

Police
Station
Visitors
week

**GLOBAL REPORT
2010**



Police Station Visitors Week
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Altus is proud to have hosted **Police Station Visitors Week** for a fourth time in October 2010, when more than 6,000 people in 21 countries visited their local police station. Since Altus organized the first-ever **Police Station Visitors Week** in October 2006, we have seen the event expand to new countries and grow to engage many more NGOs, members of the public, and police organizations.

Practically everywhere the event has taken place, it has been the starting point for vastly improved relations between citizens and police—changing views and doing much more than that. In particular, we have watched civil society organizations use this relatively modest event to build their capacity to work with law enforcement and also to expand their base of support within the community.

When the Association for the Protection of Women’s and Children’s Rights (APWCR) in Cameroon approached people about making visits to local police stations, many were initially skeptical about an event that was entirely new to them. Through their positive experiences, however, they came to understand the police better and also grew to know and trust the organization that had enlisted their participation. “Though we doubted when APWCR staff were recruiting us, we were happy to see with our eyes that we are some important persons in the community, and now trusting the work of some civil society organizations like APWCR.” What has happened in Cameroon is just one example among many.

In countries such as Nigeria and India, where **Police Station Visitors Week** is a well-known and highly anticipated annual event, comments by visitors show that citizens now see themselves as integral to the process of shaping more creative and effective responses to the public safety challenges facing their communities. As the leader of a team of visitors to Gwagwa Police Station in Nigeria said, “[We] participated in **Police Station Visitors Week** to be a part of the change which Nigerians are crying for.”

And things are changing. Many stations have made significant improvements in their facilities and in the quality of service they provide to the community—improvements that are essential for increasing public safety, protecting human rights, and encouraging economic development where poverty is concentrated. I invite you to read about these good law enforcement practices in the pages that follow.

We believe that by giving citizens access to police stations and a simple process for assessing those stations, **Police Station Visitors Week** can be a catalyst for the kind of policing—services that members of the public view as effective and respectful—that is increasingly recognized as a fundamental feature of good governance.

*Michael Jacobson
Chair, Altus Global Alliance*



Police Station Visitors Week 2010 would not have been possible without the enthusiastic participation of the following police services, NGOs, and other community groups.

- Agriculture and Member Global Committee (India)
- Ajeet Newspaper of Bhikhiwind (India)
- All India Medicos Society (India)
- Amnesty International (Ghana)
- Amritsar Vikas Parishad (India)
- Association for the Protection of Women's and Children's Rights (Cameroon)
- Bar Association of Samrala (India)
- Barbara Schneider Foundation (USA)
- Beat Committee Members of Rishikesh (India)
- Bharatiya Janata Party of Tarn Taran (India)
- Blood Bank Society (India)
- Campaign for the Voiceless (Sierra Leone)
- Center for Studies of Criminology and Public Safety, Federal University of Minas Gerais (Brazil)
- Central City Comeback Committee (USA)
- Centre for Accountability and Rule of Law (Sierra Leone)
- Centre for Youth Orientation and Enlightenment (Nigeria)
- Centro de Estudios en Seguridad Ciudadana (Chile)
- Cholistan Development Foundation (Pakistan)
- Chronic Poverty Research Centre (India)
- Chuvash Human Rights Center (Russia)
- Citizens for 1 Greater New Orleans (USA)
- City of Cleveland Community Relations Department & District Volunteers (USA)
- Ciudad Nuestra (Peru)
- Civic Duties Awareness Initiative (Nigeria)
- Commission Agent Association of Jhabal (India)
- Commonwealth Human Rights Initiative (Ghana)
- Community Liasoning Groups (India)
- Conflict Study Center (Nepal)
- Congress Committee Members (India)
- Co-operative Bank of Mamdot (India)
- Crescenta Valley Chamber of Commerce (USA)
- District Health Monitoring and Planning Committee (India)
- Electoral Reform Network (Nigeria)
- Empowerment for Youth and Forum of Conscience (Sierra Leone)
- Esplanade Ridge/Treme Civic Association (USA)
- Family Planning Association of India (India)
- Faubourg St. John Neighborhood Association (USA)
- Filmore Gardens Neighborhood Association (USA)
- The Good Earth (Bangladesh)
- Gurudwara Saheeda (India)
- HURINET (Uganda)
- India Human Rights Organisation (India)
- Initiative Development (Ghana)
- Institute of Social Change and Regional Development (India)
- Instituto para la Seguridad y la Democracia (Mexico)
- International Cultural Kendra Machiwara (India)
- Jan Sikhshan Sansthan of Ludhiana (India)
- Jan Sikhshan Sansthan of SAS Nagar (India)
- Joint Action for Development (Nigeria)
- Kaluga Human Rights Center (Russia)
- Kalyan Cheri Hospital (India)
- Kartarpur Taxi Union (India)
- Keen and Care Initiative (Nigeria)
- Key Program, Inc. (USA)
- Kundan Vridh Ashram (India)
- Laboratory for the Studies of Violence, Federal University of Cear  (Brazil)
- Ladies Welfare Group (India)
- Lake Saint Catherine Civic Association (USA)
- Lakeview Civic Improvement Association (USA)

- Legal Cell (India)
- Lower Gentilly Neighborhood Association (USA)
- Lower Quarter Citizens Against Crime Group (USA)
- Mahila Mandal of Dera Baba Nanak & Samana; Market Committee of Abohar, SAS Nagar, Samana & Moonak (India)
- Mahila Morcha (India)
- Mahila Union of Samana (India)
- Maldivian Democracy Networks (Maldives)
- Man and Law (Russia)
- Mandir Trust Kali Sujapur (India)
- Memorial (Russia)
- Ministry of Police Affairs (Nigeria)
- Municipal Corporation Trade Union (India)
- Municipal Council of Bolath, SAS Nagar, Sardulgarh, Barnala, Faridkot, Samana & Adampur; Block Samiti of Kapurthala, Morinda, Lambi, Dera Bana Nanak & Kartarpur (India)
- Murmansk Committee of Soldiers' Mothers (Russia)
- Nagar Council of Hargobindpur & Kadian; Bahiyon Samaj Party of Sri Harigobindpur; Nagar Panchayat of Sardulgarh (India)
- Nagar Suraksha Samiti of Jabalpur (India)
- National Human Rights Commission (Cameroon)
- National Human Rights Commission (Nigeria)
- National Service Scheme (India)
- Network of National Human Rights Institutions in West Africa (Nigeria)
- News Agency of Nigeria (Nigeria)
- Nucleus for Studies of Citizenship, Conflict, and Urban Violence, Federal University of Rio de Janeiro (Brazil)
- Nucleus for Studies in Criminality, Violence, and Public Security Policy, Federal University of Pernambuco (Brazil)
- Nucleus for Studies of Violence and Security, National University of Brasilia (Brazil)
- Orange County Human Relations (USA)
- Panchayat of Ferozepur, Kapurthala, Rupnagar, Mansa, Tarn Taran, Barnala, Muktsar, Batala, Ludhiana Rural, Patiala, Samana, Gurdaspur, Sangrur, Moga, Jalandhar & Rupnagar (India)
- Panchayat and Municipal Council of Dehradun & Rishikesh (India)
- Panchayat Samiti of Bhawanigarh (India)
- Paris Oaks/Bayou Vista Neighborhood Association (USA)
- Peace Committee Members of Sri Hargobindpur (India)
- Pensioner Committee (India)
- Peoples Educational Association of Sierra Leone (Sierra Leone)
- Police Community Relations Committee (Nigeria)
- Police Service Commission; Right to Know (Nigeria)
- Pontifical Catholic University of Rio Grande do Sul (Brazil)
- POS Foundation (Ghana)
- Press Reporters Association (India)
- Public Safety Commissioners for the City of West Hollywood (USA)
- Punjab Kesri Group (India)
- Punjab Tribune (India)
- Ramleela Club of Sujapur (India)
- Red Participación y Justicia (Bolivia)
- The Rural Environmental Enterprises Development Society (India)
- Regional Human Rights Group (Russia)
- Republic Human Rights Center (Russia)
- Resident Welfare Society (India)
- Rotary Club (India)
- Rozan (Pakistan)
- Rural Mahila Congress Party of Rajpura (India)
- Ryazan School for Human Rights (Russia)
- Sahil (Pakistan)
- Samaj Sewak (India)
- Sant Samaj Attar Singh Club (India)
- Sarprast Cultural Society (India)
- Sarprast New Young Blood Club (India)
- Sheri (Pakistan)

- Shiromani Akali Dal (India)
- Sierra Leone Teachers Union (Sierra Leone)
- Social Research Development and Educational Society (India)
- Society for Baltic Security (Latvia)
- Sou da Paz Institute (Brazil)
- South Bay Cruisers Car Club (USA)
- South-Siberian Human Rights Center (Russia)
- Sports Club Dehlon (India)
- Student Human Rights Network (India)
- Support for Public Initiatives (Russia)
- Surya Foundation (India)
- Tambov Human Rights Center (Russia)
- Tikhoretsk Human Rights Group (Russia)
- Transition Monitoring Group (Nigeria)
- Trinity Christian Community (USA)
- United Cycle and Parts Manufacturers Association (India)
- USLAMA Forum (Kenya)
- Utthan Institute for Development and Studies (India)
- Vieux Carre Property Owners, Residents & Associates (USA)
- Vladimir Center for Citizens Aid and Protection (Russia)
- Voice of Women Network (Sierra Leone)
- West Africa Network on Peace Building (Benin)
- West Broadway Neighborhood Association (USA)
- West Passyunk Neighborhood Association (USA)
- Women and Law in Africa (Ghana)
- Women's Rights Advancement and Protection Alternative (Nigeria)
- Women's Cell (India)
- Youth Technical Training Institute (India)
- Youth Welfare Committee (India)
- Zila Parishad (India)



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In October 2010, 6,293 people participated in **Police Station Visitors Week**, the largest number of visitors in the history of this unique global event. The 1,104 station visits took place in 276 cities spread across 21 countries stretching from Bangladesh to Brazil, Maldives to Mexico, and Russia to Benin. For many of the visitors, the experience provided their first real access to local law enforcement as well as a platform for expressing their views about how well (or how poorly) the station is serving their community.

The station visits, held from October 18th through October 24th, brought residents into their local police station to observe and rate basic conditions and services. The simple 20-item assessment tool 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 2010**, presents scores globally and nationally, discusses these scores in the context of comments by visitors, announces the 2010 award-winning stations, and explores the growing impact of this event on police-community relations and the quality of services provided to the public.

The remainder of this Executive Summary highlights significant findings regarding participation and station scores in 2010, and the real changes that have occurred in stations around the world as a result of **Police Station Visitors Week**.

PARTICIPATION

Dramatic growth in participation over time

- The number of visitors globally has increased more than 200% since 2006 and grew by 25% just over the past year. The number of participating stations has expanded 134% since 2006 and was slightly larger in 2010 compared with 2009.
- Growth rates are especially high in Africa. The number of visitors in Africa grew 239% since 2006 and 31% over the past year. The increase in participating police stations is even larger: 373% since 2006 and 46% over the last year. Ghana doubled the number of stations and visitors in 2010, compared with 2009, and the growth of **Police Station Visitors Week** in Uganda was also notable.
- Participation increased in Asia too, largely driven by growth in India, where the number of participants in 2010 (3,039 people) was roughly double the number in 2009.

Expansion into new territory

- Four countries—Benin, Cameroon, Kenya, and Maldives—participated for the first time in 2010.

Impressive volume in parts of the world

- The number of participants was largest in Asia, where 3,319 people visited police stations, and in Latin America, where the event attracted 1,519 visitors.
- Among countries with large populations, India had an exceptionally high number of participants nationally (3,039 visitors), followed by Brazil with 684 visitors, Russia with 454 visitors, and Nigeria with 436 visitors.
- A few of the smaller Latin American countries also had notable numbers of participants: Peru (389 visitors), Chile (229 visitors), and Bolivia (141 visitors).
- India was by far the most “saturated” country, with visits occurring in 99 different cities. At the same time, the total number of stations visited—214—shows that, on average, only a few stations in each city received visitors.
- Organizers of the event in Brazil balanced breadth and depth, extending the event to 13 cities around the country and reaching 172 police stations—an average of 13 stations per city.

More women as visitors

- Women made up 42% of visitors in 2010, an increase from 38% in 2009.
- In Africa, all but one of the countries with a history of hosting the event engaged a much larger proportion of women visitors in 2010 compared with 2009. Ghana and Uganda exceeded the 50% target in 2010, and both Nigeria and Sierra Leone made significant gains that brought them very close to the mark.
- Elsewhere in the world, Nepal, Russia, and Mexico achieved at least 50% representation of women for the first time, and Pakistan moved closer to the 50% target.
- In India, where women have made up a small percentage of visitors, the proportion more than doubled, from 12% in 2009 to 27% in 2010.

Involving youth and individuals with less education

- 21% of visitors were 25 years old or younger.
- 49% fell into the less educated category, having backgrounds that did not include any university education and may have included a high school education or less.

Opening doors and changing views

- For 41% of participants—2,605 people—this was their first-ever visit to a police station. This result represents an improvement over 2009, when 32% of participants were first-time visitors. Also encouraging, these first-time visitors include slightly more women and youth, and an equal proportion of individuals with less

education compared to the group of visitors overall.

- Nearly three-quarters (73%) of visitors—4,594 people—said that they had not reported a crime to the police within the last 12 months and didn't know anyone who had. The proportion in 2009 was nearly the same—72%. This indicates that **Police Station Visitors Week** is continuing to reach individuals with little direct or second-hand experience seeking help from police.
- Based on comments by visitors, most describe the visit as a positive experience and one that improves their opinions of police, although a very small minority of visitors in 2010 reported negative encounters and impressions.
- **Police Station Visitors Week** appears to build the capacity of civil society organizations, giving them a greater role in monitoring and influencing law enforcement and raising their profile overall.

STATION SCORES

Scores globally – stronger performance in the area of community orientation, weaker performance in the area of equal treatment

- There is roughly a 10-point spread between the highest and lowest scoring areas—a global average of 70.06 for community orientation, compared with 59.47 for equal treatment. And while not as dramatically different, the average for detention conditions (62.04) shows this is a somewhat weaker area of practice.
- Global scores in the other two areas—physical conditions (64.98) and transparency and accountability (65.13)—are essentially the same and represent what might be called a moderately strong area of practice compared to the other three areas.

Scores nationally – also typically highest in community orientation, lowest in equal treatment or detention conditions

- Not surprisingly, average scores nationally tend to reveal the same strong and weak areas of performance. In most of the 21 participating countries, community orientation was either the highest scoring area or roughly equal to another strong area of practice, and the lowest scoring area was usually equal treatment or detention conditions.

A wide range of scores for overall station performance

- In terms of overall station performance, averages nationally ranged from a low of 39.70 to a high of 76.96, for a global average of 64.34. The national average in 11 countries was within 10 points—higher or lower—of the global average. The average in 2 countries exceeded the global average by more than 10 points, and the average in 8 countries was more than 10 points below the global average.

Gender differences

- Women appear to be more critical of police stations than men. This trend was first observed in 2009 and was evident again in 2010. On average, the 2,644 women visitors assigned lower scores than the 3,649 men who observed and assessed police stations.
- Breaking down the results by region, however, paints a different picture. In Africa, Europe, and Latin America, women tended to give slightly higher scores than men in all five areas, and while women in Asia scored stations lower on average, the difference between them and their male counterparts was slight—never more than 2 points. Only in the United States (the only country in North America to participate in **Police Station Visitors Week** in 2010) were the differences substantial—as many as 9 points in the area of equal treatment and not fewer than five points in any other area or overall.

REAL CHANGES

Sparking countless tangible improvements in police stations over the past year and since the event's initiation in 2006

- Some stations have literally transformed from confusing and foreboding places to places that are warm and welcoming and that aim to provide real service to the surrounding community.
- Specific improvements range from creating special services for women to becoming more open about crime locally and the station's response; from upgrading identification rooms to better protect victims and witnesses to dramatically improving conditions in detention areas, and much more.
- The many improvements are evident in comments from visitors who have observed them firsthand through repeat visits to stations annually during **Police Station Visitors Week** and in improved station scores (when scores have been tracked over time).
- There appears to be a direct connection between the assessment process and scores and the improvements that occur in the wake of **Police Station Visitors Week**. Both police officials and local organizers of the event share this impression.
- Participating police agencies and civil society organizations have forged genuine and enduring relationships, which suggests that the changes documented to date are sustainable and that further improvements in conditions and services are possible.

Cops teach kids to stay crime-free

City's first 'women only' police station soon

By Staff
Staff Report
 A new police station in the city will be the first to be exclusively for women. The station, which will be located in the city's central business district, is expected to be completed by the end of the year. The station will be staffed by female officers and will provide a safe and secure environment for women who need police services. The station will also provide a place for women to report crimes and seek help. The station will be a model for other cities to follow.



A view of the women police station in Lucham. The station is a two-story building with a sign that reads 'WOMEN POLICE STATION LUCHAM'. The station is located in the city's central business district. The station will be staffed by female officers and will provide a safe and secure environment for women who need police services. The station will also provide a place for women to report crimes and seek help. The station will be a model for other cities to follow.

Police officers are holding assemblies to educate teachers of primary government and primary private schools.

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Locals to rate police stations on working

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Check that out nearly 20 police stations a help guide to citizens and to an 4 6 coverage guide to help that state 4 police station and because that systems will offer some delivery organization

By Staff Report



Police stations should be welcoming places. They should be places where local residents feel comfortable reporting a crime, seeking assistance from law enforcement, or visiting someone who has 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 2010**, an event reaching 21 countries and involving over 6,000 people and more than 1,000 visits to community police stations from October 18-24.

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.

A Grassroots Approach to Transparent and Accountable Policing

Over the past decade and 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, and a second generation of community policing initiatives is bringing officers in daily contact with citizens.

*At the same time, police agencies worldwide are increasingly subject to oversight by external bodies. Growth in this area and the need for technical assistance is reflected in the International Network for the Independent Oversight of Police. 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

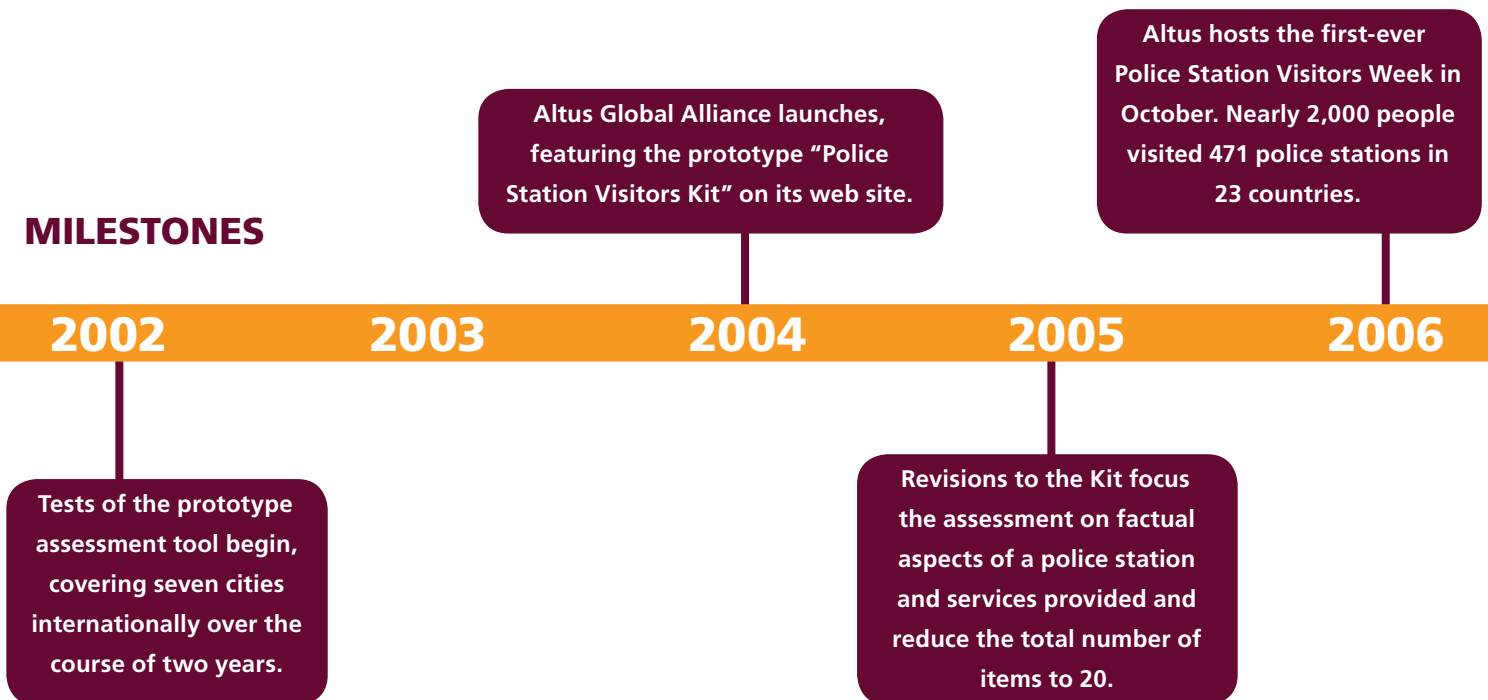


Nearly a decade ago, an international group of researchers decided to develop a simple tool that ordinary people could use to assess the extent to which their local police station has the facilities and staffing to adequately serve the community. They imagined a tool that would be equally valid in different 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 (India), Johannesburg (South Africa), Moscow (Russia), New York City (United States), Pretoria (South Africa), Rio de Janeiro (Brazil), and Santiago (Chile).

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 website. 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 revising the Kit to focus the assessment on factual aspects of police stations and services and reducing 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

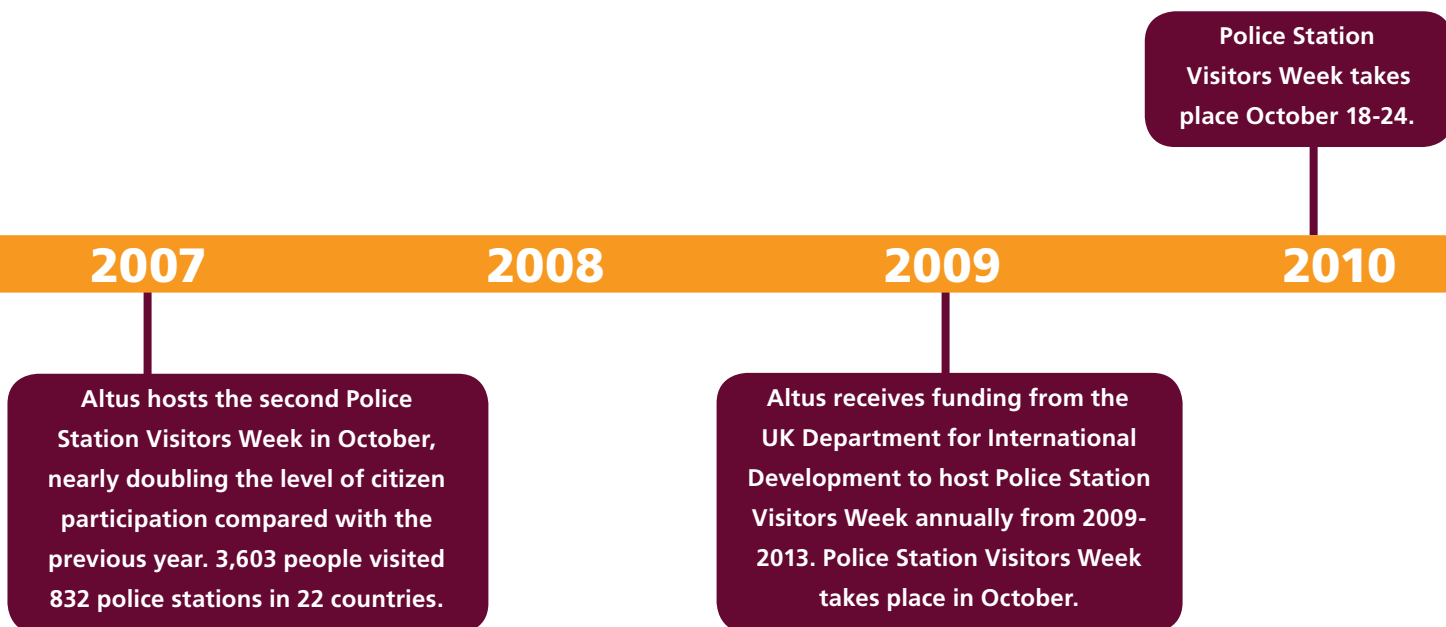


to train local team leaders, conduct the visits, and report the scores. Nearly 2,000 people visited 471 police stations in countries such as Benin, Brazil, Ghana, India, Latvia, Liberia, Malaysia, Mexico, Niger, Nigeria, Peru, Sri Lanka, and South Africa.

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.

Since then, Altus has hosted **Police Station Visitors Week** three more times—in 2007, 2009, and most recently, in 2010. Each year, the event has expanded to reach new countries and to involve more police stations and more visitors. Altus members have continued to host regional awards ceremonies, and police officials from the top-scoring station in each region are 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**.





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 conditions¹**

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. 20 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; or 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 in each area 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

¹ Beginning in 2010, Altus expanded **Police Station Visitors Week** to include police stations without facilities to detain arrested persons, because in many countries local stations do not have holding cells and individuals are immediately taken to a central detention center. When assessing these stations, visitors simply omit the items related to detention conditions.

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 successfully engaging members of traditionally marginalized groups. Additionally, visitors answer three other questions about themselves that serve as indicators for 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 the organization’s 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 NGO 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 website 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, 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 at a later time.

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 – Converting Scores: 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 website and the scores are calculated. The station scores are then shared with the participating police commanders. While this Global Report does not include scores for individual stations—other than for the award-winning stations in each region—station scores are typically published in national and regional reports produced by Altus members and their partner NGOs.

altus GLOBAL ALLIANCE

In October 18 - 24, 2010 Altus will organize Police Stations Visitors Week (PSVW) - an event aimed at strengthening the accountability of police to the public. Police stations in 16 countries will receive hundreds of local citizens who will assess the quality of services provided by police.

en es fr pt ru

Profile Log Out

Visits > **Fill out Scores**

Welcome Mr/TeamLeader1, your region: CL2010

Police Station: A Divisional Police Station
 Team Leader: Mr/TeamLeader1
 Planned Date of Visit: 2010-10-19
 Actual Date of Visit: 2010-10-19
 Visitor: W/Visitors1

GUIDELINES
 1 - WHOLLY 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 kits to your Altus contact person. Language of Your Police Station: Visitors Kit: **English**

I. 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

II. 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

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

9. Facilities available for interviewing crime victims and witnesses in cases which require privacy (for example, domestic violence, partner assaults) 1 2 3 4 5

10. Facilities and conditions specifically available to women (for example, bathrooms, changing rooms, cleanliness of these facilities) 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/amenities 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

IV. 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) 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, name, phone number of police ombudsman's office, phone number of internal affairs) 1 2 3 4 5

16. Identification of police station's personnel (for example, name or number tags, uniforms) 1 2 3 4 5

OBSERVATION AREAS GRID
 Please fill out the scores from the Observation Areas Grid from the same team member

I. Community orientation 1 2 3 4 5

II. Physical conditions 1 2 3 4 5

III. Equal treatment of the public without bias based on gender, ethnicity, nationality, minority status, age or sexual orientation 1 2 3 4 5

IV. Transparency and accountability 1 2 3 4 5

Back Save

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Areas of Observation and Assessment

1. Community Orientation²

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 Conditions³

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 Orientation⁴

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:

2 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”).

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

4 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, the United Nations Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power (“the Victims Declaration”), and the United Nations Convention on the Elimination of All Forms of Discrimination Against Women.

Private rooms for interviewing crime victims and witnesses

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 Accountability⁵

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 Conditions⁶

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)

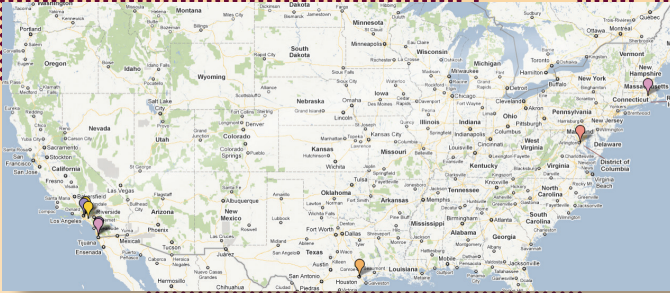
Sanitary conditions of detention areas

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

6 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

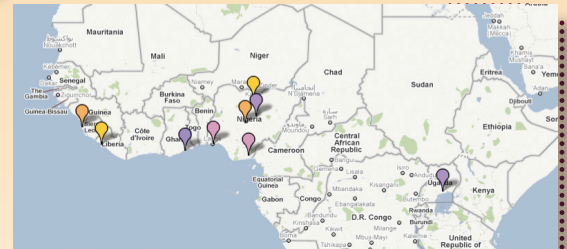
NORTH AMERICA
125 visitors



Palmdale Sheriff's Station
Los Angeles, California, USA
Overall score: 99.0



AFRICA
852 visitors



Seme Police Station
Seme, Lagos State,
Nigeria
Overall score: 96.0



LATIN AMERICA
1,519 visitors



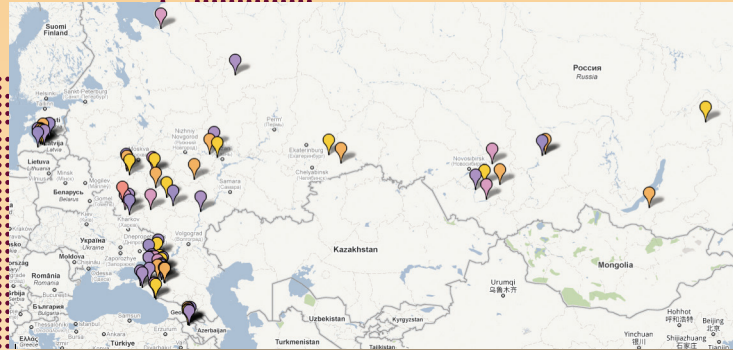
Comisaria #38
Puento Alto, Chile
Overall score: 100



Recife – 14th Police
Station
Varzea, Brazil
Overall score: 100

EUROPE

478 visitors



Krasnoslobodsky District Police Station
Krasnoslobodsk, Republic of
Mordovia, Russia
Overall score: 100



Sadar Police Station
Ludhiana, Punjab, India
Overall score: 100



ASIA

3,319 visitors



Award Winning Police Stations



4.1 GLOBAL PARTICIPATION AT A GLANCE

In October 2010, 6,293 people participated in **Police Station Visitors Week**, the largest number of annual visitors to date. The station visits took place in 276 cities spread across 21 countries. As in past years, **Police Station Visitors Week** had the most appeal in less developed countries and in countries with a recent history of authoritarian policing.

Table 1 lists all participating countries by region. It shows that participation was most widespread in Africa, where eight countries joined in **Police Station Visitors Week** and three of these countries—Benin, Cameroon, and Kenya—participated for the first time. Participation was most extensive in Asia, where 3,319 people visited police stations, and in Latin America, where the event attracted 1,519 visitors.

Among countries with large populations, India had an exceptionally high number of participants nationally (3,039 visitors), followed by Brazil with 684 visitors, Russia with 454 visitors, and Nigeria with 436 visitors. The total number of visitors in India was so high in part because the teams of people assigned to visit each station tended to be much larger than teams deployed in other countries—a strategy for increasing participation that other countries might consider. A few of the smaller Latin American countries also had notable numbers of participants: Peru (389 visitors), Chile (229 visitors), and Bolivia (141 visitors).

India was by far the most “saturated” country, with visits occurring in 99 different cities. At the same time, the total number of stations visited—214—shows that, on average, only a few stations in each city received visitors. In other countries, organizers of **Police Station Visitors Week** took a different approach, restricting the event to just a few cities, or even to the capital city, but involving many police stations in the chosen locales. This was the approach taken in the rest of Asia, in North America, and in Africa, with the notable exception of Nigeria, where the event spanned eight cities and involved 135 police stations. Organizers of the event in Brazil were able to achieve both breadth and depth, extending the event to 13 cities around the country and reaching 172 police stations—an average of 13 stations per city.

Table 1. Participating Countries, Cities, Stations, and Visitors 2010

| Region/Country | Number of Cities | Number of Stations | Number of Visitors |
|----------------------|------------------|--------------------|--------------------|
| Africa | 21 | 265 | 852 |
| Benin | 1 | 20 | 60 |
| Cameroon | 3 | 13 | 40 |
| Ghana | 1 | 20 | 66 |
| Kenya | 1 | 20 | 60 |
| Liberia | 2 | 10 | 48 |
| Nigeria | 8 | 135 | 436 |
| Sierra Leone | 4 | 28 | 70 |
| Uganda | 1 | 19 | 72 |
| Asia | 109 | 247 | 3,319 |
| Bangladesh | 3 | 10 | 49 |
| India | 99 | 214 | 3,039 |
| Maldives | 1 | 3 | 20 |
| Nepal | 1 | 10 | 147 |
| Pakistan | 5 | 10 | 64 |
| Europe | 81 | 132 | 478 |
| Latvia | 14 | 8 | 24 |
| Russia | 67 | 124 | 454 |
| Latin America | 52 | 433 | 1,519 |
| Bolivia | 9 | 46 | 142 |
| Brazil | 13 | 172 | 684 |
| Chile | 16 | 65 | 229 |
| Mexico | 9 | 24 | 75 |
| Peru | 5 | 126 | 389 |
| North America | 13 | 27 | 125 |
| United States | 13 | 27 | 125 |
| TOTAL | 276 | 1,104 | 6,293 |

4.2 A COMMUNITY EVENT

Through partnerships with other NGOs and the support of hundreds of community-based organizations, **Police Station Visitors Week** brought a diverse array of individuals into their local police stations.

This year in Brazil, as in previous years, Altus member Center for Studies on Public Security and Citizenship (CESeC) partnered with research centers in metropolitan areas around the country that are known for their high-quality collaborative work with police organizations. In Rio de Janeiro, for example, staff of the Nucleus for Studies of Citizenship, Conflict, and Violence at the Federal University of Rio de Janeiro used an array of strategies to recruit visitors. Some staff relied on relatives, friends, and neighbors; others recruited people with whom they crossed paths on a daily basis, for example at the gym; and one person asked a judge to recruit people she knew in Baixada Fluminense, a favela north

In New Orleans, Community Groups Support Police Station Visitors Week

Following Hurricane Katrina, the city of New Orleans has worked to not only restore what was lost in the storm, but also to fashion a better city for all residents. This complex and multifaceted process has included efforts to address long-standing problems in the criminal justice system, including policing.

*In 2010, the New Orleans Police Department joined in **Police Station Visitors Week**, opening up 7 district police stations to visits and assessment by the public. Even more impressive, preparations for the week and the actual visits involved 12 local organizations: Citizens for 1 Greater New Orleans, the Central City Comeback Committee, Lower Quarter Citizens Against Crime, and associations in several neighborhoods—Esplanade Ridge/Treme, Paris Oaks/Bayou Vista, Lakeview, Filmore Gardens, Faubourg St. John, Lower Gentilly, Lake Saint Catherine—that were established after the storm to increase access to government and information and strengthen the voices of individuals and communities across the city.*

The 30 visitors observed, learned about, and documented a wide array of conditions and practices, some excellent and encouraging, some outrageous and awful. Encouraging practices include the “adoption” of a playground to better protect children in a high-crime area, a monthly community Walk Against Crime, and the creation of new posts—Community Coordination Sergeant and Quality of Life Officer—to function as liaisons between the police and the community.

of Rio de Janeiro. Their combined efforts resulted in a diverse group of visitors: many young people, because they have more free time, but also senior citizens and middle-aged individuals, and many residents of favelas and other low-income neighborhoods.

Altus member Institute for Development and Communication (IDC), based in Chandigarh, India, worked with the Institute of Social Change and Regional Development (ISCARD) in Shillong to secure the participation of 8 police agencies, engage more than 60 NGOs and community groups, and ultimately recruit an unprecedented 3,039 citizens in 99 cities to visit police stations in India. In addition, roughly 30 schools—middle schools, high schools, and post-secondary schools—sent students to visit their local police station either during or soon after **Police Station Visitors Week**. Although these students did not formally assess and rate the stations they visited, they were a significant part of IDC’s and ISCARD’s efforts to expose large numbers of citizens in India to the work of police and boost the number of visitors overall even beyond the 3,039 official visitors.

Based in Mexico, the NGO Instituto para la Seguridad y la Democracia (INSYDE) decided to recruit some participants “on the spot” in front of or inside the police stations. For example, some visitors to the station in Coyoacán were recruited while waiting in the lobby to hear news about or to see a family member who had been arrested and detained. Having the opportunity to observe firsthand where suspects are detained and the condition of these cells was especially meaningful to them.

In Europe, in particular, youth organizations and universities played a large role in recruiting visitors. As a result, students and other young people made up a third of all visitors in Russia and more than half in Latvia. In the Voronezh region of Russia, for example, these young visitors included university students, members of the Youth Human Rights Movement, and members of the City Hall Youth Council, an elected body comprised of individuals age 15-30 that helps to develop youth programming and policies affecting young people. In Latvia, visitors were drawn in large numbers from the Baltic International Academy, Stradins University, and Lithuania State University.

These are just a few examples among many of genuine community-wide movements for better policing created through **Police Station Visitors Week**. (See also “In New Orleans Community Groups Support **Police Station Visitors Week**,” on p.28.)

4.3 GROWTH IN PARTICIPATION OVER TIME

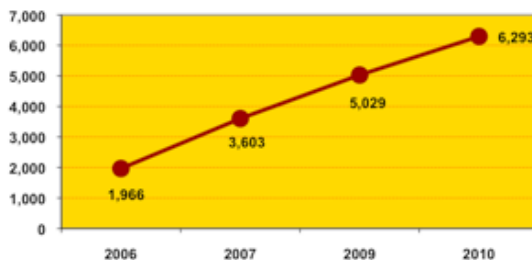
The first-ever **Police Station Visitors Week** took place in October 2006. The event was repeated a year later in October 2007, again in 2009, and most recently in 2010. As Figure 1 illustrates, the event has been attracting greater numbers of citizens and involving more and more police stations over time. The number of visitors globally has increased more than 200% since 2006 and has grown by 25% just over the past year. The number of participating stations has expanded 134% since 2006 and was slightly larger in 2010 compared with 2009. (See Table 2 and Table 3 for rates of growth globally and by region.)

On the other hand, visitors to long-neglected stations could not help but notice the many problems—a visitor described physical conditions in one station as “deplorable.” For example, a faucet in the men’s restroom had reportedly been broken for years and was “running, not dripping.” Another station did not even have a public restroom. And one visitor recalled the ill-equipped lobby in the station she visited—only three chairs, and all three were occupied by two detectives interviewing a victim.

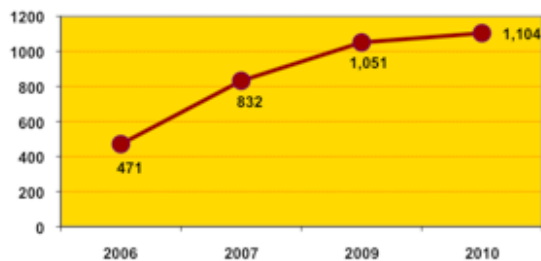
Good and bad aside, the visits provided yet another way for citizens in New Orleans to play a role in shaping a police force that is more understanding of and responsive to the community’s needs.

Figure 1. Visitors and Participating Police Stations over Time

Number of Visitors, 2006-2010



Number of Participating Police Stations, 2006-2010



A look at participation regionally shows that growth rates are especially high in Africa. As noted in Table 2, the number of visitors in Africa grew 239% since 2006 and 31% since 2009. The increase in participating police stations, documented in Table 3, is even larger: 373% since 2006 and 46% over the last year. Ghana doubled the number of stations and visitors in 2010, compared with 2009, and the growth of **Police Station Visitors Week** in Uganda was also notable. Finally, three new countries—Benin, Cameroon, and Kenya—joined the event in 2010, thereby boosting the regional totals. All three countries had impressive showings as first-time participants and are poised to expand to additional cities and stations and to attract increasing numbers of visitors. For example, senior members of the Cameroon National Police, including the Director General, are on record stating that the experience was very positive and that the National Police hope to take part again in the future.

In Asia too, there have been significant increases in visitors over the years. Since 2009 alone, the number of visitors in Asia increased 76%. Much of this growth occurred in India, where the number of participants in 2010—a staggering 3,039—was roughly double the number in 2009. While the number of participating stations had been increasing by at least 30% per year, growth over the past year was less than 2%. Essentially, community organizers and police agencies made it possible for a substantial number of people to visit each station—roughly 14 people per station on average.

In Latin America, the number of visitors and stations rose sharply until 2010, when the number of visitors decreased by 13% and the number of stations grew by only 2%. Growth in Europe has been minimal in recent years. Both the number of visitors and stations were approximately 25% lower than in 2010 than in 2009.

Police Station Visitors Week has never had much of a presence in North America. Canada only participated once, and up until 2010 the numbers of visitors and stations in the United States were either holding steady or falling. While the absolute numbers in the United States are still low—125 visitors and 27 police stations in 2010—these numbers reflect 29% more visitors and 17% more stations compared with 2009. There were three first-time participating police agencies in 2010 and one second-time participant. And perhaps most importantly, a handful of police departments, mainly in California but also in Providence, Rhode Island, have been enthusiastic participants since 2006.

Table 2. Number of Visitors in 2010 Compared with 2006, 2007, and 2009

| Region | 2006 | 2007 | 2009 | 2010 | % Change since 2006 | % Change since 2007 | % Change since 2009 |
|---------------|-------|-------|-------|-------|---------------------|---------------------|---------------------|
| Africa | 251 | 828 | 650 | 852 | 239.44% | 2.90% | 31.08% |
| Asia | 656 | 1,062 | 1,891 | 3,319 | 405.95% | 212.52% | 75.52% |
| Europe | 292 | 451 | 643 | 478 | 63.70% | 5.99% | -25.66% |
| Latin America | 618 | 1,125 | 1,748 | 1,519 | 145.79% | 35.02% | -13.10% |
| North America | 149 | 137 | 97 | 125 | -16.11% | -8.76% | 28.87% |
| TOTAL | 1,966 | 3,603 | 5,029 | 6,293 | 220.09% | 74.66% | 25.13% |

Table 3. Number of Police Stations in 2010 Compared with 2006, 2007, and 2009

| Region | 2006 | 2007 | 2009 | 2010 | % Change since 2006 | % Change since 2007 | % Change since 2009 |
|---------------|------|------|-------|-------|---------------------|---------------------|---------------------|
| Africa | 56 | 231 | 182 | 265 | 373.21% | 14.72% | 45.60% |
| Asia | 167 | 189 | 243 | 247 | 47.90% | 30.69% | 1.65% |
| Europe | 75 | 108 | 180 | 132 | 76.00% | 22.22% | -26.67% |
| Latin America | 153 | 282 | 423 | 433 | 183.01% | 53.55% | 2.36% |
| North America | 20 | 22 | 23 | 27 | 35.00% | 22.73% | 17.39% |
| TOTAL | 471 | 832 | 1,051 | 1,104 | 134.39% | 32.69% | 5.04% |

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

Altus encourages organizers of events locally to find ways to involve members of traditionally marginalized groups, in particular women, youth, individuals with less education, and ethnic, racial, or religious minorities. Involving these individuals in **Police Station Visitors Week** is especially important because, for these groups, police stations may be or appear to be less accessible or even foreboding places. Because the form that visitors complete when assessing a station also asks for their gender, age, and level of education, Altus can report on the degree of participation among these three groups.

As Figures 2, 3, and 4 illustrate, 42% all visitors to stations in 2010 were women; 21% were 25 years old or younger; and 49% fell into the less educated category, having backgrounds that did not include any university education and may have included a high school education or less.

A look at the composition of visitors globally, however, masks significant variation among countries. Figures 5 and 6 show the considerable differences among countries in two regions of the world – Africa and Asia. (For a complete reporting of participation in each country, see Table i. in the Appendix.)



Visitors at Darawar Police Station in Bahawalpur, Pakistan

Historically Marginalized, Newly Empowered

Participating in Police Station Visitors Week can be especially meaningful for members of historically marginalized groups, such as indigenous peoples. In Chile, 80% of all indigenous people are Mapuches. Throughout history, the Mapuches have been discriminated against and abused. The police, in particular, have been used by the state as a repressive force, especially during land disputes and whenever the Mapuches have demanded recognition of their rights.

During Police Station Visitors Week in 2010, a Mapuche woman recruited to visit her local police station later described how two years earlier, her sister was arrested for drinking in public. Police officers physically abused her and then locked her in a cell. The woman and her family members went to the station several times in an attempt to visit the sister and assure themselves that she was okay. On each occasion, the officers verbally abused the family members and denied their request to see their relative.

Participating in Police Station Visitors Week gave this woman an opportunity to visit a police station under very different circumstances and in a position of some authority. After the visit, she said she had a new sense of her rights and the kind of respectful service to which she and all people, regardless of ethnic origin, are entitled.

4.5 DIVERSITY OF VISITORS IN 2010 COMPARED WITH PREVIOUS YEARS

Figure 2. Gender of Visitors



Figure 3. Age of Visitors

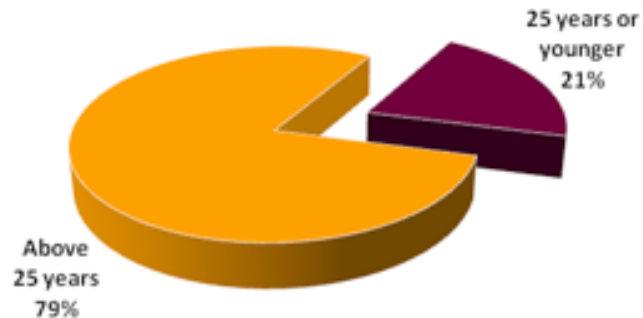


Figure 4. Educational Attainment of Visitors

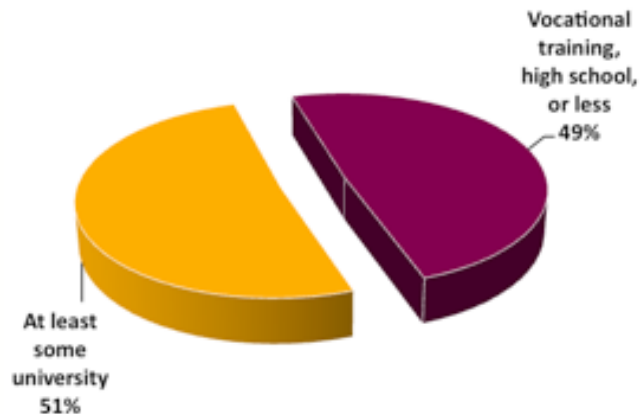


Figure 5. Africa: Participation of Women, Youth, and Individuals with Less Education in 2010

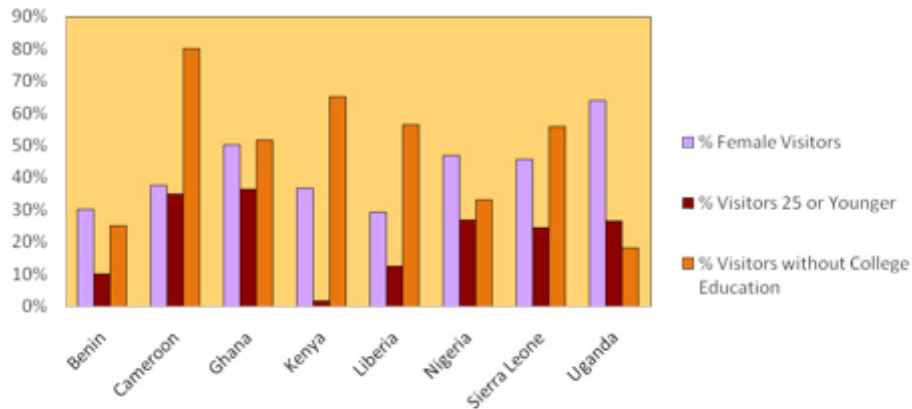
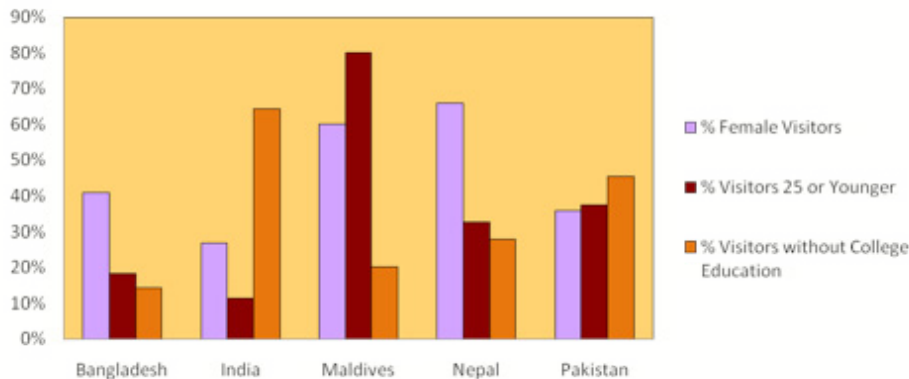


Figure 6. Asia: Participation of Women, Youth, and Individuals with Less Education in 2010



The proportion of women visitors globally increased from 38% in 2009 to 42% in 2010, coming closer to the 50% target that Altus believes all participating countries can achieve. As Figure 7 shows, this gain overall is reflected in greater proportions of women visitors in every country with a history of hosting **Police Station Visitors Week** except Latvia, where women already made up more than 50% of visitors in 2009.

In Africa, all but one of the countries with a history of hosting the event engaged a much larger proportion of women visitors in 2010 compared with 2009. As a result, Ghana and Uganda exceeded the 50% target in 2010, and both Nigeria and Sierra Leone made significant gains that brought them very close to this mark. In Africa overall, the proportion of women visitors increased from 34% in 2009 to 45% in 2010. The only African country not to make significant gains in this

area was Liberia, where the increase in women visitors was negligible: 29.17% in 2010 compared with 28.60% in 2009.

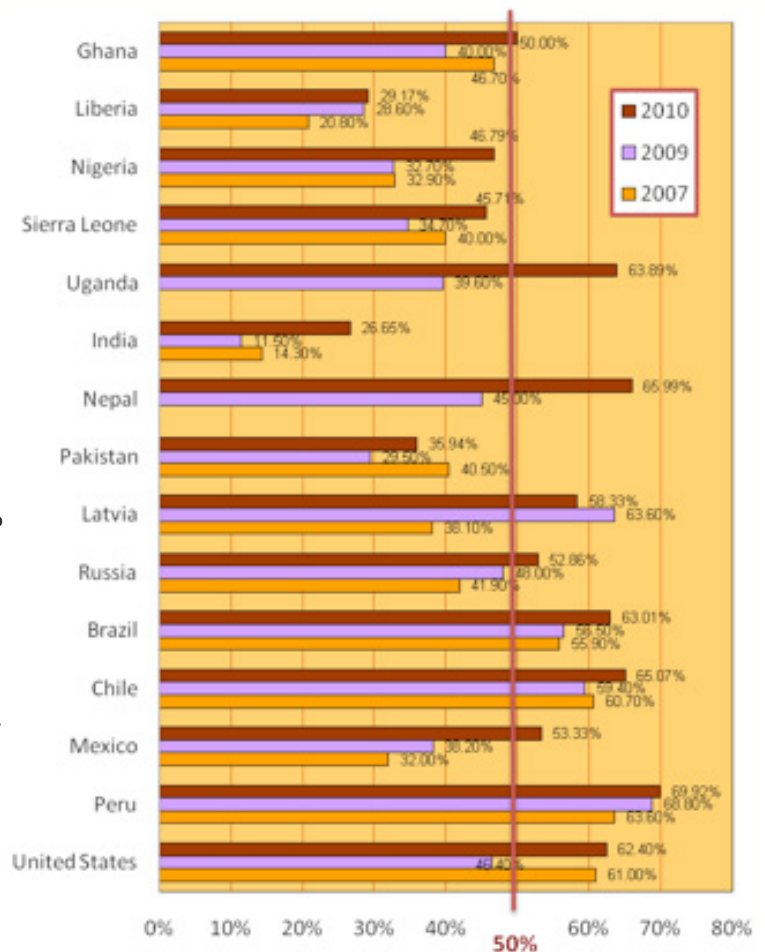
Pakistan also moved closer to the 50% target. And three other countries—Mexico, Nepal, and Russia—achieved at least 50% representation of women for the first time.

In India, where women have made up a small percentage of visitors, the proportion more than doubled, from 12% in 2009 to 27% in 2010. Although the rate of female participation is still lower than in other parts of the world, the absolute number of women visiting police stations in India—810—was by far the largest anywhere.

To encourage the participation of women in Northern India, organizers worked with rural women’s groups, “ladies” clubs, schools and colleges for women, and the National Service Scheme, a community-oriented program operating in all institutions of higher education. In Chandigarh, a family planning NGO recruited commercial sex workers to visit stations, in part to lessen their fear of the police. By all accounts, it was an empowering experience for the women. During one of the station visits, a woman’s cell phone rang—it was one of her clients. She said, “I am in the police station doing an inspection of it, so don’t hassle me, or I will complain to the police.”

In terms of recruiting less educated visitors and younger visitors, the results in 2010 compared with 2009 were mixed. The proportion of less educated visitors globally rose from 41% in 2009 to 49% in 2010. On the other hand, the proportion of young visitors globally fell by seven percentage points, from 28% in 2009 to 21% in 2010. While it is impossible to establish a target percentage of young visitors that is appropriate in every country, the proportion globally should not be declining.

Figure 7. Participation of Women in 2010, Compared with 2007 and 2009



4.6 PARTICIPATION OF POLICE STATIONS AND CITIZENS IN RURAL AREAS

Altus encourages participating police agencies and NGOs to organize visits to stations in rural areas. In most parts of the world, however, this turns out to be very challenging. While police agencies may be willing to open up smaller and less well-funded stations to public scrutiny, it can be hard to promote **Police Station Visitors Week** in small towns and villages and to recruit visitors. Hosting the event in a “satellite” town on the outskirts of Abuja, Nigeria, involved a real compromise: transporting residents of the city to observe and assess the station. In Brazil, the organizations that coordinate the event are all based in metropolitan areas. And the 250 police stations visited in Bolivia, Chile, Mexico, and Peru mainly serve urban or suburban areas; just a handful are located in rural areas.⁷ Only in India were organizers able to organize visits to a substantial number of rural police stations. In three states—Punjab, Rajasthan, and Uttrakhand—community policing groups and village leaders (Panchayat members) were tapped to visit stations and recruit other visitors.

4.7 PREVIOUS EXPERIENCE VISITING A POLICE STATION OR REPORTING A CRIME

In addition to answering questions about their gender, age, and level of education, visitors were asked two questions about their previous experience with law enforcement:

“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?”

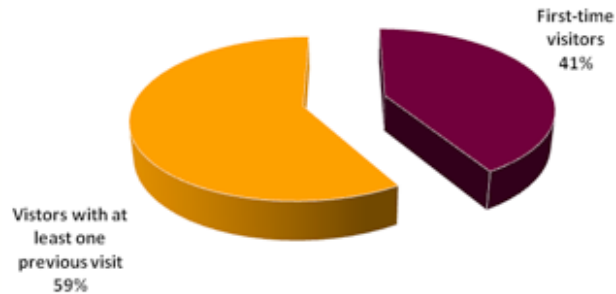
Answers to these questions are important because they indicate whether **Police Station Visitors Week** is a point of entry to stations and services for individuals who, for whatever reason, have no prior experience seeking help from local police.

Previous experience visiting a police station

For 41% of participants—2,605 people—this was their first visit to a police station (see Figure 8). This result represents an improvement over 2009, when 32% of participants were first-time visitors. Also encouraging, these first-time visitors in 2010 include slightly more women and youth compared with the total sample of visitors, and an equal proportion of individuals with less education. 53% are women, compared with 42% female participation in the total sample; 30% are 25 years old or younger, compared with 21% youth participation in the total sample, and 49% have lower levels of education compared with 49% in the total sample. (For a complete reporting by country, see Tables iii. and iv. in the Appendix.)

7 Buin, Melipilla, and Talagante in Chile; the municipalities of Huimilpan and el Marqués in the state of Querétaro, México; Hunter in the province of Arequipa, Peru; and Chancay and Huaral in the province of Lima, Peru.

Figure 8. Previous Experience Visiting a Police Station



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

As Figure 9 shows nearly three-quarters (73%) of visitors—4,594 people—said that they had not reported a crime to the police within the last 12 months and did not know anyone who had. The proportion in 2009 was nearly the same—72%. This indicates that the event mainly involves 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.

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 Table iii. and Table iv. in the Appendix.

Figure 9. Previous Experience or Knowledge of Reporting Crime to the Police





5.1 NEW VIEWS OF POLICE

Around the world, most of the people who visited police stations—perhaps especially those visiting a station for the first time—had strikingly similar reactions. They were pleasantly surprised—sometimes shocked even—by the warm welcome they received, by the willingness of officers to show them around and openly discuss their work, and by how much they learned during these visits. Their surprise, of course, stems from long-standing assumptions and stereotypes about police officers: that they are cold, cruel, and corrupt; that they are uninterested in the community or perhaps even antagonistic toward residents. While this has been and continues to be true in some places, **Police Station Visitors Week** gives ordinary citizens a chance to learn that many police officers are very different from these negative images. A visitor in Uganda captured it well: “As we were interacting, I realized that the officer created a rapport with us and this erased some of the visitors’ perceptions that the police are bad.”

“My vision that the police only work to catch bad guys was transformed. Now I see that, more than anything, the police station provides an important social service to the community.” – Visitor in Brasilia, Brazil

In Brazil, countless comments by visitors show that before participating in the project people believed that police stations were inhospitable places, that they ought to be avoided at all costs, and that the police were lazy and incompetent—having all the resources necessary to do their work but still not doing it. A visitor to a station in Fortaleza remarked afterwards, “I had never gone to a police station. In truth, I was afraid. I thought of the police station as a stinking place full of rats and cockroaches. Once I lost my student identification card and was sent to report it, but I didn’t go because I was afraid.” “My vision of police stations has changed significantly,” said a woman from Brasília who participated in 2009 and again in 2010. “My vision that the police only work to catch bad guys was transformed. Now I see that, more than anything, the police station provides an important social service to the community.” Halfway around the world, in Bangladesh, a visitor had much the same reaction: “Before the visit, the team was harboring negative views of the police station and staff, but the good behavior and cooperation extended to the visitors changed the mind-set of the group.”

For some visitors, the shift in impressions was also the beginning of a positive relationship with the police. People who once saw the police as removed from society saw them as members of society and began to look for ways to work with the police. In Cameroon—where visits were held for the first time in 2010—the General Commissioner and CEO of the Association for the Protection of Women’s and Children’s Rights, George Abang Tawoh, later said, “These visits changed our view of the police officers in the sense that we usually consider police officers as persons who are too arrogant, hostile, and brutal, but this visit has made us see that the police are our friends.”

Police conveyed friendship in a variety of ways. In Ryazan, Russia, after the station chief showed the group of visitors the

entire station—the call center, the investigators’ rooms, the psychologist’s room, the restroom, the auditorium, the toilets, and the detention centers—he took them to the officers’ fitness center and played a game of ping-pong with one of the visitors. In Chile, where **Police Station Visitors Week** is an anticipated event, some of the “preventive police” (Carabineros) invited visitors for tea or lunch after their tours of the stations.

Many visitors described the visits as a real learning experience. One woman runs a restaurant in Santiago, and just days before **Police Station Visitors Week** her restaurant was burglarized. At the time, she called the “preventive police” (Carabineros) who told her they had no one available to help and never contacted her again. During her visit to an “investigative” police station (BICRIM), she learned that had she called them they would have sent an investigator immediately. **“Police Station Visitors Week** opened my eyes,” remarked a visitor in Cleveland. “When I do call the police to come to my house I know now what they have to go through.”

Some visitors changed their vision so radically that they wanted better working conditions for police. A team of visitors in Atizapán, Mexico, concluded, “We did not know anything about the real work that the police do. Now we have a clear idea about the job and their responsibilities...and we can feel solidarity with their work. As a team we concluded that it is mandatory to raise the salaries they receive to avoid corruption, and it is necessary to reduce the hours they work. It is horrendous to learn that they work 24 hours in a row.”

5.2 SOME NEGATIVE ENCOUNTERS AND IMPRESSIONS

In a few cases—less than dozen or two out of visits to more than a thousand police stations—officers turned away visitors. While not an excuse, this typically occurred if the station commander was absent when the visitors arrived and the commander had not informed his staff in advance. Also, while the number of comments describing positive experiences far outweigh those chronicling negative encounters, there were some.

A visitor to a station in Akwa Ibom State in Nigeria recounted the following: “The impression we got from the police was beyond bad. They treated us like criminals. They also called us criminals. We tried explaining to them...but they searched us and sent us out of the station.”

In São Paulo Brazil, one team leader wrote afterwards: “The participants considered the police station abandoned, with no

“This turned out to be a great opportunity to contribute to the development of the Maldives Police Service on the part of civil society. Currently, only the Police Integrity Commission acts as a watchdog for the police and civil society involvement in this regard has been very little. We believe that such initiatives will help to ensure a better, more accountable and transparent police service.” – Team Leader, Maldives

care at all taken in the conservation of the building or in attending to the public. All noted that it was clear that the police are not open to the community. ...want[ing] to impose respect, instead of growing closer to the community. And one member of the team said, “You can amplify your vision negatively. This visit amplified my vision in a negative way.” At the same time, these visitors still felt the the experience was valuable: “What’s interesting about these visits is that, at the end, you have concrete arguments, you don’t think that the police station is bad because of what you’ve heard, you are able to count the negative points one by one. I have my own arguments now to say why it doesn’t work.”

5.3 BUILDING THE CAPACITY OF CIVIL SOCIETY

The Maldives participated for the first time in **Police Station Visitors Week** in 2010. A team leader’s impressions following the station visits suggest the potential of this event to build the capacity of civil society. “This turned out to be a great opportunity to contribute to the development of the Maldives Police Service on the part of civil society. Currently, only the Police Integrity Commission acts as a watchdog for the police and civil society involvement in this regard has been very little. We believe that such initiatives will help to ensure a better, more accountable and transparent police service.”

When the Association for the Protection of Women’s and Children’s Rights (APWCR) in Cameroon approached people about participating in **Police Station Visitors Week**, many were initially skeptical about an event that was entirely new to them. But through their positive experiences, they came to understand the police better, grew to know and trust the civil society organizations that organized the visits, and came to realize their own capacity to be a part of positive change. “Though we doubted when APWCR staff were recruiting us, we were happy to see with our eyes that we are some important persons in the community, and now trusting the work of some civil society organizations like APWCR, CLEEN, and Altus.”

Even for civil society organizations that have a history of working with the police, **Police Station Visitors Week** has real benefits. A senior staff member who works for Utthan, an Indian NGO that focuses on development and social justice, states that, “We have been working along with the police for some time now and have been handling cases of marital dispute which come to us directly or indirectly through the police and the judiciary. Hence, we have been on good terms with them. After this exercise [**Police Station Visitors Week**], it’s like a stamp on this relationship. It has increased our value and authenticity with them.”

The team leader in the Krasnodar Territory of Russia, credits **Police Station Visitors Week** with sparking real and ongoing cooperation between civil society and police. To prepare for station visits in 2009, the chief of police in Tikhoretsk established a Public Council, which has endured and become the principle mechanism for establishing regular station visits and dialogue between the police and the community.

5.4 THE VALUE FOR LAW ENFORCEMENT

Less is known about how police leaders and line officers feel about **Police Station Visitors Week**. Since they are not asked to record their impressions immediately afterwards, what is known comes mainly from regional police conferences and awards ceremonies that take place afterwards and from the insight Altus has accumulated over several years of organizing **Police Station Visitors Week**.

Like most visitors, police leaders also view the event as an opportunity to strengthen police-community relations and as a learning experience—a chance to learn from the citizens who visit the stations they oversee and from the good practices around the world that Altus recognizes each year. The Commander of Achimote Mile 7 Police Station in Ghana, for example, always ensures that his station participates in **Police Station Visitors Week**. He refers to it as an “orientation process” that the police need to engage in to improve services.

Many police officials welcome the opportunity to expose the communities they serve to the many challenges they face, especially substandard facilities and equipment and the implications of working under such conditions. Some even welcome poor scores. One police chief in Chile said, “I hope we will be the worst precinct evaluated so that the General of

Command will give us the resources to improve the detention zone and the whole precinct.”



Lion Building Police Station, Lagos, Nigeria

“We have been working along with the police for some time now...we have been on good terms with them. After this exercise [Police Station Visitors Week], it’s like a stamp on this relationship. It has increased our value and authenticity with them.” – Team Leader, India

And for police commanders whose stations are strong or improving, the visits are a chance to show what they have accomplished. “I have been anticipating **Police Station Visitors Week**,” commented another police chief in Chile. “It is my opportunity to show how we have improved our services following the standards of Altus.”

VI. RESULTS OF POLICE STATION VISITORS WEEK 2010



With the benefit of a centralized website 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 1,104 station visits that took place during October 2010. Scores at the municipal level and for individual stations are captured in regional or national reports.

As covered in Section II of this report, visitors rate stations in each area of observation (community orientation, physical conditions, equal treatment, transparency and accountability, and detention conditions). Those scores are then averaged to produce an overall score for the station. 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**

Beginning in 2010, Altus allowed visits to stations that do not have facilities to detain arrested persons. Throughout the week, 182 people made visits to 50 police stations without detention facilities—a very small proportion of the 6,293 visitors and 1,104 stations. When visiting a station without holding cells or other detention facilities, participants simply omitted this portion of the assessment. Scoring a station on four out of the five assessment areas does not change the range of possible scores for the station overall. It remains 20-100.⁸

Aggregate scores at the global and national level reflect the average of scores assigned by all individual visitors (see Figure 11). For example, to calculate average scores in Nigeria—in each specific area of observation and overall—Altus averaged the scores generated by each of the 436 visitors countrywide rather than averaging the scores for each the 135 stations visited. This choice reflects an attempt to represent the views of all visitors equally.

⁸ Police stations without detention facilities received somewhat lower scores in each of the four assessment areas and overall compared to stations with detention facilities. The average overall score for stations without holding cells is 48.88, while the average for stations with detention facilities is 59.72. One possible explanation for this disparity is that stations without holding cells tend to be smaller, less well-funded, and located outside of metropolitan areas.

6.1 A GLOBAL PICTURE OF POLICE STATIONS

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 70.06 for community orientation, compared with 59.47 for equal treatment. And while not as dramatically different, detention conditions (62.04) is a somewhat weaker area of practice. Global scores in the other two areas—physical conditions (64.98) and transparency and accountability (65.13) are essentially the same and represent what might be called a moderately strong area of practice, compared with the others.

Not surprisingly, average scores nationally tend to reveal the same strong and weak areas of performance. In most of the 21 participating countries, community orientation was either the highest scoring area or roughly equal to another strong area of practice, and the lowest scoring area was usually equal treatment or detention conditions.

A few notable exceptions:

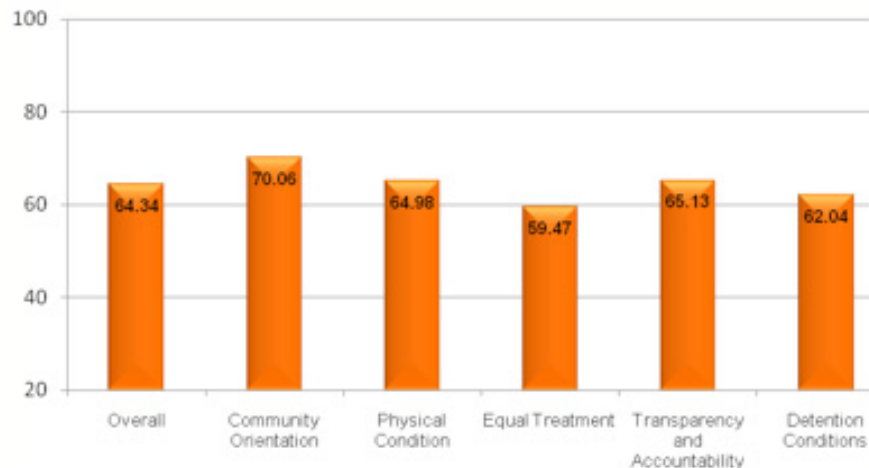
In **Bangladesh**, transparency and accountability scored higher than community orientation.

In **Brazil**, **Latvia**, and **Mexico**, physical conditions scored higher than community orientation, and in both **Brazil** and **Mexico**, transparency and accountability received the lowest score.

In **Pakistan** and the **United States**, physical conditions received the lowest score, although in **Pakistan**, scores for equal treatment and detention conditions were barely higher.

In terms of overall station performance, the national average in 11 countries, based on all visitors' scores across the five areas, is within 10 points—higher or lower—of the global average of 64.34. The average overall score in 2 countries exceeded the global average by more than 10 points, and scores in 8 countries are more than 10 points below the global average.

Figure 10. Global Scores for All Countries Combined



National averages in each area and overall are captured in Figure 11. Coloration on the chart indicates countries where average scores are higher than the global average (shades of green); where they are lower than the global average (shades of red); and where they are in the mid-range (shades of yellow).

Figure 11. National Results: Average of Visitors' Scores in Each Area of Observation and Overall

| Country | Community Orientation | Physical Conditions | Equal Treatment | Transparency and Accountability | Detention Conditions | Overall |
|---------------|-----------------------|---------------------|-----------------|---------------------------------|----------------------|---------|
| Global | 70.06 | 64.98 | 59.47 | 65.13 | 62.04 | 64.34 |
| Benin | 52.58 | 39.67 | 34.67 | 39.33 | 44 | 42.05 |
| Cameroon | 57.38 | 44.63 | 40.50 | 46.13 | 43.25 | 46.38 |
| Ghana | 64.39 | 52.80 | 45.08 | 58.03 | 50.08 | 54.08 |
| Kenya | 51.67 | 42.75 | 29.58 | 42.08 | 32.42 | 39.70 |
| Liberia | 56.98 | 47.81 | 44.48 | 51.15 | 46.46 | 49.38 |
| Nigeria | 57.68 | 46.28 | 43.10 | 51.14 | 45.57 | 48.75 |
| Sierra Leone | 64.79 | 51.50 | 49.36 | 52.71 | 53.43 | 54.36 |
| Uganda | 52.71 | 40.14 | 36.39 | 45.56 | 35.07 | 41.97 |
| Bangladesh | 61.02 | 54.49 | 47.76 | 63.67 | 58.37 | 57.06 |
| India | 75.23 | 71.33 | 66.75 | 75.15 | 70.90 | 71.87 |
| Maldives | 72.25 | 67 | 48 | 56 | 42.50 | 57.15 |
| Nepal | 64.52 | 60.51 | 63.06 | 63.50 | 55.85 | 61.49 |
| Pakistan | 72.11 | 61.88 | 62.97 | 69.06 | 63.13 | 65.83 |
| Latvia | 81.46 | 85.63 | 73.33 | 72.92 | 71.46 | 76.96 |
| Russia | 83.13 | 76.81 | 66.29 | 70.03 | 76.23 | 74.50 |
| Bolivia | 52.61 | 42.50 | 34.15 | 43.59 | 37.77 | 42.12 |
| Brazil | 60.13 | 61.57 | 50.94 | 41.54 | 42.36 | 51.31 |
| Chile | 76.07 | 71.75 | 66.75 | 69.50 | 66.35 | 70.08 |
| Mexico | 67.67 | 72.73 | 60.87 | 58.73 | 73.60 | 66.72 |
| Peru | 62.80 | 53.53 | 49.68 | 59.65 | 49.52 | 55.04 |
| United States | 75.84 | 66.64 | 69.08 | 76.08 | 74.10 | 72.35 |

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 visits. Average scores nationally and globally are captured in Figures 10 and 11 above. High, low, and average station 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. In 2010, the average score globally was 70.06 ("more than adequate"). In 12 countries, the national average fell within 10 points, higher or lower, of the global average. National averages range from a low of 51.67 (barely qualifying as "adequate") in Kenya to a high of 83.13 ("more than adequate") in Russia.

The Mano Junction Police Station in Sierra Leone is located in the heart of town, making it easily accessible on foot, bicycle, motorcycle, and car. This is a good base from which to fashion a police station that is truly a resource for the community. In Nigeria, nearly all police stations now have customer service desks, and while they may be common, visitors to these stations routinely commended them. This shows the value of providing even basic services. Narrative reports from **Police Station Visitors Week 2010** highlight an array of creative approaches to making police stations genuine resources for the community.

In some cases, efforts are designed to build bridges between the station and the surrounding community. Police in Mikhaylovsky District in Russia organized an exhibition of children's paintings entitled, "How We View the Police." The project not only engaged children and their stereotypes about police, but also created a warm feeling in the station's lobby.

Other strategies are more ambitious—in particular, attempts to create locally appropriate versions of community policing. Two police stations in Latvia, for example, jointly run a project that engages community organizations in the planning and evaluation of police work. The goals are to increase public trust in the police and thereby prevent crime. The project has a special focus on improving relations between young people and the police.

In New Orleans, the District 7 Police Station has created two posts—Community Coordination Sergeant and Quality of Life Officer—as formal liaisons between the police station and various civic organizations. Similarly, the Community Liaison Officer at Kawaala Police Station in Uganda reportedly has become a great bridge between the station and the

The Community Liaison Officer at Kawaala Police Station in Uganda reportedly has become a great bridge between the station and the community.

community. And in many, many places, police leaders are meeting regularly with members of the community, and in some cases, using the media to reach and engage as many citizens as possible.



Clear messages. Signs and posters with memorable slogans convey that the police are there to help victims of crime. Gazipur Sadar Police Station, Bangladesh



Information kiosk. An easy-to-use electronic kiosk provides all necessary information—from a list of staff and how to file a complaint, to information about criminal laws and the investigation process. Police Station Yurgenskoe, Oksana, Russia



Community garden. In a commune where green zones are uncommon, the police have opened up the gardens surrounding the station house for public use. Local schools and neighborhood boards host various activities in the gardens. 36th Police Station, La Florida, Chile



Block parties. Officers host community block parties in especially poor neighborhoods where crime rates are high to provide some relief from life's daily challenges and to create a positive setting in which officers and residents can interact and get to know one another. South Los Angeles Sheriff's Station, California, USA



Citizen volunteers. Residents of the community volunteer to assist with clerical duties at the station, host community safety seminars, and help with other functions. Last year volunteers contributed more than 1,400 hours of free service, and in the process increased their knowledge about and personal investment in their local police station. Carson Sheriff's Station, Los Angeles County, California, USA



Preventing crime. The station offers counseling and mediation services for members of the public in an attempt to settle disputes before they get out of hand. Wuse Police Station, Lagos, Nigeria



Restorative justice. The station's Counseling Centre handles incidents that might be better settled out of court. Officers meet with complainants and alleged perpetrators and try to help them find a resolution that is fair and just. Congo Cross Police Station, Sierra Leone



Out of touch. Visitors could not find any reasonable channel through which members of the public can quickly contact the police in cases of emergency. The visitors called for the immediate introduction of a customer care desk and basic communications technologies. Benin

Badagry Station in Nigeria Excels through Community Policing

Badagry is a coastal town between metropolitan Lagos and the Nigeria-Benin border. The town has historic links with the Atlantic Slave Trade and for this reason and its natural beauty is a tourist destination. The approach to law enforcement in Badagry is proactive and follows the principles of community policing. The head of the station participated in a training program organized by the Lagos State Police Command and supported in part by the UK Department for International Development under its Security, Justice, and Growth Program. The training modeled successful community policing practices developed at Isokoko Police Station in Lagos. The training totally changed the way the head of the Badagry Police Station organized activities at the station and deployed officers. Despite a humble structure and minimal resources and equipment, the Badagry Police Station is excelling—earning high scores in all five areas of observation and an overall score that ranked it third among 135 stations visited in Nigeria in 2010.



Too much bureaucracy. *Some visitors reported that in the stations they visited there were too many protocols, frustrating peoples' attempts to get help. Kenya*

Physical Conditions

The problems reportedly go beyond dilapidated structures and outdated furniture to include a scarcity of vehicles, weapons, and ammunition.

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.

The average score globally is 64.98 (“adequate”), but national averages in this area vary widely—from a low of 39.67 (“inadequate”) in Benin to a high of 85.63 (“excellent”) in Latvia. Even more significant, national averages in 11 countries are more than 10 points below the global average. That group includes all 8 African countries, Bangladesh, Bolivia, and Peru.

The litany of complaints in this area of observation and assessment is perhaps greater than in any other area. Some visitors to stations in Kenya, for example, described the facilities as “outdated” and “moribund,” and in several cases noted that records were kept only in printed form and in unsafe conditions. In Sierra Leone and Uganda, many buildings were also reportedly in bad shape, putting both police officers and detainees at risk. One visitor was shocked and embarrassed to find the station furnished with tables and chairs that would have been used in schools in the 1970s. A visitor in Nigeria reported that, “The structure of most stations is a direct insult on the Nigerian state.” In Ghana, a visitor said, “The sizes of most police stations are too small to withstand the name police station.”

And the problems reportedly go beyond dilapidated structures and outdated furniture to include a scarcity of vehicles, weapons, and ammunition. In Ghana, some stations reportedly do not have a single vehicle to patrol the streets or to

respond to emergency calls. The same is apparently true in Benin. And stations often run out of bullets, “leaving armed robbers to operate freely,” as one visitor commented. A visitor in Nigeria summed up the situation as follows, “It is regrettably appalling that there were police officers who have chosen to be gallant; they turn out to be hunted down by armed bandits because of insufficient arms and ammunitions at their disposal.”

In many stations in Bolivia and Peru, according to visitors, officers work under precarious conditions; sometimes in conditions that make it practically impossible for them to properly carry out their duties. They are crowded together into small offices, and when a victim or anyone else comes in to report a crime, he or she must do so in full view and within earshot of many other people in the station. This is especially troubling for women coming to report domestic violence or sexual abuse. An achievement in these stations is merely to have clean drinking water and functional telephone lines that officers can use to request help in the event of an emergency.

Practically everyone who visited a station and observed such poor conditions realized the implications for both officers and for the community and called for substantial upgrades to facilities and equipment. Visitors also noted and expressed praise when poor structures were clean and orderly: a visitor to a station in Kenya noted, “The environment was well sanitized and there are routines for ensuring so.”

Visitors praised the resourcefulness and personal sacrifices some officers make but also called on government to provide more funding for police.

On the other hand, where there is beauty, it stands out. In Legon, Ghana, visitors were impressed with the facilities, describing the physical environment as “enchanting,” “spacious,” and “well-ventilated.” A visitor to Asokoro Police Station in Abuja, Nigeria, noted that it has one of the finest tiled floors in the country.

Visitors also praised the resourcefulness and personal sacrifices some officers make. In police stations in Ghana that lack vehicles, police officers use their own money to transport suspects to the police station. In Benin as well, some officers use personal resources to supplement resources provided by the government. For example, the Station Commander at Commissariat Fidjrosse personally furnished his office and installed a computer and often uses his personal money to buy fuel for patrol vehicles. In some Nigerian police stations, including the Abaji and Gwagwa stations, the police have installed solar panels to compensate for a main power system that is unreliable. While visitors admired these efforts and others, they also called on government to provide more funding for police.

It is important to note that in countries with widespread problems in the physical conditions of police stations, not all stations are failing. At least one station in Nigeria received a perfect score of 100 for its physical conditions; in Ghana, the highest individual station score was 88.33, and in Sierra Leone, the highest score was 75.0 – all scores that are defined by Altus as “more than adequate.” And conversely, there are some very poor performing stations even in countries where performance in this area tends to be good. In the United States, for example, where the national average in this area is

66.64 (the high end of the range of “adequate” scores), some stations have been long neglected, with broken windows, smelly toilets, exposed wires, insufficient furniture and equipment, and potholes in the parking lot. Even in the richest country in the world, at least one station received a score of 20 for its physical conditions—the lowest score possible.



Computers on site. *Zone Seven Police Station has computers on site and keeps both hard and electronic copies of case files. The physical condition of the station was “amazing,” according to visitors. Liberia*



Informed and protected. *Signs in the Gustavo A. Madero Police Station in Mexico City describe how to report a crime. A screen in the waiting area displays information about individuals who have been arrested. But perhaps 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 previously had reported a crime at a different police station and then withdrew the complaint after the suspect intimidated him. Mexico City*



Surveying officers. *Officers are asked to complete a questionnaire designed to capture their views about whether working conditions are acceptable and satisfying. Brazil*



“Struck by beauty.” *“Upon entering the station parking lot, one is immediately struck by the beauty of the facility.” The architecture is “inviting and friendly,” and an environmentally conscious fountain in the courtyard creates a sense of peace and tranquility for visitors as they enter the station. South Los Angeles Sheriff’s Station, California, USA*



Inappropriate mixing. *Suspects are processed in the reception area before being taken to an interview room or holding cell—an uncomfortable experience for members of the public waiting in the reception area. Maldives*



Outright lack of facilities and equipment. *Visitors found it “appalling” that most police stations do not have basic facilities and equipment that a modern station ought to have—from chairs and tables to patrol cars. Benin*

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 provide services in the local languages.

As mentioned above, police stations tend to score lowest in the area of equal treatment. The average score globally is 59.47 (“adequate”), and in 11 countries the national average is within 10 points, higher or lower. National averages range from a low of 29.58 (“totally inadequate”) in Kenya to a high of 73.33 (“more than adequate”) in Latvia.

The visitors’ narrative reports suggest that in some cases, low scores are the result of stations that lack the capacity—structurally or operationally—to serve a diverse community and particularly vulnerable victims. The deficits range from stations that are practically inaccessible to people with physical disabilities to stations that are not equipped to adequately serve women who are victims of domestic or sexual violence. Many stations do not even ensure that at least one female officer is on duty in the station at all hours, which is crucial since women victims typically prefer to report these types of crimes to a woman officer. In São Paulo, for example, visitors to one police station noted that only one of the employees is a woman, and of course she cannot be on duty all the time. The need to recruit more woman officers was raised by visitors in several countries, including Brazil, Ghana, Nigeria, Uganda, and elsewhere.

In other stations, visitors noticed clear signs of bias or disregard for particular groups of people. A visitor to a police station in Rio de Janeiro, for example, asked the police chief if there is a special room to attend to victims of crimes like rape. This was his response: “These women have suffered so much that they generally don’t have a problem telling us what happened. They’ll talk in front of anyone. If the woman wants, if she’s bothered, we can bring her to my office.” In the view of this visitor, the chief’s attitude meant that the station had no space or special procedures to ensure privacy and a professional and caring response in such delicate cases.

In contrast to these examples, several visitors noted some truly excellent practices—from simple but important practices, such as the signs and posters in one Cameroonian police station that are in several languages to reflect the cultural diversity of the community, to ground-breaking services for victims. For example, the women’s police station El Agustino in Lima, Peru, is reportedly the first police station in the country and in all of Latin America to have a unit specializing in abused children and teenage offenders.

Somewhat similar, the Mahilla Thana police station in the state of Madhya Pradesh in India focuses on cases in which one party—either the victim or the alleged perpetrator—is a woman. The facility looks more like a modern and stylish office than a police station and

The women’s police station El Agustino in Lima, Peru, is reportedly the first police station in the country and in all of Latin America to have a unit specializing in abused children and teenage offenders.

Commissariat de Kouhounou police station in Benin, partners with two NGOs in order to respond to and attempt to prevent violence against women and crimes against other vulnerable groups, including children, people with disabilities, and elderly persons.

is nicely landscaped, making it an inviting environment. The station offers a range of programs to educate and empower women, from breast cancer awareness to women's legal rights. And a third example among many: Commissariat de Kouhounou police station in Benin, partners with two NGOs in order to respond to and attempt to prevent violence against women and crimes against other vulnerable groups, including children, people with disabilities, and elderly persons.



Equal treatment on display. Signs and other information are posted in Hmong, Somali, and Spanish. 5th Police Precinct, Minneapolis, Minnesota, USA



Beyond words. Some posters in Kibuye Police Station use pictures to convey crucial information so people who are illiterate can understand the messages. Uganda



Serving indigenous populations. "When someone who does not speak Spanish comes to the precinct, an officer who speaks Quechua immediately approaches him or her." Barranco Police Station, Lima, Peru



From the top down. The commanding officer is accessible to anyone, regardless of their gender, social status, or other background. Kenya



Women ready. Women officers are standing ready, 24 hours a day, to respond to calls for service from any female resident in distress. Ashok Garden, India



Diversity by committee. The Community Advisory Committee is comprised of 10 ethnically, racially, and gender diverse members of the community who meet with the station commander monthly to discuss issues affecting the community. South Los Angeles Sheriff's Station, California, USA



Unfair delays. Cases linger for lack of translation and interpretation services. Ghana



No women on duty. According to visitors, in the stations they visited there was almost never any women on duty. Liberia



Hateful, not humorous. A poster titled "The 12 Symptoms of a Faggot" was posted on the bulletin board in the station's cafeteria. Brazil

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.

“There is the need for the police in its entirety to be more open to the public.”
– Visitor to Munea Station, Cameroon

The average score globally in this area is 65.13 (“adequate”), and in 12 countries, the national average in this area is within 10 points, higher or lower, of the global average. National averages range from a low of 39.33 (“inadequate”) in Benin to a high of 76.08 (“more than adequate”) in the United States.

When visitors to Munea Police Station in Cameroon were denied access to some of the detention cells, one team member later wrote, “The present age we are in does not give room for such kind of thing in our society anymore. Therefore, there is the need for the police in its entirety to be more open to the public.” This is a view that resonates with many citizens around the world and with many leaders in law enforcement as well.

Every week, Major Cristian Montero, who heads the 3rd Police Precinct in Algarrobo, Chile, hosts a weekly radio program in which he talks about local crime, how to prevent it—including by forming neighborhood watch groups—and current police strategies and priorities as well as the number of people arrested that week. Police leaders in Benin, Cameroon, Kenya, Sierra Leone, and probably other countries also use radio to promote dialogue with the public.

Increasing transparency is crucial, but real accountability demands more than openness; it requires having an effect that the public deems to be satisfactory or better. In Ghana, for example, visitors learned about an alarming backlog of cases in some stations and called for officers to be more proactive and ensure that cases do not linger—an untenable situation for victims who want a just resolution and suspects who may be detained unnecessarily or for much longer than they should be.

In Kenya, visitors noted that poor record keeping, the lack of computers, and storing paper records in unsafe conditions hamper efforts to be effective. Some visitors also believe that police in Kenya need to embrace crime mapping and other technologies in order to “curb the menace of crime and to improve on the inefficiency that has pervaded the police for too long.” And in Nigeria, one visitor noted that, “The bad and battered image of police before the public has continued to frustrate their giant strivings. There is the need for the police to focus more on integrity and restoration of their image before the public in order to help facilitate efficiency in service delivery.”

Transparency Becomes a Priority in São Paulo's 37th Police Station

Results from Police Station Visitors Week 2009 revealing low scores for transparency at the 37th Police Station – Campo Limpo, in São Paulo, Brazil, caught the attention of the station's chief. The chief met with his team to develop a plan for remedying the problems, and by the following October when visitors returned to the station several improvements were evident. All employees, including the chief, were wearing identification tags bearing the station name, their name, and their job title.

At the main entrance to the station, a banner displays key statistics related to the station's work and is updated every month. And perhaps most interesting, the station had launched a system for evaluating its service to the community. An officer assigned to this task randomly selects cases of reported crime, contacts the victim or witness by telephone, and asks several questions about the quality of service the person received at the station.



Wanted. Billboards display information about wanted people and other information about local crime. Liberia



Mapping it. Geo-referenced crime data as well as a box for "complaints, questions, congratulations, and suggestions" is available to the public. 2nd Station, Graneros, Chile



Complaint procedures in full view. At the entrance of the police station, the information board was updated with the number of staff on duty, posters related to human rights, and complete information on how to file a complaint. People can file a complaint anonymously, and the complaint box is checked daily. Sector 17, Chandigarh, India



Watching on camera. Mexico's Human Rights Commission has installed cameras in the 16 Federal District police stations and monitors activities in these stations for any signs of abuse. This is a welcome safeguard in a country with a history of police abuse and in which many citizens still fear the police. Mexico



Withheld. Visitors to some police stations complained that the officers withheld some information and did not allow them to access some areas of the station. Sierra Leone and Uganda



Not posted. Visitors to some police stations were alarmed that the station did not post any information about crime in the area, how to report crimes, or how to file a complaint about police actions. Bolivia and Peru

Detention Conditions

In observing and later assessing the detention areas of a police station, visitors are asked to pay special attention to whether the cells are sanitary and secure—in particular, whether officers can observe detained persons, whether detainees

wear name tags or identification, and whether there are facilities for family members and lawyers to visit detainees. The average score globally is 62.04, but national averages range from a low of 32.42 in Kenya to a high of 76.23 in Russia. In 11 countries, the national average is at least 10 points lower than the global average, showing that this is a weak area of practice in many parts of the world. At the other extreme, 3 countries have national averages that are at least 10 points higher than the global average.

“The detention facilities were the most negative point of this police station.” – Visitor, Rio de Janeiro, Brazil

Yet even in countries with a low average score nationally, visitors encountered a wide range of conditions and practices. In Nigeria, where the average score nationally is 45.57, scores among the 135 participating police stations ranged from a low of 20 to a perfect score of 100, and comments by visitors in Nigeria reflect the wide range of conditions and practices. For example, one visitor wrote, “It is worrisome, any time a trip to the cells is conducted, they depict nothing less than inhumane conditions,” and noted that the toilets were not working and that the toilet stalls had no doors. On the other hand, a visitor to a different police station praised the medical aid being provided to detainees who were ill.

There is a similarly wide range of scores and comments in Brazil. The average score nationally is 42.36 but, as in Nigeria, individual station scores range from 20 to 100. A visitor to a station in Rio de Janeiro said, “The detention facilities were the most negative point of this police station,” and relayed the following story:

Before we arrived at the station, we were talking at a point nearby, and we could hear the screams of the imprisoned men. They screamed that they wanted to get out, talk to their families, etc. When we got closer, I saw that there were clothes, underwear, and even a cellular phone on the ground, in front of the cells. I asked what it was and the chief explained that he leaves prisoners naked in their cells for fear that they might strangle themselves. He said that this is standard practice in the station. The men were frantic with anger, and one screamed that he was thirsty. At the end of the hallway, there were two water taps. And the chief said: “You’re thirsty? Wait and I’ll get you water.” And he opened the tap. The sound that the water made falling in the cell sounded like a shower with strong pressure, which gave us the impression that it was soaking the whole cell and the prisoner. I thought that this treatment of the prisoners was very inhuman.

In stark contrast, a visitor to the 13th Police Station in Fortaleza said, “The visitors were most impressed with the chief inspector’s initiative to talk to the prisoners whenever possible and bring them books in order to help them pass the time. In this way, he diminished the possibilities of crimes re-occurring.” And a visitor to the 12th Police Station – Pari in São Paulo said that the detention facilities are “as bright, clean, and well cared for as the rest of the police station,” noting that the bathrooms even included hand sanitizer.

Excellence in Graneros

When visitors entered the detention area in the 2nd Police Station in Graneros, Chile, the excellent conditions were immediately apparent. There are separate cells for youth, women, and men, all of which are very clean, as are the bathrooms. Each suspect is given a locker to store personal belongings. An officer is present at all times to maintain security and order, and a poster listing the “Rights of the Detained Individual” hangs on a wall for all to see. Equally important, the detention area is accessible from an exterior door on one side of the station so that suspects can be brought into the station without coming into contact with victims, witnesses, and other civilians.

Perhaps most encouraging overall is that citizens recognize deplorable conditions when they see them and demand that government do something to improve the situation.

Even in Malé, the capital of Maldives, where just three stations participated in **Police Station Visitors Week**, station scores for detention conditions ranged from 20.83 (“totally inadequate”) to 57.14 (“adequate”). While visitors in one station were refused access to holding cells and had to base their assessments on photographs of the detention area, visitors to another station praised a medical room that was well-equipped and staffed by two doctors working in shifts, and the station’s computerized inmate registry.

Looking across countries, individual station scores ranged from “totally inadequate” or “inadequate” to at least “adequate,” if not better. Not true in Kenya, however, where detention conditions across all 20 participating stations appear to be poor. The highest score for any station was 40.00 (“inadequate”) and the average score nationally was 32.42 (“totally inadequate”). There were nearly unanimous calls among visitors to upgrade cells, just to meet the most basic standards: light, bedding, and blankets.

Perhaps most encouraging overall is that citizens recognize deplorable conditions when they see them and demand that government do something to improve the situation. As one visitor in Ghana said when encountering crowded cells without toilets and other poor treatment of detainees, “There is the need for police officers to see everybody under detention as fellow citizens instead of treating them as guilty people when they have not been found so.”



Remotely monitoring cells. *Officers in Ilupeju Police Station can remotely monitor the holding cells through the use of a closed-circuit television (CCTV) system. Lagos, Nigeria*



“No possibility of escape.” *Visitors to Commissariat de Kouhounou praised the security of the detention area. Benin*



Without weapons. *Officers do not carry guns in the holding cell area, and instead are trained how to diffuse conflicts through physical holds and other techniques. 24th District, Philadelphia, Pennsylvania, USA*



Humane conditions. *The holding cells at Jinja Road Station are well ventilated, and detainees receive nutritious meals, are free to pray at times of their own choosing, are allowed visitors, and can meet with their lawyers at any time.* Kampala, Uganda



The facilities are “fine.” *Good ventilation, new shower stalls, and the walls are painted in pleasing light colors.* Saransk, Mordovia



Cells for women. *The station in Johnsonville has separate cells for men and women.* Liberia



24-hour access to counsel. *Two rooms, located just off the main lobby, are open 24 hours a day for detainees to meet with their lawyers. In addition, the detention area is equipped with telephones so that detainees can call lawyers or loved ones.* South Los Angeles Sheriff’s Station, California, USA



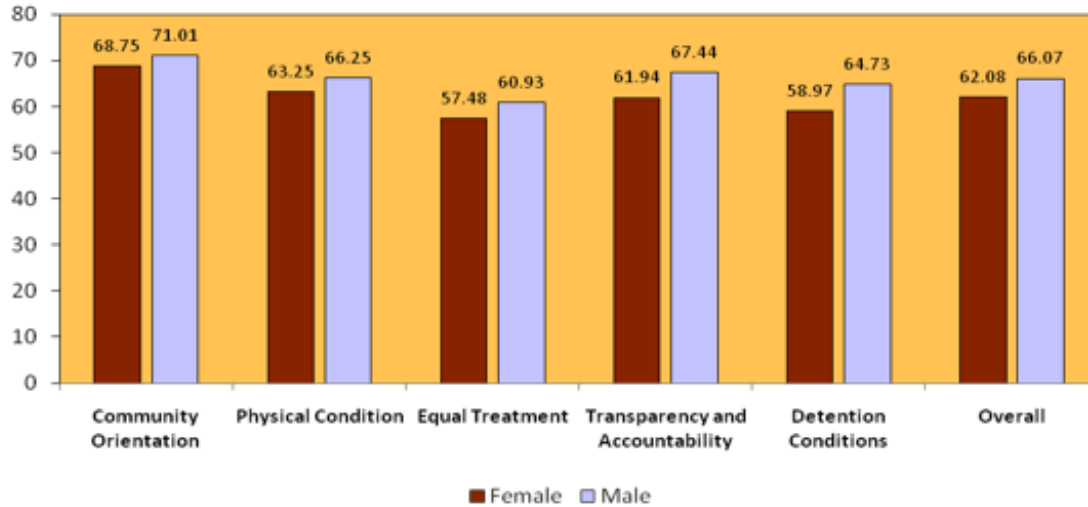
Inappropriate mixing and unsanitary conditions. *Some police stations do not have holding cells specifically for women, which means that when the cells are crowded, female detainees are confined along with men. In addition, there are no toilets in most cells.* Ghana

6.3 GENDER DIFFERENCES IN SCORING

On average, women appear to be more critical of police stations than men. This trend was first observed in 2009 and is evident again in 2010. The 2,644 women visitors globally assigned lower scores than the 3,649 men who observed and assessed police stations. As Figure 12 illustrates, the women’s scores are lower on average in each of the five observation areas. The largest differences are in the areas of transparency and accountability and detention conditions, in which the women’s average scores are roughly 5.5 points lower than the men’s average scores. The average scores are closest in the area of community orientation, where the difference is a little more than 2 points. Looking across the five areas at the overall score, the average among women visitors is 5 points lower than the average among men.⁹

9 Overall scores were calculated by averaging the average score in each area of observation.

Figure 12. Average Scores by Female and Male Visitors



Breaking down the results by region, however, paints a different picture. In Africa, Europe, and Latin America, women tended to give slightly higher scores than men in all five areas, and while women in Asia scored stations lower on average, the difference between them and their male counterparts is slight, never more than 2 points. Only in the United States (the only country in North America to participate in **Police Station Visitors Week** in 2010) were the differences substantial—as many as 9 points in the area of equal treatment and not fewer than five points in any other area or overall. For a full reporting of results, see Table xi in the Appendix.

VII. 2010 AWARD-WINNING POLICE STATIONS



Through a regional competition, the following six police stations were selected as award-winning stations for **Police Station Visitors Week 2010**. Winning stations have the highest overall score in their region – an 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. This year there was a tie in Latin America.

Africa

| Seme Police Station, Seme, Lagos State, Nigeria | |
|---|------|
| Overall Score | 96.0 |
| Community Orientation | 98.3 |
| Physical Conditions | 91.7 |
| Equal Treatment | 100 |
| Transparency and Accountability | 96.7 |
| Detention Conditions | 93.3 |

With an overall score of 96.0 and scores in each of the five areas ranging from 93.3 to 100, Seme Police Station is the most highly rated station in Africa in 2010. The settlement of Seme, a ten-minute drive from the coastal town of Badagry, borders Benin and is a major crossing point for immigrants entering or leaving Nigeria and for smugglers of illegal goods. It is a densely populated area, and many people living in or passing through Seme are traders or commercial vehicle operators.

Beginning in 2009, the Lagos State Police instituted a proactive approach to policing that hinges on the principles of community policing. The Lagos State Police Command created training programs for officers that covered community policing philosophies and practices, human rights and the principles of due process, alternative dispute resolution, and the “Service Compact” with all Nigerians (SERVICOM), among other key substantive areas. Those trainings and the strategy overall have not only reduced cross-border crime, but have also improved the relationship between police in Seme and members of the local community. It is not surprising, therefore, that Seme Station scored highest in the areas of equal treatment and community orientation.

These efforts by the Lagos State Police function hand-in-hand with programs being rolled out by the Economic Community of West African States (ECOWAS) Commission that aim to facilitate the free movement of persons and goods throughout West Africa.

Beginning in 2009, the Lagos State Police instituted a proactive approach to policing that hinges on the principles of community policing. It has not only reduced cross-border crime, but has also improved the relationship between police in Seme and the local community.

Asia

| Sadar Police Station, Ludhiana, Punjab, India | |
|---|-----|
| Overall Score | 100 |
| Community Orientation | 100 |
| Physical Conditions | 100 |
| Equal Treatment | 100 |
| Transparency and Accountability | 100 |
| Detention Conditions | 100 |

With an overall score of 100 and perfect scores in all five areas of observation, Sadar Police Station is the highest performing station in Asia. The station is located in Punjab's industrial city of Ludhiana and is distinguished for the many ways in which it serves the community.

First of all, the station is easy to find. There are signs pointing to it at every crossing in the city. At all hours, the reception desk is staffed by both a male and a female officer, so women coming to report a crime or seek assistance can always approach a female officer for help, and all personnel at the station are friendly and cooperative. The police station operates helplines specifically for senior citizens and women, as well as lines for services ranging from issuing passports to verifying a firearm license. At the station itself, there is a help center with an external window so members of the public can receive assistance without even entering the station.

Inside the station, an LCD screen displays details about missing persons and criminals, and posted in the reception area is a wide range of information about crime and clearance rates. There is also information about how to report a crime. A scanner allows complainants to take home a copy of the completed report. For people who cannot or do not want to come to the station, there is also a website for reporting crimes.

A special electronic beat system tracks the movements of officers in the community and enables officers to take and immediately send digital photographs of a crime scene or other incident to the police commissioner's office. To assist female victims of domestic violence, the station works closely with an NGO that provides shelter. The detention area includes a room specifically for visitors and a curtain in front of the holding cells for women provides some privacy.

At all hours, the reception desk at Sadar Police Station is staffed by both a male and a female officer, so women coming to report a crime or seek assistance can always approach a female officer for help.

Europe

| Krasnoslobodsky District Police Station, Krasnoslobodsk, Republic of Mordovia, Russia | |
|---|-----|
| Overall Score | 100 |
| Community Orientation | 100 |
| Physical Conditions | 100 |
| Equal Treatment | 100 |
| Transparency and Accountability | 100 |
| Detention Conditions | 100 |

With an overall score of 100 and perfect scores in each of the five areas, Krasnoslobodsky District Police Station is the highest rated station in Europe in 2010. The station is located in the city of Krasnoslobodsk, on the west bank of the Oka River, roughly 100 kilometers from Saransk, the capital of Mordovia. The station serves 10,323 people who live in the city of Krasnoslobodsk and an additional 16,124 people who live in the surrounding rural area. While Mordovia is one of the poorest regions in Russia and has the second-highest murder rate in the country, crime in Krasnoslobodsky District decreased in 2010.

The Krasnoslobodsky District Police Station is situated close to a bus stop and there are signs in the vicinity of the station clearly pointing to its exact location. The visitors were impressed by the facility itself—it was very clean and well-organized, adequately furnished and equipped, and has separate lavatories for men and women. Interestingly, the station has a small museum covering its history, achievements, biographies of its most remarkable officers, and its work methods.

There is a dedicated space for members of the public who are coming to report a crime or request help that includes a table and chairs, forms, pens, instructions on how to fill out the forms, and samples of completed forms. Also posted is the number for a helpline that the station chief or other officers monitor to ensure that people receive whatever assistance they need. The station has a room with a one-way mirror to identify suspects without being seen and a private room for interviewing crime victims and witnesses, with a sign posted on the door that reads, “Investigation! Do not enter.” Visitors reported that the officers treated citizens very politely.

To promote equal treatment, interpreters are available, and the staff includes 16 women. The station excels in the area of transparency and accountability. The station works in close cooperation with the local newspaper to publish information about significant crimes, ongoing investigations, and other efforts by the police. Similar information is posted and regularly updated on the website of the Ministry of the Interior. All personnel wear a badge

Krasnoslobodsky District Police Station works in close cooperation with the local newspaper to publish information about significant crimes, ongoing investigations, and other efforts by the police.

or other ID displaying their name, photo, and position. Information about how to file a complaint for misconduct is readily available.

The detention area is spacious, well-ventilated, and secure. Recidivists are detained separately from first-time offenders; women separately from men; and youth separately from adults. Each cell has a washing basin and flush toilet, and there is one shower for the four cells. There is also a special chamber used to disinfect clothing. There is a room specifically for detainees to visit with family members that also includes telephones. Subject to some restrictions, family members can bring food to detainees.

The team leader and coordinator of **Police Station Visitors Week** in Mordovia later reported, “The station does not have anything extraordinary, but it has everything a police station should have to perform its direct duties.” Moreover, the team leader believes the visit left a lasting positive impression and demonstrates that cooperation between citizens and the police is possible.

Latin America

| Comisaria #38, Puente Alto, Chile | |
|-----------------------------------|-----|
| Overall Score | 100 |
| Community Orientation | 100 |
| Physical Conditions | 100 |
| Equal Treatment | 100 |
| Transparency and Accountability | 100 |
| Detention Conditions | 100 |

For the first time, the 38th Police Station in Puente Alto obtained the highest score in Chile, improving its practices year by year and attaining the maximum score of 100 in 2010. The station is located in the capital city of Cordillera Province, which makes up part of the Santiago Metropolitan Region. According to the 2002 census, Puente Alto has nearly half a million inhabitants, making it the most populous city in Chile (excluding conurbations or absorptions), and spans an area of 88 km.

All the visitors had the same impression: it is an excellent police station that should be a role model in Chile. To begin with, the station is well signed and, therefore, easy to find and is fully accessible to people with disabilities. The reception area is welcoming, orderly,

A sign in the reception area of Comisaria #38 in Puente Alto invites visitors who feel they did not receive adequate service to notify the official in charge of the station, and near the entrance there is also a box for complaints.

and clean; furnished with comfortable chairs; and has a play area for children that invites them to learn about the work of police officers and the law.

Near the entrance, community crime statistics, criminal profiles, geo-referenced information about high crime areas and types of crime by neighborhood is prominently posted. Also notable in the reception area is a sign that invites visitors who feel they did not receive adequate service to notify the official in charge of the station, and near the entrance there is also a box for complaints. The station has a private room—painted in warm colors, much like a cozy living room—specifically for victims of domestic violence and sexual crimes, which illustrates the station’s commitment to promoting these victims’ safety and well-being.

The detention zone is remarkable in several ways: it receives natural light for several hours during the day; the cells are clean and spacious; and there are bathrooms for female and male detainees that are well kept and clean. Surveillance is high, and detainees are clearly identified. The different detention areas—the identification room, the room for detained minors, and the holding cells for men and women are completely separate and meet the requirements for these types of facilities.

For all these reasons and more, the station has a very good relationship with the surrounding community. For example, after the earthquake in February 2010, the station chief suggested to neighborhood groups that they create rescue squads specifically to act during a natural disaster and offered station personnel to help coordinate these efforts. The groups took his advice. Today there are rescue squads that involve members from throughout the community.

| 14th Police Station, Recife, Varzea, Brazil | |
|---|-----|
| Overall Score | 100 |
| Community Orientation | 100 |
| Physical Conditions | 100 |
| Equal Treatment | 100 |
| Transparency and Accountability | 100 |
| Detention Conditions | 100 |

With an overall score of 100 and perfect scores in each area of observation, the 14th Police Station in Recife is the highest scoring station in Brazil. Recife is the fourth-largest city in the country, with more than four million inhabitants. Located in Recife’s vast metropolitan region, this station serves more than 60 favelas and “micro-favelas” in the western zone. The area has some degree of socio-economic diversity, but is primarily poor, with a population that suffers from problems associated with faulty infrastructure and a lack of basic urban services.

The station has evolved dramatically over the past year—crucial improvements that are reflected in its uniformly high scores and that were immediately apparent to the team leader who had also visited the station in 2009. First, the station moved to a new location. The new building has a nice reception area, a children’s playroom, a functioning identification room, ample office space and other space and equipment necessary for police work, and a roomy kitchen for officers. All staff were wearing uniforms as well as identification badges with their names and job titles clearly visible.

The police station has a good relationship with the community. Every month the station publishes and distributes a newspaper to residents and in schools that covers levels of crime in the community, has photos of suspects under investigation and at large, includes other relevant data, and describes how the police station works and any new initiatives. And in the station itself, the televisions in the waiting areas show educational videos, and there are many banners, pamphlets, and other materials that provide general tips on how to prevent crime, violence, and drug addiction.

Especially important in terms of accountability, this station tracks how members of the community feel about their experience and treatment at the station, including wait times and the overall efficacy of police work—research that is based on the five areas of observation and assessment in the **Police Station Visitors Week Kit**. This model research program allows for comparison of data collected during **Police Station Visitors Week** with data collected from individuals who rely on the police for services and help throughout the year.

The 14th Police Station in Recife tracks how members of the community feel about their experience and treatment at the station, including wait times and the overall efficacy of police work—research that is based on the five areas of observation and assessment in the Police Station Visitors Week Kit.

North America

| Palmdale Sheriff’s Station, Los Angeles County, California, United States | |
|---|------|
| Overall Score | 99.0 |
| Community Orientation | 95.0 |
| Physical Conditions | 100 |
| Equal Treatment | 100 |
| Transparency and Accountability | 100 |
| Detention Conditions | 100 |

With an overall score of 99.0, the perfect or very high scores in each area of observation, the Palmdale Sheriff’s Station in Los Angeles County is the most highly rated station in North America.

Palmdale is separated from the city of Los Angeles by the San Gabriel Mountain range. As of January 1, 2010, the population of Palmdale was estimated to be 152,622.

An officer that was highly knowledgeable about all areas of the sheriff's station led the visitors on their tour of the facility. As the team leader later recalled, "We were given demonstrations on how equipment and technology are utilized. The group was shown the processes for booking evidence and detainees. Every department, from secretaries to the detective's bureau, was thoroughly explained to us."

The visitors were most impressed with the ergonomics of the station. There are many aspects of the station design that make operations more efficient and effective. For example, "war bag lockers" are located outside, directly adjacent to patrol vehicles. In addition, although specific departments have their own designated areas, there is "a feeling of accessibility and ease of communication within the facility." The main center of operations (the "call room") is located away from the Watch Sergeant's office, so that officers receiving calls for service are not distracted by the commotion of deputies reporting to the Watch Sergeant. At the same time, the Watch Sergeant's desk is within eyesight of the operations/call room, thereby facilitating immediate communication between the two hubs of activity at all times.

The visitors were also impressed by the use of deputies as so-called Town Sheriffs. The Town Sheriffs participate in Neighborhood Watch meetings, where they share information about local crime, answer questions from residents, and are directly accessible to members of the community in situations that may not require a call to the station for emergency service. "This program appears to be a successful approach to community policing based on the information and statistics provided to us," the team leader said.

Visitors to the Palmdale Sheriff's Station in Los Angeles were impressed by the use of deputies as so-called Town Sheriffs. The Town Sheriffs participate in Neighborhood Watch meetings and are directly accessible to members of the community in situations that may not require a call to the station for emergency service.



Over the years, **Police Station Visitors Week** has sparked countless tangible improvements in police stations. Some stations have literally transformed from foreboding places to places that are warm and welcoming and that aim to be of real service to the surrounding community. Stations have created special services for women, dramatically improved conditions in detention areas, and done much more. And around the world, police agencies and civil society organizations have forged genuine and enduring relationships, which suggests that the changes documented to date are sustainable and that further improvements are possible.

The impact of **Police Station Visitors Week** is conveyed most vividly in comments from individuals who have participated in the event, some of whom have visited the same station annually for two, three, or even four years. The reflections by a participant based in Chandigarh, India, illustrate this impact:

We have been participating in the Police Station Visitor Week since 2006 and have seen a remarkable difference since our first visit to Sector 31 police station in Chandigarh. When we visited the first time, the entrance was a scary one, as a gunman was standing there, the gate was broken, there was no parking facility, and the atmosphere was more confusing than inviting and helpful. One felt more like leaving the station than going inside. The place was totally mismanaged, the accident vehicles were kept next to the entrance, there was no greenery, no reception. All the police personnel were men, and the building looked like a ruin. The language of the officers sounded like, giving a kick ('lath mar rahe hai') and after listening to our complaint their response and language felt like we should have left without explaining our problem ('hath jod ke vapis jao').

By 2007, the building had improved. There was a parking facility and signage out front, but the response of the officers inside still needed to be improved. They were all preoccupied with their work and seemed uninterested in helping us. But by my third visit in 2009, the scenario had totally changed. There was a reception area, the officers were polite, and any questions that we asked, they answered very nicely.

Like many repeat visitors in countries around the world, this visitor from Chandigarh is affiliated with an NGO—in this case, the Mohali Branch of the Family Planning Association of India. In this way, the relationships forged through **Police Station Visitors Week** are not just between individual citizens and their local officers, but also between civil society organizations and law enforcement agencies, thereby building the capacity of civil society to be a more effective force for improving public safety and ensuring fundamental human rights.

In countries around the world, organizers of **Police Station Visitors Week** work hard to engage women as visitors, and

the station assessment tool itself includes questions about whether the station's facilities and services meet the needs of women. By many accounts, the experience is an empowering one for women, and in some cases the effects are evident immediately. A first-time participant in the city of Rishikesh, India, provided the following account:

This year [2010] is the first time that we as an organization have participated in Police Station Visitors Week. Since the visit, there has been a lot of change in the women associated with our organization. They have started going to the police station. For example, when somebody tried to burn a woman's shop in the market, a group of women got together and went to file a complaint against him. It is because of Police Station Visitors Week that women now have the courage to enter a police station.

Police Station Visitors Week builds the capacity of civil society to be a more effective force for improving public safety and ensuring fundamental human rights.

Police agencies in Nigeria have been enthusiastic participants in **Police Station Visitors Week** since its beginning. Many citizens have seen real changes take place. A repeat visitor in Lagos said, "Ilupeju Station is constantly improving. We observed good practices that were not present in 2006 when I first participated. They have decongested their detention area." Other stations in Lagos also appear to be improving, especially in terms of community service. A repeat visitor to Layeni Police Station, for example, noted that while the physical facility had not improved much, the station was filled with people making various complaints—proof in his mind that the police are offering more to the community.

Similarly, a repeat visitor to Ikeja Police Station noted that police-community relations had improved tremendously. Moreover, this shift in attitude and service is not restricted to stations in Lagos. A resident of Abuja who is familiar with Zuba Police Station said, "There is improvement in the relationship between the police officers and the community compared to our visit last year [2009]. The officers are committed to their service to the general public."

Overall, there are more comments from repeat visitors in Nigeria about improvements than there are complaints about stations that are not improving or where things are becoming worse, but there are some: A repeat visitor to Kwali Police Station in Abuja said, "In my honest opinion, compared to my visit last year, there have not been any considerable changes made." And in Lagos, a visitor to Alapere Station felt that the station has gone from "bad to worse."

In Liberia too, visitors are more likely to note improvements. "Members of the team who have visited the police station in the Township [Zone Seven, Cardwell] feel that the situation is improving. A new building has been erected to host the station...and there was an increase in manpower, from seven officers last year to at least 28 at present." Yet some people are clearly frustrated by the slow pace of change. "My group, four of whom participated in the last three **Police Station Visitor Weeks**, visiting this station [Zone Four, Gardnerville] observed that the

"It is because of Police Station Visitors Week that women now have the courage to enter a police station." – Visitor, Rishikesh, India

dilapidated facilities at the station remain the same, although a new facility is presently under construction.”

In Brazil, civil society organizations responsible for coordinating station visits have observed improvements in conditions and services that are closely linked with the assessment that occurs during **Police Station Visitors Week**. A repeat visitor in Brasília, for example, documented the following improvements: a new space specifically for women and children stocked with toys and children’s books; upgrades to the identification room, including new glass that is more opaque and wider so that suspects are unlikely to see and recognize witnesses and a sound system that makes it possible for witnesses to hear suspects’ voices; and improvements to the detention area. “I sincerely believe there is a relationship between these improvements and the week of police station visits, since all of the improvements are objects of this research.” This station is considered to be a model station and is influencing the design and infrastructure of other stations in the country.

In Belo Horizonte, Brazil, after the visits in 2009, the 1st Police Station – Leste, began to make public presentations and publish materials explaining the work of a police station. And when the station commander in Gávea saw low scores in 2009 in the area of detention conditions, she meet with senior officers to plan improvements, which included providing “Kits” to every detainee that include basic supplies, such as underwear, flip-flops, and a blanket.

Organizers in Chile have similar impressions about the influence of **Police Station Visitors Week**. For example, when visitors returned to the investigative police station (BICRIM) in Maipú, near Santiago, they saw that the station now has a visible sign and a flag to make it easy to find. There are officers allocated to serve the public and receive crime reports. There are brochures and other information about crimes rates and patterns available to the public. “They are following all the indications of the [PSVW] Kit.”

“Members of the team who have visited the police station in the Township [Zone Seven, Cardwell, Liberia] feel that the situation is improving. A new building has been erected to host the station...and there was an increase in manpower, from seven officers last year to at least 28 at present.” – Visitor, Cardwell, Liberia

The 2nd Police Station in Graneros has participated in **Police Station Visitors Week** since the beginning, and over the years has increased its scores dramatically. The station earned an overall score of 71.67 in 2006, 94.0 in 2007, and a perfect score of 100 in both 2009 and 2010. This represents a jump of almost 30 points since the first assessment and shows a strong will to improve services. Outstanding aspects of the station include a bright and spacious reception room, a waiting area specifically for children, displays of geo-referenced crime data, special facilities and procedures to protect the safety and anonymity of victims, and excellent detention conditions.

Halfway around the world in Russia, the head of the Ryazan School for Human Rights said, “We can see that in comparison with the last year [2009] some positive changes

Layeni Police Station in Lagos, Nigeria, is now filled with people making various complaints—proof that the police are offering more to the community.

The 2nd Police Station in Graneros, Chile, has increased its scores dramatically, from an overall score of 71.67 in 2006 to a perfect score of 100 in both 2009 and 2010—a jump of almost 30 points, which shows a strong will to improve services.

have taken place. The police are making efforts to improve their services, for example, by making needed repairs in the detention area. But to change the situation of the police in general, we need support and assistance of the state central and regional authorities. Police urgently need other buildings, a new approach to recruiting officers, and much more money.” In this context, visitors seem to especially appreciate any well-intentioned and creative changes that station commanders can make without greater funding, such as simple low-cost repairs, efforts to keep stations clean, and basic information about police services.

On the other hand, in more wealthy countries, visitors are often indignant when police stations fail to act on basic recommendations that would improve the station. A visitor in Anaheim, California, said, “Our team gave the same feedback about the lobby last year and little to no changes were made when we went this year. As was the case last year, the lobby could use some improvement. Visitors are supposed to take a number, but the kiosk is not well placed and the signage could be more visible and in more languages. There are also empty racks in the lobby that could have housed information about crime prevention, police and city services, etc. There may be some disconnect among the department staff in recognizing the amount of anxiety community members may experience when entering the police station. Clearer signage would alleviate this.”

For some individuals and civil society organizations, the improvements they see taking shape at local police stations are completely changing how they view the police. The following comment from a participant in Lima, Peru, who is affiliated

Low scores in 2009 in the area of detention conditions prompted the station commander in Gávea, Brazil, to meet with senior officers and plan improvements. Now each detainee receives a “kit” that includes basic supplies, such as underwear, flip-flops, and a blanket.

with the NGO Tierra de Hombres, sums this up: “I saw this station [El Agustino] in such an appalling state, with inhumane conditions and degrading treatment of detainees, and I have witnessed how it has changed and developed in such an impressive manner that I have this wonderful sensation every time I walk in. Before I used to despise the police.... [T]he most wonderful part is that a great number of precincts are trying to follow this example.” Perhaps most importantly, the changes taking place in Peru and around the world are likely to be sustained over time because they were created locally, by individuals and organizations that have the most investment in seeing them continue.

Brazil: Tracking Performance over Time

The Center for Studies on Public Security and Citizenship (CESeC), the Altus member that coordinates **Police Station Visitors Week** in Brazil, tracks the performance of police stations over time—both through aggregate measures and by gathering information about improvements in specific stations. Most recently, CESeC compared scores for 172 stations that were visited in 2009 and again in 2010. As the table below indicates, these stations, on average, improved in all five areas. And their overall performance improved by 5 points—from 47 points in 2009 to 52 points in 2010, or from “inadequate” to “adequate” as defined by the scoring scale that Altus uses.

Average Scores for a Sample of Brazilian Police Stations, 2009 and 2010

| Category | 2009 | 2010 | Change 2010-2009 |
|----------------------------------|------|------|------------------|
| Orientation toward the community | 57 | 60 | 3 |
| Physical conditions | 57 | 61 | 4 |
| Equal treatment | 47 | 50 | 3 |
| Transparency and accountability | 37 | 41 | 4 |
| Detention conditions | 39 | 42 | 3 |
| Overall average | 47 | 52 | 5 |

A look at performance in different regions (see table below) shows that stations in Recife had the most dramatic improvement—jumping 22 points, from an overall average of 39 in 2009 to 61 in 2010. Firsthand impressions support the data: “This is the third year that I’ve participated in the week of police station visits in Recife, and my second as coordinator. I can say that interest among police who worked in the stations I visited has changed. Compared with the first visits, the police chiefs treated us much better, giving us much more attention and are concerned with the results of the visit, which is a very significant advance.” And according to Altus member CESeC, the majority of police chiefs in Recife believe that both the visits and the workshop that occurs afterwards are very positive experiences that help to improve the daily work of their stations.

Average Scores by City, 2009 and 2010

| City | 2009 | 2010 | Change 2010-2009 |
|----------------|------|------|------------------|
| Belém do Pará | 39 | 37 | -2 |
| Belo Horizonte | 49 | 51 | 2 |
| Brasília | 56 | 59 | 3 |
| Fortaleza | 43 | 47 | 4 |
| Pelotas | 48 | 62 | 14 |
| Porto Alegre | 45 | 46 | 1 |
| Recife | 39 | 61 | 22 |
| Rio de Janeiro | 53 | 52 | -1 |
| São Paulo | 52 | 57 | 5 |
| Total | 47 | 52 | 5 |

“This is the third year that I’ve participated in the week of police station visits in Recife, and my second as coordinator. Compared with the first visits, the police chiefs treated us much better, giving us much more attention and are concerned with the results of the visit, which is a very significant advance.”
– Police Station Visitors Week Coordinator, Recife, Brazil

The majority of police chiefs in Recife believe that both the visits and the workshop that occurs afterwards are very positive experiences that help to improve the daily work of their stations.

One station in Recife that stood out in terms of change was the 12th Police Station in Tejipio. In 2009, the overall score for this station classified it as inadequate. Since then, the police chief has worked hard to make the station and staff more welcoming to members of the public. According to visitors to the station in 2010, the results are beginning to show. The 12th Police Station is just one station among many—both in Recife and around the country—that have made meaningful improvements in conditions and services.

On the other hand, the average overall scores in Belém do Pará and Rio de Janeiro declined slightly. Belém do Pará’s case warrants special attention because the average score in 2010 (37 points) is very close to the upper limit (35 points) for a classification of “totally inadequate.”



Waiting area of the Recife -14th Police Station in Varzea, Brazil



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.



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.

| | | | | | |
|---|--|--------------------------------|---|---------------|---|
| Centro de Estudios en Seguridad Ciudadana Santiago, Chile | Centro de Estudios de Seguridad e Cidadania Rio de Janeiro, Brasil | CIEN Foundation Lagos, Nigeria | Institute for Development and Communication Chandigarh, India | ICRIS - ICRIS | Vera Institute of Justice New York, United States |
|---|--|--------------------------------|---|---------------|---|

CES.C
Centre de Estudios de Seguridad e Cidadania

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 questionnaire 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?

Have you or anyone you know reported a crime to the police in the last 12 months? yes no

Have you participated in the PSW in previous years? yes no

- 2 -

GUIDELINES

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 |

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

- 3 -

**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 assaults) 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 1 2 3 4 5
- B_ Physical conditions 1 2 3 4 5
- C_ Equal treatment of the public without bias based on age, gender, ethnicity, nationality, minority status or sexual orientation 1 2 3 4 5
- D_ Transparency and accountability 1 2 3 4 5
- E_ Detention conditions 1 2 3 4 5

MAKING YOUR LOCAL EXPERIENCE A GLOBAL MOVEMENT

The team leader will go to www.altus.org/policevisit 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.

_ 5 _

ADDITIONAL TABLES:

Table i. Participation of Women, Youth, and Those with Less Education

| Region/Country | Number of Visitors | Number (%) of Female Visitors | Number (%) of Visitors 25 Years or Younger | Number (%) of Visitors Whose Education is Less than University |
|----------------------|--------------------|-------------------------------|--|--|
| Africa | 852 | 384 (45.1%) | 204 (23.9%) | 343 (40.3%) |
| Benin | 60 | 18 (30.0%) | 6 (10.0%) | 15 (25.0%) |
| Cameroon | 40 | 15 (37.5%) | 14 (35.0%) | 32 (80.0%) |
| Ghana | 66 | 33 (50.0%) | 24 (36.4%) | 34 (51.5%) |
| Kenya | 60 | 22 (36.7%) | 1 (1.7%) | 39 (65.0%) |
| Liberia | 48 | 14 (29.2%) | 6 (12.5%) | 27 (56.3%) |
| Nigeria | 436 | 204 (46.8%) | 117 (26.9%) | 144 (33.0%) |
| Sierra Leone | 70 | 32 (45.7%) | 17 (24.3%) | 39 (55.7%) |
| Uganda | 72 | 46 (63.9%) | 19 (26.4%) | 13 (18.1%) |
| Asia | 3,319 | 962 (29.0%) | 443 (13.3%) | 2,038 (61.4%) |
| Bangladesh | 49 | 20 (40.8%) | 9 (18.4%) | 7 (14.3%) |
| India | 3,039 | 810 (26.8%) | 346 (11.4%) | 1957 (64.4%) |
| Maldives | 20 | 12 (60.0%) | 16 (80.0%) | 4 (20.0%) |
| Nepal | 147 | 97 (66.0%) | 48 (32.7%) | 41 (27.9%) |
| Pakistan | 64 | 23 (35.9%) | 24 (37.5%) | 29 (45.3%) |
| Europe | 478 | 254 (53.1%) | 155 (32.4%) | 131 (27.4%) |
| Latvia | 24 | 14 (58.3%) | 13 (54.2%) | 0 (0.0%) |
| Russia | 454 | 240 (52.9%) | 142 (31.3%) | 131 (28.9%) |
| Latin America | 1,519 | 972 (64.0%) | 516 (34.0%) | 532 (35.0%) |
| Bolivia | 142 | 80 (56.3%) | 14 (9.9%) | 23 (16.2%) |
| Brazil | 684 | 431 (63.0%) | 360 (52.6%) | 216 (31.6%) |
| Chile | 229 | 149 (65.1%) | 41 (17.9%) | 48 (21.0%) |
| Mexico | 75 | 40 (53.3%) | 7 (9.7%) | 42 (56.0%) |
| Peru | 389 | 272 (69.9%) | 94 (24.2%) | 203 (52.2%) |
| North America | 125 | 78 (62.4%) | 0 (0.0%) | 41 (32.8%) |
| United States | 125 | 78 (62.4%) | 0 (0.0%) | 41 (32.8%) |
| TOTAL | 6,293 | 2,650 (42.1%) | 1,318 (20.9%) | 3,085 (49.0%) |

Table ii. Participation of Women in 2010 compared with 2009 and 2007

| Region/Country | Number (%) of Female Visitors in 2007 | Number (%) of Female Visitors in 2010 | Change in Percent | Number (%) of Female Visitors in 2009 | Number (%) of Female Visitors in 2010 | Change in Percent |
|----------------|---------------------------------------|---------------------------------------|-------------------|---------------------------------------|---------------------------------------|-------------------|
| Africa | | | | | | |
| Ghana | 7 (46.7%) | 33 (50.0%) | 3.3 | 12 (40.0%) | 33 (50.0%) | 10.0 |
| Liberia | 5 (20.8%) | 14 (29.2%) | 8.4 | 14 (28.6%) | 14 (29.2%) | 0.6 |
| Nigeria | 241 (32.9%) | 204 (46.8%) | 13.9 | 140 (32.7%) | 204 (46.8%) | 14.1 |
| Sierra Leone | 8 (40.0%) | 32 (45.7%) | 5.7 | 33 (34.7%) | 32 (45.7%) | 11.1 |
| Asia | | | | | | |

| | | | | | | |
|----------------------|----------------------|-----------------------|-------------|----------------------|-----------------------|------|
| India | 89 (14.3%) | 810 (26.8%) | 12.5 | 168 (11.5%) | 810 (26.8%) | 15.3 |
| Pakistan | 32 (40.5%) | 23 (35.9%) | -4.6 | 13 (29.5%) | 23 (35.9%) | 6.4 |
| Europe | | | | | | |
| Latvia | 24 (38.1%) | 14 (58.3%) | 20.2 | 21 (63.6%) | 14 (58.3%) | -5.3 |
| Russia | 85 (41.9%) | 240 (52.9%) | 11.0 | 290 (48.0%) | 240 (52.9%) | 4.9 |
| Latin America | | | | | | |
| Brazil | 415 (55.9%) | 431 (63.0%) | 7.1 | 658 (56.5%) | 431 (63.0%) | 6.5 |
| Chile | 54 (60.7%) | 149 (65.1%) | 4.4 | 95 (59.4%) | 149 (65.1%) | 5.7 |
| Mexico | 16 (32.0%) | 40 (53.3%) | 21.3 | 21 (38.2%) | 40 (53.3%) | 15.1 |
| Peru | 154 (63.6%) | 272 (69.9%) | 6.3 | 196 (68.8%) | 272 (69.9%) | 1.1 |
| North America | | | | | | |
| United States | 72 (61.0%) | 78 (62.4%) | 1.4 | 45 (46.4%) | 78 (62.4%) | 16.0 |
| TOTAL | 1,405 (38.7%) | 2,650 (42.11%) | 3.41 | 1,910 (38.0%) | 2,650 (42.11%) | |

*Only includes those countries that participated in all three years.

Table iii. Previous Experience Visiting a Police Station and Reporting Crime*

| Region/Country | Number of Visitors | First-Time visitors | Crime Reporting |
|----------------------|--------------------|----------------------|---------------------|
| Africa | 852 | 368 (43.2%) | 223 (26.2%) |
| Benin | 60 | 45 (75.0%) | 0 (0.0%) |
| Cameroon | 40 | 17 (42.5%) | 0 (0.0%) |
| Ghana | 66 | 33 (50.0%) | 2 (3.0%) |
| Kenya | 60 | 2 (3.3%) | 43 (71.6%) |
| Liberia | 48 | 16 (33.3%) | 32 (66.6%) |
| Nigeria | 436 | 185 (42.4%) | 83 (19.0%) |
| Sierra Leone | 70 | 39 (55.7%) | 37 (52.8%) |
| Uganda | 72 | 31 (43.0%) | 26 (36.1%) |
| Asia | 3,319 | 1,174 (35.4%) | 835 (25.1%) |
| Bangladesh | 49 | 35 (71.4%) | 0 (0.0%) |
| India | 3,039 | 1,036 (34.0%) | 794 (26.1%) |
| Maldives | 20 | 5 (25.0%) | 7 (35.0%) |
| Nepal | 147 | 83 (56.5%) | 12 (8.1%) |
| Pakistan | 64 | 15 (23.4%) | 22 (34.3%) |
| Europe | 478 | 207 (43.3%) | 117 (24.4%) |
| Latvia | 24 | 4 (16.6%) | 0 (0.0%) |
| Russia | 454 | 203 (44.7%) | 117 (25.7%) |
| Latin America | 1,519 | 810 (53.3%) | 482 (31.7%) |
| Bolivia | 142 | 55 (38.7%) | 29 (20.4%) |
| Brazil | 684 | 312 (45.6%) | 266 (38.8%) |
| Chile | 229 | 122 (53.2%) | 65 (28.4%) |
| Mexico | 75 | 42 (56.0%) | 26 (34.6%) |
| Peru | 389 | 279 (71.7%) | 96 (24.6%) |
| North America | 125 | 46 (36.8%) | 51 (40.8%) |
| United States | 125 | 46 (36.8%) | 51 (50.8%) |
| TOTAL | 6,293 | 2,605 (41.4%) | 1708 (27.1%) |

*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 or Younger | Number (%) of Visitors Whose Education Is Less Than University |
|----------------------|-------------------------------|-------------------------------|--------------------------------------|--|
| Africa | 368 | 187 (50.8%) | 115 (31.3%) | 150 (40.7%) |
| Benin | 45 | 14 (31.1%) | 4 (8.9%) | 13 (28.9%) |
| Cameroon | 17 | 10 (58.8%) | 8 (47.1%) | 14 (82.4%) |
| Ghana | 33 | 19 (57.6%) | 14 (42.4%) | 17 (51.5%) |
| Kenya | 2 | 2 (100.0%) | 0 (0.0%) | 2 (100.0%) |
| Liberia | 16 | 8 (50.0%) | 3 (18.8%) | 9 (56.3%) |
| Nigeria | 185 | 94 (50.8%) | 66 (35.7%) | 62 (33.5%) |
| Sierra Leone | 39 | 21 (53.8%) | 10 (25.6%) | 25 (64.1%) |
| Uganda | 31 | 19 (61.3%) | 10 (32.3%) | 8 (25.8%) |
| Asia | 1,174 | 526 (44.8%) | 301 (25.3%) | 687 (58.5%) |
| Bangladesh | 35 | 15 (42.9%) | 8 (22.9%) | 6 (17.1%) |
| India | 1,036 | 441 (42.6%) | 250 (24.1%) | 643 (62.1%) |
| Maldives | 5 | 4 (80.0%) | 4 (80%) | 0 (0.0%) |
| Nepal | 83 | 55 (66.3%) | 31 (37.3%) | 29 (34.9%) |
| Pakistan | 15 | 11 (73.3%) | 8 (53.3%) | 9 (60.0%) |
| Europe | 207 | 115 (55.5%) | 55 (26.5%) | 67 (32.4%) |
| Latvia | 4 | 3 (75.0%) | 2 (50.0%) | 0 (0.0%) |
| Russia | 203 | 112 (55.2%) | 53 (26.1%) | 67 (33.0%) |
| Latin America | 810 | 527 (65.0%) | 282 (34.8%) | 345 (42.5%) |
| Bolivia | 55 | 29 (52.7%) | 9 (16.4%) | 5 (9.1%) |
| Brazil | 312 | 198 (63.5%) | 168 (53.8%) | 137 (43.9%) |
| Chile | 122 | 77 (63.1%) | 24 (19.7%) | 35 (28.7%) |
| Mexico | 42 | 29 (69.0%) | 3 (7.1%) | 26 (61.9%) |
| Peru | 279 | 194 (69.5%) | 78 (28.0%) | 142 (50.9%) |
| North America | 46 | 32 (69.6%) | 0 (0.0%) | 14 (30.4%) |
| United States | 46 | 32 (69.6%) | 0 (0.0%) | 14 (30.4%) |
| TOTAL | 2,605 | 1,387 (53.2%) | 753 (28.9%) | 1,263 (48.5%) |

Table v. Community Orientation: Low, High, and Average Scores by Country

| Region/Country | Number of Stations | Lowest Score | Highest Score | Average Score |
|----------------|--------------------|--------------|---------------|---------------|
| Africa | 265 | 20.00 | 100.00 | 57.29 |
| Benin | 20 | 23.33 | 83.33 | 52.58 |
| Cameroon | 13 | 46.67 | 71.67 | 57.38 |
| Ghana | 20 | 51.67 | 91.67 | 64.39 |
| Kenya | 20 | 38.33 | 61.67 | 51.67 |
| Liberia | 10 | 46.00 | 71.00 | 56.98 |
| Nigeria | 135 | 20.00 | 100.00 | 57.83 |
| Sierra Leone | 28 | 33.33 | 90.00 | 64.79 |
| Uganda | 19 | 22.50 | 67.50 | 52.71 |
| Asia | 247 | 37.86 | 100.00 | 69.02 |
| Bangladesh | 10 | 47.00 | 82.00 | 61.02 |

| | | | | |
|---------------|-------|-------|--------|-------|
| India | 214 | 40.00 | 100.00 | 75.23 |
| Maldives | 3 | 60.83 | 82.14 | 72.25 |
| Nepal | 10 | 58.33 | 71.00 | 64.52 |
| Pakistan | 10 | 37.86 | 98.75 | 72.11 |
| Europe | 132 | 43.33 | 100.00 | 82.29 |
| Latvia | 8 | 60.00 | 93.33 | 81.46 |
| Russia | 124 | 43.33 | 100.00 | 83.13 |
| Latin America | 433 | 25.00 | 100.00 | 63.85 |
| Bolivia | 46 | 33.33 | 68.33 | 52.61 |
| Brazil | 172 | 25.00 | 100.00 | 60.13 |
| Chile | 65 | 26.67 | 100.00 | 76.07 |
| Mexico | 24 | 36.67 | 95.00 | 67.67 |
| Peru | 126 | 35.00 | 100.00 | 62.80 |
| North America | 27 | 42.50 | 97.50 | 75.84 |
| United States | 27 | 42.50 | 97.50 | 75.84 |
| TOTAL | 1,104 | 20.00 | 100.00 | 70.06 |

Table vi. Physical Conditions: Low, High, and Average Scores by Country

| Region/Country | Number of Stations | Lowest Score | Highest Score | Average Score |
|----------------|--------------------|--------------|---------------|---------------|
| Africa | 265 | 20.00 | 100.00 | 45.69 |
| Benin | 20 | 21.67 | 65.00 | 39.67 |
| Cameroon | 13 | 33.33 | 65.00 | 44.63 |
| Ghana | 20 | 36.11 | 88.33 | 52.80 |
| Kenya | 20 | 33.33 | 58.33 | 42.75 |
| Liberia | 10 | 37.00 | 62.00 | 47.81 |
| Nigeria | 135 | 20.00 | 100.00 | 46.28 |
| Sierra Leone | 28 | 26.67 | 75.00 | 51.50 |
| Uganda | 19 | 20.00 | 52.50 | 40.14 |
| Asia | 247 | 26.00 | 100.00 | 63.04 |
| Bangladesh | 10 | 38.00 | 73.00 | 54.50 |
| India | 214 | 27.50 | 100.00 | 71.33 |
| Maldives | 3 | 51.67 | 88.57 | 67.00 |
| Nepal | 10 | 55.67 | 66.67 | 60.51 |
| Pakistan | 10 | 26.00 | 97.50 | 61.88 |
| Europe | 132 | 25.00 | 100.00 | 81.22 |
| Latvia | 8 | 48.33 | 100.00 | 85.63 |
| Russia | 124 | 25.00 | 100.00 | 76.81 |
| Latin America | 433 | 20.00 | 100.00 | 60.41 |
| Bolivia | 46 | 23.33 | 56.67 | 42.50 |
| Brazil | 172 | 21.25 | 100.00 | 61.57 |
| Chile | 65 | 35.00 | 100.00 | 71.75 |
| Mexico | 24 | 36.67 | 98.33 | 72.73 |
| Peru | 126 | 20.00 | 96.67 | 53.53 |
| North America | 27 | 20.00 | 100.00 | 66.64 |

| | | | | |
|---------------|--------------|--------------|---------------|--------------|
| United States | 27 | 20.00 | 100.00 | 66.64 |
| TOTAL | 1,104 | 20.00 | 100.00 | 64.98 |

Table vii. Equal Treatment: Low, High, and Average Scores by Country

| Region/Country | Number of Stations | Lowest Score | Highest Score | Average Score |
|----------------------|--------------------|--------------|---------------|---------------|
| Africa | 265 | 20.00 | 100.00 | 40.39 |
| Benin | 20 | 20.00 | 66.67 | 34.67 |
| Cameroon | 13 | 21.67 | 66.67 | 40.50 |
| Ghana | 20 | 28.33 | 86.67 | 45.08 |
| Kenya | 20 | 20.00 | 41.67 | 29.58 |
| Liberia | 10 | 33.00 | 57.00 | 44.48 |
| Nigeria | 135 | 20.00 | 100.00 | 43.10 |
| Sierra Leone | 28 | 23.33 | 70.00 | 49.36 |
| Uganda | 19 | 20.00 | 55.00 | 36.39 |
| Asia | 247 | 25.00 | 100.00 | 57.70 |
| Bangladesh | 10 | 33.00 | 730.. | 47.76 |
| India | 214 | 25.00 | 100.00 | 66.75 |
| Maldives | 3 | 32.50 | 65.00 | 48.00 |
| Nepal | 10 | 56.00 | 69.33 | 63.06 |
| Pakistan | 10 | 30.00 | 87.50 | 62.97 |
| Europe | 132 | 20.00 | 100.00 | 69.81 |
| Latvia | 8 | 51.67 | 100.00 | 73.33 |
| Russia | 124 | 20.00 | 100.00 | 66.29 |
| Latin America | 433 | 20.00 | 100.00 | 52.47 |
| Bolivia | 46 | 20.00 | 51.67 | 34.15 |
| Brazil | 172 | 20.00 | 100.00 | 50.94 |
| Chile | 65 | 28.75. | 100.00 | 66.75 |
| Mexico | 24 | 21.67 | 96.67 | 60.87 |
| Peru | 126 | 20.00 | 96.67 | 49.68 |
| North America | 27 | 25.00 | 65.29 | 69.08 |
| United States | 27 | 25.00 | 65.29 | 69.08 |
| TOTAL | 1,104 | 20.00 | 100.00 | 59.47 |

Table viii. Transparency and Accountability: Low, High, and Average Scores by Country

| Region/Country | Number of Stations | Lowest Score | Highest Score | Average Score |
|----------------|--------------------|--------------|---------------|---------------|
| Africa | 265 | 20.00 | 100.00 | 48.26 |
| Benin | 20 | 20.00 | 75.00 | 39.33 |
| Cameroon | 13 | 31.67 | 60.00 | 46.13 |
| Ghana | 20 | 40.00 | 83.33 | 58.03 |
| Kenya | 20 | 31.67 | 61.67 | 42.08 |
| Liberia | 10 | 34.00 | 66.00 | 51.15 |
| Nigeria | 135 | 20.00 | 100.00 | 51.14 |
| Sierra Leone | 28 | 35.00 | 78.33 | 52.71 |

| | | | | |
|----------------------|--------------|--------------|---------------|--------------|
| Uganda | 19 | 27.50 | 56.25 | 45.56 |
| Asia | 247 | 20.00 | 100.00 | 65.47 |
| Bangladesh | 10 | 47.00 | 93.00 | 63.67 |
| India | 214 | 20.00 | 100.00 | 75.15 |
| Maldives | 3 | 41.67 | 63.57 | 56.00 |
| Nepal | 10 | 57.67 | 71.33 | 63.50 |
| Pakistan | 10 | 38.00 | 100.00 | 69.06 |
| Europe | 132 | 31.25 | 100.00 | 71.47 |
| Latvia | 8 | 58.33 | 95.00 | 72.92 |
| Russia | 124 | 31.25 | 100.00 | 70.03 |
| Latin America | 433 | 20.00 | 100.00 | 54.60 |
| Bolivia | 46 | 28.33 | 76.67 | 43.59 |
| Brazil | 172 | 20.00 | 100.00 | 41.54 |
| Chile | 65 | 20.00 | 100.00 | 69.50 |
| Mexico | 24 | 25.00 | 100.00 | 58.73 |
| Peru | 126 | 28.33 | 100.00 | 59.65 |
| North America | 27 | 35.00 | 100.00 | 76.08 |
| United States | 27 | 35.00 | 100.00 | 76.08 |
| TOTAL | 1,104 | 20.00 | 100.00 | 65.13 |

Table ix. Detention Conditions: Low, High, and Average Scores by Country

| Region/Country | Number of Stations | Lowest Score | Highest Score | Average Score |
|----------------------|--------------------|--------------|---------------|---------------|
| Africa | 265 | 20.00 | 100.00 | 43.78 |
| Benin | 20 | 21.67 | 68.33 | 44.00 |
| Cameroon | 13 | 25.00 | 68.33 | 43.25 |
| Ghana | 20 | 28.33 | 90.00 | 50.08 |
| Kenya | 20 | 26.67 | 40.00 | 32.42 |
| Liberia | 10 | 32.00 | 68.00 | 46.46 |
| Nigeria | 135 | 20.00 | 100.00 | 45.57 |
| Sierra Leone | 28 | 33.33 | 81.67 | 53.43 |
| Uganda | 19 | 20.00 | 52.50 | 35.07 |
| Asia | 247 | 20.83 | 100.00 | 58.15 |
| Bangladesh | 10 | 39.00 | 96.00 | 58.37 |
| India | 214 | 21.25 | 100.00 | 70.90 |
| Maldives | 3 | 20.83 | 57.14 | 42.50 |
| Nepal | 10 | 48.67 | 63.67 | 55.85 |
| Pakistan | 10 | 33.00 | 98.33 | 63.13 |
| Europe | 132 | 20.00 | 100.00 | 73.84 |
| Latvia | 8 | 26.67 | 100.00 | 71.46 |
| Russia | 124 | 20.00 | 100.00 | 76.23 |
| Latin America | 433 | 20.00 | 100.00 | 53.92 |
| Bolivia | 46 | 21.67 | 60.00 | 37.77 |
| Brazil | 172 | 20.00 | 100.00 | 42.36 |
| Chile | 65 | 20.00 | 100.00 | 66.35 |
| Mexico | 24 | 46.67 | 100.00 | 73.60 |

| | | | | |
|---------------|--------------|--------------|---------------|--------------|
| Peru | 126 | 20.00 | 100.00 | 49.52 |
| North America | 27 | 20.00 | 100.00 | 74.10 |
| United States | 27 | 20.00 | 100.00 | 74.10 |
| TOTAL | 1,104 | 20.00 | 100.00 | 62.04 |

Table x. Overall Station Score: Low, High, and Average Scores by Country

| Region/Country | Number of Stations | Lowest Score | Highest Score | Average Score |
|----------------------|--------------------|--------------|---------------|---------------|
| Africa | 265 | 20.00 | 99.33 | 47.08 |
| Benin | 20 | 22.33 | 69.00 | 42.05 |
| Cameroon | 13 | 32.33 | 61.67 | 46.38 |
| Ghana | 20 | 39.67 | 88.00 | 54.08 |
| Kenya | 20 | 33.67 | 45.33 | 39.70 |
| Liberia | 10 | 40.80 | 64.00 | 49.38 |
| Nigeria | 135 | 20.00 | 99.33 | 48.75 |
| Sierra Leone | 28 | 32.00 | 74.00 | 54.36 |
| Uganda | 19 | 23.00 | 56.00 | 41.97 |
| Asia | 247 | 33.00 | 100.00 | 62.68 |
| Bangladesh | 10 | 41.40 | 79.00 | 57.06 |
| India | 214 | 33.00 | 100.00 | 71.87 |
| Maldives | 3 | 41.50 | 69.14 | 57.15 |
| Nepal | 10 | 57.47 | 65.42 | 61.49 |
| Pakistan | 10 | 35.60 | 95.25 | 65.83 |
| Europe | 132 | 33.00 | 100.00 | 75.73 |
| Latvia | 8 | 59.00 | 97.67 | 76.96 |
| Russia | 124 | 33.00 | 100.00 | 74.50 |
| Latin America | 433 | 22.50 | 100.00 | 57.05 |
| Bolivia | 46 | 28.00 | 57.00 | 42.12 |
| Brazil | 172 | 22.50 | 100.00 | 51.31 |
| Chile | 65 | 27.67 | 100.00 | 70.08 |
| Mexico | 24 | 30.00 | 96.67 | 66.72 |
| Peru | 126 | 32.00 | 98.33 | 55.04 |
| North America | 27 | 33.33 | 99.00 | 72.35 |
| United States | 27 | 33.33 | 99.00 | 72.35 |
| TOTAL | 1,104 | 20.00 | 100.00 | 64.34 |

Table xi. Average Scores by Female and Male Visitors, Reported by Region

| Region/Gender | Community Orientation | Physical Conditions | Equal Treatment | Transparency & Accountability | Detention Conditions | Overall |
|---------------|-----------------------|---------------------|-----------------|-------------------------------|----------------------|---------|
| Africa | 57.53 | 45.99 | 41.61 | 49.62 | 44.58 | 47.87 |
| Female | 57.99 | 46.41 | 42.36 | 50.26 | 45.01 | 48.41 |
| Male | 57.15 | 45.65 | 40.99 | 49.10 | 44.23 | 47.43 |
| Asia | 74.47 | 70.40 | 66.12 | 74.23 | 69.73 | 70.99 |
| Female | 74.11 | 69.44 | 65.62 | 72.94 | 68.49 | 70.12 |
| Male | 74.62 | 70.78 | 66.33 | 74.76 | 70.23 | 71.35 |
| Europe | 83.04 | 77.25 | 66.64 | 70.18 | 75.98 | 74.62 |
| Female | 84.27 | 78.17 | 67.24 | 71.40 | 76.40 | 75.50 |
| Male | 81.65 | 76.21 | 65.96 | 68.79 | 75.51 | 73.62 |
| Latin America | 62.89 | 59.82 | 51.92 | 51.43 | 48.95 | 55.00 |
| Female | 63.30 | 59.81 | 52.19 | 52.31 | 49.26 | 55.38 |
| Male | 62.15 | 59.82 | 51.45 | 49.86 | 48.37 | 54.33 |
| North America | 75.84 | 66.64 | 69.08 | 76.08 | 74.10 | 72.35 |
| Female | 73.01 | 63.97 | 65.71 | 72.88 | 71.76 | 69.47 |
| Male | 80.53 | 71.06 | 74.68 | 81.38 | 77.24 | 76.98 |

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