

AUTHORIZATION

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SOP's Title	Standard Operating Procedure for Area Commands	
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FRSC Vision:

To eradicate road traffic crashes and create safe motoring environment in Nigeria

FRSC Mission:

To regulate, enforce and coordinate all road traffic and safety management activities through:

- Sustain Public Enlightenment
- Effective Patrol Operation
- Prompt Rescue Services
- Improve Vehicle Administration
- Robust Data Management
- Promotion of Stakeholders' Cooperation

FRSC Core Values:

- Transparency
- Fairness
- Timeliness and
- Service e orientation

FRSC Quality Policy:

The Federal road safety Corps is committed to create a safer motoring environment in Nigeria, through compliance with FRSC (Establishment) Act, other traffic laws and Quality Management System Standard with a view to continually improving its mode of operation.

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1.0 INTRODUCTION

The creation of the Federal Road Safety Corps (FRSC) was necessitated by the unpleasant trend in Road Traffic Crash (RTC) recorded daily on the Nation's highways. In response to this ugly menace, the Federal Government established FRSC in February 1988 with the statutory responsibility of making Nigerian highways safe for all categories of road users.

Since its creation, the Corps has initiated many strategies with a view to improving its operations toward achieving the assigned mandate. One of these initiatives was the expansion of the Corps' formations to widen its visibility and cover more areas. In this regard, additional Zonal, Sectors, and Unit Commands had been created from time-to-time since inception. To support these formations, other outfits such as Outposts, Roadside clinics, Zebra, Station Offices and recently Area Commands were also created.

The Area Commands were created to perform both administrative and operational duties. They are to bring the presence of the Corps closer to the people by bridging the gap between the Sector Commands and the Unit Commands. They oversee the activities of subordinate Commands (Unit Commands) that fall within their areas of jurisdiction in order to further implement the Corps' Vision and Mission in road safety administration and traffic management. The Sector Commands monitor and ensure that the Area Commands perform their assigned tasks diligently.

It is against this backdrop that this Standard Operating Procedure for Area Commands was developed. This will enhance optimal delivery of job functions and ensure uniformity of operation nationwide.

1.1 Scope of the SOP

The SOP covers the administrative and Operational functions of the Area Commands and their Supervisory roles over the subordinate Unit Commands.

1.2 Purpose of the SOP

The SOP is developed to standardize the activities of the Area Commands to ensure uniformity of functions and effective service delivery.

1.3 Limitation of the SOP

The SOP did not cover the mandatory routine activities of the Corps such as the weekly meetings, Parades, In-house Lectures, Sports, etc as they are expected to be carried out by all formations as and when due.

1.4 Working documents:

- a. Quality Manual
- b. Nigerian Highway Codes
- c. FRSC Establishment Act 2007
- d. Regulations on Discipline
- e. FRSC Operational Procedure
- f. NRTR 2012 and NaRSAC Documents
- g. Handbook for Field Commanding Officers in FRSC

1.5 Characteristics of an Area Commander:

An Area Commander should possess the following qualities in order to qualify to be appointed as an Area commander:

- a. General experience of an Area Commander which could have been a Unit Head of Operations, Unit Commanders with sound knowledge of FRSC functions.
- b. Good communication skills in both written and verbal communication
- c. Should have sound ICT skills..
- d. Have analytical skill which that involves logical, critical, data analysis, research and creativity.
- e. Have Interpersonal relationship skills
- f. Great Leadership skills.

2.0 JOB RESPONSIBILITIES OF AREA COMMANDS

The following job schedules shall be performed by the Area Commands:

- a. Supervision of Unit Commands' activities as enshrined in pages 26-37 of the **Handbook for Field Commanding Officers in FRSC**.
- b. Community Engagement and Relations.
- c. Performance Analysis.
- d. RTC Analysis and Strategic Planning.
- e. Patrol Activities and Rescue Operations.
- f. Monitoring of the use of Equipment and Vehicles.
- g. Personnel Analysis.
- h. Road Audit and Black Spot Analysis.
- i. Information Gathering and Surveillance Operations.
- j. Participation in Sector and Zonal Operators Meetings.
- k. Problem identification and problem solving.
- l. Collaboration with Relevant Stakeholders.
- m. Visitation to Subordinate Unit Commands.

3.0 PROCEDURES (IMPLEMENTATION STRATEGIES)

3.1 SUPERVISION OF UNIT COMMANDS' ACTIVITIES AS ENSHRINED IN PAGES 26-37 OF THE HANDBOOK FOR FIELD COMMANDING OFFICERS IN FRSC

Pages 26-37 of the Handbook for Field Commanding Officers in FRSC state the duties and responsibilities expected of a Unit Commander. The Area Commander, performing a supervisory function over the Unit Commands needs to be abreast of the functions of the supervisees for effective supervision. Therefore, the document mentioned above serves as a reference material for the Area Commander. It can be used to draw checklist for monitoring of Unit Commands.

3.1.1 Records to be maintained:

- a. Reports on Supervision of Unit Commands' activities

3.2 COMMUNITY ENGAGEMENT AND RELATIONS

The Area Command engages with the host communities through various programmes and initiatives aimed at building positive relationships, promoting trust, and addressing concerns. This is achieved through the following avenues:

- a. Participation in community meetings and events.
- b. Advocacy visits to all relevant stakeholders such as traditional leaders, religious heads, Educational Institutions, Transport Unions, Local Government Officials, etc to raise awareness about road safety activities.
- c. Organisation of public awareness campaigns for relevant stakeholders.
- d. To organize either of the three (3) mentioned above, the following procedure is followed:
 - i. The Area Commander writes and forwards request to carry out the activity to the concerned stakeholder copying the Sector Commander and the Unit Commander of the jurisdiction.
 - ii. The Area Commander directs the DRC PE/Protocol to dispatch and follow up.
 - iii. Upon conducting the activity, a comprehensive report is written to the Sector Commander highlighting the successes, challenges and inputs gathered for enhancing road safety in the area and the country in general.
 - iv. The Sector Commander reviews the report and forwards to RSHQ with observations and recommendations.

- e. Upon invitation to a programme organised by the community, the Area Command ensures effective traffic control (when the need arises).
- f. To maximize community engagement, the Area Command keys into other FRSC programmes such as commemoration of World Day of Remembrance for Road Traffic Victims, Road Safety Week, World Bicycle Day etc.

3.2.1 Records to be maintained:

- a. Report of Participation in community meetings and events
- b. Report of Advocacy visits
- c. Report of public awareness campaigns for relevant stakeholders

3.3. PERFORMANCE ANALYSIS

Analyzing the performance of the Unit Commands is critical for assessing their effectiveness in promoting road safety and reducing road traffic crashes.

The performance Analysis shall be conducted on a quarterly basis.

Here are key steps and metrics to be considered in conducting the performance analysis:

a. Rescue Activities

- i. Analyzes historical crash data to identify trends in the number, type, and severity of crashes within the unit's jurisdiction. This can be sourced from the RTC data collected on monthly basis from the Unit Commands.
- ii. Tracks and compares the number of fatalities and injuries over time to assess the impact of road safety efforts exhibited by the Unit Commands.
- iii. Evaluates the Unit's response time to traffic crashes and emergencies to ensure prompt and efficient assistance.

b. Enforcement Activities

- i. The Area Commands collates monthly enforcement data (Bookings, offences, offenders and obstruction clearing) of Unit Commands on monthly basis.
- ii. The Area Commander directs head (Ops) to:
 - Review and analyze the number of bookings and offences made in each quarter and come-up with the trend.
 - Measure the effectiveness of traffic management strategies in reducing congestion and improving traffic flow.

- c. **Training and Development:** Evaluates the training programmes provided to Unit Command personnel to ensure they are well-equipped to carry out their responsibilities. This is done on quarterly basis.
- d. **Stakeholders Engagement:** The Area Commands measures the level of stakeholders' involvement and satisfaction within the Unit's jurisdiction. The records of monthly visits, meetings and other engagements with the stakeholders are sought from the Unit Commands and analyzed on quarterly basis.
- e. **Policy Adherence:** The Area Command evaluates and analyzes the Unit's operational and administrative alignment with established road safety policies, guidelines, and regulations on quarterly basis.
- f. **Continual Improvement Initiatives:** The Area Command identifies and analyses all ongoing efforts and initiatives by the Unit Commands aimed at enhancing road safety practices and outcomes.

3.3.1 Records to be Maintained:

- a. Monthly report of RTC Analysis.
- b. Monthly Enforcement report (Bookings, offences, offenders and obstruction clearing).
- c. Quarterly Evaluation Analysis report of training programmes provided to Unit Command personnel.
- d. Quarterly report/Analysis of Unit Commands' visits, meetings and other engagements with the stakeholders.
- e. Quarterly evaluation report on Policy Adherence by Unit Commands

3.4 RTC ANALYSIS AND STRATEGIC PLANNING

The Area Command collates and analyzes all RTC data within their jurisdiction with a view to creating strategic plans to mitigate the effects and occurrences. In this regard, the Command performs the following:

a. Data Collection:

- i. At the end of every month, the Area Command collates RTC data generated by the Area Command and the Components Unit Commands.
- ii. Area Commander requests the Components Unit Commands to forward their monthly RTC data using the Corps' approved template.
- iii. Area Command receives the RTC data and combines it with the one generated by the Area Command for analysis.

- iv. Area Commander forwards the analysed result (with observations and recommendations) to the Sector Commander.

b. Data Analysis:

- i. The Area Commander directs Staff Officer and ICT Officers to jointly analyze RTC data to identify patterns, causes, casualty severity, hotspots, and emerging issues to enable informed decision-making.
- ii. The aforementioned committee presents its findings to the Area Commander for onward submission to the Sector Commander while copying the concerned Unit Commands.
- iii. The Sector Commander reviews the report and forwards to RSHQ with observations and recommendation for further action.

c. Strategic Planning:

Area command:

- i. Keys into the annual Corporate Strategic Goals of the Corps by outlining its own initiatives.
- ii. Set objectives; defines clear and measurable initiatives, such as reducing RTC by a certain percentage or minimizing severity of injuries etc depending on prevailing situation.
- iii. Develops other strategic plans on a quarterly basis to address RTC trends and safety concerns within their designated areas based on the observations derived from the RTC data analysis.
- iv. Prioritizes actions by identifying key actions that need to be taken to address any identified gap.
- v. Raises comprehensive report to Sector Commander and seeks approval to implement the strategic plan.
- vi. Communicates the quarterly strategic plan to the Unit Commands and monitor compliance (if approved by the Sector Commander).
- vii. The Sector commander forwards all the actions taken to RSHQ.

3.4.1 Records to be Maintained:

- a. Home grown initiatives in line with the annual Corporate Strategic Goals of the Corps
- b. Quarterly strategic plans to address RTC trends and safety concerns

3.5 PATROL ACTIVITIES AND RESCUE OPERATIONS

Patrol involves proactive monitoring of a designated area to deter and detect potential road safety breaches to prevent occurrence of resultant RTCs within the area of operation. However, wherever crash occurs, the Area Command responds to the situation. The following procedure apply:

a. Patrol Activities

- i. The Area Commander interfaces with the Unit Commander(s) within his purview in order to agree on the operational coverage of the Area Command which must be outside the operational scope of the Unit Command(s) to avoid unnecessary chaos. The reports of the delineate exercises are forwarded to the Sector Commander weekly.
- ii. The Area Command organises normal patrols at least twice a week on the routes delineated from paragraph 3.5a(i).
- iii. Similar to the above, the Area Command organises Special Patrols during festive periods in line with the Operations Order issued by the RSHQ.

Patrols are organized using the following procedure:

- The Area Commander directs head (Ops) to develop Patrol roster of the succeeding latest Wednesday.
- The Area Commander approves the patrol roster and forwards a copy to the Sector Commander.
- Head (Ops) ensures timely Patrol take-off and adequate report rendition after the patrol.
- All confiscated documents are kept in the Duty Room.
- Head (Ops) and Intelligence Operatives monitor the efficiency of the Duty Room.
- Head (Ops) write Monthly, Quarterly and yearly Operations reports for onward submission to the Sector Commander.
- The Sector Commander compiles the reports and forwards to RSHQ.

b. Rescue Operations

- i. The RTC is either sighted by the Command's staff or reported by members of the public.
- ii. In either of the case, the rescue team obtains detailed information of the crash and informs the Head (Ops) before embarking on the rescue mission.
- iii. The RTC victims are handled with professionalism.
- iv. The Rescue team leader collects all relevant information needed for documentation based on the Corps' RTC Form.

- v. The Rescue team leader forwards FIR immediately to the Head (Ops) on the arrival to the RTC scene.
- vi. The Rescue team leader ensures the security of the victims' property and successful handing over to the Rescue Officer where they are brought to the Command for safe keeping.
- vii. The Rescue team leader writes RTC report and submits to Rescue Officer for onward transmission to Area Commander through head (Ops).
- viii. Head (Ops) writes Monthly, Quarterly and yearly RTC reports for onward submission to the Sector Commander.
- ix. The Sector Commander compiles the reports and forwards to RSHQ.

3.5.1 Records to be Maintained:

- a. Agreed operational coverage Areas for the Area Command
- b. Patrol Reports
- c. Patrol Rosters
- d. Offenders Register
- e. Impoundment Register
- f. Confiscation Register
- g. Cash Declaration Register
- h. Wanted Offenders Register
- i. Monthly, Quarterly and yearly Operations reports
- j. Rescue Report

3.6 MONITOR OF THE USE OF EQUIPMENT AND VEHICLES

The Area Command monitors the use of equipment and vehicles by Unit Commands in their areas of jurisdiction to ensure effectiveness and proper maintenance. This process is carried out through the following procedure:

- a. Area Commander requests documents concerning all FRSC equipment and vehicles with their assigned identification numbers and maintenance plan from the Unit Commands.
- b. The Area Commander receives record of equipment/vehicles and maintenance plan.
- c. Area Commander directs Logistics Officer to monitor compliance with the maintenance plan and quarterly equipment/vehicle count.
- d. After a thorough analysis, Logistics Officer, on a monthly basis, presents the following reports to the Unit Commander:

- i. Report of maintenance of equipment and vehicles in line with the maintenance plan.
- ii. Status of the equipment/vehicles (with action taken if faulty)
- iii. Record of new equipment/vehicles with their identification number, if any.
- e. Area commander Forwards the reports to the Sector Commander for his information and onward submission to RSHQ.

3.6.1 Records to be Maintained:

- a. Monthly report of maintenance of equipment and vehicles in line with the maintenance plan
- b. Monthly report of equipment/vehicles status

3.7 PERSONNEL ANALYSIS

The Area Commands peruse the personnel structure of the component commands and establish the efficiency, lopsidedness nature or redundancy. The following processes are applied:

- a. Area Commander, on a quarterly basis, directs Admin Officer to request for Unit Commands staff nominal roll.
- b. Upon receiving the nominal roll, the Area Commander directs Admin Officer to analyse the record and establish the efficiency or otherwise of the staff based on the following:
 - i. Total number of Officers and their assigned roles.
 - ii. Total Number of Senior Marshals and their assigned roles.
 - iii. Total number of Junior Marshals and their adequacy or otherwise based on the utilization for patrol, guard duty shifts. (Note number of patrol vehicles shall be considered in this analysis).
- c. Admin Officer drafts a report on the analysis outcome with observations and recommendations for the endorsement of the Area Commander.
- d. The Area Commander forwards the report to the Sector Commander for his information.
- e. Where staff inadequacy or redundancy is established, the Sector Commander raises a memo to the Corps Marshal through the routine channel of communication for further action.
- f. Note that the reviewed report to Corps Marshal must contain detailed observations and recommendations to guide decision taking.

3.7.1 Records to be Maintained:

- a. Unit Commands staff nominal roll
- b. Quarterly report of Personnel Analysis

3.8 ROAD AUDIT AND BLACK SPOT ANALYSIS

Road audit and black spot analysis are crucial components of road safety management aimed at identifying and addressing potential hazards and high-risk areas on roads. These assessments play a vital role in reducing crashes and improving overall road safety.

- a. The Area Commander directs the conduct of quarterly road audit and Black Spot Analysis of various roads within the delineated area of jurisdiction as stated in paragraph 3.5a(i).
- b. The report of the exercise is forwarded to Sector Commander who in turn reviews and forwards to RSHQ.

3.8.1 Records to be Maintained:

Quarterly report of road audit and Black Spot Analysis

3.9 INFORMATION GATHERING AND SURVEILLANCE OPERATIONS

Information Gathering and Surveillance operations in FRSC involve the systematic and organised collection, analysis, and monitoring of information to gather intelligence both on the Corps' operations and the conduct of staff and patrol teams to ensure they operate in compliance with FRSC Operations guidelines.

- a. The Area Command monitors and ensures that the conduct of their staff and those in the subordinate Commands are in compliance with the FRSC rules and regulations.
- b. The Area Command organises periodic surveillance operations to check the conduct of staff deployed for official engagement.
- c. All arrests made are reported to the Area Commander for further investigation.
- d. Area Commander informs the Sector Command about the incident(s).
- e. Area Commander directs the investigation of the incident(s).
- f. The investigation report is forwarded to RSHQ through the Sector Commander for further consideration.
- g. All vital information needed for the security and safety of the Area Command are gathered, analyzed and interpreted by the Command.
- h. Note that information gathering is everybody's business.

3.9.1 Records to be Maintained:

- a. Reports of surveillance operations
- b. Defaulters investigation report

3.10 PARTICIPATION IN SECTOR AND ZONAL OPERATORS MEETINGS

The Area Commander shall attend all Operators meetings that may be convened by either the supervising Sector or Zonal Commander.

3.10.1 Records to be Maintained:

- a. Notification Memo for Sector and Zonal Operators Meeting

3.11 PROBLEM IDENTIFICATION AND PROBLEM-SOLVING

Problem identification and problem-solving are two essential components of critical thinking and decision-making processes. They are fundamental skills used in various fields including road safety administration and traffic management. The former involves recognizing and defining a situation or issue that requires a solution while the latter is the process of finding and implementing effective solutions to identified problem(s).

This process is carried out through the following procedure:

a. Problem Identification:

- i. The Area Command identifies specific road safety issues that need to be addressed. These include factors relating to speeding, driving attitudes, gaps in the existing operational procedure etc.
- ii. Identifies the difference between the current and the desired state. This could be in form of gap in performance, an unachieved task, or a challenge that needs to be addressed.
- iii. Sets objectives by understanding what needs to be achieved or resolved

b. Problem Solving

- i. Analyses the problems by breaking them down into its components and understanding the relationships between them to identify root causes or underlying factors.
- ii. Generates Solutions by brainstorming and developing multiple potential solutions to come up with wide range of options for consideration

- iii. Evaluates the solutions by assessing each potential solution based on criteria such as workability, effectiveness, cost, etc.
- c. The report outcome is sent to the Sector Commander for review and onward submission to RSHQ with detailed observations and recommendations.
- d. Upon approval of the recommendations by RSHQ, the Sector Commander communicates it to the Area Commander.
- e. The Area Commander communicates the directives to the Unit Commands and ensures compliance.

3.11.1 Records to be Maintained:

- a. Report of Problems/issues identified and proffered Solutions

3.12 COLLABORATION WITH RELEVANT STAKEHOLDERS

Area Command collaborates with other law enforcement agencies, private and public organisations, social services etc. to enhance road safety issues within the area of jurisdiction. This process is carried out through the following procedure:

- i. **Identification of Stakeholders:** Identify relevant stakeholders, their needs and expectations. Such shall be documented and maintained. The stakeholders for Area Commands are limited to its delineated area of operation stated in paragraph 3.5a(i).
- ii. **Develop Clear Communication Channels:** The Area Commands establishes secure and efficient communication channels for sharing information, intelligence, and updates with the stakeholders. These channels should be reliable, confidential, and accessible to all relevant parties. An Officer should be assigned with the responsibility of facilitating communication, coordination, and collaborating efforts. The officer acts as a point of contact for the Command.
 - a. **Share Intelligence and Threat Assessments:** The Area Command establishes mechanisms for sharing intelligence, threat assessments, and situational awareness with the relevant stakeholders. This ensures that all relevant stakeholders have access to the latest information to make informed decisions.
 - b. **Foster a Culture of Trust and Confidentiality:** While collaborating with the stakeholders, the Area Command builds and maintains trust among stakeholders by demonstrating reliability, integrity and a commitment to shared objectives. The Command should emphasize the importance of confidentiality when sharing sensitive information.

- c. **Conduct Regular Visits, Meetings and other Official Engagement:** The Area Command holds meetings, pays visits and engages with the stakeholders regularly to facilitate face-to-face interactions, exchange of ideas and knowledge sharing. Lessons learned from these activities serve as inputs for management decisions. The Area Command regularly assesses the effectiveness of collaboration efforts and seeks feedback from all participating stakeholders. The feedback is used to make adjustments and improvements where needed.

3.12.1 Records to be Maintained:

- a. List of relevant Stakeholder
- b. Records and reports of stakeholders' engagement

3.13 VISITATION TO SUBORDINATE UNIT COMMANDS

Visitation to subordinate Unit Commands or inspections is the physical and face-to-face interaction with the subordinate Units. This is to assess the readiness, morale, discipline, and overall performance of the subordinate Units.

- a. The Area Commander organises visits to the subordinate Unit Commands once in every quarter.
- b. During the visit, the Area Commander:
 - i. Verifies that the Unit is adhering to all relevant laws, regulations, and policies pertaining to the FRSC.
 - ii. Assesses the availability, condition, and maintenance of vehicles, safety equipment, signage, and other resources used by the Unit.
 - iii. Checks the Unit Command's preparedness to respond to emergencies, crashes, and other critical incidence on the road.
 - iv. Checks and evaluates the Unit Command's enforcement efforts, including patrols, rescue, traffic Control etc to ensure they are conducted in a fair, consistent, and effective manner.
 - v. Checks and reviews the Unit Command's initiatives for educating the public on road safety, such as awareness campaigns, workshops, and community outreach programmes as well as other home-grown initiatives geared towards enhancing road safety administration.
 - vi. Assesses the effectiveness of communication channels within the Unit Command and with external stakeholders, including law enforcement agencies, emergency services, and local authorities (Local Government Officials, traditional leaders, religious leaders etc.) and transport Unions.

- vii. Verifies that the Unit Command maintains accurate records, reports, and documentation related to its operations and activities.
- viii. Advises on other areas that may improve the operations and administration of the Unit Commands, etc.
- c. Upon Completion of the visits, the Area Commander writes a comprehensive report with detailed observations and recommendations and forwards the same to the Sector Commander.
- d. The Sector Commander reviews and forwards the reports to RSHQ for further consideration.

3.13.1 Records to be Maintained:

- a. Reports on Visitation to Subordinate Unit Commands.

4.0 RELEVANT STAKEHOLDERS:

The stakeholders for engagement include but not limited to the following:

1. Local Government Chairmen
2. Military and Para-military agencies
3. Nigeria Police Force
4. VIO
5. Fire service
6. Print and electronic media within their purview.
7. Transport Unions such NURTW, RTEAN, NARTO, ACOMORAN etc.
8. Hospitals
9. NEMA
10. FERMA
11. Ambulance and Recovery service providers etc.