

**2025
COMPENDIUM
FOR
ACCs**

1. PERFORMANCE MANAGEMENT SYSTEM

Performance Management System involves a process of measuring effectiveness and efficiency of an individual staff which culminates into the overall achievement of the Corporate Performance Management scorecard. It aims to tie the day-to-day activities and targets of individual staff to the realization of the corporate objectives of an organization.

1.1 STRUCTURE OF APER

Supervisors are expected to appraise subordinates in the following areas depending on their cadres. Below are the attributes with their definitions:

OFFICERS (FRSC ADM 01)

PART 1

Key Deliverables (20%): Delivery on assigned key performance indicators (KPIs) task and assignment.

PART II

a. Generic Organizational Competencies (60% and 40% for ACC - above):

- i. Interpersonal Skills - Shows respect and consideration in dealing with others.
- ii. Verbal Communication Skills - Communicates clearly in English Language with confidence and has a broad use of vocabulary.
- iii. Written Communication Skills - Writes in a concise and articulated manner.
- iv. Personal Organizational Skills - Plans proactively and effectively.
- v. ICT Skills - Is familiar with the functioning of a computer system and is comfortable using email for communication.
- vi. Customer Service Skills - Is customer focus and as such sensitive to customer needs.
- vii. Time Management Skills - Is punctual to work, meetings, etc and realistic in making commitments.
- viii. Team Work: Keen to offer assistance and carries people along.
- ix. Personal Leadership Skills - Is able to lead self towards the achievement of personal vision and targets in spite of challenges.

x. Bearing and Grooming Skills - Always appears neat and well turned out in clean, well ironed uniforms, impeccably groomed hairs, nails and other body parts.

b. Job Specific Competencies (20% for all Officers):

- i. Technical Writing Skills - Style of writing peculiar to a profession or functions.
- ii. Supervisory Skills - Providing superior direction, input and guidance to sub-ordinates in the day-to-day delivery or assignments.
- iii. Strategic Planning Skills - Evaluates processes for defining strategy and direction as well as allocating resources to implement same successfully.
- iv. Creativity/Innovation - Development of new ideas and unique novel solutions to problem or needs.
- v. Intelligence Gathering - Gathering timely and accurate security related information.
- vi. Technology Competencies - Specific IT Skills required for delivery work processes.
- vii. Arbitration Skills - Alternative dispute resolution, mediation and negotiation skills.
- ix. Conceptual Skills - Ability to think and conceptualize abstract and complex issues.
- x. Facilitation Skills - Presentation, coaching, engagement skills and processes for maximizing a group's discussion outcome.
- xi. Accounting Skills - Recording, reporting and analyzing financial transaction.
- xii. Budget Skills - Knowledge, skill and processes for measuring and reporting financial compliance.

c. Leadership and Management Competencies - 20% (ACC and above only):

- i. Management/Team Building Skills - Resourcefulness, motivations.
- ii. Leadership Skills - Inspires positive confidence for others to follow.
- iii. Strategic Thinking Skills - Considers both short and long term effective analysis of macro-environment.
- iv. Dynamic Skills - Effectively makes useful contact within and outside the organization.

ROAD MARSHAL (FRSC ADM 02)

- a. **Agreed Deliverables (20%):** Delivery on assigned key performance indicators (KPIs) task and assignment.
- b. **Core Attribute And Skills (80%):**

- i. Service Attitude - Maintains an enthusiastic and positive attitude; always in self-control.
- ii. Punctuality - Consistently arrives at work on time, keeps committed deadlines and promptly responds to official request.
- iii. Policy Alignment - Deems it important to follow FRSC policies and procedures; does not disregard rules and regulations of the office.
- iv. Working with others/Team spirit - is focused on the teams targets and objectives.
- v. Creativity - is innovative; thinking outside the box.
- vi. Neatness/Carriage - Uniform is always clean and neatly ironed, hair and other assets are well managed.
- vii. Verbal Communication - Speaks good English; Presents information clearly and logically.
- viii. Writing Skills - Writes comfortably in English; is able to prepare official reports with zero or minimal correction.
- ix. ICT Skills - Able to use Microsoft word and other Microsoft packages; uses the internet effectively in the course of work.
- x. Ethics and Values - He is clearly regarded as an epitome and model of integrity and trustworthiness.
- xi. Personal Organization and Diligence - Organizes self and others effectively; is consistent in achieving goals.
- xii. Leadership - Show an effective blend of high competence and exemplary character in all things assigned. He is self-determined, but moves colleagues towards common goals.
- xiii. Self-Improvement and Learning - Shows a willingness to improve self and to learn new skills through both informal and formal means.

ROAD MARSHAL ASSISTANT (FRSC ADM 03)

- a. **Agreed Activities (50%):** Delivery on assigned key performance indicators (KPIs); task and assignments.
- b. **Core Attributes and Skills (50%):**
 - i. Technical Skills - Indicate technical skill e.g. driving.
 - ii. Punctuality and Attendance - Arrives at work on time; keeps to earlier arranged timing schedules for his work deliverables.
 - iii. Ethics and Values - he is principled; maintains acceptable standards of behavior.
 - iv. Discipline and Personal Organization - Respects duly constituted authority; willingly obey orders.

- v. Dressing/Comportment - Dress appropriately; looks clean and tidy at work.
- vi. Team Work - Always willing to cooperate and lend a hand in all situations.
- vii. Customer service Skills - Is friendly and respectful when providing service.
- viii. Policy alignment - Deems it important to follow organization policies and procedures; is obedient to the guidelines of the organization.
- ix. Self-Improvement and Learning - Shows a willingness to improve self and to learn new
- x. skills through both formal and informal means.
- ix. Verbal Communication - Speaks good English; provides information clearly and logically.

1.2 JOB BINDER

This document contains the job functions/specifications of each Staff with the Key Performance Indicators (KPIs) i.e. expected deliverables. The KPIs must conform to the SMART acronym i.e. the KPIs must be:

- *SPECIFIC (S)**
- *MEASURABLE (M)**
- *ACHIEVABLE (A)**
- *REALISTIC (R) and**
- *TIME-BOUND (T)**

Employee performance management is a process for establishing performance yardsticks at an individual level, which are related to and directly linked with the Corporate performance measures or yardsticks for the period. In addition to improving the strategic governance of an organization, this is expected to also create a shared understanding by all Staff, of how their individual responsibilities contribute to the corporate objectives - in the alternative, can limit or impede the achievement of same if not diligently pursued.

1.3 CORPORATE GOALS

Having the vision, mission and core values of FRSC in view, the Corps Marshal at the beginning of each year presents the overarching corporate strategic thrust/corporate goal for the year. Then, the Corps Planning offices develops the corporate planning document and process for the realization of these goal. The corporate goals are cascaded across Departments, Corps Offices and Commands. Therefore, should the Corps Marshal's target be "to reduce road traffic crashes

by 20% in the course of a given year", both the routine and strategic targets of the various Departments, Corps Offices and Commands should directly or indirectly support the achievement of this goal. Below are the corporate strategic Goals of FRSC for 2025;

- a. Accomplish 10% reduction in Road Traffic Fatality and Injury through focused interventions.**
- b. Enhance Strategic Partnership for funding 30% road safety programme.**
- c. Implement key technology driven solutions to enhance road traffic data collection and management.**

1.4.1 ASSESSMENT CRITERIA

FRSC conducts a quarterly performance assessment of its functional arms and this has led to the creation of a healthy competitive working environment as all the component functional units aspire to the realization of their individual targets. A quarterly comparative analysis report enables each department, Corps Office or Command to take stock of its previous or current performance with a view to identifying areas for improvement. The assessment parameters are as stated below:

Assessment Of RSHQ Departments/Corps Offices

a. REPORT RENDITION (15 marks)

- i. Weekly Sitreps (13 Nos.) - (6.5 marks)
- ii. Monthly report (3 Nos.) - (6 marks)
- iii. Quarterly report (1 No.) - (2.5 marks)

b. TASK ACCOMPLISHMENT AND INNOVATIONS (97 marks)

- i. Projects (Physical and Non-Physical) (2marks each) - (30 marks)
- ii. Accomplishment of Statutory Functions (1 mark each) - (12 marks)
- iii. Accomplishment of Strategic Initiatives - (15 marks)
- iv. Accomplishment of Management Assigned Tasks - (10 marks)
- v. Creativity and Innovation (3 marks each) - (30 marks)

c. ALIGNMENT TO SERVICE STANDARDS (24)

- i. Attendance register - (2 marks)
- ii. Movement register - (2 marks)
- iii. Leave matters/records - (2 marks)
- iv. Work Environment - (2 marks)
- v. Record of disciplinary matters - (2 marks)

- vi. Record of Departmental/Corps Offices meetings - (2 marks)
- vii. Complaints handling/Documentation, Follow-up & Resolution - (7 marks)
- viii. Nominal roll - (2 marks)
- ix. Provost Disciplinary record - (3 marks)

d. TEAMWORK AND COLLABORATION (9 marks)

- i. Internal Collaboration (1 mark each) - (6 marks)
- ii. External collaboration (1 mark each) - (3 marks)

e. CAPACITY BUILDING (14 marks)

- In-house lectures (1 mark each) - (10 marks)
- Seminars and workshops (1 mark each) - (4 marks)

f. FINANCIAL AND RESOURCE MANAGEMENT (12 marks)

- i. Retirement of monthly allocations - (9 marks)
- ii. Retirement of special funds - (3 marks)

GRAND TOTAL = 171

NB. Scores Calculation =	Total Scores Obtained	100
----- x ----	171	1

2 MOBILE COURT

The word "Mobile " is an adjective which means capable of moving or of being moved readily from place to place while "Court" generally signifies an institution in which disputes and conflicts are heard, argued and decided on the basis of law.

In other words, Court is an official public forum established by lawful authority to adjudicate over all manner of disputes, be it civil, administrative, labour or criminal.

In common law countries, the Courts are the central means for dispute resolution, and all persons have a right to bring their claims before a Court. Similarly, those accused of a crime have a right to present their defences before a Court.

According to Dr Borhan Uddin Khan, "Mobile Court" can be compared to a Mobile Phone which is easily moveable to enforce laws as a supplementary and complementary manoeuvre of Court.

2.1 COMPOSITION

A mobile court is properly constituted upon the appointment of a magistrate to preside over cases brought before it. The prosecutor prepares a charge in brief stating the offences committed by the traffic violator which is read by a clerk of the court.

A mobile court is usually made up of:

- a. A presiding Magistrate
- b. A prosecutor
- c. Court clerk
- d. Security e.g. Police or Paramilitary officer to ensure court orderliness.

Planning of Mobile Court

- a. Consultation.
 - b. Application & Approval of the Chief Judge.
 - c. Appointment of Mobile Court Judge.
 - d. Request for Armed Backup.
 - e. Prepare Patrol/Duty Roster.
- Basically, planning of Mobile Court begins with the consultation and deliberations between the Commanding Officer, Head of Operations and

Legal Officer on the identified or prevailing Traffic Offences among motorists. Having agreed on a particular day, time, and venue of the exercise or route, a letter is then caused to be written by the Commanding Officer to the Chief Judge of the State requesting for a Mobile Court Judge. Upon the receipt of the application by the Chief Judge, he appoints a Magistrate if he approves.

- Upon approval, another similar letter is written to the Commissioner of Police and Commandant, Nigeria Security and Civil Defence Corps (NSCDC) requesting for Armed Police Men and Armed Civil Defence Personnel to provide Security for the Mobile Court. This is done a week preceding the holding of the Mobile Court.
- Thereafter, a Special Roster for the staff or personnel that will participate in the Mobile Court is prepared by the Head of Operations. This is to inform the concerned staff of the exercise coming up. To improve consultation and collaboration with stakeholders, the Commanding Officer could inform and invite officials of organised Transport Unions, especially if the Mobile Court is for a Special Operations or Intervention Patrol.

Mobilization of Staff and Equipment

- a. Head of Operations Address staff on the Focus.
- b. Declaration Register.
- c. Issue Booking Sheet/e-tablet.
- d. Convey Canopy, Table & Chairs.
- e. Convey Armed Personnel.

At the scene

The Team Leader of the Mobile Court exercise then distributes a specific or designated Booking Sheet to the staff, there and then, move to the venue of the exercise to commence enforcement

After this is done, the Legal Officer/ Prosecutor will then inform the Magistrate of the readiness and commencement of the exercise. Occasionally, Press Men could be invited to cover the event.

At the venue of the Mobile Court, the Magistrate gets seated with the Registrar of the Court. The Registrar of Court will always be with Revenue Receipt, Detention Order, Stamp Pad, and Record of proceedings Book, Biro and Traffic Law book.

2.2 Procedure for Trial or Prosecution of Road Traffic Offenders in Mobile Court Sitting

- Mobile Courts dispose most of the cases summarily. Although, the object of summary procedure is to shorten the course of trial, it is nevertheless incumbent on the Magistrate to put on record sufficient evidence to justify his order.
- The FRSC (Establishment) Act 2007 provides and vest power to establish mobile courts in the chief judge of a state or the Federal Capital Territory Abuja.
- S10.8 of the FRSC Act 2007 states
 - "The chief judge of a state or the Federal Capital Territory Abuja shall have power to establish special or mobile courts for the purpose of a speedy trial of traffic offenders under this act"
- S10.4 of the FRSC Act 2007 provides:
 - "In the exercise of the functions conferred by this section members of the Corps shall have power to arrest and prosecute persons reasonably suspected of having committed any traffic offence"...
- S10.10 states:
 - "For the purpose of enforcing or prosecuting offences under this Act, the Road Traffic Law of a state, the Federal Highway Act and any regulation made under these laws shall apply to this Act".
- The import of the above section simply put is to the effect that for purposes of enforcement and prosecution of offenders, the offences are not restricted to only those offences stipulated on the Notice of offence sheet but other relevant traffic laws.
- The Court records the statement of the witnesses and also writes out a short judgment.
- In practice, Mobile Court perform its functions very summarily than usual summary trial as the Court itself visits the spot, examines the witnesses, hears the accused/defaulters on the spot as patrol teams apprehend the offenders red handed. The court completes the procedural requirements and passes a sentence instantly.

- A Road Traffic Offender is anybody who breaches Road Traffic Law(s).
- The offender is booked and charge (s) is prepared from the booking sheet. There and then, the offender is arraigned before the Mobile court by the Prosecuting Counsel/Officer. The Charge (s) is then read to the hearing of the offender and the Court must ascertain that the offender understands the charge. Plea is then taken
- If the offender pleads guilty to the charge, the Court will foreclose the defence and ask the prosecutor to state the facts of the case after which the Court makes a finding of 'guilty' or 'not guilty'. But if the finding is that of 'guilty', the Court asks the offender to make allocutus, which is a plea of mitigation of the punishment. The Court then goes ahead to give the punishment it considers appropriate in the circumstance.
- However, where an offender pleads not guilty, the Court will ask the prosecutor to prove the case. In doing this, the Prosecutor calls his witness(es) to testify to support the charge. The offender is allowed to defend himself personally. The Court will then make a finding of guilty or not guilty.
- The offender maybe convicted or discharged if not found guilty.
- Convict(s) pay fine (s) on the spot. Convict(s) who is/are unable to pay fine(s) on the spot is/are sent to Prison for term(s) as awarded by the Mobile Court.
- At the end of the exercise, money realized is shared based on the agreed percentage between the State and FRSC. However, the Corps recommends 30% for the Command and 70% to State Government. But this could be negotiated.

2.3 Hierarchy of Supervision in Mobile Court Enforcement

For every Mobile Court, there should be a Team Leader in the Roster prepared for the exercise. It is expected that whoever is appointed as a Team Leader for the exercise organize, coordinate and assign his Team members to a specific and particular route to be covered for the exercise. Be that as it may, the success or otherwise of the deployment of experienced and competent staff lies in the hands of the Head of Operations.

In order to provide a check-and-balance and checkmate abuse of power by FRSC personnel or cases of violence and subversion of the law, besides a patrol team this set of officers are detailed to supervise the exercise.

- a. A surveillance team: To check-mate abuse of power, bribe taking etc.
- b. Intelligence gathering by the intelligence unit of the Corps before and after the exercise to ensure security of lives and property.
- c. Provost Unit to ensure discipline and court orderliness.
- d. A rescue team - in case of accidents and medical personnel testing of drivers.
- e. A public Enlightenment desk - For education of traffic offenders.
- f. Other Security agencies, e.g. police, civil defence etc. to provide security in case of mob or violent attacks.

2.4 Report Rendition

At the end of a mobile court exercise a prompt summary report and a later detailed report is necessary in order to evaluate the court activities and conduct of the exercise. A summary report is made in the following manner:

- a. Total number of arraignment
- b. Total number prosecuted
- c. Total discharged
- d. Total convicted
- e. Date of the exercise
- f. Prevalent offences
- g. Fines realized.

Monthly report

A further detailed monthly report is required stating in precise detail, including the above stated information such as:

- a. Age of traffic offender
- b. Sex
- c. Route/location the exercise was conducted
- d. Name of presiding Magistrate
- e. Name of prosecutor
- f. Drivers Licence Number (Issuing/Expiring date)
- g. Date of arraignment
- h. Qualification of driver
- i. Phone number of driver
- j. Address of Traffic Offender.

3. PATROL CONFLICT RESOLUTIONS

Conflict is a serious disagreement and argument about something important. If two or groups are in conflict, they have had a serious disagreement or argument and have not yet reached agreement. A conflict is also clash of interest.

This is the process of limiting the negative aspect of conflict while increasing the positive aspects of conflict (<https://en.wiipedia.org>)

There have been many styles of conflict management behaviour that have been researched in the past century. One of the earliest, Mary Parker Follett (1926/1940) found that conflict was managed by individuals in three main ways: domination, compromise, and integration. She also found other ways of handling conflict that were employed by organizations, such as avoidance and suppression

Domination: the exercise of power or influence over someone or something, or the state of being so control. It is total control.

Compromise: an agreement or settlement of a dispute that is reached by each side making concessions

Integrate: to form, coordinate, or blend into functioning or unified whole.

3.1 CONFLICT MANAGEMENT RESOLUTION IN FRSC OPERATIONS

As hinted above, conflict is bound to happen in an environment where there are human interactions. FRSC is one social entity having organised activities involving a lot of people and its operations interpreted and appreciated differently by the public. The complexities and characteristics of the motoring public necessarily create conflicts of various degrees. If properly managed, conflict could actually be a source of positive change. This fact underscores the reason the understanding of types of conflicts in FRSC operations is germane to its management.

3.2 TYPES OF CONFLICT IN FRSC OPERATIONS

In organisational conflict and indeed in FRSC, two basic classifications are easily identified. They are:

- a. Intra-organisational
- b. Inter-organisational conflicts.

Some prefer to refer to them as **Internal and External conflicts**.

Intra-organisational conflict is conflict within an organization, and can be further classified based on scope (e.g. department, work team, individual).

Inter-organisational conflict occurs between two or more organizations, for example, when different businesses compete against one another.

For the purpose of this paper, we shall consider the causes of intra-organisational (**internal**) and inter-organisational (**external**) conflicts in FRSC operations

3.3 CAUSES OF INTRA-ORGANISATIONAL OR INTERNAL CONFLICTS

The factors responsible for intra-organizational or internal conflicts are as follows;

- a. Extreme or Uncontrolled Conflict: Factors such as family, social and emotional problems often affect FRSC staff.
- b. Strained relationship between Commanding Officers and their Second-in-Command.
- c. Strained relationship between Heads of Operations and patrol operatives.
- d. Lack of in-depth understanding of operational policies, guidelines and thrusts.
- e. Breakdown in relationship between patrolmen.
- f. Issue of divided loyalty in various Commands

3.4 CAUSES OF INTRA-ORGANISATIONAL OR EXTERNAL CONFLICTS

Below are some of the identified causes of inter-organizational or external conflicts

- a. Perceptions of traffic Offenders
- b. Compromise of integrity
- c. Close relationship between staff and offenders
- d. Wrong perception of FRSC operations by other Agencies and organisations
- e. Hostilities and unfriendliness by host communities
- f. Unfriendly attitude of members of the political class, top civil servants, contractors and passengers in vehicles

3.5 STEPS IN CONFLICT MANAGEMENT AND RESOLUTION

Many strategies have been evolved in conflict management and resolution but for the purpose of this course, we will look at Maccoby and Studder to identify five steps to managing conflicts as follows:

- a. Anticipate - Take time to obtain information that can lead to conflict.
- b. Prevent - Develop strategies before the conflict occurs.
- c. Identify - If it is interpersonal or procedural, move to quickly manage it.
- d. Manage - Remember that conflict is emotional
- e. Resolve - React, without blame, and you will learn through dialogue.

4. FRSC EDUCATION POLICY

All over the world education stand as the major factor in the drive to development. A nation or organization cannot strive to greatness without paying much attention to the education of citizen or workforce. FGN (1998) stressed that education is an instrument for national development. It fosters the worth and development of the individual, for each individuals sake and for the general development of the society. It can be confirmed from this that education develops a man for self-fulfillment, societal development and for national advancement

4.1 IMPORTANCE OF TRAINING

- a. Enhance interest in one's job
- b. Removes negative attitude to work
- c. Improves performance and productivity
- d. Removes tardiness
- e. Checkmates excessive absenteeism
- f. Discourage complaints
- g. Improves quality of output
- h. Reduces incidence of accident at work
- i. Reduce rate of insubordination
- j. Brings about easy adaption to new technology
- k. Enhances efficient implementation of new policies

4.2 GUIDELINES FOR TRAINING PROGRAMMES IN FRSC

- a. Courses to be pursued shall be progressive and targeted essentially at development staff and knowledge, so as to improve proficiency.
- b. Courses to be pursued shall be relevant schedule or preparatory to taking up a new schedule.
- c. A staff shall qualify to pursue further studies on part-time basis in any of the approved courses and approved institution of learning after spending a minimum of two (2) years with the corps from the first day of appointments. Minimum of five (5) years is approved for full-time basis

- d. A staff seeking approval for further studies shall complete from TSC/EDU/O1A
- e. Career progression training at the FRSC Academy and Training school shall be accorded priority, while training with short duration in any recognized professional institution shall be encourage.
- f. Development staff after training shall take cognizance of the new skill acquired.
- g. Staff to be granted approval for further studies shall not exceed 5% of the total staff strength in the corps at any given years and such approval shall be subject to availability of fund.
- h. Any staff on course can be re-called by the corps marshal and chief Executive, should the need arise.
- i. Staff who are unable to complete any course of study within the normal duration may apply to the corps marshal and chief Executive for extension through Training standards and certification Department.
- j. Any staff that has put in 34years in service or attained 59 year of age should not be qualified for a sponsored course of study leave without pay.
- k. A marshal shall not be considered for conversion if he did not secure approval to go on the course in the first instance.
- l. A staff shall qualify to pursue any of the approved courses if free of any disciplinary case that could lead to termination/dismissal.

4.3 TYPES OF COURSES

- Short- Duration courses
- Part-time courses
- Foreign courses
- Technical assistance

a. Short Duration Courses

- i. These are training programmes not exceeding six (6) months which shall be handled by FRSC Training Institutions (Academy & Training School). Apart from this, staff may be nominated and sent to Universities/ Government institutions offering similar short duration courses such as:
- ii. Centre for Management Development (CMD)

- iii. Civil Service College (CSC)
- iv. National Information and Technology Development Agency (NITDA)
- v. Digital Institute
- vi. Nigerian Army School of Supply & Transport
- vii. TV College/Nigeria Film Institute
- viii. Public Service Institute of Nigeria
- ix. Citizenship & Leadership Training Centre.

b. Part-Time Courses

The conditions for part-time courses shall be as follow:

- i. Approval may be given to staff to engage on part-time studies if the course is relevant to the commission.
- ii. Staff proceeding on part-time studies shall do so completely at his own expense for courses that will lead to the award of certificate, National Diploma (ND), Higher National Diploma (HND) and Bachelor's Degree.

c. Foreign Courses

- i. Staff of the rank of RC and above shall be considered for foreign courses, except where otherwise dictated by the needs/demands of the job or where offers of training from multilateral agencies or friendly donor countries specifically request participants of a lower rank.
- ii. It is good to note that staff selected for foreign courses shall be entitled to full sponsorship during the period of study according to financial regulations.

4.4 ATTAINABLE QUALIFICATIONS

Courses undertaken shall lead to the award of the following:

- i. Doctor of Philosophy (Ph.D.)
- ii. Master's Degree
- iii. Postgraduate Diploma
- iv. Postgraduate Certificate
- v. Bachelor's Degree
- vi. Higher National Diploma
- vii. National Diploma
- viii. Professional Certificate from Institution recognized by law

4.5 EDUCATIONAL SPONSORSHIP IN FRSC

Types of Sponsorship

- Full Sponsorship

- Partial Sponsorship
- Study Leave Without Pay

a. Full Sponsorship: Postgraduate and Masters Degree beneficiaries shall receive an amount for tuition, books and project as contained in the admission letter of the institution. The cost of accommodation and transportation shall be determined on location.

Specialized and professional courses undertaken at National Institute for Policies and Strategic Studies (NIPSS), National Defence College (NDC), Armed Forces Command and Staff College (AFCSC) and Administrative Staff College (ASCON), shall also receive full sponsorship and monthly allowance as follows:

i.	DCM	-	N100,000
ii.	ACM	--	N90,000
iii.	CC/DCC	-	N70,000
iv.	ACC/CRC	--	N60,000
v.	SRC/RC	--	N50,000
vi.	DRC/ARC	--	N40,000

Staff on full sponsorship shall also:

- Be released from duty
- Be entitled to continuous payment
- Be entitled to promotion during the period of study.

This category of staff shall maintain effective communication with management through TRG for the period of study.

b. Partial Sponsorship: Partial sponsorship may be enjoyed by staff who are to pursue higher degrees including PhD not exceeding 36 months for specialized courses. A maximum of N500,000 only shall be given to beneficiaries for tuition, books and projects for PGD and Master's degree programmes while a maximum of 1,000,000 for Ph.D.

c. Study Leave without Pay: If the course of study is relevant, approval shall be given to staff (Officers and Marshals) whose appointment has been confirmed and have served the corps for a minimum of five (5) years and such staff shall do so exclusively at their own expense. For courses leading to award bachelor's degree and above, the duration of which shall not be more than 48 months.

5. ISO 9001:2015 QMS

5.1 The Concept of ISO 9001:2015 QMS

FRSC as a best example of lead agency in Road Traffic Administration and Safety Management in Africa has developed its initiatives towards achieving excellence in service delivery based on a 3-pronged approach of People, Process and Technology.

The Concept of 'Process' of the tripod was pursued through the adoption of ISO 9001 (Quality Management System) in February 2008. This is one of the various standards of the International Organization for Standardization (ISO).

The Corps has been using the QMS to further the Corps' commitment to continually improve its effectiveness in serving the needs of Nigerians in the area of road safety. It has helped the Corps become more effective and maintain recognition by its customers.

This is a milestone that reflects FRSC true disposition as a determined organization that is committed to attaining excellence in all aspects of its operations and service delivery.

QMS is one of the best known international Standards code-named ISO 9001 by the International Organization for Standardization (ISO).

ISO is derived from the Greek word "ISOS" which means 'equal'. It Stands for International Organization for Standardization. It was established in 1947 with Headquarters in Geneva, Switzerland.

Each country is represented in ISO by the standards body of such country. Therefore, ISO is represented in Nigeria by Standards Organization of Nigeria (SON).

5.2 Pre-QMS era in FRSC

In 2007, FRSC, under the leadership of the then Corps Marshal and Chief Executive, Osita Chidoka took stock of the past, evaluated the present with a view to charting a new direction and more purposeful future for the Corps. This necessitated the introduction of QMS in the Corps and consequently spurred everybody in the Corps to action in order to make the Corps a world class organization.

The Corps began its journey into QMS world in 2008. Before then, FRSC activities were characterized by myriads of administrative lapses ranging from improper documentation, poor record keeping and overlapping job functions.

Lack of processes and procedures, increasing customer complaints, internal waste and damages, staff poor attitude to work, frequent breakdown of facilities, poor

performance of staff, and other vices were the main reasons why the Corps embraced the implementation of QMS

5.3 Journey to ISO Certification

There are about 22,000 ISO Standards to date worldwide, covering various subjects/industries. But ISO 9001 is the most popular and acceptable. To address the above challenges bedevilling the Corps, QMS was used to seek improvement in line with global best practices, through: Involvement of the people - Everybody in the Corps was involved from the beginning.

In 2009, the entire FRSC Top Management team was trained on ISO 9000:2000 which was followed by the training of 80 Officers as Internal System Auditors. 68 qualified as Internal System Auditors with 60 proceeding to Lead Auditors.

Forty five of them eventually became Lead Auditors. A total of 452 processes were identified in the Corps and documented in the first ever FRSC Quality Manual developed alongside the Quality Policy. In the course of implementation, the Corps procured the services of a consulting firm that assisted with the Gap Analysis of the Corps.

In order to have direct supervision, Quality Management System Unit was established in the office of the Corps Marshal and Chief Executive.

Awareness programmes on how to achieve quality in the Corps' business as well as the need for commitment of staff to organizational goals took place in all FRSC formations.

Trained Internal System Auditors were used to evaluate the effectiveness of the system through internal system audits. Mock Audit of departments and Corps Offices at the HQs were conducted. ISO lectures were featured in most FRSC trainings and workshops.

The External System Auditors from the Standards Organization of Nigeria (SON) were used to also evaluate the effectiveness of the system through system audits. Internal efficiency was entrenched by establishing guidelines through the FRSC Quality Manual for everyone to follow easily.

5.4 What does ISO 9001:2015 cover?

- a. Based on PLAN-DO-CHECK-ACT methodology.
- b. Provide a process-oriented approach.
- c. Risk-based thinking

5.5 Benefits of ISO 9001:2015?

ISO 9001:2015 helps organisation to:

- a. Ensure their customers consistently receive high quality products and services.
- b. Create satisfied customers, Management and employees.
- c. Organise and improve the efficiency of processes Continually improve on its
- d. Credibility by proving to customers that its products and services meet expectation.
- e. ISO 9001 is positive for organisational image as it shows that you comply with internationally recognised quality standard.

5.6 The Role of Staff in the implementation of ISO 9001

- a. Know your job, do it well and on time.
- b. Be committed, responsible and remain accountable.
- c. Ensure your Working tools are available and well maintained.
- d. Be a team player.
- e. Maintain records/Evidence of assigned jobs.
- f. Suggest better ways of improving the system.
- g. Be ready for ISO 9001 System Audit of your work at any time.
- h. Be audit friendly and co-operate with System Auditors.
- i. Support the ISO 9001 implementation in your office.
- j. Remember you are very important; we cannot achieve ISO 9001 certification without your positive contributions.

5.7 Differences between ISO 9001:2008 & ISO 9001:2015

ISO 9001:2008	ISO 9001:2015
(a)	(b)
1. Preventive Measures emphasised	1. Risk-based thinking emphasised
2. Has 8 clauses	2. Has 10 clauses
3. Has 8 Principles	3. Has 7 Principles
4. Focused on only customers	4. All interested parties such as suppliers, personnel, shareholders, legislative bodies, society, internal customers etc. are considered.
	5. Strives to give additional momentum to the continuous and systematic improvement of processes within organisations through PDCA circle.

5.8 Challenges of ISO 9001:2015

- a. Resistance to change by some staff
- b. Misgivings about the concept of QMS
- c. Inadequacy of resources
- d. Inadequate equipment
- e. Low Budget

5.9 Quality Management System Principles

The QMS principles have changed from eight (8) in ISO 9001:2008 to seven (7) in ISO 9001:2015 with amendments to some of the former 8 principles as presented below:

S/N	ISO 9001:2008		ISO 9001:2015
(a)	(b)	(c)	(d)
1	Customer Focus	1	Customer Focus
2	Leadership	2	Leadership
3	Involvement of the people	3	ENGAGEMENT of the people
4	Process approach	4	Process Approach
5	System approach to management		*****
6	Continual improvement	5	IMPROVEMENT
7	Factual approach to decision making	6	evidence-based decision making
8	Mutually beneficial supplier relationships	7	relationship management

6. TABOOS IN PARA-MILITARY AGENCIES

A taboo is a vehement prohibition of an action based on the belief that such behaviour is either too sacred or too accursed for ordinary individuals to undertake, under threat of supernatural punishment. Such prohibitions are present in virtually all societies. The word has been somewhat expanded in the social sciences to strong prohibitions relating to any area of human activity or custom that is sacred or forbidden based on moral judgment and religious beliefs. "Breaking a taboo" is usually considered objectionable by society in general, not merely a subset of a culture.

The following are taboos in all Para-military organizations:

- a. **Discrimination and harassment.** All personnel have the right to live and work in an environment free from harassment, discrimination and intimidation. As an Officer, you are required to carry your men and your colleagues along. Note that the assignment you have at hand can be better achieved through good team spirit.
- b. **Bullying:** Bullying involves forcing other people to do things against their wish. It entails the use of physical strength or the abuse of authority to intimidate or victimize others or to give unlawful punishment. Bullying is an unacceptable behaviour which will undermine trust and respect.
- c. **Social Conduct:** As personnel, you must not sexually abuse subordinates. Amorous relationship with the spouses and dependants of Officers and men in any form are not allowed.
- d. **Cult and secret societies:** All personnel are forbidden from associating with or being members of cult and secret societies.
- e. **Gambling:** It is ungentlemanly for serving personnel to engage in any form of gambling, except those organized by their Commands/ formations at social functions i.e. Tombola night, WASA, Regimental Dinner, etc.
- f. **Drunk and reckless driving:** All personnel either in service or personal vehicles must avoid drunk and reckless driving and driving under the influence of alcohol.
- g. **Smoking:** It is against paramilitary discipline for serving personnel to smoke while on parade ground. They must not smoke with headgear on.

While it is permissive to smoke outdoors, it must not be done at formal ceremonies. In public places do not light up without asking other persons present "Do you mind if I smoke?" FRSC forbids her personnel from smoking in any occasion that is organized by the Corps'.

It is indecent for paramilitary personnel to be seen smoking while in uniform on the following occasions;

- When saluting
- Moving outside his office
- Marching with Officers and Marshals
- On parade ground
- Acting as a reviewing Officer
- At the conference or lecture unless permitted to do so by the senior Officers present

h. Cosmetics and Jewellery: Gentlemen do not go around highly scented or with powder puff marks on the face, neck, or ears. It is improper for Officers or men to wear beads, bangles or chains while in uniform. When spraying perfume, Officers should not spray it directly on their uniforms to avoid stains.

i. Use of Language: Personnel shall not use abusive language on themselves. Mutual respect must exist in all aspect of their relationship.

j. Respect for ones' and others families: Personnel are to respect their families. A man or woman should be a partner at home to the wife or husband and not a dictator. There must be mutual respect and concern between and among families. It is unethical to have amorous relationship with wives, husbands, daughters, sons or wards of fellow service personnel. Fighting or any form of violence must be avoided within and outside the family.

k. Marriage of Officers to Men: If an Officer and the other rank in service want to be married, either of them must relinquish his or her commission or discharge from the organization before marriage. It is unethical and must never be allowed for Officers to marry other ranks. This is to ensure that decorum and a high level of respect exists within the organization.

7. PARADE AND QUARTER GUARD REVIEW

Parades are aimed at showcasing the level of discipline, expertise and strength of the nation, command or unit. In simple words, parades can be described as the uniform and orderly display of men and materials. Parade is divided into two: Routine and Ceremonial parades.

7.1 TYPES OF PARADE

a. Routine Parade:

These are parades that are carried out almost on daily basis. This type of parade is usually called to either pass information or for inspection purposes. The following are examples of routine parades.

- i. **REVEILLE:** This is the first bugle call sounded in the early hours of the morning at exactly 0600 hours. It is meant to signify the commencement of the day's activities during this period; the National flag will be hoisted.
- ii. **RETREAT:** Retreat is sounded at sunset to signify the end of the day's activities i.e. lowering the national flag and to notify sentries to start challenging intruders until sunrise.
- iii. **TATTOO:** Tattoo is an outdoor show with the use of bugle at night to check men on daily basis after the day's work. This is to ensure that all personnel are back and complete in the barracks.
- iv. **QUARTER GUARD:** Quarter Guard are mounted to showcase the discipline, alertness and readiness of the command.
- v. **CHANGE OF QUARTER-GUARDS:** Change of Quarter Guard parade is mounted weekly in a command to signify the end of duty for a Quarter Guard.
- vi. **RSM PARADE:** RSM parade is more or less a rehearsal for the Commanding Officer parades.
- vii. **COMMANDING OFFICER'S PARADE:** Commanding officer's parade is held at RSHQ, Zones, Sectors and Unit Command levels. In FRSC it is referred to as muster parade.

b. Ceremonial Parades

Ceremonial parades are parades conducted to mark important ceremonies. In ceremonial parades people are invited within and outside the commission to

witness it. It is usually inspected and reviewed by a Reviewing Officer who is often selected from military, Para-military or a highly placed Civilian. In ceremonial parades, officers and Marshals are expected to dress in their number one (1) uniform, otherwise known as ceremonial uniform.

7.2 CHARACTERISTICS OF A REVIEW OFFICER

- a. A Reviewing Officer is a commissioned senior Officer.
- b. A highly charismatic leader.
- c. Has an eloquent personality.
- d. A highly disciplined officer.
- e. A very neat gentle man officer.
- f. A highly comported officer.
- g. He is well knowledgeable in regimentation.
- h. Must be an officer that is focused.

7.3 QUARTER GUARD

Quarter Guard is mounted to show case the discipline, alertness and readiness of the command. They are inspected by commanding Officers on daily or weekly basis as may be convenient and also by visiting special guests to the commands. The quarter guard consists of 9 Marshals; an SRMA AS GUARD COMMANDER, a Sentry, 6 RMAIII and a Bugler. The Sentry is at the right side of the Quarter Guard, followed by the Bugler. The third man is the Quarter Guard Commander and the rest of the Guards. During the inspection, the best turned out Marshal among the RMAIIIs is selected as the stick orderly to the commander/commanding officer for the day.



7.4 SEQUENCE OF INSPECTING QUARTER GUARD

- a. The Sentry is usually positioned at the Quarter Guard for the duty of the day. In that position the Sentry calls out to the remaining Guards by calling out
- b. "Turn out the guards, guard turn up"
- c. The Quarter Guard Commander in the Guard room with the remaining guards comes to attention and gives them the word of command to attention then he gives them the word of command "shoulder arms" and then followed with the word of command "move to the right in single file right turn". After which he marches them to the Quarter guard to align with the Sentry.
- d. On the Quarter Guard, the Guard Commander gives "mark time" and give the "Guard Halt" followed by "With advance left turn" then "ulder arms". The Guard Commander gives the command "dressing! Right dress" (in taking dressing all the guards look right while the Sentry looks straight). He finally calls "Guards eyes front" then "stand at ease". And wait for the Reviewing Officer.
- e. Quarter Guard Commander calls the Guards to attention and shoulder arm as the Reviewing Officer mounts the saluting dais.
- f. The Quarter Guard Commander will give the command "General salute present arms". As the movement begins the Reviewing Officer remains still, the Reviewing Officer only salutes as the right foot of the Guards move a little to the back of the left foot.
- g. The Bugler blows the bugle for the "General salute". As he completes this, the Quarter Guard Commander will give the command "shoulder arms" and the Guards will move the riffle to the right hand side and as the foot comes to its former position of attention, the Reviewing Officer drops his hand at the same time with the Guards.
- h. The Quarter Guard Commander moves a pace forward, halt and salutes with his riffle and the Reviewing Officer receives the salute and drop his hand to the side. The Quarter Guard Commander then introduces himself and the guards to the Reviewing Officer and thereafter invites him for inspection.
- i. The Quarter Guard Commander moves a pace backwards to his position and commands the Guards to "ulder arms". Thereafter, the Reviewing Officer will start inspecting the Guards from the right hand side of the Quarter Guard. He will inspect both front and back of the Guards and return to the saluting dais by passing between the Sentry and Bugler.
- j. After the inspection, the Guard Commander gives the command "General salute present arms" then the Bugler blow the Bugle. After the general salute the Guard Commander will take a pace forward, salute the Reviewing

Officer with his riffle and ask for permission to dismiss the Guards into the Guard room. Once the permission is granted, he salutes again and takes a pace backward to align with the other members of the Guard.

- k. The Quarter Guard Commander gives the command "Sentry stand fast, remainder Guards into the Guard room dismiss". While this is being done, the Reviewing Officer will remain in his position. With the command "dismiss" the Guards will turn to the right, hi-port their riffles, look to the left at the direction of the Reviewing Officer at the same time the Sentry will take a step forward and present arm as the Guard turn right, the Reviewing Officer will salute, thereafter the Guards will turn their face to the front and march off to the Guard room. After that he disembarks the saluting dais and proceeds to the parade ground.

8. FRSC's COLLABORATION WITH THE WORLD BANK

FRSC has engaged in strategic collaboration with the World Bank to enhance road safety management, infrastructure development, and capacity building. This partnership has significantly transformed the FRSC's operations, leading to improved safety measures, logistics, enforcement, and personnel training.

8.1 GENESIS OF FRSC'S ENGAGEMENT WITH THE WORLD BANK

The FRSC initiated contact with the World Bank through a series of meetings, workshops, and conferences, which culminated in a request for Nigeria to submit documents for a situational review. Consequently, the World Bank conducted a Country Capacity Review in 2010, identifying opportunities for development funding. As a result, the FRSC secured a \$10 million grant aimed at safety enhancement. This grant was anchored on the G-8 rule, which mandates that 10% of road infrastructure funding be allocated to road safety initiatives.

8.2 THE SAFE CORRIDOR PROJECT

The Safe Corridor Project was conceived as a strategic initiative to rehabilitate and enhance safety along key Nigerian highways in accordance with global best practices. The project was closely linked to the Federal Road Development Project (FRDP) and managed by the Road Sector Development Team (RSDT) under the Federal Ministry of Works and Housing.

8.3 KEY FEATURES OF THE SAFE CORRIDOR PROJECT

- a. Identification of six "Unity Roads" as high-risk routes with significant accident rates.
- b. Implementation of engineering solutions, enhanced enforcement, and emergency response measures.
- c. Deployment of critical resources including patrol vehicles, life-support ambulances, heavy-duty tow trucks, and patrol motorbikes.
- d. Provision of enforcement tools such as breathalyzers and radar guns.
- e. Expansion of emergency medical services and public education campaigns.
- f. Capacity building for personnel through training and technical assistance.
- g. Establishment of a robust monitoring and evaluation framework.

This initiative led to the delineation of 18 additional operational corridors across Nigeria, significantly improving road safety.

8.4 ADDITIONAL INTERVENTIONS BY THE WORLD BANK

Beyond financial assistance, the World Bank has played a vital role in manpower development, capacity building, legal framework enhancement, and international training exposure for FRSC personnel. Some notable interventions include:

- a. Intensive training for 40 officers at the TOTAL Training Institute in France under the "Safe-to-Load" program for Hydrocarbon/Articulated Haulage operations (May 2013).
- b. Strategic operations and highway enforcement training for 20 FRSC management staff and 30 patrol officers at the California Highway Patrol Academy, Sacramento, USA.
- c. Training for 218 mid-level officers by SMEC International on road safety.
- d. Certification of 100 FRSC personnel as first responders by the Trauma Section of the National Hospital, Abuja.
- e. Provision of advanced patrol vehicles, ambulances, and enforcement tools, including:
 - f. 45 heavy-duty Honda patrol motorbikes.
 - g. 37 patrol vehicles with surveillance cameras and VHF radios.
 - h. 18 advanced life-support ambulances.
 - i. 1,200 breathalyzers (including 45 evidence-based models).
 - j. 82 radar guns (40 of which are evidence-based models).
 - k. 7 heavy-duty (70 tonnes) tow trucks.
 - l. 10 VHF base stations, mobile two-way radios, and walkie-talkies.
- m. Sponsorship of five Officers for Road Safety Engineering training at the Royal Society for the Prevention of Accidents (RoSPA) in March 2017.
- n. Establishment of the National Road Traffic Crash Data Management System (NRTCDMS) through the IRTAD Twinning Project.

8.5 IMPACT OF THE WORLD BANK'S GRANT ON FRSC

The partnership between FRSC and the World Bank has resulted in substantial improvements in road safety and a reduction in road traffic crashes (RTC). The following statistics illustrate the impact along key corridors:

S/N	ROUTE	2010	2011	2012	2013
1	Abuja-Kaduna-Zaria-Kano	122	132	55	48
2	Benin-Ifo-Akure-Ilorin	184	147	133	128
3	Mokwa-Bida-Lambata-Suleja	182	208	164	121
4	Jos-Bauchi-Gombe	257	129	104	89
5	Enugu-Abakaliki-Ikom-Mfum	82	84	72	67
6	Abuja Metropolis	363	253	236	290

8.6 OTHER BENEFITS TO FRSC DUE TO THE WORLD BANK GRANTS

- a. Recognition of FRSC as a leading road safety agency in Africa.
- b. Membership in the UN Expert Group on Road Signs and Signals.
- c. ISO 9001 QMS certification for quality management systems.
- d. Establishment of the West African Road Safety Organization (WARSO).

- e. Integration of road safety into national policy-making.
- f. Continuous participation in the Annual Transport Research Board (TRB) meeting for over 17 years.

8.7 AREAS OF CONTINUOUS COLLABORATIONS WITH THE WORLD BANK

To further the FRSC's road safety agenda and meet the UN Decade of Action goal of reducing RTC fatalities by 50%, the Corps seeks additional collaboration in the following areas:

- a. Capacity building for Road Safety Audit and Crash Investigation.
- b. Infrastructure support for new FRSC Area Commands and Stations.
- c. Training for paramedics on emergency casualty handling.
- d. Re-fleeting of patrol vehicles, ambulances, and motorcycles.
- e. Staff exchange programmes with international traffic police agencies.
- f. Expansion of the Post-Crash Care Community Initiative.
- g. Enhanced capacity for data collection and analysis.
- h. Development of Number Plate Recognition infrastructure.
- i. Expansion of the field operations monitoring and control center nationwide.
- j. Provision of body cameras, digital traffic counters, and advanced data management software.
- k. Establishment of vehicle inspection and testing infrastructure.
- l. Procurement of fire-fighting trucks for rapid response to automobile fires.
- m. Training for judicial Officers on traffic management laws.
- n. Engagement with RoadPol for FRSC personnel training.
- o. Support for WARSO in implementing road safety policies.
- p. Hiring of a communication expert to improve public education campaigns.

FRSC acknowledges the immense contributions of the World Bank in transforming road safety management in Nigeria. To sustain and enhance these achievements, continued partnership and financial support are essential. The Corps remains committed to leveraging this collaboration for safer roads and improved traffic management in Nigeria.

9. UN CONVENTIONS ON ROAD SAFETY

The United Nations Conventions was reawakened as a result of the twelve (12) voluntary Global Performance targets which were developed at an intergovernmental meeting in November 22, 2017.

TARGET 1 2020  Target 1: By 2020, all countries establish a comprehensive multisectoral national road safety action plan with time-bound targets.	TARGET 2 2030  Target 2: By 2030, all countries accede to one or more of the core road safety-related UN legal instruments.	TARGET 3 2030  Target 3: By 2030, all new roads achieve technical standards for all road users that take into account road safety, or meet a three star rating or better.	TARGET 4 2030  Target 4: By 2030, more than 75% of travel on existing roads is on roads that meet technical standards for all road users that take into account road safety.
TARGET 5 2030  Target 5: By 2030, 100% of new (defined as produced, sold or imported) and used vehicles meet high quality safety standards, such as the recommended priority UN Regulations, Global Technical Regulations, or equivalent recognized national performance requirements.	TARGET 6 2030  Target 6: By 2030, halve the proportion of vehicles travelling over the posted speed limit and achieve a reduction in speed-related injuries and fatalities.	TARGET 7 2030  Target 7: By 2030, increase the proportion of motorcycle riders correctly using standard helmets to close to 100%.	TARGET 8 2030  Target 8: By 2030, increase the proportion of motor vehicle occupants using safety belts or standard child restraint systems to close to 100%.
TARGET 9 2030  Target 9: By 2030, halve the number of road traffic injuries and fatalities related to drivers using alcohol, and/or achieve a reduction in those related to other psychoactive substances.	TARGET 10 2030  Target 10: By 2030, all countries have national laws to restrict or prohibit the use of mobile phones while driving.	TARGET 11 2030  Target 11: By 2030, all countries to enact regulation for driving time and rest periods for professional drivers, and/or accede to international/regional regulation in this area.	TARGET 12 2030  Target 12: By 2030, all countries establish and achieve national targets in order to minimize the time interval between road traffic crash and the provision of first professional emergency care.

These voluntary targets which is a response to the need on improving global road was welcomed by the United Nations General Assembly when government

delegations met in April 2018 and made resolutions on "Improving global road safety"

Specifically, Target 2 intends to have all countries accede to one or more of the core road safety-related United Nations legal instruments by 2030.

The drive for accession and domestication of the United Nations core road safety-related legal instruments which may be categorized broadly into five groups:

- a. Traffic rules,
- b. Road signs,
- c. Vehicle regulations,
- d. Transport of dangerous goods, and
- e. Professional driver fatigue

Road Traffic Crashes in Nigeria kill an estimated 21 persons out of every 100,000 people, according to WHO estimates.

Together with this, there is an estimated 3% loss of the country's Gross Domestic Product annually.

In an attempt to reverse the above trend, and align with global prescriptions/initiatives, Nigeria became the 78th country to assent to the 'Vienna Convention on Road Signs and Signals' six (6) months after a capacity building national workshop on road safety organized by the Federal Road Safety Corps in November 2017.

At the workshop, UNECE which is the host of the conventions raised awareness of six key UN road safety conventions and Nigeria has acceded to all of them.

These conventions - covering road signs and road markings, road traffic, transport of dangerous goods and vehicle safety - address the major causes of road crashes.

The 2015 Mid-Term Review of the African Road Safety Action Plan ranked Nigeria among the top three best performing countries in Africa on road safety. However, an holistic efforts are urgently needed to save more lives on our roads. The UN Road Safety Conventions therefore offers a concrete contribution in this regard.

These accents helped Nigeria's action on improving its road safety situation, guided by its National Road Safety Strategy.

Nigeria is among few countries in Africa to have assented to the Vienna Convention adopted by the UN General Assembly on November 8th 1968 which became effective on May 21, 1977.

Nigeria is also a member of the Advisory Board of the United Nations Road Safety Trust Fund which is an effort to address the global road safety situation by bridging the gaps, and mobilization of resources to ensure the effective coordination of action at all levels.

This move by the Corps earned her commendations from the United Nations Secretary-General's Special Envoy for Road Safety, Jean Todt who stated that the Government of Nigeria has reaffirmed its strong commitment to improve road safety while calling on all countries to follow this example.

As host to the United Nations road safety Conventions, UNECE Executive Secretary, Olga Algayerova, welcomes Nigeria's accession to these key agreements and affirms its readiness to support Nigeria for its effective implementation to save lives on our roads.

This landmark in the history of the country and testament of the Government's prioritization of road safety management should inspire other countries especially in the sub-region to join the Conventions and strengthen their efforts. To this end, it is recommended that every member states here present take this opportunity and key to these initiatives.

List and imperatives of the six (6) United Nations road safety Conventions recently accented to by Nigeria.

On 18 October 2018, Nigeria acceded to the following agreements:

- **1968** Convention on Road Traffic (enters into force 18 October 2019);
- **1968** Convention on Road Signs and Signals
- The 1968 Convention provides rules on all aspects of road traffic and safety, and serves as a reference for national legislation. It describes all road user behaviour, drivers' responsibilities and pedestrians' responsibilities; in order to promote safe road user behaviour.

The Convention provides over 250 commonly agreed road signs, signals and road markings. It classifies road signs into three classes (danger warning, regulatory and informative), defines each and describes their physical appearance to ensure visibility and legibility. It focuses on safe infrastructure which contributes to safer mobility.

- **1958** Agreement concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations (enters into force on 17 December 2018);

The agreement provides the legal framework for adopting uniform UN Regulations for all types of wheeled vehicles manufactured, specifically related to safety and environmental aspects. It covers over 140 UN Regulations (such as **helmets, braking, tires safety belts**). Parts and equipment that have been approved against these high safety requirements carry the E-marking, an important sign for the industry and consumers. It improves safety and environmental performance, facilitates international road traffic and removes technical barriers to international trade. It promotes safe and environmentally friendly vehicles.

- **1997** Agreement concerning the Adoption of Uniform Conditions for Periodical Technical Inspections of Wheeled Vehicles (enters into force 17 December 2018);

The agreement provides the legal framework for the inspection of wheeled vehicles and for the mutual recognition of inspection certificates for cross-border use of road vehicles. Its rules cover environmental behavior and safety of vehicles in use. The agreement promotes keeping vehicles environmentally friendly and safe throughout their lifetime.

- **1998** Agreement concerning the Establishing of Global Technical Regulations for Wheeled Vehicles, Equipment and Parts (enters into force 17 Dec 2018);

The agreement serves as the framework for developing global technical regulations for vehicles on safety and environmental performance, including electronic stability control, pole side impact, and emissions tests among others. New regulations are added as needed to keep up with progress on safety and technology

- **1957** Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) (enters into force 18 Nov 2018).

This agreement and its annexes, which are updated every two years, outline the highest level of safety acceptable to all Contracting Parties for permitting transport of dangerous goods by road on their territories, taking duly into considerations cost/safety benefits. It defines the dangerous goods that may be transported internationally - and the transport conditions - and sets requirements for operations, driver training and vehicle construction. With performance-tested, certified and periodically inspected transport equipment and vehicles, top trained drivers and a well-established efficient system of hazard communication for emergency response, we achieve safer road transport operations.

9.1 Benefits of Road Safety Conventions

- Road Safety Management has emerged as a top development priority for Africa, which has seen the highest rate of road traffic fatalities in the world despite comparatively low levels of motorization.

- Africa, like the rest of the world, is witnessing a road safety crisis. With the highest per capita rate of road fatalities in the world, road deaths in sub-Saharan Africa are projected to be more than double from 243,000 deaths projected for 2015 to 514,000 by 2030.
- This increase will see road fatalities overtake the number of malaria-related deaths in the region. In fact, while fatalities from both HIV/AIDS and malaria are projected to decline, road fatalities will continue to increase if nothing deliberate is done.
- In order to tackle this menace on our road, the region has the opportunity to learn from other country's experience. Creating or strengthening the capacity of road safety agencies will be an important part of that process. Thus, the recommendation for all to accent to these global conventions.
- Effective implementation of the UN road safety Conventions are a key priority for improving global road safety, particularly in low and middle-income countries, where 90% of road traffic fatalities occur.
- With death toll of 1.35 million people and an estimated \$1.85 trillion economic cost each year, addressing road safety in Africa is vital to global efforts to achieve the ambitious 2030 Agenda for Sustainable Development.
- Moreover, the rapidly growing numbers of vehicles, road users, increased trade, globalization and urbanization, coupled with staggering global road traffic injury rates underline the critical need to actively promote road safety.
- UNECE and the Secretary-General's Special Envoy for Road Safety worked with the Government of Nigeria to promote accession to these Conventions, mobilizing political commitment and supporting the accession process, building knowledge and capacities of government officials.

9.2 How to Become a Contracting Party

- For clarity, there are six priority UN road safety conventions as accented to by Nigeria and these conventions are effective and open to all UN member States which are Contracting Parties.
- Ratification to the treaty is required for signatory but becoming a Contracting Party to a Convention after it has already entered into force requires accession which is a legal document.
- The accent procedure is done by submitting "an instrument of ratification or accession", to the Secretary-General of the United Nations, signed and sent via Permanent Missions to the United Nations in New York to the Secretary-General of the United Nations.
- In practice, the Treaty Section of the Office of Legal Affairs at the United Nations Headquarters (New York) will receive, review, and accept in deposit the instrument of accession.
- The instrument of accession can only be signed by the Head of State, Head of Government or the Minister for Foreign Affairs. Becoming a Contracting

Party to these UN road safety Conventions does not involve any financial obligation or fee.

- This, in some cases, means that Parliament has to agree, or that the Constitutional court of the country has to examine the treaty in question and to provide a formal confirmation that the instrument in question does not contradict the Constitution (judicial review).
- a. In other cases, various councils or other institutions within the government have to give their approval before accession can be sent.
- b. Before a Head of State, Head of Government or Minister for Foreign Affairs signs and deposits an instrument of accession with the Secretary-General, domestic constitutional procedures usually have to be followed for a State to make a formal decision to become a Contracting Party to these Conventions.

By experience, it is effective for the national authorities involved to:

- a. Translate the legal instrument into the national language;
- b. Conduct and provide a cost-benefit analysis, outlining the resources (fiscal or human) required for implementation;
- c. Determine a list of any required national legal reforms;
- d. Consult with industry representatives and civil society to ensure full transparency and legal certainty for everyone affected by the new rules.

It is imperative to emphasize here that the UNECE is the host overseeing the UN legal instruments and played critical role in actualizing this feat for Nigeria.

10. FRSC ROLE IN ENSURING PEACE AND SECURITY IN NIGERIA

Road transport is the most widely used mode of transportation in Nigeria, playing a critical role in socio-economic development. However, its convergence with other modes of transportation presents several security concerns, ranging from road traffic crashes (RTCs) to criminal activities such as banditry, kidnapping, and vehicle hijacking. FRSC is at the forefront of ensuring that the road transport sector remains safe, thereby contributing to national peace and security.

10.1 INGREDIENTS OF PEACE AND SECURITY

A key ingredient of national peace and security is food security, which is directly and remotely linked to road transportation. The transport sector ensures the movement of agricultural inputs, raw materials, and finished farm products from rural areas to urban centers and across states. FRSC plays a crucial role in ensuring the security of food supply chains by regulating vehicle movements and preventing disruptions caused by road crashes and insecurity.

The significance of FRSC in this process includes:

- a. Ensuring the free flow of agricultural goods by preventing and managing road obstructions.
- b. Regulating and enforcing road safety measures to minimize road traffic crashes.
- c. Facilitating seamless transportation through effective policies and enforcement.

10.2 THE RELEVANCE OF FRSC IN PEACE AND SECURITY

FRSC has a statutory mandate to create a safe and secure motoring environment, reducing road traffic crashes and their associated effects to the barest minimum.

This is achieved through:

- a. Implementing road safety strategies that ensure the safety and security of goods and persons on the road.
- b. Collaborating with other security agencies to address criminal activities occurring on highways.
- c. Promoting compliance with road transport regulations to enhance security.

10.3 EFFECT OF ROAD TRAFFIC CRASHES ON SECURITY

Road traffic crashes (RTCs) have severe socio-economic consequences that directly and indirectly impact national security. These include:

- a. **Economic and Human Costs:**
 - i. Business disruptions and increased production costs.
 - ii. Loss of breadwinners, leading to economic instability in families.

- iii. High medical bills and loss of income due to permanent injuries or death.
- iv. Loss of productivity and increased burden on health services.
- v. Damage to road infrastructure, requiring government expenditure on repairs.

b. Security Implications:

- i. Disruption of transport processes and supply chain activities.
- ii. Damage to vehicles, increasing insurance claims and repair costs.
- iii. Increased burden on the healthcare system due to accident victims.
- iv. Rising government expenditure on emergency responses and road repairs.
- v. Families of victims becoming financially incapacitated, leading to vulnerability and potential criminal tendencies.
- vi. Loss of livelihood, contributing to increased poverty rates and susceptibility to crime.

Poverty has been identified as a key driver of insecurity. Hunger and financial desperation can lead individuals into criminal activities such as banditry, kidnapping, and car hijacking. Road safety, therefore, is not just about preventing crashes but also about securing livelihoods and preventing conditions that foster crime.

10.4 ROLE OF FRSC IN MITIGATING INSECURITY

In line with the National Security Strategy, the FRSC contributes to national security by ensuring safe and secure roads through the following:

- a. Conducting continuous road audits nationwide to enhance safety.
- b. Effective management of driver licensing and maintaining a national database.
- c. Development and maintenance of a data bank for all registered vehicles, with ownership details.
- d. Keeping records of transport unions, motor parks, and fleet operators for enhanced monitoring.
- e. Ensuring the clear identification of transport union members and motorcycle operators.
- f. Clearing road obstructions to facilitate smooth traffic flow and prevent criminal activities.
- g. Maintaining road surveillance to apprehend traffic violators and enhance intelligence gathering.
- h. Providing emergency rescue operations for crash victims to prevent their vulnerability to crime.

10.5 VEHICLE TRACKING AND SECURITY PROFILING

FRSC has established strategic partnerships with the Nigerian Customs Service (NCS) and other security agencies to enhance vehicle tracking and security profiling. The Chassis or Vehicle Identification Number (VIN) serves as a tool to

obtain vehicle identity and history, especially when number plates have been removed. This feature enhances security in the following ways:

- a. Enables law enforcement to trace stolen or smuggled vehicles.
- b. Assists in identifying vehicles involved in criminal activities.
- c. Facilitates intelligence sharing and national security operations.
- d. Enhances technological integration between FRSC and other agencies for real-time vehicle monitoring.

10.6 FRSC STRATEGIES FOR ENHANCING SECURITY

- a. **Strategic Deployment of Mobile Verification Equipment:** FRSC mobile vehicle verification devices should be stationed at strategic locations such as state house entrances, airports, and other sensitive areas to implement instant online vehicle verification before granting access.
- b. **Capacity Building and Training:** FRSC should engage in regular training and exchange programs with security agencies, fostering intelligence sharing and coordinated operations.
- c. **Establishment of Joint Task Forces:** FRSC should collaborate with security agencies and volunteer groups to set up joint task forces, ensuring unity of purpose and eliminating conflicts of interest.
- d. **Strengthening the Information Verification Portal:** FRSC's biometric capture and verification system allows real-time verification of vehicle and driver details, enhancing national security efforts. Virtually all security threats involve some form of mobility, making FRSC's role in data verification crucial.

Road transport management is a multifaceted field that requires expertise and strategic planning to ensure safety and security. The role of FRSC extends beyond traffic management to encompass national security through proactive road safety measures, intelligence gathering, and technological innovations. A secure and well-managed road transport system contributes to national development by preventing loss of lives and property, reducing crime rates, and ensuring the seamless movement of goods and people. To achieve lasting peace and security, all stakeholders—including government agencies, transport unions, and security organizations—must collaborate to implement holistic and sustainable road safety strategies. FRSC remains a pivotal institution in this national security framework, ensuring that Nigerian roads are safe, secure, and conducive for economic growth.

11. DIABETES AND SAFE DRIVING

11.1 DEFINITION OF DIABETES

Diabetes is a chronic condition characterized by elevated glucose levels due to insulin deficiency or insulin resistance with implications on daily activities including driving.

11.2 IMPORTANCE OF DRIVING;

Driving is a critical life skill that fosters independence, and any condition that affects cognitive function can affect driving safety.

11.3 TYPES OF DIABETES

There are primarily three types of diabetes . Type 1, Type 2 and gestational diabetes. Driving in relation to Diabetes can be related to Hyperglycemia (elevated blood glucose levels) and Hypoglycemia (reduced blood glucose levels).

11.4 PREVELANCE OF DIABETES

Diabetes affects millions worldwide with increasing prevalence attributed to lifestyle changes , understanding this changes is essential for driving safety .

11.5 DIABETES AND COGNITIVE FUNCTION

How Diabetes impacts Decision-Making and attention

Diabetes can significantly impact decision-making and attention, particularly if blood sugar levels fluctuate. Low blood sugar (hypoglycemia) can cause confusion, slowed reaction times, impaired judgment, and drowsiness, all of which can reduce a driver's ability to make quick, safe decisions. High blood sugar (hyperglycemia), on the other hand, can lead to fatigue, blurred vision, and difficulty concentrating, making it harder for drivers to stay focused and alert. These effects can increase the risk of accidents and impact overall driving safety if not managed effectively.

11.6 CONTROL TECHNIQUES FOR SAFE DRIVING

- a. **Monitor Blood Sugar:** Checking blood sugar levels before driving helps ensure they are within a safe range. For longer trips, periodic checks during breaks can prevent sudden drops or spikes.
Eat Regularly: Consuming balanced meals and snacks at consistent times keeps blood sugar levels steady, reducing the risk of unexpected highs or lows that could impair driving abilities.
Carry Supplies: Keeping glucose tablets, snacks, and water in the car allows for quick treatment of hypoglycemia if blood sugar drops unexpectedly.

Avoid Driving if Unwell: High or low blood sugar can impact concentration and reaction time. Waiting until levels are stable before driving improves safety.

Stay Hydrated: Dehydration can exacerbate high blood sugar symptoms and lead to fatigue, so drinking water regularly supports alertness and blood sugar management.

Set Reminders: For long drives, setting phone alarms to check blood sugar every couple of hours can prevent sudden drops or rises, ensuring continued focus and safe driving conditions.

11.7 PREVENTIVE STRATEGIES

- a. **Plan Ahead:** Check your blood sugar before setting off and plan regular stops on longer trips
- b. **Keep Emergency Supplies:** Always have glucose tablets, snacks, and water in the car to address sudden blood sugar changes.
- c. **Wear Medical ID:** A medical alert bracelet or ID informs others of your condition in case of an emergency.
- d. **Adjust Medication Timing:** Coordinate medication schedules with driving times to maintain stable blood sugar.
- e. **Stay Educated:** Learn to recognize personal symptoms of high and low blood sugar to act promptly.
- f. **Inform Passengers:** If possible, tell passengers about your diabetes so they can assist if an issue arises.

11.8 TECHNOLOGICAL AID

- a. **Continuous Glucose Monitors (CGMs):** CGMs provide real-time blood sugar readings to phones and alert drivers of high or low levels, allowing for quick adjustments before symptoms impact driving.
- b. **Insulin Pumps:** These devices deliver insulin at a controlled rate, helping to maintain stable blood sugar levels and reduce unexpected fluctuations.
- c. **Glucose Monitoring Apps:** Paired with CGMs, these apps track blood sugar trends over time, send reminders, and allow drivers to review their levels before driving.
- d. **Smart Medical Alerts:** Devices like smart medical bracelets provide immediate health information to first responders in case of an emergency, ensuring fast, accurate care

In conclusion, managing diabetes while driving requires proactive strategies, from regular monitoring and carrying emergency supplies to using technological aids like CGMs and insulin pumps. By combining these measures with good planning and awareness, drivers with diabetes can reduce risks, enhance their focus on the road, and ensure safer driving experiences for themselves and others.

12. PUBLIC MEDIA RELATIONS (PR)

Public Relation is the planned and sustained effort to establish and maintain understanding between an organization and the public.

12.1 FUNCTIONS AND OBJECTIVES OF PR

- To inform the public about the organization's objectives.
- Interact with various government and non-governmental departments for smooth running of the agency.
- To build and sustain a healthy image in the minds of the masses.
- To manage crisis situations.
- Maintain good media relations.
- To use various PR tools to achieve the goals.
- Maintain the prestige of a favourable image
- promote the product and service
- Maintain goodwill among the corps, the public and other stake holders.
- Educate the public on the use of the product and service.
- Investigate the attitude of various groups towards the policies, etc.

12.2 ACTIVITIES OF PR AND SOME TARGET AUDIENCE

- Monitor the media daily to identify and differentiate geniality from prejudice.
- Develop your speaking ability and make friendship (at least three people a day).
- Observe the PR activities in your agency and prepare a list for follow-up.

12.3 TARGET AUDIENCE

- The community
- Opinion leaders
- The media
- The employees
- The suppliers
- The customer (users of product)
- Financial contacts ,eg, bankers, stake holders, etc.

12.4 CHALLENGES AGAINST THE FRSC CORPORATE IMAGE

- Tendency to resist change.
- Inadequate fund.
- Sabotage.
- Inconsistent policies.
- Lack of good communication skills

12.5 WAY FORWARD

- Corporate social responsibility (CSR).
- Effective interaction with public.
- Maintain a dynamic website containing news on achievement of the Corps.
- Insist on standard and excellence in product quality and service delivery.
- Improve your knowledge of speech situations.

12.6 KEY PUBLIC RELATIONS TOOLS

- Media relations
- Media tours
- Newsletters
- Special events
- Speaking engagements
- Sponsorships
- Employee relations
- Community relations and philanthropy

12.7 FRSC OFFICERS AS PR PRACTITIONERS

- Counsel management based on the understanding of human behaviour
- Analyze the trend of affairs and predict consequences
- Research into public attitude and expectations
- Establish and maintain communication on truth and full information
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12.8 FIVE BASIC PRINCIPLES OF GOOD MEDIA RELATIONS

- Know your client and their business.
- Know your media contacts and their needs.
- Know your target audience and their interests.
- Know your purpose and desired result.
- Know your pitch and respect if it won't work.

12.9 THREE TYPES OF IMAGE

- Wish image.
- Mirror image.
- Current or corporate image.

12.10 MANAGING FRSC's CORPORATE IMAGE

- The FRSC as a traffic law enforcement agency needs to enlighten the public on its mandate and on the consequences of RTCs
- This is achieved through engaging the use of the media e.g the radio, television, newspapers, road shows, motor park rallies, conferences, workshops and even worship centers
- There is a PR/PE Unit saddled with these responsibilities
- An average staff of FRSC is also considered as PR man for FRSC
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12.11 COMMON PRESS INFORMATION

- The number of death and injuries during a road crash
- The number of crashes in an environment over a period of time
- The identities of crash victims
- The ownership of the vehicles involved in road crashes etc

12.12 NON-CLASSIFIED INFORMATION

- Information from FRSC official website or official documents available to the public are not considered as classified information and can be released to members of the public who may need them.
- For instance, information about the duties of the Corps, the law establishing the Corps, or information contained in the Highway Code, the FRSC Establishment Act and the National Road Traffic Regulation are not classified information and can be released to members of the public.

13. LEADERSHIP AND PRODUCTIVITY

Leadership is a quality that can be defined; however its definition differs from person to person. It is a quality that generates success, however success means different things to different people. Despite the variability in perceptions of leadership we all have leaders who have made a difference in our life and inspired us in one way or another. The benefit of having such variability in our perception of leadership is that each person on Earth has the capability of being a leader in some way. It is time to discover what kind of leader you are. It is time to exceed your potential, find your passion, take action, and make a difference.

13.1 WHO IS A LEADER?

A Leader is someone who influences and motivates others (followers) towards achieving common purposes and objectives.

13.2 WHAT IS LEADERSHIP?

Field Marshal Bernard Montgomery: "Leadership is the capacity and will to rally men and women to a common purpose and the character which inspires confidence."

Dwight Eisenhower: "Leadership is the art of getting someone else to do something you want done because he wants to do it."

Harry Truman: "A leader is a man who has the ability to get other people to do what they don't want to do, and like it."

According to Jack Welch (former CEO, General Electric) he says, as a leader, I have three (3) responsibilities;

- a. Finding the right people
- b. Allocating the resources
- c. Sharing the ideas quickly

Also, Chester Bernard (1938) says, a leader's responsibility is to maintain the organization's values and to generate commitment.

13.3 WHO IS A LEADER?

- a. **CHARISMATIC:** Possession of some personality traits may lead people naturally into leadership roles. **Martin Luther King, Obama.**
- b. **SITUATIONAL:** A crisis of important event may cause a person to rise to the occasion. This brings out extraordinary leadership qualities in an ordinary person e.g. Nelson Mandela.
- c. **TRANSFORMATIONAL:** People can choose to become leaders by learning leadership traits. To be tutored to become a leader.

13.4 LEADERSHIP MOTIVATION

- a. The desire to help others
- b. The sense of being needed
- c. Feeling accomplished when goal is achieved
- d. Gaining the respect of others
- e. Self-growth and understanding

13.5 STYLES/TYPES OF LEADERSHIP

- a. Laissez-Fair
- b. Democratic
- c. Bureaucratic
- d. Autocratic

NOTES:

- i. Choice of effective leadership style depends on situations.
- ii. A leader must use his sense of judgment
- iii. Leadership is scientific in nature and requires mastery

13.6 TIPS IN CHOOSING THE MOST EFFECTIVE LEADERSHIP APPROACH

- a. Consider skill levels and experience of your followers
- b. Consider whether the work involved is a routine or requires new and creative skills.
- c. Consider the organizational environment (this can be either stable or radically changing, conservative or adventurous)
- d. Consider your own preferred or natural style

13.7 QUALITIES AND ATTRIBUTES OF A LEADER

According to John C. Maxwell, the 21 leadership qualities include:

- a. Character
- b. Charisma
- c. Commitment

- d. Communication
- e. Competence
- f. Courage
- g. Discernment
- h. Focus
- i. Generosity
- j. Initiative
- k. Listening
- l. Passion
- m. Positive Attitude
- n. Problem Solving
- o. Relationship
- p. Responsibility
- q. Security
- r. Self-Discipline
- s. Servanthood
- t. Teachability
- u. Vision

13.8 RESPONSIBILITIES OF A LEADER

- a. Agenda Setting: The leader helps the group to organize itself by setting purposeful and achievable objectives
- b. Decision Taking: Set procedures for decisions necessary to achieve the set objectives
- c. Coordination: Directing all the efforts towards achieving organizational goals
- d. Generation and management of resources
- e. Evaluation of various performance

13.9 PRODUCTIVITY

This is the **EFFICIENT** and **EFFECTIVE** use of available resources to achieve desired results in **TIME**. Productivity is cost-consciousness, **time consciousness**, quality consciousness, customer consciousness.

Productivity Improvement

Productivity improvements are planned interventions designed to make the process better and operations of organizations smooth with a view to increasing: performance, revenue, profit, employment and improved standard of living for its workers or the populace. It entails improving efficiency, effectiveness and quality of work life.

Productivity Improvement can only come about through the efficient and effective management of input factors of production, that is, human resources (management and labour), capital (physical and financial assets), and technology.

14. IMPLICATION OF BRIBERY AND CORRUPTION TO AN INSTITUTION (FRSC) AND STAFF CAREER

Image building and reputation management is as expensive as the cost of running an organization which explains why every institution strives to protect its hard earned image and reputation. FRSC has over the years built a reputation that has impressed the Nigerian public and road users. This stems from its transparency, integrity in its mode of operation and notably rejecting every act of inducement and gratification while on official duty.

Unfortunately, these attributes are fast declining and the Corps is quickly losing its relevance in the comity of reputable organizations and contributing to the declining rating of the country in global Corruption Perception Index (CPI) released by Transparency International. Nigeria ranked 150 as at 2022.

Bribery is a subset of corruption and the two are intertwined. You cannot mention bribery without discussing the act of corrupt practices. It should also be noted that the two have eaten deep into the fabric of the society especially public institutions run by government. FRSC integrity has been challenged in recent times, making the Corps a subject of public ridicule which now lives in its past glory

14.1 DEFINITION OF TERMS

Explanation of the following terms will provide better understanding of the topic.

BRIBERY: Bribery refers to the offering, giving, soliciting, or receiving of any item(s) of value as a means of influencing the action(s) of an individual or group holding a public trust.

CORRUPTION: The word 'corruption' originates from the Latin term 'corruptus,' meaning to disrupt, break, spoil, or contaminate (Nicholls et al. 2006, p. 1). Macmillan contemporary dictionary (1979) defined corruption as a deviation from honesty, influenced by bribery; an inducement in cash or kind to secure services or goods from public officials or other agencies through illegitimate or unlawful or irregular means. It is an abuse of **entrusted power** for personal gain.

EXTORTION: practice of obtaining something, especially money through force or threat.

INTERGRITY: Integrity means being honest and having strong moral principles. A person with integrity behaves ethically and does the right thing, even behind closed doors where no one is monitoring.

PUBLIC PERCEPTION: Public perception is simply the type of information obtained from a public opinion survey. It is merely the aggregate views of a group of people who are asked directly or indirectly what they think about particular organization, person, issues or events.

RACKETEERING: Dishonest and fraudulent business dealings

14.2 WHAT IS FRSC KNOWN FOR?

FRSC as the lead agency in road traffic management in Nigeria is known to be proactive in responding to traffic related matters that includes using various approaches encapsulated in the **Corps Vision and Mission** which are:

VISION: Create a safe motoring environment towards achieving Zero Road Traffic Death.

MISSION: To coordinate all road safety initiatives through improved strategic partnership and alignment with global strategies.

In order to achieve the aforementioned, FRSC initiated its **Core Values** that guide every staff in carrying out their duties.

- ❖ Transparency.
- ❖ Fairness.
- ❖ Timeliness and,
- ❖ Service Orientation

14.3 FRSC PUBLIC PERCEPTION IN THE PAST

FRSC in the past commands high level of respect from the public: Resilience, effectiveness and zero tolerance for corruption by FRSC personnel. Having integrity, rejection of bribe and making it an offence in the Notice of Offence Sheet. This brought positive public perception and earned us respect. It seems we are gradually losing the respect that was acquired by the founding fathers who worked tirelessly even in the face of serious adversities to ensure the acceptability and continuous existence of the Corps

14.4 CURRENT STATE OF THE CORPS ON CORRUPT PRACTICES

The current state of the Corps is a complete departure from the past enumerated above.

- a. Extortion with impunity while on patrol (bribery)
- b. Racketeering in employment and NVIS matters (NDL and Number plates). money collected which is illegal and work not done or delivered.
- c. Tampering and pilfering RTC victims properties,
- d. Traffic offenders vehicles and items are sometimes also pilfered from report received by CIO.
- e. Inflated charges for services rendered e.g towing with FRSC vehicles

14.5 CONSEQUENCES OF BRIBERY AND CORRUPTION TO FRSC & STAFF CAREER

Bribery and corruption is a social menace that has eaten deep into the fabric of the Nigerian state. It has been acknowledged that bribery and corruption and its practices are both endemic and systemic in both public and private sectors particularly the rates of corruption among uniform personnel in Nigeria are very alarming. The debilitating effects of bribery and corruption on the Corps and staff career are enormous, some of which include but not limited to the followings;

- a. Fear of termination of appointment when caught which could lead to;
 - Family life distortion or disorientation.
 - Lack of sustainable income.
 - High cost of processing reinstatement if it works out at all.
- b. Corruption undermines the reputation and integrity of individual staff, the Corps, its products and processes.
- c. Bribery and corruption account largely for the incessant assault, knockdown and mob attacks on FRSC personnel and installations
- d. It also leads to clients and customers' frustration as well as lack of confidence in FRSC which is capable of undermining the public trust.
- e. The twin cankerworm destroys the hard earned image of the Corps which has account for high cost managing public perception through the media and PE etc.
- f. Corruption discourages patronage to FRSC products and services by touts amongst us.
- g. It equally undermines efficiency among the gallant and dedicated staff

14.6 WAY FORWARD

The fight against bribery and corruption is every body's business in the Corps and should not be left for intelligence operatives or personnel saddled with such responsibilities alone. Every staff and Command must adopt good strategies

geared towards protecting the hard earn image and reputation gained over the years.

Some of the measures that can checkmate against bribery and corruption in FRSC include;

- a. Implementation of legislation against issue of corruption. The country and the Corps have sound laws that are capable making staff conform to acceptable behaviour. For instance, Federal Government on 13th June, 2000 enacted Anti-corruption Act which explicitly explains punishments for various acts of corruption.
- b. FRSC, through it legislations have equally spelt out punishments for various bribery or corruption offences. They are embedded in sections 13 to 29 of FRSC Regulations on Discipline, 2018
- c. Exemplary Leadership by Commanding and Supervising Officers who must not compromise, collect returns or allow patrol teams to fuel patrol vehicles.
- d. Every CO must intensify and sustain surveillance operations within his/her operational jurisdictions.
- e. Objectivity while engaging with the members of the public. Everyone should be treated equally, fairly and justly irrespective of his root, tribe, religion and geographical location.
- f. Os must sanction report of misbehaviour without partiality.
- g. Utilization of stakeholders positively for Corps benefits. Every CO must build robust stakeholders that should be harness positively for the Command and the Corps in general.
- h. Operatives to live within their means. Report of fake/false life is affecting staff family or otherwise is on the increase.

Bribery and Corruption has been a canker worm which if not handled with utmost seriousness is capable of destroying a reputable system, kill public trust, affect service delivery and dent the global image of a nation. The impact of consequences cannot be undermined as family life could be affected, cost of repairs or restitution higher than the preventive cost.

FRSC needs to retrace its step back to the era of the founding fathers where the average motorists dread the Corps, not because of the bookings alone, but because consequences of their traffic violations are met with stiff penalties and personnel are not induced by any incentive or bribe. The love for the Corps due to its transparent nature and stand in handling RTC victims properties and items of traffic offenders are accounted for without any rancour which endeared many to also join the Corps

That is the future the Corps should strive to build and that future belongs to all of us, with commitment and dedication we can still achieve it and stamp out the canker worm of bribery and corruption among us.

15, FRSC INTERVENTION PATROL

The Federal Road Safety Corps was established on 18 Feb, 1988 to address the menace of road traffic crashes bedeviling the Nation. The Corps is saddled with the responsibilities of reducing road traffic crashes, promoting road safety culture, educating drivers and other road users, carry out rescue operations and enforce traffic laws throughout the country. One of the strategies employed to achieve its mandate is through Intervention Patrol.

15.1 INTERVENTION PATROL

Federal Road Safety Corps Intervention Patrol is a special and focused patrol operations aimed at reducing specific traffic incidents or violations that significantly contribute to crashes and congestions. These Intervention Patrols are usually conducted during high-traffic periods, around crash prone areas, or in response to trends in traffic violations.

Intervention Patrol also involves specific patrols aimed at monitoring and enforcing traffic rules to reduce crashes, injuries and fatalities on our Nation's highways.

15.2 PURPOSE OF INTERVENTION PATROL

The purpose of Intervention Patrol is to prevent unsafe driving behaviours, ensure compliance with traffic laws, and enhance public safety to prevent crashes on the roads.

15.3 OBJECTIVES OF FRSC INTERVENTION PATROL

The objective of FRSC Intervention Patrol are but not limited to the following:

- a. Reduce Road Traffic Crashes (RTCs)
- b. Educate Road Users through on-the-spot public enlightenment
- c. Quick response to emergencies
- d. Ensure compliance to road traffic rules and regulations
- e. Increase visibility to deter traffic offenders from traffic infractions
- f. Clearing of obstructions on the nation's highways

15.4 TYPES OFFRSC INTERVENTION PATROL

The following are some of FRSC Intervention Patrols.

- a. End of the year Special Patrol-Operation Zero Tolerance to crashes

b. Sallah Special Patrol (Eidul Kabir and Eidul Fitr)

c. Easter Special Patrol.

These patrols are usually organized during festive period as the names implied.

d. Special Intervention Patrol: This type of Patrol is organized to address a specific observed infraction on our roads such as overloading, speeding, use of seatbelt, riding without use of Helmet under Age Driving, Driving Under the influence of Alcohol Violations.

15.5 STRATEGIES EMPLOYED DURING FRSC INTERVENTION PATROL

Considering the importance of Intervention Patrol below are the strategies employed during intervention patrols.

a. Deployment of Personnel and Equipment

There is always mass deployment of personnel and equipment to some strategic locations prone to crashes and traffic grid-lock in order to accomplish the purpose of the operation.

b. Aggressive Public Enlightenment

Public Enlightenment activities are usually step-up during the operation to create more awareness and sustain same through the period of the operation.

c. Motorise Patrol

For effective patrol operations motorise patrol are employed to ensure visibility and deter traffic violator especially in the Road Traffic crashes and grid-lock areas

d. Creating of Help Areas and Camps

Help Areas and Camps are created to assist Commands along critical corridor so that the host commands are not overwhelmed with pressure of work and to ensure seamless mobility of operatives.

e. Deployment of Technology

During intervention Patrol technology are deployed to enhance the operation effectiveness. Some of the technology apparatus deployed include, Body worn cameras, Radar Guns and Breathalyzers.

f. Collaboration with other sister security Agencies and Stakeholders: The Corps collaborates with other sister Security Agencies and stakeholders in order to have seamless operations during intervention patrol and this has been helpful.

g. Mobile Court: Mobile Courts could also be set up in some strategic areas to compliment the regular patrols. It is worthy to note that such mobile courts contribute significantly to curb and curtail motorists' excesses.

15.6 CHALLENGES OF FRSC INTERVENTION PATROL

FRSC Intervention Patrol is associated with noticeable challenges that hamper its full success. These challenges are both internal and external in nature.

INTERNAL CHALLENGES

a. PAUCITY OF FUNDS

Intervention Patrols are not in most cases adequately funded and this often result to shortage in men and materials deployed for the operation.

b. LACKADASICAL ATTITUDE OF STAFF

Most staff ranging from Commanding Officers to the operatives are not usually serious with the task assigned to them during the Intervention Patrols. In some instances, they are late to traffic control point, and often sometimes paying lip service to relax public enlightenment and enforcement at the detriment of road users.

c. LACK OF PHYSICAL SUPERVISION BY RSHQ MONITORS

RSHQ monitors do not spend time to do the needful during Intervention Patrols watering the operation to routine Patrol. The effect of the patrol is submerged as the operatives work without monitors. Worst still, some of the RSHQ monitors administer the Surveillance Form to the Commanding Officers to fill for them without due diligence/physical presence.

EXTERNAL CHALLENGES

a. PUBLIC PERCEPTION

The Motoring Public view FRSC Intervention Patrols to be more of a punishment than a preventive measure to Road Traffic Crashes.

b. POOR ROAD CONDITION

The poor road condition in Nigeria makes Intervention Patrols difficult. Failed portion of the road is a source of crashes especially the articulated vehicles. When vehicles fall in such failed portion it creates traffic congestion and the operatives will spend hours in clearing the obstruction hereby abandoning the patrol activities.

c. DISREGARD TO TRAFFIC RULES

Some drivers consider themselves as untouchables while on the road and flagrantly disobey traffic rules and regulations with impunity.

d. KNOCKDOWN OF STAFF

Instances where our operatives are knockdown abound. This act is often times deliberate. Many of the culprits are not made to face the full wrath of the law.

15.7 ADDRESSING THE CHALLENGES

- a. Adequate budget provision for Intervention Patrol
- b. Staff should be enlightened on the importance of Intervention Patrol
- c. RSHQ should be up and doing and ensure that the responsibility assigned to them are carried out physically by them.
- d. The Federal Ministry of Works and housing should be informed about the failed portions and recommended for palliative work in the areas.
- e. Staff should be sensitized to take their safety serious while on patrol to avoid being knocked down.

15.8 BENEFITS OF INTERVENTION PATROL

Despite the challenges of FRSC Intervention Patrol, there are notable achievements recorded during Intervention Patrol, these include:

- a. Reduction in Road Traffic Crashes
- b. Improvement on Road Safety Awareness
- c. Improvement on response time to emergencies
- d. Enforcement simplified
- e. Quick clearance of obstruction

FRSC Intervention Patrol is crucial to road safety on the nation's roads. Routine Patrol alone cannot address the enormous challenges of traffic situation in our country hence the need for Intervention Patrol. Intervention Patrol during festive period has largely improved the road safety culture on roads due to increased public awareness. If the challenges confronting Intervention Patrol are well addressed, crashes will be reduced to the barest minimum.