

police
station
visitors
week

**report of results in
asia - 2006**



altus 

Altus is a global alliance working across continents
and from a multicultural perspective to improve public
safety and justice.

POLICE STATION VISITORS WEEK
29 October to 4 November 2006

REPORT OF RESULTS IN ASIA

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The Police Station Visitors Week gives civilians an opportunity to observe their police stations and become better acquainted with the police. Furthermore, the police benefit from the visits as they seek ways to further improve their service, learning from the reactions of the visitors and understanding how their station compares with others in the region and around the world.

Foreword

The Police Station Visitors Week (PSVW) has been a unique initiative that organised simultaneous participation of police stations in 24 countries. In Asia, police stations have never been owned by the community. The guarded police stations that disarm the visitors to the police station of their dignity and identity need massive reforms. Globally it has been recognised that unless police stations are brought into the public domain and community stakes are built into the police stations, it will not be possible to deliver transparent, accountable and efficient police services to the people.

The visits of local citizens to their police stations in Asia have encouraged the public to build their stakes in police stations and harmonise police station existence with other service delivery organisations. It is hoped that the public interest and openness reflected by the police personnel will be sustainable and generate a demand for institutionalisation of community policing efforts that would be structured around a public-police partnership.

Pramod Kumar,
Director, IDC
(Board Member
of Altus Global Alliance)

SUMMARY

In a one-week period starting on 29 October, 2006, more than 1000 persons visited more than 400 police stations in 24 countries around the globe. This unique global event—the Police Station Visitors Week—was organized to assess the quality of service delivered by the participating police departments, to identify some of the best practices in use by the police, and to strengthen the accountability of the police to the local citizenry whom they serve.

In Asia, visits were undertaken in police stations of India, Malaysia, South Korea and Sri Lanka. These visits were organised by the North Eastern Institute of Development Studies (NEIDS) and Aide et. Action in India; by Yayasan Strategik Sosial (YSS) in Malaysia; by the Korean Research Institute of Policing (KORIP) in South Korea; and by the Regional Institute of Strategic Studies (RCSS) in Sri Lanka, in collaboration with their state/national police and coordinated by the Institute for Development and Communication (IDC), Chandigarh, a member of the Altus Global Alliance.

The visitors used a special kit to guide their visit, following protocols that were the same for visits around the world. Immediately after the visit, the visitors answered a series of questions about what they observed and their answers were collated over the internet. The Altus Global Alliance used the ratings supplied by the visitors to calculate an overall score for each station, as well as separate scores in five categories of services: community orientation, physical condition, equal treatment of the public, transparency and accountability, and detention conditions.

Among all of the stations visited in Asia, the following three stations received the highest overall scores: PS Shipra Path, Jaipur City (East), Rajasthan, India; PS Ramganj, Jaipur City (North), Rajasthan, India; and PS Yeosoo, Chollanando, South Korea. Among all the stations visited the highest score received were for community orientation by the following two police stations:

1. PS Ramganj, Jaipur City (North), Rajasthan, India
2. PS Sector 11, Chandigarh, India

For physical conditions four stations received an equal high score. These stations were:

1. PS Kalwar, Jaipur, Rajasthan, India
2. PS Ramganj, Jaipur City (North), Rajasthan, India
3. PS Sadar, Khanna, Punjab, India
4. PS Shipra Path, Jaipur City (East), Rajasthan, India

For the highest score on equal treatment, five police stations achieved the same score. These were:

1. PS Bigod, Bhilwara, Rajasthan, India
2. PS Kimchon, Kyongsangbukdo, South Korea
3. PS Kuro, Seoul, South Korea
4. PS Shipra Path, Jaipur City (East), Rajasthan, India
5. PS Yeosoo, Chollanamdo, South Korea

The highest score in transparency and accountability was shared by five police stations. These were:

1. PS Bigod, Bhilwara, Rajasthan, India
2. PS E Division, Amritsar, Punjab, India
3. PS Kotwali, Patiala, Punjab, India
4. PS Machhiwada, Khanna, Punjab, India
5. PS Ramganj, Jaipur City (North), Rajasthan, India

The highest score in detention conditions were received by the following five police stations:

1. PS B Division, Amritsar, Punjab, India
2. PS E Division, Amritsar, Punjab, India
3. PS Kotwali, Patiala, Punjab
4. PS Ramganj, Jaipur City (North), Rajasthan, India
5. PS Shipra Path, Jaipur city (East), Rajasthan, India

In Asia, based on the police stations visited, the highest aggregate score was received by South Korea (76.77), followed by Sri Lanka (72.33), Malaysia (71.64) and India (69.15). The scores and reports from these stations will now be combined with those from other participating countries and analyzed in a global report. These reports can be used by the police and community residents throughout the world to discuss the elements of police service that have impressed the local visitors most. This should help to spread good practices, improve relations between the police and civilians, and strengthen the accountability of the police to the people they serve.

WHY A GLOBAL EVENT?

The service that the police provides is changing all over the world. On every continent, the best police services are becoming more professional, more effective in dealing with crime, and more respectful in their treatment of civilians. As part of these changes, the police is also becoming more accountable in all three of these dimensions of their performance—professionalism, effectiveness, and respect.

The Police Station Visitors Week strengthens the accountability of the police to the citizens they serve. In this first year of what may become an annual event, more than 1000 civilians visited more than 400 police stations in 24 countries. Their visits were guided by a single, standardized Visitor's Kit produced by Altus in 17 languages. The kit included a scoring

Participating Countries 2006

Australia
Belgium
Benin
Brazil
Canada
Chile
Germany
Ghana
Hungary
India
Latvia
Liberia
Malaysia
Mexico
Netherlands
Niger
Nigeria
Peru
Russia
South Africa
South Korea
Sri Lanka
United Kingdom
United States

system that allowed each visitor to rate the police station on 20 questions, producing scores on five categories of service: community orientation, physical conditions, equal treatment of the public, transparency and accountability, and detention conditions.

Using this kit, the participants in the Police Station Visitors Week were able to place their individual judgments about the quality of service at their own police stations in the national, regional, and global context.

All kinds of people pass through police stations daily and spending time there—even just an hour—generates impressions about whether that station is well run and provides good service. But until now, there has been no easy-to-use tool that can immediately capture and interpret these valuable impressions.

Inspired by structured visits common in the fields of education and industry, Altus designed the Police Station Visitors Kit to evaluate the degree to which a police station is designed and operated to serve the public. In the future, improvements at the participating stations can be monitored through repeated visits by the same or different individuals.

For police institutions, participation in the Visitors Week increases their transparency, shows their willingness to identify problems and make adjustments in the services delivered by them. Furthermore, such participation helps the police to strengthen their public acceptance and the support and trust of their communities.

For community organizations and other elements of the civil society, the participation can also broaden their dialogue with police services. Upon request or by invitation, community organizations, NGOs and other representatives of the civil society can organize visits to police stations in order to learn more about the daily operations and highlight problems which make public-police relations difficult.

This global event was designed to identify good practices carried out in police stations on every continent, serving a wide variety of communities. Police services, governments and the civil society can use the results to identify and acknowledge police stations with good working practices, which can serve as an example for others to follow.

The questions in the kit are based on a wide variety of international standards and agreements that are relevant to policing, especially in the areas of human rights and police accountability. But the answers recorded in each country are based on local perceptions and expectations. Thus, the Police Station Visitors Week is organized to bridge the gap between the local realities of policing and the general principles of human rights and standards of practice to which most countries of the world subscribe. (Copies of the kit including the questionnaire are available on the Altus web site: www.altus.org.)

WHICH POLICE STATIONS PARTICIPATED?

Forty-two police stations were visited by local citizens during the Police Station Visitors Week (PSVW). The Korea Research Institute for Policing took the approval for the visits from the Commissioner of National Police Agency (NPA). The police leadership co-operated by recommending that where team leaders had been selected and teams formed, the police stations would be open to visits.

South Korea has police stations of three categories Grade I which are located in big cities, Grade II that are in middle sized cities and Grade III in rural areas. Visits were only made to police station and not to the mini stations (what are the mini stations?). The conditions at mini stations are poor and these are believed to have been inherited from the Japanese colonial police system which may not exist in other countries.

After forming teams, the South Korean Research Institute for Policing (KORIP) sent to the NPA a list of the police stations that could be visited and the relevant police stations were informed. The team leaders contacted the general force section of the scheduled police station and a mutually agreed date of visit was fixed. While 52 teams were formed, 10 of these were unable to make the visit either because they could not coordinate with the police stations or the teams fell short of a three member group.

The Police Stations that participated in Police Station Visitors Week in India

ANDHRA PRADESH

- I PS Jeedimetla
- I PS Kukatpally
- I PS L.B. Nagar
- I PS Madhapur
- I PS Nacharam
- I PS Narsingi
- I PS Pet Basheerabad
- I PS Raidurgam
- I PS Saroornagar
- I PS Uppal



CHANDIGARH

- | PS Industrial Area
- | PS Manimajra
- | PS Sector 11
- | PS Sector 17
- | PS Sector 19
- | PS Sector 26
- | PS Sector 31
- | PS Sector 34
- | PS Sector 36
- | PS Sector 39



RAJASTHAN

- | PS Madanganj
- | PS Bigod, Bhilwara
- | PS Bagru
- | PS Kalwar
- | PS Kotwali
- | PS Moti Dungri
- | PS Ramganj, Jaipur City(North)
- | PS Shipra Path, Jaipur City(East)
- | PS Vidhayakpuri, Jaipur City(South)
- | PS Sadar, Tonk



PUNJAB

- | PS A Division
- | PS B Division
- | PS C Division
- | PS Civil Lines
- | PS D Division
- | PS E Division
- | PS Ghrinda
- | PS Raja Sansi
- | PS Sadar
- | PS Sarai Amanat Khan
- | PS Kotwali
- | PS Maur
- | PS Nathana
- | PS Nehianwala
- | PS Phul
- | PS Rama Mandi
- | PS Rampura
- | PS Sadar
- | PS Talwandi Sabo
- | PS Thermal



- | PS City
- | PS Dasuya
- | PS Garhdiwala
- | PS Garhshankar
- | PS Hajipur
- | PS Haryana
- | PS Mahilpur
- | PS Model Town
- | PS Mukerian
- | PS Tanda
- | PS Adampur
- | PS Bhogpur
- | PS Cantt.
- | PS Division No. 2
- | PS Division No. 4
- | PS Kartarpur
- | PS Nakodar
- | PS Phillaur
- | PS Sadar
- | PS Shahkot
- | PS City Khanna



- | PS Machhiwada
- | PS Payal
- | PS Sadar Khanna
- | PS Samrala
- | PS Basti Jodhewal
- | PS Division No. 2
- | PS Division No. 5
- | PS Division No. 6
- | PS Focal Point
- | PS Ladowal
- | PS Model Town
- | PS Sadar
- | PS Sahnewal
- | PS Sarabha Nagar
- | PS City Rajpura
- | PS Civil Line Patiala
- | PS Julkan
- | PS Kotwali
- | PS Kotwali Nabha
- | PS Patran
- | PS Sadar
- | PS Sadar Nabha
- | PS Sadar Rajpura
- | PS Sadar Samana

MEGHALAYA

- | PS Laban
- | PS Laitumkhrah
- | PS Lumdiengiri
- | PS Madanryting
- | PS Nongmysong Beat House
- | PS Nongthymmai Beat House
- | PS Rilbong Beat House
- | PS Rynjah
- | PS Sadar
- | PS Mawlai

The Police Stations that participated in Police Station Visitors Week in Malaysia

- | Brickfields
- | Cheras
- | Dang Wangi
- | Sentul
- | Ampang Jaya
- | Gombak
- | Kajang
- | Klang
- | Petaling Jaya
- | Sepang
- | Shah Alam



The Police Stations that participated in Police Station Visitors Week in South Korea

- | PS Chongno
- | PS Eonpyong
- | PS Kangbook
- | PS Kangnam
- | PS Seocho
- | PS Songpa
- | PS Panbae
- | PS Sooseo
- | PS Kangdong
- | PS Hyehwa
- | PS Sungbuk
- | PS Tongjak
- | PS Seodaemoon
- | PS Kuro
- | PS Yangchon
- | PS Chungbu
- | PS Youngdeungpo
- | PS Chunan, Choongchungnamdo
- | PS Chungjoo Sangdang
- | PS Iksan
- | PS Chunjoo Duckjin



- | PS Kwangjoo Bookpu
- | PS Kwangjoo Seobu
- | PS Kwangjoo Kwangsan
- | PS Taegu Pukpu
- | PS Taegu Joongbu
- | PS Pusanjin
- | PS Yeosoo
- | PS Najoo
- | PS Kangseo
- | PS Kwanak
- | PS Chunjoo Wansan
- | PS Kimchon
- | PS Koomie
- | PS Angdong
- | PS Youngdeok
- | PS Pohang Nambu
- | PS Pohang Pukbu
- | PS Chongam
- | PS Namdaemoon
- | PS Kwangmyoung
- | PS Eijongbu

The Police Stations that participated in Police Station Visitors Week in Sri Lanka

- | PS Puttalam
- | PS Kurunegala
- | PS Katugastota
- | PS Galaha
- | PS Kirulapone
- | PS Kiribathgoda
- | PS Weeragula
- | PS Habarana
- | PS Sevanagala
- | PS Embilipitiya

India gained Independence from British colonialism in 1947. But its police continued to be governed by the Indian Police Act of 1861, enacted after the people's revolt in 1857 against the British. No structural change was brought about in the policing system after independence. The police continued to function as an instrument of the state to provide sustenance to the politicians in power. In 1977, the government felt the need for police reforms in response to the partisan role played by the police during the Emergency. A National Police Commission was constituted. Even after 20 years, the recommendations of this commission have not been implemented. The National Police Commission emphasized that the police should be accountable to the people, the law and their organisational hierarchy. It should function as an impartial force and protect efficiently the citizens' rights. And it should be insulated from political interference.

The National Human Rights Commission in an affidavit to the Supreme Court asserted that the police in a democratic society should be low in authority and high in accountability: Disturbed by the 'disquieting increase in the number of complaints received against the police for violation of human rights, it felt that 'policing the police is an urgent issue to be addressed seriously.'

Policing is not the exclusive domain of the state. No doubt, as an instrument it has remained in the realm of benefactor service and has been largely functioning as an artery of the state. Its main function has been the delivery of services to the community, and attempts of the criminal justice system to function in an holistic manner have remained inadequate. The non-state civilian oversights both on the supply side of justice i.e. National Human Rights Commission, National Minority Commission, National Women's Commission etc. and on the demand side of justice, civil society oversights, NGOs and the media have emerged to build bridges with state institutions.

State controls have more or less been directed by established social rules. These controls are at the most punitive. These non-state oversights have focused on correctional and transformatory agenda in relation to the marginalised groups, victims, common citizens etc. These have also sought explanations of violations in terms of reasons, behavioural misconducts by building a reservoir of local resources.

There is need for evolving collaborative functional arrangements within the institutions of the state meant to exercise controls and also put in place bridges with the non-state civil society organisations. The perspective needs to be interactive with the multi-cultural reality and sufficiently empower these controls to respond to the specificities of social institutions and casteism, racism, religiosity and gender relations for crime prevention and delivery of safety and justice.

The beginnings of a modern police force in Malaysia can be traced back to 1807 when the "Charter of Justice" was introduced in Penang. The Charter established a Court of Justice and clear the laws enforced by the police. A second Charter was issued in 1825 when the British colonial rule extended from Penang to Singapore and Melaka. Police Force Ordinance (1971) remained in force in the settlements until the advent of the Japanese in 1942. The police forces became an arm of the Japanese military administration, and became identified with the harsh Japanese rule. The largely Malay police forces were also used against the largely Chinese Malayan People's Anti-Japanese Army (MPAJA), leading to ethnic vendetta after the retreat of the Japanese.

Following the retreat of the Japanese, all police forces in the states of Malaya were reorganised into a single entity called the Civil Affairs Police Force in September 1945. This was the first time that all police forces in the country were merged into a single entity, giving them a single identity. The police force underwent a period of Malayisation in the 1950s. Malaysians replaced the British in top posts incrementally.

The Royal Malaysia Police saw some of its finest years during the emergency period of 1948-60 and thereafter, when the Communist Party of Malaya (CPM) launched its armed bid to take over power in the country. The police force was rapidly expanded. As the authority responsible for internal security and public order, the police bore the brunt of the counter-insurgency campaign, assisted by the military in deep jungle operations.

In August 1957, the police force, which had hitherto been under the political direction of the British colonial government and served its political and security interests, sometimes against the interests of the people of Malaya in their struggle for independence, now functioned in a sovereign and independent state and under a democratically elected government.

The Police Act, 1967, replaced the Act of 1952 and other related laws. The changing nature of the security threats confronting Malaysia have also led to some changes in the size, composition and focus of the police force. Substantial reductions were made in the force towards the end of the first Emergency as the communist threat declined.

As the Royal Malaysian Police enters the twenty-first century it is also being called upon to reinvent itself in order to respond better to a rapidly changing environment and new challenges. Dramatic changes in demography; intense and sustained urbanisation; massive immigration; continuous advances in technology; globalisation; perceptions of widespread and mounting corruption in the police force; expanding the civil society including proliferation of non-government organisations; rise in public expectations and demands for transparency and accountability, and greater consciousness of human rights, are exerting

increasing pressure upon the PDRM to adopt, modernise and enhance its services and performance.

Two commissions have been established by the government to improve the services provided by the police. The Royal Commission to Enhance Operation and Management of the Royal Malaysian Police was constituted in 2004 and the Commission to Enquire into Standard Operating Procedure, Rules and Regulations in relation to the conduct or body search in respect of an arrest and detention by the police was constituted in 2005. Also a number of initiatives have been taken by the police to prevent crime by mobilising local citizens.

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After forming teams, the South Korean Research Institute for Policing (KORIP) sent to the NPA a list of the police stations that could be visited and the relevant police stations were informed. The team leaders contacted the general force section of the scheduled police station and a mutually agreed date of the visit was fixed. While 52 teams were formed, 10 of these were unable to make the visit either because they could not coordinate with the police stations or the teams fell short of a three member group.

It was interesting to note that in all the countries the police system was heavily influenced by the colonial or invading regime. India, Malaysia and Sri Lanka all have a legacy of British colonial police while South Korea had its policing revamped by the Japanese invaders during the Second World War and was followed by a dictatorship regime. All countries are now investing in community policing relations, but these are recent initiatives perhaps a decade or two old and accountability to the community and transparency in police functioning are constructs with these police forces are grappling with. Given this context, the participation of these police administrations in the global Police Station Visitors Week is a reflection of their commitment to providing a people-oriented policing system.

The Police Station Visitors Week will strengthen our efforts for community policing. Our new police station building is under construction and we can use the five Altus categories to further improve our layout and facilities.

- SHO, India

Our police station is seeking an ISO:9001-2000 certificate and by participating in this global competition we will be able to validate our police station on our own and by the Altus Group. We will learn what our limitations are and then can address them. By participating in the visitor week we will showcase our motto to provide best public dealing and that with teamwork we can achieve any milestone.

- SHO, Shipra Patha Police Station, India

We are a rural police station, but provide excellent facilities like a close circuit camera and a separate desk for beat officers. We want to show through the PSVW, how a rural police station can achieve the best quality of service with the active participation of the community and team work of the personnel deployed at the police station.

- SHO, India

WHO WERE THE VISITORS?

A total of 659 visitors assessed these police stations. Mobilisation of the visitors was the onus of partner organisations in each country/state. Citizens were involved in police station visits through networks of NGOs, students, citizens committees such as residents association and traders' association and also through the existing police-community groups. In the states of Meghalaya and Andhra Pradesh in India,



the NGOs NEIDS and Aide et Action respectively organised students and members from their own NGO. In Chandigarh, India, NGOs and the Residents' Welfare Committee and social activists formed the core visitors. In the state of Punjab and other participating states in India, community-police groups participated and mobilised local citizens. In Malaysia, the Safe Neighbourhood

Working Committee of the Malaysian Crime Prevention Foundation provided the resident visitors while a visitor from Social Strategic Foundation (YSS) and an officer of the district level at the National Unity and Integration Unit formed the sixth member in each team of visitors. In South Korea, the partner organisation, the Korean Research Institute of Policing, mobilised its own network of activists, human right supporters, NGOs and professionals working in police affiliated departments to visit the police stations via the internet. In Sri Lanka, visits were conducted by members of the partner organisation, the Regional Institute of Strategic Studies (RCSS).



We are very excited to participate in the Police Station Visitors Week. This will be our first visit to a police station and we are eager to know how the police stations function.

- Visitor, Ludhiana, India

HOW ARE THE SCORES COLLECTED AND CALCULATED?

Police stations were assessed by local citizens on a standardised tool - the Altus Visitors Kit. The kit equipped local citizens by providing a systematic method to guide their assessment of their local police station. Recognising that social reality is neither static nor standardised, the method allows citizens perceptions about police stations to be recorded and compared across regions and populations.

The filled forms were collected through team leaders and visits verified by coordinating partner organisations in each state. The ratings were then fed into the Altus police station web system and scores automatically generated.

The form used during the Police Stations Visitors Week was based on the Likert Scale, in which the possible answers vary from 1 to 5. The scores for each answer are the following:

- 1 - Totally inadequate (20 points)
- 2 - Inadequate (40 points)
- 3 - Adequate (60 points)
- 4 - More than adequate (80 points)
- 5 - Excellent (100 points)

The questions were classified according to a scoring scale which was based on the calculation of percentiles in a distribution of possible average scores varying from 20 to 100. As a result, the classification categories are:

Average score	Category
Over 84	Excellent
Over 68 until 84	More than adequate
Over 52 until 68	Adequate
Over 36 until 52	Inadequate
Until 36	Totally inadequate

Finally, the average score in each observation area is the simple average of the four questions. The final score is the simple average of the five areas.

WHICH POLICE STATIONS SCORED THE HIGHEST?

The three highest scoring stations in Asia region were:

1. PS Shipra Path, Jaipur City (East), Rajasthan, India
2. PS Ramganj, Jaipur City (North), Rajasthan, India
3. PS Yeosoo, Chollanando, South Korea.

In Asia, the overall scores ranged from a low of 25 to a high of 99 with an aggregate score for the four countries being South Korea (76.37), Sri Lanka (72.33), Malaysia (71.64) and India (69.15).

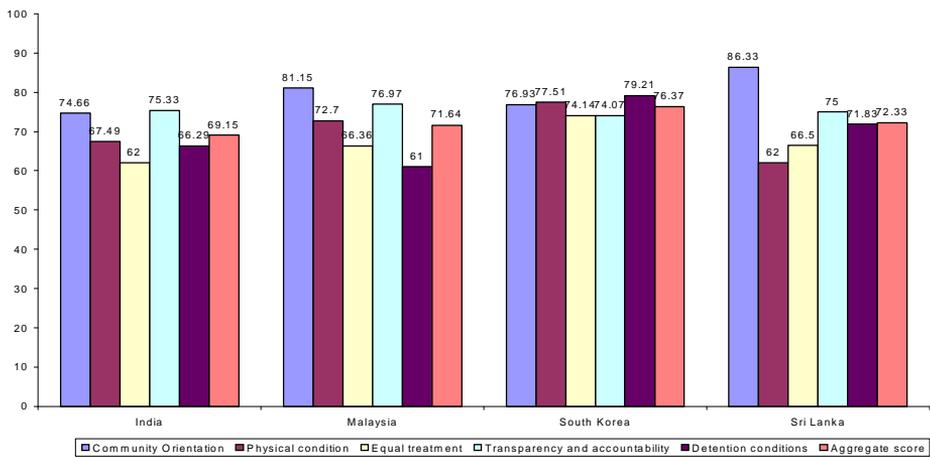
Aggregate assessment of police stations visited

CATEGORIES	India	Malaysia	South Korea	Sri Lanka
Community Orientation	74.66	90.50	89.77	91.00
Physical Conditions	67.49	89.00	85.18	80.33
Equal Treatment	62.00	80.75	80.39	82.67
Transparency and Accountability	75.33	86.00	89.71	87.83
Detention Condition	66.29	85.67	82.67	71.50
Aggregate score	69.15	86.38	85.54	82.67

Source : Survey Police Stations Visitors Week, 2006

Source: Survey Police Stations Visitors Week, 2006

Excellent	: Over 84	Inadequate	: Over 36 until 52
More than adequate	: Over 68 until 84	Totally inadequate	: Until 36
Adequate	: Over 52 until 68		



The highest score on the community orientation was a full 100 while the lowest was 25. The highest score on physical conditions was 100, given to four police stations while the lowest score was 25. The highest score on equal treatment was also 100 and this was given to five police stations while the lowest score was 20. The highest score for transparency and accountability was also 100 and five police stations were assessed to have this high score in contrast to the lowest score of 26.6 under this classification. For detention conditions the highest score was also 100 was given to five police stations with the lowest score being 20.

WHAT GOOD PRACTICES WERE REVEALED?

- I Initiatives for improved community-police interaction, practices for transparency, accountability and service delivery in police stations were common at the local, the state and even at the national level, but it was the implementation of these practices that made certain police stations stand out. In Rajasthan, which is the largest state of India, model police stations were established in every police district. Procedures for service delivery have been laid down as "standard operating procedures" to improve responsiveness and efficiency. The first of these police stations secured ISO:9001-2001 certification in 2005. The ISO is an international protocol in which an organisation's quality management system is created. In this case it systemised the working of these police stations through standard operating mechanisms and training programmes to improve responsiveness, and assured quality output to bring about better transparency and accountability. The same practice has also being followed in Andhra Pradesh.



In Shipra Path police station, according to the visitors' narrative report "the filing system (record keeping) in the rack is unbelievable. This was so well kept that any record and information could be found in a few minutes. To check this, we asked at random for a three-year old record of a complaint to the SHO and exactly after four minutes all records were submitted to us". While this police station has yet to be awarded the ISO certificate, it is geared to acquire this best practice standard.

- I The community liaison groups (CLGs) are a recommendation of the National Committee on Policing which clearly prescribes the formation of a composite group with members drawn from different sections of society with the specific objective of improving the relationship between the public and the police of a given area to foster peace and harmony between the police and the public. It lays down the roles and responsibilities of the group, composition of the CLG, their structure, size and tenure as well as the selection criteria for its members. In Rajasthan, these CLGs have been constituted at the basic grassroot level (wards) as well as the police station, district and state level. The CLGs and the beat constables intervene in complaints of a less serious nature such as public nuisance. They try to work out amicable settlements, encouraging immediate resolution of disputes and avoiding litigation. In Ajmer district where this programme was started as a pilot project, a court dispute pending since 1979 was resolved through the effective intervention of the CLG. Importantly, this was a dispute of a communal nature in which three houses of Hindus and a temple which fell in the jurisdiction of a Kabristan (burial ground of Muslims) were shifted out and the boundary wall of the burial ground was constructed. This amicable settlement involving religious symbols and sentiments of the two communities that witnessed a major communal riot two years prior to the settlement was indeed a quality achievement.
- I Community Policing Resource Centres (CPRCs) were launched in Punjab in 2003 through a government notification in which an autonomous registered society consisting of

representatives of the police, the administration and the civil society is to collectively manage community police extension services. These included a grievance redressal unit, community service-cum-information centre, a victim relief centre including operationalisation of community-oriented schemes and a child protection unit. Under the broad aegis of this scheme, a pilot project by the SSP of Khanna, Mr. Naunihal Singh, was implemented under which trained and uniformed civil volunteers known as community police officers (CPOs) were organised to guard and provide patrol duty at night in the neighbourhoods. This is a joint venture between the local police and the public which over 65,552 households actively support by contributing a rupee a day for the programme. This accounts for the salaries of the CPOs and field officers for the community. Since the launch of this initiative in September, 2005, not a single case of snatching has been reported in contrast to one being reported every six days. A number of burglary attempts culminated in apprehending the criminals and recovery of a number of vehicles and other public property. According to the SSP of Khanna, Mr. Naunihal Singh, "This scheme was not only generating employment for the local youth, but was also an opportunity for the community to participate in both decision making and supervision of their security concerns". This scheme is now being implemented in Mohali and other parts of Punjab. In Mohali the CPOs have a blue uniform distinguished from the Khaki police uniform and have now been given a mobile phone, a torch, a stick and a cycle from community funds to facilitate their patrolling.

- I In Cyberabad, in Andhra Pradesh, the police station staff have been given training in Culture Change Management to improve their communication skills, public dealings, team building and training in computers and stress management. A clear and definite role for each and every staff member has been provided under the new system. With job training provided and police constables entrusted with responsibility of investigating and reporting a crime, which was not the case earlier, this new recognition and new responsibility have provided the staff with the feeling of ownership and made them feel accountable for their jobs. This training has brought about a change in the attitude of the police personnel. This has not only brought about changes in the staff's dealings with the public, but has also helping organising their family lives. Also, this programme has helped to provide not only better service delivery, but also to educate the people about the role of the police and role of the public to the police.
- I Pet Basheerabad police station Cyberabad, Andhra Pradesh: The police station is located on a highway and serves a rural population. Since this police station is located on a highway, it has to attend to a number of accidents. Measures such as putting up signposts, and road management have been undertaken. The police station was revamped with the support of a software company and along with them, the police station prepared a data base of blood donors of the area. When an accident occurs they immediately call up blood donors to donate to the injured. It is interesting to note while this police station

caters to a rural population, the visiting team reported that the police station looked like a corporate office with all modern amenities including many computers. 'For a moment this police station gave an impression of a mini software company'. However it has managed to integrate its technology to an important service partnered by the rural community.

- I In Meghalaya, the police stations that were visited fell in the Khasi tribal belt. It was interesting to note that the best practice being followed in these areas is emerging from an age-old tribal social custom. It is customary, but also mandatory, for any police official to interact with a tribal member only after informing and seeking the support of the tribal darbar (leaders). Involvement of the community becomes particularly useful since this area has insurgency problems and such a practice helps to make the police remain accountable by making police interaction with the people transparent.
- I A best practice identified by the visitors was in Salaktinggi station which pertains to colour coded security passes. Visitors were impressed with the system, particularly since many of the stations did not even have a security post and only a security check at the entrance. In this police station along with security a colour code is issued which makes it easy for the visitor to reach the right officer.

POLICE STATION VISITS: FOLLOW-UP INITIATIVES AND TRENDS

INDIA

In India policing is a state subject. However, the Supreme Court has directed all states to initiate police reforms through a recent judgment. Typically police reforms in India have revolved around improving service conditions and insulating the police functioning from political interference. The Police Station Visitors Week (PSVW) programme has broadened the discourse of reforms to now include police accountability to the community. It is perhaps for the first time that the attention of reforms has been on the cutting edge performance of daily needs policing. The police station robbed citizens of their dignity and identity and was never the focus of reforms. By getting civil society to rate police stations the police has been galvanised into addressing community police relations. The community on the other hand has had this opportunity for the first time to assess the police and have become stakeholders in police service delivery.

The PSVW has generated so much competition among the police stations that police station staff are trying to co-opt public by being excessively polite and helpful to visitors and others visiting police stations. One visitor said the 'atmosphere was without fear' - a telling comment on the public expectations. Further impact of these visits has been on institutionalisation of public redressal regarding police station services. In Meghalaya, the state is keen to set up a police station oversight to be managed by an NGO. In Chandigarh a notification has been passed (2nd November, 2006) to open a Police Station Grievance Redressal Unit which will be publicly announced by the Governor on 4th November when he leads the public to access a police station in Chandigarh.

POLICE STATION GRIEVANCE REDRESSAL UNIT

The police administration in Chandigarh, India is making use of this opportunity to introduce transparency and accountability of police and the policing standards. An institutionalized scheme for the redressal of grievances relating to the functioning of police station has been framed. The institutional parameter have been developed in close interaction with the public at three levels i.e. police station, sub-divisional and the police headquarter.

The Police Station Grievances Redressal Unit shall be located at the sub-divisional level.

SUB-DIVISION LEVEL STEERING COMMITTEE

Officials

Deputy Superintendent of Police (Sub-divisional) - Convener

SHOs of the police stations

Non-official

Principals of colleges / schools (2)

Medical practitioner (1)

Advocate of district / high court (1)

Ex-serviceman / civil servants (2)

Representatives of NGOs/mohalla committee/social activists (3)

FUNCTIONS

1. To redress the complaints of the citizens
2. To issue guidelines for improving the functioning of police stations
3. To facilitate the police-public interface at the police station level.
4. To plan advocacy and awareness programmes in educational institutions/trade unions/ professional organization regarding the functioning of police stations.

PERIODICITY OF MEETINGS

The committee shall meet at least twice a month.

TERM

The term of the members shall be two years.

Also the week following the Police Station Visitors Week, Chandigarh opened one of its police stations for continued public-police interface and had it staffing with college students part of the National Cadet Corps (NCC)

Overnight police stations have had facelifts - with physical conditions drastically improving. Some stations in Meghalaya have got computers, in Chandigarh they have been tiled, got



plants and as mentioned by some visitors 'it was like visiting a five star'. Police stations have had spring cleaning, white washed (paint) and fully spruced up. In Rajasthan, however, police stations are implementing ISO international norms of systems management and this physical uplift is deeper. Records were so well maintained in one station that burglary material from a year ago was so well tagged and recorded that it was retrieved within a minute.

SRI LANKA

In Sri Lanka also police stations have been spruced up for these visits. This is in spite of huge security concerns with violence with LTTE having escalated in the few weeks preceding the PSVW. The sanction of police visits was taken not only from police authorities but also the defence ministry reflecting the government's commitment to promote public involvement in policing at a time when national security concerns are so high.

MALAYSIA

This was the first time that Malaysian Police has participated in a global event and the police has been very serious in its management of the PSVW. Not only have they selected the best police stations but have had a number of interactions with the visitors who will be rating these police stations. This has automatically generated space for a police-public dialogue which was not existing prior to this programme. The Minister In-charge of the Police Department of Crime Prevention who is also



heading the Resident Welfare Committees who will rate the police stations hosted tea party on 1st November for the visitors and police personnel of the participating police stations. The PSVW have been linked to community policing and have become a part of building community stakes by providing community opinion a legitimacy in the police functioning.

Conducting the PSVW has been an achievement on a number of accounts.

Besides the huge logistics of coordinating a people programme across 24 countries organizational and structural impediment also surfaced. The identity of a particular police force became the defining perspective to allow or disallow the visits. For instance, in high security zones of Delhi and Islamabad security was the only filter for pro-people policing and became a constrain for democratic policing. Police was fearful of the need and mode of providing civilians access to the hub of safety operations. People's protection in the long term was perceived to be under threat. Where the identity of police was being shaped with community-policing partnerships, the PSVW was welcomed.

Altus Members

Member Organizations

Center for Studies on Public Safety

Center for Studies on Public Security and Citizenship

CLEEN Foundation

Institute for Development and Communication

INDEM Foundation

Vera Institute of Justice

Associate Members

Open Society Justice Initiative

Penal Reform International

About the Altus Global Alliance

The Altus Global Alliance, unites six well-established organisations spanning five continents into a uniquely powerful alliance for justice. Altus members are located in the USA, Chile, Russia, Brazil, Nigeria and India. Together, they offer a multicultural perspective on issue of safety and justice, a greater capacity to work across borders, and a larger role for the civil society in advancing justice.

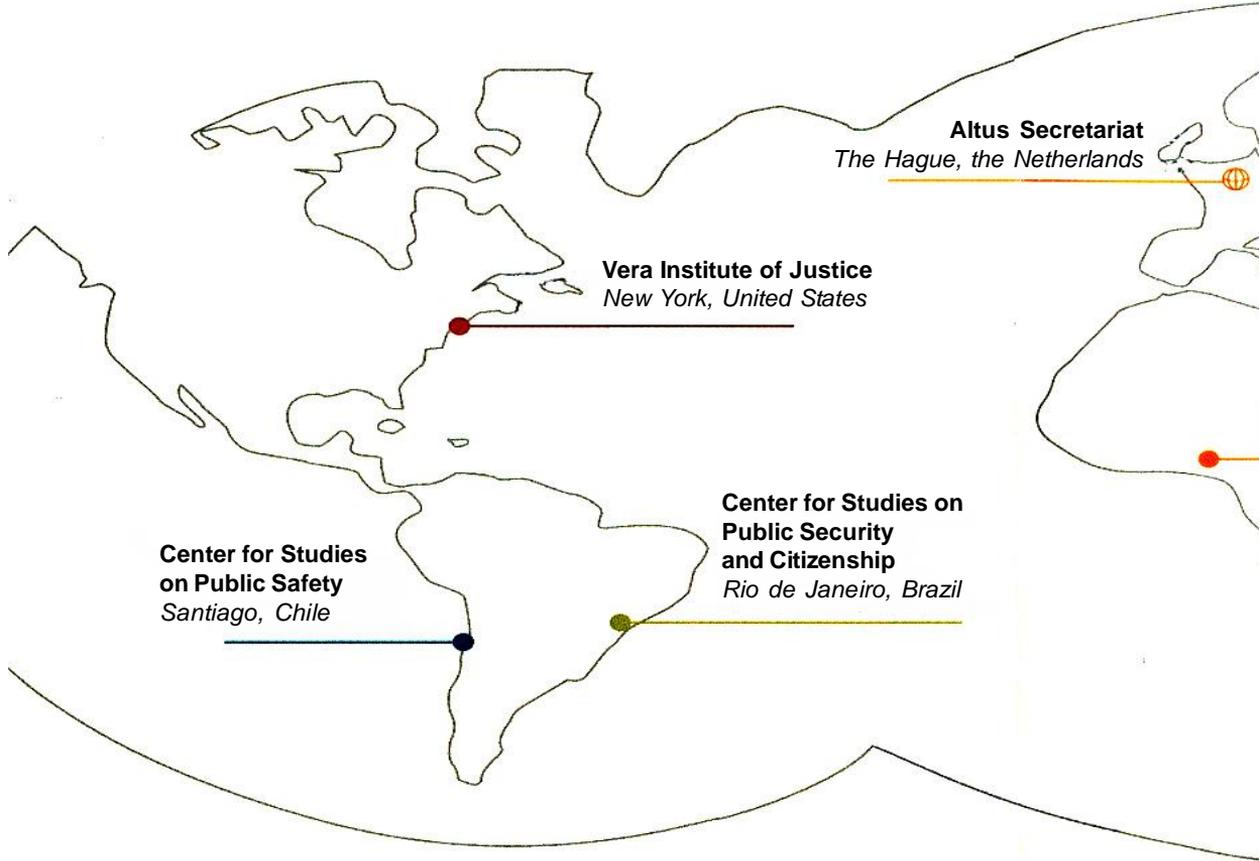
Tel: +31-070-345-3545

Email: info@altus.org

www.altus.org

<p>Centro de Estudios en Seguridad Ciudadana Santiago, Chile</p>	<p>Centro de Estudos de Segurança e Cidadania Rio de Janeiro, Brazil</p>	<p>CLEEN Foundation Lagos, Nigeria</p>	<p>Institute for Development and Communication Chandigarh, India</p>	<p>Фонд ИИДЕМ Москва, Россия</p>	<p>Vera Institute of Justice New York, United States</p>

ALTUS GLOBAL ALLIANCE

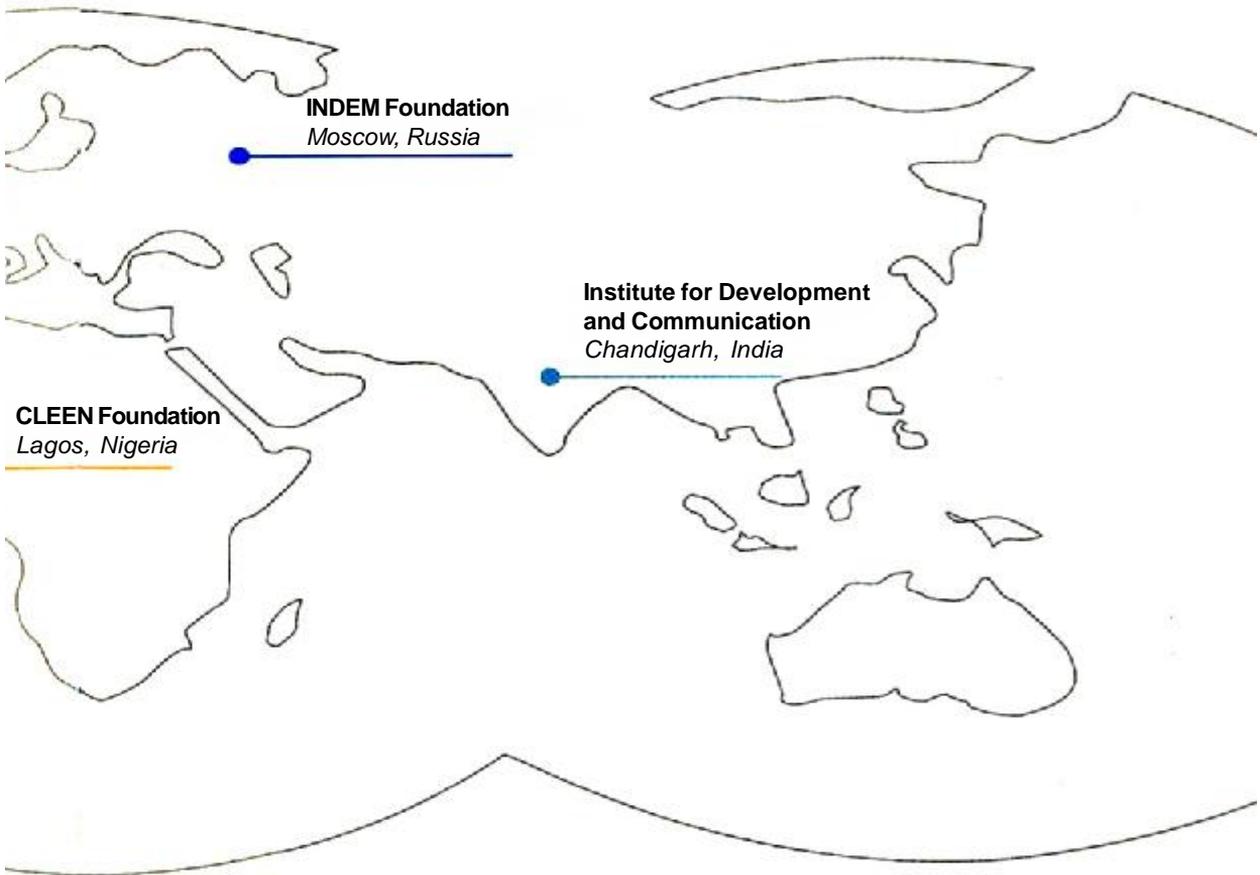


Altus Secretariat
The Hague, the Netherlands

Vera Institute of Justice
New York, United States

**Center for Studies
on Public Safety**
Santiago, Chile

**Center for Studies on
Public Security
and Citizenship**
Rio de Janeiro, Brazil



INDEM Foundation
Moscow, Russia

**Institute for Development
and Communication**
Chandigarh, India

CLEEN Foundation
Lagos, Nigeria

**Altus Global Alliance Secretariat
Plaats 27
2513 AD The Hague
The Netherlands
Phone: +31 (0)70 345 3545
Fax: +31 (0)70 750 3656
E-mail: info@altus.org
www.altus.org**