



Police
Station
Visitors
week

**GLOBAL REPORT
2009**

Police Station Visitors Week
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Good policing – services that members of the public view as effective and respectful – is increasingly recognised as essential to good governance. Around the world, individuals access law enforcement services principally through police stations. Yet many stations are dreaded places to visit, raising fears among local citizens that they might be detained, asked to pay a bribe, be physically assaulted, especially if they are female, insulted, or simply dismissed. Whether true or not, these fears lead to the under-reporting of crime, particularly gender-based violence, vigilante justice, and contempt for the police. These conditions frustrate and threaten to stall efforts to promote both public safety and economic development. We see this wherever poverty is concentrated and there is a history of poor relations between the police and the local community.

Police Station Visitors Week has the potential to gradually change those dynamics. The primary benefit of ordinary people visiting and assessing their local police station is not the resulting scores for each station, good or bad, but the relationships between citizens and local police that develop or improve as a result of the process. Real accountability and improvements in police services are made possible through those relationships. Better services, in turn, increase levels of trust and encourage citizens to report crimes and call on law enforcement to be even more responsive and engaged in the life of the community.

This unique event embodies the principle that “[g]ood governance is about how citizens, leaders, and public institutions relate to each other in order to make change happen.”¹ **Police Station Visitors Week** gives citizens an opportunity to participate in the process of improving law enforcement; it gives them access to police stations and the work carried out there, and information they can use to call for reforms and to monitor the progress of those reforms. For police officials, the week offers opportunities for positive engagement with members of the public and a clear incentive to improve services – because the community is watching.

Altus is proud to have hosted **Police Station Visitors Week** for a third time. In October 2009, 5,029 individuals in 20 countries visited their local police station. For many of them, it was their first visit to a police station. Since October 2006 when Altus organized the first-ever **Police Station Visitors Week**, we have seen this event expand to new countries and grow to engage many more NGOs, members of the public, and police organizations. We have also learned about reforms adopted as a result of **Police Station Visitors Week** and an array of good practices spreading from place to place. With support from the UK Department of International Development, Altus looks forward to hosting Police Station Visitors Week annually in the coming years.

*Michael Jacobson
Chair, Altus Global Alliance*

1 DFID (2006) Eliminating World Poverty Making Governance Work for the Poor: 2.3. London: DFID.



Police Station Visitors Week 2009 would not have been possible without the enthusiastic participation of the following police services, NGOs, and other community groups.

- ACLU of Orange County, Los Angeles, CA, U.S.
- Archangelsk Regional Human Rights Center, Archangelsk, Russia
- Beopar Mandal, Punjab, India
- Block Panchayat Members Samiti, Punjab, India
- Block Panchayat Samiti, Kerala, India
- Burrville Civic Association, Washington D.C., U.S.
- Buryatian Human Rights Center, Republic of Buryatia, Russia
- Center for Crime and Public Safety Studies, Minas Gerais, Brazil
- Center for Human Rights Protection, Kaluga, Russia
- Center for Studies on Citizenship, Conflict and Urban Violence, Rio de Janeiro, Brazil
- Center for Studies on Crime, Violence and Public Polices, Pernambuco, Brazil
- Center for Studies on Violence, Sao Paolo, Brazil
- Center for Studies on Violence and Security, Brasilia, Brazil
- Cholistan Development Foundation, Bahawalpur, Pakistan
- Chula Vista Host Lions Club, CA, U.S.
- Citizens Aware Block Organization, Washington D.C., U.S.
- Ciudad Nuestra (Our City), Lima, Peru
- College Hill Neighborhood Association, RI, U.S.
- College of Criminal Justice, Sam Houston State University, TX, U.S.
- Commonwealth Human Rights Initiative, Ghana
- Community Liasoning Group, Rajasthan, India
- Community Liasoning Group, Uttranchal, India
- Community Policing Resources Centre, Punjab, India
- Community Relations Department of the Compton Station, CA, U.S.
- Conflict Study Centre, Kathmandu, Nepal
- Democratic Action Group, Kano, Nigeria
- Diamond Bar Women's Club, Diamond Bar, CA, U.S.
- District Committee, Kerala, India
- Divine Offspring Nursery and Primary School, Lagos, Nigeria
- "Don Women", Rostov-na-Donu, Russia
- Family Planning of India, Chandigarh, India
- Federal University of Para, Para, Brazil
- Foothill Communities Policing Committee, CA, U.S.
- Fort Bend Chinese American Association, TX, U.S.
- Fort Stanton Civic Association, Washington D.C., U.S.
- Forum of Conscience, Freetown, Sierra Leone
- Fundación Ideas para la Paz (Ideas for Peace Foundation), Colombia
- Gram Panchayat, Kerala, India
- Gram Panchayat, Punjba, India
- Gurdwara Saniti, Uttranchal, India
- Human Rights Center "Solidarity", Saratov, Russia
- HURINET, Kampala, Uganda
- Independent Project, Lagos, Nigeria
- Institute for Access to Justice, Porto Alegre, Brazil
- Institute for Social Change and Regional Development, India
- Instituto para la Seguridad y la Democracia (INSYDE), Mexico
- Jan Sikhshan Sansthan, Rajasthan, India
- Junior Chamber International, Kerala, India
- Kerala Dalit Federation, Kerala, India
- Kerala Samsthana Vypari Vyvasaya Samithi, Kerala, India
- Kingman Park Civic Association, Washington D.C., U.S.
- Komi Human Right Organization 'Memorial', Republic of Komi, Russia

- Krasnoyarsk Human Rights Center, Krasnoyarsk, Russia
- Kursk Human Rights Center, Kursk, Russia
- Laboratory for Studies on Violence, Ceara, Brazil
- La Mesa Citizens Academy, CA, U.S.
- Legal Service Authority, Kerala, India
- League of Human Rights, Jos, Nigeria
- Liberia National Law Enforcement Association, Liberia
- Lion's Club, Kerala, India
- Los Angeles Sheriff's Department Santa Clarita Community Advisory Council, CA, U.S.
- Mahilla Association, Kerala, India
- Malaysia Crime Prevention Foundation, Kuala Lumpur, Malaysia
- Man and Law, Republic of Mariy El, Russia
- Market Traders Association, Abuja, Nigeria
- Market Welfare Association, Punjab, India
- Merchant Association, Kerala, India
- Ministry of Police Affairs, Abuja, Nigeria
- Mordovian Human Rights Center, Republic of Mordovia, Russia
- Movement for Fair Elections, Kurgan, Russia
- National Cadet Core, Kerala, India
- Network on Police Reform in Nigeria, Lagos, Nigeria
- North West Columbia Heights Community Association, CA, U.S.
- OC Human Relations, CA, U.S.
- Omar Asghar Khan Foundation, Islamabad, Pakistan
- Pakistani Chamber of Commerce, TX, U.S.
- Pasadena NAACP, Pasadena, CA, U.S.
- Pirbahat, Ladrkana, Pakistan
- Police Community Partners, Abak, Nigeria
- Public Organization 'Chuvash Republic', Republic of Chuvashiya, Russia
- Public Safety Commissioners for the City of West Hollywood, CA, U.S.
- Public Supervising Committee, Altay Territory, Russia
- Red Participación y Justicia (Participation and Justice Network), Bolivia
- Regional Centre for Strategic Studies, Sri Lanka
- Resident Welfare Association Sector (42, 43), Chandigarh, India
- Resident Welfare Association Sector, Kerala, India
- Rotary Club, Kerala, India
- Rozan, Islamabad, Pakistan
- Ryazan' School for Human Rights, Ryazan, Russia
- Sahil, Lahore, Pakistan
- Sherhi, Karachi, Pakistan
- Smith Hill Community Development Corporation, RI, U.S.
- Social Justice and Advocacy Initiative, Lagos, Nigeria
- Society and Security, Latvia
- Sou da Paz Institute, Sao Paulo, Brazil
- South Bay Community Services, CA, U.S.
- South-Siberian Human Right Center, Kemerovo, Russia
- Student Human Rights Network, Chandigarh, India
- Surya Foundation, Chandigarh, India
- Swadhar and Helpline Social Welfare Society, Uttranchal, India
- Tambov Regional Human Rights Center, Tambov, Russia
- The Good Earth, Dhaka, Bangladesh
- Tichorezk Initiative Group, Krasnodar, Russia
- Trans-regional Human Rights Group, Voronezh, Russia
- United Visionary Youth, Abuja, Nigeria
- University of Goias, Goias, Brazil
- Urja, Chandigarh, Punjab, India
- Volunteers with Community Relations Department of the Compton Station, CA, U.S.
- Vyapar Mandal, Uttranchal, India
- WinnResidential (Wiggin Village Apartmentts), RI, U.S.
- Women Cell, Punjab, India
- Yayasan Strategic Social, Kuala Lumpur, Malaysia
- Youth Center for Democratic Initiatives, Armenia



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In October 2009, 5,029 of people participated in **Police Station Visitors Week**, the largest number of visitors in the history of this unique global event. The station visits took place in 211 cities, spread across 20 countries stretching from Bangladesh to Brazil, Malaysia to Mexico, Russia to Uganda. For many of the visitors, the experience provided their first real access to local law enforcement and a platform for expressing their views about how well or poorly the station is serving their community.

The station visits, held from October 26th through October 30th, brought residents into their local police station to observe and later rate basic conditions and services. The simple, 20-item assessment developed by Altus covers five core aspects of a police station and the services provided there: community orientation, physical conditions, equal treatment of the public, transparency and accountability, and detention conditions. By combining visitors' ratings, stations receive a score in each area and an overall score based on the average of the five area scores.

This publication reports on participation in **Police Station Visitors Week 2009**, presents scores globally and nationally and discusses the scores in the context of comments by visitors, announces the 2009 award-winning stations, and explores the growing impact of these events on police-community relations and the quality of services provided to the public. Notably, the report also includes the first-ever analysis of changes in station scores over time, an examination of changing performance among a group of police stations in six major cities in Brazil.

The remainder of this Executive Summary highlights significant findings regarding participation and station scores in 2009.

PARTICIPATION

Dramatic growth in participation over time

- The number of visitors globally has increased 61% since 2006, and the number of participating stations has grown almost as much (55.19%). Exceptions to this global trend are declines in participation in Africa since 2007 and in North America since 2006.

Expansion into new territory

- Six countries participated in **Police Station Visitors Week** for the first time in 2009: Armenia, Bangladesh, Bolivia, Colombia, Nepal, and Uganda.

Impressive volume in parts of the world

- The number of participants in 2009 was greatest in Asia, where 1,891 people visited 243 stations in 84 different cities; and in Latin America, where 1,748 people visited 423 stations in 41 cities.
- Among countries with large populations, India and Brazil each had an exceptionally high volume of visitors nationally, 1,459 and 1,164 respectively, followed by Russia with 604 visitors and Nigeria with 428 visitors. A few of the smaller countries also had notable numbers of participants: Peru (285 visitors), Chile (160 visitors), and Malaysia (141 visitors).
- Russia and India were by far the most “saturated” countries, with visits occurring in 54 and 52 different cities respectively.
- The 11-city event in Brazil involved a striking 235 police stations.

INVOLVING WOMEN, YOUTH, AND INDIVIDUALS WITH LESS EDUCATION

- Through partnerships with other NGOs and the support of literally hundreds of community-based organizations, **Police Station Visitors Week** brought a diverse array of individuals into their local police stations. A total of 38% of visitors to police stations in 2009 were women; 28% were 25 years old or younger, and 41% had lower levels of education. These rates globally, however, mask significant variation among countries.

OPENING DOORS AND CHANGING VIEWS

- For 31.9% of participants – 1,603 people – the experience was their first visit to a police station. Also encouraging, these first-time visitors include slightly more women, youth, and individuals with less education, proportionally, compared with the total sample of visitors.
- Just 28% of visitors – 1,436 people – said that either they or someone they knew had reported a crime to the police within the last 12 months. This indicates that **Police Station Visitors Week** is reaching individuals with little direct or second-hand experience seeking help from police.
- Many people that participated in **Police Station Visitors Week** described it as a learning experience and one that improved their opinions of local police, although comments by visitors suggest that a minority left the stations with their negatives views of police unchanged.

STATION SCORES

Station scores globally suggest stronger performance in the area of community orientation, weaker in equal treatment

- On average, police stations globally score highest in the area of community orientation (global average = 67.36) and lowest in equal treatment (global average = 56.93). Detention conditions is also a weaker area of practice generally (global average = 60.70).

Scores nationally also highest in community orientation, lowest in equal treatment or detention conditions – with notable exceptions

- In most of the 20 participating countries, community orientation is the highest scoring area on average. Five countries are notable exceptions: In Armenia, Latvia, and Mexico physical conditions is the highest scoring area on average, while in Colombia and the United States transparency and accountability tops the list.
- The lowest scoring area on average in most of the participating countries was either equal treatment or detention conditions. Three countries are notable exceptions. In Armenia, transparency and accountability is by far the lowest-scoring area, followed by equal treatment. In Brazil too, transparency and accountability takes last place, followed closely by detention conditions. And in the United States, the physical condition of police stations is the weakest area of performance, followed by equal treatment.

A wide range of scores for overall station performance

- In terms of overall station performance, the national average in eight countries is within 10 points of the global average of 62.09. Average scores in five countries (Malaysia, Pakistan, Latvia, Russia, and the United States) are above the global average by 10 or more points, while scores in seven countries (Liberia, Sierra Leone, Uganda, Armenia, Bolivia, Brazil, and Peru) are 10 or more points are below the global average.

Gender differences

- Women appear to be more critical of police stations than men. On average, the 1,910 women visitors globally assigned lower scores than the 3,119 men who observed and assessed police stations.
- The women's scores are lower on average in each of the five observation areas. The largest difference is in the area of transparency and accountability, in which the women's average score (55.38) is more than 8 points lower than the men's average score (63.67).



Police stations should be welcoming places, places where local residents feel comfortable reporting a crime, seeking assistance from law enforcement, or visiting someone who have been arrested and detained. Given their function, stations are core sites for improving police services as well as relationships between law enforcement and the local community.

Spending time in a police station – even just an hour – generates impressions about whether the station is well run and provides good service. Police organizations, NGOs, and community groups can all learn from these impressions, provided that they can be captured through a common protocol and expressed in a standard form that is easy to understand.

During **Police Station Visitors Week**, which takes place in October, people around the world visit and rate their local police stations using a simple assessment tool. In developing the assessment process and hosting a global, week-long event, Altus is facilitating an active role for ordinary citizens in overseeing and improving police services – an element of police oversight often promoted in theory but difficult to realize in practice. Moreover, for many of the visitors – especially those who are female, poor, or marginalized for other reasons – the experience provides their first real access to local law enforcement and a platform for expressing their views about whether the police are serving all members of the community.

This publication reports on results from **Police Station Visitors Week 2009**, an event reaching 20 countries and involving over 5,000 people and more than 1,000 visits to community police stations from October 26 – 30.

Note: In many countries making negative statements about police officers, facilities, or police practices involves considerable personal risk. Altus has therefore adopted a policy of omitting the names of visitors whose comments, positive or negative, are included in this Global Report. This policy should not be interpreted to imply a risk in any particular city or police station.

Transparency, Accountability, and Oversight: A Global Trend

In growing numbers, police managers worldwide are changing their organizations to become more transparent and accountable to the public they serve. Managers are embracing performance measurement tools and publishing police statistics. A second generation of so-called community policing initiatives is bringing officers in daily contact with citizens. These trends were particularly evident when police leaders from dozens of developing countries gathered in Istanbul in 2007 for a conference on democracy and security hosted by the Turkish National Police, and also at the Dutch Government's Pearls-in-Policing conference that same year.

Police oversight bodies are also proliferating. The successful creation of South Africa's Independent Complaints Directorate and the Independent Police Complaints Commission in England have inspired similar institutions elsewhere. And the United Nations Special Rapporteur on Torture is pressuring governments in developing countries to formalize and strengthen external oversight of police. Growth in this area and the need for technical assistance is reflected the recently created International Network for the Independent Oversight of Police (INIOP).

*Within this context, **Police Station Visitors Week** remains a unique mechanism – more grassroots than grand scheme – for overseeing police and increasing transparency and accountability in this crucial area of public service.*

II. HISTORY OF POLICE STATION VISITORS WEEK

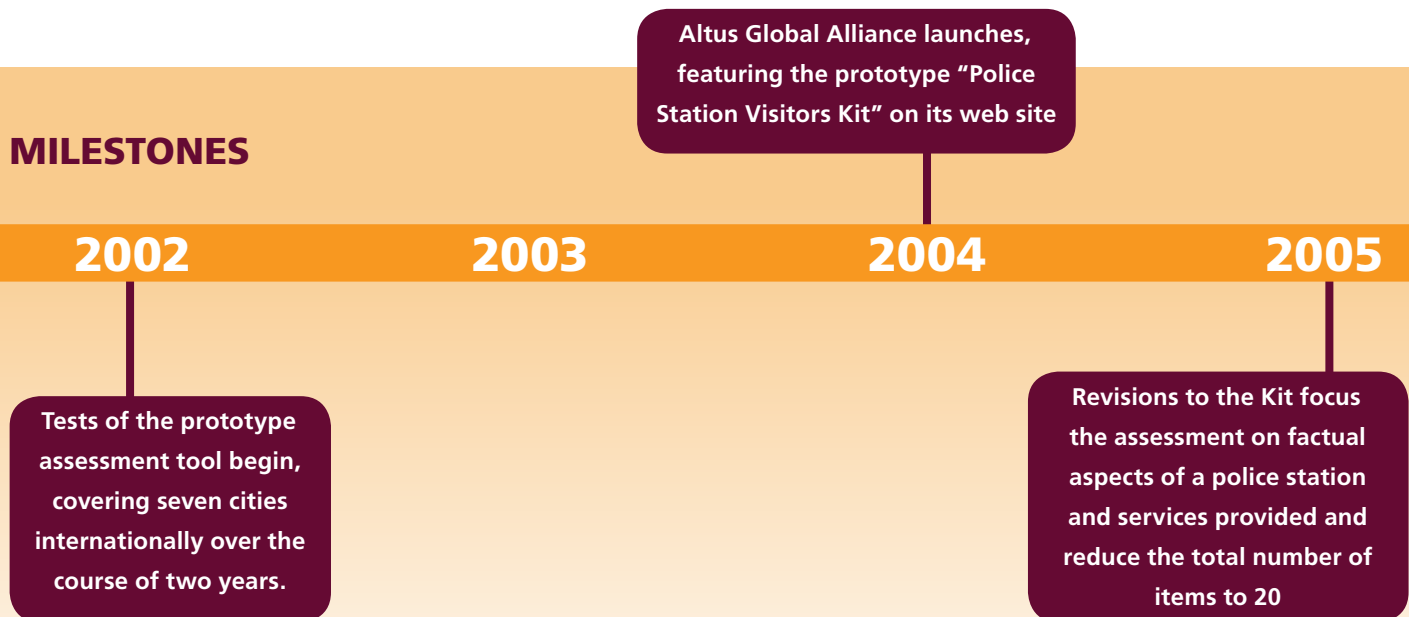


Nearly a decade ago, an international group of researchers decided to develop a simple tool that ordinary people could use to assess the extent to which their local police station has the facilities and staffing to adequately serve the community. They imagined a tool that would be equally valid in different countries and cultures, in places large and small, urban and rural. They began experimenting with a prototype assessment tool in 2002, conducting tests in seven cities around the world over the next two years: Chandigarh, Johannesburg, Moscow, New York City, Pretoria, Rio de Janeiro, and Santiago.

In 2004, when Altus Global Alliance launched, a **Police Station Visitors Kit** was featured as a product of the Alliance and made available for download on the new Altus web site. The Kit and the ideas underlying it quickly generated interest internationally, and Altus began preparing to implement the station assessments on a large scale. Those preparations included making revisions to the Kit to focus the assessment on factual aspects of police stations and services and to reduce the total number of items assessed to 20.

In October 2006, 23 countries participated in the first-ever **Police Station Visitors Week**. In preparation for this global event, Altus members organized visits in their own countries and formed agreements with 76 NGOs in other countries

MILESTONES

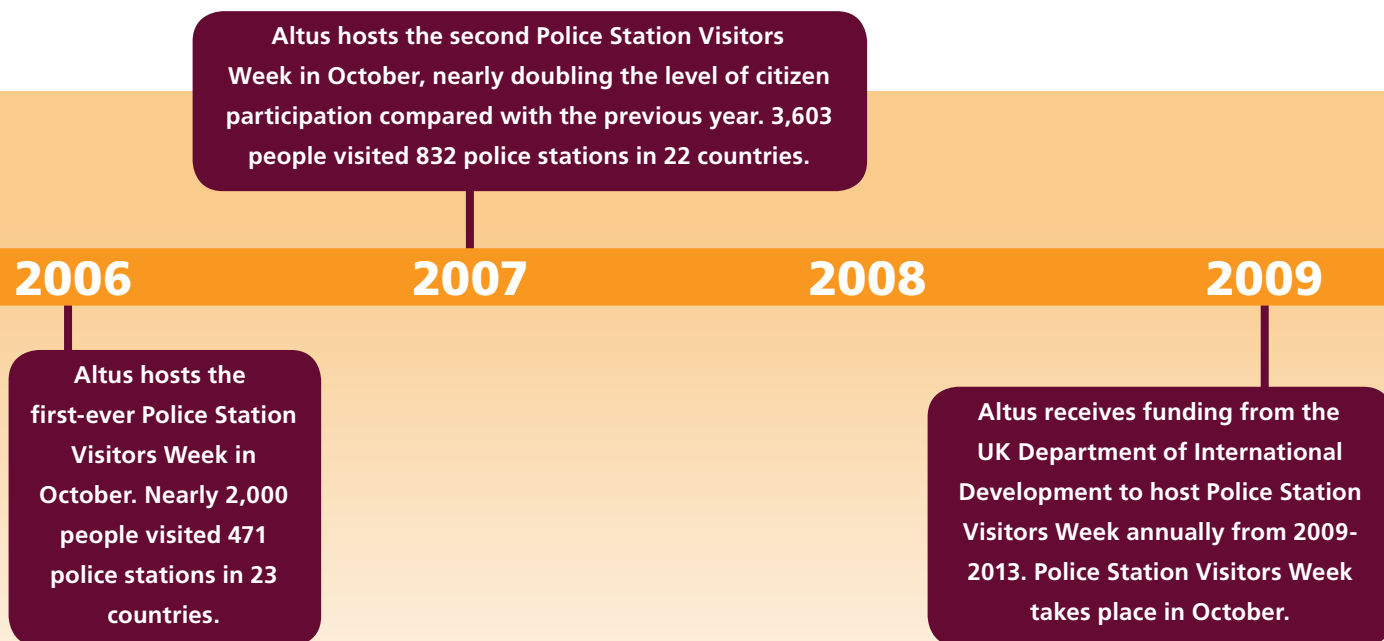


to train local team leaders, conduct the visits, and report the scores. Nearly 2,000 people visited 471 police stations in countries that included Benin, Brazil, Ghana, India, Latvia, Liberia, Malaysia, Mexico, Niger, Nigeria, Peru, Sri Lanka, and South Africa.

In each country, Altus and its partners secured the cooperation of police officials, in part by emphasizing that the visits and assessment process would identify good practices as well as areas in need of improvement. Altus presented awards to police commanders of top-scoring stations and promoted their exemplary practices in global professional forums.

In October 2007, Altus hosted the second **Police Station Visitors Week**. Altus recruited 181 NGOs partners in 22 countries and, over the course of the week, 3,603 people visited 832 police stations, nearly doubling levels of citizen participation compared with the previous year. Each Altus member organized regional awards, and the top-scoring station in each region was once again invited to a global awards ceremony.

Development and testing of the assessment process and the first two **Police Station Visitors Weeks** were made possible with support from the Ford Foundation, the John D. and Catherine T. MacArthur Foundation, the Open Society Institute, and the Dutch Ministry of Foreign Affairs. In 2009, the UK Department for International Development began funding Altus to host **Police Station Visitors Week** annually for at least three years.





3.1 FOCUSING ON ESSENTIAL CONDITIONS AND SERVICES

In the course of visiting a police station, visitors observe and later assess five dimensions of the station and services provided. These “areas of observation” are:

Community orientation

Physical conditions

Equal treatment of the public

Transparency and accountability

Detention conditions

Each area is defined by four specific conditions or services provided, for a total of 20 items. (See “Areas of Observation and Assessment” on p. 18 for more information. A copy of the complete **Police Station Visitors Week Kit** is included in the Appendix).

The conditions and services that visitors observe and then rate are factual in nature – for example, the visibility of the station and how easy it is to locate; the adequacy of rooms or other facilities for crime victims and witnesses to identify aggressors without being seen; the ability to easily identify officers and other staff by uniform, badge, or nametag. For this reason, the assessment is less likely to be swayed by how an individual officer receives or responds to the visitors observing conditions in the station.

Additionally, many of the items and the entire area of equal treatment indicate the extent to which the station is serving all members of the local community, including women, minorities, and other groups who typically have less access to justice.

The five areas of observation and many of the specific items under each reflect relevant international standards established by the United Nations, especially those related to human rights and police accountability. In this way, the assessment process links local realities of policing as captured by visitors’ observations with global standards to which police everywhere aspire, or should aspire.

3.2 ORGANIZING A GRASSROOTS EVENT ON A GLOBAL SCALE

To operate **Police Station Visitors Week** on a global scale, the six Altus member organizations engage NGOs in their country or region of the world to serve as national or local producers of **Police Station Visitors Week**. These NGOs enlist

the participation of police organizations in any number of locales, recruit local residents to visit and assess designated stations, and identify and train individuals to function as “team leaders.” Each team leader typically oversees a small group of visitors – typically three or four people – at one police station.

Some NGOs serve as “partners” with whom Altus enters into formal agreements to coordinate the police station visits, usually providing modest financial support. Many other “participating” organizations provide human, material, and public relations support for **Police Station Visitors Week** in their country without financial support from Altus and in coordination with a larger NGO partnering with Altus.

Altus works to enlist the participation of NGOs focused on empowering and improving opportunities among those who are poor and disadvantaged, such as women, youth, ethnic and religious minorities, older citizens, and individuals with disabilities – individuals who may have less access to police services or perceive that they do. These NGOs are well positioned to recruit a diverse mix of individuals reflecting the population at large to participate in **Police Station Visitors Week**.

The assessment tool captures key demographic information about the visitors: their gender, age, and level of educational attainment – so that local organizers and Altus can know whether **Police Station Visitors Week** is succeeding in the goal to engage members of traditionally marginalized groups. Additionally, visitors answer three other questions about themselves that are indicators of their access to justice: Is this your first visit to a police station (and if not, on how many occasions in the past have you been to a police station)? Have you or anyone you know reported a crime to the police within the past year? Have you participated in **Police Station Visitors Week** in previous years?

An NGO’s leadership role in **Police Station Visitors Week** has the potential to raise its profile and credibility in the eyes of police commanders. In countless cities around the world, the event and the preparations leading up to it have been the starting point for a new or improved working relationship between civil society organizations and the police – one in which police receive the NGO’s concerns and suggestions with interest and respect and in which the organization learns more about the challenges facing local law enforcement.

3.3 OBSERVING AND RATING THE STATION

Visitors receive a copy of the **Police Station Visitors Week Kit** in their local language. To date, the Kit has been translated into well over a dozen languages: Albanian, Bulgarian, Dutch, English, French, Hindi, Hungarian, Khasi, Korean, Latvian, Malay, Portuguese, Punjabi, Russian, Spanish, Telugu, and Urdu. The Kit describes the process and includes a form to rate the station on each of the 20 items comprising the assessment. Team leaders encourage visitors to become familiar with the areas of observation and specific items in advance of the visit because they will not be completing the assessment form

during the visit. The visit itself involves a tour of the station and informal conversations with officers and staff, typically lasting about an hour.

Immediately after leaving the station, the team leader gathers the visitors to discuss their impressions of the station and to complete their assessment forms. The key points of the discussion are captured in a brief narrative report that the team leader prepares. The leader encourages each visitor to participate in the discussion, but group consensus is not the goal. Each visitor independently decides what rating to assign for each of the 20 items based on what he or she observed in the station and, perhaps, also drawing on information and opinions expressed during the group discussion following the visit.

Using the Likert Scale below, visitors assign ratings from 1 to 5 for each of the 20 items.

- 1 – Totally inadequate**
- 2 – Inadequate**
- 3 – Adequate**
- 4 – More than adequate**
- 5 – Excellent**

3.4 UPLOADING VISITORS' RATINGS

Altus hosts a special web site where team leaders around the world can easily upload visitors' ratings. Team leaders often go to the office of the NGO that organized their station visit to upload scores and hand in the visitors' completed assessment sheets, or they might make a quick stop in an internet café or library following the station visit or use their own computer at home. In locales where access to a computer and the Internet is more limited, NGO staff collect the assessment forms and upload the ratings in batches later on.

3.5 CALCULATING STATION SCORES

Every participating police station receives a score in each of the five areas of observation and an overall score. The process for calculating the scores is simple.

Step One – Visitors' ratings from 1 to 5 for each of the 20 items are converted to scores ranging from 20 to 100 (by multiplying each rating by 20).

- 1 – Totally inadequate (20 points)
- 2 – Inadequate (40 points)
- 3 – Adequate (60 points)
- 4 – More than adequate (80 points)
- 5 – Excellent (100 points)

Step Two – Averaging Item Scores: For each item, the visitors’ individual scores for that police station are aggregated to produce an average score for that item.

Step Three – Producing Area Scores: For each observation area, the four item scores are averaged to produce an average score for the area of observation as a whole.

Step Four – Producing Overall Station Scores: Finally, those five observation area scores are averaged to produce an overall score for the police station.

After the week concludes, the ratings are uploaded to the Altus web site, and the scores are calculated, the station scores are shared with the participating police commanders. While this Global Report does not include scores for individual stations – other than for the award-winning station in each region – station scores are typically published in national and regional reports produced by the Altus members and their partner NGOs.

altus
GLOBAL ALLIANCE

In October 26 - 30, 2009 Altus will organize Police Station Visitors Week (PSVW) – an event aimed at strengthening the accountability of police to the public. Police stations in 18 countries will receive hundreds of local citizens who will assess the quality of services provided by police.

Visit Log Out

Visit > Fill out Scores

Please login/register: user rights (0/0)

Police Station: Santa Clara Police Station
 Team Leader: Ivan Fernandez
 Planned Date of Visit: 2009-10-20
 Actual Date of Visit: 2009-10-20
 Visitor: Ivan Fernandez

GUIDELINES
 1 - TOTALLY INADEQUATE, 2 - INADEQUATE, 3 - ADEQUATE, 4 - MORE THAN ADEQUATE, 5 - EXCELLENT

Now, please fill out your team member's scores taken from his/her questionnaire form. Please take the time to double check that all scores are correct. When you are finished entering all scores, please mail the file to your Altus contact person. Language of Your Police Station Visitor Kit: English

I. COMMUNITY ORIENTATION

	1	2	3	4	5
1. Location of the police station (for example, accessibility, ease of location, transport links, signage)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Space and facilities dedicated to serving the public (waiting to report crimes or to make other requests)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Information available about reporting a crime and/or obtaining public services (for example, information brochures, information desks, posters, videos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Staff allocated to serve the public and/or report crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

II. PHYSICAL CONDITIONS

	1	2	3	4	5
5. Order and cleanliness of the police station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Condition of the building and the furniture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Work conditions for police station's staff (for example, office space, facilities, equipment, computers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Conditions for victims or witnesses to identify perpetrators without being seen (for example, rooms with one-way mirrors, rooms with small holes that only allow for one-way viewing, video links)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

III. EQUAL TREATMENT OF THE PUBLIC WITHOUT BIAS BASED ON GENDER, ETHNICITY, NATIONALITY, MINORITY STATUS, AGE OR SEXUAL ORIENTATION

	1	2	3	4	5
9. Facilities available for interviewing crime victims and witnesses in cases which require privacy (for example, domestic violence, partner assault)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Observation and Assessment

1. Community Orientation¹

This area of observation directly captures what the assessment overall underscores – that the police should be service providers. Visitors assess the degree to which the station is a resource for the community by observing and later rating each of the following four aspects of community orientation:

- Being visible and easy to locate and access
- Having a room, desk, or other facilities specifically for members of the public coming to report a crime or seek assistance
- Posting or otherwise making available information about reporting a crime and seeking other services
- Allocating staff to answer questions and respond to requests from the public

2. Physical Conditions²

Police stations need not be lavish, and a well-appointed station does not guarantee good service. A station house in very poor physical condition and lacking basic facilities and equipment, however, is not an appropriate venue for citizens seeking help and erodes staff morale. Visitors observe and later rate the following four aspects of the station's physical conditions:

- Order and cleanliness of the station
- Condition of the building and furniture
- Working conditions for staff (e.g. office space, desks, computers)
- Facilities for victims and witnesses to identify detainees without being seen (e.g. one-way mirrors, rooms with small holes that facilitate one-way viewing, video links)

3. Equal Treatment of the Public Without Bias Based on Gender, Ethnicity, Nationality, Minority Status, Age or Sexual Orientation³

Police should be committed and able to serve all members of the community. In some cases, that requires special facilities and services. Visitors assess the capacity of the station to serve women and other vulnerable or marginalized members of the local community by observing and later rating the following four aspects of equal treatment:

- Private rooms for interviewing crime victims and witnesses

1 This area of observation draws on the Universal Declaration of Human Rights, article 29(1) Code of Conduct, and the United Nations Standard Minimum Rules for Non-custodial Measures ("the Tokyo Rules").

2 This area of observation draws on the United Nations Declaration on the Elimination of All Forms of Racial Discrimination (CERD), United Nations Standard Minimum Rules for Non-custodial Measures ("the Tokyo Rules"), Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power ("Victims Declaration"), and the Universal Declaration of Human Rights.

3 This area of observation reflects Article 7 of the United Nations Declaration on the Elimination of All Forms of Racial Discrimination (CERD), the United Nations Covenant on Civil and Political Rights (ICCPR), Code of Conduct, United Nations Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power ("Victims Declaration"), and United Nations Convention on the Elimination of All Forms of Discrimination Against Women.

- Facilities specifically for women (e.g. women’s bathroom and changing facilities)
- Access to the station for persons with physical disabilities (e.g. ramps, wider doors)
- Services specifically for women and minorities (e.g. women staff to take reports of gender-based violence, staff with language competencies that reflect the range of local languages)

4. Transparency and Accountability⁴

Transparency and accountability are crucial in policing because of the powers that officers can exercise on behalf of the state. At minimum the public should have unfettered access to basic information about crime and the police response and how to make a complaint against an officer. Visitors observe and later rate each of the following four aspects of transparency and accountability:

- Information posted or otherwise easily available about crime rates and patterns in the local community
- Information posted or otherwise easily available about police responses to crime locally (e.g. arrests)
- Information posted or otherwise easily available about how to make a complaint against an officer
- Station personnel are easily identified (e.g. badges, uniforms)

5. Detention Conditions⁵

The right of detained persons to safe and decent treatment is enshrined in international covenants on the protection of prisoners. This aspect of law enforcement is also crucial to good police-community relations. Visitors observe and later rate each of the following four aspects of the station’s detention conditions:

- Security of the areas of the station used to detain suspected criminals (e.g. surveillance of cells)
- Visible identification of detainees (e.g. name tags, numbers)
- Facilities for family members and lawyers to visit detainees (e.g. rooms, access to phones)
- Sanitary conditions of detention areas



4 This area of observation reflects the Universal Declaration of Human Rights and the United Nations Covenant on Civil and Political Rights (ICCPR).

5 This area of observation reflects Article 10 of the United Nations Declaration on the Protection of All Persons from Enforced Disappearance, the United Nations Body of Principles for the Protection of all Persons Under any Form of Detention or Imprisonment, the United Nations Covenant on Civil and Political Rights (ICCPR) and the Universal Declaration of Human Rights.

World Map

NORTH AMERICA



AFRICA



LATIN AMERICA



EUROPE



ASIA



Award Winning Police Stations



4.1 GLOBAL PARTICIPATION AT A GLANCE

In October 2009, 5,029 people participated in **Police Station Visitors Week**, the largest number of visitors in the history of this unique global event. The station visits took place in 211 cities, spread across 20 countries stretching from Bangladesh to Brazil, Malaysia to Mexico, Russia to Uganda. As in past years, the event had the most appeal in less developed countries and in countries with a recent history of authoritarian policing.

Six countries participated in **Police Station Visitors Week** for the first time in 2009: Armenia, Bangladesh, Bolivia, Colombia, Nepal, and Uganda. Although the NGO organizers and police in these countries were new to the process, their efforts were impressive in different ways. In Armenia, where the process of getting government approval to participate in **Police Station Visitors Week** was difficult and slow, Altus member INDEM, based in Russia, and the Youth Center for Democratic Initiatives managed to organize visits to six police stations in five different cities just three days before the week began! In Nepal, a country only recently emerging from a period of armed conflict and still undergoing political transition, it was astounding that the Conflict Study Centre was able to organize visits to 10 police stations in the Kathmandu Valley, involving 200 visitors, many of them women. Events in Uganda were limited to the country capital, but nevertheless since 12 police stations participated, the assessments provide a strong barometer of policing in Kampala.

The station visits took place in 211 cities, spread across 20 countries stretching from Bangladesh to Brazil, Malaysia to Mexico, Russia to Uganda.

Table 1 lists all participating countries by region. It shows that participation was greatest in Asia, where 1,891 people visited 243 stations in 84 different cities; and in Latin America, where 1,748 people visited 423 stations in 41 cities. Among countries with large populations, India and Brazil each had an exceptionally high volume of participants nationally, with 1,459 and 1,164 visitors respectively, followed by Russia with 604 visitors and Nigeria with 428 visitors. A few of the smaller countries also had notable numbers of participants: Peru (285 visitors), Chile (160 visitors), and Malaysia (141 visitors). The number of visitors in India and Brazil was so high in part because the teams of people assigned to visit each station were larger than average.

Russia and India were by far the most “saturated” countries, with visits occurring in 54 and 52 different cities respectively. In these two countries, the event also reached high numbers of police stations – 192 stations in India and 164 stations in Russia. Organizers in Malaysia, Chile, and Brazil also were successful in extending **Police Station Visitors Week** to many cities, and the 11-city event in Brazil involved a striking 235 police stations. Generally, organizers worked to arrange visits to several police stations within a city. **Police Station Visitors Week** in Malaysia was a notable exception; the event involved

a single station in each of 27 cities. (See world map plotting all participating cities as well as the Altus organizations and award-winning stations in p. 20)

Table 1: Participating countries, cities, stations, and visitors 2009

Region/Country	Number of Cities	Number of Stations	Number of Visitors
Africa	10	182	650
Ghana	1	10	30
Liberia	1	10	49
Nigeria	6	131	428
Sierra Leone	1	19	95
Uganda	1	12	48
Asia	84	243	1,891
Bangladesh	3	10	47
India	52	192	1,459
Malaysia	27	27	141
Nepal	1	10	200
Pakistan	1	4	44
Europe	68	180	643
Armenia	5	6	6
Latvia	9	10	33
Russia	54	164	604
Latin America	41	423	1,748
Bolivia	5	19	57
Brazil	11	235	1,164
Chile	14	53	160
Colombia	5	9	27
Mexico	4	16	55
Peru	2	91	285
North America	8	23	97
United States	8	23	97
TOTAL	211	1,051	5,029

4.2 A COMMUNITY EVENT

Through partnerships with other NGOs and the support of literally hundreds of community-based organizations, **Police Station Visitors Week** brought a diverse array of individuals into their local police stations. In Krasnoyarsk, the third largest city in Siberia, for example, participants were enlisted through organizations for women and retirees, as well as through an anti-corruption committee and the local chapter of the all-Russia movement for human rights, among other organizations.

In Nigeria, even members of the press were counted among the 428 visitors to police stations. Taking an “all-inclusive approach,” the CLEEN Foundation, a member of Altus based in Lagos, recruited visitors who openly identify as lesbian, gay,

India: Fashioning a Global Event into an Important Event Locally

In India, Police Station Visitors Week took place in seven states spread across the country: Chandigarh, Punjab, and Uttarakhand in the north; Rajasthan in the west; Assam and Meghalaya in the east; and Kerala in the south. The Institute for Development and Communication, a member of Altus based in the city Chandigarh, coordinated events in some states and partnered with the Institute of Social Change and Regional Development in Shillong and the Community Policing Resource Centres in Punjab to coordinate others.

The work of actually enlisting visitors and fashioning this global event into an important event locally, however, was the responsibility of scores of community-based organizations, 54 in total. A small sampling illustrates their diversity, and in many cases, their ability to reach residents who might otherwise never even become aware of Police Station Visitors Week, let alone participate:

- *A family planning organization and Student Human Rights Network in Chandigarh*
- *The Kerala Dalit Federation in the town of Palakkad*
- *The Legal Service Authority and Merchant's Association in village of Mannakkad (Kerala)*
- *Panchayats in Punjab and elsewhere – the small assemblies of town and village leaders responsible for many aspects of local governance in India*
- *Jan Sikhshan Sansthan in Rajasthan, which provides education and vocational training to illiterate and >*

and or transgender and individuals with disabilities who are likely to bring specific concerns and experiences to the task of assessing equal treatment, one of the five aspects of police service that visitors are asked to rate. And CLEEN took the unusual step of inviting senior police officers to attend the pre-visit training for participants – and many came: 31 at the training held in Kano State and 44 at the training held in the Federal Capital Territory, for example. More than just a way to familiarize officers with the forthcoming event, the training underscored internationally recognized standards in policing and highlighted examples of best practices.

Throughout Bolivia the Participation and Justice Network (Red Participación y Justicia) combined the forces of seven NGOs to organize visits to 19 police stations. Thanks to this network, **Police Station Visitors Week** had geographic reach far beyond the capital city of La Paz and cultural diversity by involving members of indigenous groups. Visitors to police stations in Chile were also a culturally diverse group, including immigrants from Peru and Colombia who tend to be unfamiliar with police practices in their new country. On the police side, this year's event included for the first time Chile's Investigative Police (Policía de Investigaciones or PDI), which has much less contact with the public than the Carabineros de Chile, the police force focused on crime prevention.

In the United States, interest and involvement in **Police Station Visitors Week** appears to be strongest in communities where police officers play an active role in community outreach. Community relations' officers typically lead the process of identifying local community groups and organizing station visits. In these locales, **Police Station Visitors Weeks** tends to be a mechanism for strengthening existing ties between police agencies and the community.

These are just five examples among many of genuine communitywide movements for better policing created through **Police Station Visitors Week**. (See also

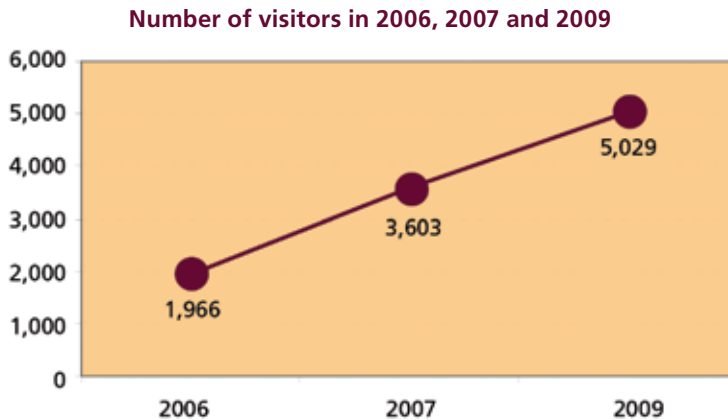
In Krasnoyarsk, the third largest city in Siberia, for example, participants were enlisted through organizations for women and retirees, as well as through an anti-corruption committee and the local chapter of the all-Russia movement for human rights, among other organizations.

“India: Fashioning a Global Event into an Important Event Locally” on p. 22 and “Overcoming Resistance in Brazil,” on p. 26.)

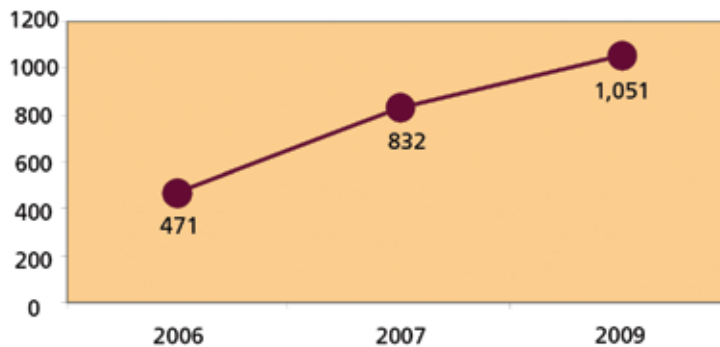
4.3 GROWTH IN PARTICIPATION OVER TIME

The first-ever **Police Station Visitors Week** was held in October 2006 and was repeated a year later in October 2007. As figure 1 below illustrates, the event has been attracting greater numbers of citizens and involving more and more police stations over time. The number of visitors globally has increased 61% since 2006, and the number of participating stations has grown almost as much (55.19%). A look at participation regionally in 2009, compared with 2006 and 2007, and

Figure 1: Number of visitors and participating police stations 2006 – 2009



Number of Participating Police Stations in 2006, 2007 and 2009



>> underprivileged adults

- Swadhar in Rudrapur (Uttarakhand), which provides shelter and a range of services to marginalized women and girls living in difficult circumstances sometimes as a result of sexual crimes against them

“Being a social worker, I was keen to participate in this event,” the leader of a team of visitors in town of Barnala in Punjab commented. “To be honest, I took this as a minor event and was not expecting good behavior from the police. But the visit turned out to be pleasant, especially for first-timers. People became more aware of police functioning, how they work, their conditions, etc. Such events can be useful if regular visits of the community to police stations continue.”

“Being a social worker, I was keen to participate in this event. To be honest, I took this as a minor event and was not expecting good behavior from the police. But the visit turned out to be pleasant, especially for first-timers. People became more aware of police functioning, how they work, their conditions, etc. Such events can be useful if regular visits of the community to police stations continue.”

Overcoming Resistance in Brazil

In Brazil, Altus member CESeC built a dozen partnerships with NGOs across the country to facilitate events in 11 cities, reaching 235 police stations and involving 1,164 people as visitors to these stations – nearly doubling levels of participation in 2007. Engaging these NGOs, police organizations, and citizens as first-time participants in Police Station Visitors Week was not always easy, however.

Eager to expand the event to the northern region of Brazil, CESeC contacted the Federal University of Pará in Belém do Pará, the capital city. Approaching the university was unusual and risky because the university had no history of working with the Civil Police, which is usually a requirement for an NGO in Brazil to become an organizer of Police Station Visitor Week.

CESeC worked closely with the staff of the university to build a trusting relationship with the police in Belém do Pará, largely by explaining that the goals of the station visits are not only to point out the problems but also to recognize police stations that are developing best practices. After some time and several meetings, the police agreed to participate and even began to see the event as something that could help them improve their work.

The Civil Police were not the only ones who needed to be convinced. Residents of Belém do Pará were somewhat reluctant to participate in the event. According to the individuals who had been designated early on as team leaders, it >

reveals two exceptions to the overall growth trend (see Tables 2 and 3 next page). In North America, where participation in **Police Station Visitors Week** was never strong and included Canada only in 2006, the number of visitors has been steadily declining, although there has been a very slight increase in the number of stations.

The Vera Institute of Justice, which represents Altus in the United States, initially contacted more than 20 police agencies operating in urban, suburban, and rural jurisdictions across the United States. Eight agencies chose to participate. Most are located in southern California; the others are in Houston, Texas; Providence, Rhode Island; and Washington, DC. With the notable exception of the Los Angeles County Sheriff's Department, which opened 12 stations to visits during the week and has participated in **Police Station Visitors Week** since 2006, the other police agencies made just a few stations available for visits, and in some cases only a single station. Several police agencies that participated in **Police Station Visitors Week** in 2007 chose not to join the event in 2009 noting a variety of reasons including, limited budgets, terrorist risks, and lack of staffing.

In Africa, where the number of visitors and stations increased dramatically in 2007, there was a decline in 2009. On the other hand, there were several positive developments. Although the event reached fewer stations overall in Nigeria, it did expand to new areas of the country. Femi Oyeleye, Assistant Commissioner in charge of criminal investigations for the Plateau State Police Command welcomed the event to his state because Mr. Oyeleye had personally observed its positive impact in other areas of the country in the past. Additionally, there were modest but important increases in participation in Ghana, Liberia, and Sierra Leone and, as mentioned above, Uganda joining the event for the first time.



Table 2 Number of visitors in 2009 compared with 2006 and 2007

Region	2006	2007	2009	% Change since 2006	% Change since 2007
Africa	251	828	650	+61.38%	-27.38%
Asia	656	1,062	1,891	+65.31%	+43.84%
Europe	292	451	643	+54.89%	+29.86%
Latin America	618	1,125	1,748	+64.64%	+35.64%
North America	149	137	97	-53.61%	-41.24%
TOTAL	1,966	3,603	5,029	+60.91%	+28.35%

Table 3 Number of police stations in 2009, compared with 2006 and 2007

Region	2006	2007	2009	% Change since 2006	% Change since 2007
Africa	56	231	182	+69.23%	-26.92%
Asia	167	189	243	+31.28%	+22.22%
Europe	75	108	180	+58.33%	+40.00%
Latin America	153	282	423	+63.83%	+33.33%
North America	20	22	23	+13.04%	+4.35%
TOTAL	471	832	1,051	+55.19%	+20.84%

4.4 PARTICIPATION OF WOMEN, YOUTH, AND INDIVIDUALS WITH LESS EDUCATION

Involving women, youth, and individuals with less education in **Police Station Visitors Week** is especially important because, for them, police stations may be less accessible or more foreboding places. Altus encourages organizers of events locally to recruit as many visitors as possible from these three groups and, in particular, to aim for equal numbers of men and women.

As figures 2 – 4 show, a little more than a third of all visitors to station in 2009 were women; just over a quarter were 25 years old or younger, and close to half had some vocational training, high school, or less education.

> > is unusual for people in Belém do Pará to go to the police to register a crime, and there's no tradition of dialogue between the police and the community about the quality of policing services. Quite the opposite: people often are afraid of being chased by officers if they register a complaint against a police officer for misconduct. Much like the police officials, ordinary citizens became interested in the event once they understood it better. In the end, Police Station Visitors Week in Belém do Pará engaged a diverse array of residents. The visitors included many people with lower levels of education and little opportunity, under ordinary circumstances, to play a role in improving police services.



India: Women Visitors more common in some places

Across India, women represented only 11.5% of all visitors, much lower than the proportion of women visitors globally (38%). But according to the Institute for Development and Communication (IDC) – Altus Member and lead organizer of Police Station Visitors Week in Asia – the participation of women was significantly greater in certain parts of the country. In Chandigarh, a Union Territory with high literacy rates and a large student presence, women comprised more than a third (38%) of all visitors according to analysis by IDC. Assam, a state in the northeast region of India, had a female participation rate almost as high. Interestingly, these two areas of the country also had larger than average numbers of young participants.

The proportion of women visitors was lowest in the states of Uttarakhand and Punjab (7.4 and 7.5 percent respectively, according to analysis by IDC). Uttarakhand is a hill state, and with the onset of winter it was more difficult for women to travel once to receiving training in the assessment process and again to visit the designated police stations.

These rates globally, however, mask significant variation among countries. Figures 5 and 6 below show the considerable differences among countries in two regions of the world – Asia and Africa. (For a complete reporting of participation in each country, see Table i. in the Appendix.)

Figure 2: Gender of visitors
Participation by Gender



Figure 3: Age of visitors
Participation by Age

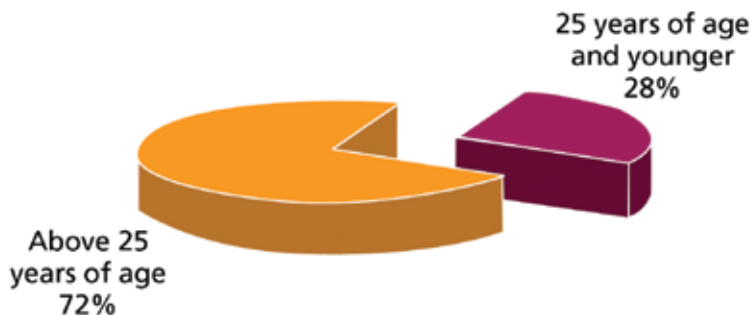


Figure 4: Educational attainment of visitors
Participation by Education

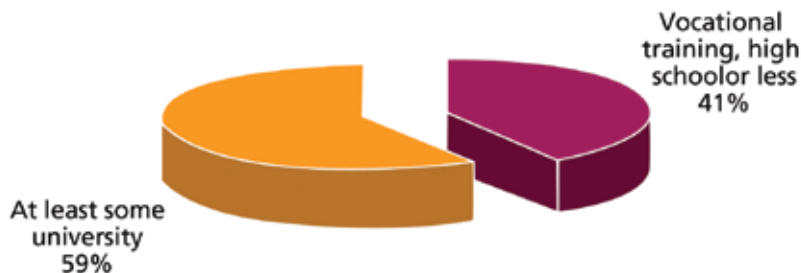


Figure 5 Africa: Participation of women, youth, and individuals with less education

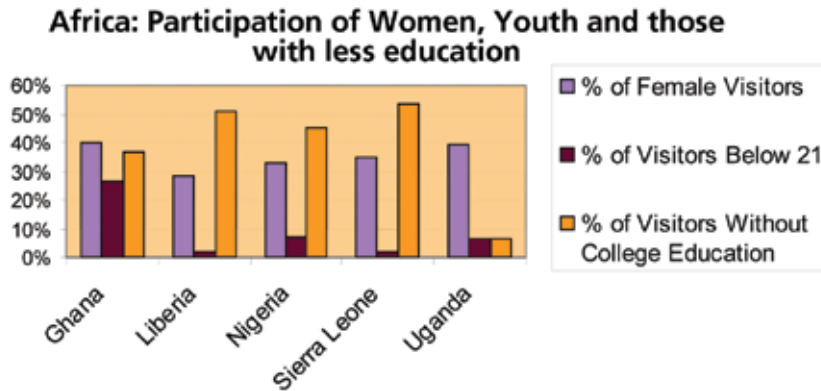
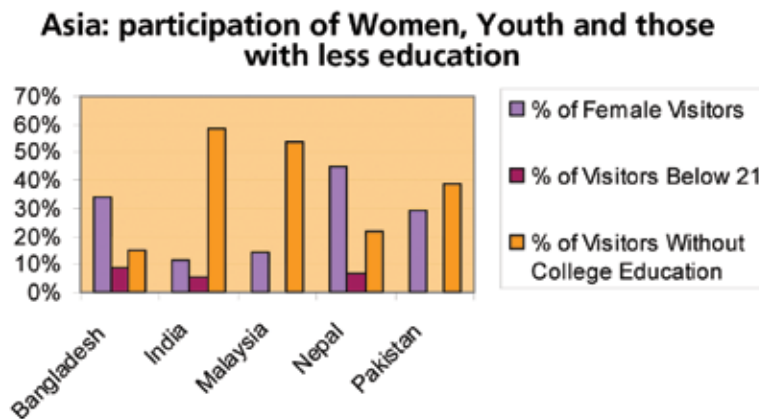


Figure 6 Asia: Participation of women, youth, and individuals with less education



4.5 PARTICIPATION OF WOMEN IN 2009 COMPARED WITH 2007

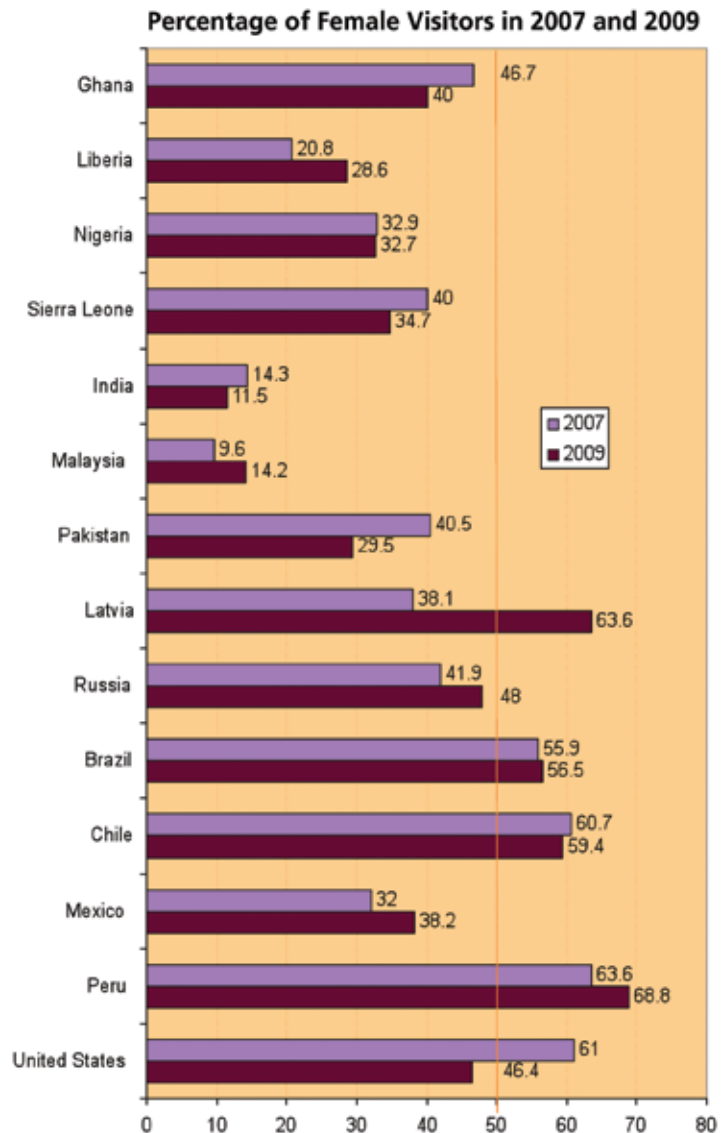
At 38%, the overall proportion of women visitors in 2009 is roughly the same as it was in 2007 (38.7%), the last time **Police Station Visitors Week** was held. A breakdown by country, however, shows that some countries made gains in this important area, moving them closer to a 50% participation rate for women. As figure 7 below shows, modest yet still significant increases occurred in Liberia, Malaysia, Russia, and Mexico. And in Latvia, the proportion of women visitors

jumped from 38.1% in 2007 to 63.6% in 2009. In Peru, where women already made up the majority of visitors, even more women participated in 2009, raising their representation among visitors to 68.8%. Peru could be a country where organizers of **Police Station Visitors Week** need to make efforts to engage more men.

On the other hand, in some countries the proportion of women visitors declined. In the United States, where participation overall is declining, the proportion of women visitors slipped below the 50% benchmark. Declines are most concerning in countries where rates of participation were already below 50% in 2007: Ghana, Sierra Leone, India, and Pakistan. In all of these countries except Pakistan, more individual women participated in 2009 compared with 2007, but women represented a smaller proportion of the total number of visitors.

Declines are especially troubling in India where women were already severely under-represented among visitors: 14.3% of visitors in 2007, dropping to 11.5% in 2009. “The reason I wanted to make a visit to the police station under **Police Station Visitors Week** was because one gets very few changes to visit and check on police working, especially as a girl,” a visitor in Chandigarh reported afterwards. As **Police Station Visitors Week** grows to involve more people in these countries, special efforts will have to be made to engage women. (Table ii. in the Appendix reports the number of women visitors, their proportion of all visitors, and the percent change from 2007 to 2009 for each of the 14 countries that participated in **Police Station Visitors Week** in both years.)

Figure 7 Participation of women visitors in 2007 and 2009



4.6 PREVIOUS EXPERIENCE VISITING STATION OR REPORTING A CRIME

In preparation for **Police Station Visitors Week 2009**, Altus added two questions about the background of visitors:

“Is this your first visit to a police station?”

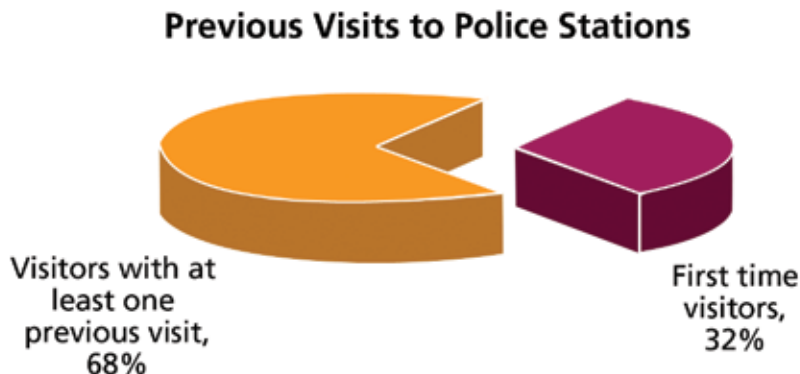
“Have you or anyone you know reported a crime to the police in the past 12 months?”

Answers to these questions are important because they indicate whether **Police Station Visitors Week** is a point of entry to stations and services for individuals who, for whatever reason, have no prior experience seeking help from local police. As Hemant Kumar H., Police Constable in the town of Uttarkashi, India, commented, “I took it as a welcome step, especially for the community, as people are always hesitant to go to a police station. Even if the police visit people, for instance, for simple queries like passport verification, the community views the person visited suspiciously. With **Police Station Visitors Week**, our endeavor was to improve the image of the police, and I was more than happy to be a part of it and help Altus in promoting such programmes.”

Previous experience visiting a station

For nearly a third (31.9%) of participants – 1,603 people – this was their first visit to a police station (see figure 8 below). The total number of visitors in 2009 is 5,029. Also encouraging, these first-time visitors include slightly more women, youth, and individuals with less education, proportionally, compared with the total sample of visitors: 41% are female compared with 38% female participation in the total sample; 32.8% are 25 years old or younger, compared with 23% youth participation in the total sample, and 45.7% have lower levels of education compared with 41% in the total sample.

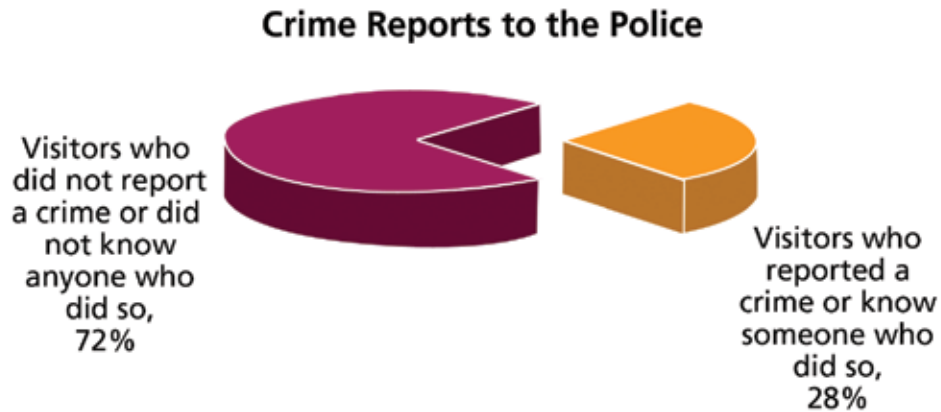
Figure 8: Previous experience visiting a police station



Previous experience or second-hand knowledge of reporting a crime to the police

A little more than a quarter (28.0%) of visitors – 1,436 people – said that either they or someone they knew has reported a crime to the police within the last 12 months. This indicates that the events are involving individuals with little direct or second-hand experience seeking help from police. If the visit is a positive experience, they may be more likely to report crimes to the police and encourage friends, relatives, and coworkers to do the same.

Figure 9: Previous experience or knowledge of reporting crime to the police



For a complete reporting on answers to these two questions in each participating country and the proportion of women, youth, and less educated individuals among first-time visitors see tables iii. and iv. in the Appendix.)



5.1 NEW VIEWS OF POLICE

“In spite of the negative attitude that people harbor towards the police, I was impressed with the good police behavior towards me. The visit helped in changing my opinion about police services.” The reaction by this visitor to the Balaju police station in Nepal is not unusual. Many people that participated in **Police Station Visitors Week** described it as a learning experience and one that improved their opinions of local police. Of course, the point of changing perceptions is to break down fears and stereotypes that dissuade residents from seeking help from the police and also limit their involvement in issues of public safety. Hopefully, many visitors share the viewpoint of this participant in the United States: “It is less intimidating to consider visiting now than before.”

“The chairperson of the Market Traders Association in Abuja, Nigeria who led a team to visit Garki Police Station ended the visit committed to finding ways for the Association to support local police.”

Several participants in Africa expressed great appreciation for the efforts and services that the police provide with very limited resources and left the stations believing that government should do more to support police. Even these relatively brief encounters can be the starting point of mutually beneficial relationships. For example, the chairperson of the Market Traders Association in Abuja, Nigeria who led a team to visit Garki Police Station ended the visit committed to finding ways for the Association to support local police. Halfway around the world, in Providence, Rhode Island, the response was much the same. According to one team leader, “[We] came away with greater awareness and understanding of police practices and services at the station. Team members will likely build upon the information learned and relationships formed through taking the tour.”

5.2 A NEW EXPERIENCE FOR WOMEN

For women in particular, visiting a police station and talking with officers is often an entirely new experience. In Mexico, for example, several women who are active members of their community and even personally know many of the local police officers said that they had never been to the police station. As their team leader commented afterwards, for them the visit was an “important” event.

Several women who were first-time visitors were pleasantly surprised by conditions at the station. “It’s like in the movies!” a woman in Santiago exclaimed. “We never imagined that in Chile there was something like this.” Similarly, a Brazilian woman had this to say: “I had the worst image that someone could have of this place. I thought that it would be dark, full of insects, disorganized and very unsafe because the detainees would escape. I could never imagine that a police station could be like this: clean, white, organized, and safe. I deconstructed the negative stereotype that I had with just one visit.”

Updating Views of Police in Chile

In the recent past in Chile, the police were strongly linked with human rights violations, and much of the population still views the police in that context. Participating in Police Station Visitors Week is changing those views. The leader of a team of visitors in the city of Rengo submitted the following report: "During the visit, the captain showed trust in us by allowing us to tour the entire facility. There was no part of the station that we didn't visit or interact with. We were able to talk with the other Carabineros in the unit and in addition to treating us well, they shared their observations and human reflections, which were quite different from the 'cold' image of the Carabineros that many of us visitors may have had." University students, in particular, often feel hostility toward the Carabineros because of their role in repression and control, so the fact that youth were included among the visitors is significant. As this team leader reported, "...a university student expressed that his perception of the police had changed ... the pleasant, human dialogue of the captain allowed the visitor to see another side he was not aware of."

5.3 A LEARNING EXPERIENCE FOR OFFICERS AS WELL

For officers too, the visits can be a learning experience. Christy Guyovich, a captain at the Lakewood Sheriff's Station in Los Angeles, California, described the station assessment as "an additional tool we can use to gauge our responsiveness to the community we serve." As she explained, "Giving citizens unfettered access to the station and a behind-the-scenes look at how we work allows them the ability to advise us on how we could be more accessible, and ultimately, a better policing agency for the community."

"Giving citizens unfettered access to the station and a behind-the-scenes look at how we work allows them the ability to advise us on how we could be more accessible, and ultimately, a better policing agency for the community."

The head of public relations at the police station in Krasnoyarsk, Russia, expressed a similar view, noting in particular that **Police Station Visitors Week** teaches officers about international standards in the sphere of human rights. According to the director of the NGO responsible for organizing visits to stations in Krasnoyarsk, the event raises awareness about everyone's rights, "not only the rights of citizens but also the rights of the people who work in policing, sometimes in very poor conditions for low salaries. This is very useful for improving cooperation between civil society and the police."

5.4 SOME OPINIONS UNCHANGED

Visiting a police station was not a mind-opening experience for every participant. Visitors to stations in Ryazan, Russia, for example, were suspicious that the clean facilities, brochures, and service-oriented attitudes they observed do not represent everyday conditions at police stations. As one visitor said, "I don't believe that policemen are so polite when you come here with a complaint." Residents of Ryazan were participating in **Police Station Visitors Weeks** for the first time, and organizers there are hopeful that confidence in the process will increase with subsequent visits and as the event becomes better known.

Visitors to some stations encountered conditions and behaviors by officers that

actually reconfirmed their negative opinions of police. “During all the time that we were in the police station, police officers were complaining about their working conditions,” one team leader in Brazil commented afterwards. “They were also justifying why this is the third strike this year. I think that the visit has not contributed to changing the view that the visitors have from the newspaper about the police station and police work. After that, my group was convinced that the strikes are frequently used by the police officers to complain for better work conditions.”



Visitors at the Police Station in Zhelesnogorsk, Russia

“I had the worst image that someone could have of this place. I thought that it would be dark, full of insects, disorganized and very unsafe because the detainees would escape. I could never imagine that a police station could be like this: clean, white, organized, and safe. I deconstructed the negative stereotype that I had with just one visit.”

VI. RESULTS OF POLICE STATION VISITORS WEEK 2009



With the benefit of a centralized web site and database where every visitor's ratings are stored, Altus is able to aggregate and analyze results from **Police Station Visitors Week**. This section presents global and national results from the 1,051 station visits that took place during the last week in October 2009. Scores at the municipal level and for individual stations are captured in regional or national reports.

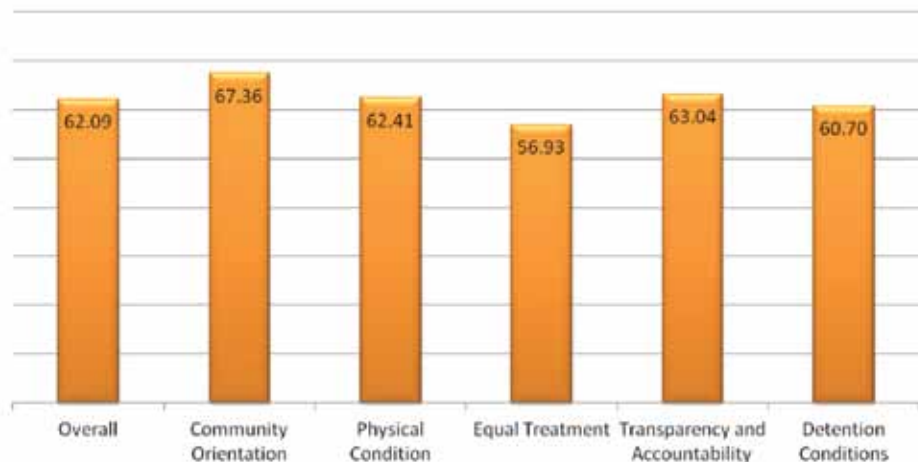
As covered in Section II of this report, stations receive a score for each area of observation (community orientation, physical conditions, equal treatment, transparency and accountability, and detention conditions) and those scores are then averaged to produce an overall station score. Possible scores range from 20 to 100 and should be interpreted as follows:

- 20 – 35 = totally inadequate**
- 36 – 51 = inadequate**
- 52 – 67 = adequate**
- 68 – 84 = more than adequate**
- 85 - 100 = excellent**

6.1 A GLOBAL PICTURE OF POLICE STATIONS

As figure 10 illustrates, the global average in each area of observation and overall. Even at this very broad level of analysis, there are notable differences in results for each observation area. In particular, there is roughly a 10-point spread between the highest and lowest scoring areas – a global average of 67.36 for community orientation, compared with 56.93 for equal treatment. And while not as dramatically different, detention conditions is also a weaker area of practice generally (global average = 60.70).

Figure 10 Average Station Scores Globally
Global Scores for All Countries Combined



Not surprisingly, average scores nationally tend to reveal the same strong and weak areas of performance. In most of the 20 participating countries, community orientation is the highest scoring area on average. Five countries are notable exceptions: In Armenia, Latvia, and Mexico physical conditions is the highest scoring area on average, while in Colombia and the United States transparency and accountability tops the list.

At the other end of the spectrum, the lowest scoring area on average in most of the participating countries was either equal treatment or detention conditions. Three countries are notable exceptions. In Armenia, transparency and accountability is by far the lowest-scoring area, followed by equal treatment. In Brazil too, transparency and accountability takes last place, followed closely by detention conditions. And in the United States, the physical condition of police stations is the weakest area of performance, followed by equal treatment.

In terms of overall station performance, the national average in eight countries is within 10 points of the global average of 62.09. Average scores in five countries (Malaysia, Pakistan, Latvia, Russia, and the United States) are above the global average by 10 or more points, while scores in seven countries (Liberia, Sierra Leone, Uganda, Armenia, Bolivia, Brazil, and Peru) are 10 or more points are below the global average.

These national averages are captured in figure 11 below. Coloration on the chart indicates in which countries average scores are higher (shades of green); where they are lower (shades of red); and where average scores nationally are the mid-range (shades of yellow).

Figure 11 National Results: Average Overall Station Score and for each Area of Observation

Country	Overall	Community Orientation	Physical Conditions	Equal Treatment	Transparency and Accountability	Detention Conditions
Global	62.09	67.36	62.41	56.93	63.04	60.70
Liberia	36.17	50.22	42.87	43.08	47.39	31.00
Nigeria	54.63	62.55	53.27	49.01	58.99	49.32
Sierra Leone	49.54	54.05	46.95	48.11	52.84	45.74
Uganda	43.94	57.71	38.75	37.08	49.27	36.88
Bangladesh	53.13	57.63	53.62	45.73	54.30	54.36
India	66.00	69.60	65.71	59.98	70.27	64.46
Malaysia	81.63	87.55	82.82	76.97	82.60	78.19
Nepal	52.88	59.33	51.95	47.90	56.55	48.68
Pakistan	73.66	77.28	71.65	68.67	76.21	74.47
Armenia	42.67	45.83	59.17	30.00	20.00	58.33

Latvia	72.74	73.04	77.08	66.63	70.79	76.17
Russia	75.85	84.15	78.01	67.76	72.01	77.35
Bolivia	39.18	49.39	39.82	34.12	41.40	31.14
Brazil	47.34	56.59	57.29	47.37	36.00	38.84
Chile	69.94	77.13	74.28	67.40	67.78	63.09
Colombia	56.96	56.96	59.44	47.78	69.26	42.22
Mexico	71.50	75.48	80.57	66.48	63.77	71.22
Peru	51.83	58.55	52.32	49.09	54.89	44.28
United States	79.22	80.62	70.31	76.29	87.84	81.03

6.2 RESULTS IN EACH AREA OF OBSERVATION

This section provides information about results in each area of observation drawing on scores and a sampling of visitors' impressions and comments as captured in the narrative reports team leaders prepared following the station visit. Average scores nationally and globally are captured in figure 10 above. High and low scores nationwide for each area of observation are captured in tables v. – x. in the Appendix.

Community Orientation

In observing and later assessing a station's community orientation, visitors are asked to pay special attention to whether the station is visible and easy to locate, whether there is a staffed reception area or desk specifically for members of the public, and whether information is posted or otherwise available describing the station as a resource for the community.

As mentioned above, police stations tend to score highest in the area of community orientation, perhaps because the criteria are relatively easy to fulfill, assuming police commanders want to be of service to the community. Globally, station scores for community orientation range from a low of 20 to a high of 100. National averages range from 45.83 (inadequate) in Armenia to 84.15 (more than adequate) in Russia, for a global average of 67.36 (adequate).

The police station in Sosnovoborsk, Russia, is an example of strong community orientation. A young town founded in 1971 as a work settlement, Sosnovoborsk currently has high unemployment and a concentration of former prisoners among its residents. The station commander is a woman, and according to the team leader's report, this station is different from many others. "Everyone can feel the creative approach

"Everyone who comes to this police station can feel comfortable; have a possibility to drink coffee while waiting. All information is provided."

to the work in this police station. Everyone who comes to this police station can feel comfortable; have a possibility to drink coffee while waiting. All information is provided.” The 164 participating police stations in Russia received scores ranging from a low of 47.50 to a high of 100.

Comments by visitors around the world highlight particularly creative approaches to making a police station a resource for the community – often going beyond the basic requirements. For example, one U.S. police station has “a nicely sized and clean community room” available to the public at no charge. According to the team leader, “Our group thought this was a great way to provide a service to the community while staying in touch with its members.”

Although officers’ attitudes and behaviors are not included among the 20 assessment items, visitors’ ratings in this area of community orientation are likely to be influenced by their encounters with officers. At the very least, visitors’ comments suggest a tendency to link positive encounters with a station’s assets in this area and, similarly, to connect disagreeable or disappointing encounters with a station’s deficits. For example, a visitor to a sheriff’s station in Los Angeles, California, said, “The hard work and professionalism of Century Station deputies is topped only by their courtesy and respect for people in the community.” On the negative side, a team leader in Callao, Peru, noted, “Our reception by the police officer was average. He seemed willing to do his job but without a lot of enthusiasm, mostly just to fulfill his duty.” That narrative report went on to note the lack of information for the public in the station. Similarly, a visitor in Armenia reported, “Very bad conditions, and the policemen are very unfriendly.”



Information plus protection. *Signs in the Gustavo A. Madero Police Station describe how to report a crime. A screen in the waiting area displays information about individuals who have been arrested. But even more important, the station has a special chamber where victims and witnesses can identify suspects without being seen – personally meaningful to one visitor who had reported a crime to a different police station and then withdrew the complaint after the suspect intimidated him. Federal District, Mexico*



“Comfortable and inviting” *Serving five Southern California cities, this station remodeled its facilities in 2007 with the intention of being more accessible to the community. Judging by one team leader’s comments, the effort has been successful: “When the team arrived at the station we gathered in the reception lobby area. All the team members were impressed in that the reception area seemed comfortable and inviting not foreboding as some would think a sheriff’s or police station would be.” Los Angeles, California, United States*



Play areas for children in rural police stations. *When police stations serve an area with a widely dispersed resident population, children often accompany their parents to the police station. Creating*

space especially for children allows parents to speak with an officer in private. This amenity costs very little for the police, yet makes a strong positive impression on individuals who come to the station for service. San Vicente de Tagua Tagua and Graneros, Chile



Hidden from view. *“There is almost no information in the police station except for a bulletin on the wall, [and] that it is located on the way to the offices, somewhat hidden from the average person. They do have a box for receiving suggestions from the public, although it is in a place where it could be easily overlooked.” Callao, Peru*

Physical Conditions

In observing and later assessing the physical conditions of a police station, visitors are asked to pay special attention to order and cleanliness, the general condition of the building, working conditions for staff (space, furniture, and equipment), and whether the station has facilities for victims and witnesses to identify detainees without being seen. Individual station scores range from 20 to 100. National averages range from 38.75 (inadequate) in Uganda to 80.57 (more than adequate) in Mexico. The average score globally is 62.41 (adequate).

For many visitors, observing the poor conditions in which officers work was a revelation. A woman visiting a station in Belém do Pará, Brazil, noted afterwards, “I had never thought about the working conditions of police officers. They do not have any place where they can have lunch or dinner or any space where they can put their things (backpack, for example) while they are doing their job. In this police station, the treatment that the policemen receive is the same as the detainees. Both are terrible. Before the visit, I thought that only the detainees have their human rights disrespected. Now I realize that the policemen are also forgotten by the authorities.” In Brazil, the average score for physical conditions is 57.29, not far below the global average, but station scores in this area range from 21 to 100.

“ This is not just about expecting a service, but also expecting a level of maintenance and support for those who watch out for us.”

A group of visitors to Chapuma Police Station in La Paz, Bolivia, had a similar reaction when they realized the station was without a working telephone and has only a single bathroom for men and women: “It is clear that not only support from government but also from the general population is needed. This is not just about expecting a service, but also expecting a level of maintenance and support for those who watch out for us.” The fact that another station in La Paz has four radios, although often is without paper and other office supplies, illustrates the possible variation in physical conditions even among police stations in the same city. The average score for physical conditions among participating police stations in Bolivia is quite low: 39.82.

Police stations in the United States only lose power and telephone service under extraordinary circumstances. Nevertheless, visitors to some stations felt strongly that physical conditions must be improved. “The group was impressed with programs and services offered but disappointed with the conditions of the facility,” one team leader summarized. “We would like to eventually see an upgraded police station. We want the men and woman who protect and serve us to have better working conditions. Meaning, more room in every area you enter, more room for employees to work in, better furniture, better detention conditions, and a better dispatch center. Community Relations is working in a trailer and the secretaries were all crammed. However, considering what they have to work with they do a good job of accommodating the public and their employees.” The national average (70.31) for physical conditions is 17 points below the highest-rated area of service, transparency and accountability (87.84).



New and modern. *The police station in the city of Saulkrasty features ramps for the physically challenged and a video monitoring system to enhance security. Inside, the working spaces are bright, well-ventilated, roomy, and filled new equipment and good furniture. Saulkrasty, Latvia*



No communications services. *The Chapuma Police Station serves an area of La Paz with a large number of schools, both public and private, and one of the main tasks of this police station is to provide security for students. While the station has basic facilities – water, electricity, a single bathroom reserved for staff use only – it lacks any communication services. To report a crime or other problem to the central police station, officers have to use a public phone located two blocks away.*

La Paz, Bolivia



Weapons “safe rooms.” *Safety is a preoccupation at the 82^a DP – Maricá in Rio de Janeiro, where all weapons kept in a locked “safe room.” Only a few police stations citywide have weapons storage facilities. More often, police firearms and illegal weapons that officers have confiscated are visible on top of desks and tables or kept inside unlocked drawers where they easily can be taken. Rio de Janeiro, Brazil*



Without power. *“The [Gwagwalda] station is in total darkness, and the generator we saw, according to the DPO, is just too expensive to run. Although we saw a solar [power] system, we were told it has been damaged for a long time without repairs ... Like a typical Nigerian police station, the shape of the building and facilities were pitiful.” Abuja, Nigeria*

“Duty Ready” in Abuja, Despite Difficult Conditions

Visitors to police stations in Abuja, Nigeria, were not shy to comment on the poor physical conditions they observed in many stations, but they were equally struck by something else: “The impression that really gave me a sigh of relief and caused me to smile was the willingness of the officers to work in the face of challenges that they faced and for the fact that the working environment and the welfares were deplorable,” a visitor to Kubwa Station in Abuja remarked afterwards. Similarly, a visitor to Gwarinpa Station described it as “so small that there is not enough space for offices and equipment” and with “poor ventilation,” yet noted that “staff were very polite and well dressed with tags and names on their uniform and they had bubbly smiles while answering our questions.”

When a police station is in “total darkness,” as a visitor noted about Gwagwalda Station, it is perhaps especially heartening to find a female officer assigned to a special desk to serve women who are victims of crime. Even under extremely difficult conditions, the officers in this station appeared to be, “duty ready,” as one visitor described. Not all police stations in Abuja are bereft of services and equipment. Wuse Station has some state-of-the-art equipment to aid in service delivery, including a well-equipped radio room, fully loaded ammunition room, and Internet service. Individual station scores in the area of physical conditions range from 20 to 95 throughout Nigeria, with a countrywide average of 53.27.

Equal Treatment

In observing and later assessing the area of equal treatment, visitors are asked to pay special attention to whether the police station is fully accessible to persons with disabilities, whether there are private rooms for interviewing crime victims and witnesses, and whether there are appropriate facilities and staff to handle cases involving women and to provide services in the local languages.

As mentioned above, police stations tend to score lowest in the area of equal treatment. Individual station scores in this area range from 20 to 100. National averages range from 30 (totally inadequate) in Armenia to 76.97 (more than adequate) in Malaysia, for a global average of 56.93 (adequate). Yet equal treatment is also an aspect of service that can be remarkably different in different police stations. In Brazil for example, scores ranged from a low of 20 to a high of 98.75. (The national average is 47.37.) Comments by visitors to stations in the city of Brasilia show that even stations under the same police agency, just a few miles apart, can have very different practices in this area (see “Reaching out to minority groups” and “Gender matters”, p. 43).

Team leaders’ narrative reports reflect a preoccupation with two issues in particular: facilities and services for women, reflecting a concern about the challenge of responding effectively to gender-based crimes; and concerns about language access in communities where a range of languages are spoken. A few visitors who witnessed officers registering crimes involving women noted the impact of the officer’s training and gender: In Lima, Peru, for example, a visitor observed a specially-trained officer taking a complaint of child abuse. In contrast, a visitor in Brazil’s capital Brasilia watched a male officer display very little sensitivity to the woman victim he was interviewing.

Language access is a sensitive topic in the United States where the number of Spanish-speaking residents is large and growing. As a team leader to a station in

“We would like to see services provided based on the demographics. The second highest population in Santa Clarita is Hispanic and having Spanish materials and counter volunteers who speak Spanish would be beneficial.”

southern California commented, “We would like to see services provided based on the demographics. The second highest population in Santa Clarita is Hispanic and having Spanish materials and counter volunteers who speak Spanish would be beneficial. Even if you have to have designated Spanish translation hours, that would help.”

In some cases, visitors encountered less bias than they expected. For example, organizers of **Police Station Visitors Week** in Belém do Pará, deliberately sought to involve members of the city’s homosexual community, one of the largest in Brazil, for their perspectives on equal treatment. One team leader who is homosexual was surprised to discover that officers at the station the team visited are aware and concerned about the particular needs of crime victims who are homosexual.



Reaching out to minority groups. *The 19th Delegacia de Polícia in Brasília is located in a very poor area of the city with the highest homicide rate regionally, which means that this police station has a high number of crimes registered every day. Even facing these demands, officials make concerted efforts to meet the special needs of women and children, elderly residents, and persons with disabilities. In addition, the station chief is working to improve services to members of minority groups by organizing monthly meetings at the station where they can voice their concerns and interests and get to know the police officers charged with protecting their neighborhoods.* Brasília, Brazil



Gender matters. *Police stations in Brazil are required to have female officers to register crimes against women, but as a visitor to the 23rd Delegacia de Polícia in Brasília learned, stations do not always follow the rule. “I only realized how important this rule is when I was in the police station and a woman came in to register a crime. The man who received her was not kind to her at all.”* Brasília, Brazil



Outsourcing language services. *In one U.S. station, officials use a contract phone service to ensure that officers can always communicate with members of the public.* Los Angeles, California, United States

“The impression that really gave me a sigh of relief and caused me to smile was the willingness of the officers to work in the face of challenges that they faced and for the fact that the working environment and the welfares were deplorable,”



Questionable commitment to providing interpreters. *The sign for visitors to request an interpreter is located in the main entryway to the station but behind the soda machine. Los Angeles, California, United States*

Transparency and Accountability

In observing and later assessing the area of transparency and accountability, visitors are asked to pay special attention to whether there is information posted or otherwise easily available about crime locally and the station's response, whether information about how to make a complaint against an officer is posted or otherwise easily accessible, and whether staff are wearing badges or other identification tags that clearly distinguish them from members of the public. Individual station scores in this area range from 20 to 100. Average scores nationally range from 20 (totally inadequate) in Armenia to 87.84 (excellent) in the United States, for a global average of 63.04 (adequate).

In Armenia, where only six stations participated in **Police Station Visitors Week** in 2009, all six received scores of 20, the lowest score possible. Although these scores undoubtedly reflect a lack of transparency in government generally in Armenia, interest on the part of officials in participating in **Police Station Visitors Week** is a promising sign that law enforcement can become less authoritarian and more open to citizens over time. Equally encouraging, organizers of the 2009 event, believe there is interest and capacity within civil society, especially in the Loriysk region, to begin building better police-community relations.

At the other end of the spectrum, in the United States, collecting and publishing both crime and arrest statistics is becoming a common practice – to the extent that much of the public now expects this information. As one team leader in the U.S. commented, “We did not feel as though we had easy access to statistical information while we were in the station. Team members suggested the posting of crime maps.” On average, stations in the United States are rated “more than adequate” in transparency and accountability, and even the lowest score (55), signals “adequate” performance. Nevertheless, the comment above and several other comments by visitors suggest that there is room for improvement in many stations. Several visitors noted, in particular, that information, phone numbers, and forms for making a complaint against an officer should be displayed publicly and be easily accessible. As one visitor commented, “The area that did not measure up was the availability of official complaint forms. The public has to request the form that might restrict the reporting of complaints,” as one person noted afterwards.

“The area that did not measure up was the availability of official complaint forms. The public has to request the form that might restrict the reporting of complaints.”

In Malaysia, where the national average (82.60) signals “more than adequate” performance in this area, the 20 item assessment is used routinely by the national police to track their own performance. Even with such routine use, however, station scores range from a low of 56.67 to a high of 96.

In many parts of the world, public demand for greater transparency, and interest in it among law enforcement, is just catching on, albeit more quickly in some places than in others. Countries as diverse and far flung as Nigeria, Nepal, and Mexico received scores in the adequate range, and scores are more than adequate in a few countries with a clear history of authoritarian policing, such as India (70.27), Colombia (69.26), and Russia (72.01), although the range of scores for individual stations in both Russia (20 – 100) and India (30 – 100) is quite wide.



A savvy approach to crime stats. *“Team members were a little surprised at the well-maintained conditions of the station as well as the state-of-the-art communications and technology. The crime statistics area seemed to be of interest to all team members as the officer working there described how the sheriffs communicate with other law enforcement agencies in solving crimes and generating statistics for their community.”* Los Angeles, California, United States



No clear complaints process. *“We did not see any posters or literature addressing how to report officer or other personnel misconduct. Nor did we see a complaint box.”* Houston, Texas, United States



Mixed signals in Rio. *Walk into the “women’s police station” in downtown Rio de Janeiro and you’ll see posters communicating the role that the police ombudsman’s office plays in constructing a better police as well as clear information about how to make a complaint against police officer. Unfortunately, only the people who staff the reception area were wearing identities tags and uniforms.* Rio de Janeiro, Brazil



Holding their own accountable. *When visitors arrived at Asokoro station in Abuja, they observed a few constables locked in one of the cells and learned that the officers were being disciplined for various offences. For the visitors, that was proof that officers will be held accountable for their actions.* Abuja, Nigeria

Detention Conditions

In observing and later assessing the detention areas of a police station, visitors are asked to pay special attention whether the cells are sanitary and secure – and in particular, whether officers can observe detained persons, whether detainees wear name tags and/or identification, and whether there are facilities for family members and lawyers to visit detainees. Station scores in this area range from a low of 20 to a high of 100. National averages range from 31 in Liberia and 31.14 in Bolivia (totally inadequate) to 81 in the United States (more than adequate), for a global average of 60.70 (adequate).

In countries with very low national averages in this area of service, conditions tend to be uniformly bad. In Liberia, individual station scores range from 22 to 43.33; the range is almost the same in Bolivia: 20 to 48.33. In other countries,

however, conditions can vary widely and some stations even mix good and bad practices. In Abuja, Nigeria, for example, visitors described the cells in Bwari as “nothing short of inhuman” and called for a “total overhaul.” In contrast, in Gwarinpa Station, also in Abuja, visitors described the cells as “well kept,” noting that “the surrounding environment was sanitized as well.” This really impressed the visitors in spite of the lack of mattresses. Station scores in Nigeria ranged from 20 to 96.67.

In Colombia too, detention conditions varied greatly. In the city of Facatativa, the station’s cells were well-ventilated, although cold, and included tiled bathrooms. Bathrooms for detainees in Chía, however, were in very poor condition. “There is no running water, so the excrement of those arrested accumulates, fouling up the air.” The team leader’s report also notes that the walls are covered with graffiti and there is no cell for female suspects. “When a woman is arrested, she is placed in the interior patio in the custody of an official.” Station scores in Colombia range from 20 to 78.33, for a national average in this area of service of 42.22.

“There is no running water, so the excrement of those arrested accumulates, fouling up the air.”

In the United States, the top-scoring country in this area of service, visitors observed and noted several good practices: Holding cells located in clear view of the officers or monitored by cameras; clean, and well-maintained facilities, including showers for detainees; and separate areas for men, women, and minors. Yet scores among the 23 participating stations were as low as 20, and visitors noted some concerns, such as holding areas that are just too small and facilities that are technologically up-to-date but “without charm,” as one person said, explaining that it would only be suitable for a very brief period of confinement.



Secure in Rengo. *At the 4th police station, visitors found that the cells were clean and monitored by security cameras and equipped with televisions “to make the wait less tedious.”* Rengo, Chile



Vulnerable in Bangladesh. *A college student who visited a station in Bangladesh commented afterwards, “The detainees really spend time in a vulnerable condition in this police station.”* Bangladesh



Adequate nutrition in Mexico City. *Visitors to Venustiano Carranza Police Station reported that the detention area was “clean and in good condition.” Additionally, the visitors spoke with a prisoner who told them that he was adequately fed.* Mexico City, Mexico



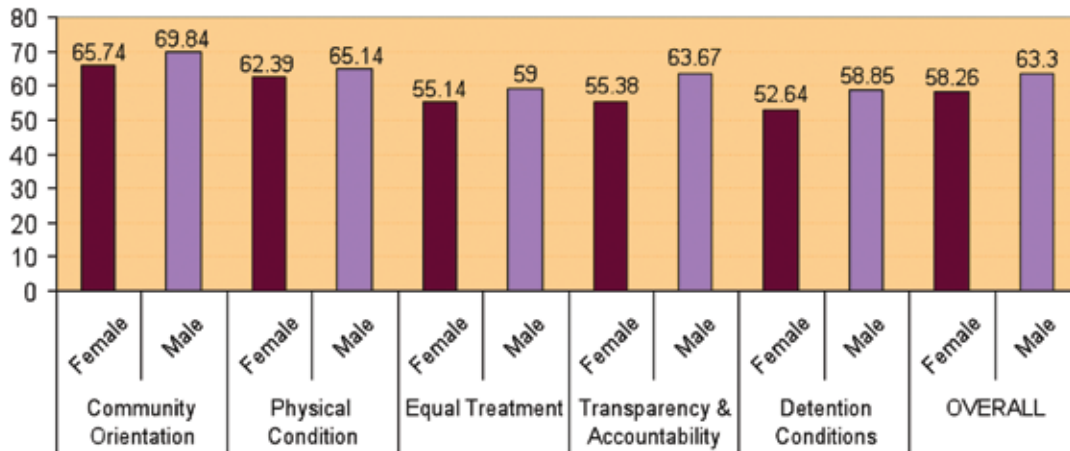
Unsanitary conditions and women at risk in Abuja. *A visitor to Nyanya Station in Abuja commented afterwards, “The cells are disdainful with smells emanating from them.” In Gwarinpa Station, women and men share the same cell.* Abuja, Nigeria

6.3 GENDER DIFFERENCES IN SCORING

On average, women appear to be more critical of police stations than men. The 1,910 women visitors globally assigned lower scores than the 3,119 men who observed and assessed police stations. As figure 12 below illustrates, the women's scores are lower on average in each of the five observation areas. The largest difference is in the area of transparency and accountability, in which the women's average score (55.38) is more than 8 points lower than the men's average score (63.67). The average scores are closest in the area of physical conditions – 62.39 (women) compared with 65.14 (men), for a difference of slightly less than 3 points. In assigning overall scores, women as a group rated stations more than 5 points lower than men (58.26 compared with 63.30). Although these differences are not especially large, they are statistically significant at the $p < .001$ level. (See Table xi. in the Appendix for more information about these results.)

Figure 12 A comparison of scores by men and women

Average Scores by Female and Male Visitors



The meaning of these results is not clear. But the pattern globally does raise interesting questions: Do women arrive at the police station with higher expectations than men? Are women more likely than men to apply a narrow definition of each of the items on the assessment and, therefore, to downgrade stations that do not meet this strict definition? Are scores globally likely to decrease slightly as more women participate in **Police Station Visitors Week**?

Brazil's Delegacia Especializadas de Atendimento a Mulher

In 1985, the state of São Paulo opened a police station designed specifically to serve women who are victims of domestic violence (Delegacia Especializadas de Atendimento a Mulher – DEAM). At that time in Brazil men were rarely prosecuted in cases of physical and sexual abuse of women, and this unique station represented a promising step forward. Within 10 years, there were 126 DEAMs in São Paulo state, and today there are more than 200 throughout Brazil.

Despite the proliferation of DEAMs, evaluations of their performance have been less than favorable, concluding that these special stations often treat women who are victims of crime in much the same way as traditional police stations. **Police Station Visitors Week** offered an opportunity to determine whether ordinary citizens score the DEAMs higher, lower, or roughly equivalent to traditional police stations, and also whether women visitors, who may expect exceptional conditions in the DEAMs, are more likely to assign lower scores than male visitors. During the week, 445 people visited 235 police stations, including 12 DEAMs, spread across nine different regions of the country. This was the first time that at least one DEAM in each region was visited.

Compared with traditional police stations, the average DEAM scores are higher in each of the five assessment categories and overall. The greatest difference between the average scores for DEAMs and traditional stations is in the category of “Equal Treatment,” an aspect of service in which DEAMs should excel.

Average scores for DEAMs and traditional police stations

Item	DEAMs	Traditional	Difference of Means (DEAMs - traditional)
Community Orientation	68	56	12
Physical Conditions	68	57	12
Equal Treatment of the Public	60	47	13
Transparency & Accountability	44	36	8
Detention Conditions	42	39	3
Overall Score	56	47	9

Data analysis by CESeC

Breaking down the results by city, however, shows considerable variation in overall scores among DEAMs – from a high of 73 to a low of 29. These findings reinforce previous research showing that DEAMs can vary greatly from place to place. The DEAM in Brasília, which scored 18 points higher than the average score for traditional police stations in Brasília, appears to be an example of outstanding service. The officers who staff this DEAM are all women who have been trained to take a nonjudgmental approach to victims of domestic violence. As one officer said to a visitor, “The role that we play in this process is to make women feel comfortable from the moment she arrives at the police station.” Additionally, the station is easy to find, there’s a dedicated space for women coming to report a crime, and there are brochures describing counseling, medical care, and legal services available near the police station.

At the other extreme, the DEAM in Belém do Pará was assessed 10 points below the average score for traditional police stations in the city. The team leader's report noted several serious problems: Staff displayed dissatisfaction about being assigned to a police station for women; the station was dirty and appeared unorganized; and there was no separate and safe space for victims and witnesses to identify aggressors without being seen. Also troubling to the visitors, the station was not set up for lawyers or family members to visit detainees, and several detainees asked the visitors to contact their lawyers or children.

“The role that we play in this process is to make women feel comfortable from the moment she arrives at the police station.”

As for the question about whether women and men rate DEAMs differently, the answer is no. Average scores in each of the five assessment categories and overall are virtually the same when comparing scores assigned by women and men. Overall, the assessments of DEAMs conducted as part of **Police Station Visitors Week** provide an encouraging counterpoint to the mostly ethnographic studies suggesting that they are falling far short of their mission and potential.



Delegacia Especializadas de Atendimento a Mulher in Recife

VII. 2009 AWARD-WINNING POLICE STATIONS



Through a regional competition, the following five police stations were selected as award-winning stations for **Police Station Visitors Week 2009**. Winning stations have the highest overall score in their region – a average of scores in each of the five areas of observation. In situations where two or more police stations have the same top score, the Altus member organization in that region oversees a process to select the best-performing police station.

Africa

Ilupeju Police Station, Lagos, Nigeria	
Overall Score	94.33
Community Orientation	96.67
Physical Conditions	95.00
Equal Treatment	85.00
Transparency and Accountability	98.33
Detention Conditions	96.67

With an overall score of 94.33 and scores in each of the five areas ranging from 85 to 98.33, Ilupeju Police Station in Lagos, Nigeria is the most highly rated station in the Africa in 2009 and has been the top-scoring station in Nigeria since 2006. Opened in June 1973, Ilupeju Station is situated in the heart of the city of Lagos, serving about half a million people. The station's catchment area includes commercial districts, parts of the popularly known Oshodi Market, middle- and high-income residential areas, and densely populated low-income neighborhoods.

Ilupeju Station is truly part of these diverse communities in Lagos. A Police Public Partnership/Community Forum brings officers and residents together to identify crime spots and other public safety concerns and design workable solutions. The station has two special "sections" or administrative departments to promote equal treatment: the Human Rights Desk and a section focused on serving women and children. And the facilities are secure and well-monitored through close circuit televisions. Through these and other efforts, many residents of Lagos now walk confidently into the station to report a crime.

A Police Public Partnership/Community Forum brings officers and residents together to identify crime spots and other public safety concerns and design workable solutions.

Asia

Vidhayakpuri Police Station, Jaipur City (South), Rajasthan, India	
Overall Score	100
Community Orientation	100
Physical Conditions	100
Equal Treatment	100
Transparency and Accountability	100
Detention Conditions	100

Vidhayakpuri Police Station is one of the 10 stations in the Indian state of Rajasthan that participated in **Police Station Visitors Week 2009**. The station, which has been part the event since 2006, received a perfect score of 100 in each of the five areas of observation. Scoring 100 in the area of equal treatment is particularly commendable given that Jaipur City, where the station is located, has Hindu-Muslim cleavages and has been the site of violence; is stratified in terms of castes; and is a visibly patriarchal society marked by gender segregation in public spheres.

Aware of these divisions, commanders at Vidhayakpuri station have taken clear steps to become a station that welcomes and serves all residents of Jaipur City. To make the station a more comfortable space for women, a separate room is designated as a “ladies desk” to handle crimes and violations against women, and four female constables are posted in the station to respond to the varying needs of women who are crime victims or witnesses, or simply accompanying male members of their family. There are separate toilets for women and demarcated family spaces within the station. In addition to these special accommodations, all officers receiving sensitivity training in issues of gender.

Vidhayakpuri station also has a “neighbourhood scheme,” a form of community policing where officers periodically visit and talk with local families to build a more familiar and trusting police-community relations. Officers also bring together Hindu and Muslim youth to help organize community events, such as religious festivals and processions that have sparked cultural clashes in the past. Vidhayakpuri station is a stellar example of police efforts statewide to promote equal treatment.

Scoring 100 in the area of equal treatment is particularly commendable given that Jaipur City, where the station is located, has Hindu-Muslim cleavages and has been the site of violence; is stratified in terms of castes; and is a visibly patriarchal society marked by gender segregation in public spheres.

Europe

Zheleznogorskoe Police Station, Zheleznogorsk, Russia	
Overall Score	99.25
Community Orientation	100
Physical Conditions	98.75
Equal Treatment	97.50
Transparency and Accountability	100
Detention Conditions	100

In 2009, 164 police stations spanning 54 cities in Russia participated in **Police Station Visitors Week**, far outweighing participation in the other European countries, Armenia and Latvia. Zheleznogorskoe Police Station received the highest score in the European region. This modern facility, conveniently located near the bus station, employs about 600 officers who, according to visitors, are focused on serving the public.

Transparency and accountability are particular strengths. The station's perfect score of 100 in this area is 28 percentage points higher than the national average of 72.01. Information about crime and police operations are prominently displayed close to the entrance of the Zheleznogorskoe station. Officers, including senior officials in the Department of Internal Affairs, make quarterly report to the city council that are partly informed by the department's own public opinion polls about policing. Officers are frequent guests on radio and television programs and talk openly about crime and public safety in the city. They also visit schools to discuss the work of policing and, where possible, to interest young people in pursuing a career in law enforcement.

These efforts at transparency are perhaps especially striking in the context of the city's history. Zheleznogorsk was a closed and secret city under the Soviet Union. Created in 1950, in part for production of nuclear weapons, the area known as Krasnoyarsk 26 was not marked on any official maps until President Boris Yeltsin decreed in 1992 that such cities could use their historical names.

“Information about crime and police operations are prominently displayed close to the entrance of the Zheleznogorskoe station. Officers, including senior officials in the Department of Internal Affairs, make quarterly report to the city council that are partly informed by the department's own public opinion polls about policing.”

Latin America

Comisaría #6, San Vicente de Tagua Tagua, Chile	
Overall Score	100
Community Orientation	100
Physical Conditions	100
Equal Treatment	100
Transparency and Accountability	100
Detention Conditions	100

Located in the heart of the city but serving a largely rural community, Comisaría #6 is easily accessible from all directions and physically accessible to people with disabilities – just two markers of its strong orientation to the community. Entering the station, one sees a list of all personnel assigned to the station, including their name and rank. Also posted is information about crime statistics in the municipality, geo-referenced to show high-crime areas and the types of crime by sector, as well as profiles of suspected criminals still at large.

The “public assistance” or reception room includes a play area for children outfitted with a small table and chairs as well as toys and books, all of which are in good condition. This lost-cost amenity makes the station a more welcoming and comfortable place for families, which is perhaps especially important in a rural district where adults may have to travel some distance to reach the police station and have no choice but to bring their children. Also notable in the public assistance room is a sign inviting individuals who feel they did not receive good service to notify the commanding officer.



The “public assistance” or reception room includes a play area for children outfitted with a small table and chairs as well as toys and books, all of which are in good condition. This lost-cost amenity makes the station a more welcoming and comfortable place for families.”

North America

Malibu/Lost Hills Sheriff's Station, Los Angeles, California, United States	
Overall Score	96.00
Community Orientation	97.00
Physical Conditions	95.00
Equal Treatment	95.00
Transparency and Accountability	95.00
Detention Conditions	98.00

The Malibu/Lost Hills Sheriff's Station scored high in each area of observation, and is the top-scoring station in the North American region. Comments by the team leader suggest that these high ratings directly reflect the caliber and commitment of the men and women who working at the station. "The team was given access to every part of the station as well as complete access to the personnel that work there. What we came away with was the commitment to the cities they serve but moreover the high level of candor from the deputies and staff we spoke with."

As this comment and the station's scores reflect, the Malibu/Lost Hills Sheriff's Station is particularly responsive to the needs of the community it serves. For example, noticing a significant number of telephone complaints about local teens driving recklessly through neighborhoods, officials developed an initiative specifically to respond to the problem. The main focus of the program is to inform parents of their teen's poor driving habits. When a call comes in about a reckless teen driver, the information is passed on to a traffic deputy who tracks down the teen driver and then meets with both the teenager and his or her parents. During this meeting, the deputy discusses reports of the teen's poor driving and traffic safety. Suggestions are made on how the parents can control the youthful driver in hopes of resolving the matter informally. The initial response from the community, including parents of these teens, has been overwhelmingly positive. Adjacent police agencies, including Thousand Oaks Police Department, Moorpark Police Department, and the Simi Valley Police Department have begun to replicate the program.

"What we came away with was the commitment to the cities they serve but moreover the high level of candor from the deputies and staff we spoke with."



Police Station Visitors Week has two main goals: to improve police-community relations and to spark meaningful changes in service. Events in 2009, often building on previous years, show progress in both.

8.1 EXPANDING CAPACITY, DEEPENING LEVELS OF INVESTMENT

To improve police-community relations, both civil society and government need to be deeply invested in the process. On the civil society side, **Police Station Visitors Week** is expanding the capacity of NGOs and community groups to encourage police reform. In Bolivia, for example, the Participation and Justice Network (Red Participación y Justicia) had a history of mobilizing the community to monitor the judicial system through an annual event known as Citizen Oversight Boards. Through the experience of organizing **Police Station Visitors Week**, the Network's field of action has broadened to encompass oversight of Bolivia's National Police. Similarly, in Armenia, the Youth Center for Democratic Initiatives now views civilian oversight of police as part of its mandate and looks forward to organizing visits to a greater number of police stations in 2010. These are two examples among many.

Government's growing investment is also evident. In Russia, for example, the Federal Ministry of Interior together with the Ombudsman of the Russian Federation officially approved **Police Station Visitors Week 2009**, signaling closer cooperation than ever before between government and civil society in this important realm of public service. Halfway around the world, in Chile, the country's Investigative Police (Policía de Investigaciones or PDI) opened stations to visitors in 2009. The power and potential of **Police Station Visitors Week** has captured the attention of the Economic Community Of West African States (ECOWAS), a regional group of fifteen countries focused on economic development. And of course federal governments and police agencies in six countries joined the event for the first time in 2009: Armenia, Bangladesh, Bolivia, Colombia, Nepal, and Uganda.

The power and potential of Police Station Visitors Week has captured the attention of the Economic Community Of West African States (ECOWAS), a regional group of fifteen countries focused on economic development.

8.2 RAISING PUBLIC AWARENESS

Through media coverage of the station visits, **Police Stations Visitors Weeks** can raise public awareness about the possibility of better police-community relations and the role of citizens in calling for and monitoring reforms. Press attention is perhaps especially important in cities such as Belém do Pará in Brazil that were participating in the event for the first time.

Case Study: Real Changes in Chile Over Time

Police Station Visitors Week is premised on the belief that bringing ordinary citizens into stations to observe and rate them and then sharing the results of those assessments with police commanders can lead to real improvements in conditions and services over time.

The station visits have been a notable event in Chile since their inception in 2006. Over the years, repeat visitors and team leaders have observed many positive changes. They range from strengthening police-community relations to implementing new technologies to assist in crime prevention. For example, the Carabineros de Chile has created community relations offices that organize a variety of activities with local residents. The quantity and quality of information available to the public at stations is noticeably better in comparison with past years. The police station in Rengo, for example, has a computer in the waiting room that members of the public can use to generate crime maps.

The lowest-ranking police station in 2006 this year impressed visitors, who remarked on the cordiality with which they were received as well as several positive new initiatives. For example, the station now posts an area map indicating the major crime spots. And police officials have joined with a local NGO to start a rescue and adoption program for puppies, which is good for the dogs and for opening up the station to members of the community.

Even high-scoring stations have become >

Organizers of some events used creative strategies to engage journalists. In Nigeria, for example, the CLEEN Foundation recruited journalists as visitors. These reporters covered the pre-visit training and the station visits themselves. Their stories appeared in print, radio and television, and online media outlets including the Abuja Inquirer, Leadership, Daily Independent, The Punch Newspaper, Daily Sun, This Day, African Independent Television, Compass, Kiss FM, and Daily Trust.

In Chile organizers publicized the involvement of senior officials from the Carabineros de Chile and the Investigative Police, generating live television coverage as part of the morning news, live radio coverage by the University of Chile and newspaper articles. In particular, anticipation of the week and, later, its results generated three articles in El Mercurio, one of the most widely read newspapers in the country, including, “Highest-ranked Carabineros stations share their formulas for fighting crime (Comisarios top de carabineros entregan sus formulas para combatir la delincuencia)”.

8.3 TANGIBLE CHANGES IN SERVICE

Over the years, **Police Station Visitors Week** has sparked tangible improvements within police stations. In Nigeria, for example, the visits and assessment process prompted the creation of gender desks in stations throughout Lagos. Several stations in Los Angeles, California, added bi-lingual signs after visitors pointed out this deficit. Even limited improvements such as these can make a real difference in terms of welcoming and serving all members of the community, as evident in a comment by the organizer of events in the Russian city Rostov-on-Don: “They [the police] started to demonstrate to us what they can do to render services. Unbelievable!

“They [the police] started to demonstrate to us what they can do to render services. Unbelievable! This is the evidence of transition from violence to partnership, real partnership.”

This is the evidence of transition from violence to partnership, real partnership.”

In some countries, reforms have been broader. The Carabineros de Chile have created community relations offices inside stations that organize activities with

local residents. (For more information about reform in Chile, see “Case Study: Real Changes in Chile Over Time, p.56.”) Ajah Police Station in Lagos and Wuse Police Stations in Abuja were renovated, in large part through community efforts, based on the 20 items comprising the assessment, and the Ministry of Police Affairs is considering a phased expansion of the redesign process to all police stations in Nigeria. The 20 items comprising the station assessment are now an integral part of how the Royal Malaysian Police monitors its own performance. With support from the police, citizens in Malaysia regularly visit and assess their local police stations throughout the year, not only during **Police Station Visitors Week**.

Altus Member CESeC – lead organizers of **Police Station Visitors Week** in Brazil – have measured the impact of Police Station Visitor Week in six major Brazilian capitals: Rio de Janeiro, São Paulo, Brasília, Belo Horizonte, Recife, Porto Alegre. CESeC’s research reveals which services and conditions show improvements or setbacks, and also in which cities station scores overall are improving or declining. For those results, see “Case Study: Tracking Scores in Brazil, p.58-59”

>> better over time. Over the course of three events, the 6th Precinct of San Vicente de Tagua Tagua, this year’s award-winning station in Latin America, improved its scores in each area of observation and its overall score – from 88.3 in 2006, to 99.33 in 2007, and reaching 100 in 2009. According to the individual who led teams of visitors in 2007 and again in 2009, it is evident that weaker areas of service and conditions had markedly improved. For example, in 2007 men, women, and juveniles were being detained together; offices serving women and children were not well identified and served multiple and conflicting functions. These problems had been remedied by the visit in 2009. (See page 53 for more information about this station.)

Although the visits and assessments that occur as part of Police Station Visitors Week do not guarantee meaningful reform, experience in Chile shows that change is possible.



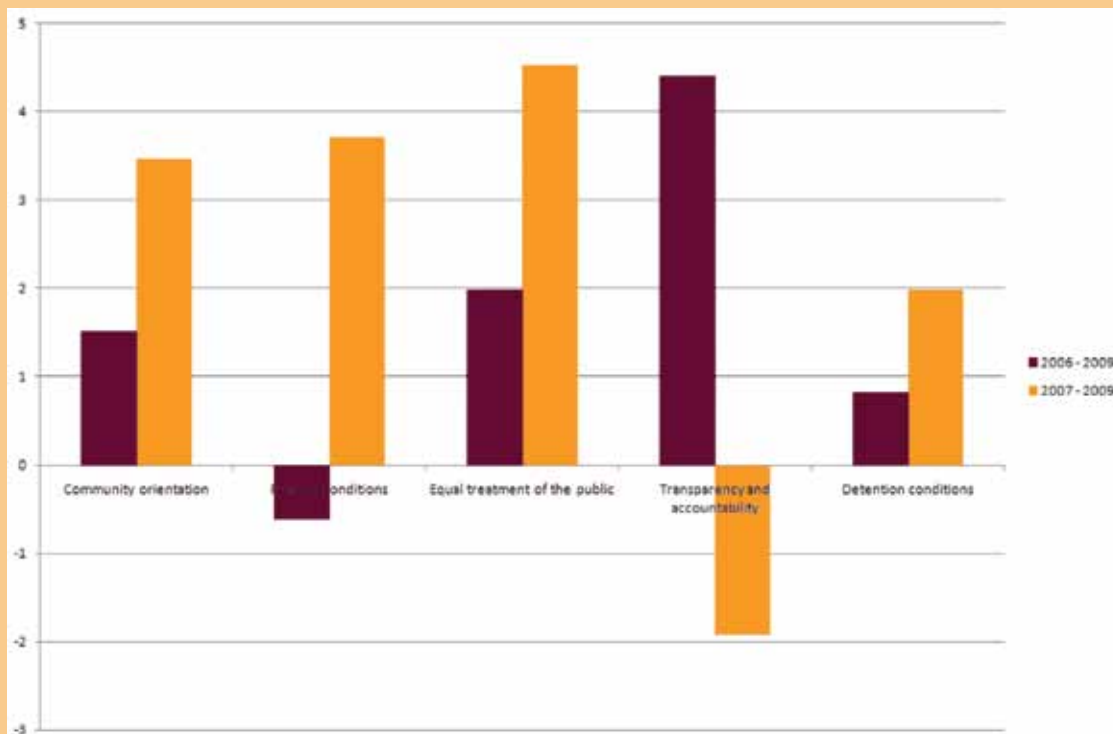
Kireka Police Station in Uganda

Case Study: Tracking Scores in Brazil

Since the beginning of the PSVW project in 2006, six major Brazilian capitals have participated in this event: Rio de Janeiro, São Paulo, Brasília, Belo Horizonte, Recife, Porto Alegre. However, the same police stations were not assessed every year. In 2007, the second year of the event, the Altus member responsible for organizing Police Station Visitors Week in Brazil (CESeC) decided to target stations in these cities that had not been visited in 2006. Only in 2009, did CESeC organize return visits to many of the police stations originally assessed in either 2006 or 2007.

In 2009, 111 stations in these six cities were assessed for a second time. By comparing station scores over time (2006-2009 or 2007-2009), CESeC has identified the areas in which scores have increased and those in which scores have diminished, as indicators of real improvements or declines in services and conditions. Figure A below shows that stations originally assessed in 2006 and then again in 2009 have made the greatest gains in the area of transparency and accountability, while scores for physical conditions have decreased slightly. Interestingly, the pattern for stations originally assessed in 2007 and again in 2009 is different: These stations made the greatest improvements in the area of equal treatment, while scores for transparency and accountability decreased.

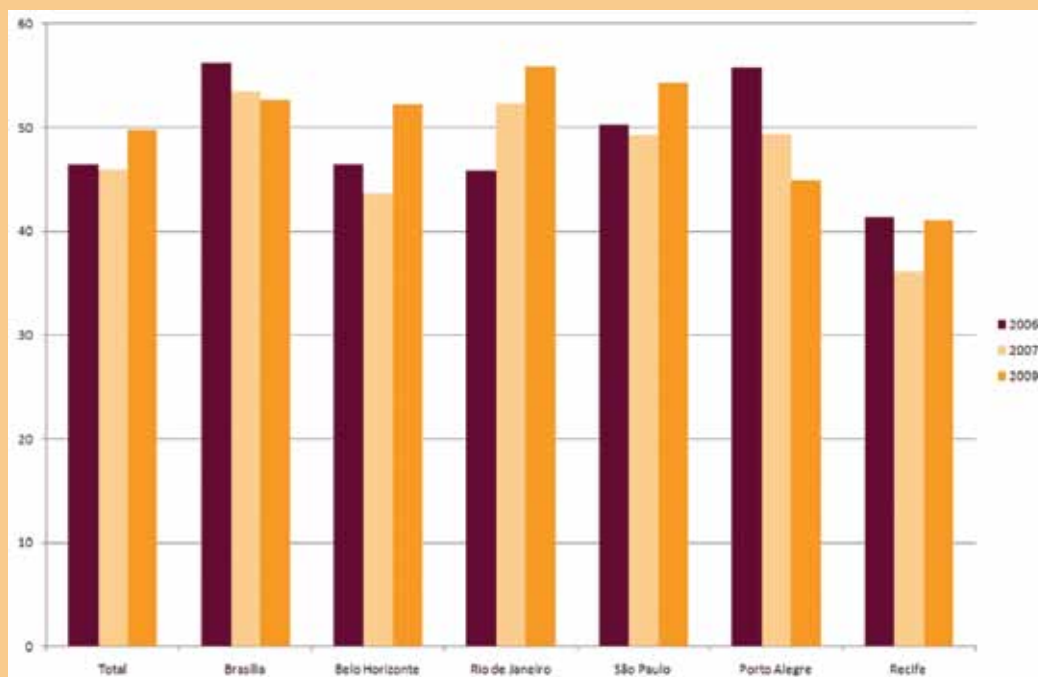
Figure A Changes in station scores 2006 – 2009 or 2007 – 2009



Data analysis by CESeC.

CESeC has also examined the impact of Police Station Visitors Week on policing in each of these cities. Figure B below depicts the average overall station score in each city for 2006, 2007, and 2009, revealing slight tendencies citywide either toward improvements in services and conditions or declines. The average station score in Rio de Janeiro has been steadily increasing since 2006, while in Brasília and Porto Alegre scores have been decreasing. In the other three capital cities, a decline in the average score in 2007 was followed by an upturn in 2009.

Figure B Average station scores citywide 2006, 2007, 2009



Data analysis by CESeC.



In many parts of the world, **Police Station Visitors Week** has become a well established, and, indeed, highly anticipated event. Regional and national NGOs and local community organizations are developing the capacity to recruit an increasingly large number and diverse array of citizen-visitors, including significant numbers of people whose gender, age, educational background, race, religion, and/or ethnicity have limited their access to police stations and, therefore, to justice. Equally evident, this annual event is fostering better police-community relations and motivating many police agencies to improve conditions and services at stations – often with input and assistance from the community. Finally, there is clear evidence of the expansion of **Police Station Visitors Week** – to new police stations, new cities, and new countries. These results all point to the fact that ordinary people around the world welcome and value the opportunity to visit their local police station, talk with officers, and express their views about how well or poorly the station is serving the public. The next **Police Station Visitors Week** will be held in October 2010.



Kachua Police Station, Chittagong, Bangladesh



COMPLETE PSVW KIT

police
station
visitors
kit

filling form

Altus developed this easy-to-use tool for assessing the extent to which a police station is designed to serve the public. There are 20 questions to guide your observations and focus your attention on key elements of public service. The Kit will also provide you with an easy way to record your observations and opinions regarding the availability of services delivered to the public.

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<small>Centre de Études et Recherche en Géographie, CERG</small>	<small>Centre de Études de Recherche et d'Évaluation des Services, CERES</small>	<small>CEEP Foundation Leipzig, Germany</small>	<small>Institute for Development and Communication Management, IDCM</small>	<small>IT&S "S&S" "S&S"</small>	<small>International of Justice New York, United States</small>
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WHAT DO YOU NEED TO DO?

BEFORE THE VISIT:

- Review the kit as a group and discuss the necessary elements to decide on the scores before your visit to the police station.
- If you do not understand a question, please ask your team leader for an explanation and share your thoughts with other participants.

DURING THE VISIT:

- Do not take the questionnaires to the police station. Concentrate on observation.

AFTER THE VISIT:

- Complete the 20 items of the Visitors Questionnaire, which are divided into 5 observation areas. You should fill in all 20 questions after your visit to the police station.
- We want to know your opinion! Please, do not copy your answers from another team member. Complete the forms independently.
- If you have any questions, please ask your team leader.
- Share impressions; discuss the scores given on the Visitors Questionnaire and decide on the elements which will make up the narrative report.
- Complete the Observation Areas Grid.
- The team leader will write a narrative report to accompany and explain the team's findings and upload the scores on the Altus website.

ALTUS WILL NOT RELEASE ANY INFORMATION WHICH COULD LEAD TO THE IDENTIFICATION OF A PARTICIPANT.

VISITORS QUESTIONNAIRE

Police station name: _____

Location: _____

City: _____ Country: _____

Date: _____ Time: _____

Team leader: _____

Visitor's name: _____

Sex: male female Month/Year of birth: _____

Education: some elementary elementary
 some high school high school
 some professional/vocational school professional/vocational school
 some university university

Profession: _____

Is this your first visit to a police station? yes no

If not, how many times have you been to a police station? _____

- 2 -

GRUDELINES

PLEASE MARK AN "X" ON THE SCORE WHICH BEST REPRESENTS YOUR OPINION.

WHOLY INADEQUATE	INADEQUATE	ADEQUATE	MORE THAN ADEQUATE	EXCELLENT
1	2	3	4	5

THESE ARE NOT "YES" AND "NO" QUESTIONS

Many things help us determine our individual opinion. We are interested in your experience. Take the time you need to think about how you felt at the police station and about what you observed to help you to fill in the form.

WHAT DO I DO IF A SERVICE IS UNAVAILABLE OR NOT PROVIDED BY THE POLICE STATION?

Mark an "X" on score 1. We will take care of the scoring! We need answers to all the questions.

COMMUNITY ORIENTATION

1. Location of the police station (for example, accessibility, ease of location, transport links, signage) 1 2 3 4 5
2. Space and facilities dedicated to serving the public arriving to report crimes or to make other requests 1 2 3 4 5
3. Information available about reporting a crime and/or obtaining public services (for example, information brochures, information desks, posters, videos) 1 2 3 4 5
4. Staff allocated to serve the public and/or report crimes 1 2 3 4 5

PHYSICAL CONDITIONS

5. Order and cleanliness of the police station 1 2 3 4 5
6. Condition of the building and the furniture 1 2 3 4 5
7. Work conditions for police station's staff (for example, office space, facilities, equipment, computers) 1 2 3 4 5
8. Conditions for victims or witnesses to identify detainees without being seen (for example, rooms with one-way mirrors, rooms with small holes that only allow for one-way viewing, video links) 1 2 3 4 5

EQUAL TREATMENT OF THE PUBLIC WITHOUT BIAS BASED ON AGE, GENDER, ETHNICITY, NATIONALITY, MINORITY STATUS OR SEXUAL ORIENTATION

9. Facilities available for interviewing crime victims and witnesses in cases which require privacy (for example, domestic violence, partner assault) 1 2 3 4 5
10. Facilities and conditions specifically available to women (for example, bathrooms, changing rooms, cleanliness) 1 2 3 4 5
11. Services available to persons with physical disabilities (elderly people, temporarily or permanently injured persons) to access the police station (for example, ramps for stairs, wider doors) 1 2 3 4 5
12. Services/referrals specifically available to minority groups (for example, victim services, female staff to help female victims, counselors, medical personnel, legal assistance, language assistance) 1 2 3 4 5

TRANSPARENCY AND ACCOUNTABILITY

13. Information available to the public on patterns of crimes in the area served by the police station (for example, charts, maps, displays, posters, newsletters, hotlines, a computer with information available to the public) 1 2 3 4 5
14. Information available to the public regarding the police station's performance (for example, number of arrests, crimes unsolved and solved, results of citizen satisfaction surveys, cases on trial) 1 2 3 4 5
15. Information available describing how to make a complaint against police staff for misconduct (for example, complaint boxes, posters, brochures, contact details of police ombudsman's office/internal affairs/police public complaints bureau) 1 2 3 4 5
16. Identification of police station's personnel (for example, name or number tags, strips, uniforms) 1 2 3 4 5

DETENTION CONDITIONS

17. Detention area security conditions (for example, surveillance, safe custody and movement of detainees) 1 2 3 4 5
18. Detainees' identification (for example, names, tags, identification numbers) 1 2 3 4 5
19. Facilities and conditions provided for lawyers or families/others to visit detainees (for example, meeting spaces, access to telephone, ability to bring food for detainees) 1 2 3 4 5
20. Sanitary conditions of the detention areas (for example, cleanliness, bathrooms and ventilation) 1 2 3 4 5

..4.

GROUP DISCUSSION: SHARING INSIGHTS

Each team leader will arrange for the team to meet to discuss their experience. Please, discuss the 20 questions and review the 5 observation areas which are:

- Community orientation
- Physical conditions
- Equal treatment of the public
- Transparency and accountability
- Detention conditions

Your discussion should review these five areas based on your observations and your responses to the 20 questions. Try to link your experience to scores you gave on the 5 observation areas.

The discussion can follow the 20 questions, but it is not necessary. Compare your similarities and differences with other team members.

Please, do not change your answers to the 20 questions on the Visitors' Questionnaire. We want to know your initial impression.

OBSERVATION AREAS GRID

These 5 questions must be completed independently by each visitor after the group discussion.

Based on your team discussion, score the following items.

Please mark an "X" on the score which best represents your opinion.

PLEASE MARK AN "X" ON THE SCORE WHICH BEST REPRESENTS YOUR OPINION.

	WHOLLY INADEQUATE	INADEQUATE	ADEQUATE	MORE THAN ADEQUATE	EXCELLENT
	1	2	3	4	5

- | | | | | | |
|---|----------|----------|----------|----------|----------|
| A. Community orientation | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| B. Physical conditions | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| C. Equal treatment of the public without bias based on age, gender, ethnicity, nationality, minority status or sexual orientation | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| D. Transparency and accountability | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
| E. Detention conditions | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |

MAKING YOUR LOCAL EXPERIENCE A GLOBAL MOVEMENT

The team leader will go to www.altus.org/policies/visit to upload the visitors' scores and the narrative report to Altus.

If you have any questions or have trouble accessing the site, please, contact us at policevisit@altus.org or contact your local Altus regional representative.

..4.

ADDITIONAL TABLES:

Table i. Participation of women, youth, and individuals with less education

Region/Country	Number of Visitors	Number (%) of Female Visitors	Number (%) of Visitors 25 years or Younger	Number (%) of Visitors whose Educational Background Includes Vocational Training, High School, or Less Education
Africa	650	218 (33.5%)	180 (27.7%)	283 (43.5%)
Ghana	30	12 (40.0%)	17 (56.7%)	11 (36.7%)
Liberia	49	14 (28.6%)	2 (4.1%)	25 (51.0%)
Nigeria	428	140 (32.7%)	144 (33.6%)	193 (45.1%)
Sierra Leone	95	33 (34.7%)	2 (2.1%)	51 (53.7%)
Uganda	48	19 (39.6%)	15 (31.3%)	3 (6.3%)
Asia	1,891	307 (16.2%)	268 (14.2%)	1,004(53.1%)
Bangladesh	47	16 (34.0%)	7 (14.9%)	7 (14.9%)
India	1,459	168 (11.5%)	198 (13.6%)	853 (58.5%)
Malaysia	141	20 (14.2%)	2 (1.4%)	76 (53.9%)
Nepal	200	90 (45.0%)	50 (25.0%)	51 (25.5%)
Pakistan	44	13 (29.5%)	11 (25.0%)	17 (38.6%)
Europe	643	317(49.3%)	185 (28.8%)	157 (24.4%)
Armenia	6	6 (100.0%)	4 (66.7%)	0 (0%)
Latvia	33	21 (63.3%)	29 (87.9%)	4 (12.1%)
Russia	604	290 (48.0%)	152 (25.2%)	153 (25.3%)
Latin America	1,748	1.023(58.5%)	751 (43.0%)	574 (32.8%)
Bolivia	57	33 (57.9%)	30 (52.6%)	0 (0%)
Brazil	1,164	658 (56.5%)	574 (49.3%)	339 (29.1%)
Chile	160	95 (59.4%)	23 (14.4%)	38 (23.8%)
Colombia	27	20 (74.1%)	13 (48.1%)	10 (37.0%)
Mexico	55	21 (38.2%)	13 (23.6%)	24 (43.6%)
Peru	285	196 (68.8%)	98 (34.4%)	163 (57.2%)
North America	97	45 (46.4%)	3 (3.1%)	27 (27.8%)
United States	97	45 (46.4%)	3 (3.1%)	27 (27.8%)
TOTAL	5,029	1,910(38.0%)	1,387 (27.6%)	2,045 (40.7%)

Table ii. Participation of women in 2009 compared with 2007

Region/Country	Number (%) of Female Visitors in 2007	Number (%) of Female Visitors in 2009	Change in Percent
Africa			
Ghana	7 (46.7%)	12 (40.0%)	-6.7
Liberia	5 (20.8%)	14 (28.6%)	7.8
Nigeria	241 (32.9%)	140 (32.7%)	-0.2
Sierra Leone	8 (40.0%)	33 (34.7%)	-5.3
Asia			
India	89 (14.3%)	168 (11.5%)	-2.8
Malaysia	13 (9.6%)	20 (14.2%)	4.6

Pakistan	32 (40.5%)	13 (29.5%)	-11
Europe			
Latvia	24 (38.1%)	21 (63.6%)	25.5
Russia	85 (41.9%)	290(48.0%)	6.1
Latin America			
Brazil	415 (55.9%)	658 (56.5 %)	0.6
Chile	54 (60.7%)	95 (59.4%)	-1.3
Mexico	16 (32.0%)	21 (38.2%)	6.2
Peru	154 (63.6%)	196 (68.8%)	5.2
North America			
United States	72 (61.0%)	45 (46.4%)	-14.6
TOTAL	1,405 (38.7%)	1,910 (38.0%)	-0.7

*Only includes those countries that participated in both years.

Table iii. Previous experience visiting a police station and reporting crime

Region/Country	Number of Visitors	First Time Visitors	Crime Reporting*
Africa	650	280 (43.1%)	186 (28.6%)
Ghana	30	11 (36.7%)	6 (20.0%)
Liberia	49	15 (30.6%)	35 (71.4%)
Nigeria	428	198 (46.3%)	90 (21.0%)
Sierra Leone	95	35 (36.8%)	32 (33.7%)
Uganda	48	21 (43.8%)	23 (47.9%)
Asia	1,891	657 (34.7%)	302 (16.0%)
Bangladesh	47	31 (66.0%)	1 (2.1%)
India	1,459	379 (27.2%)	261 (17.9%)
Malaysia	141	90 (63.8%)	16 (11.3%)
Nepal	200	124 (62.0%)	0 (0%)
Pakistan	44	15 (34.1%)	24 (54.5%)
Europe	643	168 (26.1%)	239 (37.2%)
Armenia	6	3 (50.0%)	0 (0%)
Latvia	33	11 (33.3%)	1 (3%)
Russia	604	154 (25.5%)	238 (39.4%)
Latin America	1,748	472 (27.0%)	671 (38.4%)
Bolivia	57	18 (31.6%)	22 (38.4%)
Brazil	1,164	271 (23.3%)	436 (37.5%)
Chile	160	37 (23.1%)	65 (40.6%)
Colombia	27	11 (40.7%)	16 (59.3%)
Mexico	55	18 (32.7%)	27 (49.1%)
Peru	285	117 (41.1%)	105 (36.8%)
North America	97	26 (26.8%)	38 (39.2%)
United States	97	26 (26.8%)	38 (39.2%)
TOTAL	5,029	1,603 (31.9%)	1,436 (28.0%)

*Visitors who had reported a crime to the police within the last 12 months or know someone who did.

Table iv. Women, Youth and Those with Less Education as First Time Visitors

Region/Country	Number of First Time Visitors	Number (%) of Female Visitors	Number (%) of Visitors 25 and Younger	Number (%) of Visitors with Voc. Training, High School or Less Education
Africa	280	110 (39.3%)	104 (37.1%)	134 (47.9%)
Ghana	11	5 (45.5%)	10 (90.9%)	6 (54.5%)
Liberia	15	4 (26.7%)	1 (6.7%)	8 (53.3%)
Nigeria	198	71 (45.9%)	83 (41.9%)	89 (44.9%)
Sierra Leone	35	21 (60.0%)	2 (5.7%)	28 (80.0%)
Uganda	21	9 (42.9%)	8 (38.1%)	3 (14.3%)
Asia	657	170 (25.9%)	153 (23.3%)	330 (50.2%)
Bangladesh	31	13 (41.9%)	5 (16.1%)	4 (12.9%)
India	397	72 (18.1%)	100 (25.2%)	233 (58.7%)
Malaysia	90	12 (13.3%)	2 (2.2%)	54 (60.0%)
Nepal	124	67 (54.0%)	40 (32.3%)	35 (28.2%)
Pakistan	15	6 (40.0%)	6 (40.0%)	4 (26.7%)
Europe	168	82 (48.8%)	44 (26.2%)	47 (28.0%)
Armenia	3	3 (100.0%)	3 (100.0%)	0 (0%)
Latvia	11	9 (81.8%)	11 (100.0%)	0 (0%)
Russia	154	70 (45.5%)	30 (19.5%)	47 (30.5%)
Latin America	472	282 (59.7%)	223 (47.2%)	212 (44.9%)
Bolivia	18	13 (72.2%)	14 (77.8%)	0 (0%)
Brazil	271	151 (55.7%)	141 (52.0%)	115 (42.4%)
Chile	37	28 (75.7%)	9 (24.3%)	13 (35.1%)
Colombia	11	7 (63.6%)	2 (18.2%)	6 (54.5%)
Mexico	18	11 (61.1%)	6 (33.3%)	13 (72.2%)
Peru	117	72 (61.5%)	51 (43.6%)	65 (55.6%)
North America	26	13 (50.0%)	2 (7.7%)	10 (38.5%)
United States	26	13 (50.0%)	2 (7.7%)	10 (38.5%)
TOTAL	1,603	657 (41.0%)	526 (32.8%)	733 (45.7%)

Table v. Community orientation: Low, high and average scores by country

Region/Country	Number of Stations	Lowest Score	Highest Score	Average Score
Africa	182	20.00	100.00	55.87
Ghana	10	40.00	70.00	54.83
Liberia	10	37.00	61.25	50.22
Nigeria	131	20.00	100.00	62.55
Sierra Leone	19	35.00	70.00	54.05
Uganda	12	41.25	73.75	57.71
Asia	243	35.00	100.00	70.28
Bangladesh	10	42.00	76.00	57.63
India	192	35.00	100.00	69.60
Malaysia	27	78.75	99.00	87.55

Nepal	10	54.25	68.25	59.33
Pakistan	4	60.91	88.00	77.28
Europe	180	40.00	100.00	67.67
Armenia	6	40.00	60.00	45.83
Latvia	10	52.50	95.00	73.04
Russia	164	47.50	100.00	84.15
Latin America	423	23.00	100.00	62.35
Bolivia	19	33.33	80.00	49.39
Brazil	235	23.00	100.00	56.59
Chile	53	41.67	100.00	77.13
Colombia	9	36.67	79.33	56.96
Mexico	16	45.00	98.33	75.48
Peru	91	26.67	80.00	58.55
North America	23	60.00	97.00	80.62
United States	23	60.00	97.00	80.62
TOTAL	1,051	20.00	100.00	67.36

Table vi. Physical conditions: low, high and average scores by country

Region/Country	Number of Stations	Lowest Score	Highest Score	Average Score
Africa	182	20.00	95.00	44.53
Ghana	10	31.67	61.67	40.83
Liberia	10	26.00	51.00	42.87
Nigeria	131	20.00	95.00	53.27
Sierra Leone	19	29.00	60.00	46.95
Uganda	12	26.25	60.00	38.75
Asia	243	23.33	100.00	65.15
Bangladesh	10	36.00	69.00	53.62
India	192	23.33	100.00	65.71
Malaysia	27	65.00	99.00	82.82
Nepal	10	39.75	67.50	51.95
Pakistan	4	64.09	77.50	71.65
Europe	180	38.33	100.00	71.42
Armenia	6	40.00	80.00	59.17
Latvia	10	48.33	100.00	77.08
Russia	164	38.33	100.00	78.01
Latin America	423	21.00	100.00	60.62
Bolivia	19	25.00	68.33	39.82
Brazil	235	21.00	100.00	57.29
Chile	53	35.00	100.00	74.28
Colombia	9	43.33	78.33	59.44
Mexico	16	48.33	100.00	80.57
Peru	91	30.00	83.33	52.32
North America	23	51.67	98.75	70.31
United States	23	51.67	98.75	70.31
TOTAL	1,051	20.00	100.00	62.41

Table vii. Equal Treatment: Low, high and average scores by country

Region/Country	Number of Stations	Lowest Score	Highest Score	Average Score
Africa	182	20.00	100.00	41.66
Ghana	10	26.67	45.00	31.00
Liberia	10	23.00	49.17	43.08
Nigeria	131	20.00	100.00	49.01
Sierra Leone	19	22.00	65.00	48.11
Uganda	12	21.25	56.25	37.08
Asia	243	20.00	100.00	59.85
Bangladesh	10	32.00	60.00	45.73
India	192	20.00	100.00	59.98
Malaysia	27	50.83	94.00	76.97
Nepal	10	41.25	60.00	47.90
Pakistan	4	50.00	76.36	68.67
Europe	180	25.00	100.00	54.80
Armenia	6	25.00	40.00	30.00
Latvia	10	35.00	98.33	66.63
Russia	164	27.50	100.00	67.76
Latin America	423	20.00	100.00	52.04
Bolivia	19	23.33	73.33	34.12
Brazil	235	20.00	98.75	47.37
Chile	53	33.33	100.00	67.40
Colombia	9	26.67	71.67	47.78
Mexico	16	38.33	100.00	66.48
Peru	91	28.33	77.00	49.09
North America	23	46.25	95.00	76.29
United States	23	46.25	95.00	76.29
TOTAL	1,051	20.00	100.00	56.93

Table viii. Transparency and accountability: low, high and average scores by country

Region/Country	Number of Stations	Lowest Score	Highest Score	Average Score
Africa	182	20.00	100.00	49.56
Ghana	10	33.33	56.67	39.33
Liberia	10	26.00	51.00	47.39
Nigeria	131	20.00	100.00	58.99
Sierra Leone	19	36.00	70.00	52.84
Uganda	12	32.50	58.75	49.27
Asia	243	30.00	100.00	67.99
Bangladesh	10	38.75	79.00	54.30
India	192	30.00	100.00	70.27
Malaysia	27	56.67	96.00	82.60
Nepal	10	45.00	70.00	56.55
Pakistan	4	60.91	85.50	76.21
Europe	180	20.00	100.00	54.27
Armenia	6	20.00	20.00	20.00
Latvia	10	45.00	100.00	70.79

Russia	164	20.00	100.00	72.01
Latin America	423	20.00	100.00	55.52
Bolivia	19	25.00	63.33	41.40
Brazil	235	20.00	92.00	36.00
Chile	53	30.00	100.00	67.78
Colombia	9	36.67	95.00	69.26
Mexico	16	38.33	95.00	63.77
Peru	91	20.00	81.67	54.89
North America	23	55.00	96.25	87.84
United States	23	55.00	96.25	87.84
TOTAL	1,051	20.00	100.00	63.04

Table ix. Detention conditions: low, high and median scores by country

Region/Country	Number of Stations	Lowest Score	Highest Score	Average Score
Africa	182	20.00	96.67	39.34
Ghana	10	30.00	60.00	33.75
Liberia	10	22.00	43.33	31.00
Nigeria	131	20.00	96.67	49.32
Sierra Leone	19	46.00	60.00	45.74
Uganda	12	21.25	52.50	36.88
Asia	243	20.00	100.00	64.03
Bangladesh	10	39.00	79.00	54.36
India	192	20.00	100.00	64.46
Malaysia	27	42.50	98.00	78.19
Nepal	10	37.00	62.25	48.68
Pakistan	4	57.27	83.00	74.47
Europe	180	20.00	100.00	70.62
Armenia	6	20.00	85.00	58.33
Latvia	10	51.52	100.00	76.17
Russia	164	20.00	100.00	77.35
Latin America	423	20.00	100.00	48.47
Bolivia	19	20.00	48.33	31.14
Brazil	235	20.00	95.00	38.84
Chile	53	26.67	100.00	63.09
Colombia	9	20.00	78.33	42.22
Mexico	16	40.00	95.00	71.22
Peru	91	20.00	85.00	44.28
North America	23	20.00	100.00	81.03
United States	23	20.00	100.00	81.03
TOTAL	1,051	20.00	100.00	60.70

Table x. Overall station score: low, high and average scores by country

Region/Country	Number of Stations	Lowest Score	Highest Score	Average Score
Africa	182	20.00	94.33	45.88
Ghana	10	36.67	54.33	45.10
Liberia	10	26.80	47.33	36.17
Nigeria	131	20.00	94.33	54.63
Sierra Leone	19	32.40	63.60	49.54
Uganda	12	31.75	60.00	43.94
Asia	243	28.00	100.00	65.46
Bangladesh	10	39.20	65.80	53.13
India	192	28.00	100.00	66.00
Malaysia	27	62.17	93.80	81.63
Nepal	10	47.80	65.60	52.88
Pakistan	4	58.64	81.30	73.66
Europe	180	34.00	99.25	63.75
Armenia	6	34.00	53.00	42.67
Latvia	10	49.50	97.33	72.74
Russia	164	38.33	99.25	75.85
Latin America	423	21.80	100.00	56.13
Bolivia	19	29.67	62.00	39.18
Brazil	235	21.80	95.75	47.34
Chile	53	36.67	100.00	69.94
Colombia	9	36.67	79.67	56.96
Mexico	16	42.00	93.00	71.50
Peru	91	30.33	79.00	51.83
North America	23	55.00	96.00	79.22
United States	23	55.00	96.00	79.22
TOTAL	1,051	20.00	100.00	62.09

Table xi. Gender Differences in Scoring Police Stations

	Visitors' Sex	N	Mean	Std. Deviation	Std. Error Mean
Community Orientation	Female	1910	65.74	19.527	.447
	Male	3119	69.84	19.243	.345
Physical Condition	Female	1910	62.39	21.603	.494
	Male	3119	65.14	20.953	.375
Equal Treatment	Female	1910	55.14	22.075	.505
	Male	3119	59.00	21.970	.393
Transparency & Accountability	Female	1910	55.38	24.242	.555
	Male	3119	63.67	23.333	.418
Detention Conditions	Female	1910	52.64	24.303	.556
	Male	3119	58.85	24.632	.441
OVERALL	Female	1910	58.26	19.908	.456
	Male	3119	63.30	19.611	.351

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