

Police Station Visitors Week
29 October to 4 November 2006:

Report of Results in Nigeria

Contents

1. Summary	-3
2. Why a Global Event?	-4
3. Which Police Stations Participated?	-6
4. Who Were the Visitors?	-
5. How Are the Scores Collected and Calculated?	
6. Which Police Stations Scored the Highest?	
7. What Good Practices Were Revealed?	

1. Summary

In a one-week period starting on 29 October 2006, more than a thousand people visited more than 400 police stations in 24 countries around the globe. This unique global event--the Police Station Visitors Week-- was organized to assess the quality of service delivered in the participating police departments, to identify some of the best practices in use by police, and to strengthen the accountability of police to the local citizenry whom they serve.

In Nigeria, the visits were organized by CLEEN Foundation, a member of the Altus Global Alliance, in collaboration with the Nigeria Police Force. The visits took place in five states, namely: Lagos, Kano, Rivers, Enugu and Akawa Ibom States. A total of 34 police stations were visited during the week. Lagos recorded the highest number of visits (15), followed by Kano (5), Enugu (5), Uyo (5) and Port Harcourt (4). The visitors were made up of different age groups, educational and religious background. In Lagos State, however, most of the visitors were school children many of whom were visiting police stations for first time.

The visitors used a special kit to guide their visit, following protocols that were the same for visits around the world. Immediately after each visit, the visitors answered a series of questions about what they observed and their answers were collated over the internet. The Altus Global Alliance used the ratings supplied by the visitors to calculate an overall score for each station, as well as separate scores in five categories of services: community orientation, physical condition, equal treatment of the public, transparency and accountability, detention conditions.

Among all of the stations visited in Nigeria the following three stations received the highest overall scores:

1. Ilupeju Police Station - Mr. Fayoadé Adegoké (SP)
2. Akinpelu Police Station -
3. Ikeja Police Station - Mr. Edgar Imohimi

However, the highest score for community orientation among all the stations visited went to Apapa Police Station. That of physical condition was received by Akinpelu Police Station. The highest score for Equal treatment to members of the public without bias based on age, gender, ethnicity, nationality, minority status or sexual orientation was received by Ilupeju Police Station, which also received the highest score for Transparency and accountability. Finally, Akinpelu Police Station received the highest score for state of detention facilities

The scores and reports from these stations will now be combined with those from other participating countries in this region and analyzed in a regional report. These reports can be used by police and community residents throughout Nigeria to discuss together the elements of police service that have most impressed local visitors. This should help to spread good practices, improve relations between police and civilians, and strengthen the accountability of police to the people they serve.

2. Why a Global Event?

The service that police provide is changing around the world. On every continent, the best police services are becoming more professional, more effective in dealing with crime, and more respectful in their treatment of civilians. As part of these changes, police are also becoming more accountable for all three of these dimensions of their performance--professionalism, effectiveness, and respect.

The Police Station Visitors Week strengthens the accountability of police to the citizens they serve. In this first year of what may become an annual event, more than a thousand civilians visited more than 400 police stations in 24 countries. Their visits were guided by a single, standardized Visitor's Kit produced by Altus in 17 languages. The kit included a scoring system that allowed each of the visitors to rate the police station on 20 questions, producing scores on 5 categories of service:

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

Using this kit, the participants in the Police Station Visitors Week were able to place their individual judgments about the quality of service at their own police stations in national, regional, and global context.

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

Participating Countries 2006

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

Inspired by structured visits common in the fields of education and industry, Altus designed the Police Station Visitors Kit to evaluate the degree to which a station is designed and operated to serve the public. In the future, improvements at the participating stations can be monitored through repeated visits, by the same or different individuals.

For police institutions, participating in the Visitors Week increases their transparency, showing their willingness to identify problems and being able to make adjustments to the services delivered by the stations. Furthermore, participation helps the police strengthen their public acceptance, the support and trust of their communities.

For community organizations and other elements of civil society, participation can also broaden their dialogue with police services. Upon request or by

invitation, community organizations, NGOs and other civil society's representatives can organize visits to police stations in order to learn more about the daily operations and highlight problems which make public-police relations difficult.

This global event was designed to identify good practices carried out in police stations on every continent, serving a wide variety of communities. Police services, governments and the civil society can use the results to identify and acknowledge police stations with good working practices, which can serve as an example for others to follow.

The questions in the kit are based on a wide variety of international standards and agreements that are relevant to policing, especially those related to the areas of human rights and police accountability. But the answers recorded in each country are based on local perceptions and expectations. In this way, the Police Station Visitors Week is organized to bridge the gap between the local realities of policing and the general principles of human rights and standards of practice to which most countries of the world subscribe. (Copies of the kit including the questionnaire are available on the Altus web site: www.altus.org.)

3. Which Police Stations Participated?

A total of 34 police stations drawn from five states participated in the week long visits in Nigeria. 15 of them were located in Lagos, the most populous and commercial capital of Nigeria, while the remaining 19 were located in Kano State (5), Enugu state (5), Akwa Ibom State (5) and Rivers State (4). The states visited were located in three regions of Nigeria, Lagos in the South West, Kano in the North West and Rivers and Akwa Ibom States in the Niger Delta region. The names of the stations visited and the states were they are located are as follows:

Table 1: Cities and police stations visited

S/N	City	Name of Police Station
1.	Lagos State	Area B, Police Area Command Apapa Police Station Ajeromi Police Station Amukoko Police Station Kirikiri Police Station Layeni Police Station Trinity Police Station Area F, Police Area Command Alausa Police Station Akinpelu Police Station Ilupeju Police Station MAN Center Police Station Makinde Police Station Mosafejo Police Station Ojodu Police Station
2	Kano State	Dala Police Station Fagge Police Station Kwali Police Station Nassarawa Police Station Zaria Road Police Station

	Enugu State	Abakpa Police Station Awkunanaw Police Station Central Police Station Ogui Police Station Uwani Police Station	
	Akwa Ibom	A Police Station Abak Police Station D Police Station Ewet Police Station Oron Police Station	
	Rivers State	Bori Police Station Eleme Police Station Olu Obasanjo Police Station Tai Police Station	

To secure approval for the visits, CLEEN Foundation wrote to the Inspector General of Police in Nigeria¹ and the Commissioners of Police in charge of the states visited. The five states were selected on the basis of where CLEEN Foundation had worked in the past or working presently and where the Nigeria Police Force is currently implementing its community policing development project. The only exception was Rivers State where an NGO read about the visits over the internet and approached CLEEN Foundation for collaboration to conduct the visits in the state, which was granted.

Most of the police stations visited were located in the capital cities except in Rivers and Akwa Ibom where some of the stations visited were located in towns outside of the state capitals. The neighborhoods where the police stations were located were a mixture of middle class and low income areas.

The five states in which the police stations were visited differ from each other in terms of size of population, dominant economic activities and levels of crime reported in them. Lagos is by far the largest in terms of population and economic activities. Current population estimates put the population of Lagos in excess of 12 million people, making it one of the largest and fastest growing cities in the world. It is also the commercial and

¹ Nigeria operates a national and centralized police force where approval for activities such as the police visits has to be sought from the national chief of police (known as the Inspector General of Police) before they could carry out the visits without hitches.

industrial capital of Nigeria. Contrary to popular perception and anecdotal evidence, a national crime victimization survey conducted by the CLEEN Foundation in 2005 rates Lagos among the lowest in crime among the geographical zones in Nigeria².

In most of the police stations visited, the commanders enthusiastically welcomed the visitors and provided some briefing about their stations, the kind of issues they deal with and the challenges faced. After the briefings, police officers were designated to take the visitors round to various sections and departments of the police stations and allowing them to ask questions on any issue of interest to them. In some stations the questions were quite direct and include asking the police whether torture people in their stations, executive suspects extra-judicially, or give all their clients equal treatment regardless of ethnic group, sex, religion and other divisive issues.

However, in one police station, the commander refused to allow the visitors to enter his station due to the fact that information about approval for the visit had not gotten to him at the time the visitors came. A few phone calls had to be made to straighten things out and the visit was allowed with profuse apologies to the visitors.

² Refer to www.cleen.org

4. Who Were the Visitors?

A total of 163 citizens took part in the exercise and visited 34 police stations, which makes it an average of 5 visitors per station. The distribution of the visitors per state is given in the table below:

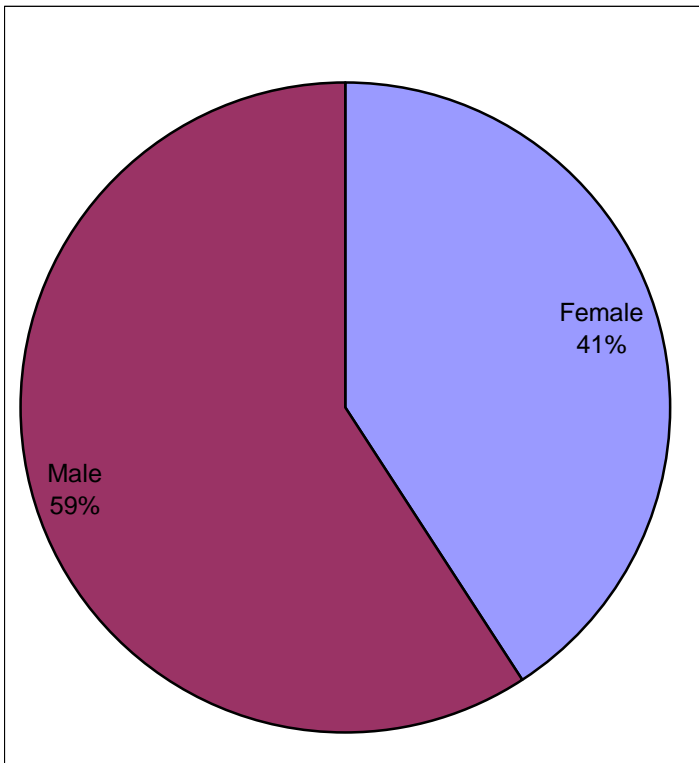
Table 1. Distribution of Visitors per state

S/N	States	No. of Visitors	percentage
1	Lagos	88	53.9
2	Akwa Ibom	24	14.7
3	Enugu	20	12.3
4	Kano	19	11.7
5	Rivers	12	7.4
		163	100

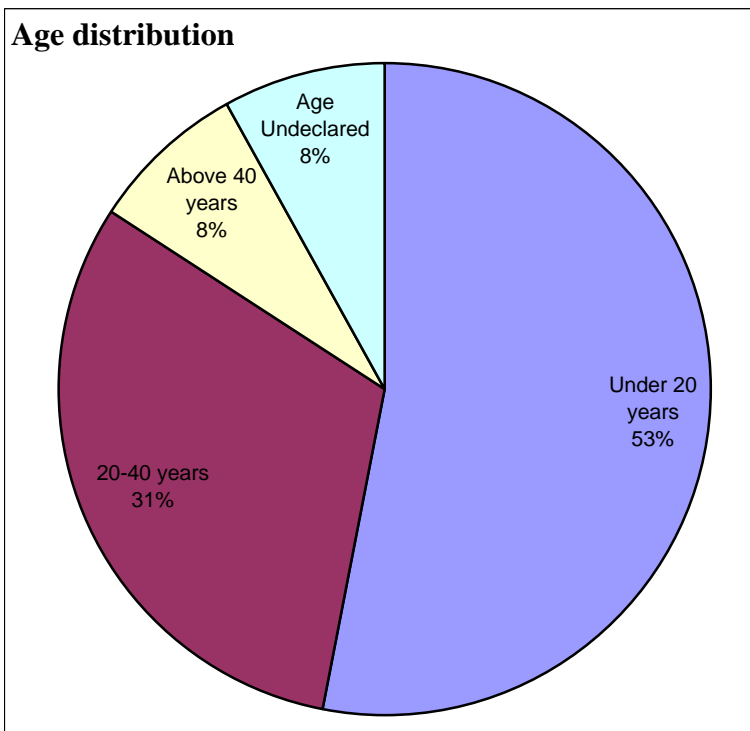
The recruitment of visitors was done in a variety of ways in the five states. In Lagos State, where CLEEN Foundation is based, those recruited were mainly school children from the public schools where CLEEN Foundation is implementing Youth Against Crime Project. These schools were Bola Ige Memorial Secondary School and Temidire Sechool, located in Ajegunle, an inner city community in Lagos. Letter were written to the principals of the of the schools, who in turn sought the approval of the local school boards. In Akwa Ibom State, the visitors were local community members recruited through Abak Community Policing Forum, partner organization of CLEEN Foundation. In Enugu State, the visitors were mainly fresh university graduates undergoing the compulsory one-year national youth service after graduation. Some local community members also joined them. In Kano and Rivers States, the visitors were a mixture of journalists and local community members.

After the recruitment, the visitors were trained on how to use the visitors' toolkit by CLEEN Foundation staff that had to travel to the states to conduct the training. The trainings were deliberately scheduled close to the commencement of the Visitors Week in order not to loose the participation of the visitors, since they were volunteers with other engagements.

The visitors were fairly evenly divided in terms of gender. However, more males (59%) took part in the exercise than females (41%).



Majority of the visitors were under 20 years of age since they were mostly school children (53%), followed by those under 40 ((31%). 8 percent of the visitors did not declare their age.



1. How Are the Scores Collected and Calculated?

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

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

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

$$\mu = \frac{\sum_{i=1}^5 X_i \cdot f_i}{\sum_{i=1}^5 f_i} , \text{ where } X_i \text{ is the score referring to the } i_{\text{th}} \text{ attribute and } f_i \text{ is the frequency}$$

of the visitors who gave the score.

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

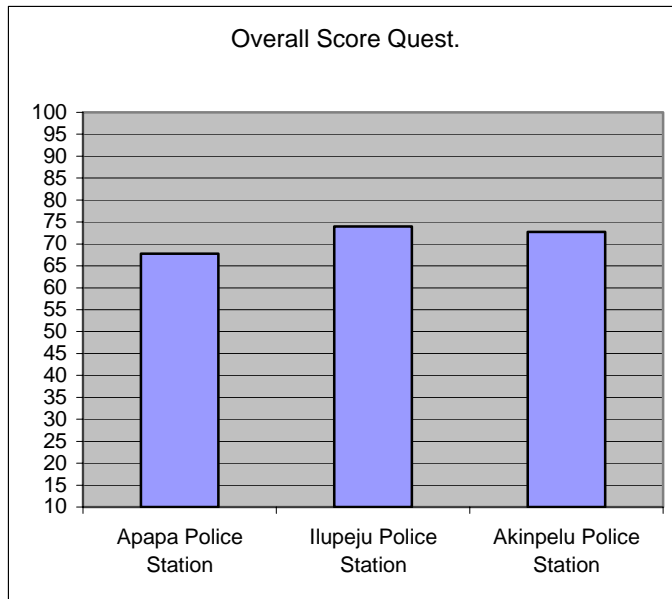
Average score	Category
Over 84	Excellent
Over 68 until 84	More than adequate
Over 52 until 68	Adequate
Over 36 until 52	Inadequate
Until 36	Totally inadequate

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

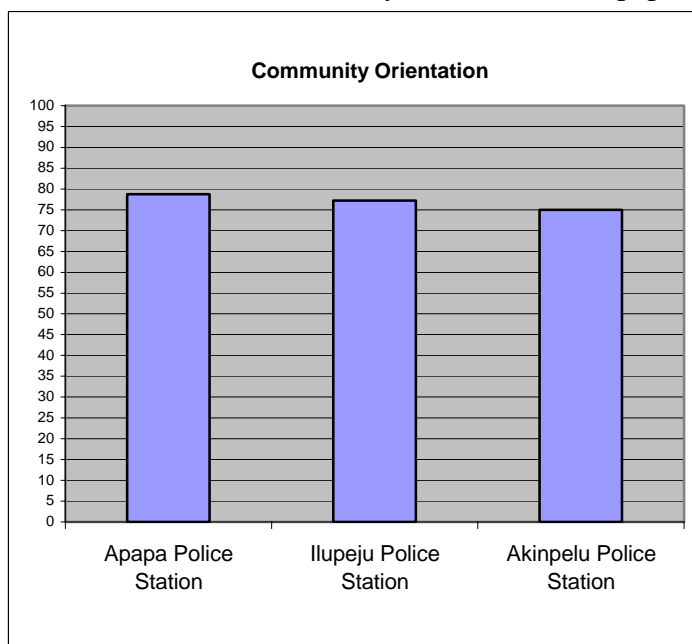
6. Which Police Stations Scored the Highest?

The following three stations received the highest scores among the 34 police stations visited in Nigeria.

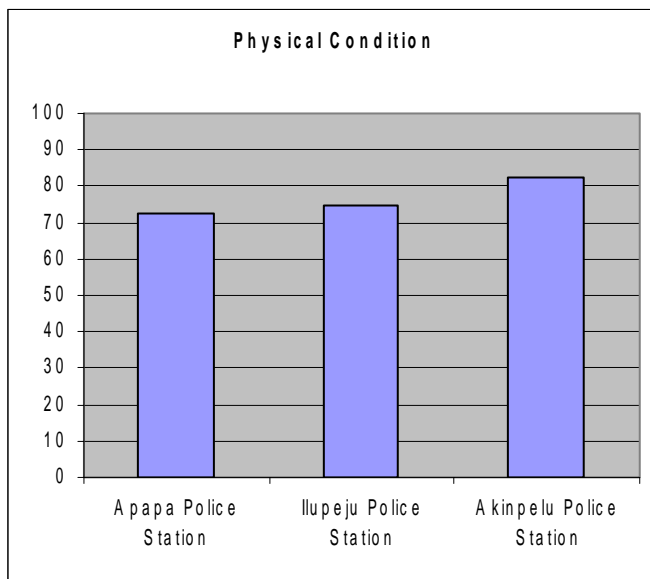
1. Ilupeju Police Station - (74 %)
2. Akinpelu Police Station - (73%)
3. Apapa Police Station - (67%)



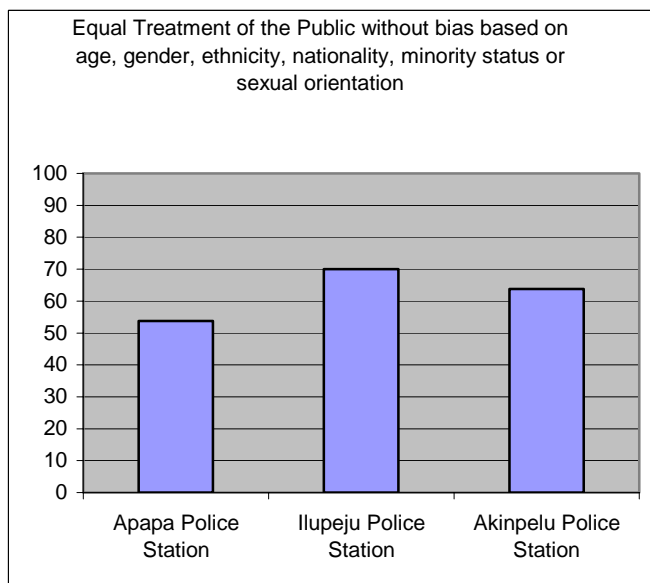
Beyond the overall scores, the police stations visited were also rated in the five issue areas considered during the visitors week and a number of stations received higher scores than others. In Community Orientation, Apapa Police scored highest with 78%



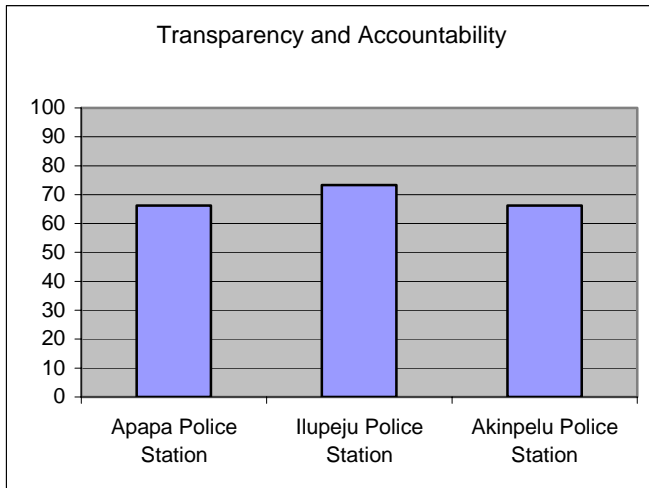
The highest score for physical condition went to Akinpelu Police Station, which scored 81 percent.



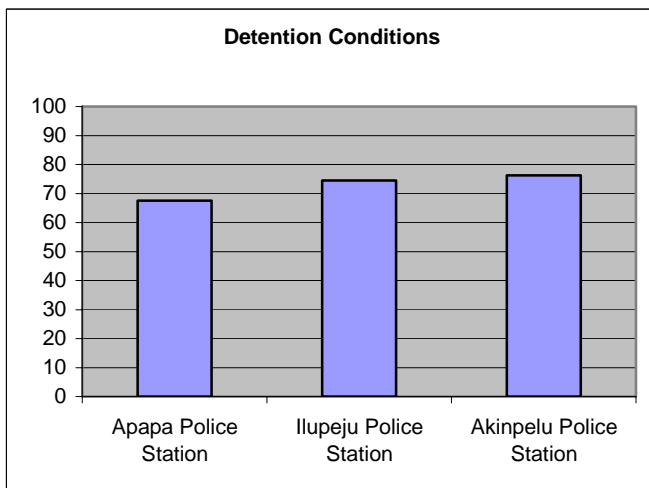
That of equal treatment of people regardless of gender, ethnic origin, education of social status went to Ilupeju Police Station, which received 70 percent.



Highest score on transparency was also received by Illupeju Police Station (72%).



Finally, the highest score on detention condition went to Akinpelu Police Station (74%).



7. What Good Practices Were Revealed?

A number of good practices were discovered during the week long visits. one striking thing though about all the police stations that welcomed the visitors is that they all have one innovative programme or the other aimed at improving their services and accountability to the their local communities, particularly the police stations that came tops in the charts.

The Divisional Police officer, Ilupeju works closely with various stakeholders in the communities orbiting his station. He holds monthly interactive and problem solving forums with representatives of the communities. The interactive forum is called community policing forum and includes the participation of such groups as community development associations, landlords/tenants associations, market women, commercial motorbike riders, artisans and other interest groups that would ordinarily not be attracted to a police station in Nigeria. These forums have helped in making the community under the police better and work more closely with the police station.

Area 'F' Police command headquarters, which hosts Ikeja Police Station in Lagos has one of the best equipped human rights office among police stations in Nigeria, manned by police officers who are trained on dealing with human rights complaints, particularly gender based violence. The human rights office was established by the Area Commander, ACP Habila Joshack, who had to convert his official car park to create the Human Rights Office, due to office accommodation constraints faced by the command.

Similarly, Area 'B' Command headquarters which hosts Apapa Police Stations in Lagos, regularly organizes seminars and workshop for its officers, which exposes them to the work of civil society groups in the State and regularly host meetings with communities and businesses in the area which is the maritime capital of Nigeria involving movement of haulage vehicles and tankers conveying containerized goods and oil products from the ports to various parts of Nigeria. The haulage vehicles and tankers cause heavy traffic jams within the neighborhood through indiscriminate parking and breakdowns along the roads, which makes the area unattractive to visitors, except those who have businesses in the wharf. But through regular meetings with interests groups in the community (including the driver of he haulage vehicles and tankers) initiated by the Area Commander, ACP Femi Oyeleye, the traffic jams are reducing.