



POLICE STATION VISITORS week

2012

Report of Results in Maldives

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 MALDIVES



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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 Maldivian Police and Civil Society Organisations that coordinated for making police stations part of a citizen's preview. Altus is particularly thankful to Maldivian Democracy Networks (MDN), Maldives for their tireless efforts and support in the Police Station Visitors Week (PSVW) 2012.



Programme Director - PSVW, Altus Global Alliance

SUMMARY

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.

ON 9TH AUGUST, 2013, A GLOBAL MEET WILL BE HELD IN KENYA IN WHICH TOP POLICE STATIONS FROM EACH REGION WILL BE RECOGNISED FOR EXEMPLARY SERVICES WITH A GLOBAL AWARD.

In maldives, the visits were organised by the Maldivian Democracy network and coordinated by Institute for Development and Communication (IDC), Chandigarh, India, a member of Altus Global Alliance. The PSVW was operatnalised in 12 police stations across the iclands. The participating station were visited by 26 citizens that included Civil society members who assessed these stations.

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 into 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 police stations the highest score was received by Mahibadhoo Police Station followed by Vilimale Police Station and Rasdhoo police Station.

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 to spread good practices, improve relations between the police and civilians, and strengthen the accountability of the police to 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.



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:** The degree to which the station serves as 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.

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:**



PS 90º D, Parque Novo Mundo, São Paulo, Brazil

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.



PS Khilgaon, Bangladesh, India



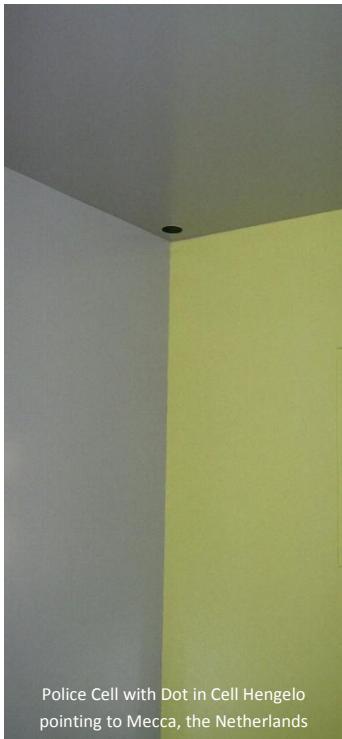


- **Police stations as service-delivery outlets:**

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:**



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:**



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:**



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:**



Hindu Muslim members in CLG, Ramganj, Rajasthan, India

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.



PS Victoria Island, Nigeria



PS Cameroon, Cameroon





- 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.

Cops out to show their People-friendly face

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

Narpat Randhawa
narpat@indiatimes.com

CHANDIGARH: In an effort to minimize human rights violations and ensure a people-friendly environment in police stations, the 'police station visitors' week is being observed across Punjab from December 3-9.

It is a global event organised annually to assess the quality of services delivered in police stations and enhance the accountability of cops towards local citizens. A unique feature of this initiative is that people living in the vicinity of police stations act as adjudicators to assess the cops' performance.

In India this year, 363 police stations in Punjab, 11 in Meghalaya and 11 in Chandigarh and 10 in Assam are under scrutiny to assess their performance in dealing with the public, the prevention and detection of crime.

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.

According to Dr. Remsaka Dagar, coordinator, police station visitors' week (PSVW), at the Institute for Development and Communication (IDC) here, the five core categories of the police station assessment are:

"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 Dr. Dagar.

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 portfolios, 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.

Hindustan Times, 6th December 2012

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PSVW, the police
people about
being delivered
Saanjh Kendras in
state.



PARTICIPATING POLICE STATIONS

Maldives participated in the Police Station Visitors Week for the third year in succession. Twelve Police Stations participated in this edition of the PSVW. The Maldivian Democracy Network (MDN) received sanction from the police to organise these visits in the police stations.

POLICE STATIONS PARTICIPATED IN PSVW 2012

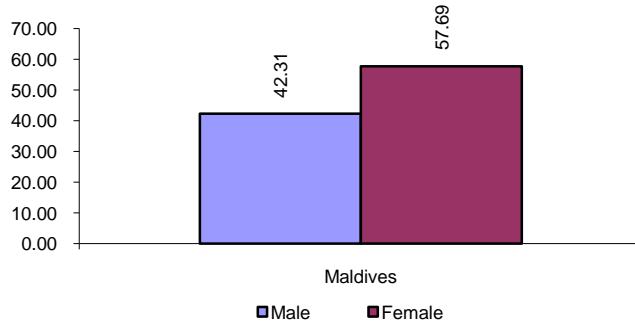
- Fuvahmulah
- Hithadhoo
- Hoarafushi
- Hulhumale'
- Adh. Mahibadhoo
- Muli
- Nilandhoo
- Police Custodial Department
- Rasdhoo
- Thinadhoo
- Veymandoo
- ViliMale'



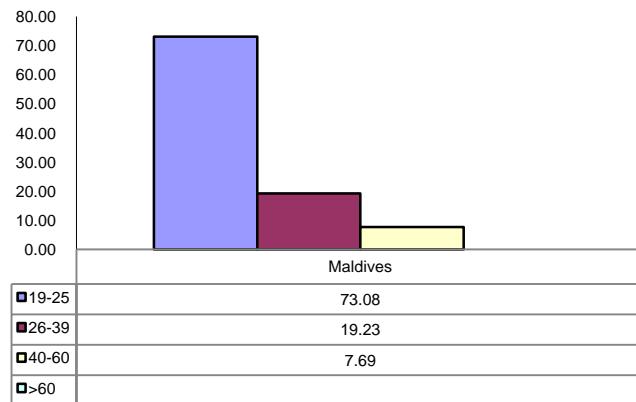
VISITORS PROFILE

The Police Stations were assessed by 26 visitors. The gender distribution was inclined towards females who represented 58 percent of the visitors while males made up 42 percent. The visitors were largely students in the age group of 19-25 and comprised as much as 73 percent of the visitors. The younger age groups dominated the profile with only 7 percent of citizens from the mature age groups of 40-60 forming part of the visitors. As such the majority were equipped with high school degree (62 percent). In fact a significant proportion (19 percent) had only some elementary education, while 8 percent had some university background to include a wide spectrum of population groups.

Profile of Visitors according to Sex

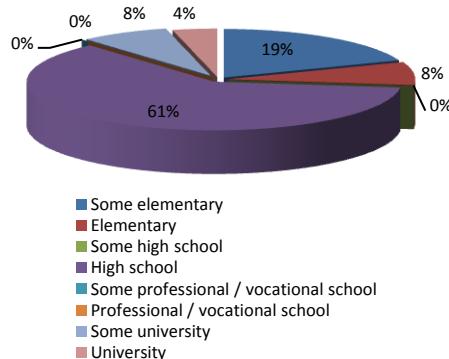


Profile of Visitors according to Age



The staff at the were very nice and co-operative and explained their work and responsibilities in detail.

Profile of visitors According to Educational Qualification



VISITORS COMMENTS

Due to the current controversies going on in the political arena and the talks of police brutality, we had expected a change in the behaviour of the police towards the public. However, all the staff had been very cooperative and extremely nice.

Our very first impression about the Police Station was that it had no lobby or area for visitors to wait. The reception was situated outside on a corridor and visitors and service seekers are expected to wait by the few chairs arranged nearby. It was also noticed that the detainees were kept in a room right next to the reception, which had no door, and they passed comments at anybody who approached the reception area. This was very uncomfortable for us and we were rather surprised that the policeman at the reception had done nothing to stop them.

The staff at the police station were very nice and co-operative and explained their work and responsibilities in detail.

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 $w_j = 2$

TOP SCORING POLICE STATION

The three highest scoring stations from the participating Stations in Maldives are

POLICE STATIONS	SCORE
Adh. Mahibadhoo	95.72
ViliMale'	87.70
Rasdhoot	72.85

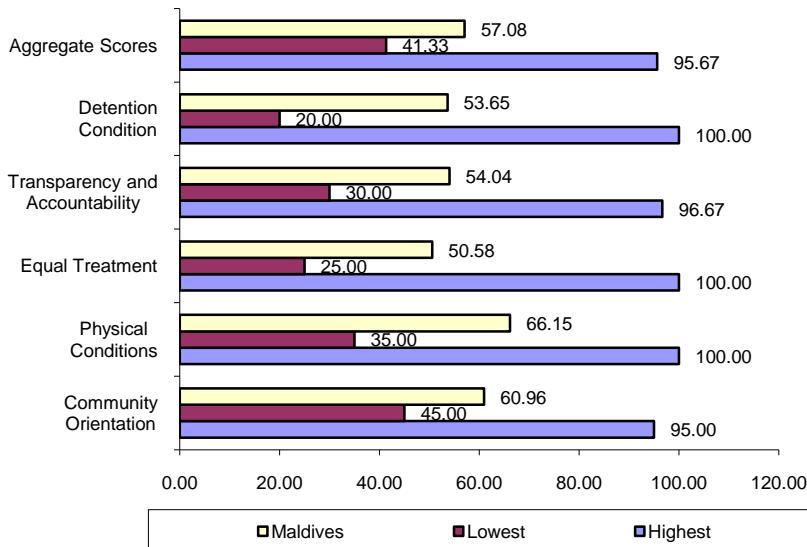
- **Adh. Mahibadhoo**



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.

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

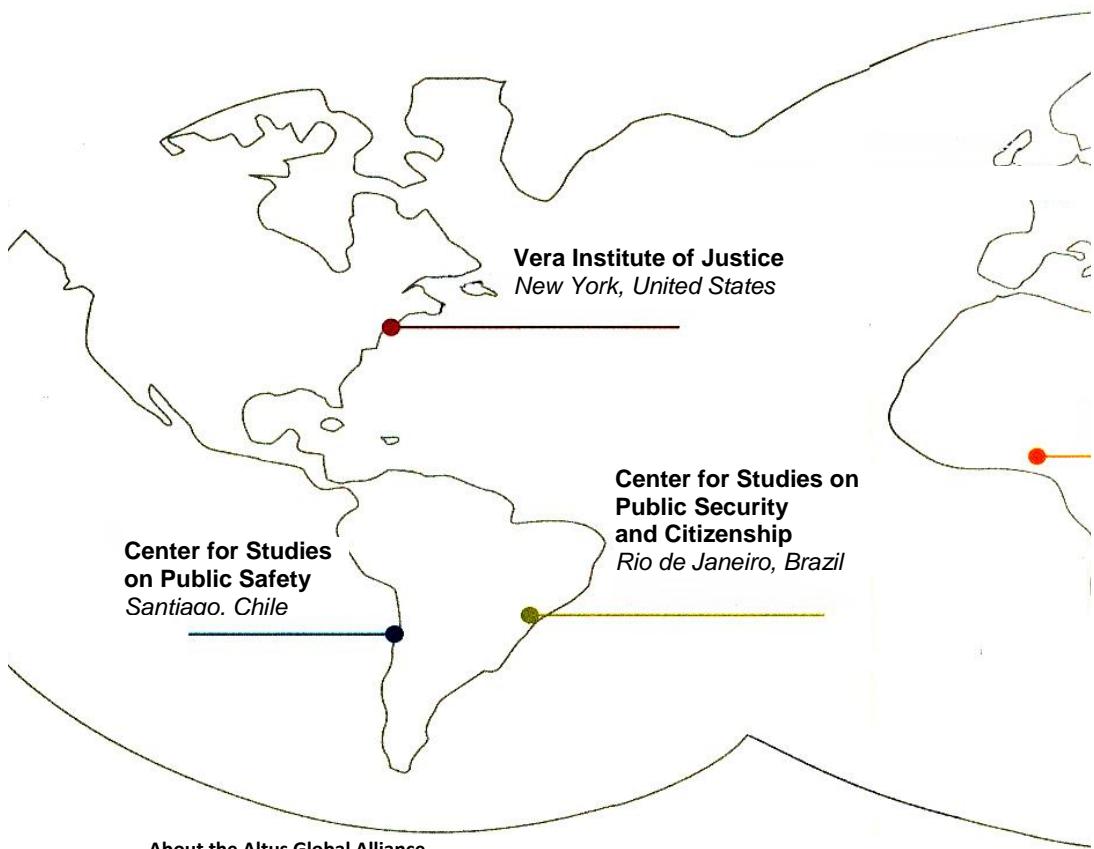
HIGH, LOW AND NATIONAL AVERAGE ON FIVE CATEGORIES AMONG STATION VISITED



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

- (i) **Community orientation:** The highest score in this category was 95 with a low of 45. The overall average of Maldives in this category was 60.96.
- (ii) **Physical conditions:** Infrastructure and equipment rated a high of 100 while it was found to be poor in others at a low of 35. The average for the country was 66.15.
- (iii) **Equal treatment:** Citizens rated a high score of 100, but also a low of 25. The medium on this dimension stood at 50.58.
- (iv) **Transparency and accountability:** A top score of 96.67 was awarded while a low score of 30 was the range in this category. The average of visited police stations was 54.04 under this category.
- (v) **Detention conditions:** The top score was 100 while a low score of 20 was reported. Overall, the score of 53.65 marked the Maldivian average.

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.

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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

Associate member
Open Society Justice Initiative
Penal Reform International

