on crash To reduce road traffic crashes by 5% yearly To reduce non-conformities by 5% quarterly	Patrol reports, Call log, rescue report Road traffic crash reports
Planning for Service Delivery	OPS	Effective utilization of personnel and material resources available to achieve traffic control	To provide the availability of staff and resources for road traffic management	Part 1 orders, operational orders
Logistics Management Process	TSD	To ensure transportation and maintain the integrity of supplied equipment	To provide materials at point of obstruction within 20mins To provide maximum of 20% downtime of all	Call log, Log book Faults reports, Maintenance records



			infrastructure	
Evaluation Process	PRS, COSEN	To determine the effectiveness of road traffic management	To provide the performance of processes monthly	Monthly reports
Customer complaint	SERVICOM CPEO, CLO, CIO, CP	To ensure that customers" complaint are treated with dispatch	To enhance customer satisfaction at all times	Record of customer complaint, investigation report, case file
Customer feedback	SERVICOM CPEO	To ensure that customers are satisfied with the road traffic management services	To provide customers forum on the road traffic management services	Records of feedback, complaints & call register
Internal System Audit	MR	To appraise Quality Management System and continual improvement	To reduce non-conformities by 10% bi-annually	Audit report
Review process	Top Management	To ensure continual improvement of the processes	That processes are reviewed quarterly	Management review records



APPENDIX VII

TEMPLATE FOR POLICY DOCUMENTS, MANUALS AND MAGAZINES

Scope: This covers the guidelines for documents and manuals in the Corps.

Font style: Comic Sans MS. The cover page of a manual or document can be in any font style but of high quality and presentable. The font size is free but must be consistent.

Sizes:

- a. A3
 - Indoor posters
- b. A4
 - Regulations
 - Proceedings of conferences
 - Reports
 - Manuals
- c. A5
 - Guidelines
 - Educational material
 - Magazines

All documents are required to be produced in clear offset printing and where there are pictures and illustrations, the quality should be high.

Clear distinction should be made between Manuals and Policy documents.

Policy Document

A policy is typically described as a principle or rule to guide decisions and achieve rational outcome(s). The term is not normally used to denote what is actually done; this is normally referred to as either procedure or protocol. Whereas a policy will contain the „what“ and the „why“, policies are generally adopted by the supervising authority.



Manuals

Manuals contain the „what“, the „how“, the „where“ and the „when“. It breaks down the Policy document to workable and achievable modules.

Template

Item	Policy Document	Manual/Procedure
A	Emanates from the Commission based on Section 3(a) of the FRSC (Establishment) Act, 2007	Emanates from the Corps to execute its functions
B	Must be endorsed by the Chairman of the Commission	Approval by Corps Marshal
C	Foreword to be written by the SGF or the Chairman	Foreword to be written by Corps Marshal and the preface by the Head of relevant Department if it is a departmental based manual
D	Coat of Arms (at the left hand side) and FRSC logo (at the right hand side) should be on the cover page	Only FRSC logo
E	Registered with the National Library	Registered with the National
F	Table of Contents required	Library Table of Contents required
G	Header and footer required	Header and footer required
H	Definition of terms required	Definition of terms required
I	Spine with the title of the documents/author required depending on the volume	Spine with the title of the manual/author required depending on the volume
J	Foreword, preface and introduction to be paginated in the Roman numerals	Foreword, preface and introduction to be paginated in the Roman numerals

K References required using APA

References required using APA

Definitions

- a. A **preface** is an introduction to a book or other literary work written by the work's author. It is usually signed.
- b. A **foreword** is an introductory essay written by a different person preceding the author's preface. The preface often closes with acknowledgement of those who assist in the work.
- c. Example of American Psychological Association (**APA**) Referencing
Oluwabamide, A.J. (2007) *Peoples of Nigeria and their Cultural Heritage*. Lagos: Lisjohnson Publishers.

**APPENDIX VIII****FEDERAL ROAD SAFETY CORPS****FILE REFERENCING/INDEX TEMPLATE**

S/N	OFFICE/DEPT/COs/FIELD COMMANDS	CODE	Referencing Sample
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CORPS MARSHAL


1	Corps Marshal	CMO	FRSC/HQ/CMO/SUBJECT CODE/VOL.NO/PAGE NO
2	Protocol Unit	PROT	FRSC/HQ/CMO/PROT/SUBJECT CODE/VOL.NO/PAGE NUMBER
3	SERVICOM Office	SERV	FRSC/HQ/CMO/SERV/SUBJECT CODE/VOL.NO/PAGE NUMBER
4	Project Implementation Office	PIO	FRSC/HQ/CMO/PIO/SUBJECT CODE/VOL.NO/PAGE NUMBER
5	Policy Advisory Unit	PAU	FRSC/HQ/CMO/PAU/SUBJECT CODE/VOL.NO/PAGE NUMBER
6	Information Technology Centre (ITC)	ITC	FRSC/HQ/CMO/ITC/SUBJECT CODE/VOL.NO/PAGE NUMBER
7	Post Service Scheme	PSS	FRSC/HQ/CMO/PSS/SUBJECT CODE/VOL.NO/PAGE NUMBER
8	FRSC Mega Cooperative	COOP	FRSC/HQ/CMO/COOP/SUBJECT CODE/VOL.NO/PAGE NUMBER
9	National Road Safety Advisory Council	NaRSAC	FRSC/HQ/CMO/NaRSAC/SUBJECT CODE/VOL.NO/PAGE NUMBER


**DEPARTMENTS AND
CORPS OFFICES**

1	Operations	OPS	FRSC/HQ/OPS/SUBJECT CODE/VOL.NO/PAGE NUMBER
2	Administration & Human Resources	AHR	FRSC/HQ/AHR/SUBJECT CODE/VOL.NO/PAGE NUMBER
3	Training	TRG	FRSC/HQ/TRG/SUBJECT CODE/VOL.NO/PAGE NUMBER
4	Motor Vehicle Administration	MVA	FRSC/HQ/MVA/SUBJECT CODE/VOL.NO/PAGE NUMBER

5	Policy, Research & Statistics	PRS	FRSC/HQ/PRS/SUBJECT CODE/VOL.NO/PAGE NUMBER
6	Special Duties & Partnership	SD&P	FRSC/HQ/SD&P/SUBJECT CODE/VOL.NO/PAGE NUMBER
7	Technical Services Department	TSD	FRSC/HQ/TSD/SUBJECT CODE/VOL.NO/PAGE NUMBER
8	Finance & Accounts Departement	F&A	FRSC/HQ/F&A/SUBJECT CODE/VOL.NO/PAGE NUMBER
9	Corps Safety Engineering Office	COSEN	FRSC/HQ/COSEN/SUBJECT CODE/VOL.NO/PAGE NUMBER
10	Corps Public Education Office	CPEO	FRSC/HQ/CPEO/SUBJECT CODE/VOL.NO/PAGE NUMBER
11	Corps Legal Office	CLO	FRSC/HQ/CLA/SUBJECT CODE/VOL.NO/PAGE NUMBER
12	Corps Audit Office	CA	FRSC/HQ/CA/SUBJECT CODE/VOL.NO/PAGE NUMBER
13	Corps Secretary Office	CS	FRSC/HQ/CS/SUBJECT CODE/VOL.NO/PAGE NUMBER
14	Corps Intelligence Office	CIO	FRSC/HQ/CIO/SUBJECT CODE/VOL.NO/PAGE NUMBER
15	Corps Medical & Rescue Services	CMRS	FRSC/HQ/CMRS/SUBJECT CODE/VOL.NO/PAGE NUMBER
16	Corps Provost Office	CP	FRSC/HQ/CP/SUBJECT CODE/VOL.NO/PAGE NUMBER
17	Corps Procurement Office	CPRO	FRSC/HQ/CPRO/SUBJECT CODE/VOL.NO/PAGE NUMBER
18	Corps Transport Standardization Office	CTSO	FRSC/HQ/CTSO/SUBJECT CODE/VOL.NO/PAGE NUMBER
19	Corps Budget Office	CBGT	FRSC/HQ/CBUD/SUBJECT CODE/VOL.NO/PAGE NUMBER
20	FRSC Academy	ACAD	FRSC/HQ/ACAD/SUBJECT CODE/VOL.NO/PAGE NUMBER
21	FRSC Training School	TRS	FRSC/HQ/TRS/SUBJECT CODE/VOL.NO/PAGE NUMBER
22	NVIS Plant Lagos	NVIS	FRSC/HQ/NVIS/LAG/SUBJECT CODE/VOL.NO/PAGE NUMBER
23	NUVIS Plant, Awka	NVIS	FRSC/HQ/NVIS/AWK/SUBJECT CODE/VOL.NO/PAGE NUMBER
24	NVIS Plant, Gwagwalada	NVIS	FRSC/HQ/NVIS/GWA/SUBJECT

			CODE/VOL.NO/PAGE NUMBER
25	NVIS Mini Plant Kano	NVIS	FRSC/NVIS/KAN/SUBJECT CODE/VOL.NO/PAGE NUMBER
26	NVIS Mini Plant Sokoto	NVIS	FRSC/NVIS/SOK/SUBJECT CODE/VOL.NO/PAGE NUMBER
27	NVIS Mini Plant Asaba	NVIS	FRSC/HQ/NVIS/ASB/SUBJECT CODE/VOLUME NO./PAGE NUMBER
28	Signage Plant Gwagwalada	NVIS	FRSC/HQ/MVA/SIGN/SUBJECT CODE/VOL.NO/PAGE NUMBER
29	Print Farm Kado	NVIS	FRSC/HQ/MVA/PFARM/SUBJECT CODE/VOL.NO/PAGE NUMBER
30	Drivers Licence Centre	DLC	FRSC/HQ/CMD CODE/DLC/SUBJECT CODE/VOL.NO/PAGE NUMBER
31	Mega Cooperative	COOP	FRSC/HQ/COOP/SUBJECT CODE/VOL.NO/PAGE NUMBER
32	FRSC Staff Housing Cooperative	FHCS	FRSC/HQ/FHCS/SUBJECT CODE/VOL.NO/PAGE NUMBER
KADUNA ZONE (RS1HQ) AND COMPONENT COMMANDS			
1	Kaduna Zonal Headquarters, Kaduna	RS1HQ	FRSC/1HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Kaduna State Sector Command	RS1.1	FRSC/1.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Kafanchan Unit Command	RS1.11	FRSC/1.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Birin-Gwari unit Command	RS1.12	FRSC/1.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Zaria Unit Command	RS1.13	FRSC/1.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Saminaka Unit Command	RS1.14	FRSC/1.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Sabon Tasha Unit Command	RS1.15	FRSC/1.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Kakau Unit Command	RS1.16	FRSC/1.16/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Birin-Yero Unit Command	RS1.17	FRSC/1.17/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Gwantu Unit Command	RS1.18	FRSC/1.18/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

11	 Kateri Unit Command	RS1.19	FRSC/1.19/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Kachia Unit Command	RS1.110	FRSC/1.110/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Tashan-Yari	RS1.111	FRSC/1.111/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Kano State Sector Command	RS1.2	FRSC/1.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Danbatta Unit Command	RS1.21	FRSC/1.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Kano Municipal Unit Command	RS1.22	FRSC/1.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Fagge Unit command	RS1.23	FRSC/1.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Kano Nasarawa Unit Command	RS1.24	FRSC/1.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Chiromawa Unit Command	RS1.25	FRSC/1.25/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Tudun Wada unit Command	RS1.26	FRSC/1.26/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Wudil Unit Command	RS1.27	FRSC/1.27/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
22	Bichi Unit Command	RS1.28	FRSC/1.28/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
23	Katsina State Sector Command	RS1.3	FRSC/1.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
24	Funtua Unit Command	RS1.31	FRSC/1.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
25	Daura Unit Command	RS1.32	FRSC/1.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
26	Koza unit Command	RS1.33	FRSC/1.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
27	Malumfashi Unit Command	RS1.34	FRSC/1.34/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
28	Jigawa State Sector Command	RS1.4	FRSC/1.4/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
29	Hadejia Unit Command	RS1.41	FRSC/1.41/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
30	Gumel Unit Command	RS1.42	FRSC/1.42/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

31	 Kazaura Unit Command	RS1.43	FRSC/1.43/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	LAGOS ZONE (RS2HQ) AND COMPONENT COMMANDS		
	Lagos Zonal Headquarters, Lagos	RS2HQ	FRSC/2HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Lagos State Sector Command	RS2.1	FRSC/2.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Badagry Unit Command	RS2.11	FRSC/2.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Epe Unit Command	RS2.12	FRSC/2.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Apapa Unit Command	RS2.13	FRSC/2.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Lagos Island Unit Command	RS2.14	FRSC/2.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Ojota Unit Command	RS2.15	FRSC/2.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Ikeja Unit Command	RS2.16	FRSC/2.16/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Ikorodu Unit Command	RS2.17	FRSC/2.17/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Iba Unit Command	RS2.18	FRSC/2.18/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Lekki Unit Command	RS2.19	FRSC/2.19/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Lagos Airport Airport Unit Command	RS2.110	FRSC/2.110/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Ogun State Sector Command	RS2.2	FRSC/2.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Ijebu-Ode Unit Command	RS2.21	FRSC/2.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Otta Unit Command	RS2.22	FRSC/2.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Mowe Unit Command	RS2.23	FRSC/2.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Ogere Unit Command	RS2.24	FRSC/2.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Sagamu Unit Command	RS2.25	FRSC/2.25/DEPT CODE/SUBJECT


			CODE/VOL.NO/PAGE NO
18	Idi-roko Unit Command	RS2.26	FRSC/2.26/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Agbado Unit Command	RS2.27	FRSC/2.27/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Itori Unit Command	RS2.28	FRSC/2.28/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	YOLA ZONE (RS3HQ) AND COMPONENT COMMANDS		
	Yola Zonal Headquarters, Yola	RS3HQ	FRSC/3HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Adamawa State Sector Command	RS3.1	FRSC/3.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Mubi Unit Command	RS3.11	FRSC/3.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Hong Unit Command	RS3.12	FRSC/3.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Girei Unit Command	RS3.13	FRSC/3.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Numan Unit Command	RS3.14	FRSC/3.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Michika Unit Command	RS3.15	FRSC/3.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Gombe State Sector Command	RS3.2	FRSC/3.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Kaltungo Unit Command	RS3.21	FRSC/3.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Bajoga Unit Command	RS3.22	FRSC/3.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Cham Unit Command	RS3.23	FRSC/3.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Taraba State Sector Command	RS3.3	FRSC/3.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Wukari Unit Command	RS3.31	FRSC/3.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	MutumBiyu Unit Command	RS3.32	FRSC/3.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	JOS ZONE (RS4HQ) AND COMPONENT COMMANDS		
	Jos Zonal Headquarters,	RS4HQ	FRSC/4HQ/DEPT CODE/SUBJECT





	Jos		CODE/VOL.NO/PAGE NO
1	Plateau State Sector Command	RS4.1	FRSC/4.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Langtang Unit Command	RS4.11	FRSC/4.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Pankshin Unit Command	RS4.12	FRSC/4.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Hawan Kibo Unit Command	RS4.13	FRSC/4.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Bukuru Unit Command	RS4.14	FRSC/4.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	JosBypass Unit Command	RS4.15	FRSC/4.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Benue State Sector Command	RS4.2	FRSC/4.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Gboko Unit Command	RS4.21	FRSC/4.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Otukpo Unit Command	RS4.22	FRSC/4.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Katsina-ala Unit Command	RS4.23	FRSC/4.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Aliade Unit Command	RS4.24	FRSC/4.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Otukpa Unit Command	RS4.25	FRSC/4.25/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Zaki-Biam Unit Command	RS4.26	FRSC/4.26/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Nassarawa State Sector Command	RS4.3	FRSC/4.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Akwanga Unit Command	RS4.31	FRSC/4.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Keffi Unit Command	RS4.32	FRSC/4.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Nassarawa Unit Command	RS4.33	FRSC/4.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Garaku Unit Command	RS4.34	FRSC/4.34/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Nassarawa Eggon Unit Command	RS4.35	FRSC/4.35/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	BENIN ZONE (RS5HQ)		





	AND COMPONENT COMMANDS		
	Benin Zonal Headquarters, Benin	RS5HQ	FRSC/5HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Edo State Sector Command	FR5.1	FRSC/5.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Auchi Unit Command	RS5.11	FRSC/5.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Benin Toll Gate Unit Command	RS5.12	FRSC/5.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Uruekpen Unit Command	RS5.13	FRSC/5.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Igarra Unit Command	RS5.14	FRSC/5.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Sapele Road Unit Command	RS5.15	FRSC/5.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Owan Esigie Unit Command	RS5.16	FRSC/5.16/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Uromi Unit Command	RS5.17	FRSC/5.17/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Delta State Sector Command	RS5.2	FRSC/5.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Warri Unit Command	RS5.21	FRSC/5.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Agbor Unit Command	RS5.22	FRSC/5.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Isele-Uku Unit Command	RS5.23	FRSC/5.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Ughelli Unit Command	RS5.24	FRSC/5.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Sapele Town Unit Command	RS5.25	FRSC/5.25/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Kwale Unit command	RS5.26	FRSC/5.26/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Umutu-Ebede Unit Command	RS5.27	FRSC/5.27/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Anambra State Sector Command	RS5.3	FRSC/5.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Onitsha Unit Command	RS5.31	FRSC/5.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

19	 Nnewi Unit Command	RS5.32	FRSC/5.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Nteje Unit Command	RS5.33	FRSC/5.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Ihiala Unit Command	RS5.34	FRSC/5.34/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
22	Ugho- Ukwu Unit Command	RS5.35	FRSC/5.35/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
23	Orafite Unit Command	RS5.36	FRSC/5.36/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	PORT-HARCOURT ZONE (RS6HQ) AND COMPONENT COMMANDS		
	Port-Harcourt Zonal Headquarters	RS6HQ	FRSC/6HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Rivers State Sector Command	RS6.1	FRSC/6.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Eleme Unit Command	RS6.11	FRSC/6.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Ahoda Unit Command	RS6.12	FRSC/6.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Isiokpo Unit Command	RS6.13	FRSC/6.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Bori Unit Command	RS6.14	FRSC/6.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Bonny Unit Command	RS6.15	FRSC/6.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Cross River State Sector Command	RS6.2	FRSC/6.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Ogoja Unit Command	RS6.21	FRSC/6.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Ikrom Unit Command	RS6.22	FRSC/6.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Itigidi Unit Command	RS6.23	FRSC/6.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Yahe Unit Command	RS6.24	FRSC/6.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Akwa-Ibom State Sector Command	RS6.3	FRSC/6.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Eket Unit Command	RS6.31	FRSC/6.31/DEPT CODE/SUBJECT


			CODE/VOL.NO/PAGE NO
14	Ikot-Ekpene Unit Command	RS6.32	FRSC/6.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Abak Unit Command	RS6.33	FRSC/6.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Mbak Unit Command	RS6.34	FRSC/6.34/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Bayelsa State Sector Command	RS6.4	FRSC/6.4/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Sagbama Unit Command	RS6.41	FRSC/6.41/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	ABUJA ZONE (7HQ) AND COMPONENT COMMANDS		
	Abuja Zonal Headquarters, Abuja	RS7HQ	FRSC/7HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	FCT Sector Command	RS7.1	FRSC/7.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Gwagwalada Unit Command	RS7.11	FRSC/7.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Abaji Unit Command	RS7.12	FRSC/7.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Nyanya Unit Command	RS7.13	FRSC/7.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	CBD Unit Command	RS7.14	FRSC/7.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	National Assembly Unit Command	RS7.15	FRSC/7.16/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Yangoji Unit Command	RS7.16	FRSC/7.16/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Kuje Unit Command	RS7.17	FRSC/7.17/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Lugbe Unit Command	RS7.18	FRSC/7.18/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Dutse- Alhaji Unit Command	RS7.19	FRSC/7.19/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Abuja Airport Unit Command	RS7.110	FRSC/7.110/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Zuba Unit Command	RS7.111	FRSC/7.111/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

13	 Lokogoma Unit Command	RS7.112	FRSC/7.112/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Niger State Sector Command	RS7.2	FRSC/7.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Mokwa Unit Command	RS7.21	FRSC/7.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Suleja Unit Command	RS7.22	FRSC/7.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Kontagora Unit Command	RS7.23	FRSC/7.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Bida Unit Command	RS7.24	FRSC/7.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	New Bussa Unit Command	RS7.25	FRSC/7.25/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Sabon Wuse Unit Command	RS7.26	FRSC/7.26/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Lapai Unit Command	RS7.27	FRSC/7.27/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
22	Kutigi Unit Command	RS7.28	FRSC/7.28/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	ILORIN ZONE (RS8HQ) AND COMPONENT COMMANDS		
	Ilorin Zonal Headquarters, Ilorin	RS8HQ	FRSC/8HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Kwara State Sector Command	RS8.1	FRSC/8.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Bode-Saadu Unit Command	RS8.11	FRSC/8.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Omu-aran Unit Command	RS8.12	FRSC/8.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Jebba Unit Command	RS8.13	FRSC/8.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Offa Unit Command	RS8.14	FRSC/8.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Olooru-Junction Unit Command	RS8.15	FRSC/8.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Barutin Unit Command	RS8.16	FRSC/8.16/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Eyenkorin Unit Command	RS8.17	FRSC/8.17/DEPT CODE/SUBJECT

			CODE/VOL.NO/PAGE NO
9	Erin-Ile Unit Command	RS8.18	FRSC/8.18/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Ekiti State Sector Command	RS8.2	FRSC/8.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Ido-Ekiti Unit Command	RS8.21	FRSC/8.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Omuro-Oke Ekiti Unit Command	RS8.22	FRSC/8.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Efon-Alaaye Unit Command	RS8.23	FRSC/8.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Kogi State Sector Command	RS8.3	FRSC/8.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Ankpa Unit Command	RS8.31	FRSC/8.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Kabba Unit Command	RS8.32	FRSC/8.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Kotonkarfe Unit Command	RS8.33	FRSC/8.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Zariagi Unit Command	RS8.34	FRSC/8.34/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Geregu Unit Command	RS8.35	FRSC/8.35/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Ogori Magogo Unit Command	RS8.36	FRSC/8.36/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Okene Unit Command	RS8.37	FRSC/8.37/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
22	Gegu Unit Command	RS8.38	FRSC/8.38/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	ENUGU ZONE (RS9HQ) AND COMPONENT COMMANDS		
	Enugu Zonal Headquarters, Enugu	RS9HQ	FRSC/9HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Enugu State Sector Command	RS9.1	FRSC/9.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Nsukka Unit Command	RS9.11	FRSC/9.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	9th Mile Unit Command	RS9.12	FRSC/9.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Ozolla Unit Command	RS9.13	FRSC/9.13/DEPT CODE/SUBJECT

			CODE/VOL.NO/PAGE NO
5	Ndiaboh Unit Command	RS9.14	FRSC/9.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Obollo-Afor Unit Command	RS9.15	FRSC/9.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Ebonyi State Sector Command	RS9.2	FRSC/9.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Afikpo Unit Command	RS9.21	FRSC/9.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Ishiagu Unit Command	RS9.22	FRSC/9.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Nkalagu Unit Command	RS9.23	FRSC/9.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Igbagu Unit Command	RS9.24	FRSC/9.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Abia Sector Command	RS9.3	FRSC/9.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Aba Unit Command	RS9.31	FRSC/9.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	KM78 Aba unit Command	RS9.32	FRSC/9.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Ohafia Unit Command	RS9.33	FRSC/9.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Imo State Sector Command	RS9.4	FRSC/9.4/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Orlu Unit Command	RS9.41	FRSC/9.41/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Okigwe Unit Command	RS9.42	FRSC/9.42/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Njaba Unit Command	RS9.43	FRSC/9.43/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Ngor-Okpala Unit Command	RS9.44	FRSC/9.44/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Ahiara Mbaise Unit Command	RS9.45	FRSC/9.45/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
SOKOTO ZONE (RS10HQ) AND COMPONENTS COMMANDS			
	Sokoto Zonal Headquarters, Sokoto	RS10HQ	FRSC/10HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

1	Sokoto State Sector Command	RS10.1	FRSC/10.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Isa Unit Command	RS10.11	FRSC/10.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Illela Unit Command	RS10.12	FRSC/10.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Kebbi State Sector Command	RS10.2	FRSC/10.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Zuru Unit Command	RS10.21	FRSC/10.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Jega Unit Command	RS10.22	FRSC/10.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Argungu Unit Command	RS10.23	FRSC/10.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Zamfara State Sector Command	RS10.3	FRSC/10.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Talata Mafara Unit Command	RS10.31	FRSC/10.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Kaura Namoda Unit Command	RS10.32	FRSC/10.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Tsafe Unit Command	RS10.33	FRSC/10.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
OSOGBO ZONE (RS11HQ) AND COMPONENT COMMANDS			
	Osogbo Zonal Headquarters, Osogbo	RS11HQ	FRSC/11HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Osun State Sector Command	RS11.1	FRSC/11.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Ife Unit Command	RS11.11	FRSC/11.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Ilesa Unit Command	RS11.12	FRSC/11.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Ipetu-Ijesa Unit Command	RS11.13	FRSC/11.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Ikirun Unit Command	RS11.14	FRSC/11.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Ila-Orangun Unit Command	RS11.15	FRSC/11.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Gbongan Unit Command	RS11.16	FRSC/11.16/DEPT CODE/SUBJECT

			CODE/VOL.NO/PAGE NO
8	 Ondo State Sector Command	RS11.2	FRSC/11.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Ore Unit Command	RS11.21	FRSC/11.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Owo Unit Command	RS11.22	FRSC/11.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Ikare Unit Command	RS11.23	FRSC/11.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Ondo Unit Command	RS11.24	FRSC/11.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Ifon Unit Command	RS11.25	FRSC/11.25/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Oyo State Sector Command	RS11.3	FRSC/11.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Ogbomosho Unit Command	RS11.31	FRSC/11.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Oluyole Unit Command	RS11.32	FRSC/11.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Apata Unit Command	RS11.33	FRSC/11.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Lagelu Unit Command	RS11.34	FRSC/11.34/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Egbeda Unit Command	RS11.35	FRSC/11.35/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Shaki Unit Command	RS11.36	FRSC/11.36/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Kisi Unit Command	RS11.37	FRSC/11.37/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
22	Atiba/Old Oyo Unit Command	RS11.38	FRSC/11.38/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
23	Moniya Unit Command	RS11.39	FRSC/11.39/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
	BAUCHI ZONE (RS12HQ) AND COMPONENT COMMANDS		
	Bauchi Zonal Headquarters, Bauchi	RS12HQ	FRSC/12HQ/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
1	Bauchi State Sector Command	RS12.1	FRSC/12.1/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

2	 Azare Unit Command	RS12.11	FRSC/12.11/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Darazo Unit Command	RS12.12	FRSC/12.12/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Alkaleri Unit Command	RS12.13	FRSC/12.13/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
5	Toro/Magamu Unit Command	RS12.14	FRSC/12.14/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Bara Unit Command	RS12.15	FRSC/12.15/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Borno State Sector Command	RS12.2	FRSC/12.2/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Biu Unit Command	RS12.21	FRSC/12.21/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Dikwa Unit Command	RS12.22	FRSC/12.22/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Bama Unit Command	RS12.23	FRSC/12.23/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Beneshek Unit Command	RS12.24	FRSC/12.24/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Yobe State Sector Command	RS12.3	FRSC/12.3/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Potiskum Unit Command	RS12.31	FRSC/12.31/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Dogon Kuka Unit Command	RS12.32	FRSC/12.32/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Gashua Unit Command	RS12.33	FRSC/12.33/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO

LIST OF OUTPOST OUTPOSTS

S/N	COBRA	COBRA, RSHQ	FRSC/COBRA/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO.
1	Kaduna Airport, Kaduna	RS1.1A	FRSC/1.1A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
2	Mado, Kaduna State	RS1.1B	FRSC/1.1B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
3	Rigasa Railway, Kaduna State	RS1.1C	FRSC/1.1C/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
4	Zhipe, Kaduna State	RS1.16A	FRSC/1.16A/DEPT CODE/SUBJECT

			CODE/VOL.NO/PAGE NO
5	Doka, Kaduna State	RS1.16B	FRSC/1.16B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
6	Jere, Kaduna State	RS1.19A	FRSC/1.19A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
7	Dutse, Kaduna State	RS1.19B	FRSC/1.19B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
8	Birnin-Kudu, Jigawa State	RS1.4A	FRSC/1.4A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
9	Wharf Outpost, Lagos	RS2.13A	FRSC/2.13A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
10	Ago-Iwoye, Ogun State	RS2.21A	FRSC/2.21A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
11	Igbere (J3), Ogun State	RS2.13B	FRSC/2.21B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
12	Ibafo, Ogun State	RS2.23A	FRSC/2.23A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
13	Ilaro, Ogun State	RS2.28A	FRSC/2.28A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
14	Okpella, Edo State	RS5.11A	FRSC/5.11A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
15	Abudu, Edo State	RS5.1A	FRSC/5.1A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
16	Odukpani, Corss River State	RS6.2A	FRSC/6.2A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
17	Otuoke, Bayelsa State	RS6.4A	FRSC/6.4A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
18	Mpape, FCT	RS7.1A	FRSC/7.1A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
19	Idu Railway, FCT	RS7.1B	FRSC/7.1B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
20	Karu, FCT	RS7.13A	FRSC/7.13A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
21	Villa Marshal, FCT	RS7.14A	FRSC/7.14A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
22	Gwarinpa, FCT	RS7.19A	FRSC/7.19A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
23	Bwari, FCT	RS7.19B	FRSC/7.19B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
24	Madalla Junction, FCT	RS7.111A	FRSC/7.111A/DEPT CODE/SUBJECT

			CODE/VOL.NO/PAGE NO
25	Deidei, FCT	RS7.111B	FRSC/7.111B/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
26	Lambata, Niger State	RS7.2A	FRSC/7.2A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
27	Tegina, Niger State	RS7.23A	FRSC/7.23A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
28	Tafa, Niger State	RS7.26A	FRSC/7.26A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
29	Idofian, Kwara State	RS8.1A	FRSC/8.1A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
30	Odo-Owa, Kwara State	RS8.13A	FRSC/8.13A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
31	Ijurin Ekiti	RS8.21A	FRSC/8.21A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
32	Yauri, Kebbi State	RS10.22A	FRSC/10.22A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
33	Koko, Kebbi State	RS10.21A	FRSC/10.21A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
34	Ifetedo, Osun State	RS11.11A	FRSC/11.11A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
35	Ajebandele, Ondo State	RS11.12A	FRSC/11.21A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
36	Oka-Akoko, Ondo State	RS11.23A	FRSC/11.23A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO
37	Iwo Road Interchange, Oyo	RS11.35A	FRSC/11.35A/DEPT CODE/SUBJECT CODE/VOL.NO/PAGE NO



APPENDIX IX		
FEDERAL ROAD SAFETY CORPS		
FILE REFERENCING- SUBJECT TITLES & CODES		
S/N	SUBJECT TITLE	CODE
1	Abuja Environmental Protection Board	1
2	Abuja Geographical Information Systems	2
3	Account Domiciliation	3
4	Account Opening - Letter of Introduction	4
5	Action Plan	5
6	Administrative Staff College of Nigeria (ASCON)	6
7	Advance Payment Guarantee (APG)	7
8	Adverts- Electronic Media	8
9	Adverts- Print Media	9
10	Adverts- Paid	10
11	African Informatics Olympiad	11
12	African Union Correspondence	12
13	Air-Conditioner- Purchase & Distribution	13
14	Air-Conditioner- Maintenance	14
15	Air and Road Travel Record Analysis	15
16	Alternative Funding- Sourcing and Administration	16
17	Amalgamated Commercial Motorcycle Riders Association of Nigeria	17
18	Ambulance/Ambulance Services	18
19	Analysis of Offenders and Offences	19
20	Annual Report- Departments, Corps Offices, Commands	20
21	Annual Report- General	21
22	Annual Report of FRSC	22



23	APER- Marshal Inspectors -Administration and Distribution	23
24	APER- Officers -Administration and Distribution	24
25	APER- Road Marshal Assistant- Administration and Distribution	25
26	Application for Contract Appointment	26
27	Application for Fresh Appointment/Employment	27
28	Appointment Letter	28
29	Appointment Re-Instatement - Officers	29
30	Appointment Re-Instatement- Marshals	30
31	Appreciation	31
32	Approved Paint	32
33	Argungu Fishing Festival	33
34	Armed Forces and Staff College, Jaji	34
35	Arms and Ammunition- Purchase and Distribution	35
36	Assets Registration	36
37	Assessment of Depts/Corps Offices and Commands	37
38	Assumption/Resumption of Duty	38
39	Auctioneering- Equipment and Others	39
40	Auctioneering- Vehicle & Bikes	40
41	Audit Investigations	41
42	Audit Query	42
43	Audit Verification/Market Survey	43
44	Audit Report	44
45	Authorization Letters	45
46	Awards	46
47	Award Of Contract- Capital	47
48	Award Of Contract- NDL	48
49	Award Of Contract- Overhead	49
50	Award Of Contract- NULS	50

51	Bank Account of Staff	51
52	Bank Loan for Staff	52
53	Bank Statement of Account	53
54	Banking Relations/ Correspondence	54
55	Base Stock - NDL	55
56	Basic Course: Marshals	56
57	Basic Course: Officers	57
58	Bi-Courtney Highway Service	58
59	Bike Maintenance	59
60	Bike Purchase	60
61	Bill Boards Production and Placement	61
62	Bill of Industrial Crops and Animal Transportation	62
63	Booking Sheet Production & Distribution	63
64	Bore Holes- Drilling & Maintenance	64
65	Briefs by Commanding Officer	65
66	Briefs by HOD/Corps Officer	66
67	Budget Appropriation	67
68	Budget Envelope	68
69	Budget Forecast	69
70	Budget Hearing	70
71	Budget Justification and Defence	71
72	Budget Manpower	72
73	Budget Performance Report	73
74	Budget Personnel	74
75	Budget Proposal	75
76	Budget Template	76
77	Building Policy	77
78	Bureau of Public Enterprise	78

79	Bureau of Public Procurement	79
80	Cable Television Network- Administration & Maintenance	80
81	Cable Television Network- Procurement & Subscription	81
82	Call Center Administration	82
83	Campaign Against Night Travel	83
84	Comparative RTC Analysis	84
85	Cancer Awareness Campaign	85
86	Catereer/Food Vendors- Engagement & Management	86
87	Celebrity Special Marshals- Engagement and Activities	87
88	Centre for Management Development	88
89	Centre for Policy Research/Development	89
90	Certificate Verification	90
91	Change of Bank- Application and Administration	91
92	Change of Name- Application and Approval	92
93	Child Education- Curriculum & Administration	93
94	Circulars	94
95	Citizenship & Leadership Training Centre	95
96	Clean Foundation	96
97	Clearance Certificate	97
98	Clearing of Obstructions- Directives and Reports	98
99	Code of Conduct Bureau/Declaration of Assets	99
100	Command Lists	100
101	Commands Monitoring	101
102	CM Sports Championship	102
103	CM Tea Items	103
104	CM Visitors List	104
105	Commendation	105
106	Commiseration	106

107	Communication- Radio Messages	107
108	Communication- VHF/UHF Radio	108
109	Communications- CUG Phones Administration	109
110	Communique	110
111	Complaints and Redress	111
112	COMPRO I Examination- Application and Administration	112
113	COMPRO II Examination- Application and Administration	113
114	Computer and Allied Matters	114
115	Conditions of Service	115
116	Condolence	116
117	Conference/Workshop/Seminar- Local	117
118	Conference/Workshop/Seminar- International	118
119	Confidential Report	119
120	Confirmation of Appointment- Marshals	120
121	Confirmation of Appointment- Officers	121
122	Congratulatory Messages	122
123	Contract Registration Fees	123
124	Conversion- RMAs to Drivers/Riders	124
125	Conversion- RMAs to Marshal Inspectors	125
126	Conversion- Marshal Inspectors to Officers	126
127	Consolidated Revenue Fund Receipts	127
128	Consultancy Services	128
129	Corps Asset File	129
130	Corporate Affairs Commission	130
131	Corps Marshal Conference	131
132	Corps Revenue Profile	132
133	Council on the Regulation of Freight Forwarding in Nigeria	133
134	Council on Regulation of Engineering in Nigeria	134

135	Courtesy Call	135
136	Courtesy Visit	136
137	Courtesy Visit Brief	137
138	Cultural Festivals	138
139	Crash Helment Enforcement Report	139
140	Dashboard Report	140
141	Database Manaagement	141
142	Death of Staff- Notification	142
143	Death of Staff- Payment of Burial Expenses	143
144	Debt Recovery	144
145	Decade of Action for Road Safety- Implementation	145
146	Delegation of Authority Certificate (DOAC)	146
147	Directorate of Technical Corporation in Africa (DTCA)	147
148	Directorate of Road Traffic Services	148
149	Discipline- Assault on Staff	149
150	Discipline- Award of Payment	150
151	Discipline- AWOL	151
152	Discipline- Board of Inquiry (BOI)	152
153	Discipline- Desertion	153
154	Discipline- Discharged and Acquitted	154
155	Discipline- Discharged	155
156	Discipline- FRSC Disciplinary Panel (FDP)	156
157	Discipline- General Administration	157
158	Discipline- Interdiction	158
159	Discipline- Lifting of Interdiction	159
160	Discipline- Loss of Seniority	160
161	Discipline- Major Entry (ME)	161
162	Discipline- Minor Entry (Me)	162

163	Discipline- Query	163
164	Discipline- Recall	164
165	Discipline- Reduction in Rank	165
166	Discipline- Summary Trial	166
167	Discipline- Warning	167
168	Dismissal from Service (Marshal)	168
169	Dismissal from Service (Officer)	169
170	Donation from Special Marshals	170
171	Donation from Road Safety Clubs	171
172	Donations from other Individuals/Organizations	172
173	Driver's Licence Center- Equipment Maintenance	173
174	Driver's Licence Center- Establishment & Administration	174
175	Drivers - FRSC/Staff	175
176	Driver's Training Programme	176
177	Driver's Training Proposal	177
178	Driving School- Monitoring & Evaluation	178
179	Driving Schools- Registration & Certification	179
180	Dubar- Directives/Organization and Report	180
181	Due process	181
182	Duty Room	182
183	Economic and Financial Crime Commission (EFCC)	183
184	ECOWAS - Correspondence	184
185	Electronic Fines Collection	185
186	Embassy- Letter of Introduction	186
187	Embassy- Approval	187
188	Embassy- Visa Request	188
189	Emergency Ambulance Services Scheme (EASS)- Establishment & Administration	189

190	Emergency Ambulance Services Scheme (EASS)- Report	190
191	End of the Year Patrol Campaigns	191
192	Equipment and Installation	192
193	Equipment Repairs	193
194	Establishment of Unit Commands	194
195	Estate Administration- Allocation of Apartments	195
196	Estate Administration- Payment of Rents	196
197	Estate Development	197
198	Estate Evaluation Report	198
199	Estate Maintenance- Renovation	199
200	Estate Maintenance- Electrical	200
201	Estate Maintenance- Plumbing	201
202	Evaluation of Departments and Corps Offices	202
203	Executive Intelligence Management Course	203
204	Executive Summary Report- Monthly	204
205	Executive Summary Report- Quarterly	205
206	External Auditors- Engagement & Report	206
207	Federal Capital Development Authority (FCDA)	207
208	Federal Character Commission	208
209	Federal Civil Service Commission	209
210	Federal Government Staff Housing Loans Board	210
211	Federal Inland Revenue Services (FIRS)	211
212	Federal Mortgage Bank of Nigeria	212
213	Federal Road Maintenance Agency (FERMA)	213
214	Federal-Lagos State Government Relation Standing Committee	214
215	Fines Generation and Remittance	215
216	Fire Extinguisher- Purchase	216
217	Fire Extinguisher- Maintenance	217

218	First Aid Training of Staff	218
219	Fiscal Responsibility Commission	219
220	Fleet Operators- Assessment	220
221	Fleet Operators- De-Certification	221
222	Fleet Operators- Driver's Details	222
223	Fleet Operators- Inspection and Certification	223
224	Fleet Operators- Parks and Terminals	224
225	Fleet Operators- Public Complaints	225
226	Fleet Operators- Registration	226
227	Fleet Operators- Safety Managers	227
228	Fleet Operators- Vehicle Details	228
229	Forecast of Events	229
230	FRSC Academy- General Studies	230
231	FRSC Academy- Legal Studies	231
232	FRSC Academy- Physical & Regimental Studies	232
233	FRSC Academy- Professional Studies	233
234	FRSC Academy- Research Statistics & Strategic Studies	234
235	FRSC Academy- Registration of Course Participants	235
236	FRSC Academy- Grade, Academic Results	236
237	FRSC Anniversary Celebration	237
238	FRSC Annual Lecture	238
239	FRSC Approved Establishment	239
240	FRSC Clinics Administration	240
241	FRSC Covering Nigeria	241
242	FRSC Emergency Numbers	242
243	FRSC Establishment Act	243
244	FRSC File Index	244
245	FRSC Music Band	245

246	FRSC Organogram	246
247	FRSC Partners on Road Safety	247
248	FRSC Policy on Appointment	248
249	FRSC Policy on Conversion	249
250	FRSC Policy on Education	250
251	FRSC Policy on Promotion	251
252	FRSC Policy on Recruitment	252
253	FRSC Policy on Transfer of Service	253
254	FRSC Publication	254
255	FRSC Road Map	255
256	FRSC Service Medal Awards- Administration	256
257	FRSC Stakeholders	257
258	FRSC Training School- General Studies	258
259	FRSC Training School- Legal Studies	259
260	FRSC Training School- Physical & Regimental Studies	260
261	FRSC Training School- Professional Studies	261
262	FRSC Training School- Research Statistics & Strategic Studies	262
263	FRSC Training School- Driver/Riders Training	263
264	FRSC Training School- General Administration	264
265	FRSC Website Management	265
266	Fuel Dump Administration	266
267	Fumigation and Cleaning of Office	267
268	Further Studies- Application	268
269	Further Studies- Approval	269
270	Further Studies- Forwarding of Additional Certificate (Staff)	270
271	Further Studies- Master in Law & Criminal Justice	271
272	Further Studies- Sponsorship	272
273	Gazetting	273

274	Generating Sets- Procurement	274
275	Generating Sets- Maintenance/Service	275
276	Grant of Waiver	276
277	GPI/PRI	277
278	Guard Duty Administration	278
279	Hand Bills production	279
280	Handing and Taking over Notes	280
281	Help Areas/ RTC Clinic Administration	281
282	Highway Code Production & Distribution	282
283	Highway Inspection	283
284	Hotel- Reservation & Bills	284
285	Human Rights Commission	285
286	Imprest Account	286
287	Inauguration of Special Marshal Unit	287
288	Incident Report	288
289	Independence Day Celebration	289
290	Independent Corrupt Practices& other related offences Commission (ICPC)	290
291	Independent Electoral Commission (INEC)- Election Matter	291
292	Induction/Orientation Workshop for new Staff	292
293	Industrial Attachment (IT) Applications	293
294	Industrial Attachment (IT) Assumption and Introduction to Payroll	294
295	Industrial Attachment (IT) Clearance Certificate	295
296	Industrial Attachment (IT) Posting and Acceptance	296
297	Industrial Training Fund (ITF)	297
298	In-House Journal	298
299	In-House Lecture Series-Topics & Administration	299
300	In-Service Training Programme for Staff	300

301	Insight Magazine- Material & Production	301
302	Insurance: Fire and Burglary Insurance	302
303	Insurance: Motor Vehicle Insurance	303
304	Insurance: Group Personal Accident Insurance (Regular Marshal)	304
305	Insurance: Group Personal Accident Insurance (Special Marshal)	305
306	Insurance: Group Life Assurance (GLA) Head of Service	306
307	Insurance: Notification of Death/RTC (Regular Marshals)	307
308	Insurance: Notification of Insurance Claims	308
309	Insurance : General Insurance	309
310	Intelligence Basic Training for Staff	310
311	Intelligence Management Course	311
312	Intermediate Leadership Course	312
313	International Passport Processing	313
314	International Road Safety Programme	314
315	International Volunteers Day	315
316	Introduction/Recommendation of Staff	316
317	Introduction/Recommendation of Special Marshals	317
318	IT Infrastructures	318
319	Inventory of FRSC Properties/Office Accommodation	319
320	Investigation- General(Directive & Report)	320
321	Job Binders- Directive and Preparation	321
322	Joint Tax Board Meeting and Report	322
323	Julius Berger PLC	323
324	Land Acquisition	324
325	Leave- Annual Leave Roster Marshals	325
326	Leave- Annual Leave Roster Officers	326
327	Leave- Application for Leave of Absence	327
328	Leave- Compulsory Leave	328

329	Leave- Maternity Leave Application & Approval	329
330	Leave- Sabbatical Leave Application & Approval	330
331	Leave- Sick Leave	331
332	Leave- Study Leave Application & Approval	332
333	Leave- Terminal Leave Application & Approval	333
334	Legal Agreements	334
335	Legal- Ammendements	335
336	Legal- ADR	336
337	Library- Newspapers	337
338	Library- Articles	338
339	Library- Books	339
340	Library- Establishment and Administration	340
341	Library- Journals	341
342	Library- Staff Projects	342
343	Litigation	343
344	Local Government Area Council	344
345	Loss of Documents Report	345
346	Loss of Store Item/Government properties	346
347	Maintenance plan for Dept/Corps Office / Command	347
348	Management Actionable Items	348
349	Manpower Budget	349
350	Medical Re-imbursement	350
351	Medical Board- Meeting & Report	351
352	Media Monitoring & Analysis	352
353	Meeting- OSGF/Nodal Officers	353
354	Meeting- Staff (General)	354
355	Meeting- Corps Operators	355
356	Meeting- Departmental/Corps Offices	356

357	Meeting- FRSC Management	357
358	Meeting- FRSC Board	358
359	Meeting- Sector Management	359
360	Meeting- Sector Operators	360
361	Meeting- Unit Management	361
362	Meeting- Zonal Management	362
363	Meeting- Zonal Operators	363
364	Millenium Development Goals (MDGs)	364
365	Ministry of Agriculture	365
366	Ministry of Education	366
367	Ministry of Environment	367
368	Ministry of Finance	368
369	Ministry of Foreign Affairs	369
370	Ministry of Health	370
371	Ministry of Housing and Urban Development	371
372	Ministry of Information	372
373	Ministry of Justice	373
374	Ministry of Transport	374
375	Ministry of Women Affairs	375
376	Ministry of Works	376
377	Mobile Court Sittings and Report	377
378	Monthly Office Imprest	378
379	Monthly Report- Departments, Corps Offices, Commands	379
380	Monthly Report- General	380
381	Monthly Report- FRSC	381
382	Monthly Walking/Jogging Exercise- Planning and Report	382
383	Motor Park Rally- Organisation & Report	383
384	National Air Space Research Development Agency (NASRDA)	384

385	National Agency for the Control of AIDS (NACA)	385
386	National Assembly- Senate	386
387	National Assembly- House of Representative	387
388	National Association of Road Transport Owners (NARTO)	388
389	National Automotive Council	389
390	National Council on Works	390
391	National Defence College	391
392	National Drivers Licence Verification	392
393	National Drug Law Enforcement Agency (NDLEA)	393
394	National Emergency Management Agency (NEMA)	394
395	National Health Insurance Scheme (NHIS)	395
396	National Hospital Abuja	396
397	National Housing Fund- Application for Passbook Processing	397
398	National Housing Fund- General Administration	398
399	National Housing Fund- Request for Refund (Retirement)	399
400	National Housing Fund- Request for Refund (Death)	400
401	National Merit Award	401
402	National Network on Emergency Rescue Services (NNSERS)	402
403	National Planning Commission	403
404	National Productivity Centre	404
405	National Salaries Incomes & Wages Commission	405
406	National Strategy for Public Service Reform	406
407	National Union of Road Transport Workers (NURTW)	407
408	National Vehicle Identification Scheme (NVIS)- New Production	408
409	Newspapers Cuttings Summary	409
410	Newspaper Cuttings from Field Commands	410
411	Newspapers Publications	411
412	Next of Kin	412

413	Nigeria Customs Services	413
414	Nigeria Immigration Services	414
415	Nigeria Police	415
416	Nigeria Prison Services	416
417	Nigeria Security and Civil Defence Corps	417
418	Nigerian Airforce	418
419	Nigeria Drivers Sport Championship	419
420	Niger Delta Development Commission	420
421	Nigeria/Chad Joint Committee	421
422	Nigerian Army	422
423	Nigerian Institute of Public Relations (NIPR)	423
424	Nigerian Institute of Policy & Strategic Studies	424
425	Nigerian Institute of Transport Technology (NITT)	425
426	Nigerian Navy	426
427	Nigerian Road Safety Partnership	427
428	Nigeria Society of Engineers (NSE)	428
429	Nigeria Shippers Council	429
430	Nigerian Postal Services	430
431	Nominal Roll- Marshals	431
432	Nominal Roll- Officers	432
433	Non-Governmental Organizations	433
434	Number Plates Request and Dispatch (MDAs Alone)	434
435	Number Plate Verification	435
436	Number Plate Production Payment Advice	436
437	NULS- Debt Recovery	437
438	NUPENG/PENGASAN	438
439	NVIS- Replacement	439
440	NVIS Plant Production	440

441	NVIS Procurement	441
442	NYSC- Assumption and Introduction to payroll	442
443	NYSC- Forum Activities and Projects	443
444	NYSC- Monthly PC and Clearance Certificate	444
445	NYSC- Posting and Acceptance	445
446	NYSC/IT- Disciplinary matters	446
447	NYSC/RSC Community Development Works	447
448	NYSC/RSC Membership Certificate	448
449	Office Accommodation/Apartment	449
450	Office Equipment	450
451	Office Furniture	451
452	Office of Auditor General of the Federation	452
453	Office of Accountant General of the Federation	453
454	Office of the Head of Civil Service of the Federation (HOCSF)	454
455	Office of the Secretary to Government of the Federation (SGF)	455
456	Officers' Mess Matters	456
457	Operating Manuals- Departments & Corps Offices	457
458	Operations Corridor	458
459	Original Note Verbale	459
460	Our Today Our Future Production	460
461	Paid Adverts in Print & Electronic Media	461
462	Parade- Organization and Inspection	462
463	Part I Order	463
464	Part II Order	464
465	Partnership- General Administration	465
466	Partnership- Government Agencies	466
467	Partnership- Corporate Organisations	467
468	Partnership- Non-Government Organisations	468

469	Partnership- International Agencies	469
470	PASS Extension	470
471	Past CM Itinerary	471
472	Passenger Manifest Administration	472
473	Payment Mandate	473
474	Payment Vouchers	474
475	Pension Scheme- Pension Board of Trustees Property (Estate)	475
476	Pension Scheme- Pension Board of Trustees Meeting	476
477	Pension Scheme- Contributory/PFA Matter	477
478	Pension Scheme- GPA - Special Marshals	478
479	Pension Scheme- Monthly Pension Schedule	479
480	Pension Scheme- PBOT Investment	480
481	Pension Scheme- PBOT Finance	481
482	Pension Scheme- Contributory Pension Scheme Nominal Roll	482
483	Pension Scheme- Sensitization Report	483
484	Pension Scheme- General Admin	484
485	Pension Scheme- General Pension	485
486	Pension Scheme- CPS General	486
487	Marriage	487
488	Personal Emolument	488
489	PHCN- Settlement of Bills	489
490	PHCN Matter- Equipment & Installation	490
491	Photographs of Events	491
492	PIN Generation- Marshals	492
493	PIN Generation- Officers	493
494	PMS Implementation	494
495	Posting Proposal	495
496	Posting requests	496

497	Posting/ Deployment - Marshals	497
498	Posting/ Deployment - Officers	498
499	Pre-retirement Notice- Marshals	499
500	Pre-retirement Notice- Officers	500
501	Press Release	501
502	Price Data Bank	502
503	Printing	503
504	Procedure for Annual Rating of States on Road safety & Strategic Management	504
505	Procurement: Application /Registration of Contractors (Vendors Register)	505
506	Procurement: Bids Registration and Opening	506
507	Procurement: Evaluation Score Sheets & Reports	507
508	Procurement: Federal Tenders Journal/Adverts	508
509	Procurement: Quotation /Contracts Awards	509
510	Procurement: Supplier Performance Register	510
511	Procurement: Stock level	511
512	Procurement: Stock Takings	512
513	Procurement- Tenders Board Meetings & Reports	513
514	Productivity Measurement	514
515	Promotion Exercise- Marshals	515
516	Promotion Exercise- Officers	516
517	Promotion Letter- Marshals	517
518	Promotion Letter- Officers	518
519	Promotion List- Marshals	519
520	Promotion List- Officers	520
521	Properties Purchase and Offer	521
522	Public Accounts Committee- Senate	522
523	Public Accounts Committee- House of Representative	523

524	Public Complaints Commission	524
525	Public Enlightenment Programme- OGA Driver	525
526	Public Enlightenment Programme- Road Safety Watch	526
527	Public Enlightenment Programme- DON'T DRINK & DRIVE	527
528	Public Enlightenment Programme- Special/End Of the Year Patrol & Campaigns	528
529	Publications on Road Safety	529
530	Quality Management System- ISO 9001:2015 Certification	530
531	Quality Management System- SONATES Investment Ltd (QMS Consultancy)	531
532	Quality Management System- SON's Conference	532
533	Quality Management System- Meetings with Stakeholders	533
534	Quality Management System- External System Audit	534
535	Quality Management System- Internal System Audit	535
536	Quality Management System- ISO Sensitization Exercise	536
537	Quality Management System- Appreciation Course & Test of Understanding	537
538	Quality Management System- Quality Manual	538
539	Quality Management System- Internal System Auditors' Training	539
540	Quality Management System- Management Review Meeting	540
541	Quarterly Report- Department/Corps Office/Command	541
542	Quarterly Report- General	542
543	Quarterly Report of FRSC	543
544	Query to Commands	544
545	Quotation/Contract Awards	545
546	Radar Guns- Procurement & Distribution	546
547	Rank Adjustment/Proper Placement- Marshals	547
548	Rank Adjustment/Proper Placement- Officers	548
549	Rank Structure- Marshals	549

550	Rank Structure- Officers	550
551	Ration Cash Allowance (RCA)	551
552	Record of Service- Request & Administration	552
553	Recruitment Exercise	553
554	Red Cross Society	554
555	Refunds	555
556	Regulation of use of Siren in Vehicles	556
557	Release of Impounded Vehicles	557
558	Release of RTC Victim's Property	558
559	Report of Assault on Command/Patrol Team	559
560	Report of Enforcement on Right Hand Driving Vehicle	560
561	Report of Free Vehicle Safety Checks	561
562	Report of Identified Black Spots	562
563	Report of SACORS/LACORS	563
564	Report of Stolen Vehicle	564
565	Request for Bank Loans	565
566	Request for Financial Assistance	566
567	Request for Patrol Vehicle/Bikes	567
568	Request for Proposals	568
569	Request for Salary Advance	569
570	Research- Commission and Report (External)	570
571	Research- Commission and Report (Internal)	571
572	Resignation of Appointment- Marshals	572
573	Resignation of Appointment- Officers	573
574	Retirement from Service- Marshals	574
575	Retirement from Service- Officers	575
576	Retirement of Advance	576
577	Revenue Forecast	577

578	Road Safety Audit	578
579	Road Safety Club- Commendation	579
580	Road Safety Club- Competitions- Debates	580
581	Road Safety Club- Competitions - Essay	581
582	Road Safety Club- Competitions -Quiz	582
583	Road Safety Club- Enrolment	583
584	Road Safety Club- Establishment of clubs	584
585	Road Safety Club- Guidelines	585
586	Road Safety Club- Strength	586
587	Road Safety Officers' Wives Association- Activities/Programmes	587
588	Road Safety Officers' Wives Association- Alternative Funding	588
589	Road Safety Officers' Wives Association- Contributions	589
590	Road Safety Officers' Wives Association- Membership List	590
591	Road Safety Officers' Wives Association- Scholarship	591
592	Road Safety Action Committee on AIDS (ROSACA)	592
593	Road Safety Week	593
594	Road Signs and Markings- Approved Paints	594
595	Road Signs and Markings- Dimensions	595
596	Road Signs and Markings- Approved Materials	596
597	Road Traffic Count	597
598	Road Traffic Crash Investigation & Report	598
599	Road Traffic Crash Report- Annual	599
600	Road Traffic Crash Report- Monthly	600
601	Road Traffic Crash Report- Quarterly	601
602	Road Traffic Crash Report- Weekly	602
603	Road Traffic Crash Statistics	603
604	Road Transport Employers Association of Nigeria (RTEAN)	604
605	Road Traffic Crash (RTC) Clinics	605

606	RTC Victims Remembrance Day	606
607	Real Estate Developers Association of Nigeria	607
608	Safe Corridor Consultation	608
609	Safeline Micro Finance Bank	609
610	Safety Managers- Accreditation & Training	610
611	Salaries Sunderies Deductions	611
612	Salaries Summary Deductions	612
613	Salary Variation	613
614	Salaries	614
615	Salary Summary	615
616	Schedule of Duty	616
617	School Bus Design, Operations & Administration	617
618	Search and Rescue Operations	618
619	Secondment	619
620	Security- External	620
621	Security- Internal	621
622	Service Delivery	622
623	Service Improvement	623
624	Social Networks Administration	624
625	Sewage Clearing	625
626	Special Marshal- Commendation	626
627	Special Marshal- Disbandment of Unit	627
628	Special Marshal Discipline/Demarshalling	628
629	Special Marshal- National Coordinator Office	629
630	Special Marshal- National Patrol	630
631	Special Marshal Nominal Roll (Strength)	631
632	Special Marshal- Report of Assault	632
633	Special Marshal- Induction Workshop	633

634	Special Marshal Application/Data Form/Enrolment	634
635	Special Marshal Award	635
636	Special Marshal Election Committee	636
637	Special Marshal GSM Numbers and E-mails	637
638	Special Marshal Guidelines and Code of Conduct	638
639	Special Marshal Honourary- Appointment & Decoration	639
640	Special Marshal ID Cards	640
641	Special Marshal Kits- Procurement & Distribution	641
642	Special Marshal National Summit	642
643	Special Marshal NEC Meeting	643
644	Special Marshal PIN Generation	644
645	Special Marshal Sectoral Workshop	645
646	Special Marshal Unit Accreditation	646
647	Special Marshal Zonal Conference	647
648	Special Marshal- State/Zonal Executive meeting	648
649	Special Patrol- Operational Orders & Report	649
650	Speeches and Presentations	650
651	Sponsorship (Corporate)	651
652	Sponsorship (Individual)	652
653	Sporting Activities- Badminton	653
654	Sporting Activities- Baseball	654
655	Sporting Activities- Football	655
656	Sporting Activities- Golf	656
657	Sporting Activities- Handball	657
658	Sporting Activities- Tennis	658
659	Staff Attendance and Movement	659
660	Staff Bus Administration	660
661	Staff Canteen Administration/Operations	661

662	Staff Cooperative Society- Command	662
663	Staff Cooperative Society- Housing RSHQ	663
664	Staff Cooperative Society- Multi-purpose RSHQ	664
665	Staff Email Address Creation and Administration	665
666	Staff Emolument Record	666
667	Staff Identity Card Production	667
668	Staff Record Verification/Investigation	668
669	Staff Residential Quarters- Marshals	669
670	Staff Residential Quarters- Officers	670
671	Staff Welfare Committee	671
672	Standard Organization of Nigeria	672
673	State Assembly	673
674	State Motor Vehicle Administration Agency	674
675	State Board of Internal Revenue	675
676	Stationery Items	676
677	Store Issuing Vouchers for Capital Items	677
678	Store Issuing Vouchers for Stationary Items	678
679	Store Issuing Vouchers for Uniform Materials	679
680	Store Items- Requisition	680
681	Store Items- Proposals	681
682	Store Items- Approvals	682
683	Store Receipt Vouchers (SRV)	683
684	Strategic Intelligence Operations	684
685	Strategic Objectives of FRSC	685
686	Strategic Objectives- Department/Corps Office/Command	686
687	SUB- Treasury of the Federation	687
688	Surveillance Activities	688
689	Tailoring Services	689

690	Tankers/Trailers- Certification	690
691	Tankers/Trailers- Inspection	691
692	Tax- PAYE	692
693	Tax- VAT	693
694	Tenancy Agreement	694
695	Tenanment Rate	695
696	Termination of Appointment- Marshals	696
697	Termination of Appointment- Officers	697
698	Tow Truck Administration	698
699	Trade Fairs	699
700	Traffic Control Administration	700
701	Traffic Count Report	701
702	Traffic Laws/Regulations	702
703	Training Aids	703
704	Training Allowance and Sundry Expenses	704
705	Training Camps	705
706	Training Manual- Marshals	706
707	Training Manual- Drivers	707
708	Training Manual- Officers	708
709	Training Manual- Special Marshals	709
710	Training Ranges	710
711	Transfer Allowance Payments	711
712	Transfer of Service- Marshals	712
713	Transfer of Service- Officers	713
714	Transportation Growth Initiative	714
715	Travel Funds	715
716	United Nations Activities	716
717	United Nations Commission on Sustainable Development	717

718	Vehicle Inspection Office (VIO)	718
719	Vehicle Facilities Development	719
720	Vehicle Inspection-Manual	720
721	Vehicle Inspection- Procedure & report	721
722	Vehicle Inspection- Facilities & Equipment	722
723	Vehicle Dealers Census	723
724	Vehicle- Maintenance/Servicing	724
725	Vehicle- Number plate and Code number	725
726	Vehicle- Tracking	726
727	Vehicle- Procurement	727
728	Vehicle- Installation of Siren etc	728
729	Vehicle- Distribution	729
730	Vehicle Tyres- Procurement	730
731	Vehicle Tyres- Distribution	731
732	Vehicle- Unserviceable	732
733	Video Camera- Procurement	733
734	Video Camera- Distribution & Maintainance	734
735	Wanted Offenders	735
736	Water Matters- Connection and Bill Settlement	736
737	Weekly Games/Sporting Activities	737
738	Weekly Operations Report (SITREP)	738
739	Weighing Bridges	739
740	West African Road Safety Organization (WARSO)	740
741	Wireless Communication Administration	741
742	World Bank Projects	742
743	World Health Organization	743
744	Year Plan/Inputs	744
745	Annual Retreat- Department/ Corps office/Commands	745

746	Bank Relations: First Bank of Nigeria	746
747	Bank Relations: Safeline Microfinance	747
748	Bank Relations: FMBN	748
749	Bank Relations: GTB	749
750	Bank Relations: Trans Atlantic Mortgage	750
751	Bank Relations: UBA	751
752	Budget: Assest Verification	752
753	Budget: Monitoring and Evaluation	753
754	Cash for Cheque Applications	754
755	Commodities- Electronics	755
756	Commodities- Other Items	756
757	Commodities- Food Items	757
758	Commodities- Household Appliances	758
759	Contract Appointment	759
760	Cooperative: Over Deduction Cases	760
761	Cooperative Annual General Meeting	761
762	Cooperative Executive Committee Meeting	762
763	Cooperative Management Committee Meeting	763
764	Cooperative Membership List	764
765	Cooperative Monthly Contributions: Shares Payments	765
766	Cooperative Monthly Deductions	766
767	Cooperative News Letter	767
768	Cooperative Secretariat Committee Meeting	768
769	Cooperative Stakeholders: (Bt) Blakies Company Limited	769
770	Cooperative Stakeholders: Abbey Building Society	770
771	Cooperative Stakeholders: Abuja Cooperative Society	771
772	Cooperative Stakeholders: Crown Chambers	772
773	Cooperative Stakeholders: Etukas International	773

774	Cooperative Stakeholders: FCT Coop Registrars	774
775	Cooperative Stakeholders: FRSC Pension Board	775
776	Cooperative Stakeholders: Greyhound Global Links Ltd	776
777	Cooperative Stakeholders: Ken Ohore And Co	777
778	Cooperative Stakeholders: Maycom Ltd	778
779	Cooperative Stakeholders: Olagbemiro & Co	779
780	Cooperative Stakeholders: Tina Kendon Ventures	780
781	Cooperative Stakeholders: Pet J Investment	781
782	Cooperative: Secretariat Impress And Allowances	782
783	Cooperative: Secretariat Office And Maintenance	783
784	Cooperative: Applications for Withdrawal	784
785	Cooperative: Review Of Contributions	785
786	Cooperative: Wrong Deduction Cases	786
787	Cooperative Properties: Rent	787
788	Cooperative Property	788
789	Deeds of Assignments	789
790	Departmental/Command Magazine- Material & Production	790
791	Discipline: Reprimand	791
792	Discipline: Severe Reprimand	792
793	Dividend Payments	793
794	Evaluation Criteria	794
795	Fire Incident Report: On FRSC Offices	795
796	Fire Incident Report: On FRSC Residential Quarters	796
797	Fleet Operators- Safe to Load (STL)	797
798	FRSC Seniority List (Marshals)	798
799	FRSC Seniority List (Officers)	799
800	Housing Estates- Masaka Phase I	800
801	Housing Estates- Masaka Phase II	801

802	In-House Lecture Series- Reports	802
803	Items issued out to RSHQ and Field Commands	803
804	Land Offers	804
805	Loans Applications	805
806	Masaka Resident Forum	806
807	NHF-Afra General Enterprises Limited	807
808	NHF-CTO Properties and Investment Limited	808
809	NHF-International Business Bureau Limited	809
810	NHF-Resort Savingd and Loans Plc	810
811	NHF-Skyview Homes and Leisure Limited	811
812	Nigera Elecricity Regulatory Commission	812
813	Nollywood & Art threater	813
814	NULS Matters	814
815	PBOT Motor Vehicle- Hiace	815
816	PBOT Motor Vehicle- Toyota Condor	816
817	PE Campaigns	817
818	Pension scheme: Dismissal	818
819	Pension Scheme: PBOT Property Masaka	819
820	Pension Scheme: PBOT Property Wuse II	820
821	Pension Scheme: Resignation	821
822	Pension Scheme: Retirement	822
823	Press/Media Interview	823
824	Proposed Estate: Drawings	824
825	Proposed Estate: Bills Of Quantity	825
826	Sporting Activites- Basketball	826
827	Sporting Activities- Indoor Games	827
828	Sporting Activities- Track and Field	828
829	Sporting Activities- Volleyball	829

830	Staff Disposition Summary	830
831	Training of Drivers	831
832	Update on Stock position/level	832
833	Vehicles: FRSC Vehicles involved in Road Traffic Crashes	833
834	Weekly SITREPS- Department/Corps office/Command	834
835	Weekly SITREPS- Others	835
836	Cooperative- Bank Relations (General)	836
837	Cooperative- Inventories	837
838	Cooperative- Power of Attorney	838
839	Courier Services- General	839
840	Courier Services- DHL	840
841	Courier Services- TRANNEX	841
842	Posting Monitoring	842
843	Procurement Committee Meeting	843



APPENDIX X

RETENTION POLICY FOR FRSC DOCUMENTS/RECORDS

The Federal Road Safety Corps has developed for itself a retention policy for her documents/records.

2. The policy contents are predicated upon the following premises;
 - a. Retention period is defined as the length of time for documents to be kept in relevant offices for consultation or use before it is either sent to the archives for storage or catalogued for destruction.
 - b. Documents are categorised into paper documents (hard copies and digital documents (soft copies).
 - c. Retention periods for financial, audit and store documents were guided by extant Regulations on Financial and Procurement guidelines.
 - d. Retention periods for digital documents were determined by relative importance of the document and the consideration that they do not occupy much physical storage space.
 - e. Noting that the effective date for counting the retention period of financial documents coincide with the date such documents were audited.
 - f. Noting that the reference date for counting the retention period of other financial records such as cheque stub must coincide with the date of final entry in the document.
 - g. It is mandatory to seek the approval of the Corps Marshal before any document is destroyed without prejudice to the maturity of retention period.
 - h. The retention period is subject to review depending on Management perception of prevailing circumstances.

**RETENTION PERIOD FOR FRSC RECORDS****1. Administrative Records**

S/N	Description of Records	Retention Period (years)		Duration for Archival Storage (years)		Duration for Disposal or Destruction (years)	
		Paper	Electronic	Paper	Electronic	Paper	Electronic
1	FRSC Annual Report	Permanent	Permanent	Not Applicable (NA)	NA	NA	NA
2	Daily SITREP (CUG/E-mail)	7days	7days	2 years	2 years	2 years	2 years
3	Weekly SITREP	2 years	4 years	NA	NA	2 years	4 years
4	Monthly SITREP	3 years	6 years	NA	NA	3 years	6 years
5	Quarterly Report	3 years	6 years	NA	NA	3 years	6 years
6	Annual Report (Offices)	3 years	6 years	NA	NA	3 years	6 years
7	Dashboard	10 years	Permanent	10 years	NA	10 years	NA
8	Staff Personal Record	Permanent	Permanent	NA	NA	NA	NA
9	Disciplinary Records	Permanent	Permanent	NA	NA	35 years	40 years
10	Staff Nominal Roll	Permanent	Permanent	NA	NA	NA	NA
11	Recruitment Record	2 years	Permanent	NA	NA	2 years	NA
12	Unsuccessful Job Applications (Forms)	1 years	NA	NA	NA	1 years	NA



13	Part I Order	1 years	2 years	NA	NA	1 years	2 years
14	Part II Order	1 years	2 years	NA	NA	1 years	2 years
15	Internal Correspondence (circulars, instructions, directives etc.)	20 years	Permanent	NA	NA	20 years	NA
16	External Correspondence (letters coming and going out of the Corps	20 years	Permanent	NA	NA	20 years	NA
17	Litigation Records	10 years	Permanent	20 years	NA	30 years	NA
18	Medical Records	35 years	40 years	NA	NA	35 years	40 years
19	Group Health/Personal Accident	35 years	40 years	NA	NA	35 years	40 years
20	Personnel Training Records	35 years	40 years	NA	NA	35 years	40 years
21	Pension Details/Records	15 years	30 years	NA	NA	15 years	30 years
22	Customer complaints	7 years	10 years	NA	NA	7 years	10 years
23	Customer enquiries	2 years	3 years	NA	NA	2 years	3 years



2. Financial Records

S/N	Description of Records	Retention Period (years)		Duration for Archival Storage (years)		Duration for Disposal or Destruction (years)	
		Paper	Electronic	Paper	Electronic	Paper	Electronic
24	Paid Notice of Offence Sheet	10 years	Permanent	NA	NA	10 years	NA
25	Unpaid Notice of Offence Sheet	6 years	8 years	NA	NA	6 years	8 years
26	Duty Room Registers	10 years	15 years	NA	NA	10 years	15 years
27	Crash Reports Booklet/Registers	10 years	20 years	10 years	30 years	20 years	50 years
28	Cheques/Remittance mandate Advice	10 years	15 years	NA	NA	10 years	15 years
29	Cash Book	10 years	Permanent	NA	NA	10 years	NA
30	Receipt Booklet (used)	10 years	15 years	NA	NA	10 years	15 years
31	Purchase Order Revenue	10 years	15 years	NA	NA	10 years	15 years
32	Purchase Order Capital	10 years	15 years	NA	NA	10 years	15 years
33	Quotations Capital	10 years	15 years	NA	NA	10 years	15 years
34	Quotation Revenue	10 years	15 years	NA	NA	10 years	15 years
35	Ledger Sheets	10 years	15 years	30 years	Permanent	40 years	NA
36	Consolidated Accounts	10 years	10 years	NA	NA	10 years	10 years
37	Disposal of Assets	10 years	10 years	NA	NA	10 years	10 years
38	Annual Depreciation	10 years	10 years	NA	NA	10 years	10 years
39	Sales/Journal Entries	10 years	10 years	NA	NA	10 years	10 years
40	Nominal and Private Ledgers	10 years	20 years	NA	NA	10 years	20 years



41	Journal Vouchers	7 years	Permanent	NA	NA	7 years	NA
42	Sale Invoice/Credit Notes	10 years	15 years	NA	NA	10 years	15 years
43	Consignment Notes	10 years	15 years	NA	NA	10 years	15 years
44	Outstanding Account Schedule	10 years	15 years	NA	NA	10 years	15 years
45	Bank statements and reconciliation	Permanent	Permanent	NA	NA	NA	NA
46	Contract Award letter	10 years	Permanent	NA	NA	10 years	NA
47	Local Purchase Order (LPO) Books	10 years	15 years	NA	NA	10 years	15 years
48	Job Orders	10 years	15 years	NA	NA	10 years	15 years
49	Receipt Booklet	10 years	NA	NA	NA	4 years	NA
50	Cheque Book Stub	2 years	NA	NA	NA	NA	NA
51	Overdue Account Letters	10 years	15 years	NA	NA	10 years	15 years
52	Project Files	15 years	20 years	NA	NA	15 years	20 years
53	Store Receipt Voucher	10 years	15 years	NA	NA	10 years	15 years
54	Store Issue Vouchers	10 years	15 years	NA	NA	10 years	15 years
55	Stock Control Cards	10 years	15 years	NA	NA	10 years	15 years
56	Abstract of Revenue and Expenditures	7 years	NA	7 years	NA	14 years	NA
57	Revenue Collectors Cash Book	7 years	NA	7 years	NA	14 years	NA
58	Original Payment Vouchers	7 years	NA	7 years	NA	14 years	NA
59	Original Receipt Vouchers	7 years	NA	7 years	NA	14 years	NA
60	Store Ledgers and Stock Books	10 years	NA	10 years	NA	20 years	NA



61	HighwayCode Cash Book	7 years	NA	7 years	NA	14 years	NA
62	Audit Reports	Permane nt	15 years	NA	NA	NA	NA

3. Others

S/N	Description of Records	Retention Period (years)		Duration for Archival Storage (years)		Duration for Disposal or Destruction (years)	
		Paper	Electro nic	Paper	Electro nic	Paper	Electro nic
63	Drivers Log Book	10 years	NA	0	NA	10 years	NA
64	Planning Permission	10 years	15 years	0	NA	10 years	15 years
65	Internal and External System Audit Records	7 years	10 years	0	NA	7 years	10 years
66	Management Reviews Records	7 years	10 years	0	NA	7 years	10 years
67	Non-conformities and Corrective Actions	7 years	10 years	0	NA	7 years	10 years
68	Computer Data Storage	NA	30 years	NA	70 years	NA	100 years
69	Drivers" Licence Form (fresh & renewal)	3 years	Permane nt	5 years	Perman ent	3 years	100 years
70	Vehicle Registration Form	5 years	Permane nt	5 years	Perman ent	3 years	100 years



APPENDIX XI

PROCEDURE FOR ARCHIVING OF RECORDS

1. Introduction

Data is archived when not actively in use anymore.

Forms of archiving adopted in the Corps:

- i. Electronic- files are created and stored in a shared network preferably in pdf format.
- ii. Paper- A paper is ready for archiving when its retention period is expired.

2. Procedure for Archiving

- a. Record Archiving Officer (RAO) forwards memo to Corps Marshal through DCM (AHR) every year on the need to archive documents/records that have exceeded their retention period.
- b. RAO receives permission and forwards memo to all FRSC formations to identify and classify documents/records ready for archiving.
- c. RAO/ZRAO ensures that all documents are properly packed, labeled and registered by the concerned office before moving to the archive.
- d. RAO/ZRAO receives documents/records for archiving.
- e. Documents/records are stored in appropriate storage boxes assigned by RAO/ZRAO securely in the archive in a way that retains their integrity and readability.
- f. RAO/ZRAO indicates the retention/removal of documents from the archive in line with Retention period of records in the Corps (see appendix XV).
- g. RAO/ZRAO creates Archive folder and ensures that the master index, archive record card and archive labels are completed correctly with appropriate information.
- h. RAO/ZRAO ensures that a full set of photocopies of each archive record card for which RAO/ZRAO is responsible is included in the concerned office master index of their archive records.
- i. RAO/ZRAO collates, organizes and maintains documents in a legible and accessible format.
- j. All archiving boxes/containers are sealed and a document archive label securely pasted on the storage box/container. A copy of the document archive label is kept by RAO/ZRAO.



- k. When sealed, the box/container reference number is documented and kept.
- l. RAO/ZRAO ensures that information stored on electronic media (CDs) is kept in suitable casing in a dark, cool environment. A printout of the data held on a CD is stored with the CD.

Note: RAO oversees RSHQ while ZRAOs oversees Zonal Commands including FRSC Academy, FRSC Training School and NVIS in their Command jurisdiction.

Records maintained: Archive record cards, master index card files and log of archived documents.

3. ARCHIVE LABEL

Department/Corps Office/Command: Archive Box Ref. No:

Box/Container storage no: Archive Date:

Content: Archived by:

Date received in Archive: Signature:

Remarks: Disposal Date:

4. ARCHIVE RECORD CARD

Department/Corps Archive Officer: Card No:
Office/Command:



S/N	BOX	Description of Content/Document Type	Retention Period	Retention	Disposal
	Location in Archive			Review Date	Date

5. Procedure for Destruction of Documents/Records

Documents are destroyed after their active life/archive life is over.

- a. RAO/ZRAO reviews archived document to determine when suitable for destruction (in accordance with Retention period for Records- see appendix XV) and National Archive.
- b. RAO/ZRAO obtains written details/permission for destruction from Corps Marshal through DCM (AHR).
- c. Destruction of any archived document is agreed and approved.
- d. Offices are to send representative to archive to identify the files concerned to avoid doubts of destruction.
- e. RAO/ZRAO releases list of document to be destroyed/disposed
- f. RAO/ZRAO records actions on record/document destruction.
- g. Destruction of any archived material is recorded in the archive logbook with any corresponding information or communication such as permission to destroy, etc., is kept in the archive central file.

Records maintained: Destruction request/approval file, Certificate of Destruction file and Archive log book.



APPENDIX XII

PROCEDURE FOR THE DISPOSAL OF DOCUMENTS/RECORDS

Documents/records are destroyed after their active life is over.

- a. Records and Archiving Officer (RAO) reviews archival documents/records to determine when suitable for destruction according to the Retention Period (see attached "Appendix XV" of Quality Manual).
- b. Records and Archiving/ Zonal Record Archiving Officer (RAO/ZRAO) to seek for permission from CM through DCM (AHR) to engage the National Archives to scrutinize and appraise the FRSC records.
- c. RAO/ZRAO in conjunction with National Archives identifies those documents/records with archiving value that would be deposited in FRSC Archives.
- d. RAO/ZRAO obtains permission for disposal of non-current documents/records from CM through DCM (AHR).
- e. RAO/ZRAO ensures the destruction of any non-current documents/records is certified by National Archives as stipulated in section 4 (1) (2) and 5 (1) (2) (a-c) of the National Archives of Nigeria Act, 1992 on disposal of non-current documents/records (see attached).
- f. National Archives issues certificate of disposal of non-current documents/records.
- g. Destruction of any obsolete non-current documents/records is recorded in the FRSC Archives logbook with corresponding information or communication such as permission to destroy obsolete records.
- h. The Archives logbook is kept in the central file of FRSC Archives.

Records maintained:

- i. Destruction/approval file
- ii. Certification of destruction file
- iii. Archives logbook
- iv. FRSC Retention Period Policy and
- v. List of Records/Documents file.



APPENDIX XIII



FEDERAL ROAD SAFETY CORPS

CERTIFICATE OF RECORD DESTRUCTION

I, _____, acting on behalf of _____ (Department/Corps Office/Special Unit/Field Command) hereby certify that the following documents/records were destroyed according to the Procedure for Destruction of Document/Records, Records Retention and Disposition Guidelines.

Collection/Record Group/Series: _____

Record Category: _____

Format (Paper, electronic): _____

Date: _____ Method of Destruction: _____

Location of Disposal: _____

Name of Person disposing document: _____

Signature: _____ Date: _____

Title: _____ Authorized by: _____

Signature: _____ Date: _____