

***Police reform, mediation and restorative  
justice methods: bridge the gap”***

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# INTRODUCTION: OUR WORK

SPECIALISED IN DEFENCE AND SECURITY FORCES



# Police corruption - Consequences

- Reduces public trust - rule of law easily undermined
- Stops development
- Stops commerce - International companies avoid corrupt economies
- Impacts operational effectiveness, damages recruitment quality
- Accelerates organised crime, trans-national threats
- Deep damage to police morale and coherence

# HOW CORRUPT DO CITIZENS PERCEIVE THE POLICE TO BE?

## Examples from East Africa



### EAST AFRICA BRIBERY INDEX

Rank	Sector	Aggregate	Country
1	Police	72.9	Tanzania
2	Police	70.7	Kenya
3	Police	64.0	Burundi
4	Police	60.0	Uganda
5	Police	54.0	Rwanda
6	Others	53.8	Rwanda
7	Land Services	51.7	Burundi
8	Judiciary	48.3	Burundi
9	Land Services	46.7	Kenya
10	Land Services	46.7	Uganda
11	Local Authority	42.9	Rwanda
12	Judiciary	42.0	Uganda
13	Judiciary	38.3	Kenya
14	Judiciary	38.3	Tanzania
15	Tax Services	36.9	Tanzania

Aggregate calculated on: 1) overall likelihood of bribery; 2) likelihood in key sectors; 3) share of bribe in key sectors; 4) nature of bribery situations (demanded or offered)

**HOW CORRUPT DO CITIZENS PERCEIVE THE POLICE TO BE?**

**AND FURTHER AFIELD**



**ASIA PACIFIC**

- Vietnam (1<sup>st</sup>)
- Malaysia (1<sup>st</sup>)
- Pakistan (1<sup>st</sup>)
- Philippines (1<sup>st</sup>)
- Thailand (1<sup>st</sup>)
- Bangladesh (1<sup>st</sup>)
- Cambodia (2<sup>nd</sup>)
- India (2<sup>nd</sup>)

**SUB-SAHARAN AFRICA**

- Cameron (1<sup>st</sup>)
- Ghana (1<sup>st</sup>)
- Kenya (1<sup>st</sup>)
- Liberia (1<sup>st</sup>)
- Nigeria (1<sup>st</sup>)
- Senegal (1<sup>st</sup>)
- South Africa (1<sup>st</sup>)
- Uganda (1<sup>st</sup>)

**LATIN AMERICA**

- Mexico (1<sup>st</sup>)
- Venezuela (1<sup>st</sup>)
- El Salvador (1<sup>st</sup>)
- Bolivia (1<sup>st</sup>)
- Brazil (3<sup>rd</sup>)
- Argentina (4<sup>th</sup>)

# The Challenge

- Corruption is seen as a fact of life;
- Corruption becomes systemic;
- Police forces under resourced;
- Power of organised crime;
- Police lack a proper Codes of Conduct;
- Even where a Code of Conduct exists – public unaware;
- Fear of reprisals if cases are reported;
- Combined with perception that nothing will happen anyway.

# TI ANALYSIS 'ARRESTING CORRUPTION IN THE POLICE'

## ARRESTING CORRUPTION IN THE POLICE

The global experience of police corruption reform efforts



1. Police corruption is complex: there are markedly different issues
2. Most citizens rate police as their No.1 corruption concern
3. Most reform efforts are unsuccessful
4. Reforms are more successful with public/external monitoring.
5. More focus needed on direct accountability mechanisms with citizens

# POLICE CORRUPTION – WHAT IS IT? – 33 RISK AREAS

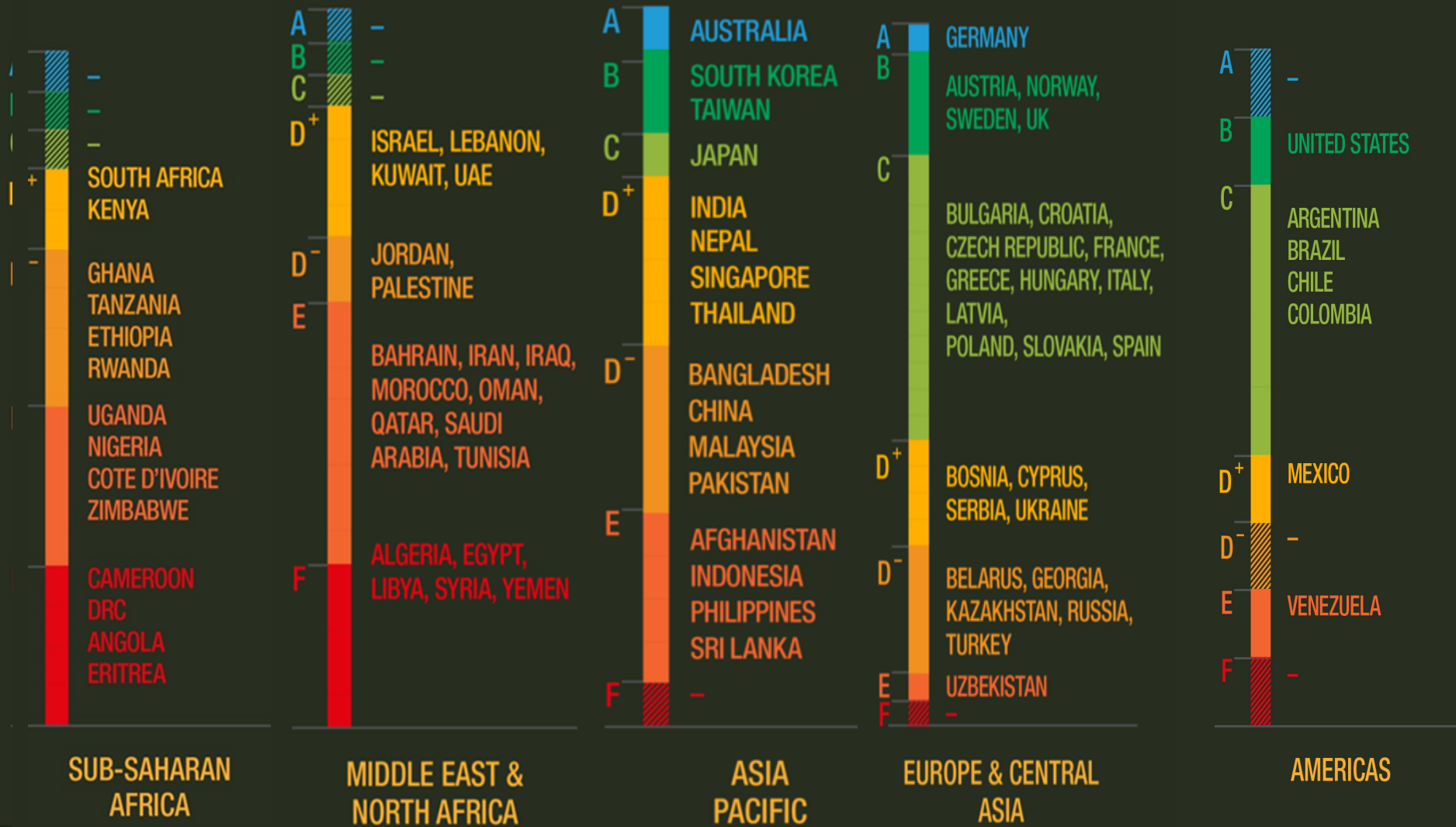
POLITICAL	PERSONNEL	BEHAVIOUR & OPERATIONS
DOMESTIC POLICING STRATEGY	LEADERSHIP BEHAVIOUR	EVIDENCE TAMPERING & THEFT
ALLOCATION & DISTRIBUTION OF FUNDS	PAYROLL, PROMOTIONS, APPOINTMENTS, REWARDS	SMALL BRIBES
POLITICAL INTERFERENCE	SALARY CHAINS	DEGREE OF OPERATION INDEPENDENCE
INFLUENCE OF INTEREST GROUPS	VALUES & STANDARDS	'NOBLE CAUSE'
ORGANISED CRIME	CRIMINAL ACTIVITIES	ILLEGAL FINES
REACHING PERFORMANCE TARGETS	PERSONAL PROBLEMS (E.G. DRUGS, GAMBLING)	DISCLOSURE OF PRIVILEGED INFORMATION
WEAK INDEPENDENT OVERSIGHT	PERSONAL ASSET DECLARATION	INFORMANTS
<b>FINANCE</b>	ROTATIONS	DISCRIMINATING BEHAVIOUR
ASSET DISPOSALS	<b>PROCUREMENT</b>	EXTORTION
INTERNAL AUDIT CONTROL	TECHNICAL REQUIREMENTS/ SPECIFICATIONS	OFFICER IDENTIFICATION
PRIVATE SECURITY	CONTRACT AWARD, DELIVERY	'BONDS OF LOYALTY'



## GLOBAL DEFENCE ANTI-CORRUPTION INDEX

- TI has compared the anti-corruption capability of 82 country Defence Ministries and Military Forces. Report released in January 2013
- Detailed assessment based on 77 technical questions and ‘model answers’
  - Identify corruption risk
  - Examine controls to address the risk;
  - Identify vulnerabilities;
  - Provide a tool for governments, armies and citizens to push for reform.
- Only 2 countries score the maximum (Australia, Germany), on scale A (best) to F (worst).
- 2/3rds of countries have poor anti-corruption controls in defence

# GLOBAL GOVERNMENT DEFENCE ANTI-CORRUPTION RANKING



## THE WAY FORWARD

- Police and Security Forces Anti-Corruption Index?
- Awareness raising
- Codes of Conduct
- Some examples

## HONDURAS – the situation

- Worst homicide rate in the world: 85.5 deaths per 100,000 people;
- Crime and violence costs equivalent of 10% GDP (World Bank estimate);
- Organised crime
- Police
  - Accountability / impunity
  - Lack of effectiveness
  - Private security groups outnumber police 15:1;
  - Use of military for policing;
- Little confidence in the likelihood of meaningful reform;
- Lack of political will for meaningful reform

# Public accountability to citizens

## The voice of civil society in Honduras



- Police involvement in murder of the son of Rector of the University of Honduras led to public outcry
- Local NGO 'Alianza por la Paz y la Justicia' (APJ)
  - Coordinating coalition of NGOs, unions, church groups, corporations, universities, civil society;
  - Raise national awareness and develop a unified approach leading to respect for rule of law;
  - Strong emphasis on human rights;
  - Credible with both government and international donors
- Previous Government established:
  - Reform Commission to make recommendations regarding the police, Public Prosecutors Office and judicial system
  - "Dirección de Investigación y Evaluación de la Carrera Policial" (DIECP) to investigate crimes and misconduct committed by police officers, evaluate police personnel and weed out corrupt officers.
- Progress has been slow due to lack of political will – as a result an independent multi-national commission was established to highlight priorities and encourage the reform process:
  - Established by APJ;
  - Headed by former Guatemalan Foreign Minister, includes Sr. Jose Ugaz from Peru and TI-DSP.
- New government elected in November 2013 – how it will proceed remains to be seen.

# Public accountability to citizens

## Awareness Raising

## Russia

- Very visible campaign by TI Russia highlighting the duties of police officers
- Key area of concern is the accountability of officers, specifically their anonymity with the public
- TI Russia documents their own experiences on national 'badge checking day' with a series of blogs and videos



# Public accountability to citizens Awareness Raising

## ALTUS Police Week

- Altus: a global alliance between civil society organisations
- Organises an annual 'Police Week' during which citizens visit local stations to perform assessments
- The purpose of these visits is to strengthen accountability and transparency, and recognise current best practice
- The most recent Police Week incorporated visits to 1044 stations across 20 countries



## MEXICO POLICE-CITIZEN PROTOCOL

POLICE-CITIZEN PROTOCOL – a Project developed by TI Mexico with the support of Global Integrity

- Teaches citizens how to interact with police and reduce the abuse of power by following a simple police-citizens protocol
- Allows citizens to report when police have avoided or abused the standard protocol by asking for a bribe
- Test whether enhanced citizen participation in accessing their legal rights can effectively mitigate law enforcement abuses



# Public accountability to citizens

## Policy-making input

## ROMANIA

EU project to strengthen integrity of the MOI and raise the Romanian police (200,000) to EU standards: develop an anti-corruption investigative structure, improve partnership with civil society

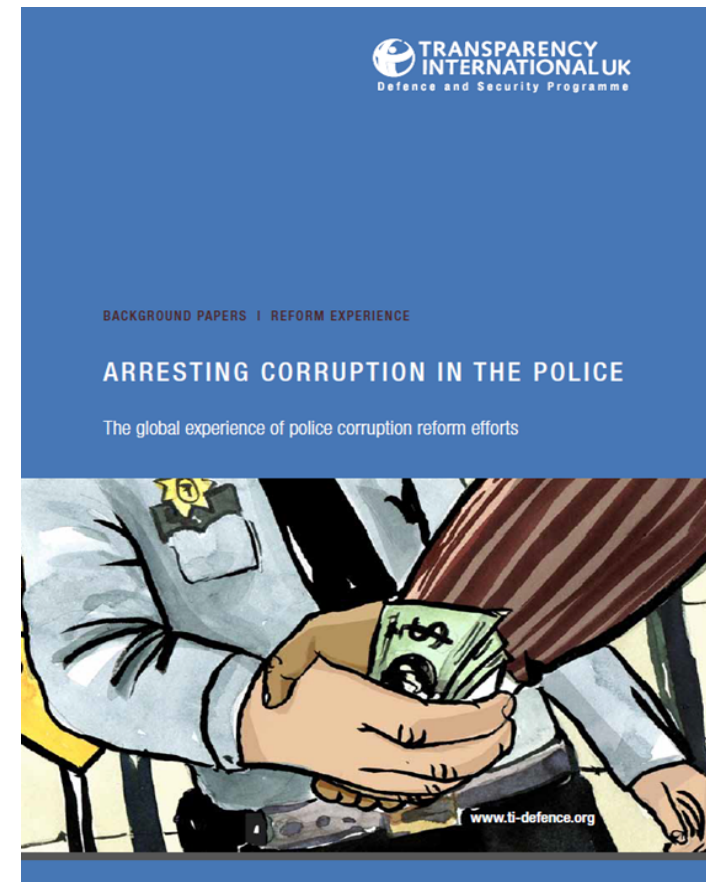
- Creation of a “Transparency Advisory Forum” (TAF) with NGOs Exposed discrimination against minority groups; Improving public transparency of the MOI anti-corruption measures; supported covert strategy approach
- Legislation enacted to allow the use of covert investigation techniques
- Establishment of an independent Anti-Corruption Department (ACD)
- AC Strategic Committee (ACSC) consisting of key senior MOI/police and TAF members, allows challenge of decision-making by the MOI

## AFGHANISTAN

- Huge police corruption issues
- ‘Accountability to citizens’ not at all the norm
- Since 2009: National hotline becoming a success – 8000 calls per day. Developed between MOI and EUPOL
- Since 2012: Inspector General of Police organising public meetings in each region. Regional, local police chiefs attend. Public and NGOs engage with issues, complaints. Developed between MOI and NATO

# CONCLUSIONS

1. Lack of direct accountability of police to citizens is both a cause and a consequence of corruption
2. There is huge untapped potential for citizen engagement to improve police integrity
3. Regional and global comparisons are powerful for making change
4. Proper evidence-gathering of the impact of reforms is needed.



## THANK YOU - QUESTIONS?

Visit [www.ti-defence.org](http://www.ti-defence.org) for more information about our programme.

# Transparency