



GLOBAL REPORT
POLICE STATION VISITORS WEEK 2012

ADVANCING HUMAN RIGHTS STANDARDS IN POLICE STATIONS

**GLOBAL REPORT PSVW 2012:
ADVANCING HUMAN RIGHTS STANDARDS IN POLICE STATIONS**



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Financial support for Police Station Visitjrs Week 2012 was provided by the UK Department for International Development.

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Design : Sunil Arora

Published by : Institute For Development and Communication(IDC), Chandigarh

“If you are not satisfied, ask to see the
Commissioner.”

PS Commissariat de Aïdjedo,
Benin

LIST OF ABBREVIATIONS

ADFL	Association of Disable Female of Liberia
APWCR	Association for the Protection of Women's and Children's Rights
ASSOPIIL	Association pour la Promotion des Initiatives Locales (Association for the Promotion of Local Initiatives)
CIDI	Civil Initiative Development with Integrity
CIPREVI	Centrode Investigacion para la prevencion de la violencia (Central Research for the prevention of Violence)
CONASEC	Consejo Nacional de Seguridad Ciudadana (National council of citizen security)
CPAs	Crime Protection Assistants
CPRC	Community Policing Resource Centres
CSW	Commercial Sex Workers
DHPD	Droits de l'Homme, Paix et Développement (Human Rights, Peace and Development)
DIET	District Institute of Education and Training
ECOWAS	Economic Community of West African States
F BSP	Brazilian forum of public safety
FSU	Family Support Unit
HRDC	Human Rights Defense Club
IDC	Institute for Development and Communication
INDH	National Human Rights Institute
ISCARD	Institute of Social Change and Regional Development
J4A	Justice for All programme in Nigeria supported bu DFID
LAS	Liberia Albino Society
LINLEA	Liberia National Law Enforcement Association
LYON	Lannka Youth Organisations Network
MAPT-ONG	African Movement for the Prevention of Terrorism
MCPPF	Mushin Community Policing Partnership forum
MDGs	Millennium development goals
MOVILH	Movement for Homosexual Integration and Liberation
MPS	Model Police Stations
NEPS	Center for Studies and Research in Crime, Violence and Public Security Policies
NGO	Non-governmental organization
NOPRIN	Network on Police Reform in Nigeria
NPF	Nigerian Police Force
OGCEYOD	Organization for Gender, Civic Engagement and Youth Development
PSO	Professional Standards Division
PSVW	Police Station Visitors Week
SAC	Civil Aviation Secretariat

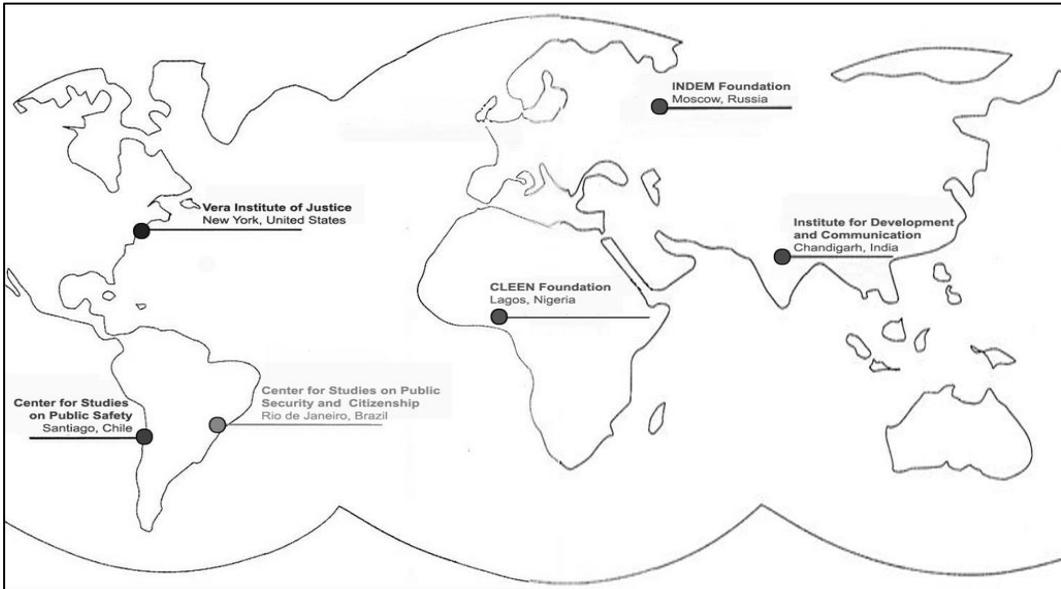
SERNAM	National Women's Service
SGPC	Shirumani Guruduwara Prabandhak Committee
TAP	Public Affairs Workshop
UMWAE0	United Muslim Women Advocacy and Empowerment organization
UN	United Nations
USA	United States of America
USALAMA	Africa Forum on Business and Security
VICAED-PEEP	Life, Consciousness and Educational Actions for awakening and the full development of inner being
VOV	Voice of the Voiceless
VPS	Voluntary Public service
WANEP	West Africa network On Peace-building
WANJOP	West Africa Network of Journalists for Peace-Building
WIPNET	Women in Peace-building Network
WONGOSOL	Women NGO Secretariat of Liberia
YCDI	Youth Concerns and Development Initiative

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ABOUT ALTUS GLOBAL ALLIANCE

Altus is a global alliance working across continents from a multicultural perspective to improve public safety and justice. It was formed in 2004, when six non-governmental organizations and academic centres joined together. Their view was that global partnerships of regionally positioned affiliates can promote global standards to make a difference in the quality of local justice. This has been demonstrated in the Police Station Visitors Week (PSVW), its flagship program that advances human rights standards in local police services for citizens on a global scale. Altus continues to place special emphasis on police accountability and the quality of police oversight, serving as a source of knowledge and innovation for government officials, human rights activists and citizens around the world, concerned about the effective and fair control of policing.



FOREWORD

The twenty-first century has thrown up major challenges to policing. These have added new dimension to the citizens interaction with the police. With the globalisation of rights and crime, the threat posed by terrorism, technological revolution and introduction of new principles of governance has necessitated the need to redefine the nature and scope of policing for providing legitimacy to the state. It is in this context that the Altus programme on police station reforms has got integrated into global movement to reform police and justice-delivery systems.

Altus initiative is directed towards evolving a model for multi-layered and multi-staged police reforms with a clear linkages with the supply side of justice reflecting multi-cultural sensitivities. The multi-layered focus of police stations programme has been in relation to local, regional and global levels. The emphasis in Police Station Visitors Week (PSVW) program is on process through which knowledge is generated and activities are undertaken with a focus on diversity issues, evolving products to support government initiatives to impart justice while encouraging ownership by community. The regional perspective is underlined through empirical method creating evidences that would reflect local-cultural specificities while setting global standards. In other words, police station reforms are organised locally with the active participation of the citizens residing in the vicinity of the police station, with the active involvement of stakeholders i.e. police, civil society activists and civil society members within the region and good practices disseminated at the global level in the conference mode and publication.

The major challenge for Altus is to build a strategic focus of PSVW. This has to be evolved in accordance to its users i.e. at the level of civil society, policy makers, police professionals. A multilayered focus has to be nurtured including integration with broader governance and police reforms and access to police services as a right and to provide visibility and recognition to police station as a nerve centre of policing. Another challenge is to create enabling conditions for citizens to raise relevant question like making police station diversity and gender-sensitive, spatially less hostile and accountable and transparent for delivery of police service.

Many of these challenges have been transformed into opportunities by PSVW. The global report has documented many such instances of best practices as an outcome of this programme. It has generated comparative knowledge on policing methods, local needs and expectations. It has directly promoted police-public interaction and created a forum for police-community partnership to further justice-delivery and promote human rights standards.



Pramod Kumar
Altus Chairperson

ACKNOWLEDGEMENTS

Collaboration of police, civil society and stakeholders to police station reforms marks the continued success of the PSVW. Altus would like to thank all its partners – state, non-state and the citizens who have made efforts to make a difference – to make police stations a people’s domain, to promote access for all the police services and help to evolve a safe, secure and just environment. 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 participating organisations – **BENIN** - Nouvelle Ethique; ASSOPIIL; Ecole Instrument de Paix; DHPD; WANJOP; MAPT-ONG; Espace et Vie; VICAED-PEEP; Alliance Biblique du Bénin; Femmes et Vie; WIPNET; Africa Peace; **CAMEROON** - APWCR; Organization for Gender, Civic Engagement and Youth Development (OGCEYOD); Civil Initiative Development with Integrity (CIDI); Global Conscience; Human Rights Defense Association; Ocean City Radio; Eden Radio; Equinox TV; Canal 2; STV; CAMNEWS; The Star; HiTV; The Post; Human Rights Defence Club(HRDC); State Mount and Cameroon FM Radio; **CHILE** – Immigrant Woman’s Association, Warmipura; Residential Neighbourhood in Peace; Centers By Women - SERNAM; Option Corporation; National Human Rights Institute of the Republic of Chile; Movement for Homosexual Integration and Liberation - MOVILH; Security Municipal Citizen; Serpaj Chile; Access City Corporation; **GHANA** - Kofi Annan International Peace Keeping Training Centre; Women in Law and Development in Africa; University of Ghana; Nima Neighbourhood Watchdog Committee; Apostolic Faith Church; **INDIA - CHANDIGARH** – Community Liaisoning Groups (Sectors 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 (Sectors 34, 42, 36, 22, 3, 48, 47, 46); Students Human Rights Nehuork; Surya Foundation; The Reads; Youth Technical Training Institute. **PUNJAB – Amritsar** – D.A.V. Police Public School; Rotary Club; D.A.V. Public School, Amritsar; Government College of Women; Malwal Oadim; Women Cell. **Barnala** – Member Welfare Club, Tapa; Municipal Council, Tapa; Prabandhak Gurudwara, Kala Mala; Ramgarhia Senior 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; City Parking Union; Clain India School, Sangat; Education Society; English Government Senior Secondary School, Sangat; Jagal Sevak School, Mehna; Moga Sports Club, Baghapurana; Rickshaw Union; Sahara Jan Seva Club, Sangat; Taxi Union. **Faridkot** – Bharat Vikas Parishad, Kotakpura. **Fatehgarh Sahib** – Artia Union; Press Club, Khamano. **Fazilka** – Azad Hind Public School, Village Bhago; Guru Nanak Public School, Arniwala; Market Association, Abohar; Nar Se-Narayan Seva, Abohar; **Ferozpur** – Artia Union, Guru Harshahai; Gold Smith Union, Guru Har Shahai; Mahilla Mandal, Guru Harshahai; Mata Sahib Kaur Public School, Guru Harshahai; S.S. School Nurpur Sethan. **Hoshiarpur** – Lions Club, Garhshankar; Mahilla Mandal, Gardiwala; Mahilpur, Mukerian; Municipal Council, Garhshankar; Pehlwan Mal Akhara, Village Lallian, Garshankar; Shaheed Bhagat Singh Sport Club, Garhshankar. **Jalandhar Commionsionate** – Focal Point Association, Jalandhar; Loha Market. **Jalandhar Rural** – Commission Agent, Adampur; Journalist Manch

Bhogpur; Nagar Panchayat, Bhogpur; Panchayat (Adampur); Sikh Welfare Society, Bhogpur; Cloth Merchant Association, Lohian, Shahkot; Commission Agent, Adampur; Government Senior School, Malsian; Government Senior Secondary School, Mehalpur; Gurudwara Singh Sabha Shahkot; Manav Kalyan Sanstha Shahkot; Mastwali Sports and Welfare Club 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. Girls College, Sultanpur Lodhi. **Khanna** – Bar Association; Kinder Garden School; Red Cross Society; S.K. College. **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** – Artia Association, Jagraon; Bhai Daan Singh Public School, Monuka; United Human Rights, Jagraon. **Mansa** – Aggarwal Sabha; Astha Jan Seva; Gaushala Ashram; Guru Ravidass Committee; Kabaddi Union; Municipal Council; 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; Muncipal Council Ghagga, Rajpura, Rajpura, Ghanaur, 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. **Shaheed 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 Sikhiya Society, Tajokey; 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; Shikajiat Nivaran Committee, Tapa; Sports Club, Ahmadgarh; Tempo Union 407, Lehra; Truck Union Dirba, Lehra; Vishvkarma College, Dirba; Youth Club, Dirba. **KENYA** - Catholic Justice and Peace (Bungoma); SIKOM; West Kenya Athletic Kenya; Legal Resource Foundation; Peacenet Kenya ; CODE; Muslim Human Rights Network-Muhuri; Saferworld; **LIBERIA** - Voice of the Voiceless (VOV); Community Watch Forum of Liberia; LATULU (Togetherness); Liberia Albino Society (LAS); Fulani United of Liberia; West Point Women; Women NGO Secretariat of Liberia (WONGOSOL); ADFL (Association of Disable Female of Liberia); Foundation for Peace and Development; United Muslim Women Advocacy and Empowerment organization (UMWAE0); Civil Society Working Group on SSR; **NIGERIA** - National Council of Women Society; Project alert on violence against women; BAOBAB; ECOWA Initiative; Vision Spring Initiative; Legal Aid Council; Citizens' Mediation Centre; Mushin Community Policing Partnership forum, (MCPFF); Legal Resources Consortium; Youth Concerns and Development Initiative (YCDI); Ogudu Grammar School; Gbogunleri – Isaleoja VPS group; Ashade Adeyemi VPS group; Ajegunle VPS group; Agege Local Government Council; Shomolu Local Government Council and 30 media houses (electronic and print); **NORTH AMERICA** – 25th District Police District Advisory Council of Philadelphia; 6th District Volunteers of NOLA; ASPIRA, Inc. of Pennsylvania; Center for Ethical Living and Social Justice Renewal of New Orleans; Cerritos Community Safety Center; City of Lynwood ; Community Advisory Group of Los Angeles; Diamond Bar Breakfast Lions Club; Friends of Industry Sheriff's Station; Lions Club of Chula Vista, CA; Lions Club of Chula Vista, CA; Lynwood Neighborhood Block Watch Captains; Malibu/Lost Hills Station Citizen Monitors; Mid City Neighborhood Organization of New Orleans; Neighborhood Watch group; New Kensington Community Development Corporation of Philadelphia; Orange County Human Relations; Provision Services of East Lost Angeles; Residents for a Better Carson; South Kensington Community Partners of Philadelphia; **PERÚ** – National Council of Citizen Security; Ombudsman of Peru; Municipality of Magdalena de Mar; I am from Magdalena Group; Group of Support to People with Disability; Improving Prevention Services of Commission of Crimes and Offenses TACNA REG GOB; **PARTNER ORGANISATION : BENIN** - West Africa network On Peacebuilding (WANEP); **BRAZIL** - Fórum Brasileiro de Segurança Pública (FBSP) Brazilian Forum on Public Safety; Centre for Studies and Research in Crime, Violence and Public Security Policies; **CAMEROON** - Association for the Protection of Women's and Children's right (APWCR); **CENTRAL AMERICA** – CIPREVI; Centre for the Prevention of Violence; **GHANA** - Human Rights Network; **INDIA** - Institute of Social Change and Regional Development (ISCARD), Shillong; **KENYA** - Usalama Forum; **LIBERIA**- Liberia National Law Enforcement Association (LINLEA); **NIGERIA** – Network on Police Reform in Nigeria(NOPRIN); Helping hand Initiative; INTACOM AFRICA; DEAR Africa; Destiny Ladies Initiative, Uyo; Institute for Community Policing, Port Harcourt; Market traders Association, Abuja; News Agency of Nigeria; National Human Rights Commission; **PERU** – Public Affairs Workshop. **SRI LANKA** – Lanka Youth Organisations Network(LYON).

Rainald Dagar

Programme Director - PSVW, Altus Global Alliance

EXECUTIVE SUMMARY

The Police Station Visitors Week (PSVW), an annual event of the Altus Global Alliance, held its sixth edition from 3rd to 9th December, 2012. In this round 17 countries from the world participated with 997 police stations assessed by 5,842 visitors. The global event was organised to assess the quality of services in participating stations as perceived by local residents to strengthen police accountability to the local community and identify practices appreciated by citizens as responsive to their needs.

The visitors used a special kit to guide their visit, following protocols that were the same for visits around the world. It included a scoring system that allowed each of the visitors to rate the police station on 20 questions, producing scores on five categories of service: Community Orientation, Physical Condition, Equal Treatment of the Public, Transparency and Accountability, and Detention Conditions. Additional weights were added to two dimensions of equal treatment and transparency and accountability to highlight these as priority areas. Using this kit, the participants in the Police Station Visitors Week were able to place their individual judgments about the quality of service at their own police stations in a national, regional, and global context.

The unique capacity of Altus to cooperatively engage both the civil society and governments, in research and reform programs ensured that this project, PSVW, would focus on sharing good practices, promoting international standards, and building positive relationships between police agencies, NGOs, and the community.

To conduct the PSVW, two types of civil society organizations were involved by Altus members. First were the partner organizations with whom Altus members entered into agreements to coordinate and operationalise the visits. The second type of organizations were the participating organizations that came forward to provide human and material support in terms of visitors, media reporting and publicity. The web of networks included 22 partner and 355 participating organizations¹. The civil society networks found that the PSVW presents tangible human rights standards to promote in the police stations. For them it was also an opportunity to network with police and strengthen service-delivery particularly for organisations working with special and vulnerable groups, such as, women, sexual diversity movement or slum dwellers. In fact, women formed 42 per cent of the visitors.

In each region citizens found police stations with exemplary services in one or all the five categories of assessment. Variations in top and average scores within the same police commands points to the possibility of improvement in police services without increasing the outlays, changing policy or undergoing socio-political transformations. The visits also helped citizens to change their opinion about the police and its functioning. About 83 per cent of the visitors were willing to seek police services.

The police leadership reported that the PSVW with global participation and local assessments provided a level playing field to compete and engage at an

¹ See the complete list of partner and participating organizations in the acknowledgements.

international level. They found the PSVW categories relevant and easy to integrate into the ongoing reform process. Crime prevention and public safety involves building partnerships with civil society and citizens and the PSVW is a platform that encourages these networks.

The repeat police station visits have helped to adopt the five dimensions of human rights standards promoted by the PSVW in police stations. The station commanders provided empirical evidence in terms of changes they have incorporated under the five categories and sub-dimensions. In repeat countries this change was 44.0 per cent. The citizens and non—state stakeholders provided qualitative inputs and explanations in the change in their perceptions and the impact the visits had on them.

Qualitatively the impact of the PSVW traces three emerging trends of engagement of the police and stakeholders to advance equitable access and accountable services in police stations. In the first, the PSVW has been integrated to promote and shape local reform helping to guide, for instance, police strategic plans, community-policing programmes, diversity-sensitive police stations and monitoring mechanisms. In the second, the human rights standards as promoted by the programme have been adopted by police stations and in the third pattern the process and programme act as an entry point to build citizen confidence in police and in initiating some improvements at the station.

The following police station from among the participating stations are being recognised in the global award ceremony on 9th August, 2013, in Nairobi as the top assessed in their region:

Africa: Victoria Island police station, Lagos, Nigeria

Asia: Bhawanigarh, Punjab, India

Latin America: 6th Police Station, San Vicente de Tagua Tagua, Chile

North America: South Los Angeles Sheriff's Station, USA

Additionally, a certificate of recognition is being provided to:

Brazil: 28^a DP - Campinho, Rio de Janeiro, Brazil, South America

Kenya: Parklands Police Station, Nairobi, Kenya, Africa

ADVANCING CITIZEN-CENTRIC POLICE SERVICES GLOBALLY

How can human safety and security be globally promoted and practiced when local contexts and national laws vary? How can police stations world over invest in citizen security to deliver easily accessible, accountable and transparent services? Security and equitable access to justice are citizen entitlements and prerequisites for development and in particular for women's empowerment. Whether it is fragile states with tensions of interstate or intra-state conflict or gang violence or cultural practices violative of women rights or societies where exclusion and inequality is part of social relations built into conduct and rituals, all disrupt people's lives, livelihood and deepen social divides. It is within these situational contexts of fear and violence that the PSVW seeks to strengthen equitable access to delivery of accountable policing services.² Public stakeholding in justice-delivery systems not only builds confidence that institutions are performing in accordance to their obligations to citizens, but participation shapes and changes relations of accountability allowing people to exercise control over their living. This is of relevance for even developed sites where oversights and monitoring protocols are part of accountability mechanisms and help regulate and improve safety within established standards.

THE RELEVANCE OF 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 organising these visits the PSVW encourages the community to engage with the police for basic services of safety and security. By spending some time in their police stations – even an hour – through planned visits generates an impression of whether the police station is well run and provides good services. The PSVW provides an easy to use tool to capture and interpret these valuable impressions. 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

² Studies note that the retreat of state security institutions in periods of violence has debilitating effects for democracy with threat or exercise of violence being used for local political control, spread of militia, gated communities while poor and marginalised sections resort to other coping strategies, such as, 'withdrawal into a truncated form of citizenship; accepting the parallel authority of non-state violent actors and supporting or even implementing themselves hard-live and authoritarian 'security' policies and actions'.

Pearce, J. et.al. (2011) *Violence, Security and Democracy: Perverse Interfaces and their Implications for States and citizens in the Global South*. Citizenship, Participation and Accountability, Institute for Development Studies, University of Sussex, Brighton, U.K.

Also see Wheeler (2005) 'Rights Without Citizenship? Participation, Family and Community in Rio de Janeiro, in N. Kabber (ed.), *Inclusive Citizenship*, London: Zed Books.

encourage justice initiatives that are seeking citizen support to form collaborative coalitions in different spheres of police services. This has been possible since Altus has strong relationships between member organizations and their local government partners who have paved the way for an assessment that would be productive for all involved. The unique capacity of Altus to cooperatively engage both the civil society and governments in research and reform programs has ensured that this project, the Police Station Visitors Week, would focus on sharing good practices, promoting international standards, and building positive relationships between police agencies, NGOs, and the community. Through the visits the program 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 program seeks to generate safety and improved institutional legitimacy.

Helping to bridge the gap between people on the margins and their police forces has been a success of this program. A poor youth in Ghana who said on seeing a policeman he would turn his bicycle in the opposite direction and peddle away as fast as he could, now has the confidence in approaching a police official for assistance and is aware of his rights in the police station. Representatives of marginalised groups are now on citizen-police boards and participate in shaping programs (Punjab, India). Police is engaged in and has incorporated measurable standards of service that have emerged from civil society consultations (Liberia, Nigeria, Maldives). Regular citizen visits to assess police service (Brazil, Malaysia, Ghana), and oversights have been created to provide a feedback and monitor quality of provisions (Nigeria). The change is palpable in citizen enthusiasm to participate in policing programs (visitors to PSVW increased by 197 per cent from 2006 to 2012; 671 civil society members have participated in PSVW till 2012), in adoption of good practices from top rated police stations (Ghana, Nigeria, Chile, India, Brazil and Russia) in improved perception of police conduct and community orientation, in increased representation of minority staff (as reported in qualitative reports and policy change in Nigeria and Nepal), in the conduct of open house and community-police interaction (Bangladesh, Malaysia, Brazil). There remains an urgent need to consolidate these changes and make them sustainable and dynamic in their response to needs of the citizens and marginalised populations. Many of the institutional changes have been revoked with change in police leadership, stressing for change in policy rather than only organisational practice which the PSVW hopes to advance. It is with this agenda that Altus through the PSVW is working to strengthen accessible, accountable and just police services to local citizens, particularly to the poor, women and people on the margins.

Involving local initiatives in advancing equity, accountability and transparency in police stations

When global standards are attuned to local needs, citizen expectations of state fairness while being responsive to local predispositions are strengthened. In Nigeria, an oversight project developed by National Human Rights Commission is monitoring the detention facilities in the country using the Altus PSVW

methodology by expanding the component on detention conditions. This initiative in conjuncture with Altus partner CLEEN are a response to citizen feedback on need for cleaning detention areas including those in police stations, notorious for extortion and brutality, underlining state's commitment to provide decent and humane conditions in their prisons. The Altus program pays special emphasis on responding to cultural sensibilities to enhance legitimacy for improved policing by working with local partners and highlighting these innovations. For instance, in context to women in South Asia, the public and domestic divides restrict women victims of domestic violence, dowry harassment or sexual violations, to access police stations. While global standards promote institutional equality, providing women desks may not serve women as these may not be used at all as revealed in police station visits in India and Pakistan. But, police stations that maintain privacy with separate entrances for the women units or hold counselling in other public spaces, such as, health centres and schools have increased reporting of domestic violence.³ If global standards are able to incorporate cultural norms and local specificities, accessibility to services increases. Local organisations and innovations are sensitive to these cultural contexts, but unless bound in established democratic and egalitarian principals, they could continue to promote dominant, but bias cultural practices. It is these local need-based interventions within which human rights norms and standards are built by encouraging inclusion, oversights, standardisation and institutionalisation of services. A unique strength of Altus has been its decentralised structure of partnership that allows local networks, concerns and specificities to shape and design programs according to the needs of the people who will avail of its services. Altus members have been collaborating with police in other programs to promote local reform initiatives that also find resonance in the PSVW assessments and subsequent adaptation and adoption of relevant practices. Since, the channels of communication, agenda formation, ownership and sustainability are local-specific these encourage change and human rights standards to be adopted.

The event has mobilised local partners to invite political and public figures to inaugurate the week, instilled a spirit of competition that has encouraged ownership of the station, to generate resources and media publicity. Public attention and dialogue in local channels of social exchange is particularly relevant in the case of criminal justice reform. Unlike rights pertaining to health, education or livelihood that have increasingly been on national agendas of countries worldwide and are part of MDGs, citizens' access to justice and safety has been mandated only by the formal sector through provision of legal remedies, law amendments and policy. Public authority systems and enforcement mechanisms have been customarily conceived and mainstreamed in accordance to hegemonic identities and in context to gender, the male norm. Not only is access restricted, but violence may not be perceived and may be socially sanctioned. Public engagement with indicators of accountable and equitable police service-delivery contribute in creating social awareness and stress for requisite state services.

³ International Development Research Centre, Dagar, Rainuka (2010), *Gender Base Violence, A Guide for Capacity Building of Gender Responsive Police Service Delivery*, Institute for Development and Communication, Chandigarh.

Such an approach is particularly relevant when traditional approaches to criminal justice reform have been identified by what Chris Stone refers to “risks of ethical, engineering and equality considerations”⁴. Top down reform remains in danger of producing better-equipped law enforcement institutions that may not be sensitive to the needs of marginalised groups, particularly the poor, and promote the dominant politics. Engineering risks have pertained to faulty program designs with experts in law enforcement and crime prevention still learning how to reduce crime reliably at the macro level. Implementation failure, for instance, concerning equality emanate from historical discrimination of specific population groups that are local and culture-specific. These restrict the adoption of standardised programs successful in one context to worldwide applicability. Construction of a framework suggests structuring processes that build local capacities of the criminal justice system, of community stakeholders, incorporating monitoring and oversight leading to local adaptation through processes of innovation and learning. The PSVW is able to circumvent the three constraints of ethics, engineering and inequality to some extent by promoting a dual process of a local partnered approach with police and stakeholder coalitions which include citizens, civil society, media and political strands, but that engage to incorporate international human rights standards. Thus, the Altus program pays special emphasis to cultural sensibilities to enhance legitimacy for improved policing by promoting global human rights standards while working with local partners and reform programs entrenched in norms, values and mechanisms that are directed at addressing local needs. A distinct contribution of this program has been the focus of police reforms on police stations as the core site for advancing citizen-centric services and encouraging citizen engagement with service-delivery.

Police and political leadership have responded to the dual facet of a global program with local assessments. The global event promoting international human right standards and practices, but with local assessments, incorporating the given levels of development and cultural considerations is viewed as non-invasive and relevant. The adoption of the PSVW methodology as an internal or citizen assessment by several governments demonstrates the success of the program. Police from states in Brazil, Royal Malaysian Police, Liberia and regions in Ghana have found it useful in their service. The dynamics of change vary from context to context and as and when countries experience the benefit, there are improvements in accountable and accessible service-delivery which are at various levels of innovation and institutionalisation. In Punjab, India, for instance, a new citizen-police partnered program has been notified by policy change to provide 26 police-related services by creating a new space, amendment in police procedures, budget and staff allocations, while Nigeria has initiated a detention-specific oversight. In other places, such as, Liberia and Sierra Leone, gender units are forming coalitions with citizen groups, civil society and governance for making police services gender-responsive. These changes have been initiated or supported by PSVW activities and are in various stages of being adopted as institutionalised practice. This program seeks to consolidate these ongoing initiatives providing participatory and accountable standards for better governance.

⁴ Chris Stone (2006), *Crime, Justice Systems and Development Assistance*, The World Bank Legal Review: Law, Equity, and Development Volume 2.

PSVW: A BRIEF⁵

The Police Station Visitors Week was organized by Altus Global Alliance together with police and civil society around the world for the first time in 2006. This unique initiative, which has become an annual event, gives civilians an opportunity to visit local police stations and to assess the services provided by police.

These visits are guided by a single, standardized Visitor's Kit produced by Altus in 17 languages. The Kit includes a scoring system that allows each of the visitors to rate the police station on 20 questions, producing scores on five categories of service: Community Orientation, Physical Condition, Equal Treatment of the Public, Transparency and Accountability, and Detention Conditions. Using this Kit, the participants in the Police Station Visitors Week are able to place their individual judgments about the quality of service at their own police stations in national, regional, and global context.

HISTORY OF POLICE STATION VISITORS KIT

When Altus was launched in 2004, the six member organizations were already working on advancing democratic policing. They decided to develop a tool that would include the public in a participatory assessment of local police stations to highlight global standards and promote positive practices. This idea was inspired by assessment programs used by industrial experts to quickly discern whether a factory and its staff are efficiently organized and properly trained.⁶ Altus felt that the same model, with some modifications, could be used to discern whether the staff and facilities of a police station adequately serve the community.

To develop this tool, a team of researchers from different Altus member organizations consulted the applicable international human rights standards. From research and experience, basic questions were drawn up that could be understood in different cultures and were connected with human rights principles. The Kit was tested in eight countries from 2002 to 2004, demonstrating that it could be used in different cultures to capture visitor's impressions of the station in a manner useful to the station staff, administrators, and civil society.

Developing the assessment in such a way ensures three important principles. First, an assessment made by local citizens is part of the global conversation on police reform, but grounded in local expectations and context. Secondly, while the background of the visitor and personality of the guiding officer can never be completely eliminated, these factors are mitigated by the strict framework within which the assessment is made. Finally, the points of assessment are not contingent on the stations' funding or manpower, but speak of the most basic components of human rights standards which should be protected in all environments. In 2006, Shipra Path a modest police station in India could

⁵ See 2006 Global PSVW Report for details

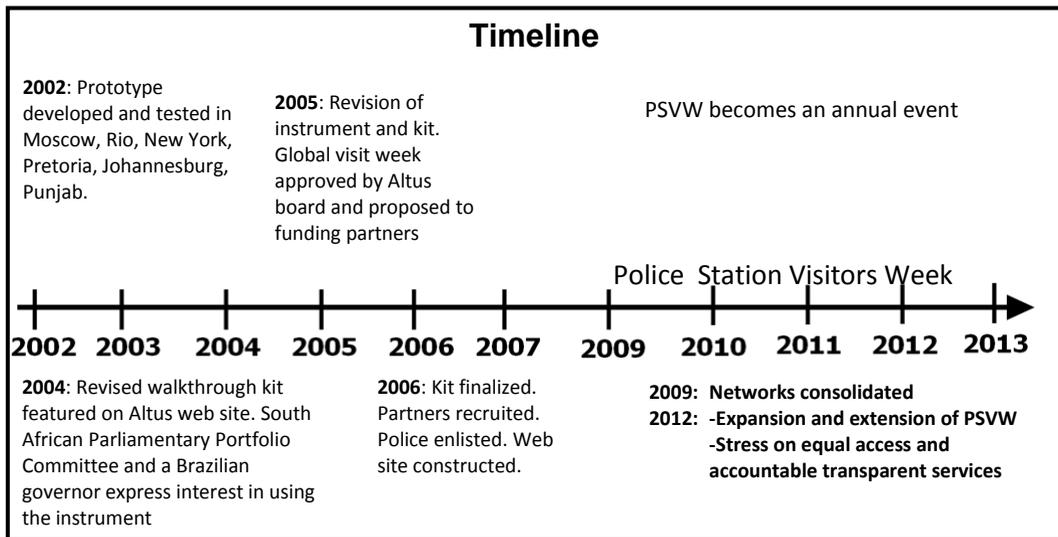
⁶ For example, by using a 'visitor's report' with a simple scoring system, a professor at the University of Michigan business school developed a way to measure improvements in factories from one visit to the next, and to establish benchmarks of excellence in several industries. Goodson, R. Eugene, 2002 *Read a Plant – Fast*, [Harvard Business Review](#), May.

outcompete stations in USA, one of which had four helicopters as part of its service equipment. A global jury endorsed citizens assessment of services being relevant, efficient and personalised in Shipra Path, along with a number of community and safety programs evolved for different sections of people.

It was the relevance of the kit to practitioners that encouraged Altus to take an active step in making these visits a global activity. When Altus Global Alliance was launched, the Kit was available for downloading by any civilians, officers, government, and police officials. By the end of 2004, the Kit was being used on a regular basis by government officials to assess police stations in the Brazilian state of Ceará: The Governor of the Ceará--Lúcio Alcantara had found the assessment tool on the Altus website and asked his staff to use the Kit to assess the police stations of the metropolitan area of the capital of the state, the city of Fortaleza⁷. Subsequently, in 2006, the first PSVW was held. It has since been held in 44 countries.

REACH AND RANGE OF PSVW

The Altus Police Station Visitors Week (PSVW) is a collaborative effort of state and non-state stakeholders to promote accessible and just police station services. State partners include police agencies, legislative bodies and representatives, such as, home departments, parliamentarians, local bodies and semi-state oversight bodies, such as, human rights commissions or autonomous state controls, committees and commissions regulating law and order. Non-state actors include civil society networks, academicians, police and criminal justice research organisations, human right activists, groups working for women, poor, migrant and minority rights, interest-based groups including resident welfare committees and trade unions market societies and other



⁷ For more information on the use consult the Evaluation 2005 of the Ceará's Government Plurianual Plan 2004-2007: <http://sistemas.seplan.ce.gov.br/download/ppa2006/avalia%C3%A7%C3%A3o2005-ppa-2004-2007.pdf>.

community-based groups. The stakeholders represent policy managers, community leadership, practitioners, service-delivery groups and monitoring agencies. The program engages with local stakeholders to strengthen practice promoting human rights standards. These are introduced and adapted in sites where the PSVW is in initial stages. Repeat participation and evolving partnerships aim to consolidate these practices into institutionalised standards advancing policy change for accountable and equitable justice systems. The conduct of standard PSVW activities provides a continuum and allows the inclusion of new countries and police agencies in the project, while institutional and policy change is promoted in repeat countries with capacities combined across programmes and local coalitions. The programme supports local reform initiatives by spreading awareness, guiding initiatives to incorporate global standards, strengthening civil society participation, citizen trust and legitimising local initiatives with global integration. Stakeholder coalitions are also evolved and strengthened by building capacity, networks and promotion of rights advocated locally and linked to global standards. Measurable improvements in police station services, continuity of partnership, increased citizen participation have been the hallmark of this programme.

Visitor Categories

The civil society organisations and the visitors participating in the PSVW can be largely categorised into the following five:

- **Citizen and interest groups** ranging from resident associations, trader organisations and religious groups.
- **Students** from high schools and universities
- **Civil society groups**, such as, human rights bodies, women activists, service-providers, civil rights and advocacy groups
- **Professional bodies** associated with justice reforms, such as, academics, researchers and advocates
- **Community-policing groups** have been regularly involved in the PSVW extending their community-policing activities.

CATEGORIES OF ASSESSMENT

PROMOTING HUMAN RIGHTS STANDARDS

The benefit of using the Altus Kit is its ability to link international agreements to the daily operations of police stations around our diverse world. The kit is inspired by a variety of international standards and agreements that are relevant to policing, especially those related to the areas of human rights and police accountability. On the other hand, the answers recorded in each country are based on local perceptions and expectations. In this way, Police Station Visitors Week is designed to bridge the gap between the local realities of policing and the general principles of human rights to which most countries subscribe.

To understand this assessment, one must think of police station staff as public service providers. This remains a new and difficult concept in many countries despite recent advancements in police reform. Often, police are thought of as an arm of the state designed to maintain the public order. The Kit seeks to highlight another dimension of policing: the role of police as citizens who deliver services to the community.

Still, police are state employees. As with all state actors, the services provided by the police must be in accordance with appropriate human rights laws to which their home country is signatory. This section will explain the reasoning behind the questions in each of the five categories and their connection to international human rights standards.

- **Community Orientation**

In recent years, community policing has swept many police departments, resulting in increased police interaction with the community through

“The police are the public and the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.”

- Sir Robert Peel, the nineteenth century police reformer, a pioneer in modern policing

education, outreach programs, and sports leagues. However, these efforts tend to be concentrated on involving police officers in the community rather than orienting the police station towards the general public. This section of questions is focused on determining the degree to which the station is a resource for the community by providing information, is easily accessible to new visitors, and whether staff has been allocated to address community questions and requests.

- **Physical Conditions**

Although conceptions of order and cleanliness vary across cultures, police officers must be equipped with the proper facilities and equipment in order to adequately perform their duties. This section is designed to determine not whether police have the most up-to-date technology or fancy stations, but rather if police have the spaces and equipment to meet their needs, such as adequate office space and suspect identification rooms.

- **Equal Treatment of the Public Without Bias Based on Age, Gender, Ethnicity, Nationality, Minority Status, Age or Sexual Orientation**

Equal access to facilities and opportunities is intrinsic to the rights agenda. While it is relevant in all spheres of social existence it has particular importance vis-à-vis law enforcement since safety and security of citizens is the mandate of these agencies. The indicators in this category are geared towards an assessment of the station and facilities it provides to safeguard rights of all, particularly the services available to vulnerable populations. The adequacy of facilities designed for women, disabled persons and representative of groups on the margins is assessed. This section relates to Article 7 of the United Nations (UN) Declaration on the Elimination of All Forms of Racial Discrimination.

These indicators are designed to have visitors observe and think about the services, facilities, and referrals available for vulnerable groups. Such groups vary around the world—members of the Dalit castes in India, internal migrants in Brazil or the U.S., or those seeking refuge in Africa—while other groups stretch across borders—women, linguistic minorities, and the disabled. The questions in this section ask about these specific groups while also allowing for visitors to make their own judgments about the station’s ability to adequately serve all people, including those commonly discriminated against or disenfranchised.

- **Transparency and Accountability**

Accountability has been recognized as a core component of governance, with accompanying transparency in the process of delivery of justice. Anneke Osse explains in *Understanding Policing*, accountability encompasses more than just responsibility.⁸ Accountability ensures that if the party at hand does not fulfill or violates the terms of their task or profession, that this information will be available to the appropriate parties (the public at large, the electorate, colleagues, supervisors, etc.) and that appropriate measures can be taken to correct the wrong, if any, that occurred as a result of the person’s actions and ensure that such action does not occur again.

Working from this definition, one can ask for what are police accountable and to whom are the police accountable? Altus believes that police are accountable to the public for any actions they take

Everyone has the right to equality before the law and to equal justice under the law. Everyone, without distinction as to race, color or ethnic origin, has the right to security of person and protection by the State against violence or bodily harm, whether inflicted by government officials or by any individual, group or institution.

Article Seven. UN Declaration on the Elimination of All Forms of Racial Discrimination

Accurate information on the detention of such persons and their place or places of detention, including transfers, shall be made promptly available to their family members, their counsel or to any other persons having a legitimate interest in the information unless a wish to the contrary has been manifested by the persons concerned.

Article 10. UN Declaration on the Protection of All Persons from Enforced Disappearance

⁸ Osse, Anneke, 2006. *Understanding Policing: A Resource for Human Rights Activists*. Amsterdam: Amnesty International. P. 309.

in their capacity as officers of law enforcement, crime prevention, and public safety. The questions in this section are intended to make sure police stations should contain the information the public needs to determine whether or not the police are satisfactorily fulfilling their duties.

A detained or imprisoned person shall be entitled to communicate and consult with his legal counsel. A detained or imprisoned person shall be allowed adequate time and facilities for consultation with his legal counsel. Interviews between a detained or imprisoned person and his legal counsel may be within sight, but not within the hearing, of a law enforcement official.

Principle 18. UN Body of Principles for the Protection of All Persons Under any Form of Detention or Imprisonment

surveillance measures, movement of detainees, and rights and security available to detainees. This includes meeting areas for lawyers and families and hygienic sanitary conditions.

- **Detention Conditions**

This set of questions is of a slightly different orientation than the previous sections, mainly because detention areas are not regularly accessed by the public at large. This is a core issue in human rights law with large volume of human rights standards based solely on the issue of detention.

Altus approaches this issue from the perspective that people who are held in the detention facilities at any given station will return to the community. In order to ensure that detained individuals do not come to harm while in police custody, and by extension that the community is not harmed, these simple questions ask about the things most people would want to know if a loved one were detained in police custody.

Visitors quantify their impressions of the detention area security systems by observing surveillance measures, movement of detainees, and rights and security available to detainees. This includes meeting areas for lawyers and families and hygienic sanitary conditions.

ASSESSMENT METHODS

The police stations are assessed by local citizens on a standardised tool - the Altus Visitors Kit. The kit equips 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 are collected through team leaders and visits verified by coordinating partner organisations in each state. The ratings are then fed into the Altus police station web system and scores automatically generated.

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

- 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 are 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 are:

Average score	Category
Over 84	Excellent
From 69 to 83	More than adequate
From 53 to 68	Adequate
From 37 to 52	Inadequate
Below 36	Totally inadequate

Finally, the score in each category is the average of the four questions. The aggregate score is the average of the five areas.

WEIGHTED SCORES

From 2012, a weighted score to the two categories of Equal Treatment and Transparency and Accountability has been provided to highlight standards of equitable access and police accountability mechanisms in stations. 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 $w_j = 2$

CITIZEN-CENTRIC POLICE STATIONS : PSVW PRACTICES FROM AROUND THE WORLD

Police station visits around the world from 2006-2011 point to certain exemplary practices that have appealed to citizens. What makes a police station friendly? What inspires confidence in its citizens? How are the people on the margins made to feel comfortable and important? Are the rights of detainees safeguarded? Documented here is a brief overview of PSVW good practices ranging from a small balai in Malaysia to a large police complex in Los Angeles.



❑ COMMUNITY ORIENTATION

- **Citizen-friendly police stations:** Helping citizens to use police services with displays explaining citizen rights, how to report a crime and the procedures to use public services is perceived as people-friendly.



- **Package Services in a Single Window:** Coordination with other service agencies, such as services for counselling, domestic violence, security provisions in incidence of gender violence allows the police to provide a more comprehensive service. This one-point information and access network of services reflects efficient and caring service-delivery.
- **Participatory Outreach and Community Services:** Generate support and trust from citizens' for services such as information on travel agents, tourist assistance provided at the police stations and programmes for seniors and youth etc held in the community. This helps in increase public engagement with the police.

❑ PHYSICAL CONDITIONS

- **Inviting and Open Premises:** Well-kept police stations were viewed as friendly while those, even if well-equipped, but with poor ambience, were stated to be drab and institutional. Order and cleanliness demonstrate consideration for public and police staff.
- **Well-organised Spaces:** Clearly demarcated spaces, such as, reception area, crime reporting room, separate counters for different services project an efficiency in dealing with public needs. Organised storage of records and equipment improves the way work is done
- **Well-equipped Reception Areas:** The first point of contact is a reception area. Comfortable seating, well-ventilated lobby and ready assistance make the citizens comfortable.



PS Moti Dungi, Rajasthan, India

❑ EQUAL TREATMENT

- **Representative Staff:** A presence of representative police personnel reflecting the ethnic, religious and gender composition conveys a commitment to equal treatment.
- **Special Services for the vulnerable:** Services of language translation, gender and human rights desks, tourist services increase the access of vulnerable groups to police services.
- **Disability-friendly:** Concern for the disabled with provisions for 'Braille', and the presence of ramps convey police sensitivity for the vulnerable.



PS Khilgaon(DMP), Bangladesh

❑ TRANSPARENCY AND ACCOUNTABILITY

- **Sharing of Information:** Display of information on public performance including crime trends, community satisfaction, hot-spot mapping, demonstrate openness of police functioning.
- **Identification of Police Staff:** Clear identification of the name and rank of police staff inspires confidence in citizens.



San Dimas Los Angeles Police Station, USA

- **Availability of Complaint Procedures and Oversight:** Anonymous and simple processes to register complaints and functional oversight encourages accountability to local population.



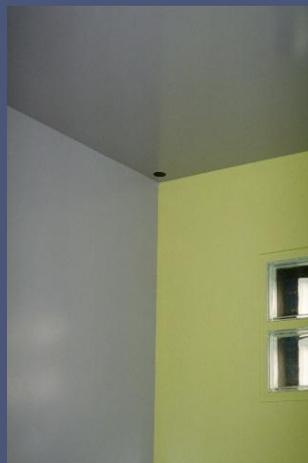
PS Bicrim Quinta Normal, Chile

□ DETENTION CONDITIONS

- **Clean, uncrowded spaces and serviceable utilities** are widely agreed upon as the minimum standards.
- **Display of rights of detainees:** Posting or providing statements of rights of detainees is necessary to allow them to exercise their rights.
- **Demarcated spaces:** Separating men from women and children from the adults protects their physical safety and integrity.
- **Respect for different religions:** Facilities accommodating religious worship, trained staff to treat detainees with respect, irrespective of religion, demonstrates the highest standards of professionalism.
- **Monitoring facilities:** Line-of-sight supervision or monitoring through audio-video equipment helps protect the detainees.



Police Station South Korea



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

PSVW 2012: PARTICIPANTS AND VISITORS

The police station visitors week 2012 was a collaborative effort among three stakeholders – the global partners comprising the Altus member organisations, local state institutions constituting police departments and state agencies and rights promoting civil society bodies. State participation ranged from tacit to engaged support and included not only police agencies, but oversight bodies – in Nigeria, the Human Rights Commission provided support and facilities for the sensitisation and training of police officers and visitors; parliamentary and police presence was visible, for instance, the head of the municipal citizen security officer opened the PSVW 2012 by visiting Santa Cruz police station in Chile; in Punjab, India, the head of the branch overseeing law and order, the



Home Minister encouraged a merger of local reform initiatives and police station assessments by citizens. Civil society involvement extended from

Table - 1
Visitors Received in PSVW by Country

Region	Country	Visitors Received		
		Male	Female	Total
Africa	Benin	24	12	36
	Cameroon	35	51	86
	Ghana	15	27	42
	Kenya	37	23	60
	Liberia	13	19	32
	Nigeria	414	483	897
	Total	538	615	1153
Asia	India	2489	1157	3646
	Maldives	11	15	26
	Pakistan	35	24	59
	Total	2535	1196	3731
Latin America	Brazil	133	288	421
	Chile	97	191	288
	El Salvador	14	19	33
	Guatemala	8	18	26
	Honduras	9	27	36
	Nicaragua	20	12	32
	Peru	15	15	30
	Total	296	570	866
North America	United States	49	43	92
Grand Total		3418	2424	5842

Source : Police Station Visitors Week, 2012

mobilising citizens to visit their police stations to evolving proactive post-visit partnerships. Presence of women rights groups was strong in Brazil. In Honduras, 'Patronatos' a Church community partnered the visits, while in Cameroon, the local partners were a rights-based group Association for the Protection of Women's and Children's Rights (APWCR) who organised the participation of a number of human rights groups and subsequent networking for service-delivery.

PARTICIPATING POLICE STATIONS

Police from 17 countries comprising 29 police agencies welcomed local residents in 997 police stations. The largest representation of police stations was from Asia where 416 police stations were assessed followed by 343 in Africa; 219 in Latin America and 19 in North America. Latin America with seven countries and Africa with six provided the largest presence. Country partners from Asia and Africa have been regular in the conduct of the annual PSVWs while a number of countries from Central America were first-time participants. World over, police participation in the PSVW follows a commitment to police reforms which are in different stages of progression. The Police Station Visitors Week appealed to the police from a number of aspects.

- Global presence with local reflections:** Being part of a global event with facilities and services assessed in accordance to local expectations and needs provided a level playing field to compete at an international level. The National Director of Public Order and Security, Chile, General Alfonso Muñoz welcoming the PSVW 2012, stated that the Carabineros have participated in the activity since 2006 and expressed that, “We are in good standing in comparison to other police forces.” The PSVW has become a well-established global programme that is transparent in rating and conduct and effective in promoting citizen-centric police services. The standards for police services are found to be relevant and easy to incorporate.

- Easy to integrate in ongoing processes:** The indicators of service-delivery are seen to justify and clearly define the quality of services that need to be provided for citizens. The concrete reference points are seen as positive inputs to improve police services and address public concerns. According to a Station Commander in India, “Our new police station building is under construction and we can use the five Altus categories to further improve our layout and facilities.” Dimensions, such as, representation of people from all walks of life including women, migrants, ethnic minorities and sexual diversity are found to resonate in the mandate of the reform process. Increasing women staff, facilities for people with disabilities, friendly response to people who fear entering the police stations or

“We are in good standing in comparison to other police forces.”

General Alfonso Muñoz, National Director of Public Order and Security, Chile

Table - 2
Police Agencies by Region

Region	Country	Police Agencies	Police Stations
Africa	Benin	2	12
	Cameroon	1	28
	Ghana	1	12
	Liberia	1	19
	Kenya	1	10
	Nigeria	1	262
	Total	7	343
Asia	India	4	396
	Maldives	1	12
	Pakistan	1	8
	Total	6	416
Latin America	Brazil	3	107
	Chile	2	72
	El Salvador	1	8
	Gautemala	1	5
	Honduras	1	9
	Nicaragua	1	8
	Peru	1	10
	Total	10	219
North America	United States	6	19
Grand Total		29	997

Source: Police Station Visitors Week, 2012

Law & Crime

PSVW week is not to smear police image - NGO

By *Dele Omuwaligbo*

A non-Governmental Organisation, NGO, Altus Global Alliance has stated that the Altus's Annual police station visitors Week, PSVW was not to launder the image of the force.

Altus regional representative, Kemi Okenyodo, disclosed this yesterday at the peacekeeping office, force headquarters, while briefing the press on the commencement of this year's Altus's Annual Police Station Visitors Week in 14 states, including the Federal Capital Territory.

Okenyodo, who is also the deputy executive director of the Chien Foundations, explained that Altus is an alliance of six NGOs and academic centres in five continents created in 2004 to promote safety and justice around the world from a multicultural perspective.

The regional representative noted that PSVW was an international programme that is organised to facilitate local community groups visiting police stations and assessing the quality of services delivered by police departments.

Okenyodo hinted that PSVW tool kit uses a simple system that allows each individual to assess each station in 20 areas.

She pointed out that the visit would aim at identifying best practices used by the police as well as strengthen the accountability of police to the local community.

Okenyodo stressed that the

Nigerian Pilot
Thursday, November 29, 2012

programmed relies on planned annual visits by community groups to their local police stations.

She revealed that the 2012 edition of PSVW takes place from December 3 to 9 with seven countries: Benin, Cameroon, Ghana, Kenya, Liberia, Nigeria and Sierra Leone taking part.

The regional representative listed the 14 states as: Abuja, Anambra, Akwa Ibom, Enugu, Federal Capital Territory, Imo, Jigawa, Kaduna, Kano, Katsina, Lagos, Niger, Rivers and Zamfara, adding that they are expecting to visit over 200 police stations spread across the country.

She said states in the north-east were conspicuously absent because they have not shown interest.

According to her, “we have messages on our facebook pages and blog but we have not been able to get any state from the region. We are trying to scale up modern policing and community policing programme from next year and one of the identified states we will engage is Yobe. We are trying to bring a state from the region into this reform. Yobe will be part of the state we will visit in 2013.”

Okenyodo further disclosed that the Sense and Bagandy police stations were among the top three in 2009 and 2010.

The deputy force spokesman, CSP Frank Mba, said the visit would afford the team the opportunity to access the quality of services rendered by police personnel.

Mba emphasized that the visit goes beyond assessing the quality of services, saying the it would also



MD Abubakar, IGP

promote professionally and good ethical conduct between the citizens and the police.

He observed that stations that try to adopt fire brigade approach have never got it right and maintained that there was need to take a deliberate conscious policy and put certain things in place over time.

The head of monitoring unit, National Human Rights Commission, NHRCC, Harry Obe, said the present Inspector-General of Police, IGP Mohammed Abubakar, is open for collaboration.

One stated that the collaboration would ensure that the rights of Nigerians are protected.

A representative of Justice for All, Mr. Eneke Uman, called for more collaboration to fight all forms of violations, especially rape against women and girls.

support to write out a complaints for people who are illiterate are efforts that built citizen trust. Ongoing modernisation programs have funds to build police stations, to revamp and recreate facilities and equipment within which neat, clean demarcated service areas fit in, much to the welcome of citizens. Community programmes of the police encourage the participation of civil society which is what the PSVWs are directed at. By combining with the global event ongoing community-based programmes get visibility and authentication. Sharing of best practices within the region and globally has also advanced the quality of service of police stations as another station chief in India put it, “By participating in this global competition we will be able to validate our police station on our own and by the Altus group. We will learn what the limitations are and we can address them. It give us an opportunity to showcase our motto to provide the best public dealing and that with team work we can achieve any milestone.”

- **Evolving partnerships:** Participating police have been involved with member and partner organisation in a number of reform dimensions. For



Workshop on Policing, IDC, 2013, India

instance, Rozan in Pakistan has been collaborating with police for undertaking gender training. Usalama Foundation in Kenya has been researching to improve police services and all Altus member organisations have been working to build police capacity and promote democratic policing from the supply side. Participation in the PSVW strengthens the existing programs or provides additional dimensions by creating need-based inputs.

Selection of police stations

The police station participation in the PSVW followed three broad coverage patterns.

- **Blanket coverage:** An intensive participation was encouraged in Nigeria, three states of Brazil and two in India. These were departments and provinces in which all police stations welcomed citizen assessments, such as, in Chandigarh police stations. In Punjab, citizens were specially mobilised by community policing efforts to visit and assess police stations.
- **Representative stations:** In others, authorities or partners identified representative areas of police stations for the visits covering either a geographical spread – rural or urban locates or visiting special police stations, such as, women police stations or those catering to poorer areas. In Meghalaya, India, the stations were predominantly from the capital city giving easy access to the student contingent visiting the stations. In Maldives, efforts were made to cover stations spread across the islands. In Chile, there were limited visitors with sanction letters that allowed visitors to assess the stations.

- Programme areas:** A third selection was of police stations and areas where partner organisation were already working either with the police or with the community. It included model police stations that were better equipped, but served as an entry point to test out services and popularise the programme. In Ghana, the community policing unit established to fight crime through a police-community partnership has focused on the Accra region from which the police stations were selected to participation in PSVW 2012. In Cameroon, the APWCR network covered three cities in which they work. Similarly, Rozan tied up with police to select top stations in the Pakistan districts in which their partners are located.



Meeting of Police Personnel, NHRC members, Community members, Abuja, Africa

The organisers reached out to police stations with a view to covering different population groups particularly poor and ethnic minorities, vulnerable groups, such as, women, tribals, linguistics, minorities and the poor. In each selection care was taken to highlight access and services for people on the margins. A three-layered effort was made. Where possible police stations were selected in slums or interiors whose jurisdiction largely catered to the vulnerable populations. A second initiative was to mobilise visitors from diverse groups with an emphasis to include women visitors. A third mobilisation strategy was to collaborate with civil society stakeholders that cater to minority groups, such as, Sexual Diversity Movement in Nicaragua, groups working with the K'iche Indigenous people in Guatemala, women rights groups in Pakistan and the Khasi tribals in India. Thus, irrespective of the capacity of the police stations, diverse and marginalised groups were encouraged to engage with police.

PARTNER AND PARTICIPATING ORGANISATIONS

The Police Station Visitors Week has been organised with the collaboration of local and regional civil society bodies. The network of civil society participation has grown from the initial 76 partnerships in 2006. In 2012, 377 partnerships implemented the visits. There have been two kinds of arrangements with civil



society in the organisation of the PSVW. Partner organisations enter into an agreement to coordinate and oversee visits and this extends to post-visit collaborations with the police and Altus network. For instance, the Usalama Foundation, Kenya, has organised the PSVW in Kenya, is working with the police to establish community participation in crime prevention incorporating the PSVW to promote citizen engagement in police stations and is now organising the Global Conference on Police Station Reforms: Practices, Processes and Innovations and Award Ceremony in Nairobi. Partner organisations strengthen the delivery of police services, citizen engagement and global networking in a sustained approach. The second set of arrangements network with organisations to participate in the PSVW and they provide support in terms of visitors and publicity. Civil society bodies and citizen forums engage with the local police and work out exchange and interactions in accordance to their specific needs. Largely, trader organisations, resident welfare committees, legal aid councils, youth groups, Lion and Rotary affiliations, education institutions, participation from religious bodies formed the gamut of this network.

Table – 3
Partners and Participating Organizations by Region

Region	Country	Partner Organizations	Participating Organizations
Africa	Benin	1	12
	Cameroon	1	18
	Ghana	1	5
	Liberia	1	11
	Kenya	1	8
	Nigeria	10	48
	Total	15	102
Asia	India	1	216
	Maldives	1	
	Pakistan	1	2
	Total	3	218
Latin America	Brazil	2	
	Chile		9
	Central America	1	
	Peru	1	6
	Total	4	15
North America	United States		20
Grand Total		22	355
Partner organizations planned and coordinated the visits. Participating organizations provided visitors.			



	WELCOME	AGENDA	CONTACT	REGIONAL WANEP
ABOUT WANEP-BENIN				
Week visiting police stations and gendarmerie 2012				
<ul style="list-style-type: none"> ▣ Message from the President ▣ History WANEP-BENIN ▣ Mission and Vision ▣ Objectives ▣ Statutes ▣ Rules 	 <p>After the editions of 2007, 2009, 2010 and 2011, WANEP Benin participates in the Global Week Visitors police stations and gendarmerie, 2012 edition scheduled for December 3 to 9, 2012. For this purpose, 36 visitors will be trained and deployed, Thursday, December 6, 2012, in twelve units of police and gendarmerie following:</p> <ul style="list-style-type: none"> - The Offices of Xwladodji of Gbèdjròmèdè of Vodjè of Cadjèhoun of Kponèhou of Sodjèatinmè and Sègbèya. - The Gendarmerie Godomey of Zinvié, of Agla, Sèmè-Kpodji and Avotrou. 			
ORGANS				
▣ General Assembly				

Civil society partnerships provided the following feedback regarding their participation in the PSVW:

- **Concrete standards to promote justice systems:** Organisations found it useful to have specified norms and standards defining citizen rights and their expectations from local police stations. ‘Now we know that the police can be held accountable, is expected to provide information on citizen rights in police stations, help citizens to register complaints and provide hygienic conditions for prisoners (India).’ ‘Before we did not have parameters to guide us, we did not know how to address this issue. The Altus parameters address the cross-cutting needs of assess of police service, not only at the unit level, but also for the institution overall (Chile).’

‘Before we did not have parameters to guide us, we did not know how to address this issue. The Altus parameters address the cross-cutting needs of assess of police service, not only at the unit level, but also for the institution overall’.

Police Officer, Chile

- **Special group needs:** Rights-based organisations are advancing interests of people on the margins, such as, the sexual diversity movement, tribals and lower income groups. They are keen to promote rights of these groups within the police stations having availability of services and staff that speaks the minority language, are sensitive to the issues of gays or will help people write down complaints who are not able to do themselves, promote opening of a women’s desk or build capacity of police stations to serve these diverse needs. Many of the civil society organisations work with sex workers, migrants, people from slums – people who do require police protection, but are fearful of approaching them or registering a complaint. Civil society organisations welcomed this programme as a



bridge to invite leaders from vulnerable groups to see for themselves that their rights can be respected and they will be heard in the police stations.

- **Service-delivery liaisoning:** A number of civil society organisations involved in the PSVW work with victims and offenders, such as, women victims of violence, especially domestic violence and their families, young delinquents, detainees, etc. Regular visits in the PSVW has helped to forge alliances and improve service-delivery to their client groups. For instance, women domestic violence groups have tied up with police stations in Nigeria which fall in their jurisdiction of work. Personal relations between the service-providers and police personnel helps to provide quick and dignified support. Fundación Opcion in Chile works with young offenders and the PSVW helps them to verify the conditions and services its client group will receive at the police stations.
- **Recognition for their work:** The PSVW provides an opportunity to civil society organisations to broadcast their work, gather support and spread awareness of their services. Not only are they able to liaise with the police, but they get highlighted in the media and network with like-minded organisations during local and regional meets of the PSVW. Registering their presence with the police has been an incentive to participate. In Cameroon, the Human Rights Defence Club found the visits ‘helped us and our human rights work to have a respectable image with the police stations for future interventions.’

MOBILISATION STRATEGY

The Police Station Visitors Week was launched keeping in view the approach, strength of partnerships, local conditions and stage of entry into the PSVW program. In regularly held areas of the PSVW the partnerships and campaign was more focused on dimensions of institutionalisation of services; in accordance to the focus of reform initiatives, as on domain (detention conditions/gender or minority rights/community participation) on capacity-building (of human resources, systems or infrastructure) or on evolving monitoring mechanism. In new areas of penetration the focus was on practice of global standards and involvement of civil society. The PSVW approach reflected in the mobilisation strategy has five aspects:

- **Dual engagement:** The participation was initiated through a dual strategy of involving the supply side of justice which was the police agencies and state organisations along with local partners and civil society members. A balanced and sustained effort to advance citizen



Sensitization meeting for the PSVW 2012, Cameroon, Africa

rights was envisaged through this dual collaboration while the dual engagement was not possible in all instances this remained the strategy of preference. No visits were carried out with a prior approval of police. There were sites where the media and civil society were stronger partners and in others where community-policing initiatives formed the mainstay of the visits.

- Coalition building:** Local-global and stakeholder Representative: The PSVW is part of a process – a benchmark and capacity-building of global right standards in the initial stages of participation. It becomes more of a monitoring and reform integrative process in subsequent years. The coalition is of partners, local and regional interests reflected in global standards and represented by diverse stakeholders to continually make police services effective, efficient and just. A snowballing of activities helped citizen mobilisation from ongoing programs of police and civil society partners. Community-policing programmes, such as, the Community Safety Forum Kenya; Saanjh Kendras – Community Policing Resource Centres (CPRC) in Punjab, India; the Community Policing Unit in Ghana were targeted to mobilise citizens. Similarly, civil society groups working with the police as in domestic violence incidents, free legal aid were part of the mobilising network (WANEP in Benin, APWCR in Cameroon, Family Planning Association of India, CIPREVI (Centrode Investigation para la Prevencion de La Violence) in Central America). A number of civil society, police and individuals have emerged as PSVW champions. They have been regular visitors and organisers to the PSVW and helped to mobilise citizens.

Police launches campaign to strengthen ties with public
Tribune News Service

Amritsar, December 3
With a view to establish a cordial relation with the public, the Amritsar police today launched a campaign called 'Global Police Station Visitors' week at the Community Police Service Centre.

While inaugurating the campaign, Police Commissioner Ram Singh said it was an initiative of the Punjab Government to establish Saanjh Kendras to facilitate the public with works related to any case or utility services like seeking licences and verifications.

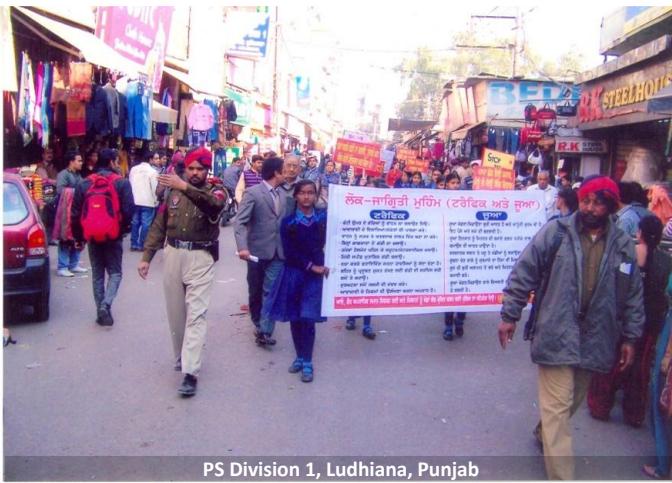


Artistes perform a play during Global Police Station Visitors Week at Community Police Service Centre in Amritsar on Monday.

This project was started in 2010 and our motive to hold this campaign was to make the public aware about its benefits. Various programmes would be organised during the campaign that would continue till December 9. The public would also be made aware about traffic rules besides social evils like female feticide, AIDS, drugs addiction and TB through various plays.

Free eye checkup camp was also organised on the occasion. Children from various schools visited the centre in large numbers. Others present on the occasion included DCP Dr Kaustubh Sharma, ADCP Amrik Singh Pawar, ADCP Baljit Singh Randhawa.

- Local specific contexts and agendas:** The mandate is of global standards within the local conditions, cultural contexts and social norms. Women rights in Brazil is a established agenda of police-civil society collaborations and improving detention conditions an ongoing focus with a number of organisations working on these issues. A PSVW strategy engaging with these issues and networks will have more meaning in these situations, while promoting time-bound police services in Punjab,



PS Division 1, Ludhiana, Punjab

India, which is a mandate of the governance reforms. Oversight and monitoring mechanisms in established police procedures as in the USA would be relevant rather than promoting these in societies initiating accountability mechanisms. Specialised agencies in areas of local concerns were invited to participate and network in the PSVW.

- **Place rights of people on the margins in the radar of change:** Recruitment of citizens from these populations, highlighting police programs for the poor, networking with groups working for gender rights, gay activists, slum dwellers was part of planned operations.
- **Provide visibility to police station reforms:** An awareness campaign that not only mobilises citizens for visibility and rating their local police stations,

but also informing citizens of the initiatives and changes underway. Media – electronic, print, audio and social networks were useful partners to promote this agenda. Media has been a steady partner in the program. Many of the media outlets provided journalists as visitors, covered the event and the subsequent workshops. Top police stations from previous PSVWs were highlighted and provided local curiosity and competition in stations. School children holding rallies in markets and visiting police stations also spread information, even though they were not ‘visitors’ assessing the stations.



Media interface with the PSVW was planned in three stages with a four-fold aim. As a partner in the programme media was involved in the pre-implementation stage to mobilise citizens to visit and rate their local police station. Radio talk shows as in Cameroon, information and interviews on the FM in India drew attention to the event and highlighted it as an international event and a joint venture between local police and citizen groups. In a press briefing in Nigeria, partners stressed that the program does not seek to “shame and blame” any participating police department, but only provides citizen feedback to stations. In the second stage, media covered the event itself – journalists rating a police station (Cameroon, Nigeria and India), interviewing the organisers, citizens and police (India), showcasing stakeholder presence (Nigeria) and raised issues of local concern. It provided awareness of police initiatives, services and programme available and debated citizen-police relations, citizen rights and police station

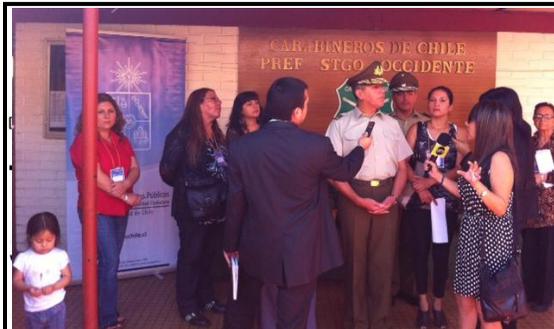


changes. At a third stage, post-visit feedback the media provided recognition to top assessed police station – covered local and national workshops and interviewed station commanders of top stations to share and explain practices rated highly by citizens. Audio, print, electronic and social media helped to mobilise citizen presence, encouraged police staff to promote citizen-oriented stations, gave recognition to innovative and responsive stations and positively debate police station reforms. The largest media coverage was print – some national, but dominantly vernacular media - 237 reportings, followed by TV 31, Radio 17 and web 12. India had the most media involved with 197 reports, followed by Nigeria 61.

Table - 4
Media Coverage on PSWV 2012

Region	Country	Web	Newspaper	Radio	TV	Total
Africa	Benin	2	4	2		8
	Cameroon		4	4	5	13
	Ghana		1			1
	Liberia		3		2	8
	Kenya		1	1	1	3
	Nigeria	3	30	6	22	61
	Total	5	43	16	30	94
Asia	India	7	188	1	1	197
	Maldives					
	Pakistan					
	Total	7	188	1	1	197
Latin America	Brazil		6			6
	Chile					
	El Salvador					
	Guatemala					
	Honduras					
	Nicaragua					
	Total	0	6	0	0	6
North America	United States					
Grand Total		12	237	17	31	297

Source: Police Station Visitors Week, 2012



लाग थान में जाने से घबराते हैं या नहीं। यह जाने के लिए (आईडीसी) इंस्टीट्यूट ऑफ डेवलपमेंट एंड कम्युनिकेशन एनजीओ की टीम ने मंगलवार दोपहर फेज-8 थाना में जाकर विजिट किया।

टीम के सदस्यों ने वहां ऑब्जरव किया कि पुलिस की कार्यप्रणाली क्या है और पुलिस किस प्रकार से शिकायतकर्ता के साथ बर्ताव करती है। यहीं नई टीम ने लोकअप, पुलिस

रिपोर्ट तैयार करा। टीम के मुखिया आनंद मोहन शर्मा ने बताया कि उनकी टीम फेज थाना में भी विजिट पर गई थी।

टीम का विभिन्न थानों को विजिट करने का उद्देश्य मात्र पुलिस और शिकायतकर्ता के बीच का व्यवहार देखना है। इस संबंध में डीएसपी सीटी-2 अजिंदर सिंह ने बताया कि एनजीओ के कुछ सदस्य पुलिस थाना को विजिट करने आए थे। पुलिस ने



EVALUACIÓN.— En promedio, los cuarteles policiales chilenos son calificados con un cumplimiento "más que adecuado", según el CESC.



Desempeño de Carabineros y la de Policía de Investigaciones: Ciudadanía evaluará a 75 cuarteles policiales

MARIO GÁLVEZ

Cuarenta cuarteles de Carabineros y treinta y cinco de la Policía de Investigaciones serán evaluados por la ciudadanía durante estos días, con el fin de identificar buenas prácticas y fortalecer la rendición de cuentas de la policía hacia la comunidad.

El objetivo es medir y calificar dimensiones de servicios policiales en temas tales como orientación hacia la comunidad, condiciones físicas, tratamiento igualitario al público, transpa-

rencia y responsabilidad, y condiciones de detención.

La actividad se desarrollará entre el lunes 3 y el domingo 9 de diciembre, coordinada por el Centro de Estudios en Seguridad Ciudadana (CESC) del Instituto de Asuntos Públicos de la Universidad de Chile.

Participan el Instituto de Derechos Humanos, el Serem, a través de centros de la Mujer; el programa Barrio en Paz Residencial, la Fundación Opción, profesionales y usuarios de Serpaj, organizaciones de inmigrantes,

la Corporación Ciudad Accesible, el Movimiento de Integración y Liberación Homosexual (Movilh), funcionarios de diversas municipalidades, representantes de juntas de vecinos y ciudadanos en general.

Hugo Frühling, director del CESC, explica que los resultados prácticos de esta experiencia a nivel mundial van en directo beneficio de la ciudadanía, pues impactan positivamente en la atención que brindan las policías. En Chile, argumentó, esto ha sido notorio en el caso de la

Carabineros y PDI se someten a evaluación

Setenta y cinco comisarías y cuarteles de la PDI comenzaron a ser evaluados ayer bajo el programa "Semana Mundial de visitas a estaciones de policía", que organiza la alianza global en seguridad "Altus" y el Centro de Estudios en Seguridad Ciudadana de la Universidad de Chile.

Los recintos son evaluados mediante visitas de juntas vecinales o centros de la mujer, guiadas por el comisario u oficial correspondiente. Los ciudadanos evalúan cinco ítems: atención al público, condiciones físicas, transparencia, espacios de detención y tratamiento igualitario. En base a esos resultados se elaboran informes locales, regionales y globales de

PDI, pues "el énfasis en el mejoramiento de condiciones de atención ha sido gracias a este programa". En Carabineros no es tanto así, pues la atención al público "es parte del giro del negocio".

Para Frühling, otro avance tangible es el mejoramiento gradual, "no espectacular", de las condiciones de detención en los cuarteles. Y como tercer aspecto positivo, hace notar que se ha conseguido una mejor relación entre los vecinos y representantes de las ONG con las policías.

OVERVIEW OF SCORES

In each of the regions citizens found commendable services in most of the categories. It means that everywhere there are some police stations that are performing to the expectations of the citizens they serve. The variations on scores in each of the five categories in the same area reveals gaps between the highest score and the average in each country. Thus, within the same police jurisdiction under the same policy and police regime variations exists. No doubt, there are different local contexts and sites which effect police station functioning, but high performing stations point to the potential for improvement in policing services even without increase in budget outlays or socio-political reforms. While the best practices generally emerge from initiatives of police leaders it is the institutionalisation and adaptation of these practices that makes the improvement sustainable and the service-delivery of a certain standard. These highly rated stations provide pointers to practices welcomed by citizens and the evidence of citizen-oriented police stations.



The following were the top and average scores among police stations visited in each country on the five categories:

Table - 5
Highest Assessed and Average Score of Police Station Visited by Country and Region

Region	Country	Community Orientation		Physical Conditions		Equal Treatment		Transparency and Accountability		Detention Condition		Aggregate Scores	
		High	Avg	High	Avg	High	Avg	High	Avg	High	Avg	High	Avg
Africa	Benin	88.33	60.00	65.00	50.00	73.33	48.89	93.33	43.75	63.33	46.67	73.67	49.86
	Cameroon	100.00	69.83	100.00	57.09	100.00	52.38	100.00	57.44	100.00	54.94	100.00	58.34
	Ghana	93.33	67.50	100.00	58.81	85.00	56.43	87.50	63.45	100.00	57.02	91.67	60.64
	Kenya	95.00	70.92	95.00	61.08	76.67	49.08	91.67	63.75	77.50	48.33	84.33	58.63
	Liberia	71.67	52.97	63.33	40.31	68.33	42.03	60.00	43.28	65.00	38.28	61.67	43.38
	Nigeria	100.00	58.71	96.67	49.74	96.67	46.93	100.00	55.03	100.00	49.67	98.67	52.02
Asia	India	100.00	75.30	100.00	69.99	100.00	64.12	100.00	76.11	100.00	68.40	100.00	70.78
	Maldives	95.00	60.96	100.00	66.15	100.00	50.58	96.67	54.04	100.00	53.65	95.67	57.08
	Pakistan	99.29	72.54	99.29	73.47	94.29	63.90	98.57	71.61	99.29	68.05	98.14	69.92
Latin America	Brazil	97.50	65.12	100.00	66.40	100.00	58.54	98.75	48.79	86.25	47.03	92.50	57.19
	Chile	100.00	79.93	100.00	76.75	100.00	70.95	100.00	71.41	100.00	71.08	100.00	74.02
	El Salvador	90.00	73.03	83.75	65.15	66.25	52.58	78.75	58.33	66.25	45.71	73.25	60.00
	Guatemala	76.67	66.92	69.17	59.42	61.67	50.58	71.67	59.62	63.33	45.96	68.17	56.50
	Honduras	73.75	60.00	62.50	48.61	52.50	44.58	73.75	57.36	37.50	35.00	53.50	51.28
	Nicaragua	88.75	75.16	93.75	74.22	87.50	69.38	78.75	66.88	76.25	64.53	81.25	70.03
	Peru	73.33	54.67	71.67	48.17	66.67	39.00	73.33	51.83	73.33	41.17	64.33	46.97
North America	United States	100.00	88.86	100.00	86.47	100.00	87.39	100.00	87.99	100.00	90.31	100.00	88.15

Source : Police Station Visitors Week, 2012

TRACKING CHANGE AND IMPACT: PSVW 2012

Has the PSVW helped to make police stations more citizen-friendly? Are the human right standards advanced by the programme been reflected and practiced in police stations? And if so, what has been adopted and what are the changes? Has a stakeholding to improve citizen access to justice been created at the local level? Are citizens more willing to report crime?

Change is discernable in the 'look' of police stations – 'clean and green', have been whitewashed, painted, new furniture and equipment, freshly painted signs and information boards with pots and plants lending a welcome ambience. It is evident in citizen surprise in the attention they have received from police. But, how can this change be measured and mapped? And, does this change impact on citizen-police relations, in public confidence to report crime, in delivery of improved services and secure environments? Change has been tracked qualitatively and quantitatively. Empirical evidence of changes in police stations on the five categories along with assessments under each of the 20 indicators has been captured from interviews with station head commanders. The aggregate agreement to PSVW contributed changes made in police stations globally, combining the range of categories is 44.0. Within the regions more significant change was reported in Asia where nearly 51 per cent of station commanders mentioned change on an aggregate, followed by Africa (42 per cent), Latin America (30 per cent) and North America (27.5 per cent). Within the five categories community orientation with changes in space and facilities dedicated to assist public request for services at the stations, improvement in information available on how to report a crime and obtain public services and well-advertised location of police station recorded the largest change (49.0). The same pattern with the most change in Asia followed by Africa, Latin America and North America was reported. Improvement in physical conditions with cleanliness and order in police stations, better conditions of building and furniture registered the category with the second largest improvements (47.91 per cent). The next category that marked most change was that of transparency and accessibility (43.05 per cent). Additional services included information describing how to make a complaint against police staff for misconduct and available mechanisms, such as, ombudsman, internal or police complaint bureaus. Changes were also recorded in increased sharing of crime patterns, availability of hotlines or community access to data. Under equal treatment state commanders agreed to PSVW incorporated changes to the extent of 40 per cent. Services incorporated change within this category was in creation of facilities for women, such as, separate rooms, privacy in interviewing crime victims and representative staff. The least changes were noted under the category of detention condition (38 per cent). Within this category improvement in hygiene and sanitation conditions for detainees and improved security considerations, such as, safe custody and surveillance formed part of the modifications in stations.

Within the regions the most marked changes were in Asia followed by Africa. A detailed look into the regions reveals that in Asia the majority of the police stations visited 39.7 per cent were in India and that too dominated by the State of Punjab. It is in Punjab that the governance reforms where improvement in citizens services related to policing has been a forefront concern and reflects the changes. There has been legislative support to modernise police with state leadership urging upgradation of police stations along with a community-oriented policing approach-advocated by IDC.

Table – 6
Regionwise changes made in the police stations on the following dimensions as a
result of participation in the PSVW from 2006-2012.

	Asia	Africa	North America	Latin America	Global
1. Changes in Location of the police station (for example, accessibility, ease of location, transport links, signage)	57.32	46.07	16.67	17.99	46.31
2. Changes in Space and facilities dedicated to serving the public arriving to report crimes or to make other requests	66.16	43.93	25.00	33.09	52.48
3. Changes in Information available about reporting a crime and/or obtaining public services (for example, information brochures, information desks, posters, videos)	60.10	41.07	41.67	41.73	50.30
4. Changes in Staff allocated to serve the public and / or report crimes	48.74	55.36	33.33	33.09	48.13
Community Orientation	58.08	46.61	29.17	31.47	49.30
5. Changes in Order and cleanliness of the police station	61.36	63.93	25.00	40.29	58.16
6. Changes in Condition of the building and the furniture	60.61	48.21	50.00	43.17	53.33
7. Changes in Work conditions for police station's staff (for example, office space, facilities, equipment, computers)	58.84	37.14	41.67	42.45	48.49
8. Changes in Conditions for victims or witnesses to identify detainees without being seen (for example, rooms with one-way mirrors, rooms with small holes that only allow for one-way viewing, video links)	40.40	22.50	25.00	25.90	31.68
Physical Conditions	55.30	42.95	35.42	37.95	47.91
9. Changes in Facilities available for interviewing crime victims and witnesses in cases which require privacy (for example, domestic violence, partner assaults)	47.22	38.93	25.00	30.22	41.23
10. Changes in Facilities and conditions specifically available to women (for example, bathrooms, changing rooms, cleanliness)	50.25	41.43	25.00	27.34	43.05
11. Changes in Services available to persons with physical disabilities (elderly people, temporarily or permanently injured persons) to access the police station (for example, ramps for stairs, wider doors)	49.49	25.71	16.67	30.22	37.73
12. Changes in Services/referrals specifically available to minority groups (for example, victim services, female staff to help female victims, counsellors, medical personnel, legal assistance, language assistance)	51.01	40.36	16.67	23.02	42.20
Equal Treatment	49.49	36.61	20.83	27.70	41.05
13. Changes in Information available to the public on patterns of crimes in the area served by the police station (for example, charts, maps, displays, posters, newsletters, hotlines, a computer with information available to the public)	46.46	38.57	50.00	29.50	40.99
14. Changes in Information available to the public regarding the police station's performance (for example, number of arrests, crimes unsolved and solved, results of citizen satisfaction surveys, cases on trial)	43.43	45.00	33.33	30.22	41.60
15. Changes in Information available describing how to make a complaint against police staff for misconduct (for example, complaint boxes, posters, brochures, contact details of police ombudsman's office/internal affairs/police public complaints bureau)	56.31	38.93	25.00	30.94	45.71
16. Changes in Identification of police station's personnel (for example, name or number tags, strips, uniforms)	41.67	56.43	16.67	27.34	43.89
Transparency and accessibility	46.97	44.73	31.25	29.50	43.05
17. Changes in Detention area security conditions (for example, surveillance, safe custody and movement of detainees)	48.74	42.14	25.00	24.46	42.08
18. Changes in Detainees' identification (for example, names, tags, identification numbers)	39.65	27.14	8.33	12.23	30.35
19. Changes in Facilities and conditions provided for lawyers or families/others to visit detainees (for example, meeting spaces, access to telephone, ability to bring food for detainees)	38.13	40.71	16.67	20.14	35.67
20. Changes in Sanitary conditions of the detention areas (for example, cleanliness, bathrooms and ventilation)	52.27	48.57	33.33	27.34	46.55
Detention Conditions	44.70	39.64	20.83	21.04	38.66
Aggregate	50.91	42.11	27.50	29.53	44.00

Source: Police Station Visitors Week, 2012

Police station and police services for citizens has been one of the thrust areas for the governance and the PSVW has provided ready indicators to guide these improvements. A similar situation exists in Africa where CLEEN the Altus partner organisation has spearheaded police reforms in the host country of Nigeria that has dominated the police stations visited in Africa. But, these changes also get reflected in countries of Ghana, Kenya, Liberia and Benin which have been regular partners in the PSVW and have incorporated a number of services as indicated in the PSVW kit. In fact, in all Altus consortium member countries the police stations record a higher change since these organisations have been working on police reforms and police station improvements for more than a decade. North America has registered a least percentage of change. A number of human rights standards are already reflected in the basic services provided in these stations which the PSVW kit addresses.

Table – 7
Regionwise Impact of PSVW on Civil Societies Team Leaders

	Asia	Africa	North America	Latin America	Global
Network with local police	90.12	87.90	92.86	78.13	89.10
Be informed on international human rights standards in police stations	81.46	81.53	71.43	56.25	80.55
Become aware of local policing reform or community-policing programmes	89.06	85.35	85.71	87.50	87.82
Participate in discussions and in sharing concerns related to police services or be part of initiatives and networks with other stakeholders.	87.69	85.35	100.00	84.38	87.03
Aggregate	87.08	85.03	87.50	76.57	86.13
Source: Police Station Visitors Week, 2012					

The impact of the programme was also evaluated from civil society team leaders as part of the police station assessments. Team leaders record agreements on four aspects of PSVW-related capacity-building. These pertain to networking with local police, in which 89 per cent agreed that the visits help them to establish an ongoing relation with local police. The next highest agreement pertained to awareness regarding local police reforms and community-policing programmes that are being held in their areas (88 per cent). Civil society members also found that they became part of a dialogue with other stakeholders regarding police services and even become part of stakeholder networks (87 per cent). Team leaders reported to the extent of 82 per cent that the visits helped them in being informed on international human rights standards in police stations. Within the regions there are variations in the nature of supports system and capacities that evolved. In Asia as in Africa, the impact was most in terms of networking of local police (90 and 88 per cent) followed by awareness of local policing programme (89 and 85 per cent) and networking with stakeholders (88 and 85 per cent). In North America, a networking pattern with civil society stakeholders (100 per cent) was stronger by networks with local police (93 per cent). Awareness to local community-policing initiatives was enhanced for 86 per cent of the team leaders inputs on human rights standards were significant at 71 per cent. In Latin America, the programme was most useful in terms of generating awareness on local policing reform and community programmes (88 per cent). The networking with civil society was higher at 84 per cent in comparison to the networking with local police at 78 per cent. Overall, team leaders found PSVW to be highly significant. Also, 72 per cent of the visitors mentioned they were willing to seek police services after visiting the police station.

EMERGING TRENDS OF ENGAGEMENT

Qualitatively, the PSVW can be seen to advance police station reforms and citizen security in three broad patterns. One, in which the PSVW has been integrated to promote and shape local reform. Second, the human rights standards of the PSVW have been adopted by police stations and the third, where the process and program acts as an entry point to build citizen confidence in police and initiating improvements in stations.

I. INTEGRATION WITH REFORM PROCESSES

In the first pattern, the PSVW is integrated with ongoing local reform programs with the police, stakeholders and member organisations. The international human rights standards as contained in the PSVW are being promoted in keeping with the local-cultural needs. These standards have been incorporate in strategic police plans, as part of model police stations and service benchmarks, as indicators and monitoring tools in performance and guide research in police-community partnership processes. The reach, range and subsequent change depends on the nature and scope of the reform process in different sites where the PSVW provides support to extend ongoing initiatives and to reach out to the community. For instance, the reform process could be a

“Let People own the Police Station the way they own a school. Unless Police Station are reformed, other reforms may not actually benefit people”,

Deputy Chief Minister and Home Affairs Sukhbir Singh Badal, Punjab, India

governance initiative of which the criminal justice reforms are a part as in the case of Punjab, India. In other countries the focus could be on the criminal justice reform itself as the J4A Justice Program in Nigeria within which the PSVW is held. Or improvements may be in specific aspects of policing, such as, in community-policing program of the Community Safety Forum in Kenya. In Punjab, India, the creation of a separate community-police structure is an institutionalised effort to integrate community-policing with the existing police system. It has involved state statutory mandate, raising of buildings, infrastructure provision (computers, reception areas, drinking water, air conditioning, etc.); a community affairs division with role responsibilities defined in a six-tier system built-into the existing policing organisation; trained staff for the service outlets; coordination mechanisms between centres providing non-cognizable and police services with stations registering cognizable offences and related facilities; budget allocations and finance generation through nominal charges in services and the establishment of a joint community-police registered NGO to manage these services. The PSVW promoted standards find resonance in building outlay, staff capacity-building, representation of and engagement with diverse community components, online transparent service-delivery, built-in monitoring and grievance redressal and service networks. This has been possible since IDC the Altus member, is working on governance reforms with the state government, and at the police level it is partnering the community-policing initiative and providing capacity-building and monitoring services. In Nigeria, the Altus member CLEEN houses the civil society panel on police reforms in the country and serves as a parallel and complimentary panel to the committee setup by the government to review police reforms. Additionally, it collaborates with the Ministry of Police Affairs (to audit police barracks and stations nationwide) and

the National Human Rights Commission to protect the rights of citizens including those of police officers. Along with state institutions CLEEN is a consortium member of J4A (Justice for All model police stations (MPS) Programme) that assists the Nigerian Police Force (NPF) to deliver more effective and accountable police services through a range of activities. The goal is to increase public willingness to report crimes and enhance police capacity to respond and investigate crimes effectively. The MPS, audits, protection of rights are new, but the interventions are in line with the 2006 PSVW indicators – architectural designs, availability of facilities, strategies and processes at the pilot police station that impact on police service-delivery, accountability and protection of human rights. The assessment of the pilot police stations included the PSVW indicators policing infrastructure, resources, local policing policies, crime reporting systems, record keeping, crime data and statistics, procedures for dealing with victims, witnesses, special needs persons, prisoner handling procedures, community consultation processes and interaction with local stakeholders, feedback and complaint mechanisms. The PSVW 2012 provided a platform to showcase the changes in the model police stations and impact on members of the public. Under this trend the PSVW has been able to promote:

- Capacity-building:** Modernisation programs that have provided infrastructure facilities, equipment and recruitment of staff has been supported by PSVW activities in training staff, reorganising infrastructure and creating systems of service-delivery. Capacity of police staff has been built at three levels: at the level of constabulary, station commander and police leadership. Ongoing staff training programs have been incorporated with the five categories of the PSVW kit providing substantive guidance to needs of vulnerable groups, community orientation and designing of police protocols to a service-delivery approach from an earlier enforcement agenda. Police commanders have been oriented to the five dimensions as relevant to their local contexts. The police leadership that has been engaged with planning and designing of the reform programs have taken care to provide relevant support for gender issues, caste considerations, needs of



minority and migrant groups in both countries of India and Nigeria. Here the PSVW has been an annual event for the past six years and police leadership has helped to evolve this program by increasing the outreach to newer areas, building capacities of police stations over the years using the PSVW to track and monitor changes and taking feedback from civil society partners. For instance, with the modernisation funds police stations infrastructure has been created or where old buildings have been reorganised, the PSVW input has helped to create spaces for reception areas, delineate work areas from detention and waiting rooms, providing television for visitors or monitoring facilities within the station. In others, pilot programme assessments under the J4A, Nigeria led to specific PSVW related changes in Isokoko Station, Lagos – as making the front office more welcoming and spacious to serve the public, the Family Support Unit (FSU) with trained police personnel to handle gender-specific cases was designated, information to report a crime was installed as was information about suspect rights, provision for grievance, complaint systems and free legal aid under the legal advice scheme were initiated. Visitors have been exposed to the creation of systems, such as, data bank, online registration of reports, retrieval systems giving them the confidence that the police stations are modern, efficient and responsive to the citizens' needs.

- **Taking civil society members on board:** Police leadership is aware that being involved in a global program creates citizen confidence in the capacity of their police and in the transparency mechanisms of service-delivery. The PSVW with its dual approach of police and non-state stakeholders creates tie-ups with human right organisations and citizen-based groups to collaborate with police and mobilise citizens to engage with police services. Civil society members and the Human Rights Commission in Nigeria have become partners to strengthen police services, partner police in programs and to encourage citizen partnership in service-delivery and crime prevention. Usalama Forum, Kenya reports that since 2010 the PSVW has helped to shape their work with the police. The organisation has been in partnership with police to promote community participation in security reforms. As part of this programme, it assessed 12 police stations in PSVW 2012.



Committee Members, CPRC, Punjab, India

- Vulnerable groups on the agenda:** The focus of the PSVW on equitable access to services and considerable attention to gender issues is mirrored in other dimensions of local reform processes. Increased female/minority staff recruitment; round the clock female police presence in police stations, capacity-building programs specially on gender, Scheduled Castes, ethnic groups; catering to their needs by programs targeted for women safety, considerations for minority rights; availability of poster and hoardings in local languages; documentation of data on gender and even migrant groups, care to include minority members and poor in committees of the police station. Monitoring units to ensure maintenance and mainstreaming of these programs of the police services have been a fallout of the initial investment in need of disparate populations. As part of community safety strategies to plan and build local safety practices USALAMA Foundation, Kenya is promoting the community safety forum. The forum works on police accountability, police-community led crime observatory or crime clock to record trends in crime that affect community development, identify community protection groups or local elders using alternative dispute resolution mechanisms that respect the rights of perpetrators and victims. The PSVW was used as part of the community interaction with police, promoting indicators for a safer community. It demonstrated how citizens, at risk groups and partners can be involved to improve police services and engage in crime prevention strategies.



PS Jigawa, Africa

- Assessment measures:** The PSVW kit offers a clearly defined assessment criterion to benchmark, monitor and improve police stations. CLEEN as a consortium member of the J4A was able to assess the performance of three model police stations based on visitor ratings and provide a feedback to the programme. The community-policing structure, Saanjh Kendras in Punjab have been assess by PSVW related measures as part of the PSVW 2012 in which 302 police community service centres participated and Mansa was adjudged and recognised as the best centre in the national PSVW workshop held in 2013.



PS Baliawale, Bhatinda, Punjab, India

- **Building onus on civil society to participate in creating safe environs:** Community-policing structures and programs that have built-in role of



PS Yaba, Lagos, Nigeria, Africa

and programs that have built-in role of community leaders, position holders and human right workers encourage stakeholders to plan and deliver services rather than demand police efficiency. Civil society engaged with police has been mobilising visitors for the PSVW, sharing media space with police commanders to highlight their stakeholding, promoting rights standards through media and social networks. As Usalama, recounts, since 2010 the PSVW has been shaping our work with the police and has established a community forum that partners with police to prevent crime.

PSVW is a very interesting programme by the Punjab police which helps in establishing good dealing between police and public. During this week, public is imparted awareness as well as preference in police stations and due to this every citizen wants to participate in it.

Visitor, India

- **Police stations a site of community-police interface:** Police stations have been an alienated space for citizens and an exclusive domain of police control. The PSVW has encouraged the participation of civil society and local residents to make stations citizen-oriented, helped networking of service-delivery programs and units, such as, domestic counselling centres, grievance redressal cells to accept police stations as a public service-delivery institutions. As a community leader explained, ‘the New units that the government has installed are really a top class service – now for any domestic disputes respectable people can visit these centres, sit in comfort, be treated with dignity and try and get their situation resolved. Even if one loses a mobile, it is now so easy to go and register a report – no hassle – just go, stand in the queue and you are out in no time’ (Punjab, India).

Police hold lok darbar to dispose of pending complaints

HT LiveCorrespondent
ludhiana@hindustantimes.com

LUDHIANA:As part of the police station visitors week, assistant commissioner of police (north) Swapan Sharma on Sunday organised a special lok darbar at Division No 1 police station to dispose of pending disputes.

As many as 23 complaints from Division No 1, Division No 4 and Salem Tabri police stations were redressed on the occasion. Of these five complaints were from Division No 4 police stations, while nine each were from Division No 1 and Salem Tabri police stations.

23 COMPLAINTS FROM DIVISION NO 1, DIVISION NO 4 AND SALEM TABRI POLICE STATIONS WERE REDRESSED ON THE OCCASION



Police personnel listening to the complaints of residents at the Dugri police station in Ludhiana on Sunday.

HT PHOTO

Assistant commissioner of police (Atam Nagar) Mukhtiar Singh also organised a special meeting with residents of the area at his office in Dugri. The ACP told the gathering about the Right to Service Act and the services provided at Suvidha Centres of police. The police also invited suggestions and complaints from the public.

Meanwhile, ADCP (city-1) Nilambri V Jagdale and ACP (central) Ramneesh Choudhary also held lok darbars at Division No 2 police station and redressed pending complaints. The police aim to dispose of all pending matters in various police stations. The police also organised rallies to spread awareness about social evils on Sunday.

- **Evolving services and partners:** Changing and adapting to citizens needs by the police-community initiatives has been highlighted by the PSVW reflecting police responsive to emerging situations and citizen demands. The provincial level community-policing programme in Punjab has now spread to specialised

Units at the sub-divisional and police station levels, reorganised station level units to common safety needs of citizens. The PSVW has drawn support of district level state structures to link administrative, police station and community-policing services as one programme to underline the citizen-oriented approach of the state. Usalama, Kenya has used a multi-stakeholder approach for establishing a community safety forum and linked the PSVW initiative to promote the role of community elders, groups at risk and local partners to assist police to respond to specific issues of crime prevention.

- **Accountability to service as a right:** A number of initiatives to create services are part of reform initiatives which have been advertised by the PSVW. The creation of grievance redressal bodies to register and hear complaints against police staff, online complaint mechanisms, feedback meetings, protocols for staff recruitment and training are well-received by visitors, signalling police commitment to responsible policing. Time-bound services with penalties – number of days to process a crime report, for tracking of complaints, on passport verification, on arms licence has been welcomed by PSVW visitors as ‘police means business’, ‘officer are now answerable to us’.

“The police station visit was the most significant assessment on police reforms in Kenya. After March 2013 elections, the new devolved structures -county policing authorities and communities policing committees-as proposed by the National Police Service Act will play also critical role in accountability”.....

Geoffrey Mogire, KNUT County Executive Secretary

- **How does the PSVW advance the reform process?**
 - Integrated response of civil society and police to citizen rights
 - Evolving state and non-state stakeholder coalitions
 - Recognition to vulnerable groups
 - Incorporating global standards in all aspects of service-delivery
 - Making safety a people’s agenda
 - Providing visibility to structures of responsive citizen-centric policing
 - Promotes citizen-oriented monitoring mechanisms

II. ESTABLISHING HUMAN RIGHTS STANDARDS IN POLICE STATIONS

The PSVW is helping to make the five categories of human rights standards integral in police stations. Pattern participating police agencies are incorporating international standards as patterned under the PSVW kit. These

“The success of the Nima police station, the adjudged best police station in Africa will be replicated in all police stations across the country”.

Minister of Interior, Ghana, reporting to the Parliament on security sector reforms

reflect in installing facilities and services, consolidation of citizen-friendly services and snowballing of good practices to other police stations. At both the level of police and stakeholders these efforts encourage citizen engagement at the police stations. A significant impact has been the demonstration that reforms deliver. To illustrate, citizen recognition of improved services, change in police public dealing, networking with police units in USA and rights-based facilities at Nima, a Ghana station, encouraged the Minister of Interior, to report to the Parliament on security sector reforms that “the success of the Nima police station, the adjudged best police station in Africa will be replicated in all police stations across the country”. A number of stations have already made changes, in Kaneshie Station, the reception infrastructure has been improved, detainees have been provided television and efforts are ongoing to evoke partnership with the ‘migrant’ trading community in their jurisdiction.

The human rights standards that are advanced may be limited to only the five dimensions promoted by the PSVW kit, or some parts extended as programs evolve specific aspects, such as, services for the poor, young, women, older generation within the community-policing programs being promoted. The PSVW has been useful in:

- **Raising the quality of services:** By initiating specific practices, such as, sharing crime statistics, providing detainee details outside holding cells or ensuring police officials wear uniform and name tags, gives content to claims of police sensitivity to human rights and citizen-oriented services. In the Brazilian state of Sao Paulo, officers point out that the PSVW helped to create the office of the police ombudsman (SAC). The civil police initiated the programme after the PSVW highlighted the lower scores in the accountability and transparency category in the regular post-visit feedback to the police. The SAC telephone number was then hung on the walls of all police stations. Other improvements supported



by the visits relate to information regarding the number of crimes and detentions, improvement in police identification, both of which were absent prior to 2009; attending of local public security council meetings by station chiefs and attention to basic facilities in police stations, such as, drinking water, toilet paper and space for diaper change. In the three Brazilian states where the PSVW was held, visitors noted the gender

services – a designated officer (even a police station chief) was in-charge of registering and investigating domestic violence and crimes against women, separate lodging for women staff, agreement with NIAM, a social service agency to help handle cases of violence against women, have helped to spread awareness of police responsiveness to women, encouraging the registration of crime against women. Provision and upgrading of services has been reported in all participating countries.

- Giving recognition to police station changes:** By linking modernisation of police stations to global standards provides meaning to initiatives, such as, providing signs and directions to the police stations, making police station clean and welcoming as a legitimate citizen-friendly initiative rather than only a modernising program and utilisation of funds. As



one visitor put it, “My impressions of this police station are very positive. I was well-attended to, and my doubts were cleared. Also, what surprised me was the station chief’s comment, that the aim of his work was to serve the community instead of having a beautiful building.” Many of the police station chiefs in Sao Paulo mentioned that the recognition bestowed by the award of the top police station encouraged them to participate in the PSVW. The programme is an acknowledged contributor to the development of police service in Brazil.’ We have seen a sea change in police stations since we first took visitors to PSVW in 2006 – their upkeep, facilities and it is not just modern looking stations, but the attitude of the police staff has become welcoming and decent,’ Chandigarh, India.

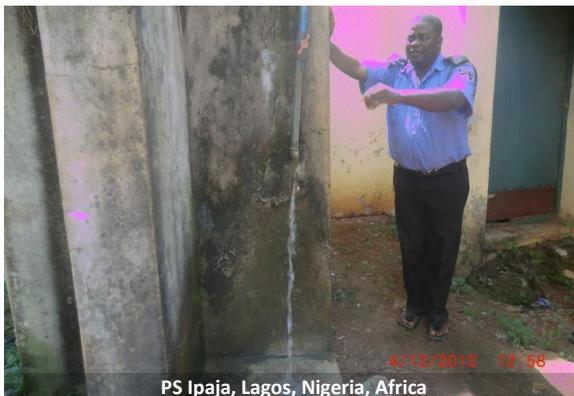
- Change in ambience outlook and service:** Replication of the human rights standards regionally and globally strengthens the relevance of service-delivery orientation of police and the community oriented approach to citizen safety. It strengthens aspects of service-delivery as a mandate of police work rather than a public relations activity. In Monrovia, Liberia visitors reported, ‘physical changes – a change being the constant maintenance of the police station’. ‘We also saw a newly constructed structure that hosts the Professional Standards Division (PSO) which is responsible to investigate police misconduct’. This was included as a best practice and visitors perception regarding the police and its relations with the community were reported to have improved.



- Networking with service-delivery organisations:** The PSVW dual approach has helped police to build bridges with civil society organisations, rights-based bodies, interest groups, such as, resident welfare committees, religious organisations or market councils to deliver client-based needs. In Ghana, the Nima neighbourhood watch dog committee works to assist the police to track down criminals and also network with the police to make police services more accessible to the community. Participation in the PSVW created an opportunity for them to interact informally with the New District Commander of Nima and also identify new areas where they can partner and work. The Brazilian Forum on Public Safety (IBSP) a promoter of police safety management and technical provider who participated for the first time in 2012 found the activity useful in networking with the police station chief – informing him of their activities, learning the daily routine of police stations and how they engage with citizens and community so that they can evolve a strategy to work with them.
- Raises a demand for improved infrastructure and facilities:** In sites where the PSVW remains to be integrated with ongoing reforms, the tool is an instrument to guide the reform process, to improve police station services and equip civil society to promote citizens rights. After the visits in Chile and learning about the police work and the confidence gained in interaction residents reported that they had the right to ask or request that the police follow the rules. CIPREVI in Central America will be using the PSVW citizen assessment to propose changes in police stations under the reforms programme. The feedback has already been shared with NGOs and police agencies that are part of the Central American Regional Violence Prevention Platform.



Police stations that have been assessed as poor in physical conditions and facilities find the PSVW as an evidence and attention pointer to their leadership to improve their conditions. In Nigeria, a team reported that their perception of the police station changed since past visits they ‘expected to see well-equipped offices, better sanitary conditions and a neat environment’. When stations are not reflecting improved standards that civil society exposed to the PSVW expects, it reports the gaps and pressure to upkeep achievable standards.



PS Ipaja, Lagos, Nigeria, Africa

Poor work conditions has also lead to support of the community. In Benin, after WANEP’s first participation in PSVW, they built relationships at the police stations. The interaction made them aware of the difficulties the police encounter in basic functioning. In 2012, WANEP donated printers, office supplies and maintenance

roducts for police stations to help cleanliness and quality services to users and also financed officers to attend training on human rights and on the regional ECOWAS early warning system. In 2013, WANEP conducted a workshop with the police on respect for human rights while maintaining order at public events. They are in discussions with the police to extend the PSVW to many other police stations in the country. For the police also, the PSVW kit serves as a performance measure – for the investigative police in Chile the PSVW has served as a basic tool in tracking reforms it has implemented to improve the quality of its services.

- **Collaborating to provide a boost to community orientation programmes:**

By linking service-delivery to safety and security, community outreach programmes of the police stations have gathered momentum and authenticity. The Community Policing Unit in Ghana was established to respond to the needs of the communities and individuals for protection and to build partnerships and community engagement in its operations. It works mainly to forge collaboration between the police and the communities in fighting crime, providing security and safety for citizens in a way that permits the building of real partnerships and joint responsibility for security in the communities. Partners include people through Neighbourhood Watch Groups, the Crime Protection Assistants (CPAs) and police mobile patrols in the communities, to inspire public confidence in the Police Service. The Unit's experimental focus has been on selected areas of the Greater Accra region. By participating in the PSVW members of the neighbourhood watch and citizens have helped the police to improve relationships with the public providing practical reference points to citizen focused police services. In Chile, the PSVW has informed citizens of the changed role of investigative police. The role of this police has largely been detective work, but under the recent reforms, the community service aspects have been strengthened of which the public is largely unaware. By observing the nature of work they are carrying out with residents, visitors mentioned it made it easier to report crime.

“Waah! look at me monitoring the police in an official manner, something that has never happen in my career, it has strengthen our relations with the police.”

Ms. Atam Glory, Programme Officer; Organization for Gender, Civic Engagement and Youth Development

Partners include people through Neighbourhood Watch Groups, the Crime Protection Assistants (CPAs) and police mobile patrols in the communities, to inspire public confidence in the Police Service. The Unit's experimental focus has been on selected areas of the Greater Accra region. By participating in the PSVW members of the neighbourhood watch and citizens have helped the police to improve relationships with the public providing practical reference points to citizen focused police services. In Chile, the PSVW has informed citizens of the changed role of investigative police. The role of this police has largely been detective work, but under the recent reforms, the community service aspects have been strengthened of which the public is largely unaware. By observing the nature of work they are carrying out with residents, visitors mentioned it made it easier to report crime.



- **Enabling citizens to ask for their rights:** Regular visits to police stations, learning about citizen rights and police efforts to promote human rights has provided confidence to even the most marginalised sections of society. In Chandigarh, India, commercial sex workers (CSW) were fearful to come in any contact with police. As part of the civil society network that has



PS Sector 17, Chandigarh, India

been assessing the cities' police stations under the PSVW, CSWs report a new confidence. 'We can now talk openly to the police, we know how to lodge a First Information Report, that we do not need to hide from the police and some of us have already used this contact to resolve a domestic dispute and case of theft in our home'. In USA, the visits acted as a bridge for civil society to link police and community. 'We participated to build a stronger relationship (with the police district), so that we can more effectively

communicate on any crime-related issues to the community and so that we will be able to help community members report any crime.'

- **Sensitisation of police staff:** The annual visits have helped to reorient police staff to citizen needs and human right perspectives. The defined

Regarding the participation of the Investigative Police in PSVW, police officials have said the following: "This is a good tool for us," "It is important to know how the BICRIMs (stations) are functioning as a unit," "The regional chiefs see the PSVW evaluations as a challenge," "Altus addresses different issues that are important for the public and how we view the public from the police perspective."

Police Officer, Chile

indicators of the PSVW kit located within the policing domains are concrete examples of police services that are easy to adopt and found relevant. Preparation for the

visits includes orientation of participating police units to the practical details on which citizens will assess stations. Gearing up to provide these services equips staff with the global standards. In Chandigarh, India, the station chief was of the opinion that the PSVW has given guidelines and a goal to keep the police station citizen-oriented not only during that week, but also throughout the year. 'Now I take time to talk to complainants and assure them that proper investigations will be conducted'.

"The community's participation in this type of initiative is positive, so they get to know and evaluate the station positively or negatively, because this is how changes are made."

The Chief of the Quillota police station, one of the best-evaluated units for Carabineros of Chile

- **Civil society and citizens more responsive to police concerns and public safety:** A regular civil society partner from Brazil NEPS finds the PSVW improves the dialogue between researchers and public safety practitioners, improving the quality of their work on police reforms and public policy. FBSP, another Brazilian NGO pointed out that the PSVW has encouraged them to enlarge the network from security professionals to the community to strengthen intervention projects with the police. Citizens in a US city felt it was their way of ‘helping the community and police make important decisions that affect others by participating and providing our opinions.’ A similar sentiment was expressed in Pakistan, where team members felt it was ‘their social and moral responsibility to see and check public service department, to suggest ways to improve performance and keep duty bearers accountable.’ CIPREVI - the civil society implementing the PSVW in Central America, for the first time found the programme to be an enriching experience, learning about processes for assisting victims of violence as well as the working conditions of police personnel. The organisation has now decided that issues of policing and violence prevention will be a priority in their research agenda for 2013-14. Sharing of crime statistics, recreating of public spaces in police stations, friendly ambience have all helped to engage citizens with the police to create secure environments.

- **How has the PSVW advanced human right standards in police stations?**
 - Promotes service-delivery networks.
 - Strengthens programmatic interventions and community-policing initiatives
 - Builds civil society and police station capacities
 - Creates citizen demand for standard services.
 - Encourages citizen engagement with police station services and staff.
 - Equips police staff with human right standards.
 - Addresses global standards as a right.
 - Adaptation and replication of good practices.
 - Acceptance of oversight bodies as a global standard.

III. PSVW AS A TRUST-BUILDING MEASURE

In a third strand of supportive activities for police station reforms the PSVW has helped to initiate trust and support within the community. This has been a local response to individual leadership initiatives to induct the PSVW human rights standards. Thus, changes may not have occurred at the organisational level, these may be ad-hoc, disappearing when station commanders are posted out and stakeholders are committed elsewhere. In these sites the PSVW has been able to:

- **Change citizen perception towards police:** Citizens who have been part of these visits have found their image of the police changing with the police welcome, learning about difficult circumstances in which the police are



PS 100º DP, Jardim Herculano, São Paulo, Brazil

working by gaining information on the process and roles of police and through information on particular programs. In Rio de Janeiro, a visitor mentioned that the ‘participation in the PSVW is important for building a new relationship between the police and the community which, in this area, was always marked by blood.’ Similarly in Nigeria, in some police stations visitors perception of the police changed. ‘Before the visit, we had the idea that the police station is a no-go area for

civilians. Having seen the brutality by some policemen we had always thought that the same attitude will be exhibited to us.’ But, more than just visits, real changes continue to be awaited in other stations as another visitor stated, ‘the visit did not change our perception of police, for the practice is as before, extortion – all because they are in uniform with gun, no respect for human rights at all.’



PS Cantt, Pakistan

In other areas, the visits have informed residents of the new policy of transparency and accountability of Chile’s Uniformed Police under which detailed information regarding their work, and crime levels by municipality have been placed on their website; information on the “quadrant plans” for crime control, telephone numbers of police station by area, and the community engagement activities carried out in each station. Visitors in Guatemala found a human

“We can now safely go to any police station for redress or services being provided by the police without the negative thought/perception that these services will not be delivered.”

face in the police, seeing first the challenging conditions of their work. In Cameroon, after the exposure a visitor thought that people label the police negatively as they have not bothered to know the problems with the police, ‘these rumours are also because people disrespect the police, but expect the police to aid them on their calling.’ In Ghana, visitors mentioned that their perception of the police was that they made arrests even without evidence of crime, but we now realise that we can talk to the police.

- Exposure to improve police stations:** First-time participants to the PSVW find that the scope and possibility for improving their police station exists and viable practices for citizen security demonstrate the possibility. In Liberia, participants mentioned that the PSVW was a new development that has brought the police and community to a point of interaction, unlike the past where the community would see the police as a non-receptive group.



PS 13ª DP – Ipanema, Rio de Janeiro, Brazil



PS Center Street, Monrovia, Liberia

“Our participation in the PSVW exercise gave us appreciate challenges faced by the Police while performing their duties. It is the need of the hour to advocate other community members to encourage government and donor organizations to help the police acquire requisite equipment and supplies for the effective discharge of their duties.

Visitor, Liberia

- Attention to vulnerable groups:** By including citizens from poorer households, less educated people, representatives of sex workers, gay activists as visitors, checking out services of their relevance has raised attention to needs of people who are on the margins. Partners specialising the rights of the powerless, co-opting programmes engaged in slums or with women or selecting police stations located among poorer sections were part of the mobilising strategy to reach out to people on the margins. While not all approached participated – in Brazil some of



PS 45ª Comisaría Cerro, Navia, Chile

the poor people declined to visit, fearing contact with the police. There were, however, others who had unsatisfactory experiences with the police and participated and after positive encounters in the PSVW wanted to be part of the process to improve services. In Sao Paulo, a visitor mentioned

"It was an honor to have participated in this valuable and important activity, which is especially relevant for promoting equal rights for all social groups, including sexual minorities."

Movimiento de Liberación Homosexual (MOVILH)

she had been to a police station to register being robbed and the officer who attended to her was drunk. Another said that a police officer called her to identify who had robbed her and in the police station, she heard a group of boys screaming on being tortured to confess a crime. Another related that he was unjustly accused of theft in a supermarket because he was black. He went to the police station and the police officer told him that he could do nothing for the case, since this

should be dealt with directly with the management area of the supermarket. After participation in PSVW, he became more aware of his rights and how the police can act to protect them. All wanted to be regular visitors. In Nicaragua, the visits were an opportunity for citizens to be informed of the programmes in women station where victims are provided coordinated services and anger management counselling is given to perpetrators. Services provided to persons of all sexual orientation was found to be a positive aspect of the programme.

- **Dialogue in society for police station reform:** Even when a comprehensive change in police station may not be occurring, sections of society, some

police leaders or media has been able to initiate a dialogue or process of change. In Assam, India, which is a site of conflict between tribals and non-residents, the police focus is on maintaining public order and controlling incidents of violence. Within this context the PSVW standards and community-police interface is being explored to build citizen confidence in police and incorporating global standards in the police training academy.



"Some of the visitors mentioned that now they are familiar with the police station and would meet with the personnel in charge of the Citizen Participation Office."

Visitors, Vigil Station, Peru

- Entry point for improved service-delivery:** Support for specific programs, such as, women safety or domestic violence units have been promoted by participating in the PSVW. In El Salvador, visitors learnt the process of crime reporting, how the 911 emergency system functions and police support in domestic violence and other acts of violence. In Honduras, citizens found the community police stations model is completely different from that of the preventive police. This model seeks to involve community members in crime prevention and citizen security among which improving public trust in the police, encouraging citizens familiarity with their police stations increases the confidence of citizens to report crime.

APWCR is respected by other civil society organizations who now take us more seriously as do the community. Now top police officers pick our phone calls requesting service which is a great achievement of Cleen Foundation/Altus."

APWCR, Cameroon



PS Center Street, Monrovia, Liberia



BICRIM ÑUÑOA, Santiago de Chile, Chile

"It enabled us to discard some myths about police indifference to citizen complaints." Now the visitors see that there are police personnel who are willing to listen and support victims."

Visitor, El Salvador

- How can CBM advance trust-building equitable access and justice in police stations?
 - It propels police to get equipped with human right concerns.
 - Creates awareness of citizen rights in police stations.
 - Initiates a dialogue to make police station more citizen-responsive.
 - Gives voice to citizens and media.
 - Encourages vulnerable groups, such as, women, ethnic minorities, poor and illiterate to seek security and justice.
 - Invites civil society to promote citizen rights and equal access.

Without a doubt, the relationship between CIPREVI and the police forces of the four countries has improved. It is also important to mention that the visitors' reports will be a tool for proposing police reforms in Guatemala, El Salvador and Honduras.”

CIPREVI, Central America



GOOD PRACTICES RECOMMENDED BY CITIZENS

I. COMMUNITY ORIENTATION

1. Specialised Desks

- Social services centres: Provide information to the public and help to complainant.
- Customer care desk
- Women and child units
- Human rights desk



2. Outreach crime services

- Coordination with local bodies in resolving domestic and marital disputes.
- Staff visits to complainant to investigate/help out victims.
- On the spot resolution of marital disputes to avoid court proceedings and delay.
- Arrangement for night vigil to curb theft in the villages.
- Tie ups for mobile ambulance for road accidents – on call by dialling 108 anytime.
- Receive reports while patrolling the area.
- Posts spread across strategic positions for night and day patrol by officers leading to the reduction of crime rate.
- Designated officer for quick resolution of disputes in communities.

3. Building community relations

- Medical camps organised to build links with public.



- Use of radio communication to improve community relations and reach out to populations located in remote rural areas.
- Sharing police station space:
 - Grounds opened for jogging for people who live in the area.
 - In Peñaflo, Chile, police officers choose two letters sent to Santa Claus via the postal system and invite these children to the station where they make their Christmas wish come true.
 - Rooms dedicated to people from the community who want to read books or take the courses from specific NGOs.
 - After school, children may wait for their parents to pick them up in the police station square.
- List of public services that can be accessed by the population who live in the area.
- Open forum for receiving and treating complaints.

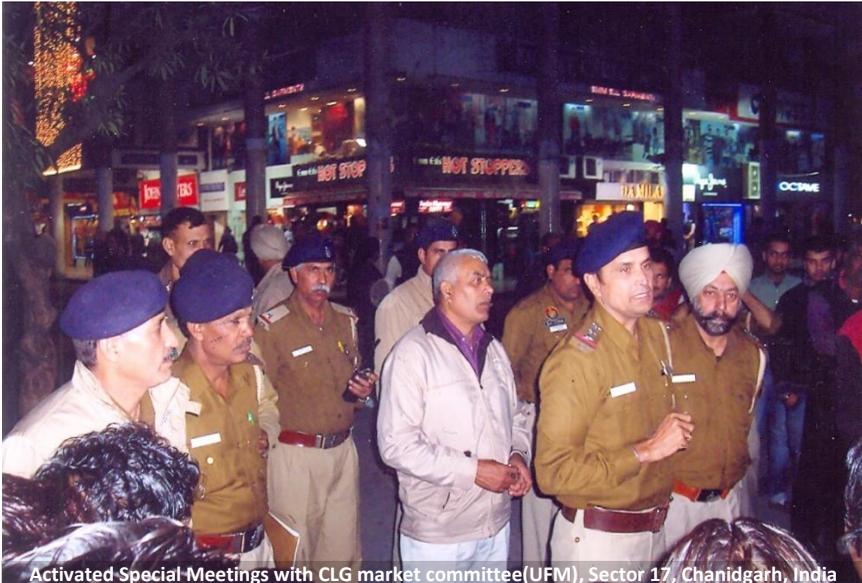
4. Care for citizens in stations

- Provision of drinking water, TV, recreation rooms for children.
- Friendliness of police station staff to citizens.
- First aid services in the police station
- Responsiveness and attentiveness of police officials to public.
- Welcoming and well-kept offices with attention to public especially to members of tribal/ethnic community.

5. Crime prevention programmes

- Awareness on social issues like crime: drugs, citizen rights, traffic rules for school children, vulnerable groups

- Regular public police interaction/meetings on drugs and crime prevention.



Activated Special Meetings with CLG market committee(UFM), Sector 17, Chanidgarh, India

- Campaigns regarding dowry-related abuse.
- Truck drivers given awareness regarding HIV/AIDS.
- Recreational activities, such as, sports for young boys as a strategy to protect them from use of drugs.
- Crime awareness media programme with support from a telecommunication company

6. Responsive to needs

- Information at reception in different languages.
- Availability of a computer for people who want to register a crime without being interviewed by a police officer.

- Summer plan to deal with the cases of victimized tourists and vacationers.



II. PHYSICAL CONDITIONS

1. Clean police stations

- Regular upkeep of stations
- Tie-up with private agencies to receive cleaning materials.

2. Hotlines or emergency lines

- Free emergency call lines

3. Facilities for staff

- Improvement of personnel quarters (for those who live at the station)
- Separate sleeping arrangements and bathrooms for men and women
- Recreation areas

4. Reorganised spaces for special needs

- Restructuring spaces and entrances in police stations to provide privacy to victims, witnesses and people reporting crimes.

III. EQUAL TREATMENT

1. Representative staff

- Availability of female staff, especially trained personnel to attend to women and children and victims of sexual violence.
- 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.

Times of India, 6th December 2012

Deprived kids take a shine to e-lessons

Aakash Sharma | TNN

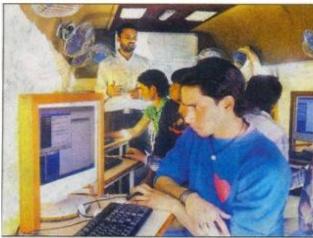
Chandigarh: For 16-year-old Vicky, the day begins and ends at people's feet. A shoeshine boy, he earns a living polishing shoes in Sector 17, earning Rs 5 for each pair. On Wednesday, Vicky's day took an unusual turn after he was picked up by the police.

Soon after, Vicky logged on to Google and Yahoo and took tips in making power point presentations at a makeshift classroom at the Sector 17 police station.

As part of the police station visitors' week from December 3 to 9, police have joined hands with a the Commonwealth Youth Programme, Asia Centre, to arrange e-learning lessons for underprivileged teenagers.

Classes were arranged in a modified mini-bus that had around six computers with broadband internet connection and a white board.

"Earlier, I had only heard



NEW WORLD VIEW: Underprivileged teenager take e-learning lessons as part of police station visitor's week; the modified mini bus where the classes are being held

about terms like e-mail, Google and internet. Today, I tried it all. It is all very interesting and now I want to learn more," Vicky said.

The class was equally engaging for 18-year-old Joseph,

who liked to flick his fingers across a keyboard rather than shoes for a change. "This was the first time I touched a keyboard. I have made a personal e-mail account and am feeling good about it. The internet is



Earlier, I had only heard about terms like e-mail, Google and internet. Today, I tried it all. It is all very interesting and now I want to learn more

Vicky | SHOESHINE BOY

lessons through e-learning under this Sector 17 police initiative. According to officials at the police station, it is part of their efforts to keep impressionable youngsters on the right track.

"Besides the lessons, we encourage children to stay away from anti social activities and spend their time in constructive pursuits, Sector 17 police station SHO Ram Gopal said.

Whether the initiative succeeds in bringing about a lasting change is anyone's guess. But for youth on crossroads, fleeting impressions matter.

2. Services for the challenges

- Wheel chair available for old/disabled people in police station.

- Braille and help to write complaints for the blind and old.

3. Attention to special needs: Privacy and specialised staff

- Domestic counselling sessions held in separate rooms for domestic disputes.
- Care of victims – provision of blanket, clothes, regular presence of a woman constable on duty.
- Police officers work with perpetrators and potential perpetrators, for example by providing anger management counseling.
- A space specifically for children who accompany adults to the police station, equipped with fun materials.
- Equality of treatment for transsexual (non-biological) women as part of their target population, and recognition of their gender identity.
- A space dedicated to mediate cases of disagreements between neighbors and friends.
- Pregnant women are not detained.
- “Legal Aid Dogs” project provide emotional support for children giving statements

4. Gender violence: Programmes and interventions



- Sexual crimes brigades (BRISEX) located throughout the country, to investigate sexual crimes, domestic violence, abandonment, child pornography, and human trafficking, among others.
- Toll-free women helplines.
- Child sexual abuse and drug use prevention workshops in schools and preschools in the municipality.
- Victim's services offices, created for providing assistance including legal aid, psychological and social guidance to people and particularly women who have been victims of crimes
- More patrolling near schools, colleges to curb sexual harassment.

5. Gender capacity-building and equality initiatives

- Women-related human rights program to create awareness among public security professionals regarding inequality and social vulnerability that affect women.
- Promoting equality between men and women in police careers.
- Capacity-building of officers at police stations on improving the handling of domestic violence and sex crimes cases.
- Gender training curriculum with ongoing training on violence against women.

IV. ACCOUNTABILITY AND TRANSPARENCY

1. Transparent reporting process and crime sharing



PLS. CALL ANY OF THESE NOS. WHILE ON DISTRESS/ NEED ASSISTANCE	
1. AREA COMMANDER	08023400797
2. 2/IC AREA COMMANDER	08027655208
3. DPO OGUDU	07037882201
4. A.T.O	08126280102
5. A.C.O I	08123143247
6. A.C.O II	08086609755
7. A.O.	08033607281
8. S.O. AREA H	08126661508

PS Ogu, Nigeria

- Information on how to lodge an FIR, free legal aids facility, etc.
- Meeting with local citizens twice a month to discuss and provide awareness on various crimes.
- Display of awareness material (pamphlets, posters) on the main entrance to provide public information on about their rights.
- Maps and charts with the number of crimes registered in the police station.
- Newsletter is produced by police station to provide information about the daily happenings around the station.
- Human rights of suspects are listed and placed in station.

- Crime and incidence mapping.

2. Community-responsive crime control programmes

- 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.
- To curb snatching/harassment in parks in the early mornings, police personnel conduct, morning parade/jogging in the public parks.
- Helplines for senior citizens, grievance redressal, crime stopper and traffic helplines.
- Proactive role of station commander to 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.

- Banners with the information and telephone of public services available in the police station area.
- Hotspot patrolling within the police station's jurisdiction.

3. Tracking progress

- Online data access system for checking progress of complaints and reports registered.
- Distribution of cards and posters of services with the telephone numbers of the police station to check on information for crimes registered.
- Feedback to people about the status of the crime registered by them.

4. Visible redressal mechanisms

- Banners with the numbers of the ombudsman service.
- Boxes for complaints and compliments for police work.
- Posters and flyers with telephone numbers to contact for complaints about police misbehavior.
- Authorising citizens to arrest criminals.
 - Community can arrest criminals and call the station to come and take charge of the criminal.

5. Engaging with community leaders

- Room dedicated exclusively to the meetings of the community council of public security.

V. DETENTION CONDITIONS

1. Segregating spaces

- Separate lock-ups for teenagers (juveniles)

2. Responsive to detainee rights

- Information for detainees in various languages, including for blind people.
- Concern for the dignity of those who are temporarily detained, providing them with a clean space with good bathrooms, cable TV and music.
- Pictorial documentation of detainees.
- Introduction of Prisoners' Lockup Register, to keep track of suspects in custody, and check the activities of the police in relation to suspects.

3. Services for detainees

- Legal Advice Scheme with lawyers visiting the police station weekly to provide free legal services and advice to suspects in custody and victims of gender-based violence.

AWARD WINNING POLICE STATIONS 2012

Africa: Victoria Island Police Station, Lagos, Nigeria



Table - 8
Assessment of Victoria Island police station, Lagos, Nigeria on Five Indicators

Indicators	Scores
Community Orientation	100.00
Physical Conditions	96.67
Equal Treatment	96.67
Transparency and Accountability	100.00
Detention Condition	100.00
Aggregate Scores	98.67

Source : Police Station Visitors Week, 2012

THE Victoria Island police station is one of the older police stations in Lagos State, Nigeria. It is located in an affluent urban area catering to business and financial centres and has a high income residential area with a fraction of low income settlers and squatters.

The police station has a work force of over 366 police officers. For effective and easy administration of the police station, it is divided into 8 sections – Administrative Department; Crime Branch; Criminal Intelligent Bureau; Traffic; Operations; Human Rights Desk; Provost and lastly Juvenile Women and Children Section.

It is one of the pilot police stations to institutionalize community policing. It has introduced “door to door policing” under which police officers familiarize themselves with citizens by visiting homes and businesses. They provide leaflets of telephone numbers of the key officers of the station. Citizens are sensitized on security tips and encouraged to contact the police at any time. Telephone numbers of the Divisional Police Officer and others are also pasted outside the police station.

The station engages with community at different levels with periodical meets with the stakeholders by holding meets with Police Community Stakeholders, Police Community Relations Committee, Security agencies and other strategic groups such as Landlord/Tenant Associations and the Beach Settlers

Association. The safety and security issues affecting the different stakeholders are provided tailored services, which also help prevent violence and promote safety in the area. For visitors a canopy has been installed to serve as a waiting room and the courtyard is used for sensitization programs for children and youth. It has also improved interactions with various security agencies to keep the area secured.

Effort is made to mediate and resolve cases at the police station itself. There are separate cells for female detainees as well as separate toilet facilities for female officers. Weekly lectures for the officers and men at the station are provided on 'policing by respect' to help orient the officers to be polite and civil when providing policing services.

The station maintains and displays monthly and quarterly crime statistics. The station is also practicing 'geographic policing' in which the police become familiar with their beat and increase police visibility in the area. Through this initiative, police rapid response has improved to 3 – 5 minutes for a distress call. It has also helped reduce crime and criminality in the area.

The detention areas and its facilities are kept clean and maintained. Efforts are made to ensure that there is strict adherence to the due process of the law with regard to rights of suspects.

Asia: Bhiwanigarh



Table - 9
Assessment of Bhawanigarh, Sangrur Police Station on Five Indicators

Indicators	Scores
Community Orientation	100.00
Physical Conditions	100.00
Equal Treatment	100.00
Transparency and Accountability	100.00
Detention Condition	100.00
Aggregate Scores	100.00
Source : Police Station Visitors Week, 2012	

Bhawanigarh police station caters mainly to rural areas. It is located on the Sangrur-Patiala road. The station was found to community-oriented and

modern in services provided. 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. The station provides a modern space with provision of filter drinking water and well-kept reception area. The police station has a huge boundary wall with information on drug abuse, traffic rules, free legal aid painted brightly on it. CCTV cameras for victims or witnesses to identify the detainees without being seen and for recording day to day activities of the police station is installed. Electronic services do not suffer since a generator has been installed from community donations. Contact numbers of senior officers, women helpline and for legal services for weaker sections are displayed so that people can avail of those services without asking any staff. A complaint box is also placed in the police station where people can leave their complaints against the police personnel along with suggestions and grievances.

Latin America: 6^a Police Station, San Vicente de Tagua Tagua Chile



6^a Police Station, San Vicente de Tagua Tagua, Chile

Table - 10
Assessment of 6^a Comisaría San Vicente de Tagua Police Station,
Chile on Five Indicators

Indicators	Scores
Community Orientation	100.00
Physical Conditions	100.00
Equal Treatment	100.00
Transparency and Accountability	100.00
Detention Condition	100.00
Aggregate Scores	100.00
Source : Police Station Visitors Week, 2012	

The police station is located in the San Vicente de Tagua Tagua, largely a rural municipality 200 km from Santiago and serves the cities 45,000 inhabitants. The station has been regularly assessed with high scores and a number of good practices in earlier PSVWs. The station was positively evaluated on issues of

strong communication with the community, which included an open door policy for residents, use of local media to promote connectivity, collaborative work with residents through a community office and networking with agencies, such as, the national service for drug use prevention and rehabilitation and educational establishments.

The use of radio communication was found to be very relevant since the majority of the population lives in remote rural areas and obtains most of its information via the radio. The station also has parking space for bicycles since that is the main means of peoples’ transportation. Physical space in the station is well-organised with separate spaces for men and women. Accessibility of services for disabled persons has also been built-in with ramps and remodelling of the bathroom next to the waiting room. There are public waiting areas including space for people accompanied by children. This area has toys including educational toys, a television and carpeting that makes the space more welcoming as noted by visitors. The front of the station has information posted for the community about levels of crime in the municipality, emergency numbers, community activities and policing programmes. Spaces for police use and detention areas were clean and well-organised. Posters listing the rights of those detained and charged, lockers for belongings of detainees and record books listing these belongings, availability of television, tele-surveillance circuits were facilities that the team had not expected to find in the detention area.

A change that was observed was the reorganisation of the domestic violence offices to provide privacy for victims and witnesses. Visitors also noted that the Carabineros have improved the relationships with the community and there has been a change in their attitude towards the common people.

North America: South Los Angeles Sheriff’s Station



Table - 11
Assessment of South Los Angeles Sheriff Police Station on Five Indicators

Indicators	Scores
Community Orientation	100.00
Physical Conditions	100.00
Equal Treatment	100.00
Transparency and Accountability	100.00
Detention Condition	100.00
Aggregate Scores	100.00
Source : Police Station Visitors Week, 2012	

“One of the most impressive aspects of South Los Angeles Station is the extensive amount of outreach programs available to the community. In addition to hosting several Law Enforcement Community Academies throughout the year in both Spanish and English, the station offers the following popular programs: At risk youth mentoring; Women’s personal safety and self defense; Elder abuse and safety recognition; Civilian Volunteer program; Clergy Council program; Law Enforcement Explorer program; Community ride-along program, among others. There are many more programs available to the community, and upon request, station community relations personnel will even develop problem specific programs. For example, leaders from the local Tongan community recently reached out to South Los Angeles Station for help with a growing problem between Tongan and Hispanic youth. In response, station personnel held a community meeting with leaders of the Tongan Community during which they offered several pertinent suggestions. The outreach worked as the Tongan community leaders reported several weeks later that the problem had subsided.”

CERTIFICATE OF RECOGNITION

Highest Overall (with the detention area) - 28ª DP - Campinho - Rio de Janeiro, Brazil

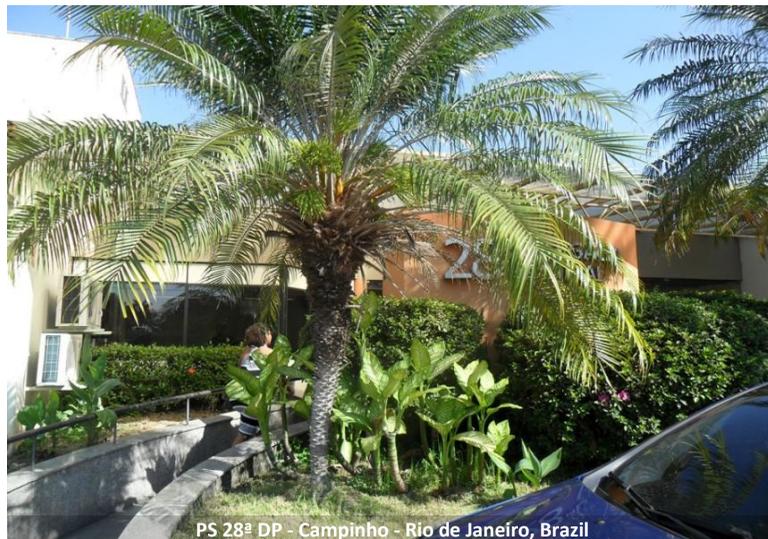


Table - 12

Assessment of 28ª DP Campinho Police Station on Five Indicators

Indicators	Scores
Community Orientation	97.50
Physical Conditions	91.25
Equal Treatment	96.25
Transparency and Accountability	91.25
Detention Condition	86.25
Aggregate Scores	92.50
Source : Police Station Visitors Week, 2012	

This police station was visited for the first time in 2012 and to the surprise of visitors it is completely community oriented. The director of the public school in the area was invited to be present for the visit. The policies has a program in

the school to give the students more information about drugs and also to avoid drug selling inside the school. According to the director, before this partnership she used to have a lot of discipline problems related to students who were using or selling drugs and after the police started delivering lectures and made their presence felt in the school routine, these problems disappeared.

The chief of this police station participates in all the meetings of the community council of public security and presents the police station initiative which includes programmes to reduce domestic violence and to prevent the incidence of violent crimes, such as robbery and homicide. Banners about domestic violence with phone numbers for reporting are placed at the stations entrance. There is staff just to serve victims of domestic violence. The station has a small playground where the kids may wait for their mothers while they are being attended to by the police.

In terms of physical conditions, although the police station is an old building, the cleanliness and the organization surprised the visitors. They have also highlighted the fact that crime suspects do not use the same entrance door as the people who come looking for police service. There are rooms with small holes that only allow for one-way viewing and books with photos of suspects, that allow the witnesses and victims of crimes to recognize the suspects without being seen.

Accessibility for people in wheelchairs and the elderly was found – doors are wide and there are access ramps. The detention area is clean with proper sanitary conditions, in respect for the human rights of prisoners.

Parklands Police Station, Nairobi, Kenya, Africa



Table - 13
Assessment of Parklands Police Station on Five Indicators

Indicators	Scores
Community Orientation	91.67
Physical Conditions	86.67
Equal Treatment	76.67
Transparency and Accountability	91.67
Detention Condition	75.00
Aggregate Scores	84.33
Source : Police Station Visitors Week, 2012	

The Parklands Station located in Westlands, Nairobi country has a strong Asian community with a number of commercial and institutional areas. The station has a staff of 145 with a separate criminal investigation and trafficking department.

Under community policing initiatives it has a committee meeting monthly with a station commander. These committees are organised from the Sub Location to Location and then Divisional Level, with 20 members at the Sub Location level. This has helped improve relations between the community police and the security monitoring the area. There is a Report Desk where all cases are presented, and a Children Protection Unit.

The Station Facilities are lacking in some areas, with no equipment for forensic collection, mug shots, exhibit storage, computers, office space to discuss issues in confidence (10 officers sit in one office). Where there is need for identification parade they are carried out outside in view of public eye and without protecting the identity of the witness/victim.

The station is currently using the seer register as the Occurrence book, case file covers are improvised manila papers purchased by the police officers, and statement taking papers are sheets of papers also purchased by the officers.

The Station has only one vehicle that is in working condition, this has severely hampered the efficiency of the station to carry out patrols or respond to emergencies or urgent issues that need the use of a vehicle. For welfare purposes it has a police canteen or mess.

There is limited capacity for sanitation. When there is need to use one, the male detainees are let out to go to a improvised container that is along the corridor right outside the cell - this is, however, at scheduled times. The women cells are also lacking a sanitation facility. Since they are seen as a lesser threat, they are escorted by the guards to use a facility outside the building.

