

2024
COMPENDIUM
FOR
CRCs

1. PERFORMANCE MANAGEMENT SYSTEM

Performance Management System involves a process of measuring effectiveness and efficiency of an individual staff which culminates into the overall achievement of the Corporate Performance Management scorecard. It aims to tie the day-to-day activities and targets of individual staff to the realization of the corporate objectives of an organization.

1.1 STRUCTURE OF APER

Supervisors are expected to appraise subordinates in the following areas depending on their cadres. Below are the attributes with their definitions:

OFFICERS (FRSC ADM 01)

PART 1

Key Deliverables (20%): Delivery on assigned key performance indicators (KPIs) task and assignment.

PART II

a. Generic Organizational Competencies (60% and 40% for ACC - above):

- i. Interpersonal Skills - Shows respect and consideration in dealing with others.
- ii. Verbal Communication Skills - Communicates clearly in English Language with confidence and has a broad use of vocabulary.
- iii. Written Communication Skills - Writes in a concise and articulated manner.
- iv. Personal Organizational Skills - Plans proactively and effectively.
- v. ICT Skills - Is familiar with the functioning of a computer system and is comfortable using email for communication.
- vi. Customer Service Skills - Is customer focus and as such sensitive to customer needs.
- vii. Time Management Skills - Is punctual to work, meetings, etc and realistic in making commitments.
- viii. Team Work: Keen to offer assistance and carries people along.
- ix. Personal Leadership Skills - Is able to lead self towards the achievement of personal vision and targets in spite of challenges.
- x. Bearing and Grooming Skills - Always appears neat and well turned out in clean, well ironed uniforms, impeccably groomed hairs, nails and other body parts.

b. **Job Specific Competencies (20% for all officers):**

- i. Technical Writing Skills - Style of writing peculiar to a profession or functions.
- ii. Supervisory Skills - Providing superior direction, input and guidance to sub-ordinates in the day to day delivery or assignments.
- iii. Strategic Planning Skills - Evaluates processes for defining strategy and direction as well as allocating resources to implement same successfully.
- iv. Creativity/Innovation - Development of new ideas and unique novel solutions to problem or needs.
- v. Intelligence Gathering - Gathering timely and accurate security related information.
- vi. Technology Competencies - Specific IT Skills required for delivery work processes.
- vii. Arbitration Skills - Alternative dispute resolution, mediation and negotiation skills.
- ix. Conceptual Skills - Ability to think and conceptualize abstract and complex issues.
- x. Facilitation Skills - Presentation, coaching, engagement skills and processes for maximizing a group's discussion outcome.
- xi. Accounting Skills - Recording, reporting and analyzing financial transaction.
- xii. Budget Skills - Knowledge, skill and processes for measuring and reporting financial compliance.

c. **Leadership and Management Competencies - 20% (ACC and above only):**

- i. Management/Team Building Skills - Resourcefulness, motivations.
- ii. Leadership Skills - Inspires positive confidence for others to follow.
- iii. Strategic Thinking Skills - Considers both short and long term effective analysis of macro-environment.
- iv. Dynamic Skills - Effectively makes useful contact within and outside the organization.

ROAD MARSHAL (FRSC ADM 02)

a. **Agreed Deliverables (20%):** Delivery on assigned key performance indicators (KPIs) task and assignment.

b. **Core Attribute And Skills (80%):**

- i. Service Attitude - Maintains an enthusiastic and positive attitude; always in self-control.
- ii. Punctuality - Consistently arrives at work on time, keeps committed deadlines and promptly responds to official request.

- iii. Policy Alignment - Deems it important to follow FRSC policies and procedures; does not disregard rules and regulations of the office.
- iv. Working with others/Team spirit - is focused on the teams targets and objectives.
- v. Creativity - is innovative; thinking outside the box.
- vi. Neatness/Carriage - Uniform is always clean and neatly ironed, hair and other assets are well managed.
- vii. Verbal Communication - Speaks good English; Presents information clearly and logically.
- viii. Writing Skills - Writes comfortably in English; is able to prepare official reports with zero or minimal correction.
- ix. ICT Skills - Able to use Microsoft word and other Microsoft packages; uses the internet effectively in the course of work.
- x. Ethics and Values - He is clearly regarded as an epitome and model of integrity and trustworthiness.
- xi. Personal Organization and Diligence - Organizes self and others effectively; is consistent in achieving goals.
- xii. Leadership - Show an effective blend of high competence and exemplary character in all things assigned. He is self-determined, but moves colleagues towards common goals.
- xiii. Self-Improvement and Learning - Shows a willingness to improve self and to learn new skills through both informal and formal means.

ROAD MARSHAL ASSISTANT (FRSC ADM 03)

- a. **Agreed Activities (50%):** Delivery on assigned key performance indicators (KPIs); task and assignments.
- b. **Core Attributes And Skills (50%):**
 - i. Technical Skills - Indicate technical skill e.g. driving.
 - ii. Punctuality and Attendance - Arrives at work on time; keeps to earlier arranged timing schedules for his work deliverables.
 - iii. Ethics and Values - he is principled; maintains acceptable standards of behavior.
 - iv. Discipline and Personal Organization - Respects duly constituted authority; willingly obey orders.
 - v. Dressing/Comportment - Dress appropriately; looks clean and tidy at work.
 - vi. Team Work - Always willing to cooperate and lend a hand in all situations.

- vii. Customer service Skills - Is friendly and respectful when providing service.
- viii. Policy alignment - Deems it important to follow organization policies and procedures; is obedient to the guidelines of the organization.
- ix. Self-Improvement and Learning - Shows a willingness to improve self and to learn new
- x. skills through both formal and informal means.
- ix. Verbal Communication - Speaks good English; provides information clearly and logically.

1.2 JOB BINDER

This document contains the job functions/specifications of each Staff with the Key Performance Indicators (KPIs) i.e. expected deliverables. The KPIs must conform with the SMART acronym i.e. the KPIs must be:

- *SPECIFIC (S)**
- *MEASURABLE (M)**
- *ACHIEVABLE (A)**
- *REALISTIC (R) and**
- *TIME-BOUND (T)**

Employee performance management is a process for establishing performance yardsticks at an individual level, which are related to and directly linked with the Corporate performance measures or yardsticks for the period. In addition to improving the strategic governance of an organization, this is expected to also create a shared understanding by all Staff, of how their individual responsibilities contribute to the corporate objectives - in the alternative, can limit or impede the achievement of same if not diligently pursued.

1.3 CORPORATE GOALS

Having the vision, mission and core values of FRSC in view, the Corps Marshal at the beginning of each year presents the overarching corporate strategic thrust/corporate goal for the year. Then, the Corps Planning offices develops the corporate planning document and process for the realization of these goal. The corporate goals are cascaded across Departments, Corps Offices and Commands. Therefore, should the Corps Marshal's target be "to reduce road traffic crashes by 20% in the course of a given year", both the routine and strategic targets of the various Departments, Corps Offices and Commands should directly or indirectly support the achievement of this goal. Below are the corporate strategic Goals of FRSC for 2022;

- a. Accomplish 15% reduction in Road Traffic Crash Fatality.
- b. Enhance Road Safety Partnership for Innovative Intervention.
- c. Consolidate on the Road Traffic Data System for Improved Road Safety Policy Formulation

1.4.1 ASSESSMENT CRITERIA

FRSC conducts a quarterly performance assessment of its functional arms and this has led to the creation of a healthy competitive working environment as all the component functional units aspire to the realization of their individual targets. A quarterly comparative analysis report enables each department, Corps Office or Command to take stock of its previous or current performance with a view to identifying areas for improvement. The assessment parameters are as stated below:

Assessment Of RSHQ Departments/Corps Offices

a. REPORT RENDITION (15 marks)

- i. Weekly Sitreps (13 Nos.) - (6.5 marks)
- ii. Monthly report (3 Nos.) - (6 marks)
- iii. Quarterly report (1 No.) - (2.5 marks)

b. TASK ACCOMPLISHMENT AND INNOVATIONS (97 marks)

- i. Projects (Physical and Non-Physical) (2marks each) - (30 marks)
- ii. Accomplishment of Statutory Functions (1 mark each) - (12 marks)
- iii. Accomplishment of Strategic Initiatives - (15 marks)
- iv. Accomplishment of Management Assigned Tasks - (10 marks)
- v. Creativity and Innovation (3 marks each) - (30 marks)

c. ALIGNMENT TO SERVICE STANDARDS (24)

- i. Attendance register - (2 marks)
- ii. Movement register - (2 marks)
- iii. Leave matters/records - (2 marks)
- iv. Work Environment - (2 marks)
- v. Record of disciplinary matters - (2 marks)
- vi. Record of Departmental/Corps Offices meetings - (2 marks)
- vii. Complaints handling/Documentation, Follow-up & Resolution - (7 marks)
- viii. Nominal roll - (2 marks)
- ix. Provost Disciplinary record - (3 marks)

d. TEAMWORK AND COLLABORATION (9 marks)

- i. Internal Collaboration (1 mark each) - (6 marks)
- ii. External collaboration (1 mark each) - (3 marks)
- e. CAPACITY BUILDING (14 marks)**
 - In-house lectures (1 mark each) - (10 marks)
 - Seminars and workshops (1 mark each) - (4 marks)
- f. FINANCIAL AND RESOURCE MANAGEMENT (12 marks)**
 - i. Retirement of monthly allocations - (9 marks)
 - ii. Retirement of special funds - (3 marks)

GRAND TOTAL = 171

NB. Scores Calculation =	Total Scores Obtained	100
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	171	1

1.4.2 ASSESSMENT OF ZONAL COMMANDS

- a. REPORT RENDITION -(10%)**
 - i. Weekly Sitrep-2%
 - ii. Monthly Report-2%
 - iii. Quarterly Report -2%
 - iv. Special Report - 2%
- b. TASK ACCOMPLISHMENT AND INNOVATION - (50%)**
 - i. Enforcement - 21%**
 - Offenders-3%
 - Offences-2%
 - Critical Offences-15%
 - SLV-3%, OLV- 3% UPD-3, LSV-3%, DUI-3%
 - Integrity Booking - 6%
 - Booking on ACS - 6%
 - ii. Command & Control - 21%**
 - No. of ZCO visit to S/C-2%
 - No. of visit to Zonal clinics/Zebras/Road Side Clinics
 - ZCO Monitoring/survey-4%
 - No. of patrol check-2%
 - No of Arrest-2%
 - Racketeering & Extortion-3%
 - No. of Monitoring/survey to DLCs

iii. Accomplishment of Strategy Initiatives (Annual FRSC 2019 Strategy Goals)

- Intra/Inter Command Activities - 2%
- No. of Intra/Inter- Command Activities - 2%.
- Commendation, Reward & Punishment - 3%
- No of Commendations - 1%
- No of Rewards - 1%
- No of Sanctions 1%
- Mandatory Periodic Programme
- Road Safety Audit - 1%
- Traffic Count - 1%
- Creativity & Innovation - 3%

iv. Capacity Building -(6%)

Training & Development Activities:

- In-house Lectures-2%
- No of Workshop/Sem/Retreat-2%
- On-the-Job-Training.-2%

v. Team Work & Stakeholders Collaboration-(13%)

- Stakeholders Collaboration-6%
- No. of SM Activities \Patrol/Traffic Control carried out 3%
- No of Donation/logistics to Command
- No of Courtesy/Advocacy Visits-2%
- No of Public Education//Rallies & Communications-3%
- No of Inter Agency Engagement-2%

vi. Alignment to Service Standard-(9%)

- No. of Zonal Operators/Mgt. Meeting-2%
- Team Spirit
- No of Durbar (WASA)-2%
- Compliance to HQ Directives-5%

vii. Vehicle & Infrastructural Maintenance-(10%)

- No of Vehicle maintenance/service-2%
- Estate 2%
- Equipment - 6%
- (Radar gun, tablet, extricating. machine etc.)-2%
- Furniture-2%
- Fittings-2%

xi. Financial Resource Management (2%)

- Financial Prudence-1%.
- Disbursement of allocation according to sub-head
- Returns on Retirement of Allocation according to sub-head
- Physical Projects-1%

1.4.3 ASSESSMENT OF SECTOR COMMANDS

- i. **Report Rendition 10%**
 - Weekly SITREP - 2%,
 - Monthly Report - 2%.
 - Quarterly Report - 2%
 - Special Report - 2%.
 - Compliance to HQ Directives - **7%**
- ii. **Task Accomplishment 50%**
 - Enforcement & RTC Reduction- 21%
 - Offenders Arrested 3
 - Offences booked 2
 - Critical offences 16
- iii. **Command/Control & Communication - 27%**
 - Visit to Commands 4
 - Integrity Booking (ACS) 5
 - Survey/Monitoring 6
 - (Durbar) 3
 - Operator/Mgt Mtg. 3
 - Traffic Count 2
 - Road Safety Audit- 2
 - Creativity & Innovation -2
- iv. **Alignment to Service Standard-9%**
 - Intra/Inter Command Activities 2%
 - Reward 4%
 - Commendation 2%
 - Sanction 2%
- v. **Capacity Building 6%**
 - In-House Lectures 2%
 - Workshop/Seminar/Retreat 2%
 - On-the-Job Training 2%
- vi. **Teamwork and Stakeholders Collaboration 6%**
 - Stakeholders -7%
 - PE/Rallies -3%

- Courtesy/Advocacy Visits -2%
- Inter-Agency Engagemen -2%
- SM Activities - 6%
- Patrol/Traffic Control 2%
- PE/Rallies - 2%
- Donations -2%

vii. Financial and Resource Management.- 2%

- Financial Prudence -1%
- Physical Projects -1%

viii. Vehicle and Infrastructure Maintenance-10%

- Vehicle -2%
- Estate -2%
- Equip.(eTablet) -6%

2 MOBILE COURT

The word "Mobile " is an adjective which means capable of moving or of being moved readily from place to place while "Court" generally signifies an institution in which disputes and conflicts are heard, argued and decided on the basis of law.

In other words, Court is an official public forum established by lawful authority to adjudicate over all manner of disputes, be it civil, administrative, labour or criminal.

In common law countries, the Courts are the central means for dispute resolution, and all persons have a right to bring their claims before a Court. Similarly, those accused of a crime have a right to present their defences before a Court.

According to Dr Borhan Uddin Khan, "Mobile Court" can be compared to a Mobile Phone which is easily moveable to enforce laws as a supplementary and complementary manoeuvre of Court.

2.1 COMPOSITION

A mobile court is properly constituted upon the appointment of a magistrate to preside over cases brought before it. The prosecutor prepares a charge in brief stating the offences committed by the traffic violator which is read by a clerk of the court.

A mobile court is usually made up of:

- a. A presiding Magistrate
- b. A prosecutor
- c. Court clerk
- d. Security e.g. Police or Paramilitary officer to ensure court orderliness.

Planning of Mobile Court

- a. Consultation.
 - b. Application & Approval of the Chief Judge.
 - c. Appointment of Mobile Court Judge.
 - d. Request for Armed Backup.
 - e. Prepare Patrol/Duty Roster.
- Basically, planning of Mobile Court begins with the consultation and deliberations between the Commanding Officer, Head of Operations and Legal Officer on the identified or prevailing Traffic Offences among motorists. Having agreed on a particular day, time, and venue of the exercise or route, a letter is then caused to be written by the Commanding Officer to the Chief Judge of the State requesting for a Mobile Court

Judge. Upon the receipt of the application by the Chief Judge, he appoints a Magistrate if he approves.

- Upon approval, another similar letter is written to the Commissioner of Police and Commandant, Nigeria Security and Civil Defence Corps (NSCDC) requesting for Armed Police Men and Armed Civil Defence Personnel to provide Security for the Mobile Court. This is done a week preceding the holding of the Mobile Court.
- Thereafter, a Special Roster for the staff or personnel that will participate in the Mobile Court is prepared by the Head of Operations. This is to inform the concerned staff of the exercise coming up. To improve consultation and collaboration with stakeholders, the Commanding Officer could inform and invite officials of organised Transport Unions, especially if the Mobile Court is for a Special Operations or Intervention Patrol.

Mobilization of Staff and Equipment

- a. Head of Operations Address staff on the Focus.
- b. Declaration Register.
- c. Issue Booking Sheet/e-tablet.
- d. Convey Canopy, Table & Chairs.
- e. Convey Armed Personnel.

At the scene

The Team Leader of the Mobile Court exercise then distributes a specific or designated Booking Sheet to the staff, there and then, move to the venue of the exercise to commence enforcement

After this is done, the Legal Officer/ Prosecutor will then inform the Magistrate of the readiness and commencement of the exercise. Occasionally, Press Men could be invited to cover the event.

At the venue of the Mobile Court, the Magistrate gets seated with the Registrar of the Court. The Registrar of Court will always be with Revenue Receipt, Detention Order, Stamp Pad, and Record of proceedings Book, Biro and Traffic Law book.

2.2 Procedure for Trial or Prosecution of Road Traffic Offenders in Mobile Court Sitting

- Mobile Courts dispose most of the cases summarily. Although, the object of summary procedure is to shorten the course of trial, it is nevertheless

incumbent on the Magistrate to put on record sufficient evidence to justify his order.

- The FRSC (Establishment) Act 2007 provides and vest power to establish mobile courts in the chief judge of a state or the Federal Capital Territory Abuja.
- S10.8 of the FRSC Act 2007 states
- "The chief judge of a state or the Federal Capital Territory Abuja shall have power to establish special or mobile courts for the purpose of a speedy trial of traffic offenders under this act"
- S10.4 of the FRSC Act 2007 provides:
- "In the exercise of the functions conferred by this section members of the Corps shall have power to arrest and prosecute persons reasonably suspected of having committed any traffic offence"...
- S10.10 states:
- "For the purpose of enforcing or prosecuting offences under this Act, the Road Traffic Law of a state, the Federal Highway Act and any regulation made under these laws shall apply to this Act".
- The import of the above section simply put is to the effect that for purposes of enforcement and prosecution of offenders, the offences are not restricted to only those offences stipulated on the Notice of offence sheet but other relevant traffic laws.
- The Court records the statement of the witnesses and also writes out a short judgment.
- In practice, Mobile Court perform its functions very summarily than usual summary trial as the Court itself visits the spot, examines the witnesses, hears the accused/defaulters on the spot as patrol teams apprehend the offenders red handed. The court completes the procedural requirements and passes a sentence instantly.
- A Road Traffic Offender is anybody who breaches Road Traffic Law(s).
- The offender is booked and charge (s) is prepared from the booking sheet. There and then, the offender is arraigned before the Mobile court by the Prosecuting Counsel/Officer. The Charge (s) is then read to the hearing of

the offender and the Court must ascertain that the offender understands the charge. Plea is then taken

- If the offender pleads guilty to the charge, the Court will foreclose the defence and ask the prosecutor to state the facts of the case after which the Court makes a finding of 'guilty' or 'not guilty'. But if the finding is that of 'guilty', the Court asks the offender to make allocutus, which is a plea of mitigation of the punishment. The Court then goes ahead to give the punishment it considers appropriate in the circumstance.
- However, where an offender pleads not guilty, the Court will ask the prosecutor to prove the case. In doing this, the Prosecutor calls his witness(es) to testify to support the charge. The offender is allowed to defend himself personally. The Court will then make a finding of guilty or not guilty.
- The offender maybe convicted or discharged if not found guilty.
- Convict(s) pay fine (s) on the spot. Convict(s) who is/are unable to pay fine(s) on the spot is/are sent to Prison for term(s) as awarded by the Mobile Court.
- At the end of the exercise, money realized is shared based on the agreed percentage between the State and FRSC. However, the Corps recommends 30% for the Command and 70% to State Government. But this could be negotiated.

2.3 HIERARCHY OF SUPERVISION IN MOBILE COURT ENFORCEMENT

For every Mobile Court, there should be a Team Leader in the Roster prepared for the exercise. It is expected that whoever is appointed as a Team Leader for the exercise organize, coordinate and assign his Team members to a specific and particular route to be covered for the exercise. Be that as it may, the success or otherwise of the deployment of experienced and competent staff lies in the hands of the Head of Operations.

In order to provide a check-and-balance and checkmate abuse of power by FRSC personnel or cases of violence and subversion of the law, besides a patrol team this set of officers are detailed to supervise the exercise.

- a. A surveillance team: To check-mate abuse of power, bribe taking etc.
- b. Intelligence gathering by the intelligence unit of the Corps before and after the exercise to ensure security of lives and property.

- c. Provost Unit to ensure discipline and court orderliness.
- d. A rescue team - in case of accidents and medical personnel testing of drivers.
- e. A public Enlightenment desk - For education of traffic offenders.
- f. Other Security agencies, e.g. police, civil defence etc. to provide security in case of mob or violent attacks.

2.4 REPORT RENDITION

At the end of a mobile court exercise a prompt summary report and a later detailed report is necessary in order to evaluate the court activities and conduct of the exercise. A summary report is made in the following manner:

- a. Total number of arraignment
- b. Total number prosecuted
- c. Total discharged
- d. Total convicted
- e. Date of the exercise
- f. Prevalent offences
- g. Fines realized.

Monthly report

A further detailed monthly report is required stating in precise detail, including the above stated information such as:

- a. Age of traffic offender
- b. Sex
- c. Route/location the exercise was conducted
- d. Name of presiding Magistrate
- e. Name of prosecutor
- f. Drivers Licence Number (Issuing/Expiring date)
- g. Date of arraignment
- h. Qualification of driver
- i. Phone number of driver
- j. Address of Traffic Offender.

3. ALTERNATIVE DISPUTE RESOLUTION (ADR)

Conflict is a normal, inescapable part of life; a periodic occurrence in any relationship; an opportunity to understand opposing preferences and values.

Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or Needs. It can also originate from past rivalries, personality differences, inadequate information and wrong negotiation timing.

Conflict is not always negative. In fact, it can be healthy when effectively managed. Healthy conflict can lead to growth and innovation, new ways of thinking and additional management options.

3.1 WHY CONFLICT IN WORKPLACE?

The workplace setting is a fertile breeding ground for conflicts because of the dynamics and interdependency of the:

Employer-to-Employee

Employee-to-Employee,

Customer-to-Employee

Employee-to-Outside vendor which at times is unintended by a party.

3.2 CONFLICT OR DISPUTE

a. **CONFLICT:** Is long-term 'disagreement' with deeply rooted issues that are seen as "non-negotiable" It is a prolonged struggle, controversy or quarrel or opposition of interest (www.dictionary.com).

b. **DISPUTE:** Is a short-term disagreement that can result in the disputants reaching some sort of resolution; it involves issues that are negotiable.

Communication is a vital tool in understanding dispute or conflict and how to deal with it. The principal idea is that if left unchecked and unexplained, a dispute can easily turn into a conflict. But conflicts rarely revert to disputes without intervention (Burton. 1990).

Over the years litigation (going to Court) has been the default way or means of settling conflict/dispute and the cost of such procedures and delays became a source of concern leading to a more flexible means of resolving disputes which provides alternatives to court-based litigation ordered or governed by the law and procedure of a particular state or country. Litigation can affect relationships negatively.

3.3 WHAT IS ALTERNATIVE DISPUTE RESOLUTION (ADR)?

Alternative Dispute Resolution (ADR) according to SOP on ADR, is the procedure for settling disputes without litigation, such as arbitration, mediation or negotiation. ADR procedures are usually less costly and more expeditious. The procedures are often collaborative and allow the feuding parties to understand each other's positions. Also, more creative solutions could be allowed unlike in the traditional court.

Types of ADR

- a. Arbitration
 - b. Conciliation
 - c. Mediation
- **Arbitration:** It is an ADR process where the parties present arguments and evidence to an independent third party, called the Arbitrator, who makes a determination. Arbitration is particularly useful where the subject matter (matter under consideration) is highly technical, or where the parties seek greater confidentiality than in an open court. Arbitration has been part of our traditional dispute resolution method in Nigeria. Agreement arrived at in such process is called arbitration agreement.
 - **Conciliation:** Is an ADR process where an independent third party, called the Conciliator, helps people dispute to identify the disputed issues, develop options, consider alternatives and try to reach an agreement. A conciliator may have professional expertise in the subject matter in dispute and may generally proffer advice about the issues and options for resolution.
 - **Mediation:** Is an ADR process where an independent third party (the Mediator), assists the people in dispute to identify the disputed issues, develop options, consider alternatives and try to reach an agreement. However, the mediator does not give an advice or opinion about the issues or have any role in deciding the outcome of the mediation. At mediation, you will generally be asked to talk directly to the others involved in the dispute and may also have separate sessions with the mediator. There are always breaks for each person to reflect on the discussion and get advice or support if the need it. Mediation may be voluntary, court ordered or required as part of a contract. It may also be part of a court or government agency process.

More about ADR

ADR has come to stay. According to the Nigerian Bar Association Rules of Professional Conduct (RPC), Rule 15(3)(d) of 2nd January 2007 provides that 'In his representation of his client, a lawyer shall not fail or neglect to inform his client of the option of Alternative Dispute Resolution Mechanisms before resorting to or continuing litigation on behalf of his client'. Lawyers are to acquaint themselves with ADR Processes. The courts of this country should not be the places where the resolution of disputes begin, they should be the places where disputes end - after all means of resolving disputes have been considered and tried" - **Justice Sandra Day O'Connor**.

3.4 INSTANCES REQUIRING ADR IN FRSC DAY TO DAY OPERATION

- a. Disputes arising from patrol activities.
- b. Disputes arising from legal agreements.
- c. Employee/Employee dispute arising from the application of the disciplinary processes.
- d. Disputes arising from determination of authenticity of next of kin of deceased employee entitlements.

It is instructive to note and state clearly that all ADR spectrum involve NEGOTIATION at one point or the other to arrive at an amicable resolution of the conflict/dispute.

3.5 ADVANTAGES OF ADR

- a. Access to justice for all
- b. Reduction in case dockets of judges
- c. Speedy resolution of disputes
- d. Reduction in parties' expenses and time
- e. Harmonious coexistence
- f. Accommodation and tolerance

3.6 FURTHER BENEFITS OF ADR

- a. Sustenance of business relationship
- b. Restoration of pre-dispute relationship
- c. Public satisfaction with the justice system
- d. Creation of resolution suitable to parties needs
- e. Increased voluntary compliance with resolution/agreements
- f. Increase in foreign investment

3.7 THE ADMINISTRATION OF ADR PROCESSES

There are three main types of ADR processes:

- a. Facilitative
 - b. Advisory
 - c. Determinative
- **Facilitative:** This is where a dispute resolution practitioner assists the parties to a dispute to identify the disputed issues, develop options, consider alternatives and try to reach an agreement about some issues or the whole dispute.
Examples of facilitative processes include mediation, conciliation, facilitation and facilitated negotiation.
 - **Advisory:** This process is where a dispute resolution practitioner considers and appraises the dispute and provides advice as to the facts of the dispute, law, and in some cases, possible or desirable outcomes and how the same may be achieved
Examples of advisory processes include: case appraisal, conciliation (where advice is offered or used) and (early) neutral evaluation.
 - **Determinative:** This process is a dispute resolution practitioner evaluates the dispute (may include the hearing of formal evidence from the parties) and makes a determination. Examples of determinative processes include: arbitration, expert determination and private judging.

3.8 APPLICATION OF ADR IN FRSC

Bearing in mind the various levels of administration in FRSC (RSHQ, Zonal Commands, Sector Commands, Unit Commands and Outposts), ADR should be implemented at all levels. All heads of departments, Corps offices and Commanding Officers must be acquainted with ADR processes and procedures which is enshrined in Standard Operating Procedure (SOP) on ADR.

3.9 THE ROLE OF HODs/CORPS OFFICES/COMMANDING OFFICERS/LEGAL OFFICERS IN HANDLING ADR IN FRSC

- a. Commanding Officer receives complaint from aggrieved party in the form of petition or pre-action notice, which must be acknowledged immediately and complainant assured of investigation and feedback to him.
- b. HOD/Commanding Officer directs a team comprising Legal Officer, Intelligence Officer, SERVICOM Nodal Officer/Desk Officers and Head

of Operations to conduct investigation on the matter and report back to him within 48hrs.

c. If the team's report indicts our men and proceeding with such a case would be detrimental to reputation, morale or cost-wise to the interest of FRSC, HOD/CO shall request and obtain Corps Marshal's approval through CLA for conduct of ADR within 74hrs.

d. If approved, HOD/CO convene an ADR meeting between members of the Corps and the Parties involved. CO or Legal Officer shall mediate in the ADR and prepare report within 48hrs to the Corps Marshal through the CLA.

e. When a matter is pending in court and further proceedings appear detrimental to FRSC interest, Legal Officer/Counsel brief CO who seek and obtain CLA's consent to conduct ADR within 48hrs of receipt of the brief.

f. The Legal Officer/Counsel handling the matter shall mediate in ADR and forward a report to the Corps Marshal attention CLA, through the Supervising authority for further directives within 48hrs of conclusion of ADR.

What to do when ADR Fails

a. For a matter that has not gone to court, if ADR fails either of the parties who feels aggrieved may initiate an action in court. In the case of FRSC, the Corps shall through its Legal Officers or any external solicitors immediately institute an action in court for redress within 48hrs.

b. For a matter that is before a competent court; and the Judge in his wisdom, adjourned the case based on the application of either of the parties to engage in ADR, if the ADR is successful the parties shall return to court on the adjourned date to file the terms of settlement on which basis the court shall deliver its judgment. However, if the ADR fails the parties shall return to court on the adjourned date and report the failure of ADR thereafter the court shall hear the matter on its merit.

3.10 OBSERVATION ON ADR USE IN FRSC

It could be observed that most ADR cases are used externally leaving the internal stakeholders (Staff) aloof. Where they press further, they may be classified as cantankerous and indisciplined; asked to wait for their time. Who knows when the time will ever come?

3.11 REPORT OF ADR

All activities carried out in FRSC must be accompanied with a report. The same goes for ADR. Such reports are expected monthly, quarterly and annually. Below are the formats for use.

Monthly Reporting Format

LEG 001

S/N	COMMAND	DATE	NAME OF PARTIES	ISSUES FOR THE ADR WITHIN THE MONTH	MONTHLY STATUS/ RESOLUTION (CONCLUDED/ ONGOING)	ADR FAILED/ REVERTED BACK TO COURT	HANDLED BY

SUMMARY OF THE ADR REPORT:

TOTAL NUMBER OF ADR CONDUCTED.....

TOTAL NUMBER OF ADR ONGOING.....

TOTAL NUMBER OF ADR CONCLUDED.....

TOTAL NUMBER OF ADR FAILED/REVERTED BACK TO COURT.....

Quarterly Reporting Format

LEG 002

S/N	COMMAND	DATE	NAME OF PARTIES	QUARTERLY ISSUES FOR THE ADR	QUARTERLY STATUS/ RESOLUTION (CONCLUDED/ONGOING)	ADR FAILED/ REVERTED BACK TO COURT	HANDLED BY
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<u>SUMMARY OF THE ADR REPORT:</u>							
TOTAL NUMBER OF ADR CONDUCTED.....							
TOTAL NUMBER OF ADR ONGOING.....							
TOTAL NUMBER OF ADR CONCLUDED.....							
TOTAL NUMBER OF ADR FAILED/REVERTED BACK TO COURT.....							

Annual Reporting Format
LEG 003

S/ N	COMMA ND	DA TE	NAME OF PARTI ES	ANNU AL ISSU ES FOR THE ADR	ANNUAL STATUS/ RESOLUTION (CONCUDED/ON GOING)	ADR FAILED / REVER TED BACK TO COURT	HANDL ED BY

<u>SUMMARY OF THE ADR REPORT:</u>							
TOTAL NUMBER OF ADR CONDUCTED.....							
TOTAL NUMBER OF ADR ONGOING.....							
TOTAL NUMBER OF ADR CONCLUDED.....							
TOTAL NUMBER OF ADR FAILED/REVERTED BACK TO COURT.....							

CONCLUSION: ADR is a veritable tool that should be used internally and externally at all levels of FRSC administration. Issues should not be allowed to

degenerate to the point of instituting a court case. Internally there are many aggrieved staff waiting for an opportunity to air out their grievances to an external third party who is not a member of the Corps, after many letters of complaints to the appropriate authority. This may not be good enough for the reputation and image of the Corps.

4. FRSC EDUCATION POLICY

All over the world education stand as the major factor in the drive to development. A nation or organization cannot strive to greatness without paying much attention to the education of citizen or workforce. FGN (1998) stressed that education is an instrument for national development. It fosters the worth and development of the individual, for each individuals sake and for the general development of the society. It can be confirmed from this that education develops a man for self-fulfillment, societal development and for national advancement

4.1 IMPORTANCE OF TRAINING

- a. Enhance interest in one's job
- b. Removes negative attitude to work
- c. Improves performance and productivity
- d. Removes tardiness
- e. Checkmates excessive absenteeism
- f. Discourage complaints
- g. Improves quality of output
- h. Reduces incidence of accident at work
- i. Reduce rate of insubordination
- j. Brings about easy adaption to new technology
- k. Enhances efficient implementation of new policies

4.2 GUIDELINES FOR TRAINING PROGRAMMES IN FRSC

- a. Courses to be pursued shall be progressive and targeted essentially at development staff and knowledge, so as to improve proficiency.
- b. Courses to be pursued shall be relevant schedule or preparatory to taking up a new schedule.
- c. A staff shall qualify to pursue further studies on part-time basis in any of the approved courses and approved institution of learning after spending a minimum of two (2) years with the corps from the first day of appointments. Minimum of five (5) years is approved for full-time basis
- d. A staff seeking approval for further studies shall complete from TSC/EDU/O1A

- e. Career progression training at the FRSC Academy and Training school shall be accorded priority, while training with short duration in any recognized professional institution shall be encourage.
- f. Development staff after training shall take cognizance of the new skill acquired.
- g. Staff to be granted approval for further studies shall not exceed 5% of the total staff strength in the corps at any given years and such approval shall be subject to availability of fund.
- h. Any staff on course can be re-called by the corps marshal and chief Executive, should the need arise.
- i. Staff who are unable to complete any course of study within the normal duration may apply to the corps marshal and chief Executive for extension through Training standards and certification Department.
- j. Any staff that has put in 34years in service or attained 59 year of age should not be qualified for a sponsored course of study leave without pay.
- k. A marshal shall not be considered for conversion if he did not secure approval to go on the course in the first instance.
- l. A staff shall qualify to pursue any of the approved courses if free of any disciplinary case that could lead to termination/dismissal.

4.3 TYPES OF COURSES

- Short- Duration courses
- Part-time courses
- Foreign courses
- Technical assistance

a. Short Duration Courses

- i. These are training programmes not exceeding six (6) months which shall be handled by FRSC Training Institutions (Academy & Training School). Apart from this, staff may be nominated and sent to Universities/ Government institutions offering similar short duration courses such as:
- ii. Centre for Management Development (CMD)
- iii. Civil Service College (CSC)
- iv. National Information and Technology Development Agency (NITDA)
- v. Digital Institute

- vi. Nigerian Army School of Supply & Transport
- vii. TV College/Nigeria Film Institute
- viii. Public Service Institute of Nigeria
- ix. Citizenship & Leadership Training Centre.

b. Part-Time Courses

The conditions for part-time courses shall be as follow:

- i. Approval may be given to staff to engage on part-time studies if the course is relevant to the commission.
- ii. Staff proceeding on part-time studies shall do so completely at his own expense for courses that will lead to the award of certificate, National Diploma (ND), Higher National Diploma (HND) and Bachelor's Degree.

c. Foreign Courses

- i. Staff of the rank of RC and above shall be considered for foreign courses, except where otherwise dictated by the needs/demands of the job or where offers of training from multilateral agencies or friendly donor countries specifically request participants of a lower rank.
- ii. It is good to note that staff selected for foreign courses shall be entitled to full sponsorship during the period of study according to financial regulations.

4.4 ATTAINABLE QUALIFICATIONS

Courses undertaken shall lead to the award of the following:

- i. Doctor of Philosophy (Ph.D.)
- ii. Masters Degree
- iii. Postgraduate Diploma
- iv. Postgraduate Certificate
- v. Bachelor's Degree
- vi. Higher National Diploma
- vii. National Diploma
- viii. Professional Certificate from Institution recognized by law

4.5 EDUCATIONAL SPONSORSHIP IN FRSC

TYPES OF SPONSORSHIP

- Full Sponsorship
- Partial Sponsorship
- Study Leave Without Pay

a. Full Sponsorship: Postgraduate and Masters Degree beneficiaries shall receive an amount for tuition, books and project as contained in the admission letter of the institution. The cost of accommodation and transportation shall be determined on location.

Specialized and professional courses undertaken at National Institute for Policies and Strategic Studies (NIPSS), National Defence College (NDC), Armed Forces Command and Staff College (AFCSC) and Administrative Staff College (ASCON), shall also receive full sponsorship and monthly allowance as follows:

i.	DCM	-	N100,000
ii.	ACM	--	N90,000
iii.	CC/DCC	-	N70,000
iv.	ACC/CRC	--	N60,000
v.	SRC/RC	--	N50,000
vi.	DRC/ARC	--	N40,000

Staff on full sponsorship shall also:

- i. Be released from duty
- ii. Be entitled to continuous payment
- iii. Be entitled to promotion during the period of study.

This category of staff shall maintain effective communication with management through TSC for the period of study.

b. Partial Sponsorship: Partial sponsorship may be enjoyed by staff who are to pursue higher degrees including PhD not exceeding 36 months for specialized courses. A maximum of N500,000 only shall be given to beneficiaries for tuition, books and projects for PGD and Masters degree programmes while a maximum of 1,000,000 for Ph.D.

c. Study Leave Without Pay: If the course of study is relevant, approval shall be given to staff (Officers and Marshals) whose appointment has been confirmed and have served the corps for a minimum of five (5) years and such staff shall do so exclusively at their own expense. For courses leading to award bachelor's degree and above, the duration of which shall not be more than 48 months.

5. ISO 9001:2015 QMS

5.1 The Concept of ISO 9001:2015 QMS

FRSC as a best example of lead agency in Road Traffic Administration and Safety Management in Africa has developed its initiatives towards achieving excellence in service delivery based on a 3-pronged approach of People, Process and Technology.

The Concept of 'Process' of the tripod was pursued through the adoption of ISO 9001 (Quality Management System) in February 2008. This is one of the various standards of the International Organization for Standardization (ISO).

The Corps has been using the QMS to further the Corps' commitment to continually improve its effectiveness in serving the needs of Nigerians in the area of road safety. It has helped the Corps become more effective and maintain recognition by its customers.

This is a milestone that reflects FRSC true disposition as a determined organization that is committed to attaining excellence in all aspects of its operations and service delivery.

QMS is one of the best known international Standards code-named ISO 9001 by the International Organization for Standardization (ISO).

ISO is derived from the Greek word "ISOS" which means 'equal'. It Stands for International Organization for Standardization. It was established in 1947 with Headquarters in Geneva, Switzerland.

Each country is represented in ISO by the standards body of such country. Therefore, ISO is represented in Nigeria by Standards Organization of Nigeria (SON).

5.2 Pre-QMS era in FRSC

In 2007, FRSC, under the leadership of the then Corps Marshal and Chief Executive, Osita Chidoka took stock of the past, evaluated the present with a view to charting a new direction and more purposeful future for the Corps. This necessitated the introduction of QMS in the Corps and consequently spurred everybody in the Corps to action in order to make the Corps a world class organization.

The Corps began its journey into QMS world in 2008. Before then, FRSC activities were characterized by myriads of administrative lapses ranging from improper documentation, poor record keeping and overlapping job functions.

Lack of processes and procedures, increasing customer complaints, internal waste and damages, staff poor attitude to work, frequent breakdown of facilities, poor performance of staff, and other vices were the main reasons why the Corps embraced the implementation of QMS.

5.3 Journey to ISO Certification

There are about 22,000 ISO Standards to date worldwide, covering various subjects/industries. But ISO 9001 is the most popular and acceptable . To address the above challenges bedeviling the Corps, QMS was used to seek improvement in line with global best practices, through: Involvement of the people - Everybody in the Corps was involved from the beginning.

In 2009, the entire FRSC Top Management team was trained on ISO 9000:2000 which was followed by the training of 80 Officers as Internal System Auditors. 68 qualified as Internal System Auditors with 60 proceeding to Lead Auditors.

45 eventually became Lead Auditors. A total of 452 processes were identified in the Corps and documented in the firstever FRSC Quality Manual developed alongside the Quality Policy. In the course of implementation, the Corps procured the services of a consulting firm that assisted with the Gap Analysis of the Corps.

In order to have direct supervision, Quality Management System Unit was established in the office of the Corps Marshal and Chief Executive.

Awareness programmes on how to achieve quality in the Corps' business as well as the need for commitment of staff to organizational goals took place in all FRSC formations.

Trained Internal System Auditors were used to evaluate the effectiveness of the system through internal system audits. Mock Audit of departments and Corps Offices at the HQs were conducted. ISO lectures were featured in most FRSC trainings and workshops.

The External System Auditors from the Standards Organization of Nigeria (SON) were used to also evaluate the effectiveness of the system through system audits. Internal efficiency was entrenched by establishing guidelines through the FRSC Quality Manual for everyone to follow easily.

5.4 What does ISO 9001:2015 cover?

- a. Based on PLAN-DO-CHECK-ACT methodology.
- b. Provide a process-oriented approach.
- c. Risk-based thinking

5.5 Benefits of ISO 9001:2015?

ISO 9001:2015 helps organisation to:

- a. Ensure their customers consistently receive high quality products and services.
- b. Create satisfied customers, Management and employees.
- c. Organise and improve the efficiency of processes Continually improve on its

- d. Credibility by proving to customers that its products and services meet expectation.
- e. ISO 9001 is positive for organisational image as it shows that you comply with internationally recognised quality standard.

5.6 The Role of Staff in the implementation of ISO 9001

- a. Know your job, do it well and on time.
- b. Be committed, responsible and remain accountable.
- c. Ensure your Working tools are available and well maintained.
- d. Be a team player.
- e. Maintain records/Evidence of assigned jobs.
- f. Suggest better ways of improving the system.
- g. Be ready for ISO 9001 System Audit of your work at any time.
- h. Be audit friendly and co-operate with System Auditors.
- i. Support the ISO 9001 implementation in your office.
- j. Remember you are very important; we cannot achieve ISO 9001 certification without your positive contributions.

5.7 Quality Management System Principles

The QMS principles have changed from eight (8) in ISO 9001:2008 to seven (7) in ISO 9001:2015 with amendments to some of the former 8 principles as presented below:

S/N	ISO 9001:2008		ISO 9001:2015
(a)	(b)	(c)	(d)
1	Customer Focus	1	Customer Focus
2	Leadership	2	Leadership
3	Involvement of the people	3	ENGAGEMENT of the people
4	Process approach	4	Process Approach
5	System approach to management		*****
6	Continual improvement	5	IMPROVEMENT
7	Factual approach to decision making	6	evidence-based decision making
8	Mutually beneficial supplier relationships	7	relationship management

6. FRSC REGULATIONS ON DISCIPLINE, 2018

6.1 Offences Relating To Duty

- a. AWOL - Major Entry and forfeiture of Salary for the number of days.
- b. Desertion - Dismissal
- c. Dereliction of duty - Loss of seniority
- d. Lateness - minor entry or reprimand.
- e. Malingering -Major Entry and forfeiture of Salary for the number of days.
- f. Acts of Negligence - Loss of seniority

6.2 Offences Relating To Information

- a. unauthorized disclosure of Information-Termination
- b. failure to make report - Loss of seniority
- c. Presentation of false document or certificate - Termination
- d. Unauthorised educational qualification - Loss of seniority.
- e. Concealment of higher qualification on Appointment- Loss of seniority.

6.3 Offences Relating to Borrowing, Lending Debts, Illegal Employment, Petitions and Improper Dressing

- a. Borrowing from junior staff-Reduction in rank.
- b. Failure to pay debt - Reduction in Rank
- c. Carrying on any other paid employment - Termination
- d. Influenced promotion - Major Entry.
- e. Improper dressing - Major Entry.
- f. Anonymous petition - Termination

6.4 Offences Relating to Corruption, Gross Misconduct and Indiscipline

- a. Obstructing Marshals on Duty -Loss of seniority.
- b. Incivility to member of the public - Loss of seniority.
- c. Maltreatment and false complaint - Major Entry.
- d. Bribe - Termination of Appointment.
- e. Failure to make entry after patrol - Reduction in rank.
- f. False Allegation - Termination of Appointment
- g. Disobedience to Standing/particular order -Major Entry.
- h. Failure to pay compliment - Magic Entry.
- i. Improper channel of correspondence - Reduction in Rank.
- j. Drinking or smoking while on duty - Reduction in Rank.
- k. Forgery - Termination of Appointment
- l. Assault/civic conduct- Reduction in Rank.
- m. Manslaughter/murder- (criminality) handed over to police, placed on half salary and upon conviction dismissed from service.
- n. Mutiny- dismissal from service.
- o. Rape - dismissal from service.
- p. Rioting - Dismissal from service.
- q. Scandalous behaviour- termination of appointment.

- r. Rudeness to superior- loss of seniority.
- s. Stealing or looting- dismissal from service.
- t. Treason- handed over to police, placed on half salary and dismissal from service upon conviction.

6.5 Offences relating property

- a. Damage to property: Replacement of the property damaged within 3 months.
- b. Driving and damaging of Corps vehicle by non-commissioned driver or offender's vehicle -Payment of cost of repairs or replacement of vehicle within three (3) months or have appointment termination.

6.6 Offences relating information processing

- a. Unauthorised production of driver licence- Termination of appointment.
- b. Unauthorised production of number plate- Termination of appointment.
- c. Duty room offences- Reduction in rank.

6.7 Other offences

- a. failure to testify before FDP- Reduction in rank
- b. False information to FDP- Reduction in rank
- c. Wilfully insults/assaults in FDP- Reduction in rank
- d. Continuous misconduct- Termination of appointment.

6.8 Procedure for FDP

An FDP may be convened by the appropriate Authorizing Officers to investigate Officers from the rank of ACC to DCM for all misconducts under the Regulations, and also for members of the Corps from the rank of RMAIII to CRC for misconducts that may attract punishment not lower than loss of seniority on conviction. See Regulation 61.

Who can convene an FDP?

FDP may be convened by any of the following appropriate Disciplinary Authorities:

- a. The Chairman of the Commission
- b. The Corps Marshal
- c. Heads of Department (HODs)
- d. Corps Officers (COS)
- e. Heads of Special Unit
- f. Zonal Commanding Officers (ZCO)
- g. Sector Commanders (SC)
- h. Unit Commanders (UC). See Regulation 58.

The Composition of FDP and Qualifications for Membership

FRSC Disciplinary Panel shall compose of the following:

- a. A Chairman, who shall not be below the rank of CRC
- b. Three other members one of whom shall be a Legal Officer of the Command where the misconduct is committed or a Legal Officer in Legal Office in RSHQ; and
- c. A Secretary who is also a member.

It should be noted that where a Marshal is being investigated, one of the members should be a Marshal not below the rank of Senior Marshal Inspector (SMI). See Regulation 59(1).

A Marshal should not be a member of an FDP set up to investigate an Officer except where the Officer is jointly investigated with a Marshal.

The Chairman investigating an Officer must be senior in rank to the defaulter and must not be below the rank of a Chief Route Commander (CRC).

No member of the Corps shall be appointed to serve in the FRSC Disciplinary Panel except he is subject to the Corps Regulations and has been in the service of the Commission for a period of not less than Six (6) months. See Regulation 60.

If a member of the Corps is a complainant at any proceedings, he should not be a member of the Panel investigating the defaulter.

A person to be called as a witness should not also be a member of Panel.

FDP Investigation Procedure

Investigation in an FDP is conducted in the following manner:

- a. A defaulter must be informed of the allegation(s) against him in writing and given at least seventy-two (72) hours to prepare his defence. Note that once all disciplinary matters are published in PART ONE ORDER, they are deemed to have been officially communicated to all members of the Corps and the defaulter once published.
- b. The defaulter shall be marched in, before an FDP without head dress and belt by the Provost.
- c. The names of members of the FDP should be read to the hearing of the defaulter before the investigation begins.
- d. The defaulter is entitled to object to the membership of the Panel with good reason.
- e. Oath shall be taken by the members of the Panel.

- f. The allegation(s) are to be read to the hearing of the defaulter before commencement of investigation.
- g. Plea shall be taken by the defaulter. It has to be guilty or not guilty. There is nothing like guilty with reason. It simply means not guilty.
- h. Both sides call witness (es) (if any) and they must be placed on oath.
- i. There are examination-in-chief, cross examination and re-examination by witnesses on both sides.
- j. Exhibits are to be tendered, if any, in the form of documents or any other thing by both sides (if any).
- k. Investigations should be properly recorded in register(s) or electronic record to be maintained by AHR, RSHQ and field Commands.
- l. The panel may after hearing evidence dismiss the allegation or call on the defaulter to state his defence.
- m. Also upon conclusion, the Panel may record a finding of not guilty but if it considers the allegation proven it shall record a finding of guilty. A member of the Corps can only be punished once it is proven that he has committed misconduct contrary to the Regulations.
- n. Note that the Panel can recommend a lighter punishment if the misconduct established is less than the misconduct being alleged. See Regulation 59(3).
- o. Punishment (s) recommended in respect of misconduct (s) take effect from the date the punishment is approved by the Management or the appropriate authority. See Regulation 62.
- p. Copies of disciplinary proceedings including all exhibits (if any) are to be forwarded to Corps Marshal.
- q. Any defaulter who is dissatisfied with the decision of an appropriate authority shall have right of appeal to the Commission or to Corps Marshal in the absence of the Commission. The appeal shall be forwarded to the Commission through the approved channel of communication but an advanced copy may be sent to the Commission or Corps Marshal within two weeks. See Schedule 3 of the Regulations.

6.9 Procedure for Summary Proceeding Disciplinary Panel (SPDP)

This aspect of investigation is conducted in a summary manner. When a report or allegation has been made orally or in writing to the appropriate authority, the appropriate authority shall if convinced that a prima facie case has been established, direct that the Officer or Marshal against whom the report is made appears before him and two others and state the allegation to the defaulter and request him to make his defence immediately.

A Marshal not below the rank of Senior Marshal Inspector is to be one of the two others where the defaulter is a Marshal.

If the defence put up by the defaulter is not satisfactory, the appropriate punishment shall be recommended to the appropriate authority.

The summary proceeding shall be recorded verbatim in a Summary Proceeding Register.

Note that for all members of the Corps where the punishment is dismissal, termination, reduction in rank or loss of seniority, investigation shall be by FRSC Disciplinary Panel which shall make appropriate recommendations to the appropriate authority. Also note that ACC and above do not face Summary Proceeding for any misconduct committed by them. See Regulations 55 to 58.

7. UTILIZATION OF STATISTICAL SURVEY IN ROAD TRAFFIC MANAGEMENT

7.1 STATISTICAL SURVEY

A statistical survey passes through several stages before completion, starting from planning and ending with writing the final report. These stages can be summarised under two broad headings:

- a. Planning the Survey
- b. Executing the Survey.

7.2 WHAT IS TRAFFIC SURVEY?

Traffic Survey is a detailed study of the traffic conditions of an area or section with a view to assessing the traffic prospects and the financial implications of new line projects, restorations and other traffic facilities. For a range of planning purposes traffic survey is useful for the following:

- a. To calculate historical trends
- b. To calculate hourly, daily, and seasonal variation factors
- c. To provide a summary of the existing system, in terms of supply, demand, and performance
- d. To identify existing problems;
- e. To determine the timing and sample rate of further surveys;
- f. As a base for predicting future demand and performance, in order to plan improvements

7.3 TYPES OF TRAFFIC SURVEY

a. **Road Inventory Survey:** This is a database (or computer disc) containing traffic information needed to answer legal questions or to provide quick and accurate answers to whatever complexities in traffic management with ease. The inventory should contain at least the following basic information:

- i. Name of the road
- ii. Status (could be a town way or a privately-owned road)
- iii. Width
- iv. Approximate Length

b. **Traffic Volume Survey**

Collect data on the number and types of vehicles passing a specified point on a link (link counts), or making specified movements at a junction (turning counts). Volume of traffic is expressed as a rate of flow, usually either as

vehicles per hour (veh/h) or vehicles per day (veh/day) which is often converted into the value "AADT" (Annual Average Daily Traffic).

c. Origin-Destination Survey: When a new road is being planned, or extensive improvements are to be carried out to an existing road, or a bypass is under consideration, the amount of traffic likely to use it cannot be ascertained from a simple census and it may become necessary to collect information about the origin and destination of traffic passing through the main area in which the road is situated

d. Spot Speed Survey: The speed of vehicles can be measured instantaneously (spot speed), or averaged over distance or time. The spot speed of a vehicle varies continuously, as the vehicle accelerates or brakes. Spot speed data is used to:

- i. Determine observance of, and suitability of existing speed limits.
- ii. Establish suitable new speed limits.
- iii. Determine a suitable design speed for geometric design of the highway
- iv. Provide information for use in road safety and enforcement programs
- v. Assist the location of certain traffic signs
- vi. Determine speed-flow relationships and traffic densities

e. Network Speed and Delay Survey: Average network travel times and journey speeds are a major measure of road traffic performance. Not only are they an indication of existing road link and network performance, but they help identify specific congestion spots and are important as an input to traffic models and road investment appraisals.

f. Junction Delay Survey: Delay is extra journey time incurred when a vehicle is impeded, in excess of the journey time. Most delays in an urban area arise at junctions or accesses. Junction delay is a measure of junction performance, usually presented in the form of average delay per vehicle. Two survey techniques are used in a junction survey:

- i. Stopped Vehicle Count Method (counting the number of stationary queuing vehicles at fixed time intervals)
- ii. Elevated Observer Method (timing sampled individual vehicles from a high vantage point)

g. Parking Survey: Parking surveys provide the data upon which the parking policy for an area can be decided. The provision of parking is

obviously a major factor, primarily for private cars, in the accessibility of an area. Car parking spaces can be classified as:

- i. On-street or off-street
- ii. Public (i.e. available to the public) or private
- iii. Formal (i.e. marked and controlled spaces) or informal.

h. **Pedestrian survey:** The main objective of Pedestrian survey is to assess the pedestrian flow along and across the intersecting arm at junctions and mid blocks to suggest improvement for safe movement of pedestrians. Special pedestrian survey needs to be conducted when the alignment passes by such locations, e.g. school, Hospitals, well, etc.

i. **Intermediate public transport operator survey:** The objective of this survey is to understand the need of public transport user characteristics (origin, destination, mode, trip length and travel cost). This survey is aimed at finding out when, where, how often and why people use buses and trains to evaluate the current services provided and to improve them where possible based on the results.

j. **Axle Load Survey:** Axle load survey is needed to generate data for pavement design.

7.4 PLACES WHERE SURVEY CAN BE CONDUCTED

a. **Toll Plaza Ticketing:** This process is very efficient for the collection of revenue; it may also be used for conducting traffic survey.

b. **Registration Offices:** Every new vehicle has to be registered with the government when it is bought by its owner.

c. **Statistical approach:** This method is applicable when past records of countries are maintained, and using statistical approaches, informed decisions can be made about future.

d. **By interviewing:** Traffic survey interview requires knowledge about daily traffic density at different places at different times, which is cumbersome? Many transporters will not stop.

e. **Check posts:** Check posts are provided at the entrance and exit points of a city or a province to maintain the legal entry and exit so that thefts & other criminal cases could be avoided as far as possible. It's also used to conducted traffic survey.

f. **Global positioning system:** This technique involved vehicle fitted with chip that records data and sent such to the control room, also known as "*automated surveillance technique*"

7.5 IMPORTANCE OF TRAFFIC SURVEY

- a. Increase the efficiency and life of roads
- b. Reduces traffic volume at a particular section
- c. Provide better means for development of infrastructures
- d. Provide better means to utilize other roads in case of special events in the city
- e. Provide estimate of number of vehicles against number of persons.

7.6 DRAFTING A QUESTIONNAIRE

The success of the questionnaire method depends to a large extent in proper drafting of the questionnaire. The following principles can be followed:

- a. Polite covering letter should be sent to the respondent with the questionnaire.
- b. Number of questions should not be very large
- c. The questions should be short and clear
- d. If opinion of respondent is sought on an issue, question should be so framed
- e. Questions of a personal nature should not be asked
- f. Question, which hurts the sentiments of the respondents should not be asked.
- g. There should corroboratory questions to crosscheck answers
- h. Questions whose answers require calculations should not be generally asked.
- i. The questionnaire should look attractive and impressive.
- j. Every question must relate to and relevant to research questions and hypothesis.

7.8 PRE- TESTING A QUESTIONNAIRE

Before the questionnaire is finalized it is always worthwhile to pre-tested because:

- a. To know the type of response that we may ultimately get from the respondents.
- b. To detect in appropriate questions and may need a change
- c. To clarify some concepts
- d. To find out the co-operation of respondents

7.9 TECHNIQUES OF DATA COLLECTION

There are two important techniques of data collection, namely

- a. Census Technique
- b. Sample Technique

The choice of technique depends on a number of factors such as:

- i. Availability of resources;
- ii. The time factor;
- iii. The degree of accuracy desired; and
- iv. The nature and scope of the problem.
- v. Degree of Accuracy Desired

The investigator has to decide about the degree of accuracy that he wants to attain. It may be pointed out that absolute accuracy is seldom possible in statistical work because Statistics are based on estimates. Tools of measurements are not always perfect. There is unintentional bias on the part of the investigator, enumerator or informant.

Miscellaneous Considerations

Consideration should be given to various other matters such as whether the enquiry is:

- i. Official, semi - official or non-official
- ii. Confidential or non-confidential
- iii. Regular or ad-hoc
- iv. Initial or repetitive
- v. Direct or Indirect

An official survey is conducted by or on behalf of the Federal, State or Local Government, a semi - official enquiry by bodies which have government patronage and non - official enquiry by private bodies or individuals.

General report highlights the following:

- a. Statement of the purpose of the survey
- b. Description of the coverage
- c. Collection of Information
- d. Numerical Results
- e. Accuracy attained
- f. Miscellaneous Considerations

Technical report includes the following:

- a. Specification of frame
- b. Design of the Survey
- c. Personnel and Equipment
- d. Statistical analysis and computational procedure

- e. Comparison with other sources of information
- f. Observation of Technicians

EXAMPLE:

In a 52-hour traffic count survey, the numbers of vehicles counted per hour along Udi-Onitsha Highway are presented below:

24	25	27	26	22	23	24	25	24	25	24	23	26
28	24	25	23	24	25	25	24	25	25	22	27	28
27	26	25	24	25	28	26	25	27	25	24	27	24
25	25	24	25	24	26	27	25	27	26	25	28	26

Questions

- a. Construct the distribution table for this report, using statistical tally.
- b. Based on your frequency distribution table determine the mean, median and mode.
- c. Illustrate this report by a simple Bar Chart.

SOLUTION A:

X	TALLY	FREQUENCY
22	II	2
23	III	3
24	IIIIIIII II	12
25	IIIIIIII IIII II	17
26	IIII II	7
27	IIII II	7
28	IIII	4
Total		52

SOLUTION B:

X	FREQUENCY(f)	xf	cf
22	2	44	2
23	3	69	5
24	12	288	17
25	17	425	34
26	7	182	41
27	7	189	48
28	4	112	52
TOTAL	52	1309	

Mean; $\Sigma fx / \Sigma f = 1309 / 52$

=25.17

=25(approximately)

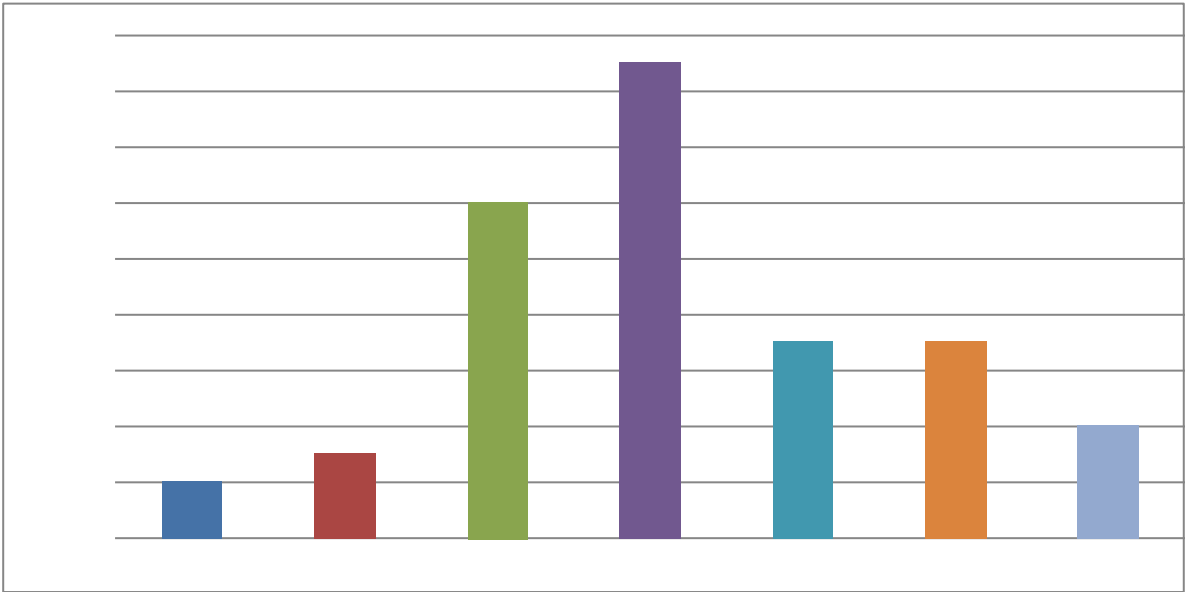
Mode = 25 (Since 25 had the highest frequency)

Median:

X	Ranking
22	1 st
23	2 nd
24	3 rd
25	4 th
26	5 th
27	6 th
28	7 th

Median = 25: since the 4th ranked data is at the middle of the sample as shown on the table

The Bar Chart



8. ADVANCE SWORD DRILLS

Sword Drill is taught to Officers who bear and use swords on parades. The two main qualities that should be pursued in sword drills are

- a. Accuracy
- b. Graceful movement

When drawn the sword is always held at the 'carry' with two exceptions:

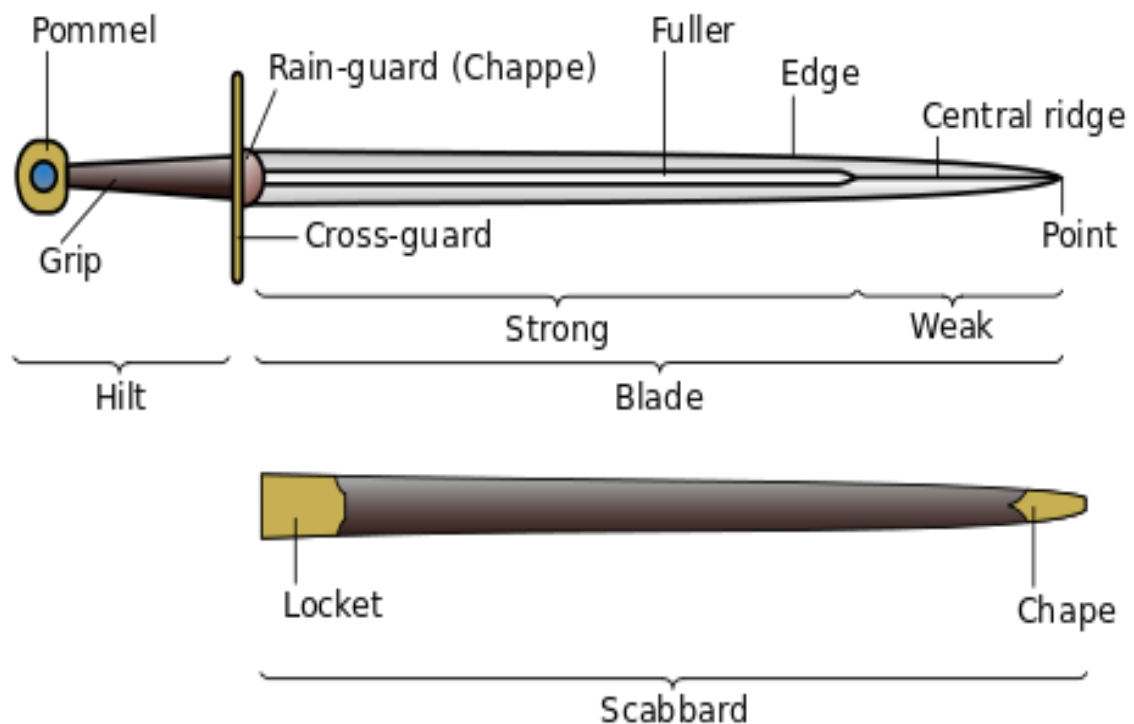
- a. When Marshals are matching at ease
- b. When colours are sloped.

When officers are ordered to "**FALL IN**", they will come to attention, draw their sword before stepping off.

When ordered to "**FALL OUT**", they will salute the senior officer, return their swords and fall in behind him.

Parts of the Sword

- a. Tip
- b. Blade
- c. Pommel
- d. Hilt
- e. Handle



8.1 CONCEPT

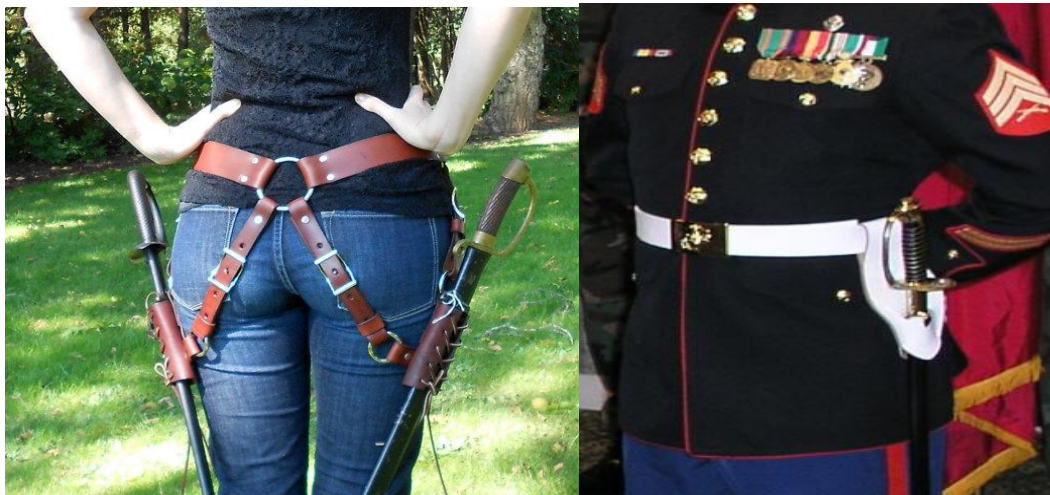
Officers are known by the sword" they carry", swords in drill are only carried by officer, it's a sign of dignity and carriage for the cadre, its only commissioned officers that are allowed to draw sword while on parade. Senior marshals can only wear the sword but can't draw the sword while on parade.

8.2 METHOD OF WEARING THE SWORD

- a. **Sam Browne belt:** This is hung vertically with the hilt facing to the front and the pommel in line with the top of the Sam Brown. As the sword hilt is already facing the front, no assistance is required by the left hand to turn the sword to the front.



- b. **Slung sword:** The sword is hung on the belt hook, hilt to the rear behind the left elbow, shoe of the scabbard to the front. The method of drawing and returning is given in subsequent paragraphs.



- c. **Trailed sword**

Wearing of sword: The sword is worn in this position by mounted officers, when they are dismounted; the shoe of the scabbard when the sword is not

drawn, rests on the ground behind the left heel; the hand holds the handle of the sword, back of the hand to the left, fingers curled around the handle, thumb around the right side. The sword handle is forward of the body.



Draw Sword

In drawing of sword for the purpose of Drill, the movements are basically divided into three steps i.e.

- a. Miss
- b. Recover
- c. Carry

Note: Drawing of sword must be from attention position.

8.3 POSITION OF ATTENTION

For the various methods of wearing swords the position of attention will be.

- a. **Sam Browne belt:** The position of attention, except that the scabbard is held with the left hand, the left arm straight, thumb curled around the front back of the hand to the left, forefinger running down the left side, remaining fingers curled around the back. (In some Corps and Regiments the left arm is bent outside the hilt).
- b. **Slung Sword:** The position of attention with the hilt of the sword behind the left elbow.
- c. **Trailed Sword:** The position of attention except that the left hand holding the sword in its scabbard is slightly forward of the left thigh.

"DRAW SWORDS - ONE!"

- a. Grasp the top of the scabbard with the left hand and turn it so that the hilt of the sword is pointing to the front-back of the hand to the left, fingers curled round the scabbard, thumb on the right side, left elbow to the rear. At the same time take the right hand across the body and grasp the handle of the sword, back of the hand to the rear.



b. Draw the sword with the right hand until the forearm is horizontal and as close to the body as possible with the pommel of the sword in line with the shoulder.

Note: All these movements are done in sequence without pause.



"SQUAD-TWO!" Draw the sword sharply forward and upwards and assume the position of the "Recover" with the tip of the sword uppermost - edge to the left, hilt in line with the mouth, fingers curled around the handle thumb pointing upwards, back of the hand to the front, forearm and elbow close to the chest At the same time release the scabbard and adopt the position of attention with the left hand.



d. "SQUAD-THREE!" Bring the sword to the right side and assume the position of the "Carry" with the blade vertical and edge to the front; change the grip during this movement curling the fingers lightly on the forefinger and thumb, forearm horizontal, elbow close to the side.

Note: To ensure that the sword is upright on the march it should be held lightly balanced and gripped by the thumb and fore finger, the finger extended giving balance.



Return Sword

a. **"Return Swords-One!"**

i. With the right hand bring the sword across the body, keeping it vertical, until the hilt is to be left of and in line with, the left shoulder. The edge is to the left and right elbow is raised. At the same time seize the scabbard with the left hand and turn it clockwise through 180 degrees with the fingers curled around the top, the thumb on the inside and the elbow to the rear.

ii. Allow the point of the sword to drop to the rear until it is parallel to the left side of the body. Allow the handle to rotate through the fingers so that the hilt is facing the front. When the sword point touches the scabbard, raise the sword and with the fingers of the left hand, guide it into the mouth of the scabbard.

Force this sword into scabbard to the position of "Draw Swords -One"

b. **"Squad-Two!"** Place the right hand, with the palm downwards the fingers curled, on top of the pommel and with the left hand still holding the scabbard, force the sword onto the scabbard, with the right forearm horizontal and elbow raised.

c. **"Squad-three!"** Return both hands to the side. As lefthand returns to the side give the scabbards a flick to ensure that the sword twists back to the position of attention.

Slope Swords

"Slope Swords!" is done only from the carry. Allow sword to drop back on to the right shoulder, the forearm remains horizontal, the fingers rest on the handle and the little finger goes behind the handles.



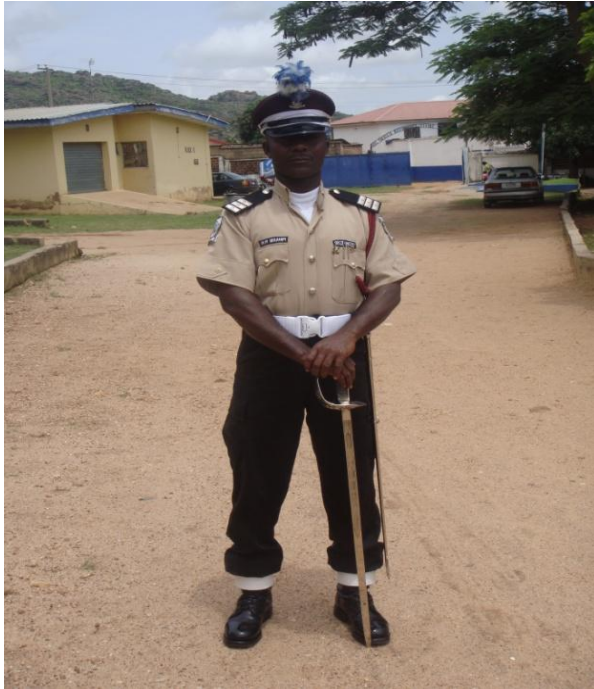
Stand at Ease (Sword Drawn)

"Stand at-Ease!" Bend the left knee" and slope the sword.

Note: The left hand remains to the side except with the trailed sword.

Stand Easy (Sword Drawn).

"Sword-Easy!" Allow the point of the sword to fall forward and to the left so that it is placed to the ground between the feet in line with the tips of the toes. The Hilt faces right and the hand is cupped on top of the pommel. Place the left hand on top of the right hand and relax the body.



STAND AT EASE (DRY GROUND)



STAND AT EASE (WET GROUND)

Saluting (At the Halt)

- a. **"Salute to the Front-One!"** Bring sword to the recover.
- b. **"SQUAD-TWO!"** Lower the sword swiftly to the right side so that the right arm is straight the edge of the sword is to the left, the point is 12 inches from the ground and in front of the right shoulder. The thumb is flat on the side of the handle and the fingers grip the handle. The hilt is just behind the right thigh.
- c. **"Squad-Three!"** Bring the sword to the Recover.
- d. **"Squad-Four!"** Return to the carry.

Note:

- i. Marshals with the exception of Chief Inspector, on Trooping the Colour Parades, do not salute with the sword. "Carry swords" is the compliment given.
- ii. Officer (Recipient of Salute) will salute when on saluting officer complete action on "Squad Two" Remain in position of salute to drop hand simultaneously as saluting officer completes action on "squad Four".



SALUTE TO THE FRONT

SALUTE TO THE FRONT - SIDE VIEW

8.4 SALUTING ON MARCH IN SLOW TIME

The movement starts from the carry, as the left foot comes to the ground after the word of command "Eyes Right" or "Left" it lasts over four paces, finishing on the right foot. There is no pause between the movement, which will be carried out as one graceful gesture, with the hand moving at about the same speed as the feet in all movements except the first one.

- a. "SALUTING BY NUMBERS, SALUTE TO THE RIGHT-ONE" Shoot the right arm out above shoulder high so that the pommel of the sword is in line with the top of the shoulder. The sword is square off to the right, blade vertical edge to the right. At the same time turn the head and eyes to the right (or left).
- b. "SQUAD-TWO!" Keep the blade vertical and hand and elbow, at the same height as for the first movement. Bring the sword round in a circular sweep across the body so that the pommel of the hilt comes to the point of the left shoulder. The elbow is kept level with the shoulder and the thumb remains round the handle.
- c. "SQUAD-THREE!" Without a pause, continue the sweep, the sword passing through the position of the recover, until the pommel is in front of the point of the right shoulder. Elbow shoulder high, upper arm horizontal, hand in line with the mouth.
- d. "SQUAD-FOUR!" Lowering the elbow to the side and changing the grip so that the thumb points up the side of the handle, lower the sword to the position of the salute.

The timing is as follows:

- i. Left foot comes to the ground shoot the right arm out
- ii. Right foot comes to the ground sword at the left shoulder.
- iii. Left foot come to the ground sword at the right shoulder.
- iv. Right foot comes to the ground point lowered to the salute.
- e. "EYES-FRONT!" Given as the right foot comes to the ground. As the next left comes to the ground, turn the head and eyes to the front and at the same time bring the sword to the position of the recover, elbow close to the side. As the left foot next comes to the ground bring the sword down to the position of the carry.



**SALUTING WITH SWORD- SLOW MARCH
(STEP ONE)**



**SALUTING WITH SWORD- SLOW MARCH
(STEP TWO)**



**SALUTING WITH SWORD-
SLOW MARCH (STEP THREE)**



**SALUTING WITH SWORD- SLOW
MARCH (STEP FOUR)**

Saluting on the March in Quick Time

The sword will be retained at the carry. The head and eyes will be turned off on the word of command given to the troops.

8.5 MOUNTED SWORD DRILL

To Draw Swords

- a. "DRAW SWORDS ONE!" Bring the right arm across body, over the bridle arm, and draw the sword until the hilt rests on the bridle arm. If required put the right hand through the sword knot and take two or more turns to secure it. Grasp the handle, with the forearm and elbow close to the body. Body is upright and shoulders are square to the front.
- b. "SQUAD-TWO!" Draw the sword sharply and bring it to the position of the recover.
- c. "SQUAD-THREE!" (Position of the Carry). Force the sword down to the right thigh so that the upper arm is vertical, elbow close to the side, wrist resting on the thigh, blade vertical, edge to front, hilt resting on the top of the hand, first three fingers gripping the handle, little finger behind to steady it, pommel pressed against the thigh.

Slope Swords

"SLOPE SWORDS!" Raise the forearm until it is horizontal, hand in front of the elbow and lower the sword on to the shoulder as already detailed.

Sit At Ease

"SIT AT EASE!" (From the slope only). place both hands on the front of the saddle, right over left, without removing the sword from the shoulder.

Return Swords

- a. "RETURN SWORDS ONE!" As already detailed passing the right arm over the bridle arm.
- b. "SQUAD-TWO!" As already detailed (if necessary, clearing the hand from the sword knot)
- c. "SQUAD-THREE!" Return the right hand to the side.

Proving

With the sword at the slope a man ordered to prove will come to the carry. On the command "As you were" he will slope swords.

8.6 FUNERAL EXERCISES WITH SWORD

Funeral exercise with swords is done as follows:

- a. Processional troops will march with their sword reversed, but should reverse sword before stepping off.
- b. When marching in quick time the left hand will be removed from the sword and the arm swung. The sword hilt will be allowed to drop, bringing the sword to horizontal position under the right armpit.

8.7 SWORDS

The Reverse from the Carry: This movement will be done when soldiers reverse from the shoulder.

- a. "REVERSE ARMS-ONE!" Force the sword under the right arm pit, edge uppermost, by twisting the wrist and dropping the point of the sword to the left front; hilt on top and in front of the right shoulder, fingers of the right hand are together and straight and to the right of handle, thumb to the left, back of the hand to the right, right elbow against the side and the sword at an angle of 45 degree.
- b. "SQUAD-TWO!" Seize the blade with the left hand behind the back, in line with waist belt, back of the hand underneath.

Note: The reverses from the carry will be done working on the first and third movement of the rifles.

8.8 CHANGE SWORDS FROM THE REVERSE

- a. "CHANGE ARMS-ONE!" Return the left hand to the side and at the same time change the grip of the right hand by placing it underneath the sword handle, thumb on the right; the hilt to the front.
- b. "SQUAD-TWO!" Pass the sword across the body into the left hand, return the right hand to the side, rotate the hilt to the right and force the sword under left armpit, thumb to the left fingers curled around the handle, hilt uppermost.
- c. "SQUAD-THREE!" Seize the blade with the right hand behind the back, back of the hand underneath, sword at an angle of 45 degrees. Change the position of the left hand on the handle, so that the fingers are together and straight on the left and the thumb is on the right with the back of the hand to the left.

To Rest on Swords Reversed from the Present

- a. "REST ON YOUR ARMS REVERSED-ONE!" Bring the sword to the recover" from the present.
- b. "SQUAD-TWO!" Allow the point of the sword to fall forward and place the point between the feet in line with tip of the toes, edge to the right, rotating the hilt to the right. At the same time move the grip of the right hand so that it is resting on the pommel. Keep the elbow raised. This movement is done to a count of eight seconds.
- c. "SQUAD-THREE!" Place the left hand on top of the right with the elbow raised.
- d. "SQUAD-FOUR!" Drop the elbows to the sides.
- e. "SQUAD-FIVE!" Lower the chin on to the breast.

Note: All these movements are done with dignity. The third, fourth and fifth movement are not hurried.

Present from Rest on Arms Reversed

Before this movement is done the party must be called to attention on which command the head and the elbows are raised simultaneously.

- a. "PRESENT ARMS-ONE!" Left arm moved sharply to the side through shortest route.
- b. "SQUAD-TWO!" Twist the sword clockwise so that the hilt is facing left and thumb pointing down.

c. "SQUAD-THREE!" The sword is moved round the right thigh to the side through the shortest route. The tip of the sword 12 inches above the ground.

Note: This is the only exercise when present arms is done without going through the "recover".

Military and paramilitary parades would be incomplete without the use of the sword. All officers are known by the sword they carry, though a weapon it also serves as an instrument to showcase dignity, valour and pride in time of peace, as part of dressing, ceremonial parades and celebrations

9. CONTEMPORARY ISSUES IN FRSC

9.1 The FRSC: Commission & Corps / Key Responsibilities

The **Commission** is headed by a Chairman with five (5) members and the Corps Marshal. It is saddled with the responsibility of making policies.

The **Corps** is headed by the Corps Marshal supervises the activities of Departments, Corps Offices, Special Units, and Field Commands. The Corps implements the policies made by the Commission.

9.2 CORE FUNCTIONS OF THE CORPS

The core functions of the Corps include:

- a. Prevent or minimize accidents on the highways
- b. Clear obstructions on the public highways
- c. Educate all road users on the proper and safe use of the highways
- d. Provide prompt rescue services to road traffic accident victims
- e. Conduct research on causes and prevention of Road Traffic Accident and implement results of such research.
- f. Determine and enforce speed limits to all categories of vehicles according to the classes of roads
- g. Cooperate with Bodies, Agencies, and Groups engaged with road safety management locally and internationally.
- h. Any other duties that the Federal Government may assign from time to time

9.3 CORPS FORMATIONS

- a. 12 Zonal Commands
- b. 37 Sector Commands
- c. 223 Unit Commands
- d. 56 Outposts
- e. Command & Staff College
- f. Academy
- g. Marshal Inspectors Training School
- h. Road Marshal Asst. Training School
- i. 13 Staff Clinics
- j. 2 Cottage Hospitals
- k. 221 Driver License Centres /Work Stations
- l. 3 Medical Centers
- m. 2 Print Farms
- n. 3 Number plate Production Centres

- o. 6 Mini-Number Plate Plants
- p. 1 Signage Plant
- q. 53 Zebra Points
- r. 2 NVIS Clinics
- s. 1 Sick Bay
- t. 764 Station Offices
- u. 29 Help Areas / RTC Clinics

9.4 COMMAND HIERARCHY

S/No	COMMAND ORDER
1	HEADQUARTERS
2	ZONAL HEADQUARTERS
3	SECTOR COMMANDS
4	CORRIDOR COMMANDS
5	UNIT COMMANDS
6	OUTPOST COMMANDS
7	STATION OFFICES

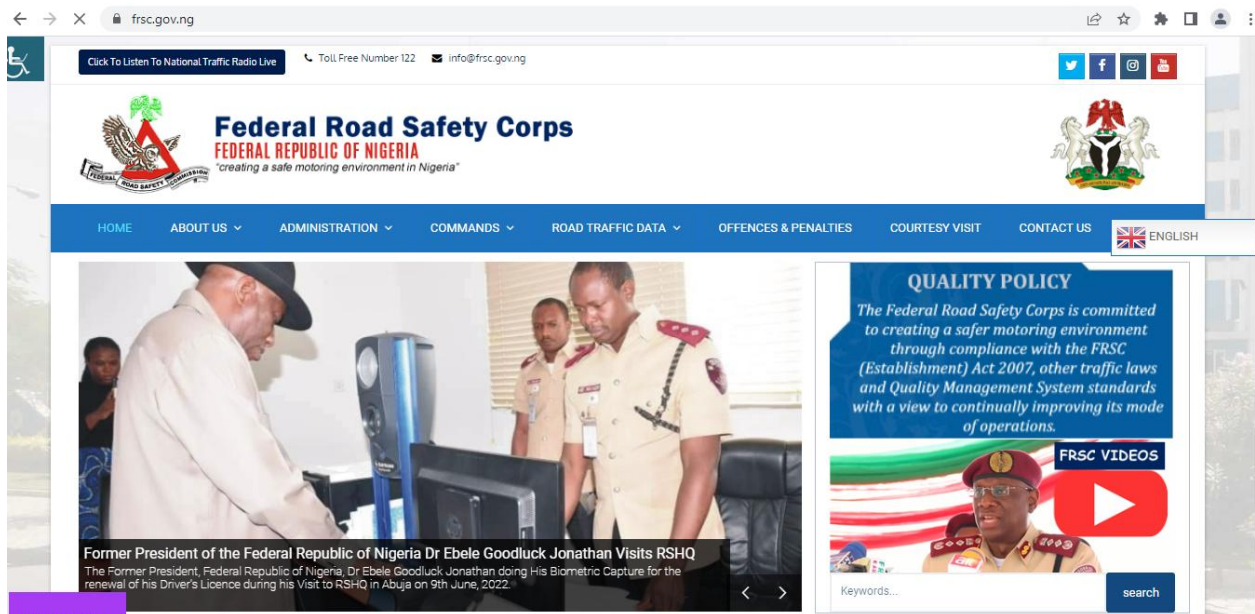
9.5 LIST OF NEW MODEL COMMANDS

The Corps has its permanent structures in the following states:

- a. Kwara
- b. Kano
- c. Ebonyi
- d. Zamfara
- e. Osun
- f. Oyo
- g. Ekiti
- h. Kogi
- i. Akwa Ibom
- j. Delta
- k. Edo
- l. Nasarawa

- m. Cross River
- n. Gombe
- o. Taraba
- p. Kebbi

9.6 THE FRSC WEBSITE



It is safe for all Call Centre Operators and Front Desk Staff to direct all enquires to the FRSC Website since it has enormous information on Road Safety.

Information available for public dissemination includes:

- a. Corporate Strategic Goals
- b. FRSC Corporate Performance (Score-Card)
- c. NRSS (I&II)
- d. Corps Marshal Presentations and Speeches
- e. FRSC Presentations by Management Members and Staff
- f. Annual Reports
- g. Statutes Books e.g. FRSC (Establishment) Act, 2007, NRTR, etc.
- h. Seminars and Conferences
- i. Court Rulings
- j. Annual Lecture Series
- k. Publications from FRSC formations
- l. Road Transport Safety Standardization Scheme
- m. Driving School Standardization Programme, NDL, IVP
- n. Health Talk
- o. FRSC Housing Voice
- p. Events
- q. Forms

9.7 CORPORATE GOALS



FRSC | 2021

Corporate Strategic Goals

- 1** Minimize the Risk of Death in Road Traffic: Reduce;
 - RTC by 15%
 - Fatality by 20%
- 2** Improve Personnel Capacity and Competence in Road Safety Management
- 3** Broaden and Sustain Stakeholders Engagement.
- 4** Reposition, Strengthen and Sustain Road Safety Programmes.



FEDERAL ROAD SAFETY CORPS
2022 CORPORATE STRATEGIC GOALS

- 

1 Accomplish 15% reduction in Road Traffic Crash Fatality
- 

2 Enhance Road Safety Partnership for Innovative Intervention
- 

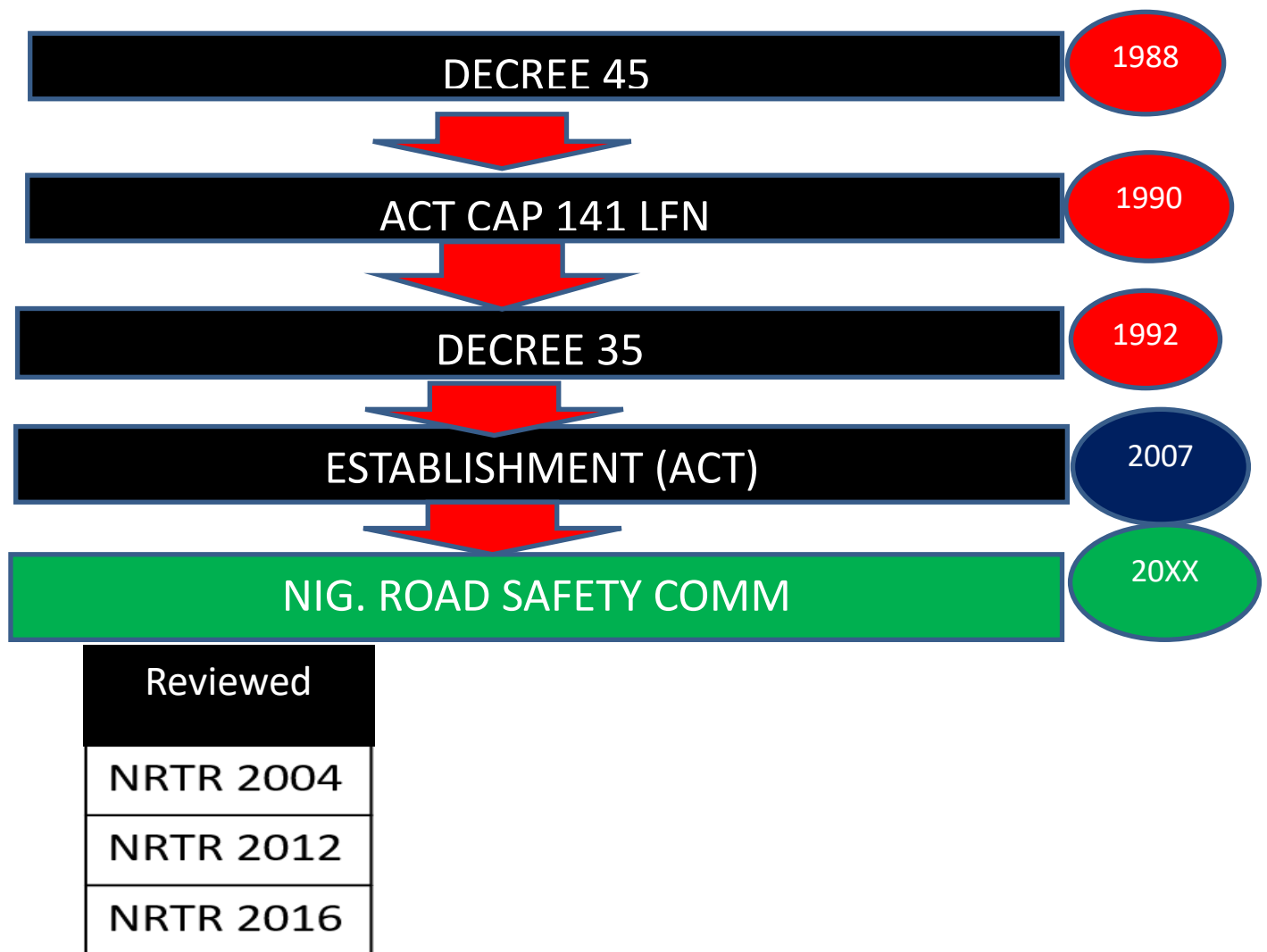
3 Consolidate on the Road Traffic Data System for Improved Road Safety Policy Formulation

0700 - CALL - FRSC Call toll free on: 122 <https://www.frsc.gov.ng>
 0700 - 2255 - 3772 080 7769 0362 SMS <https://www.facebook.com/federalroadsafetycorps>
 National Traffic Radio: 107.1 FM Abuja

15% 2022	
Fatality 6,205	Fatality 5,274
RTC 13,027	RTC 11,073

9.8 LEGAL INSTRUMENTS

FRSC (Establishment) Act, 2007



9.97-ES OF FRSC ADMINISTRATION / 4-POINT APPROACH

- Education and Enlightenment
- Engagement of Stakeholders
- Environment
- Emergency Management Services (EMS)
- Enforcement
- Engineering
- Evaluation

4-Point Approach

- Enlightenment
- Persuasion
- Subtle Force
- Full Enforcement

9.10 THE NIGERIA ROAD SAFETY STRATEGY (NRSS I &II)

NRSS II (2021 - 2030) was approved by the FEC on 10 Dec, 2020. The NRSS-II has a top-down implementation structure involving:

- a. Federal Government and its Agencies
- b. State Government and its Agencies
- c. Local Government and its Agencies
- d. Non-Governmental Organizations (NGOs)

NRSS II is an improvement on the achievement of NRSS I. Highlighting the difference between the NRSS I and II.

- a. Span: NRSS I was a medium-term plan of 5years whereas NRSS II is a long term plan of 10years span,
- b. One is the goal setting: For NRSS I, the reduction in road traffic crashes was to be by 35 percent by end of the year 2018, this has been pushed further and reduced to 50 percent by the year 2030.

9.11: NDL REGIMES AND VERIFICATION PLATFORMS

NDL Regime and Development

The Corps' role in the JTB regime on NDL processing should be well known Joint Tax Board (JTB). The members comprise of FRSC, BIR and VIO.

Note: New NDL Cost:

-3yrs- N10,350

-5yrs- N15,450

Verification Codes

- a. Drivers Licence: ndl (space)status send to 33811
- b. Number Plate: verifyplate(space) vehicle number send to 33324
- c. Vehicle Insurance: *565*11#

9.12: DSSP & VNP Reforms including NIN linkage

The DSSP has moved to Version 2.0. Note also that:

- a. NIN mandatory for all categories of Vehicle registration, effective from second quarter of 2021 in total compliance with the Presidential directives
- b. All applicants of vehicle registration are expected to present their NIN as a precondition for the registration of their vehicles
- c. There is no waiver for anyone, irrespective of their status in the society
- d. The alignment assists to compels citizens' registration, makes vehicle registration easier and helps the government in national planning
- e. It also enhances intelligence gathering for security of lives and property

9.13 FRSC TRAINING INSTITUTIONS/PROGRAMMES

To enhance road safety capacity in the Corps and in Nigeria, four Institutions were established namely:

- a. Command and Staff College
- b. Academy
- c. Marshal Inspectorate Training School
- d. Marshal Assistant Training School

Establishment of Command and Staff College, Enugu State: The Corps graduated Senior Course 1 (SC1) of the FCSC on 28th April 2022 while the inauguration of the Junior Course 1 (JSC 1) was on 20th May, 2022.

ENHANCED STAFF CAPACITY DEVELOPMENT: The Corps signed a Memorandum of Understanding with Federal University of Technology Owerri on 21 September 2021 for FRSC Academy Udi to become degree awarding institution on road transportation. *Call for commencement of programmes started 2022.*

9.14 NATIONAL TRAFFIC RADIO

The National Traffic Radio was inaugurated on 15 June 2021 by Vice President, Prof. Yemi Osinbajo, GCON. The FRSC operates a National Traffic Radio as a public education and awareness strategy on safe road usage in the country. The Radio transmits on 107.1FM and is accessible through the following media:

- a. Terrestrial Radio
- b. Online
- c. Mobile Apps

9.15 FIELD OPERATIONS MONITORING AND CONTROL PLATFORM

The Corps established and inaugurated the Field Operations Monitoring and Control Centre (FOMCC) on 21 October 2021. The Centre has improved public relations and reduced incidence of assault and mob attacks.

9.16 STATION OFFICES/ DATA REFORMS

Against the background of data conflict with the WHO and the need for resolution, the Corps established Station Offices to achieve the following:

- a. Data collection (RTC, NDL, NP, RTSSS, Hospital follow-up)
- b. Information reconciliation with the Police and other agencies
- c. Public enlightenment and dissemination of contemporary development in FRSC as relate to public good.
- d. Intelligence sharing with mother Commands,

- e. Public aspirations and expectations, including FRSC performance information feedback.

9.17 DRIVING PROFICIENCY CENTRE

To improve driver's proficiency and entrench professionalism in motorized driving in the country, the Corps in partnership with the Delta State Government inaugurated the Driving Proficiency Centre in MITS, Owa Alero, Delta State on 31 May, 2022.

9.18 ISO CERTIFICATION DRIVE AND RESULT



2013



2016



Expired Jan 2022



Expires 2025

9.19 WEST AFRICAN ROAD SAFETY ORGANIZATION (WARSO)

The Corps spearheaded the establishment of WARSO in May 2008 to advance the course of road safety in the sub-region. All fifteen (15) countries of ECOWAS are members of WARSO.

9.20 SIX UN ROAD SAFETY CONVENTIONS AND AGREEMENTS ACCEDED TO BY NIGERIA

1

1968 Convention on Road Traffic

2

1968 Convention on Road Signs and Signals

3

1958 Agreement concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations

4

1997 Agreement concerning the Adoption of Uniform Conditions for Periodical Technical Inspections of Wheeled Vehicles

5

1998 Agreement concerning the Establishing of Global Technical Regulations for Wheeled Vehicles, Equipment and Parts

6

1957 Agreement concerning the International Carriage of Dangerous Goods by Road (ADR)

10. INTERNATIONAL ROAD SAFETY ORGANISATIONS

International road safety organisations sprang up all over the world as a result of incessant road traffic crashes leading to untimely death of millions of people, and billions of dollars' worth of damage over the years. The death of Bridget Driscoll (17 August 1896) was the first recorded case of a pedestrian killed in a collision with a motor car marked the beginning of measures' and researches for the prevention of road traffic crashes.

10.1 DEFINITION OF CONCEPT

Road; A road is a thoroughfare, route, or way on land between two places that has been paved or otherwise improved to allow travel by foot or some form of conveyance, including a motor vehicle, cart, bicycle, or horse.

Safety; is the state of being "safe", the condition of being protected from harm or other non-desirable outcomes.

Road safety; refers to the methods and measures used to prevent road users from being killed or seriously injured.

10.2 INTERNATIONAL ROAD SAFETY ORGANISATIONS

- United Nations road safety collaboration
- International Traffic Safety Data
- PIARC
- Global Road Safety Partnership
- IRF
- Global Alliance of NGO for Road Safety
- West African Road Safety Organisation (WARSO)

United Nations road safety collaboration was established vide UN Resolution A/RES58/289 April, 2004 on IMPROVING GLOBAL ROAD SAFETY. By the resolution, WHO was invited to work with other UN regional commissions and act as a coordinator on Road Safety issues across UN system.

- **Permanent International Association of Road Congresses (PIARC)** which is known as World Road safety Association was established in 1909. It consists of 122 governments and has individuals, companies, authorities and organisations in over 140 countries.
- **Global alliance for road safety(the alliance).** It addresses gaps in Road Safety by providing platforms for networking and experience sharing with more than 200 NGO members from more than 90 countries.
- **International Road Safety Organisation (IRF).** Is a global non-profit organisation with a platform that brings public and private entities committed to road development and conducts researches on roads.

- **International Road Traffic and Accident Database (IRTAD)** was established in 1988, collects and aggregates international data on Road Crashes through which it provides empirical basis for international comparison and effective road safety policies.
- **West African Road Safety Organisation (WARSO)** was established in May, 2008 as a Sub-regional Organisation to promote Road Safety with a mission to 'Promote and reinforce road safety in West Africa'. Its objective includes:
 - a. Promote the creation of road safety organisations in the region.
 - b. Promote education on road safety in school and training of specialists.
 - c. Encourage harmonization of road traffic regulations in the sub-region.
 - d. Promote and organize joint activities for members.
 - e. Advice and support national road safety bodies.

On the global scene, FRSC takes leadership role of West African Road Safety Organisation (WARSO) as part of measures to scale up the bar on road safety management within the West African region. Further to this, the Corps has provided technical assistance to Sierra Leone, Liberia, Ethiopia and so on. It has secured implementation of a policy of robust engagement with international organizations for capacity building including World Bank project on Safe corridor Project etc; got Nigeria's accession to the Geneva and Vienna conventions on Road Signs and Markings, despite over six decades of the convention and also made Nigeria the first African country to be admitted into International Traffic Safety Data analysis group, IRTAD.

10.3 Contributions of International Road Safety Organisation in Nigeria

- a. Capacity building
- b. Improved cooperation
- c. Provision of equipment and facilities
- d. Improved effective collaboration
- e. Increased efforts for road safety education
- f. Improved stakeholder collaboration
- g. Improved road infrastructure
- h. Encourage collaboration among countries.

The Federal Road Safety Corps has ever since its establishment operated in tandem with global standards- bringing down the trend of crashes and reducing fatalities on the road through robust public education on safe use of the highways, prompt rescue services, removal of obstructions, effective patrol operations, and stakeholder cooperation, amongst others.

11. OVERVIEW OF FRSC IT PLATFORMS

THE LIST OF FRSC e-APPLICATIONS

S/N	APPLICATION	URL - ADDRESS
1	FRSC official website	https://frsc.gov.ng
2	National Vehicle Identification Scheme (NVIS)	https://nvis.frsc.gov.ng
3	Nigeria Driver's Licence (NDL) website	https://nigeriadriverslicence.org
4	Foreign Driver's Licence	http://foreigndriverslicence.frsc.gov.ng
5	Unified Field Operations System	https://fieldops.frsc.gov.ng https://fieldopsmobile.frsc.gov.ng (Android version)
6	Speed Limiting Device Management System	https://speedlimiter.frsc.gov.ng
7	Road Transport Safety Standardisation Scheme (RTSSS)	https://rtsss.frsc.gov.ng
8	Driving School Standardisation Programme (DSSP)	https://dssp.frsc.gov.ng
9	Duty Room Information Management System	http://ops1.frsc.gov.ng
10	Annual Performance Evaluation Reports System	https://apers.frsc.gov.ng
11	FRSC Academy	https://academy.frsc.gov.ng
12	FRSC Signage	https://signage.frsc.gov.ng
13	FileMailTracker	https://fmt.frsc.gov.ng
14	FRSC Stakeholders and Partnership Portal	http://stakeholders.frsc.gov.ng
15	FRSC Dashboard	https://intranet.frsc.gov.ng
16	Post Service Scheme (PSS)	http://pss.frsc.gov.ng

12. THE ART OF PUBLIC SPEAKING

The Federal Road Safety Corps as an agency came into being as a result of a great social problem. The problem was road traffic crashes and the attendant misery that it brings to people. Apart from taking lives, it maims many and renders them unproductive and dependent on others for survival. It is a settled fact that the human factor is the most potent factor responsible for road crashes. Therefore, to reduce road traffic crashes to the barest possible minimum, there is a need for attitudinal change towards road usage in the society. This can be only achieved through persistent, interesting, scholarly but informative, clear, concise, and corrective preaching of the message of safety consciousness in every available forum.

Such forums include, but not limited to; Motor Park rallies, television talk shows, radio programmes, interviews, etc.

12.1 Qualities of a Good Speech

- a. Any good speech must have certain qualities that ensure the fulfillment of its purpose
- b. And that purpose is to convey ideas or information from the speaker to the audience.
- c. As such, the speech has to be: simple, clear, concise, forceful, and pleasing.

12.2 Qualities of a Good Speaker

According to George Kaitholil, a good speaker should have **ELOQUENCE**, and this is made up of the following:

- a. Earnestness
- b. Observation
- c. Quick wittedness
- d. Useful intention
- e. Enthusiasm
- f. Confidence in self
- g. Empathy

12.3 Dos and Don'ts of a Good Speaker

- a. Be audience-oriented, know the level of education of your listeners, their interest, views and sensibilities and this will help you to know how best to put your ideas across to them.

- b. Be a good listener, when you listen to other speakers you learn more and become a better speaker.
- c. Listen to yourself as you speak- The volumes of your voice, the speed of talk, the inflection, hesitations and punctuations are very important.
- d. You must have a deep understanding of the topic you are speaking about- carry out adequate research on the topic and ensure you have all the facts and figures at your fingertips.
- e. Make conscientious effort to achieve the optimum response.
- f. Take responsibilities for what you say
- g. Know your limitations, and be honest enough to acknowledge them.
- h. Do not be over confident, and do not put on airs.

12.4 Types of Speeches

There can be as many kinds of speeches, as there are speakers, audience, and occasions. Some examples are:

- a. Lecture
- b. Narrative or descriptive speech
- c. Sermon
- d. Political speech
- e. Funeral oration
- f. Vote of Thanks (Speech)
- g. Closing speech
- h. Valedictory speech
- i. Toast
- ✓ Debate speech

12.5 The Procedure for an Effective Speech Delivery:

It is a well-accepted fact that practice makes perfect. For you to successfully deliver a speech the following steps should be taken:

- a. Plan the speech
- b. Prepare the speech
- c. Practice the speech
- d. Perform the speech

i. **HOW TO START:** You must conquer stage fright. Once you have mastered your speech through proper planning and rehearsal, there is no reason why you should fidget:

ii. **ADDRESS OR SALUTATION:** When you are called upon to give your speech, you have to walk briskly and gracefully to the podium looking straight with a smile and an air of importance and confidence around you.

iii. **THE OPENING SENTENCE:** The opening words should elicit the goodwill of the listeners and make them benevolent towards you.

The speech should therefore be made up of:

- a. Greeting
- b. Opening sentence
- c. Introduction
- d. Main Body
- e. Conclusion

iv. **HOW TO STOP:** The conclusion should be well planned to make an impact. It should be a well-directed effort to impress on the audience, the views and sentiments you have already expressed.

v. **HOW LONG TO SPEAK:** According to la Rochefoucauld, true eloquence consist in saying all that is necessary, and nothing but necessary. Therefore while delivering your speech, keep the KISS acronym in mind i.e.

- a) Keep
- b) It
- c) Short and
- d) Simple
- e) Not by mouth alone.

vi. **USE OF GESTURES:** Gestures are motions of the body meant to add grace and expression to speech. They are effective natural aids a speaker can use in expressing himself.

"PSYCHOSOCIAL MANAGEMENT OF ONESELF IN A DYNAMIC SOCIETY"

INTRODUCTION

Major Depressive Disorders caused 3.9% of annual lived disability (YLDs) in Nigeria. The most common health issues in Nigeria are depression and anxiety, which are prevalent among the youth and young adults.

About 60 million Nigerians either have Mental or psychosocial disorders, these numbers will increase due to uncertain economic and social dynamics. The current and sudden Government policies of increase in Fuel prices and exchange rates, unemployment, under-employment, food insecurity, etc. without any corresponding Socio-economic support will lead to increase in psychosocial disorders with attendant consequences, such as alcoholism and drug dependence, suicide tendencies, etc.

What is psychosocial disorder?

Psychosocial Disabilities arises when someone with mental health condition interact with a social environment that presents barriers to their equality with other individuals.

The Psychosocial disorder could also be influenced by life experiences as well as maladjusted cognitive and behavioral processes. The term psychosocial could also be referred to as psychological and social factors that influence mental health. Social influences such as peer pressure, parental support, cultural and religious background, social economic status and inter personal relationships all help to shape personality and influence psychological makeup. Individuals with psychosocial disorders frequently have difficulty functioning in social situation and may have problems effectively communicating with others.

CAUSES OF MENTAL HEALTH AND PSYCHOSOCIAL DISORDERS

Mental illness like physical illness is due to multiple causes. There are many known factors of agent, host and environment in the natural histories of mental disorder. Among the known factors are the following;

- **Organic Conditions:** Mental illnesses may have their origin in organic conditions such as cerebral arteriosclerosis, neoplasm, metabolic diseases, neurological diseases, endocrine diseases and chronic diseases such as tuberculosis, leprosy, epilepsy, etc.
- **Heredity:** Heredity may be an important factor in some cases. For example, the child of two schizophrenia parents is 40 times more likely to develop schizophrenic than is the child of healthy parents.
- **Social Pathological Causes:** To produce any disease, there must be a combination of genetic and environmental factors. The social and environmental factors associated with mental ill health comprise; worries, anxieties, emotional stress. Tension, frustration, unhappy marriages, broken homes, poverty, industrialization, urbanization, changing family structure, population mobility, economic insecurity, cruelty, rejection , neglect and the like. The social environment not only determines the individual's attitudes but also provides the "framework" within which mental health is formulated.

Environmental factors other than psychosocial ones capable of producing abnormal human behaviour are:

- **Toxic substances:** Carbon disulfide, mercury manganese, tin, lead compounds etc.
- **Psychotropic drugs:** Barbiturates, alcohol, griseofulvin.
- **Nutritional factors:** Deficiency of thiamine, pyridoxine
- **Minerals:** Deficiency of iodine.

- **Infective agents:** Infectious disease (e.g., measles, rubella) during the prenatal and post-natal periods of life may have adverse effects on the brain's development and the integration of mental functions.
- **Traumatic factors:** Road and occupational accidents.
- **Radiation:** Nervous system is most sensitive to radiation during the period of neural development.

CRUCIAL POINTS IN THE LIFE CYCLE OF HUMAN BEINGS

There are certain key points in the development of the human being which are important from the point of view of mental health. These are;

- **Prenatal period:** Pregnancy is a stressful period for some women. They need help not only for their physical but also emotional needs.
- **First 5 years of life:** The roots of mental health are in early childhood. The infant and young child should experience a warm, intimate and continuous relationship with his mother and father. It is in this relationship where underlies the development of mental health. It follows that broken homes are likely to produce behavior disorders in children and this has been confirmed by several studies.
- **School child:** Everything that happens in the school affects the mental health of the child. The programmes and practices of the school may satisfy or frustrate the emotional needs of the child. Children who have emotional problems may need child guidance clinic or psychiatric services. From the learning, proper teacher-pupil relationship and climate of the class room are very important.
- **Adolescence:** The transition from adolescence to manhood is often a stormy one and fraught with dangers to mental health, manifested in the form of mental ill health among the young, and juvenile delinquents in particular. The basic needs of the adolescence are
 - A. The need to be needed by others,

- B. The need for increasing independence,
- C. The need to achieve adequate adjustment to the opposite sex
- D. The need to rethink the cherished beliefs of one's elders. The failure to recognize and understand these basic needs may prevent sound mental development.

- **Old age:** The mental health problems of the aged have received considerable attention in recent times in the developed countries. The causes of mental illness in the aged are organic conditions of the brain, economic insecurity, lack of home, poor status and insecurity.

Thus through his life, the needs of man remain the same; the need for affection, the need for belonging, the need for independence, the need for a sense of personal worth and the need for self-actualization. These needs only differ in degree and qualitative importance at various ages.

WHAT ARE THE SYMPTOMS OF PSYCHOSOCIAL DISORDERS?

- A. Feeling sad
- B. Confused thinking or reduced ability to concentrate
- C. Excessive fears or worried extreme feeling of guilt
- D. Extreme mood changes of highs and lows
- E. Significant tiredness, low energy or problems sleeping
- F. Detachment from reality (delusion) paranoid or hallucination
- G. Inability to cope with daily or stress
- H. Trouble understanding and relating to situations and people
- I. Problem with alcohol or drug use
- J. Major changes in eating habits
- K. Sex drive changes
- L. Excessive anger, hostility or violence
- M. Suicidal thinking

(ii) Others are psychosomatic symptoms

- I. Stomach pain
- II. Back pain
- III. Frequent headaches
- IV. Unexplained fever and pains.

COMPLICATIONS OF PSYCHOSOCIAL DISORDER

Untreated mental and psychosocial disorders can cause severe complications such as;

- A. Unhappiness and decreased enjoyment of life
- B. Family conflicts
- C. Relationship difficulties
- D. Social isolation
- E. Problems with tobacco, alcohol and other drugs
- F. Missed work or school
- G. Legal and financial problems
- H. Poverty and homelessness
- I. Self harm and harm to others including suicide or homicide
- J. Weaken immune system
- K. Heart disease, peptic ulcer, and other medical diseases.

PSYCHOSOCIAL MANAGEMENT AND PREVENTIVES MEASURES

Primary: Primary prevention operates on a community basis. This consists of "improving the social environment", and promotion of the social, emotional and physical well-being of all people. It includes working for better living conditions and improved health and welfare resources in the community.

- A. Early diagnosis and treatment
- B. Rehabilitation
- C. Group and individual psychotherapy
- D. Mental health education
- E. Use of modern psychoactive drugs

F. Follow-up and after care services.

CONCLUSION: Mental and psychosocial disorders have adverse effects on individual, occupation and community and these disorders can be managed by self understanding, identity formation, social relationships and enhance their ability to return to normality after experiencing adverse events.

EMERGING CHALLENGES OF FIELD COMMANDS OPERATIONS/THE WAY FORWARD

INTRODUCTION/GENERAL OVERVIEW

The primary responsibility of the Federal Road Safety Corps is to ensure that roads in Nigeria are safe for all road users through highly visible and responsive patrol operations.

2. The risks involved in this engagement is generally high especially with the recent rise in the security challenges confronting the Nation mostly perpetrated using the road as major means of movement.

3. Aside the foregoing, some of the challenges faced by the Corps are self inflicted by staff who have compromised ethical standard and relegated the operational strategies to be applied to the background, for personal gains.

AIM OF THE SUBMISSION

4. The submission is aimed at presenting some of these challenges without being too academic by making it as practical as possible when faced with real life scenarios that require on the spot resolution.

5. Your work experiences as front liners in the field is expected to be brought to bear, where-in the quality of your responses to occurrences while out there will be open to you for self scrutiny and self assessment especially with the prevailing security situation which makes your safety paramount.

6. Which means that your ability to sense eminent danger is paramount, and therefore requires that staff must have a deep inbuilt capacity for alertness, critical thinking, prompt problem solving skills, sound judgment, confidence, interpersonal skills, physical fitness, tactfulness, self-control, mental attitude, responsibility and trust worthiness, reliability, loyalty to the job which is key.

SOME OF THE EMERGING OPERATIONAL CHALLENGESS

ROLES OF PATROL TEAM MEMBERS NOT CLEARLY DEFINED/WRONG POSITIONING

7. Roles of individual members of a Patrol Team not clearly defined as a basis for ensuring strict compliance while on the road, resulting to one of the causes of knock down of Marshals.

8. The respective role to be played must be clearly defined and the role process owner to be held accountable for any action or inaction. This is without prejudice that the team work is the watch word.

9. In the same vein, the roles to be played by each member of the team is directly related to the positioning of the patrol vehicle and patrol bike as the case may be, which also has to do with the positioning of members of the team in relation to allowable spacing.

HIT AND RUN VEHICLES/CHASING OFFENDERS

10. Improper spacing while on patrol and the unprofessional habit of standing in front of moving vehicles or jumping on vehicle bonnet OR hanging of vehicle doors in an attempt to stop the offender, is not only shameful but exposes the perpetrators to the risk of the actions of hit and run drivers.

11. When confronted with such potential risks, all the patrol team needs to do is to note down the vehicle registration number of the vehicle for tracing through the NVIS.

12. The foregoing completely makes unnecessary, the dangerous habit of chasing offenders with the attendant high risk and possibility of causing road traffic crashes.

COMPROMISED BOOKINGS

13. None adherence to primary offence sighting as a basis for stopping a vehicle which in a number of occasions, set the stage for misconducts whereby a driver is threatened with DLV offence which is a secondary offence, only to be booked for a primary offence which fine is less, after extracting an unethical compromise.

14. Failure to fully explain the offence committed by the offender before booking, thus setting the stage for compromised bookings in the event the offender insists that the offence committed be explained to him.

15. Malicious bookings of offenders for either refusing to compromise or for questioning why they were being stopped in the first place, opens up the space for avoidable conflicts that could result to far reaching negative consequences especially as it affects the image of the Corps.

16. Malicious booking of offenders because of the rude conduct of the passengers being conveyed has negative impact of the expected commitment of the patrol team whose main focus should be on the driver. A patrol team has no compulsive need to engage a rude passenger based on his/her utterances which may appear offensive. Unfortunately some patrol teams transfer the burden of such aggressive disposition of the passengers unjustly to the offender via malicious bookings. It is an unfortunate development that should not be allowed for being unfair.

IMPOUNDMENT MALPRACTISES

17. Vehicles to be impounded at patrol locations which are to be escorted to the base are sometimes being diverted away from the base after negotiated unethical settlements between the offender and the arresting Marshals. This can only happen when the patrol team leader is compromised. To avoid such acts, the booking of the vehicle to be so impounded must be done at the scene or at least the process of the commenced.

18. Vehicles impounded at the base released without necessary bookings or any evidence to show they were impounded in the first place, in exchange for unethical compromises. Vehicles to be impounded at the base must be entered into an impoundment register at the entry gate and after being released, the register must be updated with the signature of the offender while presenting an impoundment release slip to be so endorsed by the Head of Operations or any officer to be so designated to advance such endorsements.

19. The foregoing arrangement will indemnify FRSC from any legal proceedings that may arise with regards to the status of such released impounded vehicle.

20. Offenders of impounded vehicles must be made to endorse the fact that they have removed all movable valuables from their vehicles before leaving the base to consummate fines payment processes.

21. Arresting Marshals driving impounded vehicles to the base contrary to laid down regulations against such practices has grave consequences. The vehicle could be involved in a crash with the arresting Marshal as the driver, or the offender

could claim he left valuables in the vehicle which cannot be accounted for when finally allowed to access to the impounded vehicle at the base.

22. The best bet under the circumstances is to get the services of a tow truck to be paid for by the offender, in the alternative, the services of any proximate Police station may be necessary to keep in custody the abandoned vehicle with full incident report made at the station, with a caveat that the vehicle can only be released to the offender based on clearance from FRSC. Obviously, the custody fee will be paid to the Police.

RUDE CONDUCT

23. Negative and rude disposition of patrol staff in engaging offenders which often at times over heat the patrol scene to the extent of attracting avoidable mob attacks, has always been a contentious issue with violent consequences and avoidable legal processes.

24. It is obvious that based on human nature, nobody wants to be contravened for going against expected norms and will therefore be agitated when confronted under such circumstances. You don't expect such offender to be happy. Any rude conduct towards handling the arrest processes may bring out the bottled up frustration which sometimes may be insulting of violent. Being calm, understanding and respectful on the part of the patrol team members is all that is required to avoid any confrontation.

25. Unnecessary exchange of words with offenders and needless rude engagement of passengers whose disposition have no positive values should be avoided by all means possible. Been calm and friendly may just be what is required to calmly educate them on the danger for which the driver was arrested, if the situation warrants.

26. Attempting to effect arrest of offenders at all cost whereby arresting Marshals use their body to wedge or stop vehicles is not only primitive but paints FRSC in bad light. No traffic offence is worth the life of a staff or in fact any other person.

27. Appropriate positioning of patrol team members will avail any of the team members to concentrate on vehicle registration numbers of vehicles to be arrested, so that in the event the offender violently evades arrests his vehicle registration number can be noted for NVIS intervention.

GENERAL PATROL MISCONDUCT

28. There is an unfortunate rise in the incidences of patrol misconducts by patrol teams which embarrassingly is sometimes in active collaboration with the Commanding officer and Heads of Operations to the extent of assuming the status of an institutionalized arrangement albeit erroneously. Patrol misconduct in which ever guise only reflects the premium we place on human lives, that is, the content of your compromise is the value you place on human lives including yours. Let your conscience judge you.

29. Misconducts, aside undermining our expected commitment in checking the menace of road crashes and service to humanity, the moral fabric of the Corps as a humanitarian organization suffers substantial erosion, thus not only painting us in bad light before members of the public, puts to question our relevance as an organization in adding value to the country's development.

30. Some staff have so institutionalized Patrol Misconducts to the extent that offenders are sometimes forced to compromise using ATM for payments or forced to make payments to account numbers of POS Agents for onward withdrawal of the monies so paid at the end of patrol operations. This act is being perpetrated to evade Surveillance arrests.

RESCUE OPERATIONS

31. Rescue operations has been one of the most fundamental commitment of the Corps that is well appreciated by the public because it represents an uncommon commitment in the service to humanity.

32. Therefore, the importance the Corps should attach to Rescue Operations should enjoy the highest level of care and professionalism ranging from taking full charge of the safety requirement of the crash scenes before the rescue to the evacuation of victims to proximate medical facilities and follow-ups.

GENERAL OPERATIONAL EXPECTATIONS

33. Staff are expected to continuously update themselves with the ever changing dynamics of technology while enforcing road traffic regulations.

34. For example the imperatives of NVIS, the working dynamics of all verification portals for SLD, NDL, Number Plates, etc should be well understood especially where a need arises to educate motorists while on patrol.

FONDLING WITH PHONE WHILE ON PATROL

35. The distractive habit of fondling with your phone while on patrol or wearing of earpiece presents you to the public as an unserious law enforcement agent and as such losing the expected seriousness the public will accord you. It is disrespectful and unacceptable to engage offenders with your earpiece affixed to your ear or a having a divided attention because of fondling with your phone.

USE OF STICKS ON PATROL

36. The habit of patrol teams using sticks in enforcing traffic regulations is too crude and unacceptable because it paints FRSC as an organization that is operating in the Stone Age. Such acts are punishable under FRSC Regulations on Discipline because of its inconsistency.

IMPROPER DRESSING

37. Improper dressing has always been an issue the Corps Management is concerned about, because it is the way you dress that you are being addressed by the public and the quality of respect you attract in your enforcement of road traffic regulations while on the road.

38. What then is improper dressing? This can be defined as any dressing that is not as captured by the FRSC Dress Code; for example, wearing of slippers while in uniform, improper parking hair by female staff, painting of lips, painting of finger nails, non compliance with dress code as specified in part one order or operational dressing.

39. Being improperly dressed, presents you to the public as a tout and which to a large extent determines the quality of your interaction with offenders, especially language usage and disposition.

40. As a regimented outfit, neatness and smartness when wearing the uniform has the deep capacity of building within you a positively complex self confidence which comes with boldness and sophisticated calmness when enforcing the regulations on the road. The respect you get from the public by been properly dressed goes a long way to discourage the public from engaging in a manner that seems to suggest you are an uneducated Tout, known locally as Agbero.

41. It will be an insult, first to your person when referred to as an Agbero while wearing FRSC uniform and an embarrassment to the corporate image of the Corps.

GENERAL INABILITY BY PATROL TEAMS TO IDENTIFY BREWING THREATS

42. Brewing threats have visible outlook, but patrol teams sometimes neglect some of signs. Incidentally, the Corps provides that only one vehicle should be stopped at a time, because stopping several vehicles will leave the patrol team with the burden of managing multiple offenders and aggrieved passengers who consider the time wasting consequences as an infringement on their fundamental human rights.

43. Tempers will obviously rise at which point any slight negative utterance may spark off violent reactions from not only the offenders but the passengers resulting to mob attack. Such multiple arrests must be avoided as provided for under operational regulations.

EMOTIONAL INTELLIGENCE

44. For the benefit of achieving a seamless enforcement commitment, staff are expected to be in tune with the basic expectations of Emotional Intelligence.

45. Empathy is the watchword which even if expressed should not compromise enforcement standard at the same time not eliciting negative or violent reactions from offenders to be contravened or booked.

46. Simply put, your actions or inactions should not attract unpalatable backlash from members of the public thus necessitating the need to be calm, firm and fair.

GENERAL INDISCIPLINE

47. Discipline, no doubt is the bedrock for any meaningful development to enjoy the required foundation, which makes absolutely necessary that our conducts conforms with acceptable ethical standard.

48. Staff were trained to differentiate between what is right and wrong and as such our actions and inactions are deliberate because we freely acceded to it.

49. Incidentally, whatever staff wish to throw up as far as their actions and inactions are concerned, is fully captured in the FRSC Regulations of Discipline, which prescribes sanctions appropriate to the infraction committed.

50. Since ignorance is not an excuse and that staff are responsible for their conducts, it is incumbent on all to closely study the FRSC Regulations on Discipline in order to appreciate the punishment coded for each infraction, some of which ends up in Dismissal from Service and prosecution in the Civil Court in the event of a worst case scenario.

MISUSE OF SOCIAL MEDIA

51. The improper use of the Social Media in addressing issues or grievances that are purely internal to FRSC, have continued to expose Corps to avoidable public embarrassment leaving her image sometimes battered.

52. Such acts are not acceptable to the knowledge and understanding of all staff, which is why some of these media onslaughts comes under anonymous or fake names despite a clear evidence that it was an insider act.

INTER-AGENCY RELATIONSHIP/ESPIRIT-DE-CORPS

53. It is not in doubt that there is no organization that can operate in isolation thus necessitating the need to explore avenues for a sustained in flow of cooperation from relevant organizations especially the uniformed ones.

54. Showing respect to personnel of such organizations in the area of esprit-de-corps has a way of cementing cordiality especially when the need to request for corporate assistance, becomes necessary.

55. However, in the exercise of esprit-de-corps, care must be taking not to compromise ethical standards, thus making PE an admissible intervention to let go.

DELAY IN HANDLING DISCIPLINARY CASES IN FIELD COMMANDS

56. Undue delays from the field in dealing with disciplinary cases and cover ups by Command, has continued to impact negatively on the corporate interest and responsibility of the Corps to the country.

57. Such cases of cover ups are not condoned in the system and in the fullness of time, justice will prevail for the system and the society.

CONCLUSION

58. As earlier mentioned, the presentation is an attempt to be less academic or theoretical, in which case it is expected that you have found yourself in one or all of the scenarios painted, consequently, it is expected that after going through, you should have an inbuilt capacity to bridge the challenge gap when asked to connect the process, when confronted with a life test case scenario.

IMPLEMENTATION OF PRE-FITTED SPEED LIMITING DEVICES IN VEHICLES IMPORTED OR LOCALLY PRODUCED /ASSEMBLED IN NIGERIA.

Road transportation is the most used mode of transportation in Nigeria as other alternatives like rail, air or water transportation are limited or not easily accessible in many parts of the country.

Nigeria has the largest road network in West Africa with over 204,000 km of paved and unpaved road networks.

Over-reliance on road transportation has led to an increase in road traffic crashes and fatalities in Nigeria. Several factors which include overloading, reckless driving, inadequate enforcement of traffic laws and speeding with the later as the most prevalent cause compelled the need for installation of speed limiting device as a panacea to the incessant road traffic injuries and fatalities.

A speed limiting device is a device that is installed in vehicle to restrict its maximum speed. It is designed to prevent drivers from exceeding a predetermined speed limit, which is typically set by the manufacturer or regulatory authorities.

FRSC as an agency saddled with the core mandate of creating safe motoring environment for all road users, commenced sensitization campaign on compulsory installation of speed limiting device in commercial vehicles in year 2012.

In May 2013 a technical Committee was constituted comprising of some government agencies; SON, NADDC, NITT, NSE and FRSC with the aim to come up with a draft policy on standard of speed limiting device to be adopted in Nigeria.

The draft policy document was reviewed and adopted on the 4th September, 2013 and subsequently approved by Standard Organization of Nigeria (SON) on the 28th May, 2014.

After several deliberations with relevant stakeholders and sensitization of drivers and the general public, 1st April, 2016 was approved as commencement of nation-wide enforcement on the installation of speed limiting device by commercial vehicles.

The benefits of speed limiting devices include;

- i. Increased safety,
- ii. Reduced fuel consumption,

- iii. Reduced maintenance costs.
- iv. Reduce wear and tear on the vehicle's engine, brakes, and other components,
- v. Save money on repairs and maintenance.

FRSC as a lead agency in road safety administration and Road traffic management is empowered to enforce Installation of speed limiting devices on vehicles through the following legal tools.

- i. FRSC Establishment Act, 2007
- ii. National Road Traffic Regulations, 2012
- iii. National Road Traffic (Amendment) Regulations, 2016

FRSC in fulfilling its commitments towards minimising road traffic injuries most especially speed related crashes and fatalities, kick-started the process of policy implementation on Speed limiting device in 2012.

The Corps started with engagement of relevant stakeholders and constitution of technical committee for draft of policy document and sensitization campaign in enlightening and educating drivers and other road users on the needs and benefits of installation of speed limiting device on vehicles.

ADOPTION OF DRAFT POLICY DOCUMENT

The draft policy document was reviewed and adopted by a larger committee on 4th September, 2013. The reviewed document was accepted and approved by Standard Organization of Nigeria (SON) Governing Council on the 28th May, 2014.

This comprised of two parts.

- i. Part I: Installation requirement and,
- ii. Part II: Specification for system and component requirement.

As of April, 2023 a total of 97 vendors has been accredited across the country for the installation of speed limiting devices Nation-wide. While from inception to April, 2023 a total of 173,698 speed limiting devices have been installed in vehicles across the country.

CHALLENGES FACING IMPLEMENTATION OF SPEED LIMITING DEVICE POLICY.

- i. Compromise by some vendors by setting speed limiting device above the recommended legal speed limit.
- ii. Drivers tampering with the devices either by intentionally damaging the device or disconnecting it.
- iii. shortage of technical expertise and trained personnel to monitoring tampered speed limiting device installed in vehicles.
- iv. The cost of acquiring and installing speed limiting devices is also a challenge, especially for low-income vehicle owners and those who operate in rural areas where there are limited resources.
- v. shortage of technical expertise and trained personnel to install, maintain, and repair speed limiting devices.

WHAT IS PRE-FITTED SPEED LIMITING DEVICE

A pre-fitted or factory-fitted speed limiting device refers to a speed limiting device that is installed in a vehicle during its production process. In other words, the device is built into the vehicle by the manufacturer before it is sold to the customer.

BENEFITS OF PRE-FITTED SPEED LIMITING DEVICE

- i. It makes it difficult or impossible for drivers to tamper with the speed limiting device.
- ii. By installing pre-fitted devices, vehicle manufacturers can ensure compliance with regulations and avoid penalties for non-compliance.
- iii. It reduces chances of electrical problem related to installation of speed Limiting Device.
- iv. Vehicles with pre-fitted Speed limiting devices save the owners cost of installation and maintenance.
- v. pre-fitted speed limiting devices can help reduce maintenance costs and prolong the lifespan of the vehicle.

PRE-FITTED SPEED LIMITER IMPLEMENTATION AGENCIES

Federal Road Safety Corps

National Automotive Design and Development Council (NADDC)

Standard Organization of Nigeria (SON)

Nigeria Society of Engineers

National Orientation Agency (NOA)

Nigeria Customs Service (NCS)

RECOMMENDATIONS

- i. The need to improve monitoring measure for discovering tampered speed limiting device in vehicles.
- ii. Provision of incentives to vehicle manufacturers to encourage the installation of pre-fitted speed limiting devices. like, low tax.
- iii. Government to make policy on mandatory installation of pre-fitted speed limiting devices in imported or locally manufactured commercial vehicles.
- iv. To ensure the effective installation and maintenance of pre-fitted speed limiting devices, there is a need for training and capacity building for both FRSC personnel and vendors technicians.