

AID 1020-25 (7-68) PROJECT APPRAISAL REPORT (PAR) (U-446) See M.O. 1026.1	SECURITY CLASSIFICATION UNCLASSIFIED	001 PROJECT NUMBER 518-11-710-037
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002 PAR AS OF:	MO. 06	DAY 03	YR. 69	003 U.S. OBLIGATION SPAN	FY 70	Thru FY 73	004 PROJECT TITLE PUBLIC SAFETY
005 COOPERATING COUNTRY - REGION - AID/W OFFICE ECUADOR							

006 FUNDING TABLE											
AID DOLLAR FINANCING-OBLIGATIONS (\$000)	TOTAL	CONTRACT (NON-ADD)	PERSONNEL SERVICES			PARTICIPANTS		COMMODITIES		OTHER COSTS	
			AID	PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT	DIR. PASA	CONTRACT
CUMULATIVE NET THRU ACTUAL YEAR (FY 1969)	2875	64	932	-	-	264	-	1515	-	164	-
PROPOSED OPERATIONAL YEAR (FY 1970)	196	-	161	-	-	11	-	10	-	14	-
CCC VALUE OF P.L. 480 COMMODITIES (\$000) →			Thru Actual Year : 0			Operational Year Program : 0					

007 IMPLEMENTING AGENCY TABLE

If contractors or participating agencies are employed, enter the name and contract or PASA number of each in appropriate spaces below; in the case of voluntary agencies, enter name and registration number from M.O. 1551.1, Attachment A. Enter the appropriate descriptive code in columns b and c, using the coding guide provided below.

TYPE CODE b	TYPE CODE c	a. IMPLEMENTING AGENCY	TYPE CODE		d. CONTRACT/PASA/VOLAG NO.	e. LEAVE BLANK FOR AID/W USE
			b.	c.		
1. U.S. CONTRACTOR 2. LOCAL CONTRACTOR 3. THIRD COUNTRY CONTRACTOR 4. PARTICIPATING AGENCY 5. VOLUNTARY AGENCY 6. OTHER:	0. PARTICIPATING AGENCY 1. UNIVERSITY 2. NON-PROFIT INSTITUTION 3. ARCHITECTURAL & ENGINEERING 4. CONSTRUCTION 5. OTHER COMMERCIAL 6. INDIVIDUAL 7. OTHER:	1. NONE				
		2.				
		3.				

PART I - PROJECT IMPACT

I-A. GENERAL NARRATIVE STATEMENT ON PROJECT EFFECTIVENESS, SIGNIFICANCE & EFFICIENCY.

This summary narrative should begin with a brief (one or two paragraph) statement of the principal events in the history of the project since the last PAR. Following this should come a concise narrative statement which evaluates the overall efficiency, effectiveness and significance of the project from the standpoint of:

- (1) overall performance and effectiveness of project implementation in achieving stated project targets;
- (2) the contribution to achievement of sector and goal plans;
- (3) anticipated results compared to costs, i.e., efficiency in resource utilization;
- (4) the continued relevance, importance and significance of the project to country development and/or the furtherance of U.S. objectives.

Include in the above outline, as necessary and appropriate, significant remedial actions undertaken or planned. The narrative can best be done after the rest of PART I is completed. It should integrate the partial analyses in I-B and I-C into an overall balanced appraisal of the project's impact. The narrative can refer to other sections of the PAR which are pertinent. If the evaluation in the previous PAR has not significantly changed, or if the project is too new to have achieved significant results; this Part should so state.

008 NARRATIVE FOR PART I-A (Continue on form AID 1020-25 I as necessary):

1) Overall performance and effectiveness of project implementation in achieving stated project targets:

The objective of the Public Safety Project is to enable the GOE to provide a level of law enforcement and internal security in Ecuador which is adequate

MISSION DIRECTOR APPROVAL	SIGNATURE <i>[Signature]</i>	DATE Sept 12, 1969
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for a satisfactory rate of economic and social development. Specific project targets are the improvement of police administrative and technical capabilities for development and planning, modernization of personnel selection, training and management, development of adequate police logistics, and introduction of specialized police methods for riot control, criminal and security investigations, and public relations.

The Public Safety Project, beginning with a survey of the National Police of Ecuador in 1959, has three essential types of activities, (1) technical assistance, (2) training, and (3) selected commodity assistance. A modest parallel project has been implemented with the Customs Police.

A list of project achievements is set out below. It should be noted that the National Police of Ecuador was described in the 1959 survey as "virtually helpless". The maintenance of a police capability in Ecuador, once it is achieved, requires continuing effort and concern by the Ecuadorian Government, assisted by Public Safety Division, in order to prevent subsequent deterioration; also the increase of public order problems which inevitably comes with economic and social development requires increased minimum levels of police capability for the maintenance of law and order. Project achievements since the inception of the project in 1959 are as follows:

1. The National Police of Ecuador has been reorganized along career lines recommended by Public Safety, and improved personnel standards have been established. A satisfactory level of police operations has been attained particularly in urban areas and especially in crowd control operations.
2. Police logistics, with emphasis on transport, communications, and armament, has been brought to a satisfactory level in urban areas and is being maintained and improved. A centralized purchasing office organized through Public Safety assistance is making efficient use of Police resources, and orderly replacement of police equipment is being increasingly financed by the GOE through this Cooperative Program Fund. The sale of unserviceable equipment and reinvestment of the resulting fund are also being handled in an efficient manner.
3. A central identification system, a criminal laboratory, a criminal investigations division, and a special services unit for intelligence operation have been established in the National Police. Admittedly all of these services require much improvement to reach an acceptable level of effectiveness.
4. In an effort to make up serious deficiencies in rural police services a pilot program has been established. This involves the organization of citizens' Public Safety Committees in rural areas to support the police. The program has been relatively effective in improving law enforcement and internal security in the sixteen localities whose committees have been established, but is admittedly too limited at present

to have the needed impact upon the total rural law enforcement problem.

The Customs Police/Customs Administration project which was a parallel activity with the National Police project became inactive in FY 67 due to internal problems related to Customs reform, i. e. unwillingness of GOE to adopt an organic decree establishing a career system as established in the National Police and failure to provide financial support to the Public Safety Program. Recently, however, the Minister of Finance has expressed a desire to renew these activities and willingness to provide adequate economic and political support toward the reform of Customs Police and Customs administration. This program is therefore being reactivated on a trial basis.

2) The contribution to achievement of sector and goal plans:

The contribution of the Public Safety Program to the social and democratic framework in Ecuador has been evidenced by the performance of the National Police during the period following the fall of the Military Junta in March, 1966. The Police Institution with its weaknesses and frequent lack of financial support worked loyally, and was a strong stabilizing factor for the Provisional Government, the Constituent Assembly, the Interim Government, and the first elected government under the new Constitution. It is not considered likely that any movements to unseat the present Constitutional Government will originate with the National Police.

3) Anticipated results compared to costs, i.e. efficiency in resource utilization:

The Public Safety Project is an attempt to provide adequate levels of law enforcement and internal security for orderly social and economic development, utilizing advance preparation and planning together with marginal amounts of grant assistance, so that deterioration into a situation demanding military operations can be avoided. Viewed as a preventive treatment, the project is inexpensive as compared to the possible consequences of neglecting civil police operations. Efficiency in the use of both GOE and US resources has been a major concern of the project staff.

Regarding the potential benefits of the Customs Program, Customs surveys conducted in the past by Public Safety indicate that by conservative estimate a 100% increase in Customs revenues can be expected from a well administered and directed program of Customs reform. Since approximately 51% of Government income derives from duties, the importance of this potential is obvious. This is in addition to potential benefits to Ecuadorian industry and to internal security through the control of illegal contraband.

4) The continued relevance, importance and significance of the project of country development and/or the furtherance of U.S. objectives:

The continued relevance, importance and significance of an adequate level of law and order, and internal security, to the social and democratic framework has been covered in a series of Public Safety policy documents since 1962. In Ecuador a major US objective is the continuance of the constitutional system together with economic development. The importance of effective civil police operations in the face of various impending public order crises is obvious. The Public Safety Division has indicated serious deficiencies in police services in rural areas, and in training, for which remedial action had been planned, and for which AID/W has approved additional grant assistance. However, the failure of the Ecuadorian Government to enter into a FY-1969 project agreement with USAID/E resulted in the suspension of this activity and a withdrawal by AID/W of the additional grant allotment (\$ 63,000).

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PART I-B - PROJECT EFFECTIVENESS

009

I-B-1 - OUTPUT REPORT AND FORECAST - (See detailed instructions)

1. CODE NO. AID/W USE ONLY	2. This section is designed to record progress toward the achievement of each project output target which was scheduled in the PIP, Part II. Where progress toward a target is significantly greater or less than scheduled, describe reason(s) beneath the target.	ACTUAL AND PLANNED OUTPUTS (ALL DATA CUMULATIVE)				6. PROJ TO FC PRO. LI
		3. ACTUAL CUM. TO DATE	4. AS OF PRIOR JUNE 30		5. PLANNED BY NEXT JUNE 30	
			a. PLANNED	b. ACTUAL		
	<p>1. <u>Improvement of Police Administrative and Technical Capabilities for Development and Planning</u></p> <p>A. <u>National Police</u></p> <p>Reorganization of National Police of Ecuador to provide proper command structure, jurisdiction, management, and continuity was accomplished on paper by Organic Decree #2553 dated December 3, 1964. Practical accomplishment requires continuing effort to develop competent personnel and establish adequate internal procedures. Goal approximately 50% accomplished.</p> <p>B. <u>Customs Police/Customs Administration</u></p> <p>Goals same as for National Police but less than 10% accomplished.</p> <p>2. <u>Modernization of Personnel selection, training, and management</u></p> <p>A. <u>National Police</u></p> <p>In addition to the career system set up under Decree 2553 of December 3, 1964, improved basic requirements for recruits and officer cadets have been established; an officer cadet school, a police</p>					

PART I-B-1 OUTPUT REPORT AND FORECAST

recruit school, and a rural police school, for the coastal area, have been established. Curriculums have been improved somewhat. Personnel objectives have been approximately 80% accomplished. The overall training target is currently being deferred because of inadequate participant funding.

B. Customs Police/Customs Administration

Goals same as for the National Police, less than 10% accomplished.

3. Development of adequate police logistics

National Police

A. Transport

- 1. Vehicles operated and maintained
- 2. Major maintenance shops
- 3. Minor maintenance shops
- 4. River patrols

250	430	230	250	300
3	3	3	3	6
4	3	3	5	20
7	2	2	9	

B. Armament

- 1. Number of small arms units in operational use
- 2. Ammo. reload capacity for service and training
- 3. Armaments maintenance shops

5510	5333	5333	5580	10,000
10m/mo	10m/mo	10m/mo	15m/mo	20m/mo
1	1	1	1	1

C. Communications

- 1. Transceivers operated and maintained

285	285	285	290	355
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PART I-B-1 OUTPUT REPORT AND FORECAST

2. Major radio maintenance shops	3	3	3	3	3
3. Travel maintenance units	2	1	1	2	3
D. <u>Specialized Technical Training</u>					
1. Auto technicians	49	35	35	59	70
2. Radio technicians	14	16	16	31	40
3. Ammo. reload technicians	4	4	4	6	8
<u>Customs Police/Customs Administration</u>					
A. <u>Transport</u>					
1. Vehicles operated and maintained	35	50	23	50	50
2. Radio Maintenance shops	1	2	1	2	2
B. <u>Communications</u>					
1. Transceivers operated and maintained	29	45	18	39	45
2. Radio Maintenance shops	1	2	1	2	2
3. Mobile Maintenance Unit	-	1	-	1	1
C. <u>Armament</u>					
1. Small arms in use	858	1200	858	900	1200
2. Ammo. reload capacity, training & service	-	5m/mos	-	5m/mos	5m/mos
3. Armament maintenance shops	-	1	-	1	1
D. <u>Specialized Technical Training</u>					
1. Auto technicians	1	4	1	4	4
2. Radio technicians	1	3	1	3	3
3. Ammo. reload technicians	1	2	1	2	2

PART I-B-I OUTPUT REPORT AND FORECAST

4. Specialized police methods for riot control, criminal and security investigations and public relations

National Police

A. Central Identification System

NOTE: The Central Identification System has been established in Quito and Guayaquil. Remainder of country is not adequately covered. Target 50% accomplished.

B. Criminal Laboratories-Rudimentary laboratories established in Quito

NOTE: About 10% of desired capability.

C. Riot Control Capability

NOTE: 80% adequate in urban sector; little or no capability in many rural areas.

D. Criminal Investigations

NOTE: About 30% of desired efficiency in urban areas. 10% in rural.

E. Internal Security Intelligence Operations

NOTE: About 60% adequacy in urban areas. 10% or less in rural areas.

F. Public Relations

1. Urban Operations

Police image has improved markedly through

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PAR continuation sheet

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PART I-B-1 OUTPUT REPORT AND FORECAST

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better performance and through planned public relation programs. About 80% adequate.

2. Rural Public Relations Program

This program based largely upon organization of Public Safety Committees to support police. Number of Public Safety Committees

16	14	14	18	40
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Customs Police/Customs Administration

A. Customs Intelligence Project

- 1. Personnel trained by DGI School
- 2. Organization of unit and field training

8	70	8	20	70
-	70	-	30	70

B. Operational Training

- 1. Officers (participants & in-country)
- 2. Policemen (in-country basic training)

20	200	20	50	200
100	800	100	300	800

C. Customs Administration Project

- 1. Measured in terms of potential 100% increase in revenues.

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PAR continuation sheet

PART I-B - Continued

010

B.2 - OVERALL ACHIEVEMENT OF PROJECT TARGETS

Place an "X" within the bracket on the following seven-point scale that represents your judgment of the overall progress towards project targets:



PART I-C - PROJECT SIGNIFICANCE

011 C.1 - RELATION TO SECTOR AND PROGRAM GOALS (See detailed instructions M.O. 1026.1)

This section is designed to indicate the potential and actual impact of the project on relevant sector and program goals. List the goals in col. b and rate potential and actual project impact in cols. c and d.

a. CODE NO. (AID/W USE ONLY)	SCALE FOR COLUMN c: 3= Very Important; 2= Important; 1= Secondary Importance SCALE FOR COLUMN d: 3= Superior/Outstanding; 2= Adequate/Satisfactory/Good; 1= Unsatisfactory/Marginal	c. POTENTIAL IMPACT ON EACH GOAL IF PROJECT ACHIEVES TARGETS	d. ACTUAL IMPACT ON GOAL TO DATE RELATIVE TO PROGRESS EXPECTED AT THIS STAGE
	b. SECTOR AND PROGRAM GOALS (LIST ONLY THOSE ON WHICH THE PROJECT HAS A SIGNIFICANT EFFECT)		
(1)	NATIONAL POLICE Internal Security - Urban (Intelligence operations and Internal Security - Rural enforcement)	3 3	2 1
(2)	Social and Democratic Framework - Urban (Establish a " " " " " " - Rural climate for econom. dev.)	3 3	2 1
(3)	CUSTOMS POLICE/CUSTOMS ADMINISTRATION Internal Security (Increase government revenue.)	2	1
(4)			

For goals where column c. is rated 3 or 2 and column d. is rated 1, explain in the space for narrative. The narrative should also indicate the extent to which the potential impacts rated 3 or 2 in column c. are dependent on factors external to the achievement of the project targets, i.e., is there a substantial risk of the anticipated impact being forestalled by factors not involved in the achievement of project targets. If possible and relevant, it also would be useful to mention in the narrative your reading of any current indicators that longer-term purposes, beyond scheduled project targets, are likely or unlikely to be achieved. Each explanatory note must be identified by the number of the entry (col. b) to which it pertains.

012 NARRATIVE FOR PART I-C.1 (Continue on form AID 1020-25 1):

- (1) (2) Urban and Rural Sectors are rated separately because of the serious deficiencies in the level of law enforcement and internal security still existing in the rural areas of Ecuador.
- (3) Customs Police/Customs Administration Program currently being revived after three years of inactivity due to unfavorable internal policies.

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PART I-C - Continued

C.2 - GENERAL QUESTIONS

These questions concern developments since the prior PAR. For each question place "Y" for Yes, "N" for No, or "NA" for Not Applicable in the right hand column. For each question where "Y" is entered, explain briefly in the space below the table.	MARK IN THIS COL.
013 Have there been any significant, unusual or unanticipated results not covered so far in this PAR?	Y
014 Have means, conditions or activities other than project measures had a substantial effect on project output or accomplishments?	Y
015 Have any problems arisen as the result of advice or action or major contributions to the project by another donor?	N
016 If the answer to 014 or 015 is yes, or for any other reason, is the project now less necessary, unnecessary or subject to modification or earlier termination?	N
017 Have any important lessons, positive or negative, emerged which might have broad applicability?	Y
018 Has this project revealed any requirement for research or new technical aids on which AID/W should take the initiative?	Y
019 Do any aspects of the project lend themselves to publicity in newspapers, magazines, television or films in the United States?	Y
020 Has there been a lack of effective cooperating country media coverage? (Make sure AID/W has copies of existing coverage.)	N
021 <u>NARRATIVE FOR PART I-C.2</u> Identify each explanatory note by the number of the entry to which it pertains. (Continue on form AID 1020-25 I as necessary):	

013 - 014

The Minister of Government made it clear that he was interested in commodity assistance and not technical assistance and training. This impasse resulted in no FY-69 Project Agreement and suspension of the National Police Program activity. This presumably is a temporary situation. Current PRO/AG with Customs Police signed by Minister of Finance.

017 - 018

It is possible that a special additional effort in Rural Police operations from the beginning of a Public Safety Project would result in better balance, and avoid para-military situations in rural areas.

019

The organizing of Rural Public Safety Committees in Ecuador would seem to offer such a possibility.

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PART II - IMPLEMENTATION REPORT

II-A - STATUS OF SCHEDULE

022 A-1 - INDIVIDUAL ACTIONS (See detailed instructions M.O. 1026.1). This is a listing of major actions or steps which were scheduled for physical start or continuing implementation in the reporting period as reflected in the Project Implementation Plan, Part-I.

(a) PIP ITEM NO.	MAJOR ACTIONS OR STEPS; CAUSES AND RESULTS OF DELAYS; REMEDIAL STEPS	(b) STATUS - PLACE AN "X" IN ONE COLUMN		
		(1) BEHIND SCHEDULE	(2) ON SCHEDULE	(3) AHEAD OF SCHEDULE
	NATIONAL POLICE			
1.	In-country training program a) Urban b) Rural	X	X	
2.	Participant training a) Urban b) Rural	X	X	
3.	3 step phase-out of Cooperative Program Fund with phase-in of Centralized Purchasing Agency in National Police		X	
4.	Orderly replacement of police equipment with ef- ficient disposal of old equipment			X
5.	Rural Public Safety Committees organized	X		
6.	Police Transport a) Urban b) Rural	X	X	
7.	Police Communications a) Urban b) Rural	X	X	
8.	Police Armaments a) Urban b) Rural	X	X	
	CUSTOMS POLICE/CUSTOMS ADMINISTRATION			
	Items 1 - 8 above	X		

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PART II - Continued

023

II-A.2 - OVERALL TIMELINESS

In general, project implementation is (place an "X" in one block):

(a) On schedule

X

(b) Ahead of schedule

(c) Behind schedule

BLOCK (c): If marked, place an "X" in any of the blocks one thru eight that apply. This is limited to key aspects of implementation, e.g., timely delivery of commodities, return of participants to assume their project responsibilities, cooperating country funding, arrival of technicians.

(1) AID/W Program Approval

(2) Implementing Agency (Contractor/Participating Agency/Voluntary Agency)

(3) Technicians

(4) Participants

(5) Commodities (non-FFF)

(6) Cooperating Country

(7) Commodities (FFF)

(8) Other (specify):

II-B - RESOURCE INPUTS

This section appraises the effectiveness of U.S. resource inputs. There follow illustrative lists of factors, grouped under Implementing Agency, Participant Training and Commodities, that might influence the effectiveness of each of these types of project resources. In the blocks after only those factors which significantly affect project accomplishments, write the letter P if effect is positive or satisfactory, or the letter N if effect is negative or less than satisfactory.

1. FACTORS-IMPLEMENTING AGENCY (Contract/Participating Agency/Voluntary Agency)

024	IF NO IMPLEMENTING AGENCY IN THIS PROJECT. PLACE AN "X" IN THIS BLOCK:	X	032 Quality, comprehensiveness and candor of required reports	
			033 Promptness of required reports	
025	Adequacy of technical knowledge		034 Adherence to work schedule	
026	Understanding of project purposes		035 Working relations with Americans	
027	Project planning and management		036 Working relations with cooperating country nationals	
028	Ability to adapt technical knowledge to local situation		037 Adaptation to local working and living environment	
029	Effective use of participant training element		038 Home office backstopping and substantive interest	
030	Ability to train and utilize local staff		039 Timely recruiting of qualified technicians	
031	Adherence to AID administrative and other requirements		040 Other (describe):	

2. FACTORS-PARTICIPANT TRAINING

041	IF NO PARTICIPANT ELEMENT IN PROJECT. PLACE AN "X" IN THIS BLOCK:		TRAINING UTILIZATION AND FOLLOW UP	
			052 Appropriateness of original selection	P
	PREDEPARTURE		053 Relevance of training for present project purposes	P
042	English language ability		054 Appropriateness of post-training placement	P
043	Availability of host country funding	P	055 Utility of training regardless of changes in project	P
044	Host country operational considerations (e.g., selection procedures)	P	056 Ability to get meritorious ideas accepted by supervisors	N
045	Technical/professional qualifications	P	057 Adequacy of performance	P
046	Quality of technical orientation	P	058 Continuance on project	P
047	Quality of general orientation	P	059 Availability of necessary facilities and equipment	N
048	Participants' collaboration in planning content of program		060 Mission or contractor follow-up activity	P
049	Collaboration by participants' supervisors in planning training		061 Other (describe):	
050	Participants' availability for training	P		
051	Other (describe):			

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PART II-B - Continued

3. FACTORS-COMMODITIES

PLACE AN "X" IN APPROPRIATE BLOCK:	062 FFF	063 NON-FFF	064 NO COMMODITY ELEMENT			
					072 Control measures against damage and deterioration in shipment.	P
065 Timeliness of AID/W program approval (I.e., PIO/C, Transfer Authorization).				P	073 Control measures against deterioration in storage.	P
066 Quality of commodities, adherence to specifications, marking.				P	074 Readiness and availability of facilities.	P
067 Timeliness in procurement or reconditioning.				P	075 Appropriateness of use of commodities.	P
068 Timeliness of shipment to port of entry.				P	076 Maintenance and spares support.	P
069 Adequacy of port and inland storage facilities.				P	077 Adequacy of property records, accounting and controls.	P
070 Timeliness of shipment from port to site.				P	078 Other (Describe): GOE Customs Delays	N
071 Control measures against loss and theft.				P		

Indicate in a concise narrative statement (under the heading a. Overall Implementation Performance, below) your summary appraisal of the status of project implementation, covering both significant achievements and problem areas. This should include any comments about the adequacy of provision of direct hire technicians as well as an overall appraisal of the comments provided under the three headings (b, c & d) which follow. For projects which include a dollar input for generation of local currency to meet local cost requirements, indicate the status of that input (see Detailed Instructions).

Discuss separately (under separate headings b, c & d) the status of Implementing Agency Actions, Participants and Commodities. Where above listed factors are causing significant problems (marked N), describe briefly in the appropriate narrative section: (1) the cause and source of the problem, (2) the consequences of not correcting it, and (3) what corrective action has been taken, called for, or planned by the Mission. Identify each factor discussed by its number.

079 NARRATIVE FOR PART II-B: (After narrative section a. Overall Implementation Performance, below, follow, on form AID 1020-25 I as needed, with the following narrative section headings: b. Implementing Agency, c. Participants, d. Commodities. List all narrative section headings in order. For any headings which are not applicable, mark them as such and follow immediately below with the next narrative section heading.)

a. Overall Implementation Performance.

a. NATIONAL POLICE

Overall implementation has been satisfactory until a recent problem with the Minister of Government resulted in failure to sign the FY 69 PRO/AG for the National Police. Although this is probably a temporary impasse the discontinuance of project activity has already resulted in a substantial deterioration of police logistics and supply. The National Police still require assistance in the management of police resources.

CUSTOMS POLICE/CUSTOMS ADMINISTRATION

This project has been reactivated due to the apparently sincere desire of the GOE to reform customs services. The potential benefits to the GOE make this effort well worthwhile.

b. IMPLEMENTING AGENCY - NONE

The Public Safety Division of USAID/E is responsible for the implementation of the project. This section of the narrative therefore is not applicable.

c. PARTICIPANTSNational Police

Out of a total of 235 USAID sponsored participants from the National Police trained in the US or third countries since 1959, 171 are still on active duty. One participant is currently taking training at the International Police Academy. Some of the ex-participants are assigned for technical duty for which they were trained (telecommunications or transportation maintenance); others are assigned to the National Police Institute or the Rural Police School as instructors, and the remainder are assigned to middle or upper level command responsibilities.

Customs Police

Of a total of 42 officer participants from the Customs Police, 10 remain on active duty, one of whom is second in command. These ex-participants are a valuable nucleus upon which the reactivated Customs Police Program can be built.

d. COMMODITIESNational Police

Follow up on end-use of USAID granted commodities, including both new equipment and Government excess, has been a major activity of Public Safety functions. This activity includes public sale of unserviceable equipment and re-investment of the recovered funds in new equipment. Utilization of USAID grant commodities by the National Police has therefore been high and progress toward self-sufficiency in equipment has been steady. The new tax on international exchange transactions for the benefit of the National Police shows promise toward providing adequate resources for new police equipment in the future.

Customs Police

Due to the inactivity of the Public Safety Project with the Customs Police for the past two years much of the transportation equipment has been worn out and the remainder is in poor condition. Telecommunications are also in poor condition but can be rehabilitated. Small arms will also require reworking. Rehabilitation of Customs Police logistics and supply, utilizing GOE funds, is the first requirement of the revised program. While past performance of the Customs Police has been poor, due to internal factors, the potential benefits to the GOE of an efficient Customs Police service

are high. Apparently the present Minister of Finance is determined to realize these benefits.

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PART III - ROLE OF THE COOPERATING COUNTRY

The following list of illustrative items are to be considered by the evaluator. In the block after only those items which significantly affect project effectiveness, write the letter P if the effect of the item is positive or satisfactory, or the letter N if the effect of the item is negative or less than satisfactory.

SPECIFIC OPERATIONAL FACTORS:	
080 Coordination and cooperation within and between ministries.	P
081 Coordination and cooperation of LDC gov't. with public and private institutions and private enterprise.	P
082 Availability of reliable data for project planning, control and evaluation.	P
083 Competence and/or continuity in executive leadership of project.	N
084 Host country project funding.	P
085 Legislative changes relevant to project purposes.	P
086 Existence and adequacy of a project-related LDC organization.	N
087 Resolution of procedural and bureaucratic problems.	P
088 Availability of LDC physical resource inputs and/or supporting services and facilities.	P
089 Maintenance of facilities and equipment.	P
090 Resolution of tribal, class or caste problems.	P
091 Receptivity to change and innovation.	P
092 Political conditions specific to project.	N
093 Capacity to transform ideas into actions, i.e., ability to implement project plans.	N
094 Intent and/or capacity to sustain and expand the impact of the project after U.S. inputs are terminated.	N
095 Extent of LDC efforts to widen the dissemination of project benefits and services.	P
096 Utilization of trained manpower (e.g., participants, counterpart technicians) in project operations.	P
097 Enforcement of relevant procedures (e.g., newly established tax collection and audit system).	P
098 Other: Adequate priority given to project by LDC	P
HOST COUNTRY COUNTERPART TECHNICIAN FACTORS:	
099 Level of technical education and/or technical experience.	N
100 Planning and management skills.	N
101 Amount of technician man years available.	N
102 Continuity of staff.	P
103 Willingness to work in rural areas.	P
104 Pay and allowances.	N
105 Other: Continuity of leadership	N

In the space below for narrative provide a succinct discussion and overall appraisal of the quality of country performance related to this project, particularly over the past year. Consider important trends and prospects. See Detailed Instructions for an illustrative list of considerations to be covered.

For only those items marked N include brief statements covering the nature of the problem, its impact on the achievement of project targets (i.e., its importance) and the nature and cost of corrective action taken or planned. Identify each explanatory note.

106 NARRATIVE FOR PART III (Continue on form AID 1020-25 I):

- 083 - Two changes in top leadership and numerous staff changes during past year.
- 086 - Organization is adequate on paper but more competent personnel and better internal procedures are needed.
- 092 - Recent struggle over police leadership is negative factor but is being resolved.
- 093 - Internal incompetence is a weakness which is often surmounted only by direct intervention of outside assistance.
- 094 - The intent is there but capacity still in much doubt.
- 100 - Still need much help with this factor.
- 101 - Still very little reserve capacity available.
- 104 - Pay level reasonable for Ecuador, but often in arrears.
- 105 - Change of key ministers often results in a redirection of the program or a temporary suspension of activities.

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PART IV - PROGRAMMING IMPLICATIONS

IV-A - EFFECT ON PURPOSE AND DESIGN

Indicate in a brief narrative whether the Mission experience to date with this project and/or changing country circumstances call for some adjustment in project purposes or design, and why, and the approximate cost implications. Cover any of the following considerations or others that may be relevant. (See Detailed Instructions for additional illustrative considerations.) Relevant experience or country situations that were described earlier can simply be referenced. The spelling out of specific changes should be left to the appropriate programming documents, but a brief indication of the type of change contemplated should be given here to clarify the need for change.

For example, changes might be indicated if they would:

1. better achieve program/project purposes;
2. address more critical or higher priority purposes within a goal plan;
3. produce desired results at less cost;
4. give more assurance of lasting institutional development upon U.S. withdrawal.

107 NARRATIVE FOR PART IV-A (Continue on form AID 1020-25 I):

NATIONAL POLICE

Continue project activity as planned when feasible.

CUSTOMS POLICE/CUSTOMS ADMINISTRATION

The present Public Safety/Customs Police Project should be continued for a reasonable time in order to determine if there is a sufficient basis for considering an expanded Customs Police/Customs Administration project.

IV-B - PROPOSED ACTION

108 This project should be (Place an "X" in appropriate block(s)):

1. Continued as presently scheduled in PIP.	X
2. Continued with minor changes in the PIP, made at Mission level (not requiring submission of an amended PIP to AID/W).	
3. Continued with significant changes in the PIP (but not sufficient to require a revised PROP). A formally revised PIP will follow.	
4. Extended beyond its present schedule to (Date): Mo. ___ Day ___ Yr. ___. Explain in narrative, PROP will follow.	
5. Substantively revised. PROP will follow.	
6. Evaluated in depth to determine its effectiveness, future scope, and duration.	
7. Discontinued earlier than presently scheduled. Date recommended for termination: Mo. ___ Day ___ Yr. ___	
8. Other. Explain in narrative.	

109 NARRATIVE FOR PART IV-B:

Project objectives with the two main civilian law enforcement agencies remain constant, although certain internal factors may mean changing tactics.