

**GOVERNANCE AND THE PUBLIC POLICY PROCESS: FRSC
CONTRIBUTION TO THE TRANSFORMATION PROCESS OF
NIGERIA INTO A TRULY MODERN SOCIETY**

BEING THE LECTURE PRESENTED BY BOBOYE OYEYEMI, MFR,
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Let me begin this lecture by welcoming all the special guests to the University of Nigeria, Nsukka. I thank the Vice Chancellor, staff and members of the University community for choosing me to deliver this inaugural lecture which affords us opportunity to contribute to the public policy process of Nigeria and share FRSC experience in the transformation agenda of this great country. I specifically commend members of the organising committee particularly, the Chairman for the untiring efforts committed to making this event successful.

2. It is also my pleasure to meet all the distinguished guests, captains of industry, students and members of the press who have come here to listen to this lecture.

INTRODUCTION

3. The history of man is replete with quest for power acquisition, dominance and use of violence to achieve ends. Man has also continued to search for relations either with those within his tribal or ethnic groups or people of his

neighbouring communities, with whom he shares similar or different socio-cultural and ethnic identities.

4. Thus as man becomes organised in productive activities and distribution of his produce, he was faced with the challenges which the complex relationship posed, as some level of orderliness, safety and security were required to maintain peace and orderliness which his belligerent nature could not afford him. Man's new understanding of life, which contrasted his violent and lawless nature that made life in the state of nature to according to Hobbes (2008), "brutish, nasty and short," had to give way to orderliness, group solidarity and a system that invested collective security of the people in the hands of those empowered with legitimate use of arms for the protection of all Fukuyama (2004).

5. Consequently, it was the desire by man to overcome fears of violent death caused by other members of the society that propelled the need for emergence of the state, government, law and order to manage inter-personal and inter-group relationships. With this, safety, security, law and other as well as welfare of the people became the fundamental principles upon which governance is anchored. Whereas, government holds these values on behalf of the people through what some power philosophers have termed, "social contract."

6. Accordingly, Chapter II of the 1999 Constitution of the Federal Republic of Nigeria under the fundamental objective and directive principles of state policy, Section

14(2)(b), prescribes that the safety and welfare of the people shall be the PRIMARY PURPOSE of the government.

7. It is evident from the foregoing that issues of security, safety and welfare of the people are the basis upon which the legitimacy of any government is measured. Consequently, a state without capacity to protect its citizens against insecurity and provide them welfare is not far from failing in its most fundamental responsibility.

8. It is in line with this belief that legitimate use of arms and government's active participation in the economic activities remain enduring roles of the state under whatever social system that is in place.

FRSC AS A POLICY DECISION TO TACKLE SAFETY CHALLENGES ON THE ROAD

9. The establishment of the Federal Road Safety Commission (FRSC) in 1998, was no doubt, a response to the challenges posed by road traffic crashes which continually claim lives of Nigerians, mainly the virile and most productive age bracket that have made the nation's roads unsafe for users.

10. According to the World Health Organisation (WHO) report, which preceded the establishment of the FRSC, Nigeria's road was categorised as the worst in Africa, second only to that of Ethiopia. You will agree with me, that no conscious government built on the need to protect and

preserve human lives will watch the wanton destruction of lives and property of the people without taking appropriate measures through policy decision to halt the carnage.

11. The FRSC was therefore established with statutory mandate to reverse the trend in road traffic crashes and the wanton corollary. This decision has been described by some observers as a right step and in alignment with the modernist focus of any responsible government. This is why prevention and reduction of road traffic crashes through measures that could create safe road environment for all remain the defining role of the FRSC, which successive leadership of the Corps kept working hard to uphold. Thus, the failure and success of the Corps are measured by the extent to which it can or cannot carry out these critical national mandates.

12. We are all witnesses to the fact that since the establishment of the FRSC, it has continued to devise various means to curtail incidence of road carnage. And as a modern organisation, the Corps' change agents are anchored on the instruments of education, engineering and enforcement, to achieve its onerous national assignment.

13. Through the instrumentality of education, drivers are taught to appreciate the fact that road traffic crashes don't just happen but that they are actually caused, either by the omission or commission of the drivers or other road users. Therefore, the menace can be prevented if sufficient measures are put in place and people are made to observe

them. In the same vein, it is being stressed that since drivers drive on the road and operate mechanically propelled vehicles, how this is done influence occurrence or otherwise of road traffic crashes.

14. Accordingly, what matters is not the nature of the road, or even the status of the vehicle, the most important factor in crash occurrence remains the driver, who makes use of these factors to either achieve safety or make the road unsafe.

15. Enforcement which is the last of the tripod entails imposing sanctions on those who violate road traffic rules and regulations. Realising the importance of sanction in achieving compliance, FRSC operates on the principle that no matter the level of enlightenment given to people on certain action, if it is not backed by strict enforcement and application of sanctions, it would become entertainment.

WHAT IS GOOD GOVERNANCE?

16. Different scholars have defined good governance differently to suit their different ends. According to the United Nations Development Programme's Regional Report on Local Government for Latin America, it is "All the processes of governing, whether undertaken by a government, market or network, whether over a family, tribe, formal or informal organization or territory and whether through laws, norms, power or language."

17. On the other hand, international development literature, sees good governance as, how public institutions conduct public affairs and manage public resources. Governance is "the process of decision-making and the process by which decisions are implemented or not implemented".

18. The term *governance* can apply to corporate, international, national, local governance or to the interactions between other sectors of society. According to Agere (2000), good governance often emerges as a model to compare ineffective economies or political bodies with viable economies and political bodies. In addition, (Khan, 2004), sees the concept of good governance as the responsibility of governments and governing bodies to meet the needs of the masses as opposed to select groups in society.

19. While liberal democratic states, concentrated in Europe and the Americas, are often used to setting the standards to compare to other states' institutions when talking about governance, Aid organizations and authorities of developed countries often focus the meaning of "good governance" to a set of requirements that conform to the organization's agenda making (Heritier, P. & Silvestri P. (Eds. 2000).

20. Furthermore, it has been argued by some scholars that a critical element of governance is the making of policies. But as Ikeanyibe (2013) argues, the problem with Nigeria is

not that of policy formulation, but of policy implementation. In his view, for any policy to succeed, there must be political will of the government, involvement of the critical stakeholders in the decision making process and provision of requisite financial and human resources to drive it.

TRANSFORMING NIGERIA INTO A TRULY MODERN SOCIETY

21. How to transform the Nigerian State from the status of a primitive, colonised and poor state into a modern society with functional systems that provide gainful employment and offer maximum security to the people are the challenges which successive administrations have to contend with since independence till date. According to the World Bank report (2000:50), for a state to be functional, it must possess the following characteristics at the institutional level : Capacity to maintain nationwide peace, law and order, without which other government functions are compromised or impossible; ensuring individual liberty and equality before the law; ensuring workable checks and balances on the arbitrary exercise of power, in order to make public decisions transparent and predicable and presence of free press and public watchdog organizations to guide against abuse of power and to reinforce checks and balances and effective service delivery.

22. The point however is that all these characteristics must not necessarily be fully present before development can occur, as there are other peculiarities that must be

taken into account in measuring the state of a nation's development or underdevelopment.

23. While I am not pretending to be an academia in presenting this inaugural lecture, I will make attempt to identify the public policy and governance challenges that still make us groan and desire fervently to be transformed into an industrialised economic giant. Thus, I will define the purpose of governance and assert that transformational leadership extends beyond the hard issues of provision of infrastructure or investing hope only on the national leader to deliver the dividends of public policy and governance.

24. I make bold to assert that public policy and governance encompass the soft issues whereby every individual , agency and organisations are required to strive within their spheres of influence to be the best, and in harmony, so that government can harvest these individual excellence and aggregate them into national advantage seamlessly so that we can become a truly modernised country.

25. The efforts of the Federal Road Safety Corps, my primary constituency, will be showcased in justifying how, in the fulfilment of government's core mandate of provision of welfare and safety, the FRSC is striving hard to make road safe for all categories of road users in Nigeria.

26. The FRSC as a sub unit of the government is involved in policy formulation and implementation with a view to creating enabling environment for free and safe movement

of people on the nation's roads. It also supports government in the area of mobilising the people in compliance with the laws created towards achieving peace and stability.

27. In the same vein, its back-end functions reinforce national identity and security which are critical to national development. Reports of crashes recorded in the country over the years show that victims of road crashes consist mostly of young, productive and energetic segment of the national population who got killed or injured with all the knowledge and expertise they had acquired over the years.

28. For the avoidance of doubt, a total of 6,052 people died from road traffic crashes in Nigeria in 2010, and by 2012 it was 6,092, while 6,450 died from road crashes last year 2013. And as at this last week of October 2014, a total of 4,643 people have died from road traffic crashes throughout the country.

29. The economic and social costs that these human losses have brought to bear on the nation are better imagined. But what is clear is that though these aforementioned number of people unfortunately died from avoidable road traffic crashes, the situation could have been worse without the presence of the FRSC men on the highways to caution, enlighten and enforce traffic laws on recalcitrant drivers while deploying rescue teams to assist crash victims so that those who would have lived, do not die due to lack of prompt and efficient attention.

30. Let me point out at this juncture, that in making our roads safe, FRSC in 2010 rescued a total 15, 875 people alive, and in 2011, the Corps' presence on the highway led to the rescue of 43, 875 people alive, while a total of 71,504 were rescued alive in 2013 and as at last week of October this year, FRSC has rescued a total of 48,074 road traffic crash victims who probably might have perished, if there was no Federal Road Safety Corps.

31. Therefore, while the Corps through its numerous public policies, some which in the course of this presentation will be discussed, have over time not only stabilised the trends in number of people killed from road traffic crashes, but it has consistently increased overtime the number of road traffic crash victims rescued alive. We know from studies that low and middle income countries unfortunately are the most vulnerable to road traffic crashes and currently lose in the region of \$100 billion every year to road traffic crashes, almost twice as much as the total development assistance received worldwide by developing countries.

32. These losses undoubtedly inhibit economic and social development and therefore constrain national development efforts. Thus all hands must be on deck to assuage the calamities being caused by road traffic crashes in order to re-track the country to the path of development and prosperity.

33. Nigeria with a total road network of 204,200 km comprising 34,120 km Federal roads, 30,500km State roads,

and 129,580 km Local Government roads is characterised by lack of coherent national road policy on application of road standards. It also has limited professional and business capacity resulting in inefficient services. In addition, the country's road network lacks appropriate road design standards to keep pace with increased vehicular traffic volumes and vehicle weights.

34. This is in addition to the lack of road markings, safety barriers, and signage which contribute to the high crashes and casualty rate on all roads.

FRSC AND VISION 20:2020

35. The Vision 2020 document projects that Nigeria's current GDP of \$ US\$509.9 billion would grow to \$900 billion by year 2020 (Nigeria Vision 20:2020 document). I would like to flag a caveat here that the attainment of the vision may not turn Nigeria into an economic Eldorado, as the vision merely seeks to, as similar to the recent rebasing of the economy which positioned Nigeria as the biggest economy in Africa, rank Nigeria as the 20th largest global economy in terms of GDP size by year 2020. If attained, the Vision 20:2020 will make Nigeria's GDP to be at par with the size of present day GDP of Russia, Brazil and Canada.

36. The Vision 20:2020 equally projects a per capital income of \$4,000; growth in the country's population from 169 million to 200 million and generate of 60,000 megawatts of electricity. What is most significant to the

transportation sub sector, especially the Federal Road Safety Corps, is that vehicular population which is currently at 9.7 million would grow to over 40 million by the year 2020.

37. The question is, if Vision 20:2020 is achieved, will it impair on road safety?. In preparing ourselves for this, we at the Federal Road safety Corps have attempted answers to this and what implication the change may have on road safety policies for the country.

38. Being a policy driven agency the FRSC has articulated a policy around the implication of the policy on safe motoring in the country. Snippets from this policy is that, when Nigeria becomes an economic giant by 2020, the estimated 40 million vehicles that will drive on Nigerian roads would impact significantly on increased number of containers and tankers on the highways.

39. We project that the current, 5,000 tankers transporting 150 million liters of fuel daily, would by 2020, make our envisaged prosperous Nigeria require about 20,000 tankers and trailers to transport haulage across the country as we would have become an economic giant. This therefore means that as more tankers and trailers leave the ports with fuel and containers, the collective impact they will have on traffic congestion especially on roads along the ports, particularly the Apapa - Oshodi and Lagos-Ibadan Expressways can only be imagined, except urgent and practical public policies are formulated to mitigate the envisaged impacts, even where the roads are expanded.

40. The Economic cost of road traffic crashes to global economy is conservatively put at \$518billion. This represents 1 - 1.5% of GNP of low-middle income countries and 2% of GNP of high income countries. The economic cost of road traffic crashes to low-middle income countries economy is \$65billion. Economic cost of road traffic crashes to Africa's economy is \$37billion. Nigeria loses about \$10billion to road traffic crashes annually, representing about 3% of the nation's GDP. (CIA factsheet, 2013)

41. Road traffic congestion in Lagos alone is costing Lagosians reduced access to spatially located urban resources and land uses, while road traffic congestion generally in Nigeria leads to problems of longer transit time between origin and destination points, culminating in high cost of transportation and excessive energy consumption. Meanwhile, investments in the transport subsector are strategic to national development and economic growth.

42. Considering the huge land mass of the country, which is about 923,766 square meter and the current population of 169 million, Nigeria's current road network is grossly inadequate if we truly desire to provide safe and sustainable transportation system that can support the growth of the country's economy.

43. Worrisome however is that despite our geographical size, the adequacy of infrastructural support required to

propel economic growth is still inadequate, especially in comparison with comparator counties.

44. When compared to other countries, Nigeria's road density is only about thirty sixth of USA, twenty fifth of China, seventeenth of India, ninths of Brazil and fifth of Russia. Furthermore, while Nigeria has approximately 169 million people who occupy an area of 923,768 sqm, there is only 3,505 km of rail lines in the entire country complemented by a road network of 194.200 km and a total of only 22 airports.

45. When compared to a country like Brazil, which we envisioned in Vision 20:2020 to look like in year 2020, Brazil has a population of 202 million people and a geographical area of 8,514,877 sqm with 28,532 km of rail network and 1,751.862 km of road networks and 713 functional airports.

46. On its part, China, another comparator country which Nigeria desires to grow like, has a population of 1.3 billion people with an area of 9,596,961 sqm which is serviced by 86,000 km of rail networks and 4, 106,387 km of road networks with 507 functional airports.

47. There is not even a basis upon which one can attempt to compare Nigeria with the United States, which has a population of 316,668 million and an area of 9,826,675 sqm and 224,792 km of rail lines. The country has a total of 6,506,204 km of road networks and 13,503 airports.

48. Even the comparison of a middle level country like Turkey to Nigeria which has 79 million people in Turkey, still has brighter infrastructural outlooks than Nigeria. Turkey with an area size of 783,562 sqm has a rail network that span 8,699 km as well as a total road network of 352,046 km and 89 functional airports.

49. The infrastructural deficit of the country might have compelled the Federal Government to conceive a recent public policy to address the infrastructural challenge through the National Integrated Infrastructure Master Plan (NIIMP). According to the Federal Government, the first phase of the implementation of the National Integrated Master Plan, covering 2014 to 2043, would gulp the sum of N166bn which is required to transform the country's abysmally poor infrastructure (Punch Newspaper, 09 Sept, 2014)

50. The Minister and Deputy Chairman, National Planning Commission, Dr. Abubakar Sulaiman, has said that the private sector would provide 48 per cent funding for the project, which amounts to N79.68bn, while the public sector would finance the balance of N86.72bn. The NIIMP is also designed to raise the nation's stock of infrastructure from the current 35 per cent to 40 per cent of Gross Domestic Product to 70 per cent by 2043, when the policy life span is expected to terminate.

51. The Minister noted that the level of Nigeria's infrastructure today stood at 25 per cent as compared to

Japan, Singapore and China, with over 70 per cent. The NIMP therefore focuses on core infrastructure, including energy (power and oil and gas), housing, water and Information and Communication Technology and transport (roads, rail, ports and airports).

52. Other infrastructure classes include agriculture, mining, social infrastructure, vital registration and security. In conceiving the infrastructure master plan policy, the Minister had also remarked that the formulation of the NIIMP involved over a thousand stakeholders, including foreign consultants and politicians of diverse political affiliations, technocrats, bureaucrats as well as other stakeholders. (Punch Newspaper 09 September, 2014)

THE PUBLIC POLICY

53. The Wikipedia defines public policy as the principled guide to action taken by the administrative executive branches of the state with regard to a class of issues in a manner consistent with law and institutional customs. The foundation of public policy is composed of national constitutional laws and regulations. Further substrates include both judicial interpretations and regulations which are generally authorized by legislation. (wikipedia.org 2014)

Schuster (2008) defines public policy as a system of "courses of action, regulatory measures, laws, and funding priorities concerning a given topic promulgated by a governmental entity or its representatives." Public policy is

commonly embodied "in constitutions, legislative acts, and judicial decisions for the Greater Good."

54, Public policy making is a continuous process that has many feedback loops. Thus verification and evaluation are essential to the functioning of this system with each system being influenced by different public problems requiring different public policy (Geurts, 2010).

55. According to Hill (2005), public problems that influence public policy making can be of economic, social, or political in nature, and each system is influenced by different public problems requiring different public policy. Although public policies are most often established by legislation, they can also be created by an executive order, a bureaucratic regulation, a local government area council ordinance, subsidiary legislation by a regulation agency like the Federal Road Safety Commission or even a court decision.

56. Generally, public policies are aimed at achieving all or either of, reconciling conflicting claims for scarce resources; encouraging or fostering cooperation that would probably not occur without government's influence or encouragement. They could also be for prohibiting morally unacceptable societal behaviour or protecting the rights of individuals as well as providing direct benefits to citizens.

THE PUBLIC POLICY PROCESS

57. Public policy process, irrespective of where conceived and for what, either it is in the form of the National Integrated Infrastructure Master Plan in Nigeria or the Ghana's Shared Growth And Development Agenda (GSGDA), 2010-2013 or even the Defence Policy in the United States of America undergo similar process. Generally, public policy process resolves essentially around six end to end stages. These six stages overlap each other, with additional mini-stages, in a process that never really ends.

58. Public Policy process involves the identification of the problem which usually emanates from dissatisfaction with the status quo policy or need to provide guidelines or regulation for a new phenomenon, technological breakthrough or even sudden diseases like the recent outbreak of Ebola in Nigeria.

59. The next stage in policy formulation is the definition of alternatives to the issue made to compete for space on the agenda. This stage is commonly referred to as the "agenda setting stage."

60. The third stage which is very critical involves policy making whereby the policy problems earlier identified are authorized to have the force of the law through the parliamentary process and refined through the bureaucratic process. Public policy is highly interactive and the process is stakeholder-driven involving a choice that government makes as a response to a political issue or a public problem

which manifests in the intentions, decisions and actions taken by the government.

61. It is however important to emphasise here that a non-decision (inaction, or defeating a proposal) is in itself, policy making.

62. After authorisation, the policy must be appropriated for the purpose of attaining the next stage of evaluation of the efficacy of the implemented policy. Simply put, public policy could be described as the authoritative allocation of values for a society. It may also involve the process of deciding who gets what, when, where and how.

63. When mildly described, public policy could be, what the government chooses to do or not to do about a specific problem or line of action. Basically, what influences the decision of government on any policy matter, is what most public policy analysts describe as the political feasibility of public decision.

64. Judging by the nature of government, which sees its sustainability in office as an imperative, it would not take any policy decision, no matter how operationally feasible, if its outcomes would not guarantee it political support and sustainability.

65. The final stage in public policy cycle is the evaluation of the implemented policy. Evaluation examines the costs and benefits of policies as well as their indirect and

unintended effects. Evaluation frequently triggers identification of problems and a new round of agenda setting and policy making. Evaluation could be structured either through parliamentary oversight, or evaluation unit of the government bureaucracy.

66. In some other instances, policy evaluation may take the shape of pressure from other informal interest groups, like opposition party, policy think tanks, the academia, or even the media.

67. As rightly remarked by Geurts, 2010, in his book, *Public Policy: The 21st Century Perspective*, many reforms in government have been aimed at increasing efficiency, effectiveness and value for money with very little focus on the actual policy process and the way it affects the ability of policy makers to meet the needs of constituents in an increasingly complex, uncertain and unpredictable world.

68. However, if this core process were to be modernized, it would yield considerable economic and social benefits, including enhanced productivity, openness, transparency and participation, as well as actionable and interoperable policy intelligence.

69. In a publication by Michael W. Kpessa of the Johnson-Shoyama Graduate School of Public Policy, Canada entitled, "From closed Circuit Bureaucrats to Citizenry Engagement: The politics of public policy in Ghana," he extensively discussed and examined the trajectories and approaches to

public policy making in Africa. Using process tracing interlaced with analysis of historical records, secondary literature, and elite interviews, the publication shows that since the 1990s, policy making in some African countries, especially Ghana, has been witnessing a gradual shift away from bureaucratic approaches to policy making to the ones that directly engage the citizenry through consultation and open public participation.

70. The publication shows that this shift to citizenry participation is largely due to the emphasis in the development literature on good governance broadly defined to include public participation, and the view of civil society as a platform for social transformation. The publication also provides a step-by-step analysis of strategies used in recent social security reforms in Ghana to illustrate this change in approach to public policy, and shows that public participation approach to policy making is fraught with several structural challenges and impediments that not only privilege elites preferences over the unorganized rural dwellers but also questions some of the fundamental principles of the good governance mantra.

FRSC AND THE TRANSFORMATION OF NIGERIA

71. The word transformation has of recent become a popularised term in Nigeria since the inauguration of President Goodluck Jonathan's administration, which came

with the slogan "Transformation Agenda," aimed at creating public consciousness to the efforts of the administration in changing the socio-economic status of people of Nigeria.

72. The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns. According to him, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals.

73. Later researcher like Bernard M. Bass expanded upon Burns original ideas to include what is today referred to as, Bass Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, as Bass suggests, garner trust, respect, and admiration from their followers.

74. Transformational leaders can therefore be described as those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. Transformational leaders help followers grow and develop into leaders by responding to individual followers needs and empowering them by aligning the objectives and goals of the individual followers, the

leader, the group, and the larger organization (Bass, B. M. & Riggio, R. E. (2008).

75. Research evidence clearly shows that groups led by transformational leaders have higher levels of performance and satisfaction than groups led by other types of leaders.

76. As explained by psychologist and leadership expert Ronald E. Riggio in an article published on the *Psychology Today* website. The reason, he suggests, is that transformational leaders believe that their followers can do their best, leading members of the group to feel inspired and empowered (Bass, 1985).

77. Transformational leaders originally focused on leaders who "transform" groups or organizations, however the term has been broaden to accommodate transformational leaders and now focuses on followers by motivating them to high levels of performance, and in the process, help in developing their own leadership potentials.

78. In transformational leadership there are four (4) key components sometimes referred to as the 4 I's: Idealized Influence (II) - the leader serves as an ideal role model for followers; the leader "walks the talk," and is admired for this.

79. Inspirational Motivation (IM) - Transformational leaders have the ability to inspire and motivate followers,

and the combination of these first two I's are what constitute the transformational leader's charisma.

80. Individualized Consideration (IC) - Transformational leaders demonstrate genuine concern for the needs and feelings of followers. This personal attention to each follower is a key element in bringing out their very best efforts. Intellectual Stimulation (IS) - the leader challenges followers to be innovative and creative.

81. A common misunderstanding however is that transformational leaders are soft. But the truth is that they constantly challenge followers to higher levels of performance.

82. Research evidence has clearly shown that groups led by transformational leaders have higher levels of performance and satisfaction than groups led by other types of leaders. This is mainly because transformational leaders hold positive expectations for followers, believing that they can do their best.

83. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. The transformational leader focuses on and care about his followers and their personal needs and development.

THE FEDERAL GOVERNMENT TRANSFORMATION AGENDA

84. Prior to the emergence of the current administration which introduced the policy of Transformation Agenda, other administrations in the country were never bereft of developmental plans. For instance there was the 1962-68 Plan which was followed later by the 1970-1974 Plan. Nigeria also had the 1975-1980 Plan as well as the 1981-1985 Plan.

85. Apart from the 1970-74 plan, which attempted to define the country's national objectives, previous plans were restricted to mere economic medicaments for addressing only social, human and political goals. The 1970-74 Plan defined the national objectives to be the building of a united, strong and self-reliant nation; great and dynamic economy; just and egalitarian society; land of bright and full opportunities for all citizens; and, free and democratic society.

86. By the dawn of the 1980s there was dire need to restructure the dwindling economy, made worse by plummeting national revenues over huge drop in the international market price for crude oil, which the then incoming civilian administration just inherited after over thirteen years of military interregnum. This caused the Alhaji Shehu Shagari's administration to introduce the Stabilization and Austerity Measures.

87. But due partly to the ineffectiveness of the policy to address the socio-economic imbalance, the military found an excuse to over-throw the government in December, 1983.

88. While the military administration of General Muhammad Buhari which succeeded the Shagari government was busy enunciating policies that could restore law and order as well as discipline into the society, he was overthrown in 1985 and by 1986, the General Ibrahim Babangida which succeeded it had to introduce Structural Adjustment Programme (SAP).

89. This according to the Babangida's regime was to address the fundamental and structural imbalance in the economy, diversify the economy, strengthen the currency, and build a viable, sustainable industrial infrastructure upon which real economic growth and development can be founded. The reform process rested on a tripod of measures: Liberalization of foreign exchange transactions, Rationalization of public sector agencies and parastatals, and Optimization of the capacity for domestic production and stimulation of non-oil exports.

90. The succeeding Gen. Sani Abacha Military government introduced the Vision 2010 in 1998 with the aim of "developing a blueprint that will transform the country and place it firmly on the route to becoming a developed nation by the year 2010 (Vision 2010 Report, 1998).

91. The general objective was to transform the country into "a united, industrious, caring and God-fearing democratic society, committed to making the basic needs of

life affordable for everyone, and creating Africa's leading economy".

92. The Policy projected that by 2010, the Nigerian people would re-discover themselves and revert to being God-conscious and God-fearing, caring, sincere, honest, accountable in their dealing with public trust, and proud of their country and heritage.

93. With the emergence of democratic government in 1999, the new administration under Gen. Olusegun Obasanjo (rtd) government introduced in 2004, the National Economic Empowerment and Development Strategy (NEEEDS). The NEEEDS reform programme rested on four key strategies of Reforming Government and Institutions; Growing the Private Sector; Implementing a Social Charter; and Value Re-Orientation. (The NEEEDS document , 2004)

94. The complimentary tools for the realization of the above goals included Pension Reforms, Energy and Power Reforms, the GSM Telecommunications Reform, the Extractive Industries Transparency Initiative, the Corrupt and Allied Offences Commission, ICPC, the Economic and Financial Crimes Commission, and the Reforms in the Financial Sector.

95. The government which was succeeded by that of Alhaji Umaru Musa Yar'Adua in 2007 articulated the 7-point Agenda to propel national development. The thrust of this policy was centred on Energy, Education, Agriculture,

Infrastructure, Wealth Creation and Poverty Alleviation, Land Reforms, and Security.

96. During the campaign for election into the office of the President of the Federal Republic of Nigeria, Goodluck Jonathan, GCFR had hinged his campaign promise on the transformation of Nigeria through a public policy he code-named, "Transformation Agenda."

97. According to the document on Transformation Agenda, Nigeria's development efforts have over the years been characterized by the 3Cs i.e. lack of continuity, consistency and commitment to agreed policies, programmes and projects as well as an absence of a long - term perspective. This culminated in growth and development of the economy without a concomitant improvement in the overall welfare of Nigerian citizens.

98. The document pointed out that disregard for these 3Cs has resulted in rising unemployment, inequality and poverty. It therefore justified the need for a holistic transformation of the Nigerian State based on formulation of a public policy necessitated by a strategy that gives cognizance to these 3 Cs. The Goodluck Jonathan administration therefore responded to this need in its Transformation Agenda, which covers the period 2011 - 2015.

99. Transformation is a sturdy concept that portends a radical, structural and fundamental reassessment of the

basic assumptions that underlie our reforms and developmental efforts as a people under one country. The transformation of the country also includes entrenching an efficient, effective and corruption free polity, hinged on equity, fair - play and respect for a shared common vision.

100. The policy also encompasses character moulding and imbibing of integrity in the country's set of leaders, redefining the imperatives of transformational leadership, and creating the Nigerian dream that will inspire patriotism and commitment in the citizenry.

101. The Transformation Agenda which is based and draws its inspiration from the Vision 20:2020 and the 1st National Implementation Plan (NIP), aims to deepen the effects and provide a sense of direction for the current administration over the four years of its tenure.

102. The Agenda is based on a set of priority policies and programmes which when implemented will transform the Nigerian Economy to meet the future needs of the Nigerian people.

THE CORE AREAS OF FOCUS IN THE VISION 20:2020

103. The Transformation Agenda focuses on key areas that could facilitate the successful realisation of the Vision 20:2020, with macroeconomic framework and economic direction; Governance; Human Capital Development Policies Programme and Projects; Real Sector Policies, Programs and Projects; Infrastructural Policies, Programmes and Projects.

104. Other areas of focus of the Transformation Agenda are the Implementation Enablers and the composition of the Policy's Monitoring and Evaluation Framework.

TRANSPORTATION AS A CORE THEMATIC SEGMENT OF VISION 20:2020

105. On the Infrastructural Policies, the Transformation Agenda considered the critical role of transportation with an estimated total investment for the transport sector during the period 2011 - 2015 computed approximately at the sum of N4,465 billion. This Investment would cover roads, railways, inland waterways, ports and airports development (The Transformation Agenda, 2020)

106. The Main policy thrust during the Plan Period is to evolve a multi-modal approach to facilitate national development. The key priority programmes and projects to drive the Transformation Agenda were selected from 20 MDAs and sectors, while a total of 1,613 Projects were identified, out of which 385 (about 22 Per cent) are new and 1,361 (about 78 percent) are on-going.

107. After thorough scrutiny and on the basis of the selected criteria adopted, 685 Projects (about 39 Per cent of the total projects considered) were admitted into the programme during the 2012 -2015 period. The number and cost of these projects in respect of each MDA/Sector were valued at the sum of seven trillion two hundred billion naira expected to be sourced with the Government contribution to bankable projects totalling nine hundred and twelve billion naira which represented 12.66% of the total sum. Funds for Other Priority Projects not listed were valued at six hundred and twenty two billion naira representing 8.63% (The Transformation Agenda, 2010)

108. I earnestly believe and posits that the concept of transformation of Nigeria is hinged on a multi-modal approach where each agency of government and the private sector will transform within their sphere of influence, but the amalgams are aggregated to make Nigeria fully transformed as a country.

109. And within the context of the transformation process, the FRSC's contribution is hinged on four broad goals: Accra

Declaration which seeks a 50% reduction in road traffic crashes fatalities by year 2015; United Nations Decade of Action (2011 - 2020) which targets reduction of road traffic crashes fatalities by 50% by year 2020 and placing Nigerian roads, in conformity with the Vision 20:2020, within the league of the twenty safest roads in the world by year 2020. Ultimately, the contribution of the Corps to the Transformation Agenda is to transform the FRSC into a world class organisation.

110. Considering the contributions made by the FRSC to national development, one must commend the vision of the founding fathers of the Corps for their proactive action in establishing the organisation through the instrumentality of Decree 45 of 1988 as amended by Decree 35 of 1992, otherwise referred to as Cap 141 Laws of the Federation of Nigeria 1990. Under the civilian dispensation, the Corps' laws have after legislative reviews been enacted as the FRSC Establishment Act, 2007.

111. It was established basically to curtail the menace of road traffic crashes which have negative socio-economic consequences that hinder national development. Some of the policy decisions of the Corps since its establishment which were aimed at addressing the challenges of road carnage and the economic loss to the country include the launch of the National Uniform Licensing Scheme (NULS) in 1990.

112. Through the scheme, the national database on driver's licence and vehicle registration is being kept and can easily be retrieved. Through this process also, several attempts made by suspected criminals to re-register already registered vehicles stolen from their owners have been thwarted, while an average of one vehicle per week is currently being recovered through the functionality of the system.

113. On the other hand, with the stringent security features embedded in the Nigeria Drivers license, it has made it possible not only to be produced and issued in line with global best practice, but through the policy of reciprocity, the new national driver's license has become acceptable as driver's license in most European Countries and several States in the United States of America.

114. FRSC has through patrol activities brought sanity to the nation's highways and that was made possible because of strong collaboration with relevant stakeholders some of who assisted in procuring additional patrol vehicles, ambulances and tow trucks.

115. The Corps also invested heavily in ICT infrastructure and commissioned the call centre, which has enhanced its operational activities as evident in improvements in its response time to emergencies from about 50 minutes to 1 hour in 2007 to now 15 minutes response time to traffic emergencies. In line with the need to ensure global best practice in road traffic administration and safety

management in Nigeria, the FRSC embarked on documentation of its processes and procedures by adopting Quality Management System in line with ISO 9001 certification, which was awarded to the Corps in March 2013 by the Standards Organisation of Nigeria (SON). This certification is significant, as it makes the Federal Road Safety Corps, Nigeria as the only law enforcement agency in Africa and the fourth in the entire world to be ISO 9001 certified.

116. In view of the damages to the roads by tankers and trailers through heavy haulages, spills and damages to road and road infrastructure during crashes and with attendant increased time spent on commuting, causing other vehicles to crash and general observed menace; all of which account for considerable loss of economic fortunes, the Corps formulated the Tanker and Trailers operation guidelines.

117. This guideline moderates the activities of this category of vehicles in Nigeria thereby bringing more sanity to motoring. Also, in recognition of Corps contribution to international standard systems, the FRSC through the Standards Organization of Nigeria (SON) made inputs into the new International Standards on road traffic safety management system (ISO 39001).

118. Conscious of bequeathing to the nation a performance focused agency, driven on evidence based decision making process with motivated personnel selected on basis of fairness and hard work, the FRSC has assiduously been

inculcating a healthy work ethic Corps wide with promotion examination conducted online. This computer based promotion exercise is aimed at eliminating subjectivism in personnel placement, thus enhancing productivity and national development. This strategy has begun to yield dividend as the Corps in 2013 won the National Productivity Order of Merit Award. Just last week the Corps also won 2014 ISDN award as the Public Agency in the country.

119. Today, FRSC is the Word Bank example of a lead agency for road traffic management in Africa. Aware of the need to evolve acceptable driving behaviour amongst the motoring public, especially for future generation of drivers, the Corps embarked on a rigorous exercise which culminated into the Federal Executive Council's approval that road safety education be infused into the nation's schools curriculum.

120. This is in addition to the FEC approval of a standard vehicle type for the conveyance of school children to and fro school in comfort and safety, and in conformity with global best practice.

121. The FRSC in another effort at making the road safe, having detected that 48% of crashes on our roads resulted from speed violation, introduced a new policy that would make all vehicles to be installed with the speed limiting device. The first phase of the policy implementation will commence on 1st June 2015 when all commercial vehicles are expected to be fitted with the speed limiting device.

Thereafter the policy would be extended to all categories on vehicles plying Nigeria's highways.

122. This policy took FRSC over two years to conceive, nurture and brought to the level of implementation with the involvement of all relevant stakeholders who were consulted at all levels and their expert opinions duly considered before convening stakeholders' conference where the decision on the implementation strategies was taken.

123. Prior to this stage the Standards Organisation of Nigeria (SON), which is statutorily responsible for standards setting in the country actively participated in the drafting of the speed governors' policy. From in-depth studies conducted by the Corps , we are convinced that if the policy is implemented, it would reduce speed induced road traffic crashes by at least 30%. Aside generally making the road safe, it will also assist Nigeria to attain the goals of the Accra Declaration, the United Nations Decade of Action For Road Safety and Nigeria's Vision 20:2020, from which it is hoped to place Nigerian roads within the league of the twenty safest global roads by year 2020.

124. In a similar manner, the FRSC has led a group of relevant stakeholders to develop the national road safety strategy known as the Nigeria Road Safety Strategy (NRSS 2014 - 2018). This policy went through nine different amendments after all the stakeholders, including those at the international level like the World Bank, World Health Organisation and other relevant International road safety

and transport related organisations had reviewed the document to make it be at par with international standards.

125. The document has equally been approved by the Federal Executive Council and is being considered by the National Council of States. Apart from delineating the specific roles and responsibilities of agencies and tiers of government in making Nigeria safe, NRSS envisions a country where road traffic crashes would result in zero death. (Nigeria Road Safety Strategy, 2014)

REMOVING THE MISCONCEPTION ABOUT FRSC'S CONTRIBUTIONS TO NATIONAL DEVELOPMENT

126. Though the estimates of what the Corps saves for the nation through its activities on the road cannot easily be quantified, one must appreciate the chaos that could have been experienced on the road without the presence of FRSC officers and Marshals to engage in daily patrol and rescue activities.

127. Meanwhile, as part of its strategies for prompt attention to crash victims, the Corps established 24 Road-side- clinics which in 2011 treated 12, 212 cases of victims of road traffic crashes free of charge. While 12,314 cases were treated free of charge in 2012, a total 13,143 road traffic crashes victim were treated in 2013.

128. Having also identified crash victims' difficulties in accessing medical treatment on post-crash, especially with

cases of hospitals' rejection of victims until payment was made; the Corps took up the challenge with the Federal Ministry of Health and succeeded in convincing the government on the need to preserve precious lives through promotion of first aid and comprehensive treatment.

129. Consequently, government prohibited the practice and directed all public hospitals to conform to the directives, which are being closely followed by a penalty of N50,000.00 for defaulting hospital and or prosecution by the FRSC.

130. In addition, the Corps increased its number of emergency Ambulance Scheme (Zebras) from 11 in 2011 to 15 in 2014 and with the approval of the School Bus policy by the Federal Executive Council (FEC) it is expected that compliance to road safety regulations among schools proprietors and school bus drivers will increase with positive impact on the reduction of children affected in crashes through reckless driving.

131. With improved capacity, the Corps has been able to intervene at traffic distressed points, including removal of obstructions such that valuable time is not lost and goods as well as passengers reach their destinations safely and timely. Moreover, through the Road Transport Safety Standardization Scheme (RTSSS), all fleet operators with five vehicles and above have to mandatorily register their operation in Nigeria.

132. The scheme regulates fleet operations, and in view of their involvement in mass transportation, the Corps has been sanctioning operators that fail to conform to the guideline including prosecution.

133. Furthermore, having realised the need for drivers to be proficient in the art of driving, the Corps restored the driving schools culture through the Driving School Standardization Programme (DSSP) for acquisition of the basic professional knowledge of driving. Accordingly, as at today, there are 664 driving schools which have so far been registered, out of which 534 have been certified.

134. Meanwhile, about 26,393 trainee-drivers are currently undergoing driving skills in the approved driving schools nationwide. In addition, the regular road audits and flagging of roads on deterioration for appropriate intervention has been positive.

135. With 37 road audits conducted, a total of 12 reports containing recommendations were forwarded to the Federal Roads Maintenance Agencies (FERMA) and Federal Ministry of Works (FMW) leading to the rehabilitation of several roads across the country.

136. In order that best global practice is strictly adhered to by the Corps, crash investigators have been trained, and so far a total of 137 cases of road traffic crashes have been investigated to detect causative factors of the crashes and proffering of guides against re-occurrence as

well as aiding in prosecution of offenders, when the need arises.

137. With the new driver's licence launched in 2011, the nation's capacity to rid the system of syndicates engaged in parallel production of fake driver's licences has been strengthened. Consequently, the integrity of the data has now made it possible for records of all holders of the licences to be stored and retrieved when desired, thereby making it impossible for people to commit fraud or crimes with them without being identified, contrary to the situation in the past.

138. Today, the Nigeria driver's license is an accepted security document worldwide. The FRSC deploys its numerous social interactive platforms to the best advantage, both to its personnel and the motoring public, as traffic situations are promptly relayed to guide road users on best routes to take and alerting them on security situations on the roads in order to be properly guided.

139. With 236,876 likes on face book and 96,751 followers on the FRSCs twitter handle, the Federal Road Safety Corps surely has the largest followers on the social media in Nigeria's public service.

140. Opinions and reports on the various situations on the road are equally relayed to the FRSC's Call Centre where they are further relayed to the appropriate offices for

quick intervention. All these have saved lives, time and stress in travels across Nigeria roads.

141. In the same vein, the FRSC data is accessible to sister security organizations on the need to access basis. This collaboration has yielded considerable fruits particularly in the areas of criminal perpetuations, triggering of alerts and making prosecution easier and faster.

142. Having seen the need for a vehicle type for the nation occasioned by the numerous types of dysfunctional vehicles littering the nation's highways, census was taken nationwide for vehicle type approval and standards were developed in partnership with Standards Organization of Nigeria (SON) in liaison with the National Automotive Council (NAC) with the aim of supporting the development of the Nigerian indigenous motor vehicle.

143. In order to ensure standardization of the road signs, in the efforts to eliminate unnecessary conflicts that are known to induce crashes, the President of Nigeria signed the Geneva Convention on Road Signs and markings and establishment of a road sign manufacturing plant.

144. Due to the impressive work of the FRSC, the World Bank, RSDT, AARSI availed the Corps technical assistance and acquisition of equipment for road safety intervention. Currently, the World Bank Corridor intervention is on stream through road grant under the auspices of the Federal Ministry of Works by which six road corridors

across the country are being built to international standards to make commuting easier for all.

145. The impact of the safe road corridor project has been persistent decline in road crashes, even when evidence abounds of increased motorisation on the safe road corridor. The lessons already learnt from the success of the world bank safe corridor project is being replicated on all the other road corridors nationwide, in line with the FRSC's vision of creating a safe motoring environment in Nigeria.

CONCLUSION

146. Achieving transformation is a collective responsibility of every citizen and the possibility is hinged on the state of our highways. It therefore behoves on all Nigerians to join hands with FRSC as the lead agency for road traffic safety administration and management in the country to contribute to the national efforts by committing to the safer roads campaign.

147. In addition, the task of transforming the Nigerian nation from a socio-political and economic perspectives, require more than the hard factors of growth and development. This indeed, includes the factors of soft management and leadership skills. Transformation means everyone individually transforming his sector, while the national leadership is harvesting all these into a national rebirth for us to achieve a truly transformed and modern Nigerian society.

148. To effectively do this, we need to recreate our value system as a people, by replacing patronage appointment with an insistence on merit, and restoring the moral tone of our public officials. We also need to inculcate a healthy work ethic in the citizenry through selection and placement of staff on merit, rather than on nepotism and ethnic considerations. Above all, there is need for a fair reward-incentive scheme that motivates people for higher productivity;

149. Mr. Chairman, Distinguished audience as I conclude, if in retrospect we reflect that, Nigerian roads as described in the early 1980's prior to the establishment of the Federal Road Safety Corps as the worst in Africa, second only to Ethiopia, but has now in 2014 have the World bank describe the Federal Road Safety Corps as the best example of a lead agency in Africa and is even being showcased to other countries of the world as a global best practice for management of road safety, then it simply means that the FRSC, just within twenty seven years of establishment has transformed and has brought diplomatic value to Nigeria.

150. I firmly believe this value should be harnessed with what other transformation that are being achieved in the other sectors of the economy to frog jump Nigeria into a modern society.

151. It is our belief that the chaos and apathy that characterize road usage in Nigeria today are not insurmountable. Road safety is no accident, and we can sustain our campaign of "life over mobility," with greater vigour.

152. Let all hands be on the deck to actualise the feat of becoming one of the 20 largest economies in the world by 2020, by guaranteeing safety on our roads. Road safety is a collective responsibility, and together, Nigeria can get it right.

153. Thank you for listening and God bless.

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