



**Federal Road Safety Corps:  
Serving Citizens Through Faster,  
More Efficient, Transparent  
Operations**

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Partner

*Hartford Green  
Consulting*

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Federal Road Safety Corps

**Industry**

Public sector

**Products and Services**

Road and traffic management and policies

**Web Site**[www.frsc.gov.ng](http://www.frsc.gov.ng)**SAP® Solutions**

SAP® Business All-in-One solutions

**Partner**Hartford Green Consulting Limited  
([www.hartfordconsulting.com](http://www.hartfordconsulting.com))

When Nigeria's Federal Road Safety Corps (FRSC) needed to unify operations across its 12 zonal, 37 sector, and 182 unit commands and gain greater visibility and control over operations, management turned to SAP® Business All-in-One solutions. Using the software, they replaced manual, paper-based processes with automated, workflow-driven processes to centralize data, streamline operations, and enable greater transparency. Now they can **manage people and budgets more effectively** and respond more quickly to the needs of citizens.



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# Keeping roads and drivers safe countrywide

Established in 1988, FRSC is the lead agency in Nigeria responsible for road safety administration and traffic management. The organization's employees help FRSC carry out its statutory functions, which range from making highways safe for motorists to educating motorists on the importance of discipline on the roads. "We're also responsible for patrolling roads, providing rescue services, registering vehicles, and recommending works and devices that will reduce accidents," explains Corps Marshal and Chief Executive Officer of FRSC Osita Chidoka. FRSC operations cover almost the entire stretch of the nation's 194,308 kilometers of road network.



# ~194,308

Kilometers of roads covered  
by FRSC operations



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# Centralizing HR and financial processes

FRSC has 12 zonal commands located throughout Nigeria, but managing these offices as part of a single, unified organization was a challenge. HR and financial management processes were largely manual, and most employee and finance data was stored using paper or localized systems inaccessible at the headquarters.

As a result, there were inconsistencies in how employees were assigned, managed, trained, and promoted, which caused frustration among employees and affected morale. Management also lacked visibility into how employees were allocated both over time and on a daily basis. This led to delays in expediting the right resources to road traffic crashes and complicated employee transfers. "Staff can only reside at a given location for four years, and they cannot be posted to the same command," explains Chidoka. "So we needed complete work histories for each employee."

In the area of finance, management had limited visibility into whether regions were spending budgets according to plan. Line items were often overdrawn because local finance staff couldn't monitor budgets against daily expenditures. "Just collecting budget data from the regions typically took us half a day," says Chidoka. "We had to call each office and manually roll up data." While management wanted to validate and approve all budgets on a quarterly basis, process inefficiencies prevented this.

FRSC wanted more visibility into the organization as a whole and transparency into day-to-day activities. "This would enable us to achieve a higher level of accountability – which is essential to having people do their jobs well and consistently," adds Chidoka.



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## Finding the right enterprise resource planning solution

FRSC had been using Microsoft applications to manage its HR, finance, and other processes, but as needs changed, these applications couldn't scale and adapt to meet them. "We looked at several leading enterprise resource planning solutions, but we ultimately chose to deploy an SAP Business All-in-One solution," explains Chidoka. "We liked its completeness and flexibility and the fact that it could be adapted easily. This was important because we knew we'd need to augment any solution to support a variety of custom processes unique to our organization."

But most important, the software supported FRSC's core HR and finance processes with functionality and user interfaces that would be easy for employees to adopt. This was essential, as they were asking people, in some cases, to move from a manual process to a totally paperless, automated process. "Changes like these can be difficult for people to adjust to," notes Chidoka. "But SAP Business All-in-One solutions are so intuitive to use, we knew it would make adoption much easier."

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"SAP Business All-in-One solutions offered the full transparency and visibility we needed to drive accountability across our organization."

Osita Chidoka, Corps Marshal and Chief Executive Officer, Federal Road Safety Corps, Nigeria



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# Automating with an SAP Business All-in-One solution

FRSC chose to deploy first HR and finance functionality as a pilot in selected regions. As part of the pilot, implementation partner Hartford Green Consulting Limited engaged in a “matching up” process to identify custom functionality required to support company-specific processes. For example, FRSC needed a way to manage transfers and track exactly where all employees were working at any given point in time – something that the SAP Business All-in-One solution under consideration couldn’t support. Hartford Green consultants captured requirements in a blueprint and executed on them after getting approval from FRSC.

The blueprinting process took a few weeks to complete, but once requirements were defined, consultants were able to realize them in just 10 weeks – thanks in

part to support from executive-level IT sponsorship at FRSC. The head of technology, Janet Adepegba, provided the visibility and support needed to ensure the implementation team got what it needed when it was needed, particularly regarding data. This was critical to the project’s success, as a great deal of paper-based information had to be inputted into the SAP solution during implementation.

To help ensure rapid adoption by employees, FRSC invested in two weeks of employee training for five users each from the departments of Finance, Accounts, HR Administration, and the Corps Secretary. They also conducted several awareness workshops for various regional offices.

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“With an SAP Business All-in-One solution, we could centrally manage and track operational, finance, and HR processes.”

Osita Chidoka, Corps Marshal and Chief Executive Officer, Federal Road Safety Corps, Nigeria



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# Unifying processes and information in a single solution

FRSC now has a single, countrywide solution that automates and makes transparent all core HR and financial management processes. People can capture the right data in real time and store it centrally for easy access from anywhere. Information is more accurate and up-to-date for better decision making. “With real-time visibility into our workforce, we always know where our people are and can deploy them swiftly when events occur,” explains Chidoka.

HR staff can handle transfers and location reassignments using custom, workflow-driven processes that integrate with their SAP Business All-in-One solution. All data is stored in the software, giving managers a single source of truth regarding employee work histories so they can make transfer decisions with confidence.

Employee promotions are awarded fairly and consistently now as well. Decisions are based primarily on hours actually worked – not managers’ memories. Similarly, training is evenly distributed and based on individual requirements. “In the past, managers had to recommend people for training – so if you didn’t have a good relationship with your boss, you might not get what you need,” explains Chidoka. “Now everything is automated and based on roles and responsibilities. It’s more egalitarian.”

And finance can generate up-to-date, regional budget reports and aggregated financial statements instantly, saving time and resources. “We can validate budgets each quarter and monitor budgets against expenditures in real time,” notes Chidoka. “Nothing falls through the cracks.”

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# Realizing the benefits throughout Nigeria

With an SAP Business All-in-One solution, FRSC has transformed how it manages its people and finances. The software's automated, streamlined processes – which are used in all zones throughout Nigeria – are faster, more efficient, and enable greater management control. Reporting on just about anything takes only seconds. “From a single PC, we have visibility into what's happening anywhere in the organization, including where people have worked; their current assignments, roles, and responsibilities; the state of budgets; individual line items; and emergencies,” says Chidoka. “And we use this information to deploy the necessary resources to address emergencies faster than ever before.”

Managers and their stakeholders have full transparency into everyday processes and tasks, which drives greater accountability among employees.

“Everyone can see everything, so we are all very aware of outstanding assignments and primary responsibilities,” notes Chidoka. “This is fostering faster, more consistent performance in our employees because they now know what's needed; and that leads to more responsive, higher-quality service for Nigeria's citizens.”

Because promotions and training opportunities are handled in a fair, consistent manner, employees are getting what they need to progress professionally. This has cultivated higher morale and greater job satisfaction among employees. Finance has greater control over budgets, with staff gaining real-time visibility into where budgets and line items stand. This has tightened up line-item spending so money is spent as planned – and verified on a quarterly basis. Prompt reports go out to the appropriate people, as required.





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## Looking to the future

FRSC has completed its rollout of finance functionality across 12 zones and is in the process of doing the same for HR functions. Looking ahead, management plans to take advantage of functions supporting production planning to streamline and optimize its license plate manufacturing operations. "We're also planning to deploy materials management, inventory management, and procurement functionality to help us acquire and manage the machinery, vehicles, and equipment we use to keep roads safe," adds Chidoka. "We have commenced the implementation of the SAP BusinessObjects" portfolio of solutions to manage our road incidents dashboards and reports. We expect implementation of other applications to follow soon. We're looking forward to the new efficiencies, transparency, and control we'll have once these functions are deployed."



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