

**2025
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 to 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 2025:

- a. **Accomplish 10% reduction in Road Traffic Fatality and Injury through focused interventions.**
- b. **Enhance Strategic Partnership for funding 30% road safety programme.**
- c. **Implement key technology driven solutions to enhance road traffic data collection and management.**

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
----- x ----	171	1

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 they 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	COMM AND	DA TE	NAME OF PART IES	QUART ERLY ISSUES FOR THE ADR	QUARTERLY STATUS/ RESOLUTION (CONCUDED/ON GOING)	ADR FAILE D/ REVER TED BACK TO COURT	HAND LED 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.....

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

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.....**

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 first ever 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, 2022

6.1 OFFENCES AND THEIR PUNISHMENTS

S/N	OFFENCE	PUNISHMENT
MISCONDUCTS RELATING TO DUTY		
1	Absent from duty without official leave or pass for twenty one (21) days or less	Severe reprimand and forfeiture of his salary for the number of days he was absent.
2	Absent from duty without official leave or pass for more than twenty one (21) consecutive days	Dismissal from Service.
3	Any Head of Department, Corps Officer, Head of Special Unit or Commanding Officer who conceals a deserter or fails to refer a deserter to an FDP in accordance with this regulation commits a gross misconduct	Reduction in Rank.
4	Abandons duty post or absents himself from his place of duty without being duly relieved; or departs from patrol before the specified closing time; or leaves the place of duty to which he has been ordered without due permission from the appropriate authority; or fails to perform his duties in accordance with orders;	Loss of Seniority
5	Sleeps or idles or gossips while on duty	Minor Entry or Extra duty
6	Comes to work after the approved resumption time of the day without any good reason.	Minor Entry or Reprimand.

7	Feigns illness, sickness or disability or Injures himself with intent to render himself unfit for duty assigned to him or Causes himself to be injured by any other person with intent to stay away from work or Injures another person to whom these regulations apply at the instance of that other person to render him unfit to carry out duties assigned to him or With intent to render or keep himself unfit to carry out duties assigned to him, does or fails to do anything (whether at the time of the act or omission, he is in a hospital or not) thereby inducing, prolonging or aggravating any sickness or disability	Major Entry and forfeiture of his salary for the number of days for which he was rendered unfit.
8	Being a driver, fails to carry out vehicle parade or drills or make any observation or inspection required of him which is likely to result or results in the break-down or damage to the vehicle or omits to make necessary entry in an official document or log book relating to official vehicle	Loss of Seniority.
9	Neglects or without good cause omits to attend or carry out his duty as a member of the Corps prudently or diligently or Attends to or carries out his duty without prudence or diligence	Loss of Seniority.
10	Any member of the Corps who while on duty or off-duty in uniform, and in a public place, is improperly dressed or is dirty or untidy in his person, clothing or accoutrements contrary to FRSC Dress Code.	Major Entry.
11	Wilfully obstructs or otherwise interferes with any other member of the Corps acting in the lawful execution of his duty	Loss of Seniority.
12	Assaults, maltreats, manhandles, or act in a manner uncivil to any member of the public; or uses violence on any offender or any other person except in self-defence;	Loss of Seniority.
13	Inscribes tattoo on any visible part of his body shall be guilty of gross misconduct and liable to	Termination of Appointment.
MISCONDUCTS RELATING TO INFORMATION AND QUALIFICATION		
14	Divulges any matter which is his duty to	Termination of

	keep secret or gives information, directly or indirectly to a person against whom an arrest or summons has been made or is about to be issued, except in the lawful execution of the arrest or without authority by the appropriate authorizing Officer, communicates or discloses information on any matter connected with the Commission and the Corps to the public or press, or to an unauthorized person or publishes or distributes on print, electronic or social media or any other platform any information or petition on any matter involving the Commission, the Corps or any member of the Corps which disparages, embarrasses or impugns on the image of the Commission, the Corps or the character and integrity of any member of the Corps.	Appointment.
15	Withholds a complaint or report against another member of the Corps or conceals any misconduct committed by another member of the Corps which comes to his knowledge or aids or allows an offender to evade arrest or knowing where an offender is to be found, fails to report or make due exertions for making him available for justice or fails to report anything he knows concerning traffic misconduct charged against an offender or fails to disclose any evidence which he or any person within his knowledge can give, for or against an offender or fails to report any matter which is his duty to report or conceals any information or report either in part or whole in order to mislead the Commission, Corps Marshal, Management or any appropriate authority or makes any report maliciously or out of ill-will.	Reduction in Rank.
16	Any member of the Corps who, on appointment, either before an interview panel or by means of any document produced by him, deliberately makes a false statement to facilitate his	Termination of Appointment.

	appointment or gives false information as to his marital status to facilitate his appointment or for the purpose of promotion or status enhancement, produces a false certificate or document.	
17	Pursues or acquires an additional educational qualification without approval and produces same to influence his appointment or promotion	Loss of Seniority
18	Conceals his higher certificate at the point of entry into the Commission and presents same later to influence his appointment or promotion.	Loss of Seniority
MISCONDUCTS RELATING TO BORROWING AND DEBT		
19	Borrows money from a member of the Corps of a subordinate rank or fails to pay a lawful debt. NB: Lawful debt includes any debt lawfully owed another person by a member of the Corps even if such other person is not a member of the Corps.	Reduction in rank and the debt recovered from his salary.
MISCONDUCTS RELATING TO EMPLOYMENT AND PETITION		
20	Engages or carries on any other salaried employment.	Termination of Appointment.
21	Seeks by influence to obtain promotion or other advantages in the Commission or without proper authority, canvasses the Corps Marshal or any superior Officer or other servants of Government with regard to matters concerning the Commission and the Corps.	Loss of Seniority.
22	Writes an anonymous petition to the Commission/Corps Marshal or to a Superior Officer.	Termination of Appointment.
23	Signs or circulates a petition or statement with regard to any matter concerning the Commission or the Corps or any member of the Corps, except through the proper channel of correspondence to the Commission/Corps Marshal or appropriate authority.	Reduction in Rank.
PATROL MISCONDUCTS		
24	Embarks on an unauthorized patrol either alone or with other member(s) of the Corps	Termination of Appointment. NOTE: In the case of an

	or other person(s) not being members of the Corps or abandons the route to which he is assigned to patrol without the directive of the Commanding Officer or collects fines in cash from road traffic offender(s) while on patrol or in the office or while on patrol on sighting a surveillance team attempts to escape or escapes or while on patrol, engages the services of an unscheduled person to collect, keep or hide money or any other item or pursues any motorist or any suspected road traffic offender while on patrol or in any other official or personal capacity or collects gifts in any form.	unscheduled person who is a member of the Corps, he shall also be liable to termination of appointment while in the case of an unscheduled person who is not a member of the Corps he shall be handed over to the police for prosecution.
25	Where any undeclared money in excess of the declared One Thousand Naira (N1, 000) or any other undeclared money is found on the person of any member of a patrol team.	Suspension from service pending the outcome of investigation by the FRSC Disciplinary Panel and the final determination of the case by the Board or the Corps Marshal as the case may be; shall have his appointment terminated.
26	Where any undeclared money in excess of the declared One Thousand Naira (N1, 000) or any other undeclared money is found in the patrol vehicle or within 20 metres radius of the patrol point.	The entire team shall be placed on interdiction pending the outcome of investigation by the FRSC Disciplinary Panel and the final determination of the case by the Commission or the Corps Marshal as the case may be; and if found culpable shall have their appointments terminated.
27	If any member of the team claims ownership of the money,	Only that person shall be placed on interdiction and if found culpable shall be liable to Termination of Appointment.
28	Where no member of the team claims ownership or responsibility of the money	The entire team shall be placed on interdiction and if found culpable their

	and same cannot be traced to any member of the team	appointments shall be terminated
29	Any member of a patrol team who declare any money in excess of One Thousand Naira (N1,000) except same is approved by the Commanding Officer or Head of Operations.	Reduction in Rank.
30	Fails to make proper entries or keep proper records in the appropriate register which ordinarily he is supposed to make after patrol or collects driver's licence or vehicle papers or impounds a vehicle from a suspected offender without issuing a notice of offence sheet to the suspected offender or is in possession of a notice of offence sheet not validly issued to him from the duty office or releases a suspected offender without the knowledge of the appropriate authorizing officer or waives an offence while on patrol or in the office without the authority of the authorizing Officer or cancels a notice of offence sheet without any reasonable cause while on patrol	Reduction in Rank.
31	Takes any money or property from the person of anyone killed or wounded in a crash or without approval takes any property which has been left exposed or unprotected in consequence of a crash or takes any property, vehicle or equipment abandoned at a crash or riot scene without declaring same to the appropriate authority.	Termination of Appointment.
MISCONDUCT RELATING TO ABUSE OF OFFICE		
32	Places any person engaged in road transport business in any form under a pecuniary obligation to him or directly or indirectly solicits, accepts or receives gratification present or reward in his official capacity without the approval of the appropriate authority.	Termination of Appointment.
FALSE ACCUSATION		
33	Makes false accusation against another member of the Corps or makes or publishes any false statement or report affecting	Termination of Appointment.

	the character of another member of the Corps.	
FAILURE TO COMPLY WITH ROUTINE ORDERS		
34	In the course of his duty fails to comply with instructions, routine orders made for any lawful reason or emergency, FRSC Quality Manual or Standard Operating Procedure (SOP) or in any manner disobeys any lawful command or order given or sent to him or refuses to make a statement after being duly cautioned when requested to do so by any member of the surveillance team.	Major Entry
35	Gives unlawful order, directive or instruction, directly or through another person to a member of the Corps of subordinate or junior rank and same is acted upon or attempts to obey or obeys an unlawful order, directive or instruction given by any member of a superior rank or who maltreats or victimizes a subordinate for refusing an unlawful order.	Major Entry
FAILURE TO PAY COMPLIMENTS		
36	Fails to pay official compliment to another member of the Corps of senior or superior rank.	Major Entry
SMOKING OR DRINKING WHILE ON DUTY		
37	Smokes, sniffs or drinks any drug or alcoholic beverage while on duty and is consequently adjudged intoxicated and incapable of carrying out his lawful duty diligently	Reduction in Rank
38	Smokes or drinks any alcoholic beverage or takes any psychotropic substance while on patrol	Reduction in Rank
USE OF FORCE/BEING VIOLENT		
39	Attempts to strike or otherwise uses violence on another member of the Corps	Loss of Seniority
40	Strikes or otherwise uses violence on, or instigates the use of violence on his superior Officer or Marshal	Reduction in Rank
41	Strikes or maltreats any other member of the Corps, who is of lower rank	Reduction in Rank
42	Where two or more members of the Corps	Reduction in Rank

	engage themselves in physical combat in any circumstance whatsoever, the aggressor	
43	Strikes or otherwise uses force on his colleague either while on patrol, in the barracks, office or at his duty post	Reduction in Rank
44	Uses threatening, abusive or insolent words or is rude in conduct towards his superior	Loss of Seniority
45	Any member of the Corps who in any manner shows defiance to authority commits	Loss of Seniority
SCANDALOUS BEHAVIOUR		
46	Behaves in a scandalous manner	Termination of Appointment
MISCONDUCTS RELATING TO SPECIAL MARSHAL FUNCTIONS AND ROAD SAFETY CLUB		
47	Undertakes the formation of a Special Marshals' Unit or Road Safety Club or sells or distributes Special Marshals' identity cards, reflective jackets, arm bands or caps.	Termination of Appointment
48	Collects money from members of the public or any affiliate body of the Commission under the pretence of forming a Special Marshals' Unit or Road Safety Club	Termination of Appointment
MISCONDUCTS RELATING TO PROPERTY AND DOCUMENTS		
49	Damages or loses or is involved in the damage or loss of any money or property belonging to the Commission/Corps or any member of the Corps or fails to account for or to make proper returns of any property including money received by him in his official capacity, or fails to account for any such property or receipt satisfactorily if called upon to do so.	Repair or replacement of the property within three (3) months or Reduction in Rank
50	Misleads the Commission, Corps Marshal, Management or any appropriate authority to take any action resulting in embarrassment to the corporate image of the Corps.	Reduction in Rank
51	Misleads the Commission, Corps Marshal, Management or any appropriate authority to take any action resulting in loss of money or property of the Commission/Corps	Refund the sum of money involved and replace the property so lost within three (3) months or have his appointment terminated

52	Takes over from the driver of an impounded vehicle or patrol vehicle and drives such a vehicle carelessly or negligently thereby causing damage to the vehicle or any other property whether in the vehicle or outside	Have the full cost of repairs or replacement of the vehicle deducted from his salary; provided that the total amount of deductions that may be made from his salary in one month shall not exceed 1/3 of his wages. Where the cost of repairs or replacement is more than what can be deducted from his salary in line with the provisions of this regulation, his appointment shall be terminated
53	Alters any pay list or document in which the Commission or Corps has interest, (whether or not he benefits himself) or causes the Commission or Corps to incur material or financial loss or makes false entry in such document, or suppresses, defaces or makes away with any such document which it is his duty to preserve or produce	Termination of Appointment
54	Takes without authority or uses otherwise than for the purpose(s) any public or Commission's money or property, or is concerned in or connives in the taking or using other than the purpose(s) for which it was approved any public or Commission's money/property or takes without the owner's consent or approval or uses otherwise than for purposes meant for any money or property belonging to a member of the Corps or non- member of the Corps or connives in the taking or misappropriation of any such monies or valuable property or receives or retains any property or valuables as aforementioned knowing or having reason to believe it to have been taken or to have been misappropriated.	Suspension from service and handed over to the Police for prosecution and if convicted, shall be liable to dismissal from Service
MISCONDUCTS RELATING TO FIREARM AND AMMUNITION		

55	Carelessly or negligently handles a gun or ammunition while on patrol or other duty, or threatens a member of the public with such gun or ammunition except in the lawful discharge of his duty or defence of his life or property or at any time whatsoever threatens another member of the Corps or any other person with a gun issued to him, except in defence of his life or property or carelessly or negligently loses or misplaces a gun or ammunition issued to him or without authority, possesses firearm or uses firearm whether on duty or not or takes away a gun or ammunition issued to him or in the custody of another member of the Corps without the knowledge and consent of that other member of the Corps or misuses any firearm or ammunition occasioning severe injury or death of another member of the Corps or member of the public.	Suspension from service and handed over to the Police for prosecution and if convicted shall be liable to dismissal from service.
CONTINUOUS MISCONDUCT		
56	When the previous record of any member of the Corps against whom allegation of continuous misconduct of which punishments are major entries or higher punishment(s) under these regulations has been proved as to the same nature of misconduct, provided that the alleged misconduct must have been established against the defaulter on two previous occasions.	Termination of Appointment
MISCONDUCTS RELATING TO DRIVER'S LICENCE PROCESSING CENTRE		
57	Produces driver's licence without the required endorsement	Termination of Appointment
58	Illegally produces driver's licence or is in possession of fake driver's license or fails to keep proper records of drivers license or produces driver's licence before payment or engages the services of unauthorized Maintenance Engineers or under-reports or over reports driver's licence production status.	Termination of Appointment

59	Engages in soliciting, touting or collecting money from members of the public or another member of the Corps to process driver's licence for them or illegally prints or issues driver's licence fee receipts or connives with other agencies to illegally produce driver's licence or import materials used in the production of driver's license without the approval of the appropriate authority.	Termination of Appointment
60	Deletes or alters records of production of driver's licence or creates multiple database or engages in parallel production of driver's licence or crashes the computer system intentionally or hacks into the driver's licence portal or fails to account for base stocks received in his official capacity or uses illegally acquired cards.	Termination of Appointment and the Commission shall take legal action to recover from him the full cost of the base stocks unaccounted for.
MISCONDUCT RELATING TO NATIONAL VEHICLE IDENTIFICATION SCHEME		
61	Illegally produces or replaces number plate(s) without the required endorsement by the appropriate authority or engages in production and circulation of fake number plate(s) or solicits, touts or collects money from member(s) of the public or other member(s) of the Corps to produce or replace number plates.	Termination of Appointment.
62	Any member of the Corps who is in unauthorised possession of or engages in unauthorized removal of blank or embossed plate dice or any other number plate production or is in illegal possession of Driver's Licence, Vehicle Number Plate or any material relating to driver's licence or vehicle number plate.	Termination of Appointment and handed over to the Police for prosecution
MISCONDUCTS RELATING TO DUTY ROOM		
63	Accepts, solicits, receives or collects cash in the Duty Room in lieu of bank payment teller or collects money from an offender in lieu of payment of the fine to the designated bank or manipulates or alters the fine receipt register, notice of	Reduction in Rank

	offence sheet and fine register or any other official document with intent to gain monetary reward or carelessly or negligently misplaces the document or drivers license of the owner of an impounded vehicle or any content of an impounded vehicle or releases impounded vehicle without appropriate authority or carelessly allows any component or declared content of an impounded vehicle to be removed or replaced by unauthorized person(s).	
MISCONDUCT RELATING TO INTER CADRE MARRIAGE		
64	Where any Officer marries a Marshal, one of them shall withdraw his services failing which both of them shall be guilty to gross misconduct	Termination of Appointment
65	Where two Marshals are married and one gets converted to Officer's cadre, one of them shall withdraw his services within six months of the conversion, failing which both of them shall be guilty of gross misconduct	Termination of Appointment
CRIMINAL OFFENCES		
66	Any member of the Corps who is accused of any criminal felony or serious misdemeanor	Handed over to the Police for prosecution in a competent court of law and suspended from service and if convicted, shall be dismissed from service.
67	Takes part in an open demonstration, rebellion or riot against any lawful authority or employs the use of force or threat of violence in such circumstances as to make the disobedience subversive of discipline or having as its objective avoidance of any duty or services; is accused of treason or treasonable felony or incites any member of the Corps to take part in such misconduct as provided above, whether actual or intended.	Suspension from service, handed over to the Police for prosecution in a competent court of law and if convicted shall be dismissed from service

MISCONDUCTS RELATING TO TESTIFYING BEFORE A DISCIPLINARY PANEL		
68	Without reasonable cause fails or refuses to testify before FRSC Disciplinary Panel after being duly summoned to appear before the Panel Refuses to swear to an Oath or Affirm as to the truth of his evidence in the matter when duly required to do so; or Refuses or fails to produce a document in his custody or under his control which the Panel requires him to produce.	Reduction in Rank
69	Wilfully supplies the Panel with false information in its deliberations or uses abusive language or wilfully insults or assaults any member of the Panel investigating the case or witnesses thereof, or any other person whose duty it is to attend, either before, during or after the proceedings.	Reduction in Rank
70	Any member of the Corps who absconds or escapes from the Mess, Guardroom, Office or any other place where he is lawfully detained, held or confined	Loss of Seniority
AIDING AND ABETTING		
71	Aids, abets or counsels another member of the Corps in committing any misconduct or gross misconduct contrary to these regulations or conspires with one or more member(s) of the Corps or non member(s) of the Corps to commit any misconduct or gross misconduct.	Same punishment as the principal defaulter. Provided that the non member of the Corps may be handed over to the Police for prosecution.

6.2 PUNISHMENTS

The punishments which may be recommended against any member of the Corps by the FRSC Disciplinary Panel or Summary Proceedings Disciplinary Panel and imposed by the Commission or the Corps Marshal (as the case may be) under these regulations are as listed in the following scale:

- (a) Dismissal;
- (b) Termination
- (c) Suspension
- (d) Interdiction
- (e) Reduction in Rank;

- (f) Loss of Seniority;
- (g) Major entry;
- (h) Minor entry;
- (i) Forfeiture of pay;
- (j) Confinement;
- (k) Extra Duty;
- (l) Severe Reprimand;
- (m) Reprimand;
- (n) Drill;
- (o) Fatigue

Where the misconduct occasions any financial loss or loss/damage to property, the punishment shall be full payment of the money lost or replacement/repair of the said lost or damaged property which shall be deducted from the salary of the member of the Corps. Provided that the total amount of deductions that may be made from the salary of any member of the Corps in one month shall not exceed 1/3 of his wages.

Where the amount of money lost or cost of repairs or replacement of the lost or damaged property is more than what can be deducted from his salary in line with the provisions of these Regulations, his appointment shall be terminated.

Notwithstanding anything in these Regulations an Officer of the rank of Assistant Route Commander (ARC) and a Marshal of the rank of Marshal Inspector III (MI-III) or Road Marshal Assistant III (RMAIII) shall not be de-ranked but awarded loss of seniority for one year.

Except as expressly provided in these Regulations, not more than one punishment for a particular misconduct or gross misconduct shall be recommended by an FRSC Disciplinary Panel or Summary Proceedings Disciplinary Panel

Subject to the provisions of these Regulations, any member of the Corps who is superior in rank may direct that a Marshal be confined in a Guardroom, drilled or given fatigue. Provided that where a Marshal has been drilled or given fatigue, he shall no longer be subjected to further disciplinary action.

Notwithstanding any other provision of these Regulations, a Marshal from the rank of Marshal Inspector III to the rank of Chief Inspector shall not be drilled or given fatigue.

6.3 DISCIPLINARY PROCEDURE

Any member of the Corps reporting an alleged misconduct shall do so in writing or orally to the Officer in charge of the Command in which he is serving or to

the Officer in charge of the jurisdiction in which the misconduct was committed.

Where a report is made alleging a misconduct in an area and the member of the Corps being reported is not from that Command, the Officer in charge of that Command and to whom the report was made shall follow up that report with a memorandum to the Command of any such member of the Corps against whom such report was made.

Where a Commanding Officer is the person being reported by any other member of the Corps, the report shall be made to the person in charge of the next higher Command within the formation provided that where the report is being made against the Zonal Commanding Officer (ZCO) it shall be made to the Corps Marshal.

Subject to the provisions of these Regulations, when any report is made against any member of the Corps, the Officer or Marshal on whom the report is made shall be informed promptly in writing by the appropriate authority and shall be requested to show satisfactory reasons why disciplinary action should not be taken against him. If his explanations are not satisfactory, he shall be referred to Summary Proceedings Disciplinary Panel or FRSC Disciplinary Panel as the case may be for investigations and recommendations forwarded to Management.

Notwithstanding the provisions of these Regulations, the Corps Marshal may direct that a member of the Corps be investigated by an FDP.

All misconducts shall be investigated in the Command where they are alleged to have been committed provided that the Corps Marshal reserves the power to direct that any misconduct be investigated at the National Headquarters or any other Command.

Subject to the provisions of these regulations, the appropriate authority shall proceed to order an investigation by FRSC Disciplinary Panel or Summary Proceedings Panel.

A Board of Inquiry may be convened for cases such as:

- (a) gross misconduct
- (b) loss of FRSC property or money
- (c). damage to property
- (d). any other matter as may be deemed fit requiring a Board of Inquiry to be set up;

A Board of Inquiry shall consist of a Chairman who shall not be below the rank of Chief Route Commander and at least two other Officers one of whom shall be the Secretary.

- a. A Board of Inquiry shall be appointed by the Corps Marshal or any other Officer delegated by him.
- b. A Board of Inquiry shall carry out investigations as contained in its terms of reference and shall make recommendations on its findings to the appropriate authority.

Any member of the Corps found committing or alleged to have committed or reasonably suspected of having committed a misconduct under these regulations may be arrested in accordance with the provisions of these Regulations.

An Officer may be arrested by a Provost Officer who is superior in rank or any other Officer who is superior in rank in accordance with the provisions of these Regulations.

A Marshal may be arrested by a Provost Marshal who is superior in rank or an Officer or Senior Non Commissioned Officer or Non Commissioned Officer subject to these Regulations.

Provided that a member of the Corps shall not be arrested by virtue of this regulation except by another member of the Corps of superior in rank.

Any Officer or Senior Non-Commissioned Officer acting on instruction of the appropriate disciplinary Officer may arrest any Officer or Marshal; provided that an Officer cannot be arrested by a Marshal, Senior Non-Commissioned Officer and Non- Commissioned Officer.

Subject to the provisions of this regulation, the powers of arrest given to any member of the Corps by this regulation may be exercised either personally or by delegation of that power.

The procedure to be adopted by the FRSC Summary Proceedings Disciplinary Panel and FRSC Disciplinary Panel shall be as stated in Schedules 1 and 2 to these Regulations respectively.

Where a member of the Corps is facing disciplinary action or investigation, he shall be allowed to participate in the promotion exercise; provided that he will not be decorated with his new rank until the final determination of the disciplinary action or investigation.

If at the end of the disciplinary action or investigation, he is found guilty of gross misconduct and liable to either reduction in rank or loss of seniority, he

shall not be decorated with his new rank and shall forfeit the promotion and any benefit attached to it, notwithstanding his success at the promotion exercise. This provision shall also apply to a situation where after promotion examination, but before publication of promotion result, a gross misconduct is committed.

Where at the end of the disciplinary action or investigation, the member of the Corps is found not guilty, he shall be decorated with his new rank and shall enjoy all benefits attached to the promotion, provided he was successful at the promotion exercise.

6.4 PROMPT INVESTIGATION OF MISCONDUCTS

An allegation against any member of the Corps shall be duly investigated within four weeks from the date the FRSC Disciplinary Panel is convened. Provided that where the Disciplinary Panel cannot conclude its investigation within the four weeks, it shall apply to the appropriate authority for extension of time for four weeks giving reasons for its failure to do so and shall conclude the investigation not more than four weeks from the date of extension.

Where the FDP neglects and or refuses to conclude investigation within the period specified in regulation 54(1) above, the members of the FRSC Disciplinary Panel shall be investigated for dereliction of duty.

Where investigation is not concluded in line with regulation 54(1) above, the appropriate authority shall convene a new FDP to investigate the alleged misconduct and the proceedings of the initial FDP shall become a nullity.

Where the FDP concludes its investigation in line with regulation 54(1), the Management shall ensure that all other administrative procedures in respect of the case are concluded within two (2) months.

Pursuant to regulation 51(1) above, a member of the Corps shall not remain under arrest and in custody for a period longer than forty-eight (48) hours.

For the purpose of investigating any matter under these Regulations, a member of the Corps may be recalled to the Sector Command, Zonal Command or RSHQ as the case may be.

Where any member of the Corps is recalled pursuant to regulation 54(6) (a) above, he shall not be held for more than forty eight (48) hours and the recalling authority shall provide appropriate accommodation for him at the Mess for officers and Marshal Inspectors, Guardroom for Road Marshal Assistants or any other place approved by the appropriate authority.

An allegation against an Officer below the rank of an Assistant Corps Commander (ACC) or against any Marshal may in accordance with the provisions of these regulations be dealt with summarily by the appropriate disciplinary authority.

A Summary Proceedings Disciplinary Panel may be constituted by the appropriate authority or his delegate.

A Summary Proceedings Disciplinary Panel shall consist of three (3) members; that is, an Officer not lower in rank than an Assistant Corps Commander (ACC) or an Officer of an equivalent rank status with the defaulting Officer or Senior Non Commissioned Officer and two other Officers. Provided that a Marshal not below the rank of Senior Marshal Inspector shall be one of the two others where the alleged defaulter is a Marshal

All Summary Proceedings Disciplinary Panel shall be headed by an Officer.

All records of Summary Investigation Proceedings conducted in field Commands, including exhibit(s) and appeal (if any) shall be forwarded to the Zonal Commanding Officer, who shall review same, make recommendation(s) and forward all to CM. Provided that the ZCO shall forward the record of proceedings and his recommendation(s) within seven (7) days of conclusion of the investigation.

All summary investigations conducted in RSHQ by Heads of Department, Corps Officers or Heads of Special Unit shall be forwarded within seven (7) days of the conclusion of the investigation to the CM, who may direct for a review of same and award appropriate punishment.

Notwithstanding the foregoing provisions, no record of Summary Investigation Proceedings shall be forwarded earlier than two (2) days after the conclusion of the investigation.

Summary Proceedings Disciplinary Panel shall be ad hoc in nature and exist for purposes of investigating allegation(s) referred to it. Upon the conclusion of investigation, SPDP shall stand dissolved.

For all members of the Corps where the punishment for any misconduct 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.

For all other misconducts where the punishment is lesser than those listed in the preceding sub-regulation (1), investigation shall be by Summary Proceedings Disciplinary Panel. Provided that a member of the Corps shall be investigated by an FRSC Disciplinary Panel where he is being investigated for more than one misconduct(s), one of which attracts the punishment stated in sub regulation (1) above.

Notwithstanding the provisions of these Regulations, all Officers of the rank of Assistant Corps Commander (ACC) and above shall not face Summary Proceeding Disciplinary Panel for any misconduct committed by them but shall be investigated by FRSC Disciplinary Panel.

6.5 GENERAL PROVISIONS FOR FDP INVESTIGATIONS

An FDP may be convened by the Corps Marshal or any Head of Department delegated by him, Zonal Commanding Officers, Sector Commanders, Commandant of the various FRSC Training Institutions, Unit Commanders or any officer acting for the aforementioned category of Officers.

An FRSC Disciplinary Panel shall consist of five (5) members as follows;

- (a) a Chairman, who shall not be below the rank of CRC;
- (b) a Legal Officer of the respective Command where the misconduct is allegedly committed or a Legal Officer in the Corps Legal Office in RSHQ;
- (c) Three (3) other members, one of whom shall serve as Secretary.

Provided that one of the members shall be a Marshal not below the rank of Senior Marshal Inspector (SMI) where Marshal is being investigated.

The quorum of an FDP shall be three including the Chairman and the Legal Officer. Provided that where a Marshal is being investigated, the quorum shall include a Marshal.

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

An FRSC Disciplinary Panel shall have the power to investigate any member of the Corps in consonance with the provisions of these Regulations.

A defaulter shall have the right to defend himself in person or by another member of the Corps of his own choice. The defaulter shall inform the Convening Officer in writing of his defending officer not less than 48 hours before the investigation commences.

An FRSC Disciplinary Panel may recommend a lesser punishment than the one stipulated for the alleged misconduct if the misconduct established is lesser

than the misconduct alleged or if after due consideration of the circumstances of the allegation, the FDP is of the opinion that recommending such lesser punishment is reasonable.

No member of the Corps shall be appointed to serve in the FRSC Disciplinary Panel except his appointment has been confirmed. This provision shall not apply to legal officers of the Corps.

FRSC Disciplinary Panel shall be ad hoc in nature and exist to investigate allegation(s) referred to it; Provided that no FDP shall exist for more than two (2) months from the date of its constitution.

- a. No FDP shall exercise special or exclusive investigative power over any class or type of disciplinary matters.
- b. The foregoing provisions shall apply notwithstanding the number of disciplinary matters referred to the FDP.

A member of the Corps can only be punished once it is proven that he has committed misconduct contrary to the provisions of these Regulations.

Subject to the provisions of these Regulations, all disciplinary matters may be caused to be published in PART ONE ORDER and forwarded to the official email of the affected member of the Corps and same shall be deemed to have been officially communicated to all members of the Corps and the affected member of the Corps.

6.6 RIGHT OF APPEAL

Any alleged defaulter who is dissatisfied with the recommendation of an FRSC Disciplinary Panel or a Summary Proceedings Disciplinary Panel shall have right of appeal to the Commission or Corps Marshal as the case may be in accordance with these regulations and as Form 4 to these Regulations.

An appeal against the recommendation of a Summary Proceedings Disciplinary Panel by a dissatisfied alleged defaulter shall be made within two (2) days from the conclusion of SPDP investigation; and same shall be forwarded through the SPDP in accordance with these regulations

An appeal against the recommendation of FDP by a dissatisfied alleged defaulter shall be made within fourteen (14) days from the conclusion of FDP investigation; and same shall be forwarded through the FDP in accordance with these regulations.

In the exercise of the right of appeal conferred by these regulations, a dissatisfied alleged defaulter shall forward his appeal to the Commission or Corps

Marshal as the case may be through the approved channel of communication. Notwithstanding the foregoing provision, an advance copy of the appeal may be forwarded to the Commission or Corps Marshal, as the case may be.

6.7 RETRIEVAL OF PROPERTY FROM TERMINATED AND DISMISSED STAFF

Any member of the Corps whose appointment is terminated or who is dismissed from service or ceases to hold or exercise his office, shall forthwith deliver up to the appropriate authority under whom he is serving, his FRSC Identity card, clothing, accoutrements, and other property of the Corps which may have been supplied to him or entrusted to his care; and should he fail to do so, he shall be arrested and handed over to the Police for prosecution and recovery of the Commission's property.

6.8 PREROGATIVE OF MERCY

The Commission shall have the Prerogative of Mercy in respect of Officers and Marshals upon the advice of the Prerogative of Mercy Committee which shall be preceded by a Management Review Committee that will review all applications for Prerogative of Mercy and make recommendations to the Prerogative of Mercy Committee for consideration.

- (a) The Management Review Committee shall consist of:
 - (i) The Deputy Corps Marshal (Admin and Human Resources) - Chairman
 - (ii) The Corps Legal Adviser - Member
 - (iii) The Corps Intelligence Officer - Member
 - (v) The Corps Secretary - Member/Secretary
- (b) The Prerogative of Mercy Committee shall consist of:
 - (i) A member of the Commission - Chairman
 - (ii) A member of the Commission - Member
 - (iii) The Corps Marshal - Member
 - (iv) The Corps Legal Adviser - Member
 - (v) The Corps Secretary - Secretary
- (c) The Prerogative of Mercy Committee shall meet twice in a year.
- (d) Where due to exigencies, recommendations are forwarded to the Prerogative of Mercy Committee by the Management Review Committee; the Prerogative of Mercy Committee may convene extra-ordinary meeting(s) as may be necessary.

- (e) For the purposes of the Prerogative of Mercy Committee's meeting(s), the Chairman, Corps Marshal and the Corps Legal Adviser shall form a quorum, while for Management Review Committee, the Chairman, Corps Legal Adviser and one other member shall form a quorum.

Where a member of the Corps is awarded punishment of dismissal from service, termination of appointment, reduction in rank or loss of seniority in line with the provisions of these Regulations, he may apply to the Commission for Mercy and such application shall be reviewed by the Management Review Committee which may forward recommendation(s) to the Prerogative of Mercy Committee for consideration and further necessary action. Such application for Mercy must be forwarded by the member of the Corps within three (3) months of the receipt of letter of award of punishment.

The appropriate disciplinary authority shall be:

- (a) the Chairman or any member of the Commission,
- (b) the Corps Marshal,
- (c) Heads of Department (HODs),
- (d) Zonal Commanding Officers (ZCO),
- (e) Corps Officers (COs),
- (f) Sector Commanders (SC),
- (g) Heads of Special Unit,
- (h) Unit Commanders (UC).

For any misconduct or matter not covered by these Regulations, recourse may be made to the FRSC Operations Manual, FRSC Conditions of Service, Quality Manual or Public Service Rules.

6.9 SUMMARY INVESTIGATION PROCEDURE

A summary investigation under these regulations shall be conducted in the following manner:

- a. When a report or allegation has been made orally or in writing to the appropriate authority, the appropriate authority may, if convinced that a prima facie case has been established, direct that the Officer or Marshal against whom the report or allegation is made appear before a Summary Proceedings Disciplinary Panel.
- b. The Summary Proceedings Disciplinary Panel shall state the allegation to the alleged defaulter and request him to make his defence immediately.

- c. If the defence put up by the alleged defaulter is not satisfactory, the Summary Proceedings Disciplinary Panel shall recommend the appropriate punishment to the appropriate authority.
- d. Where the Summary Proceedings Disciplinary Panel has investigated an allegation against any member of the Corps, the Panel shall recommend that the allegation be dismissed if in its opinion the alleged misconduct was not established.
- e. The Summary Proceedings Disciplinary Panel shall read its findings and recommendation to the alleged defaulter.
- f. The summary proceedings shall be recorded verbatim in a Summary Proceedings Register.

6.10 FDP INVESTIGATION PROCEDURE

Before a member of the Corps is investigated, he must be informed in writing of the allegation(s) against him and given at least seventy-two (72) hours to prepare his defence. The allegation (s) against a member of the Corps shall be as provided in Form 1 of Schedule 2 to these Regulations.

During investigation, the alleged defaulter shall be marched in before the FDP without head dress and belt by the Provost.

The names of members of the FDP shall be read to the hearing of the alleged defaulter before the commencement of investigation.

The alleged defaulter shall be entitled to object to the inclusion of any member of the disciplinary panel constituted to investigate him but must establish good reason why the member should be disqualified. If the panel upholds the objection, a replacement of the disqualified member shall be made by the appropriate authority.

The members of the FDP shall take oath/affirmation before the commencement of investigation as provided in Form 2 of Schedule 2 to these Regulations.

The allegations shall be read to the hearing of the alleged defaulter before the commencement of investigation and his/her plea shall be taken.

The following procedure shall apply in the taking of evidence before an FDP:

- a. The FDP calls witness (es) to present evidence in support of the allegation.
- b. The alleged defaulter or any member of the Corps defending him puts question(s) to witness (es) called in support of the allegation(s);
- c. The alleged defaulter or his defending officer states his defence to the allegation(s) levelled against him;
- d. Exhibits are tendered, if any, in form of documents or any other thing.
- e) The alleged defaulter or his defending officer shall be entitled to call his own witness (es) while presenting his defence.
- f) Any witness called to testify before an FDP shall be on oath or affirmation as specified in Form 3 of Schedule 2 to these Regulations.

There shall be proper documentation of all FDP investigations in an FDP Register or electronic record to be maintained by AHR, RSHQ and Field Commands.

There shall be an FDP Register in every Command in which a verbatim report of all proceedings of investigation is recorded.

Where a member of the Corps is a complainant at any proceedings, he shall not be a member of the FDP investigating the alleged defaulter.

A person to be called as a witness shall not be a member of the FDP.

FDP sitting shall hold within FRSC offices/formations or any other place approved by the appropriate authority.

In the course of the investigation, except where the FDP directs to the contrary:

- (a) A person not connected with the proceedings may not be allowed or admitted into the FDP room unless the FDP is satisfied that there is good and sufficient reason to admit such a person;
- (b) The FDP may request any person to attend the investigation and give evidence or produce any report or for the purpose of being examined as a witness and it shall be the duty of the person so invited to attend.
- (c) In any investigation, the alleged defaulter shall be entitled to make his own defence.

(d) An allegation against one or more alleged defaulter(s) may be investigated either jointly or severally;

(e) If an alleged defaulter, having had due notice of the time and place appointed for the investigation does not appear in person, the FDP shall after considering any ascertainable circumstances of his absence, proceed with the investigation or adjourn to some future date;

(f) The FDP may recall any witness at any time during the proceedings for further evidence, or clarification of fact;

(g) The alleged defaulter or any member of the Corps defending him may put question(s) to any witness giving evidence in support of the allegation and may also put question to a witness for his defence, provided that if the alleged defaulter asks irrelevant, impertinent or intemperate questions to a witness, the FDP may disallow such questions and may direct that any further question(s) to the witness shall be directed through the Chairman of the FDP and such direction shall be recorded;

(h) If after hearing the evidence in support of the allegation(s), the FDP is of the opinion that there is insufficient evidence to support the allegation, it may dismiss the allegation.

(i) After the taking of evidence is concluded, the FDP shall, if it considers that evidence adduced in support of the allegation(s) is not sufficient record a finding of "not guilty"; but if it considers the allegation proven, it shall record a finding of "guilty".

(j) The FRSC Disciplinary Panel shall read its findings and recommendation to the alleged defaulter.

(k) For all FDP investigation conducted in Field Commands, the Zonal Commanding Officer shall be the Appellate and Reviewing Authority of first instance. Nothing in these Regulations shall preclude the Zonal Commanding Officer from delegating his Appellate and Reviewing power to a Sector Commander or any other officer within the Zonal Command.

(l) The record of proceedings of an FDP, including all exhibits and appeal (if any), shall be forwarded to the Corps Marshal within 21 days of the conclusion of investigation by the FDP. Provided that such record of FDP proceedings, including all exhibits and appeal (if any), shall not be forwarded within the 14 days given for appeal by an alleged defaulter.

(m) On receipt of the FDP proceedings including all exhibits and appeal (if any), the Corps Marshal may direct for a review of same notwithstanding any power of review or appeal already exercised by any other appropriate authority.

(n) In the exercise of the power of review conferred on the reviewing Officer by these Regulations, the reviewing Officer shall make findings, recommendations and may vary the recommendations of the FDP. Provided that a recommendation higher than the recommendation of an FDP or SPDP shall not be made without affording the defaulter the opportunity to be heard.

(o) The Commission or the Corps Marshal as the case may be shall be the approving authority for any recommendation by the FDP or the reviewing Officer, and such recommendation shall only become binding after same has been approved by the Commission or the Corps Marshal as the case may be.

(p) Any entry of a disciplinary nature in the record of service of any member of the Corps may by order of the Commission or Corps Marshal as the case may be, be expunged in recognition of a subsequent specific act of good service or bravery

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, numerator 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)

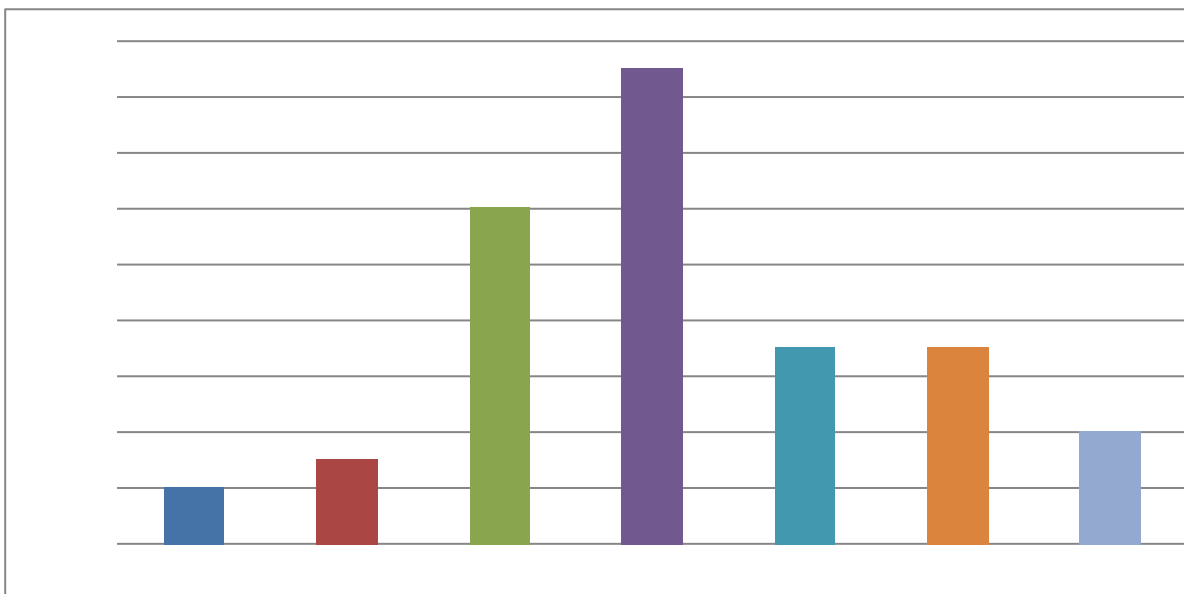
Median:

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:

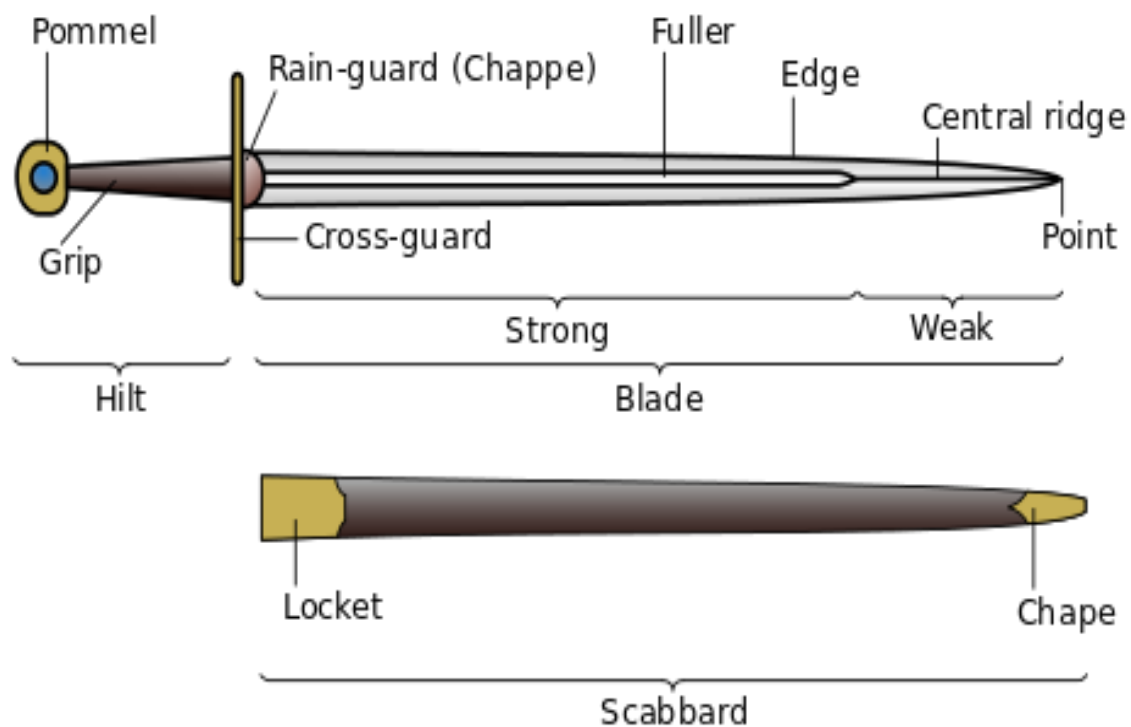
- a. When Marshals are marching at ease
- b. When colours are sloped.

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.

8.1 Parts of the Sword

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



8.2 CONCEPT

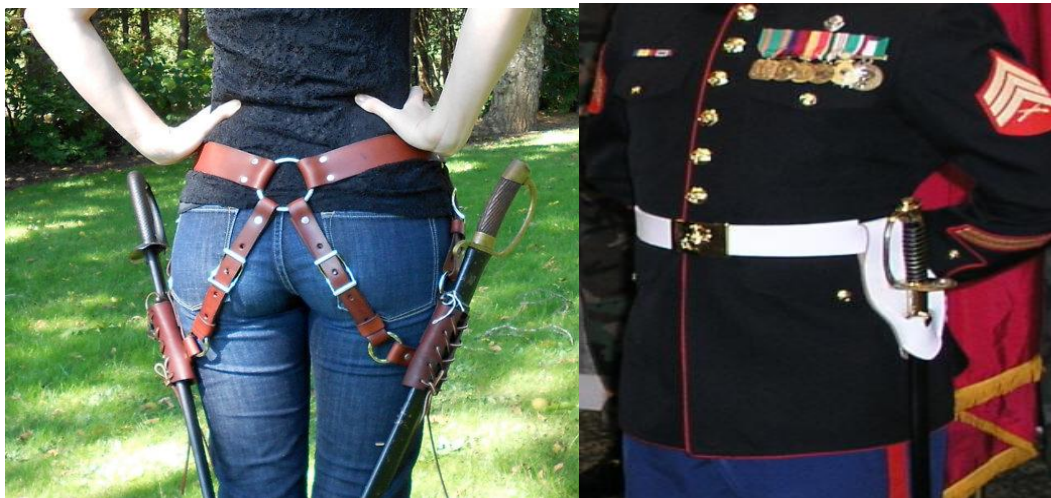
Officers are known by the sword" they carry", swords in drill are only carried by officer, it's a sign of dignity and carriage for the cadre, its only commissioned officers that are allowed to draw sword while on parade. Senior marshals can only wear the sword but can't draw the sword while on parade.

8.3 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.

8.4 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.



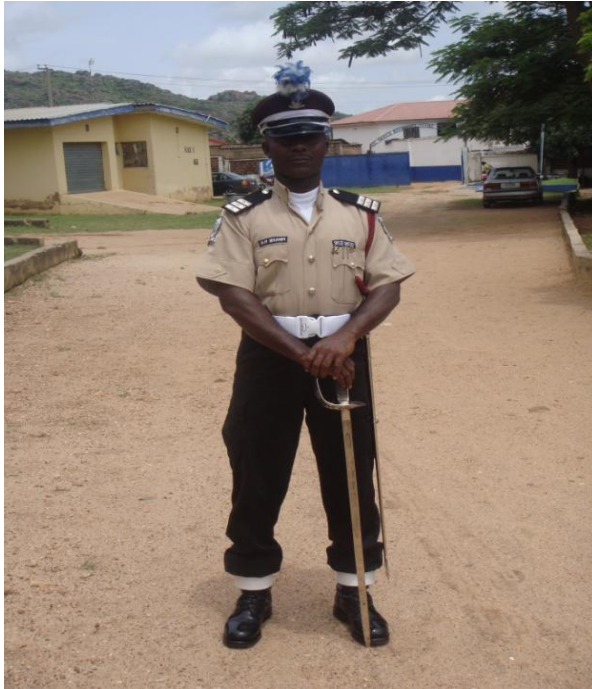
Stand at Ease (Sword Drawn)

"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

8.5 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 movements, 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.

8.6 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.

8.7 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.

8.8 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.

8.9 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 DEVELOPMENTS 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. 9 Corridor Commands
- d. 297 Unit Commands
- e. 70 Outposts
- f. Command & Staff College
- g. Academy
- h. Marshal Inspectors Training School
- i. Road Marshal Asst. Training School
- j. 13 Staff Clinics
- k. 2 Cottage Hospitals
- l. 221 Driver License Centres /Work Stations
- m. 3 Medical Centers
- n. 2 Print Farms
- o. 3 Number plate Production Centres

- p. 6 Mini-Number Plate Plants
- q. 1 Signage Plant
- r. 48 Zebra Points
- s. 2 NVIS Clinics
- t. 1 Sick Bay
- u. 570 Station Offices
- v. 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 THE FRSC WEBSITE

The screenshot shows the FRSC website interface. At the top, there is a navigation bar with links to HOME, ABOUT US, ADMINISTRATION, COMMANDS, ROAD TRAFFIC DATA, OFFENCES & PENALTIES, COURTESY VISIT, and CONTACT US. Below the navigation bar, there is a large video player showing a man in a white shirt and hat interacting with a computer. To the right of the video player, there is a section titled "QUALITY POLICY" with text stating: "The Federal Road Safety Corps is committed to creating a safer motoring environment through compliance with the FRSC (Establishment) Act 2007, other traffic laws and Quality Management System standards with a view to continually improving its mode of operations." Below this, there is a "FRSC VIDEOS" section with a play button icon and a search bar.

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

9.6. FRSC COMMITMENTS

VISION

Create a safe motoring environment towards achieving Zero Road Traffic Death.

MISSION

To coordinate all road safety initiatives through improved strategic partnership and alignment with global strategies.

CORE VALUES

- Transparency
- Fairness
- Timeliness
- Service Orientation

QUALITY POLICY

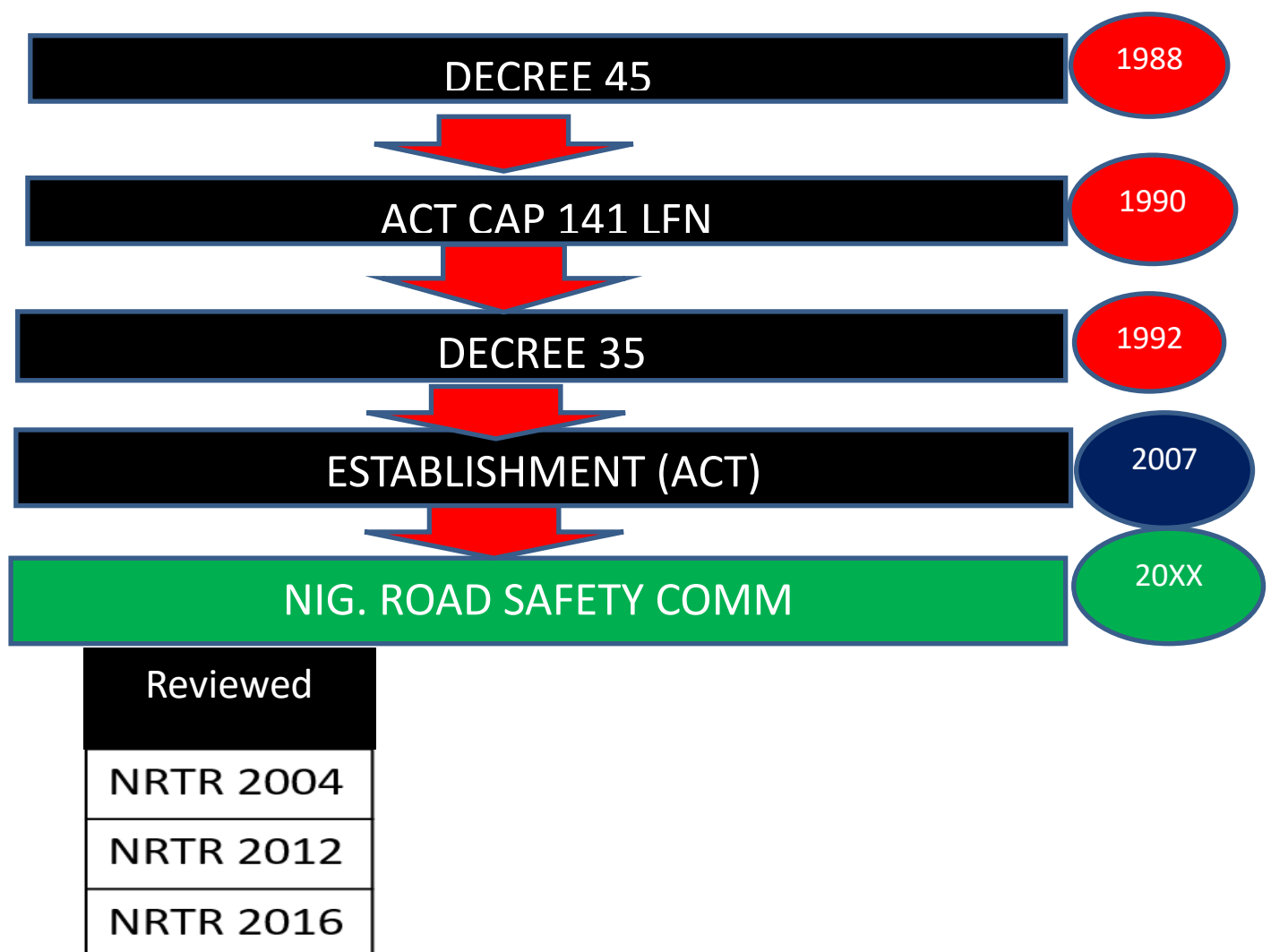
The Federal Road Safety Corps is committed to creating a safer motoring environment through compliance with the FRSC (Establishment) Act 2007, other traffic laws and quality management system standards with a view to continually improving its mode of operations.

THE NEW POLICY THRUST

- Rejig and Reposition Operational Strategies
- Training and Retraining of Staff to align to realistic expectations
- Strategic Partnership
- Digital Transformation in Operations
- Discipline
- Welfare.

9.7 LEGAL INSTRUMENTS

FRSC (Establishment) Act, 2007



9.8: 7-ES OF FRSC ADMINISTRATION / 4-POINT APPROACH

- a. Education and Enlightenment
- b. Engagement of Stakeholders
- c. Environment
- d. Emergency Management Services (EMS)
- e. Enforcement
- f. Engineering
- g. Evaluation

4-Point Approach

- a. Enlightenment
- b. Persuasion
- c. Subtle Force
- d. Full Enforcement

9.9: 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.

9.10: 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:

Motor Vehicle Licence:

3 years - N15,000

5 years - N21,000

Tricycle/Motorcycle Licence:

3 years - N7,000

5 years - N11,000

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#

9.11: 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

9.12 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

9.13 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.

9.14 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.

9.15 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.

9.16 ISO CERTIFICATION DRIVE



2013



2016



2019



2022 (Expires 2025)

9.17 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.

9.18 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. FRSC INTERVENTION PATROL

The Federal Road Safety Corps was established on 18 Feb, 1988 to address the menace of road traffic crashes bedeviling the Nation. The Corps is saddled with the responsibilities of reducing road traffic crashes, promoting road safety culture, educating drivers and other road users, carry out rescue operations and enforce traffic laws throughout the country. One of the strategies employed to achieve its mandate is through Intervention Patrol.

10.1 INTERVENTION PATROL

Federal Road Safety Corps Intervention Patrol is a special and focused patrol operations aimed at reducing specific traffic incidents or violations that significantly contribute to crashes and congestions. These Intervention Patrols are usually conducted during high-traffic periods, around crash prone areas, or in response to trends in traffic violations.

Intervention Patrol also involves specific patrols aimed at monitoring and enforcing traffic rules to reduce crashes, injuries and fatalities on our Nation's highways.

10.2 PURPOSE OF INTERVENTION PATROL

The purpose of Intervention Patrol is to prevent unsafe driving behaviors, ensure compliance with traffic laws, and enhance public safety to prevent crashes on the roads.

10.3 OBJECTIVES OF FRSC INTERVENTION PATROL

The objective of FRSC Intervention Patrol are but not limited to the following:

- a. Reduce Road Traffic Crashes (RTCs)
- b. Educate Road Users through on-the-spot public enlightenment
- c. Quick response to emergencies
- d. Ensure compliance to road traffic rules and regulations
- e. Increase visibility to deter traffic offenders from traffic infractions
- f. Clearing of obstructions on the nation's highways

10.4 TYPES OFFRSC INTERVENTION PATROL

The following are some of FRSC Intervention Patrols.

- a. End of the year Special Patrol-Operation Zero Tolerance to crashes
- b. Sallah Special Patrol (Eidul Kabir and Eidul Fitr)
- c. Easter Special Patrol.

These patrols are usually organized during festive period as the names implied.

d. Special Intervention Patrol: This type of Patrol is organized to address a specific observed infraction on our roads such as overloading, speeding, use of seatbelt, riding without use of Helmet under Age Driving, Driving Under the influence of Alcohol Violations.

10.5 STRATEGIES EMPLOYED DURING FRSC INTERVENTION PATROL

Considering the importance of Intervention Patrol below are the strategies employed during intervention patrols.

a. Deployment of Personnel and Equipment

There is always mass deployment of personnel and equipment to some strategic locations prone to crashes and traffic grid-lock in order to accomplish the purpose of the operation.

b. Aggressive Public Enlightenment

Public Enlightenment activities are usually step-up during the operation to create more awareness and sustain same through the period of the operation.

c. Motorise Patrol

For effective patrol operations motorise patrol are employed to ensure visibility and deter traffic violator especially in the Road Traffic crashes and grid-lock areas

d. Creating of Help Areas and Camps

Help Areas and Camps are created to assist Commands along critical corridor so that the host commands are not overwhelmed with pressure of work and to ensure seamless mobility of operatives.

e. Deployment of Technology

During intervention Patrol technology are deployed to enhance the operation effectiveness. Some of the technology apparatus deployed include, Body worn cameras, Radar Guns and Breathalyzers.

f. Collaboration with other sister security Agencies and Stakeholders: The Corps collaborates with other sister Security Agencies and stakeholders in order to have seamless operations during intervention patrol and this has been helpful.

g. Mobile Court: Mobile Courts could also be set up in some strategic areas to compliment the regular patrols. It is worthy to note that such mobile courts contribute significantly to curb and curtail motorists' excesses.

10.6 CHALLENGES OF FRSC INTERVENTION PATROL

FRSC Intervention Patrol is associated with noticeable challenges that hamper its full success. These challenges are both internal and external in nature.

INTERNAL CHALLENGES

a. PAUCITY OF FUNDS

Intervention Patrols are not in most cases adequately funded and this often result to shortage in men and materials deployed for the operation.

b. LACKADASICAL ATTITUDE OF STAFF

Most staff ranging from Commanding Officers to the operatives are not usually serious with the task assigned to them during the Intervention Patrols. In some instances, they are late to traffic control point, and often sometimes paying lip service to relax public enlightenment and enforcement at the detriment of road users.

c. LACK OF PHYSICAL SUPERVISION BY RSHQ MONITORS

RSHQ monitors do not spend time to do the needful during Intervention Patrols watering the operation to routine Patrol. The effect of the patrol is submerged as the operatives work without monitors. Worst still, some of the RSHQ monitors administer the Surveillance Form to the Commanding Officers to fill for them without due diligence/physical presence.

EXTERNAL CHALLENGES

a. PUBLIC PERCEPTION

The Motoring Public view FRSC Intervention Patrols to be more of a punishment than a preventive measure to Road Traffic Crashes.

b. POOR ROAD CONDITION

The poor road condition in Nigeria makes Intervention Patrols difficult. Failed portion of the road is a source of crashes especially the articulated vehicles. When vehicles fall in such failed portion it creates traffic congestion and the operatives will spend hours in clearing the obstruction hereby abandoning the patrol activities.

c. DISREGARD TO TRAFFIC RULES

Some drivers consider themselves as untouchables while on the road and flagrantly disobey traffic rules and regulations with impunity.

d. KNOCKDOWN OF STAFF

Instances where our operatives are knockdown abound. This act is often times deliberate. Many of the culprits are not made to face the full wrath of the law.

10.7 ADDRESSING THE CHALLENGES

a. Adequate budget provision for Intervention Patrol

b. Staff should be enlightened on the importance of Intervention Patrol

c. RSHQ should be up and doing and ensure that the responsibility assigned to them are carried out physically by them.

- d. The Federal Ministry of Works and housing should be informed about the failed portions and recommended for palliative work in the areas.
- e. Staff should be sensitized to take their safety serious while on patrol to avoid being knocked down.

10.8 BENEFITS OF INTERVENTION PATROL

Despite the challenges of FRSC Intervention Patrol, there are notable achievements recorded during Intervention Patrol, these include:

- a. Reduction in Road Traffic Crashes
- b. Improvement on Road Safety Awareness
- c. Improvement on response time to emergencies
- d. Enforcement simplified
- e. Quick clearance of obstruction

FRSC Intervention Patrol is crucial to road safety on the nation's roads. Routine Patrol alone cannot address the enormous challenges of traffic situation in our country hence the need for Intervention Patrol. Intervention Patrol during festive period has largely improved the road safety culture on roads due to increased public awareness. If the challenges confronting Intervention Patrol are well addressed, crashes will be reduced to the barest minimum.

11. KIDNAPPING AND "ONE-CHANCE" SYNDROME

Kidnapping is an age-long crime that is gaining increasing magnitude in all facets of life. Thus, sex, race, ethnicity, religion, social, political and economic status are not immune to this crime. It is a violent, terrible, sensational crime and poses momentary or enduring security challenges to the victims' development and life as a whole. The act is criminal in nature. Its commission is expressly against the State and is highly kicked against with strict penalty. Therefore, the crux of this discourse is basically to interact on issues relating to kidnapping with the view to proffering preventive measures

11.1 CONCEPTUAL CLARIFICATION

The following terms would be used in this context as explained below:

Kidnapping: The word kidnap can be traced back to its earliest root, which evolved from two English words, principally 'kid' (meaning infant) and 'nap' (meaning sleep). Kidnap is dated back to the 17th century child abduction in Britain when the kids of the rich families were being "abducted for ransom while asleep" (nap). To this end, it would be seen as:

- a) A false imprisonment of an individual against his or her will by another individual in violation of the individual's fundamental human rights
- b) A criminal act involving seizure, confinement, abduction, subjection, forcefulness, threat, terror and servitude.

"One-Chance" Syndrome: This implies the use of taxi or any other form of vehicle meant for transportation of persons for the purpose of taking people hostage or abducting them for a short period, and in some cases being taken to an unknown location during which the victim is robbed or raped.

Crime: It is an act or the commission of an act that is forbidden or the omission of a duty that is commanded by a public law and that makes the offender liable to punishment by the law.

Ransom: This is a consideration paid or demanded for the release of someone or something from captivity.

11.2 TYPES OF KIDNAPPING

Below are some forms of kidnapping to be considered:

- a. **Basic Kidnapping:** This is the most common form of kidnapping which is targeted at local businessmen and less privileged persons without sufficient security.
- b. **High Net Worth Individual Kidnapping:** In this, the intended target is studied for some time prior to the actual kidnapping and when the victim is kidnapped, the relative would be contacted for ransom
- c. **Tiger Kidnapping:** This involves hostage taking in order to force the victim to commit or assist in a theft or other illegal activities.

- d. **Express Kidnapping:** In this, a victim is abducted, then forced to withdraw their own ransom from the bank or ATM. If all goes well, the victim is released immediately after being relieved of all valuables on their person.
- e. **Virtual Kidnapping:** It is a scam in which the kidnappers will wait until their target is unreachable (visiting an area with no network coverage, for example), then will contact the target's relative or organization for ransom.
- f. **Political Kidnapping:** This is done to extort political concession from governments, security forces or opposing political parties/individual(s). It appears to be more difficult to negotiate kidnapped victim's freedom as in many cases, the political concessions or demands cannot be met by the government involved, putting the victims's life at greater risks.
- g. **Bride Kidnapping:** It is a form of forced marriage in which the groom arranges marriage by forcefully abducting the lady for marriage.
- h. **Sexual Exploitation Kidnapping:** Victims are kidnapped to be used as sexual tool.
- i. **Human Trafficking Kidnapping:** It involves kidnapping persons, particularly children and/or women for trafficking
- j. **Ritual Kidnapping:** This is done so that body parts of victims are used for ritual purposes.
- k. **Self-Kidnapping:** It involves victim arranging with accomplice to extort or require ransom from the relative or organization of the assumed victim.
- l. **Mass Kidnapping:** This involves situation where many or a group of kidnappers raid a place and kidnap large number of people for ransom.
- m. **Relay Kidnapping:** This is a situation in which a person sent to pay ransom is exchanged for the victim after payment of the ransom.

11.3 DIFFERENCES AND SIMILARITIES BETWEEN KIDNAPPING AND "ONE-CHANCE" SYNDROME

Although "one-chance" syndrome is another form of kidnapping (since it involves the temporary abduction of people), it is a little different from kidnapping. Below are some differences as well as similarities:

DIFFERENCES		
S/N	"ONE-CHANCE"	KIDNAPPING
1	Victims do not know at the point of embarking the vehicle(s) being used for the crime that they are being abducted	Victims mostly know that they are in danger of kidnapping
2.	It lasts for only a short period of time.	In most cases, victims are held for a long time (up to a month).
3.	In most cases, abductors simply seize the belongings of their victims after which they release them (mostly by pushing them out)	Victims are detained for ransom (payment of ransom is the main objective)

SIMILARITIES	
1.	Both "one-chance" and kidnapping involve the abduction of people against their will.
2.	Both are carried out for the purpose of obtaining benefits for the perpetrators
3.	Both are traumatic and injurious to the unfortunate victims

11.4 CAUSES OF KIDNAPPING"ONE-CHANCE" SYNDROME

Below are some causes of kidnapping and one chance syndrome

- a. **Unemployment:** The high unemployment rate in many countries has forced citizens to find other ways to make money—and some of those ways are illegal. Kidnapping a rich person can be a lucrative business. A cash-strapped unemployed person may believe that when he kidnaps someone who is rich, he may be able to become rich himself.
- b. **Poverty:** It can propel people toward crime as a way to make ends meet. Sometimes, a person who is poor might believe that kidnapping or other illegal acts could provide the necessary money to start a new life—a life that will no longer involve crime.
- c. **Illiteracy:** The inability to read or write predisposes the illiterate to criminality. When people know how to read and write, they can gain the skills they need in order to become educated, get a job, and live a productive life.
- d. **Religion:** Many kidnappings in the world today have their root cause in religion. Some people love their religion so much that even when it teaches them something that is wrong, they believe it is right. One religious leader may want to take over another group—and order his men to kidnap his rivals.
- e. **Greed and "get rich quick" syndrome:** Some people are not content with what they have and wish they could get more. This person may turn to kidnapping and one chance since it does not require much or effort..
- f. **Politics:** Corrupt politicians may arrange for the kidnapping of their opponents. Sometimes, they do this so that their opponents will make concessions or change their votes on the issues.
- g. **Ineffectiveness of law enforcement agencies:** The inability of law enforcement agencies to bring perpetrators of the crime to speedy justice is another factor that tends to "allow" the spread of kidnapping/"one-chance"
- h. **Unequal distribution of Wealth:** This has created gaps between the haves and havesnots that have given room to self help through kidnapping and "one-chance" activities.
- i. **Moral decadence:** People tend to achieve whatever are their desires not minding whether wrong or right.

11.5 EFFECTS OF KIDNAPPING AND "ONE-CHANCE"

Below are some negative impacts of kidnapping and "one-chance" syndrome

- a. **Economic effect:** People have paid huge amount of money as reason that would have been/otherwise used to better their productivity.
- b. **Social effect:** The image of victims and that of the society is in disrepute due to the prevalence of the crime.
- c. **Psychological/emotional effect:** Crime creates burning fear among the citizenry and a lasting psychological trauma in the victims
- d. **Health effect:** It brings about illnesses and scars in the life of victims and sometimes results in death.

11.6 PREVENTIVE MEASURES

Preventive measures would be considered at governmental/societal and individual levels as follows:

Governmental/societal level

- a) There is need for adoption and application of community policing.
- b) Judiciary and criminal justice system, as a whole, should be strengthened for quicker dispensation of justice.
- c) National crime data bank should be created and intelligence on these crimes should be shared among tiers of government and security agencies.
- d) Citizens should report any suspicious persons and such informants should be highly protected while handling the case.
- e) Religious and traditional leaders should educate their followers against these crimes
- f) Job opportunities should be created for youths to engage them rightfully.

Individual Level

- a) Do not board unmarked bus or taxi.
- b) To avoid being abducted, look closely and observe the bus before you board. If you suspect anything, do not board.
- c) **Observe the passengers before you board:** The passengers inside a bus are critical to your boarding the bus or taxi. If you think they look suspicious, back off and look for another bus.
- d) **Avoid buses with curtains/tinted glasses:** Some imported "tokunbo" buses come with window curtains. But they are removed for public transportation purposes. If a public bus still moves around with window blinds, you will be doing something dangerous to board the bus. If you fall victim and you are inside the bus, no one will see when you are struggling for help.
- e) **Be careful of all-male passenger buses:** Do not board unless you know the occupants well.

- f) **Do not accept rides offered by strangers:** Some people like free lift. Many lives have been lost and people have gone missing when they move away from bus stations to hitch hike. This is not about sexism; ladies in particular should beware of entering lifts with strangers.
- g) **Go to approved bus stations:** If you are going on a long distance journey, board a bus or taxi at approved and known bus stations where your personal details will be documented. If you go missing or you have an accident, the manifest will be used to trace your identity.
- h) **If a guest is visiting you for the first time, make effort to pick him by yourself.** Do not tell him to give phone to driver or bike man for you to describe the place.
- i) **If a person you do not know stops on the road or at the filling station pleading that you should help him to where his vehicle is, do not assist.**
- j) Do not stop on the road to buy things where there is no organized markets. The trader may be an agent of kidnapper(s).
- k) Do not disclose your sensitive information like bank account, residential address, place of work and travelling details on social media or while making call in the public
- l) Do not give testimony of your financial break through, etc. in a public gathering like church, mosque or social functions.
- m) Do not respond to strange people talking of employment interview to be held in a particular venue.
- n) Always watch your rear view mirror while driving. If you are being trailed, drive to a near-by law enforcement Office or crowded place.
- o) Keep details of your financial dealings away from your domestic staff or colleagues.
- p) Carry out intensive profiling of your house helps before engaging their services.
- q) Be prayerful, trust your instinct and respond quickly and carefully to threat.
- r) Maintain good relationship with your neighbours.

Synoptically, judging from the above it is evidential that the practice of kidnapping and "one-chance" is highly criminal, immoral, inhuman and counter-productive that must be guided against in all its ramifications. Adopting and implementing the above measures, among others, would assist in preventing the trending menace, and people from being victims.

12. OVERVIEW OF FRSC IT PLATFORMS

THE LIST OF FRSC e-APPLICATIONS

S/N	APPLICATIONS	URL
1.	Duty Room Information System	http://ops1.frsc.gov.ng
2.	Post Service Scheme	http://pss.frsc.gov.ng
3.	Unified Field Operating System Mobile	https://fieldopsmobile.frsc.gov.ng
4.	Speed Limiting Device Portal	https://speedlimiter.frsc.gov.ng
5.	APPERS	https://apers.frsc.gov.ng
6.	NVIS	https://nvis.frsc.gov.ng
7.	RTSSS	https://rtsss.frsc.gov.ng
8.	DSSSP	https://dsssp.frsc.gov.ng
9.	NACRIS	https://nacris.frsc.gov.ng

13. 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.

14 FRSC ROLE IN ENSURING PEACE AND SECURITY IN NIGERIA

Road transport is the most widely used mode of transportation in Nigeria, playing a critical role in socio-economic development. However, its convergence with other modes of transportation presents several security concerns, ranging from road traffic crashes (RTCs) to criminal activities such as banditry, kidnapping, and vehicle hijacking. FRSC is at the forefront of ensuring that the road transport sector remains safe, thereby contributing to national peace and security.

14.1 INGREDIENTS OF PEACE AND SECURITY

A key ingredient of national peace and security is food security, which is directly and remotely linked to road transportation. The transport sector ensures the movement of agricultural inputs, raw materials, and finished farm products from rural areas to urban centers and across states. FRSC plays a crucial role in ensuring the security of food supply chains by regulating vehicle movements and preventing disruptions caused by road crashes and insecurity.

The significance of FRSC in this process includes:

- a. Ensuring the free flow of agricultural goods by preventing and managing road obstructions.
- b. Regulating and enforcing road safety measures to minimize road traffic crashes.
- c. Facilitating seamless transportation through effective policies and enforcement.

14.2 THE RELEVANCE OF FRSC IN PEACE AND SECURITY

FRSC has a statutory mandate to create a safe and secure motoring environment, reducing road traffic crashes and their associated effects to the barest minimum.

This is achieved through:

- a. Implementing road safety strategies that ensure the safety and security of goods and persons on the road.
- b. Collaborating with other security agencies to address criminal activities occurring on highways.
- c. Promoting compliance with road transport regulations to enhance security.

14.3 EFFECT OF ROAD TRAFFIC CRASHES ON SECURITY

Road traffic crashes (RTCs) have severe socio-economic consequences that directly and indirectly impact national security. These include:

a. Economic and Human Costs:

- i. Business disruptions and increased production costs.
- ii. Loss of breadwinners, leading to economic instability in families.
- iii. High medical bills and loss of income due to permanent injuries or death.
- iv. Loss of productivity and increased burden on health services.

- v. Damage to road infrastructure, requiring government expenditure on repairs.

b. Security Implications:

- i. Disruption of transport processes and supply chain activities.
- ii. Damage to vehicles, increasing insurance claims and repair costs.
- iii. Increased burden on the healthcare system due to accident victims.
- iv. Rising government expenditure on emergency responses and road repairs.
- v. Families of victims becoming financially incapacitated, leading to vulnerability and potential criminal tendencies.
- vi. Loss of livelihood, contributing to increased poverty rates and susceptibility to crime.

Poverty has been identified as a key driver of insecurity. Hunger and financial desperation can lead individuals into criminal activities such as banditry, kidnapping, and car hijacking. Road safety, therefore, is not just about preventing crashes but also about securing livelihoods and preventing conditions that foster crime.

14.4 ROLE OF FRSC IN MITIGATING INSECURITY

In line with the National Security Strategy, the FRSC contributes to national security by ensuring safe and secure roads through the following:

- a. Conducting continuous road audits nationwide to enhance safety.
- b. Effective management of driver licensing and maintaining a national database.
- c. Development and maintenance of a data bank for all registered vehicles, with ownership details.
- d. Keeping records of transport unions, motor parks, and fleet operators for enhanced monitoring.
- e. Ensuring the clear identification of transport union members and motorcycle operators.
- f. Clearing road obstructions to facilitate smooth traffic flow and prevent criminal activities.
- g. Maintaining road surveillance to apprehend traffic violators and enhance intelligence gathering.
- h. Providing emergency rescue operations for crash victims to prevent their vulnerability to crime.

14.5 VEHICLE TRACKING AND SECURITY PROFILING

FRSC has established strategic partnerships with the Nigerian Customs Service (NCS) and other security agencies to enhance vehicle tracking and security profiling. The Chassis or Vehicle Identification Number (VIN) serves as a tool to obtain vehicle identity and history, especially when number plates have been removed. This feature enhances security in the following ways:

- a. Enables law enforcement to trace stolen or smuggled vehicles.
- b. Assists in identifying vehicles involved in criminal activities.
- c. Facilitates intelligence sharing and national security operations.
- d. Enhances technological integration between FRSC and other agencies for real-time vehicle monitoring.

14.6 FRSC STRATEGIES FOR ENHANCING SECURITY

- a. **Strategic Deployment of Mobile Verification Equipment:** FRSC mobile vehicle verification devices should be stationed at strategic locations such as state house entrances, airports, and other sensitive areas to implement instant online vehicle verification before granting access.
- b. **Capacity Building and Training:** FRSC should engage in regular training and exchange programs with security agencies, fostering intelligence sharing and coordinated operations.
- c. **Establishment of Joint Task Forces:** FRSC should collaborate with security agencies and volunteer groups to set up joint task forces, ensuring unity of purpose and eliminating conflicts of interest.
- d. **Strengthening the Information Verification Portal:** FRSC's biometric capture and verification system allows real-time verification of vehicle and driver details, enhancing national security efforts. Virtually all security threats involve some form of mobility, making FRSC's role in data verification crucial.

Road transport management is a multifaceted field that requires expertise and strategic planning to ensure safety and security. The role of FRSC extends beyond traffic management to encompass national security through proactive road safety measures, intelligence gathering, and technological innovations. A secure and well-managed road transport system contributes to national development by preventing loss of lives and property, reducing crime rates, and ensuring the seamless movement of goods and people. To achieve lasting peace and security, all stakeholders—including government agencies, transport unions, and security organizations—must collaborate to implement holistic and sustainable road safety strategies. FRSC remains a pivotal institution in this national security framework, ensuring that Nigerian roads are safe, secure, and conducive for economic growth.