

## PATROL OPERATION IN A CHANGING ENVIRONMENT

- Kayode OLAGUNJU (PhD),

ASSISTANT CORPS MARSHAL \

HEAD, POLICY, RESEARCH AND STATISTICS DEPARTMENT

FEDERAL ROAD SAFETY CORPS, NIGERIA.

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### INTRODUCTION

The **Federal Road Safety Commission (Establishment) Act, 2007** gives the FRSC the mandate to ensure safety of lives and property on the nation's roads. Enforcement which involves patrols is a key function of the Corps. There is the need to have result oriented patrol which entails surveillance of the nation's highways to ensure compliance with the rules and regulations guiding the use of the highways to ensure safe road transportation. Transport as we all know is a catalyst for economic development of any nation.

In Nigeria, road constitutes over eighty percent in movement of persons, haulage and services. The neglect in other modes of transportation has put more pressure on road transport sector. Road traffic crashes, obstructions and traffic congestions and general road misuse are key major problems on the road. These are partly linked to high traffic volume and density. There is therefore the necessity to be more ingenious in patrol operations to tackle the problems militating against free and safe movements on the nation's highways taking cognizance of the changes the nation is presently experiencing.

### WHAT IS PATROL?

Patrol could be described as the roving around of personnel for the purpose of surveillance to achieve the desired goals and objectives of an organization. However, taking inference from Encarta, an on- line dictionary, which describes

patrol as the act of moving about an area especially by an authorized and trained person or group for purposes of observations, inspection or security purposes.

Patrol is explained to mean when a group of personnel, such as police officers, soldiers and other paramilitary that are outlined or identified for a particular function for official record for policing activities during event. The definition further clarifies; patrol as a group of personnel, such as law enforcement officers or military personnel, assigned to monitor a specific geographic area. This is also often referred to as a beat. Patrol could be used as prevention device and or intervention purpose(s) following occurrence in a target areas with the aims of preventing and controlling an occurrence or mishap and happenings or replication of disaster.

The '**FRSC Operations Procedures and Guidelines**' actually defines Highway Patrol as "a preventive enforcement technique." It further identifies the aspects of enforcement as Control, Surveillance and Punishment. It is to make road users conform to traffic regulations which specify desirable pattern of driving behavior and comporment on the roads.

**The patrol teams in FRSC actually do the following, among others;**

Educate \ Enlighten; Control traffic; Detect violations; Apprehend violators; Adjudicate; Penalize; Prosecute; Rescue victims; Clear Obstructions; Collate data; Escorts; and Reports

### **PATROL TEAM AND SQUAD**

An FRSC patrol team comprises of 4-6 personnel led by an officer or a Marshal Inspector using a patrol vehicle and other authorized operational equipment, with or without a bike on patrol duties. Note that there can also be Foot Patrol.

A Patrol Squad however, is a collection of patrol teams led by an officer not less than a DRC.

## **WHY FRSC PATROL?**

Patrol is the hallmark of the Corps functions as it is relevant to the existence of the Corps. **Section 10 (2)** of the FRSC Act created the functions to be discharged by the Corps. The functions relate generally to:

- a. Making the highway safe for motorists and other road users.
- b. Recommending works and devices designed to eliminate or minimize accidents on the highways and advising the Federal and State Governments including Federal Capital Territory Administration and relevant government agencies on the localities where such works and devices are required and
- c. Educating motorists and members of the public on the importance of discipline on the highways.

### **Other major functions include;**

- d. Clearing obstructions on any part of the highways
- e. Preventing or minimizing accidents on the highways.
- f. Giving prompt attention and care to victims of accidents.
- g. Conducting researches into causes of motor accidents and methods of preventing them and putting into use the results of such researches.
- h. Determining and enforcing speed limits for all categories of roads and vehicles and controlling the use of speed limiting devices.

All the above listed key functions of the FRSC require Patrol Operations for effective implementation.

## **THE 6Es AS IMPLEMENTATION STRATEGIES**

The FRSC Strategies of fulfilling its mandates can be summarized in the 6Es approach namely;

Education; Enlightenment; Engineering; Environment; Enforcement; Enforcement and Evaluation.

**Education** deals with the basic knowledge and skills required to drive safely on the highways. The foundation knowledge and skills require, maneuverability of the

vehicles and general or basic general information on the use of the road are covered under educational matters.

**Enlightenment** concerns further information required to safely use the road, for example, giving information that the visibility is poor on a particular road and motorists should reduce speed or providing information on how to obtain a driver licence, is about enlightenment.

**Engineering** approach is using technology to handle certain issues. For example, devices such as airbags, speed limiters, collapsible steering, radar guns, and traffic lights are engineering solutions.

**Environment** deals with the road and prevailing conditions such as road conditions, traffic density, weather and light conditions that may affect driving.

**Enforcement** is to ensure compliance with the rules and regulations guiding the use of the vehicles and the road generally. The powers of arrests and prosecution of erring drivers and other stakeholders are enshrined in **Section 10 (4)** of the FRSC Establishment Act (2007).

**Evaluation** is to determine which of the strategies (6Es) or the combinations of the strategies that should be employed to enhance road safety in any particular jurisdiction.

It is quite obvious that the 6Es can be properly and effectively adopted with well coordinated and meaningful patrol operations.

## **TYPES OF PATROL IN FRSC**

**MOBILE SPEED CONTROL** - a patrol car leading other vehicles on the road at regulated speed to avoid other Motorists driving above the speed limit.

**STATIC SPEED CONTROL PATROL**- usually involves the use of the radar guns and with a bike or other vehicles stationed ahead of the radar points to arrest speed violators. This is different from the style of patrol teams parking at a particular point for hours to operate, which is being discouraged by the Corps.

**SURVEILLANCE PATROL**- it is a form of general patrol at any speed designed to monitor traffic or apprehend violators.

**RESCUE**- it is done to mobilize team to crash scenes. Ideally, it involves an ambulance. Victims are transported urgently but at safe speed to the road side clinics or hospitals.

**NIGHT PATROL** - this is mostly between the hours of 1800 and 2200hrs or as it may be arranged

**DAY PATROL** - patrolling during the day, usually in two shifts of between 0600 and 1300hrs and 1300 and 1800hrs

**SPECIAL PATROL** - Usually embarked upon either as an intervention patrol to address a particular issue eg fake number plates or driver's licence or overloading ('Operation TOWOL', that is Total War On Overloading) or patrol organized during festive or special event period when high traffic density is anticipated e.g. 'Operation Eagleye' or Presidential Inauguration Patrol.

**INTRA-CITY\URBAN PATROL**- Patrol activities within the town or city.

**INTER-CITY \ HIGHWAY PATROL**- Patrol along the road linking two or more towns or cities

Some of the Patrol types are interwoven.

## **PREPARATIONS FOR PATROL**

The team should be well prepared

- e-tablet /booking sheet signed for and ready for use
- CUG telephone collected
- Other communication devices e.g. radio and walkie-talkies must be ready
- Siren and other authority devices ready\functional
- Team members should be smartly, neatly and correctly dressed (name and PIN tags as applicable too)
- All the forms and relevant stationery are in the vehicle

- Emergency items such as rescue kits, tow ropes, warning signs, and first aid kits are available
- The vehicle must be fit for patrol
- Declaration of money by every member of the team which must not exceed approved amount (=N=500) except on permission of the commanding officer
- Routes and patrol teams roster must be strictly adhered to. If there must be route diversion on emergency, the office e should sanction it.
- All team members should properly understand their roles and adhere strictly to them
- List of wanted offenders should be handy

## **CONDUCT AND COMPORTMENT**

The way the Corps is perceived by the public is largely dependent on the Conduct and Comportment of the patrol teams.

- Proper dressing
- No alcohol or other intoxicants
- No abusive language. No careless talk
- No brutalizing of road users. No use of sticks, horsewhips or any dangerous items
- Be courteous
- Civil conduct
- Be ready to teach, educate and guide
- Effective communication
- No generalization- be mindful of ethnic and religious sensibilities
- Be firm and fair
- No bribery, gratification or other corruptive tendencies
- Do proper documentations
- Take good care of confiscated materials
- No confiscation of spare tyres, number plates or any other unauthorized items
- Crash victims recovered monies and other properties must be taken care of and properly accounted
- Do not deliberately damage other people's vehicles or properties

- Do not be a fault finder
- No unhealthy post booking relationship
- Every patrol team member should return to base with other team members except while escorting impounded vehicles
- Every team member should be ready to submit him or herself to the control of surveillance officers when ordered to do so
- Injured victims and corpses should be properly treated and conveyed and should be accorded deserving respect
- No unauthorized posting of victims photographs on social media
- No not engage in speeding or violation of traffic laws

## **POWERS OF MEMBERS OF THE CORPS**

**Section 10 (4) of the FRSC Act, 2007** confers on the members of the Corps, in the exercise of the functions conferred by the Act, the power to arrest and prosecute persons reasonably suspected of having committed any traffic offence.

**Section 10 (5)** of the Act further empower members of the Corps to:-

- Remove and detain any vehicle which has been parked in a manner that causes obstruction
- Provided that if the driver or owner of the vehicle fails to reclaim such vehicle within six (6) months of the date of its detention the Corps may apply to the High Court for an order forfeiting the vehicle to the Corps which may thereafter dispose of the vehicle by public auction and deposit the proceeds of the sale in government treasury
- Endorse after conviction any driving licence indicating the offence committed by its holder
- Seize, when necessary, the driver's licence of any person suspected to have committed under the Act and the documents or particulars in respect of the vehicle by which the offence is committed or suspected to have been committed
- Impound a vehicle suspected to have been stolen where the driver of the vehicle fails to produce on demand and the satisfaction of the member of the Corps the particular of such vehicle

- Tow away and park such impounded vehicle in the premises of the Corps and promptly notify the Police of the matter for further investigation
- Declare an offender as wanted when he fails to answer charges against him under the Act
- Impound any vehicle by which an offence under the Act is reasonably suspected to have been committed and
- Arrest and prosecute an offender offering bribe to any member of the Corps or attempting to corrupt a marshal on duty

**Section 10 (7)** provides that " a person suspected to have committed an offence under the Act may be prosecuted in any Magistrate Court in the Federal Capital Territory , Abuja or the state within which the offence is committed.

#### **POWER TO DEMAND AND SEIZURE OF DOCUMENTS**

**Section 28 (1)** of the FRSC Act states that " *a member of the Corps may demand and retain the driving licence and\or vehicle documents of a traffic offender to secure his compliance with payment of fine or appearance in court. On the payment of such fine or appearance in court, the driving licence and\or vehicle document shall be returned to the driver forthwith.*"

#### **ISSUANCE OF NOTICE OF OFFENCE**

**Section 28 (2)** of the Act declares that "when a driving Licence is retained, whether or not pursuant to this section, the member of the Corps retaining the licence shall issue a notice of offence sheet indicating the seizure and inform the person surrendering the licence of the office of the Corps at which it may be reclaimed."

#### **APPLICATION OF OTHER LAWS**

**Section 10 (10)** of the Act provides that "for the purpose of enforcing or prosecuting offences under this Act, Road Traffic Laws of a state, the Federal Highway Act and any Regulations made under these laws shall apply to this Act.'



## **POWER TO BEAR ARMS**

**Section 10 (9)** of the Federal Road Safety Commission (Establishment) Act, 2007 also declares that *"for the purpose of carrying out or enforcing the provisions of this Act, such members of the Corps as may be determined by the Commission, exposed to high risk in the enforcement of the provision of this Act, shall have the same powers, authorities and privileges including power to bear arms as are given by law to members of the Nigeria Police."*

## **MOBILE COURT OPERATION**

The Chief Judge of a State or the Federal Capital Territory, Abuja is empowered in **Section 10 (8)** to establish special or mobile courts for the purpose of prompt trial of traffic offenders under the Act. So, a mobile court can actually be on the road with a patrol team for prosecution of apprehended traffic offenders.

## **FRSC OPERATIONS IN A CHANGING ENVIRONMENT**

Reminiscence into the Corps operations revealed that the impact created by the Corps in reduction in road crashes is significant and achieved through consistent and modern patrol tactics. This is revealed in the rate of awareness and the impact created in Nigeria, West Africa and globally. Presently the Corps has made marks in road traffic management and administration in Nigeria and is considered a good example of the lead agency concept in road safety administration.

## **THE CHALLENGES OF OPERATIONS**

However, we need to look at certain challenges of FRSC Patrol Operations using RS 7 Zone (comprising of the Zonal Headquarters, the Federal Capital Territory and the Niger State Commands) to mirror the general patrol operations of the Corps.

These include:-

- **Constant challenge of the mandates of the corps-** with the setting in of the democratic government, the Corps has faced series of litigations on the core functions of the corps such as driver's licence production, procurement and renewal processes; the implementation of the new number plates

scheme; arrests of offenders and detention of offenders vehicles. Many also feel some of the functions being performed by the Corps should be states responsibilities under the Federation arrangement. Strictly enforcing the laws becomes a major issue as some offenders do challenge the authority of the Corps on the road. Tens of millions of naira is spent annually on litigation. These cases also serve as distractions to the Corps in achieving its goals of reducing RTC on Nigerian roads.

- **Poor Road Conditions-** the road network, though there have been some repairs carried out, is still largely in bad state. Definitely, good roads will enhance our patrol operational duties.
- **Low Level infrastructural Development-** The technological infrastructure of the country is still low necessitating expending a lot of energy on building the infrastructure rather than lapping on the existing technological framework, for example, the Corps has about 500 v-sat nationwide. A broadband network infrastructure would have saved the Corps of such huge expenditure or dissipation of energy. Another example is FRSC having to build a Call centre for the emergency toll free number 122 when the national emergency number was not created. Even with the national emergency number 112, the FRSC 122 is considered far ahead of the 112 in terms of effectiveness. Of course, these affect our patrol operations
- **Violation of Human Rights-** some patrol men do violate the rights of some road users, attracting litigation and distractions. Marshals need to be more knowledgeable on the rights of citizens as they enforce the laws.
- **Low Technological Development in Patrol Operations-** the Country ought to have reached the level of deploying speed and surveillance cameras in major towns, cities and on busy corridors nationwide to aid enforcement. We also presently rely on CUG phones as a form of communication whereas VHF and UHF radios would have been cheaper and more effective.
- **Finance** is a major issue. The bulk of FRSC finance comes from Government budgetary provision and with many other competing needs of governance, the money is never enough. The private sector financing of road safety projects is still low.

- **Database-** the Corps is building a strong database on drivers and vehicles to aid motor vehicle administration which of course includes enforcement matters. A patrol team does not need to pursue an offender if there is a good database containing his details.
- The **e-tablet challenges** concerning network and malfunctioning. Though the booking could be done offline for later synchronization, more tablets are required for more effective operations
- **More Commands** needed for better spread- FCT presently has 15 unit Commands while Niger has 8 commands.
- **Inadequate Logistics-** there are 41 patrol vehicles, 9 ambulances, 2 tow trucks and 21 motorbikes to cover FRSC delineated 64 operational routes in FCT while there are 18 patrol vehicles, 3 ambulances, 1 tow truck and 6 bikes to cover 36 operational routes in Niger. (See Table below).The 59 patrol vehicles being used in Zone 7 is a 22.9% of the total 258 patrol vehicles nationwide. The vehicles may still be considered inadequate to effectively cover the total 2413.8km road network in the Zone comprising of 236.6km for FCT and 2,177.2 km for Niger state. Statistically a patrol car is covering 5.8 km of the road in FCT and a huge 120.9 km of the road network in Niger state, if FRSC is to cover all the routes. On the Zonal basis a patrol car covers 40.9km. The FCT patrol car kilometer ratio may appear low, but considering that the FCT is largely urban it is still not adequate. If we then considered the fact that on the average, a patrol car is provided only about 10 litres of fuel per day due to inadequate allocation, then we will understand the low coverage. So the Commands employ more of "static patrol" which involves parking in front of the office or just around the office to arrest the motorists that decide to stop for them and for secondary offences like non provision of fire extinguishers and driver's licence violation

**Table 1 :Operational Logistics in RS 7**

	<b>PATROL VEHICLES</b>	<b>AMBULANCES</b>	<b>TOW TRUCKS</b>	<b>BIKES</b>	<b>TOTAL</b>
<b>FCT</b>	<b>41</b>	<b>9</b>	<b>2</b>	<b>21</b>	<b>73</b>
<b>NIGER</b>	<b>18</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>28</b>
<b>TOTAL</b>	<b>59</b>	<b>12</b>	<b>3</b>	<b>27</b>	<b>101</b>
<b>NATIONWIDE</b>	<b>258</b>	<b>48</b>	<b>18</b>	<b>114</b>	<b>438</b>
<b>Percentage for RS 7</b>	<b>22.9%</b>	<b>25%</b>	<b>16.7%</b>	<b>23.7%</b>	

- **Non utilization of Patrol Officers for patrol**

Out of the 403 officers in FCT, 327, that is 81% are in the ARC-RC patrol rank bracket, but many of the officers are not being used for patrol activities. The situation is the same in Niger Command where 78.5% of the officers are in the patrol rank bracket. At the Zonal Headquarters, 14 out of the 34 officers, that is 41% are those that should be on patrol. On the general level, 454 of the 581 officers are in the ranks that are deployed for patrol operations. If we have these officers made available for patrol activity which is the core duty of the FRSC, there will be more visibility on the road. It will also address the issue of just few sets of people going on patrol.

**Table 2: Manpower Deployment in RS 7**

	<b>Total number of staff</b>	<b>Total number of Officers</b>	<b>Total number of ARCs-RCs</b>	<b>Total number of Marshals</b>	<b>Percentage of ARCs-RCs</b>
<b>FCT</b>	<b>1290</b>	<b>403</b>	<b>327</b>	<b>887</b>	<b>81%</b>
<b>NIGER</b>	<b>529</b>	<b>144</b>	<b>113</b>	<b>385</b>	<b>78.5%</b>
<b>ZONE 7HQ</b>	<b>124</b>	<b>34</b>	<b>14</b>	<b>90</b>	<b>41%</b>
<b>Total in the Zone</b>	<b>1853</b>	<b>581</b>	<b>456</b>	<b>1360</b>	<b>78.4%</b>

- **Hostile Road Users** - road users are becoming more hostile to the patrol teams. A total of 141 assault cases were reported in Zone RS 7 in 2014. This is too high.
- **Bribery Cases and Other Forms of Indiscipline** is also on the increase. In 2012, a total of 43 staff were terminated\dismissed after trial, out of which 22 were based on patrol misconduct. 1 of the staff came from zone 7. 53 staff were terminated in 2013 and 3 of them for patrol related offences while the figures rose to 109 terminations in 2014 and 30 of them had to do with patrol misconduct. 2 of the terminated staff also were from RS 7. As at 24 June 2015, 35 staff had already been terminated in the year with 9 of them relating to patrol misconduct
- **Lack of Proper Supervision** - in many Commands, patrol takes off very late while there is no serious commitment on the part of officers and men on patrol duties.
- **Preference of Special Assignments to Patrol Duties** - Some Commands and their staff prefer special duties like escorts, traffic controls at burials, weddings and special events to patrol duties. This is purely for pecuniary reasons.
- **Non maintenance of operational equipment like bikes and patrol vehicles.** Patrol vehicles are parked for repairs which costs could be as low as ten thousand and gradually, the vehicle parts are removed and used to repair other vehicles. Once new vehicles are allocated, many Commands immediately ground an old one or alternately deploy them on the road for one or two days in a week hinging their actions on lean allocation.
- **Non deployment of patrol devices like radar guns and alcolysers/ breathalyzers on patrol.** Some of these devices are still in the packs in the Commands' stores or duty offices
- **Welfare Issue.** Sometimes, patrol teams are not paid allowances approved for them during special operations. Also, due to no barrack accommodation, mobilization for patrol or rescue becomes more difficult. Many staff stay in despicable abode in far places from the offices as they cannot afford decent accommodation in towns and cities

- **Lack of Proper Patrol Focus.** FRSC for example claims that over 60% of crashes in the country were speed related but less than 1% of total arrest cases are for speed violations. How do we reconcile these?
- **Low and Irregular Allocations** - the allocations to the Command is grossly insufficient and also non regular. The money available for fuelling of patrol vehicles is so low and in many Commands, just enough to take the patrol vehicles, few metres away from the offices. You can imagine what happens if fuel finishes in the patrol vehicle or ambulance while conveying injured victims to the hospital!
- **Falsification and Inputting of Wrong Data by Commands.** Traffic count data, vehicle kilometer coverage data among other operational data that would have aided proper operational planning are daily falsified or with wrong inputs from the Commands.
  - **Wrong inputs**  
 Going by the Monthly Reports submitted by the Zone, it was stated that in 2014, excluding January and August on which no data was provided, the FCT Command claimed to have covered 148,113,300 kilometers on patrol while Niger reported it clogged 15,457, 129 kilometers of patrol. An analysis of the claims revealed that if all the 73 patrol vehicles, ambulances, tow trucks and bikes available to the FCT Command had been put on patrol for the whole 300 days which make the ten reported months, each vehicle or bike would have covered 6,763 km daily and at the estimated maximum fuel efficiency of 1 litre of petrol for 8km for the vehicles being used, it meant each vehicle or bike consumed 843litres of fuel daily. At =N=87 per litre, it meant the FCT Command spent on the average a total sum of =N=73,341:00 on each vehicle including tow truck, ambulance and bikes daily. What a great lie? In Niger Command, the lie is that each of its vehicle, including tow trucks, ambulances and bikes, even if they were all deployed everyday of the reported period, covered 1,840 kilometers daily and consumed 230litres of fuel per day. How many bike tanks will

contain a drum of fuel? So on the average =N=20,010:00 was spent per vehicle daily, on fuel? Then, where did the Commands get the money from? This makes mockery of statistics! However, upon further scrutiny, it was discovered that the data were not adding up as there were wrong inputs.

- **Falsification**

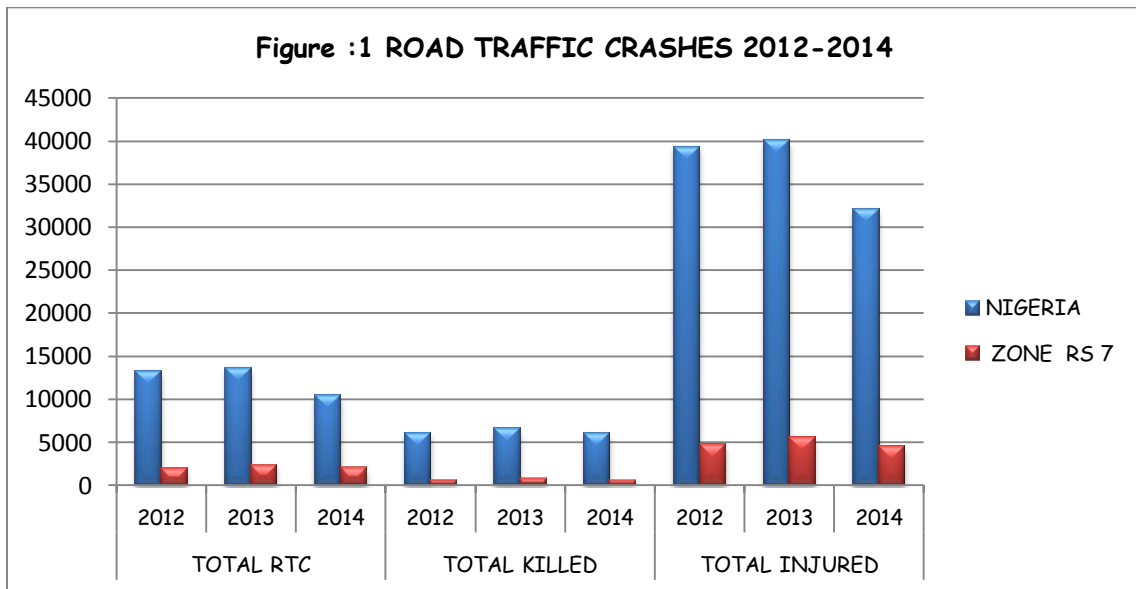
After adding up the data to make necessary corrections, a case of falsification was suspected. FCT Command figures of 7,611,787, instead of 148,113,300 patrol kilometers collated from the Monthly reports in the ten months on which data were made available in 2014 could not have been realistic. It means each of the 73 vehicles including tow truck, ambulances and bikes, even if deployed on patrol every day, throughout the ten months covered 348km per vehicle\bike daily and at 1 litre covering 8 km with good fuel efficiency based on the vehicle brands, each vehicle consumed 43.5 litres of fuel per day. That means at =N=87 per litre, an average of =N=3,784 was spent per vehicle\bike daily. That means the Command spent =N=8,286,960:00 (Eight million, two hundred and eighty six thousand, nine hundred and sixty Naira, that is =N=3,784 X 73 vehicles X 30 days) monthly on fueling alone. That is a lie. It is over estimated. Niger Command's figure of 296,144km patrol coverage instead of 15, 457, 129 wrongly inputted and following the same pattern above gives an average cost of fuelling of =N=348:00 per day per vehicle thus for the 28 vehicles in 30 days, a total of =N=293,320:00 ( Two ninety three thousand, three hundred and twenty naira) was spent on fuelling in the whole Command was also a lie. This is underestimated.

- **Visibility Problem** - the Corps is becoming less visible on the highways as patrol vehicles are mostly stationed around the offices in the towns or near security check points to "ambush" motorists and punish drivers that stop for them

- **Non Conducive Office Spaces/impoundment Points-** the offices in certain locations are too small and with little spaces to keep impounded vehicles while there are few or no places outside the base to impound vehicles. In some other locations, the police do not make available their stations to keep impounded vehicles. These make arrest of drivers without proper documentation difficult while patrol teams may have to travel far usually in congested traffic to keep impounded vehicles. This frustrates patrol
- **Road Traffic Crash-** about 17% of RTC, 10% of deaths, and 13% of injuries occur in the RS 7 jurisdiction of only FCT and Niger Command, necessitating more proactive and effective strategies to tackle the trend. See Table 3 and Figure 1

**TABLE 3: RTC RECORDS 2012-2014**

	2012	2013	2014	2012	2013	2014	2012	2013	2014
NIGERIA	13262	13583	10380	6092	6544	5996	39348	40057	32062
ZONE RS 7	1956	2364	1997	601	773	562	4658	5566	4531
RS 7 %	14.7%	17.4%	19.2%	9.9%	11.8%	9.4%	11.8%	13.9%	14.1%





- **Improper Rating\Assessment of Commanding Officers-** with good performance ratings of Commands and their Commanding Officers, a lot of the present Commanding Officers will not have any business retaining their positions

## WAY FORWARD

Let us look at certain actions that could positively influence patrol operations.

- **Creativity in Patrol Strategies** - Commands should be creative in evolving patrol strategies. Patrol should not be monotonous. It should actually be interesting. There could be operations like :-
  - **Operation Good Morning**, where virtually every staff that is qualified to be on the road is dragged out very early in the morning with all the vehicles deployed to "storm " one or two patrol routes. The motorists who operate very early and indulge in offences such as overloading before the patrol teams usually get on the road are surprised and arrested. Many arrests are made in the swift operation that could last about one and a half hour before the Squads return to the base and normal operation resumes. The routes and days of such operations should not be predictive.
  - **Operation Good Evening**, when all the patrol teams on afternoon shift are asked to return to base a bit earlier and they face a particular route, may be noted for high indiscipline or very violent motorists or those usually not heeding the patrol teams' signals to stop them.
  - **Wanted Offenders Operations-** the Command can also decide to have squad patrol to pick many wanted offenders. The list is compiled and the high number of vehicles and personnel that

are deployed for such operations aids arrests of many of these offenders

- **Competition** could also be instigated among patrol teams, Unit Commands and Special Marshals Units. Those doing well should be recognized and those not up to standard sanctioned. Squads could also be created in the Commands with their squad leaders and men clearly defined and vehicles and bikes attached to them. They operate like a "mini or sub-unit commands." They should be able to compete in healthy manner. This enhances operation of the Command
  - **The special marshals unit should also be well mobilized and coordinated for patrol operations.** There should be proper documentation of operational records of the units for those doing well to be identified and recognized. This will also encourage healthy rivalry, enhancing patrol operations.
  - **Focused Special Operations** - Squad system could also be used to arrest certain category offenders, or for a particular rampant offence like speed violations. With the aid of radar guns and effective use of communication equipment, a lot of speeding drivers can be arrested.
  - **Sectoral Intra-Commands patrol or inter unit command or inter sectoral patrol operations** can be deployed to break the problem of over familiarity of the patrol men with certain offenders in a particular locality.
  - **Mobile Court Operations** will create good sanity on the road. Well coordinated mobile court should be operated on regular basis.
  - **Patrolling with the Media** occasionally when fund permits will also create an awareness raised
- **Review of the FRSC Act and Regulations** - FRSC should use the court decisions in cases involving the Corps to further strengthen the organization as the Corps is presently reviewing the legal authorities.

- **Funding** - the Corps should use its perceived performance and good ratings and the consequences of RTC to attract increase budgetary allocations as well as sponsorship drive to improve on the logistics, personnel and capital needs of the organization
- **Governments at all levels should improve the infrastructural framework** especially in the areas of roads and technological developments to provide conducive environments which enhances the performance of the organization
- **All officers that are on the patrol rank bracket of ARC-RC should be engaged principally in patrol duties.** Their level of involvement in administrative duties should be drastically reduced. They should all be dragged to the road for more visibility of the Corps. Number of patrol officers in RSHQ, Zonal HQ and Sector Administration should be drastically reduced. Even those that are still engaged on such admin duties should also be periodically scheduled for patrol
- **Human Rights Issues** should form part of our training curricula while the Corps Legal Office should have a functional Human Rights Unit which should have desks in all the commands
- **Better Supervision.** Commands should be better supervised with Rewards and Punishments duly and appropriately applied
- **Welfare is very critical.** The Corps needs to do more in this regards. The housing scheme presently embarked upon by the management is a positive one but more welfare options should be explored.
- **Improved and Regular Allocations to the Commands.** These will lead to improvement in operational performances.
- **Appointment of Competent Commanding Officers.** There should proper assessment of officers that can be appointed Commanding Officers while those already appointed should be properly rated. Those found incompetent should be sanctioned and removed when necessary and those doing well should be adequately commended.

## CONCLUSION

Patrol Operation is the core function of the FRSC as other major activities like Public Enlightenment, Rescue, Researches, Motor Vehicle Administration and the

6Es in general are all interwoven with patrolling. The success or otherwise of the Corps is largely related to our effective patrol operations. The major contacts our patrol men also make with the public is also through patrol operation. The Corps is adjudged through such interactions. Let us all do our best to enhance the visibility and positive perception of the Corps as we evolve result oriented patrol strategies that will lead to reduction of road crashes nationwide. RS 7 is strategically located and it should take a lead in this task of the Corps desire to become and sustain being a World class organization. It is realizable as we all come on board.

Thanks

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