

FEDERAL ROAD SAFETY COMMISSION

CORPORATE ROADMAP



ACTUALIZING OUR VISION AND STRATEGY

NOVEMBER 2009

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1. Stakeholder Signature Page

As part of the process of informing and engaging its stakeholders, the Federal Road Safety Commission (FRSC) shared this document with selected stakeholders, whose contributions and involvement would ensure the success of its plans. Therefore, the signatures outlined below confirm each stakeholder's awareness of and support for the FRSC proposed plans and activities, as contained in this document.

| NAME | OFFICE | REPRESENTATIVE SIGNATURE | CEO SIGNATURE |
|---------------------|--|--------------------------|---------------|
| OSITA CHIDOKA | Corps Marshal and Chief Executive, Federal Road Safety Corps | | |
| K.O SHONOWO | Secretary to the Government of the Federation (SGF) | | |
| B. TIJANI | National Planning Commission (NPC) | | |
| MUSTAPHA JUNAIDU | Bureau of Public Enterprises (BPE) | | |
| ISHAYA CHONOKO ISAH | National Emergency Management Agency (NEMA) | | |
| BILLY ASHOGBON | Office of the Economic Adviser to the President | | |
| M.K. MORAKINJO | Budget Office of the Federal Government of Nigeria | | |

2. Introduction

2.1. Overview of the FRSC

The Federal Road Safety Commission (FRSC), Nigeria was established as a child of necessity, to arrest the increase in road traffic crashes which existed in the 70s. The increase in road traffic crashes then, traced to the upsurge in vehicular traffic resulted from the economic boom during the period. The Nigerian Army reacted to this ugly trend by organizing an annual road safety campaign week. The then Federal Military Government of Nigeria in its own response instituted the National Road Safety Commission (NRSC), which was placed under the supervision of the Federal Ministry of Works from 1974 to 1988.

In spite of the fourteen years that the NRSC existed and operated, the Nigerian highways became progressively dangerous as the lives of road users were lost through preventable road crashes.

In the search for a credible and effective response to the challenges posed by these road traffic crashes, the Federal Military Government of Nigeria on February 18th, 1988 established the Federal Road Safety Commission as the lead government agency on road safety matters; vide Decree No 45 of 1988 as amended by Decree 35 of 1992. While Decree 45 of 1988 restricted FRSC operations to Federal highways, Decree 35 of 1992 expanded its jurisdiction to cover all public highways in the Country and also empowered the personnel of the Corps to bear arms. Furthermore, Decree 35 of 1992 changed the designation of the Chief Executive Officer from Director of Organisation and Chief Executive (DOACE) to Corps Marshal and Chief Executive (COMACE) as well as creation of Corps out of the Commission. Both decrees were cited as the FRSC Act (CAP 141) Laws of the Federation of Nigeria (LFN) 1990. This was recently repealed and re-acted as the FRSC (Establishment) Act, 2007. The essence of the 2007 enactment was to capture current issues and broaden the Commission's mandate to holistically address issues bordering road traffic administration and safety management in Nigeria.

The Commission was saddled with the responsibility of organising, administering, and making road safety administration policies in Nigeria and statutorily placed under the Presidency.

At inception, there were 5 Zonal Commands located in Aba, Abuja, Benin, Ibadan and Kaduna which were responsible for coordinating the activities of the Commission in the various States. **The Commission had its Headquarters Annexes both in Ibadan and Lagos. In 1994, the Headquarters Annexes were closed and it moved to the National Headquarters in Abuja.**

2.2. Scope of the FRSC

The FRSC is the Lead Agency charged with the responsibilities for road traffic administration and Road Safety management in Nigeria. It derives its statutory backing from the Federal Road Safety Commission Act Cap 141 Laws of the Federation 1990 as amended (now the FRSC Establishment Act 2007). The FRSC is charged with the responsibilities of:

- Preventing and minimizing road traffic crashes.
- Clearing obstructions on the highways.
- Educating drivers, motorists and other members of the public on the proper use of the highways.
- Providing prompt attention and care to victims of road traffic crashes.
- Conducting researches into causes of road traffic crashes and putting into use the result of such researches.
- Determining and enforcing speed limits for all categories of roads and vehicles.
- Co-operating with bodies, agencies and groups engaged in road safety activities or the prevention of highway crashes.

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- Making regulations in pursuance of any of the functions assigned to the Corps by or under the Act.
- Enforcing the regulation on road traffic laws.

The Commission and Corps have always played a dual roles of Coordinators and Implementers, with the functions of the focus skewed towards the role of coordinators, while the latter focused on the implementation of road traffic administration and safety management. Overtime however, more focus has been on the implementation role. Furthermore, the actual statutory definition of the duties of the Commission and the Corps, seemed similar and hence the coordinator role was not as evident as originally conceived.

Based on the outcome of a Best Practice Review commissioned by the FRSC in 2008, the Commission agreed on an intent to ultimately strengthening the coordinator role in the medium to long term, while adopting a hybrid model in the short-term that allowed it to still perform its implementation role on the Highways, as it transitioned towards its long-term role.

This intent has influenced and driven the corporate plan and road map of the FRSC especially as it relates to effectively transitioning from its current dual role to a more focused and strategic role, which it recognizes requires time to implement as well as acceptance amongst its internal and external stakeholders. Specifically, the following underlying principles have influenced the development of the FRSC's corporate plan and road map:

- The need to be clear about the relationship between the FRSC, the Road Safety Corps, road safety agencies and interest groups specifically within States and Federal roads in the country, especially as it relates to the enforcement of road safety rules.
- The need for the FRSC to clearly define its relationships with all stakeholders interested in road traffic administration and safety management. This may require proactively championing the development of a National/Policy Transport that specifically addresses this.

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- The need to enhance and focus on areas of strength as well as on those areas that will enable the FRSC play a key role in promoting regional integration in drivers and vehicles and insurance in West Africa and Africa in general.
- The need to operate a structure that allows for alternative financing options for all road and vehicle safety activities so as to ensure the bulk of funding does not come from the budget of the Federal Government of Nigeria.
- In line with the purview of the law, resource availability and the realities facing the FRSC of transitioning towards a role more biased towards coordination and regulatory issues around national road safety management, while leaving the implementation and enforcement of road safety activities essentially with the State Government agencies, other than:
 - On Federal Roads and Territories
 - In States where the Government is unwilling or unable to ensure adequate Road Traffic Administration and Safety Management, in which case by default, the FRSC will continue to make a presence.
- The need to recognise that the proposed changes to the role of the FRSC will take time to become fully implemented and in the interim, the FRSC may still need to continue performing certain functions until it can fully transit into the new role.

2.3. Overall aspirations and role of the FRSC

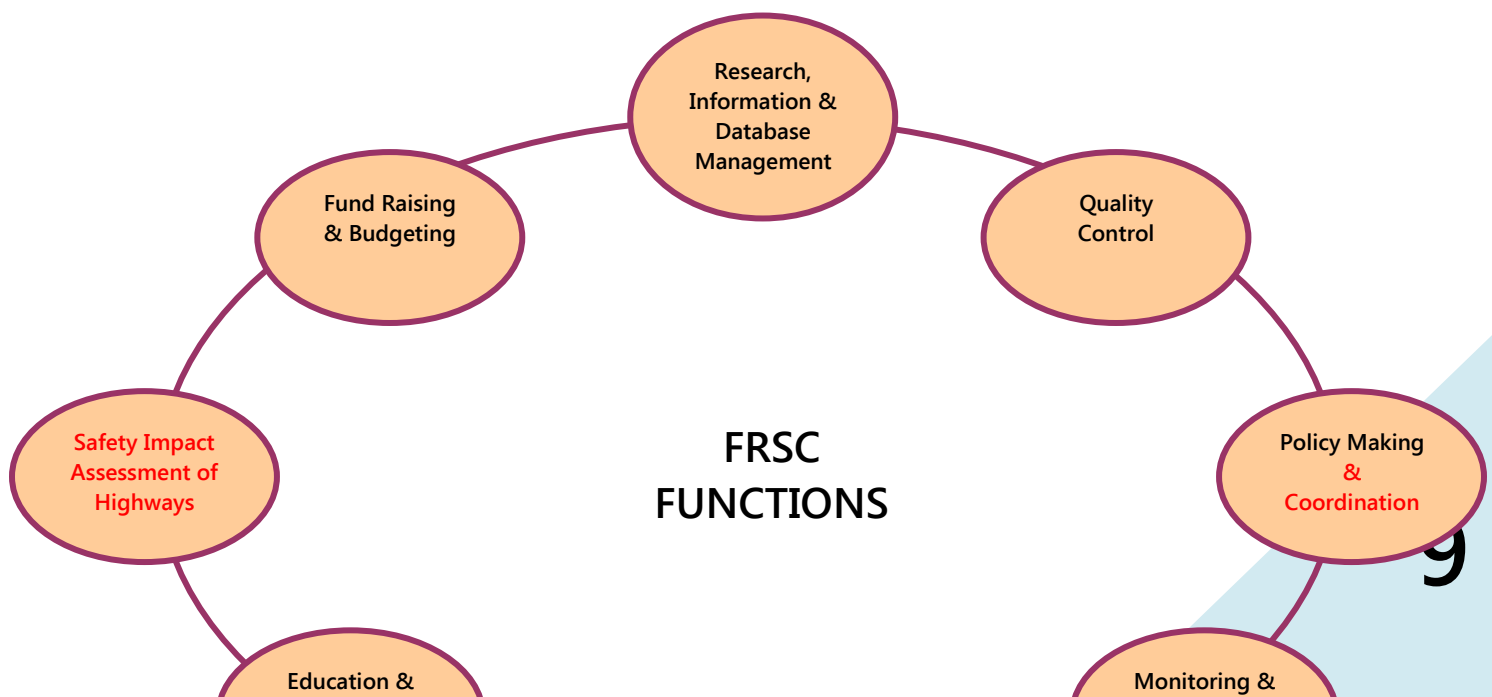
The FRSC aspires to be the authority on road safety within the African continent, whereby other African agencies on road safety, benchmark their operations on those of the FRSC. In order to accomplish the aforementioned, the FRSC must in the first instance, define its role and interrelationships with other road safety agencies within Nigeria. In addition, it must clearly

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distinguish itself as the excellent provider of service to its intended recipients and by so doing regain its value which had been clouded over the past decades.

By 2020, the FRSC aims to have evolved into a fully transitioned, performance driven world-class organisation, operating as **Technical Regulators** and **Coordinators** of road and vehicle safety within the Nigerian environment as well as advisers to other road safety agencies on the African continent.

The FRSC therefore proposes as its new role a Hybrid Model with primary responsibility as the coordinator of road and vehicle safety, as well as managing the Federal Highways within the country; along with a secondary responsibility to support State Governments in road safety implementation. This means the bulk of its resources shall be spent on executing the functions of a coordinator and the balance of its resources shall be spent on other aspects of its role/function. The FRSC will thus proactively stake its future and ensure its strategic essence is unique, value-added and differentiated over and above other road safety agencies, while still serving as managers of the Federal Highways /roads. In this stead, it will have the following functions as Coordinator and Federal Highway Manager. The proposed broad functions of the FRSC will be to operate as Coordinators, with the following functions:



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Specifically the dual functions of the FRSC will be as follows:

Coordinator

- **Standardization and** Certification of Driving Schools
- Design **and Production** of Vehicle Number Plates
- **Design and Production of Drivers Licence**
- Determination of the validity period of licenses
- **Publication** of Highway Codes
- Regulation of / Collaboration with Ambulance Services providers
- Determination and enforcement of speed limits
- Standardisation of vehicle licensing, **inspection and registration**
- Provision of advisory services for parking spaces
- Determination of penalties for traffic violations
- Maintenance of road crash /other related database nationwide
- Provision of research data on road/vehicle safety
- Coordination of the activities of organisations/institutions involved in promoting road safety
- Development and promotion of policies and legislation that improve road safety
- Development of technical regulatory policies
- Development and implementation of education and awareness programmes that prevent and minimise road crashes, promote road and vehicle safety as well as make the highways safer
- **S. I. Ass**
- **Vehicle type approval**

Public Road/Highway Manager

- Clearing of Obstructions
- Ensuring RTC victims get prompt attention
- Enforcing speed limits
- Providing roadside clinics

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Coordinator

- Standardization and Certification of fleet management

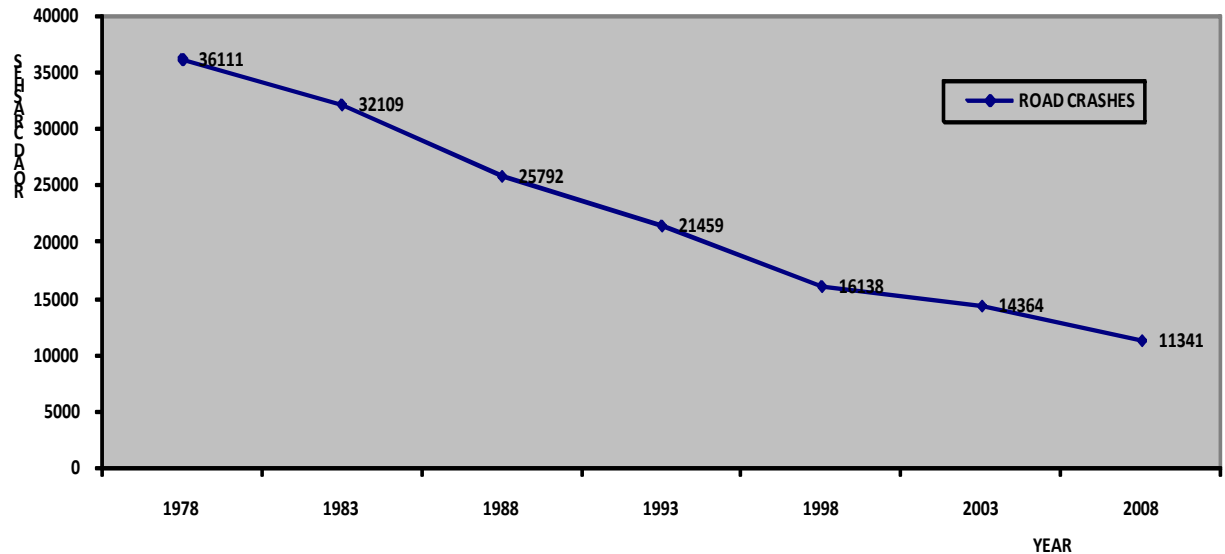
Public Road/Highway Manager

This proposed new entity shall have a **governing body** comprising of representatives from some or all of the following organizations/institutions as its members:

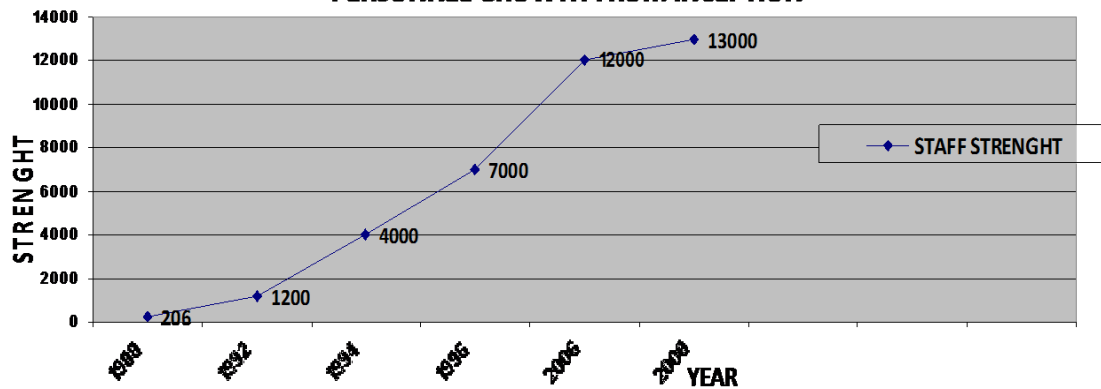
1. Vice President
2. Chairman of Governors Forum
3. Secretary General of the Federation
4. Ministry of Works
5. Ministry of Health
6. Ministry of Justice
7. Ministry of Education
8. NAICOM, DG/Chairman
9. Representative from NURTW
10. Representative of NARTO
11. Representative of National Automotive Council
12. President of NUJ

2.4. FRSC's Scorecard

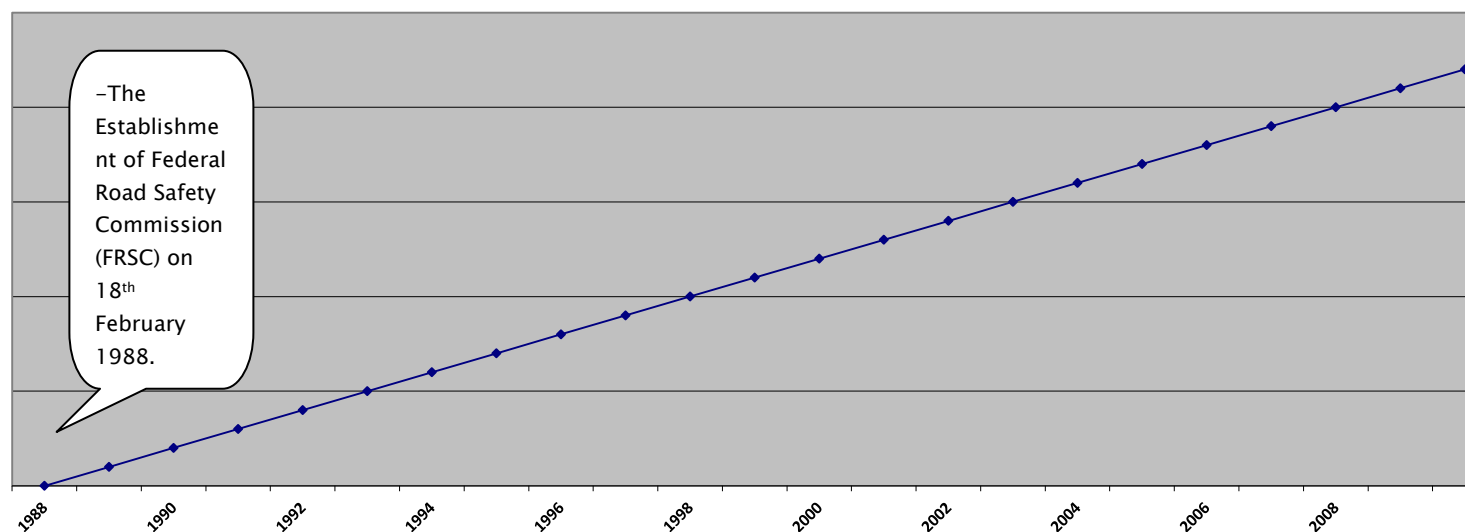
A DECADE OF ROAD CRASH RECORD FROM 1978- 2008



PERSONNEL GROWTH FROM INCEPTION

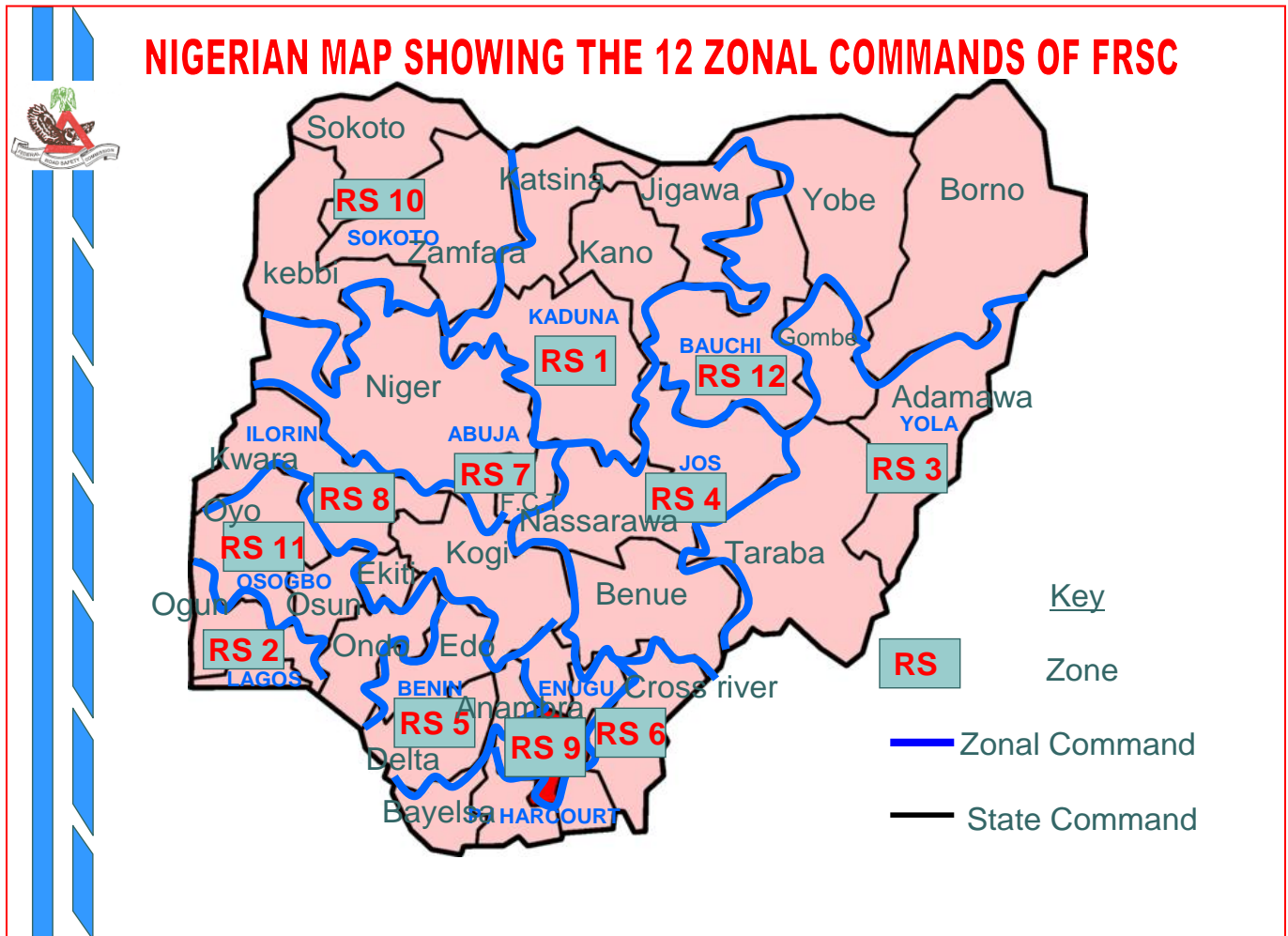


Key Milestones



| | |
|--|--------------|
| ✓ Establishment of the Federal Road Safety Commission (FRSC) | Feb 18, 1988 |
| ✓ Appointment of First Chairman: Professor Wole Soyinka | 1988 |
| ✓ Opening of the first FRSC Office in Ibadan, Oyo State | 1988 |
| ✓ Movement of National head quarters to Abuja | 1994 |
| ✓ Merger of the FRSC with the Nigeria Police | 1999 |
| ✓ De-merger of the FRSC from the Nigeria Police | 2003 |
| ✓ Enactment of the FRSC Act | 2007 |
| ✓ Increase of field commands to 210, comprising 12 zones, 37 sectors and 161 units | 2009 |

Our Zonal Commands



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FRSC Road Side Clinics & Referral Hospitals in Nigeria



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Our Mission Critical Departments - Achievements



Our 2008 Budget Performance

| SN | EXPENDITURE | 2008 APPROPRIATION | PERFORMANCE LEVEL | REMARK |
|----------|---------------------------|-----------------------|------------------------|--------------------------------|
| 1 | PERSONNEL EXPENDITURE | N11,942,867,854 | 100% | JAN- DEC 2008 |
| 2 | OVERHEAD EXPENDITURE | N02,241,942,423 | 100% | JAN- DEC 2008 |
| 3 | CAPITAL EXPENDITURE | N02,184,222,557 | 99% | N23,986,249 WAS RETURNED |
| | TOTAL | N16,369,032,834 | | |
| FOOTNOTE | REVENUE GENERATED (FINES) | N744,216,644.82 | PAID TO CRF ACCOUNT | JAN-OCT 2008 |

2.5. Process involved in developing plan & roadmap

Since the current leadership of the Federal Road Safety Commission assumed office in June 2007, it has been tenacious at transforming the Commission into a world-class institution on road and vehicle safety. Its intent has been to use the first couple of years to extensively assess its current operating environment, correct pertinent anomalies within the FRSC and then clearly determine the Commission's preferred and realistic course (route) in becoming a world-class institution. In furtherance of this ambition, the FRSC held a strategy retreat in June 2008, chiefly to jump-start the process of transformation, expand the scope of those who would ultimately be responsible for championing the process of transformation and to create a sense of ownership of and commitment to, the strategies, goals and agreements reached.

The FRSC continued its corporate definition efforts with a series of strategic planning meetings facilitated by ReStraL Consulting with the management of the FRSC as well as its various department and unit head, to not only map out the process needed to transform the Commission into its desired end state, but also to, specifically create a sense of ownership within the core team of the Commission, who would eventually serve as Champions of "the transformed" FRSC. The following key underlying principles have driven the approach employed in this transformation process:

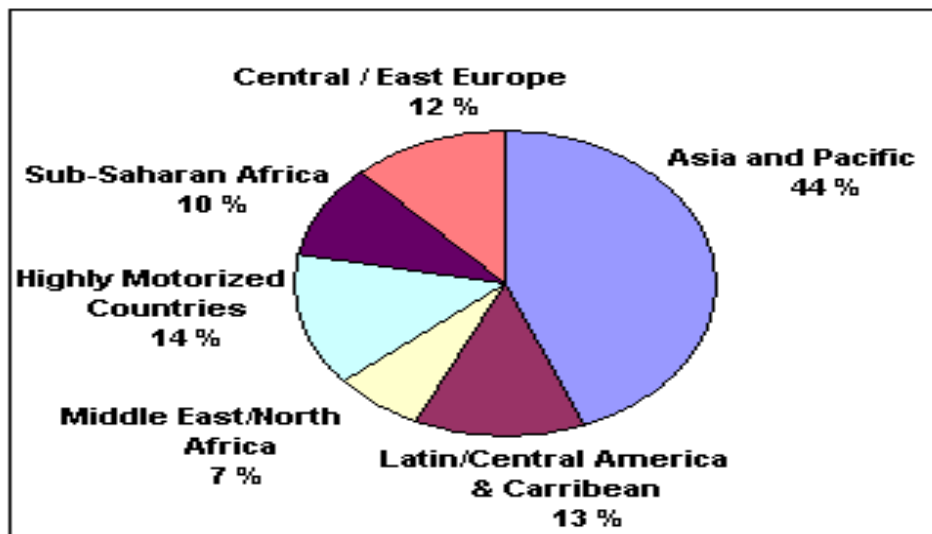
- "Quick-wins"
- "Seeking first to understand"
- "Seeking a clarity of purpose"
- "Win-win philosophy for stakeholder buy-in" etc.

This document therefore outlines how the FRSC intends to deploy its agreed vision and strategies in a uniform manner across diverse geographic locations. Furthermore, it provides clear guidelines on how the various departments and units within the FRSC shall go about implementing the agreed

vision and corporate goals. It will therefore serve as a framework for guiding the mobilization of the FRSC around its strategic objectives and priorities. More so, it highlights the interdependencies all functions (departments and units) within the FRSC play in the actualisation of its vision and goals.

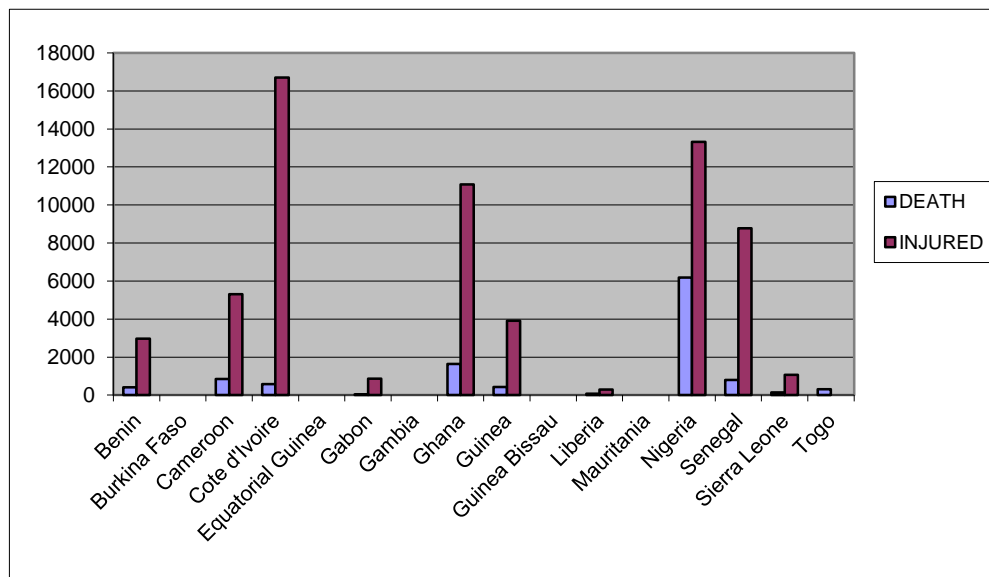
3. Overview of Road Safety

Road traffic crashes claim about 1.2 million lives annually, with the developing world accounting for over 80% of this figure. Sub-Saharan Africa alone, accounts for over 10% of the global road crash statistics and two countries; South Africa and Nigeria, account for about 50% of this figure.



10 % of global deaths occur in Africa, which is slightly less than the figures for the entire developed world or for all of Latin America, Central America and the Caribbean.

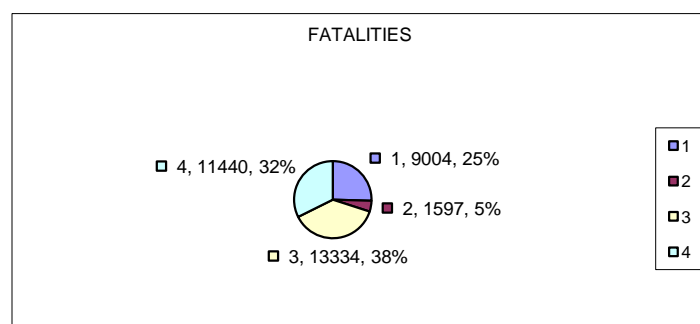
DISTRIBUTION OF ROAD CRASH CASUALTIES IN WEST AFRICA



ROAD TRAFFIC CRASHES FATALITIES IN AFRICA

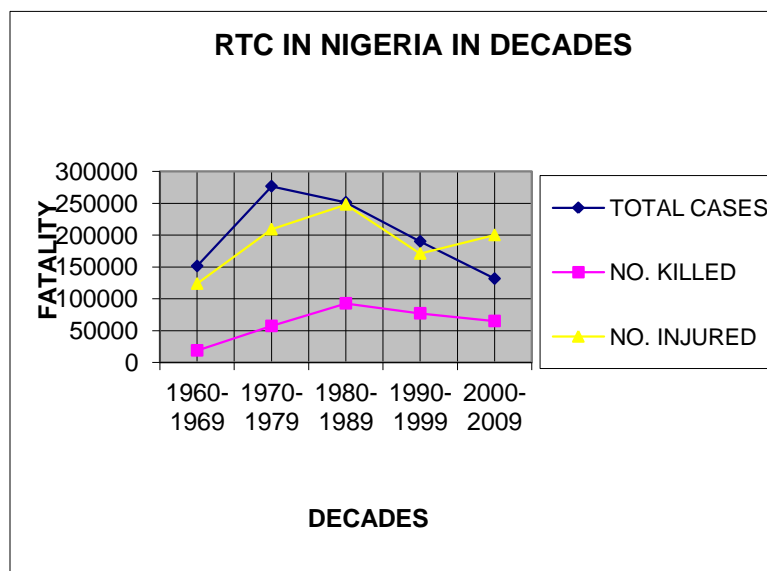
RTC FATALITIES DISTRIBUTION IN AFRICA

| REGIONS | FATALITIES |
|-------------------|------------|
| 1 EAST AFRICA | 9004 |
| 2 CENTRAL AFRICA | 1597 |
| 3 SOUTHERN AFRICA | 13334 |
| 4 WEST AFRICA | 11440 |



ROAD TRAFFIC CRASHES IN NIGERIA

| DECADES | TOTAL CASES | NO. KILLED | #INJURED |
|----------|-------------|------------|----------|
| 1960-196 | 151237 | 18748 | 123573 |
| 1970-197 | 276600 | 57136 | 209088 |
| 1980-198 | 251317 | 92690 | 247963 |
| 1990-199 | 189970 | 77037 | 170843 |
| 2000-200 | 131458 | 64918 | 199993 |



3.1. Trends in Road Safety

3.1.1. Role & Structure

The role of a National Road Safety Commission (NRSC) within most African countries is yet to be properly defined, articulated and most often, recognized and imbibed as part of the national legislation within the country. The NSRC typically plays two (2) broad roles; **Coordinators or Implementers**. Likewise the approach taken for road safety is typically twofold; as **Lead Agency** or as **part of a Multi-sectorial approach**. More often however, the NRSC operates as monitors while the role of policy maker & watchdog is either downplayed or not exclusively given to the

NRSC. The NRSC is typically domiciled in either the Ministry of Transport or the Office of the President/Prime Minister. An infrequent occurrence is the abolishment of the NRSC all together and the domiciliation of the responsibility for road safety management and coordination within the Ministry of Transport.

In Europe, the role of the NRSC is clearly defined, as well as the interrelationships between the various interest groups and stakeholders. The NRSC in Europe typically creates, defines, monitors, controls and continuously improves the operating terrain for the various players with the road safety and management space and typically comprises of representatives from the following entities:

- Ministry/Department of Transport & Highways
- Ministry/Department of Finance
- Ministry/Department of Health
- Ministry/Department of Education
- Police Force & Judiciary
- Drivers, Driving Schools & Public Transport Associations
- Fire, Rescue & Ambulatory Services
- Media – Radio, Television, Print

In Asia, the role of the NRSC within countries having a road safety body, is typically clearly defined and a cohesive structure and framework exists for ensuring all interdependent parties in road safety are aware of their linkages and roles and are organized to support each other in achieving agreed goals. Here the government is typically responsible for providing the enabling environment in for road and vehicle safety and often assigns a representative to be responsible for development and oversight of overall road safety policy.

The Government and/or Commonwealth State of countries with a Road Safety Commission or Agency, typically fund the majority of road and vehicle safety activities, by making budgetary provisions for its activities. As an alternative funding source, a **road safety trust fund** is usually put in place to warehouse, manage and disburse all monies derived from all sources of contribution to road safety development and management which include Oil levies, mining levies etc. Oil companies and other companies involved in related activities that typically exploit the natural resources of a country on an enormous scale, are usually imposed steep levies as a form of compensation for the effect of their activities on the environment and the livelihood of the indigenes within such communities. In some cases, an agreed portion of the levies derived from tolls and vehicle licenses are also contributed to the road safety trust fund, which is typically managed by a board of independent members.

Some countries have also introduced legislative requirement for insurers of compulsory third party injury liability to invest in road safety, while others have introduced various fees and levies such as **safety fee**, which are fees charged to motorists and are typically used to finance the coordination of information and awareness campaigns and initiatives to improve traffic safety for children and other special groups and to strengthen other efforts when needed, especially as public budgets are often far from sufficient. In some countries this has either been or is in the process of being legalized through a parliamentary act. **Donations & Sponsorships** are also used to raise funds for road safety whereby, private-sector firms and non-Government organizations donations in cash and kind and support by non-government organization typically address specific road safety and management needs.

Development loans and Grants are also another means for financing road safety activities. The World Bank, other multilateral lending institutions and the donors have in the past contributed to road safety through loans, grants and technical assistance. Loans and grants have mainly been used to finance infrastructure and equipment.

The key stakeholders in road and vehicle safety continue to increase to accommodate any entity or body interested in preventing road crashes and promoting road safety. It therefore cuts across government – transport, healthcare, information, security etc, non-governmental organisations, interest groups, research institutes, car manufacturers, volunteers, private-sector organisations etc. More importantly is the increasing realisation for collaboration amongst the various stakeholders in order to effectively utilise the limited resources they individually have so as to make a more collective impact.

3.1.4. Monitoring & Evaluation

Some level of monitoring typically exists in many countries to check mainly adherence to and compliance of traffic and safety laws. In developed countries, checks are also made to ensure pollution levels are being minimised. Monitoring is typically enforced using:

- Monitoring devices such as speed limiters on heavy trucks, cameras (typically in developed countries), traffic lights etc
- Human Capital in the form of enforcement officers – traffic police etc
- Legislation that serve as guidelines which govern road safety activities

Monitoring and evaluation is more difficult in developing countries such as Nigeria, which lack the basic information technology and data infrastructure as well as the electronic devices required to effectively, implement a road safety monitoring and evaluation mechanism. In its absence, there is a heavy reliance on human capital in the form of enforcement personnel.

3.1.5. Implementation Challenges

Challenges typically exist in implementing road safety policies and initiatives when there isn't a defined and coordinated effort between various government agencies (Federal, State and

Districts), non-governmental agencies, the private sector and other organisations/stakeholders interested in road safety. Most often, road safety sometimes doesn't get the high degree of political support it warrants. Furthermore, the lack of funding, coordination and accountability in road safety, poses as an inhibiting factor to accomplishing all well-meaning goals, especially as road safety is often given a low priority in the allocation of funds and attention.

Occasionally evident is the top-heaviness of the coordinating body on road safety, which in turn limits the number of enforcement/field personnel who are responsible for the actual implementation of agreed objectives.

3.1.6. Key Learning Points

For the FRSC to optimise its potential and achieve its aspirations, it must play more of the coordinator role as a lead agency in road and vehicle safety. Accordingly, it must **localise** all road and vehicle safety activities by adapting and customising all initiatives to suite the local environment of host and stakeholder communities. It must also **educate & enlighten** all road users and other stakeholders in order to reduce road traffic crashes and create awareness on its cause, thereby generating traffic gains. The FRSC must **identify and associate** with all stakeholders to encourage the participation and collaboration required to create the desired impact. It must also develop clear **sustainability strategies** to ensure there is continuity of programmes and policies. The FRSC must also develop **alternative revenue streams** to ensure its programmes are adequately funded and as such can better control its outcomes

3.1.7. FRSC's Existing Programmes

Since the dawn of the present administration in June 2007, the Federal Road Safety Corps (FRSC) has embarked on various reforms to streamline its work processes towards the primary objective of minimizing Road Traffic Crashes and restoring the integrity of the Nigerian Driver's License. The Corps set-out to achieve its objectives by institutionalizing global best practices in both its administrative and operational processes. Some bold steps taken by the administration and the results of their actions are articulated below:

3.1.7.1. National Uniform Licensing Scheme (NULS)

In a modest attempt by the Federal Government to ensure National Security and harmony, the National Uniform Licensing Scheme (NULS) was first introduced by the FRSC in 1990 as a federal system of unifying all forms of licensing in the country, comprising National Drivers License Scheme, National Vehicle license Scheme, National Vehicle Identification Scheme and National Standard Vehicle Inspection Scheme. Unfortunately, the scheme was mired by both internal inefficiencies and external fraudulent practices of parallel production.

The National Database hosting licensing information had suffered a set back between 2004 and 2007 hosting less than 500,000 records of Nigerian drivers which included corrupted and irregular records as against an estimated 4million Drivers in the country. Subsequently, restoring the Integrity of Nigerian Driver's License has been at the core of the present FRSC administration's agenda. Various ICT systems have since been deployed to revamp the activities of the NULS and the Database has been restored and upgraded with various capabilities that allows easy verification of License information.

The National Database currently hosts 3.5 million records of coherent data on Nigerian Drivers. More so, 45 V-SATs have been installed at various formations to allow for real-time uploads, synchronization and verification of licensing information.

3.1.7.2. Management Meetings

Since June 26th 2007 the Management took the decision to institute weekly management meetings to address all pertinent issues bordering on the activities of the Commission. The decision was pertinent in expediting necessary approvals needed to improve services provided by the Commission and carry along management staff in all activities. Pre 2007, the Commission had only held quarterly management meetings. Thus far, the following has been achieved:



3.1.7.3. Establishment of New Units & Departments

The **Information, Communication & Technology (ICT)** unit was established in 2007 under the Corps Marshal Office to foster the use of information technology in both the administrative and front- end operations of the Corps. The unit was instrumental in achieving the following:

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- Installation of V-SATs (45) across FRSC formations
- Establishment of the first ever Government Agency Call Center
- 1000 Close User Group (CUG) operational phone lines to support call centre operations, enhance rescue operations & internal communication

Since 2007, the FRSC has gradually been migrating from manual to electronic record keeping in order to enhance service delivery and operational capabilities. Notable amongst such on-going efforts are:

- Reactivation of the driver license database which now hosts over 3 million records.
- Establishment of an online offenders register for Road Traffic offenders.
- Development of a Road Traffic Accident suite to capture accident data.
- Development of a Vehicle Management suite to track the use, maintenance and fuelling of the FRSC fleet.

The **Corps Planning Office** (CPO) was also established under the Corps Marshal's Office to articulate the Corps budgetary requirements and future aspirations, while the **Safety Engineering Department** (SED) was established to carry out road safety audits and coordinate accident investigation procedures.

3.1.7.4. Policy & Research

Various policies have been articulated since 2007 to better protect the lives & property of road users. Research driven solutions and initiatives have also been introduced in policymaking and advocacy, some of which include:

- Development of the National Drivers Training Manual (NDTM)

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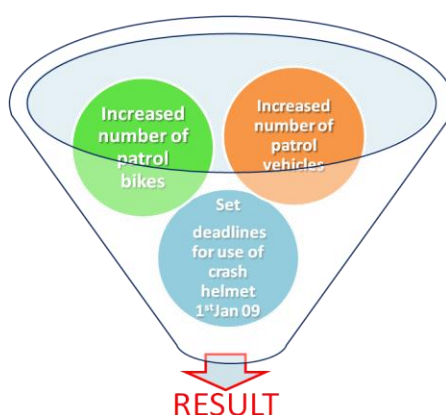
- Implementation of the Driving School Standardization Programme (DSSP), which commenced on January 01, 2009 alongside the strict compliance of the National Drivers Training Manual (NDTM).
- Development of research data on the following road safety related issues.
 - Border post traffic count 2008
 - Research on blood alcohol concentration in drivers
 - Research on impulsive anger and aggression in drivers
 - Black spot research: a case study of five selected roads in Nigeria
- Appointment of a resident Professor as research consultant for one year

3.1.7.5. Human Capacity Building

- World-class technical training
 - High level training / staff exchange programme with sister organizations in the United Kingdom, South Africa, Thailand, Ethiopia, India, Israel, USA, Canada for additional technical assistance and best practices.
 - A **total of 948 staff have undergone various courses**; foreign, local and short/long term duration.
- ISO 9001 Certification
 - In preparation for ISO Certification the FRSC has trained 57 senior officers on the ISO 9001 Quality Management System.
- Driving School training policy
 - Implemented policy guidelines and requirements for driving schools in the country.
- Driver Instructor's Manual
 - Prepared the driver instructors manual.
 - Out of over 400 driving schools nation wide 388 have registered with the FRSC, while 159 of this number have already been certified by the FRSC.

3.1.7.6. Safety Helmet Enforcement

The FRSC launched a safety helmet programme for motorbikes in January 2009, with the goal of moving the average compliance level from 0% to 43% by May 2009. As at the writing of this report, it had achieved about 50% compliance. It was able to achieve this by employing the following enforcement strategy:



3.2. Issues & Challenges

3.2.1. Human Capacity

At the formative years of the Commission, most personnel were drawn from the defunct Oyo State Road Safety Corps, the National Road Safety Commission under the Federal Ministry of Works and some members of the 1988 batch of National Youth Service Corps (NYSC). This group formed the two (2) Cadres of staff in the workforce of the Commission i.e. Commanders (officers) and Marshals (non-graduates). The Commission was obliged to leverage on the competencies of personnel from other Government agencies through the “Transfer of service scheme”.

The Commission has over the years built appropriate capacity and currently has an estimated 13,000 Regular Marshals complimented by 18,000 volunteer Special Marshals.

3.2.2. Equipment

The first set of operational vehicles and equipment were inherited from sister enforcement agencies and were obsolete, with minimal productive life span. This challenge persisted until very recently when the Commission procured additional equipment. However, these provisions were not adequate for operational coverage with average age of vehicles still approximately ten (10) years.

3.2.3. Lack of a Comprehensive Legal Framework

Decree No.45 of 1988, which gave the FRSC the legal backing, was deficient in covering some emerging areas of Road Safety Operations like the Uniform Licensing Scheme and the coverage of all public Highways. These challenges have to a large extent been resolved through the amendments of the statutes.

3.2.4. Funding

In 2006, only ₦520m (Five Hundred and Twenty Million Naira) was allocated as capital vote, with personnel cost nearing ₦4b (Four Billion Naira). In 2007, only ₦602m (Six Hundred and Two Million Naira) was allocated for capital and ₦7b (Seven Billion Naira) for personnel respectively. The FRSC has been working with private-sector and non-governmental organisations to sponsor infrastructure related projects which are pertinent to its operational efficiency.

3.2.5. Disorganized Administrative Systems

When the current administration of the FRSC took over office in 2007, there was no clearly defined and documented road map and vision. It was bloated with a huge amount of “ghost” workers, over 20% of its staff had no identity numbers, the Traffic Regulation laws (last updated 2004), were outdated and there was a lack of credible vehicle inspection programmes. The FRSC continues to work towards addressing these issues through its various programmes and initiatives, such as the staff audit and the automated payroll system done in 2009.

3.3. Key Success Factors & Development Imperatives

Some of the key success factors and development imperatives are as follows:

3.3.1. Funding

Adequate funding is critical to the FRSC being able to implement its strategies through its various programmes and initiatives. Increased budgetary allocation from the Government is one way it intends achieving this imperative, by engaging with policymakers, especially those responsible for the national budget. Other funding alternatives currently being explored by the FRSC are the establishment of the FRSC Equipment Fund, the FRSC Bond as well as accessing the Corporate Social Responsibility budgets of private-sector organisations, multilateral & donor agencies etc. In addition, the FRSC will explore the recapitalisation and securitisation of its assets as well as the introduction of levies from insurance premiums.

3.3.2. Policy Formulation

Having the necessary policy to support the current and future activities of the FRSC is pertinent to the success of the transformation process. Road users and related stakeholders must be statutory bound to comply with the programmes and initiatives propagated by the FRSC, thereby giving credence to its activities. Accordingly, the FRSC will require the support of the Presidency in ensuring its proposed policy formulations and amendments are effected in a timely fashion. In order to ensure advocacy towards the actualisation of its mandate, the FRSC would need to engage and solicit the buy-in and support of State governments who seem to be usurping the role of the FRSC in their respective States.

The FRSC would also require the Government to make it imperative that the FRSC conducts a road safety audit in all road construction projects, as well as implement the G8 10% rule on road

safety, which advocates for 10% of all road infrastructure projects supported by donor countries to be dedicated to Road Safety infrastructure. It is also imperative the institutional responsibilities of all Road Transport Agencies are harmonised.

3.3.3. Operational Exigencies

- Organizational Restructuring & Re-engineering towards a vibrant and efficient Work Force.
- State of the art Operational Equipment (ambulances, Tow trucks, Speed guns, Mobile data processors).
- Post crash measures (seatbelts, Helmets, Increased Public Enlightenment).
- Holistic approach of improving Road Infrastructure and furniture (e.g. wider road shoulders, Road marking etc).

4. FRSC's Strategic Initiatives

4.1. Vision, Mission, Values & Roadmap

Our Vision

TO ERADICATE ROAD TRAFFIC CRASHES AND CREATE SAFE MOTORING ENVIRONMENT IN NIGERIA

Our Mission

REGULATE, ENFORCE AND COORDINATE ALL ROAD TRAFFIC AND SAFETY MANAGEMENT ACTIVITIES THROUGH:

Sustained Public Enlightenment

Improved Vehicle Administration

Effective patrol operations

Stakeholder Cooperation

Prompt Rescue Services

Robust Data Management

Our Values

1. TRANSPARENCY

2. FAIRNESS

3. TIMELINESS

4. SERVICE ORIENTATION

A description of these core values follows:

Core Values: We say , We do.

What it Means to Us/Implications

TRANSPARENCY

We will conduct our business in a way that our stakeholders have complete confidence in what we do and how we do it. Therefore, we will: work in tandem with them.

FAIRNESS

We will treat all who come in contact with services by FRSC fairly, equally and unbiased irrespective of status, race, gender and belief.

TIMELINESS

We will render all our services at the right time within available resources

SERVICE ORIENTATION

We will use a crop of competent, honest, affable, dedicated, well-motivated regular and special

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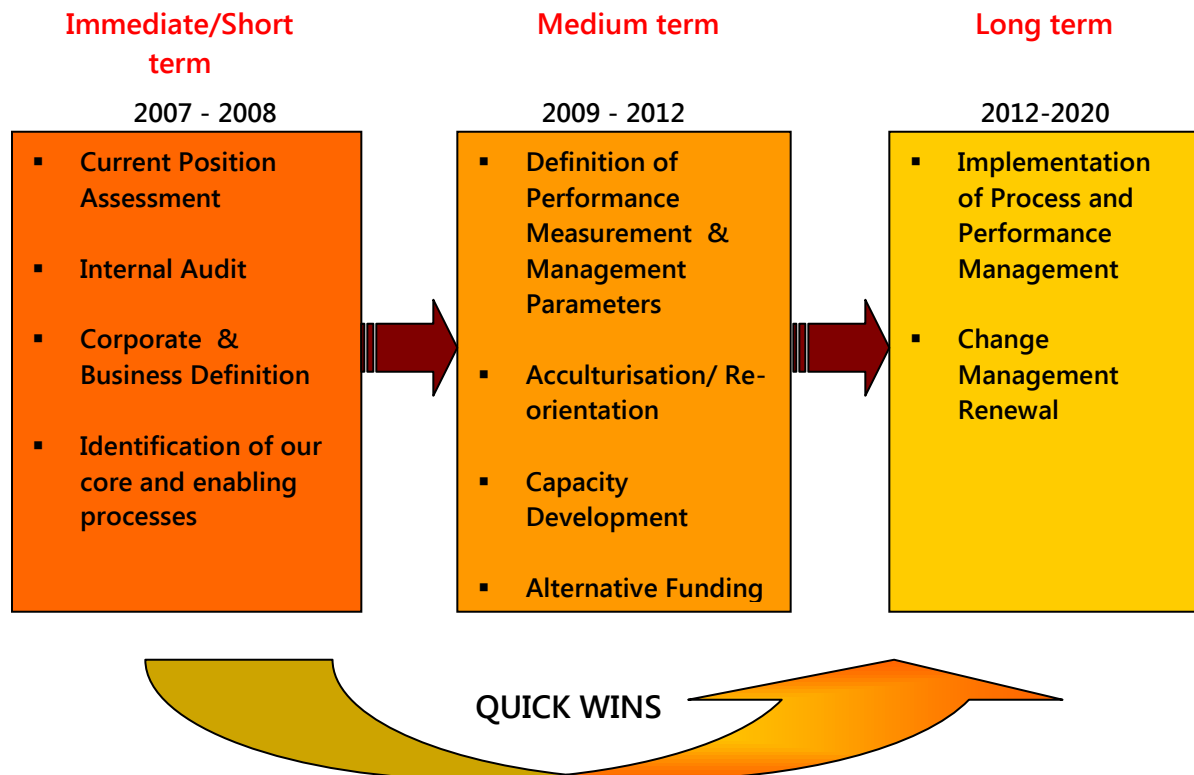
Core Values: We say , We do.

What it Means to Us/Implications

marshals in order to achieve FRSC corporate goals.

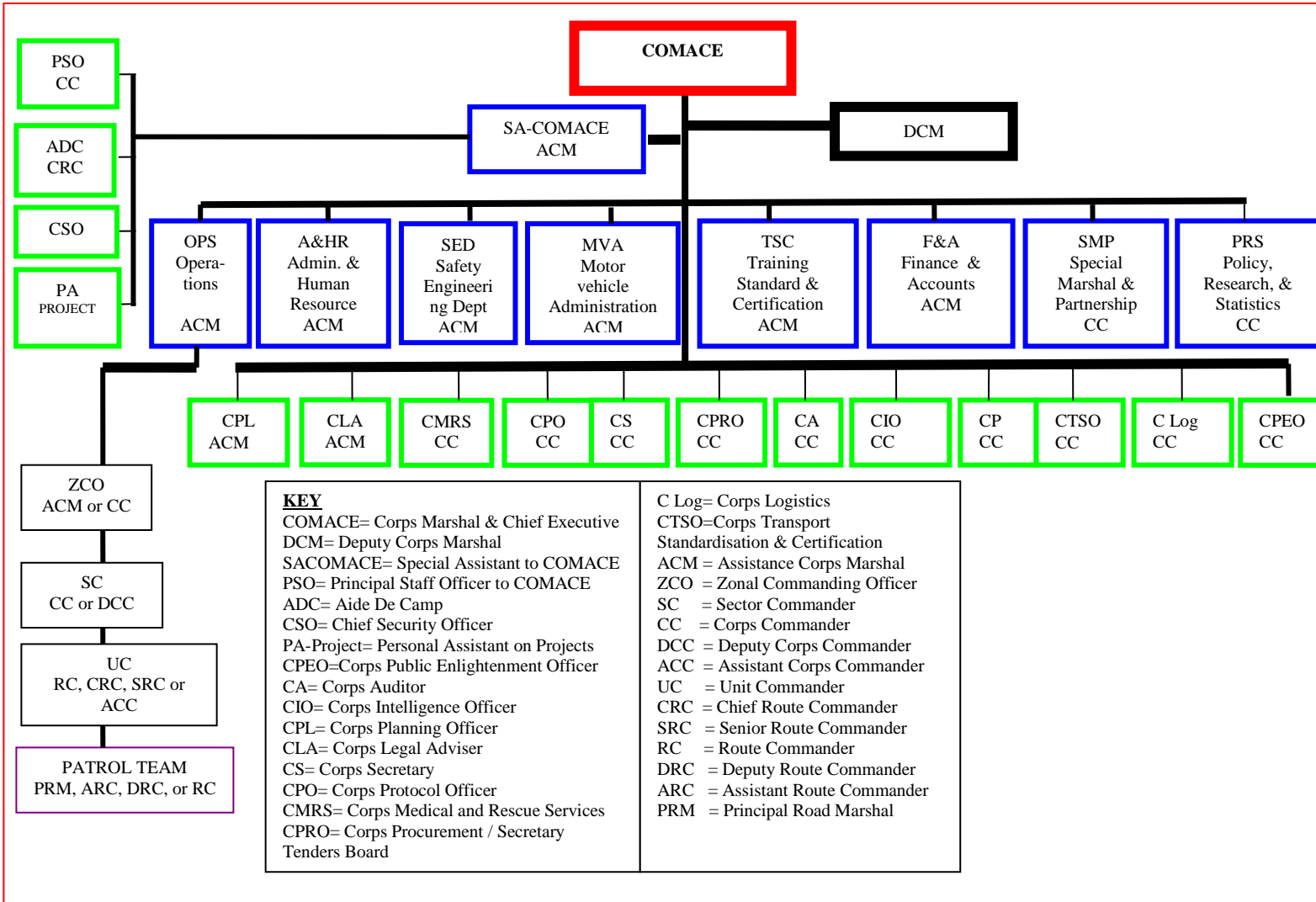
Our Corporate Roadmap

The schematic below outlines how the FRSC intends to achieve its transformation goal.



FRSC: Actualizing Our Vision & Strategy

4.2. Our Organogram



4.3. Our Priorities & Goals

The priorities and goals of the FRSC can be categorized as follows:

| IMMEDIATE/SHORT TERM | MEDIUM TERM | LONG TERM |
|---|---|--|
| <ul style="list-style-type: none">▪ Sustained Public Enlightenment▪ Effective Patrol Operations▪ Prompt Rescue Services▪ Robust Data Management▪ Stakeholder Cooperation▪ Improve Vehicle Administration | <ul style="list-style-type: none">▪ Transition to overarching coordination role▪ Encouraging the full responsibility and commitments by states to road safety traffic administration▪ Building medium and long term capacity to serve as a Regulator; Coordinator and Facilitator▪ Development of an enhanced funding strategy | <ul style="list-style-type: none">▪ Development of systems and processes to support performance driven work environment and operational efficiency▪ Development and implementation of change management themes in response to current realities |

4.3.1. Immediate/Short-Term

GOAL 1: SUSTAINED PUBLIC ENLIGHTENMENT

| ITEM | SUSTAINED PUBLIC ENLIGHTENMENT | GOALS |
|------|--|--|
| 1 | Motor parks rallies | <ul style="list-style-type: none"> FRSC commands should organize bi- monthly rallies |
| 2 | Interactive session in print and electronic media | <ul style="list-style-type: none"> FRSC jingles should be regular on radio and television stations nationwide Quality schools' debate and essay competition on Road Safety issues |
| 3 | Road Safety in school curriculum | <ul style="list-style-type: none"> Road Safety courses should be introduced in tertiary institution as well as primary and post primary institutions. |
| 4 | Production of bill boards fliers, posters/songs/rhymes | <ul style="list-style-type: none"> 100% total coverage using billboards or E – motions quarterly production of fliers and posters composition of Road Safety songs, jingles and rhymes to capture desired |
| 5 | Continuous drivers training | <ul style="list-style-type: none"> Massive drivers' training to be organized and supervised by FRSC in all government establishments |
| 6 | Community based Road Safety Programs | <ul style="list-style-type: none"> There should be community based Road Safety/Crash rescue programmes (public enlightenment/training) |
| 7 | Highway Code translation in all Nigerian Languages. | <ul style="list-style-type: none"> Develop and translate the Highway Code into all major Nigerian languages and ensure that every household has a copy of it (public enlightenment/training) |
| 8 | Liaise with stakeholders | <ul style="list-style-type: none"> Develop new public campaigns/ program in partnership with key stakeholder and run them quarterly |

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GOAL 2: EFFECTIVE PATROL OPERATIONS

| ITEM | EFFECTIVE PATROL OPERATIONS | GOALS |
|------|---|--|
| 1 | Patrol vehicle per route | <ul style="list-style-type: none"> A patrol vehicle should operate at interval of 50 kilometers |
| 2 | Number of patrol vehicles per team | <ul style="list-style-type: none"> Each patrol team should have a patrol car and a motor bike |
| 3 | Availability of tow trucks | <ul style="list-style-type: none"> There should be at least 1 heavy duty tow truck in each zonal command, 3 medium tow truck in each state command and 1 light duty tow truck in each unit command |
| 4 | Creation of commands | <ul style="list-style-type: none"> Area command in senatorial districts Unit commands in all local government areas |
| 5 | Standardization of FRSC Operations | <ul style="list-style-type: none"> ISO 9001 : 2008 Certification of FRSC operations and other activities by 2010 |
| 6 | Continuously identify gaps in patrol operations | <ul style="list-style-type: none"> Inadequate patrol vehicle and equipment Inadequate rescue vehicle (ambulance) and materials Inadequate patrol staff Inadequate tow vehicle Communication equipment e.g. Walkie Talkie. |

GOAL 3: PROMPT RESCUE SERVICES

| ITEM | PROMPT RESCUE SERVICES | GOALS |
|------|------------------------------|--|
| 1 | Providing Ambulance services | <ul style="list-style-type: none"> There should be minimum of 2 Ambulances for each sector command; 1 multi carrier ambulance and 1 single carrier ambulance There should be 1 ambulance for each unit command i.e. 1 single carrier ambulance |
| 2 | Response time | <ul style="list-style-type: none"> The maximum response time should be 20 minutes on receipt of information of a traffic crash from the call |

GOAL 4: ROBUST DATA MANAGEMENT

| ITEM | ROBUST DATA MANAGEMENT | GOALS |
|------|--|---|
| 1 | Develop a capital Data bank by June 2010 | <ul style="list-style-type: none">• Develop a central data bank in traffic crash which is managed by the FRSC for hospitals, police etc, to log onto.• Encourage capacity exchange between the FRSC research institutions• Embrace innovative proposals on InfoTech offered by private entrepreneurs• Data to be stored in central data base include the following:- RTC data, driving license data, vehicle population data, Road Audit Survey data, Traffic counts data, Traffic Offences / Offenders data,• Personnel Records data, Special Marshal data |

GOAL 5: PROMOTION OF STAKEHOLDER COOPERATION

| ITEM | PROMOTION OF STAKEHOLDER COOPERATION | GOALS |
|------|--|---|
| 1 | Develop a stakeholder database | <ul style="list-style-type: none"> Get corporate organizations as well as well meaning individuals in Nigeria to be involved in safety related ventures such as production of fire extinguisher, seat belt, reflective jackets, quality types and other spare parts and accessories and driving training Ensure productive cooperation with Standard Organisation of Nigeria (SON) & Consumer Petroleum Commission (CPC) on safety standards Continuous cooperation between Regular marshals and Special Marshals and Road Safety Clubs Maintain cordial relationships with Non - governmental Organisation such as African Regional Group of the international Road Safety, Organisation (GPA – PRI), West African Road Safety Organisation), (WARSO), World Bank, United Nations, World Health Organisation, (WHO) and Economic Commission for Africa (ECA) Develop a comprehensive list of all stakeholders or institution that have to do with Road Safety |
| 2 | Maintain cordial relationships with Stakeholders | <ul style="list-style-type: none"> FRSC should maintain regular and robust seminars and workshop with all relevant stakeholders FRSC should maintain regular links with stakeholders though print and electronic media |
| 3 | Conduct periodic stakeholders | <ul style="list-style-type: none"> Regular Assessment of stakeholders views on Road Safety matters Periodic Evaluation of stakeholders impacts/contribution on Road Safety |

GOAL 6: IMPROVED VEHICLE ADMINISTRATION

| ITEM | IMPROVED VEHICLE ADMINISTRATION | GOALS |
|------|---|---|
| 1 | National uniform licensing scheme | <ul style="list-style-type: none"> Harmonization, standardization and creating uniformity of all existing modes of licensing of drivers and vehicles in line with the current ICT to meeting |
| 2 | Processing of Drivers License | <ul style="list-style-type: none"> Linkage of all work stations / Information Processing Centers (IPCs) to a central Data base Enforcement of regulation on fake Drivers License Establishment of more work stations at relevant areas |
| 3 | Production of Vehicle Number plate | <ul style="list-style-type: none"> Establishment of Number plate production plant in the 6 geopolitical zones of the country Upgrade of existing replacement centres to ensure they are functional Ensuring that the motor licensing office is on-line and networked to the FRSC Data base Ensure international standard – ISO Certification Ensure vehicle identification Tag accompany all number plates |
| 4 | Strengthen collaborating with stakeholder | <ul style="list-style-type: none"> Regular meetings with stakeholders concerning Road Safety activities and participation in FRSC's workshops and seminars. |
| 5 | Fully automobile the | <ul style="list-style-type: none"> Implementation of e – licensing by June 2010 |

4.3.2. Medium Term

| Industry Repositioning | GOALS |
|---|--|
| <ul style="list-style-type: none">• Transition to overarching coordination role | <ul style="list-style-type: none">• Influence the development and implementation of a National Transport Policy?• Begin development of an institutional and legal framework to support FRSCs proposed role• Obtain buy-in and commitment from the Presidency, Legislature, State and Local Governments by making their "champion" aspects of the FRSC's initiatives and programmes |
| <ul style="list-style-type: none">• Encouraging the full responsibility and commitments by states to road safety traffic administration | <ul style="list-style-type: none">• State engagement session (parley) sessions??• State policy and plan development??? |

4.4. Opportunities

Outlined below are opportunities within sector and region and how the FRSC can advantage of them in order to accomplish its long-term goal.

| OPPORTUNITY | KEY ACTION STEP REQUIRED | OWNER | DEADLINE |
|----------------------|-----------------------------|----------|-----------|
| 1. Transition into a | ▪ Work with the Ministry of | Policy & | June 2010 |

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| | | | |
|---|---|---|---|
| coordinator role | <p>Transport and other stakeholders to develop a National Transport Policy.</p> <ul style="list-style-type: none"> ▪ Develop the constitutional & legal framework to support the FRSCs proposed role. ▪ Identify and appoint stakeholder champions from the Presidency, Legislature, State and Local Governments. | <p>Research, Legal</p> <p>COMACE, Public Enlightenment</p> | <p>March 2010</p> |
| 2. Transition into a Technical Regulator on Road Safety | <ul style="list-style-type: none"> ▪ Create awareness on the legal backing provided by the FRSC 2007 Act to be a technical regulator and its jurisdiction especially road safety related testing, monitoring of fleet transportation and road construction. ▪ Develop guidelines for & implement an accreditation programme to <ul style="list-style-type: none"> ○ Select and appoint FRSC approved testing centres for vehicle & road worthiness tests ○ Certify testing personnel | <p>Public Enlightenment</p> <p>Training & Standardization & Certification</p> | <p>January - December 2010</p> <p>August 2010</p> |

| OPPORTUNITY | KEY ACTION STEP REQUIRED | OWNER | DEADLINE |
|-------------|--------------------------|-------|----------|
|-------------|--------------------------|-------|----------|

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| | | | |
|---|---|--------------------------|---------------|
| Transition into a Technical Regulator on Road Safety | <ul style="list-style-type: none"> ▪ Develop and implement a regulatory and monitoring framework for fleet transportation. ▪ Work with the Ministry of Works to incorporate FRSC conducted road safety audits as part of the permitting and approval process for road construction and rehabilitation. ▪ Introduce weigh bridges on key routes within all geographic regions of the country | Policy & Research, Legal | December 2010 |
| | | Operations | June 2011 |
| | | | December 2012 |
| 3. Creation of an FRSC regional presence as an authority on road safety | <ul style="list-style-type: none"> ▪ Develop the regional (ECOWAS) regulatory framework for the standardization and harmonization of the various licensing schemes in the regions to cover ECOWAS Uniform: <ul style="list-style-type: none"> ○ Drivers licensing scheme ○ Vehicle licensing scheme ○ Number plates identification scheme ○ Road worthiness certification ○ Vehicle insurance scheme ○ Vehicles' importation standard certification ○ Licensing revalidation | Policy & Research, Legal | 2013 |

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| | | | |
|--|---------------|--|--|
| | certification | | |
|--|---------------|--|--|

| OPPORTUNITY | KEY ACTION STEP REQUIRED | OWNER | DEADLINE |
|----------------------|--|--|------------------------------|
| 4. Diversify Funding | <ul style="list-style-type: none"> ▪ Increase private sector infrastructure sponsorship by 30% each year ▪ Work with governmental and non-governmental stakeholders to implement the G8 10% rule in all road projects. ▪ Develop the constitutional policy for apportioning some of the proceeds of fuel on road safety, and influence it to be passed. | Special Marshalls & Partnerships Legal | On-going January 2012 |

4.5. Summary of Actions

The priorities and goals of the FRSC can be categorized as follows:

| PRIORITY/GOAL/PROGRAMME | RESPONSIBILITY |
|--|--|
| 1. Sustained Public Enlightenment | <ul style="list-style-type: none"> Public Enlightenment Training, Standardization and Certification |
| 2. Effective Patrol Operations | <ul style="list-style-type: none"> Operations Planning & Budgeting Procurement |
| 3. Prompt Rescue Services | <ul style="list-style-type: none"> Medical Rescue Services Procurement Planning & Budgeting Policy, research & statistics Legal |
| 4. Stakeholder Cooperation | <ul style="list-style-type: none"> Office of Corp Marshall Special Marshall & Partnership Public Enlightenment, Policy, Research & Statistics, Protocol |
| 5. Improved Motor Vehicle Administration | <ul style="list-style-type: none"> Motor Vehicle Administration Legal |

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| PRIORITY/GOAL/PROGRAMME | RESPONSIBILITY |
|--------------------------------|---|
| 6. Data Management | <ul style="list-style-type: none"> ▪ Policy, Research & Statistics |
| 7. Financial | <ul style="list-style-type: none"> ▪ Finance & Account |
| 8. Internal Business Processes | <ul style="list-style-type: none"> ▪ Procurement ▪ Audit ▪ Finance ▪ CS ▪ Admin & HR ▪ Planning |
| 9. People | <ul style="list-style-type: none"> ▪ Admin & HR ▪ Training, Standardization and Certification ▪ CS ▪ Planning |

5. Implementation Roadmap

5.1. Implementation Plan

| Performance Area | Objective | Performance Measure | Target | Responsibility |
|----------------------|---|--|---|--|
| Public Enlightenment | Consistent and effective public education and enlightenment | <ul style="list-style-type: none"> π Campaigns, rallies, debates, competitions & sponsorships π Community based road safety programs and initiatives π Public training π Interactive session with print and electronic media π Highway Code | <ul style="list-style-type: none"> π Bi-monthly rallies π 70:30 good-bad press ratio π Quarterly public campaign program with stakeholders π Annual Massive drivers training π Weekly appearance in print and electronic media π Translate the Highway Code into major Nigerian languages π Introduce road safety into the curriculum of primary and tertiary institutions | <p>Public Enlightenment</p> <p>Training, Standardization and Certification</p> |
| Patrol Operations | Effective Patrol Operations and standardization of FRSCs Operations | <ul style="list-style-type: none"> π Patrol vehicle per route π Patrol vehicle per team π Number of tow trucks π Number of commands | <ul style="list-style-type: none"> π Patrol vehicle every 50km π 1 Patrol vehicle/team π 1 Patrol bike/team π 1 heavy tow truck/zone π 3 medium tow trucks/state π 1 light tow truck/unit π 1 command/district | <p>Operations</p> <p>Planning & Budgeting</p> <p>Procurement</p> |

FRSC: Making Our Vision & Strategy Actionable

| Performance Area | Objective | Performance Measure | Target | Responsibility |
|------------------------|---|--|--|--|
| | | | <ul style="list-style-type: none"> 1 unit/LGA ISO Certification by 2010 | |
| Rescue Services | <p>Prompt response to and timely rescue of crash victims.</p> <p>Provision of basic emergency care services</p> | <ul style="list-style-type: none"> Ambulances per sector Ambulances per command Response time Supporting legislation Rescue service information | <ul style="list-style-type: none"> 2 ambulances/sector 1 ambulance /unit 20min response time on receipt of crash information Develop database of national rescue service operators by 2010 Develop legal framework & operational standard for rescue services by 2010 | <p>Medical Rescue Services, Procurement, Planning & Budgeting Policy, research & statistics</p> <p>Legal</p> |
| Stakeholder Management | Effective Board and Management of it | <ul style="list-style-type: none"> Board Satisfaction Index Board Rating | <ul style="list-style-type: none"> $\geq 75\%$ $\geq 80\%$ | Office of Corps Marshal |
| | Effective Management of Stakeholders and their Expectations | <ul style="list-style-type: none"> Special programs, workshops, seminars & campaigns Stakeholder assessment Stakeholder knowledge & factsheet | <ul style="list-style-type: none"> At least 1 program per quarter to be completed in an area linked to each stakeholder group Develop stakeholder database by 2009 Quarterly assessment of stakeholder impact | <p>Public Enlightenment, Policy, Research & Statistics, Protocol</p> |
| | Ensure compliance with ALL statutory & regulatory bodies | <ul style="list-style-type: none"> Fees & penalties | <ul style="list-style-type: none"> Zero fees & penalties | Legal, Finance & Account |

FRSC: Making Our Vision & Strategy Actionable

| Performance Area | Objective | Performance Measure | Target | Responsibility |
|------------------------------|--|---|--|--|
| Motor Vehicle Administration | <p>Improve and ensure a more effective motor vehicle administration process using technology</p> <p>Improve data collection & management</p> | <ul style="list-style-type: none"> π Uniform licensing scheme π Number of production plants π Electronic licensing | <ul style="list-style-type: none"> π Harmonize & standardize licensing scheme by 2009 π 1 production plant in all 6 of geopolitical zones π Implement e-licensing & smart card by June 2010 π Link all work stations and IPC to a central database by Dec 2009 π Subscribe to Geo data by Dec 2009 π Ensure motor licensing offices are linked to FRSC Data base | <p>Motor Vehicle Administration</p> <p>Legal</p> |
| Data Management | <p>Ensure a robust data management system</p> <p>Develop internal capacity</p> | <ul style="list-style-type: none"> π Accident data π Capacity exchange | <ul style="list-style-type: none"> π Develop central data for traffic crashes, managed by FRSC for hospital, police etc to log unto by Jun 2010 π At least 1 capacity exchange program per annum | Policy, Research & Statistics |
| Financial | Optimal utilization of CapEx and prudent management of OpEx budget | <ul style="list-style-type: none"> π Budget vs. Actual π % reduction in costs in all key areas | <ul style="list-style-type: none"> π ≤ 100% budget vs. actual appropriation π ≤ 10% reduction in cost | Finance & Account |
| Internal Business Process | Develop lean and efficient work systems | <ul style="list-style-type: none"> π Core processes | Develop guidelines for core processes and be ISO certified by 2010 | Planning & Budgeting |

FRSC: Making Our Vision & Strategy Actionable

| Performance Area | Objective | Performance Measure | Target | Responsibility |
|------------------|---|--|---|---|
| | Develop efficient financial management & procurement processes | π Cash flow management | Receivables & payables policy must ensure liquidity, the meeting of liabilities when due and investment of surpluses | Procurement Audit Finance |
| | Compliance with all standards and procedures | π Compliance | π < 5 documented cases of non-compliance π Zero penalties from non-compliance | System Audit |
| | | π New cost effective initiatives implemented | π ≥ 4 | Procurement |
| | Create a performance driven environment | π Performance metrics and systems | π Develop performance metrics for all departments, units & individuals by 2010 π Develop performance appraisal & quality management system by 2010 | A&HR, Planning & CS |
| People | Build adequate Human Capacity to support the activities of the FRSC | π % approved headcount recruited | π 100% by 2010 | A&HR, CS & TSC |
| | Aggressive capacity development & acquisition | π % of revenue on training | π Conduct skill audit by 2010 π 5-10% of PBT π Increase ≥ 2 levels on core competencies and processes | Training, Standardization & Certification Planning |

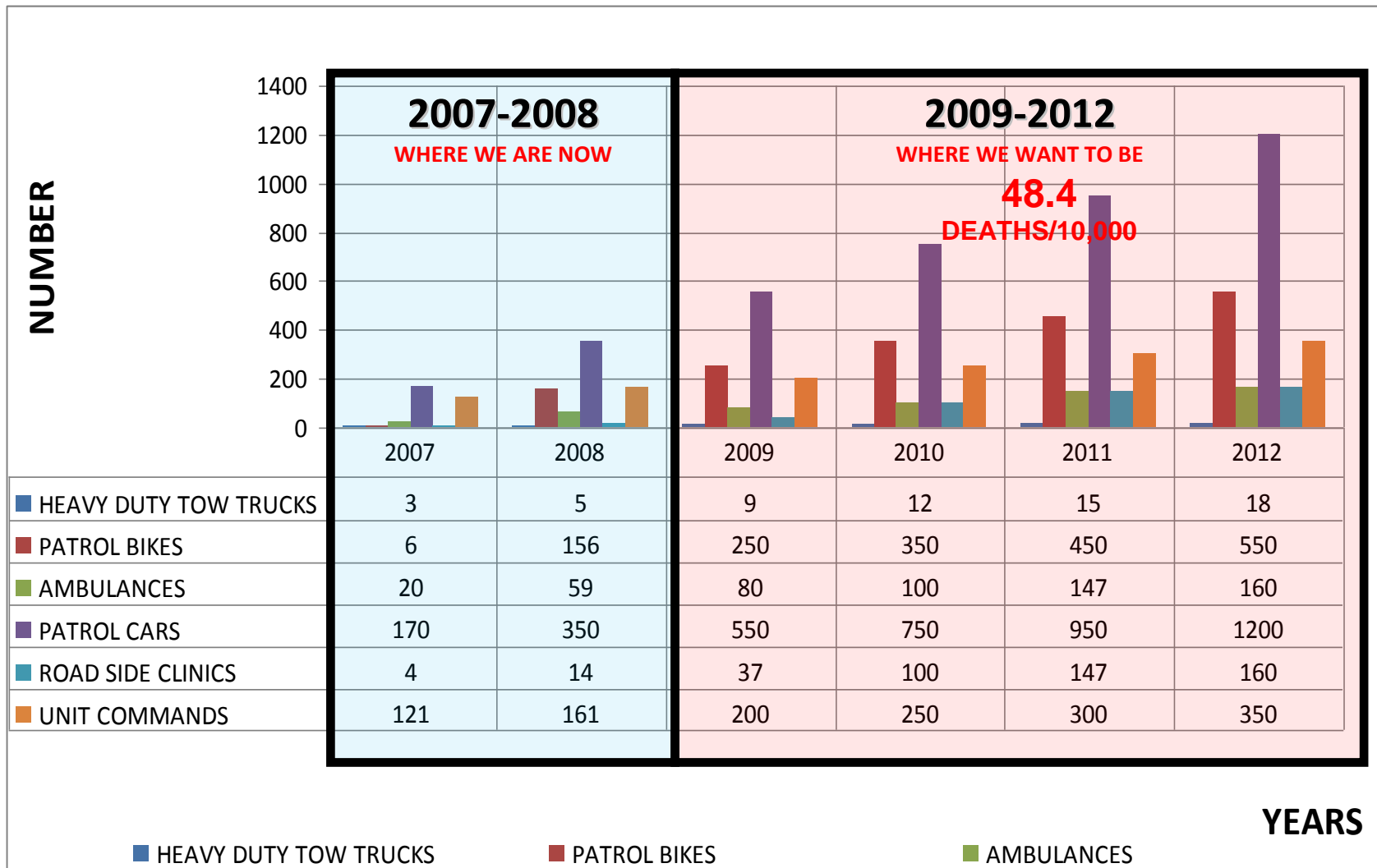
5.2. Key Development Enablers - Resource Requirements

| Goal/Programme | Resource Requirements | | | | | |
|---------------------------------|-----------------------|-------|---|--------|----------------|-----------------|
| | People | | Infrastructure | | Funding | |
| | Skill set | Qty | Type | Qty | Operational(₦) | Capital (₦) |
| Sustained Public Enlightenment | PE Staff | 1600 | PE Equipment Highway Code/ PE Rallies/Posters | | 525,092,000 | 264,775,000 |
| Effective Patrol Operations | Patrol Leaders | 400 | Patrol Vehicles | 600 | | 3,552,048,000 |
| | Drivers/Marshals | 8000 | CUGs (Mobile Phones) | 500 | | 10,000,000 |
| | Motorcyclists | 4000 | Patrol Bikes | 300 | | 186,030,000 |
| | | | New Unit Commands | 210 | | 8,119,230,000 |
| | | | Traffic Control Equip. | 208 | 249,073,203 | |
| Prompt Rescue Services | Doctors | 800 | Ambulances | 39 | | 1,291,717,400 |
| | Paramedics/Nurses | 1600 | First Aid Kits/Rescue Equip. | 416 | | |
| | Ambulance Drivers | 800 | Tow Truck (Light Duty) | 240 | | 6,636,400,000 |
| | Tow Truck Drivers | 800 | Tow Truck (Heavy Duty) | 9 | | 477,535,500 |
| | | | Roadside accident centres/drugs/equipment | 111 | | 555,660,450,649 |
| Stakeholder cooperation | SPECIAL | 20000 | SMU kit | 10,000 | 30,000,000.00 | |
| | MARSHALS | | Road safety club kits | 20,000 | 60,000,000.00 | |
| | | | Seminars/conferences | 40 | 200,000,000 | |
| Improved Vehicle Administration | ENGINEERS/SCIEN | 400 | Test centers/ | 6 | | 282,088,000.00 |
| | TISTS | 800 | Mechanic workshops | 6 | | 280,000,000.00 |
| | DRIVERS/MECHAN | | IPCs | 800 | | 175,000,000.00 |
| | ICS | | Number plate plants | 2 | | 30,000,000.00 |
| | | | Capacity exchange programme | 10 | | |
| Data Management | IT PERSONNELS | 1600 | V-SAT | 900 | | 348,550,000.00 |
| | | | PCs | 238 | | 93,092,000.00 |

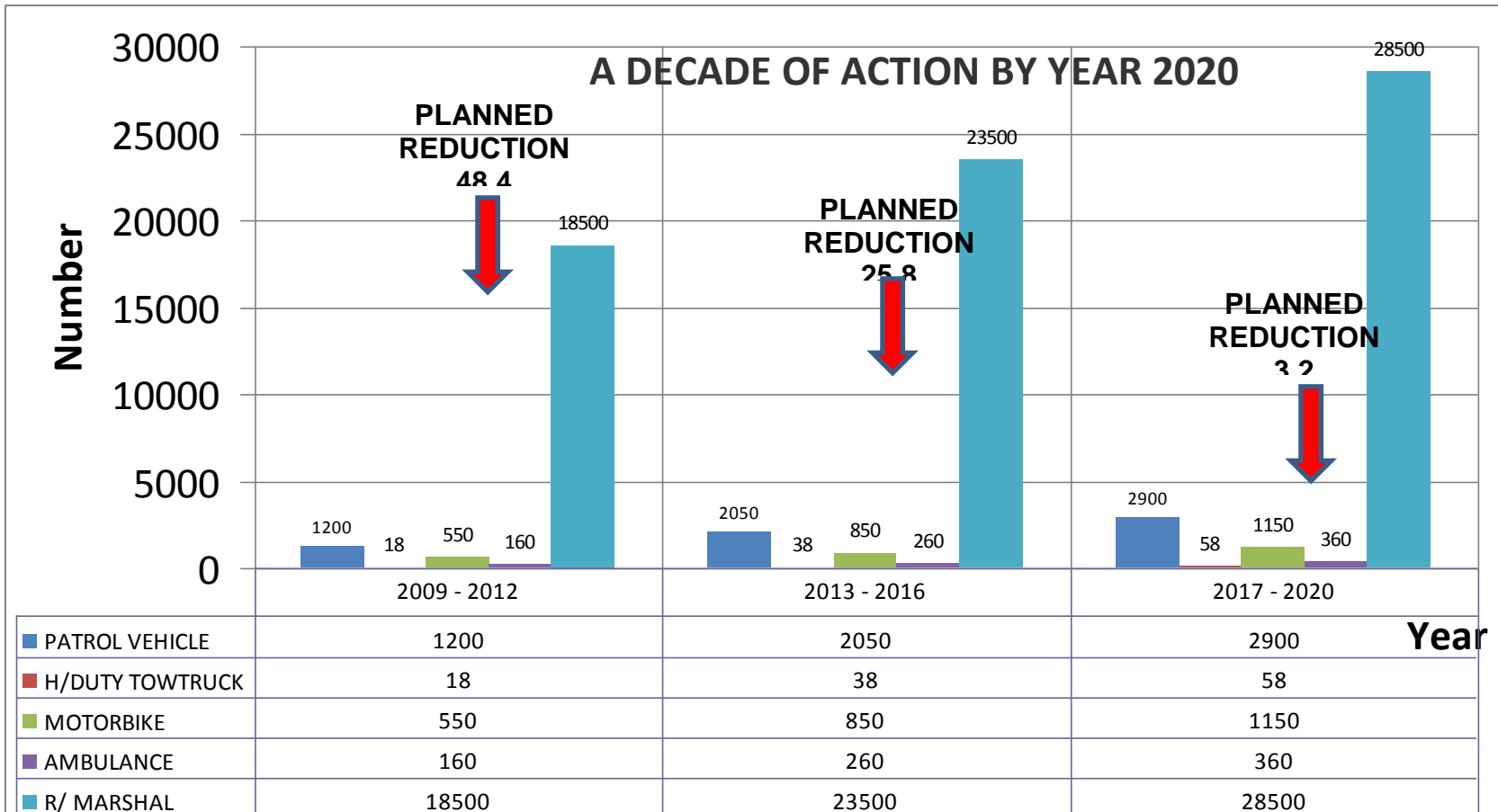
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| | | | LAPTOPS CAPACITY EXCHANGE PROG | 300 10 | | 60,000,000.00 30,000,000.00 |
|--|-----------------------------|-------------|-----------------------------------|-----------|----------------|--------------------------------|
| Goal/Programme | Resource Requirements | | | | | |
| | People | | Infrastructure | | Funding | |
| | Skill Set | Qty | Type | Qty | Operational(₦) | Capital (₦) |
| Financial | ACCOUNTANTS (IT LITRATE) | 800 | PCs | 238 | | 93,092,000 |
| Improving Internal Business Processed | SYSTEM AUDITORS | 800 | PCs | 238 | | 93,092,000 |
| Creating a competent and motivated workforce | AS ABOVE | AS ABOVE | ZCO STAFF VEH | 10 | | 60,490,000 |
| | | | RSHQ OFFRS/SCS' VEHICLE | 261 | | 1,128,564,000 |
| | | | STAFF CARS | 10,00 | | 40,000,000,000 |
| | | | STAFF BUSES | 0 | | 585,000,000 |
| | | | ZCO RESIDENCE | 39 | | 540,000,000 |
| | | | SC RESIDENCE/SENIOR OFFRS | 12 | | |
| | | | RESIDENCE/MARSHAL BARRACKS | | | 1,639,880,595 |
| | | | OFFICERS MESS | 336 | | 259,000,000 |
| | | | TRAINING | 37 | | 1,229,000,000 |
| SUB TOTAL | | | | | 4,165,203.00 | 582,562,947,144 |
| GRAND TOTAL | | | | | | 583,367,112,347 |

PROJECTIONS OF REQUIREMENTS FOR 2009-2012



A DECADE OF ACTION BY 2020



FRSC: Making Our Vision & Strategy Actionable

4-YR PROJECTIONS FOR OPERATIONAL EQUIPMENT 2009-2012

| Operational Item | 2007 | 2008 | | 2009 | | 2010 | | 2011 | | 2012 | |
|--------------------|-------|----------|------------|----------|------------|----------|------------|----------|------------|----------|------------|
| | | Addition | Cumulative | Addition | Cumulative | Addition | Cumulative | Addition | Cumulative | Addition | Cumulative |
| Patrol Vehicles | 170 | 180 | 350 | 200 | 550 | 200 | 750 | 200 | 950 | 200 | 1200 |
| H / DutyTowtruck | 3 | 0 | 3 | 6 | 9 | 3 | 12 | 3 | 15 | 3 | 18 |
| Motor Bikes | 6 | 150 | 156 | 94 | 250 | 100 | 350 | 100 | 450 | 100 | 550 |
| M/C Ambulance | 0 | 6 | 6 | 6 | 12 | 12 | 24 | 13 | 37 | 13 | 50 |
| Ambulances | 20 | 39 | 59 | 21 | 80 | 20 | 100 | 47 | 147 | 13 | 160 |
| L / Duty Tow truck | 3 | 2 | 23 | 25 | 40 | 40 | 80 | 80 | 160 | 40 | 200 |
| Regular Marshals | 12000 | 1000 | 13000 | 1000 | 14000 | 1500 | 15500 | 1500 | 17000 | 1500 | 18500 |
| Special Marshals | 16000 | 2000 | 18000 | 2000 | 20000 | 2000 | 22000 | 2000 | 24000 | 2000 | 26000 |

SHOWING YEARLY INCREMENTAL/CUMULATIVE FIGURE FROM 2007-2012



Incremental figure



Cumulative figure

NOTE: DEPRECIATION AND EXPECTED BOARDED MOTOR VEHICLES, BIKES AND EQUIPMENT HAVE NOT BEEN CONSIDERED

BUDGET PROJECTION FOR THE DECADE OF ACTION 2020

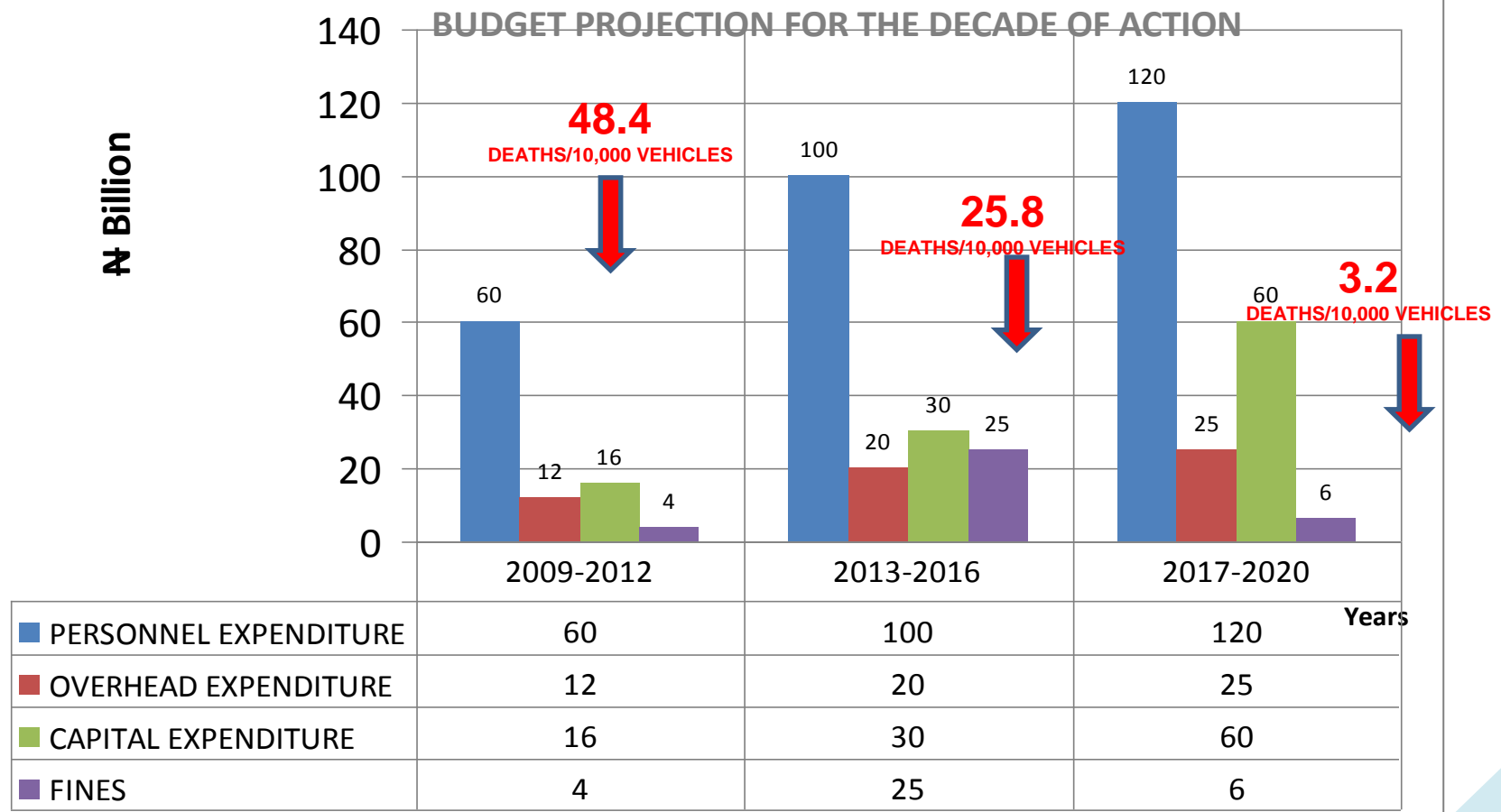
| | 2007 | 2008 WHERE WE ARE NOW | 2009 - 2012 | 2013 - 2016 | 2017-2020 WHERE WE WANT TO BE |
|---------------------------------|-------------------|-----------------------------|-------------|-------------|-------------------------------------|
| EXPENDITURE | Amount (₦) | Amount (₦) | Amount (₦) | Amount (₦) | Amount (₦) |
| PERSONNEL EXPENDITURE | 10,391,929,537.00 | 11,942,867,854.00 | 60 billion | 100 billion | 120 billion |
| OVERHEAD EXPENDITURE | 1,410,336,970.02 | 2,241,942,423.00 | 12 billion | 20 billion | 25 billion |
| CAPITAL EXPENDITURE | 602,908,170.00 | 2,184,222,557.00 | 16 billion | 30 billion | 60 billion |
| REVENUE GENERATED (FINES) | 663,328,957.92 | 892,111,603.12 | 4 billion | 5 billion | 6 billion |

A DECADE OF ACTION

SOURCE OF FUND–

BUDGETARY ALLOCATION, ROAD FUND, ROAD TAX, TOLL FEE, INSURANCE FUND

BUDGET PROJECTION FOR THE DECADE OF ACTION 2020



5.3. Implementation Monitoring Framework and Tools

The identified goals, priorities and programmes will be monitored and tracked along the performance measures and targets listed within the implementation plan as detailed in Section 4.1 of this document. The Planning department shall be the custodian of the overall corporate plan and shall be responsible for monitoring and assessing its level of accomplishment. Some of the tools that will be employed to ensure the accomplishment of these goals and objectives are as follows:

- Development of department/unit goals and priorities dovetailed from that of the corporate
- Quarterly reviews of corporate, department and unit goals and plans
- Bi-annual strategy review sessions
- Linkage of the department and unit goals/plans to the appraisal system deriving individual targets and expectations which ensure the accomplishment of department/unit goals, which are used as a basis for assessing performance
- Development and adoption of a monthly reporting scorecard outlining the level of attainment of agreed goals and objectives

6. Link to Mr. President's 7-point Agenda

| SN | ITEM | WHERE WE ARE NOW | FRSC RELEVANCE / INTERVENTION | WHERE WE WANT TO BE |
|----|------------------------------------|---|--|---|
| 1. | Mass Transportation | There are deviant mass transport operators, traffic indiscipline resulting to high traffic crash and deaths of 161 deaths / 10,000 vehicles | Apprehend deviant Mass Transit Operators and make them conform to the Road Safety practices. Relieve the burden on the road due to perennial traffic congestion and the consequent road traffic crashes through strict enforcement of traffic laws. | To be the first 20 countries with the world safest roads where mass transit operators are organised and obey traffic laws. Where there is free flow of traffic and FRSC reduced the road crash figures to 3.2 deaths/10,000 vehicles |
| 2. | Security | There are double registration of vehicles by parallel operators that encourage re-registration of stolen vehicles and insecurity in the country. Presently there is poor identification system of citizens and their location | Preventing double registration of automobiles and therefore forestalling the re-registration of stolen vehicles. Guarantee the integrity of the drivers license as a means of identifying citizens & for preventing and detecting financial crimes. | To be one of the 20 safest countries where registration of vehicles will be handled solely by one body i.e. FRSC thereby eliminating double registration and re-registration of stolen vehicles. Where FRSC driver's license will be recognised world wide as a means |
| 3. | Functional & Qualitative Education | Most commercial drivers and Okada riders for the bulk of the uneducated Nigerian public and are not road sign-literates. School children are easy victims of road crash and investment in education on is wasted and rubbished when their lives are cut | Educating motorists and the general public on traffic rules and regulations through the print and electronic media and through motor park rallies. Advise Government on the inclusion of Road safety curriculum in schools. | To have a motoring public that is educated and road sign-literate. To have young and old citizens who are safe on our road and as such live their lives to the fullest |

FRSC: Making Our Vision & Strategy Actionable

| SN | ITEM | WHERE WE ARE NOW | FRSC RELEVANCE / INTERVENTION | WHERE WE WANT TO BE |
|----|------------------------------|---|--|--|
| 4. | Power and Energy | Road furniture and public electrical installations are knocked down and abandoned by careless motorist. They go scot-free cutting electricity supply to the community. | Liaise with the public & the relevant authorities to ensure that motorists that damage electrical installations are appropriately and effectively sanctioned. | To have a system in place where damaged public electrical installations are reported on time by patrol team or the public using our call centres for quick repairs |
| 5. | Food Security & Agriculture | The way and manner food items are transported on our roads across the country fall short of safety standards, sometimes before they get to their destination, and that is if they get there, they are damaged, destroyed or made | To strictly enforce road traffic regulation as it affects haulage of food, livestock and agricultural products. | To have a road transport system to ensure our food items are transported safely and on time to their various destination through road across the country. |
| 6. | Wealth Creation & Employment | The transport operators in the country are not properly organised to meet its full potential as an employment tool for the country to engage unemployed youths. | FRSC to coordinate transport Operators through Road Transport Standardization Scheme (RTSSS) which if fully implemented will generate employment and create wealth. | To have a well organised road transport body of operators that can employ over 10,000 youths yearly. |
| 7. | Land Reform | Our cities and major towns are not planned to take into consideration road safety in terms of location of petrol stations, schools etc these give rise to traffic congestion and fatal crashes. Cases of fatal fire incidence involving residents in built up areas are rampant | FRSC being the Lead agency in-charge of safety shall collaborate with ministry of Land/Town Planning Authorities for Land use planning to enhance mobility in built-up areas. | To have cities that are planned and safe to both the community and road users |