

**police
station
visitors
week
2012**

**Report of Results in Asia
(India, Maldives and Pakistan)**



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

POLICE STATION VISITORS WEEK

3-9 December 2012

(INDIA, MALDIVES AND PAKISTAN)

REPORT OF RESULTS IN ASIA



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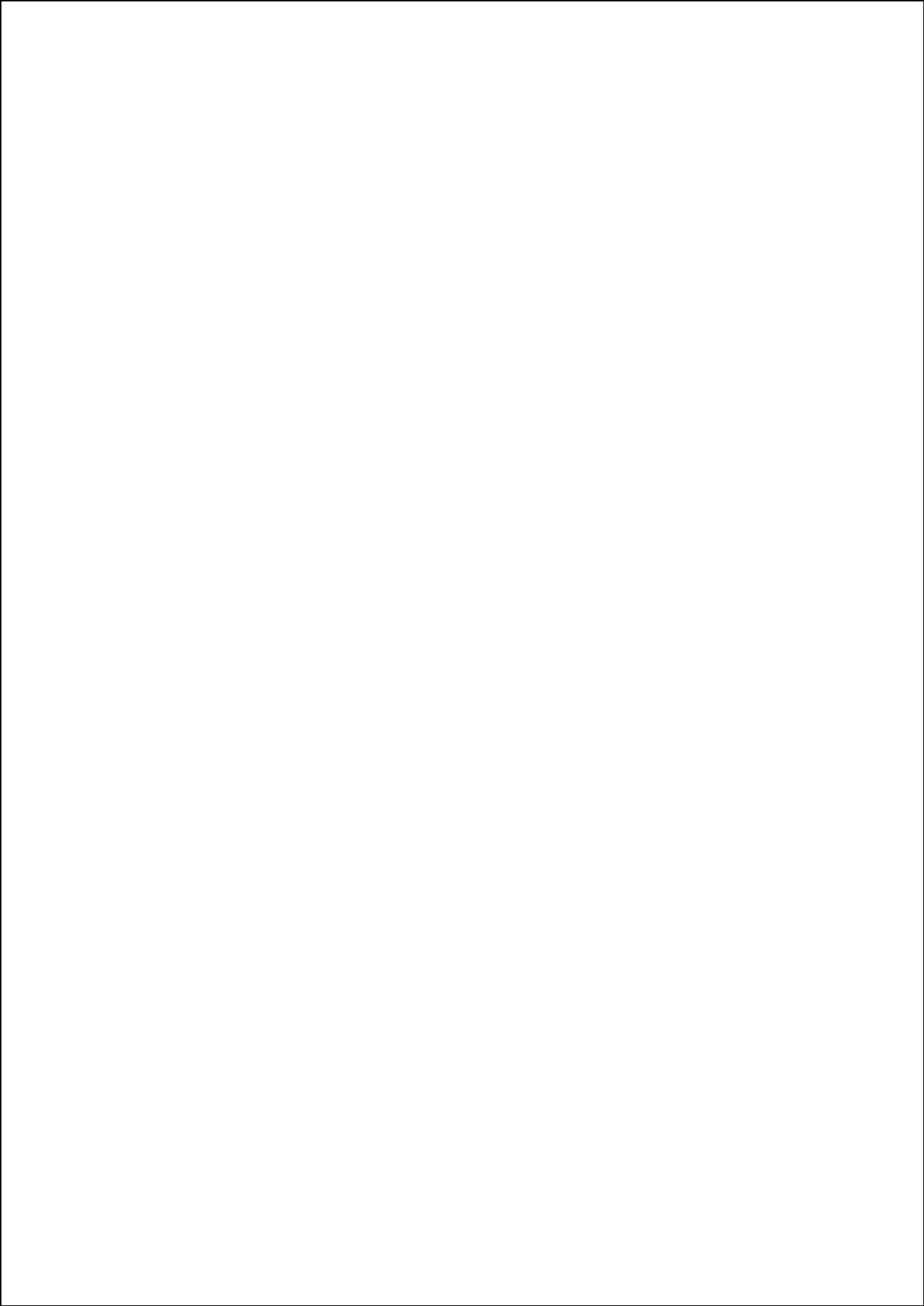
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Mission of Altus

Altus is a global alliance working across continents, and from a multicultural perspective, to improve public safety and justice. Altus places special emphasis on police accountability and the quality of police oversight, serving as a source of knowledge and innovation for governments, police leaders, human rights activists, legislators, journalists and citizens around the world, concerned about the effective and fair control of policing.



FOREWORD

With a view to having continued legitimacy, it is imperative for the democratic systems to provide to its citizens, safety, security and dignified access to the public services. It is essential to strengthen the citizens' confidence in the institutions of justice-delivery to make democracy functional in terms of generation of wealth, eradication of poverty and elimination of social exclusion. This is particularly important for the post-colonial societies. In these societies, there is excessive reliance of the State on the security forces. In a broader context, the rules of exchange between the citizens and the government have proved to be inadequate to protect the rights and the entitlements of the citizens. This is mainly because the institutions, norms and procedures continue to function as a colonial construct causing a visible disconnect between the citizens and the State. The legal and constitutional changes could not transform the retrogressive enforcement-oriented citizens' engagement into participatory, equitable and inclusive.

The new reality of globalization has thrown up new challenges and opportunities for the Afro-Asian countries. These opportunities are shaped by globalisation of ideas, technological revolution and the pressing need for inclusive growth. It has also reinforced the need for regional perspectives in convergence with the global standards.

The Altus Global Alliance has constructed the police station reforms programme locally and converged the same with the regional and global levels. This programme, particularly, for South Asia is extremely relevant as the police stations have historically remained outside the domain of the common citizens, even though these are the first point of contact for providing them safety and security.

The major contribution of this programme has been to bring the police stations reforms into the dominant political discourse. And, consequently, it has got integrated with the broader reform agenda of building capacities of the police station as an institution, human resource in police stations and evolving inclusive, accountable and transparent processes of service-delivery for the police stations. And, being global, this programme has given sufficient impetus to integrating human rights standards that are globally competitive in terms of the treatment meted out to the vulnerable groups, raising the quality of service-delivery, changing the hostile to humane ambience, etc. It has also enabled the citizens to seek humane response from the police, even as, the former have also become responsive to the police concerns.



Pramod Kumar
Altus Chairperson

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Teachers Association, Budhlada. **Moga** – Municipal Council; Zilla Parishad. **Muktsar Sahib** – Advertisement Committee, Malout; Co-operative Bank, Karangarh; Market Committee, Lakhowali, Malout, Gidharbaha; Municipal Council, Muktsar Sahib; SGPC Kotwali, Kabarwala, Fakarsar. **Patiala** – Bar Association, Samana; Bhangu Foundation Welfare Charitable Trust, Bhadso; Business Association, patiala, samana; Guru Nanak Foundation School; Kanya High School, Samana; Lions Club, Samana; Mahila Mandal Village Bamana, Samana; Market Association, Tripuri Patiala; Market Committee Dakola, Samana; Municipal Council Ghagga, Rajpura, Rajpura, Ghnaur, Patran, Nabha; Nehru Yuva Kendra, Samana; Panchayat, Rajpura, Ghaur; Pingla Ashram, Samana; Press Club, Samana; Public College, Samana; Public School Girls Senior Secondary School Patran; Rotary Club, Samana; S.S. Harbhagwan High School, Samana; Social Service and Social Health in India, Patiala; Youth Akali Dal, Rajpura; Youth Club, Samana. **Saheed Bhagat Singh Nagar** – Amandeep Shergill College, Mukandpur; Mahilla Mandal, Rahon; Municipal Council, Rahon, Banga; National College for Girls, Jassomajra; Sankalp Welfare and Association Society; Senior Secondary School, Aur. **Sangrur** – Aavajai Sikhya Society, Tajoke; Aniket Welfare Society; Baba Banda Bhadur International Foundation; Beopar Mandal, Sunam; Bharti Vikas Parishad, Sunam. Barnala; British Convent School, Sunam; Business Association Committee, Malerkotla; Chander Sekhar Azad Club, Lehra; Commission Agent Association, Dhuri, Sunam, Dirba; Dashmesh Seva Manch Society, Barnala; DIET, Sangrur; Government College For Boys, Sunam; Government College, Malerkotla; Government Girls High School, Sangrur; Government Senior Secondary School, Amargarh; Gurudwara Kala Mala Sahib, Chapa; Hanuman Mandir Trust, Lehra; Jeweller Association, Moonak; Karyana Association, Dirba, Lehra; Malwa Youth Club, Sangrur; Manav Seva Society, Sangrur; Mani Mahesh Kailash Darshan Seva, Dal, Lehra; Market Committee Amargarh, Sandaur, Dhuri; Municipal Council, Moonak, Dhuri, Malerkotla; Naina Sakirtan Mandal, Lehra; Netal Samiti, Sunam; Old Student Union, Sunam; Police Advisory Committee, Lehra; Primary School, Rahimgarh; Punjab Green Society, Sangrur; Ranbir College, Sangrur; Registered Club Malerkotla; Robin Model School, Dhuri; Rotary Club, Sunam; Sahara Welfare Club, Tapa; Sahara Youth Club, Moonak; Samaj Kalyan Samiti, Sunam; Sapia Sabha, Barnala; Senior Secondary School, Dhuri; Shaheed Udham Singh College, Sunam; Sheller Association, Lehra; Shikaijat Nivaran Committee, Tapa; Sports Club, Ahmadgarh; Tempo Union 407, Lehra; Truck Union Dirba, Lehra; Vishvkarma College, Dirba; Youth Club, Dirba. **PARTNER ORGANISATION** : – **India** - Institute of Social Change and Regional Development (ISCARD), Shillong, Meghalaya; **Maldives** - Maldivian, Democracy Network; **Paksitan** - Rozan; **Sri Lanka** – Lanka Youth Organisations Network(LYON).

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Rainu Dagar

Programme Director - PSVW, Altus Global Alliance

SUMMARY

The Sixth edition of the Global Event of Police Station Visitor Week (PSVW) was held from 3rd to 9th December, 2012. Participation was from 17 countries across the world in which nearly 1000 police stations threw open their doors to nearly 6000 citizens to assess their services, In Asia, 416 police stations were visited by 3,731 visitors who assessed the police stations in five categories of services Community Orientation; Physical Conditions; Equal Treatment of the Public; Transparency and Accountability; and Detention Conditions. This global participatory program is aimed at improving the quality of local police services as perceived by citizens residing in the jurisdiction. The report documents exemplary practices as adjudged by citizens who depend on police services while rating the quality of services available in the police stations that serve them.

Altus aims to strengthen the accountability of the police and common citizens' opinions are important in making the police responsive to their needs. The scores are based on visitors' individual perceptions about the police station on internationally-evolved indicators and the results are not a rating of a station's performance, but are meant to highlight local residents' opinions in a way that is constructive to the police stations. The visitors used a special kit produced by Altus following standardized protocols world over. It included a scoring system that allowed each of the visitors to rate the police station on 20 questions. Immediately after the visit, the visitors answered the questions about what they observed and these were entered and collated on the Altus website. Using this kit, the participants in the PSVW were able to place their individual judgments about the quality of service at their own local police stations in a national, regional and global context. The scores and reports from the police stations which participated in Asia - India, Maldives and Pakistan – are combined and analysed in this regional report. Additionally, visits were undertaken in Sri Lanka but could not be included due to local administration issues. There are regional reports produced for Africa, Latin America and North America. These reports can be accessed from the Altus website and used by police and community to discuss elements of police services that most

impressed local visitors and practices in strengthening relations between the police and civilians while promoting equal treatment and accountability of the police to the people they serve.

In the Asian countries that participated in the PSVW, the visits were organized by Institute for Development and Communication (IDC), member of the Altus Global Alliance. In India, IDC organized the visits in collaboration with the police departments of four states which included Assam, Chandigarh, Meghalaya and Punjab. In Maldives, visits were arranged by the Maldivian Democracy Network. In Pakistan the event was organized by Rozan, Islamabad.

Among the stations visited in **India**, the following were judged as the best in their respective States. Overall Bhawanigarh Police Station, Sangrur Punjab was the top Police Station from among participating Stations.

- **Assam** : PS Baihata Chariali
- **Chandigarh**: PS Sector 17
- **Meghalaya**: PS Pasteur Beat House
- **Punjab**: PS Bhawanigarh, Sangrur
- **Maldives**: PS Alif Dhaalu Mahibadhoo
- **Pakistan**: PS Baghdad-ul-Jadeed, Bhawalpur.

POLICE STATION VISITORS WEEK: AN OVERVIEW

WHAT IS THE POLICE STATION VISITORS WEEK?

- The PSVW is an international programme being organized by Altus Global Alliance yearly, a week in October.
- During this week thousands of citizens are received by hundreds of police stations in over 20 countries and rate the quality of service.



PS City, Mansa, Punjab, India



PS Philadelphia PD, 24th District, United States

- A protocol and measurement system has been created for the visits and translated into 17 languages.

- Altus has built a secure web site from which the teams upload their ratings into a single database.
- Altus is recognizing highest scoring stations and publishing the results of the visits, including descriptions of strong practice.
- Altus mobilizes citizens via local/national NGOs—our partner organizations.

RANGE OF PSVW COUNTRIES 2006-2012

Albania, Argentina, Armenia, Bangladesh, Belgium, Benin, Bolivia, Brazil, Bulgaria, Cameroon, Canada, Chile, Colombia, El Salvador, Germany, Ghana, Guatemala, Honduras, Hungary, India, Kenya, Latvia, Liberia, Lithuania, Malaysia, Maldives, Mexico, Mozambique, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Pakistan, Peru, Russia, Sierra Leone, South Africa, South Korea, Sri Lanka, The Netherlands, U.K., Uganda, United States

NETWORK OF SUPPORT

- Police forces
- Oversight bodies
- Parliamentary members / ministers
- Civil society
- Media

Local citizens assess their police stations using an easy assessment tool. From 2006, it has been conducted in 40 countries. Hundreds of ordinary citizens including university students, hawkers, women and senior citizens, have conducted their own rating of their local police stations, in a single week



PS Palmdale Sheriff's, United States

using a common protocol. They are mobilised and trained by local NGOs. The result is a catalogue of exemplary practice as judged by people who depend on police services, along with warnings about where practice falls short of people's expectations. More than this, the result is a new level of communication and understanding between police and people in hundreds of communities worldwide. Altus focuses attention on highest assessed

police stations, presenting awards to the top police stations commanders and promoting their exemplary practices in global professional forums. An exchange among national and regional level winners in award ceremonies at the regional and global level provides an opportunity to police officers to learn of the importance of oversight mechanisms and strengthen their ability to deliver security and safety through local innovations. Media coverage including national television channels, newspapers, radio and magazines, of the event from the visits to the awards provides recognition to performing police officers and draws attention to improving police delivery.



WHY THE POLICE STATION VISITS?

Police stations are the first point of contact for citizens seeking police services or to report a crime, and are at the cutting-edge of police service-delivery. If people are fearful to cross the threshold of the police stations, if they feel stigmatised, or a loss to their dignity or fear coercion to pay bribes, they will avoid police stations. By encouraging these visits PSVW engenders the community to engage with police for basic services of safety and security. By providing access to these stations citizens can channel their voice, concerns and rights and enable creating overall public safety. While citizens may have negative stereotypes of police conduct and services, exposure to the actual context has helped to shift public perception towards a more supportive dialogue between citizens and local police. These visits have common citizens expand their understanding of their rights, the law enforcement systems and the role of the police. The visits encourages justice initiatives that are seeking citizen support to form collaborative coalitions in different spheres of police services. Through the visits, the programme seeks to bring the police station to the centre stage of police reforms which have globally been focused on administrative changes, tenure or budget-related issues and insulating police from public. By increasing transparency in police station services, encouraging relations of accountability and public confidence in police, the programme seeks to generate safety and improved institutional legitimacy.

The PSVW is a good platform for police and public as through this at least the image of the police is changing. How will people know the good work police is doing unless until they visit one police station and see our functioning.

(Station Head Commander, Chandigarh, India)

PSVW LESSONS FOR CITIZEN-CENTRIC POLICE STATIONS

What makes police stations appeal to citizens? Are there certain pointers to make basic police stations responsive to the needs of citizens, drawing their trust and support? Included here are ten lessons drawn from the annual PSVW visits from 2006 to 2012 that make police stations citizen-oriented.

- **Accessible and approachable stations:**



Police stations that have a welcoming ambience, helping citizens to use police services with allocated space for reception, displays explaining citizen rights, how to report a crime and procedures to use public services increase the approachability for services.





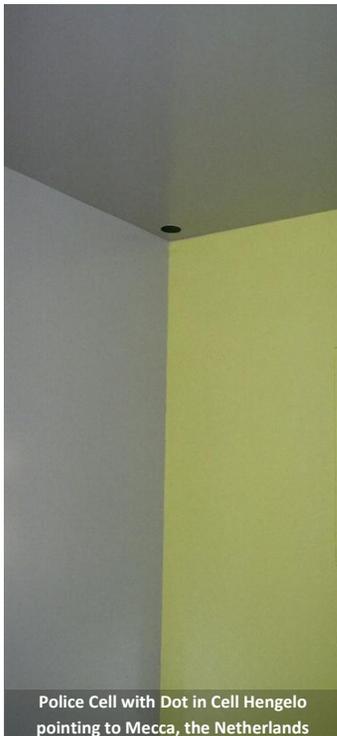
- **Police stations as service-delivery outlets:**

Standardised service-delivery with clearly demarcated and routine procedures increase citizens' comfort level. A one window service-delivery with a single point of information and access to network of services reflect the efficiency and care in service-delivery.



PS Div. No. 1, Ludhiana, Punjab, India

- **Establishment and proclamation of human rights standards:**



Police Cell with Dot in Cell Hengelo pointing to Mecca, the Netherlands

Visible reflection of human rights standards, such as, representation of gender and minorities, guidelines for maintaining rights, disability-friendly provisions, such as, ramps, services for language translation convey police sensitivities for the vulnerable. Services available for police personnel, such as, demarcated staff rooms and clean serviceable utilities in detention areas claim the practice of standards and maintenance of rights for all. Also, clear identification of name and rank of police staff inspires confidence in citizens.



PS Ferozabad, Karachi, Pakistan





- **Making citizen voices count in police stations:**



Is there support and trust for the citizens in the police station? Can citizens grievance in the police station be redressed through simple procedures to register complaints? Can citizens lobby for improved standards within the police stations or for police officers within the structures of governance? Does the police reach out to the citizens for services, such as, information on crime, networking with public or for programmes with seniors or for women security? Such

The PSVW since 2010 when the Usalama Forum first participated has helped shape our work with police. A clear evidence is the joint assessment conducted by the Forum and the Kenya Police and reported in the 'Usalama communities and their police stations' – a study report of 21 police stations that was police led process and partnership to look into citizen engagement.
Kenya

services increase public engagement and make citizens comfortable with police.

- **Co-ownership with citizens:**

Are any police services delivered in collaboration with public committees or citizen representatives? Formation of public interest groups or incorporating citizen representatives for programmes on safety and crime prevention helps build citizen partnership in police services.



- **Provide transparency in crime control:**



PS Illupeju, Nigeria

Sharing of information on public performance including satisfaction of police services, crime trends or hotspot mapping, visibility of effective programmes demonstrate openness of police functioning.

“What mostly gained the attention of the group was a project conducted by the police station, which was a monthly survey and follow up of the data and crime reports of the police station. The police station has a functionary directly involved in the analysis of the data coming from the reports. This initiative is not common in many police stations in this state, and although the staff is not required to do it, they make it anyway. This project should be a state policy, and not an individual initiative of the station.”

Rio Grande do Sul, Brazil

- **Providing area-responsive services:**

How well attuned is the police to local concerns? If crime against women is increasing do they have a programme on controlling violence and protection of women? In conflict spaces are there special programme to maintain peace and security of citizens? Responsiveness to cultural sensitivities and situation-specific needs inspires trust in police.

मामला किया दर्ज और चालान भी काटा



थाने की कार्यप्रणाली की जानकारी प्राप्त करतीं कैडेट्स।



(कुर्ल) कार्रवाइयों के बारे में जाना।

Dainik Bhaskar, 4th Nov 2010



- **Engaging with community to prevent crime:**

Collaborating with community on programs to control crime, such as, provision of recreation facilities to barricade against drug abuse, creating neighbourhood watch groups, conveys commitment to community safety.



Hindu Muslim members in CLG, Ramganj , Rajasthan, India

- **Reflecting connectivity to rights institutions:**

Coordinating with other human rights and service agencies, such as, ombudsman, gender and rights commissions integrates police services as part of state protection mechanisms and inspiring confidence in citizen.



PS Cameroon, Cameroon



- On par with other state institutions:



PS Modulo Policial 3, Bolivia

When police stations are projected as public service centres, such as, hospitals or schools it indicates police as one of the state services for citizens requirements, drawing routine public access.

Headline Times, 8th December 2012

Cops out to show their People-friendly face

VISITORS' WEEK Performance of 363 police stations across Punjab being assessed

WHAT NEEDS TO BE CORRECTED

- The Saanjh Kendra project, launched in 2011, is struggling to build confidence among the common man, who has many grievances against the police.
- Number of services which the police can provide are limited; the service users are mostly confined to the middle class.
- Crime prevention, control and victim assistance need to be made central to the Saanjh project.
- Public involvement in this project is negligible or non-existent.

SK Sharma, additional director general of Police (ADGP, Community policing), said Punjab had taken the lead and opened all its police stations to public assessment and feedback to improve their functioning. "It's only the transparent functioning of police stations which would make them effective and legitimate," Sharma added.

According to Punjab Deputy Chief Minister Sukhbir Singh Badal, who also holds the home affairs and justice portfolio, the Akali-BJP government is keen to make all police stations people-friendly. "Let people own the delivery of public services," said De Dagar.

"Citizens of more than 20 countries, including India, Brazil, Chile, Russia, Latvia and the US, are visiting police stations in small teams to assess the delivery of public services," said De Dagar.

Unless police stations... other reforms... benefit people.

PSVW, the police... about coming delivered Saanjh Kendras in... estate.

According to Punjab Deputy Chief Minister Sukhbir Singh Badal, who holds the home affairs and justice portfolio, the Akali-BJP government is keen to make all Police Stations people-friendly. "Let People own the Police Station the way they own a school. Unless Police Station are reformed, other reforms may not actually benefit people", Sukhbir said

PARTICIPATING POLICE STATIONS

In the Sixth edition of the PSVW four countries from South Asia were part of the event. These countries being - India, Maldives and Pakistan from which 416 police stations participated. Additionally, there were 25 stations in Sri Lanka that were visited by local citizens, but due to administrative protocols the feedback from the stations could not be included in this report. In this region participation of police stations reflected a dual commonality. One, all countries have ongoing police reforms as part of their governance agenda and second, the participating police have been regular partners in the PSVW. Sri Lanka has participated sporadically but continue to be responsive to the PSVW related agenda. Within the partnering police, three broad patterns of engagement emerge.

- 1. Integration with reform processes** - Joint local reform programmes with the police, stakeholders and member organisations are ongoing within which the PSVW is integrated and forms part of the first pattern. The promotion of International Human Rights standards as contained in the PSVW have been incorporated with local cultural needs. For instance, the State of Punjab in India has institutionalized community policing program within which the PSVW was held as an extension activity to reach out to the community. There is political commitment, support of police leadership, involvement of civil society stakeholders and participation of citizens.
- 2. HR standards are being incorporated in the five PSVW categories** - Under this pattern, participating police agencies have incorporated HR standards on the five categories promoted by the PSVW. These reflect in consolidation of citizen friendly services and/or snowballing of these practices to other police stations. At both the level of police and stakeholders, these efforts hope to encourage citizen engagements at the police stations. These also build capacity of the police staff to the ongoing global initiatives on people centered policing. Chandigarh Police, India is a prime example of this category. Stations in Pakistan and Maldives have expanded new services in relation to some of the HR Standards as envisaged in the PSVW.

3. Global Brand Image – The global brand image of the PSVW has encouraged police participation in PSVW to build trust and support within the community. These are local individual/leadership responses to induct HR standards rather than organisational changes and are largely in sites where local reform is yet to build up. Meghalaya and Assam in India fall in this pattern.

There are also a number of contextual variations in the sites of these police

stations. Stations in Pakistan and in Assam, India participated in spite of unstable law and order situations. An ethnic conflict in Assam has focused the thrust of police to maintaining public order and service delivery in these situations has remained in the background. Yet these



stations were receptive to citizens who visited and made efforts to build public trust in police service delivery. Urban and rural locations, tribal strong holds where informal justice systems hold sway and gender police stations were the other specialisation of the participating stations.

In each of the sites, a three tiered interaction was adopted to mobilise citizen

participation and increase citizen reach to police services. At the first level, an orientation of police leadership to the International human right standards as filtered through local reform initiatives was organised. Thus, in Chandigarh indicators of participatory,



equal treatment, transparency in ongoing programmes were highlighted and related practices from around the globe were illustrated as conducive citizen oriented stations. In Punjab, the community policing program of Saanj partnership formed the basis within which rights based services, capacities and protocols of the PSVW were placed. At the second layer sensitization of frontline police staff was undertaken in accordance to their site related local programmes. Capacity building of staff on issues of gender rights, minority rights, relevance of ambience and organisation in police stations, need for grievance redressal and accountability mechanisms formed the basis of the PSVW dialogue to deliver services. At the third layer citizen awareness generation to the local reforms promoting rights based standards of police service, encouraging citizen participation were launched. The awareness campaigns were largely undertaken through institutional forums which included educational set-up (schools and colleges, NSS students) through NGO networks. Women organisations in Pakistan and youth organisations in Maldives were the entry points. Local media was also part of the campaign which carried interviews of police leadership and reported the visits. Community was also addressed through handout and flyers, use of websites and even local radio and television programmes.

The participation of police stations under different administrations was contingent on the strategy adopted by leadership. The selection ranged from total participation in which all police stations under a particular jurisdiction were opened for assessment by citizens, to select better performing police stations, to a representative sample of police stations. In Punjab and Chandigarh, India all police stations were visited. Even police stations in small or dilapidated conditions were assessed by the citizens. The logic being that once citizens witness deplorable conditions with unstable structures and lack of basic facilities of space, vehicles, or staff, it would prompt pressure on the administration to improve conditions. The wide disparity in assessment scores has been a comment on the uneven reform process and remains a challenge at local leadership levels. In Pakistan a sample of police station was drawn, depending on civil society networks contingent on police approvals. In Maldives a wide spectrum of police stations covering even the far flung island stations were covered whereas in Assam, India due to disturbances in law and order situation there were limited areas of participation.

THE POLICE STATIONS THAT PARTICIPATED IN POLICE STATION VISITORS WEEK 2013

INDIA

Assam

- Baihata Charali ·Boko
- Changsari ·Chaygaon
- Dodara ·Hajo ·Kamalpur
- Kanyan ·North ·Guwahati
OP (Gauripur) ·Rangiya.



Chandigarh

- Industrial Area
- Manimajra ·Sector 3
- Sector 11 ·Sector 17
- Sector 19 ·Sector 26
- Sector 31 ·Sector 34
- Sector 36 ·Sector 39.



Meghalaya

- Cantonment Police Beat
House ·Jhalupura Police
Outpost ·Kenchs Trace
Beat House ·Laban
- Laitumkhrah ·Lumdiengri
- Madanriting ·Pasteur Beat
House ·Rynjah ·Sardar
- Sohra.



PUNJAB

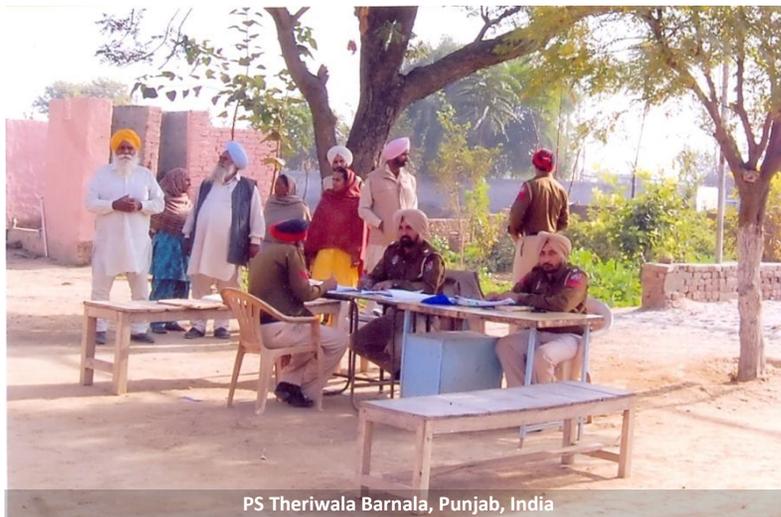
Amritsar

·Airport ·Ajnala (Rural) ·Amritsar Cantt ·Beas (Rural) ·Bhundi Saidan ·Chattiwind ·Chherata ·Civil Lines ·Division A ·Division B ·Division C ·Division D ·Division E ·Gate Hakima ·Gharinda ·Islamabad Amritsar ·Jandialaguru (Rural) ·Jhander ·Jhandiala Guru (Rural) ·Kambo ·Kathu Nagal (Rural) ·Khilchian ·Lopoke ·Mahila PS ·Majitha (Rural) ·Maqbolpura ·Matewal (Rural) ·Mehta (Rural) ·Mohkampur ·Rajasansi Airport ·Ramdass ·Sadar ·Sultanwind ·Tarsika ·Verka.



Barnala

·Bhadaur ·City Barnala ·Dhanaula ·Kotwali City ·Mahalkalan ·Sadar ·Sehna ·Talewal ·Tapa ·Thuliwal.



Batala

·Batala City ·Civil Lines ·Dera Baba Nanak ·Fatehgarh Churian ·Ghuman ·GK Bangar
·Kotu Surat Mallian ·Qadian ·Qilla Lal Singh ·Ranger Nangle ·Sadar Batala ·Sekhwan
·Sri Hargobindpur.

Bathinda

·Balianwali ·Canal Colony ·Cantonement ·Civil Lines ·Dialpura ·Kot fatta ·Kotwali
·Mour ·Nandgarh ·Nathana ·Nehian Wala ·Phul ·Raman ·Rampura ·Sadar ·Sadar
Rampura ·Sangat ·Talwandi Sabo ·Thermal ·Women Police Station.

Faridkot

·Bajakhana ·City Faridkot ·Kotkapura ·Jaito ·Sadar Faridkot ·Kotkapura ·Sadiq.



PS Bajakhana, Faridkot, Punjab, India

Fatehgarh sahib

·Amlah ·Badali Ala Singh ·Bassi Pathana ·Fatehgarh Sahib ·Khamano ·Mandi
Gobindgarh ·Mulepur ·Sarhind

Fazilka

·Arni Wala ·Bahaw Wala ·Abohar City 1 ·City 2 ·City Fazilka ·City Jalalabad ·Khuyian
Sarwar ·Sadar Abohar ·Fazilka ·Jalalabad.

Ferozpur

·Cantt Ferozpur ·City ·Ghall Khurd ·Guru Har Sahai ·Kulgarhi ·Lakho Ke ·Makhu
·Mallan Wala ·Mamdot ·Sadar ·Zira.

Gurdaspur

·Behranmpur ·Bhaini mian khan ·City ·Dhariwal ·Dorangla ·Ghuman Kala ·Kalanaur
·Khanuwan ·Purana Shalla ·Sadar ·Tibber.

Hoshiarpur

·Bullowal ·Chabbewal ·City hoshiarpur ·Dasuya ·Gardhiwala ·Garhshankar ·Hajipur
·Hariana ·Mahilpur ·Mentina ·Model town ·Mukerian ·Nri kapurthala ·Sadar
hoshiarpur ·Talwara ·Tanda.

Jalandhar

·Adampur ·Baradari (Navi) ·Basti Bawa Khel ·Bhargo Camp ·Bhogpur ·Bilga ·Cantt.
Jalandhar ·Division 1 · Division 2 · Division 3 · Division 4 · Division 5 · Division 6 ·
Division 7 · Division 8 ·Goraya ·Kartarpur ·Lambra ·Lohian ·Maqsdan ·Mehatpur
·Nakodar City ·Nakodar ·sadar ·Nurmahal ·Phillaur ·Rama mandi ·Sadar ·Shahkot.

Kapurthala

·Begowal ·Bholath ·City Kapurthala ·City Phagwara ·Dhilwan ·Fattudhinga ·Kabirpur
·Kotwali ·Rawalpindi ·Sadar ·Sadar Phagwala ·Satnampura ·Subhanur ·Sultanpur lodhi
·Talwandi Sabo.



PS Rawalpindi, Kapurthala, Punjab, India

Khanna

·Doraha ·Khanna City ·Machhiwara ·Maloud ·Payal ·Sadar ·Samrala.

Ludhiana

·Atam nagar ·Basti jodewal ·City Jagraon (Rural) ·Daba ·Dakha City (Rural) ·Darisi ·Dehlon (Rural) · Division 1 · Division 2 · Division 3 · Division 4 · Division 6 · Division 7 ·Division 8 ·Dugri ·Focal point ·Haibowal ·Hathur (Rural) ·Jamalpur ·Jodhan (Rural) ·Kumbh kalan ·Ladhowal ·Meharban ·Model town ·Moti nagar ·Pau ·Raikot City(Rural) ·Raikot Sadar (Rural) ·Sadar city ·Sadar Jagraon (Rural) ·Sahnawal ·Salem tabri ·Sarabha nagar ·Shimlapuri ·Sidhwan Bet (Rural) ·Sudhar.



Mansa

·Bareta ·Bhikhi ·Boha ·Budhlada ·City I · City II ·Jaurhkian ·Jhunir ·Joga ·Kotdharmu ·Sadar Budhlada ·Sadar ·Sardoolgarh.



Moga

·Ajitwal ·Badni Kalan ·Baghapurana ·City 1 ·Dharamkot ·Fategarh panjetoor ·Kot Isse Khan ·Mehna ·Nihal Singh Wala ·Sadar Moga ·Samalsar ·South Moga;

Muksar

·Bariwala ·Gidderbaha ·Kabbarwala ·Kotbhai ·Lakhewali ·Lambi ·Malout City ·Muksar City ·Sadar ·Sadar Malout.

Pathankot

·Dhar Kalan ·Div 1 · Div 2 ·Kanwan ·Mamoon ·Narot Jaimal Singh ·Sadar Pathankot ·Shahpur Kandi ·Sujanpur ·Tara garh.

Patiala

·Bakshiwala ·Banur ·Bhadson ·City Rajpura ·City Samana ·Civil Line ·Ghagga ·Ghanaur ·Julka ·Kheri Gandian ·Kotwali Nabha ·Kotwali Patiala ·Lahori Gate ·Patran ·Sadar Nabha ·Patiala ·Rajpura ·Samana ·Sanaur ·Shambhu ·Tripari ·Urban Estate ·Women Station.

Rupnagar

·Anandpur Sahib ·Chamkaur Sahib ·Kiratpur Sahib ·Morinda ·Nangal ·Nurpur Bedi ·Rupnagar City ·Sadar Rupnagar ·Singh Bhagwantpura.



SAS Nagar

·Balongi ·City Kharar ·Dera Bassi ·Lalru ·Matour ·Mubarakpur ·Mullanpur ·Naya Gaon ·Phase-8 ·Phase-I ·II ·Sadar Kurali ·Sohana ·Zirakpur.

SBS Nagar

·Balachaur ·Behram ·City banga ·City Nawanshahar ·Kathgarh ·Mukandpur ·NRI ·Pojewal ·Rahon ·Sadar Banga ·Sadar Nawanshahar.

Sangrur

·Amargarh ·Bhawanigarh ·Cheema ·Chhajli ·City Ahmedgarh ·City II Malerkotla
·City Malerkotla ·Dharamgarh ·Dhoori ·Dirbha ·Khanuri ·Lehra ·Longowal ·Moonak
·Sadar Ahmedgarh ·Dhuri ·Sangrur ·Sunam ·Sandaur ·Sangrur City ·Sherpur
·Sunam.



PS Amargarh, Sangrur, Punjab, India

Tarn Taran

·Bhikiwind ·Chohla Sahib
·City Tarn Taran
·Govindwal Sahib ·Harike
·Jhabal ·Khalra ·Khem
Karan ·Patti ·Sarai Amanat
Khan ·Sirhali ·Verowal
·Voltoh.



PS Patti, Punjab, India

MALDIVES

·Fuvahmulak ·Hithadhoo ·Hoarafushi ·Hulhumale ·Alif Dhaalu Mahibadhoo ·Muli
·Nilandhoo ·Police Custodial Department ·Rasdhoo ·Thinadhoo ·Veymandoo
·Vilimale.



PS Mahibadhoo, Maldives

PAKISTAN

·Cantt, Bahawalpur ·Sihala, Islamabad ·Baghdad-ul-Jadeed, Bahawalpur
·Ferozabad Karachi ·Gulberg, Karachi ·Banni, Rawalpindi ·Cantt, Rawalpindi
·Women Police Station, Islamabad.



PS Women, Islamabad, Pakistan

VISITORS PROFILE

In South Asia 3731 citizens visited and assessed their local police stations. While many more were mobilised and visited, the number listed are of citizens who rated their police station on the PSVW categories. The largest numbers of citizens were from India (3646) while in Pakistan 59 and in Maldives 26 visitors formed part of this program. Citizen mobilisations were undertaken by the network of partners and participating organisation. Both the nature of networks and methods of recruitment varied. The citizens can be categorised in five groups:

Citizen and interest group- these included member of the resident associations , trade organisations, senior citizen/youth groups and even religio-cultural entities such as member of Cow Shelter.



Student and Teacher from High School and Universities. In Ludhiana city in Punjab alone 26 education institutions participated in the PSVW week and students held marches on the street, held plays, participated in drawing completions, were provided awareness on crimes and citizen rights as part of the community mobilisation initiatives of the PSVW.

After the PSVW – common man who has visited feels one with police.

(Visitor, Moga, Punjab, India)

As compared to last 10 years, the police behaviour has improved a lot now, especially in the last five years. It's really praiseworthy.

(Visitor, Amritsar Rural, Punjab, India)

Civil Society particularly women groups, human right organisations and other civil society stakeholder formed the mainstay to mobilise citizens and participate in the PSVW. In Pakistan it was members of the civil society who formed the dominant visitors.

Professional Bodies - Part of the criminal justice network such as lawyers, Police administration and studies specialists have also been part of both the mobilisation and assessment events.

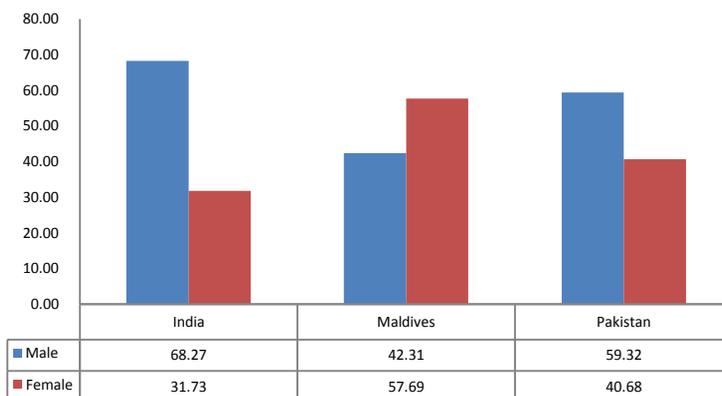


Community policing groups – In a number of sites the community policing forums have formed the mainstay of the visits. They have liaising with citizens, including community groups part of police initiatives to improve police services to assess their police stations. In all three countries (India, Pakistan and Maldives) the civil society groups were old partners conversant with the PSVW. An effort was made to include repeat visitors to capture change from previously visited police stations and also, new recruits to snowball the citizen police exchange.

There were a number of champions of change within the visitors who formed the

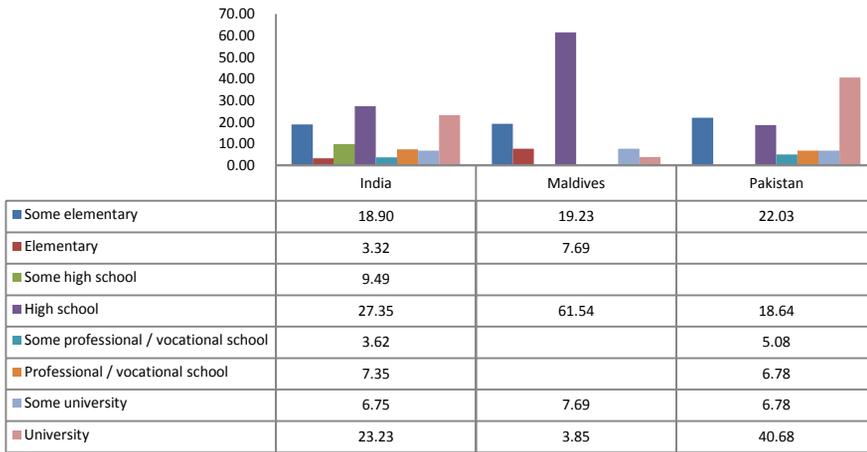
link among initial visits and strengthened community police ties in the recurring edition of the PSVW. Sonia, for instance who is a slum dweller and worked with sex workers, has been one such champion. Her client group which perceive themselves to be targeted by police have now gained confidence to approach the police for petty crimes and harassment on the streets. Other advocates of community police ties have included organisations such as the – ambulance unit, women cell counselling unit in Ludhiana, human right students and even number of police officials who have worked to evolve and improve citizen community ties and strengthen citizen responsiveness within the police stations.

Graph - 1
Countrywise Profile of visitors According to Sex



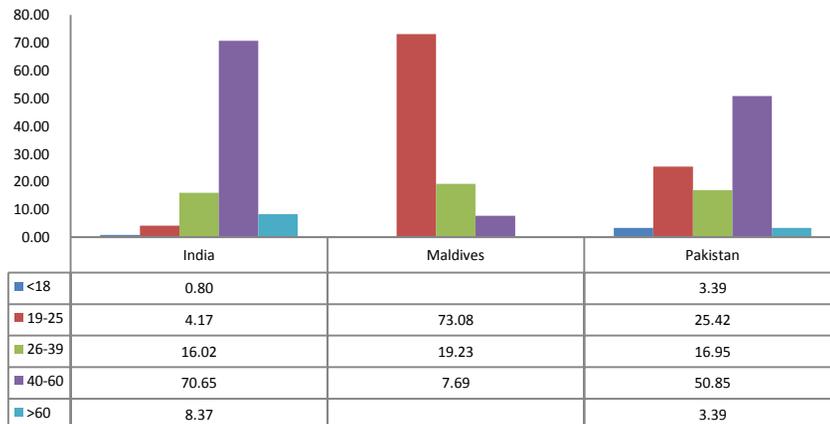
The largest contingent of visitors was men forming 59 percent of the total citizens. The distribution of gender varied among the countries with the least female representation from India (32 percent), with an increased number from Pakistan (42 percent), with a majority in Maldives (58 percent). More women formed part of the event in Maldives than in the patriarchal neighbours of India and Pakistan. In Pakistan, the mobilising agency were women groups who could raise the substantial number of the females. In India, men formed the large majority with 68 percent of the visitors but the sheer number of women who formed the Indian contingent was large, as many as 1,157 in number. Their participation was substantially more than any other country with Nigeria following with 483 women visitors.

Graph - 2
Countrywise Profile of Visitors According to Educational Qualification



The education profile was distributed across the spectrum with the largest majority having high school education (27 percent), followed by university degrees (23 percent) and with 19 percent having some elementary education. The distribution was more even in India and tipped towards high school graduates (62 percent) in Maldives and was university backed in Pakistan (41 percent).

Graph - 3
Profile of visitors according to Age



The visitors age range was country specific with Maldives visitors predominantly belonging to the (19-25) (73 percent). In Pakistan, the visitor were more the

mature, in the (40-60) (51 percent), with a substantial number in the youth group of (19-25) (25 percent). In India also the dominant age groups was in the (40-60) (71 percent) followed by the (26-39) age groups (16.02 percent). It is important to note, however, that in Punjab, India the mobilisation was in thousands but only select citizens assessed the stations.

It is our social and moral responsibility as members of this society to seek and keep checking public service departments, to suggest best possible ways to improve the performance, and keep duty bearers accountable for what they are responsible for.

(Visitor, Pakistan)



We noticed that there are no separate facilities for women such as toilets or a separate room for female detainees.

(Visitor, Maldives)

COLLECTING AND COLLATING THE SCORES

Police stations were assessed by local citizens on a standardised tool - the Altus Visitors Kit. The kit equipped local citizens with 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 following are the scores for each answer:

- 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 based on the calculation of percentiles in a distribution of possible average scores varying from 20 to 100. As a result, the classification categories were:

Average score	Category
Over 84	Excellent
From 68 to 84	More than adequate
From 52 to 68	Adequate
From 36 to 52	Inadequate
Below 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.

Weighted Scores

A weighted score to the two categories of Equal Treatment and Transparency and Accountability has been provided to highlight police accountability to local citizens and equitable access to police services. The weighted average has been calculated as below :

$$f(x) = \sum_{i=1}^n [(x_1 w_i + x_2 w_i + x_5 w_i) + (x_3 w_j + x_4 w_j)]$$

$$M = \sum_{i=1}^n [(x_1 w_i + x_2 w_i + x_5 w_i) + (x_3 w_j + x_4 w_j)]/n$$

Where $w_i = 1$ and $w_j = 2$

GLOBAL PREVIEW

In PSVW 2012, 17 countries participated. Following is an overview of the participating countries and the assessments on the five dimensions of assessment.

Aggregate Scores on 5 dimensions for Participating Police Stations in PSVW 2012

Country	Aggregate Scores	Community Orientation	Physical Conditions	Equal Treatment	Transparency and Accountability	Detention Condition
Benin	49.86	60.00	50.00	48.89	43.75	46.67
Brazil	57.19	65.12	66.40	58.54	48.79	47.03
Cameroon	58.34	69.83	57.09	52.38	57.44	54.94
Chile	74.02	79.93	76.75	70.95	71.41	71.08
El Salvador	60.00	73.03	65.15	52.58	58.33	45.71
Ghana	60.64	67.50	58.81	56.43	63.45	57.02
Guatemala	56.50	66.92	59.42	50.58	59.62	45.96
Honduras	51.28	60.00	48.61	44.58	57.36	35.00
India	70.78	75.30	69.99	64.12	76.11	68.40
Kenya	58.63	70.92	61.08	49.08	63.75	48.33
Liberia	43.38	52.97	40.31	42.03	43.28	38.28
Maldives	57.08	60.96	66.15	50.58	54.04	53.65
Nicaragua	70.03	75.16	74.22	69.38	66.88	64.53
Nigeria	52.02	58.71	49.74	46.93	55.03	49.67
Pakistan	69.92	72.54	73.47	63.90	71.61	68.05
Peru	46.97	54.67	48.17	39.00	51.83	41.17
United States	88.15	88.86	86.47	87.39	87.99	90.31

Source: Police station visitors Week, 2012

COUNTRYWISE TOP SCORING POLICE STATIONS

INDIA

In India policing is a state subject and top police stations have been identified in each of the participating police jurisdictions.

In India the following were the top police station from the participating four states. Overall, the top police station was Bhawanigarh from Punjab.

Punjab - Bhawanigarh, Sangrur :

Indicators	Scores
Community Orientation	100.0
Physical Conditions	100.0
Equal Treatment	100.0
Transparency and Accountability	100.0
Detention Condition	100.0
Aggregate Scores	100.0

Bhawanigarh police station caters mainly to rural areas. It is located on the Sangrur-Patiala road. The police station has a huge boundary wall with information on drug abuse, traffic rules, free legal aid painted brightly on it. A number of citizen oriented programs have been organized by this Station including talks with rural population, interventions to curb sexual harassment, awareness on HIV/AIDS and citizens rights that have been highly appreciated. Also, regular awareness on traffic rules is provided at the schools initiating children's interaction with the local police. Counselling unit for gender rights and domestic



violence is also being run at the police station. Community involvement with the station can be captured from a special donation box for the cow shelter, to which visitors and community members provide regular funds, much as they also in temples.

Chandigarh - Sector 17 :

Indicators	Scores
Community Orientation	90.00
Physical Conditions	91.00
Equal Treatment	88.20
Transparency and Accountability	89.40
Detention Condition	88.20
Aggregate Scores	89.36

PS Sector 17 was established in 1966 and it caters to a population of approximately two lakh twenty thousand. It is situated in a prominent market location and has a number of signs directing the way to the police station. The reception area of the police station is equipped with notice boards, posters, crime rate and other legal information. There is a special women desk in a separate room to resolve cases related to gender violence. There is a provision of wheel chair for the disabled. Community-oriented initiatives like vocational training to street children, feedback from citizens, meetings with citizen liaison groups and market welfare committees are conducted on a regular basis. CCTVs are installed in the police station where a recording is maintained for 14 days and it covers six important places like the entrance, reporting room, SHO room, MHC room and male/female lock up ensuring better transparency and accountability.



Assam - Baihata Chariali :

Indicators	Scores
Community Orientation	60.00
Physical Conditions	55.00
Equal Treatment	55.00
Transparency and Accountability	62.50
Detention Condition	51.25
Aggregate Scores	56.75



PS Baihata Chariali, Assam , India

Baihata Chariali police station makes an effort to maintain public interaction. The police personnel are always ready to help people. They try to resolve minor disputes on the spot. There is a female constable present and efforts are made to shift female offenders from the police station to state home as soon as possible.

Meghalaya - Pasteur Beat House, Shillong :

Indicators	Scores
Community Orientation	67.50
Physical Conditions	67.50
Equal Treatment	62.50
Transparency and Accountability	55.00
Detention Condition	60.00
Aggregate Scores	62.50



The police station was clean and working conditions were comfortable. The police personnel were well connected with the public and trained well in public dealing. The police conduct programmes like awareness on medical facilities, drug abuse and health care, especially for the illiterate population.

MALDIVES

Alif Dhaalu Mahibadhoo :

Indicators	Scores
Community Orientation	90.00
Physical Conditions	100.00
Equal Treatment	95.00
Transparency and Accountability	96.67
Detention Condition	96.67
Aggregate Scores	95.67

Mahibadhoo police station is in the process of establishing the methodology of community policing in every island in the atoll. Most of the police officers were trained in community policing before they were stationed in the island. Although the program is not fully established yet, this station has conducted awareness raising programs with different islands of the atoll between 2009 and 2011. The program included awareness on laws and regulations for crime prevention, including traffic regulations for a safer environment for pedestrians. This police station has programs to promote positive attitudes about policing among the youth of the atoll.



PAKISTAN

Baghdad- ul- Jadeed :

Indicators	Scores
Community Orientation	99.29
Physical Conditions	99.29
Equal Treatment	94.29
Transparency and Accountability	98.57
Detention Condition	99.29
Aggregate Scores	98.14

Baghdad police station is the first police station to provide internet reporting facility for crime. Visitors appreciated special female police personnel deputed this year to facilitate female victims. Female staff not only writes reports but also maintain contact with complainant and update them about their case. "The police station was very neat and clean and police officials were attentive and responsive to the needs of people."



GOOD PRACTICES

- ◆ Ready response evolved for road accidents.
- ◆ Awareness programmes on social issues like crime: drugs, citizen rights, traffic rules for school children, vulnerable groups
 - Regular public police interaction/meetings on tree plantation, drugs and preservation of water.
 - Campaigns regarding dowry-related abuse.
 - Truck drivers given awareness regarding HIV/AIDS.
- ◆ Care for citizens in stations – provision of drinking water, TV.
- ◆ Coordination with local bodies (panchayats) in resolving domestic and marital disputes.
- ◆ Recreational activities, such as, sports for young boys as a strategy to protect them from use of drugs.
- ◆ Outreach services: Staff visits to complainant to investigate/help out victims.
- ◆ Service centres in police station which provides information to the public/and help to complainant.
- ◆ On the spot resolution of marital disputes to avoid court proceedings and delay.



The good practices observed in this police station was that the atmosphere was community friendly. The feel was that you are entering a restaurant and not a police station.

(Visitor, Pakistan)

Daily functioning and the interaction of the police with public is increasing. It was an awesome experience to see the bulletin boards, internet connection and people's participation this time.

(Visitor, Kapurthala, Punjab, India)

- ♦ Arrangement for night vigil to curb theft in the villages.
- ♦ Medical camps organised to build links with public
- ♦ Friendliness of police station staff to citizens.
- ♦ Tie up mobile ambulance for road accidents – on call by dialling 108 anytime.
- ♦ First aid services in the police station
- ♦ Cleanliness of police stations.
- ♦ Responsiveness and attentiveness of police officials to public.
- ♦ Availability of female staff.
- ♦ Special police assistance to uneducated people coming to police station.
 - Writing applications for illiterate people
 - Street children given vocational training to get them off the streets.
- ♦ Wheel chair available for old/disabled people in police station.
- ♦ Domestic counselling sessions held in separate rooms for domestic disputes
- ♦ Special programme (Muslivati) for quick resolution of disputes in communities with a designated police officer.

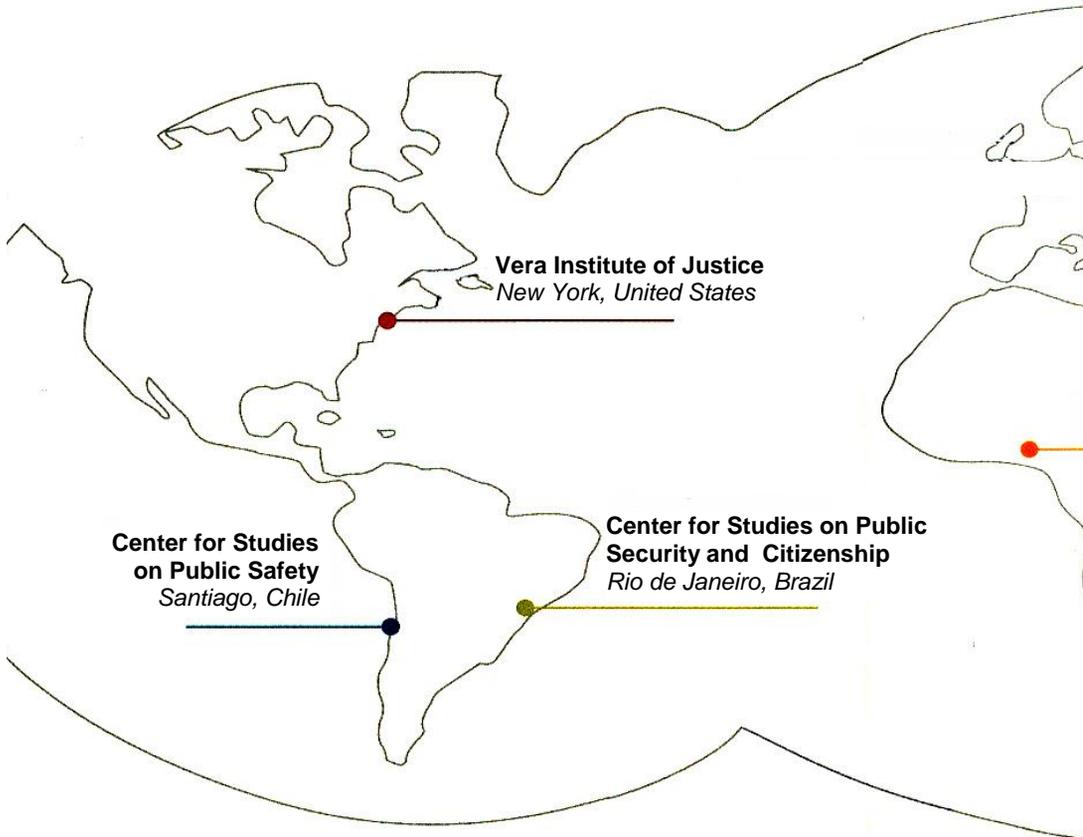


Awareness campaign, CPSC Central, Ludhiana, Punjab, India

- Information display: How to lodge an FIR, free legal aids facility, etc.
- Sharing crime information, meeting with local citizens twice a month and discuss and provide awareness on various crimes.
- Networking with social activists to promote safety – from drugs, dowry crime, harassment, etc.
- Installation of the crime and criminal tracking network system.
- Receiving complaints via email.
- Display of awareness material (pamphlets, posters) on the main entrance to provide public information on about their rights.
- To curb snatching/harassment in parks in the early mornings, police personnel conduct, morning parade/jogging in the public parks.
- Toll-free helplines for women and children, grievance redressal, crime stopper and traffic helplines.
- Online data access system
- Proactive role of station commander, who regularly visits markets and police checkpoints to uphold law in the area
- Crime prevention programme which spreads awareness in public to help prevent and reduce crimes.
- Care of victims – provision of blanket, clothes, regular presence of a woman constable on duty.
- Separate lock-ups for teenagers (juveniles)
- More patrolling near schools, colleges to curb sexual harassment.



ABOUT ALTUS GLOBAL ALLIANCE



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.

Email: info@altus.org
www.altus.org

ALTUS MEMBERS

Member Organisations

- 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

