police station visitors

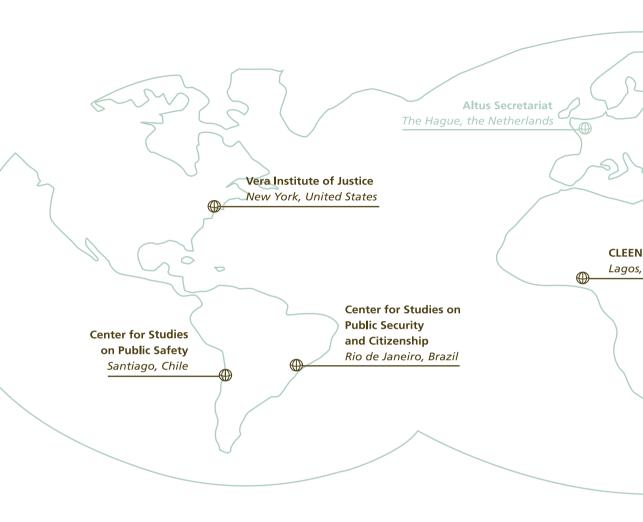
week

GLOBAL REPORT 2006





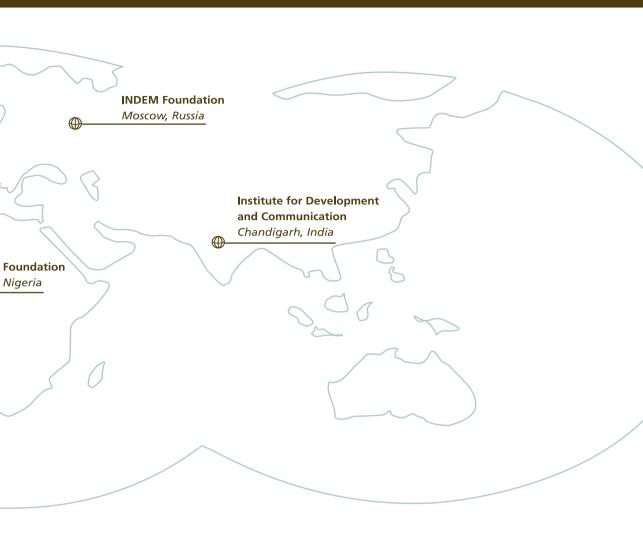
ABOUT ALTUS GLOBAL ALLIANCE





FACTS AND FIGURES

- 6 Member organizations working across 5 continents
- 2 Associate member organizations
- 6 Regional Representatives connecting 300 staff
- 1 Secretariat with 3 staff members
- Founded in April 2004



MISSION OF ALTUS

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

Altus places special emphasis on police accountability and the quality of police oversight, serving as a source of knowledge and innovation for government officials, human rights activists and citizens around the world, concerned about the effective and fair control of policing.

POLICE STATION VISITORS WEEK: Global Report, 2006

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Foreword

The 2006 Police Station Visit Week was an unprecedented event—a global experiment in police accountability. As this volume explains, hundreds of ordinary citizens, from children to university students to senior citizens, conducted their own inspections of police stations in 23 countries around the globe: all in a single week using a common protocol. The result is a catalogue of exemplary practice as judged by the people who depend on police services, along with warnings about where practice falls short of people's expectations. More than this, the result is also a new level of communication and understanding between police and communities in hundreds of communities worldwide. How did this happen? The recruitment of all those visitors, the training of the team leaders, the construction of the inspection protocol and rating instrument, the explanations prepared for the police officials--these could only be managed by an alliance like Altus: combining the efforts of six respected NGOs and academic centers on five continents. But the Police Station Visit Week required much more than this. Altus began work on the scoring system in 2002, with tests in almost a dozen countries over four years to validate the instrument. By the time of the Week in October 2006. Altus had translated the instrument and the visitor's kit into 17 languages, and designed a multilingual web site to allow visitors around the world to upload their scores and reports.

Why go to all this trouble? Police services are changing everywhere, becoming more professional and more accountable. From Los Angeles to Lagos, police organizations need to hear the voices and attend to the opinions of the citizens they serve. Many of these citizens like what they see, and this volume celebrates high quality services identified by visitors even in districts struggling with meager resources. But whatever the opinion of the visitors, the stations that opened their doors during the Police Station Visit Week demonstrated a commitment to community relations, to transparency, and to public service that is the foundation for excellent service. This is precisely what the Week hoped to encourage.

On behalf of the Altus board of directors, I thank all of the visitors, all of the NGOs, all of the police stations, all of the government ministries, and all of the supporters who made this extraordinary week possible. The challenge now is to draw lessons from this Week, to translate the examples of good practice into routines that others can adopt, and to build a continuing commitment to open interaction with community, so that the Police Station Visitors Week can become an annual event.

Christopher Stone

In a special award ceremony held on April 5th, 2007 in The Hague, the Netherlands, police stations that have been rated the best among the participating stations from each region, shared their good practices. From these top rated police stations the best was selected for an overall global award by an independent jury. During the award ceremony, this Global Report was presented. The Regional Reports on Africa, Asia, Europe, Latin America, and North America, and the Global Report, can be downloaded at www.altus.org

Executive summary

In a one week period starting from October 29, 471 police stations in 23 countries around the globe received 1966 visitors. This unique global event–Police Station Visitors Week—was organized to assess the quality of services delivered in the participating police stations, to identify some of the best practices in use by police, and to strengthen the accountability of police to the local community.

The visitors used a special kit to guide their visit, following protocols that were the same for visits around the world. This Kit was translated in 17 languages. 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. 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 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, Police Station Visitors Week, 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 organizations were involved by Altus members. First were the partner organizations with whom Altus members entered into agreements to coordinate and operationalize the visits. The second type of organizations was 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 32 partner and 44 participating organizations.1

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. Visitors provided the following feedback.

Citizens who looked beyond the pleasant atmosphere and the readily provided information welcomed the visit as a boost to the ongoing community-police interaction. Two pertinent impressions emerged from the visits. One was that the police was not above the law and that they were accountable for their actions. Along with the feeling that the police is friendly and



Participating Countries 2006

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

there was no need to fear contact with the police, such impression in countries where the police is a visible authoritative power can only strengthen community stakes in public safety. The other aspect that became clear was that while police reforms, particularly reforms in police stations, were underway the community was not aware of the change in the police.

United States

The dimensions on physical conditions were evolved to capture the basic provisions of space and facilities in a police station to perform the required functions. That there

See for the complete list of partner and participating organizations <u>www.altus.org</u>. were awe inspiring police station buildings spread over large spaces with multi-stories housing gyms for police staff or humble structures, did not necessarily affect the order and cleanliness of the station, spatial designations or facilities of privacy. The services rendered by a well-kept, well-equipped station raised positive feelings among the visitors and stations were perceived to be unfriendly when "large, drab, or institutional". In spite of the poor infrastructure, if police conduct was cordial and helpful, the visitors appreciated the policemen's efforts.

The rights agenda with equal opportunities for all is a forefront voice across the global spectrum. Penetrating all areas of social existence under law enforcement, it acquires particular relevance as provision of justice and safeguarding rights is the mandate of these agencies. Changes related to equality are sweeping through police in most countries. Under equal treatment to the public, the visitors noted a number of considerations for police services. Important among them were representation of police personnel in terms of gender, ethnicity, minority groups, among other characteristics; facility of services in different languages; population specific services such as women's desk, Braille services for the blind etc. and sensitivity to vulnerable groups through the provision of special conditions. Equality was perceived more in the display of staff and language diversity rather than the more invisible undercurrents of treatment of class and services for the poor. the downtrodden such as Dalits in India, or migrant population housed in slums. Police stations were observed to cater to "foreign tourists" but not migrants in shanty towns. Scattered attention to poorer people was reported, particularly by visitors from civil society groups. In areas of poverty, equality considerations reflected the economic hierarchy and assessed stations accordingly.

An area that is increasingly being recognized as essential to the delivery of service in the domain of governance is accountability and accompanying transparency of the processes in the delivery of justice. For police it becomes integral to the exercise of authority in democratic societies. Increasing accountability and a visible process can be an unassailable tool in forging community-

police partnership to promote citizen safety. Fear and distrust were palpable in visitor expectations. However, visitors in each region reported that they were pleasantly surprised that the local police agreed to participate in this program. In many areas, this visit was an important first step towards bringing the police and the community together, demonstrating the department's willingness to discuss policing with the community. This was also an important first step towards a more transparent and accountable department. Visitors saw dissemination of crime statistics and police procedures as a sign of transparency. Identifiable police staff inspired trust in citizens and complaint procedures that maintained anonymity were appreciated.

On the human rights agenda the conditions provided in detention areas are coming under scrutiny with the issue being more pertinent in some countries than others. Law enforcement policies are very different, country to country, with detention in police stations ranging from only an overnight stay to years to get to a court. Of particular relevance for visitors was the extent to which services were available to the detainees. Besides basic hygiene and sanitation, visitors were concerned about protection of rights of detainees – particularly safety in stations and availability of food.

Visitors responded to the series of questions on five categories and their answers about what they observed were collated over the internet. Altus Global Alliance used the ratings supplied by the visitors to calculate an overall score for each station as well as separate scores in the five categories of services.

Among the stations visited, the following police stations received the highest overall scores in their region:

Africa: Ilupeju, Lagos, Nigeria Asia: Shipra Path, Jaipur, India

Europe: Kanashskiy Govd Kanash, Russia

Latin America: 9th Police Station, Sao Paulo, Brazil

North America: Palmdale, Los Angeles, U.S.

Acknowledgments

The Altus Global Alliance would like to acknowledge the assistance of police agencies and community groups world-wide. An event of this magnitude required assistance from all sectors, whether passing word on to a team or taking the extra hours to make a visit. While it is not possible to acknowledge everyone who contributed to the project, Altus would like to give special thanks to the following organizations, whose efforts are appreciated:

Belgium: Standing Police Monitoring Committee Benin: Africult - Cotonou Brazil: NEVIS (Center for Studies on Violence and Security), University of Brasília, Federal District -- CRISP (Center for Crime and Public Safety Studies), Federal University of Minas Gerais -- NIC (Center for Studies on Coercive Institutions), Federal University of Pernambuco, City of Recife -- Sou da Paz Institute, NGO, São Paulo -- IAJ (Institute for Justice Access), Porto Alegre, Rio Grande do Sul Canada: Office of the Police Complaint Commissioner (OPCC), British Colombia **Germany:** Humanity in Action **Hungary:** Hungarian Helsinki Committee India: Aide et Action, South Asia -- North-Eastern Institute of Development Studies (NEIDS), Shillong -- Women Cell (Ludhiana, Jalandhar) -- Commission Agents Association (Bathinda, Patiala), Punjab -- Local Self Bodies (Panchayat/Municipal Councillors) (Amritsar, Hoshiarpur), Punjab -- Community Policing Resource Centre (Khanna, Patiala, Amritsar, Jalandhar, Hoshiarpur), Punjab -- Social Care and Development Society, Chandigarh --Resident Welfare Committee (Sectors 36, 17, 39, 34, Mani Majra) Chandigarh -- Market Welfare Committee (Industrial Area, Sector 11, 31) Chandigarh -- Community Liaisoning Groups (CLG), Rajasthan -- North Eastern Hill University (NEHU), Shillong Latvia: Baltic Anticriminal Antiterrorist Forum -- Riga State University --Andrei Wilks, President of Independent Latvian Criminologists Alliance, Riga University Europe studies Faculty Dean -- Mikhail Chernousov, Head of the by Baltic Anti-Criminal and Anti-Terrorist Forum -- Aleksey Roshin -- Modris Zheivots Liberia: Liberian National Law Enforcement Association (LINEAL) Malaysia: Yayasan Strategik Social (YSS), Kuala Lumpur -- Malaysian Crime Prevention Foundation -- Resident Volunteer Safety Unity. Kuala Lumpur and Selengor Mexico: Fundar Netherlands: Stichting Wel.Kom -- Stichting Punt Welzijn -- Stichting Rijnstad -- Stichting Impuls -- Stichting Welsaen Nigeria: Nigeria Police Community Policing Project Team -- Temidire Junior and Senior Secondary Schoo,

Bola -- Ige Memorial Secondary School -- Civil Resources Development and Documentation Centre (CIRDDOC) -- Women's Aid Collective (WACOL) -- Community Action for Popular Participation (CAPP) Peru: Instituteto de Defensa Legal (IDL) Russia: Komi Human Right Organization 'Memorial' -- South-Siberian Human Right Center -- Public Organization 'Chuvash Republic' -- Chita Human Right Center -- Kazan Human Right Center -- 'Civil control', Saint-Petersburg -- 'Will freedom', Moscow -- Citizen Watch -- Samara Human Right organization -- Mr. Lukin V.P. Federal Ombudsman of Russian Federation South Africa: Open Society Foundation South Africa South Korea: Korean Research Institute for Policing, Seoul -- National Human Rights Commission of South Korea -- Hankyoreh Newspaper, South Korea Sri Lanka: Regional Centre for Strategic Studies (RCSS), Sri Lanka -- Public Relations and Media Co-ordination Bureau (PRMCB). Sri Lank Police Department United Kingdom: Penal Reform International (PRI), University of Central Lancashire United States: Babyland Family Services, Newark, New Jersey - On the Rise, Clark County, Ohio – Project Woman, Clark County, Ohio - Flora Stone Center for Woman at Case Western University, Ohio – Empowerment Center of Greater Cleveland - Ohio City Near West Development Organization – Minneapolis Urban League – The Archdiocese of Minneapolis and St. Paul's Commission on Women -- Anaheim Community Services -- ACLU of Orange County, California -- Kiwanis Club of Greater Anaheim -- CSP Victim Services, Orange County, California -- Anaheim LULAC #2848 -- Youth for Human Rights International, Los Angeles, California -- Palmdale Women's Club, California -- One Los Angeles -- ACLU of Southern California -- Los Angeles Commission on Assaults Against Women / Peace over Violence, California -- Cerritos Community Safety Commission, California - West Hollywood Public Safety Commission, California

1. INTRODUCTION AND BACKGROUND

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 is likely to become an annual event, gave civilians an opportunity to visit local police stations and to assess the services provided by police.

These visits were guided by a single, standardized Visitor's Kit produced by Altus in 17 languages. The Kit 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. 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 national, regional, and global context.

1.1 The Police Station Visitors Week: Purpose

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

To develop such a tool, Altus had to envision a new role for nongovernmental organizations in the oversight of police activities. Some previous assessments of policing agencies have resulted in the blaming of individual agencies for systemic problems. Such negative reporting has resulted in a culture of distrust between the police and nongovernmental organizations.

However, Altus felt that the strong relationships between member organizations and their local government partners had 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 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.

1.2 History of Police Station Visitors Kit

When Altus was launched in 2004, the six member organizations had already worked collaboratively on the Ford Foundation's Democratic Policing Program.¹ This program brought together experts from ten countries to discuss different topics facing law enforcement professionals and reformers, such as police oversight and the role of the private sector in promoting police reform.

Through these conferences, the idea surfaced 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

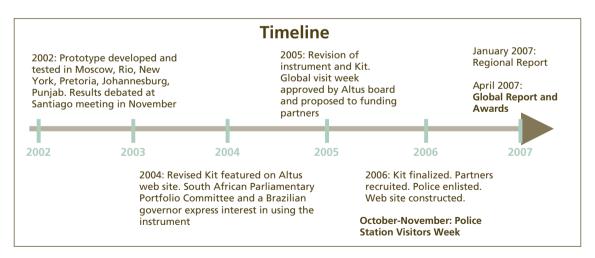
¹ The results of this collaboration are available on the Vera Institute of Justice's publications page: http://www.vera.org/project/project1_1.asp?section_id=9&project_id=31

whether a factory and its staff are efficiently organized and properly trained.² 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.

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 should not be 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.

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. Variation in scores from any given station was limited, suggesting that the guestions served as a guide that curbed the subjectivity of the observer.

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 Fortaleza³. Altus was encouraged by this use of the Kit and decided to take an active step in making these visits a global activity.



Altus made small modifications based on discussions of the pilot visits and the visits in Ceara. Questions were rephrased and grouped, wording was adjusted, and the directions were clarified to arrive at the tool that was used in the 2006 event.

² 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.

1.3 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 questionnaire 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

Sir Robert Peel, the nineteenth century police reformer, a pioneer in modern policing, put it simply: "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."

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 education, outreach programs, and athletic 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. These questions are 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.

³ 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.

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

In the past decade, biased policing, also known as profiling, has been the basis for a new tide of reform. However, these questions are geared towards an assessment of the station rather than arrest statistics or diversity of the force. In this section, visitors assess the services available to minority groups and the adequacy of facilities designed for women and disabled persons. These questions relate to Article 7 of the United Nations (UN) Declaration on the Elimination of All Forms of Racial Discrimination.

These questions 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.

Article 7. UN Declaration on the Elimination of All Forms of Racial Discrimination

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.

Transparency and Accountability

Accountability is a hard to translate phrase that is often understood as responsibility to the public. However, as Anneke Osse explains in Understanding Policing, accountability encompasses more than just responsibility.4 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 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.



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 most likely 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.

To address the issue of detention, visitors were asked to quantify their impressions of the detention area security measures by observing surveillance measures, and movement of detainees. Furthermore, visitors were asked to record whether or not detainees were identifiable to the public (see the box above). Visitors were then requested to view areas where detainees can meet lawyers, families, or other visitors. Specific UN principles related to such provisions can be found in the box to the right. The last question asks about the physical and sanitary conditions of the detention area with regard to cleanliness, availability of a bathroom, and ventilation. All three aspects are covered under international principles concerning detained individuals.

For more information about international human rights principles and standards concerning detained individuals, the following websites are good sources of information:

- Human Rights Watch www.hrw.org
- The Office of the United Nations High Commissioner for Human Rights www.ohchr.org
- Prison Watch www.prisonwatch.org

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

Accurate information 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.

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

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.

1.4 Assessment Methods

Most of the elements assessed in the twenty questions of the Police Station Visitors Kit are factual, that is to say, they are available independently of the time when the visits are conducted. This was a major improvement in the new version of the Kit which was used during the Police Station Visitors Week at the end of 2006. The goal was to control biases related to the way visitors were received by the police stations. Pilot tests revealed that (1) a good or bad reception could lead to different scores, (2) the visitors impressions could change depending on the time of the visit – e.g.: business hours or weekends and (3) behavior of the staff could change according to the movement in the station and time of the day. These reasons, among other facts, resulted in changes in the questions which could be more regular and common, independent of the day of the week and the number of the staff working in the day of the visit.

The number of questions was limited to 20 as previous pilot tests proved that a higher number of questions could result in a questionnaire that was too tiresome to fill. The Kit includes steps to be followed by the team leader and visitors. In addition, the guidelines encourage the visitors to debate the 20 questions and to interact with other visitors to the station as well as the station staff. The dialogue is aimed at allowing each visitor a chance to express their views and to help the team leader to gather elements for the narrative report.

Team leaders were provided a short training that guided them in leading visitors around the station, writing the narrative report and providing the filled questionnaires to the organizers. The filled questionnaires and narrative reports were uploaded on a specially prepared secure website and scores automatically generated. Visits were verified through partner organizations and filled questionnaires were collected and checked with the uploaded scores.

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

1 – Totally inadequate (20 points)

2 – Inadequate (40 points)

3 – Adequate (60 points)

4 - More than adequate (80 points)

5 - Excellent (100 points)

Thus, the average score (μ) for each question is given by the following formula:

$$\mu = \frac{\sum_{i=1}^{2} X_i \cdot f_i}{\sum_{i=1}^{3} f_i}$$

Where Xi is the score referring to the ith attribute and fi is the frequency of the visitors who gave the score.

The questions were classified according to a scoring scale which was based on the calculation of percentiles 20, 40, 60 and 80 (resulting in 36, 52, 68 and 84, respectively) in a distribution of possible average scores varying from 20 to 100. As a result, the classification categories are:

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

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

2. RANGE OF EXPERIENCE

2.1 Mobilization of Partner / Participating Organizations: Building a Web of Networks

Altus member organizations evolved and strengthened local and regional networks to implement the global police station visits. Existing partnerships with civil society and the police formed the mainstay of the organizations mobilized for the PSVW. In areas where Altus member networks did not extend, partnerships were built with organizations working with the police and community. However, these were not always sufficient and contacts were leveraged through police oversight bodies such as the Standing Police Monitoring Committee in *Belgium*, Federal Ombudsman of the

Russian Federation, National Human Rights Commission of South Korea; other police bodies such as the Latvian Police Academy; support enlisted through ministries, which in Russia, for instance, was spearheaded by the Ministry of Interior and Federal Republics Ministry and by the Home Department in Meghalaya, India; CLEEN the member organization in Nigeria, activated their embassies in Benin and Niger to seek police participation in the PSVW in these countries.

These civil and government organizations served two distinctive roles in the organization of PSVW5. Partner organizations entered into an agreement to coordinate and oversee the visits. Participating organizations provided support in terms of visitors and publicity. The web of networks included 32 partner and 44 participating organizations. The participating agencies were mobilized both directly by Altus and also by partner organizations. As word spread some organizations approached Altus, seeking to participate in PSVW. For instance, South Korea joined the effort after learning of the project through the internet and River state in *Nigeria* and the community in *Liberia* responded to print and radio publicity respectively. The overwhelming response pointed to people's curiosity to understand how the police departments function,

Table - 1 Partners and Participating Organizations by Region					
Region	Country	Partner Participating Organizations Organization			
	Benin	1			
	Ghana	1			
0.5.	Liberia	1			
Africa	Nigeria	6			
	South Africa	1			
	Total	10			
	India	2	9		
	Malaysia	1	2		
Asia	South Korea	1	2		
	Sri Lanka	1	1		
	Total	5	14		
	Germany		1		
	Hungary	1			
	Latvia	1	1		
Europe	The Netherlands		5		
	Russia	8			
	U.K.		1		
	Total	10	8		
	Brazil	5			
Latin America	Mexico		1		
Latin America	Peru		1		
	Total	5	3		
	Canada	2			
North America	U.S.		19		
	Total	2	19		
Grand Total		32	44		
	organizations plani articipating organiz				

eagerness to be part of public safety programs and the desire to have a say in services that are meant for the people.

⁵ To see the list of partner and participating organizations, please visit the Altus website at www.altus.org

2.2 Securing Police Co-operation

Approvals for visits were taken from more than 42 police bodies in 23 countries that participated. Police in most countries responded to the idea of a global activity that brought local stations on the global platform particularly with local beneficiaries of police services assessing police facilities and programs through global standards. This factor projected Altus as a global but non-partisan organization and enlisted police support. In most countries the police also scrutinized the Kit and found it appropriate. There was a consensus among the police forces in participating nations regarding the basic services that were elicited in the assessment criteria. One station commander in *India* mentioned that this list would be helpful to them in planning their new police stations. As the aim of these visits was to strengthen ties between the citizens and their local police, it was important that both the police and the community owned the program. The effort was to pre-arrange visits with the police leadership. That police stations continue to be rarified domains cannot be doubted. Where approval from the police was lacking, visitors were not allowed to visit police stations in the U.S., Canada, Pakistan and India. In fact, wherever prior authorization and support was unclear, station commanders did not throw open their doors to citizens as testified by the visitors to some stations in Brazil, India, Ghana and South Korea. However, once clarifications were sought, the visits were conducted hospitably. In Russia and Malaysia, authorities from the designated departments accompanied selected visitors. Globally, cooperation from the police agencies was widespread among the participating stations. In Liberia, for instance, all police officers of a particular station were called to meet and interact with the visitors. Group discussions were arranged with all the staff as part of the visits in Cyberabad, *India*. It must be stressed that the participating police forces were those that were attuned to the need for strengthening police-community relations and many were in the process of undertaking police reforms. For instance in Rio de Janeiro, Brazil, the police in 1999 led a reform program called delegacia legal directed at the organizational structure and an upgrade of infrastructure. Relevant efforts were underway in Lagos, Cyberabad, and Mexico among others, while such reforms were well established in some stations in Canada, the U.S. and the Netherlands.

With efforts for community outreach ongoing, the participating police organizations found the police station visits relevant to their perspective and this found expression in their openness and warmth towards the citizen visitors. A Dutch police official mentioned: "The PSVW initiative is very good for the activities we implement and develop in our force." In certain countries, such as,

"If the police do not have furniture, equipment and funds to keep the police station clean and operational, then this should be brought to the notice of the government via the PSVW and they should earmark a budget to the police accordingly."

- A police leader in **India**

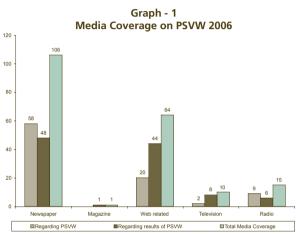
Malaysia, PSVW was linked to the on-going communitypolicing initiatives. These visits provided the departments with the chance to put their best foot forward – stations with better services and reforms were given increased exposure through this program. On the other hand, some police officials saw this as a chance to raise awareness about dilapidated stations. An Indian police leader thought that this community assessment could be used to lobby with policy planners to upgrade their stations rather than depend on ad hoc mobilizations from citizens or the private sector. It was common for the police to reach out to members of the public for material support with huge shortages of staff, supplies, even space. This was reported by visitors to stations in Ghana, Nigeria, India and Brazil. So much so, that these stations were spruced up for PSVW and reported across countries and many visitors mentioned that there was the smell of fresh

paint. In many countries the police had mobilized funds through the private sector and well-heeled beneficiaries.

2.3 Media Attention

The extent of media participation differed from country to country, but interest was generated in print, television, radio and online media. In all, the media published 106 articles and initiated a dialogue. Widespread reporting of the event was covered in countries that had large police station representation i.e. *Brazil* and *India*. In *Russia* the media was very keen to participate both before and during the visit, but keeping in mind the concerns of the police in *Russia*, the media was involved only in reporting the results of the PSVW.





Source: Police Station Visitors Week, 2006

Global Focus

Media coverage of the PSVW highlighted two aspects globally – one that the common citizen was licensed to cross over to the 'restricted area' of police stations to interact with police, assess services and give feedback. The other issue of focus was the global range of visits, noting that 'visitors' and 'police stations' the world over were bound together by this activity and the shared standard of assessment.







Multiplier Effect

The media also made a significant contribution to recruitment in many countries, particularly in *the Netherlands*, *Nigeria*, *Ghana* and *South Korea*. A number of queries for participation in the visits occurred during the week after visitors read the wide media coverage, especially in *India*. While journalists visited stations in many countries, such as *India*, *Malaysia*, and *Brazil*, they formed the rank and file of the visitors in *the Netherlands*, *Nigeria* and *South Korea*.

Local Issues and PSVW

The media was also useful in initiating a critical dialogue on local concerns. In a BBC Radio program aired during the event, listeners heard school children ask the police in a *Nigeria* station "is there any kind of torture" among other questions on corruption and detention conditions – candid concerns not commonly voiced in public. In *Brazil* the low state of repair and detention conditions were the focus of media coverage. In *India*, particularly, the police is popularly perceived as a power wielder with an enforcement role. Given this social structure it was the global event that allowed the idea of the public assessing its higher placed authority



to be acceptable. While the event could not transcend the hierarchical relations, it provided a participatory access of the public to the police station. In some media reports, cartoons representing



Some salled it. Ratt Rajva. Others heaven or showrooms -People were praising respective station communities. The station that was labelled. Herr Regus (epitemony the rule of junice), had to thefts registered in one month.

- Dainli Shaskar, Nov.1' 2006

the macho powerful police providing services to the old and feeble citizens did symbolically capture this mindset. The media cautioned the PSVW as being only a public relations exercise when it raised concerns like police commanders being praised by the visitors, when in fact, in their police stations the crime rate was rising⁶, by challenging assessments by 'co-opted members' of the public who were part of the informal liaison of the police and urging the involvement of the common citizens in bringing about a meaningful change; by pointing out that posh five-star like police stations may still represent a spatial discord for the citizens who would be walking in from a slum or a village.⁷



2.4 Concrete Outcomes and Follow-Through

In some places, the event evolved beyond a one-day visit between the public and police, as illustrated by follow-up events and specific initiatives taken by the police. Some police even undertook improvements during the week itself. While these were small efforts the intent of the police to improve its services came across clearly. Participating police forces across the globe showed genuine support for the event by

- Improving maintenance services identified as inadequate by visitors,
- Incorporating feedback to build on existing themes of service delivery and police professionalism,
- Addressing issues of police accountability,
- Adapting good practices.

Finally, the strong support for PSVW 2007 was an indication that police support the program and view it as a valuable program.

- ⁶ Mahajan, Sanjeev, 2006. 'Ramrajya Ka Ek Mahina, Chorian 19', Dainik Bhaskar, November 1.
- ⁷ Jolly, Asif. 2006. 'Police Stations in Rajasthan too posh', TheAsian Age, November 5.

Upgrading Routine Facilities and Services

The most visible police initiative was the upgrading of existing facilities and also the creation of new structures.

- In *Russia*, the information placed on special desks in police stations (example: phone numbers of security persons) was upgraded after the visitors had noticed that it was out of date.
- In *Ghana*, the police accepted the suggestion of the visitors to provide signs along major routes showing directions to the police stations.
- In *the Netherlands*, citizens found that a police station did not provide privacy to the citizens while reading information leaflets. In response, the reception services have now been adjusted to offer privacy.
- In *Liberia*, the UNPOL Commissioner requested a copy of the visitors' feedback with comments on the state of the police cells and the need for improvements.
- The Ministry of Justice in *Liberia* was contacted, requesting an inspection of the Centre Street Depot (one of the police stations visited) to assess its suitability as a police facility since poor sanitation in its vicinity is a severe health hazard.

Support for Community-Police Interaction

While the participation in the PSVW was in itself a display of support for better community-police partnerships, a number of countries opened other avenues for civil society collaborations.

• In Russia, the Interior Ministry underlined that the visits were not intended to criticize police



National Cadet Corps in Sector 17 Police Station, Chandigarh, India Interacting with Police Prior to Staffing the Station

- operations but to recognize police efforts and promote those efforts to assist the community. The department has shown an interest in feedback.
- In Malaysia the police chief said the PSVW report and assessment would be used as an independent review to benchmark practices.
- A comprehensive report based on narratives of visitors is being prepared for the Inspector General of Police in *Ghana*.
- In Chandigarh, *India*, a police station was opened for continued public-police interface and it was staffed by college students, part of the National Cadet Corps (NCC) within a week of the program.
- In Rio, Brazil police officers have requested for advice to improve their stations according to standards of the PSVW.

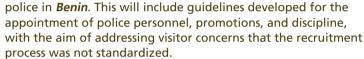
Mobilization of Police Services for Police Accountability

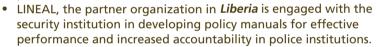
The week generated thought and action for reforms at the level of police stations. For instance, police reforms typically revolve around improving working conditions and insulating police functions from political interference. PSVW has broadened this discourse to include accountability to the community. This is perhaps for the first time that the attention of reformers has been on the subject of daily police performance. The following activities reflect concern for police stations reforms:

• The opening of a grievance redressal unit in Chandigarh, *India* by the Punjab Governor has introduced transparency and accountability to policing. An institutionalized scheme for the redress of grievances relating to the functioning of police stations was planned by developing

institutional parameters in close interaction with the public at three levels i.e. police station, sub-division, and police headquarters.8

- In Meghalaya, *India*, the police have stated that they would like to set up a police station oversight body to be managed by a nongovernmental organization.
- In Asia, a regional meeting was held, which included a workshop on "Delivery of Justice: Reforms in Police Stations and Emerging Good Practices". Besides police from seven states in India, representatives from Malaysian, and Sri Lankan police participated.
- In Benin, police are engaged in conversations with partner organization to address concerns from visitors' feedback that police services were inadequate. The CLEEN Foundation and the Nigeria Police Service Commission will share a jointly prepared outline of community policing processes with the NGO working with





Liberian National Law Enforcement Association (LINEAL)
has requested that the Ministry of Justice in *Liberia* should
ensure that the police took measures to make officers easily
identifiable through the use of name tags and numbers on
uniforms.

Adoption of Good Practices

Even before the release of the global report, police stations had been adopting good practices identified in regional reports.

- The Chandigarh Police in *India* is upgrading its police stations by adopting ISO certification, a quality management system followed by industry the world over, initiated by Cyberabad police and being practiced in Rajasthan.
- The top station in *Russia* is being equipped with showers for detainees after the Ministry of Interior of Chovash Republic learned about the good performance of the station and that visitors had appreciated this service in other stations.



IDC Director with Police Chief at the Inauguration of Grievance Redress Unit in Chandigarh, India.



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^{8 &#}x27;Report of Results in India': Chandigarh: Institute for Development and Communication., 2006

Plans for Subsequent Visitors Week

Among the participating police forces and partners in the PSVW there is a desire to enlarge the

scope geographically. In Malaysia, all police jurisdictions will participate in PSVW 2007. In Nigeria, Lagos state will invite citizens to visit 83 police stations. **South Korean** partners would like mini stations, along with the main stations, to be part of the next visitor week. During the dissemination of the Africa Regional Report at a subregional conference, countries Sierra Leone, Gambia and Togo have indicated an interest in participating in the next PSVW. In Sao Paulo, *Brazil*, the Governor visited the top police station in the region along with the law enforcement authorities and is enthusiastic to extend this program in all stations of Sao Paulo. Police officers in Rio are also interested to improve their stations and participate in PSVW 2007. A number



Sunday Hinder, IG, Nigeria Police Force and Other Participants at the Africa Regional Seminar, December, 2006

of states in *India* have also shown a willingness to be part of this global event as have police in *Sri Lanka*.

Malaysia adopts police station visits: nationwide visits to encourage participation of community groups and local police stations nationwide. On 9th April, 2007, all 14 contingents of *Malaysia* police will participate in a police station visit program by nominating five urban and five rural stations each, to be visited by citizens. Using the Altus Police Station Visitors Kit, local citizen teams will rate the police station and services provided. An urban and rural station would be identified as model stations and awarded.⁹

⁹ Mobilizing Citizens Network with Local Police. www.yss98.com

3. OVERVIEW OF RESULTS

3.1 Participating Police Stations and Visitors

During PSVW 2006, Police from 85 provinces in 23 countries interacted with the local community they explain in 471 police stations the day to day functioning of police stations while citizens accessed the quality of services offered and gave their feedback. Five regions in the world were represented by six countries in Africa, four in Asia, seven in Europe, four in Latin America, and two in North America.8 The largest representation of police stations came from the most populous region with 167 police stations representing Asia followed by 153 in Latin America, 75 in Europe, 56 in Africa and 20 in North America. The large participation indicates the global trend towards police reforms and civil society concerns to make the police more people-oriented. South Korean partners, for instance, received approval to visit the stations in the country but could only mobilize the community for visiting a limited number of police stations since they joined only a week before the event.

Table - 2 Number of Participating Police Stations by Country						
Region	Country	Number of Stations				
	Benin	5				
	Ghana	5				
	Liberia	5				
Africa	Niger	5				
	Nigeria	35				
	South Africa	1				
	Total	56				
	India	105				
	Malaysia	11				
Asia	South Korea	41				
	Sri Lanka	10				
	Total	167				
	Belgium	1				
	Germany	2				
	Hungary	5				
Europe	Latvia	11				
Europe	The Netherlands	15				
	Russia	39				
	U.K.	2				
	Total	75				
	Brazil	109				
	Chile	30				
Latin America	Mexico	10				
	Peru	4				
	Total	153				
	Canada	5				
North America	U.S.	15				
	Total	20				
Gran	d Total	471				
Source: Police Stati	on Visitors Week, 2006					

Map – 1
Participating Countries in Police Station Visitors Week, 2006



⁸ The world was categorised into five regions. North America was represented by Canada and U.S., while Mexico and Central America was clubbed with South America to form Latin America since socio-cultural backgrounds were more similar. For Europe, all countries in the council of Europe were taken in this region. Asia and Africa followed the more standard inclusion of countries.

An intensive coverage of police stations were undertaken in places where visits to all police stations were allowed by the authorities in identified areas. On the other hand, there was an exclusive participation of stations where the authorities were selective in providing better equipped police stations.

An open house was declared in Punjab and Cyberabad, *India* and *South Korea*. In *Nigeria* and *Brazil*, once consent was given, the member organizations selected police stations they were to visit and informed the police accordingly. A selective representation of stations was offered by other countries/police departments. In many countries, departments chose to open only half of their stations, because either the stations did not receive the public or because they were substations.

Within this range, the criteria of participation of stations varied. In the *U.S.*, attempts were made to include stations of different sizes and with diverse populations and economies. In *Brazil, Sri Lanka* and *India* geographical and population ethnicities were a consideration. As a general rule, organizers reached out to both urban and rural populations, linguistic minorities, and vulnerable groups such as tribals, ethnic groups and women.

Table - 3 Number of Provinces where PSVW was Held						
Region	Country	Number of Province				
	Benin	1				
	Ghana	1				
	Liberia	1				
Africa	Niger	1				
	Nigeria	5				
	South Africa	1				
	Total	10				
	India	5				
	Malaysia	2				
Asia	South Korea	8				
	Sri Lanka	6				
	Total	21				
	Belgium	1				
	Germany	1				
	Hungary	4				
F	Latvia	11				
Europe	The Netherlands	6				
	Russia	8				
	U.K.	2				
	Total	33				
	Brazil	6				
	Chile	3				
Latin America	Mexico	4				
	Peru	1				
	Total	15				
	Canada	2				
North America	U.S.	4				
	Total	6				
Gran	d Total	85				
Source: Police Station Visitors Week, 2006						

Police stations were visited by citizens who 'came out of curiosity to see the detention areas', students who left the police station 'weeping for the police force'. There were visits to stations that housed four helicopters at a neighboring airport, to ones where a market road doubled as a visitors' waiting room and shelter for case property to police station buildings that were declared unsafe by the building ministry, creating equal conditions for detainees and the police force to be victims of a roof collapse and also stations that were referred to as five star hotels. Stations where visitors who were provided hospitality of assumptions tea and lunch by the police and also stations that let the detainees starve if their families did not provide for them and there were police that fed the detainees from their own meager pockets. Irrespective of the myriad experiences a common theme that surprised citizens across the globally visited stations was the welcome accorded by the police to visitors to assess their services. While the visitors were pleasantly surprised by the 'warmth', 'friendliness', 'frankness' and 'conduct' of the police, there was a method to the cooperation provided by the police. Member organizations of Altus implemented the visits through a web of networks working on the supply side of justice; provided complete transparency to the program and invited the police along with the community and participating organizations to be stakeholders in the program. The visitors on the other hand felt that the exercise was relevant when armed with the 'kit', they felt equipped to walk through the police stations knowing what can be expected as their right. Importantly, they were not assessing the police station only for the services that they required but from the perspective of an ordinary community member. Thus the issue of equality, for instance, women's desk and facilities for the handicapped or the blind were not something that they would have normally looked for.

The range of police stations covered included varying law enforcement structures, populations, crime levels, size, and specializations. Some countries had centralized policing systems while many others had decentralized set-ups and were following different policies. In *Brazil*, certain stations were centered on women. Many police stations covered a cosmopolitan population, others farming and fishing communities. Market and commercial centers, university areas, red light areas, slums, migrant populations and tourist areas were included in the gamut of police stations visited.

Number of Visitors

Police stations across the world received 1966 persons in groups of 3 to 8 visiting at a time. Some stations were visited by a number of groups over the week while others were assessed

Table - 4 Visitors Received in PSVW by Country							
Region Country Visitors Received							
	Benin	25					
	Ghana	18					
	Liberia	23					
Africa	Niger	21					
	Nigeria	162					
	South Africa	2					
	Total	251					
	India	396					
	Malaysia	65					
Asia	South Korea	165					
	Sri Lanka	30					
	Total	656					
	Belgium	8					
	Germany	14					
	Hungary	15					
F	Latvia	33					
Europe	The Netherlands	90					
	Russia	118					
	U.K.	14					
	Total	292					
	Brazil	476					
	Chile	90					
Latin America	Mexico	30					
	Peru	22					
	Total	618					
	Canada	21					
North America	U.S.	128					
	Total	149					
Gran	d Total	1966					
Source: Police Station Visitors Week, 2006							

For details on the nature of visitors refer to Regional Reports, Africa, Asia, Europe, Latin America and North America. CLEEN. 2006. 'Report of Results in Africa', Nigeria. IDC. 2006. 'Report of Results in Asia', Chandigarh. Altus Secretariat and INDEM Foundation. 2006. 'Report of Results in Europe', The Hague and Moscow.

CESC and CESeC. 2006. 'Report of Results in Latin America', Santiago and Rio de Janeiro.

VERA Institute of Justice. 2006. 'Report of Results in North America,

New York



Visitors Interaction with Officials in Police Station Betul, Malaysia

only by a single group. At times, visitors to different stations were common especially when members of civil society participated in the visits. Asia received the largest number of visitors (656), followed by Latin America (618), Europe (292), Africa (251), and North America (149). Among the countries, **Brazil** had the largest number of citizens assessing stations (476) followed by *India* (396). While the mobilization of visitors was strong in the countries of Altus member organizations, with police stations receiving between 90 visitors (Chile) and 476 (Brazil). However, there were other countries like **South Korea** and **Malaysia** which saw 165 and 65 citizens assessing their police stations. The global reach of the police station visits was made possible by the civil society networks activated. This network was particularly useful in large countries such as the *U.S.*, where visitors were provided by 19 organizations. It was administratively necessary where coordination of the visits had to be closely followed, as in Russia which had nine partner organizations and in **Brazil** which had five. These partner organizations continue to be part of PSVW even after the event. For instance, the partners in *Malaysia* (Yayasan Strategik Sosial) are following up with the police and the home department to incorporate the

feedback from the citizens and study the emerging good practices in Asia. They have also been successful in getting police approval for visits across all the districts of Malaysia for 2007. In *Liberia* the partner organization, Liberia National Law Enforcement Association (LINLEA), is working with the Ministry of Justice and UNPOL Commissioner to make improvements in those police stations that are incorporating citizens feedback and to develop policy and procedures for democratic policing.

Visitors' Categories and their Viewpoints

The nature of organizations involved in the station assessments can be broadly categorized into the following five types.

- Citizens and interest groups ranging from resident associations, traders' organizations to religious groups like Archdiocese of
 - Minneapolis of *the U.S.* and the local church assembly in *Ghana*;
- Students from high schools and universities: in Africa 42 per cent of the visitors were below 20 years of Age¹⁰;
- Civil society groups such as human rights bodies, women's organizations, civil liberties and advocacy groups, service providers;
- Professional bodies associated with justice reforms such as academics, lawyers, researchers:
- Community Policing groups such as captains from Neighborhood Watch Initiative (Canada), Community Liaison Groups (India), Resident Volunteer Safety Unity (Malaysia)



Action et Aid, NGO Partner Organisation in Cyberabad, India

who have regular involvement with in community policing activities.

In the citizen groups, many visitors had a first first-time contact with the police and found the visit useful and informative. Perhaps the most important feedback was the emergence of community ownership of police services, both as a right and a responsibility. Visitors sympathized with police, praising their professionalism in the face of deficiencies that varied from country to country. While it was office equipment and laptops in the *U.S.*, petrol in *India*, basic stationeary in *Nigeria*, *Ghana*, and *India*.

For the students, it was interesting to see the police operations first hand. Secondary school children in *Nigeria* mentioned that after the visits "we felt that we could talk to the police like a friend." Visitors also reported that they now feel felt they "could be with police without fear."

Civil society members were more critical, but still reported that they saw police in a new light. While some reported that the visit was went as expected, others like an Ohio visitor related that "there was a significant impact on my group of visitors, not so much with the facility but with the police personnel. There were leftist activists on the tour and I believe even they themselves were even surprised at themselves with how positive the interaction was. This was a very good idea." (U.S.) Others who work with the police regularly were skeptical that the police had adorned a new mantle during PSVW and doubted if the changes would remain be sustained in the long run.

Other professionals working with the police commented that PSVW "did not have a fundamental

"I have visited the police station many times and found basic facilities missing, for instance, there is no water to drink in the hot summer season, no furniture for the people to sit and wait and one is unable to meet the Station Head Officer and if one has to make a telephone call one has to visit a public booth. Language of the police officers was rude. Without the support of a personal connect to the police department it was difficult to get one's work done. But after this PSVW my image about a police station has totally changed. All the missing facilities are now available. Earlier when we use to organize camps on the roads, the police would create problems, but now we have been assured of their support. Let's see how things work."

India

impact on the opinion of about police stations or the police," but that it was helpful to compare police stations in a systematic manner and against established regional standards. (Hungary)

Importantly, citizens involved in community policing reported that they also found the visits useful. According to a *Canadian* visitor: "This was a comprehensive visit and team members' awareness of the police operation was greatly increased." Perhaps their interaction had been more focused to a particular program and exposure to other

"Our perception about the police has not altered, but it has sharpened the sensitivity and awareness of police work."

Germany

aspects has strengthened their understanding of community-oriented policing. In *India*, one such visitor said: "Visiting a police station was very common to us, but with this perspective it was totally a new experience and we had gone to the police station with the aim of making observations. Earlier we went for our work, but now we really came to know the functioning of the police, who explained to us their working conditions, political pressure etc. We used to apply the same pressure on the police to get our things done, but now we are also aware of the other side of the coin. We have actually realized that there is need for participation of the public as well as the police if we really want to bridge the gap between the two. This was indeed a very good step in order to towards improve improving police-public relationship."

3.2 Insights from Narrative Reports

The expectations of visitors concerning the relevance of the activity were low. Visitors were wary of the police response. However, after the visits, they reported that the experience was more than worthwhile. The visitors were surprised that they did not get a shabby treatment. It found mention in narratives of *Nigeria, Mexico, India, Ghana, Malaysia, South Korea* and even the *U.S.* A recurring theme after the experience was that the visitors no longer were fearful of interacting with the police. In *Ghana*, a visitor mentioned that he would no longer ride his bicycle the other way any time he saw the police. He had formed a different opinion of the police services and was no longer afraid of them.

"The impression of the police after visiting the police station has really changed. As initially we were thinking that thana (police station) is only for hitting and punishment, but after the visit this thought is changed and police officers are also human beings and they have the same concept as the normal public."

India

Visits were Found Informative

For some visitors, the value of the experience was in learning about enforcement procedures, internal functioning of police, and rights of citizens. They reported that they gained exposure to the variety of tasks the police are faced with, the size of the police stations, and the scope of their activities.

"The visits were very educative because these gave us insights into the activities of the police, which before the visits were not known. For instance, we were taken through the process of making an arrest and also granting bail among other things." (Ghana)

Visitors to a police station in *Mexico* found the visits revealing: "On the one hand it enabled the team to get indepth information about the internal workings of the police

MEANING OF EXPERIENCE FOR VISITORS

Expectations were low both in the activity and police response but experience was worthwhile due to:

- Informative: Nature of police functioning
- Respect for the police that in such poor working conditions they are still performing their jobs.
- Appreciation of police officers' conduct (pleasing and helpful) and leading to a new respect for the police
- A feeling of increased security after seeing how efficient and dedicated the police was
- Improvement in community perception of police

station, on the other it gave us a unique opportunity to know how crime information was captured through a call centre and subsequently processed by professionals."

"As a team we found the visit very informative. There is much more to know than you assume when passing a police station."

The Netherlands

Improved Image of Police

The visits also changed many citizens' opinions of the police and its functioning. According to a visitor from **South Korea**, "Before I visited the police station, I had some prejudices about the police and thought them to be rigid and strict, but their speedy processing of complaints made me think they were just like my neighbors." The opinion that police officers are "human beings" was also

voiced particularly in *Nigeria*, *India* and *South Korea*. In the *U.S.*, the visit generated a feeling of increased security in a team after they saw how efficient and dedicated the police were. A sentiment that came across quite strongly was an appreciation of police officers' conduct which was repeatedly mentioned as 'pleasant' and 'helpful,' leading to a new respect for the police. Civil society professionals

"The visit was a rare opportunity to give a deeper insight into police work and all team members found it useful, informative and enjoyable. Overall, the visit served to highlight the severe constraints faced by the Ghana police service due to an overt lack of adequate facilities. Officers at this station deserve commendation for their professionalism in the face of such deficiencies. The Sergeant in-charge stated, for instance, when paper supply expired, the officers' purchased at their own expense to prevent an interruption in their duties."

Ghana

working with the police were 'pleasantly surprised' by the visit in **South Africa**. In **India**, a visitor remarked: "The image of the police station and personnel was already there in our minds before the visit, but we were surprised that after the visit our perception had changed. We wondered whether this was a police station or the house of a well-managed joint family. Respect, cooperation, team work and latest modern facilities were clear to see."

Citizens were appreciative of the police after viewing their working conditions and the pressures of their job. In *Mexico* as in *Nigeria* the visitors noted that: "the police had peculiar problems which included non-payment of salary salaries and lack of adequate welfare packages. This affects their attitude to work. The visit helped us appreciate their challenges."

Building Bridges

Citizens who looked beyond the pleasant atmosphere and the readily provided information welcomed the visit as a boost to the on-going community-police interaction. According to a visitor in

Liberia: "The visit helped citizens realize that the police was not only concerned with crime, but was also 'building bridges of friendship' with community members." In Chile a visitor noted a more community oriented approach. "You can see the shift from the repressive and militaristic model towards an attitude which is closer to the community and its need for care and safety." In Canada, a visitor remarked: "I believe this opportunity can only strengthen the ties between the community and its police department."

Not all comments were of praise for the police. Critical comments often included a desire for the police to address community relations in addition to tackling crime. According to a visitor in *India*: "The police station needs to be renovated in the sense that they should be more community-friendly instead of making it a place only for registering crime." In *Malaysia*, one visitor felt that "the police personnel should not succumb to external pressures to renovate the police station by placing air conditioners, but address more pertinent issues such as making the police station disabled friendly."

"In the past authoritarian regime, the South Korean police focused on wielding power rather than serving the public. Now however, we could feel that the police is trying to change its existing image to the concept of service. It is a little regrettably that while citizen and human rights friendly facilities and systems are being looked into, there is much work left for change in officers perspective."

South Korea

Moving Towards Accountability

Two pertinent impressions emerged from the visits. First, that the police are not above the law and that they are accountable for their actions. In *Liberia*, visitors stated clearly that their views had changed after the visit: "The police officers are disciplined and orderly people. We learned that they could be brought to book or a report could be filed against them for redress." Feelings that the police are friendly and not to be feared can only strengthen the community's stake in public safety, especially where police are a visible authority.

The other impression that emerged was that even though police reforms, particularly reforms in police stations, are underway the community has not been aware of a change in the police. In *Mexico*, visitors reported that, "Police officers and high ranking authorities were indeed very open to share information and to display both the remarkable features and the shortcomings of their stations. This was something unusual in Mexico." While in many countries, visible practices of reform are yet to emerge, this forthright and frank interaction has itself reflected a change in police functioning. In *India*, a an NGO member mentioned that they were skeptical about the visits and

their utility, but after the visit, there was a sea change in their views about the police, particularly the reforms of which the local community was not aware.

The Need for a Public Face

It was also important how the visitors were conducted. In *Germany* a visitor remarked on the power of the guiding officer to shape the visitor's impressions. "It is amazing how much your impression depends on your guide. This was also the feedback of the group. Our impression of the station was rather negative. Two days later with a different guide and the impressions of the station were totally different." In *Brazil* as well, visitors reported that the public relations skills of officers created a positive image of the police in their minds. Many stations provide dedicated and trained staff to deal with the public. This is the case of the programs Delegacia Legal from Rio de Janeiro and the Delegacias Participativas from Sao Paulo, which focus on the reception and the staff directed allocated to deal with to the public, and made a good impression on the visitors.¹¹

Visitors admired the cleanliness and high quality of toilets in the police stations, which had notably changed since the last visit. They were also satisfied with the affability and service-disposition of the staff

Peru

3.3 Feedback from Police and Government Officials

Consensus on Basic Standards

Police access to the Altus kit Kit provided transparency to the program and importantly justified that the very basic standards were being addressed. Indicators such as physical infrastructure and community orientation were not alien standards but those which the police could easily identify with and a consensus could emerge that these were required.

Gaining Public Support

Participating police forces in PSVW responded with one voice in appreciation of the event as a community based venture to promote community-police partnership. In *Nigeria*, an area commander welcomed the idea who and said the visit would assist members of the public to identify themselves with the police. It would provide visitors with an idea of where the police officers and policewomen worked from and how they carried out their duties. He found this activity "an opportunity for the members of the public to embrace the police and vice versa."

"In the past authoritarian regime, the South Korean police focused on wielding power rather than serving the public. Now however, we could feel that the police is trying to change its existing image to the concept of service. It is a little regrettably that while citizen and human rights friendly facilities and systems are being looked into, there is much work left for change in officers perspective."

South Korea

In *Malaysia*, the Minister in-charge of Policing was of the opinion that this activity would "allow us to reduce the gap between the police and the public and also give an opportunity for to the common man to visit local police stations to assess how the cops function." The **Dutch** Chief of Command was very positive about the project and said: "They cooperated with pleasure"

^{11 &#}x27;Report of Results in Brazil'. CESeC, 2007.

particularly as a police official explained that the program was a useful initiative and in tune with the activities they implemented. Perhaps the most telling comment by the police on their efforts to provide better services for to the people can be gauged from the comment, "A complaint from a visitor is good advice to do it better." (The Netherlands) In some areas the police took a lot of initiatives either by dovetailing the event with on-going activities such as community-policing in Malaysia, providing an indepth interaction to the visitors as in some police stations in India, U.S. and Canada. In Cyberabad,



Visits being Conducted Around a Police Station in Benin

India, the police organized a three-layered interface with the visitors where they provided an orientation of the police stations and functions, conducted a visit to the facilities and hosted an open house discussion with the station staff.

Opportunity to Harness Community Stakes

Police welcomed the support of fledgling community partnerships in countries that are still experimenting with the concept. PSVW was an opportunity to inform the citizens about the essentials of a police station – a congenial environment, comfortable seating, and the latest information on crime.

There was also a the recognition that PSVW enlarged the outreach and interface of the police from a local to a global arena.

The police were particularly keen that such activity should provide the common citizens with an

avenue to understand the function of the police force. The chief of Staff of the *Ghana* Police Service stated that the visits would give an opportunity to the members of the public to assess the activities of the police, the working environment, and the working conditions. He said that the report of the visits would assist them with the development of a working guide to improve their services and build upon the lessons learnt from this visit.

An Area Commander in *Nigeria* sated that there was need for the members of the public to 'draw near' to the police. The policeman policemen or womanwomen, as he stated, were not from the moon but were a part of society. The police

"Today local news reporters had also visited the local Samrala police station, which is in the list of the modern police stations, and seen that the environment had changed. The station Head Officer said their police station was very happy that the police station was participating in an international level competition. Days and nights of hard work had changed the police station as per modern techniques and the people were liking it. He further reported to the media that facilities for the public had been taken care of specially. An information centre had been established within the police station, and any one could get every type of information. The staff had separate cabins with modern facilities. An interrogation centre, a recreation room, a TV, newspapers, a carom board and sports like basketball were arranged."

India

station visit would give the members of the public an opportunity to let the police know if they were doing things right, which they should reinforce these, or if they are doing things wrong, which they can attempt to change.

Material Windfall

To some police officers it was an exercise that enabled them to acquire the much required infrastructure from furniture, computers to an overhauling and cleaning of the premises. Stations in the poorer regions were particularly happy when their stations they received new furniture and computers as a result of PSVW. Police stations that did not receive such largess but had inadequate infrastructure hoped that this would be a forum through which they could publicize their poor pay, lack of accommodations, shortage of staff, and even lack of uniforms and fuel. These were voices heard from in *Ghana, Mexico, Nigeria*, and *India*.

To others it was an opportunity to highlight the poor condition of the police stations that required a policy initiative to revamp and maintain police stations. According to one officer, "We can get the police station cleaned, painted and scatter new furniture with collected 'funds' from the public, but why should this ad hoc effort be made, . rather Rather the government should have a budgetary provision to upgrade and maintain police stations." (India)

3.4 Visitors Perceptions: An Overview of Scores

Citizens found police services in some visited stations to be better than their expectations if the perfect or near perfect scores given in the categories are any indication. In each region citizens found police stations with exemplary services in one or all of the five categories of assessment. Thus, everywhere some police stations are doing the right thing according to their service users. Also variation in scores on in each of the five categories among the participating police stations reveals that there are substantial gaps between the highest score received and the average in each country. A detailed look at the grassroots level i.e. police jurisdictions also substantiates that within a police regime where law enforcement policies are the same, variations exist. In other words, with the same administration, policy structure and local context some police stations are perceived as better functioning than the others. This opens a huge ground for improvement in policing services without increasing the outlays or undergoing a socio-political transformations. No doubt, best practices generally emerge from the initiatives of single leaders in the field reflecting better perceived stations, but it is their institutionalization and adaptation which makes the improvements sustainable and service delivery of a certain standard. Highly rated stations can provide pointers to practices welcomed by public. The following were the top and average scores among those police stations visited in each country on the five categories.

Table – 5
Highest Assessed and Average Scores of Police Stations Visited by Country and Region

D i	Country*	Community		Physical		Equal Treatment		Transparency and		Detention	
Region		High	Avg	High	Avg	High	Avg	High	Avg	High	Avg
	Benin	41.00	36.20	46.00	32.60	35.00	26.20	33.00	28.40	42.00	30.80
	Ghana	63.33	53.33	58.75	42.00	55.00	39.25	60.00	47.75	56.67	44.83
Africa	Liberia	66.00	60.33	54.00	40.33	52.00	39.07	49.00	43.27	42.00	36.93
	Niger	37.00	33.70	31.67	28.08	40.00	28.78	34.00	25.33	33.00	25.70
	Nigeria	100.00	57.72	82.50	47.00	73.33	42.39	73.33	51.04	76.25	46.58
	India	100.00	74.66	100.00	67.49	98.33	62.00	100.00	75.33	100.00	66.29
	Malaysia	91.67	81.15	98.33	72.70	94.17	66.36	91.67	76.97	95.00	61.00
Asia	South Korea	100.00	76.45	98.33	77.00	98.33	73.76	100.00	73.56	98.33	78.79
	Sri Lanka	100.00	86.33	80.00	62.00	88.33	66.50	98.33	75.00	95.00	71.83
	Hungary	80.00	70.67	100.00	70.67	88.33	74.67	76.67	54.33	76.67	64.33
_	Latvia	96.67	79.55	100.00	78.64	95.00	71.97	76.67	64.70	100.00	84.09
Europe	The Netherlands	85.00	71.77	88.33	78.12	89.17	72.48	78.33	61.69	88.75	66.44
	Russia	100.00	68.38	93.33	62.05	81.67	49.33	93.33	56.56	100.00	61.54
	Brazil	85.00	58.60	97.00	63.12	92.00	52.07	86.00	36.28	89.00	40.98
Latin America	Chile	93.33	68.22	98.33	71.39	91.67	60.72	86.67	52.56	85.00	54.89
	Mexico**	96.67	82.69	98.33	70.37	96.67	65.37	91.67	73.52	76.67	44.26
	Canada	88.75	80.35	90.00	81.88	88.00	71.43	91.25	76.48	89.00	67.05
North America	U.S.	98.33	75.00	100.00	74.46	100.00	73.47	100.00	70.32	100.00	67.67

Source: Police Station Visitors Week, 2006

^{*} Countries where less then five stations participated are not included

^{**} One Police Station in Mexico had only detention facilities and is therefore not included in the overall assessment

4. Dimensions of services assessed

4.1 Community Orientation

Community policing has been a core component of police reforms all over the globe. While a number of community-directed programs have been initiated in all countries where police stations have been visited, the changes that have touched the functioning of police stations are not that common. While in countries of established community collaboration, outreach programs have been organized from by the stations some even with separate buildings for community programs, The general trend is that the police goes to the community, while police stations continue to be remain exclusive police spaces. Reforms specifically directed at police stations do exist for instance in Rio de Janeiro (*Brazil*) where police stations were upgraded and restructured. Other programs are more recent. One such program is the overhauling of police stations in Cyberabad (*India*) in 2006 to make their functioning geared to public dealing. Police stations have not otherwise been the focus of systematic reforms.

Notwithstanding the deep-rooted tradition of police stations as a police preserve, police officers generally welcomed visitors to their station.

A number of police stations were given perfect scores in community orientation. These were distributed across Africa (1), Asia (8), and Europe (1). The top score in North America was for a U.S. station (98.33) followed by Mexico (96.67) for Latin America.

"The behavior of the head of police station (delegado titular) was a good surprise for the visitors, who did not expect to have a good reception. This was the view of most of the participants, before the visit, and was based on an idea of a repressive police. On the contrary, we found with discussions of the head of the police station, an indication that the civil police is being oriented to respect human dignity."

Belo Horizonte, Brazil

Table - 6 Top Police Stations by Region: Community Orientation									
Region	Country Police Station Score Country Averag								
Africa	Nigeria	Ikeja Police Division, Lagos	100.00	57.72					
Asia	India	PS Ramganj, Jaipur City (North), Rajasthan	100.00	74.66					
		PS Sector 11, Chandigarh	100.00						
		PS Sector 26, Chandigarh	100.00						
	South Korea	PS Kuro, Seoul	100.00	76.45					
PS Yeosoo, Chollanamdo		100.00							
	Sri Lanka PS Katugastota, Kandy		100.00	86.33					
	PS Kirulapone, Colombo		100.00						
		PS Sevanagala, Moneragala	100.00						
Europe	Russia	Kanashskiy GOVD, Chuvash Republic	100.00	68.38					
Latin America	Mexico	PS V State Police, Querétaro	96.67	82.69					
		Metropolitan Police Station, Querétaro	96.67						
North America	U.S.	Cerritos Station, California	98.33	75.00					
Source: Police Station Visitors Week, 2006									



Police Hengelo Center-South receive flowers from Altus staff

An analysis of the visitors' narratives on this dimension reveals that accessible information on services, co-ordination with other service providers, and community outreach programs were perceived as relevant to policing services.

In Meghalaya, India and in South Korea the police did not realize that the group were part of the team of PSVW and visitors were blunt in their feedback. "The police was rude and had double standards. First, they did not allow the team to enter and it was only later that they called us in after a senior officer had intervened."

India

COMMUNITY ORIENTATION: AN OVERVIEW

- Ambience: Information/signage, visibility of services found to be a measure of professional and people friendly stations.
- Coordination with other agencies, services such as counseling, domestic violence, security agency, community groups etc. an indicator of effective policing for people.
- Participation of the community, identified as a challenge by police
- Outreach and community oriented services generate support and trust from citizens (programs
 for seniors/youth/ tourist information, officers dedicated to certain vulnerable public such as
 youth, foreigners etc.)

Displaying Information is Perceived as People Friendly

Visitors indicated that conspicuous display of police station procedures, functions, and services were signs of police professionalism and a way to keep the station citizen friendly.

Of particular concern to visitors was the availability of information on services provided to the community. In some of the stations with more developed community service programs, community members felt that these were not easily accessible. "I think the police in general have not fully realized the importance of informing the public via pamphlets or posters about their services and their responsibilities. There is very little information available. You can get more but you have to explicitly ask for it." (Germany) In another police station in the

"Upon first entering, the only signage was one for each counter - one stating 'traffic' and the other 'information'. 'The group thought the lack of information or resources was a bit unwelcoming".

U.S.

U.S., the visitors found that pamphlets and forms were placed behind a column and not easily visible or were under the desk of the reception and the visitors had to specifically ask for them. If these were freely available, citizens responded that they would feel more welcome in these police stations. In **South Korea**, for instance, a visitor reported that a lot of information was available on the website, but it was not available in the police station itself. Visitors reported similar constraints in areas where community programs were not on-going. For instance, in Nigeria, a visitor mentione:, "There are no adequate communication facilities and there are no posters or statistical data on how the station is run and what is done in the stations. Every piece

"The impression of this police station was that it was extremely clean well-equipped but information available for the civilians going to the station not enough".

Hungary

"Information for every service is available, but first you have to ask for it at the helpdesk. There is no place where you can take these brochures anonymously without being observed."

The Netherlands

of information is obtained on enquiry." In India, a visitor mentioned: "We could not get much information as there were no display boards/ information desks. No information regarding the phone numbers of the police stations or police officials was displayed. In a nutshell, a lot is required to make it people-friendly." From visitor comments, it appears that the community found information about the services and functions available in the station more valuable than cleanliness and order.

> Where services were clearly listed, visitors recorded their appreciation regarding information on human rights. "In the main waiting room there are information leaflets about human rights organizations and the rights of defendants and victims. There is a television set where people can watch films about crime preventions." (India)

Referral Services: Community Oriented Policing

Police coordination with service providers such as counseling agencies, domestic violence, or security services, was seen as an indicator of effective citizen oriented policing. "We were surprised at the level of collaboration between the deputies and the agencies. Deputies call up counseling centers for occurrence of sexual assault, domestic violence, fires, suicidal ideatition, and deaths in the family. They are also involved in community events." (U.S.) However, these services were not found everywhere and the most common referrals pertained to women services.

Community Outreach Strengthens Public Acceptance

Stations that provided outreach and community oriented services received high rankings. Programs for seniors, youth, tourist information, with officers dedicated to certain vulnerable public such as women and foreigners received particular attention. In police stations in Brazil and India, visitors remarked that there was a library for children and old people and this reflected the police commitment to initiating strong ties with the local communities.

This recognition, that a positive interaction between the community and the police is integral to policing, was made by both visitors and officers. In fact, one police officer mentioned: "participation of the community is the main challenge that the police faces."

Accessibility to Station an Issue

The narratives also revealed a number of locational and spatial problems. For instance, stations located in highly congested areas where parking was not only a problem but in one case the visitors to the police stations had to discuss their problems on the streets (*India*). A number of police stations in *Brazil* and **South Korea** were found to lacking in parking space. Other problems pertained to inadequate signage, parking, and public transportation to the police station.

"The location of the station is not well sign aged; if you do not live here you do not know there is a police station"

The Netherlands

Good Practices

Readily Accessible Information about Services and Referrals

- Published material on community services, programs, and procedures in the police stations was welcomed. The visitors were specific that easily available information gave them a sense of comfort and confidence.
- If computers and internet are widely available, police departments could construct a website where information about the reporting of crime and referrals to services are available and easily located.

"There were some brochures and signage in the front lobby. Having more information, particularly in various languages would be beneficial to this station and the community. The deputies do seem to put a lot of work in hosting monthly meetings aimed at educating the community on issues such as identity theft, domestic violence, safety, etc. The hope is that they will be able to connect community members to resources and increase awareness about the topics."

U.S.

Programs Providing Information

The public was receptive to programs that promote regular contact between the police and the community, specifically programs where information regarding police functions, procedures, and issues of focus and concern were disseminated.

- A highly comprehensive and detailed program is carried out by Wijkteam Breda East (the Netherlands). The station offers a course, Police for Public, a nine evening course in which police officers explain the police ation, jurisdiction, the policy regarding the youth, drugs, and security measures.
- In Vancouver (Canada) the department has dedicated spokespersons and holds a press conference every day to communicate activities and issues to the public.
- In the U.S., citizens can take part in policing activities such as riding in a police car with an onduty officer.



School Information Programs

Under this program, police personnel visited schools, provided the children with information on policing activities, and organized visits to their police stations. This was a regular activity in countries such as Canada, the Netherlands, South Korea, Sri Lanka among others.

Local Crime Data

Mapping crime rates in the locality and sharing the results with the community at regular stages was a practice welcomed by the citizens. The nature of these surveys varied.

In Vancouver, Canada, property crime statistics are disseminated through the police station

The Dutch Ministry of Internal Affairs carries out an independent survey concerning security and crime. This survey provides information on the nature of crime and number of people victimized, level of security, and public perceptions of the police.



Hindu Muslim members in CLG, Ramganj, Rajasthan India

Multicultural Ethos

Ramganj Police Station, India covers an area of more than half a million people and is the site of Hindu-Muslim riots, with Mosques/temples practically in each lane. Frequent religious processions of each community are potential events for riots. A youth group consisting of well-known males representing both communities has been formed which meets monthly and prior to processions. Members are placed at short intervals along the entire route. These youths regulate both the processionists and the people of the locality they are passing through. According to the Station Police Officer: "they even ensure that no pigs and cows intercede the processions, (Both symbolic for the respective religions. The cow is holy for Hindus and the pig a sacrilege for Muslims), so that the opposing groups do not use these to instigate the crowds."

Meighborhood Watch and Community Groups

These programs were among the most common yet effective, in the eyes of the public. The structure and tasks of these groups vary from police department to department.

- In Canada, the Block Watch Initiative links volunteer neighborhood groups as a contact between
 - the police and the community and helps the police to disseminate crime statistics, prevention measures required by the police, and police outreach programs.
- In the *U.S.*, the programs D.A.R.E., a drug resistance program for youth, and P.A.L., a police-youth athletic league, are pervasive.
- In Rajasthan (India) community liaison groups (CLGs), a recommendation of the National Committee on Policing, have clearly prescribed groups and specific objectives. The function of these groups is to improve the relationship between the public and the police and to foster peace and harmony in

- the area.12
- In *Malaysia*, Rukun Tetangga, or the Resident Voluntary teams, work for local safety and building relations among the ethnic communities in a neighborhood.
- In *Brazil*, the Community Council of Safety holds regular meetings of civil and military police and community representatives of the area. These councils address safety problems through interactions and sharing of information.

Community Policing Centers

Again local variations to these centers exist. The basic idea behind such centers is to undertake joint community-police activity to address crime prevention, service delivery, and citizens' complaints.

- In Vancouver, Canada, these centers have one appointed liaison constable from the police department, sometimes an employed coordinator and volunteers to assist the general public on crime prevention issues and complaints.
- A more institutionalized set-up in Punjab, India, was initiated with a Ford initiative. **Community Policing Resource Centers** (CPRCs) were launched in Punjab, India, in 2003 through a government notification in which an autonomous registered society consisting of representatives of the police, the administration, and the civil society collectively manages community police extension services. These included a grievance redressal unit, a community service-cum-information centre, a victim relief center that coordinates communityoriented schemes and a child protection unit.

TRIBAL **CUSTOMS** OF **COMMUNITY** LIAISONING

In Meghalaya, India, the police stations that were visited fell in the Khasi tribal belt. It was interesting to note that the best practice being followed in these areas has emerged from an age-old tribal social custom.

It is not only customary but also mandatory for any police official to interact with a tribal member only after informing and seeking the support of the tribal darbar (leaders).

Involvement of the community becomes particularly useful since this area has insurgency problems and such a practice helps to make the police remain accountable by making police interaction with the people transparent.

^{12 &#}x27;Report of Results in Asia'. Chandigarh: Institute for Development and Communication, 2006.



The Shipra Path station, *India*, maintains aa beat bag is maintained with information about each residence/building, vulnerable and anti-social citizen in the locality. (A beat is the smallest policing demarcation within a police station). A list of various community members from different community police groups forms the basis of interaction for the police on duty. This small office is managed by the constable on patrol duty. When a policeman makes a visit to a particular area, he not only addresses the specific problem to be investigated, but does so with the help of the community group working on that issue. For instance, a drunken altercation would be tackled by bringing people from the '9 neighborhood houses' (each residence is connected to eight surrounding houses) to facilitate the solution.

Staff Training

- The Cyberabad police, *India*, undergo Culture Change Management to improve communication skills, public relations, team building, stress management, and provide computer training

 building personnel capacity according to emerging needs.
- Stations with a clear role for every staff member and well- defined procedures and process for all activity in the police station received praise from the visiting groups.

Well Lit, Ventilated and Clean Areas

- Well lit, organized reception areas were comforting to visitors. Dim and shabby areas were noted as unwelcoming.
- Even when infrastructure or space was inadequate, placement of flowers (*Russia*) or plants (*India* and *South Korea*) were perceived as signs of welcome.

Clearly Delineated Spaces for Different Services

Citizens felt comfortable when:

- They had clear directions of how to proceed in a police station.
- There were clearly differentiated spaces for different types of visitors. In *Hungary*, a group found it "problematic that all the people coming to the stations had to wait in the same room lawyers, witnesses, dependents."
- The visitors to Salak Tinggi Station in *Malaysia* were impressed by a system that directs visitors to
 the right police desk from the gate of the police station. At the gate of this police station, along
 with a security check, a color code is issued which makes it easy for the visitor to reach the right
 officer.

"The police attention spaces are well distributed, each section has special spaces (reception area, daily events register, orientation, community participation, office, traffic, complaints, intra-familial violence, communications, directors office, and, in general, all a police station needs)"

Peru



Physical Accessibility

Visitors across the globe reported on stations that were not clearly marked or not accessible by either private vehicles or by public transportation. These problems ranged from having to pay for parking to a lack of parking space altogether! The visitors noted that a stations which is inaccessible by public transportation, is inaccessible to whole segments of the population.

Stations that received high scores shared the following characteristics:

- Clearly marked day and night
- Had a clear entry point to the station
- Different parts of the city, especially those frequented by tourists or visitors such as markets or parks, have signage directing the community to the nearest station
- Accessible by all means of transportation, including by foot, bicycle, car, or public transport.



Making Services Available Outside of the Station

Services that could be accessed without visiting the stations were at times convenient for the public, either due to lack of transport, time or even discomfort in visiting a station. Citizens were comfortable accessing services available outside of the stations. While the sentiment points to the symbolic distance – the hesitation a common person feels to visit a police station, be it in the *U.S.* or in *South Korea*, it makes an effective practice.

- Minor crimes such as mobile theft can be reported through the internet in Sao Paulo, Brazil.
- Visitors found hotlines for visitors to speak to department representatives or hear an automated recording in their native language useful. This preserves the anonymity of the visitor while allowing them to access this important information even if they are unable to reach the station. (U.S.) Hotlines are particularly useful when the victim is a minor, under the control of the offender, disabled, or illiterate, making out-of-home services difficult if not impossible to access.



Collaboration with Service Providers/NGOs

It can be prohibitively expensive to staff counselors and service providers at each police station, not to mention the amount of space needed for private offices for these services. Some stations have connected with community- based service agencies, allowing the police to refer citizens to these services without expending space and money to provide these services in the station itself.

- Referral services and links with NGOs, counseling centers were among the established good practices.
- In *Ghana*, the visitors found that the Laegon Police Station operated an effective referral facility in collaboration with civil society organizations. For example, persons reporting issues relating to rent were referred to the Rent Control Department, women with civil matters were referred to the International Federation of Women Lawyers (FIDA).



Community Informers with Anonymity

Another popular program was the ability of the public to anonymously report a crime to the police.

- Crime stoppers, a program in Brazil, Canada and U.S., is an anonymous phone line to provide information to the police.
- The Friends of the Police or 'Rakan Cops', a project of the Malaysian Police, goes further by maintaining some accountability of informers while protecting the identity of the citizen reporter. Any community member can register with the police. When there is information regarding a crime they just SMS/Text message or call a particular number and the information is conveyed on radio and to other Rakan Cop members for further action on it. It is successful since it provides anonymity and safety to the member.



Context Based Services

The community acknowledged and supported police efforts to reach out to the citizens by providing or facilitating the needed services in the locality.

Highway Blood Bank

- Pet Basheerabad police station, Cyberabad, India: This police station is located on a highway and serves a rural population. Since this police station is located on a highway, it has to attend to a number of accidents.
- The police station prepared a data base of blood donors of the area with the support of a software company. When an accident occurs they immediately call up blood donors to donate to the injured. Although this police station caters to a rural population, the visiting team reported that the police station looked like a corporate office with all modern amenities including many computers. "For a moment this police station gave the impression of being a mini software company". It has managed to integrate technology to an important service partnered by the rural
- In addition, measures such as putting up signposts and road management have been undertaken.

Mothers Club to Prevent Traffic Jams

The police station of Kuro in Seoul, South Korea, has

Invited mothers of primary school-going children to help direct traffic during school rush hours. Mothers of students from respective schools are trained to regulate the traffic outside that school. They also encourage other parents to follow the evolved norms in that school zone.

Directory of all Cab Drivers

In a police station located in the midst of India's information technology hub, where call centers, Business Process Outsourcing (BPO) with twenty-four hour offices, the police has a list of all the cab drivers and their phone numbers since they are used at all odd hours, even by women office goers.

4.2 Physical Conditions

The dimensions on physical conditions were evolved to capture the basic provisions of space and facilities in a police station to perform the required functions. Visitors found awe inspiring police station buildings spread over large spaces with multi-stories housing gyms for police staff and on the other end humble structures, but this they noted did not necessarily affect the order and cleanliness of the station, spatial designations or facilities of privacy. In nearly every country the visitors presented a picture of two extremes. In every country from the *U.S.* to *India* visitors reported stellar 'five-star' stations as well as those which had crumbling walls, leaks and poor ventilation.

"In the lobby there were case materials such as bicycles and motorcycles... In the area close to the cell blocks we found a car engine, a bumper and tyres. In the patio of the stations, there were mattresses and furniture which were confisticated in a slum area. However, there were other stations, contrary to our expectations in **Brazil** that were 'in good state of repair."

Brazil



Police Station, Sector-17-Chandigarh, India

Table - 7 Top Stations by Region: Physical Conditions				
Region	Country	Police Station	Score	Average
Africa	Nigeria	Akinpelu Police Station, Lagos	82.50	47.00
		PS Kalwar, Rajasthan	100.00	
A =! =	In all a	PS Ramganj, Jaipur City (North), Rajasthan	100.00	67.40
Asia	India	PS Sadar Khanna, Punjab	100.00	67.49
		PS Shipra Path, Jaipur City (East), Rajasthan	100.00	
	Hungary	19th District Police Station, Budapest, Pest	100.00	70.67
Europe	I at da	PD of Riga district, Riga	100.00	70.64
	Latvia	PS of Saulkrasty, Saulkrasty	100.00	78.64
Latin America	Chile	6ª PS Tagua, San Fernando	98.33	71.39
	Mexico	Headquarters State Police, Querétaro	98.33	70.37
North America	U.S.	Palmdale Station, California	100.00	74.46
Source: Police Stati	on Visitors We	rek, 2006		

The ratings on physical conditions of the police stations reflected a substantial gap between high scores among the best rated police stations and the corresponding country averages. As many as eight stations among those visited were given 100 per cent scores supported by comments that the stations looked like corporate offices and top hotels. While in Asia, North America and Europe eights stations had a high score of 100. In Latin America two stations, one each in Chile and Mexico,

"The plaster was falling from the ceiling. This building was once a judicial jail which was later converted into a police station. Only one computer was in working condition. The rest of the computers were not used because of shortage of rooms."

India

had a high of 98.3. In Africa the highest score of 82.5 was given to a station in *Nigeria*. As with other indicators the exceptionally high scores were balanced by poor physical conditions, and many stations were in a dilapidated condition as in *India* and *Nigeria*. The oldest police station in India was housed in a 1860 building. While it was well maintained others were not in the same condition.

In nearly every country, where visitors encountered such working conditions they left with more respect and appreciated the work that the police accomplishes despite lack of decent infrastructure or adequate supplies. Spatial conditions, earmarked areas for client / visitor services and facilities, building conditions and technology drew the attention of the visitors.

PHYSICAL CONDITIONS: OVERVIEW OF COMMENTS

Spatial conditions: These range from working space for police to overcrowding by visitors

- o Sufficient space for all facilities including reception and office space
- o Clearly demarcated spaces for different services.
- Building condition and spatial layout present a friendly or desolate ambience.



Visitors in Narsingi Police Station, Cyberabad, India

Spatial Considerations

Two kinds of spatial conditions were observed. One pertained to the space available within the station for services and the other clear demarcation for different functions of the station. Sufficient space to perform necessary functions included space for staff and operation, but also comfortable waiting spaces, privacy for clientage and separate units for women when necessary.

"The standards of police work has become higher, but conditions of their work are as poor as before. After the visit I realized that not only the citizens had problems, but also the police officers who have to work under such poor conditions and shortage of everything."

Russia

Well-kept Physical Conditions Solicit an Appeal

Stations that were well-kept and well-equipped received positive feedback, while those perceived to be 'large, drab, institutional' were viewed as unfriendly.

Visitors praised open working areas, pictures identifying the staff and officers, and policing slogans hung on the walls.

"Our impressions of the police station were very positive, since the facilities are impressive and there does not exist the mood of a common station, which is in a low state of repair, with a few staff members providing a low quality of service."

Sao Paulo, Brazil

"Staff working areas were excellent - painted in pastels, clean, and with spacious cubicles. Dozens of trophies which had been awarded for their Explorer community outreach programs were displayed throughout the station and prison county mottos, principles, and codes are displayed prominently."

U.S.



Visitors in Kwanjookwangsan Police Station, South Korea

"Regarding the facilities, we were dismayed and saddened by the condition of many of the departments in both precincts. There was no ventilation, molded walls, molded and wet carpets where the departments suffered water damage from flooding. Most law-enforcement personnel buy the computers and laptops they work on to complete their reports. Both my colleagues and I agreed that the conditions of the police precincts were terrible. Although some of the departments were renovated and made up to date in technology, the others were not. Yet we could see the pride and spirit of these individuals who worked in what I would describe as a depressing environment. They appeared to be very upbeat and proud of the events and projects that they are involved in to the benefit of the community. No one really whined or complained that they had to buy their own office equipment to work efficiently. I couldn't help recalling a news report last year about the families of our military personnel that are purchasing their equipment. Why don't we value our law-enforcement and military people more?"

U.S.

Basic Facilities for Performance

In spite of the poor infrastructure, if police conduct was cordial and helpful, the visitors appreciated the police officer's efforts. For instance, in South Korea a visitor mentioned, "Although the building was ten years old, the facilities looked a bit gloomy and the office equipment was not well-organized. However, their attitude to work seemed very nice, and they tried to answer questions in a kindly manner."



Reception of Police Station in Riga, Latvia

Lack of basic facilities such as women's toilet,

separate areas for women to report sensitive crimes, defined and private areas to file complaints and catering to the needs of the staff in terms of canteens and rest rooms were perceived to hinder work performance.

Good Practices

Well-equipped Reception Area

- Comfortable seating
- Spatial and well ventilated lobby were comforting.
- Stations that had computers or provided assistance at the reception desk.
- Telephone lines for reporting crimes, in addition to helplines, in a U.K. station there was a separate line for reporting minor thefts such as a mobile phone. Reporting a crime to get a case number is essential to claim insurance in U.K.

Skills for Receptionist

- Presence of police staff in reception was seen as welcoming
- Training of the police staff to learn how to be good receptionists. In Rajasthan, *India*, the police in some stations are trained in air hostess training schools
- The capacity to pleasantly greet and handle the public went a long way in creating a positive image of the police.



Defined Space for Police Functions

Visitors saw clearly identifiable spaces for different operations within the police stations as an indicator of police efficiency.

- Where citizens' had higher expectations in Canada, the U.S., and South Korea —sub-units were a criterion for sufficient work conditions.
- In some interior stations in countries like *Nigeria* and *India*, demarcated rooms for case property, special room for women victims, toilets, and reception area were listed as good practices.

Recreation Facilities for Staff

- Work-out facilities and team sports were reported as good practices to build a team spirit and as a method for stress release for police forces.
- The nature of facilities varied according to the culture and social context. For instance, in stations located in cosmopolitan areas or those in Europe/U.S., gyms were favored as a recreational activity. In the rural areas of India, badminton courts, football, and hockey facilities were perceived as useful for the police staff.



Badminton Court in Police Station Tonk, Raiasthan, India

Harmony with Surroundings and Culture

- Some of the stations that could boast of historical architecture and were well-maintained gave the visitors a sense that the police were rooted in the culture.
- If buildings were constructed in harmony with their surroundings, visitors had a better image of the police.

"The architecture of police station buildings has been planned with a view to harmonizing its outlook with the ancient monument site amidst which it has been located. From the outside it looks like a solid medieval fortress of one of Sri Lanka's ancient monarchs. The sprawling buildings are surrounded by stretches of neatly manicured lawns, which would give any first time visitor the impression that he is entering a classic building."

Sri Lanka

4.3 Equal Treatment of the Public without Bias Based on Gender, Ethnicity, Nationality, Minority Status, Age or Sexual Orientation

The rights agenda with equal opportunities for all is a forefront voice across the global spectrum. Penetrating all areas of social existence, under law enforcement it acquires particular relevance as safeguarding rights is the mandate of these agencies. Changes related to equality are sweeping through police in most countries. The assessment on this parameter was related to the availability of these considerations in police stations rather than the quality or access to these services of different population groups. Perhaps due to the high level of 'rights literacy' among the public, perception of police services pertaining to equal treatment of the citizens did not match expectations as did physical conditions and community orientation. Only one station among the 471 visited was given a 100 per score for equal treatment for the public and that station was in the U.S. High scores for equal treatment were given to some stations in India and South Korea, 98.3 in Asia. In Latin America, a station in Mexico was adjudged with 96.6 marks and in Africa the highest score was 75 in South Africa.

Table - 8 Top Police Stations by Region: Equal Treatment of Public without Bias Based on Gender, Ethnicity, Nationality, Minority Status, Age or Sexual Orientation				
Region	Country	Police Station	Score	Average
Africa	South Africa	Harare Khayelitsha, Cape Town	75.00	75.00
Asia	India	PS Shipra Path, Jaipur City (East)	98.33	62.00
ASIa	South Korea	PS Yeosoo, Chollanamdo	98.33	73.76
Europe	Latvia	PD of Riga district, Riga	95.00	71.97
Latin America	Mexico	PS V State Police, Querétaro	96.67	65.37
North America United States Palmdale Station, California 100.00 73.47				73.47
Source: Police Station	Visitors Week, 2006			

EQUAL TREATMENT: OVERVIEW OF COMMENTS

- Staff representation in terms of women and vulnerable groups was an issue
- Language diversity seen to reflect multi-cultural ethos
- Rights of poor, downtrodden such as Dalits not very visible
- Population specific services such as a women's desk, braille services for blind, capacity to serve deaf and disabled
- Sensitivity to vulnerable groups: Special considerations emerging

Under equal treatment to the public, the visitors noted a number of considerations for police services. Important among them were representation of police personnel in terms of gender, ethnicity, minority group; facility of services in different languages; population specific services such as women's desk, braille services for the blind and sensitivity to vulnerable groups through the provision of special conditions such as services for foreigners and migrants in certain stations.

Representative Force: Staff Ethnicity and Language Diversity

Police commitment to equality was seen in recruitment of personnel reflecting the social make-up of the community which the station served. For instance, in **Canada**, the visitors remarked that police officers were clearly representing different ethnic communities such as Indian, Chinese (Asians),

Blacks (Africans) and males-females. While we did not see a large number of persons from a variety of racial backgrounds/ visible minorities, we noted from various interactions in the city that there was a racial and gender mix of officers within the department." (Canada). Lack of adequate representation was noted in Malaysia where they felt it hindered the services. For instance, visitors raised concern about service delivery during particular festivals to which personnel from a different ethnicity may not be sensitive. There

"Bischopgate also offers free legal services which are well advertised in the custody suite in a variety of languages. Although there are generally good translation services available, for some languages a telephone interpretation service is available to officers on the streets."

United Kingdom

was also recognition that linguistic information/services and capacities of police personnel were needed for different lingual groups. For examples, in Minneapolis, Minnesota, in the *U.S.*, visitors

reported that 60 languages are spoken in the local schools. Similar considerations were found in other multicultural localities. "There are officers belonging to all three ethnic groups, so making a complaint either in Sinhala or Tamil language is not a problem." (Sri Lanka) "The legally responsible authority, the Police Board, appears to reflect the gender/racial/abilities of the community. There are two women and five men and of these members, there is a criminal defense lawyer, an aboriginal person, a person of Chinese descent, and a person who uses a wheelchair. (U.S.)

"Most deputies speak Spanish, and there is a county-wide translator service that they can access for other languages. There were no specific guidelines posted for how to report a crime, but there was an officer at the front desk ready to receive visitors, and a poster with instructions on contacting the ombudsman was posted in four languages."

U.S.

Visitors also reported a number of initiatives for catering to foreign tourists. This was most visible in tourist hotspots specially where the local language was not among the dominant world languages. In *Hungary*, visitors noted: 'As it was explained, the station pays extra attention to providing effective communication tools to foreign victims. Some of the personnel speak an intermediate level of English and official interpreters are also frequently used even when filing a report'. South Korea has a special desk for foreigners, providing interpretation facilities to the tourists particularly in the area of the capital, Seoul. In Jaipur, the pink city which is a tourist hub in *India*, the staff is trained to read and write English comfortably, especially stations located in tourist zones. In Rio de Janeiro, *Brazil*, a police station is dedicated to tourists (*Delegacia do Turista*) with staff competencies in different languages.

Class Considerations

The community tended to perceive equal treatment through the ethnic and language diversity, rather than through the treatment of the poor, such as Dalits in *India*, migrant populations, or populations of slum areas. Visitors observed that police catered to foreign tourists but rarely to migrants in shanty towns. Scattered attention to poorer people was reported, particularly by visitors from civil society groups. In some areas of poverty, equality considerations reflected the economic hierarchy and assessed stations accordingly. "We noticed that those who visited the station in tattered clothes were not given the right reception, not as well as those in expensive clothes and in private cars. The police stated clearly that there had not been any case regarding disabled people." (Ghana)

Gender Considerations

Visitors observed that special attention was given to two vulnerable groups: women and the disabled. Services specifically for women, such as private rooms, the availability of female officers, posters and charts pertaining to women's rights, and counseling services for gender- specific crimes, were reported in nearly every country. These were more organized in some police stations with special women's desk catering to all needs of female victims. In certain stations, female victims and criminals were handled in separate buildings: "There is a separate building about 500 meters from the main building of the station where interrogation of women and children takes place" (Hungary). In South Korea, visitors noted that an 'etiquette sound' is installed in toilets "to alleviate the

shame of women in custody, which they could feel when they relieve themselves." Many police stations have incorporated gender specific training and procedures in their police stations.

Special units for violence against women were visited in Rio de Janeiro, *Brazil*. These had a special room for women with toys for children and even a nursery in some stations. Videos regarding women's rights are played in these areas.

In many areas, female officers look after the needs of women visiting the stations. Children's rights are also catered to, but not as widely as women's rights. In *the Netherlands*, every police car has a small teddy bear for children in case they are involved in (car) accidents or need to be transported in police custody.

Disability Friendly?

Concern for the disabled was described in detail, both through the provision and lack of these facilities. Visitors to police stations in *South Korea* described in detail the services available for the disabled. While many stations were wheelchair-accessible through ramps, wide corridors and doors, others had Braille services, spectacles for the shortsighted, restrooms for the disabled on each

"what appealed to us most was the formation of the women's desk which was never like this before. Now women complainants as well as accused are listened/ interviewed in a special room that too in a very private manner. Earlier the toilet facility was seldom there for the common man, but what a pleasant surprise the same is there now separate for ladies and gents that too neat and tidy. A lady police officer was found present at the women's desk. She was well aware of the legal rights of women. All women and minor complainants were attended by a woman police officer. The interaction with lady police, duty officer and other police officials on duty was excellent and cordial."

India

The police station was not disabled friendly. There was lack of an information counter or desk. If it is not there for a formal visit like this, any other visitor from the public to the station might not get much information on the history, procedures and performance of the station. Creating such an avenue might create a people friendly image of the station.

Maleysia

floor. Other handicap-accessible features, such as lowering the foothold of steps and service bells for the disabled, were only mentioned in *South Korea*.

The XIXth District in Budapest was according to the visitors especially clean and orderly compared with the other police stations they visited. The visitors were surprised by the very good and modern condition of the building. The building had been renovated in the past few years and it provided facilities for disabled persons. This police station also had a special interrogation room designed for the most vulnerable people (children, victims of sexual abuse, etc.) and was completely separate from the building of the police station. That special room was about 1 km from the station.

Hungary

Special Interests

Efforts to respond to the needs of migrant communities were reported in a few stations. Visitors in the *U.S.* reported that departments were taking steps to educate themselves about the newer or frequently misunderstood immigrant groups in the communities they served, to recruit bilingual or minority officers, and to provide signs, material, and services in all relevant languages. Some stations in *the Netherlands* also had larger cells to accommodate entire families of illegal migrants so that the families would not be broken up.



Services for Disabled in Police Station Pohang Namby, South Korea

Good Practices

Representative Police Force

• Ethnic, gender, and minority representation in the staff of the police. Female staff was the vulnerable group most commonly represented.

Languages Diversity: Interpretation Services

Language skills of police staff rather than only availability of information in pertinent languages. In specific:

- Recruitment, where some staff spoke the language of the community as natives
- Officers learnt new languages according to local needs
- Access to technology, such as telephone interpretation services available to all officers in the streets. (U.S./U.K.)

 Having an on-demand telephone translation service for information or services not available in the station (U.S.) "The police station presents routines of orientation and referrals to the municipal network of services to deal with domestic violence, as it is the case of the CIAM - Center for women's support."

Rio de Janeiro, **Brazil**

Services Related to Women

These considerations included:

- Presence of female staff in police stations
- Privacy to female victims and offenders
- Referrals and counseling services
- Nursery and facilities for children of women victims and offenders
- Information and referrals relating to women's rights, including treatment for victims of gender violence.
- Gender sensitive training for officers

"The human rights desks that have been established in all the State Commands. The human rights desks are tasked with the responsibility of ensuring that no human rights violations take place in the police stations. For example the human rights team in each police area command or police station has the responsibility of inspecting the cells in the police stations and interview the detainees that are there. If they find any person being detained without a cause or who should be granted bail, such persons are released or granted bail. The human rights desk also investigates cases of gender based violence, and other human rights abuses. "

Nigeria

Human Rights Desk

In some countries, such as *Nigeria*, *South Korea*, and *Sri Lanka*, certain police stations had human rights desks. While most violations pertained to infringement of rights, the human rights desks are an oversight, to oversee that the law is followed in treatment of the victims and the accused.

Sensitivity to Human Rights

Visitors found that the following practices were sensitive to human rights:

- No steel bared window for people under investigation (South Korea)
- Separate rooms for drug abusers with cushioned material to protect them from self-injury. (South Korea/U.S.)
- In **South Korea**, in particular, the needs of foreigners were paid attention. If a foreign female has faced sexual violence her privacy is protected to the extent that she feels comfortable. She can also go through an investigation in a special room made for females.

Services for the Disabled, Old, Deaf and Blind

Many police stations are equipped with facilities for the disabled, including:

- Ramps and wheelchairs
- Large elevators and rest rooms
- For the blind, facilities including information and guides in Braille. Staff capable of
 communicating with deaf people. For the poor sighted, spectacles were available (*South Korea*).
 In fact, where these services were not provided, visitors called this shortcoming to the attention
 of the police.
- Layout and design of the police station according to the needs of the disabled and women.
- Private and secure rooms for vulnerable populations such as children and victims of sexual abuse

Ethnic Sensitivity

- Internal training programs where officers discuss their experiences and explain why different behaviors are perceived as biased.
- Special courses to increase police sensitivity. In *Hungary*, a police department is able to response to and handle cases concerning Roma gypsies after undergoing training.

Foreign Desk

In some police stations, an English language interpreter is available to cater to the needs of foreigners visiting police stations (Seoul, *South Korea*). This desk also holds community meetings of the local population to discuss and inform the citizens of problems arising from illegal immigration.

4.4 Accountability and Transparency

Accountability is being recognized as core component in the domain of governance, with accompanying transparency in the process of delivery of justice. For police, accountability is becoming integral to the exercise of authority in democratic societies. Accountability can be an unassailable tool in forging community-police partnerships to promote citizens' safety. This was well understood by the participating police forces. In *Latvia*, the police stated: "The leadership of the police department is interested in developing police accountability and hopes that projects [like PSVW] will help them to perform their job better. They also consider civil oversight over the police activities necessary and helpful."

In a number of stations, 10 in all, the visitors rated the services of transparency and accountability as being the best possible with 100% ratings. However, these 10 stations were confined to the U.S., India, and South Korea. For Latin America, a station in Mexico was assessed with the highest score of 91.6 and in Africa a Nigerian station scored 73.3.

Table - 9 Top Police Stations by Region: Accountability and Transparency				
			Average	
Africa	Nigeria	Ilupeju Police Station, Lagos	73.33	51.04
		PS Bigod, Bhilwara, Rajasthan	100.00	
		PS E Division, Punjab	100.00	75.33
	la ali a	PS Kotwali, Punjab	100.00	
Asia	India	PS Machhiwada, Punjab	100.00	
		PS Ramganj, Jaipur City (North), Rajasthan	100.00	
		PS Shipra Path, Jaipur City (East), Rajasthan	100.00	
	6 (1	PS Kimchon, Kyongsangbukdo	100.00	
	South	PS Kuro, Seoul	100.00	73.56
	Korea	PS Yeosoo, Chollanamdo	100.00	
Europe	Russia	Kanashskiy GOVD, Chuvash Republic	93.33	56.56
Latin America	Mexico	PS Metropolitan Police, Querétaro	91.67	73.52
North America	U.S.	Palmdale Station, California	100.00	70.32
Source: Police Station Visitors Week, 2006				

ACCOUNTABILITY AND TRANSPARENCY: OVERVIEW OF COMMENTS

- Need for visibility of complaint procedures: Complaint forms may be there but not easily accessible
- Anonymity in filing complaints
- Feedback to community regarding crime and activities of police important
- Easily identifiable police staff
- Clearly defined spaces for reporting crime, interviews, and meeting points
- Functions of the ombudsman office along with contact information

"A weekly crime report which is very exhaustively prepared is available in police stations at all times. It has detailed and latest status of the cases solved and pending in the police station. Information is available readily. All the information is in the computers which can also be easily accessed. This police station is computerized and even the officers have personal laptops. Frequent and regular meetings are held with the villagers to give them information as well as get the feedback. Any misconduct by the police can easily be reported to the higher officers whose phone numbers are displayed at the entrance. A complaint box is also available. All the staff members have proper name tags and strips to show their rank."

Prior to the visits, visitors in each region expressed feelings of fear and distrust, but after their interactions, they reported that they were pleasantly surprised. In many areas, this visit was an important first step towards bringing the police and the community together, demonstrating the department's willingness to discuss policing with the community.

India

The visitors brought a number of considerations to the forefront in this category of accountability and transparency. Of particular relevance was that information pertaining to crime rates (type and nature), steps and success in crime prevention and provision to register complaints. They were sharp to note that services such as the presence of complaint boxes did not necessarily mean that they were useful unless there was absence of fear from the police. Citizens also appreciated the feedback to the community by the police on crime data. Issues of monitoring the efficiency

"Public information is prepared. And considering the Korean character, the homepage is well established. Contrary to the well-equipped information on the homepage, categorized crime chart, map, the number of unresolved crime cases and arrest rates are not appropriately known through the police office or some types of papers. They are only spread in the form of a brochure when serious crimes occur and public attention is needed. On the whole, the informing channel is abused by advertising intense regulation activities or events of the police station. There is no ombudsman system for the residents at this police station. And we could not find any effort to inform the residents about the department's and the government's efforts related to human rights. Even though the police station made an agreement with the residents on local security, the station should make more efforts to provide them with detailed information on local security."

South Korea

of individual police personnel, training and building of capacities to install monitoring systems were also raised.

Dissemination of Information, Procedures and Crime Statistics

Visitors saw the dissemination of crime statistics and police procedures as a sign of transparency. They reported positively on stations that held regular community meetings to inform citizens of the latest crime situation, make this information readily available through in-station displays, have private complaint boxes, and use of computers for quick dissemination of information. Visitors in

"In spite of some drawbacks, the impression is positive. We were rather struck by the refusal of the chief to show us the call center, detention center and by the fact that the data about crime rate in the region and achievements of police in crime fighting are for internal use only".

Russia

Nigeria approved details about the police station's performance "such as the nature of arrests, number of males, females and juveniles being detained at the station. A crime register with details such as names and offences is available at the counter." 'The visitors who visited Tesano Police Station, Ghana, also stated that "the police responded effectively to complaints from members of the public. They provided the public with regular crime trend statistics so that they could be more alert and security conscious." However, there were

narratives mentioning that a compliant box was installed but nobody dared to put any complaint in it, that computers did not contain the latest information, there was lack of staff to operate computers; websites and reception computers provided information, but these were not up-to-date.

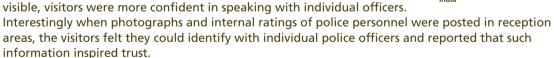
It was not always easy to procure information on crime.



Display Board in a Rio Station, Brazil

Identification of Police Staff When the station staff were in uniform with name and rank clearly

areas, the visitors felt they could identify with individual police officers and reported that such



Complaint Mechanisms

The procedure of complaint for services or conduct of police personnel received attention of the visitors. In the U.S. and Canada. the visitors strongly felt that the forms or phone numbers needed to make a complaint should be available without asking an officer. Visitors

"The behavior was good but lack of space to sit in the thana for the public was noticed. General information like crime report, important phone numbers was not displayed there. Shortage of staff was also found. There was no complaint box. Separate facilities for women were also in bad shape. No arrangement for victims, witnesses and culprits."

India



Lobby of Nacharam Station, Cyberabad,

representing minority communities reported that their clients would not ask an officer for a complaint form. In visited stations in Africa, it was sometimes difficult to find information about the ombudsman without asking a police officer. In Brazil, while ombudsperson contacts were visible, people did not necessarily know what it meant.

Good Practices



Information on Crime

Citizens found availability of data on crime to be particularly useful. In police stations with the necessary facilities, this information was posted on websites. In others, weekly or monthly reports were available. In yet others, the information was displayed in charts.

All Regional Police Forces in the Netherlands publish their annual reports, policy plans, performance results, and agreements with the City Council and Ministry of Interior on their websites.

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

Rio Grande do Sul. Brazil

Every year, the Dutch Police organizes a National Police Day and people are invited to visit police stations in their community to receive more information about police functioning.

Visitors felt that crime data should be:

- Provided on the internet where available
- Published in annual reports
- Displayed in charts in police stations
- Shared with the community

This should include information related to stations, such as crime in their jurisdiction, cases solved, number of arrests, number of detainees including males, females and juveniles. By sharing such information with the community, visitors felt that they were being included in crime prevention and safety.

Other good practices included:

- In Vancouver, Canada, two dedicated spokespersons are placed to hold a press conference daily about crime activities in the community and subsequent issues of relevance to the public.
- Dissemination of crime information through community groups
- Holding of weekly interactive sessions with the community.
- Programs with interactive feedback sessions pertaining to crime rates, safety precautions, and the apprehension of criminals

Complaint Procedures

- Clearly defined procedures for complaints
- Forms should be easily accessible without asking police officers
- Anonymity of the complainant must be maintained. Providing a space where visitors can pick up, fill out, and file a complaint out of sight of the officers was seen as important.

Separate Department of Complaints

• In *Canada*, a professional standard section handles all complaints about officers

Punctuality in Interrogation

• Interrogation to be conducted according to a prescribed schedule. If there is a delay, another officer should be assigned. In a station in *Hungary* visitors reported that suspects never have to wait for more than an hour for interrogation.

"One member of our group asked what the complaint procedure was if a member of the public felt that helshe did not receive good service. We were told that forms to file a complaint were behind the desk and a request was needed. Most of our clients would not know how to make a request for a form. If the form was available to the public to help themselves, I imagine that would be preferred."

U.S.

Tracking of Police Officer Efficiency

Visitors found the following human resource practices relevant:

- Development of indicators for tracking the individual record of police personnel.
- Low scores on any one aspect from a list of required performance by a constable is looked into and the officer is counseled to train and perform better. (Cyberabad, *India*)
- Rewarding outstanding performance of police personnel. The best constables for the month with their photographs and achievements are posted at the reception in a station in Rajasthan, *India*.
- In Bischopgate there is clear reporting to the staff on performance and along with flexible human resource policies and staff were found to be motivated. These procedures would soon be available to the public in the reception area. (*U.K.*)
- In Rio de Janeiro, *Brazil*, the *delegacia legal* program of the civil police have implemented a computerized staff tracking program to rate staff dealing with the public and crime investigation.

(Identification of Officials

• In many countries, clear identification of police officials by name and number was the standard, but where this was not the case the visitors did draw notice to it.

Oversights and Ombudsman Office

- An ombudsman is an independent authority that registers complaints against police personnel. However, not everyone is aware of what an ombudsman's office is—this should be explained in publicity material.
- Signs should be posted to clearly define the functions of ombudsman office
- Displays should include the contact information for the ombudsman's office along with the name of the oversight officer.

Rewarding Innovation

- Encourage officers to take responsibility.
- The Dutch Interior Ministry encourages innovation in police practices through a Police Innovation Prize, which provides the funds to implement innovative projects recommended by police.

"The information services are varied in themes and easily visible, including information on the police ombudsman's office. Nevertheless, there was no reference that these phones were there for making complaints against police misconduct (a lot of people do not know what a police ombudsman's office is) and not all the staff was identified."

Rio de Janeiro, **Brazil**

4.5 Detention Conditions

On a human rights agenda, the conditions of detention areas are coming under scrutiny. This issue is discussed more often in some countries than in others, but is pertinent to all. For instance, in *Brazil* and *Malaysia*, the NGO community has reported overcrowding to the extent that it is inhuman. In *India*, many of these spaces are not well-equipped and remain without many inmates or much attention. Law enforcement polices are different in different countries with detention in police stations ranging from only an overnight stay to years that it takes to get to court.

The visitors' ratings on detention conditions found 12 stations from among those visited to be among the best possible with a score of 100 each. These were stations in the *U.S.* in Canada / United States, *India* in Asia, *Latvia* and *Russia* in Europe. In Latin America, the highest rated among those visited was a police station in *Brazil* which scored 89. In Africa, the highest scoring station had 77.5 and was in Nigeria.

"We had a really bad impression about the neglected state of the detention area. We also had a bad impression about the lack of knowledge of the staff on the conditions of the detention area. This unawareness reached the head of the police station who could not tell us how many detainees were locked in that place. She also told us that she never entered the cellblocks."

Brasilia, Brazil

Table - 10 Top Police Stations by Region: Detention Conditions				
Region	Country	Police Station	Score	Average
Africa	Nigeria	Harare Khayelitsha, Cape Town	77.50	46.58
		PS B Division, Punjab	100.00	
		PS Bigod, Bhilwara, Punjab	100.00	
		PS E Division, Punjab	100.00	
Asia	India	PS Kotwali, Punjab	100.00	66.29
	maia	PS Ramganj, Jaipur City (North), Rajasthan	100.00	00.23
		PS Shipra Path, Jaipur City (East), Rajasthan	100.00	
		PD of Liepai, Liepaya	100.00	84.09
		PD of Ekabpilskiy district, Ekabpils	100.00	
Europe	Latvia	PD of Limbazhskiy district , Limbazhi	100.00	
		PD of Riga district, Riga	100.00	
	Russia	PS Kanashskiy GOVD, Chuvash Republic	100.00	61.54
Latin America	Brazil	9th Police District, Carandiru, Sao Paulo	89.00	40.98
North America	U.S.	Palmdale Station, California	100.00	67.67
Source: Police Station Visitors Week, 2006				

The range of detention conditions noted by the visitors revealed that standardized procedures for detention were few and far between. Ouite often it fell to the police in-charge to provide or deny some of the basic conditions. While in one police station, visitors commented that the lock-up was so wellmaintained that it was worth visiting, while at another station in the same area it was found to lack even separate space for men and women detainees.

Of particular relevance for visitors was the extent to which services were available to the detainees particularly hygiene and sanitation. Visitors also repeatedly inquired about protecting the rights of detainees, in specific protection of their life.

Service Availability

The range of services was a surprise for some visitors. Even in better funded police stations, the visitors seemed to have expected the worst, but found respectful and adequate facilities. However, in other areas, detention facilities were worse than what even the pessimistic visitors had expected. In the worst cases, there were no beds or mattresses for the detainees to sleep on, and the detainees were provided only with sheets. The detainees were not identified and cells that ought not to take more than five persons at a time were overcrowded. Due to the lack of space, juvenile detainees were also kept in the



Detention Area of Police Station Eyonghbu, South Korea

same cells as adults; men and women were not separated.

"There are many things which needs to be done, for being termed good for detainees. As an excellent Thana (police station), these things are providing safe drinking water, proper sleeping facilities, and facilities and conditions provided for lawyers or families I others to the visit detainees, sanitary conditions of the detention areas, the detainees' identification. All in all, it was a very fine experience to interact with-accountability etc. the police officials there, which could be fruitful in making the police-public relationship very cordial. To end with, there should be more and more such 'interactions' in the future."

India

In one of the better equipped stations, visitors reported state-of-the-art facilities.

"Detainees are brought directly into the holding facilities. Everything is monitored by video. The detainees do not see a lawyer until they have been arraigned; after this they communicate in the private interview areas. In the jail, forms for the inmates to report requests or make complaints were readily available, and signs telling the detainees of their rights (such as to choose a doctor to get a pregnancy test) and informing them of health requirements etc. were displayed. Holding cells were clean and, although cold (a calming strategy), completely adequate and sanitary. A shower is available for the detainees, and they are given a meal of a sandwich, apple, cookie, milk and vegetable when they arrive. There were two secure visiting facilities in both of which the inmates were separated from the visitors by glass and spoke to their visitors through phones. There were also at least two classrooms where the inmates could attend classes such as meditation." (U.S.)

Hygiene and Sanitation

People's expectations in terms of hygiene and sanitation matched their cultural norms. For instance, in India, sleeping on the floor is traditional and a healthy habit while in other areas there were complaints that the detainees had no beds. In *South Korea*, the visitors mentioned that "the floor for the detainees was cold and needed to be warmed." However clean, well lit and livable conditions were perceived as fundamental and these were noted as absent by many visitors. In *Chile* visitors reported, "the most negative aspect is the condition for detainees – dark, narrow cells with bad ventilation."

"The lock-up was three stories high, had good ventilation and lighting. In order to manage the detainees effectively, there was only one entrance and men and women were consigned separately. Specifically, bidets were installed in the toilets and the automatic heating system was available. Interestingly, feminine stuff was provided for women in the lock-up, which was one of the five exemplary lock-ups in the entire province. Sanitary conditions of the detention area were adequate, equipped with lots of amenities, enabling them to protect human rights. But the fact that meeting spaces were small and screens for safety were set up might lead to communication problems, which needed to be improved."

South Korea

Basic Rights

Visitors in countries like *Mexico* and *Nigeria* found that families were expected to provide support functions for detainees, in particular providing them with food and were taken aback by the lack of safeguards for the basic right to food. While in a police station in *Nigeria*, police personnel fed the detainees at their own cost when the families could not look after them, in *Mexico* the visitors found that the detainees were not fed if their families did not take up this duty. Lack of food was not the only thing that bothered the visitors. In *Peru*, a visitor wrote that "the detention area is a forgotten space."

In a station in *Ghana*, the visitors learnt that the inmates might not have had a chance to be proved innocent since they had not been to court to be tried. "There are people who have been in the cell for more than two years but have not been to the court before. They are starved and they eat only twice a day. At the end of our findings we finally arrived at the conclusion that these people, when given the chance to go home somedays or years later, may not be psychologically well just because of the type of injustice that they have gone through. They pray that, after our visit things will change and they pray that we help them come out of the horrible place they called a cell." (Ghana)

In *Brazil*, the visitors wanted to know *why the* detainees were not clothed in a station and were informed it was for their own protection since the detainees were known to use their clothing to commit suicide. Similar reactions of surprise at the dearth of provisions for detainees were found in the *U.K.*

"I think the people's views were changed, as some people did not expect the facilities to be so basic and could not believe that the suspects could not have a sink in their rooms, etc. However after hearing the tales of people committing suicides in the cells, people are now more aware of the reasons behind things. It also made people more aware that they can just call at the police station for a chat, for information, help and advice and the staff was very approachable which contributed to this."

U.K.

Respect for Detainees

In *India*, visitors appreciated that in some stations the interrogation room had been renamed the interview room; they thought this was more dignified. The visitors also commented that the lack of identification of detainees was an issue that needed to be addressed in some stations: "No identification tags on the detainees can create confusion and difficulty in identifying them" (Malaysia). Issues surfaced concerning privacy for the detainees to consult their lawyers – these spaces need to be clearly marked. In some countries, the visitors noted time and rooms for

"Our impression about the police have not changed much, since this was a planned visit so the police officers were bound to interact cordially. We were also shocked that the police lied to us about some facts regarding how they behave with detainees and persons coming to visit detainees."

Meghalaya, India

lawyers to meet those in custody were clearly marked and this they felt showed respect for the detainees.

"People were also impressed with the change in police attitude and with efforts taken. There is need for a custody room to be improved, separate arrangements for men and women needs to be made. Additionally, the interview room is too small and looks like a warehouse. The intensity of the illumination should be controlled appropriately and the places of existing chamber pots should be rearranged in order to provide privacy to the people in custody."

South Korea

Special Considerations

Special facilities for women, migrants, religious persons, and drug dependents were highlighted when these were missing and appreciated where present.

There were also police stations that had padded walls to protect the drug dependent inmates from hurting themselves. In *the Netherlands*, illegal migrant families were housed together in large cells so as not to break up the family.

Good Practices

Religious Considerations

Cells in *the Netherlands* were marked with a black dot in the direction of Mecca so that Muslims could know in which direction to pray.

Interview Rooms

Renaming interrogation room to interview room.

Post Detention Rules in Detention Area

- Rules translated into all appropriate languages
- These should be pictorially or verbally depicted for illiterate detainees.



Police Cell with Dot in cell Hengelo, the Netherlands

Special Facilities

Some stations provide a special detention area for illegal migrants; these cells are more comfortable, bigger, and equipped with their own sanitary facilities so that the detained migrant families can stay together

"In Weert and Hengelo 'House rules' available in detention areas are translated in different languages."

the Netherlands

- Special facilities for detainees that are under the influence of drugs or alcohol: In *South Korea* and the *U.S.*, stations had padded walls to protect the detainees from hurting themselves.
- In *the Netherlands* a station had a special cell door for people who are suffering from claustrophobia.
- Separate detention cells for males, females, and juveniles.

"The security conditions of the detention area are inadequate because the cells are located outside the station, allowing for the access of strangers without passing by the interior of the station... the cell, although recently built, presents problems regarding sanitary conditions. There is no sewerage system and the ventilation arrangement exposes the cell to rain. There is no drainage. During our visit, one of the cells was occupied by a naked detainee. We realized that this was common practice in the police stations of Recife. The officers told us that this practice, although it is a human rights violation, is used to grant the detainees life, since it prevents them from committing suicide using their own clothing."

Recife, Brazil

Hygiene and Ventilation:

A large variation in facilities was found.

- While some stations in the *U.S.* and *Russia* had showers, in *South Korea a* station also had female toiletries.
- Well-lit and airy or warmed cells as the climate dictated were appreciated as good practices.
- Toilets in the cells that had a door and afforded privacy were noted.

Recreation Services for Detainees

Where detainees are housed for longer periods, access to recreational facilities such as a library and education services were found in some countries. In a *Latvia* station, detainees could use library facilities when in isolation.

Safety Procedures

In *Dutch* stations, it is standard procedure for police officers to take off their weapon and lock it before entering the detention areas. There is a locker constructed outside the detention area for this purpose. Also as a rule only authorized persons may enter the detention areas.

Security of Detainees

Housing detainees within the police station premises may be necessary if alternative security cannot be provided when detention areas are outside the main station area.

5. PEARLS AMONG POLICE STATIONS VISITED: PROFILES OF TOP POLICE STATIONS IN EACH REGION

5.1 Africa: Ilupeju Police Station, Nigeria

In Africa, Ilupeju police station, *Nigeria*, was assessed with the highest score (74) from among 56 police stations visited in Benin, Ghana, Liberia, Niger, Nigeria and South Africa. In Africa the participating countries to PSVW 2006 included besides Nigeria, Benin, Ghana, Liberia, Niger and South Africa.

Ilupeju Police station is located in Ilupeju which is under Mushin/Odi Olowo Local government area of Lagos state. The station serves a mixed commercial and residential area that can be described as a middle class area of Lagos where many residents are professionally employed. The Ilupeju is an industrial estate with companies and industries. The bypass that links Ilupeju to Mushin is host to some of the banks in the area. There is also a strong Indian community there. Ilupeju police station also serves Onipanu and a part of Obanikoro area, a densely populated area mixed with some middle class residents. In total, the population served by Ilupeju division is roughly 200,000 people.

The station is identified by a small signboard in front. The space is adequate; the detention facility is kept clean and there are separate cells for women and men. However, the young were placed in the same cells as adults.

In Ilupeju, the approach is to re-integrate police with the society by not only enforcing law and order and reducing crime, but by going further to solve social problems such as problems associated with area boys syndrome or menace, domestic violence, teenage pregnancy, poverty,



Visitors in Police Station Ilupeju, Nigeria, Africa

Table - 11 Assessment of Ilupeju Police Station on Five Indicators		
Indicators	Scores	
Community Orientation	77.22	
Physical Conditions	75.00	
Equal Treatment of the Public	70.00	
Transparency and Accountability	73.33	
Detention Conditions	74.44	
Average Overall Score	74.00	
Source : Police Station Visitors Week, 2006		



Some of the participants in Ilupeju Community Policing

community problems, racism, tribal conflicts, and religious disturbances.

In order to achieve this, emphasis is placed on a community policing strategy. The community has been largely involved in the policing project through constant meetings, forums, and a consistent

dialogue with a cross section of the community including neighborhood watch, community leaders, youth organizations, estate and land associations, local companies, bankers, traditional rulers, local interest groups, and the media. "These meetings and constant interactions have enabled us as a community to identify at all times the problems of the community. analyze underlying causes of crime, incidents, public complaints, and collaboratively proffer solutions and ways to tackle them." The community policing system recognized that no statutory or voluntary body can make a meaningful impact on social problems if it acts in isolation from others.

"Our experience here, unlike in the past are reduction in crime and criminal activities, youth disturbances, restiveness and other vices. The community policing project has made the division more viable and accessible. This encourages better interaction with the public and gains the cooperation and confidence of the citizens and develops local knowledge. Patrol officers aim is to solve problems hence patrols are directed and focused on clear objectives not aimless and undirected and with a most friendly demeanor by patrol officer such that citizens now gladly and confidently seek police assistance. Through this collaborative approach the division is at the verge of earning a storey building from the community. This building will provide offices, a conference hall, a canteen, chalets etc. for the use of officers and men of the division."

Station Head, Illupeju, Lagos, Nigeria

The police station works closely with CLEEN Foundation. They have a community policing partnership forum being held regularly. The station refers cases involving women and children to NGOs as the need arises.

5.2 Asia: Shipra Path, Jaipur (East), India

Shipra Path police station in Jaipur, India was assessed with the highest score (99) from among the 167 stations visited in Asia. The participating countries to PSVW 2006 included besides India, Malaysia, South Korea and Sri Lanka.

The station is relatively new and was established in 1996 towards the outskirts of the Pink City, Jaipur. The earlier suburban population has become largely urban as the city of Jaipur expands. There

Table - 12 Assessment of Shipra Path Police Station on Five Indicators		
Indicators Scores		
Community Orientation	96.67	
Physical Conditions	100.00	
Equal Treatment of the Public	98.33	
Transparency and Accountability	100.00	
Detention Conditions	100.00	
Average Overall Score 99.00		
Source : Police Station Visitors Week, 2006		

are a number of education institutions, newly developed housing localities of government officials and professionals in its jurisdiction. While it has eight village areas under it, these have also been marked for housing societies. It serves a population of a quarter of million with a jurisdiction area of 45 sq. km. It has a staff strength of 50 including a female sub-inspector. The majority population is Hindu. Hindu-Sindhi communities with their roots in Pakistan constitute 40 per cent of the population, while Muslims are marginal at 2 per cent.

The police station has a chequered past. Its police was alleged to be corrupt, with record of misconduct with the public and poor infrastructure. Revamping of the police programs was initiated

in the year 2003. The building layout is a standard one for Rajasthan police, implemented in the newer constructed stations. The maintenance and procedures of the police station have undergone a sea change.

There are clear signs to the station. It has a demarcated fenced area with sufficient parking space. The reception area is staffed by a constable who has undergone PR training particularly in reception services and conduct, with a computer handy to provide an overview for crime, complaints and other information. The reception area is characterized by comfortable seating,

Police Station Shipra Path, Jaipur East, Rajasthan, India

television that relays crime related information besides normal network channels, prominently placed brochures, pamphlets and charts informing visitors of procedures of the station and the

"We had no difficulty in reaching police station and they were plenty of signboards on the way. On reaching there we were surprised at the cleanliness as it was more clean than a good house or a hotel and did not look like a government police station building. The filing system is unbelievable. At our request a three-year old record of a complain was located within four minutes. There was a ramp for elder and handicapped people which is very rare in government places. We had a wonderful experience on our visit. We were in the police station for 2 hours and 10 minutes and we failed to find any shortcomings or negative point."

Team leader to Shipra Path Police Station

services it provides. During their college term, law students provide assistance to visitors needing to file a complaint or request for services. These students are part of an agreement that the police station has entered with the nearby law institutions. Services provided in the station include schemes of community police officer (quard), safety of old people, provision of free legal aid and women referrals. All information is in Hindi, the language of the community. A complaint box is placed outside the reception area, with phone numbers of senior officers visible in the reception. The notice board displays information on the best constable of the month on the basis of a rating developed by the station to judge efficiency, conduct and community feedback. There are clearly delineated spaces for all functions of the police station. These include storage room for case property, armory, detention rooms, staff kitchen and mess, besides interview rooms and rooms for recording investigations and reports. Manicured lawns and a flourishing kitchen garden create an ambience alien to the grime and fear with which many police stations in India are associated.

A number of good practices could be traced to this police station. These include the overarching organization and streamlining of police station operation via the International Standards Organization, ISO:9001-2001, a systems quality management procedure adapted from the industry, mobile interactive office (beat bags), specially prepared information charts and posters, ongoing training of staff, selection of most efficient cop every month to motivate staff performance,

services for women, referrals for victims, detailed display of station performance vis-à-vis crime and prevention, number of community-police groups that have regular and recorded meetings. Separate clean clothing for detainees, rules in cells and record of every item/procedure in the station. The confidence of the station police staff in their work can be gauged from the statement (in response to the state police chief that he would grant out of turn promotion to 150 best performing constables from the state with a state strength of 20,000 plus constables in 711 stations), the 30 constables in Shipra Path have told their seniors that they need to identify 120 more since 30 will be from their station itself.

5.3 Europe: Kanashskiy GOVD Kanash, Chuvash Republic, Russia

For the European region, Kanashskiy police station received the highest scores (93.67) from among 75 police stations visited in Belgium, Germany, Hungary, Latvia, the Netherlands, Russia and United Kingdom. Kanashskiy police department is located in the city of Kanash, the 'railway gates' of Chuvash republic. The city is about 18.5 square kilometers with a population of 55,000. The city is about 76 kilometers from the capital of Chuvash republic. In 2004 Kanash was ranked as the most comfortable city in Russia.

Table - 13 Assessment of Kanashskiy Govd Kanash Police Station on Five Indicators		
Indicators Score		
Community Orientation	100.00	
Physical Conditions	93.33	
Equal Treatment of the Public 81.67		
Transparency and Accountability	93.33	
Detention Conditions	100.00	
Average Overall Score 93.67		
Source : Police Station Visitors Week, 2006		

The police department is located a few stops from the bus terminal and rather close to the bus stop. At the entrance to the department there is a check point. The police department authorities explained that such a check point was set up in accordance with the internal Ministry of Interior guidelines in order to secure the department from possible terrorist attacks. After passing through



Top Police Station in Europe (Kanashskiy GOVD) Kanash, Chuvash Republic Russia

the checkpoint, the visitors enter the yard, surrounded by several buildings of the police department. Among these buildings is the Migration Service Department, where foreigners can get all of the necessary information about obtaining citizenship, embassies, and consulates.

At the entrance to the police station there is a reception area, staffed by an on-duty officer, identified by a badge with names and rank. There is an information desk at the reception area where citizens can find information about how to report crime, how to obtain other public services and assistance and information on several human rights organizations.

Next to the reception area there is a detention area comprising several rooms, each for two detainees. Not long ago, the detention area of the Kanashskiy police department was considered to be one of the worst detention areas in the Republic of Chuvashia. After one inspection, the police authorities decided to close it for reconstruction. The area was refurbished and shower cabins for detainees were installed.

After the reconstruction a few years ago, the main offices of the station are clean and comfortable. The office environment is friendly and there is a clean lavatory for department visitors. The recent renovations will continue in 2007, when the building is slated to receive new plastic siding.

The police department made an extremely positive impression on visitors. Visitors expected to see some terrible things, but they were pleasantly surprised:

"The visit changed my opinion about the work of the police for the better. Unexpectedly, we found that the equipment is modern, the rooms are spacious. My attitude to the police

Decoration of the station with flowers.

"It was an initiative of some female officers, which cost them nothing, but has a significant impact on the visitors. The flowers in pots are placed in corridors and rooms. That makes the rooms more alive and cozy. People feel more at ease and not so nervous. It would be very useful to implement it in other police stations in Russia. As a rule police stations look too dark and obscure."

officers became better in general. There are plenty of stands with useful information, about how to fill in different kinds of forms, contact information of controlling institutions, and human rights organizations which may be of any assistance. Rooms are decorated with flowers which make them comfortable and cozy and help people to relax and feel more calm. Toilets and bath facilities for the visitors are repaired and clean."

5.4 Latin America: 9th Police District/Carandiru, Sao Paulo, Brazil

Table - 14 Assessment of 9th Police District, Brazil on Five Indicators		
Indicators	Score	
Community Orientation	84.00	
Physical Conditions	94.00	
Equal Treatment of the Public	92.00	
Transparency and Accountability	86.00	
Detention Conditions	89.00	
Average Overall Score 89.00		
Source : Police Station Visitors Week, 2006		

The 9th Police District, located in Carandiru, Sao Paulo, Brazil with a score of 89 has been assessed with the top score from among 153 stations visited in Latin America. Countries visited were Brazil Chile, Mexico, and Peru.

The station has been in operation for 65 years. It is located in a populous area in the biggest city of Brazil, with close proximity to the main bus stand, big shopping malls and a park, with the result

that everyday in an estimated 500.000 persons circulate in the area served by the station.

The station has been in operation for 65 year, though in the ninties the station was beset with problems. The Carandiru prison, the largest prison in Sao Paulo, was located near the police station until 2002, when it was closed. In 1992, a prison riot resulted in the deaths of 111 prisoners by the military police. During the Carandiru prison riots, station staff were often directly or indirectly mobilized.

The 9th Police District Station was noted for its overcrowded cellblocks, housing an average of 200 prisoners in awful conditions. According to the Human



Entrance of 9th Police District Carandiru, Sao Paulo, Brazil

Rights Watch report *Behind the Bars in Brazil*, after a 1997 escape attempt prompted the police special unit to take control of the station, the police were accused of human rights violations such as the torturing and beating of detainees.¹³

With the overcrowded cellblocks, a great part of the station staff was mobilized in custodial duties. As a result, investigation and dealing with the public became secondary activities. Frequent escape attempts and riots were a source of fear for the public, preventing the public from going to the station to report a crime or ask for information. Furthermore, the physical state of the building was poor and the lack of facilities was evident.

Starting in 2002, a local NGO was formed by the community to oversee organizational and infrastructural reforms of the station. More than 50 local businesses supported the reforms, which were completed in 2004. The head of the station, delegado Roberto Pacheco de Toledo, had a remarkable role in mobilizing the community and moving the reforms forward.



Reception of 9th Police District Carandiru,

The physical reforms included a renovation of all offices, new furniture, and computers. The reception area was restructured and a waiting room was designed to host the public. Personnel were trained to provide information, direct citizens to services, and make referrals. A room for anonymously identifying suspects through a one-way mirror was created and a lateral entrance was built to prevent contact between detainees and the public, making the movement of prisoners safer than it was in the past. Furthermore, there is a TDD phone for the deaf, which allows the user to read what the other speaker is saying. In the reception, there is a statue of Don Quixote, symbolizing the work of police in society.

The station takes part in the state civil police program Delegacia Participativa (Participative Station)



Library of 9th Police District, Carandiru, Sao Paulo, Brazil

and is linked to the *Sistema de Registro Digital de Ocorrências – RDO* (Digital Crime Report System). Through these programs, the station has created a *Centro de Cidadania* (Citizen Center) by reusing demolished cellblocks. The center houses a library of 3.000 titles and a small chapel for the community. In addition to the Citizenship Center, the station provides a *Center for Legal and Social Assistance*, which was designed to provide information to the public, conflict resolution for minor crimes, and to counsel victims of domestic violence and other types of crime. All these features help the station provide better service to the community and make a better impression in the neighborhood.

¹ Human Rights watch, 1998. 'Behind Bars in Brazil', New York: Human Rights watch, Chap. 8

The overall improvement of the station can be attributed to several factors. First of all, the delegado Pacheco provided leadership to move forward the fund raising needed for reforms to take place. Second, the local community was mobilized and involved in this process, not only in the provision of material support but also through working together with the police to make improvements in the service. Third, the state government and the civil police played their role by providing a digital system for reporting crime, creating the *Delegacia Participativa* program, as well as closing the overcrowded detention centers. This success story illustrates that providing good services to the public involves several players: the leadership and staff of the station, the support and input of the community, and the backing of the state government.

5.5 North America: Palmdale Station, Los Angeles, U.S.

The Palmdale station received the highest score, 98.25, from among 20 police stations visited in the two countries of Canada and United States. It serves over 145,000 people in the surrounding areas of Los Angeles County, including a mix of urban and suburban population. The station, opened in 2006, is located near a major highway and serves a mix of residential, commercial, and industrial property.

Table - 15 Assessment of Palmdale Police Station on Five Indicators		
Indicators Scores		
Community Orientation	91.25	
Physical Conditions	100.00	
Equal Treatment of the Public	100.00	
Transparency and Accountability	100.00	
Detention Conditions	100.00	
Average Overall Score	98.25	
Source : Police Station Visitors Week, 2006		

The station is well-connected to public transport by both bus and train. The parking lot is spacious and in view of the front door. The building itself is single-story and fully compliant with the Americans with Disabilities Act, a civil rights law which forbids discrimination against people with disabilities and ensures that all public spaces are accessible to people with disabilities.¹⁴

The front desk is spacious, bright, and designed very much like a waiting room. The front desk is low and seems more like a customer service desk than the receiving desks at many other stations. The station staff tries to make certain that at least one person is available to help visitors at all times. Informational and referral brochures available at the desk cover subjects including: free legal services (available in English and Spanish), information about the county's victim notification service (available in English and Spanish), business safety, identity theft, fraud, and missing child procedures. The station also provides a general brochure about the department called Just the F.A.Q.s that answer several questions about rights, complaint procedures, and general police operations.



Lobby of the Palmdale Station, Los Angeles, U.S.

Other than a general poster about the department, the main entrance contains some displays about community projects. The front area also includes a phone, vending machine, video unit for visits with detainees, and a Megan's Law information room. ¹⁵ The station has several Spanish-speaking

¹⁴ For more information on ADA compliancy, visit www.usdoj.gov/crt/ada/.

employees available and a Tagalog translator. For other translation, the county offers a three-way telephone translation service.

The staff works in large cubicles, aided by office equipment. The station has several private interview rooms and a larger conference room with some audio-visual facilities available. A computer room is available for officers to write reports. The station also features a briefing room with training materials and a large video screen, available for use by community programs. For employees, there is a new gym available for a lifetime fee of 23 dollars that has several exercise machines. Locker rooms are clean and spacious with private showers for women and a room with cots for rest.

The detention area is well laid out. It includes a special locker at the entrance for officers to leave their weapons and a large control room with video feeds of the holding cells and other areas of the station. Visits to detainees are also conducted through a video-conferencing system. Entrance to the holding area is via a sally door, which allows only one door to be opened at a time. Holding cells have large windows that allow the officers to observe detainees, who are identified by their uniforms. These cells have a capacity of four persons to a cell and the detention area can hold about 60 persons. The cells, while institutional, were clean, relatively spacious, and accorded some privacy for use of the restroom. There are special private booking cells for those detainees who have not yet been searched and officially booked, an interview room for legal representation, and a detoxification room with special safety features, including softer floors and walls, rounded edges, and a mattress. Overall the area is compact but not cramped, well-lit, and clean.

Programs of the Palmdale station include Partners Against Crime, which works with residents of high-density, low-income housing, Community-Oriented Policing, a gang enforcement task force, graffiti enforcement and a parking enforcement division. Based on the type of incident, a combination of officers from these units can be sent out to respond to calls for service. The station also has a county probation officer and a Department of Child and Family Services worker on-site and coordinates with Medical and Psychological Evaluation Teams from the county.

The community outreach efforts of the department include regular interaction with schools and community groups, coordinated station visits, and community ridealong programs, where citizens are invited to ride along with an on-duty police officer. The department also runs an intensive Community Academy, a 12-week course that uses a visitor-presentation and discussion format to teach about policing and the department. Any member of the community can apply for this program and the deputy indicated that he regularly receives more applications than the course can manage.

The station does not have any public displays regarding crime or arrest rates, but these statistics are available upon request. The station is working with the city to develop an



Outside view of Palmdale Station, Los Angeles, U.S.

independent website to provide information on community trends and department services.

¹⁵ Megan's Law is the common name of a series of state laws requiring that sex offenders register their whereabouts and when moving into a new area, that the local law enforcement alert the community to the ex-offender. For more on Megan's Law in California, visit http://meganslaw.ca.gov/.

The station has several brochures on safety and reporting procedures at the front desk. There is also information about the county's victim notification service, VINE, and a free legal information service for non-criminal matters that is partly sponsored by the county.

In cases of domestic violence, sexual assault, or other situations requiring counseling, the station provides referral services. There is also a local Sexual Assault Response Team that is specially trained to provide medical, evidence collection, and other assistance to victims. The unit works with a safe house and will transport victims of domestic violence there if requested.

5.6 Profiles of Other Top Police Stations

Africa; Laegon Police Station, Ghana - Networking with Service Providers

Situated within the University premises in Ghana, Laegon Police Station provides services to the university and the local community, a mostly middle class and residential area. The police work closely with civil society organizations to provide referrals. For example, a person reporting an issue relating to rent is referred to the Rent Control Department while civil cases and matters relating to women are referred to the International Federation of Women's Lawyers offices (FIDA). The police station does not have female detention facilities; therefore,

Table – 16 Assessment of Laegon Police Station on Five Indicators		
Indicators	Scores	
Community Orientation	52.50	
Physical Conditions	58.75	
Equal Treatment of the Public	38.75	
Transparency and Accountability	46.25	
Detention Conditions	55.00	
Average Overall Score 50.25		
Source : Police Station Visitors Week, 2006		

the police refers female detainees to other stations within the area that have detention facilities for women.

Asia: Sevanagala Station, Sri Lanka – Responding to Community Needs

Located in the rural township of Sevanagala, an economically active though isolated town, signs are provided for easy access to the station. There is a well-organized reception area staffed by a female officer. The waiting area also includes a television. A sign indicating that public can meet the officer in-charge (OIC) if their requirements are not met is displayed at the entrance. Officers of the station have reflected their interest in building relationships with the community by recently coordinating the construction of two houses for poor families in the area with the support of wealthy community residents.

Table - 17 Assessment of Sevangala Police Station on Five Indicators		
Indicators Scores		
Community Orientation	100.00	
Physical Conditions	78.33	
Equal Treatment of the Public	80.00	
Transparency and Accountability	98.33	
Detention Conditions	83.33	
Average Overall Score 88.00		
Source : Police Station Visitors Week, 2006		

At the entrance and in corridors, posters for public awareness have been displayed. In addition, the police notifies the public of the future plans through notice boards in public areas. The police stations responsiveness to the community was visible in the easy interaction that visitors in the police station had with the staff and is reflected in the perfect 100 scores by the station in community orientation.

The Office In-charge and Senior Police Officers in the district seem to be quite interested in planning and development of the area as evidenced by well compiled statistics and a number of information books that have been prepared with the assistance of other government organizations in the area. Female officers are available to attend to women who visit the police station. In case of a serious complaint by a female, the OIC himself attends to it. There are also a few officers who can converse in Tamil and are available to attend to those who speak the Tamil language even though the area is largely composed of the Sinhalese community and the necessity of using other languages rarely arises. However, this consideration reflects the police sensitivity to respond to the ethnic conflict waging in the country. The Tamils are a minority and a violent conflict between the two communities continues to disturb the nation.

Europe: Hengelo Center-South – the Netherlands – Special Considerations for Ethnic Groups

Hengelo Center-South scored highest in the Overall Scores and in Categories 2 and 3 in the Netherlands

The Hengelo Center-South is one of two police stations located in the city of Hengelo, serving a population of 80,000 inhabitants. It is part of the Regional Police Force Twente, which is a province in the east of the Netherlands. The Police Twente is divided into 3 police districts. This regional force has around 1.600 police officers with one police officer per 400 inhabitants.

Table – 18 Assessment of Hengelo Center-South on Five Indicators		
Indicators Scores		
Community Orientation	80.00	
Physical Conditions	88.33	
Equal Treatment of the Public	89.17	
Transparency and Accountability	46.67	
Detention Conditions	84.17	
Average Overall Score 77.67		
Source : Police Station Visitors Week, 2006		

According to the annual national independent survey, *Police Monitor Population*, the Dutch Ministry of Internal Affairs, Twente has been found to be one of the safest areas in the Netherlands.



Police Station Henglo, the Netherlands



Police Cell Henglo, the Netherlands

The Hengelo Center-South police station scored particularly high in the Physical Conditions and Equal Treatment categories. The building was completed in 2004 and is equipped with all modern facilities. A good practice in this station is a black dot that is painted on the ceiling of all detention cells. With this black dot, practicing Muslim detainees know in which direction to face to pray to Mecca. Since some areas in the Netherlands do have a majority of Muslim detainees, it can be considered an act of respect towards the Muslim culture. Another good practice was the special open cell door specially adapted for people who are suffering from claustrophobic feelings. This station also offers a special detention area for irregular migrants. These multi-occupancy cells are more comfortable, bigger, and are equipped with their own sanitary facilities so that families can stay together. These examples illustrate the effort to treat everybody with equality in the station's policy.

Latin America: Metropolitan Police Station Santiago de Querétaro, Querétaro, Mexico – State of Art Facilities and Services

This station is located in a new administrative sector built by the state government. The station serves a population that comes from all over the state of Queretaro, including all social classes. This station falls outside the ambit of PSVW ratings since it does not have detention services. It, however, deserves a special mention since visitors found the rest of its services applaudable. This police station is housed in a new, well-designed building with state-of-the-art technology and plenty of space for all administrative staff and police officers. In this sense, the building is in line with

plenty of space for all administrative staff and police officers. In this sense, the building is in line with the popular image of Queretaro's state government as rich and modern. Hotlines and web services to receive citizen complaints are widely publicized, as well as a mailbox to receive complaints in writing. They are very careful to process such information, and are greatly interested in improving their image.

The station has no detention center. Apart from administrative offices, the station has a victims unit, with an attached victim center which systematizes the information gathered by the victim service unit. There is a large reception area where citizens are referred to specialized attorney offices or police stations according to the crimes they report.

Information about the Members of Altus that participated in Police Station Visitors Week can be found at their respective websites. A list of partner and participating organizations that participated in the week can be found at the project website: www.altus.org/policevisit

To participate in Police Station Visitors Week 2007, contact your Regional Altus Representative through www.altus.org. For details you can also contact:

Altus Secretariat Plaats 27 25/3 AD, The Hague The Netherlands Tel. +31(0) 70 3453545 Fax. +31(0) 70 7503656 info@altus.org www.altus.org

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The Police Station Visitors Week 2007 will be organized in the fall of this year.

If you are interested to participate, as a visitor, as a police station, or as a participating organization, please contact us at: info@altus.org

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