

2025
COMPENDIUM
FOR
DCCs

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 with 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. EFFECTIVE PATROL OPERATIONS

2.1 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.

2.2 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.

2.3 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.

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.

2.4 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.

2.5 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.wikipedia.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 Bachelors 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. Masters 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 TSC 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 Masters 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 bachelors 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.
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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. WORK ETHICS IN FRSC

Work is to do something that involves physical or mental effort especially as part of a job.

Ethics are rules of behaviour or conduct. Work Ethics are principles and standards of behaviour or set of values regarding proper conduct in a workplace.

In FRSC, every member of staff occupies a unique and important position in achieving the Corps' strategic goals.

Consequently, all staff of FRSC should imbibe the ethics of the Corps which include discipline, honesty, hardwork, loyalty, integrity, accountability, transparency, courtesy, respect, confidentiality, decency and team spirit in discharging their functions.

6.1 Examples of FRSC Workplace Ethics

The expected ethical conducts among staff include but not limited to the following:

- Punctuality to work.
- Proper dressing.
- Display of ID card while in uniform.
- Being courteous, professional and diligent in the discharge of duties.
- Attending to files promptly.
- Avoiding malingering during office hours.
- Being guided by the concept of quality service delivery.
- Responses to requests from clients promptly.
- Handling all assignments with dispatch.
- Not leaving the office before closing time.
- Not buying/selling in the office.
- Keeping the Convenience clean.
- Being honest and fair to all.
- Orderliness at functions.
- Compliance with Operational Guidelines.

6.2 Where to find FRSC Workplace Ethics

- The FRSC (Establishment) Act 2007.
- Conditions of Service.
- National Road Traffic Regulations, 2016.
- Regulations on Maintenance of Discipline, 2013.
- Servicom Charter.
- Quality Management System Standards.
- Operational Manual.
- Educational Policy.
- Quality Policy and
- Public Service Rules 2008.

6.3 FRSC Charter

The FRSC Charter has specific desirable ethical practices that are to be noted:

- Office comportment.
- Respect for superior officers.
- Compliance with assumption of duty date.
- Writing of names on the attendance register.
- Signing off at the close of office hours.
- Leave matters (maternity, casual, annual, study and sick leave) and
- Permission to Get Married.

6.4 Prospects of Workplace Ethics in FRSC

Generally, staff efforts are essential elements in shaping and directing the organization towards effective service delivery.

6.5 Discipline

Discipline as an ethical process is used to check the compliance of staff with extant rules and regulations.

6.6 The Ethics of Employee Loyalty, Trust and Respect

- Employers and employees treating themselves ethically in a workplace can promote trust, loyalty and productivity.
- The employer should at all times go by the rules of ethical conducts in dealing with employees.

He must follow all the prescribed processes and procedures to achieve desired corporate strategic goals.

6.7 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 behavior 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. VESTING DAYPARADE

A military parade is a formation of soldiers whose movement is restricted by close-order manoeuvres known as drilling or marching. The military parade is now almost entirely ceremonial, though soldiers from time immemorial up until the late 19th century fought in formation. Massed parades may also hold a role for propaganda purposes, being used to exhibit the apparent military strength of one's nation.

Military drill is memorizing certain actions through repetition until the action is instinctive to the soldiers being drilled. Complex actions are broken down into simpler ones which can be practiced in isolation so when the whole is put together the desired results are achieved. Such is necessary for a fighting force to perform at maximum efficiency in all manner of situations

7.1 Handing and taking over parade (vesting day)

Handing and taking over parade otherwise known as vesting day parade is conducted to mark the end of the tenure of a Commanding officer in a Command and the commencement of new tenure of Office of the Incoming Commanding Officer to that Command.

7.2 Importance of Vesting Day Parade

- a. The importance of this parade is underscored by the following:
- b. It provides the forum for the outgoing Commander to bid farewell to officers and marshals of the command.
- c. It gives the in-coming officer the opportunity to impress his personality and style of leadership on the officers and Marshals during his introductory address.
- d. It enhances a quick rapport between the in-coming Commanding Officer, and officers and Marshals of the Command.
- e. It enables all staff to understand the style of leadership of the new Commanding Officer and what he intends to achieve during his tenure of office.

7.3 Sequence for Formation of Vesting Day Parade

- a. A parade of not less than two (2) guards forms up at the parade ground.
- b. In this parade, guards are formed due to availability of Staff (Officers and Marshals) in the Command. The composition of each guard is 48 Marshals and 3 Officers (one Guard commander and 2

sub-Guard commanders). The parade usually has guards in even numbers of 2, 4, 6 or 8.

- c. RSM hands over the parade to the parade 2i/c who commands the Officers to fall in.
- d. The guard and sub-guard commanders take their positions in front of the guards and observe their dressing.
- e. The 2i/c hands over the parade to the parade commander and 2i/c marches off and takes his position in guard one.
- f. The parade commander calls the colour party to march in the Colours, the colour party marches in, take their position and observe their dressing in line with the body of the parade.
- g. After this the parade awaits the arrival of the senior Officers of the command who take turn to take salute if need be.
- h. The in-coming Commanding Officer and out-going Commanding officer, who will serve as the special Guest of Honour, may or may not inspect the Quarter Guard before arriving at the parade ground.
- i. The out-going Officer will mount the saluting dais while general salute will be -rendered.
- j. The Out-Going Commanding Officer will inspect the parade and where it can be accommodated, the parade will march past in slow and quick time. Thereafter, they will advance in review order and the out-going Commanding Officer will give his farewell address and thereafter he will retire to take his seat at the VIP stand.
- k. The in-coming Commanding Officer will give his own address mainly on his style of leadership and what he intends to achieve in the command. Immediately after his address, he will retire to the VIP stand.
- l. The "table party" will march in with the table to the front of saluting dais. The out-going and in-coming commanding Officers will sit on the chairs provided at the table and sign the handing and taking over note while the principal Officers of the command witness.
- m. Thereafter, the table party marches in and remove the table from the parade ground.
- n. The flag/colour of the command will be marched to the parade ground, (where the command does not have its own separate colour; the FRSC flag may be used). The Officer carrying the flag will present it to the out-going Commanding Officer who will in turn present it to the in-coming commanding Officer. The handing over of the unit flag presupposes the symbolic change of guard or commandship from the former to the later.

- o. The out-going commanding Officer returns to the saluting dais to receive "THREE HEARTY CHEERS". After this, general salute will be rendered and then the parade commander will march towards him and take permission to carry on with the parade. Then the parade marches out in column of routes.

8. THE GLOBAL PLAN OF ACTION FOR ROAD SAFETY 2021-2030 IN NIGERIA

The increasing trend of road traffic deaths and injuries remains a global challenge, necessitating concerted efforts by nations to implement strategic interventions. Nigeria, in alignment with international best practices, has adopted the Global Plan of Action for Road Safety 2021-2030 to systematically address and reverse the tide of road traffic crashes (RTCs). This plan is aimed at achieving a 50% reduction in road traffic fatalities by 2030 through a structured and data-driven approach.

8.1 THE GLOBAL PLAN OF ACTION

The Global Plan of Action is a product of multiple global engagements that emphasize the urgency of road safety as a development priority. These engagements include:

- a. 1st Global Ministerial Meeting on Road Safety (Moscow, 2009) - Established the foundation for global road safety collaboration.
- b. 2nd Global Ministerial Meeting on Road Safety (Brasilia, 2015) - Strengthened commitments and introduced key strategic pillars.
- c. 3rd Global Ministerial Meeting on Road Safety (Stockholm, 2021) - Adopted the Safe Systems Approach as a roadmap for the decade.
- d. 4th Global Ministerial Meeting on Road Safety (Marrakech, 2025) - (Upcoming) Expected to assess progress and set further action plans.

Nigeria has consistently played an active role in these engagements, taking steps to implement measures aligned with the Global Plan's objectives within its capacity and resources.

8.2 NIGERIA'S ACTIONS

To achieve meaningful road safety outcomes, Nigeria has transitioned from a Traditional Road Safety Management Approach to the Safe Systems Approach, which integrates all elements of road safety, including road users, vehicles, and infrastructure.

Key Strategic Actions Taken

- a. **Nigeria Road Safety Strategy-II:** This strategy has created a national road safety ecosystem where the Federal Government collaborates with the 36 States and the FCT to drive an inclusive road safety agenda.

- b. **Establishment of State Road Safety Advisory Councils (SaRSACs):** These councils ensure that road safety strategies are implemented at state levels for uniformity.
- c. **Human Capacity Development:** Expansion of enforcement personnel and training for road safety officers to enhance compliance and operational efficiency.
- d. **Data-Driven Planning and Policy:** Establishment of station offices for real-time data management, improving road safety policy formulation.
- e. **Investment in Rescue and Recovery Infrastructure:** Deployment of Zebra emergency response teams and heavy-duty tow services to enhance post-crash interventions.
- f. **Harmonized National Post-Crash Response System:** Introduction of 112 and 122 Toll-Free emergency numbers, providing 24/7 response services.
- g. **Accession to Six (6) UN Road Traffic Conventions and Agreements:** Legal framework improvements and international alignment.
- h. **Deployment of Cutting-Edge Technology:** Application of digital tools for driver education, enforcement, and road safety administration.

8.3 REGIONAL LEADERSHIP IN ROAD SAFETY

Nigeria has also contributed to regional road safety by:

- a. Establishing the West African Road Safety Organization (WARSO) in 2008.
- b. Hosting and funding the WARSO Secretariat in Abuja.
- c. Leading sub-regional efforts to improve cross-border road safety policies.

Outcomes: Key Road Safety Indicators in Nigeria

Despite challenges, Nigeria has recorded positive road safety outcomes through technology-driven enforcement, improved data management, and inter-agency collaboration. Notable improvements include a reduction in RTC fatalities in recent years.

8.4 COMMITMENTS

Nigeria's commitment to road safety spans national, regional, and continental levels, aligning with global frameworks.

a. National Commitments

- i. Full implementation of the UN Decade of Action for Road Safety 2021-2030.
- ii. Achievement of UN Sustainable Development Goal (SDG) road safety targets.
- iii. Implementation of the African Road Safety Action Plan 2021-2030.
- iv. Enhancement of national road safety performance to achieve a ZERO Road Traffic Death target.
- v. Full entrenchment of the Safe Systems Approach in national road safety operations.

- vi. Sustainment of the Single Organizational Model in road safety management.
- b. Regional Commitments (ECOWAS)
 - i. Implementation of the Regional Vehicle Axle Load Compliance Program to improve road safety across West Africa.
 - ii. Establishment of a Regional Vehicle Administration and Information System to standardize driver's license and vehicle registration management.

8.5 IMPLEMENTATION STRATEGIES

These Commitments can be achieved through the following:

- a. Strengthen strategic partnerships with international road safety organizations such as the World Bank, WHO, and donor agencies.
- b. Align national priorities with the Global Plan of Action for Road Safety.
- c. Mobilize resources for road safety initiatives.
- d. Encourage knowledge sharing and best practices across national and regional platforms.
- e. Expand technology deployment and enhance human capacity development for effective road safety governance.

8.6 WHO WILL DRIVE THE COMMITMENTS?

- a. Federal Road Safety Corps (FRSC): Primary coordinating agency for road safety in Nigeria.
- b. NaRSAC and SaRSAC: Infrastructure for decentralized implementation of road safety initiatives.
- c. Development Partners and Donor Agencies: Financing and technical support.
- d. Nigerian Government, Civil Society Organizations, Youth Groups, and NGOs: Advocacy and community engagement to make road safety a collective responsibility.

8.7 CHALLENGES

Despite commendable progress, several challenges hinder Nigeria's road safety advancements. These include:

- a. **Limited Capacity for Enforcement:** Inadequate personnel and resources to match the growing road network.
- b. **Challenges in Accessing Global Road Safety Funds:** Bureaucratic constraints and competition for funding.
- c. **Fragmented Road Traffic and Transport Administration:** Variability in road safety laws and enforcement across states.
- d. **Discontinuation of Some Global Safety Initiatives:** For instance, the expiration of the World Bank Safe Corridor Project has impacted funding for critical interventions.

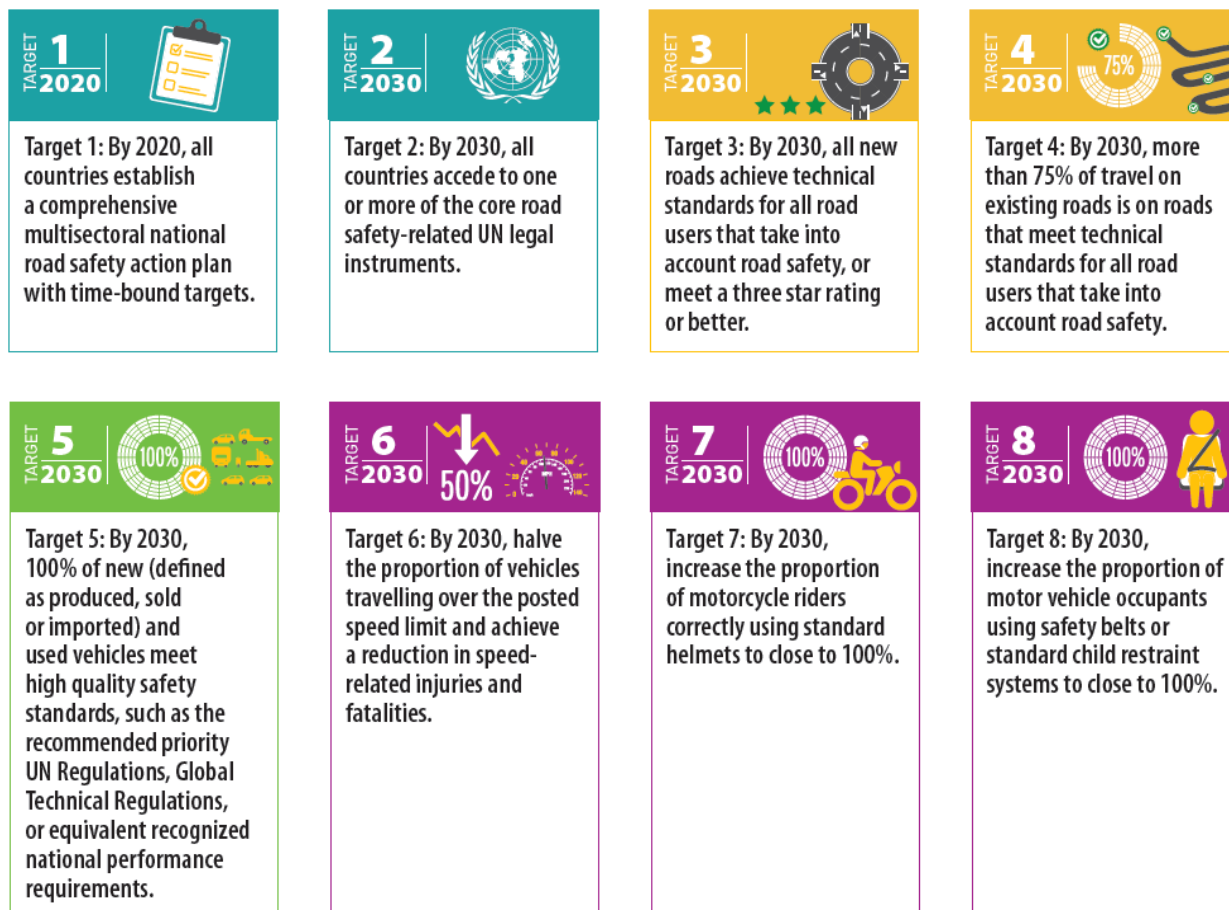
The adoption of the Safe Systems Approach and the fostering of strategic partnerships have significantly enhanced Nigeria's road safety outcomes over the last decade. The shift from traditional road safety management to evidence-based and technology-driven interventions has transformed the landscape of road safety governance in Nigeria. Moving forward, Nigeria must consolidate its progress by:

- a. Scaling up technology-driven enforcement.
- b. Enhancing inter-agency collaboration.
- c. Securing sustainable funding for long-term interventions.
- d. Strengthening regional and global partnerships.

By continuously assessing progress through platforms like the *Global Ministerial Meetings on Road Safety*, Nigeria will be better positioned to bridge gaps and align with global expectations in road safety management. The goal remains clear: Reducing road traffic fatalities by 50% and ultimately achieving ZERO deaths on Nigerian roads.

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.





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:

- Traffic rules,
- Road signs,
- Vehicle regulations,
- Transport of dangerous goods, and
- 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. IMPACT OF THE WORLD BANK ON ROAD SAFETY MANAGEMENT: THE NIGERIA SAFE CORRIDOR PROJECT EXPERIENCE

The World Bank's Annual Brief on Road Safety improvement efforts in Nigeria provides a critical platform for reviewing achievements in road safety management, identifying challenges, and proposing strategic solutions. Over the years, Nigeria, through FRSC, has benefited from various World Bank interventions in road safety, including capacity building, technical assistance and infrastructural development.

Taking stock of past engagements, FRSC has leveraged these opportunities to improve road safety management, enhance capacity building, and bridge critical knowledge gaps. Despite challenges such as the COVID-19 pandemic, the Corps maintained its commitment to reducing road traffic crashes (RTCs) and fatalities. At the beginning of 2020, the target was to lower road traffic fatalities by 20% from the 2019 baseline of 5,483 deaths to 4,386 deaths. Several strategic steps and programs were implemented to achieve this objective.

10.1 OVERVIEW OF STRATEGIC GOALS AND ACHIEVEMENTS

FRSC developed and implemented the 2020 Strategic Goals, which guided priority setting, resource allocation, capability development, and budgetary planning. These goals ensured that efforts across all levels of the Corps were aligned with broader national and global road safety targets.

10.2 KEY ACHIEVEMENTS

- a. Adoption of the Nigeria Road Safety Strategy (NRSS) 2021-2030.

- b. Evaluation of the country's progress relative to the Decade of Action for Road Safety (2011-2020).
- c. Effective response to the COVID-19 pandemic.
- d. Strengthening driver education, testing, and certification processes.
- e. Expansion and enforcement of the Safe-To-Load program.
- f. Advancement in National Road Traffic Crash Data Management System.
- g. Increased FRSC visibility and operational presence nationwide.
- h. Intensification of Child Safety Campaigns.
- i. Enhancement of public education and enlightenment on road safety.
- j. Corporate Strategy on Road Safety

In alignment with the UN Decade of Action for Road Safety, FRSC developed a structured roadmap for reducing road traffic crashes and their impact. The 2020 Corporate Strategic Goals were formulated through consultations with key stakeholders and road safety practitioners. The four-point strategy was designed to guide efforts towards accelerated progress in road safety across Nigeria. Quarterly reviews were conducted to assess performance and evaluate the effectiveness of interventions, ensuring continuous improvement in road safety management.

10.3 NRSS I CLOSE-OUT AND NRSS II LAUNCH

The Nigeria Road Safety Strategy (NRSS-I) (2014-2018) concluded with a close-out workshop that incorporated feedback from stakeholders on its performance. This provided a foundation for NRSS-II (2021-2030), which adopts a Safe Systems Approach to road safety.

10.4 OBJECTIVES OF NRSS II

Highlight key milestones in road safety at global, African, and Nigerian levels.
 Analyze the current road safety landscape and identify gaps.
 Define a structured plan for reducing road traffic fatalities by 35% by 2030.
 Expand the role of the private sector in road safety interventions.

10.5 KEY DIFFERENCES BETWEEN NRSS I AND NRSS II

S/N	NRSS I	NRSS II
1	NRSS I (2014-2018)	NRSS II (2021-2030)
2	35% reduction in RTCs by 2018 (from 2012)	35% reduction in road traffic fatalities by 2030 (from 2018)
3	Establishment of National Road Safety Advisory Council (NaRSAC)	Establishment of State Road Safety Advisory Councils (SaRSAC)
4	Globalized strategic activities	Domesticated strategic activities
5	Focus on MDAs as key stakeholders	Inclusion of private sector stakeholders

10.6 ACHIEVEMENTS TOWARDS THE UN DECADE OF ACTION FOR ROAD SAFETY (2011-2020)

Nigeria committed to halving road traffic fatalities by 2020 under the UN Decade of Action. Progress made includes:

- a. 2014: RTCs reduced by 24%; fatalities decreased by 8%.
- b. 2015: RTCs reduced by 6.22%; fatalities reduced by 9.27%.
- c. 2016: 9,694 crashes recorded, with a 7% reduction in fatalities.
- d. 2017: A 3% decline in RTCs but a slight 1% increase in fatalities.
- e. 2018: 3.8% increase in RTCs; fatalities rose by 1.2%.
- f. 2019: 13.7% increase in RTCs; fatalities rose by 5.8%.
- g. 2020: Despite the pandemic, interventions helped moderate the rising trend.
- h. COVID-19 Pandemic and FRSC's Response

FRSC played a frontline role in Nigeria's response to COVID-19, implementing measures such as:

- a. Public sensitization on COVID-19 prevention among motorists.
- b. Enforcing in-vehicle social distancing.
- c. Equipping personnel with PPE.
- d. Collaborating with the Office of the National Security Adviser and the Presidential Task Force (PTF) on COVID-19.
- e. Deployment of staff and ambulances for pandemic response efforts.
- f. Technological Interventions and Infrastructure Development
- g. Online Driver Testing and Licensing Improvements
- h. Introduction of an Online Testing Platform for National Driver's License applicants.
- i. Upgrade of the National Driver's License Portal to version 2.0.
- j. Integration of the National Identity Number (NIN) for enhanced security and data harmonization.
- k. Safe Transportation of Petroleum Products
- l. Ban on tankers exceeding 45,000 liters capacity.
- m. Mandatory safety valves on all tankers (from March 2021).
- n. Enforcement of Speed Limiting Device installation (from February 2021).
- o. Regulation of unlatched containerized flatbed cargo vehicles.
- p. National Road Traffic Crash Data Management System (NRTCDMS) - Phase II
- q. Digitalization of crash data collection and real-time analysis.
- r. Expansion of Station Offices to 764 out of 774 Local Government Areas (LGAs) for better data tracking and response.
- s. Infrastructure Development
- t. Construction and upgrading of FRSC Academy facilities to establish a Centre of Excellence in Road Safety Studies in Africa.
- u. Child Safety Interventions
- v. Provision of road signs and markings around schools.

- w. Creation of designated bus stops for school pickups.
- x. Enhanced public education on child restraints in vehicles.

10.7 FRSC'S CONTINUOUS COLLABORATION WITH WORLD BANK

To further enhance its operational efficiency, FRSC will continue to collaborate with World Bank in the following areas:

- a. Capacity building on data management and paramedic training.
- b. Support for newly established station offices.
- c. Re-fleeting patrol vehicles, tow trucks, ambulances, and motorcycles.
- d. Expansion of the existing six (6) safety corridors to eighteen (18).

With continued support from stakeholders, particularly the World Bank, Nigeria is poised to make substantial progress in road safety management and create safer roads for all citizens.

11 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.

11.1 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.

11.2 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.

11.3 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.

11.4 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.

11.5 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.

11.6 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.

12. OVERVIEW OF FRSC IT PLATFORMS

THE LIST OF FRSC e-APPLICATIONS

S/N	APPLICATIONS	URL
1.	Duty Room Information System	http://ops1.frsc.gov.ng
2.	Post Service Scheme	http://pss.frsc.gov.ng
3.	Unified Field Operating System Mobile	https://fieldopsmobile.frsc.gov.ng
4.	Speed Limiting Device Portal	https://speedlimiter.frsc.gov.ng
5.	APPERS	https://apers.frsc.gov.ng
6.	NVIS	https://nvis.frsc.gov.ng
7.	RTSSS	https://rtsss.frsc.gov.ng
8.	DSSSP	https://dsssp.frsc.gov.ng

9.	NACRIS	https://nacris.frsc.gov.ng
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13. PUBLIC MEDIA RELATIONS (PR)

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

13.1 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.

13.2 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.

13.3 TARGET AUDIENCE

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

13.4 CHALLENGES AGAINST THE FRSC CORPORATE IMAGE

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

13.5 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.

13.6 KEY PUBLIC RELATIONS TOOLS

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

13.7 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
- 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

13.8 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.

13.9 THREE TYPES OF IMAGE

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

13.10 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 FRSCThe FRSC as a traffic law enforcement agency needs to enlighten the public on its mandate and on the consequences of RTCs
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13.11 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

13.12 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.