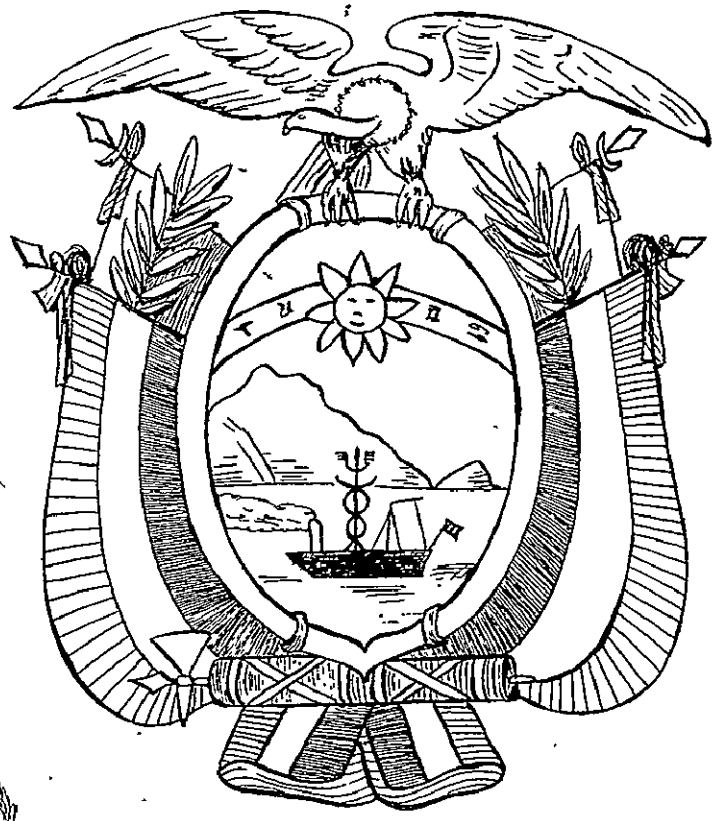
~~OFFICIAL USE ONLY~~

Decontrolled effective July 16, 1973
by authority of Mr. Lauren J. Goin
Director, Office of Public Safety

COPY 53 OF 77

REPORT ON THE NATIONAL POLICE FORCES OF THE REPUBLIC OF ECUADOR



JANUARY 1959

INTERNATIONAL COOPERATION ADMINISTRATION

WASHINGTON, D. C.

~~OFFICIAL USE ONLY~~

TABLE OF CONTENTS

Page

FOREWORD..... 1

PHOTO NO. 1 - Main entrance-National Civil Police Headquarters, Quito..... 3

CHART NO. 1 - Police Districts and Provinces..... 5

INTRODUCTION..... 7

A. Geographical Sketch..... 7
B. Historical and Political..... 7
C. Government..... 7
D. Economy..... 7
E. Population..... 8
F. Transportation and Communications..... 8
G. History of the Ecuatorian Police..... 9

CHAPTER I - THE NATIONAL CIVIL POLICE OF ECUADOR..... 13

A. Responsibility for Law Enforcement..... 13
1. Departments in Which Vested..... 13
2. Legal Authority..... 13
3. Jurisdiction of Departments..... 13
a. The National Civil Police..... 13
b. The Directorate of Security, Investigations and Identification..... 14
c. Immigration..... 14
d. Customs..... 14
4. Line of Political Control..... 14
5. Authorized Strength..... 15
6. Interdepartmental Relationships..... 15
a. With Investigations..... 15
b. With Immigration..... 15
c. With Customs and Monopoly..... 15
d. With the Military Services..... 15
B. Organization..... 16
1. Structure..... 16
2. Functions..... 16
a. General Functions for all National Civil Police..... 16
b. Specific Functions for Provincial Corps..... 16

Page

c. Functions of Departments within the General Command..... 17
1. Personnel Department..... 17
2. General Technical Department..... 18
a. Adjutant's Office..... 19
b. Juvenile Police..... 19
c. Criminal Statistics Section..... 19
d. Public Relations Section..... 19
3. Traffic Department..... 20
4. Comisariat Department..... 21
5. Medical Department..... 22
6. Legal Department..... 23
3. Command Structure..... 24
a. General Ranks..... 24
1. Commissioned Officers..... 24
a. Chiefs..... 24
b. Officers..... 25
2. Noncommissioned Ranks..... 25
a. Noncommissioned Officers..... 25
b. Policemen..... 25
b. Command Ranks..... 25
c. Responsibilities of Command Ranks..... 25
1. General Commander..... 26
2. Chiefs of Departments..... 26
3. Chiefs of Districts..... 26
4. Chiefs of Corps..... 26
5. Chiefs of Sections..... 27
6. Detachment Commanding Officer or Noncommissioned Officer..... 27
7. Organizational Livestock..... 28
C. Administration..... 28
1. Authority of the General Commander..... 28

FIGURE NO. 1 - Personnel Distribution Table - National Civil Police..... 29

CHART NO. 2 - The National Civil Police of Ecuador..... 31
CHART NO. 3 - 1st District Command - Quito..... 32
CHART NO. 4 - 2nd District Command - Riobamba..... 33
CHART NO. 5 - 3rd District Command - Quenca..... 34
CHART NO. 6 - 4th District Command - Guayaquil..... 35
CHART NO. 7 - Police Boards..... 36

2. Authority of Command Officers..... 37
3. Delegation of Authority..... 37
a. General Adjutant..... 37
b. Chiefs of Departments..... 37

Page

c. Chiefs of Districts 37
d. Chiefs of Corps 38
e. Chiefs of Sections and Detachments 38
D. Personnel 38
1. Authorized Strength 38
2. Salary Scale and Allowances 39
a. Salary Scale 39
b. Meals Allowance 39
c. Complementary Salaries 39
d. Family Subsidy Allowance 40
e. Salary Deductions (for officers and policemen) 40
3. Recruitment 41
a. Officers 41
1. Requisites for Admission to the Police Training School 41
2. Additional Requirements 42
b. Policemen 42
1. Requisites for Application for Admission 42
2. Recruitment Procedure 43
4. Assignment and Transfer 43
a. Assignment 43
1. Officers 43
2. Policemen 43
b. Transfer 44
5. Promotion 44
a. Officers 44
1. Duration of Period of Command 44
2. Promotion Requisites 45
3. Time of Service Required for Promotion 46
4. Norms Governing Selection for Promotion 46
a. Merit 46
b. Seniority 47
b. Policemen 48
1. Conditions for Promotion 48
2. Promotion of a 1st Sergeant to 2nd Lieutenant 48
3. Promotion on the Basis of Special Merit 48
4. Actual Promotion of Policemen 48
6. Special Benefits 48
a. Medical Benefits 48

FIGURE NO. 2 - Officer's Efficiency Report 49

b. Separation Insurance 51
c. Meals Allowance 51
d. Complementary Salaries 51
e. Family Subsidy Allowances 52

Page

f. Social Services..... 52
g. Home for Children (Nursery School)..... 52
h. Funeral Expenses (Special for Honorary Reasons)..... 52
7. Retirement and Pensions..... 52
a. Introduction..... 52
b. Definition of Retirement for Officers..... 52
c. Requirements for Retirement Pensions for Officers... 52
d. Types of Retirement for Officers..... 53
1. Voluntary Retirement..... 53
2. Compulsory Retirement Because of Age..... 53
a. Professional Line Officers..... 53
b. Administrative Officers..... 53
3. Compulsory Retirement Because of Professional Incompetence..... 53
4. Compulsory Retirement for Bad Conduct..... 54
5. Compulsory Retirement Because of a Sentence..... 54
e. Retirement Pension Scales for Officers..... 54
1. Compulsory Retirement Because of Age..... 54
2. Voluntary Retirement and Compulsory Retirement Because of Professional Incompetence, Bad Conduct, and a Sentence..... 54
f. Retirement of Troops..... 54
1. Pension Scales..... 54
2. Right of Noncommissioned Officers..... 55
g. Physical Disability Pensions..... 55
1. General Rule..... 55
2. Classes of Physical Disability..... 55
3. Disability Pension Scales..... 55
a. Officer Class..... 55
b. Policemen..... 56
h. Pension for Relatives of Deceased Officers and Policemen..... 56
1. Conditions for Receipt..... 56
2. Beneficiaries..... 56
3. Pension Amounts for Officers and Policemen (General Rules)..... 57
4. Pension Amounts for Officers..... 57
5. Loss of Pension by Beneficiaries..... 57
8. Discipline..... 57
a. Responsibility..... 57
b. Disciplinary Actions..... 58
c. Imposition of Disciplinary Punishments..... 58
9. Tenure..... 59
10. Morale..... 59
11. Uniforms and Clothing Allowances..... 59
a. Commissioned Officers..... 59
b. Policemen..... 60

Page

12. Meritorious Service Awards, Rewards and Commendations... 60
13. Vacations, Leaves, and Duty Hours..... 60

PHOTO NO. 2 - Uniforms - Officers..... 61
PHOTO NO. 3 - Uniforms - Policemen..... 61
PHOTO NO. 4 - Officer's Formal Dress Uniform..... 62

E. Training..... 63
1. Types of Training..... 63
a. Pre-Service..... 63
1. Officers..... 63
2. Noncommissioned police..... 63
b. In-Service..... 63
1. Officers..... 63
2. Noncommissioned police..... 63
2. Facilities..... 64
a. Buildings and Grounds..... 64
b. Training Aids..... 64
1. Books..... 64
2. Laboratory and Demonstration Equipment..... 65
c. Weapons..... 65
3. Staff..... 66
4. Courses..... 66
a. Curricula..... 66
1. First Year..... 67
2. Second Year..... 67
3. Third Year..... 67
b. Duration of the School Year..... 68
F. Patrol Tactics and Operations..... 68
1. Character of Patrol..... 68
a. Motorized Patrol..... 68
b. Foot Patrol..... 68
c. Horse Patrol..... 69
2. Layout of Areas and Beats..... 69
3. Duties of Patrol Personnel..... 69
4. Control of Policemen on Patrol Duty..... 70
5. Basic Needs..... 70
G. Records..... 71
1. Decentralized..... 71
2. Personnel Department..... 71
a. Types of Records..... 71
1. Officers..... 71
2. Noncommissioned Officers..... 71
3. Policemen..... 72
b. Storage Facilities..... 72
1. Metal Cabinets..... 72
2. Wooden Cabinets..... 72

Page

c. Accessibility of Records 72
d. Time of Retention 72
3. Records Section of Personnel Department 72
a. Types of Records 73
b. Storage Facilities 73
c. Time of Retention 74
d. Section Personnel 74
4. Technical Department 74
a. Types of Records 74
1. Crime Report Sheet 74
2. Serious Crime Records 74
3. Repeater Crime Records 74

FIGURE NO. 3 - National Booking Register 75

4. Misdemeanor Record 76
5. Prontuario (Criminal History Book) 76
6. Control Book 76
b. Storage Facilities 76
c. Crime Statistics 76
d. Procedure for Handling Criminal Records 76
5. Traffic Department 77
a. Types of Records 77
b. Storage Facilities 77
6. Comisariat Department 77
7. Medical Department 78
a. Types of Records 78
b. Storage Facilities 78
8. Legal Department 78
9. Office of Adjutant General and Secretary 78
10. Training School 78
a. Types of Records 78
b. Storage Facilities 78
11. Protection of Records 79
12. Records Systems and Procedures of the Provincial Corps 79
a. Types of Records 79
b. Storage Facilities 79
c. Protection of Records 79
H. Communications 80
1. General 80
2. Guayaquil 80
3. Considerations 80
a. Technical Application 81
b. Operational Application 81
I. Traffic 81
1. Extent of Problem 81
2. Legislation 82

Page

3. Departmental Traffic Functions..... 82
4. Organization for Enforcement..... 82
5. Special Traffic Training..... 83
6. Selection of Personnel..... 83
7. Traffic Education..... 83
8. Traffic Accident Investigation..... 83
9. Number of Vehicles Registered in Ecuador (As of December 31, 1958)..... 83
10. Statistical Compilation of Deaths and Injured in Ecuador in 1958 by Provinces..... 84

J. Detention..... 84
1. General..... 84
2. Discussion..... 85
3. Rehabilitation..... 85

K. Buildings..... 85
1. Buildings by Location and Condition..... 86
a. Quito..... 86
1. National Civil Police Headquarters..... 86
2. Regimiento Quito No. 1..... 86
3. Reten Norte No. 5..... 86

PHOTO NO. 5 - Main entrance, Security and Investigations Office, Ambato..... 87
PHOTO NO. 6 - Policemen's Barracks - Ambato..... 87
PHOTO NO. 7 - 1st. Regiment Headquarters, Quito..... 88

4. The National Police School..... 89
b. Latacunga..... 89
c. Riobamba..... 89
d. Cuenca..... 89
e. Guayaquil..... 90
2. Buildings of Investigations and Security..... 90

PHOTO NO. 8 - 3rd District Headquarters, Cuenca - changing shifts; barracks..... 91
PHOTO NO. 9 - Security and Investigations Headquarters, Guayaquil..... 92
PHOTO NO. 10 - Regiment No. 2, Guayaquil - main entrance..... 92

L. Supplies and Equipment..... 93
1. General..... 93
2. Acquisition, Purchasing, and Disbursement..... 93
3. Automotive..... 93
a. Inventory..... 93

FIGURE NO. 4 - Inventory of National Civil Police Vehicles..... 94

Page

b. Maintenance 97
c. Parts 97
4. Weapons and Ammunition 97
a. Inventory 97
b. Ammunition 97
c. Other Equipment 98
M. Special Enforcement Problems 98
1. Vice 98
a. General 98
b. Guayaquil 98
c. San Pablo 98

FIGURE NO. 5 - Arms Inventory - National Civil Police 99
FIGURE NO. 6 - Munitions Inventory - National Civil Police 104

d. Cuenca 108
e. Quito 108
2. Narcotics 108
3. Juvenile Delinquency Control 108
4. Civil Defense 108
N. Public Relations 109
O. Budget 109
1. Annual Appropriation 109
a. Personnel Expenses 109
b. Other Expenses 110

CHAPTER II - DIRECTORATE OF SECURITY, INVESTIGATIONS AND IDENTIFICATION 111

A. Sphere of Authority 111
1. Criminal 111
2. Political 111
B. Direction and Control 111
1. Within the Department 111
2. Ministry of Government and Police 112
C. Method 112
1. Assignment of Cases 112
2. Investigation of Cases 113
a. Size of Teams 113
b. Supervision 113
c. Reporting 113
D. Investigative Techniques 114
1. Interrogation 114
2. Surveillance 114
3. Informants 114

Page

E. Scientific Aids 115
1. Crime Laboratory 115
2. Physical Evidence 115
F. Investigation's Records 116
G. Organization 116
1. Structure 116
2. Functions 116
3. Division of Work 117
4. Command Structure 117
H. Administration 118
I. Personnel 119
1. Authorized Strength 119
2. Salary Scale 119
3. Recruitment 120
a. Requirements for Employment 120
b. Appointment of Personnel 121
c. Use of National Civil Police Personnel 121
4. Promotion 121
5. Special Benefits 121
6. Retirement 121
7. Meritorious Service Awards, Rewards and Commendations 121
J. Training 121
K. Investigation 122
1. Sphere of Authority 122
a. Criminal 122
b. Political 122
c. Regulatory 122
2. Direction and Control 122
L. Budget 122
1. Personnel 123
2. Other Expenses 123

CHAPTER III - OTHER SECURITY FORCES OF THE REPUBLIC OF ECUADOR 125

A. General Directorate of Immigration and Aliens' Affairs 125
1. Organization 125
a. Structure 125
b. Functions 125
1. Immigration 125
2. Aliens' Affairs 125
c. Division of Work 126
d. Command Structure 126
1. Ranks 126
2. Responsibilities 126
2. Personnel 127

Page

a. Strength 127
b. Salary Scale 127
c. Recruitment 127
d. Assignment and Transfer 127
e. Promotion 127
f. Special Benefits 127
g. Retirement 127
h. Discipline 127
i. Tenure 128
j. Morale 128
k. Uniforms and Clothing Allowances 128
l. Meritorious Service Awards, Rewards and Commendations 128
3. Training 128
4. Patrol 128
5. Investigation 128
6. Records 129
a. Types of Records 129
b. Facilities for Storage of Records 129
c. Personnel for Handling Records 129
7. Communications 130
8. Buildings 130
9. Equipment 130
a. Automotive 130
b. Weapons 130
c. Office Equipment 130
d. Photographic Equipment 131
10. Supplies 131
11. Special Problems 131
12. Public Relations 132
13. Budget 132
B. Directorate of Monopolies of the State 132
1. Organization 133
a. Structure 133
1. Superior Employees 133
2. Subordinate Employees 133
b. Functions 134
c. Division of Work 134
d. Command Structure 135
2. Personnel 135
a. Authorized Strength 135
b. Salary Scale 135
c. Recruitment 135
d. Assignment and Transfer 136
e. Promotions 136
f. Special Benefits 136
g. Retirement 136

Page

h. Discipline 136
i. Tenure 136
j. Uniforms and Clothing Allowances 136
k. Meritorious Service Awards, Rewards and Commendations 136
3. Training 136
4. Patrol 136
5. Investigation 137
6. Records 137
7. Communications 137
8. Buildings 137
9. Equipment 138
a. Automotive 138
1. Inventory 138
b. Weapons 140
1. Inventory 140
2. Maintenance and Repair 142
3. Use of Weapons 142
4. Needs 142
c. Office Equipment 142
10. Supplies 142
11. Special Enforcement Problems 143
12. Public Relations 143
13. Budget 144
a. Source of Funds 144
b. Annual Budget 144
C. Customs Guards 145
1. Functions 145
2. Organization 145
3. Administrative Practices 146
a. Selection and Training of Staff Personnel 146
1. Selection 146
2. Training 147
b. Salaries 147
c. Special Benefits 147
1. Extra Pay 147
2. Meals Allowance 147
3. Medical Service 147
d. Retirement 147
e. Discipline 148
f. Promotion 148
g. Tenure 148
h. Morale 148
i. Uniforms and Uniform Allowances 148
4. Records and Files 148
a. Types of Records 148
b. Facilities for Storage of Records 149

Page

5. Methods of Operation 149
   a. Patrol 149
   b. Investigation 149
   c. Detention 149
   d. Identification Procedures 149
D. Traffic Commission of Guayas Province 149
   1. Organization and Administration 149
      a. Structure 149
   2. Functions 150
   3. Division of Work 150

CHART NO. 8 - Organization of the Traffic Commission of Guayas Province 151

   4. Command Structure 152
   5. Personnel 152
      a. Authorized Strength 152
      b. Salary Scale 153
         1. General Administration Staff 153
         2. Corps of Vigilance 153
            a. Salary Scale 153
            b. Family Allowance 153
         3. Personal Service Staff 154
      c. Recruitment 154
      d. Assignment and Transfer 154
      e. Promotion 154
      f. Retirement 154
      g. Tenure 154
      h. Discipline, Morale, and Uniforms and Clothing Allowances 154
      i. Meritorious Service Awards, Rewards and Commendations 154
   6. Training 154
   7. Records 155
      a. Types of Records 155
      b. Facilities for Storage of Records 155
      c. Personnel for Handling of Records 155
      d. Personal Identification Records 156
   8. Communications 156
      a. Types 156
      b. Personnel 156
      c. Maintenance and Repair 156
      d. Needs 156
   9. Detention 156
   10. Buildings 157
   11. Equipment 157

Page

a. Automotive 157
1. Inventory 157
2. Maintenance 157
3. Use 158
4. Plans 158
5. Needs 158
b. Weapons 158
c. Office Equipment 158
d. Records Equipment 159
e. Photographic Equipment 159
12. Supplies 159
a. Annual Cost 159
b. Availability 159
c. Stock Procedures 159
13. Special Traffic Problems 159
a. Basic Traffic Problems 159
b. Steps to Solve Traffic Problems 159
c. Plans to Combat Traffic Problems 160
14. Public Relations 160
15. Budget 161

CHAPTER IV - CONCLUSIONS AND RECOMMENDATIONS 163

A. The National Civil Police 163
1. Administrative Weaknesses 163
2. Basic Changes Recommended in Organization 164

CHART NO. 9 - Recommended Reorganization - National Civil Police of Ecuador 165

3. Plans and Training Division 166
4. Establishment of an Inspector General Department 166
5. Administration 167
6. Personnel 167
a. Low Pay Scale 168
b. Allowances 168
c. Recruitment Incentives 168
d. Uniforms 169
e. Pensions and Retirement 169
f. Disciplinary Procedures 169
7. Training 170
a. Schools for Lower Echelons 170
b. In-Service Training 170
c. Specialist Training 171
d. Training Equipment 171

Page

e. Recruit Training 172
f. The Police Academy 172
8. Patrol 172
9. Records 173
10. Communications 174
11. Traffic 174
12. Detention 174

CHART NO. 10 - Communications Recommendations - Transceivers 175

13. Buildings 176
14. Equipment 176
a. Transportation 176
1. Jeeps 176
2. Autos 176
3. Maintenance Facilities and Procedures 177
b. Weapons 177
c. Ammunition 178
d. Other Equipment 178
15. Supplies 178
a. Supply Functions 179
b. Requisition and Purchase 179
16. Special Enforcement Problems 179
a. Vice Controls 179
b. Special Crowd Control Enforcement Problem 179
17. Public Relations 180
18. Budget 180
B. Directorate of Security, Investigations and Identification 181
1. Conclusions and Recommendations 181
2. The Present Identification Section, Quito 182
3. Ecuatorian Police Intelligence Service (SIPE) 182
4. Organization 182

CHART NO. 11 - Recommended Reorganization - Investigations and Identification - National Civil Police of Ecuador 183

FOREWORD

The material and data which formulate this report are the result of a study of the law enforcement agencies of the Republic of Ecuador, made by a special survey team of the Public Safety Division, International Cooperation Administration, during the period November 22, 1958 to January 24, 1959. This project was initiated in response to a request by the Government of Ecuador to the United States Embassy/USOM, Ecuador.

The survey team visited representative police headquarters and installations in various provinces of the Republic in order to get as complete a picture as possible of the police organization.

The members of the survey team desire to express their deepest appreciation to the Minister of Government and Police of Ecuador, Doctor CARLOS BUSTAMANTE PEREZ, and Comandante General of the National Civil Police, Prefecto Jefe EDUARDO SERRANO YEPEZ; to the officers and men under their command for the sincere and enthusiastic assistance tendered them by all sections of the Ecuatorian Police, and to all Government officials who assisted the team toward the completion of its task.

Robert K. Thierry, Consultant

Robert J. Weatherwax, Consultant

PHOTO NO. 1 - Main entrance-National Civil Police Headquarters, Quito.

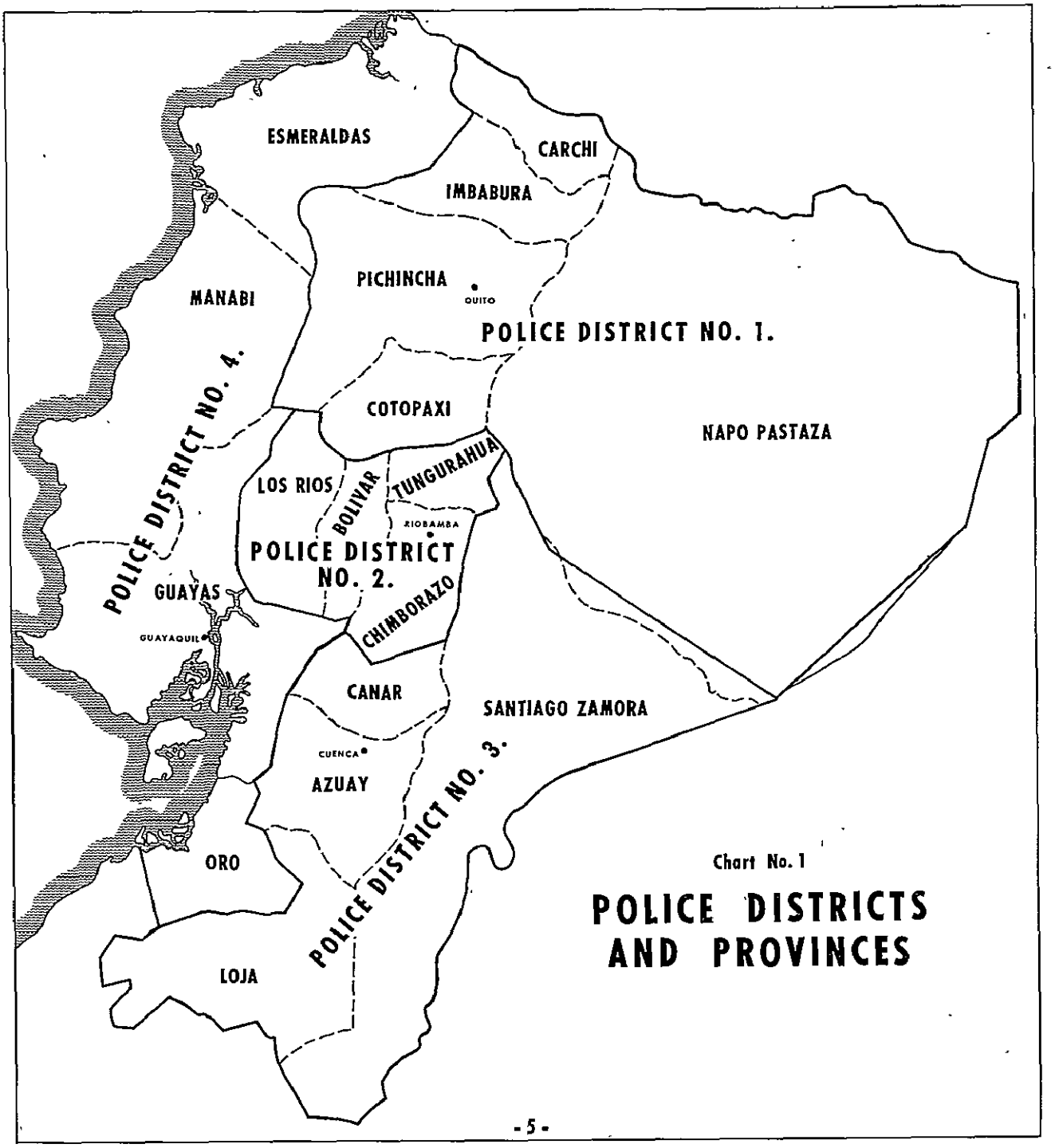


Chart No. 1

POLICE DISTRICTS AND PROVINCES

INTRODUCTION

A. GEOGRAPHICAL SKETCH

The Republic of Ecuador is situated in the northwest of South America, with about one-fifth of its area lying north of the equator. It is bounded on the north by Colombia and a narrow extension of Peru, on the south by Peru, on the east by Colombia and Peru, and on the west by the Pacific Ocean and Peru. The frontier with Peru has long been the source of intermittent dispute between the two countries. The latest delimitation of it was in a treaty of January 29, 1942, when, after having been invaded by Peru, Ecuador ceded over half her Amazonian territories.

B. HISTORICAL AND POLITICAL

The Spaniards under Fransisco Pizarro founded a colonial empire in the territory after defeating the local ruler at the battle of Cajamarca in November 1532. In May 1822, the Presidency of Quito, as it was then known, became part of the original Republic of Colombia, founded by Simon Bolivar in 1819 by uniting it to the vice-royalty of New Granada (now Colombia) and the captaincy-general of Venezuela at the Congress of Angostura, December 17, 1819. The Presidency of Quito became the Republic of Ecuador by amicable secession on May 13, 1830.

C. GOVERNMENT

Under the constitution promulgated March 6, 1945, the president is elected directly by the people for a term of four years and is eligible for re-election after an interval of four years; he must be a native Ecuatorian, at least 40 years of age and not related by blood or marriage to the retiring president. Congress consists of a Chamber of Deputies, elected for two years by provinces on a population basis, and a Senate elected similarly for four years. In addition, special senators are elected by professional, cultural, business and racial groups. Voters are literate Ecuatorians, men and women over 18 years of age. Women voted for the first time in 1939. The provinces are administered by governors appointed by the Government; their subdivisions or cantons by political lieutenants.

D. ECONOMY

Ecuador's economy is based principally on agricultural products. It is divided into two agricultural zones: the coast regions and the lower river valleys, where tropical farming is carried on in a temperature of

from 18° to 25° centigrade; and the hill country, the foothills and the mountain valleys, adapted to grazing, dairying and the production of cereals, potatoes and the fruits and vegetables suitable to temperate climes. Ecuador has three distinct zones: the sierra uplands of the Andes consisting of high mountain ridges and valleys with nearly 60% of the population and costly farming land; the Costa, the coastal plains between the Andes and the Pacific, with permanent plantations furnishing cacao, coffee, bananas, sugar cane and many other crops; the Oriente, the upper Amazon basin on the east, consisting of tropical jungles threaded by large and powerful rivers, the latter section being little explored or exploited.

E. POPULATION

Ecuador's first population census was taken November 29, 1950; it showed a total of 3,202,757 (1,594,803 males and 1,607,954 females). The census was hampered by strong opposition from the Indian Villages. The working population was given as 1,236,590 of which two-thirds were agricultural. Estimated population in 1955 was 3,619,345. It should be borne in mind that vast sections of the jungle area of the Oriente are unexplored and a census of the tribes of wild indians would be impossible.

F. TRANSPORTATION AND COMMUNICATIONS

Shipping. Ecuador has ten seaports of which Quayaquil is the chief. The merchant navy in 1950 consisted of 67,000 tons of seagoing and 6,000 tons of river craft.

Roads. There are now 1,591 miles of main trunk roads, 1,121 miles of branch roads, and 2,227 miles of bridle paths. There is river communication throughout the principal agricultural districts on the low ground to the west of the Cordillera by the rivers Guayas, Daule, and Vinces.

Railways. There is a railway from Duran (opposite Guayaquil) to Quito (288 miles). The Quito - San Lorenzo Railway was officially opened in August 1957. The total length of the nine Ecuatorian Railways in operation is 1,340 kilometers.

Aviation. As in so many of the Latin American countries where surface travel is difficult, much importance is attached to air travel in Ecuador. Internationally, Ecuador is served by Avianca, Braniff, K.L.M., and Air-France. All the leading towns are connected by an almost daily mail service, however, the landing fields are generally small.

Area. The country is divided into 18 provinces (two comprising the Region Oriente), and one territory - the Archipelago of Galapagos - officially called Colon, situated in the Pacific Ocean about 600 miles to the west of Ecuador mainlands and comprising 15 islands.

Provinces and capitals	Area (sq.miles)
Esmeraldas (Esmeraldas)	5,464
Manabi (Puerto Viejo)	7,891
Los Rios (Babahoyo)	2,295
Guayas (Guayaquil)	8,331
El Oro (Machala)	2,338
Carchi (Tulcan)	1,495
Imbabura (Ibarra)	2,414
Pichincha (Quito)	6,218
Cotopaxi (Latacunga)	2,595
Tungurahua (Ambato)	1,685
Chimborazo (Riobamba)	2,989
Bolivar (Guaranda)	1,159
Canar (Azogues)	1,521
Azuey (Cuenca)	3,873
Loja (Loja)	3,705
Napo Pastaza and Santiago Zamora (Tena & Macas)*	219,095
Galapagos Islands (Cristobal)	2,868

* Region Oriente.

Cantons..... 74
Urban Parishes...119
Rural Parishes...585

Justice and Crime. The Supreme Court in Quito is the highest tribunal and consists of five Justices and the Minister Fiscal. Of the eight superior courts, three are composed of six judges and five of three judges each. There are numerous and well distributed lower courts. The popular jury was abolished in 1938 and criminal cases are heard before a "special jury" consisting of three members of the Ecuatorian superior courts. Capital punishment and all forms of torture are prohibited under the constitution. Imprisonment for debt and contracts involving personal servitude and slavery are also banned. Salaries for all judicial officials have replaced remuneration by fees. Habeus Corpus is observed and respected.

G. HISTORY OF THE ECUATORIAN POLICE

After the revolution which freed Ecuador and Colombia from the domination of Spain, the first political constitution of Ecuador created by the assembly of August 14, 1830, instituted a popular and progressive government with a president and minister of state. It was decreed by the congress that the separate municipal councils would establish their own police departments, regulations and enforcement in each municipality. Thus, the first established police organizations in Ecuador were under local control. There were numerous conflicts and problems which were often settled by military intervention, the army being the only unified force commanded by the chief of state.

In 1835, the then president, Vicente Rocafuerte, in trying to find a solution to the police problems which confronted him, decreed that the control of all police be under the Minister of State. This, however, did little to change the concept of each municipality being responsible for its internal police affairs, and made little change in the situation.

General Juan Jose Flores, in his second administration which followed that of Rocafuerte, re-established a military state in which the army overruled and interfered with the functions of the municipalities. Thus, for the first 30 years of Ecuador's existence as a country the police systems were under control of the separate municipalities and at times dominated and overruled by the military.

In 1864, the Ecuatorian senate passed a decree creating a new police force known as The Public Security Police. This organization was established under three general district chiefs, as follows: (1) Capital District; (2) Guayaquil District; (3) Azuay District, with each district to have sufficient police to maintain law and order. However, this organization had a principal function of preventing revolutions and subversive activities, so in this manner the executive power took over the control of the municipal police, but the autonomous spirit of these separate establishments remained.

Until 1930, the police of Ecuador developed slowly under a system of sectional or provincial organizations commanded by provincial police administrators (Intendentes) who were the first police authorities.

The first national police organization was formed in 1937 by the dictator General Alberto Enrique Galo who created the first central command. At this time he established the first training course for officers and brought an Italian police mission to the country headed by one Giacomo Negroni. The organization and the curricula of this school were essentially military. The police forces were established under the name of "Fuerzas Policial" (Police Forces). The hierarchy of all components had the same denominations and rank as the military.

In March 1938, the Military School of Carabineros was established for the purpose of training future police officers. The instruction was divided into two phases, military and civil, with army instructors for the military phases and civil instructors for the civil phases.

In July 1938, the entire structure of the police was changed and became the Corps of Carabineros. The Corps of Carabineros remained in existence until May 28, 1944, when the political transformation abolished the Corps, removing the commanding officers of this organization. It is held by some police authorities today that with the advent of the Italian mission and the attendant intensified training and improvement, the Carabineros began to demonstrate a high degree of efficiency and ability.

In June of 1944, the president Jose Maria DeLasco Ibarra, dissolved the Carabinero Corps and created the National Civil Guard. By decree the National Civil Guard became an essentially civil organization. The military titles of chiefs and officers were abolished and replaced by civil titles such as: Prefect, Inspector, etc.

The cadre of the officer personnel of the National Civil Guard was formed from the officers of the old Carabineros. However, in addition to this, many officers of higher rank were appointed without any professional police training or experience. Other high administrative positions were filled with ex-army officers. Gradually the professional officers trained in the police school began making their influence felt, especially in the wake of repeated failures on the part of non-professional personnel. As a result, the president recognized the need for a professional class of technically qualified personnel.

In 1949, President Galo Plaza organized the Rural Police with command and personnel semi-independent of the Civil Guard. He officered this organization with non-professional personnel, taken from civilian professions, and ex-army officers and once again the Rural Police were given a semi-military complexion. This situation prevailed until 1956, at which time the Rural Police were turned over to the control of the National Civil Police.

By Congressional Decree, October 31, 1951, the designation National Civil Guard was formally changed to the new National Civil Police, as the police of Ecuador are known today. The above decree and designation served to strengthen the separation of the police from the military.

Before December 1958, the "Comandante General" or Chief of Ecuatorian Police could either be chosen from the ranks, or appointed from outside the ranks without regard to qualification. After many years of effort to establish professional standards of qualification, the law was amended by Congressional Decree in late 1958. It provided that the post of "Comandante General" must be filled from the highest level of professional police command. This pertains as well to selection of officers for promotion. Today about 95% of officer staff are graduates of the police academy and the goal is 100%.

The spirit and morale which prevails today among the professional police officer class in Ecuador are impressive. There is almost universal desire to improve professional standards and increase the general competence of the police who are working willingly and tirelessly to help in attaining that end. The typical officer is receptive, intelligent, and dedicated as reflected by the fact that in the past few years, the NCP has almost literally "pulled itself up by its own bootstraps" to the extent that today the police of Ecuador have become a proud and dedicated group of professional men always aiming at higher standards of operations.

CHAPTER I

THE NATIONAL CIVIL POLICE OF ECUADOR

A. RESPONSIBILITY FOR LAW ENFORCEMENT

1. Departments in Which Vested.

The responsibility for maintenance of law and order is charged to and vested in the President of the Republic in accordance with the constitution promulgated December 31, 1946, Title XI, entitled "The Public Forces", Article 153 which states: "For the defense of the Republic and maintenance of constitutional order, a Military Armed Force will exist, organized in accordance with the law. To safeguard internal security, order and social services, a Civil Police Force will exist and be put into effect by special laws." The Minister of Government and Police, in turn, is responsible to the President for maintaining internal law and order and operates through:

a. The National Civil Police.

b. Directorate of Security and Investigations.

1. Criminal.
2. Political.

c. Immigration.

d. Other governmental departments which are responsible for law enforcement within the sphere of their own particular activities and subordinate to the Ministry of Treasury are:

1. Customs.
2. Monopoly.

2. Legal Authority.

The legal authority vested in the departments listed above originates by presidential decrees, and by subsidiary laws passed by congressional decrees. All legal authority originates in turn under the constitution created by the revolution of 1941.

3. Jurisdiction of Departments.

a. The National Civil Police has jurisdiction in all police matters throughout the Republic with the exception of those matters which come under and pertain to security and investigations, immigration, and customs. The principal functions of the NCP are:

1. Maintenance and preservation of law and order.
2. Protection of life and property.
3. Control and direction of traffic.

b. The Directorate of Security, Investigations and Identification, at the present time, does not come under police jurisdiction but functions rather for the purpose of making investigations of all criminal and political matters referred to its attention. The NCP, in the case of major crimes, refer arrested criminals to the Investigations Department for further investigation, action, and disposition. Recently with the resignation of the incumbent Chief of Investigations, the vacancy was filled by the appointment of a police career official. Plans are being studied to establish a criminal police investigations unit within the NCP which will be non-political and restricted to criminal investigations only.

c. Immigration is restricted in jurisdiction to investigation and control of aliens and foreigners within the boundaries of Ecuador. In some instances in outlying sectors control is exercised for Immigration by the District Security and Investigations Units acting in a dual capacity and reporting the results of this activity directly to Immigration Headquarters in Quito.

d. Customs is divided into two branches: (1) Administration, and (2) Enforcement. Inasmuch as smuggling and contraband activity is a lucrative occupation in Ecuador, the Enforcement Section of Customs is kept busy in all sections of the country, checking at highway traffic control posts, border stations and ports. Due to the scarcity of personnel in the Customs Enforcement Section, the National Civil Police cooperate closely in this activity, particularly at outlying border patrol posts.

4. Line of Political Control.

As indicated in Chart No. 2, Page 31, political and formal control within the police structure passes from the President to the Minister of Government and Police, thence to the Commander General of the NCP and Chief of the Directorate of Security and Investigations. The NCP, with its own civil service system established by the Police Organic Code, is relatively free from influence from outside the Government. On the other hand, until December 1958, the Security and Investigations Department was commanded by non-professional appointees who in turn carried the non-professional aspects to the lowest ranks in the organization. However, in December 1958, the President appointed a professional police officer to head both Investigations and the Police Internal Security Division (SIPE - Seguridad Interno Policial de Ecuador), and the entire investigations structure is currently undergoing reorganization with a view to taking the Investigations Section out of the political field and placing it under professional police supervision which would be legally established by congressional decree. This will accomplish the first step toward needed reform. (See Investigations - Chapter II.)

5. Authorized Strength.

The actual authorized strength of the NCP of Ecuador under the Organic Chart and Organization Tables of 1958 (Organico de la Policia Nacional de 1958), is 4,926 men and officers. This figure is exclusive of the traffic police department maintained by the city of Guayaquil which is autonomous and completely apart from the NCP. (See Figure No. 1, Pages 29 and 30 - Personnel Distribution Table - National Civil Police.)

6. Interdepartmental Relationships.

a. With Investigations.

Relationships between the NCP and Investigations is good principally because in the majority of Districts both organizations either occupy the same building or are situated closely together. The fact that the NCP turns all major cases over to Investigations also creates an aura of cooperation that on the whole is close.

b. With Immigration.

The NCP and Immigration are both under the Ministry of Government and Police, and necessarily cooperate closely with each other. This is particularly true in border provinces where understaffed Immigration gets a good assist from the NCP. In many instances, for the same reason, Investigations has sole responsibility for the control of foreigners in outlying provinces where Immigration enforcement officers are not located. Information regarding these activities is forwarded to Immigration Headquarters in Quito.

c. With Customs and Monopoly.

In the normal course of its work, such as conducting highway traffic control posts, the NCP often encounters smugglers and contraband runners. These cases are turned over to the Customs enforcement agencies with the police assisting in every way with prosecution and continuance when necessary.

d. With the Military Services.

In the past decade, cooperation of the NCP and the military forces of Ecuador has continued to grow closer each year. For example, upon request from the Police, the Army will loan instructors to conduct classes in horsemanship at the Police Academy. In rural areas the respective Police and Army commanders maintain close liaison and cooperation. Mutual courtesies, such as saluting, are extended from one service to the other. In view of the serious problem confronting the Government of Ecuador, which will host the

Eleventh Inter-American Conference in late 1959 or early 1960, with respect to handling of crowds, protection of delegates, anti-subversive control and other related security measures which must be adopted, the Survey Team expresses the sincere hope and belief that the past cooperative spirit that has existed between the Police and Military can be utilized to weld a strong coordinated security force made up of these two governmental organizations that will work harmoniously together. This can be accomplished by staff conferences and plans formulated by the higher level personnel within the ministries of Defense and Government and the commanding elements of the Police and Military.

B. ORGANIZATION

1. Structure.

The overall structure of the National Civil Police of Ecuador is shown in Chart No. 2, Page 31.

2. Functions.

a. General Functions for all National Civil Police.

1. To safeguard the security of citizens and their belongings.

2. To maintain order and peace in the cities.

3. To arrest violators.

4. To investigate alleged infractions of the law.

5. To process and punish those who commit misdemeanors.

6. To maintain custody of prisoners.

7. To safeguard public morals, and to perform all other functions as determined by the law.

b. Specific Functions for Provincial Corps.

1. Vigilance service, which includes:

a. Patrol of cities.

b. Security within prisons.

c. Inspection of public entertainment.

d. Guarding police headquarters.

e. Emergency patrols.

2. Traffic service, which includes:

a. Control of vehicles, drivers and controladores (people who take care of baggage and freight in rural service buses and people who take care of collecting fares in urban service buses).

b. Control of traffic signals.

c. Checking of traffic at control places (example: check posts are maintained on the main entrance to all cities and towns).

d. Control of parking places.

e. Investigation of traffic accidents.

3. Investigations service, which includes:

a. Vigilance.

b. Control and arrest of violators.

c. Investigating alleged crimes.

d. Recovering property.

4. Rural service, which includes constant patrolling of small towns, fields and roads, in accordance with the needs and complying with the provisions set forth for vigilance, traffic, and investigations services.

c. Functions of Departments within the General Command.

1. Personnel Department.

a. Administer the personnel (Chiefs, Officers and Policemen) of the National Civil Police.

b. Superintend the professional careers of Chiefs and Officers by means of books and cards, and the professional careers of police by means of a cardex system.

c. Prepare personnel lists:

(1) Officers: general photographic and photographic by units for all officers in active duty.

(2) Noncommissioned officers: have only personnel cards at present time, but general personnel lists are planned for the future.

(3) Policemen: personnel cards only.

d. To issue passports (travel allowances) to each member of the police for official transportation of himself, his dependents, and their baggage on the state-owned railroads.

e. Daily issuance of the General Order which includes Presidential (executive) and Congressional (legislative) decrees; ministerial decrees, orders or resolutions; personnel actions such as dispositions, transfers, appointments, announcements of new members of the police with their date of entry, rank, and assignment; dismissals and reason for separation.

f. Issuance of certificates or copies of documents related to the records of the department.

g. Revision of the personnel check lists for the different police units throughout the Republic and preparation of the check lists for the personnel in the General Command.

h. To send communications to the various police units of the Republic regarding orders of the General Command which will be published in the General Order.

i. Regulation of the general movement of the personnel of the National Civil Police. For example, when the General Commander wants to transfer an individual he has the Personnel Department find a replacement for the individual and suggest where the individual should be transferred.

j. Issuance of identification cards for members of the National Civil Police.

k. Issuance of social service permit cards to:

(1) Members of the police in active and retired status and their wives.

(2) Employees of the offices of the President of the Republic and Minister of Government.

2. General Technical Department.

The Technical Department is divided into the following sections:

a. Adjutant's Office.

b. Juvenile Police.

c. Criminal Statistics Section.

d. Public Relations Section.

e. SIPE (Intelligence Service of the Ecuatorian Police).

It is the responsibility of this Department to prepare:

a. General regulations.

b. Requirements for admission to the training school.

c. Projects for reformation of the laws and regulations of the National Civil Police, which, after the approval of the General Commander, are submitted to the corresponding branch of government.

The major functions of the sections of the Technical Department are as follows:

a. Adjutant's Office.

(1) The Adjutant has the responsibility for handling the official correspondence coming into the Technical Department. He also has the responsibility for preparing projects for the formation of new laws and regulations and the reformation of present laws and regulations.

(2) Maintenance of the general records of the Department.

b. Juvenile Police.

(1) To control juveniles; abandoned and lost children; children who have run away from their parents, orphanages or correctional homes for delinquents.

(2) To maintain statistics on juvenile delinquency.

(3) To keep in close contact with juvenile courts.

c. Criminal Statistics Section.

(1) This section has the responsibility for maintaining general information of habitual (repeaters) criminals by means of a cardex system and detailed histories of their criminal lives.

(2) Maintenance of general photographic records of delinquents, the one record related to modus operandi, and criminal fingerprint records.

(3) To keep in close contact with the provincial chiefs of Investigation through the Republic.

d. Public Relations Section.

(1) Administers police reports from the entire country in order to give information to the national press.

(2) Summarizes all newspaper articles about political and police news for the General Commander.

(3) Hears complaints from all members of the institution about personal, family, and professional matters.

(4) When information is requested from the General Commander by government officials or another organization, this section has the responsibility, when ordered by the General Commander, for contacting the appropriate police units to obtain the required information.

3. Traffic Department.

The Traffic Department Headquarters in Quito is divided as follows:

a. Director.

b. Secretary.

c. Vehicle License Section.

d. Drivers, Conductors and Records Section.

e. Economical Section.

Outside of Quito there are provincial traffic chiefs. In some cases, there are assistant traffic chiefs who are appointed to assist the chief in a different section but in the same province, when there is an outstanding traffic problem or workload in that section.

The Traffic Department has the following functions, which apply to the entire country except the province of Guayas:

a. Supervision and organization, through the provincial traffic chief's offices, of the motorized traffic of the country, except in the province of Guayas. This control and organization is carried out

through the issuance of general rules, the establishment of parking lots, and the setting up of schedules for public service vehicles.

b. Statistic control of vehicle licenses for all motorcars and distribution of plates for vehicle identification.

c. Maintenance of information, through the traffic chiefs, about all traffic accidents throughout the country.

d. Using the legal authority granted by the traffic regulations, this Department may suspend drivers' licenses of those drivers who are responsible for traffic accidents.

e. Inspection of motor vehicles, with the authority to retire from circulation all those vehicles that do not have the safety requirements stipulated by regulations.

f. Superintends the operation of professional drivers' schools.

g. Authorizes the issuance of drivers' titles in the different categories of drivers who have fulfilled the necessary requirements.

h. Orders detention of traffic violators in order to place them under competent authorities.

4. Comisariat Department.

a. Has economic administration of the NCP organization throughout the entire country.

b. Requests funds from the National Treasury for:

(1) Salaries.

(2) Meals allowances.

(3) Other needs of the institution.

c. Prepares and signs contracts.

d. Revises accounting books for all NCP units in the country.

e. Checks payroll offices in the various units of the NCP.

f. Maintains statistical and inventory documents about vehicles, horses, and all material and property pertaining to the NCP.

g. Receives and transmits lists of weapons and ammunition from and to the police units.

h. Distributes family allowances throughout the entire country for officers who have children.

5. Medical Department.

a. This Department is divided into the following units:

(1) Medical Assistance Service.

(2) Medical Legal Service.

(3) Dental Service.

b. The Medical Assistance Service performs functions of a prophylactic and curative nature for all members of the NCP and their relatives.

c. The Medical Legal Service performs inspections, examinations, necropsys, etc., according to the respective law.

d. The Dental Service has a national coverage and performs the oral teeth control in urban centers through various offices and in rural areas by means of mobile services.

e. The Medical Department has two directive boards which are:

(1) Technico-Administrative Council.

(2) General Director of Health.

f. This Department prepares the general regulations for health and their reforms to be sent to the General Commander, and also prepares the internal regulations for the administration of the Health Department.

g. The Chief Medical Office participates in all contracts and works of the Medical Department.

h. The Chief Office prepares the personnel lists of the Department according to needs.

i. Requests orders for the enlisting of new personnel and granting of promotions for better service in the Health Department's functions.

j. Performs periodical checks of the various units throughout the country to determine the units' medical needs.

k. Prepares statistics about the rates of sickness and mortality among the personnel of the National Civil Police.

l. Supervises the accomplishment of duties of the members of the Surgeons Board with respect to the obligations necessary to obtain disability and retirement pensions.

m. Purchases medicines for the treatment of patients throughout the entire country.

6. Legal Department.

a. The Legal Department is divided into the following sections:

(1) Office of the Chief of the Legal Department.

(2) General Prosecutor's Office.

(3) District Judge's Office.

b. In the Legal Department, all penal procedures take place for crimes committed by members of the institution while in active service and in performance of specific functions of police work.

c. Performs procedures for rectifying names of policemen.

d. Rectifies dismissal orders and makes inquiries ordered by the General Commander for establishing in legal form the manner of conduct of one member of the institution as observed by other members of the institution.

e. The District Judge has authority and jurisdiction over provinces pertaining to the District.

f. The Prosecutor is responsible for supervising judicial affairs throughout the country.

g. The Chief of the Legal Department controls the distribution of family allowances with respect to police officers' children, by checking the existence of children who have been claimed as dependents.

h. The Office of the Chief of the Legal Department assists the General Commander of Police, the Superior Counsel members, and other branches of the organization with respect to legal and administrative matters according to the laws and regulations.

i. The Chief of the Legal Department is the president of crime tribunals for officers and policemen.

j. The head of the Legal Department renders his opinion in first instances about the documents presented to the Qualifications Board of Services, in which he serves as prosecutor. (Example: a person presents papers to this Board as part of a request for retirement. The Chief of the Legal Department certifies the verascity of the information contained therein.)

k. The head of the Department studies and makes the final forms of contracts for projects which involve the General Command.

l. The head of the Department renders opinions as to the legality of documents concerning merit points, promotions, transitory situations, dismissal orders, etc.

m. The head of the Department requests of the General Commander that a member of the police, who is under the authority of a tribunal or judge, or who has been indicted, be placed in a transitory status, or, on the other hand, a member in transitory status be placed on active duty according to the law.

n. The head of the Department renders opinions about re-enlistments of members who are out of the service and have applied to the NCP for readmittance.

o. The head of the Department gives opinions to the General Commander about legal complaints from members of the organization.

3. Command Structure.

a. General Ranks.

1. Commissioned Officers.

a. Chiefs.

(1) General Commander.

(2) Prefect Chief (Colonel).

(3) Prefect (Commander).

(4) Sub-Prefect (Major).

b. Officers.

(1) Inspector (Captain).

(2) 1st Sub-Inspector (1st Lieutenant).

(3) 2nd Sub-Inspector (2nd Lieutenant).

2. Noncommissioned Ranks.

a. Noncommissioned Officers.

(1) Cadet.

(2) 1st Sergeant.

(3) Sergeant.

(4) Corporal.

b. Policemen.

(1) Urban.

(2) Rural.

(3) Traffic.

b. Command Ranks.

The Command of the National Civil Police is exercised through the following personnel:

1. General Commander.

2. Chiefs of Departments.

3. Chiefs of Districts.

4. Chiefs of Corps.

5. Chiefs of Sections.

6. Detachment Commander Officer or Noncommissioned Officer.

c. Responsibilities of Command Ranks.

1. General Commander.

The General Commander of the NCP is the first authority within the command structure of the police. He is responsible to the President of the country, through the Minister of Government and Police, for the efficiency of police services throughout the Republic, and for the discipline and work of the personnel in his organization. Specifically, he is responsible for the administration, direction and management of the people working under him.

2. Chiefs of Departments.

A Chief of Department is immediately responsible to the General Commander for the good administration of his department, the fulfillment of the by-laws of his department, and the discipline of the personnel under his command. He must submit to the General Commander written reports describing the activities of his department, and he also has the responsibility of seeing that the personnel of his department are informed of new orders.

3. Chiefs of Districts.

A Chief of District is responsible for the administration, supervision, and discipline of the corps within his district. He must report to the General Commander and the appropriate Chief of Department about the actions taken in response to orders received. A District Chief is charged with the conduct of inspections of the corps in his district, whenever he deems it necessary or whenever he is ordered to do so by the General Commander, and he also solves the problems that come to his attention while making such inspections. He must also maintain alphabetical and numerical files, and professional records for the personnel under his command. A copy of each professional record is sent to the Personnel Department at Headquarters in Quito.

4. Chiefs of Corps.

Chiefs of Corps are responsible to the General Commander and the respective District Chief and Department Chiefs for the fulfillment of direct instructions issued for the better functioning of the corps. As regards administration and discipline of police personnel, the Chiefs of Corps are the highest authority in the provinces and attend the various services and needs of administration and discipline.

Chiefs of Corps are charged with keeping informed about the contents of reports and communications they receive and taking any action they deem necessary. They are also charged with taking the necessary steps to avoid hardships to the personnel under their command and to insure better

police service. In addition, Chiefs of Corps supervise personnel in each of the several police sections, give professional instruction to each member of the NCP under their authority, and check and legalize documents and issue orders. It is also the responsibility of the Chiefs of Corps to report all corps activities to the District Chiefs, and to submit financial activity reports to the Comisariat Department at Headquarters.

5. Chiefs of Sections.

A Chief of a Section is responsible for the supervision of the work of the police detachments within his territory. Specifically, his responsibilities are as follows:

a. Investigate, prevent, and control all breaches of morals and public or private order.

b. Maintain constant vigilance of the section, in accordance with the orders set forth by law, and the rules and regulations of the NCP.

c. Conduct spot inspections and check the administrative, disciplinary and moral state of the personnel under his command.

d. Train the personnel under his command.

e. Supervise officers and troops under his authority to ensure that they perform their duties during the designated shifts.

f. Investigate cases involving personnel under his authority and covering negligence, imprudence, or abuse of authority in police service or in private life. He reports such cases to the Chief of Corps so that the Chief may punish the offender or fix the responsibility for the offense as a step toward taking further legal measures.

6. Detachment Commanding Officer or Noncommissioned Officer.

Officers in charge of detachments are responsible to their superiors for the administration, discipline, and efficiency of the detachment personnel in the performance of their police duties. Their specific duties are as follows:

a. Check and maintain files, documents, and communications belonging to the detachment.

b. Supervise and legalize the writing of detachment communications and reports and see that they are expeditiously delivered to the proper authorities.

c. Inspect detachment units checking the living and sanitary conditions of the prisoners' quarters.

d. Comply with and enforce all general governmental laws, rules, and orders within the detachment area.

7. Organizational Livestock.

One important adjunct possessed by the NCP is the horses and mules which are used principally in the rural squadrons for transportation and patrol purposes. In an underdeveloped country such as Ecuador mounted elements are a necessity to meet the challenge of the terrain which consists mainly of mountains, jungles, and vast uninhabited areas. The livestock strength of the NCP is:

a. Horses - 164

b. Mules - 236

C. ADMINISTRATION

1. Authority of the General Commander.

As first authority within the command structure of the National Civil Police of Ecuador, the General Commander is empowered to:

a. Issue, through the pertinent department, general, special and circular orders to the various NCP units throughout the Republic.

b. Maintain contact with the various NCP units.

c. Give direct orders to all units of the organization.

d. Attend to the business of the Office of the General Commander.

e. Request the President, through the Minister of Government and Police, to issue diplomas and appointments for the personnel under his command.

f. Legalize with his signature all documents of the NCP.

g. Keep informed of the contents of all reports and communications addressed to him, and take any action which he deems necessary.

h. Keep informed of all the needs of and difficulties occuring in his organization, and seek the well-being of all personnel under his command.

i. Request the Minister of Government to transfer officers.

PERSONNEL DISTRIBUTION TABLE - NATIONAL CIVIL POLICE

Figure No. 1

	General Commander	Prefect Chiefs	Prefects	Sub-Prefects	Inspectors	Sub-Inspectors (1st)	Sub-Inspectors (2nd)	1st Sergeants	Sergeants	Corporals	Privates	Cadets
HEADQUARTERS	1		1			1	1	3			4	
AIDE GENERAL		1						1	1		2	
DEPARTMENT OF PERSONNEL		1		1	1	1		3	1	1	5	
TECHNICAL & SCHOOLS DEPT.		1		1	1	2			2	1	9	
Police Juvenile Service							1				6	
TRAFFIC DEPARTMENT		1		1	1	3	1		1		10	
Traffic Service of Quito				1	2	3	6	3	28	27	160	
COMISARIAT		1	1		2						4	
Pay Section			1		2		1		4		2	
DEPARTMENT OF HEALTH		1	1	1	4		2	1	4	6	15	
Maternal House					1		1		1		13	
Medico-Legal Service					2	1			2	1	2	
Dental Service					1	1	1				4	
JURIDICAL DEPARTMENT		1	3		1	1	1		1		1	
FILES							1		1		1	
MECHANICAL SERVICES							1	2	2	2	5	
Radio Telegraph											5	
Officers' Club											3	
SHOPS									2	1	12	
NATIONAL POLICE SCHOOL		1		1	1		1		3	2	8	
Officer Instructors					1	4	3				1	
Cadets												50
Auxiliary Inst. & Service								2	7	1	3	
Health Section						2	1		1	2	5	
Services Section									1	2	19	
Construction & Farm Service									1	1	9	
Commissary					1			1			1	
TO BE CARRIED FORWARD	1	8	7	6	21	19	23	16	63	47	309	50

PERSONNEL DISTRIBUTION TABLE – NATIONAL CIVIL POLICE (continued)

	General Commander	Prefect Chiefs	Prefects	Sub-Prefects	Inspectors	Sub-Inspectors (1st)	Sub-Inspectors (2nd)	1st Sergeants	Sergeants	Corporals	Privates	Cadets
BROUGHT FORWARD	1	8	7	6	21	19	22	16	63	47	309	50
2nd DISTRICT HEADQUARTERS		1			2	2	2	2			3	
3rd DISTRICT HEADQUARTERS		1			2	1	1	2			3	
4th DISTRICT HEADQUARTERS		1			2	2	2	2			4	
CORPS No. 1		1	1	3	7	14	13	18	28	54	668	
CORPS No. 2		1	1	3	10	11	16	18	107	195	684	
CORPS No. 3			1	2	4	6	5	3	12	26	185	
CORPS No. 4			1	2	4	6	5	3	18	30	230	
CORPS No. 5			1	1	3	7	4	2	8	16	157	
CORPS No. 6			1	1	4	6	3	2	8	15	151	
CORPS No. 7		1		2	3	7	7	7	10	29	203	
CORPS No. 8			1	2	3	8	5	3	12	31	160	
CORPS No. 9			1	1	3	7	5	4	8	14	172	
CORPS No. 10			1	1	2	4	4	2	6	8	100	
CORPS No. 11				1	1	6	3	1	5	10	65	
CORPS No. 12			1	1	1	5	3		4	7	77	
CORPS No. 13				1	1	4	4	1	3	9	79	
CORPS No. 14			1	2	2	7	5	2	9	19	130	
CORPS No. 15				1	1	4	3	1	3	8	70	
CORPS No. 16					1	1	1	1	1	2	25	
CORPS No. 17					1	1	1	1	1	2	25	
CORPS No. 18					1	1	1	1	1	2	25	
CORPS No. 19				1	1	3	2	2	1	2	30	
TOTALS	1	14	18	31	80	132	117	94	308	526	3555	50

GRAND TOTAL – – 4,926

CHART NO. 2

THE NATIONAL CIVIL POLICE OF ECUADOR

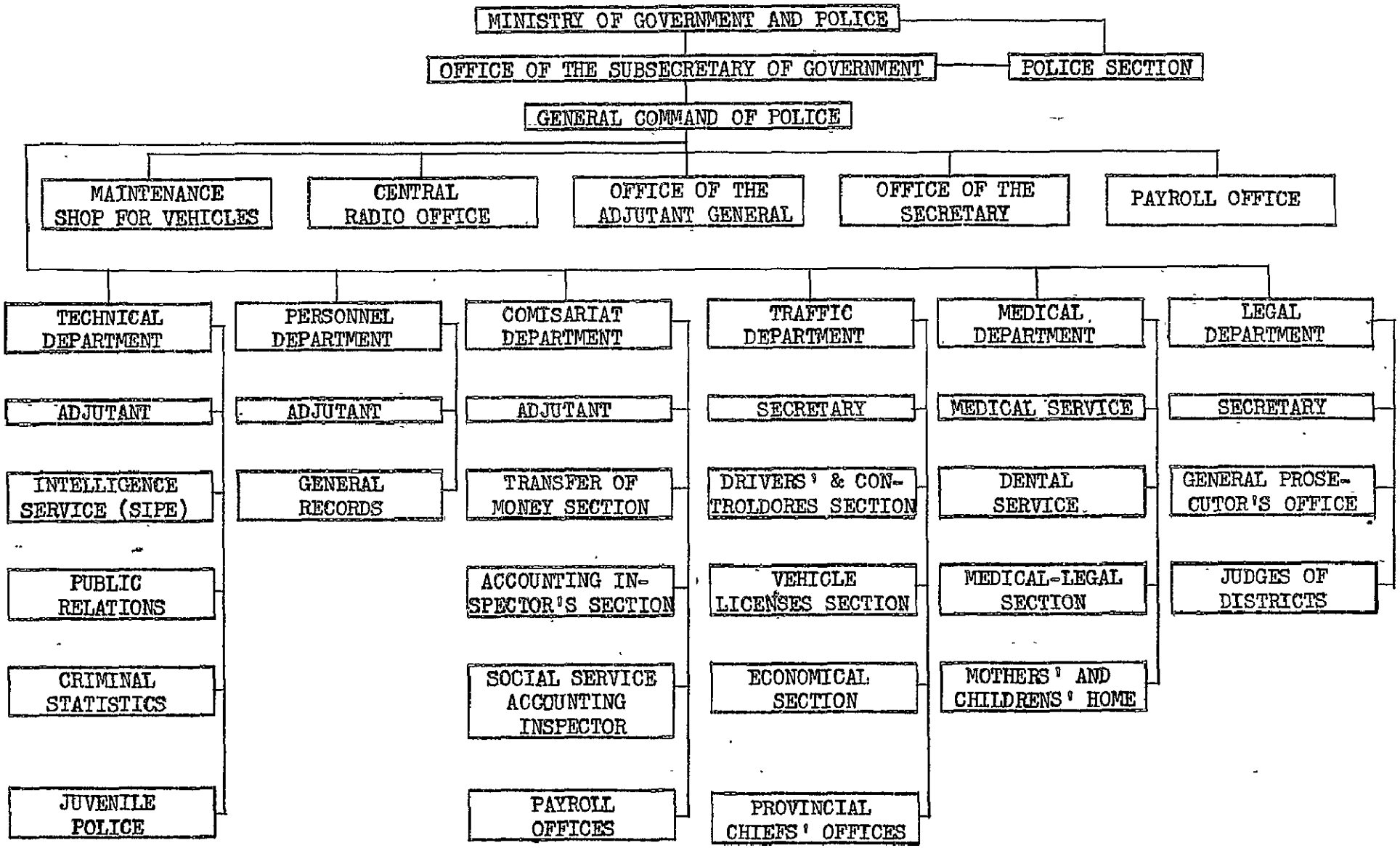


CHART NO. 3

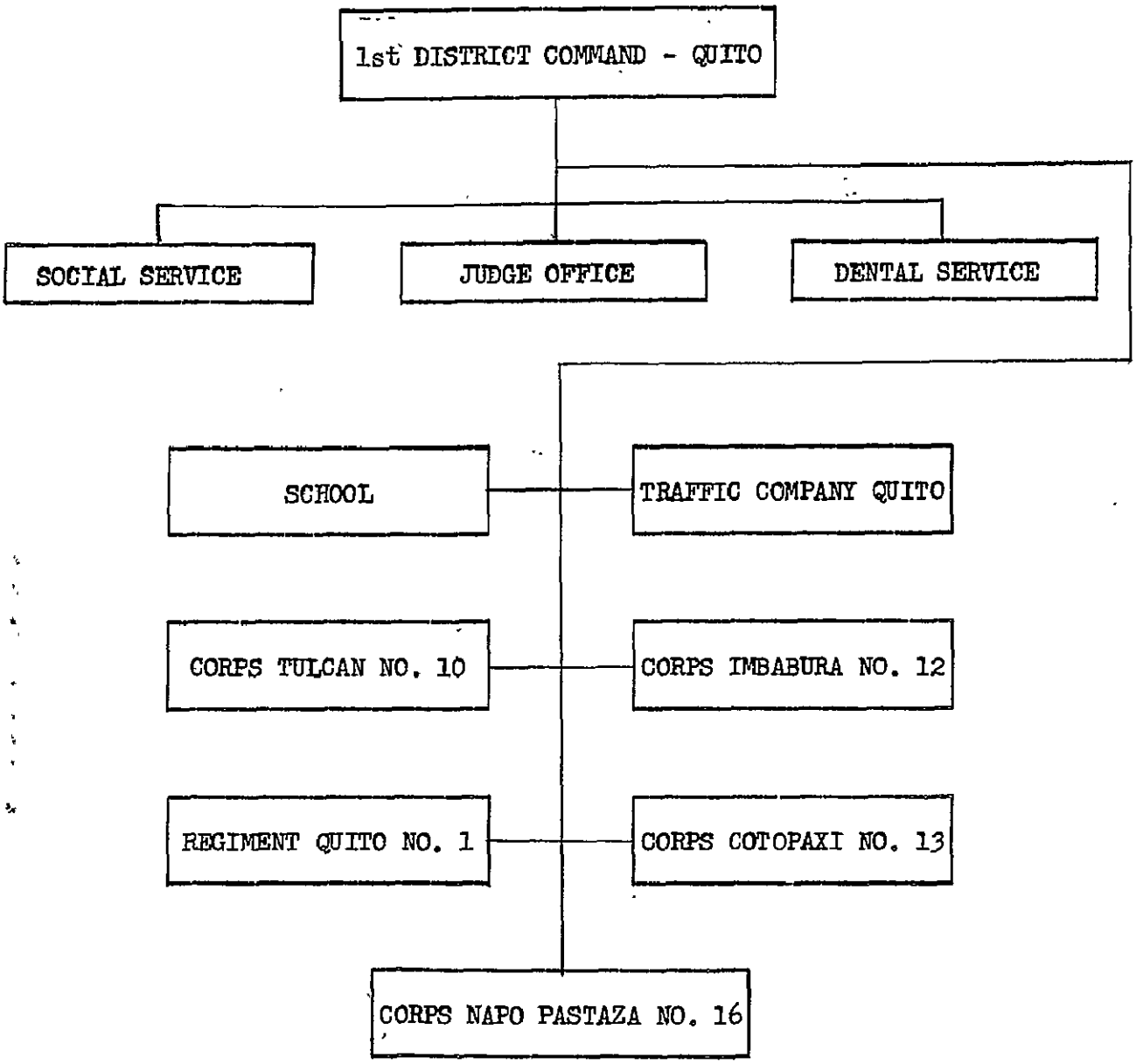

1st DISTRICT COMMAND - QUITO
SOCIAL SERVICE
JUDGE OFFICE
DENTAL SERVICE
SCHOOL
TRAFFIC COMPANY QUITO
CORPS TULCAN NO. 10
CORPS IMBABURA NO. 12
REGIMENT QUITO NO. 1
CORPS COTOPAXI NO. 13
CORPS NAPO PASTAZA NO. 16

CHART NO. 4

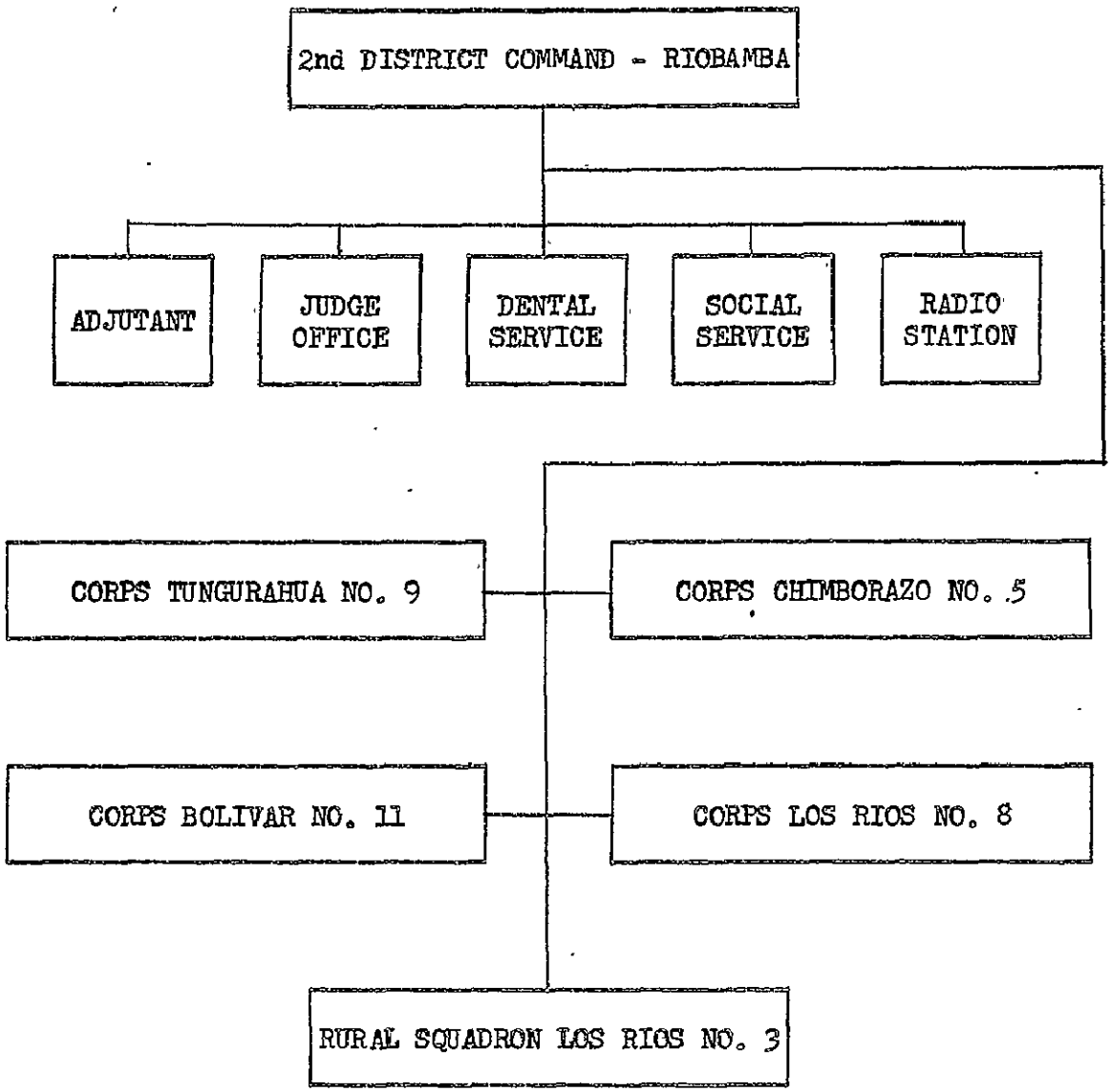

2nd DISTRICT COMMAND - RIOBAMBA
ADJUTANT
JUDGE OFFICE
DENTAL SERVICE
SOCIAL SERVICE
RADIO STATION
CORPS TUNGURAHUA NO. 9
CORPS CHIMBORAZO NO. 5
CORPS BOLIVAR NO. 11
CORPS LOS RIOS NO. 8
RURAL SQUADRON LOS RIOS NO. 3

CHART NO. 5

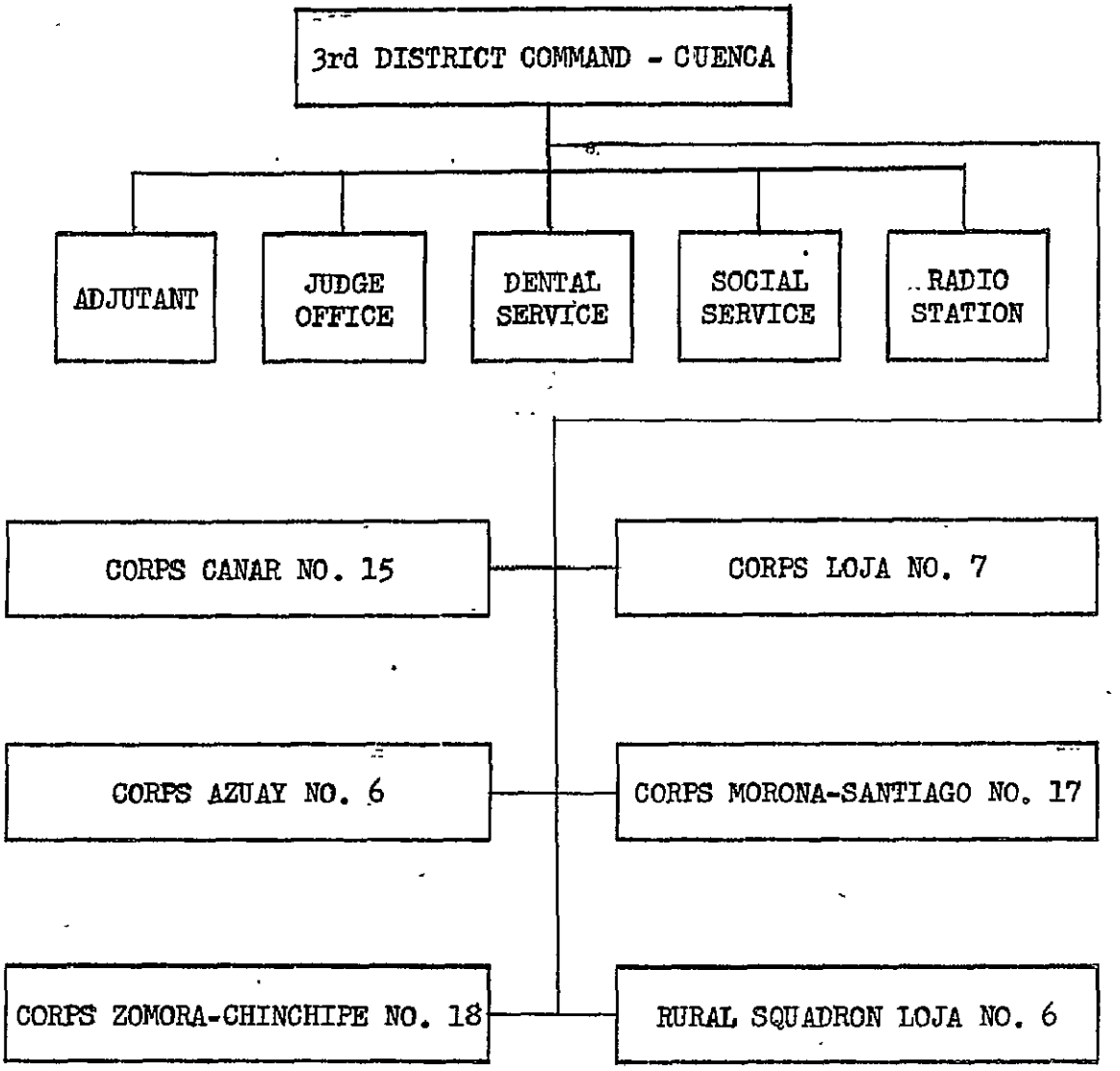
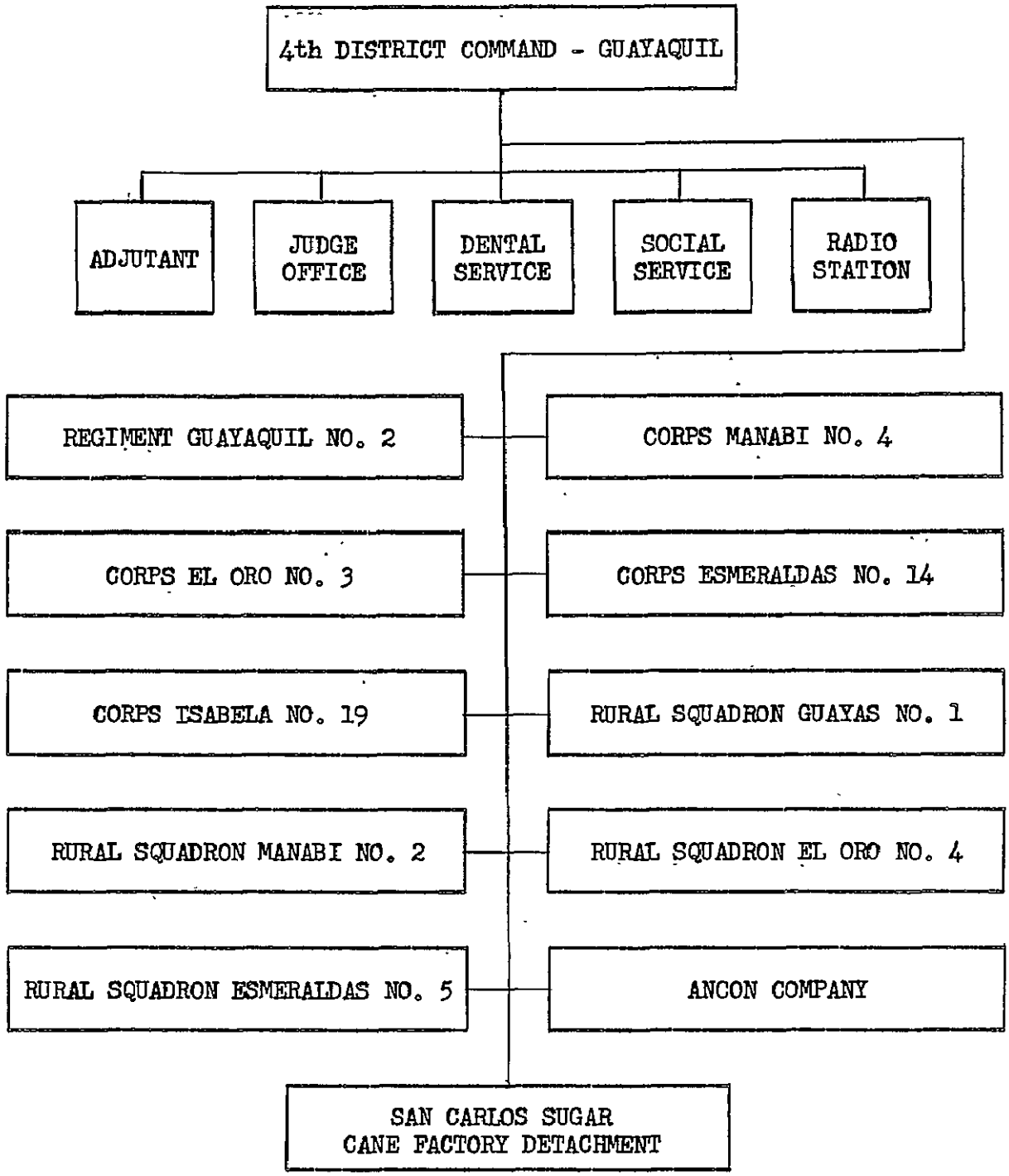

3rd DISTRICT COMMAND - CUENCA
ADJUTANT
JUDGE OFFICE
DENTAL SERVICE
SOCIAL SERVICE
RADIO STATION
CORPS CANAR NO. 15
CORPS LOJA NO. 7
CORPS AZUAY NO. 6
CORPS MORONA-SANTIAGO NO. 17
CORPS ZOMORA-CHINCHIPE NO. 18
RURAL SQUADRON LOJA NO. 6

CHART NO. 6


4th DISTRICT COMMAND - GUAYAQUIL
ADJUTANT
JUDGE OFFICE
DENTAL SERVICE
SOCIAL SERVICE
RADIO STATION
REGIMENT GUAYAQUIL NO. 2
CORPS MANABI NO. 4
CORPS EL ORO NO. 3
CORPS ESMERALDAS NO. 14
CORPS ISABELA NO. 19
RURAL SQUADRON GUAYAS NO. 1
RURAL SQUADRON MANABI NO. 2
RURAL SQUADRON EL ORO NO. 4
RURAL SQUADRON ESMERALDAS NO. 5
ANCON COMPANY
SAN CARLOS SUGAR CANE FACTORY DETACHMENT

[redacted]

CHART NO. 7

POLICE BOARDS

SUPERIOR COURTS OF JUSTICE
QUALIFYING BOARD OF SERVICES
ADVISING BOARD OF TRAFFIC
SUPERIOR COUNCIL OF DECORATIONS
SURGEONS BOARD
AGRICULTURE COOPERATIVE OF THE NATIONAL POLICE
TRIBUNALS OF CRIME OF THE NATIONAL POLICE
QUALIFYING TRIBUNALS OF EXAMINATIONS

[redacted]

2. Authority of Command Officers.

Every member of the NCP who is assigned by the General Commander to direct the activities of the various police units is a Command Officer. During the absence of an officer in command, the sub-officer holding the next highest rank will exercise the Command Officer's duties provided there is no express instruction issued by the superior command. A sub-officer who assumes such a command is required to exercise his authority and fulfill his duties in a responsible manner and in the same fashion as the officer whose place he assumes.

The members of the NCP, while exercising the duties of their immediate superiors, will carefully follow the orders that said superiors may have received. If these orders are transmitted to subordinate personnel, such personnel will report the receipt of them to their superiors.

A Command Officer is responsible for compliance with the law, regulations, and orders issued by his superiors. He is responsible for the good administration and discipline of the personnel under his command. He has the authority to send, revise, and check orders issued to the members of the police under his authority, and to see that they fulfill their duties and are kept well informed of all matters related to the performance of good police service. The Command Officer is also responsible for the preparation, maintenance, and care of files under his control. In addition, he is responsible for the preparation and timely remittance of reports and communications to his superior officers and other appropriate officials.

3. Delegation of Authority.

a. General Adjutant.

When the General Commander is absent from the NCP Headquarters, the General Adjutant assumes command. He has the authority to take action to solve police problems of a local nature. The solution of National Police problems is performed by the General Commander.

b. Chiefs of Departments.

If the chief of a department thinks it necessary to change the by-laws governing the operation of his department, he may make a request for the amendment of such laws. He also can request changes in the personnel under his authority, but he must explain why he thinks such changes are necessary. In order to obtain assistance from another department, the chief of a department has to file the request with either the General Commander or General Adjutant.

c. Chiefs of Districts.

As regards personnel matters, there is very little authority delegated to the chief of a district. If he wishes to hire a civilian,

dismiss or transfer a policeman or grant special or regular leave to a policeman under his authority, he must make requests for such personnel actions to the General Commander. Requests for transfer of policemen from one district to another are made to the Personnel Department. The district chief also has the authority to prepare selection lists for promotion of policemen in accordance with the law of "Police Status and Promotions." Also, he can have documents of the district legalized with the signature of the General Commander and through the respective department. As regards transfers and leaves outside of the district for officers, the chief must file a request to the General Commander. The head of a district, however, may himself grant leaves to officers and employees who are planning to remain within the district.

d. Chiefs of Corps.

A chief of corps does not have the authority to grant discharges, transfer, leaves to the personnel under his command, or to request resignations. Such requests must be made to the appropriate department at headquarters or the chief of the district. A corps chief has the authority to ask a department for information necessary to help solve any problems that may occur in a province.

e. Chiefs of Sections and Detachments.

These men have very little authority of their own, and rely to a great extent on their immediate superiors for orders and instructions.

D. PERSONNEL

1. Authorized Strength.

General Commander	1
Prefect-Chiefs (Colonels)	14
Prefects (Commanders)	18
Sub-Prefects (Majors)	31
Inspectors (Captains)	80
Sub-Inspectors (1st Class) (1st Lieutenants)	132
Sub-Inspectors (2nd Class) (2nd Lieutenants)	117
Cadets	50
1st Sergeants	94
Sergeants	308
Corporals	526
Policemen (civil, traffic, and rural)	3,555
Total	4,926

2. Salary Scale and Allowances.

a. Salary Scale.

The monthly salaries for the personnel of the NCP, according to rank as of January 1959, are as follows:

Rank	Monthly Salary (in Sucres)*
Comandante General (General Commander)	4,000
Prefect-Chief (Colonel)	3,000
Prefect (Commander)	2,000
Sub-Prefect (Major)	1,500
Inspector (Captain)	1,200
Sub-Inspector (1st Class) (1st Lieutenant)	1,000
Sub-Inspector (2nd Class) (2nd Lieutenant)	850
Cadet	300
1st Sergeant	550
Sergeant	450
Corporal	430
Policemen (civil, traffic, and rural)	400

There are no in-grade salary increases for the members of the National Civil Police.

b. Meals Allowance.

All personnel of the NCP receive a daily meals allowance, which varies in accordance with the cost of living in the different sections of the country. The meals allowance for the majority of officers is 10.00 Sucres per day. In the rural areas, however, this allowance is 15.00 Sucres per day. First Sergeants, Sergeants, Corporals, and Policemen receive a daily meals allowance of from 5.00 to 6.00 Sucres, except in the rural areas, where it is 10.00 Sucres per day.

c. Complementary Salaries.

To compensate for the high cost of living in certain lowland sections of the country, monthly complementary salaries are given to some of the personnel of the NCP. These salaries vary in amount in accordance with rank and the section of the country. The following chart gives a breakdown, as of January 1959, of the complementary salaries granted (Sucres per month):

* Exchange rate: 17 Sucres is equivalent to U.S. $1.00 (approximate).

	CORPS-GUAYAQUIL	GUAYAS*	SQUADRON EL ORO	MANABI*	LOJA*	LOS RIOS*	ESMERALDAS*	CORPS ISABELA
Captain	-	-	-	-	-	-	-	100.00
1st Lt.	-	-	-	-	-	-	-	120.00
2nd Lt.	-	50.00	50.00	50.00	50.00	50.00	50.00	235.00
1st Sgt.	55.00	20.00	20.00	20.00	20.00	20.00	20.00	190.00
Sgt.	80.00	60.00	60.00	60.00	60.00	60.00	60.00	220.00
Corporal	52.50	10.00	10.00	10.00	10.00	10.00	10.00	175.00
Policeman	55.00	-	-	-	-	-	-	130.00

d. Family Subsidy Allowance.

Commissioned officers who have children receive additional money each month to assist in the raising of their family. The amount of this monthly allowance is dependent upon the number of children in the family. The following table, as of January 1959, shows how the amount is determined:

Number of Children	Monthly Allowance (Sucres)
1	100
2	180
3	250
4	310
5	360
6	400
7	430
8 (or more)	450

This family subsidy allowance is not given to non-officers.

e. Salary Deductions (for officers and policemen).

The following deductions are made from the salaries of officers and policemen:

10% - for separation insurance.
5% - for retirement.
1% - for funeral expenses and for payment to beneficiaries before receipt of pension after death.
1% - payment to medical department for medical benefits.
1 Sucre per month - for Public Force Tax (for national defense).

3. Recruitment.

a. Officers.

Today most of the new officers entering the service of the NCP are graduates of the Police Training School. According to the Police Status and Promotion Law, people who have attended a foreign police institution with authorization from the Ecuatorian Government, and policemen who have proven their mental capacity in special courses ordered by the General Commander or who have fulfilled the requisites for officer promotion on a merit basis (see section on Promotion), are eligible for recruitment as officers. These latter two methods, however, are very uncommon at the present time.

1. Requisites for Admission to the Police Training School.

The following requisites are necessary for admission to the Police Training School as a Cadet:

a. Ecuatorian citizen by birth (must be certified by a birth certificate).

b. Between 18 and 23 years of age.

c. High school graduate (candidate must present a diploma authenticated by the Ministry of Public Education).

d. Written proof of good conduct at the school where candidate studied.

e. Candidate must be single.

f. Written certification of integrity from the police or military authorities of the candidate's place of residence.

g. Favorable completion of the Training School's entrance examinations.

h. Completion of necessary vaccinations.

i. Favorable completion of the necessary medical and psychiatric examinations.

j. Good teeth.

k. At least 1.65 meters tall and, according to the Pignet Index, the candidate's physical capacity should be in relation to his age.

2. Additional Requirements.

The period of study in the Police Training School for officers is of three years duration. Prior to the 15th of October of each year, each Cadet's legal representative must submit to the School Director a Statement of Guaranty, by which the guarantor agrees:

a. To pay 2,000 sucres for each year or portion of a year which the Cadet does not complete, in the event he does not wish to remain in the school; he deserts; or he is dishonorably discharged. This agreement is not valid if the reason for the Cadet's retirement is physical or mental incapacity attested by the Board of Surgeons of the NCP.

b. That the Cadet, after graduation, will serve for two years as an officer, or pay 2,000 sucres for each year or portion of a year that he does not serve. This agreement is valid only if the officer's separation is not due to reasons that are contrary to the will of the officer to remain in the institution.

c. To establish his (the guarantor's) residence in Quito, or name his legal representative in Quito, for judicial or extra-judicial purposes that may arise from the foregoing provisions.

b. Policemen.

1. Requisites for Application for Admission.

a. Citizen of Ecuador.

b. Between 21 and 30 years of age (to be proven by a birth certificate).

c. Must have finished primary education.

d. Must be approved in the general cultural examination (under the responsibility of the respective unit commanders).

e. Must have a military service card.

f. Must have Identification and Orientalista Cards.

g. Copy of police record.

h. Certificate of good conduct.

i. Must satisfactorily pass medical examinations, according to regulations issued by the head of the Medical Department of the NCP.

j. If previously a member of the NCP, the applicant must not have been dismissed because of bad conduct, desertion, absence at roll call, unsuitable for service, abandonment of service, being drunk, unworthy of belonging to the institution, contagious disease, or incapacity.

k. Applicant must donate a pint of blood to the Red Cross, which will be at the disposition of the NCP Clinic.

2. Recruitment Procedure.

a. The applicant submits his application and necessary documents to the commanding officer of the respective police unit.

b. The commanding officer sends the application and documents to the Personnel Department through the General Commander.

c. The Personnel Department checks the requisites of the applicant.

(1) If fulfilled, the applicant is considered eligible to join the National Civil Police and notification of his appointment is published in the General Order.

(2) If not fulfilled, the Personnel Department notifies the respective police unit.

d. A successful applicant joins the police at the unit where he filed his application.

4. Assignment and Transfer.

a. Assignment.

1. Officers.

Assignment of new officers (graduates of the Police Training School) is based upon the officer's personal qualifications and the vacancies in the various units at the time of graduation. The most important factor in the determination of the graduate's assignment is his standing in the graduation class.

2. Policemen.

Assignment of new policemen is determined mainly by individual personal qualifications and vacancies in the various units. A policeman may have special qualifications which may make him more useful to one unit than to another. A policeman may be assigned to the unit to which he applied or to another one, depending on the vacancies and needs of a particular unit.

b. Transfer.

Decisions to transfer officers and policemen of the NCP are made by the General Commander. The actual transfer of officers is ordered by the Minister of Government, while that of policemen is ordered by the General Commander.

Theoretically, transfers are made for two reasons:

1. To meet service requirements;

2. Because of health and other private reasons.

At the present time, however, a number of transfers to more unhealthy areas of the country, such as the Eastern Provinces and the jungles, are being issued as punishment. Many officers of the NCP have a desire to eliminate this practice and to make service in the unhealthy areas an honor, with such a tour of duty or service limited to approximately six months.

Unit chiefs may request the transfer of subordinates in order to improve the service. In such cases, the unit chief informs the General Commander of the reasons for such a request. The General Commander and the Chief of the Personnel Department study the request and make the final decision about the transfer.

Officers and policemen of the NCP have the right to request a transfer after they have served at least two consecutive years with one unit. If such a unit should be located in an unhealthy and undesirable area (rural service, lowlands, jungle, Eastern Province, etc.), a request for transfer may be made after one year. Officers and policemen may request transfer at any time because of medical reasons.

If, as a requisite for promotion, an officer has to serve in a command post, he may request a transfer in order to do so. A request for transfer is unnecessary if an officer's services are required at a certain place or because of other reasons set forth by the Technical Department.

5. Promotion.

a. Officers.

1. Duration of Period of Command.

The time in command of policemen is a prime factor when the promotion of a professional officer is under consideration. The duration of the period of command is determined by the time spent as:

a. General Commander of the National Civil Police.

b. Head of a department at the Headquarters of the General Command.

c. An officer serving as an assistant to either a. or b. above.

d. An officer in training abroad.

e. A direct commander of policemen in the field.

2. Promotion Requisites.

The promotion of officers to fill vacancies occurring in the NCP is governed by the following regulations:

a. Vacancies in the rank of Sub-Inspector (2nd) (2nd Lieutenant) are filled by NCP School graduates. It should be noted that up until approximately eight years ago, the NCP had a school for noncommissioned officers. First Sergeants, who satisfactorily completed their studies and appropriate examinations in this school, were eligible for promotion to the rank of 2nd Lieutenant. This school was abolished due to lack of money and equipment. At the present time it is possible for a 1st Sergeant to become a 2nd Lieutenant without taking an examination. This practice, however, is not very common.

b. Vacancies in the rank of Sub-Inspector (1st) (1st Lieutenant) are filled according to seniority only.

c. Vacancies in the rank of Inspector (Captain) are usually filled only when there is a total of four vacancies available. It is a common practice to defer promoting 1st Lieutenants to Captains until there are four vacancies, when two are filled on the basis of merit and two on the basis of seniority.

d. When there is a total of three vacancies in the rank of Sub-Prefect (Major), two are filled on the basis of merit and one on a seniority basis. In this rank, also, it is common to defer promotion until three vacancies are available.

e. Vacancies in the rank of Prefect (Commander) are usually filled when a total of two is available. One promotion is based on merit, while the other is given on a seniority basis.

f. A Prefect, in order to be promoted to the rank of Prefect-Chief (Colonel), must write a thesis on some phase of police work. The thesis is one of the more important determining factors for promotion to this rank. Prefects of highest seniority are called upon to submit these

papers. They are studied by a board of Prefect-Chiefs, and, at the same time, this board, also, reviews the candidate's personnel books. The final decision as to which candidate or candidates will be promoted to the rank of Prefect-Chief is made by this board.

g. For any promotion, with the exception of Sub-Inspector (2nd) to Sub-Inspector (1st) and Prefect to Prefect-Chief, a candidate must show proof of his ability by attaining a mark of at least 12 in specified examinations. The maximum mark in these promotion examinations is set at 20. A candidate for promotion, who fails to receive a mark of 12, must remain in the same rank for one additional year in order to be eligible to take another promotion examination. Failure to attain a 12 or higher in a second examination will result in dismissal for intellectual incapacity.

3. Time of Service Required for Promotion.

To be eligible for promotion, an officer must serve time in grade in the various ranks for the following periods:

a. Promotion to Sub-Inspector (1st) - 3 years as a Sub-Inspector (2nd).

b. Promotion to Inspector - 4 years as a Sub-Inspector (1st).

c. Promotion to Sub-Prefect - 4 years as an Inspector.

d. Promotion to Prefect - 4 years as a Sub-Prefect.

e. Promotion to General Commander - this promotion is made directly by the President of the Republic, who selects the General Commander from among the professional (school graduates) superior officers who have served at least three years in active duty prior to the selection.

4. Norms Governing Selection for Promotion.

Promotions must be based on merit and seniority.

a. Merit.

Merit is determined by the following factors:

(1) Outstanding performance in skirmishes in the course of border control duty along the Peru boundary that is verified in reports.

(2) General Order citations for praiseworthy actions.

(3) A mark of 18 or higher in the promotional qualification examinations.

(4) A mark of "excellent" in the preparatory studies for the promotional qualification examination, or in the professional specialization courses at a national or foreign institution.

(5) A mark of "excellent" in conduct, attitude, and professional ethics, as determined each year by the commanding officer.

(6) Publication of books, or recommendation of such by an officer's superiors.

(7) Outstanding performance of a task or important commission (a special task in the professional field, the performance of which is entrusted to an officer in active service by a ministerial order, an order of the General Commander of the NCP, or an order of his immediate superior).

(8) Teaching in the professional field with good results for a period of more than one year.

(9) Performing confidential (reserved) work within or outside of the country.

To be included on a list for promotion on a merit basis, it is necessary to qualify in the fourth and fifth factors, plus two more.

b. Seniority.

The requirements for promotion on a seniority basis are seniority, a mark of at least 12 in the promotional tests and good behavior. The seniority of officers within each rank is determined by the total amount of time he has held such rank. Under conditions of equal rank and length of service, seniority will be given to the officer who held the higher seniority in the previous rank. For officers promoted on the same date, seniority will be given to those who were promoted on a merit basis. In the case of Sub-Inspectors (2nd) of the same year, preference will be given to the one graduating with the higher mark at the Police Training School.

The Personnel Department publishes a list of candidates for promotion on a merit basis and one for promotion on a seniority basis. These lists may be modified after study of claims presented by officers who feel that the lists are not accurate. Such claims must be submitted within 30 days after the date of publication of the lists. Once decisions about these claims are made, the final lists are published. These lists may be changed only when an officer has seriously violated the discipline of the institution. In such cases, the violator will be punished accordingly.

b. Policemen.

1. Conditions for Promotion.

A member of the ranks must fulfill the following conditions before being promoted to the next higher rank:

a. An annual mark of good conduct and professional spirit in the unit in which he is serving.

b. The following periods of service in the respective ranks:

(1) Promotion to Corporal - 2 years as a Policeman.

(2) Promotion to Sergeant - 2 years as a Corporal.

(3) Promotion to 1st Sergeant - 2 years as a Sergeant.

2. Promotion of a 1st Sergeant to 2nd Lieutenant.

To be eligible for promotion to the rank of 2nd Lieutenant, a 1st Sergeant must satisfactorily complete special courses at the Police Officers School and must have served as a 1st Sergeant for at least three years. The special courses are offered whenever the General Commander deems it convenient. Promotion to the rank of 2nd Lieutenant on this basis is theoretically possible, but not very probable at the present time.

3. Promotion on the Basis of Special Merit.

Promotion of a policeman on the basis of special merit requires the approval of the officers of the particular unit. A statement of the grounds for such approval is forwarded to the General Commander for appropriate action.

4. Actual Promotion of Policemen.

Actual promotion of policemen is made at the request of the unit commanding officer by the General Commander, assisted by the chief of the Personnel Department.

6. Special Benefits.

a. Medical Benefits.

All members of the NCP contribute 2% of their salary to the Medical Department. This money is used for: (continued Page 51)

OFFICER'S EFFICIENCY REPORT — Figure No. 2

REPUBLICA DEL ECUADOR

Policia Civil Del Ecuador — Formulario Calificaciones Anuales

Hoja de Calificacion para Oficiales Superiores e Inferiores

Ano 195....

SECCION I
IDENTIFICACION

Nombres y Apelidos completos.....
Grado.....Oficial de.....
Fecha de nacimiento.....Estado Civil.....

SECCION II
DATOS PERSONALES

1.-Ascendio al grado actual el.....de..... de 195..
2.-Vino de.....el.....de..... de 195..
3.-Denominacion del Cuerpo en que presta sus servicios.....
4.-Tiempo de permanencia en este Cuerpo.....anos.....meses.....dias
5.-Pasa al.....el.....de..... de 195..

SECCION III
CALIFICACIONES ESPECIFICAS

Cualidades y Aptitudes	1	2	3	4	Cualidades y Aptitudes	1	2	3	4
1.Lealtad.....					9.Cultura General.....				
2.Criterio.....					10.Conducta Privada.....				
3.Caracter.....					11.Presencia de animo.....				
4.Presentacion.....					12.Preparacion Profesional.....				
5.Cooperacion.....					13.Cumplimiento del deber.....				
6.Companerismo.....					14.Resistencia a las fatigas.....				
7.Dotes de mando.....					15.Compten.Administrativa.....				
8.Conducta Policial.....					16.Conduc.en el Srvcio. Pcial.....				

a) Marquese con una X una de las casillas, numeradas del 1 al 4 en correspondencia de cada una de las cualidades calificadas.
b) Las equivalencias son asi: 1 MUY BUENO; 2 BUENO; 3 REGULAR; 4 DEFICIENTE
c) Si se ha marcado la columna 4 expliquese a continuacion las causas.

.....
.....
.....
.....

SECCION IV
CONDICIONES FISICAS (Por el Cirujano)

.....
.....
.....

Firma del Cirujano,

Figure No. 2 (continued)

SECCION V
RESUMEN GENERAL DEL RENDIMIENTO

1. MUY BUENO..... BUENO..... REGULAR..... DEFICIENTE.....
   a) Marquese con una X el resumen general del rendimiento.

2. Recomendaciones de las aptitudes para futuras actividades del Oficial.

   SERVICIO URBANO..... SERVICIO DE TRANSITO..... PROFESOR.....

   SERVICIO DE INVESTIGACIONES..... SERVICIO RURAL.....

   ADMINISTRACION.....

   a) Marquese con una X la aptitud.
   b) Si ha marcado el profesorado o la especialidad tecnica indique a continuacion la la catedra o especialidad.....

.....
Firma de la Autoridad Calificadora

Nombre.....
Grado.....
Empleo.....

He tomado nota de mi calificacion y.....

.....
Firma del Oficial Calificado

Nombre.....
Grado.....

SECCION VI
OPINION DE LA AUTORIDAD SUPERIOR AL COMANDANTE QUE CALIFICA

1. Conforme..... Disconforme.....
   a) Marquese con una X la opinion.
   b) Si ha marcado en disconforme expliquese las razones.....
.....
.....
.....

.....
Firma de la Autoridad Revisora

Nombre.....
Grado.....
Empleo.....
Fecha.....de 195

OFFICER'S EFFICIENCY REPORT — Figure No. 2

REPUBLICA DEL ECUADOR

Policia Civil Del Ecuador — Formulario Calificaciones Anuales

Hoja de Calificacion para Oficiales Superiores e Inferiores

Ano 195....

SECCION I
IDENTIFICACION

Nombres y Apelidos completos.....
Grado.....Oficial de.....
Fecha de nacimiento.....Estado Civil.....

SECCION II
DATOS PERSONALES

1.-Ascendio al grado actual el.....de..... de 195..
2.-Vino de.....el.....de..... de 195..
3.-Denominacion del Cuerpo en que presta sus servicios.....
4.-Tiempo de permanencia en este Cuerpo.....anos.....meses.....dias
5.-Pasa al.....el.....de..... de 195..

SECCION III
CALIFICACIONES ESPECIFICAS

Cualidades y Aptitudes	1	2	3	4	Cualidades y Aptitudes	1	2	3	4
1.Lealtad.....					9.Cultura General.....				
2.Criterio.....					10.Conducta Privada.....				
3.Caracter.....					11.Presencia de animo.....				
4.Presentacion.....					12.Preparacion Profesional.....				
5.Cooperacion.....					13.Cumplimiento del deber.....				
6.Companerismo.....					14.Resistencia a las fatigas.....				
7.Dotes de mando.....					15.Compten.Administrativa.....				
8.Conducta Policial.....					16.Conduc.en el Srvcio. Pcial.....				

a) Marquese con una X una de las casillas, numeradas del 1 al 4 en correspondencia de cada una de las cualidades calificadas.
b) Las equivalencias son asi: 1 MUY BUENO; 2 BUENO; 3 REGULAR; 4 DEFICIENTE
c) Si se ha marcado la columna 4 expliquese a continuacion las causas.

.....
.....
.....
.....

SECCION IV
CONDICIONES FISICAS (Por el Cirujano)

.....
.....
.....

Firma del Cirujano,

Figure No. 2 (continued)

SECCION V
RESUMEN GENERAL DEL RENDIMIENTO

1. MUY BUENO..... BUENO..... REGULAR..... DEFICIENTE.....
   a) Marquese con una X el resumen general del rendimiento.

2. Recomendaciones de las aptitudes para futuras actividades del Oficial.

   SERVICIO URBANO..... SERVICIO DE TRANSITO..... PROFESOR.....

   SERVICIO DE INVESTIGACIONES..... SERVICIO RURAL.....

   ADMINISTRACION.....

   a) Marquese con una X la aptitud.
   b) Si ha marcado el profesorado o la especialidad tecnica indique a continuacion la la catedra o especialidad.....

.....
Firma de la Autoridad Calificadora

Nombre.....
Grado.....
Empleo.....

He tomado nota de mi calificacion y.....

.....
Firma del Oficial Calificado

Nombre.....
Grado.....

SECCION VI
OPINION DE LA AUTORIDAD SUPERIOR AL COMANDANTE QUE CALIFICA

1. Conforme..... Disconforme.....
   a) Marquese con una X la opinion.
   b) Si ha marcado en disconforme expliquese las razones.....
.....
.....
.....

.....
Firma de la Autoridad Revisora

Nombre.....
Grado.....
Empleo.....
Fecha.....de 195

1. Maintenance of the police medical clinic at Headquarters in Quito.

2. Maintenance of dental clinics at the Headquarters in Quito, at the Police Training School in Quito, and at all district headquarters.

3. Maintenance of medical infirmaries at all corps headquarters.

All members of the NCP and their families are entitled to free medical and dental attention. If outside hospitalization is necessary, the members and their families are required to pay for their own meals.

b. Separation Insurance.

Separation insurance is paid to any member of the NCP when he is honorably separated from active police service. As of January 1959, the conditions for the receipt of this benefit are:

1. 10% monthly wage deduction.

2. Total of 60 wage deductions.

3. 12 years active service with the police.

4. Honorable separation.

Although this benefit was established in 1954, it was not until January 1, 1957, that the receipt of actual payments became possible. During the period from 1954 until January 1, 1957, 10% of every member's monthly wage was deducted to provide initial funds with which to finance this benefit project.

The Administrative Council of the Pension Section of the Social Security Office of Ecuador fixes the amount of money that will be available for police separation insurance during a year. The amount received by an individual member of the police is dependent upon his rank and time in service. If a person becomes eligible for the receipt of this benefit during the time of year when no money is available he will receive his insurance the following year.

c. Meals Allowance.

(Covered under Salary Scale and Allowances, Pages 39 and 40.)

d. Complementary Salaries.

(Covered under Salary Scale and Allowances, Pages 39 and 40.)

e. Family Subsidy Allowance.

(Covered under Salary Scale and Allowances, Pages 39 and 40.)

f. Social Service.

This benefit consists of general stores where all members of the NCP can purchase various goods at a reduced rate. There are a total of four of these stores, located in Quito, Cuenca, Riobamba, and Guayaquil. Guayaquil also has a police commissary, where fresh food may be purchased.

g. Home for Children (Nursery School).

This home or school is located in Quito. The purpose of it is to provide a place where children of all members of the police can stay on a daily basis. This benefit is used mostly by policemen whose wives work. The school has its own transportation facilities for taking the children to the school and returning them to their own homes.

h. Funeral Expenses (Special for Honorary Reasons).

The Government of Ecuador will pay the funeral expenses for officers and policemen of the NCP who have been in active service.

7. Retirement and Pensions.

a. Introduction.

At the present time, the NCP have no retirement and pension laws for their organization, but they use those laws established for the armed forces. These laws do not properly apply to the police in terms of their duties and operations.

b. Definition of Retirement for Officers.

Retirement is the status in which an officer of the NCP is no longer included on the permanent personnel rolls of the institution, but retains his title and professional rank. An officer must first go through a transitory status before being placed on the retirement list. An officer placed in transitory status has no command and holds no responsibilities within the police force.

c. Requirements for Retirement Pensions for Officers.

To have the right to a retirement pension, officers need proof of no less than 15 years of effective and active service, without bonus, and with the exception of invalidity or disability pensions. This proof is obtained from copies of checking lists (see Records: Personnel). A bonus is

a period time in service to be added to the effective and active service time, because of a physical injury or outstanding service in a war action.

d. Types of Retirement for Officers.

1. Voluntary Retirement.

An officer, who wishes to leave the police service, must process his request through channels and address such request to the Minister of Government and Police. The Minister can deny the separation request if the applicant is being subjected to legal action or if he is to be subjected to such action. An applicant for voluntary retirement is placed in a transitory status for three months during which time his application will be processed. While in this status, he has the right to the salary corresponding to his rank, but he receives no subsistance.

2. Compulsory Retirement Because of Age.

The age limits for the various ranks that make retirement compulsory are as follows:

a. Professional Line Officers.

Rank	Age
2nd Lieutenant	35
1st Lieutenant	40
Captain	45
Major	48
Commander	54
Colonel	58
General Commander	60

b. Administrative Officers.

(1) Lower ranking officers, up to and including Captain - 50 years.

(2) Superior officers - 60 years.

3. Compulsory Retirement Because of Professional Incompetence.

If professional incompetence should be proven, the General Commander may order that the officer be placed in transitory status. Such status lasts three months, during which time the salary paid is 25% less. After this period of time, the officer is placed in compulsory retirement by a Presidential Decree.

4. Compulsory Retirement for Bad Conduct.

In a case of alleged bad conduct, the officer in question may be placed in transitory status for the maximum period of 60 days, during which time he receives 50% of his salary. His position is kept vacant if within this period of time his bad conduct has not been proven. If, at the end of this period, there is no proof of his bad conduct, the transitory status is annulled by a decree. Should the charges be proven, the officer is punished in accordance with the regulations and he is placed in retirement.

5. Compulsory Retirement Because of a Sentence.

An officer is compelled to retire if he is sentenced for a serious crime by the police or a common judge and such sentence is confirmed by a higher tribunal or court.

e. Retirement Pension Scales for Officers.

1. Compulsory Retirement Because of Age.

The yearly pension is determined in the following manner: 3.33% X last annual salary X number of years in service.

2. Voluntary Retirement and Compulsory Retirement Because of Professional Incompetence, Bad Conduct, and a Sentence.

Years In Service	Percentage*
15 to 18 inclusive	3.05
19 to 21 inclusive	3.11
22 to 24 inclusive	3.17
25 to 27 inclusive	3.25
28 to 30 inclusive	3.33

* (Percentage X last annual salary X number of years in service.)

f. Retirement of Troops.

1. Pension Scales.

a. 15 years of effective and active service without a bonus - 55% of salary.

b. 20 years of effective and active service without a bonus - 70% of salary.

c. 25 years of effective and active service including a bonus up to five years - 85% of salary.

d. 30 years of effective and active service including a bonus up to 10 years - 100% of salary.

2. Right of Noncommissioned Officers.

A noncommissioned officer has the right to a pension on the basis of his present rank provided he has served in that rank for at least one year.

g. Physical Disability Pensions.

1. General Rule.

Disability pensions regulations apply to officers, policemen or any other personnel of the NCP provided they have received such disability in line of police duty or during wartime.

2. Classes of Physical Disability.

There are nine classes of physical disability. The first class is the most serious and the ninth class the least serious. An officer who receives any of the first eight classes of disability has a choice of either retiring and taking a pension or remaining in service and taking a bonus. Whether or not he remains in service depends on his ability to perform his assigned duties. In the case of a ninth class disability, an officer can receive only a bonus and no pension.

A policeman, who receives any of the nine classes of disability must leave the police service. In the case of the first eight classes, a policeman will receive an annual pension based on a percentage of his salary. A ninth class disability, however, entitles a policeman only to a compensation, the amount being determined by the Board of Surgeons. A policeman can receive no retirement bonus and remain in service.

3. Disability Pension Scales.

a. Officer Class.

Class of Disability	Monthly Pension (% of salary)	Retirement Bonus (in years)
1st	100	12
2nd	80	10
3rd	75	9
4th	70	8
5th	60	7
6th	50	6
7th	40	5
8th	30	4
9th	None	1 to 3 (determined by surgeons and doctors.)

b. Policemen.

Class of Disability	Monthly Pension (% of salary)
1st	100
2nd	80
3rd	75
4th	70
5th	60
6th	50
7th	40
8th	30
9th	None*

* Has the right to a compensation of 3 to 12 months salary as determined by a Board of Surgeons.

h. Pension for Relatives of Deceased Officers and Policemen.

1. Conditions for Receipt.

a. The member of the police must have died while in active duty.

b. He must have at least five consecutive years of active and effective police service.

2. Beneficiaries.

a. Widow and children (legitimate and non-legitimate). The widow receives a share equal to that of the legitimate child.

b. If there is no widow, the children, legitimate and non-legitimate, are beneficiaries.

c. If there are no children, only the widow.

d. If no widow or children, the legitimate or non-legitimate parents.

e. If none of the above, the legitimate or non-legitimate sisters if over 21 years of age and if previously supported by the deceased (sisters may be non-married, widowed, divorced) and brothers and sisters under 21 years of age.

NOTE: If there are two sons and one is legitimate and one is non-legitimate, the legitimate one will receive twice what the non-legitimate child gets.

3. Pension Amounts for Officers and Policemen (General Rules).

a. From five up to and including 14 years of service - beneficiary receives annually 1.5% of last yearly salary times the number of years in active service.

b. 15 or more years - 75% of last salary.

4. Pension Amounts for Officers (Special Cases - five years minimum service not necessary).

a. International war - 80% of last pay.

b. Aviation accident while on duty - 80% of last pay.

c. Controlling a riot or death as a consequence of any accident while accomplishing duty - 60% of last pay.

d. Death after six months because of any of the above - same percentages as stated above.

5. Loss of Pension by Beneficiaries.

a. Death.

b. Marriage of widow or sisters.

c. 21 years of age for children.

d. Bad conduct of the widow as declared by a judge.

8. Discipline.

a. Responsibility.

Discipline is the responsibility of the individual police unit commanders. The 4th Book of the Penal Code of the NCP of Ecuador deals with disciplinary faults and states:

"All National Civil Police serving in any corps may punish in a disciplinary manner his subordinates and may be punished by his superiors according to the precepts of the Penal Code. The right for punishing disciplinary faults is exercised in all circumstances of time and place. All Civil Police invested with disciplinary rights have the obligation to exercise them and will be responsible if they do not immediately punish by the means within their rights. Only totally consummated disciplinary faults can be punished".

b. Disciplinary Actions.

1. Destitution or dismissal (for policemen) - consists of removing a person from the status of member of the NCP.

2. Suspension from employment (for officers) - temporary removal from the post for eight days to three months.

3. Arrest (for officers) - simple detention of the officer in his private home, at headquarters, or at a police establishment-duration may be from 24 hours to three months.

4. Suspension of command (for officers) - temporary deprivation of command corresponding to the officer's rank-for one day to three months.

5. Admonition (for officers) - verbal or written demonstration of the incorrectness of an act committed by an officer of the NCP-advises him not to repeat the act again.

6. Extra duty (for policemen) - extension or prolongation of the regular time a member of the Civil Police is to serve in a post-will not exceed three days in duration.

7. Isolation (for policemen) - consists of barring the violator from communication with anyone else.

8. Physical work or punishment (for policemen) - consists of imposing on the violator physical acts or work at headquarters-duration may be from 24 hours to three months.

c. Imposition of Disciplinary Punishments.

Disciplinary punishments may be imposed on members of the NCP by the following:

1. Total - President of the Republic and a Disciplinary Tribunal consisting of commissioned officers in each unit.

2. Up to 2/3's of maximum - Minister of Government and Police; General Commander; department chiefs; district chiefs; and corps chiefs.

3. Up to 1/2 of maximum - detachment chiefs; establishment (example - school) chiefs; commissioned officers in departments.

4. Up to 1/3 of maximum - company commanding officers; chiefs of sectors.

5. Up to 1/4 of maximum - remainder of officers.

9. Tenure.

The tenure for the various ranks in the NCP is discussed in the section on Promotion. As regards for the various posts and positions in the NCP, there are no set rules.

10. Morale.

Among the means used by the NCP to increase the morale of its members are the following:

a. Awarding decorations and awards.

b. Participation in various social activities.

c. Words of encouragement in the General Orders.

d. Parades.

e. Commissioned officers' clubs in each unit.

f. Clubs for policemen and noncommissioned officers - dependent to a certain extent on the individual unit commanders and the availability of funds.

g. Special gifts at Christmas and other times - examples; all members of the police were given 300 sucres for Christmas 1958; all commissioned officers were presented with material for new uniforms for Christmas 1958.

h. Police Day-June 6 of each year - the Government of Ecuador contributes money for fiestas on this day for officers and policemen and their families and friends.

The above official actions and means tend to enhance the already high degree of esprit de corps which is to be found in the NCP. The trend in the police department to acquire an adhesiveness and general pride of occupation has increased in later years due to the policy of employment and promotions of only those officers who are graduates of the National Police Academy.

11. Uniforms and Clothing Allowances.

a. Commissioned Officers.

Commissioned officers receive no clothing allowance, but usually receive material with which they have their uniforms tailor made. In some

instances, they are given a ready-made uniform, but may have to have it altered to fit. Officers must buy their own caps, insignias, boots, belts, capes, overcoats (short and long) and shirts. Sometimes shirts and other articles of clothing are issued if available. In all police units there is a shoemaker, and a commissioned officer can have shoes made free of charge. The General Commander, if he has saved enough money, may periodically give the officers a special present of clothing.

b. Policemen.

All exterior uniforms (cap, coat, pants, boots, etc.) are furnished for policemen by the NCP. Policemen receive no clothing allowance.

12. Meritorious Service Awards, Rewards, and Commendations.

All commissioned officers and policemen of the NCP are entitled to receive decorations and merit awards as provided for in the corresponding regulations.

Commissioned officers and policemen who are offered decorations from other countries must first request authorization to accept them from the General Commander.

13. Vacations, Leaves, and Duty Hours.

Officers who become sick while on duty or as a result of their work will be kept on active status but shall be exempted from professional duties for a period of up to six months, provided the illness disables them so they cannot perform their duties.

Officers suffering a serious illness while in service have the right to take up to six month's leave with pay to recover properly.

Officers of the NCP are entitled to 15 days annual leave, which may be extended up to 30 days if proven there is urgent need for such extension.

The district commands are authorized to grant their unit officers three days "home leave" provided such measure does not affect the requirements of service within the district.

The regular hours of duty for the NCP are six hours on duty followed by six hours off duty. No provision is made for a reserve.

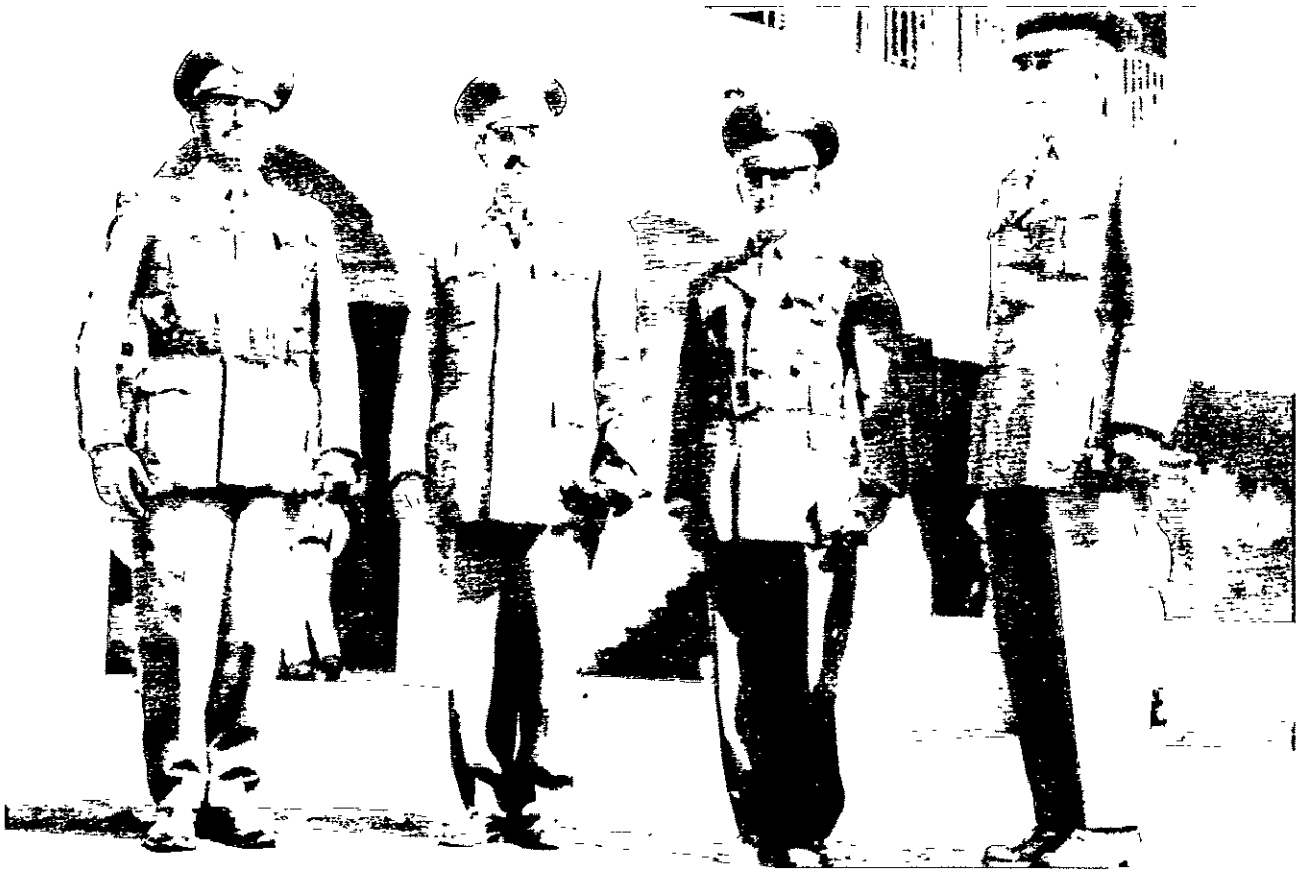


PHOTO NO. 2 - UNIFORMS-OFFICER - L. to R. - Officer of the Day, Off Duty, Officer of the Week, Academy Instructor.

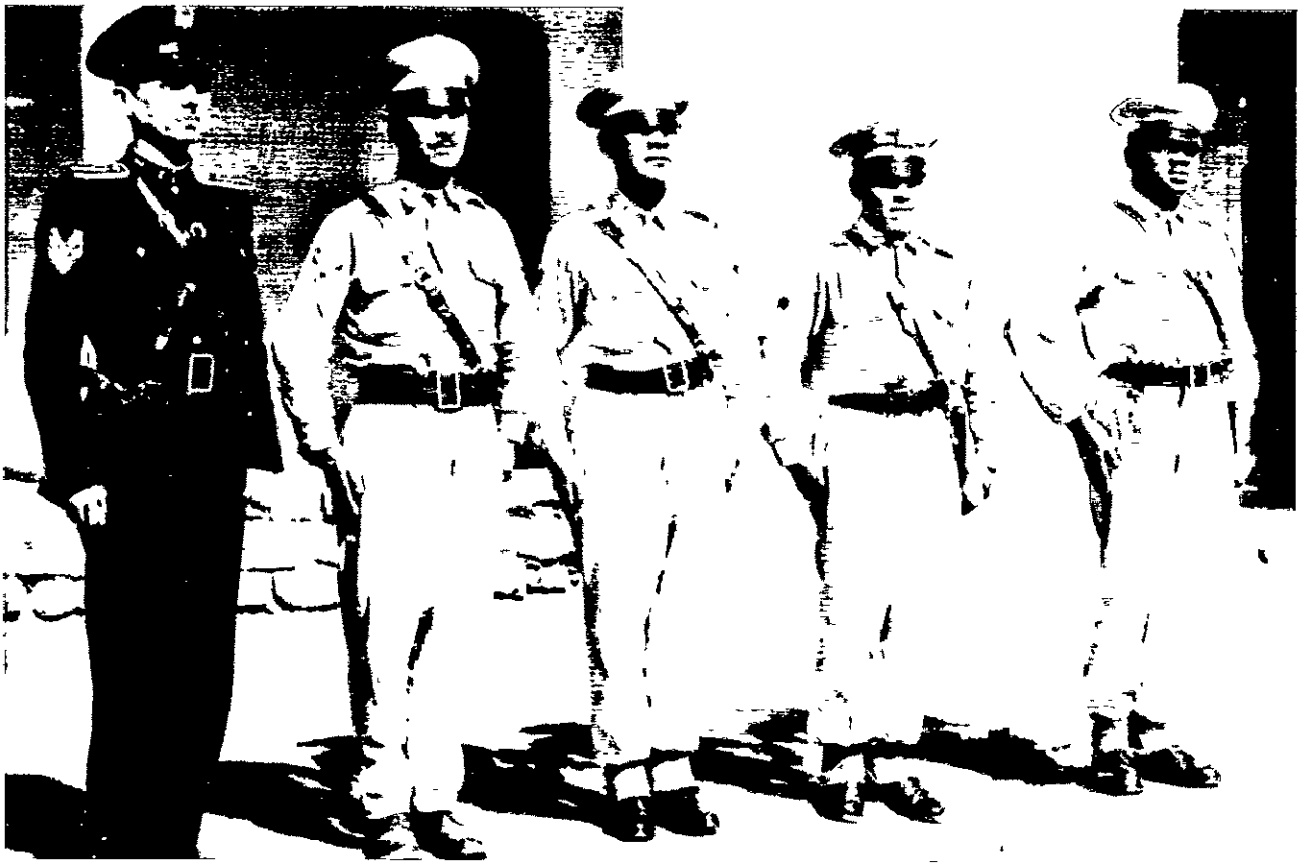


PHOTO NO. 3 - UNIFORMS-POLICEMEN - L. to R. - 1st Sergeant, Sergeant, Corporal, Privates.

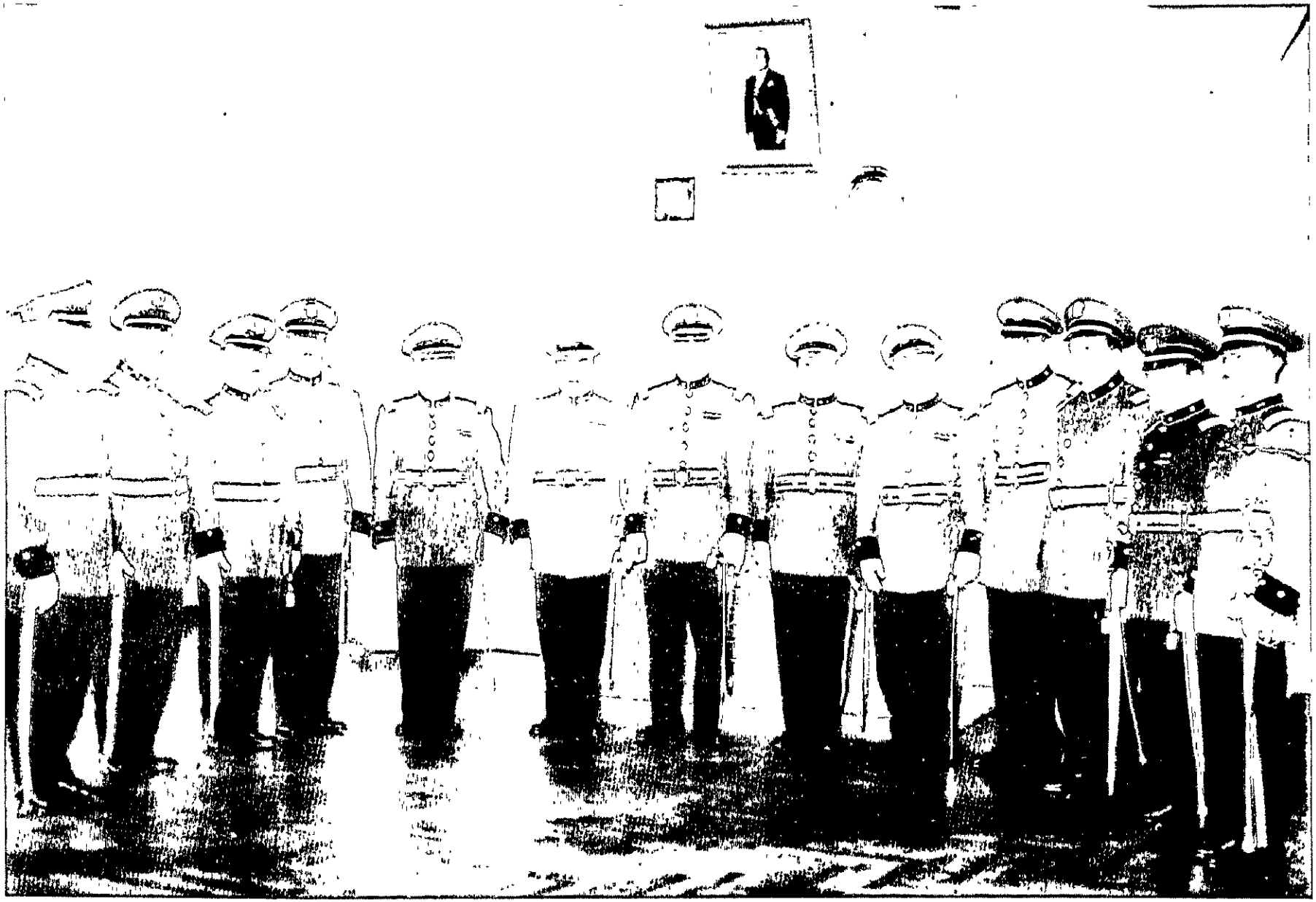


PHOTO NO. 4 - Officer's Formal Dress Uniform.

E. TRAINING

1. Types of Training.

a. Pre-Service.

1. Officers.

The NCP has an Officers' Police Training School, located in Quito. The period of training for cadets is three years, during which time they receive a minimum of practical work and a maximum of theoretical and textbook study. Practical work is at a minimum because of lack of equipment for laboratory and demonstration purposes.

2. Noncommissioned police.

Prior to 1951, a formal training school for policemen existed but at the present time, due to lack of funds, there is no such school. A man, when accepted by the police as a recruit, is assigned to a particular police unit, and theoretically receives some police training from the unit commander and his officers. According to an officer who used to be a member of the faculty of the Officers' Training School, this training for recruits is quite deficient in some units.

b. In-Service.

1. Officers.

In the past, in-service training for officers has been given at the Officers' Police Training School, but has not been offered recently. This training was not periodical but was given to carefully selected personnel when deemed necessary. The purpose of the in-service training was to offer refresher or specialization courses in such phases of police work as horsemanship, traffic, urban policing, rural policing, and investigations. For each course, the staff of the training school prepared a work plan, in which were established the duration of time for the course, curriculum, and the type of instruction to be given.

2. Noncommissioned police.

In-service training similar to that given to officers at the Training School used to be given to policemen, particularly noncommissioned officers. This training has not been offered recently.

In various police units visited, it was noted that schedules were posted for daily instruction of policemen. On the average, the daily training period was shown to be approximately 90 minutes in duration. This

training consists of instruction in military training, gymnastics and police sports (boxing, judo, etc.), some instruction in the penal code and penal procedure code, instruction in police procedures, map study of local geography, knowledge of firearms, occasional instruction in first aid, and courses in police ethics and civics.

2. Facilities.

a. Buildings and Grounds.

The Training School for officers has a total of five buildings. The administrative building, which is in good condition, houses the school command personnel (offices), the officers' club and dining room, the school dental service, and a second-floor warehouse for the storage of arms, uniforms, and other school equipment. Another building, also considered to be in good condition, has three cadet classrooms, cadet quarters, a library, an infirmary, an instructor's room, and an equestrian team instruction room. A third building has a storehouse for athletic equipment, living quarters for the equestrian team and for noncommissioned officers, a classroom for equestrian instruction, and a cadet's storeroom. This building is in poor condition. Another building, in fair condition, consists of a carpenter shop, two kitchens (one for policemen and one for cadets and officers), and a dining room for cadets. The fifth building is a horse stable on the second floor of which are living quarters for the policemen who take care of the horses. This building is in good condition.

In addition to these five buildings, there is an open but covered shed-type structure that consists of toilets and baths for the cadets, a barber shop, and a shoemaker shop. There is also a partially constructed building that was started a few years ago to serve as a police hospital. Due to lack of funds and other reasons, construction was suspended. There is a desire on the part of the school officials to complete this building and use it as either a dormitory or for classrooms.

In addition to the buildings on the grounds of the Training School, there are also a basketball court, a tennis court, a picnic area, an equestrian garden with two sets of bleachers, shooting ranges that need additional equipment, and an area for training horses. The school has a great deal of land for expansion.

b. Training Aids.

1. Books.

The Police School library is quite large and has a number of books dealing with various phases of police work. The vast majority of these books are old, and there is a desire on the part of the staff to

supplement some and replace others with more recent publications. In addition to the books dealing with law enforcement and related subjects, there are also a number of general reference books for use by the cadets. It was quite apparent that any recent publications in the field of police work would be a helpful addition to the Police School library.

2. Laboratory and Demonstration Equipment.

At the present time, the Police Training School has no laboratory or demonstration equipment for use in the classrooms. Courses such as physics, anatomy, biology, and forensic chemistry are taught without benefit of laboratory aids. Occasionally, an instructor will bring his own equipment to the class to demonstrate some phase of his course.

A portion of the course, called Police Techniques, consists of fingerprinting and plaster casting techniques. The instructor who teaches this course has his own equipment for performing the techniques, and he brings it to the classroom for demonstration purposes.

A basic crime laboratory, a few fingerprinting kits, and some investigation kits would accomplish a great deal in overall improvement of training procedures. A good printing press would also be useful to print copies of training materials.

Instructional training aids such as audio-visual equipment including movie projector, tape recorder, and vue-graph would also increase teaching efficiency accordingly.

c. Weapons.

The following weapons are available at the school for training purposes:

Item	Quantity
Rifle, Manglicher, Cal. 7.92	20
Saber-dagger	127
Gun-sticks (cleaners)	20
Holsters, for Cal. 7.92 rifle	95
Cartridges, for Cal. 7.92 rifle	2,040
Machine guns, Reising, Cal. .45	20
Cleaning kits	20
Cleaners (ramrods)	18
Submachine gun, Thompson	3
Cleaning kit	1
Rifles, Manglicher	48
Ramrods	47
Bayonets	44

Item	Quantity
Cartridges, Cal. .45, for Reising machine guns	21,200
Cartridges, Cal. .45, for Thompson submachine guns	1,731
Holsters, for Reising Cal. .45 machine guns	3,458
Bayonets	46
Carbines, Mauser	39
Saber-dagger	39
Cartridges, for Mauser carbine	2,750
Holsters, for Mauser carbine	1,624
Rifles, Mauser, Cal. 7.92	49
Daggers	47
Gas carbines	3
Gas pistols	7
Gas truncheons	3
Tear gas grenades	1
Firing grenades	2
Gas cartridges, for carbine	21
Pistol cartridges	47
Truncheon cartridges	20
Gas masks	3

3. Staff.

The staff of chiefs and official instructors of the Police School of the NCP consists of the following personnel:

a. Director.
b. Sub-Director.
c. First Assistant.
d. Official Paymaster.
e. Dentist.
f. Seven official instructors.

With the exception of the paymaster and the dentist, all are Police Training School graduates.

In addition to the staff of chiefs and official instructors, there are also 28 non-police professors who teach at the school on a part-time basis. The majority are college graduates.

The members of the staff are selected for unspecified lengths of time on the basis of their background and experience.

4. Courses.

a. Curricula.

As was previously stated, the period of training for cadets in the Officers' Police Training School is three years. The courses studied in each of the three years are as follows:

1. First Year

Mathematics.
History of Ecuador and America.
Physics.
English.
Applied psychology to the judicial function.
Spanish and writing.
Forensic chemistry.
Logic.
Anatomy and biology.
Philosophy.
Police Ethics.
Geography of Ecuador and America.
Organic law and administrative regimes of the Civil Police.
Knowledge of police arms.
Institutional regulations.
Penal code of the Civil Police. Book III (disciplinary infractions).

2. Second Year.

Information service.
Penal Code, Book I.
Penal Code of the Civil Police, Book I.
Legal psychology.
Knowledge of motors.
Police procedure in application of the law.
Special laws.
Ecuatorian institutional rights.
Administrative rights.
Political science.
Police technique, Part I.
Penal science and criminology.
Law of police status and promotions.
Pension laws of the armed forces.
First aid.
General and Ecuatorian sociology.
English.
Physical education and sports.

3. Third Year.

Common penal code, Book II.
Penal Code of the Civil Police, Book II.

Law of judicial function of the National Police.
Territorial rights.
Legal medicine.
Code of common penal procedure.
Code of Civil Police penal procedure.
Psychology of the command.
Police technique, Part II.
Study of traffic.
Administration of units.
Police tactics.
English.
Equitation, study of the horse and care.
Applied topography.
Control of drugs traffic.
Physical education and sports.
Service of information and cryptography.

b. Duration of the School Year.

The school year starts on the 1st of October and terminates the 15th of July of the following year.

F. PATROL TACTICS AND OPERATIONS

1. Character of Patrol.

a. Motorized Patrol.

The NCP have practically no motorized patrol. The general policy when a vehicle is available, is to keep it in reserve for emergency use.

In Quito there is no evidence of any vehicles being available for patrol purposes. In Cuenca and Riobamba, when a vehicle is available, it is used to patrol a very large area. Guayaquil has five radio-equipped patrol vehicles (metal panel trucks), a gift to the police in 1956 by the Manager of a soft drink plant in Guayaquil. As of January 16, 1959, only two of these trucks were operable and none of the radio equipment was working. Lack of funds for maintenance of vehicles is a serious problem.

b. Foot Patrol.

Foot patrol is ordinarily conducted by one or two men, depending on the commands received, the hour, the area being patrolled, the number of personnel available, etc. In special cases, more than two men can be used for patrol.

The usual equipment carried by a policeman on patrol duty consists of a rubber truncheon (club about 25 centimeters in length), a whistle, and a notebook and pencil. In some sections of the country, in addition to the above mentioned equipment, policemen also carry sabers or machetes. Noncommissioned officers carry a revolver in addition to the other equipment mentioned. Officers are usually armed with revolvers only. Special equipment such as submachine guns, rifles, and tear gas weapons are issued according to the need and circumstances.

c. Horse Patrol.

Horse patrol is used in rural areas and also in cities, where the main purpose is for control of crowds.

A mounted policeman usually carries saber and rifle, a noncommissioned officer some type of firearm, and an officer will ordinarily have saber and revolver.

In Quito, the quality of horses used for mounted patrol is very poor.

2. Layout of Areas and Beats.

The principle factors that determine the layout of patrol areas and beats are as follows:

a. Incidence of crime.

b. Location of commercial sections and commercial movement.

c. Density of population.

d. Character of population. (For example, the foreign embassy sections in Quito receive special attention.)

e. Location of places of amusement.

f. Volume of traffic (except in Guayaquil, where traffic is controlled by a separate organization).

g. Physical characteristics of certain sections (example: sections that don't have sufficient illumination receive extra patrol attention).

3. Duties of Patrol Personnel.

a. Prevention and repression of crime (example: check the commercial centers and observe any suspicious persons; check locks on the doors of business firms).

b. Arrest criminals and transport them to a judge.

c. Maintenance of the order and peace of the citizens (example: watch and control of bars, checking to see that they are closed at the designated time; watch and control places of amusement and prostitution; crowd control).

d. Guard the safety of the citizens and their property.

4. Control of Policemen on Patrol Duty.

Supervision of patrol operations throughout a city is the responsibility of a chief in general control of the city. He is assisted by officers and noncommissioned officers, who come in direct contact with the policemen on patrol duty. Sometimes the chief has an automobile which he can use to tour an area for general inspection. Vehicles for this purpose, unfortunately, are very scarce.

The usual procedure for a control officer or noncommissioned officer is to signal the policeman with a special whistle code. If everything is going alright, the policeman returns the appropriate signal. If something serious has happened, the policeman must report directly to the control officer when he comes into the vicinity.

The usual length of time a policeman is on patrol is six hours during the day and six hours at night. During the six hours not on patrol duty, the policeman must remain at police headquarters, where he is subject to being called to duty at any time. During a six hour period of patrol, the policeman is not required to report to headquarters unless he has a prisoner to bring in or some equally important reason.

5. Basic Needs.

Based on conversations with various police officials and personal observations, the items listed below are the basic needs for increasing the effectiveness of present patrol operations:

a. Reapportionment of personnel (example: in Quito, one policeman covers 400,000 square meters and protects approximately 1,715 people).

b. Recruit, in-service and noncommissioned officer training for policemen.

c. Radio-equipped patrol vehicles and maintenance facilities.

d. Riot and crowd control equipment.

e. Increase in pay.

G. RECORDS

1. Decentralized.

The records of the Headquarters of the NCP are decentralized in the various departments. Therefore, the description of the types of records and the facilities for storage will be indicated according to departments. A separate section will be devoted to the records system and procedures of the Provincial Corps.

2. Personnel Department.

a. Types of Records.

This department maintains personnel records for all members of the NCP. These records are as follows:

1. Officers.

a. Personnel cards for:

(1) Active duty line officers (filed according to rank).

(2) Active duty administrative officers (filed according to rank).

(3) Officers in transitory status.

(4) Officers who are at the disposition of the General Commander and who are between active and transitory status.

(5) Officers in inactive status (not in active police service).

These cards contain information about the personal background and police employment history and record of a particular individual.

b. Personnel books for all officers of the NCP (active, transitory, and inactive).

These records are very comprehensive and detailed accounts of the officer's personal and family background, education, and employment history and record.

2. Noncommissioned Officers.

Personnel cards containing the same information as those for officers are kept for all noncommissioned officers and are filed alphabetically and according to rank.

3. Policemen.

Personnel cards containing essentially the same information as those for officers and filed alphabetically and according to unit.

b. Storage Facilities.

1. Metal Cabinets.

a. One metal cabinet with a lock for officers' personnel books.

b. One four-drawer metal filing cabinet with a lock.

c. Two flat drawer metal filing cabinets (1 for officers' and 1 for noncommissioned officers' personnel cards).

2. Wooden Cabinets.

a. Three wooden filing cabinets for non-officer personnel cards.

b. Three wooden cabinets.

c. One four-drawer filing cabinet.

d. One small wooden upright filing cabinet.

c. Accessibility of Records.

Any individual can request personnel information about a member of the NCP if:

1. He has the authorization from the person about whom he wants the information.

2. He is performing an official duty or mission.

d. Time of Retention.

All police personnel records are kept for an indefinite period of time.

3. Records Section of Personnel Department.

The Records Section of the Personnel Department is not, as its name implies, concerned only with personnel records, but serves as a storage area for files of various departments.

a. Types of Records.

1. Old copies of General Orders.

2. Personnel check lists.

3. Copies of official letters received and sent by headquarters.

4. Personnel records.

5. Records from the Office of the Adjutant General and Secretary.

6. Payroll records, inventories and other Comisariat Department records.

7. Old biographical history books.

8. Copies of telegrams received and sent.

9. Copies of Official Register of the government.

The above-named records are all stored in open, wooden racks.

The following records and papers are stacked on the floor of a small room in this section:

1. Old application forms.

2. Old hotel register books.

3. Building plans.

4. Old newspapers.

5. Old mimeograph stencils.

6. Old street and country maps.

b. Storage Facilities.

As already mentioned, the records in this section are either stored on wooden racks or on the floor. The rooms (one very large room and one small room) are not equipped with the proper lighting, fire protection facilities, or means for adequate physical security. There is no sprinkling system and two wooden doors and three windows are equipped only with simple locks.

c. Time of Retention.

It appears that in this section, as in the Personnel Department, records are kept for an indefinite period of time, some of them dating as far back as 1937.

d. Section Personnel.

This section is headed by a Lieutenant; a Sergeant serves as secretary. The secretary's primary job is to verify the employment of those police personnel who are requesting retirement benefits, etc. This he does by reviewing and inspecting personnel check lists.

4. Technical Department.

The Technical Department has a statistical section in which it maintains a few criminal records. Although the files are not very voluminous they appear to be fairly complete and a good start for a more comprehensive system.

a. Types of Records.

1. Crime Report Sheet.

Each month, all units of the NCP send crime report sheets to the Headquarters at Quito. Only a few of the offices of the Directorate of Security, Investigations, and Identification submit these reports but all are issued the forms. Theoretically, all crimes, with the exception of traffic violations, are supposed to be recorded.

The information included on the Crime Report Sheet includes: a crime number, date and time of crime, name of offender, aliases if any, marital status, place of birth, occupation, place of capture, cause and crime specialty, and the name of the authority who knows about the infraction. (See Figure No. 3, Page 75.)

2. Serious Crime Records.

The information about the offender that is on this type of record includes: name, aliases if any, physical identification information, fingerprints, photographs, criminal history, information about the arrest, investigation and defense, and personal history information.

NOTE: The majority of these records to not have fingerprints or photographs.

3. Repeater Crime Records.

The type of information on this record is the same as on the serious criminal record, the difference being the additional information placed on the record after the commission of each crime.

Figure No. 3

NATIONAL BOOKING REGISTER

TECHNICAL DEPARTMENT - STATISTICAL SECTION

Name of Prisoners at Disposition of Office of.....of.....to.....of.....Date.....

Number	Date	Time	Full Name	Alias	Age	Civil Status	Place of Birth	Occupation	Place of Capture	Cause and Crime Specialty	Authority who knows of the Infraction

4. Misdemeanor Record.

This record has basic biographic information about the offender, information about the crime and arrest and any history of repetition of crime.

5. Prontuario (Criminal History Book).

This type of record (dossier) is a detailed account of the criminal activity and background of an individual who has a long history of crime. There are relatively few of these records in the files of the statistical section. Some of them have been assembled by the section head, who used to work for the Directorate of Security, Investigations and Identification, and others have been made up by the personnel in the department.

6. Control Book.

This record is a summary of services and repeater criminal offenders. The information in this book consists of a crime number, the name of the offender, sex, nationality, and criminal speciality.

b. Storage Facilities.

1. Crime Report Sheets are assembled by provinces, wrapped in brown paper and stacked on the floor of the room in which the Technical Department is located.

2. Serious crime, repeater crime and misdemeanor records are filed alphabetically and stored in two unlocked wooden filing cabinets.

3. Prontuarios are kept in the same cabinets as the serious crime, repeater crime, and misdemeanor records, and are filed numerically. The number on the prontuario is also on the offender's record in the serious crime or repeater file.

c. Crime Statistics.

The statistical section of the Technical Department makes a monthly summary of the crimes committed in each corps area. The information in this summary is obtained from the monthly Crime Report Sheets and includes the total number of crimes, a breakdown of the number of different crimes, the names of the judges to whom the offenders were sent, and a listing of the different crimes committed by men and those by women.

d. Procedure for Handling Criminal Records.

When the monthly Crime Report Sheets are received in the statistical section of the Technical Department, the names of the offenders

are first checked against the serious crime and repeater files. If an offender has a record in one of these files, the additional information is added to his record and it is placed in the repeater file. If the person has no record and the crime he has committed is considered to be a serious one, a record is made up and placed in the serious crime file.

The remainder of the names on the Crime Report Sheets are checked against the misdemeanor file. If the name of an offender is found in this file, the crime, if not serious, is added to the person's record. If a person has four or five misdemeanors on his record, his name is placed on a record in the serious crime or repeater file. Only a misdemeanor of some consideration goes into the misdemeanor file. The ones that are considered to be not serious remain recorded on the monthly Crime Report Sheet only.

As was already stated, prontuarios are made of those criminals who have a long history of crime, and serious and repeater crimes are recorded in the control book.

5. Traffic Department.

a. Types of Records.

The following records are maintained by the Traffic Department at NCP Headquarters in Quito:

1. Accident investigation reports from the entire country except Guayaquil.

2. Records of drivers' licenses.

3. Records of registered vehicles.

4. Professional drivers' titles.

5. Documents connected with professional drivers.

6. Records of car ownership changes.

7. Records of sale of cars.

b. Storage Facilities.

Facilities for storage of Traffic Department records include good metal filing cabinets, old wooden filing cabinets and wooden racks.

6. Comisariat Department.

This department maintains payroll and inventory records that pertain to all NCP units throughout the Republic. Storage facilities include wooden cabinets and desk drawers.

7. Medical Department.

a. Types of Records.

1. Clinical histories bound in book form.

2. Medical cards for all personnel of the NCP.

3. X-ray negatives.

b. Storage Facilities.

1. Wooden shelves for clinical histories.

2. Cardboard boxes for medical cards and X-ray negatives.

3. One wooden filing cabinet for miscellaneous papers.

8. Legal Department.

The records of this department are for the most part papers connected with its various legal functions. Storage facilities consist largely of drawers in the desks of the department personnel.

9. Office of Adjutant General and Secretary.

Secret records are stored in this office.

10. Training School.

a. Types of Records.

1. Cadet personnel records (bound in a book).

2. Cadets' applications and documents submitted with them.

3. Documents related to cadets' entrance examinations.

4. Books containing records of cadets' grades, behavior and punishments while in school.

5. Teacher control record (in a book) for keeping time and attendance records for the training staff of the school.

b. Storage Facilities.

Cadets' applications, documents submitted with them, and documents related to cadets' entrance examinations are stored in an old wooden

cabinet with drawers that are too small for these documents and are difficult to open. The remainder of the training school records are stored either in desk drawers or on wooden shelves.

11. Protection of Records.

In the various departments of the Headquarters of the NCP and at the training school, facilities for protecting records from theft, fire and other dangers are at a minimum and in some cases non-existent. Many valuable or potentially valuable records are stored in unlocked wooden and metal cabinets, others in locked metal cabinets that would be fairly easy to pry open, and still others are stacked on wooden shelves or simply on the floor. In no instance were there observed any combination-lock, fireproof safes for filing records. In like manner the rooms in which the records are stored appeared to be inadequately protected from possible fire and without proper locking mechanisms on doors and windows.

12. Records Systems and Procedures of the Provincial Corps.

a. Types of Records.

The types of records observed at the Provincial Corps visited included:

1. Personnel records (including payroll).

2. Crime report sheets.

3. Traffic records.

4. Copies of orders (general, special, and circular).

5. Copies of incoming and outgoing letters and telegrams.

6. Inventory records.

It should be noted that no criminal identification records were observed at any of the corps visited.

b. Storage Facilities.

The facilities for the storage of records at the various corps visited consisted mainly of unlocked or inadequately locked, non-fireproof cabinets, open wooden shelves, desk drawers (inadequately locked and non-fireproof) and ordinary floor space.

c. Protection of Records.

Facilities for the protection of records from theft, fire and other dangers at the various corps visited were at a minimum and in most cases non-existent.

H. COMMUNICATIONS

1. General.

The National Civil Police depend on the same media of communications equipment accessible to the public, such as telephone and telegraph. They have no method or equipment with which to communicate directly with their various installations. There has been an attempt to establish a form of radio communications with four antiquated sets which are loaned and operated by their owners. These can be eliminated from any consideration as operative communications equipment. The sets are located in Quito, Guayaquil, Cuenca and Esmeraldas and an attempt is made to establish a daily contact at certain stipulated hours. The owners of the sets have a contract with the police to operate them. They are old, barely operable, have limited range, and due to the mountainous country, static and interference is common, making contact highly uncertain and extremely irregular. The NCP of Guayaquil had six radio-equipped vehicles donated several years ago, but today for lack of parts and technicians to repair them, none of these radios are in operating condition. Telephone communication is possible between principle cities but is unreliable, and otherwise unsatisfactory. The majority of suburban posts are located in cities or provinces that are without telephone systems. The General Commander is forced to gear his communications requirements to the irregular national telecommunications system which also serves the needs of the general public as well.

2. Guayaquil.

The municipally maintained traffic police in Guayaquil have a modern key and voice radio installation and operates a modern two-way radio system between station and mobile units in an efficient manner. However, because this organization is autonomous and separated from the NCP, it maintains no contact with other police organizations; in cases of emergencies it will use its facilities to assist the local commander of the NCP. This is a cumbersome arrangement.

3. Considerations.

If there is ever to be an attempt toward improvement in the general efficiency and modernization of the police of Ecuador, communications must be a major consideration. Presently, the lack of unity and understanding which should flow up and down the chain-of-command, detracts noticeably from the effectiveness of the National Police. Many criticisms of the police which appear in this report could be eliminated by the installation of a modern communications net which would serve not only as a medium of administrative control, but would greatly improve the effectiveness of police operations.

In the establishment of a radio net, consideration must be given the following:

a. Technical Application.

1. Installation and maintenance.

2. Physical operation.

b. Operational Application.

1. Regulatory procedures.

2. Improved administrative control.

With reference to the first instance above, stress must be placed on selection and training of selected technicians. Training should be provided to teach the operators correct use, care and maintenance of communication equipment. Expert technical advice in planning, installation and operation of the communications net should be sought.

With reference to operating procedure, the command should establish regulations and procedures designed to lend uniformity to procedures. Prior to the establishment of a communications net, the need must first be defined with respect to the scope and the type and quantity of equipment. A net should be established which will afford instant communication between National Headquarters and its subordinate district and corps headquarters, and between all headquarters and their respective mobile units. (See Chart No. 10, Page 175, showing suggested NCP communications net.) This would make a total of 23 base transceiver units and 30 mobile transceivers. It is estimated that a minimum adequate radio net serving the National Police on a country-wide basis will cost in the neighborhood of $100,000 (1,700,000 Sucres). There has been an indication of plans by the Government of Ecuador to provide for radio equipment in the police budget, and the President has chosen to await the receipt of this report before completing his action on the proposal.

I. TRAFFIC

1. Extent of Problem.

The traffic problem in Ecuador is complex. It is confined mainly to Quito and Guayaquil, the two largest cities in the country. The traffic situation in Guayaquil is discussed in another section of this report and that in Quito will be discussed here.

The problem in Quito is aggravated by narrow streets and a constant increase in the total number of vehicles. As of December 30, 1958, there were 5,908 registered motor vehicles in Pichincha Province, most of them in Quito. In addition, there were approximately 2,000 official government vehicles which are not required to be registered with the Traffic Department. According to

the Traffic Chief of Pichincha Province, motor vehicles in Quito are increasing at a rate of about 1,200 per year. It is his opinion that in two or three years it could be almost impossible to walk across the street in downtown Quito during certain hours because of the increasing number of vehicles.

Another aspect of the problem is the lack of adequate parking areas, especially in downtown Quito. The narrow streets make on-street parking very impractical in certain sections; however, on-street parking is allowed, with the result that traffic congestion is common.

Another aspect of the problem is lack of adequate operating funds. There is an apparent need for additional traffic lights in Quito, but they cannot be purchased.

A Quito Traffic Commission, composed of members of the police, civic leaders, businessmen, members of the Chauffeurs' Syndicate, and other people, was organized, but it was not effective because of shortage of money. At the present time, the Chauffeurs' Syndicate issues operator's licenses and collects the fees, but the drivers' test is given by the police and the license (authorization) is approved by the Traffic Chief of the NCP.

2. Legislation.

At the present time, January 1959, there are no laws for the governing of traffic in Ecuador. There is only a set of Traffic Regulations that were approved on April 19, 1940. A project of proposed traffic laws was submitted to the National Congress but it has not yet been taken under consideration by the members. There is reported to be strong, organized opposition to the passage of any laws for the regulation of traffic on the basis that it is detrimental to the interests of special groups.

3. Departmental Traffic Functions.

The overall functions of the Traffic Department are enumerated in the section on Organization.

4. Organization for Enforcement.

In Pichincha Province and its capital city, Quito, seat of the General Department, the Director, the personnel of chiefs, officers, employees and policemen, are distributed in the following manner:

1 Prefect - Director General of Traffic.
2 Sub-Prefects - Provincial Chief of Traffic.
Chief of all services.
2 Inspectors - Company Commanders.
1 Inspector - Chief of Applications.
6 Sub-Inspectors (1st) - Platoon Chiefs.

1 Sub-Inspector (1st) - Auditor.
7 Sub-Inspectors (2nd) - Platoon Chiefs.
3 1st Sergeants.
28 Sergeants.
48 employees (civil - various services).
112 Policemen.

5. Special Traffic Training.

Regular intensive traffic courses are conducted for new personnel going into the field of traffic regulation.

6. Selection of Personnel.

Personnel of the Traffic Department are required to have a secondary education and the ability to use a typewriter, and are selected on the basis of competitive examinations.

7. Traffic Eduation.

The Traffic Department periodically conducts special campaigns to obtain the cooperation of the general populace in improving all aspects of the traffic situation in Ecuador. A system of disseminating basic rules for drivers and pedestrians has been established with the cooperation of the leaders of the Chauffeurs' Syndicate. There are plans to have a traffic education week in either March or April 1959, during which time traffic education campaigns will be conducted in schools and through the newspapers and radio programs.

8. Traffic Accident Investigation.

In the event of a traffic accident, the driver is required to notify Traffic Headquarters. An officer is then dispatched to the scene of the accident where he interviews the persons involved and witnesses, takes notes, and prepares measured diagrams. The officer then prepares an investigative report which he submits to the judge who conducts the hearings on the accident.

9. Number of Vehicles Registered in Ecuador (As of December 31, 1958).

Province	Number of Vehicles
Azuay	1,037
Bolivar	221
Canar	113
Carchi	304
Cotopaxi	683

Province	Number of Vehicles
Chimborazo	834
El Oro	564
Esmeraldas	242
Guayas	8,340
Imbabura	793
Loja	463
Los Rios	614
Manabi	1,178
Napo Pastaza	55
Pichincha	5,908
Tungurahua	1,120
TOTAL.....	22,467

10. Statistical Compilation of Deaths and Injured in Ecuador in 1958 by Provinces.

Province	Dead	Injured
Azuay	11	43
Bolivar	5	13
Carchi	10	26
Chimborazo	9	41
Cotopaxi	11	37
El Oro	3	—
Guayas	52	319
Imbabura	14	31
Loja	19	31
Los Rios	3	10
Manabi	10	48
Pichincha	68	435
Tungurahua	21	34
TOTAL.....	236	1,068

J. DETENTION

1. General.

Detention, with the exception of the traffic jail in Guayaquil, is one of the gravest problems confronting Ecuador. The jails and detention rooms of the NCP are makeshift, unsanitary and poorly kept. Usually, one or two rooms with no windows or other ventilation, set aside in either Investigations Headquarters or NCP Headquarters, or both. Sanitary facilities consist of open

buckets. Invariably large numbers of prisoners are confined together in the small and inadequate rooms and the stench is almost unbearable. Prisoners often go hungry if there is no relative or friend to bring them food. The detention section at National Headquarters in Quito may be included in the foregoing description. Conditions could be greatly improved by applying simple but regular cleaning measures.

Ecuador has two national penal institutions. One, a penal colony, is located on the Island of Santa Isabela, in the Archipelago of Galapagos, a group of islands about 600 miles from the mainland. This colony is tended and administered by the "Isabela Corps No. 19" of the NCP and prisoners whose sentences are from one to five years are confined there. The second is the "Pentitenciaria Nacional" located in Quito in which prisoners serving sentences of more than five years are held.

2. Discussion.

Two important elements of the problem in the administration and operation of penal institutions are outstandingly evident in the case of Ecuador and steps should be taken for their immediate correction. They are:

a. The overcrowded and unsanitary conditions that prevail. In this situation, the older and more hardened criminal tends to have a corrupting influence on younger rehabilitative prisoners. Mental and moral norms become distorted and degraded and society suffers eventually from this product of its own making. Communicable diseases also fester and grow in filthy and unsanitary surroundings, where a minimum of prophylactic attention would go far toward containing such danger.

b. In situations where the NCP are charged with the duties of guarding and restraining prisoners, they are performing the functions of other than police organizations in unrelated activity. Accordingly, the NCP detachment located in the penal colony of Santa Isabela should be withdrawn from penal guard duties and its activities re-directed to strictly proper police functions.

3. Rehabilitation.

Ecuador has no provisions for the rehabilitation of prisoners under sentence. The prisoners have little to do but sit around holding discussions on possible future criminal activity.

K. BUILDINGS

In general, the condition of police buildings in the Republic of Ecuador is as variable as other general conditions prevailing in that country's police installations. Depending on the location, the buildings

range from good, to fair, to poor. Some are owned by the police, while others are rented or even borrowed from other government agencies. Normally, in District Headquarters such as Quito, Riobamba, Cuenca and Guayas, there are two physical installations; one, which serves as headquarters building and officers' quarters and club, and one which serves as police barracks. In these district headquarters buildings are ample and adequate, however, the opposite condition is encountered in Corps Headquarters at Ambato. In 1949, an earthquake razed the town including the police buildings. Inadequate and hurried temporary quarters were located and rented for the police. They continue to be used by the police. The headquarters and officers' building is in poor condition, and the policemen's barracks are a dingy, dirty composition of tin and wooden shacks. Both buildings still bear the marks of the damage done in the earthquake. Morale among the police of Ambato is noticeably low. (See Photos No. 5 and 6, on Page 87.)

1. Buildings by Location and Condition.

a. Quito.

1. National Civil Police Headquarters.

This is a large, four-story building covering about a city block in the heart of Quito. Upon passing through the main entrance, the observer sees a large imposing patio completely surrounded by the building, and tiered on three sides by balconies which give on to offices, the officers' club, barber shop, and shops. Part of the building proper is the police post exchange, and the offices and maintenance shops of the Traffic Division. This building is large, and ample, having sufficient space for expansion if necessary. It contains the office of the General Commander of the NCP. There are also detention cells located on the lower terrace. These cells are filthy. On the whole the building is in a good state of repair, but the general cleanliness and sanitary facilities leave much to be desired. (For photo of Headquarters Building, see Photo No. 1, Page 3.)

2. Regimiento Quito No. 1.

It is a large sprawling structure located in the central section of Quito not far from NCP Headquarters and comprises the barracks for the 1st, 2nd and 3rd Service Groups, the Palace Guard and the Rural Squadron (Escuadron Sables). The latter is a mounted group but with mounts located at the Police School, some miles distant. Altogether, approximately 500 police are housed here. There is space for policemen and officers' quarters and clubs, drill ground and athletic field and such service facilities as repair shops. (See Photo No. 7, Page 88.)

3. Reten Norte No. 5.

This building, housing approximately 100 men, is located in the northern sector of the city. It houses personnel for protection and

PHOTO NO. 5 - Main entrance, Security and Investigations Office, Ambato.

PHOTO NO. 6 - Policemen's barracks - Ambato.

PHOTO NO. 7 - 1st Regiment Headquarters, Quito.

patrol for that area. It consists of a continuous row of Spanish-type connected buildings in an area of about 100 square yards surrounded by an eight foot wall. The large interior patio contains a lovely flower garden maintained by the police quartered there. It is a clean, modern installation which serves its purpose well.

4. The National Police School.

Well can be called the showplace of the police. It consists of low, white, red-roofed structures located in a large area consisting of several hundred acres at the northern extreme of the town. The buildings serve as classrooms, library and dormitory for cadets, officers' casino, quarters for policemen, and stables. The officers of the NCP donated two days' pay toward the construction of a police medical clinic to be located on the school grounds. The building is only partially completed because of a lack of funds which are supposed to be furnished by the government. The present commander hopes to be able to get sufficient funds to expand the school facilities for the cadets.

b. Latacunga.

Latacunga has a typical building surrounding a patio which serves as drill ground and volleyball court. Adjoining are headquarters, policemen's barracks and officers' club and quarters. This is a pleasant and adequate installation to serve the needs of the police in that city.

c. Riobamba.

Riobamba, being a district headquarters, has the headquarters building, comprising offices, quarters and club, separated from the police barracks. At present, the facade of the police quarters is undergoing extensive rebuilding and the construction is being financed by gifts from private citizens who have donated money and materials. This speaks well for the regard of the townspeople toward the district commander and the police stationed there. Both headquarters and barracks are of good construction, light, airy and clean, and adequate for the needs of the organization.

d. Cuenca.

This city, too, is a district headquarters and has much the same physical set-up as Riobamba. The headquarters building, located in the center of town, houses offices and officers' quarters. The policemen's barracks, located about one block from headquarters, are large, fairly modern, clean, and have a large central patio where drill is conducted and shifts changed. (See Photo No. 8, Page 91.)

e. Guayaquil.

The police installations of Guayaquil compare favorably in construction, moderness and adequacy with those of Quito. The district headquarters building, located in the center of the city, is a three-story structure and, while adequate in space, is poorly lighted and principally of wood construction in the rear areas where the offices are located. There are three dirty, cramped detention cells located off the patio. The Guayas Regiment barracks, located in the north outskirts of the city, are rather large, military-type, walled-in, buildings grouped together. They comprise orderly room, offices, and detention cells in the front building; a combination officers' club and offices; an infirmary; two large dormitories for policemen; kitchen and mess hall; stables, and one small building containing police recreation room and small stores where the policemen can purchase staple items on credit. There are two additional buildings on the police ground listed as police property but occupied by army troops. These were loaned to the army some years ago by the police who in the past year have tried to have them returned, but the army will not give them up. There is a large area of open land surrounding the regiment's buildings that belongs to the police. To the rear of the station a number of small cheap apartments have been constructed for the use of married policemen. The current commander has hopes for construction of married officers' quarters on the ground immediately adjacent to headquarters but so far has been unsuccessful in obtaining funds to begin this project.

2. Buildings of Investigations and Security.

In the entire Republic, there is only one investigations office that is adequate from the standpoint of space, composition, location and condition; that is the office of Investigations and Security in Guayaquil. It is a three-story building located about one mile from the center of the city, with ample office space and has large, spacious windows which admit air and light. The building has actually so much space that the top floor is unoccupied except for one small partitioned room known as "El curato de confesiones" (the confession room). All other investigations offices are illustrative and indicative of lack of financial resources. A good example of the bad conditions that prevail in this instance is the National Investigations Headquarters in Quito. This is an ancient, dilapidated, three-story building, which clearly shows the effects of age by erosion. Located in the center of the city, it contains the usual patio and each floor contains a balcony running the length of the building and overlooking the patio. Off the balconies runs a veritable warren of dingy, cluttered offices. The various investigations offices in the district are either no better or worse. They are usually in cramped and inadequate space rented in some downtown building and often share quarters with, and loaned by, the National Civil Police. (See Photos No. 9 and No. 10, Page 92.)

PHOTO NO. 8 - 3rd District Headquarters, Cuenca - changing shifts; barracks.

PHOTO NO. 9 - Security and Investigations Headquarters, Guayaquil.

PHOTO NO. 10 - Regiment No. 2, Guayaquil - Main entrance.

L. SUPPLIES AND EQUIPMENT

1. General.

The lack of supplies and equipment in the NCP renders the organization almost helpless. It is probably among the most ill-equipped police forces in Latin America. The situation is clearly stated in foregoing sections of this report. (See Section I, Communications; Section G, Records, etc.) This section will deal principally with those weapons, ammunition, and vehicles the NCP have on hand because these items are the only items worthy of mention. Any other equipment on hand can be discounted as being inoperative or inadequate.

2. Acquisition, Purchasing, and Disbursement.

The Auditing Section of NCP Headquarters, the "Comisariat", is responsible for procurement of all supplies and equipment provided for under the budget. If additional, extraordinary, or special funds are required over those provided in the budget, the Comisariat initiates a request to the Ministry of Government and Police for the desired amount on a need basis. The Auditing Section is responsible for all disbursement, inventory and accounting records.

3. Automotive.

a. Inventory.

A complete inventory of vehicles owned by the NCP is shown in Figure No. 4, Page No. 94. Condition, according to the NCP files, is indicated in terms of "good, fair, poor, bad"; however, it was obvious to the Survey Team that the best vehicles observed in use by the police were in very poor condition. Cannibalization is practiced to the extent that an inoperative vehicle, for lack of spare parts, although in fair condition, remains "on blocks" for such a long time that it becomes permanently unusable. An analysis of the overall situation will serve to give a more clear picture of the true conditions in the automotive picture. For the NCP, numbering approximately 5,000 men, responsible for maintaining law and order in 18 provinces covering 105,743 square miles, there exist only 83 vehicles to accomplish an almost insuperable job. Then, almost incredibly, of the 83 vehicles allotted to and possessed by the NCP, 47 are out of service, inoperable. This leaves a total of 36 operating police vehicles for the entire force, and those which are operable are of all variety, model and types. Thus it can be truly said that the NCP, except for the cavalry, is completely dismounted. Under this handicap, the police merit commendation for what they are able to do in maintaining law and order in the face of such odds.

Figure No. 4

INVENTORY OF NATIONAL CIVIL POLICE VEHICLES
(November 1958)

TYPE	QUANTITY	YEAR	MAKE	CONDITION
GENERAL COMMAND:				
Automobile	1	1959	Plymouth	Operating
"	1	1953	Ford	Inoperable
"	1	1952	Dodge	"
"	1	1953	Lincoln	"
Ambulance	1	1952	Chrysler	Almost inoperable
Jeep	1	1950	Land Rover	Inoperable
"	1	1952	" "	"
"	2	1955	Willys	Almost inoperable
"	2	1954	"	Inoperable
"	1	1949	"	"
TRAFFIC DEPARTMENT:				
Bus	1	1953	Ford	Inoperable
Truck, pickup	1	1953	"	"
Station wagon	1	1953	Dodge	Almost inoperable
Jeep	1	1956	Willys	" "
POLICE SCHOOL:				
Truck, pickup	1	1951	Fargo	Inoperable
Micro Bus	1	1953	Ford	Almost inoperable
REGIMENT QUITO NO. 1:				
Truck, pickup	1	1953	Fargo	Almost inoperable
" "	1	1952	Ford	Inoperable
" "	5	1953	Ford	"
Jeep	1	1950	Land Rover	"
"	2	1952	Willys	"
"	3	1953	"	Almost inoperable
Bus	1	1950	Ford	Inoperable
REGIMENT GUAYAQUIL NO. 2:				
Bus	1	1951	International	Inoperable
"	1	1952	Ford	"
Truck	1	1951	Fargo	"

Figure No. 4 (continued)

TYPE	QUANTITY	YEAR	MAKE	CONDITION
REGIMENT GUAYAQUIL NO. 2 (continued):				
Truck, pickup	3	1952	Chevrolet	Inoperable
" "	1	1956	[illegible]	Almost inoperable
Truck, patrol	1	1951	International	Inoperable
" "	2	1955	Ford	Almost inoperable
" "	3	1956	"	" "
Station wagon	1	1952	Chevrolet	Inoperable
Truck, detention	1	1952	"	"
Station wagon	1	1951	De Soto	"
Jeep	1	1955	Land Rover	"
"	4	1957	Willys	Operating
RURAL SQUADRON GUAYAS:				
Jeep	1	1955	Willys	Almost inoperable
"	1	1957	"	" "
"	1	1951	"	Inoperable
CORPS MACHALA NO. 3:				
Jeep	1	1956	Land Rover	Almost inoperable
CORPS MANABI NO. 4:				
Jeep	2	1957	Willys	Operating
"	1	1955	"	Almost inoperable
"	1	1952	"	Inoperable
Truck, pickup	1	1954	Chevrolet	Almost inoperable
CORPS CHIMBORAZO NO. 5:				
Jeep	1	1950	Willys	Inoperable
"	1	1951	Land Rover	"
Truck, pickup	1	1952	Fargo	"
" "	1	1953	Ford	Almost inoperable
CORPS AZUAY NO. 6:				
Truck, pickup	1	1955	Ford	Almost inoperable
" "	1	1948	Fargo	Inoperable
Jeep	1	1952	Land Rover	Almost inoperable
"	1	1955	Willys	Inoperable

Figure No. 4 (continued)

TYPE	QUANTITY	YEAR	MAKE	CONDITION
CORPS LOJA NO. 7:				
Truck, pickup	2	1953	Ford	Almost inoperable
Jeep	1	1951	Willys	" "
CORPS LOS RIOS NO. 8:				
Jeep	1	1950	Land Rover	Inoperable
CORPS TUNGURAHUA NO. 9:				
Truck, pickup	1	1952	Chevrolet	Inoperable
CORPS TULCAN NO. 10:				
Truck, pickup	1	1953	Ford	Inoperable
Jeep	1	1953	Willys	"
CORPS BOLIVAR NO. 11:				
Jeep	1	1950	Land Rover	Almost inoperable
CORPS IMBABURA NO. 12:				
Truck, pickup	1	1951	Fargo	Inoperable
CORPS COTOPAXI NO. 13:				
Jeep	1	1953	Land Rover	Almost inoperable
CORPS ESMERALDAS NO. 14:				
Jeep	2	1952	Willys	Inoperable
CORPS CANAR NO. 15:				
Jeep	1	1947	Land Rover	Inoperable

b. Maintenance.

Practically no facilities or procedures exist for maintenance of vehicles, and no trained personnel to effect it. Not even simple maintenance is practiced by the drivers and any repair must be performed by civilian garages, or the vehicle must be put out of service. The latter is the more common practice due to lack of funds.

c. Parts.

No stocks of automotive replacement parts exist. Necessary parts are purchased on an as-needed basis, but are often unobtainable.

4. Weapons and Ammunition.

a. Inventory.

The weapons and ammunition situation in the NCP is parallel to the condition of vehicles described in the foregoing section. The weapons and ammunition inventory list shown in Figure No. 5, Page 99 and Figure No. 6, Page 104, does not reflect the actual condition of weapons. All rifles, which are either Manleicher or Mauser, are of the 19th Century manufacture, and while as many will fire as will not, those which will fire are dangerous to the shooter. One high-ranking officer remarked that they would like to return the rifles to the army but the army will not accept them. The Reissing submachine guns are property of the police. Some are in fair shape depending on the maintenance practiced by the individuals responsible for them, but a greater percentage are corroded, or inoperable for lack of replacement parts. There are no technicians to repair and maintain weapons. Of the approximately 800 revolvers (Smith & Wesson, Colt) in the NCP, all are in fair condition, operable or corroded depending on the degree of maintenance practiced by the individual possessors. Sabers are used in a great many instances in lieu of billy or baton, but these are in as poor repair as the other weapons.

b. Ammunition.

Again ammunition can be described in general terms because its general condition is so bad that for all practical purposes the supply can be called non-existent. Normally, the issue per weapon is about three cartridges. These cartridges are so old that it is doubtful that they would fire. Often cartridges are found in possession of personnel with caps and primers dented showing prior misfires. A perusal of the ammunition inventory list will disclose great disparity between the numbers of weapons in one corps, the amount of ammunition in that corps as compared to the distribution ratio of the same arms and munitions in another corps. For example: Corps Loja No. 7 has 30 revolvers with 1,303 rounds of ammunition; Corps Manabi No. 4 has 18 revolvers with 200 rounds; Corps Los Rios No. 8 has 10 revolvers, 680 rounds; Corps Cotopaxi No. 13 has 10 revolvers and no ammunition. The

ammunition on hand must be conserved as no provision is made for replenishment. Such conditions prevent training or practice in marksmanship.

c. Other Equipment.

As has been indicated in other sections of this report, equipment for use in laboratory examinations, as investigative aids, for photographic work or communications does not exist in the NCP. Office equipment is generally as poor as all other material described. Makeshift furniture, warped wooden filing cabinets, inadequate storage facilities are common. Typewriters are old and badly worn and there are no other types of office machinery.

M. SPECIAL ENFORCEMENT PROBLEMS

1. Vice and Crime Conditions.

a. General.

As in other countries, vice and crime incidence in the Republic of Ecuador vary with location, population density, local custom and ethnic groups. Over one-third of the Republic, the Oriente, consists of unexplored and almost impenetrable jungle inhabited by savage indian tribes. These indians are uncontrollable and without concept of civilization. The murder of five missionaries about two years ago by the Auca Indians in the interior illustrates the seriousness of the problem. No reprisals or retaliatory measures could be taken by the government because of the inaccessibility of the terrain and the transient nature of the indians. The best way the government has of policing the jungle areas is to locate NCP outposts along the border areas. This duty is considered as a form of punishment by officers assigned to these outposts. In the more populated and urban areas conditions range from good to poor.

b. Guayaquil.

This city of approximately 600,000, being the largest both in area and population in Ecuador, as well as being the largest port, understandably leads all others in crime ratio. It leads its closest comparative city, Quito, by a ratio of three to one in all classifications of criminal activity. Prostitution in Guayaquil is licensed and health examinations given. There is a great deal of clandestine prostitution but there are apparently few arrests made.

c. San Pablo.

In the Imbabura Province, the urban areas of San Pablo, Otavalo, Ibarra particularly, and the province in general, the Otavalan Indians

(continued on Page 108.)

Figure No. 5

ARMS INVENTORY - NATIONAL CIVIL POLICE

	QUANTITY	CONDITION
REGIMENT "QUITO NO. 1":		
Submachine gun, Reissing	155	Good
Submachine gun, Thompson	64	Good
Rifle, Manleicher	1,012	Bad
Revolver, Colt	43	Good
Saber	150	Bad
Carbine, gas, "Truflite"	34	Normal
Pistol, gas	4	Normal
Truncheon, gas	63	Good
REGIMENT "GUAYAQUIL NO. 2":		
Submachine gun, Reissing	99	Good
Rifle, Manleicher	1,165	Bad
Revolver, Colt	202	Good
Saber	150	Bad
Carbine, gas, "Truflite"	19	Normal
Pistol, gas	5	Normal
Truncheon, gas	59	Good
CORPS "MACHALA NO. 3":		
Submachine gun, Reissing	26	Good
Rifle, Manleicher	320	Bad
Revolver, Colt	24	Good
Carbine, gas, "Truflite"	2	Good
Truncheon, gas	6	Good
CORPS "MANABI NO. 4":		
Submachine gun, Reissing	20	Good
Rifle, Manleicher	404	Bad
Revolver, Colt	18	Good
Carbine, gas, "Truflite"	2	Good
Truncheon, gas	2	Good
CORPS "CHIMBORAZO NO. 5":		
Submachine gun, Reissing	20	Good
Rifle, Manleicher	264	Bad
Revolver, Smith & Wesson	5	Good

Figure No. 5 (continued)

CORPS "CHIMBORAZO NO. 5" (continued):	QUANTITY	CONDITION
Revolver, Colt	10	Good
Carbine, gas, "Truflite"	4	Good
Pistol, gas	3	Normal
Truncheon, gas	55	Good
CORPS "AZUAY NO. 6":		
Submachine gun, Reissing	20	Good
Rifle, Manleicher	184	Bad
Revolver, Colt	14	Good
Revolver, Smith & Wesson	26	Good
Carbine, gas, "Truflite"	5	Good
Pistol, gas	4	Normal
Truncheon, gas	65	Good
CORPS "LOJA NO. 7":		
Submachine gun, Reissing	32	Good
Submachine gun, Thompson	6	Good
Revolver, Colt	30	Good
Rifle, Manleicher	299	Bad
Carbine, gas, "Truflite"	2	Good
CORPS "LOS RIOS NO. 8":		
Submachine gun, Reissing	9	Good
Rifle, Manleicher	68	Bad
Revolver, Colt	10	Good
Carbine, Mauser	95	Good
Truncheon, gas	5	Good
Carbine, gas, "Truflite"	1	Good
CORPS "TUNGURAHUA NO. 9":		
Submachine gun, Reissing	25	Good
Rifle, Manleicher	164	Bad
Carbine, gas, "Truflite"	1	Good
Truncheon, gas	5	Good
CORPS "TULCAN NO. 10":		
Submachine gun, Reissing	29	Good
Rifle, Manleicher	105	Bad
Revolver, Colt	46	Good
Carbine, gas, "Truflite"	2	Good
Truncheon, gas	19	Good

Figure No. 5 (continued)

CORPS "BOLIVAR NO. 11":	QUANTITY	CONDITION
Submachine gun, Reissing	10	Good
Rifle, Manleicher	78	Bad
Rifle, Mauser	27	Normal
Saber	9	Bad
Carbine, gas, "Truflite"	2	Good
Revolvers, Colt	6	Good
Truncheon, gas	10	Good
CORPS "IMBABURA NO. 12":		
Submachine gun, Reissing	15	Good
Rifle, Manleicher	120	Bad
Revolver, Colt	21	Good
Carbine, gas, "Truflite"	1	Good
Truncheon, gas	15	Good
CORPS "COTOPAXI NO. 13":		
Submachine gun, Reissing	10	Good
Rifle, Manleicher	71	Bad
Revolver, Colt	10	Good
Carbine, gas, "Truflite"	1	Good
Truncheon, gas	3	Good
Saber	8	Bad
CORPS "ESMERALDAS NO. 14":		
Submachine gun, Reissing	18	Good
Rifle, Manleicher	152	Bad (48 are damaged)
Revolver, Colt	24	Good
Carbine, gas, "Truflite"	3	Good
Truncheon, gas	5	Good
CORPS "CANAR NO. 15":		
Submachine gun, Reissing	9	Good
Rifle, Manleicher	82	Bad
Revolver, Colt	10	Good
Carbine, gas, "Truflite"	1	Good
Truncheon, gas	4	Good
Saber	7	Bad

Figure No. 5 (continued)

CORPS "NAPO PASTAZA NO. 16":	QUANTITY	CONDITION
Submachine gun, Reissing	1	Good
Rifle, Manleicher	40	Bad
CORPS "MORONA-SANTIAGO NO. 17":		
Submachine gun, Reissing	2	Good
Rifles, Manleicher	123	Bad
Revolvers, Colt	27	Good
CORPS "AZMORA-CHINCHIPE":		
Submachine gun, Reissing	1	Good
Rifle, Manleicher	15	Bad
Revolvers, Colt	4	Good
COMPANY "ANCON":		
Submachine gun, Reissing	1	Good
Rifle, Manleicher	50	Bad
Revolver, Colt	8	Good
PENAL COLONY "ISABELA":		
Revolver, Smith & Wesson	18	Good
Rifle, Manleicher	39	Bad
RURAL SQUADRON "GUAYAS NO. 1":		
Submachine gun, Reissing	22	Good
Submachine gun, Thompson	2	Good
Carbine, Mauser (1922)	112	Good
Revolver, Colt	21	Good
RURAL SQUADRON "MANABI NO. 2":		
Submachine gun, Reissing	20	Good
Carbines, Mauser	95	Good
Revolver, Colt	19	Good
Carbine, gas, "Truflite"	1	Good
RURAL SQUADRON "LOS RIOS NO. 3":		
Submachine gun, Reissing	20	Good
Carbine, Mauser	95	Good
Revolver, Colt	18	Good

Figure No. 5 (continued)

RURAL SQUADRON "EL ORO NO. 4":	QUANTITY	CONDITION
Submachine gun, Reissing	30	Good
Carbine, Mauser	88	Good
Revolver, Colt	49	Good
RURAL SQUADRON "ESMERALDAS NO. 5":		
Submachine gun, Reissing	18	Good
Carbine, Mauser	93	Good
Revolver, Colt	16	Good
RURAL SQUADRON "LOJA NO. 6":		
Submachine gun, Reissing	25	Good
Revolver, Colt	98	Good
Machetes, w/scabbard	96	Normal
Rifle, Mauser	103	Good
Bayonet, w/scabbard	103	Good
Steel helmet, American	112	Good
Machine rifle, on loan from the army	8	Good
Cannon, spare parts	4	Good.

Figure No. 6

MUNITIONS INVENTORY - NATIONAL CIVIL POLICE
(December 1958)

	QUANTITY	CONDITION
REGIMENT "QUITO NO. 1":		
Rifle, 7.92	84,740	Bad
Submachine gun, .045	31,044	Good
Revolver, .38	3,450	Good
Cartridge, gas truncheon	1,432	Normal
Cartridge, gas pistol	831	Normal
Cartridge, gas carbine	44	Normal
REGIMENT "GUAYAQUIL NO. 2":		
Rifle, 7.92	41,751	Bad
Submachine gun, .045	26,447	Good
Revolver, .38	5,126	Good
Cartridge, gas carbine	409	Normal
Cartridge, gas pistol	91	Normal
Cartridge, gas truncheon	898	Normal
CORPS "MACHALA NO. 3":		
Rifle, 7.92	12,315	Bad
Submachine gun, .045	10,410	Good
Revolver, .38	1,200	Good
CORPS "MANABI NO. 4":		
Rifle, 7.92	13,970	Bad
Submachine gun, .045	1,500	Good
Cartridge, gas carbine	18	Normal
Revolver, .38	200	Good
CORPS "CHIMBORAZO NO. 5":		
Rifle, 7.92	12,989	Bad
Submachine gun, .045	17,185	Good
Cartridge, gas carbine	49	Normal
Cartridge, gas pistol	47	Normal
Cartridge, gas truncheon	598	Normal

Figure No. 6 (continued):

CORPS "AZUAY NO. 6":	QUANTITY	CONDITION
Rifle, 7.92	10,411	Bad
Submachine gun, .045	2,137	Good
Revolver, .38	104	Good
CORPS "LOJA NO. 7":		
Rifle, 7.92	14,216	Bad
Submachine gun, .045	11,832	Good
Revolver, .38	1,303	Good
Cartridge, gas carbine	27	Normal
CORPS "LOS RIOS NO. 8":		
Rifle, 7.92	783	Bad
Submachine gun, .045	4,312	Good
Revolver, .38	680	Good
Cartridge, gas truncheon	90	Normal
Cartridge, gas carbine	17	Normal
Rifle, 7.92	3,240	Normal
CORPS "TUNGURAHUA NO. 9":		
Rifle, 7.92	12,730	Bad
Submachine gun, .045	4,621	Good
Cartridge, gas carbine	40	Normal
Cartridge, gas truncheon	100	Normal
CORPS "TULCAN NO. 10":		
Rifle, 7.92	8,664	Bad
Submachine gun, .045	10,204	Good
Revolver, .38	442	Good
Cartridge, gas carbine	17	Normal
Cartridge, gas truncheon	36	Normal
CORPS "BOLIVAR NO. 11":		
Rifle, 7.92	1,975	Bad
Rifle, 7.92	683	Normal
Submachine gun, .045	721	Good
Cartridge, gas carbine	41	Normal
Revolver, .38	137	Good
Cartridge, gas truncheon	5	Normal

Figure No. 6 (continued):

CORPS "IMBABURA NO. 12":	QUANTITY	CONDITION
Rifle, 7.92	2,683	Bad
Rifle, 7.92	2,582	Normal
Submachine gun, .045	7,771	Good
Cartridge, gas carbine	7	Normal
Cartridge, gas truncheon	145	Normal
CORPS "COTOPAXI NO. 13":		
Rifle, 7.92	4,303	Bad
Submachine gun, .045	1,376	Good
Cartridge, gas carbine	15	Normal
Cartridge, gas truncheon	65	Normal
CORPS "ESMERALDAS NO. 14":		
Rifle, 7.92	1,600	Bad
Submachine gun, .045	1,380	Good
Revolver, .38	360	Good
CORPS "CANAR NO. 15":		
Rifle, 7.92	1,800	Bad
Submachine gun, .045	1,618	Good
Revolver, .38	240	Good
Cartridge, gas carbine	20	Normal
Cartridge, gas truncheon	73	Normal
CORPS "NAPO PASTAZA NO. 16":		
Rifle, 7.92	90	Bad
CORPS "MORONA-SANTIAGO NO. 17":		
Rifle, 7.92	3,284	Bad
Submachine gun, .045	980	Good
Revolver, .38	1,430	Good
CORPS "ZAMORA-CHINCHIPE":		
Rifle, 7.92	2,000	Bad
Submachine gun, .045	265	Good
Revolver, .38	532	Good

Figure No. 6 (continued):

COMPANY "ANCON":	QUANTITY	CONDITION
Rifle, 7.92	4,255	Bad
Submachine gun, .045	180	Good
Revolver, .38	570	Good
PENAL COLONY "ISABELA":		
Rifle, 7.92	4,957	Bad
Submachine gun, .045	4,715	Good
Revolver, .38	163	Good

practice the custom of mass inebriation. This custom presents a problem which should be made the subject of study by the local authorities and police with the purpose of setting up closer vigilance and control by the police.

d. Cuenca.

Cuenca, the third largest city of the Republic, displays a surprising high degree of social restraint and can be rated as among the better cities from the standpoint of low crime incidence. An illustration of the tenor of vice conditions is the fact that neither night-clubs nor prostitution houses exist there.

e. Quito.

The capital city and second largest after Guayaquil, Quito vies with the latter city in vice and crime rates. Night-life is gay and the many night-clubs do a good business. Houses of prostitution operate with orchestras, dancing and bars. No regulatory or repressive procedure is taken against these places by the police.

2. Narcotics.

Narcotics constitute a particularly severe problem in Ecuador from the production standpoint. Guayaquil, as a seaport town, offers the greatest incidence of narcotics traffic and use. During the year 1958, Guayaquil had 179 arrests of marihuana users, and six vendors were arrested as compared to the only other province with drug infractions, Los Rios, which arrested two users. According to reports of the police at NCP Headquarters, a great deal of the raw materials for heroin and marihuana is grown in the northern section of the country, but produced principally for export to the U.S. with very little home consumption. All production is clandestine.

3. Juvenile Delinquency Control.

NCP Headquarters has a Juvenile Section consisting of two Sergeants who keep records on juvenile delinquents, and who from time to time visit the detention cells with the purpose of aiding and advising the juveniles. Ecuador has one juvenile correctional installation which is more a boys' home than a reformatory. In other sections of the country no special provision is made for handling juveniles. It is normal for a judge of the juvenile court to order the detention of a minor, and that minor must be held in the same cells which house the adult and hardened criminal. Whenever possible an attempt is made to isolate the juveniles, but lack of proper building space, and correct installations, often force the Investigations Section or the NCP to house juvenile and adult together.

4. Civil Defense.

No provision is made either within the NCP or any other governmental agency for a civil defense organization.

N. PUBLIC RELATIONS

The position of Public Relations Officer exists in the NCP; however, this position has no clearly described duties. The officer selected to fill the post generally has no training or knowledge which qualifies him to perform public relations work. The position could be better defined as Publicity Officer, inasmuch as the duties consist principally of furnishing to the press pictures of police personalities. On the whole, the attitude of the public toward the police is apathetic and the attitude of the police toward the public is similar. This public indifference toward the police changes to active dislike or even hostility when the police find it necessary to take regulatory action such as dispersing mobs or quelling riots. Press articles and editorials of praise or commendation of the NCP are never written but, to the contrary, are usually critical. An active dislike toward the NCP is displayed by the citizens of Guayaquil and of the coastal regions. Most of this is laid to the poor quality of personnel attracted by the low pay and poor working conditions in the NCP.

A well planned, comprehensive public relations program would go far in alleviating public apathy and ignorance of police problems.

O. BUDGET

1. Annual Appropriation.

The budget appropriations for 1958 for the NCP are indicated below. The amounts indicated are given in the Ecuatorian national monetary unit which is the Sucre. The rate of exchange is about 17 Sucres to one U.S. Dollar.

URBAN AND RURAL SERVICE

a. Personnel Expenses:

Salaries	28,643,760
Civil personnel	300,000
Personnel in transit	100,000
Complementary salaries	729,360
Honorariums	5,000
Gifts (instructional institutes)	85,000
Family subsidies	600,000
Capacitation of personnel (training)	50,000
Medical attention and hospitalization	100,000
Indemnization for work accidents	20,000
Other personnel expenses	120,000

b. Other Expenses.

Mobility and transport	450,000
Subsistance	11,505,165
Forage	482,895
Personal equipment	2,000,000
Dinners, gifts and awards	100,000
Other expense and materials	140,000
Permanent furniture	598,610
Services	150,000
Rents	288,000
Repair and spare parts	250,000
Maintaining transport equipment	300,000
Indemnization for losses, prejudice and dangers	10,000
Pending credits	1,000,000
Unforeseen needs	2,210
TOTAL	48,030,000 (Sucres)

A perusal of the above budget figures will indicate to the reader how unrealistic and inadequate the funding of the police organization is in Ecuador. Two and a quarter million dollars is not sufficient to maintain properly a force of approximately 5,000 to include salaries, clothes, vehicles, food and all other necessary expenses and equipment. The current low budget engenders the present inefficient and unsatisfactory condition that is to be found today throughout the nation's police. Several of the highest police commanders have expressed the thought that with the low wage scale that prevails, it is impossible to recruit desirable and capable persons. Naturally, with low pay, no equipment, and shabby physical installations, esprit de corps and morale are far from the desirable level. It is necessary for all responsible persons to do all in their power to bring the budget in line with commensurate principles to remedy a very bad situation.

CHAPTER II

DIRECTORATE OF SECURITY, INVESTIGATION AND IDENTIFICATION

A. SPHERE OF AUTHORITY

1. Criminal.

The Directorate of Security, Investigations and Identification (DSII), of the Police of Ecuador handles all major criminal cases regardless of whether the criminal is arrested by the NCP or by its own agents. Detention, further necessary investigation and prosecution are matters handled solely by DSII. The NCP make arrests only when the crime is committed in their presence, or upon warrant, in which event the case is turned over to DSII for continued action and processing. Such a system in effect places the responsibility for all criminal investigative activities in the country in the hands of an organization of agents appointed without regard to qualifications who, for the most part, lack formal police training or investigative experience. In December 1958, the erstwhile Chief of Investigations, a non-professional appointee, left the country when charges of embezzlement were filed against him. The Minister of Government appointed as the new chief, a professional police career officer who is currently reorganizing the entire Directorate of Security, Investigations and Identification. (See B., below.)

2. Political.

As indicated above, the positions of Chief of Investigations and Security, both in the capital and in the provinces, are not filled on the basis of professional qualification and consequently this influence is carried down to the lowest employee. Each new change in the upper levels of government is immediately reflected by changes of personnel in the Investigations and Security Department. Normally, the governor of the province involved appoints a non-professional person to head Investigations, and the very nature of such an appointment tends to focus the interest on investigations not of a true criminal nature.

B. DIRECTION AND CONTROL

1. Within the Department.

Since the National Chief of the DSII is appointive by the Minister of Government, and the provincial chiefs may be appointed by the respective governors, all without regard to professional qualification, any attempt to establish and maintain administrative control from the top is frustrated. This condition is further aggravated by the lack of regulations and guidelines by which to establish correct uniform procedures of operation and to

coordinate activities between provinces, between the provincial units and National Headquarters, and finally between DSII and NCP. There is an absence of instructional directives and interchange of material between provincial units and National Headquarters. The provincial units contribute information of varying amounts and types, depending on the current interest of any provincial chief or his subordinates.

The newly appointed Chief of the National Headquarters states that he has no idea of the size or condition of any of the provincial units and for this reason is about to make a personal inspection tour of all DSII units in Ecuador as a preliminary to establishing more firm authoritative control and technical direction over these units.

2. Ministry of Government and Police.

Although governmental organization charts show the Investigations and Security Department as being under the direct command of the General Commander of the NCP, it has gradually become disassociated from the police and today no official connection or liaison exists between the two forces. Although the Investigation Department is nominally under the Ministry of Government, any actual control by the Ministry is almost non-existent. In late 1958, the post of Chief of Investigations and Security was filled by a new appointee who is a professional police officer. Thus, the possibility is strong that the organization will return to a position of more direct control by the NCP. The Chief of NCP and the new Chief of Investigations have proposed to the Minister that Investigations be legally and officially placed under police control by congressional decree, and that a new and completely reorganized department be set up which would deal exclusively with criminal investigations and that the organization be divorced from all unfavorable influence. The Minister has approved this plan and has taken action to implement it. Both the Chief of the NCP and the Chief of the Investigations Department are challenged by the problem of establishing a police criminal investigations department of a type which is entirely new to the Ecuatorian National Civil Police.

C. METHOD

1. Assignment of Cases.

Cases are not assigned to agents in any specific manner. No attempt is made to specialize the work of agents and no assignment is made by type of crime, by area, nor by type of premises; rather, assignment of cases is made on the rotation basis, each case being assigned to personnel available at the time of complaint. Even this method of assignment varies with the locale of the Investigations Department, and the individual policy of the officer in charge at the time.

2. Investigation of Cases.

a. Size of Teams.

The size of teams vary according to locale or province, and depend greatly upon the number of persons available and the size of the Investigations Department. For example, the town of Ambato, being relatively small, has an investigative group no larger than ten men and normally assigns one man to make the investigation, or possibly two depending upon the case load at the time. Guayaquil with approximately 30 men who are classified as agents and assistant agents will normally assign an agent and an assistant to each case.

b. Supervision.

The irregular and informal organization of the various investigations departments, precludes any but informal and cursory supervision of assigned cases. The amount of supervisory action and follow-up placed on any investigation depends upon its importance as determined by the chief or officer in charge.

c. Reporting.

In practically all the investigations departments throughout the Republic, reports on developments, action taken and any work in progress is oral and follows the same irregular methods previously described. When a case is prepared for prosecution, the investigative agent makes his oral report to the prosecutor or to the judge, and one of these persons will prepare any written material that may be made on the case. No formal procedural methods describing correct and proper action to be taken in investigations can be found in any part of the country, with the exception of the Investigations and Security Division of Guayaquil which has developed a rudimentary method of charting complaints, indicating agents assigned to the various cases, and disposition. The method used in Guayaquil was developed at a time when the NCP loaned officers on a temporary duty status to Investigations and Security sections and two junior officers who had been in the United States on police observation scholarships had attempted to systematize procedure and supervision. However, in the past year these improvements have regressed.

Until such time as the frequent changes in command of investigations is stopped, the irregular methods that now exist in that division will continue. The Government of Ecuador must eliminate and reorganize this branch of law enforcement if it ever hopes to increase the service and efficiency of its public safety forces.

D. INVESTIGATIVE TECHNIQUES

1. Interrogation.

Each provincial Investigations Department has an interrogation room known as "El cuarto de confesiones" or "Confession Room". (Some of these rooms are extensively equipped with a wild and imaginative assortment of equipment that resembles a Hollywood version of a prohibition era police third-degree room.) For example: one isolated "Confession Room" may be found on the third floor loft of headquarters and can be described as follows: 15' x 15', at the center rear of the room a small chair is placed with shortened legs to cause the suspect discomfort. At either side of the chair a large spotlight is placed in a manner to cause it to shine directly into the prisoner's eyes. At the other extreme of the room, the interrogator has a podium festooned with wooden clubs and a tall stool designed to place him higher than the interrogated. Behind and above him is a large flourescent painted, red spiral which is supposedly placed there to cause the victim psychological consternation. Two electric wires with bared ends extend from the wall near the victim's chair. These wires, however, have no connection with any electric current but are also for "psychological" purposes.

No estimate can be made as to the percentage of confessions obtained in these so-called confession rooms, but there is reason to believe that once a prisoner is taken into the room, he will confess to something.

The foregoing description should furnish some idea into the quality of the interrogation procedures followed by Investigations and Security.

2. Surveillance.

No training having been given in this subject, the manner in which a person or persons is watched is up to the individual agent who exercises his imagination and ingenuity to the extent of his resourcefulness. No audio surveillance is possible inasmuch as such equipment cannot be found in Ecuador.

3. Informants.

Investigative agents of Ecuador, as in other countries, make use of informants. However, it is done on a more provincial scale and based more on personal friendship and knowledge of the informant rather than a paid, formal relationship between agent and informant. This is particularly true in the suburban provinces where an investigations agent is seldom paid more than $20.00 a month and no funds or provisions are available to the department for this purpose.

E. SCIENTIFIC AIDS

1. Crime Laboratory.

Neither the NCP, the Investigations Section, or any other law enforcement agency have any scientific laboratory equipment. This deficiency, which is seldom found elsewhere, even in the smallest of other Latin American republics, can be accounted for by the following reasons:

a. The ever-present lack of funds, as well as the lack of technical knowledge and ability to utilize any equipment which might be available.

b. The constant change and turnover in investigations personnel which keep that division staffed with technically unqualified and untrained personnel.

c. The fact that the National Civil (or uniformed) Police have been so divorced from the Investigations and Security Police that there has been no reason, incentive, or desire within the former organization to establish a scientific laboratory there.

2. Physical Evidence.

As indicated in A and B above, there is no regulation, procedure or guidelines from headquarters of Investigations Department to subordinate echelons, to direct the gathering, transporting and preserving of physical evidence. The agent is guided by the policies dictated by the chief of the province in which he works. Normal procedure is to bring the object in evidence to Investigations Headquarters, turn it over to the chief who places it somewhere in his office, unmarked and unidentified, to await further future disposition. The single exception to the above procedure is to be found in the Guayas Province Headquarters in Guayaquil, and there the exception consists of the fact that a room is provided to store physical evidence consisting principally of recovered property. No records are made of this property which is stored by placing it on the nearest open shelf, or throwing it upon the floor. The chief retains control of the property and room by carrying the keys upon his person.

Such haphazard methods of handling physical evidence does not cause the legal complications and controversy within the courts of Ecuador that would most certainly follow in most courts of law. It is the custom of the courts in Ecuador, where juries are not used, to take the presentation of physical evidence as incidental, and of less importance than oral testimony and the written summaries of prosecutor and defense.

F. INVESTIGATOR'S RECORDS

No agent of the various and diverse Investigations' headquarters located throughout Ecuador is accustomed to writing a formal report containing an account of a case. Nor would he be required to do so. In the case of apprehended criminals or suspects, generally a clerk makes a one line entry in a large ledger type book that contains data regarding the prisoner including name, age, address, and type of crime suspected. The ledger is then used in some cases to furnish the information regarding delinquents to form the basis of a monthly report to Headquarters in Quito. This is not always the case, however, as there is no established system of procedure promulgated by National Headquarters. Thus, there is no Day Book, other than the simple all-purpose ledger. Consequently, there are no investigation summaries or follow-ups. Monthly reports of activities are either condensed and sketchy, or non-existent and each headquarters proceeds independently and arbitrarily. In recent months, the Technical Department of the NCP, in an attempt to catalogue and categorize criminals and delinquents, set up a simple, crude file case predicated upon the criminal history cards forwarded to headquarters by subordinate units. These cards are filed alphabetically only, without regard for types of crimes, sex of criminal, area or location, or other useful classification. However, in view of the conditions existing in the field with reference to reporting and failure to report cases as previously described, the efficacy of such a file is doubtful.

G. ORGANIZATION

1. Structure.

The Headquarters of the Directorate of Security, Investigations and Identification (DSII) is located in Quito, as is the Central Office of Identification and the Pichincha provincial office. There are 14 other offices throughout the country, one in each of the 14 other provinces. In some of the provinces, all three sections (security, investigations, and identification) are located in the same building, but in others, the identification service is separate. In Guayaquil, for example, the Identification Section is located a considerable distance from the Security and Investigations Section.

2. Functions.

The principal functions of the Directorate include:

a. Investigation of all violations of the law.

b. Preservation of the internal public order of Ecuador.

c. Preservation of the internal and external security of the State.

d. To perform special missions for the President of the Republic and the various government ministries.

e. To issue passports and other travel documents to permit Ecuatorians to leave the country.

f. To perform all procedures connected with the issuance and registry of personal identification cards.

3. Division of Work.

The work of the DSII is divided along the following general lines:

a. Preservation of the security of the Republic, the citizens and their interests through:

1. Control of political activities.

2. Confidential missions for the President of the Republic and the government ministries.

b. Investigation of violations of the law.

c. Performance of identification procedures.

d. Issuance of passports and other travel documents.

e. Issuance of copies of police records for official purposes.

4. Command Structure.

The DSII is under the command of a Director who is responsible for the administrative operation of the entire organization. Each of the 15 provincial sub-offices and the Central Office of Identification in Quito are commanded by Chiefs, who are responsible for the administrative operation of their respective offices. There are four adjutants and 17 secretaries in the organization. One adjutant is in the Headquarters Office of the Directorate at Quito, one is in the office of the Pichincha provincial chief at Quito and two are in the Guayas provincial office at Guayaquil, one being in the Security and Investigations Section and the other in the Identification Section. In the first three cases the adjutants replace the chiefs when they are absent, and in the Identification Section in Guayaquil the adjutant is in command. The secretaries in the 13 other provincial offices replace the chiefs when absent.

In the Directorate, there are also the following personnel:

a. Storekeepers, who are responsible for the custody of recovered property.

b. Chauffeurs.

c. Archivists (records clerks); two in the Central Office of Identification at Quito.

d. Agents.

e. Photographers.

f. Assistants who aid the secretaries and assist in investigation and identification work.

g. Porters (janitors).

H. ADMINISTRATION

The DSII is under the Ministry of Government. The Minister of Government appoints the superior personnel in the Headquarters Office, the Pichincha provincial office, and the Central Office of Identification, all in Quito, while the selection of subordinate personnel is ordered by the Director. Personnel appointments in the other provincial offices are made by the governors of the provinces, many times without the Director of DSII being notified of these actions.

Theoretically, the administration and operation of the entire DSII organization are the responsibilities of the Director. This, unfortunately, is not put into practice. During the course of discussions with the present Director, it was ascertained that he had no knowledge of what the situations were in various provincial offices throughout the Republic nor could he readily obtain the necessary information from his record files. For example, he was unaware of the number of personnel working in these different offices and he could produce no inventory records to show what they have in the line of equipment. The fact that the provincial governors appoint personnel to DSII provincial offices without knowledge of such by the Director causes the various offices at times to work independently of one another. Very little uniformity in maintenance of records was noted in the various provincial offices visited and it was also learned that the submission of records and reports by the provincial offices to the Directorate Headquarters was not uniform and was incomplete. An exception to this was the Identification Section in Guayaquil which sends copies of all records to the Central Office of Identification in Quito.

All of the above tends to indicate a lack of command and supervision by the Director over his organization.

I. PERSONNEL

1. Authorized Strength.

The personnel strength of the DSII consists of 288 persons who are distributed within the organization as follows:

Position	Number
Director	1
Chiefs	16
Secretaries	17
Storekeeper - Paymaster	1
Storekeepers	1
Adjutants	4
Chauffeurs	3
Archivists (records clerks)	2
Photographers	16
Agents	167
Assistants	56
Porters	4
Total	288

2. Salary Scale.

The monthly salary scales (in Sucres) for the personnel of the DSII are shown in the following chart, as of January 1959:

Position	Monthly Salary
1 Director	1900
16 Chiefs:	
Two receive	1200 each
One receives	1000
One receives	650
One receives	600
Eleven receive	500 each
17 Secretaries:	
One receives	1000
Two receive	700 each
One receives	600
Thirteen receive	400 each
1 Storekeeper-Paymaster	900
1 Storekeeper	500
4 Adjutants:	
Two receive	800 each
Two receive	700 each

3	Chauffeurs:	
	Two receive	750 each
	One receives	600
2	Archivists (records clerks)	500 each
16	Photographers:	
	Three receive	500 each
	Thirteen receive	300 each
167	Agents:	
	Eight receive	700 each
	Ten receive	600 each
	Thirty-eight receive	500 each
	Eighteen receive	450 each
	Twelve receive	400 each
	Thirty-eight receive	370 each
	Forty-three receive	300 each
56	Assistants:	
	Thirty receive	500 each
	Three receive	450 each
	Twenty-three receive	300 each
4	Porters:	
	One receives	450 each
	Three receive	400 each

3. Recruitment.

a. Requirements for Employment.

Theoretically, the requirements for employment by DSII are as follows:

1. Citizen of Ecuador.

2. Over 18 years of age.

3. Ability to read and write.

4. Completion of a general education.

5. Completion of military service.

6. Good health.

7. Possession of identification, electoral and orientalist cards.

8. Possession of certificates of good conduct and good antecedents (background).

b. Appointment of Personnel.

As already mentioned in the section of Administration, appointments of subordinate personnel to the DSII Headquarters in Quito, the Pichincha provincial office of DSII in Quito, and the Central Identification Office in Quito, are ordered by the Director of DSII, while the higher-ranked members are appointed by the Minister of Government and Police. Personnel appointments by the provincial offices are made by the provincial governors, many times without the Director of DSII being notified of these actions. In practice the low salaries offered do not permit high standards for selection of personnel.

c. Use of National Civil Police Personnel.

During the course of the survey of DSII, it was noted that some positions in this organization have in the past been, and are presently, filled by officer personnel of the NCP of Ecuador.

4. Promotion.

There are no regulations governing promotions.

5. Special Benefits.

Except for expenses for official travel and vacations with pay, the personnel of DSII receive no special benefits, living allowances or other monetary allowances.

6. Retirement.

Pensions are given after 25 or 30 years of service, or when an employee is physically disabled.

7. Meritorious Service Awards, Rewards and Commendations.

There is no issuance of rewards or prizes for commendable service.

J. TRAINING

No formal training is given to personnel of the DSII.

K. INVESTIGATION

1. Sphere of Authority.

a. Criminal.

DSII has the authority to investigate all violations of the laws of Ecuador, and a specific duty to attempt to recover stolen property.

b. Political.

One of the objectives of DSII is to preserve the security of the Republic of Ecuador, its citizens and their interests. Two of the means used in attempting to accomplish this objective are to try to control political activities and to perform confidential missions for the President of the Republic and the government ministers.

c. Regulatory.

A specific function of DSII calls for the investigation of the causes and factors surrounding any alteration of the normal public order. The Directorate has the right to solicit public force when necessary and the right to conduct preventive arrests ordered by the respective civil authority.

2. Direction and Control.

Direction and control of investigations is the responsibility of the Director and provincial chiefs of Security, Investigations and Identification. Theoretically, the following reports are supposed to be completed as an aid in the control and supervision of investigations:

a. Reports of complaints.

b. Reports of testimonies taken at the scene of the crime.

c. Investigative reports.

d. Final investigative report.

For additional control there is, theoretically, an index book of complaints, and copies of all reports are supposed to be sent to the judicial authorities. According to the Director of DSII, this procedure for control is performed by the Security and Investigations Section in Quito.

L. BUDGET

Following is the 1958 budget appropriation for the DSII:

1. Personnel.

Salaries	1,542,120
Honorariums	10,000
Other personnel expenses	1,000

2. Other Expenses.

Mobility and transport	40,000
Expenses and materials	150,000
Permanent furniture	15,000
Purchase of identification equipment	150,000
Services	10,000
Rentals	80,000
Repairs and parts	50,000
Transport equipment	25,000
International quotas (INTERPOL)	6,000
Unforeseen needs	880
Total	2,080,000 Sucres

In comparison to the above, the 1959 budget request totals are:

National Civil Police	40,041,181 Sucres
DSII	1,930,121 Sucres

CHAPTER III

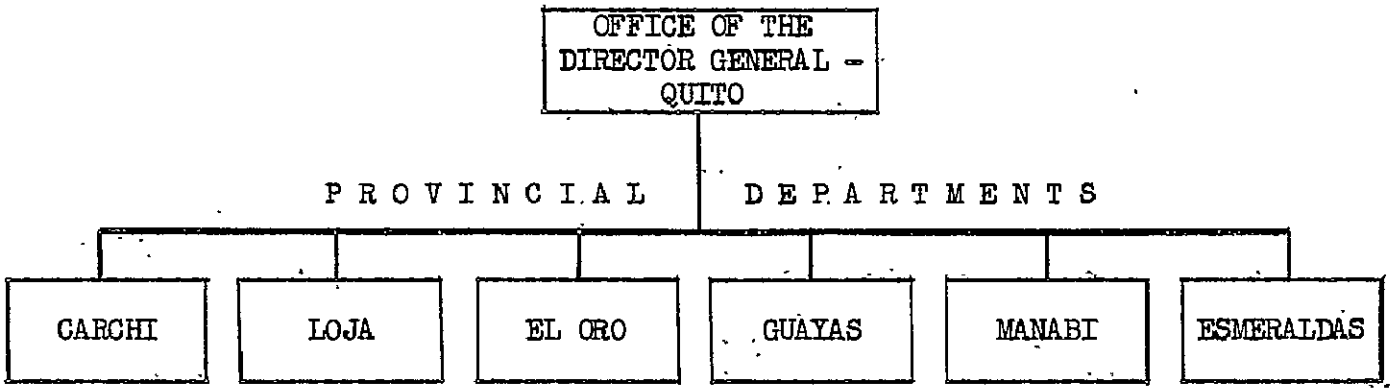
OTHER SECURITY FORCES OF THE REPUBLIC OF ECUADOR

A. GENERAL DIRECTORATE OF IMMIGRATION AND ALIENS' AFFAIRS

1. Organization.

a. Structure.

The overall structure of the General Directorate of Immigration and Aliens' Affairs is shown in the following chart:



The Office of the Director General has national jurisdiction; the other departments provincial jurisdiction.

b. Functions.

The functions of the Directorate of Immigration and Aliens' Affairs are as follows:

1. Immigration.

a. Select foreigners to enter the country (check visas at point of entry).

b. Authorization to issue visas.

2. Aliens' Affairs. (Actions that deal with the control of people entering and leaving Ecuador through the ports authorized by law.)

a. Keep personnel cards.

b. Issue residence cards (authorization to reside in Ecuador).

c. Issue activity cards (authorization to start a business in Ecuador).

d. Maintain statistical charts related to migratory movement of people into and out of Ecuador.

e. Grant naturalization letters.

f. Exercise control of the legal residence of aliens within the country.

c. Division of Work.

The Office of the Director General attends to the migratory movements within Pichincha Province and those affairs of consultation to be decided by the Director General himself.

The provincial departments attend to immigration and aliens' affairs in the respective provinces, especially those concerned with traffic of foreigners.

d. Command Structure.

1. Ranks.

The command office of the Directorate of Immigration and Aliens' Affairs in Quito has the following personnel:

1 - Director General
1 - Secretary
2 - Clerks in the secretary's office
1 - Clerk for checking residence cards
2 - Clerks for the Statistical and Records Section
3 - Inspectors
1 - Porter

2. Responsibilities.

a. The Director General has many responsibilities as regards foreigners (aliens). They are basically concerned with the selection of foreigners who are to enter the country and the subsequent supervision of their (foreigners') legal stay in the country.

b. The Secretary attends to all of those affairs of procedure already solved by the Director General.

c. Inspectors control migratory movements at the airport in Quito.

2. Personnel.

a. Strength.

The General Directorate of Immigration and Aliens' Affairs has a total of 60 employees for the entire country of Ecuador.

b. Salary Scale.

Position	Monthly Salary-Sucres
Director General (in Quito)	1,700
Secretary	1,000
Sub-Director (in Guayaquil)	1,200
Sub-Director's Secretary (in Guayaquil)	800
Inspector - Interpreters:	
1st Class	800
2nd Class	600
Inspectors (Quito and Guayaquil)	500
Provincial Inspectors	320
Adjutants	500
Office personnel	500

c. Recruitment.

No special policies.

d. Assignment and Transfer.

No special policies.

e. Promotion.

No special policies.

f. Special Benefits.

Some economic aid, in the form of monthly overtime pay, is given to the personnel by airline and ship companies. The amount of aid is determined by the volume of work performed, the importance of the various ports and the economic capacity of the airline and ship companies.

g. Retirement.

No special policies.

h. Discipline.

Governed by internal regulations.

i. Tenure.

As regards tenure, the General Directorate of Immigration and Aliens' Affairs has no special policies. The Sub-Director in charge of the Guayaquil office expressed the opinion that there would be a major personnel change in this organization if the national government administration changed.

j. Morale.

No special policies.

k. Uniforms and Clothing Allowances.

No special policies.

l. Meritorious Service Awards, Rewards and Commendations.

No special policies.

3. Training.

The General Directorate of Immigration and Aliens' Affairs has no formal training for its personnel.

4. Patrol.

This organization has no patrol functions.

5. Investigation.

The major type of investigation that is the responsibility of the General Directorate of Immigration and Aliens' Affairs is to check on and control the activities of aliens within Ecuador. A lack of personnel, however, prohibits the satisfactory performance of this duty. As a result, aliens in Ecuador move freely throughout the country without any check being made on their activities.

In Guayaquil, there is a very close working relationship with the NCP. Actually, the Immigration and Aliens' Affairs organization has no real enforcement force, but the police act as its enforcement arm.

The organization has no laboratory or technical investigative aids. All matters referring to identification and in relation to the General Directorate of Immigration and Aliens' Affairs are taken care of by the Directorate of Security, Investigations and Identification.

6. Records.

a. Types of Records.

The major portion of the records of the Immigration and Aliens' Affairs organization are centralized at Quito. All information about aliens that is accumulated by the office in Guayaquil is forwarded to the main office in Quito.

The types of records that are kept include:

1. Administrative and personnel records.

2. Applications for visas.

3. Applications for residence cards.

4. Applications for activity cards.

5. Applications for naturalization letters.

6. Aliens' cards (records collected during the conducting of the recent census of aliens throughout the country).

7. Statistical charts related to the migratory movement of people into and out of Ecuador.

b. Facilities for Storage of Records.

In the headquarters at Quito, filing equipment consists of 27 metal and wooden filing cabinets, wooden racks, seven metal racks, three cabinets for Cardex cards, and floor space. Security and fire protection facilities are practically non-existent and many valuable records are stored under conditions that make them very prone to damage or theft. The great volume of records and the noticeable lack of adequate space contributes to making working conditions very bad.

The Guayaquil office's record storage equipment includes one metal filing cabinet (4-drawers) and five upright wooden lockers. As in Quito, security and fire protection facilities are practically non-existent. The Sub-Director stated that he considers files and records the most important part of the office. He said that in regard to this subject, the main problems are lack of space and lack of money with which to purchase much needed equipment.

c. Personnel for Handling Records.

The personnel presently employed in the Records Section are very experienced and are considered to be qualified for the job. The number of

personnel available for such work is determined by the amount of money allotted in the budget.

7. Communications.

The General Directorate of Immigration and Aliens' Affairs has no communications facilities of its own. The usual means employed are telegrams and letters, but in very important matters the telephone may be used.

8. Buildings.

The Immigration and Aliens' Affairs headquarters offices are located in Quito in the Cordovez Building, 547 Bewalcazar Street. The building, which is rented, was repaired approximately two years ago and is in good condition. The office space in which the Records Section is located is inadequate because of its smallness and insufficient illumination.

The section in Guayaquil does not have its own building, but has four offices in government quarters. As in Quito, the space is too small. The Sub-Director stated that there is a need for more room for the Records Section and to set up detention quarters.

9. Equipment.

a. Automotive.

The headquarters office in Quito has one 1948 Chrysler automobile in bad condition. Repair and maintenance are done at a private shop and are paid for by the Ministry of Government. There are no fixed policies for the assignment of this one vehicle.

The Guayaquil office has no transportation facilities whatsoever.

b. Weapons.

The General Directorate of Immigration and Aliens' Affairs has no firearms. Because the Inspectors are not armed, a request must be made to the Security and Investigations Office for assistance in conducting arrests. In Guayaquil, an Immigration and Aliens' Affairs official must obtain a permit to carry a firearm.

c. Office Equipment.

In addition to records equipment, the headquarters office in Quito has 10 typewriters, 10 desks, chairs, and one telephone. Most of the office equipment is inadequate and in poor condition. The Guayaquil office has a few typewriters, desks and chairs, in addition to the records equipment.

d. Photographic Equipment.

The General Directorate of Immigration and Aliens' Affairs has no photographic equipment. At the present time, the Identification Section of the Directorate of Security, Investigations and Identification does their photographic work.

10. Supplies.

The annual cost of supplies is approximately 60,000 Sucres. The actual amount of money spent yearly on supplies, however, is determined by what is allocated in the national budget. Supplies are not always available for use.

In Guayaquil, money for office supplies is obtained from the overtime pay given to employees of Immigration and Aliens' Affairs by the airline and ship companies. Ten per cent of this total weekly overtime payment is taken for office supplies. The remainder is divided between the Sub-Director, secretary and Inspectors. The secretary, incidentally, has been with the office for 12 years and earns only 800 Sucres per month.

11. Special Problems.

One of the main problems that is facing the General Directorate of Immigration and Aliens' Affairs is the lack of a real enforcement section that is properly equipped and has the legal authority to perform arrests and other duties necessary for the successful operation of the organization. In Guayaquil, where the volume of work is great, assistance is occasionally asked for from the NCP. Often, however, there is a great delay between the time of the request and the time when the actual help arrives, with the result that operations are impeded.

A problem that is prevalent in Guayaquil is the lack of detention quarters. As of now, the NCP detain aliens at the request of the Immigration and Aliens' Affairs. This set-up is sometimes undesirable due to the poor detention facilities possessed by the police. Oftentimes there is a lack of food with which to feed those detained. The Sub-Director stated that occasionally he has to purchase food for those detained with money from his own pocket; otherwise, these people may have gone without food.

Lack of money to pay for the deportation of undesirable aliens from the country is another problem. No money is available for the purchase of airline or ship tickets.

Low salaries present another problem. Presently, overtime pay is given to employees by the airlines and ship companies. Because the Immigration and Aliens' Affairs personnel are on duty at all hours of the day and night, the airline companies often transport Inspectors from their homes to the

airport during the night and at other times. It is evident that such an arrangement between these transportation companies and the officials of Immigration and Aliens' Affairs is far from being desirable.

The Sub-Director of the Guayaquil office stated that his section obtains money through fines and visa fees. This money, however, does not remain in the coffers of Immigration and Aliens' Affairs. It was the opinion of the Sub-Director that if the money did remain here, it would be a great aid to the operations of the organization.

12. Public Relations.

The only work performed in the field of public relations is to maintain good relations with the newspaper reporters and keep them informed of any outstanding or interesting news.

13. Budget.

The total budget for 1958 for the Directorate of Immigration and Aliens' Affairs was 398,000 Sucres. It was divided as follows:

Item	Amount Sucres per Year
Salaries	288,960
Honorarias	2,000
Other personal expenses	1,000
Transportation	10,000
Supplies and materials	25,000
Buildings	20,000
Other services	15,000
Building rental fees	25,000
Spare parts for repair of buildings	5,000
Maintenance of transportation	5,000
Unforeseen expenses	1,040
Total	398,000

The budget request for 1959 is approximately 396,000. Generally, the budget is never approved as requested.

B. DIRECTORATE OF MONOPOLIES OF THE STATE

Monopolies of the State is an agency that is under the Ministry of Treasury, and is responsible for control of the distribution of alochol, salt, and tobacco.

1. Organization.

a. Structure.

The headquarters of the Monopolies of the State is located at Quito under the command of a General Director. He is aided by a Sub-Director and the following personnel:

1. Superior Employees.

a. Comptroller.

b. Chief of Inspectors.

c. Inspectors, Section Chiefs.

d. Managers.

2. Subordinate Employees.

a. Auditors.

b. Adjutants.

c. Secretaries.

d. Provincial Inspectors.

e. Canton Inspectors.

f. Sub-Inspectors.

g. Guards.

h. Chauffeurs.

i. Porters (janitors).

Monopoly managers are located in all provinces where they act as judges of contraband, who handle smuggling cases and have the authority to levy high fines and pass sentences. They act as judges in first instance cases, but second and third instance cases are judged by the General Director and Sub-Secretary of Treasury, respectively.

The actual law enforcement section of Monopolies of the State has units in each province and consists of the following types of personnel:

a. Provincial Inspectors (one in each province).

b. Canton Inspectors.

c. Sub-Inspectors.

d. Guards.

b. Functions.

The main function of this unit is to supervise the fulfillment of the requirements set forth in all articles of the Special Law for Monopolies. The unit is divided into sections to accomplish the above function and management offices to solve related problems in the various provinces.

c. Division of Work.

The work of this agency is divided into the following sections, all under the supervision of the Sub-Director.

1. General or Administration.

2. Supervision.

3. Legal.

4. Accounting.

5. Salts.

6. Statistics.

7. Alcohol.

8. Property.

9. Supplies.

10. Paymaster.

11. Radio.

12. Inspectors' Office.

13. Records.

14. Medical Service.

d. Command Structure.

Monopolies of the State is essentially a civil organization, and, with one exception, has no ranks. This one exception is the law enforcement section, the personnel of which have the following titles (or ranks):

1. Provincial Inspectors.

2. Canton Inspectors.

3. Sub-Inspectors.

4. Guards.

2. Personnel.

a. Authorized Strength.

This unit has a personnel strength of 1,689 people. Thirty-three are superior employees (General Director, Sub-Director, Comptroller, Chief of Inspectors, Section Chiefs (Inspectors), and Managers), and 1,656 are subordinate employees (auditors, adjutants, secretaries, provincial inspectors, canton inspectors, sub-inspectors, guards, chauffeurs, and porters).

b. Salary Scale.

Position	Monthly Salary (in Sucres)
General Director	4,700
Sub-Director	3,000
Comptroller	2,900
Chief of Inspectors	2,500
Inspectors, Section Chiefs	2,200 & 2,000
Managers	2,200 & 2,000
Auditors	1,500 & 1,400
Adjutants	2,200 & 2,000
Secretaries	820 & 800
Provincial Inspectors	1,300 & 1,200
Canton Inspectors	900 & 750
Sub-Inspectors	800 & 650
Guards	600 & 550
Chauffeurs	750 & 550
Porters (janitors)	500 & 450

c. Recruitment.

No special policies.

d. Assignment and Transfer.

Personnel are transferred from one zone to another on the basis of needs of service.

e. Promotions.

Employees may be promoted to any immediate superior post on the basis of merit and in conformance with the scale of nominations for promotion.

f. Special Benefits.

With the exception of a transportation allowance, there are no special benefits for the personnel of this organization.

g. Retirement.

No special policies.

h. Discipline.

Each employee is subject to the provisions of the law and the orders of his superiors. An employee is dismissed for not accomplishing his obligations.

i. Tenure.

Tenure depends on the particular position a person has. Some employees remain at one place, while others are moved from place to place in accordance with circumstances, needs of the service, or to control the work.

j. Uniforms and Clothing Allowances.

Do not exist.

k. Meritorious Service Awards, Rewards and Commendations.

Do not exist.

3. Training.

No formal training is given to the law enforcement section of the Monopolies of the State.

4. Patrol.

In Guayas Province, enforcement personnel patrol highways and areas near ports of entry into Ecuador.

5. Investigation.

Investigations conducted by this organization are concerned with the apprehension of smugglers of liquor, salt and tobacco, recovery of these smuggled items, and the detection of impure liquors. Monopolies of the State has a laboratory where quantitative analysis is conducted on several different liquors prepared in the country with alcohol, sugar cane juice or fermented fruits. The head of the laboratory is the only person in the unit that is technically qualified to perform the laboratory procedures. A desire was expressed for chemical reagents and modern equipment to fulfill the needs of scientific investigation. As justification for these needs, a situation was described in which certain manufacturers were using poisonous substances in alcoholic beverages to furnish a better appearance and taste. These substances were isolated through scientific analysis procedures, and a report was submitted to the appropriate authorities to prohibit the sale of these particular beverages.

6. Records.

Records of Monopolies of the State are decentralized in the office of the General Director and the 15 provincial management offices. The main type of record filed is the record of trial proceedings. No statistics are compiled and maintained. The various documents are bound in book form and stored in adequate filing cabinets that are under the care of experienced personnel.

7. Communications.

This unit has Heathkit radio transmitters and Hallicrafter and Collins receivers that are operated by four very capable radio operators. There is a plan to install two complete radio networks for Tungurahua and Los Rios Provinces.

8. Buildings.

With the exception of office space that is rented for Monopoly managers in Bolivar, Canar, Azuay, Loja and Los Rios Provinces, all buildings used by Monopolies of the State are owned by this organization. The following chart provides a description of these buildings:

Province	City	No.	Description of Building	Condition
Carchi	Tulcan	1	Mixed construction, 2 floors	Good
Imbabura	Ibarra	1	Mixed construction, 2 floors	Good
Pichincha	Quito	1	Concrete construction, 4 floors	Good
		4	Concrete construction, 2 floors	Good
		1	Mixed construction, 4 floors	Destroyed

Province	City	No.	Description of Building	Condition
Cotopaxi	Latacunga	1	Concrete construction, 1 floor	Good
Tungurahua	Ambato	1	Brick construction, 2 floors	Good
Chimborazo	Riobamba	1	Mixed construction, 1 floor	Good
El Oro	Machala	2	Mixed construction	Good
		1	Bamboo warehouse, 1 floor	Good
	Arenillas	1	Bamboo construction, 1 floor	Destroyed
Guayas	Guayaquil	1	Mixed construction, 2 floors	Regular
	Punta-Arenas	1	Wood construction, 2 floors	Bad
		2	Bungalow, 1 floor	Bad
	Eloy Alfaro (Duran)	15	Managers offices, warehouses, 1 and 2 floors	Good
		5	Small houses for control, 1 floor	Regular
	Salinas	1	Concrete construction, 4 floors (with fenced in space)	Good

9. Equipment.

a. Automotive.

1. Inventory.

Type	Make	Model	Condition
General Directorate:			
Automobile	Dodge	1957	Good
Pickup	Chevrolet	1955	Good
Pickup	Fargo	1955	Good
Pickup	G.M.C.	1957	Good
Pickup	International	1952	Regular
Jeep	Willys	1953	Bad
Carchi Province:			
Pickup	International	1952	Regular
Truck	International	1952	Regular
Imbabura Province:			
Pickup	Fargo	1955	Regular
Pickup	Studebaker	1952	Regular
Pickup	Ford	1955	Good

Type	Make	Model	Condition
Pichincha Province:			
Automobile	Ford	1955	Good
Pickup	International	1955	Good
Pickup	International	1955	Regular
Pickup	G.M.C.	1957	Good
Pickup	Ford	1957	Good
Pickup	Chevrolet	1955	Regular
Trucks (2)	International	1952	Regular
Jeep	Land-Rover	1948	Regular
Cotopaxi Province:			
Pickup	Fargo	1956	Regular
Tungurahua Province:			
Pickup	Ford	1955	Bad
Pickup	Fargo	1955	Regular
Truck	International	1952	Regular
Chimborazo Province:			
Pickups (2)	Fargo	1955	Regular
Truck	Chevrolet	1947	Regular
Bolivar Province:			
Pickup	G.M.C.	1957	Good
Pickup	International	1952	Regular
Canar Province:			
Pickup	Willys	1956	Regular
Pickup	International	1954	Regular
Azuay Province:			
Pickup	Land-Rover	1955	Regular
Jeep	Willys	1955	Bad
Loja Province:			
Pickup	Chevrolet	1955	Regular
Pickup	International	1950	Regular

Type	Make	Model	Condition
El Oro Province:			
Jeep	Willys	1955	Bad
Guayas Province:			
Automobile	Mercury	1954	Regular
Pickup	Chevrolet	1955	Regular
Pickup	International	1951	Regular
Pickup	Ford	1949	Regular
Jeep	Willys	1951	Regular
Los Rios Province:			
Jeep	Willys	1955	Regular
Manabi Province:			
Pickup	G.M.C.	1957	Regular
Pickup	International	1954	Bad
Esmeraldas Province:			
Jeep	Willys	1952	Regular
Treasurer's Office, salt mines:			
Pickup	Fargo	1953	Regular
Jeeps (2)	Land-Rover	1951	Regular
Truck	International	1952	Regular
Factory - liquor plantation:			
Pickup	Volkswagen	1956	Regular

b. Weapons.

1. Inventory.

The following weapons, approximately four years old and in good condition, are available for use by Monopolies of the State:

	Revolver, Cal. .32, Smith & Wesson	Carbine, Mauser
Carchi	20	20
Imbabura	18	20
Pichincha	80	411
Cotopaxi	35	25
Tungurahua	30	15
Chimborazo	22	15
Bolivar	13	30
Canar	6	25
Azuay	36	40
Loja	12	70
El Oro	25	35
Guayas	41	60
Los Rios	12	20
Manabi	45	45
Esmeraldas	26	16
Duran	4	—
Salinas	10	—
Police Headquarters	—	53
Balance in Supply Section	35	—
Total	470	900

	Revolver, Cal. .32, ammunition	Carbine, ammo.
Carchi	550	1,300
Imbabura	3,600	1,800
Pichincha	13,700	2,850
Cotopaxi	2,800	1,150
Tungurahua	1,650	500
Chimborazo	4,463	2,550
Bolivar	2,800	1,750
Canar	3,200	1,555
Azuay	6,300	3,750
Loja	1,400	2,800
El Oro	2,600	800
Guayas	1,400	6,374
Los Rios	600	- - -
Manabi	5,025	800
Esmeraldas	4,500	1,700
Duran	475	- - -
Salinas	700	- - -
Visitadores	3,579	- - -
Balance in Supply Section	40,658	321
Total	100,000	30,000

On hand in Supply and Distribution:

1 Revolver, Colt, Cal. .38
2 Pistols, Hafdaza, Cal. .45
1 Pistol, Ortigies, Cal. 7.65

2. Maintenance and Repair.

Care and maintenance of these weapons are the responsibilities of the provincial managers. There are no personnel in this organization who are specifically assigned as firearms maintenance and repair personnel. Because the weapons listed in the inventory are only four years old and are in good condition, there has been no need for repair of them in the recent past.

3. Use of Weapons.

When an Inspector has to go out on an assignment, the General Director, Sub-Director or manager gives an order for the issuance of a weapon to the man. When the Inspector receives it, he must sign a receipt, which is returned to him when he returns the weapon.

4. Needs.

A desire was expressed by officials of this organization for additional rifles or carbines and revolvers. The rifles and carbines are used for personnel in the provinces who have to go into the mountains to capture contraband. Revolvers are used by employees who have to go on missions that require their movement from one place to another.

c. Office Equipment.

Included in the office equipment possessed by this agency are typewriters, calculating machines, adding machines, filing cabinets and a mimeograph machine. The equipment that is in the Office of the Director General is in good condition, but that in the managers' offices is not.

A desire was expressed for tabulating equipment and new office equipment for all of the management offices. As justification of the request for tabulating equipment, it was pointed out that it is necessary for the compilation of statistical data which is used to control the cost of alcohol, salt, and tobacco.

10. Supplies.

There are no special funds designated in the budget of Monopolies of the State for the purchase of supplies. The procedure followed to obtain money for supplies is to submit a request to the General Director of

Monopolies, who, if he approves, sends it to the Director of the National Treasury. If approved here, the request goes to the General Comptroller of the nation. Approval at this stage means that the request goes to the Central Bank of Ecuador in Quito, which in turn issues the money to Monopolies.

11. Special Enforcement Problems.

The illegal production of alcohol is a special problem that is the responsibility of Monopolies of the State. Illegally produced alcohol is considered as contraband, and contraband violations are punished in accordance with special laws of Monopoly. A person can grow sugar cane with the permission of the provincial manager of Monopolies, and is allowed to produce alcohol from it, but only up to a set limit.

Another problem that is the responsibility of Monopolies is the sale of contraband tobacco. In Guayaquil, especially, is this problem prevalent. During the course of the Survey Team's stay in this city, many attempts were made by individuals to sell cigarettes to the members of the team. These attempts were not covert but were made entirely in the open on some of Guayaquil's principal thoroughfares. Inspection of some of the packs of cigarettes showed that quite a few possessed the stamp of the United States naval stores.

The provincial managers of Monopolies attempt to maintain control of smuggling of articles for which they have responsibility by means of inspectors and guards. Once contraband articles are discovered they are seized, and, if possible, the violators are arrested. They are then placed under the jurisdiction of the provincial managers, who act as contraband judges. When the responsibility for the violation has been fixed, the seized goods are sold in public auction and the violators are given fines and prison terms in proportion to the degree of the crime and in accordance with the monopoly laws.

12. Public Relations.

Monopolies of the State has no formal public relations office. Any work in this field has been the idea of the General Director and the Sub-Director. In order to inform the public about the work and problems of this organization, information bulletins have been maintained and weekly radio programs have been conducted. Efforts to inform the citizens about Monopolies of the State have been intensified during the past six months. The General Director has plans to maintain a weekly radio program of one hour duration for the purpose of providing information about Monopolies activities to the public. Relations with the newspapers are good and there are plans to increase public relations activities with this medium of news distribution.

13. Budget.

a. Source of Funds.

Funds for the operational expenses of Monopolies of the State come from the sale of monopolized goods and the collection of taxes on imported and domestically produced liquors and beers.

b. Annual Budget.

The total budget for Monopolies of the State for the year 1958 was 309,078,600 Sucres. A summary of the sources of this income and where it was spent is as follows:

Incomes:	Sucres
Sale of alcohol, hard liquor, foreign liquors, and water from a sugar plantation	94,317,100
Sale of foreign cigarettes and buying and selling national cigarettes	152,480,000
Sale of matches (no longer controlled by Monopolies)	5,172,500
Sale of salt	42,800,000
Taxes on domestically manufactured and imported liquors and beers	6,909,000
Non-specified incomes	7,400,000
Total	309,078,600

Expenses:	
Purchase and manufacture of monopolized goods	62,649,900
General administrative expenses (salaries, daily wages, rent, vehicles, transportation allowances, etc.)	52,818,602
Participation of the organization in the sale of monopolized goods	69,438,098
Subsidies to various state organizations	29,155,000
Contribution to the National Treasury	95,017,000
Total	309,078,600

The budget requests of Monopolies of the State are generally approved as requested. There has been, however, a reduction in the 1959 budget of 14,348,600 Sucres. This reduction is due to the suspension of the sale of matches and a reduction in the sale of some monopolized goods.

C. CUSTOMS GUARDS

1. Functions.

The Customs Guards exercise vigilance over the following operations to prevent smuggling of goods:

a. Importing of goods for sale or consumption within the country.

b. Exporting of goods not produced in Ecuador.

c. Transportation of imported goods destined for export or another location within the country.

d. Reloading of foreign goods destined for export to foreign locations.

e. Storage in a customs or private warehouse of foreign goods to be imported or exported or goods belonging to private individuals and not for sale within Ecuador.

The Guards also check the baggage of people entering and leaving the country by land, air, or sea.

2. Organization.

The Office of the General Commander of the Customs Guards is located in Guayaquil and has a staff consisting of nine people. This staff is as follows:

1 General Commander
2 Inspectors (1st)
1 Sub-Inspector (1st) - Adjutant
1 Sub-Inspector (2nd) - Secretary
4 Guards

The remainder of the personnel of the Customs Guards, a total of 491, are distributed throughout seven districts as follows:

1st District:	1 Inspector (2nd)
	12 Sub-Inspectors (1st)
	10 Sub-Inspectors (2nd)
	213 Guards
	236
2nd District:	1 Inspector (2nd)
	2 Sub-Inspectors (1st)
	4 Sub-Inspectors (2nd)
	30 Guards
	37

3rd District:	1 Inspector (2nd)
	2 Sub-Inspectors (1st)
	4 Sub-Inspectors (2nd)
	30 Guards
	37
4th District:	1 Inspector (2nd)
	5 Sub-Inspectors (1st)
	9 Sub-Inspectors (2nd)
	70 Guards
	85
5th District:	1 Sub-Inspector (1st)
	3 Sub-Inspectors (2nd)
	15 Guards
	19
6th District:	1 Inspector (2nd)
	2 Sub-Inspectors (1st)
	4 Sub-Inspectors (2nd)
	40 Guards
	47
7th District:	1 Inspector (2nd)
	1 Sub-Inspector (1st)
	3 Sub-Inspectors (2nd)
	25 Guards
	30
General Total:	1 General Commander
	2 Inspectors (1st)
	6 Inspectors (2nd)
	26 Sub-Inspectors (1st)
	38 Sub-Inspectors (2nd)
	427 Guards
	500

3. Administrative Practices.

a. Selection and Training of Staff Personnel.

1. Selection.

There are no special requirements established for recruitment of officers and guards of this organization. Not even a medical examination or educational requirements are established as requisites for entrance into this service.

2. Training.

With the exception of occasional informal firearms training, no training courses are given to personnel of the Customs Guards.

b. Salaries.

The salary scale for the personnel of the Customs Guards is as follows:

	Monthly Salary (in Sucres)
General Commander	2,800
Inspector (1st)	2,000
Inspector (2nd)	1,500
Sub-Inspector (1st)	1,100
Sub-Inspector (2nd)	900
Guards	700

c. Special Benefits.

Special benefits for members of the Customs Guards include the following:

1. Extra Pay.

Given on a weekly basis by the airlines and ship companies in amounts determined by the number of planes and ships coming into the ports of Ecuador. The pay is divided among all employees in proportion to the different ranks.

2. Meals Allowance.

Only rural employees receive this special benefit, which consists of ten Sucres per day for guards and 12 per day for officers.

3. Medical Service.

A physician provides free medical attention to the personnel of this organization.

d. Retirement.

Rules for retirement of members of the Customs Guards are established by the Ministry of Treasury of Ecuador.

e. Discipline.

The penalties for infractions of customs personnel regulations depend on the seriousness of the infraction and are as follows:

1. Dismissal.

2. Probation under the authority of a judge.

3. Suspension without pay.

Before taking any disciplinary action, the General Commander of Customs Guards examines the background of the case along with the background and employment record of the person under investigation.

f. Promotion.

This is determined by the number of vacancies in the various ranks and the candidate's personal merits.

g. Tenure.

No established policy.

h. Morale.

Every two weeks the names of the personnel who have done a good job during the past two weeks are published and these people are given the day off with pay.

Personnel who recover contraband goods are given 30% of the money that is obtained from the sale of these goods in public auction (after deductions of taxes and expenses for judicial procedures). Fifty per cent of the money goes to the government, ten per cent to the National Cancer Campaign, and ten per cent for the construction of a highway in Carchi Province.

i. Uniforms and Uniform Allowances.

Customs Guards buy their own uniform and receive no clothing allowance.

4. Records and Files.

a. Types of Records.

The following types of records are maintained at the headquarters of the Customs Guards in Guayaquil: copies of communications (letter and telegrams), payroll records, personnel records, and records of recovered contraband.

b. Facilities for Storage of Records.

Equipment for the storage of records in the headquarters at Guayaquil includes three 4-drawer metal filing cabinets, two wooden filing cabinets, and two metal upright cabinets.

5. Methods of Operation.

a. Patrol.

Customs Guards are stationed at all seaports and airports in Ecuador. There are also detachments of guards stationed at different locations on the various highways that cross the borders of this country. Depending upon the availability and conditions of vehicles, Customs Guards conduct nightly patrols of seaport areas and certain highways. The General Commander stated on January 15, 1959, that more emphasis was being placed on patrol activities on the road from Cuenca to Guayaquil, because of increased smuggling activities in that area.

b. Investigation.

The principal means of investigation used by this organization consist of informants, interrogations, and surveillances. No technical investigative aids are available.

c. Detention.

The headquarters office of the Customs Guards in Guayaquil has no detention facilities. Prisoners are detained in quarters operated by the Ecuatorian Navy.

d. Identification Procedures.

No facilities exist.

D. TRAFFIC COMMISSION OF GUAYAS PROVINCE

The Traffic Commission of Guayas Province, an organization independent of the National Civil Police of Ecuador, was created by legislative decree on November 5, 1948. In accordance with Article #3 of this decree, the Commission issued Guayas Province Traffic Regulations, which were approved by the Ministry of Government on April 17, 1953.

1. Organization and Administration.

a. Structure.

The members of the Traffic Commission of Guayas Province are as follows:

1. President of the Guayas Provincial Council or his representative.

2. Representative of the City Council of Guayaquil.

3. Representative of the Canton (small territorial district) Councils of Guayas Province.

4. Intendente (superintendent) of Police of Guayas Province.

5. Representative of the Executive Committee of Roads.

6. Representative of the Ecuatorian Automotive Association.

7. Representative of the President of the Republic of Ecuador.

8. Representative of the Board of Charity.

9. Representative of the National Federation of Chauffeurs.

The overall structure of the Traffic Commission is shown in Chart No. 8, Page 151.

2. Functions.

The direct function of the Traffic Commission of Guayas Province is to organize, watch over and regulate the urban and rural traffic of vehicles and pedestrians throughout the entire Province. In addition, the inspection of vehicles and the granting and suspension of drivers' licenses for all kinds of vehicles are functions of the Commission. Drivers' diplomas are granted by the Drivers' School of Guayas. By an Executive Decree of December 7, 1950, the Traffic Commission of Guayas Province was given the power to issue vehicle licenses and also to determine the use, size, shape, design, etc., of the respective plates.

3. Division of Work.

The Traffic Commission of Guayas Province has the following officials:

a. Secretary.

b. Legal Advisor.

c. Treasurer.

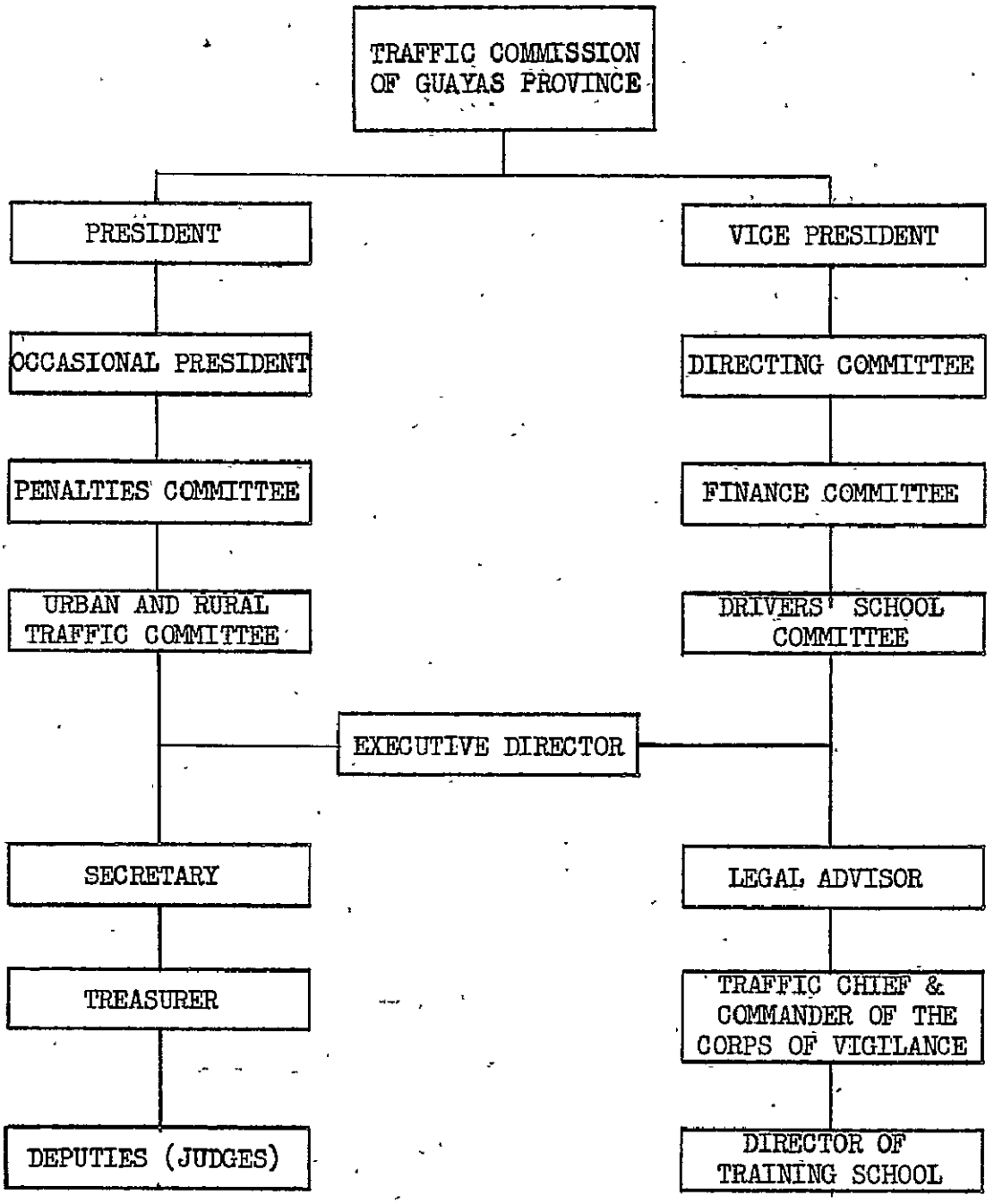
d. Traffic Chief and the Commander of the Corps of Vigilance.

e. Two traffic judges.

f. Director of Training School.

Chart No. 8

ORGANIZATION OF THE TRAFFIC COMMISSION OF GUAYAS PROVINCE



These officials act under the orders and immediate direction of the Executive Director and the vigilance and control of respective permanent committees. Each official's department has its own employees, whose duties and assignments are determined by the Executive Director. Provisions are made in each annual budget for the officials and employees necessary for the development of the work.

4. Command Structure.

The Corps of Vigilance of Traffic constitutes the enforcement arm of the Traffic Commission of Guayas Province. As such, it undertakes the performance of traffic vigilance service and other duties as stated in the laws and regulations. Its functions are regulated by the orders of the Traffic Commission and its own internal regulations. It is an organization of police character, the activities of which are limited by legal norms. It is organized and functions under the principles of disciplinary order, respecting the hierarchical order as pointed out by the Commission. The members of the Corps are placed on a roll in which seniority is respected.

The personnel (chief, officers and policemen) of the Corps are obligated to carry out the orders that they receive by the chain of command and within their respective attributes. The orders come from the President and Executive Director of the Traffic Commission. Personnel are freely appointed and removed in accordance with the respective regulations.

When legally requested, the Corps is obligated to give aid to tribunals and judges of justice and other police organizations in the Republic.

5. Personnel.

a. Authorized Strength.

The personnel strength of the section of the Traffic Commission of Guayas Province that is under the Executive Director in the organizational chart consists of 313 persons and is as follows:

1. General Administration Staff..... 52

2. Corps of Vigilance..... 241

Traffic Chief.....	1
Adjutant Major.....	1
Radio operators.....	10
Typist.....	1
Janitor.....	1
Inspectors - section chiefs.....	5
Inspectors (1st Class).....	6

Inspectors (2nd Class)	16
Patrolmen (1st Class)	70
Patrolmen (2nd Class)	130
	241

3. Personal Service Staff 20

GRAND TOTAL 313

b. Salary Scale.

1. General Administration Staff.

The monthly salary scale for the personnel of the General Administration Staff varies from 4,500 Sucres for the Treasurer of the Commission and 3,700 Sucres for the Secretary of the Traffic Commission to 850 Sucres for a janitor.

2. Corps of Vigilance.

a. Salary Scale.

Rank	Monthly Salary (in Sucres)
Traffic Chief, Commander of the Corps of Vigilance	4,500
Adjutant Major	3,000
Radio operator	1,250
Typist	1,000
Janitor	850
Inspector - section chief	2,300
Inspector (1st Class)	2,200
Inspector (2nd Class)	1,300
Patrolman (1st Class)	900
Patrolman (2nd Class)	750

b. Family Allowance.

The members of the Corps of Vigilance receive the following monthly family allowances:

Inspector - Section Chief	300	Sucres
Inspector (1st Class)	300	"
Inspector (2nd Class)	200	"
Patrolman (1st Class)	150	"
Patrolman (2nd Class)	100	"

3. Personal Service Staff.

The monthly salary scale for the personnel of this staff varies from 850 Sucres for a Brigadier to 350 Sucres for Adjutants (2nd Class) and waiters.

c. Recruitment.

Prospective policemen in the Corps of Vigilance must take a three week course in the Corps School, and must attain a minimum grade in order to be eligible to join.

d. Assignment and Transfer.

In accordance with the regulations of the Corps of Vigilance, assignment and transfer of personnel are responsibilities of the Traffic Chief.

e. Promotion.

The Traffic Chief (Corps Commander) applies to the Executive Director to obtain promotions for personnel considering merits, time of service, and outstanding performance of duties.

f. Retirement.

Retirement of personnel is made at the request of the Traffic Chief (Corps Commander).

g. Tenure.

Tenure is determined by the Traffic Chief in accordance with the needs.

h. Discipline, Morale, and Uniforms and Clothing Allowances.

The policies of the Corps of Vigilance in relation to these subjects, are determined by the internal regulations.

i. Meritorious Service Awards, Rewards and Commendations.

Annually, on the anniversary of the founding of the Traffic Commission of Guayas Province, prizes are awarded to the best officer and the best policeman, and to those officers and policemen with distinguished service.

6. Training.

As was mentioned in the section on Recruitment, applicants for the Corps of Vigilance study a three week course and the mark that they attain

determines their eligibility for entrance into the Corps. During 1958, a three week basic training course was given to all personnel. A minimum grade was established as a norm, and those people who did not attain that grade were dismissed from the Corps.

Daily lectures are given to all personnel before going out on duty. These lectures cover traffic regulations, their application and procedures to be followed by the Corps in determined cases.

7. Records.

a. Types of Records.

The following types of records are centrally located at the headquarters of the Traffic Commission of Guayas Province in Guayaquil.

1. Drivers' records.

2. Buses' controladores records.

3. Records about time keepers in bus lines.

4. Vehicle licenses, including 3-month vehicle inspection cards.

5. Traffic Commission personnel records.

6. Copies of letters sent by and received at headquarters.

7. Newspaper clippings about accidents.

8. Accident statistics.

9. Personnel service movements.

10. Personal records and histories for prospective employees of the institution.

b. Facilities for Storage of Records.

Four-drawer metal filing cabinets for storage of personal records and histories for all people (employees, drivers, etc.).

Metal racks where reports and other kinds of information, bound in book form by month, are stored.

c. Personnel for Handling of Records.

The personnel of the Statistics and Records Office consists of a Chief, an Adjutant (girl), three Clerks and one Porter.

d. Personal Identification Records.

For all licensed drivers in Guayas Province, a folder is maintained which contains the following personal identification data: age, color of eyes and hair, height and weight, special physical features and marks, home address, address of employment, type and description of vehicle, location of garage, license plate information, etc. These folders are stored in four-drawer metal filing cabinets and are handled by the personnel of the Statistics and Records Office.

8. Communications.

a. Types.

The headquarters of the Traffic Commission in Guayaquil is equipped with a central telephone system for the administrative work of the institution. There is a radio communication system with a range of 40 kilometers for maintaining contact with the patrol cars. The Central Radio Station is located on the top floor of the Traffic Commission building in Guayaquil, and eight sub-stations are located at the various detachments throughout Guayas Province.

b. Personnel.

The communications personnel consists of one chief radio technician and ten radio operators, who are rotated periodically from one station to another. Their qualifications are assured through the examinations they take before entering the organization.

c. Maintenance and Repair.

Maintenance and repair are performed by the communications personnel with spare parts imported and purchased from shops in Guayaquil.

d. Needs.

A plan is presently under study to purchase FM radio equipment with which to set up a network to cover the entire territory of Guayas Province. The central office would be located in Guayaquil, with transmitter towers in the places considered to be technically necessary. Patrol cars will be furnished with the type of equipment that will enable one car to communicate with another without it being necessary to go through headquarters.

9. Detention.

The Traffic Commission Headquarters in Guayaquil has excellent detention quarters. They are very clean, well ventilated and lighted, equipped with good bathing and toilet facilities and comfortable beds, and

are large enough to provide each prisoner with adequate space. The food is well prepared under very sanitary conditions. All prisoners who were observed appeared to be very happy and content with their lot.

10. Buildings.

The Traffic Commission Headquarters structure is a four-story concrete building located on Chile Street between Brazil and Cuenca Streets. In this building are the secretary's office, treasury, radio department, officers' club and bedrooms, and the warehouse or store.

Another Traffic Commission building in Guayaquil is located on the corner of Cuenca and Chile Streets and houses the offices of the deputies (judges), vehicle inspection office, training school, store, maintenance office, troops' quarters, troops' kitchen and casino, and the detention quarters.

The provincial detachment quarters consist of four prefabricated and four concrete structures.

The Traffic Commission has been working in an attempt to make these buildings fully adequate. A desire has been expressed for a new garage and a land transit terminal.

11. Equipment.

a. Automotive.

1. Inventory.

8 - Patrol cars, 1956 Ford, good condition.
5 - Jeeps - fair and bad condition.
2 - pickup trucks - fair condition.
1 - bus - good condition.
1 - wrecker truck - good condition.
1 - car for the Training School - good condition.
1 - ambulance - very good condition.
30 - motorcycles - very good condition.

2. Maintenance.

A superior officer, the Chief of Maintenance, supervises the maintenance of all vehicles, and requests spare parts when they are needed. The files in his office contain records on the life of the vehicle and the expenses for maintenance and repair. His staff, a group of specialized men, make certain types of repairs, but when the damages are extensive, the repairs are made in outside shops.

3. Use.

Patrol cars are assigned to drivers in accordance with the service distribution. Motorcycles and motorized units are under the exclusive responsibility of a driver in each unit of the Corps. The drivers have had long experience and non-accident records.

4. Plans.

From January 1, 1959, the Corps will purchase:

8 - 1959 Chevrolet patrol cars for road service
8 - 1959 Morris patrol cars

NOTE: The above 16 vehicles will replace the actual eight in service.

1 - 1959 Chevrolet wrecker (tow truck)
1 - 1959 Volkswagen ambulance
2 - Willys Jeeps.
2 - Chevrolet pickup trucks to replace those in service
1 - chassis for the Training School

5. Needs.

A request for a repair shop with a car lift and car washing facilities was made. Such a request was made because of the large volume of motor vehicles in Guayaquil.

b. Weapons.

The Corps of Vigilance of the Traffic Commission has 64 Smith & Wesson, Caliber .32 long revolvers. There are no facilities and no personnel for the maintenance and repair of these weapons. Their distribution is governed by internal regulations and the direct control of the Corps Commander.

c. Office Equipment. (Condition of all equipment is good.)

47 - Underwood typewriters
12 - Halda typewriters
3 - Smith-Corona typewriters
1 - Remington portable typewriter
1 - Hermes-Baby portable typewriter
1 - Addo electric calculating machine
1 - Theynmertoll electric calculating machine
1 - Monroy calculating machine
1 - Gestener electric mimeograph machine

d. Records Equipment.

14 - 4-drawer steel filing cabinets that are in good condition.

e. Photographic Equipment.

At the present time, the Corps has only a small Kodak camera, but consideration is being given to the possible establishment of a photographic laboratory.

12. Supplies.

a. Annual Cost.

The annual cost for supplies is approximately 200,000 Sucres.

b. Availability.

The supplies are stocked in a store or warehouse, and are distributed to the various departments immediately or as soon as needed.

c. Stock Procedures.

A cardex system and accounting books are maintained to control the use of supplies by the various departments.

13. Special Traffic Problems.

a. Basic Traffic Problems.

1. Lack of traffic legislation in Ecuador.

2. Increase in the number of vehicles.

3. Construction of new roads.

b. Steps to Solve Traffic Problems.

For many years, the National Congress has been studying a project for general traffic legislation, which would aid in solving the enormous problems that increase day by day in the important activity of public service. During the past year, a traffic education campaign was initiated for the benefit of both drivers and pedestrians. One of the officers of the Corps of Vigilance who received training under Point Four sponsorship has been assigned to place in practice the various methods of traffic education.

c. Plans to Combat Traffic Problems.

Several plans are presently under study to combat the traffic problems in the Province of Guayas. These plans were not discussed in detail, but officials of the Corps did tell about one important step that is being taken as a preliminary action in the implementation of those plans. That step consists of counting the number of vehicles in sections or zones where traffic is more intense. Vehicle counts were performed before recently installing a number of traffic signals in the city of Guayaquil. Another important step in establishing plans to combat the traffic problems was the formation of a traffic statistics office. It is hoped that this step will provide a fairly comprehensive picture of the accidents in relation to their causes and their consequences.

14. Public Relations.

Intensive work is being performed by the Traffic Commission of Guayas Province in the field of public relations. This work follows four general lines:

a. Public relations training course for members of the Corps of Vigilance of the Traffic Commission of Guayas Province.

This course is given by instructors who received training under Point Four sponsorship and other members of the institution.

b. Campaign of the police for traffic safety of the student carried out in various schools throughout the city.

This campaign has two purposes: (1) to educate students about the traffic problem, and (2) to suggest to parents of students the need for their cooperation for the successful accomplishment of the campaign.

c. Campaign of Public Information.

This campaign consists of helping private citizens to solve certain problems that are within the interests of the Traffic Commission.

d. Indirect education.

The purpose of this phase of public relations work is to educate the citizens about the goals and aims of the Traffic Commission of Guayas Province in its efforts to attain an overall improvement of the traffic situation. This concept of indirect education is based on the theory that many traffic problems are the results of mental faults, ignorance, or simply forgetting traffic laws. In conducting the indirect education campaign the following methods are used:

1. Radio broadcasts in which records are utilized.

2. Press (newspapers) - through the medium of newspapers, attempts are made to teach drivers and pedestrians desired norms in relation to their most outstanding faults, as regards traffic.

3. Posters to remind the public about traffic problems and how to help solve them.

4. Booklets in which are printed traffic regulations for the Province of Guayas.

5. "Flying sheets" (flyers) which contain advice on traffic and norms of behavior for drivers and pedestrians.

6. Picture slides are shown in various movie theaters throughout the city.

7. Advertisements placed in strategic positions on the roads to advise drivers about their conduct and to avoid accidents.

8. In relation to city newspapers, the public relations department keeps in close contact with them, furnishing all material about the traffic organization. The office also furnishes the newspapers with booklets, photographs and news about the internal administration of the Corps and the academic courses offered for its members. The newspapers in turn publish praises and complimentary information about the Traffic Commission.

15. Budget.

The budget for the Traffic Commission of Guayas Province for 1958 was 8,387,924.03 Sucres.

The sources of this money are as follows:

Compulsory tax (additional 8% for Traffic Commission)..	5,250,000.00
Various incomes (fines, etc.).....	1,250,000.00
Inspection of vehicles and mediums of safety (quarterly inspection and on entrance to the Province)	800,000.00
1958 license plates (sale).....	450,000.00
Fees for matriculation (incomes of Training School).....	25,000.00
Titles (honorary commissions, granting of titles, duplicates, etc.).....	150,000.00
Practice classes (driving practice).....	100,000.00
Surplus from 1957.....	362,924.03
Total income.....	8,387,924.03

The expenses for the year 1958 totaled 8,387,924.03 Sucres and were divided as follows:

General administration	961,800.00
Corps of Vigilance	3,228,000.00
Service cost	1,785,680.00
General expenses	200,000.00
Traveling expenses and transfers	10,000.00
License plates for 1958	150,000.00
Licenses and honorary commissions	50,000.00
Mortgage debt	120,768.00
Construction	50,000.00
Goods and chattels and real estate	200,000.00
Motor equipment	300,000.00
Publicity and propaganda	50,000.00
Insurance	80,000.00
Rewards or gratuities	200,000.00
Pension funds	651,066.00
Imposed tax	60,000.00
Contribution for the General Comptrollership	24,075.00
Inter-American Conference	36,611.75
General unforeseen expenses	229,923.28
Total expenses	8,387,924.03

The budget for the Traffic Commission of Guayas Province is always approved as requested. The budget for the year 1959 is higher than it was in 1958.

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

A. THE NATIONAL CIVIL POLICE

The National Civil Police has the potential of becoming an excellent law enforcement organization capable of fulfilling its intended functions of maintaining internal security and rendering other needed police service which will enable the Republic of Ecuador to move toward orderly economic, social, and political development. However, in order to attain these objectives, many changes and improvements will be necessary. The modifications discussed in the following pages relate to almost all aspects of the composition, administration and operations of the organization.

1. Administrative Weaknesses.

Administration of the NCP is weakened by the following factors:

a. The excessively broad span of control by the General Commander which weakens supervision to the point that there is much less effective control from the top level than is actually needed.

b. The absence of tables of organization which would clearly establish the number of positions and ranks at each level and assign a definite functional responsibility to each.

c. Insufficient delegation of authority by commanders to subordinates enabling the discharge of their duties commensurate with their responsibilities.

d. The confusion of staff operating and services functions by placing operating or staff units under the command of service officers and vice versa. An example is the placing of the intelligence service (SIPE) and Public Relations under the Technical Department. These are both staff services which play a guidance role in the overall management of the NCP, while the Technical Department is meant to render supporting services to the entire NCP. Another example is the placing of the Juvenile Police under the same department. This is an operating unit intended to perform a primary police function.

e. Failure to group properly the various tasks of the NCP with respect to similarity of functions.

f. Absence of a clearly established means of transmitting the policies and orders of the Commander-in-Chief down to the various levels of subordinate command.

g. The lack of a staff inspection system to evaluate the operations of the NCP to assure adherence to policy and compliance with orders.

2. Basic Changes Recommended in Organization.

In order to effect firm control of the NCP by the command and to establish clear lines of authority, it will be necessary to reduce the span of control; draw a distinction between those units whose function is to assist the command by offering overall guidance to the organization; those which furnish police services to the public; and those which support the operations by rendering services to the NCP. Therefore, we believe the NCP should be organized into three principal groupings:

a. Command and Staff.

b. Operations.

c. Services.

1. Command and Staff at top level should include:

a. The General Commander of the NCP.

b. The Adjutant General - Prefect-Chief.

c. The Inspector General - Prefect-Chief.

d. Director of Plans, Training and Personnel - Prefect-Chief.

e. Director of Intelligence Service - Prefect-Chief.

f. Director of Public Relations - Prefect-Chief.

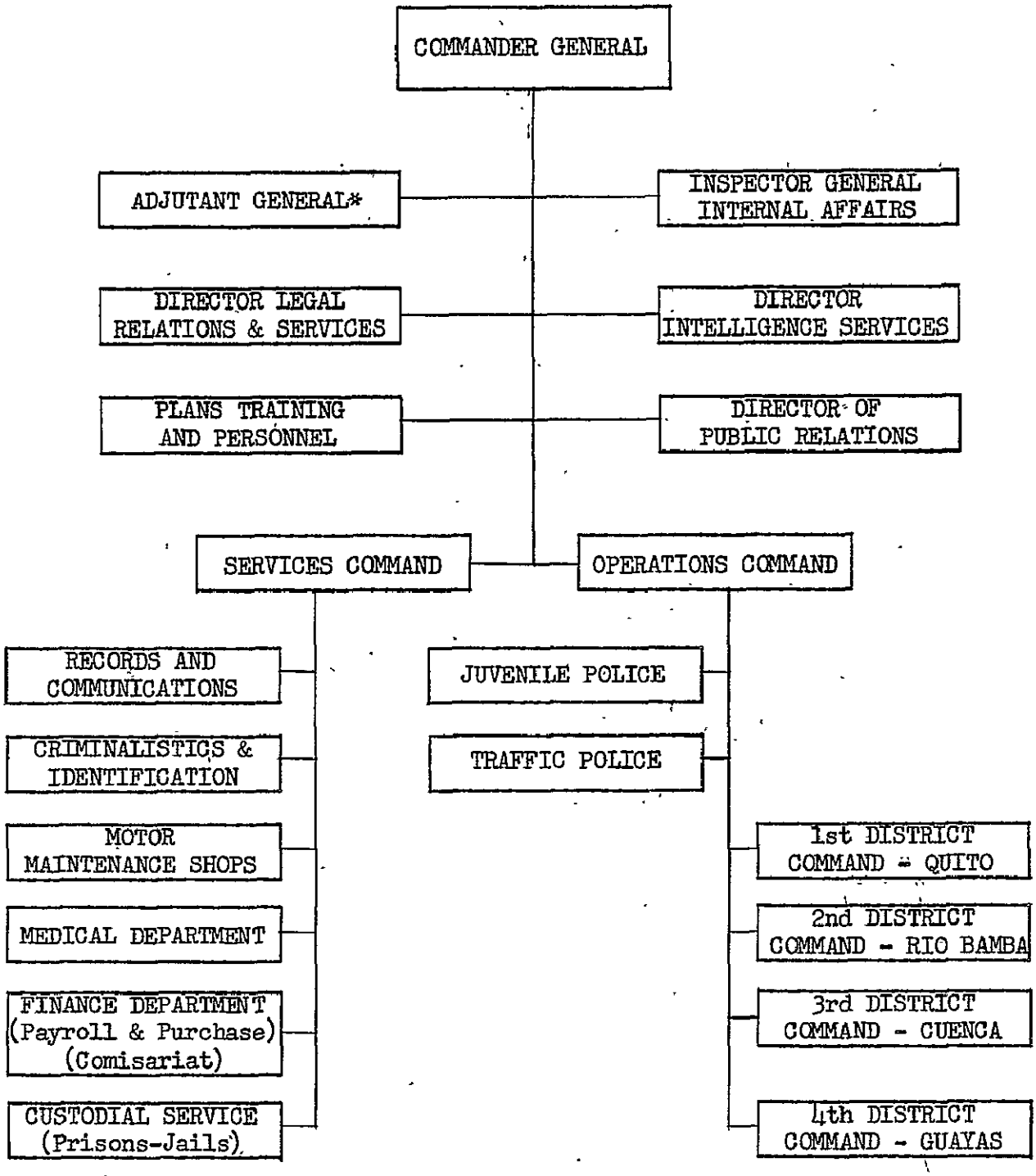
g. Director of Legal Relations and Services - Prefect-Chief.

2. Operations command should be headed by an officer of rank between that of Prefect-Chief and General Commander, responsible to the General Commander, and should include the Juvenile Police, the Traffic Police, and the four district commands.

3. Services command should be headed by an officer of the same rank as "Operations Commander", responsible to the General Commander, and should include a Records Department, Communications Department, Criminalistics and Identification Department, Automotive Maintenance Department, Medical Department, Finance Department, and Custodial Department (Prisons and Jails). See Chart No. 9, Page 165.

Chart No. 9

RECOMMENDED REORGANIZATION - NATIONAL CIVIL POLICE OF ECUADOR



* Including supervision of Secretariat in General Commander's Office.

3. Plans and Training Division.

A Plans and Training Division should be established that will be responsible for:

a. Formulation of operational procedures within the National Police structure.

b. Planning for future activities and action.

c. Responsibility for nation-wide training activities of the NCP to include needed:

1. Implementation of schools for recruits and all grades.

2. Establishment of curricula.

3. Implementation of in-training programs.

4. Responsibility for dissemination of orders.

5. Responsibility for supervision, follow-up and records of achievement and improvement in the command.

4. Establishment of an Inspector General Department.

In order to accomplish effective and efficient work an organization must use the device of supervisory inspections to assure that operations are being carried on in the prescribed manner. The NCP, at the present time, although lacking uniform procedural policy, would benefit greatly from an Inspection Section because once the Plans and Training Section is established as outlined above and its recommended procedures put into effect, it will be necessary to establish an Inspector General's Section to complement the Plans and Training Section by a system of regular inspections to assure that:

a. Stipulated rules and regulations are being correctly complied with.

b. All reports, forms, and case dispositions are properly handled and forwarded to appropriate headquarters.

c. External appearance and conduct of police personnel are proper at all times.

d. Awareness of, and to, the public needs is dominant, active and practiced by the police throughout the Republic.

5. Administration.

Administration within the NCP of Ecuador can be greatly strengthened and channeled into more efficient and productive procedures by adopting the following measures:

a. Clearly defined policies and orders disseminated through the various channels of command.

b. Establishment of an inspection system to assure correct appliance and compliance with defined policies.

c. Intra-headquarters decentralization by delegation of authority to assure the flow of daily business and minor details which currently tend to hamper the General Commander with administrative detail.

d. A study to recommend an improved personnel system for the police system. Presently, the current policy of wholesale and unexpected shifting of personnel tends to weaken morale, and create feelings of insecurity.

e. Establishment of administrative procedures within the Comisariat to include complete periodical inventory reports from all sections and departments, to be supplemented by adequate inspections.

f. Creation of a budget study section in the Comisariat to correlate future requirements. This section will:

1. Conduct liaison with district commanders to insure their participation in requirements for budget compilation.

2. Formulation of budget plans and submission of recommendations to the General Commander regarding financial requirements to be presented to the legislature. (See Budget, Section 18, Page 180.)

6. Personnel.

In the past several decades, while the population of Ecuador has increased, the number of National Civil Police personnel has actually decreased from the time of their transition from the Carabineros in 1941. This situation can be accounted for in several ways which call for remedial action. They are:

a. Low Pay Scale.

From the General Commander of the NCP down to the newest recruit, the pay scale as indicated in Chapter I, Section D.2.a., Page 39, is unrealistic in relation to minimum standard of living requirements. The result of such low standard of pay is that better caliber of applicants for recruitment are hardly attracted. It is vital to the interests of public safety that some immediate steps be taken to correct this situation. It is suggested that a group of competent authorities be appointed to make a comprehensive study of the situation, determine the minimum salary requirements at various levels, and make the necessary recommendations to the Minister of Government through the General Commander, in order that remedial action can be requested of the legislature in future budget consideration.

b. Allowances.

Officer rank receives subsidies according to the number of children they have. (See Chapter I, Section D.2.d., Page 40). This is an excellent plan and helps to alleviate the personal financial situation as far as the officer is concerned. However, the lower grades to 1st Sergeant receive no such allowance and consequently the lower grades are denied these additional and needed benefits. The board suggested above should also make the study of subsistance grants to grades of 1st Sergeant and below a part of their considerations and recommendations.

c. Recruitment Incentives.

At the present time, the National Civil Police Procedural Code provides for the possibility of a policeman to rise through the noncommissioned ranks to gain entrance to the Police Academy and in this manner attain commissioned officer status. However, today this practice is a rare exception and not encouraged by officer personnel. Such is contrary to the best interests of any police organization and is not conducive to high esprit among the lower levels of command. The command element of the NCP should search for and encourage all qualified noncommissioned personnel within the police to seek for advancement at all levels. This should be realized by:

1. Continuing and progressive educational and training schools, each which leads toward a higher rank.

2. Encouragement and assistance in training to all ranks.

3. Subsidization by the NCP for all lower, qualified personnel who desire to attend the Police Academy.

4. Publicize the training policy.

Such a program would be instrumental in attracting better quality recruits to the police, engender pride, esprit and morale and lead to a more thorough professionalization of all police ranks.

An additional incentive to recruitment would also be accomplished by readjusting the work hour system as discussed in Section 8, Patrol, Page 172, by improving working conditions.

d. Uniforms.

The dress of the NCP cannot be said to have a uniform appearance. This is most evident at roll-call assemblies, particularly in the Traffic Police of Quito, where a portion of the command are dressed in the white blouse and the remainder in blue blouse for lack of white. Very few of these patrolmen have matching uniform trousers, and the resulting appearance does little to command the respect of the citizen, or bolster the morale of the policeman. The urban and rural traffic police when attired in khaki do present a more imposing aspect, but have little to distinguish them from the military but the collar insignia.

Considering the preoccupation of the government over the influx of foreign visitors to the forthcoming Inter-American Conference, it is important that the uniform situation be remedied prior to that time. The well uniformed man has a much greater pride, esprit and confidence which in turn is transmitted psychologically to the populace he is dealing with, in turn commanding their respect and compliance.

e. Pensions and Retirement.

At present, since the NCP lacks a formal retirement and pensions plan of its own it is using the army system to determine regulations. Emphasis is placed on seniority to merit separation insurance. There is need for a study to be made of the present system with a view of establishing a sound actuarial retirement system to protect the interests of the retired police, and to put the system on a sound basis.

f. Disciplinary Procedures.

Disciplinary actions within the NCP today consists of reprimands, suspension, dismissal, restriction or detention. This follows military procedure which we believe to be correct and effective to the point of physical restriction. Physical restriction should not be applied in the case of non-military personnel, with the exception of actual criminal activities on the part of the personnel involved at which instances accused personnel should be separated from the service, charged, and tried in the same manner as any other person charged with a crime.

The Government of Ecuador has rightly shown considerable concern in the augmentation of police personnel, and training, with the advent of the coming Eleventh Inter-American Conference scheduled to be held in Quito in 1960. Obviously, in the coming months every effort will be pointed toward that event. The already perilously over-extended NCP must be expanded by a careful recruiting program, and an intensive training program must be started in the handling of crowds and mobs. Since the police will necessarily be very much in the forefront of demonstrations during this period, and the cynosure of all eyes, both national and visitors, a careful recapitulation of present status of personnel should be made and an expansion program implemented as soon as possible.

7. Training.

At the present time, the only school maintained by the NCP is the National Police School which provides a three year course which prepares the individual for a career as an officer, and graduates him as a Sub-Inspector (2nd) (2nd Lieutenant). This leaves a very large gap in the training requirements of the lower grades, particularly those of Corporal, Sergeant and 1st Sergeant. In various corps throughout the country, in-training programs have been instituted by the respective commanders for the noncommissioned grades. In other corps, no program is in effect and none contemplated. That training which is given consists entirely in content and subject matter of material devised by the commandant and his staff and follows no uniform pattern, or formal training doctrine. Since proper training forms the nucleus and backbone of the finished police organization, emphasis should be placed on the correction of the existing training situation, and to that end, the following recommendations are made:

a. Schools for Lower Echelons.

1. Schools for the noncommissioned grades should be established in Quito and attendance quotas be apportioned the districts, corps and detachments throughout the country.

2. The ample ground space afforded by the present Police School should be utilized for this purpose, with the instruction staff augmented accordingly.

3. A Plans and Training Division organized in the Technical Section of NCP Headquarters (See Section 3, Page 166) should be responsible for formulation of training subjects and programs, and overall supervision of operations.

b. In-Service Training.

1. The Plans and Training Division should formulate a country-wide in-service training program with outlined subject schedules to be followed by all units to insure uniformity of police training in the Republic.

2. Responsibility for implementation, standards, completion and reports on the in-service training program should rest with the Inspector General Section.

c. Specialist Training.

With the reorganization of the Investigations Department imminent, with the advent of the Eleventh Inter-American Conference within the next year, and with several other specialized fields calling for special treatment, it is felt that there is an urgent need for schools dealing in specialization. These schools should be established in a single location and with a single directorate and in the Capital. Plans developed by the Plans and Training Section should be set up, and selected men from various districts should be chosen to attend. Those specialist fields particularly needed are:

1. Investigations.

2. Traffic.

3. Civil disturbances.

4. Juvenile delinquency.

5. Marksmanship.

6. Communications.

d. Training Equipment.

The dearth of equipment throughout the police organization of Ecuador has been constantly reiterated in this report. While the National Police School has more than ample and eye-pleasing grounds, and fairly adequate buildings, the only visual training aids it possesses are small blackboards of about 4 x 5 feet, set on standards. Thus, all teaching is theoretical rather than practical and instruction suffers from lack of this vital equipment. In order to assist the instructional effort in the various training schools now in existence or to be implemented in the future, acquisition of demonstration and visual aids equipment is recommended.

Such equipment will serve to allow the students in the two schools to learn by audio-visual means and by practical application using kits and tools. It is imperative that the school in its budgetary considerations take into account the cost of allied technical and research publications for installation in the school library.

e. Recruit Training.

The Plans and Training Section should develop a plan for the training of new recruits entering the police organization of Ecuador. This plan should encompass all subjects that pertain to the duties and responsibilities of the policeman. Too great stress cannot be placed upon proper training at the initiatory phases since the attitude of the mature policeman depends upon the initial impact made upon him at the time of his entrance into service. Training and habit procedures formulated early remain with and guide the individual throughout the tenure of his service.

f. The Police Academy.

For the majority of the students attending, the Police Academy serves as a higher educational institution where the individual can receive training approximately equivalent to a high school education. Therefore, greater stress is placed on academic subjects than is desirable. Plans and Training Section should study, analyse and revise the present curriculum to include more:

1. Police training subjects.

2. Police administration and related subjects.

3. Beat problems and investigations.

4. Police operations and tactics.

8. Patrol.

This report does not attempt to recommend patrol procedure changes within the body of the report inasmuch as each province, district, and city

offers different police problems. It does recommend, however, that the Plans and Training Section be charged with a study of current patrol procedures as practiced in the various sections of the country, as well as study the different conditions which pertain. This should then be regulated in general by an official guideline policy and incorporated into the Standard Operating Procedures. The Plans and Training Section must keep in mind the necessity to correlate foot patrol systems with the possibility of installation of mobile patrols in the future. Such mobile patrols do not exist at the present time, but their establishment is more comprehensively discussed under Section 14, Equipment and Section 15, Supplies, Page 176 and Page 178, respectively. One important but desirable change that should be made in the present conditions that are in effect, is that of the hours served by the policeman. The current practice of working six hours on duty, then six hours off spent in the barracks, then a return to duty without having a reserve established is too exacting on the individual and too restrictive to expect the policeman to perform his duties efficiently. The working shift would benefit by adopting the eight hour working day which allows a policeman more time in attention to preparing for his following duty period, as well as giving him more time to pursue personal affairs, with adequate time for rest and recuperation. The practice of the policeman remaining in or living in barracks should be discouraged and limited to cases of necessity. By adopting the eight hour work span, conditions would prevail that would act as an incentive to recruiting better qualified personnel.

9. Records.

At the present time, the Records Section within NCP Headquarters is adequate and well maintained in the personnel and technical sections, but the records of the comisariat (auditing) and criminal records in the technical section are incomplete and badly organized. In addition, as has been mentioned above in this report, no regulatory provisions or liaison has been set up to coordinate records reports and procedures as pertains to units in the provinces. Therefore, it is recommended that a centralized records department be established within the organization of the NCP which will assume the management and storage of the records now maintained by:

a. The Identification Section of the Directorate of Security, Investigations and Identification.

b. The Personnel Department of the NCP.

c. The Technical Department of the NCP including its separate records sections.

d. The Traffic Department of the NCP.

e. The Comisariat Department.

10. Communications.

As indicated in Chapter I, Section H, Page 80, the NCP lacks any type of communications whatever, other than commercial phone and telegraph media. This deplorable situation must be remedied by the establishment of a national police network whereby all law enforcement agencies within the country will be able to communicate with each other. A communications expert should make specific recommendations and advise the NCP on implementation, installation and communications procedures. A minimum communications equipment network is recommended in Chart 10, Page 175.

11. Traffic.

As Guayaquil maintains its own traffic department which is adequately equipped and maintained, it has relatively few traffic problems. The other cities located in the provinces are small and usually their streets consist of wide boulevards and thoroughfares, so they too offer no problem. However, Quito, with its ancient, narrow, hilly and practically inaccessible streets, presents an almost insuperable problem in traffic control. It is recommended that a traffic consultant conduct a survey, make necessary recommendations toward alleviating the situation, and assist the national and municipal directors of traffic in effecting the recommendations listed below. This is particularly important in light of the Eleventh Inter-American Conference to be held in Quito in early 1960.

a. Define the functions of the Traffic Department as that of formulation and administration of a traffic control program for the entire Republic.

b. Limit formation of specialized traffic enforcement units to the 1st District, Quito.

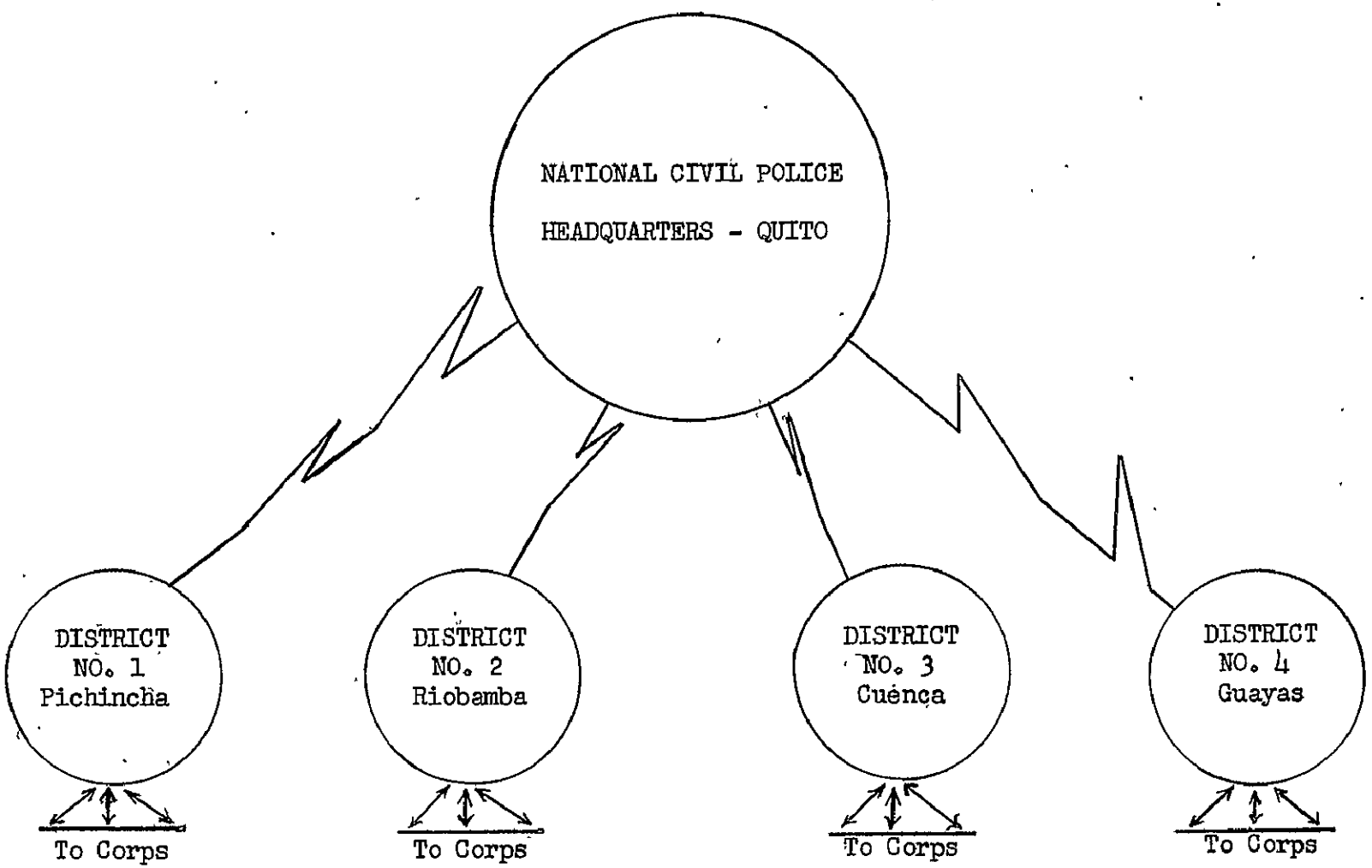
c. Place responsibility for traffic enforcement on all operating personnel.

12. Detention.

As the NCP will be responsible for the detention of persons awaiting judicial procedure, and the current detention cells maintained by the DSII are inadequate, the NCP should review the situation, make a careful study of the requirements necessary to renovate the present detention structure, and establish uniform regulations for the handling of prisoners. This will require budgetary considerations which must be included in the yearly appropriations request. No estimate can be indicated in this report as a complete and thorough study must be made before any figures could be arrived at. Such budgeting will correctly come under the buildings section in the budget requests of the NCP.

Chart No. 10

COMMUNICATIONS RECOMMENDATIONS - TRANSCEIVERS



NOTE: Total of 19 Corps, including Quito - 18 transceivers needed.
Mobile units recommended: Quito - 10; Guayas - 10; Cuenca - 5; Ambato - 5.

As indicated in the discussion of the role the NCP plays in detention in Chapter I, Section J, Page 84, the National Civil Police are performing the duties of guarding and restraining prisoners, and are performing the functions of other than police organizations. Accordingly, the NCP detachment located in the penal colony of Santa Isabela, in the Archipelago of Galapagos, should be withdrawn from penal guard duties and its activities redirected to strictly police functions.

13. Buildings.

On the whole, buildings of the NCP, both in the capital and provinces, are adequate. However, there are some isolated stations which require reconstruction and renovation. An excellent example of buildings requiring replacement or attention are the police buildings of Ambato which are dilapidated, show the ravages of the 1949 earthquake, and are totally inadequate. It is recommended that the General Commander appoint a buildings board to study the situation and make recommendations, and that a long-range program be implemented toward eventually obtaining its own police-owned buildings to replace the present system of using borrowed and rented edifices.

14. Equipment.

a. Transportation.

Inasmuch as transportation is practically non-existent in the NCP, with resultant limited operating efficiency, it is recommended that the NCP be provided with sufficient vehicles to operate and put into effect motorized patrol procedures. A limited number of vehicles might be procured on a training basis, to include mobile radio patrol. Maintenance shops and spare parts requirements must be included and training in vehicle maintenance established. Minimum recommended requirements are:

1. Jeeps.

Twenty per each police district.

2. Autos.

For training, demonstration and escort duties, Chevrolet or Ford, four door sedans - two each for the 1st and 4th police districts and one each for the 2nd and 3rd districts.

NOTE: Radios for above vehicles considered in "Communications" section.

3. Maintenance Facilities and Procedures.

At present, other than a small inadequate workshop maintained in Traffic Division headquarters in Quito, there is no existing facility for repair and maintenance of vehicles. All work, other than the most minor of repair, must be sent to civilian garages for needed repairs. The practice of cannibalization is prevalent. If the required vehicles are obtained and of like make, the following maintenance procedures should be adopted:

a. The motor maintenance department should be placed under services command and should be established in the "Regimiento Quito No. 1" area where ample space is to be found. This would allow all types of repair to be accomplished simultaneously without interference with each other.

b. Each District Command should have a motor maintenance unit capable of performing light repairs and lubrication, with the motor maintenance officer from Quito providing technical guidance and support.

c. The General Commander should insure that proper first echelon maintenance procedures, including lubrication, oil changes and periodic inspections, are carried on by all elements of the police command.

d. As rapidly as the fleet of motor vehicles becomes standardized, the motor maintenance section should build up proper stocks of spare parts to serve all sections of the maintenance divisions.

e. Plans and Training Division, with the collaboration of the motor maintenance officer, should develop training material and lesson plans for the inclusion of preventive maintenance in all levels of training.

b. Weapons.

As noted in Chapter I, Section 1. 4, Page 97, the weapons of the NCP consist mainly of borrowed, obsolete 19th Century rifles which for the most part are dirty, rusty and inoperable. These guns are used principally for "show" purposes but are impracticable for actual use. It is recommended that these rifles be disposed of completely. Each District headquarters should be supplied with a minimum number of M-1 automatic carbines or equal to be used only in suppressing armed bands or revolt or in possible raids. The saber should be declared obsolete as a foot patrol weapon and be restricted to mounted elements. The agent civil policeman should be armed only with revolver and night-stick. To effect this change it will be necessary to obtain:

1. 4,500 revolvers, .38 caliber, either Smith & Wesson, or Colt.

2. Twenty-six inch night sticks can be manufactured locally.

3. Carbines, automatic or semi-automatic, type M-1, 100 per Police District.

c. Ammunition.

1. To supply sufficient ammunition for both practice firing and initial supply, the .38 caliber revolver ammunition requirements will be:

a. Practice: 250,000 rounds.

b. Supply: 50,000 rounds.
Total.....300,000 rounds.

2. Carbine requirements, including practice and initial supply:

a. Practice: 2,000 rounds.

b. Supply: 40,000 rounds.
Total..... 42,000 rounds.

3. Excellent results can be obtained, while at the same time exercising economy, by using ammunition reloading equipment. The NCP will need one reloading machine per each Police District.

4. Police action in the past in Ecuador has demonstrated the lack of training of the police in crowd dispersal methods. High-velocity gas projectiles have been fired into crowds which has resulted in both injuries and fatalities. The NCP has sufficient of this type teargas on hand to take care of present and possible future needs. However, additional grenade type teargas dispensers are needed. On the basis of 100 per district with an additional 100 each for the more populated cities of Quito and Guayaquil, a total of 600 grenades are required. These should be 50% Triple Chaser grenades and 50% Blast Dispersion.

d. Other Equipment.

Communications, crime laboratory, file cases for the DSII, uniforms and other related items, have been discussed and necessary recommendations have been made under the pertinent sections of this chapter.

15. Supplies.

In addition to the supplies already recommended, each headquarters - National, District, and Corps - requires complete installation of such items of office equipment as file cabinets, typewriters, adding machines and general office equipment. The actual needs should be determined by a study by a special board making a physical inventory, followed by recommendations.

A rough estimate for initial supplies expenses would be $100,000 the first year, and $50,000 each year until such time as the necessary levels have been reached.

a. Supply Functions.

The Comisariat Department should retain direction of the fiscal, budgetary, and purchasing functions of the police; however, it should not have the task of maintaining custody of supplies and equipment, but should limit its activities in this area to functioning as the top-level procurement and distribution channel for the NCP, regulating handling of supplies in lower units by effective inspection methods.

b. Requisition and Purchase.

The Comisariat should establish a sound requisitioning system whereby requisitions for supplies, materials and equipment would flow on regular schedules from the lowest units. The requisitions for items not regularly kept in stock at lower levels should be audited and consolidated at each level and forwarded until they reach the Comisariat, where procurement would be initiated and distribution effected on the basis of the requisitions at each level. Consumption quotas should be established, in most cases using personnel strength as a basis. The Comisariat should assist the lower units in establishing stock control and perpetual inventory records. Institution of these procedures would eliminate the problems of excesses, shortages and waste.

16. Special Enforcement Problems.

a. Vice Controls.

As indicated in the section of this report dealing with training, specialist schools should be established in Quito to deal with training in such specialized problems as vice, narcotics control, juvenile delinquency and civil defense. At the time of this writing, Ecuador has two participants in the United States studying narcotics control. These participants will be available to the Police Department as instructors in this subject in the Police Academy and such specialist schools as the NCP may establish in the future.

b. Special Crowd Control Enforcement Problem.

Apart from the long-range considerations developed in this report, Ecuador will have a particular problem within a year of this writing, and which the authors feel might be mentioned at this point. The Government of Ecuador is making plans to host the Eleventh Inter-American Conference and, therefore, will be confronted with special mass control challenges that

the NCP operating alone would find difficult to handle. It is, therefore, recommended that plans be developed for joint Police-Army coordination in security procedures. This might be best accomplished by:

The Government formulating plans by meetings at Ministry levels.

1. Adopt procedural plans.

2. Establish Staff Working Committees in the higher levels of the pertinent organizations (Police, Army) which in turn will:

a. Meet and implement the plans by:

(1) Staff coordination.

(2) Education of public and personnel.

(3) Joint training and practice maneuvers.

(4) Make inspections and progress reports to ministries.

17. Public Relations.

Public relations between the Police and public are of such importance that special emphasis must be placed on it. An effort should be made to secure scholarship training grants in third countries, in public relations, for qualified personnel. Good public relations begin with the education of the police force in the responsibilities of the police toward the public. If this is followed by educating the public regarding the duties, activities, and responsibilities of the police, mutual understanding, respect and cooperation results. It is important for the National Civil Police to establish a strong public relations section.

18. Budget.

The NCP is operating at the present on an antiquated and inadequate annual appropriation. Little or no consideration has been paid to the fact that there are important equipping needs, maintenance requirements and other necessities as well as the urgent need to study and revise the salary scale to a more realistic level commensurate with equal or similar civil occupations, in order to attract desirable applicants for the police. The Inspector General Department should make a survey beginning with conditions and needs from the lower echelons through to headquarters requirements, allotmentwise. This then should form the basis of the annual budget appropriation request with proper justification for monetary requests. If the Government of Ecuador

decides to implement a program of improvement for its police, it must take into account the inadequacy of the present budget.

It is recommended that:

a. The Comisariat Section establish the procedure of consolidating budget requests from corps to district commanders periodically, to the central Comisariat Section in Quito with each unit commander furnishing:

1. An explanation and proof of the necessity of his requests.

2. A clear justification for the needs described.

b. Set up procedural methods whereby the General Commander meet with his subordinate commanders to study and analyse the budget requests with the purpose of approving or disapproving. The Comisariat Department will by this procedure have a firm basis on which to draw ~~up~~ plans for the General Commander to submit his overall yearly monetary budget to the Minister of Government.

c. Assure that all budget requests are carefully itemized and no general or lump sums are advanced.

d. Establish a system of budgetary controls that will regulate expenditures throughout the year.

B. DIRECTORATE OF SECURITY, INVESTIGATIONS, AND IDENTIFICATION

1. Conclusions and Recommendations.

At the present time and under the present organization, the Directorate of Security, Investigations and Identification is totally incapable of performing its intended function. The responsibility for the Investigations Department should be assumed by the National Civil Police and a completely new and modern organization established and activated, separated from non-professional influence and functioning solely in criminal investigations, if it is expected to operate per se. Toward this end, the following recommendations are made:

a. The DSII be placed under authority and responsibility of the National Civil Police.

b. That normal regulatory guidelines be established in such a manner that uniformity of control and procedure is maintained.

c. Each police district be responsible for maintaining skilled, trained personnel on hand for conducting criminal scientific laboratory

investigations and who are qualified to conduct instruction to the agents of the DSII. This can be accomplished by sending personnel to other countries for training and establishment of specialized schools.

d. That laboratory equipment be provided in order that DSII be enabled to conduct correct criminal investigations. A good minimum crime laboratory equipment set-up for a central laboratory, and for the districts, is recommended.

e. It is believed rudimentary equipment, although modest, is sufficient for the establishment of a working laboratory which can be further developed and expanded in the future as the needs arise. The smaller investigation kits should be ample for the district uses along with the file cabinets indicated, with the expectation that all work done at district levels will be coordinated and implemented by the headquarters laboratory at Quito. This equipment should be supplied contingent only upon the staffing of the laboratories with trained technicians properly prepared to exercise the correct use and maintenance of such technical equipment.

2. The Present Identification Section, Quito.

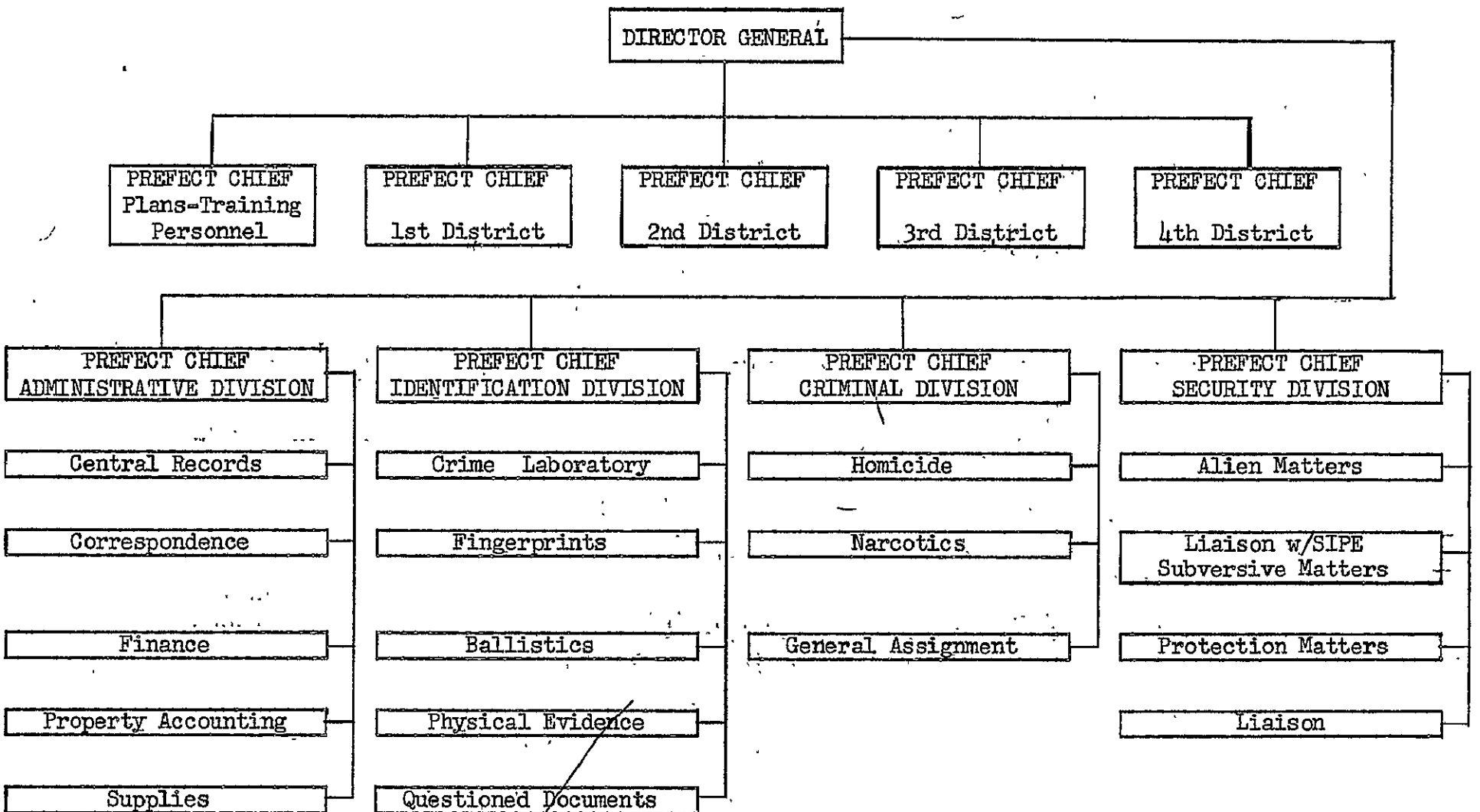
The Identification Section of the DSII is an efficient unit maintaining extensive, valuable records of the obligatory type identification cards carried by and required of all citizens in the Republic. However, it lacks the necessary equipment for the secure storage of these records which have a potential value for the NCP. This unit within the DSII should come under direction of the NCP, and be provided with records filing advice and storage equipment.

3. Ecuatorian Police Intelligence Service (SIPE).

This organization should be retained in the capacity in which it is now operating, separated from the DSII, but under command of the NCP. It should continue to be responsible for the investigation of subversive activities within the country.

4. Organization.

For a recommended organizational outline for the Directorate of Security, Investigations and Identification under the National Civil Police structure, see Chart No. 11, Page 183.

Chart No. 11

RECOMMENDED REORGANIZATION - INVESTIGATIONS AND IDENTIFICATION - NATIONAL CIVIL POLICE OF ECUADOR