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

REPORT OF RESULTS IN INDIA
Institute for Development and Communication (IDC)
Sector 38A,
Chandigarh - 160022 (India)
Tel. +91 - 172 - 2625941
Fax. +91 - 172 - 2625942
E-mail: idcindia@idcindia.org
Website: www.idcindia.org

IDC is a founding member of Altus Global Alliance.
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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.
ACKNOWLEDGEMENT

IDC-Altus would like to acknowledge the support of police departments and civil society organisations that coordinated for making police stations part of a citizen's preview. Altus is particularly thankful to Assam Police, Chandigarh Police, Meghalaya Police, Punjab Police and participating organisations – CHANDIGARH – Community Liaisoning Groups (Sector 17, 23, 26, 31); Family Planning Association of India; Jan Sikshan Sansthan; Market Associations (Sector-31, 26, 17, 3); National Service Scheme; Punjab and Haryana Bar Council; Resident Welfare Associations (Sector-34, 42, 36, 22, 3, 48, 47, 46); Students Human Rights Nehuork; Surya Foundation; The Reads; Youth Technical Training Institute. PUNJAB – Adampur-Jalandhar Rural – Commission Agent, Adampur; Journalist Manch Bhogpur; Nagar Panchayat, Bhogpur, Jalandhar Rural; Panchayats (PS Adampur); Sikh Welfare Society, Bhogpur, Jalandhar Rural. Amritsar – D.A.V. Police Public School; Rotary Club, Amritsar; D.A.V. Public School, Amritsar; Government College of Women, Amritsar; Women Cell, Amritsar. Barnala – Member Welfare Club, Tapa; Municipal Council, Tapa; Prabandhak Gurudwara, Kala Mala; Ramgarhia Sr. Secondary School, Rawalpindi; Shaheed Bhagat Singh Club, Mahal Kalan; Sports Club, Mahal Kalan; Bopar Mandal, Barnala; Improvement Trust, Barnala; Market Committee, Bhadaur.

Bathinda – Advertisement Committee Bathinda; City Parking Union, Bathinda; Claim India School, Sangat; Education Society, Bathinda; English Government Senior Secondary School, Sangat; Jagal Sevak School, Meha; Moga Sports Club, Bughipura; Rickshaw Union, Bathinda; Sahara Jan Seva Club, Sangat; Taxi Union, Bathinda. Faridkot – Bharat Vikas Parishad, Kotakpura. Fatehgarh Sahib – Artia Union, Fatehgarh Sahib; Press Club, Khamano. Fazilka – Azad Hind Public School, Village Bhago; Guru Nanak Public School, Arniwala; Market Association, Abohar; Nar Seva, Narayan Seva, Abohar; Ferozpur – Artia Union, Guru Harshahai, Ferozpur; Gold Smith Union, Guru Har Shahai, Mansa; Mahilla Mandal, Gurur Harshahai; Mata Sahib Kaur Public School, Guru Harshahai; S.S. School Nurpur Sethan, Malwal Oadim, Lapoke. Hoshiarpur – Lions Club, Garshankar; Mahilla Mandal, Gardiwal; Muncipal Council, Mahilpur, Mukerian; Municipal Council, Garshankar; Pehlwan Mal Akhara, Village Lallian, Garshankar; Shaheed Bhagat Singh Sport Club, Garshankar. Jalandhar Commisionate – Focal Point Association, Jalandhar; Loha Market, Jalandhar. Jalandhar Rural – Cloth Merchant Association, Lohian; Cloth Merchant Association, Shahkot; Commission Agent, Adampur; Government Senior Secondary School, Malsian; Government Senior Secondary School, Mehalpur; Gurudwara Singh Sabha Shahkot; Gurudwara Singh Sabha, Shahkot; Manav Kalyan Sanstha Shahkot; Manav Kalyan Sanstha, Shahkot; Mastwali Sports and Welfare Club Shahkot; Mastwali Sports and Welfare Club, Village Danewal, Shahkot; Public Senior Secondary School, Shahkot; Rotary Club Shahkot; Rotary Club, Lohian; Senior Secondary School Lohian; Surjeet Memorial, Baba Farid Club, Shahkot; Surjit Memorial Baba Farid Club Shahkot. Kapurthala – Jabowal Institute; M.D. Collegiat School, Lodhi; M.D. Collegiate School; Ramgarhia Senior Secondary School; S.D. College Girls, Sultanpur Lodhi; SD Girls College, Sultanpur Lodhi. Kharana – Bar Association, Khanna; Kinder Garden School, Khanna; Red Cross Society, Khanna; S.K. College, Khanna. Ludhiana – Alive Artist Group; All India Human Rights Association; Aryavrat Jyotivigyan Sanstha; Bal vikas Trust; Indian Council of Astrological Sciences; Rakhsa Jyoti foundation; Shradha Ram Floor Trust; Shri Gita Mandir Vikas Nigam. Ludhiana Rural – Arti Association, Jagraon; Bhai Daan Singh Public School,
Monuka; United Human Rights, Jagroan. **Mansa** – Aggarwal Sabha, Mansa; Astha Jan Sea, Mansa; Gaushala Ashram, Mansa; Guru Ravidass Committee, Mansa; Kabaddi Union, Mansa; Municipal Council Mansa; Teachers Association, Budhlada. **Moga** – Municipal Council, Moga; Zilla Parishad, Moga. **Muktsar Sahib** – Advertisement Committee, Malout; Co-operative Bank, Karangarh; Market Committee, Lakhowali; Market Committee, Malout, Gidhbaraha; Municipal Council, Muktsar Sahib; SGPC Kotwali, Kararwala, Farakarsar. **Patiala** – Bar Association, Samana; Bhangu Foundation Welfare Charitable Trust, Bhadso; Business Association, Samana; Guru Nanak Foundation School, Patiala; Kanya High School, Samana; Lions Club, Samana; Mahila Mandal Village Samana, Samana; Market Association, Tripuri Patiala; Market Committee Dakola, Samana; Market Committee, Samana; Municipal Council Ghagga, Rajpura; Municipal Council Rajpura, Ghaur, Patran; Municipal Council, 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; Mahilla Wing; 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, Sangrur; Baba Banda Bhadur International Foundation, Sangrur; Beopar Mandal, Sangrur, Sunam; Bharti Vikas Parishad, Sunam. Barnala; British Convent School, Sunam; Business Association Committee, Maler Kotla; 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, Maler Kotla; Government College, Maler Kotla; 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; Manav Seva Society, Sangrur; Mani Mahesh Kailash Darshan Seva, Dal, Lehra; Market Committee Amargarh, Lehra, Amargarh, Sandaur, Dhuri; Municipal Council, Moonak; Municipal Councillor, 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; Shikajat Nivar Committee, Tapa; Sports Club, Ahmadgarh; Tempo Union 407, Lehra; Truck Union Dirba, Lehra; Vishkvarma College, Dirba; Youth Club, Dirba. **PARTNER ORGANISATION** : – Institute of Social Change and Regional Development (ISCARD), Shillong.

Programme Director - PSVW, Altus Global Alliance
The sixth round of the annual PSVW was organized from 3rd – 9th December, 2013 in which 17 countries participated with 1,000 police stations receiving more than 5,000 citizens.

This global participatory programme aims at measurably improving the quality of local police services as perceived by local communities, taking into account the capacity of frontline managers in the police (e.g. Station Commanders), the exchange of good practices and the effectiveness of accountability mechanisms in police stations.

In India, the visits were organised by Institute of Social Change And Regional Development (ISCARD), Assam; Community Policing Resource Centres (CPRCs), Punjab; and coordinated by Institute for Development and Communication (IDC), Chandigarh, India, a member of Altus Global Alliance. The PSVW was implemented in four states/union territory of Assam, Chandigarh, Meghalaya and Punjab. A total of 396 police stations participated by welcoming 3,646 citizens to assess their stations. Citizens included members of NGOs, community liaisoning groups, market committees, resident welfare associations, lawyers, women’s organisations, village representatives, slum dwellers, students and eminent civil society members.

The visits were structured through a common protocol, the world over, that guided the visitors how to prepare themselves for the visits, what to look for and how to discuss their impressions with other visitors. The visitors answered 20 questions immediately after the visits. The team leaders collected the questionnaires along with the narrative brief which were uploaded on a secured multilingual website. The Altus Global Alliance used the ratings supplied by the visitors to calculate the overall score for each station, as well as separate scores in five dimensions of police services: community orientation; physical conditions; equal treatment of the public without bias based on gender, ethnicity, national, minority status, age or sexual orientation; transparency and accountability; and detention conditions. In this
round, accountability and equality dimensions were given additional weightage to highlight the services in these categories.

Among the participating states, Chandigarh received the highest aggregate score. Among all stations visited the highest overall scores were received by Baihata Charali PS, Hajo PS and followed by a tie between the two stations of Kamalpur and Rangiya in Assam; Sector 17 PS, Sector 11 PS and Sector 26 PS in Chandigarh; Pasteur Beat House, Cantonment Police Beat House, Shillong and Madanriting PS in Meghalaya; Bhawanigarh, Sangrur; Division 1, Ludhiana and Samrala, Khanna PS in Punjab.

The scores and reports from these stations will now be combined with those from other participating countries in this region and analysed in a regional report. These reports can be used by the police and community residents throughout India to discuss the elements of police service that have impressed the local visitors most. This should help spread good practices, improve relations between the police and civilians, and strengthen the accountability of the police towards the people they serve.
POLICE STATION AS PEOPLE'S DOMAIN

Equitable access to effective and respectful police services along with accountable and transparent delivery of these services builds credible governance processes. Decreasing the fear and risk of crime and increasing security of living environments reflects that officials and political leadership are delivering on their commitment to citizens thereby increasing performance and legitimacy of the state. Investing in citizen security and responsive justice systems generates democratic functioning, material wealth and safeguards human rights.

Benin, Brazil, Cameroon, Chile, El Salvador, Ghana, Guatemala, Honduras, India, Kenya, Liberia, Maldives, Nicaragua, Nigeria, Pakistan, Peru, United States

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. Annual visits by groups of citizens to local police stations encourages 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 encourage 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. These globally coordinated visits produce comparable scores on five dimensions of police service. These being:

1. **Community Orientation**: This dimension views the degree to which the station serves is a community resource by providing information, easy access to visitors and availability of staff to address demands and questions.

2. **Physical conditions**: This section focuses on the availability and organisation of space and facilities in a police station to perform required functions.

3. **Equal treatment of public without bias based on age, gender, ethnicity, nationality, minority or sexual orientation**: The extent to which the rights of all citizens including catering to special needs of vulnerable populations are mandated and safeguarded are the theme under this category.

4. **Transparency and accountability**: Is the police visibly accountable for services being provided? Are there easily available mechanisms to citizens for redressal or to hold officers responsible for fulfilling their duties is the scope of this category.

5. **Detention condition**: This dimension reviews whether human conditions are being provided to detainees, and if their rights are being respected.

The visits help to identify and promote examples of good practice nationally and globally, while allowing national civil society organisations and local citizens to engage police commanders in their own regions to improve service before the next year’s visits.
POLICE STATION VISITORS WEEK (PSVW) : A BRIEF

In 2002, Altus began developing a participatory evaluation tool to be used by local citizens to measure the services rendered by their local police stations. Altus tested the first iteration of the tool in Chandigarh, Johannesburg, Moscow, New York, Pretoria, Rio de Janeiro, and Santiago and revisions were made. For any member of the public, spending time in a police station—even just an hour—generates impressions about whether that station is well run and provides good service. Until now, however, there has been no easy-to-use tool that can capture and quantify these valuable impressions, allowing them to serve as a basis for change and reform of dysfunctional institutions.

The revised instrument—the Police Station Visitors Kit (the Kit)—was translated into 17 languages for coordinated testing in a single week in 2006. In preparation for this massive test, Altus members organised the visits themselves in their own countries and formed agreements with 76 NGOs in other countries to train local team leaders, conduct the visits, and report the scores. In late October 2006, nearly 2000 participant visitors tested the revised Kit by visiting 471 police stations in 23 countries. It is now an annual event with participation from 20 countries in all regions of the world.

In each country, Altus or its local NGO partners secure the cooperation of police officials for the Police Station Visitors Week. This is possible because Altus emphasises the use of the Kit to identify good practices. Altus focuses attention at national, regional, and global levels on the police stations that visitors scored the highest, presenting awards to the top station commanders and promoting their exemplary practices in global professional forums.
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 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.

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

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.
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 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:**

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.
• 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.

• 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.
On par with other state institutions:

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.

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 India, 365 police stations were visited by 3,646 citizens. The states participating in the PSVW included Assam, Chandigarh, Meghalaya and Punjab. These are states that have been regular participants to the PSVW. Their police stations included both rural and urban areas. In India, policing and state subject and formal sanction to visit a police station were taken from the concerned state police. Citizen groups, civil society members, police reform stakeholders and media were invited to participate in this annual global event.

We have started displaying details of crime, functioning of police stations, information material like how to lodge FIR, different schemes started by police for prevention of crime on the entrance of police station, so that any visitor visiting the police station doesn’t have to run here and there to understand police procedures.

- Sector 17 PS Chandigarh (Transparency and accountability)

THE POLICE STATIONS THAT PARTICIPATED IN POLICE STATION VISITORS WEEK 2013

Assam
- Baihata Charali
- Boko
- Changsari
- Chaygaon
- Dodara
- Hajo
- Kamalpur
- Kanyan
- North Guwahati OP (Gauripur)
- Rangiya
Chandigarh
- Industrial Area
- Manimajra
- Sector 11
- Sector 17
- Sector 19
- Sector 26

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 Near D-Div
- Majitha (Rural)
- Maqbolpura
- Matewal (Rural)
- Mehta (Rural)
- Mohkampura
- Rajasansi Airport
- Ramdass
- Sadar
- Sultanwind
- Tarsika
- Verka
### Barnala
- Bhadaur
- City Barnala
- Dhanaula
- Kotwali City
- Mahalkalan
- Sadar
- Sehna
- Talewal
- Tapa
- Thuliwal

![Image of people in Barnala](image1)

### 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

![Image of people in Batala](image2)
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
- City Kotkapura
- Jaito
- Sadar Faridkot
- Sadar Kotkapura
- Sadiq
Fatehgarh sahib
- Amloh
- Badali Ala Singh
- Bassi Pathana
- Fatehgarh Sahib
- Khamano
- Mandi Gobindgarh
- Mulepur
- Sarhind

Fazilka
- Arni Wala
- Bahaw Wala
- City 1 Abohar
- City 2 Abohar
- City Fazilka
- City Jalalabad
- Khuyian Sarwar
- Sadar Abohar
- Sadar Fazilka
- Sadar 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
- Maqsudan
- Mehatpur
- Nakodar City
- Nakodar sadar
- Nurmahal
- Phillaur
- Rama mandi
- Sadar
- Shahkot
Kapurthala
- Begowal
- Bholath
- City Kapurthala
- City Phagwara
- Dhillwan
- Fattudhinga
- Kabirpur
- Kotwali
- Rawalpindi
- Sadar
- Sadar Phagwala
- Satnampura
- Subhanur
- Sultanpur Lodhi
- Talwandi ch.

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 3
- Division 4
- Division 8
- Division no 2
- Division no 6
- Division no 7
- Dugri
- Focal point ps
- 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)
- Sahnewal
- Salem tabri
- Sarabha nagar
- Shimlapuri
- Sidhwan Bet (Rural)
- Sudhar
### Mansa
- Bareta
- Bhikhi
- Boha
- Budhlada
- City I
- City II
- Jaurhkian
- Jhunir
- Joga
- Kotdhammu
- 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

### Muktsar
- Bariwala
- Gidderbaha
- Kabbarwala
- Kotbhai
- Lakhewali
- Lambi
- Malout City
- Muktsar City
- Sadar
- Sadar Malout

### Pathankot
- Dhar Kalan
- Div no-1
- Div no-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
- Sadar
- Sadar Rajpura
- Sadar Samana
- Sanaur
- Shambhu
- Tripari
- Urban Estate
- Women Station

Ropar
- Anandpur Sahib
- Chamkaur Sahib
- Kiratpur Sahib
- Morinda
- Nangal
- Nurpur Bedi
- Rupnagar City
- Sadar Rupnagar
- Singh Bhagwantpura
SAS Nagar
- Balangi
- City Kharar
- Dera Bassi
- Lalru
- Matour
- Mubarakpur
- Mullanpur
- Naya Gaon
- Phase-I
- Phase-II
- Sadar Kurali
- Sohana
- Zirakpur

SBS Nagar
- Balachaur
- Behram
- City banga
- City nsr
- 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
- Sadar Dhuri
- Sadar Sangrur
- Sadar Sunam
- Sandaur
- Sangrur City
- Sherpur
- Sunam City

Tarn Taran
- Bhikiwind
- Chohla Sahib
- City Tarn Taran
- Govindwal Sahib
- Harike
- Jhabal
- Khalra
- Khem Karan
- Patti
- Sarai Amanat Khan
- Sirhali
- Verowal
- Voltoha
VISITORS PROFILE

India has the strongest citizen participation with as many as 3,646 community members assessing their local police station. Many more citizens visited the police stations as part of a community mobilisation drive in Punjab and Chandigarh, but did not undertake assessments. Students, village and slum residents, trade union members, resident welfare committees were part of an awareness campaign to encourage citizens to access police services. This was pertinent in state of Punjab where a new Community-Policing Programme - the Saanjh has been initiated and citizens were yet to be made aware of the range of services and ease of access to these centres. The citizens were involved in police station visits through local partner organisation, resident welfare committees, police community liaison groups, local body associations, and educational institutions. In Assam, local partner ISCARD organised the visit while in Meghalaya the onus was taken up by concerned citizens located within the university domain. In Punjab, the Community Policing Resource Centres (CPRCs) under the Saanjh Kendras as the police-community partner NGO were the leaders in organising the visits along with eminent citizens and media. Community Liaison Groups (CLGs) and NGOs also took the initiative across all states.

Statewise-Profile of visitors According to Sex

<table>
<thead>
<tr>
<th>State</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assam</td>
<td>52.50</td>
<td>47.50</td>
</tr>
<tr>
<td>Chandigarh</td>
<td>54.75</td>
<td>45.25</td>
</tr>
<tr>
<td>Meghalaya</td>
<td>53.13</td>
<td>46.88</td>
</tr>
<tr>
<td>Punjab</td>
<td>29.76</td>
<td>70.24</td>
</tr>
</tbody>
</table>
The visitors were predominantly male, who constituted 68 per cent of the visitor population. However, the country average is not reflective of the gender participation in the states of Assam, Chandigarh and Meghalaya where women surpassed the male visitors. A substantial number of visitors were from Punjab and a large proportion of these visitors were male making up 70 per cent of Punjab visitors. Inspite of the larger presence of male visitors in Punjab as many as 1,157 visitors were female belying the notion that few women cross the threshold of Punjab’s police stations.

The education background of the visitors ranged from only some elementary education to university graduates. The largest presence was from citizens who had high schooling (27 per cent) followed by university qualified (23 per cent). The next highest numbers were from citizens who had only some elementary education (19 per cent). There was also significant numbers from professional and vocational background (7.35 per cent) and the rest was spread across the education spectrum. Within the states, the North-Eastern States of Assam and Meghalaya had visitors with a high education background. As many as 90 and 87 per cent respectively held university degrees. In Chandigarh that houses a large student presence along with the highly professional and literate residents the dominant members (47 per cent) had university claim. The visitors’ education profile in Punjab was more widespread with citizens from all walks of life and professions as part of the large scale mobilisation.
The age profile visitors was in the mature group with 70 per cent of these falling in the 40 to 60 years bracket. It must be emphasised that this visitor profile only reflects citizens who assessed the police station and the large crowds that swunked many of the police stations were not part of the structured profiling. For instance, in Ludhiana city, Punjab seven educational institutions brought more than 100 visitors each to the police stations with students marches held in the busy streets raising awareness of the new community-policing services. The student profile was much higher in sites of Chandigarh (40 per cent), Meghalaya (37 per cent) and Assam (35 per cent). A much smaller number of retired people (8 per cent) also assessed their local police stations.

**Statewise-Profile of Visitors according to Age**

<table>
<thead>
<tr>
<th>State</th>
<th>19-25</th>
<th>26-39</th>
<th>40-60</th>
<th>&gt;60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assam</td>
<td>35.00</td>
<td>42.50</td>
<td>22.50</td>
<td></td>
</tr>
<tr>
<td>Chandigarh</td>
<td>40.27</td>
<td>20.81</td>
<td>32.58</td>
<td>6.33</td>
</tr>
<tr>
<td>Meghalaya</td>
<td>37.50</td>
<td>50.00</td>
<td>6.25</td>
<td>6.25</td>
</tr>
<tr>
<td>Punjab</td>
<td>1.97</td>
<td>15.06</td>
<td>74.35</td>
<td>8.62</td>
</tr>
</tbody>
</table>

The age profile visitors was in the mature group with 70 per cent of these falling in the 40 to 60 years bracket. It must be emphasised that this visitor profile only reflects citizens who assessed the police station and the large crowds that swunked many of the police stations were not part of the structured profiling. For instance, in Ludhiana city, Punjab seven educational institutions brought more than 100 visitors each to the police stations with students marches held in the busy streets raising awareness of the new community-policing services. The student profile was much higher in sites of Chandigarh (40 per cent), Meghalaya (37 per cent) and Assam (35 per cent). A much smaller number of retired people (8 per cent) also assessed their local police stations.
This visit changed my perception regarding police station. It’s surprising that how can police station survive without basic facilities. We always blame them, but thing is that if we don’t co-operate with them then they are not able to help us.

- Boko – Kamrup Rural Assam, Visitor

I had thought it to be a place of law and order execution with strict attitude, but perception changed totally on visiting as police station was providing counselling also to the needy.

- Lumdiengiri Output, Meghalaya, Visitor

It’s not anti-people zone, as generally perceived by people, rather it’s another public place where we can get easy access.

- Cantonment PS Meghalaya, Visitor

The level of alertness, attitude, polite behaviour and communication impressed the group most. There is a great change in the basic outlook and fundamental positive approach of the police officials. However, more attention and interaction with the women and old aged persons is required by providing them space segregating from public.

- Gaggan Grewal, PS Kotwali Nabha, Patiala

I didn’t find anything good at the police station and nothing was impressive. The building, sanitary conditions, everything was hopeless. Absolutely, my perception was totally changed by this visit. It was hard to believe the conditions in which our police is working. There were not even washrooms and how can one imagine to stay and work for whole day without it. Everything was unhygienic.

- Palak Mehra, PS Gate Hakima, Amritsar Comm.

Outreach centers in the police stations are worth appreciating. All the complaints and FIRs were recorded online. Initiatives being taken to promote community policing is a welcome sign.

- J.D. Verma, PS City Nawanshahr, SBS Nagar

There is very much change due to some new concepts like: Saanjh kendras for resolving family disputes with the help of local representatives. Suvidha centres offer various types of facilities at nominal charges.

- Ashwani Abrol, PS Amloh, Fatehgarh Sahib

This is to certify that I am sharing my experience at Sarabha Nagar police station. I came to visit at SN PS today regarding my driving license which has been lost. I was really impressed regarding the service of the staff they were really cooperating and report they made was so quick and I was really impressed.

- Jagdeep Bawa, PS Sarabha Nagar, Ludhiana
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:

<table>
<thead>
<tr>
<th>Average score</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 84</td>
<td>Excellent</td>
</tr>
<tr>
<td>From 68 to 84</td>
<td>More than adequate</td>
</tr>
<tr>
<td>From 52 to 68</td>
<td>Adequate</td>
</tr>
<tr>
<td>From 36 to 52</td>
<td>Inadequate</td>
</tr>
<tr>
<td>Below 36</td>
<td>Totally inadequate</td>
</tr>
</tbody>
</table>

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:

\[
 f(x) = \sum_{i=1}^{n} \left[ (x_1 w_i + x_2 w_i + x_5 w_i) + (x_3 w_i + x_4 w_i) \right] \\
 M = \sum_{i=1}^{n} \left[ (x_1 w_i + x_2 w_i + x_5 w_i) + (x_3 w_i + x_4 w_i) \right] / n \\
 \text{Where } w_i = 1 \text{ and } w_j = 2
\]
TOP SCORING POLICE STATION

The three highest scoring stations in each of the participating states in India are listed:

<table>
<thead>
<tr>
<th>STATE</th>
<th>POLICE STATIONS</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSAM</td>
<td>1. BAIHATA CHARALI PS</td>
<td>57.35</td>
</tr>
<tr>
<td></td>
<td>2. HAJO PS</td>
<td>55.19</td>
</tr>
<tr>
<td></td>
<td>3. KAMALPUR RANGIYA PS</td>
<td>49.60</td>
</tr>
<tr>
<td>CHANDIGARH</td>
<td>1. SECTOR 17 PS</td>
<td>89.19</td>
</tr>
<tr>
<td></td>
<td>2. SECTOR 11 PS</td>
<td>85.70</td>
</tr>
<tr>
<td></td>
<td>3. SECTOR 26 PS</td>
<td>82.18</td>
</tr>
<tr>
<td>MEGHALAYA</td>
<td>1. PASTEUR BEAT HOUSE PS</td>
<td>81.38</td>
</tr>
<tr>
<td></td>
<td>2. CANTONMENT POLICE BEAT HOUSE</td>
<td>59.03</td>
</tr>
<tr>
<td></td>
<td>3. MADANRITING PS</td>
<td>54.87</td>
</tr>
<tr>
<td>PUNJAB</td>
<td>1. BHAWANigarh PS, SANGRUR</td>
<td>100.00</td>
</tr>
<tr>
<td></td>
<td>2. DIVISION 1 PS, LUDHIANA</td>
<td>100.00</td>
</tr>
<tr>
<td></td>
<td>3. SAMRALA PS, KHANNA</td>
<td>99.93</td>
</tr>
</tbody>
</table>

ASSAM
CHANDIGARH

MEGHALAYA
The police station ranks are calculated on basis of a weighted score on categories of Accountability and Equality.

A local jury would visit the three highest scoring police stations in states where there is a tie to identify the top police station. These top police stations would then be adjudicated at the all-India level.

Union Territory of Chandigarh had the highest aggregate score of 78.19 followed by Punjab (70.80). The aggregate score of police stations visited in Meghalaya was 50.50 and in Assam it was 44.80. In India, the average aggregate score was 70.78 with large variation with the top score of 100 and the low score of 30.30.

The range of average score on five dimensions of police station services in the visited police stations in India are as under:

(i) **Community orientation**: A number of police stations scored a full 100 with a low being 30. The overall average of India in this category was 75.30.
(ii) **Physical conditions:** Infrastructure and equipment in a number of police stations was rated at 100 while it was found to be poor in others at a low of 26. The average for the country was 69.99.

(iii) **Equal treatment:** Citizens rated a number of police stations at the top score of 100, but also with a low at 20. The Indian medium on this dimension stood at 64.12.

(iv) **Transparency and accountability:** The top score of 100 was awarded to some police stations with a low of 34. The Indian average of visited police stations was 76.11.

(v) **Detention conditions:** The top score of 100 with a low score of 25 was reported. Overall, score of 68.39 marked the Indian average.
CITIZEN FEEDBACK : CHANGES AND EXPECTATIONS

Citizen reported a number of initiatives in police stations and repeat visitors noted changes. While many of these changes pertain to the five assessment categories of the PSVW kit reflecting the global standards, it’s important to underline that these changes emerge from the larger police reforms underway and not a result of the PSVW programme per se. These changes have been guided by the standards expressed and promoted in PSVW but situated in the context of police reforms that are globally underway. These changes can be classified under six broad heads:

1. **Police station as public spaces** - One of most significant changes has been the transition of police stations as an exclusive law enforcement site to one of public service delivery in which citizens have a right to seek state services. Citizens expressed surprise and feel good factor at being welcomed at the police stations, in uncovering services such as gender units, police outreach programmes for community safety and scope for public-police dialogue to manage public concerns for safety and redressal.

2. **Improvements in ambience and responsiveness of police staff** – Repeat visitors and citizens in contact with the police accord changes in police stations
looks and outlook. Not only were many of the stations found to be clean and calm spaces, with hygienic detention conditions, they found plants, green grass and even tree plantations drives.,

The attention provided to citizens seeking services was noted as "each individual was being given preferential treatment. This came across as a refreshing change from the abusive language and aggressive behaviour of the police personnel. One visitor found remarkable improvement. For instance, according to him, the police personnel are known to be rude and a common person feels scared of visiting the station, but not anymore. Now they are polite, their language is civilized and things have improved so much that people have started interaction with the police.

3. Special programmes - The responsiveness of the police was captured by visitors in special programmes initiated by the police for specific needs. For instance senior citizen drives with regular contact by the beat officers is part of a senior safety programme. This was one of the programmes that was run by the Shipra Path, the top police station of PSVW 2006. Additional listing of tenants and servants, special cells for juvenile and women, on the spot compromises, resolution of domestic violence, civilian dress code of staff while
4. **Citizens counts** - A change frequently mentioned by repeat visitors in the PSVW programme was the relevance of their suggestions and feedback to the police. "What we say matters" The incorporated suggestions have been as small as posting of beat officer’s telephone number in public spaces, provision for drinking water to more profound changes such as enhancing security outside girls education institutions to prevent eve teasing etc. According to one civil society representative, “it reassuring to know that observations help make a difference. In fact after this year’s visit, we felt that police too can be people friendly and provide services. It is like a dream.” Police responsiveness to citizens and practices for securing citizen safety such as regular interactions with citizens representatives to inform them of new programmes, seeking feedback, made citizens confident that the police is responding to their needs.
5. **Effective and professional Police stations** - Citizens noted that police services had become systematic, be it in response to queries or seeking particular services, maintaining records, liaising with stakeholders, service providers and even interacting with citizens. “It looks as if the police had PR training. The station was neat, clean and well organised. There were regular population specific programmes being held. Visitors are encouraged throughout the year, not just during the week. And a few police stations also had feedback forms or visitor book to record citizens suggestion.”

6. **Gender services** - A widespread change that was repeatedly mentioned was of gender specific facilities and sensitivity in the police station. While the nature of services varied - from presence of women staff to counselling centres for domestic dispute to full-fledged women units, the change in stations in cooperation and provisions for women’s needs was found to be profound.
CITIZENS EXPECTATIONS

Gaps and improvements suggested by citizens largely pertain to the five categories of global standards reflected in the PSVW kit. Citizen expectation can be clubbed into following three:

1. **Upgradation in police capacities** - Depending upon the changes incorporated in the stations citizens, expectations of citizens revolved around elementary changes such as improvement in sanitation conditions, boundary and fencing to protect recovered goods, induction of computers and furniture, space for reception to large scale changes such as revamping the infrastructure - new building, recruitment of female staff, provision of help counters, capacity building of police in human rights, instituting police-public committees. Where reception areas were already provided there were expectations that magazines and newspapers ought to be available for visitors etc. These would generally not be available in any public hospitals or other service delivery spaces. As one visitor mentions, many changes have taken place, but still more are required”.

2. **Professional functioning of staff** - A suggestion outside the global standard that found repeat mention was the need to protect the police from political interference. Direct involvement of political leadership in individual cases, guiding police work, frequent transfers were found to be a hindrance in making police citizen centric. In many police stations, citizens noted the need for improved working condition for staff such as fixed duty hours, clean environment, basic facilities of storage, telecommunications and even provision of vehicles to make police efficient.

3. **Services for women** - Police services for women seems to have captured the imagination of citizens. Where women programmes existed, an enhancement in quality with wider range of services was suggested. These included the need for professional councillors in women cells, for timely disposal of cases, support from other service outlets.. Where little or no services existed there were Demands for women staff, women helplines and counselling centres were mooted.
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.

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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

### Locations

- **INDEM Foundation**
  - Moscow, Russia

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

- **CLEEN Foundation**
  - Lagos, Nigeria