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PD-AAF-25-A

ZAIRE

PUBLIC SAFETY

FY 69-77

PUBLIC SAFETY ADMINISTRATION PROJECTS (700 PURPOSE CODES)

NO ABSTRACT ENTERED IN THE DIS SYSTEM

660014 - (2)

PD-AAF-~~100~~

PROJECT AUTHORIZATION

1. PROJECT NUMBER 660-11-710-014	3. COUNTRY Congo (K)	4. AUTHORIZATION NUMBER 0129 1000156 NS
2. PROJECT TITLE Public Safety		5. AUTHORIZATION DATE October 19, 1970
		6. PROP DATED May 18, 1970; July 20, 1970

7. LIFE OF PROJECT

a. Number of Years of Funding: 12
Starting FY 1964; Terminal FY 1975

b. Estimated Duration of Physical Work
After Last Year of Funding (in Months): N.A. 125 p.

FUNDING BY FISCAL YEAR (in U.S. \$ or \$ equivalent)	DOLLARS		P.L. 480 CCC + FREIGHT	LOCAL CURRENCY Exchange Rate: \$1 = 0.50 Zaires			
	GRANT	LOAN		U.S. OWNED		HOST COUNTRY	
				GRANT	LOAN	JOINTLY PROGRAMMED	OTHER
Prior through Actual FY 70						7,312	
Operational FY 71	3,294					411	
Budget FY 72	567					490	
B + 1 FY 73	532					428	
B + 2 FY 74	497					252	
B + 3 FY 75	496					225	
All Subsequent FY's							
TOTAL	5,947					9,118	

9. DESCRIBE SPECIAL FUNDING CONDITIONS OR RECOMMENDATIONS FOR IMPLEMENTATION, AND LIST KINDS AND QUANTITIES OF ANY P.L. 480 COMMODITIES

10. CONDITIONS OF APPROVAL OF PROJECT

The PROP as revised is approved subject to an annual funding of \$125,000 for commodities. This project approval extends only through FY 1975 although the project is anticipated to continue for an indefinite period beyond that time.

(Use continuation sheet if necessary)

11. Approved in substance for the life of the project as described in the PROP, subject to the conditions cited in Block 10 above, and the availability of funds. Detailed planning with cooperating country and drafting of implementation documents is authorized.

This authorization is contingent upon timely completion of the self-help and other conditions listed in the PROP or attached thereto.

This authorization will be reviewed at such time as the objectives, scope and nature of the project and/or the magnitudes and scheduling of any inputs or outputs deviate so significantly from the project as originally authorized as to warrant submission of a new or revised PROP.

A.I.D. APPROVAL	CLEARANCES	DATE
787 Samuel C. Adams, Jr. SIGNATURE	AFR/CWA, S. Christmas <i>SC</i>	8/19/70
	AFR/DP, D. Shear	
AA AFR TITLE	AA/AFR, P. Birnbaum	
	XXXXXX OPS, B. Engle <i>BE</i>	
	DATE	

AIRGRAM

DEPARTMENT OF STATE

I.I.D.

Reference Center
Room 1656 NS **162**

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18 May 1970

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SUBJECT - **PROP - Public Safety 660-11-710-014**

REFERENCE -

Subject PROP attached.

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PAGE **i** OF **56** PAGES

DRAFTED BY PSD/Cleister:es	OFFICE PSD	PHONE NO. 10	DATE 5/15/70	APPROVED BY: AIDDir:EconCoun. PSMcClure
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AID AND OTHER CLEARANCES

EHadkins, CPSD
REalley, PROG

Info: Controller

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NON-CAPITAL PROJECT PAPER (PROP) - PUBLIC SAFETY**I. IDENTIFYING DATA**

Country:	Congo/K	
Submission Date:	May 15, 1970	
Project Number:	660-11-710-014	
Project Title:	Public Safety	
U.S. Obligation Span:	FY 1964 - 1975	
Gross Life-of-Project Financial Requirements:	U.S. Dollars (DG)	\$ 2,018,000 ^{1/}
	U.S. Dollars (SA)	525,000
	U.S. Owned or Con- trolled Local Currency	7,110,000
	U.S. Dollars (DG)	4,380,000
	U.S. Dollars (SA)	160,000
	U.S. Owned or Con- trolled Local Currency	2,009,000

1/ These are historical items referring to the years
FY 1964 through FY 1968.

2/ These costs (revisions of those listed in the original
PROP of 10 January 1969) cover the period FY 1969
through FY 1975.

PUBLIC SAFETY PROJECTII. SUMMARY PROJECT DESCRIPTION AND TABULATION OF PLANNED INPUTS

As stated in the original PROP submitted 10 January 1969,^{1/} the general objective of the AID/PSD project is to improve GDRC capacity for the maintenance of internal security, law and order, to facilitate prompt and orderly social, economic, political and cultural development within the country.

The 20,000-man National Police (NP) force is the primary civilian agency of GDRC responsible for protecting the country from all internal threats and disorder, and it is toward improvement of the National Police that the Public Safety project is directed.

Specific targets of the project were redefined and discussed in a just-completed OPS/W evaluation.^{2/} These targets are more comprehensive than those described in the former PROP which required that US assistance efforts be concentrated in a few delimited areas, where it could be demonstrated either positively or negatively that there are real prospects for bringing about reform and improvement in law enforcement in the Congo.

The evaluation revealed much progress in all four high-impact areas and resulted in recommendations, based upon this positive demon-

1/ Non-Capital Project Paper (PROP) - Public Safety, USAID/Kinshasa TOAID A-12, 10 January 1969.

2/ Evaluation Report, Public Safety Program, USAID, Democratic Republic of the Congo, Nov-Dec, 1969 (at press)

stration during the trial period, of not only continued support of the sub-projects but extension of the same successful activities into the interior. Thus, the specific project targets are, principally, 1) improvement of police communications, 2) establishment of a motor vehicle maintenance capability, 3) establishment of modern police patrol and 4) expansion and improvement of police training.

This PROP, in light of recommendations by the Evaluation Team, and of concurrence and support of those recommendations by this USAID, the Country Team and OPS/W, proposes extension of the four activities to Lubumbashi in FY 71, Kisangani and Bukavu in FY 72 and a fourth key city in the interior in FY 73. Further extension into other key cities will be the subject of future discussions with GDRC.

In addition to the principal project targets just mentioned, this PROP also proposes four secondary targets, ones also recommended in the recent project evaluation. These are: 1) creation of an effective civil disturbance control capability within the NP (to be given a high priority); 2) formulation and implementation of long-range NP plans governing their own purchase of weapons and providing for appropriate and adequate police armament, expansion of NP marksmanship training and purchase of small numbers of arms for patrol activities and training programs; 3) formulation of NP plans in connection with police facility construction; 4) development of an effective NP public relations activity. Numerous minor project targets exist which, in the interest of brevity, are not identified here.

The summary project description of each of the listed sub-projects is given below, essential inputs being identified. The reader is referred to the OPS Evaluation Report for background data which is summarized in this PROP. Funding data for FY 70 and additional details of the sub-projects will be found in the Public Safety Project ProAg dated 27 April 1970.^{1/}

The time frame, general approach and plan of action for each sub-project is in Section V of this PROP, Course of Action.

1. COMMUNICATIONS

This sub-project is designed to improve maintenance of the existing police communications system, to plan and implement moderate expansion to further support municipal and rural policing operations, and for training. New repair and maintenance facilities are being developed to replace the inadequate shops now being utilized. Central dispatching centers are being developed to provide this service to support uniformed patrol activities, and to provide a point for communications with the general public in emergency situations.

The development of temporary and permanent patrol dispatching centers and the hiring of necessary technicians to assist in the operations will be funded from counterpart.

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^{1/} Project Agreement (ProAg) - Public Safety Project, USAID/Kinshasa, 27 April 1970.

2. VEHICLE PROCUREMENT AND MAINTENANCE

The objective of this sub-project is to continue to improve police motor vehicle maintenance by training and advising maintenance personnel, reorganizing and expanding maintenance facilities and equipment, and to coordinate procurement of vehicles.

The end result, already being recognized in Kinshasa, is to increase police mobility and protect USAID and GDRG investments in motor vehicles. Driver training and vehicle administrative control is an integral part of this sub-project.

Counterpart funds will be made available for the maintenance, service and spare parts for certain vehicles and to provide for modification of existing structures and construction of new buildings where necessary.

3. POLICE PATROL

The mission of this phase of National Police activity is to provide adequate police protection to all citizens and residents. The motor vehicle patrol operation has been successfully established in Kinshasa and is beginning to show results. Parallel "Brigade Mobile" operations will begin in Lubumbashi in FY 71, Kisangani and Bukavu in FY 72 and other key cities in the interior, subject to further consideration.

4. TRAINING

The purpose of this sub-project is to provide training assistance and advice to the National Police, limited commodity assist-

ance in the form of training aids, and counterpart funds for training support, building repair and maintenance. Participant training will continue at the same level of 27 police per year.

The Rural Mobile Training Team program, utilizing National Police Instructors, (including former International Police Academy [IPA] participants) has been successfully started. The objective of these Mobile Teams is to provide the enlisted personnel in the interior -- some 16,000 -- with a two week introductory training course. This will be a step towards developing a rural police presence to enable the Congolese National Army (ANC) to withdraw from its policing activities in certain areas without leaving a law enforcement vacuum.

Participant training consistent with the needs of the service will continue at the International Police Academy, (IPA), Office of Public Safety, Washington, D.C., and at other locations. This includes general, executive, and specialized training as mutually agreed upon. Participants are selected jointly by the NP and USAID.

Senior Officer Seminars directed at the top command within the NP will commence in CY 70. Junior Officer Training has been the subject of recent discussions between the USAID, VMOI and NP, and is expected to begin early in FY 71.

5. CIVIL DISTURBANCE CONTROL

As in many other countries the Congolese public has demonstrated its capability to riot, loot, burn and commit violent acts against members of the foreign community as well as against each other. Numerous serious incidents have occurred in recent years. Student

demonstrations, which throughout the world have upset the stability of more than one government, took place in the Congo in CY 69 and could happen again.

Upon the recommendation in the OPS Evaluation Report for priority action in this regard, this PROP proposes the establishment of a civil disturbance control capacity within the NP through training of a selected group of personnel and provision of a modest amount of standard equipment, to allow for control of crowds and demonstrations using methods, accepted throughout the world, based upon the concept of minimum use of force.

A significant portion of the necessary equipment is available from local sources and will be paid for with counterpart.

6. MARKSMANSHIP

Except for marksmanship training being conducted for the Kinshasa Police Mobile Patrol and a very limited effort included in the Recruit Officers Training Course at Matete, there is virtually no marksmanship training being accomplished by the NP. The number and type of weapons used by the NP is wholly inadequate.

In accord with recommendations made in the Evaluation Report it is proposed that the PSD continue providing guidance to help the NP equip itself with basic police-type armament, that marksmanship training activities be expanded along with a renewed nationwide training effort and that the capacity to reload ammunition be developed within NP.

Based on establishment of an appropriate NP Firearms Policy, the NP will be encouraged to do their own purchasing of police type firearms where appropriate. The USAID/PSD will seek to favorably influence this situation through the procurement of small amounts of firearms for limited activities such as the Kinshasa Police Mobile Patrol training course and basic firearms training to be conducted at Matete and other provincial police schools. The USAID/PSD procurement of firearms would be accomplished under carefully selected and monitored conditions.

7. POLICE OFFICE FACILITIES

The National Police headquarters is located in an eleven year old multi-story building, space being leased from the private owner. The offices of the Inspector General and his Directorate Chiefs are located here, except for the Training Directorate which is in adequate quarters nearby. The majority of the headquarters operation, other than staff activities, is decentralized and located at six different facilities (formerly private home dwellings) in the city of Kinshasa.

The Kinshasa Metropolitan Police Detachment occupies separate quarters, as do two of its headquarters units. Commissariate posts (precinct stations) in the city likewise are located in separate buildings (some of which are former private homes).

This situation is general throughout the NP with Police Provincial Detachment Headquarters and Metropolitan Police Detachments scattered in a number of private dwelling-type buildings.

Likewise, housing is provided for some police families in Kinshasa but the majority live in private dwellings.

As recommended in the OPS Evaluation Report, it is intended to provide the NP with advisory assistance to develop their competency in the planning and management of police facilities and housing.

6. POLICE PUBLIC RELATIONS

The NP is becoming increasingly conscious of the value of an active and constructive public relations efforts. Public relations has moved from a position of obscurity in the NP staff organization to one of prominence having the personal attention of the VMOI and the Inspector General.

The USAID will continue to foster development of the Public Relations effort along constructive lines, keeping it close to the VMOI and the IG.

A. PLANNED INPUTS - US

DOLLAR COMMODITY REQUIREMENTS

	71	72	FY 73	74	75
1. Communications	136	83	47	43	2
2. Vehicle Procurement & Maintenance					
Vehicles and spare parts - Kinshasa	24	98	123	7	59
Garage tools & equipment - Kinshasa	2	1	1	3	3
Vehicles & spare parts - Lubumbashi	81	3	4	70	2
Garage tools & equipment - Lubumbashi	15	1	1	1	1
Vehicles & spare parts - Kisangani		81	2	4	45

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DOLLAR COMMODITY REQUIREMENTS (Con't)

	71	72	73	74	75
Garage tools & equipment - Kisanga		12	1	1	1
Vehicles and spare parts - Bukavu		81	2	3	46
Boats and spare parts - Bukavu		84		3	1
Tools & equip/vehicle & marine - Bukavu		20	1	1	1
Vehicles & spare parts - 4th city			81	2	2
Garage tools & equipment - 4th city			12	1	1
3. Police Patrol					
Kinshasa Police Mobile Patrol	7	4	4	4	4
Lubumbashi-equipping 24-man force	8	1	1	1	1
Kisangani-equipping 24-man force		8	1	1	1
Bukavu-equipping 24-man force		8	1	1	1
4th city in interior-equipping 24-man force			8	1	1
NP Central Stores ammunition replacement			5		
Replacement Personal Equipment				5	
4. Training					
Kinshasa school - arms & ammo	22	11	11	11	11
Kinshasa school-expansion of plant	5				
Rural Mobile Training Team	2				
Lubumbashi-school-expansion of plant	5				
Lubumbashi school - arms & ammo	21	10	10	10	10
Senior Officers Seminar	2				
Kisangani school - equipping of plant		10			

DOLLAR COMMODITY REQUIREMENTS (Con't)

	71	72	73	74	75
Kisangani school - arms & ammo		21	10	10	10
Bukavu school - equipping of plant		10			
Bukavu school - arms and ammo		21	10	10	10
School at 4th city - equip. of plant			10		
School at 4th city - arms and ammo			21	10	10
5. Civil Disturbance Control - Equipment	5				
6. Marksmanship					
Reloading equipment	5				
(Arms and ammunition are itemized above under training and patrol.)					
Total	340	568	367	203	223

PARTICIPANT TRAINING REQUIREMENTS
(\$000)

	FY				
	71	72	73	74	75
IPA French General Course (20)	52	52	52	52	52
Police Executive Training (2)	3	3	3	3	3
Radio Maintenance Training (5)	33	33	33	33	33
Total	88	88	88	88	88

PSD STAFFING REQUIREMENTS
(\$000)

	<u>71</u>	<u>72</u>	<u>FY 73</u>	<u>74</u>	<u>75</u>
AID Direct Hire	315	315	315	280	280
TDY Personnel	<u>4</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>3</u>
Total	319	318	319	284	283

TCN REQUIREMENTS

	<u>Number</u>	<u>(000Z)</u>
FY 71	11	38.5
FY 72	19	66.5
FY 73	20	70
FY 74	20	70
FY 75	20	<u>70</u>
Total		315

The above figures represent the total planned ~~initial~~ needs for FY 71-75. It is planned that during FY 72 (to be grant funded) sector loans for the commodity element will be negotiated to cover FY 73 and 74 obligations. Studies regarding this and other possible alternate methods of financing will be begun immediately and could result in expansions in the FY 72-75 program, especially in the areas of commodities, local facilities construction and specific project support.

B. PLANNED INPUTS - GDRC

GDRC planned inputs, as reflected by the FY 70 Prolog as well as extensions and modifications encompassing the sub-projects during the life of this PROP, will consist of salaries, uniforms,

administrative and local training costs for all personnel involved. As better police management, budgetary planning, and added government fiscal support come into being, GDRC can be expected to assume an increasing amount of the commodity support. Counterpart funds will be utilized as follows:

	<u>(000Z)</u>
FY 71	410.9
FY 72	489.9
FY 73	428.4
FY 74	252.4
FY 75	<u>225.4</u>
Total	1,807.0

Included in the above table is the cost of the planned local personnel complement of three employees, beginning FY 71, of 2,400 Zaires per year.

Details of GDRC inputs will be found following the description of each sub-project.

III. SETTING AND ENVIRONMENT

Data in connection with setting and environment has been extensively reviewed and analyzed by the OPS Evaluation Team and is presented in their Evaluation Report. The reader is referred to Sections II and III of that paper which cover police history, organization, personnel and budget, and the roles of all elements of the internal security sector.

IV. STRATEGY

The basic objective of the United States in the Congo is the establishment of a unified and viable nation, capable of maintaining

political stability, internal security and a reasonable rate of economic and social development. In order for the objectives of political stability and economic growth to be accomplished, an environment of internal security must be established to provide for more rapid social, economic and political progress. The importance of such an environment cannot be overemphasized, because without the presence of internal security, which implies a minimal measure of law and order, a developing economy cannot hope to attain the state of a unified and economically viable nation. It is apparent that development and security are dependent upon one another. Without security there can be no development and without internal development of at least a minimal degree, order and stability are simply not possible.

In the Congo, the indigenous social threats to internal security are numerous. ~~THE CONGO IS A COUNTRY WHERE THE PEOPLE ARE~~
~~AND AT THE SAME TIME FOR THE GREAT MAJORITY OF THE CONGOLESE PEOPLE~~
~~THIS THERE HAS BEEN LITTLE CHANGE IN THE STANDARD OF LIVING.~~ The housing problem in the metropolitan areas is becoming acute while the crime rate appears to be increasing annually. As life in the crowded, indigent quarters becomes more and more intolerable with rising prices and crowded conditions, the need for desperate men to resort to force and violence will increase. An alert, well-trained National Police is essential to cope with these potentially explosive problems.

It is thus the strategy of the Public Safety project to assist in the development of the Congolese National Police into a body capable of maintaining law and order, both urban and rural, while at

the same time providing an environment conducive to economic and social development.

In order to accomplish the general objectives above, a Public Safety program has been developed including the following basic activity targets;

A. Improving the organizational capacity of the National Police headquarters to deal with its overall problems of administration, budgets, supplies and equipment, facilities and housing, and training; assisting the headquarters in improving adherence to nationally established standards at the provincial level.

B. Improving the training of police through (1) improvements in the formal police school structure, with initial emphasis on the National Police Schools in Kinshasa and Lubumbashi in order to create a competent corps of local instructors, improve course content, provide appropriate training aids, and to improve physical facilities; (2) participant training in the United States of officers for line duty and service in the training schools, communications specialists, and such other specialities as may from time to time be determined; (3) development of seminars and other techniques designed as a form of in-service training for middle and senior officers; and (4) training of operating personnel in the fields of communications, logistics, motor operations and general administration.

C. Improving the logistical capacity of the police through provision of limited equipment of specialized types, plus assistance in improved organization and operation of headquarters logistical

systems and standardization of logistical patterns from headquarters to the detachment level.

D. Within the logistical field, improving the mobility of the police by, at first, concentrating on developing a model motor operation and maintenance facility in Kinshasa and subsequently by selective extension of appropriate vehicle operation and maintenance techniques to other detachments.

E. Developing a nation-wide police communications network and selected local networks, as well as developing the capacity to operate and maintain these networks.

F. Developing a civil disturbance control capability within existing ranks of the NP.

G. Expansion of marksmanship training and creation of an ammunition reloading facility to permit necessary firearms training at minimal cost.

H. Improving of NP public relations activities and development of plans for high-impact public relations programs.

V. COURSE OF ACTION - PLANNED TARGETS AND INPUTS, RESULTS AND OUTPUTS

Each of the sub-projects referred to above are treated separately in this section, inputs being identified as well as activity targets.

Implementation of the activities discussed in connection with each sub-project is predicated upon an augmentation of the Public Safety Division staff. Extension of police patrol activities into selected cities of the interior will require the services of Public Safety Advisors, particularly during the survey and planning phase and when

operations commence. Likewise, reopening of the schools and the establishment of vehicle maintenance facilities will require close monitoring and constant guidance by the PSD.

The present staff of six is the same as that authorized in the early years of the project. The police assistance activity has developed since then from an effort played in low key and kept in low profile to a highly dynamic and direct advisory activity without increase in manpower authorization.

The Country Team agrees with the OPS Evaluation findings that an extended high-impact Public Safety operation is indispensable to the fulfillment of U.S. policy for the Congo and essential to the successful achievement of AID economic and cultural development goals. The staff augmentation necessitated by this extension of activities amounts to the addition of two positions to provide a Generalist Advisor in Katanga Province and a second Training Advisor to meet the heavy demands of the initial and continuous advisory effort in connection with establishment of training schools.

The Generalist will have across-the-board responsibilities in the southeastern region of the country, conducting bilateral surveys, guiding planning, providing continuous advice during the critical initial phases of operations, monitoring use of U.S. procured commodities, presenting training, and related activities. His presence is essential to the success of the activity there.

PSD efforts in regard to training involve the high-impact Rural Mobile Training Team sub-project, the need for training studies and

surveys, the expansion of assistance to the NF school in Kinshasa and extension of the assistance to schools in selected key cities in the interior, Continuous supervision of the Participant Training program is required, as is coordination of training matters with the Provincial and Metropolitan Police Generalist Advisors for Kinshasa and Katanga. Close liaison must be maintained with Belgian counterparts and special ~~xxx~~ training activities in the field coordinated.

This PROP proposes that SPARs submitted to AID/W to create the positions be approved as soon as possible.

The Evaluation Team observed that its recommendation of a staff of eight may be severely austere and based upon future experience may require revision with appropriate additions. During discussions of the Evaluation findings, the Ambassador and other members of the Country Team reviewed the possibility of resident advisor needs in other selected provinces to assure adequate program implementation away from Kinshasa. It was the concensus of opinion during the final review that, should experience indicate the need, consideration should be given to adding a resident advisor for as much as a three-year period in each of the provinces selected for development.

The reader is referred to the Evaluation Report for additional justification of the planned two additional positions.

In view of the required austerity in connection with the ceiling on direct hire positions, the use of TCNs is being explored by the Mission. A Philippine contractor has proposed to provide skilled technicians at an annual cost of approximately \$7,000 per man. Public

Safety project needs for skilled assistance in the areas of vehicle maintenance and communications can be met to a great degree by TCNs who will work directly with the Congolese police technicians, assuming a portion of the workload but at the same time providing on-the-job training. At a minimum cost the degree of project monitoring is thus increased and the scope of project impact broadened.

The number of TCNs required and their post of assignment is indicated in the following sub-sections on Communications and Vehicle Procurement and Maintenance.

A. COMMUNICATIONS

Since the writing of the original PROP sixteen months ago significant progress has been made in the communications sub-project. Training, both in-service and participant, has continued, the nation-wide SSB/CW network and the Kinshasa VHF/FM system have been in continuous operation, additional mobile units have been added to the latter system, installation of the Kinshasa Metropolitan Police Communications Center (at OFITRA) is near, an agreement has been made for temporary and improved quarters in the Linete district of the city for the Kinshasa radio maintenance shop which will soon move into new facilities at OFITRA, plans having been completed and being out for bids. In connection with the nation-wide SSB/CW network, the reader is referred to the original PROP and the OPS Evaluation Report for a detailed discussion of the system. The rationale of such a network is simple; it is to provide communications between the provincial police detachments and major population centers to enable the police to have national

emergency communications which is not possible through existing PTT facilities, nor will be for some time to come. In addition, fixed point communications are focused directly at police problems in rural areas such as border crossing, with particular reference to smuggling, subversive infiltration and potential problems with hostile neighbors.

This PROP assumes continuation of these activities and proposes the following in accord with recommendations made in the OPS Evaluation: A change-over from low band to high band VHF/FM equipment in Kinshasa in FY 71; expansion of the VHF/FM system in Lubumbashi in support of the police patrol unit there in FY 71; installation of similar systems in Kisangani and Bukavu in FY 72 and in other key cities in the interior in the following years, subject to further consideration; continued moderate expansion of the SSB/CW network.

The reader is referred to the original PROP and the OPS Evaluation Report for background data for all the on-going communications activities.

1. VHF/FM Changeover in Kinshasa

Technical considerations require that the existing VHF/FM network in Kinshasa be changed over from a low-band mode of operation to high-band. Considerations include the lack of availability of manufacturers spare parts for out-dated low-band equipment and compatibility with currently manufactured communications items.

The changeover involves 50 mobile units and the 15 base stations located throughout the city. Radios removed from operation during the changeover will be renovated and repaired where necessary

and temporarily stocked for a shipment for installation in selected key cities in the interior. The total cost of the changeover is estimated at \$95,000.

Plans for the changeover have been developed by the Public Safety Communications Advisor with his National Police counterpart and will be put into effect immediately upon receipt of the new high-band equipment. Provision has been made to permit uninterrupted operations during the period of the changeover which should not exceed 180 days.

The Public Safety Advisor for communications will have an operational responsibility in this activity but the National Police technicians will accomplish the majority of the technical work.

2. Expansion of VHF/FM networks in Key Cities in the Interior

This PROP proposes that the existing VHF/FM in Lubumbashi be renovated and expanded in FY 71 to support the installation of police mobile patrols at the same time. Vehicle procurement will be phased to allow installation of radios immediately when each patrol vehicle is placed in service. 17 mobile units will be employed and 10 base stations will be installed in the Metropolitan Headquarters and the two Commissariat Headquarters.

The objective of this activity is to provide required communications between patrol units and the communications base station in Lubumbashi. Experience gained in Kinshasa in connection with radio control of the Kinshasa police mobile patrols will be capital-

ized upon in the Lubumbashi operation.

The cost of the installation of the mobile patrols and base stations will be \$37,300.

National Police technical personnel will have primary responsibility for installation of this system. Technicians presently in training in Kinshasa will have achieved sufficient skill level by that date to work with minimum supervision by the Public Safety Communications Advisor.

Installation of a similar system in Kisangani and in Bukavu is proposed for FY 72. Low-band VHF/FM equipment released from use in Kinshasa as a result of the low-band/high-band changeover will be installed to provide adequate communication. Cost of this installation will be minimal, involving only the stocking of spare parts, equipping of a maintenance center and provision of tools for the technicians.

The Bukavu installation will require purchase of high-band equipment for installation in the 12 vehicle patrol units and 3 police patrol boats. Base stations will be installed in Commissariat Headquarters and the Metropolitan communications center. The total cost of the Bukavu installation will be \$30,000.

As in the case of the Lubumbashi installation, National Police technicians will install all radio equipment on a scheduled time to coincide with the arrival of patrol vehicles and graduation of police patrol personnel from training. It should be noted that re-opening of the National Police schools in each of these cities is

time-phased to occur just prior to installation of the patrol activity so that personnel will be ready to take over their assigned tasks as soon as the equipment is ready for use.

Installation of a VHF/FM network will be made in a fourth city in the interior in FY 73, and in subsequent years in other key cities. These installations are subject to further negotiations with the GDRC and reassessment of sub-project goals in future months.

The level of output of the communications activity has been satisfactory during the last 18 months. Continuation of the sub-project is, of course, predicated upon improvement of this rate of output and there is no indication that it will do anything but increase as the number of trained Congolese becomes greater.

The Public Safety Communications Advisor will continue to work closely with GDRC in planning activities. His operational responsibility will decrease during the period FY 74-75 as Congolese assume greater staff supervisory roles. U.S. inputs will continue to consist of the furnishing of technical advice, the providing of U.S.-manufactured radio equipment and tools, training, both participant and in-service, and the provision of TCNs according to the following schedule:

	<u>71</u>	<u>72</u>	<u>FY</u> <u>73</u>	<u>74</u>	<u>75</u>
Kinshasa	6	4	2	2	2
Lubumbashi	2	2	2	2	2
Kisangani	--	2	2	2	2
Bukavu	--	2	2	2	2
4th city in interior	--	--	2	2	2
Total	8	10	10	10	10

Proposed inputs to the communications sub-project are summarized as follows:

	<u>(\$000)</u>	<u>Counterpart</u> <u>(000\$)</u>
FY 71	136.1	15.0
FY 72	83.0	10.0
FY 73	47.0	10.0
FY 74	42.7	8.0
FY 75	1.5	6.0
Total	310.3	49.0

Communications participant training costs and vehicle purchase and maintenance are included in this PROP as part of those sub-projects.

GDRC Inputs

In addition to the counterpart contribution listed above, the GDRC will continue to provide adequate manpower, budgetary support for salaries and the cost of in-country training and plant facilities

to house installation. Nine National Police personnel have been, and are being, trained in control center operations and 144 in the proper operation of patrol vehicle communications equipment. Former communications participants, now totalling 13, are taking increasingly greater responsibilities in the maintenance of all radio stations. Likewise the National Police Inspector responsible for communications activities is assuming greater responsibilities commensurate with his developing capabilities.

The estimated dollar cost for police salaries, housing and uniforms for those assigned in this activity area, is equivalent to approximately \$33,000 per year.

To date, 89 radio operators have been trained in country, and are now operating the countrywide police radio system. An additional 27 are in training at present. A new operators class of 25 students will begin August of CY 70. This training will continue until approximately 150 to 180 radio operators are in position. Estimated support costs for those now on the payroll is approximately \$48,000 per year. 13 radio maintenance men have been trained and are now maintaining radio equipment not only in Kinshasa but in the interior at an estimated cost of \$20,000 per year, which not only includes the normal support costs, but also travel expenses and per diem. The total anticipated cost to the GDRC including spares will be somewhere in the magnitude of \$100,000 per year for communications.

The question of the source of manpower will be the subject of considerable bilateral thought and planning. It is, admittedly, difficult

to find personnel in the NP ranks with sufficient academic background and developed aptitude for technical training. What is more, when trained the technician is tempted by opportunities more lucrative than his police job with its low salary. However, these two factors have been faced and overcome in many other AID countries and there is every reason to believe they can be resolved in the Congo as well. Completion of the communications sub-project will occur when the systems and procedures now being instituted can be carried forward by NP personnel, independent of continuous outside technical advice. Experience indicates it takes four to five years to produce a technician in this scientific discipline who is capable of operating on his own.

B. VEHICLE PROCUREMENT AND MAINTENANCE

As mentioned above, the overall objective of the sub-project is to establish a vehicle preventive maintenance and repair program within National Police capable of supporting a well-planned complement of vehicles to support police operation, to establish an adequate repair facility, to provide training of personnel at their respective levels from administrators of the plan to mechanics in the garage, and to coordinate procurement of vehicles.

Activities directed at the accomplishment of this objective described in the original PROP and discussed at length in the OPS Evaluation are summarized as follows:

1. Establishment of a National Police Garage Facility in Kinshasa:

Construction should begin soon at Camp Lufungula and in

the meantime National Police mechanics at the UN garage are currently meeting a preventive maintenance schedule and accomplishing all necessary repairs for Kinshasa operations.

2. Training:

Mechanics training at the UN garage has been expanded to a full year's program and twenty additional NP personnel will soon be transferred into this training. The Belgian-sponsored program of training of mechanics' supervisors in Brussels continues: the next group of trainees to be selected soon. The Congolese Commissaire presently being trained as shop supervisor has been assigned increased responsibility and the mechanics themselves are beginning to develop their analytical abilities. It is noted here that one of the milestones which must be passed prior to successful completion of the sub-project has to do with ability of supervisors and mechanics to work without constant guidance. Experience indicates that it takes four to five years to produce an officer who is capable of operating on his own.

3. Rebuilding of Vehicles Deadlined prior to September 1968:

This has virtually been completed. The 16 Jeeps produced from 25 carcasses and one tow truck rebuilt by NP mechanic trainees represent a significant dollar saving in that these vehicles have served in lieu of new ones.

4. Driver Training:

This program continues and will be in effect indefinitely.

Costs of these on-going activities are tabulated below.

In accord with recommendations made in the OPS Evaluation, this PROP proposes extension of the NP vehicles support sub-project into key cities of the interior beginning with Lubumbashi in FY 71 and Kisangani and Bukavu in FY 72. Additional installations in the following years will be the subject of negotiations with the GDRC.

The results to be obtained in this expansion to the interior include the establishment of a garage facility in each of the selected cities, staffing of the garage, procurement of a sufficient number of vehicles to support patrol and training projects which will commence concurrently, establishment of preventive maintenance and repair operations to eliminate deadlining as has been accomplished in Kinshasa, and improvement of driver skills in regard to maintenance and operation of vehicles.

The sub-project will be complete when the vehicle repair and replacement program in each city becomes viable and supervisors become sufficiently skilled for independent decision-making. It is estimated that this stage will be reached in four to five years.

Alternate solutions to the problem of vehicle maintenance include the contracting out of repair work to private garages or reliance upon other branches of GDRC to provide needed services. The former is a very expensive alternative which provides innumerable opportunities for diversion of funds and parts. The latter has been

studied and also rejected as a possible option for a variety of reasons including the lack of appropriate systems in any GDRC agency to handle the number of vehicles involved, lack of trained personnel, equipment, tools and spare parts, and the lack of budgetary support.

It is intended to procure at the indicated dollar cost the following vehicles for each city on a time-phased basis:

<u>QUANTITY</u>	<u>TYPE</u>	<u>\$000</u>
15	Police sedans, for patrol and supervisory activities	36
1	Pick-up truck, for assignment to the NP school	4
1	Bus, also for assignment to the NP school	16
1	Tow truck	9
	Spare parts for the above	7
	Total	72

Additionally, three boats will be purchased to support planned police patrol operations in Bukavu at a total cost, including spare parts, of \$84,000.

Cost to renovate existing structures to house garage facilities (as in Lubumbashi), or for new construction (as in Kisangani and Bukavu), will be paid in counterpart and are planned not to exceed 40,000 Zaires per city. The cost of tools and repair equipment will amount to \$15,000 per garage with the exception of the Bukavu facility which will require an additional \$5,000 expenditure for marine engine maintenance tools.

Installation of each new facility will occur in three phases. Survey, construction, staffing and equipping. Initial planning and field surveys are being conducted bilaterally by the Public Safety Vehicle Maintenance Advisor and personnel of the NP Logistics Directorate. Procurement of tools and equipment, vehicles and spare parts is time-phased and coordinated with the institution of patrol activities and school plant development. Personnel in training at the NP garage facility in Kinshasa will graduate and be assigned to each garage just prior to completion of construction. Installation of equipment and work procedures will be governed by standard operating procedures now being developed by NP with USAID/PSD guidance.

Proposed inputs to the vehicle maintenance and procurement sub-project are summarized as follows: (Note that acquisition cost of vehicles and spare parts to support other sub-projects such as patrol and training are included here.)

		<u>(\$000)</u>	<u>Counterpart (000Z)</u>
FY 71	Vehicles and spare parts	105	
	Garage construction		40
	Tools and Equipment	16.5	
	Support of operations		80
FY 72	Vehicles and spare parts	263	
	Boats and spare parts	84	
	Garage construction		80
	Tools and Equipment	34	
	Support of Operation		100

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	<u>(\$000)</u>	<u>Counterpart (0002)</u>
FY 73 Vehicles and spare parts	212	
Garage Construction		40
Tools and Equipment	14.1	
Support of Operations		175
FY 74 Vehicles and spare parts	89	
Tools and Equipment	5.5	
Support of Operations		160
FY 75 Vehicles and spare parts	154.5	
Tools and Equipment	5.7	
Support of Operations		135
Total	983.3	810

TCNs will be employed beginning FY 71 and assigned as

follows:

	<u>71</u>	<u>72</u>	<u>73</u>	<u>74</u>	<u>75</u>
Kinshasa	2	2	2	2	2
Lubumbashi	1	1	1	1	1
Kisangani	--	2	2	2	2
Bukavu (auto)	--	2	2	2	2
Bukavu (marine)	--	2	2	2	2
4th city in interior	--	--	1	1	1
Total	3	9	10	10	10

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GDRC Inputs:

The GDRC counterpart contribution is listed above.

The current staff at the NP motor vehicle maintenance facility consists of 48 mechanics. This will build up to a required total of 85 mechanical specialists and clerical personnel and supervisors.

This will call for salary inputs in CY 71 of approximately 70,000 Zaires per year. In addition to those mechanics now in training at the NP garage facility, the balance of the required mechanical staff will be trained in one-year increments, which training should terminate in mid-CY 71.

The NP is now developing the capability to project spare parts requirements for their vehicles and within the foreseeable future will administer their own program. The GDRC procurement of spare parts, while certainly an objective, is not yet feasible because of, among other factors, unreasonably high costs and administrative difficulties.

The NP has recently acquired an ambulance and a small panel truck at an estimated cost of 3,000 Zaires each to help them increase mobility and support traffic patrol operations in Kinshasa.

C. POLICE PATROL

Proposals made in the original PROP in connection with a mobile patrol in Kinshasa have been to a great degree implemented with the result that the city now has a police patrol which is building an excellent reputation. The last class of patrolmen will complete

training^{soon} Thirty-eight project and patrol vehicles are now in service of which thirteen are radio equipped. The balance of the total project vehicles are in transit from the U.S. The "Brigade Mobile" has the capability of, and operates on, a 24-hour service basis. Confidence is quite obviously good within the group of personnel assigned to the Brigade Mobile.

The OPS Evaluation praised the Kinshasa operation, recommended its continuation and recommended as well the establishment of similar operations in key cities of the interior. The planned result of this sub-project is the creation of a patrol force capable of employing modern and universally accepted law enforcement methods. One essential element of such a patrol operation is adequate mobility provided by radio-equipped motor vehicles. Improvement of police mobility is a modern principal of law enforcement around the world and improvement of mobility has long since been established as a professional approach to resolving a basic police problem, that is, how to increase the area the patrolman can cover without reducing his effectiveness. This problem must be faced in the Congo. In addition, the types of crime occurring in the provinces involve, among other things, armed bandits utilizing vehicles to leave the crime scene, a circumstance with which foot patrols cannot possible cope.

This is not to say that the motor vehicle patrols will replace foot patrols, but they are part of an overall plan of development of any modern police force. A second factor involves communi-

cations: a radio-equipped vehicle is an essential part of a patrol operation. In Kinshasa, where there are already 800 foot patrolmen, there is an inadequate number of telephones to provide contact between the policeman and his headquarters. A police telephone (callbox) system, in operation in some cities before radio was developed, would be economically unfeasible. Likewise, to provide portable radio communications to all of the foot patrols would be expensive (about \$300 a set) and would create a maintenance problem beyond the planned capability of the Congolese police.

Accordingly this PROP proposes establishment of a police patrol operation similar to the Kinshasa police mobile patrol in Lubumbashi in FY 71, Kisangani and Bukavu in FY 72 and a fourth key city in the interior in 1973. Installations in other cities will be the subject of future discussions with GDRC.

Development of the patrol operations will take place in three phases; survey and preparation of standard operating procedures, construction of necessary facilities, staffing and equipping. Experience gained in the Kinshasa operation will be put to good use in the installations in the interior. The Public Safety Generalist will work closely with NP personnel presently learning supervisory techniques in the Brigade Mobile to establish each force. It is envisioned that the training course currently being used for Brigade Mobile patrolmen will be used with little change in the training of other patrol forces.

Personal equipment and vehicles will be dollar-funded and construction costs paid for in counterpart. Continuous operating expenses, including salaries and other associated costs, will be met by GDRC. U.S. inputs will be as follows:

	(\$000)	Counterpart (000Z)
FY 71 Practice revolver ammunition for Kinshasa Brigade Mobile	7.2	
Facility construction and equip- ment - Lubumbashi	7.9	30
FY 72 Practice revolver ammunition - Kinshasa and Lubumbashi*	4.2	
Facility construction and equip- ment - Kisangani	7.9	30
same, in Bukavu	7.9	30
FY 73 Practice revolver ammunition - Kisangani and Bukavu*	5.4	
Facility construction and equip- ment - 4th city in interior	7.9	30
Replenishment of shotgun ammuni- tion and tear gas stock in 5 cities.	5	
FY 74 Practice revolver ammunition - 5 cities	6	
Replacement of personal equip- ment - 5 cities	5	
FY 75 Practice revolver ammunition - 5 cities*	6	
Total	70.4	120

*Cost of ammunition is reduced to 50% through reloading which will commence in FY 72.

Note that the cost of patrol vehicles, spare parts and repair and maintenance appears in the section entitled Vehicle Procurement and Maintenance. Fifteen patrol/vehicles and one truck will be procured in support of patrol operations in each of the selected cities.

GDRC Inputs

The GDRC Counterpart Contribution is listed above.

The major support item for the patrol sub-projects is directly related to vehicle support. POL for CY 71, for example, is estimated to cost 42,000 Zaires for the Kinshasa and Lubumbashi operations. The maintenance of these vehicles will be largely supported by counterpart funds, at least until the GDRC budget allocation can be developed and the capability for spare parts procurement and fleet and garage operations created.

Police salaries, uniforms and support for the personnel involved in the Kinshasa operation alone will amount to approximately 91,000 Zaires in CY 71. This cost in other cities will be proportional to the size of the force.

D. TRAINING

As set out in the original PROP, the principal objectives of the training sub-project have been establishment of Rural Mobile Training Teams, coordination of participant training activities, provision of assistance to the National Police School (Matete) in Kinshasa and the designing of future training for National Police staff officers.

Progress since the acceptance of the original PROP has been significant in all four of these activity areas. The Rural Training

Teams have been completely trained and installation of the teams in the interior is on schedule. It should be noted here that a complete instructor cadre for RMTT was developed from National Police manpower resources without depleting the number of instructors available for the National Police schools. Final commitments in connection with instructor assignments have been made and the activity has been in successful operation since November 1969.

Participant training activities likewise are continuing successfully. USAID/PSD has filled its quota in the case of each French General Course enrollment and Executive Participant Training is proceeding at the fastest possible rate. English language training for IPA Senior Course participants is a recognized need and counterpart is being programmed for this purpose. Increase in per diem rates authorized by AID/W have necessitated an upward adjustment of planned costs of participant training as reflected in the table on page 14. The Public Safety Training Advisor and, indeed, all of the Public Safety staff, has worked with the 3rd Directorate in developing the National Police school in Kinshasa at Matete. Modest improvements of the physical plant have been made, guidance has been provided in the improvement of curricula, and classroom instruction has been provided. The school is presently operating near its capacity. Major space requirements are being made by the Recruit Officers Training, Kinshasa Police Mobile Brigade classes and radio operator training.

Considerable planning has been done in connection with the Senior Officers Seminar to be instituted at the Belgian training

center in Thysville in the first quarter of FY 71 and the Junior Officers Training Courses, to begin at Matete in Kinshasa early in FY 71. In connection with the latter, GDRC has done a good deal of independent planning which will be the subject of discussions in the future with the National Police. Much enthusiasm has been expressed by the VMOI and NP Command personnel in conjunction with this training which will certainly be a key factor in the improvement of administrative capabilities within the National Police.

In FY 71 it is planned to continue all of the above activities and in addition to increase support of all NP schools, and to implement plans for the National Junior and Senior Officers Seminars.

The objective of the expansion of the National Police Schools is to provide recruit and in-service training in support of the 20,000-man force. The schools will be re-established on a time-phase basis in accord with priorities established jointly by the USAID and GDRC. Thus the NP school at Lubumbashi (Kasapa) will be renovated and the physical plant and curriculum expanded in FY 71. Kasapa was reopened on 13 May 1970 as a recruit training center with 205 students. Schools in Kisangani and Bukavu will be rebuilt and reopened in FY 72; a National Police school in a 4th city in the interior will be built and opened in FY 74. The capacity of these schools will vary but in general will not exceed 400. Multiples of this number represents the total trainees completing training each year, depending on the lengths of each of the planned courses.

An important element of the training in all of the police

schools is familiarization with the use of firearms and sufficient practice in the use of the police revolver to assure that all patrolmen employ their weapons in an acceptable manner. It is noted here that firearms training is now provided to all candidates for participant training at the International Police Academy in accord with recommendations made in the OPS Evaluation and by the Academy itself. Costs of the procurement of a limited number of revolvers for controlled use at the National Police schools and for the procurement of training ammunition is indicated below. A reloading capability to be established in FY 72 will reduce the cost of ammunition by 50%.

Alternate solutions to the very critical problem of providing police training simply do not exist. It was not until intensive effort was made on the part of the USAID that training activities within National Police began to be augmented. The need for training of National Police personnel at all levels is undoubtedly the most serious deficiency within the National Police. Training provided by the INPT operation and the NP schools is the minimum which will be required to raise standards within the National Police.

In connection with the Senior Officers Seminar at Thysville, the format of the week-long program has been established, inputs identified, curriculum planned, and training schedules tentatively set. Attendance at each Seminar session will be limited to 20 ranking NP staff officers. The group will be divided into four workshops, two to be counseled on a full time basis by Public Safety Advisors and two by Belgian police advisors. In the initial year of operation

of the Seminar the top 80 commanders within the NP will have participated and in subsequent years will repeat the seminar, different subjects being treated each year.

Dollar funded commodities to support these activities are as follows:

	(\$000)*	Counterpart (000Z)
FY 71 Expansion of facilities of NP school in Kinshasa	5	
Support of Rural Mobile Training Teams	2	
Practice revolver and Ammunition for predepar- ture training of partici- pants and for Kinshasa school	22	
Establishment and support of officers seminars	2	4
Expansion of facilities of NP school in Lubumbashi	5	165
Practice revolvers and ammunition for Lubumbashi school	21	
FY 72 Practice ammunition for Kinshasa school and participant training**	10.5	
Practice ammunition for Lubumbashi school**	10	

* See Table on page 11 for participant training costs.

** The cost of ammunition is reduced 50% as a result of reloading beginning in FY 72.

	(\$000)	Counterpart (000Z)
FY 72 Establishment of facilities (Cont) of NP school in Kisangani	10	65
Practice revolvers and ammunition for Kisangani school	21	
Establishment of facilities of NP school in Bukavu	10	80
Practice revolvers and ammunition for Bukavu school	21	
Support of officers seminars		4
FY 73 Practice ammunition for: NP school in Kinshasa and participant training*	10.5	
NP school in Lubumbashi*	10	
NP school in Kisangani*	10	
NP school in Bukavu*	10	
Establishment of facilities of NP school in 4th city in interior	10	75
Practice revolvers and ammunition for the school in the 4th city	21	
Support of officers seminar		4
FY 74 Practice ammunition for: NP school in Kinshasa and participant training*	10.5	
NP school in Lubumbashi*	10	
NP school in Kisangani*	10	
NP school in Bukavu*	10	
NP school in 4th city*	10	

*See table on page 11 for participant training costs.

	<u>(\$000)</u>	<u>Counterpart (000Z)</u>
FY 74 Support of officers seminars (Cont)		4
FY 75 Practice ammunition (as listed for FY 74, above Support of Officers seminars	50.5	4
Total	312.0	405

GDRC Inputs:

In addition to the counterpart funds listed in the above Table, GDRC is providing, and will continue to provide, substantial support in the form of salaries of instructors and trainees, uniforms and the cost of personal equipment, POL and operational costs in connection with field ~~ex~~ activities of the RMTT.

E. CIVIL DISTURBANCE CONTROL (CDC)

The reader is referred to the OPS Evaluation Report for a discussion of the justification and the details of the planned Civil Disturbance Control support activity. It is noted that training and operations in regard to crowd control are not new in the Congo and that a rudimentary nucleus for the proposed CDC contingent presently exists in country within the ranks of the NP.

The objective of the activity will be to develop contingency plans for CDC operations, to develop standard operating procedures and tables of organization and equipment for the unit, and to identify and then train an adequate number of NP personnel for the unit.

Completion of the sub-project will occur when the CDC ~~ex~~ capability of National Police becomes viable and sufficient to meet

situations up to levels of disturbance at which the military must step in. This capability will develop quite rapidly but only by virtue of intensive planning and training efforts on the part of the Public Safety Division.

An alternative solution to the problem of Civil Disturbance Control is the employment of military forces in violation of the concept of the police as the first line of defense. In riot situations, the use of military forces may result in over-reaction and undesirable results. It should be kept in mind that development of CDC capability in a national police organization is accepted in the free countries of the world as a proper and common arrangement.

The sub-project will be carried out in three phases: planning, staffing and equipping, training. Planning will be done bilaterally and will result in a written document encompassing OPS recommendations in connection with organization and equipment. Staffing will be accomplished with the guidance of PSD, drawing upon the ranks of existing personnel in the National Police. A significant portion of the required equipment can be procured in country using counterpart and the remainder will be dollar financed. Instruction will be given by an OPS/TDY specialist. Prior to his arrival the unit will have been completely planned, organized, staffed and equipped to make maximum use of his services, which will require approximately 60 days of work. The cost of the TDY is reflected in the Table on page 12.

Costs of this sub-project are planned as follows:

	(\$000)	Counterpart (000\$)
FY 71 Equipment and facilities to establish CDC unit	5	15
FY 72 Support of Operation of unit		1
FY 73 Support of Operation of unit		1
Total	5	17

GDRC Inputs:

In addition to the Counterpart Contribution listed above, the National Police will provide the personnel required to make up the CDC unit and will provide all necessary POL. A portion of much of the required equipment will be made locally, using counterpart as indicated above. One of the primary objectives of the training phase sub-project will be to develop a core of Congolese instructors capable of continuing the training indefinitely and of initiating similar units in key cities in the interior should the need arise. The services of these instructors will be required for several years and their salary, uniform and equipment costs will be paid for by GDRC. Transportation costs will likewise be met through NP budget allocations.

F. MARKSMANSHIP

As mentioned in an earlier section of this PROP, except for that being conducted for the Kinshasa Police Brigade Mobile and a very limited effort in the Recruit Officers Training course at Matete,

there is virtually no marksmanship training being given by the NP. The OPS Evaluation found that the number and type of weapons used by the NP is wholly inadequate and discussed the need for training as at length. The Evaluation Report contains recommendations which will be implemented in the sub-project proposed in this PROP.

The result of this sub-project will be the creation within NP of an appropriate policy governing the acquisition, maintenance and use of firearms. The future purchase of the standard .38 caliber police revolver is envisioned to be made by GDRC and initial purchase of small numbers of weapons and an adequate supply of training ammunition will be dollar funded. A modern program of firearms training, using methods accepted throughout the world, will be instituted at each of the police schools coincident with their establishment in the selected key cities and the establishment of patrol operations in those locations. Lastly, the sub-project will result in a capability on the part of the NP to reload their own practice ammunition as well as the small quantity used in accord with the National Police firearms policy.

During the life of the project it is expected that all NP personnel will be acquainted with this policy, but that a selected group be trained in the use of the revolver. Arms have been provided to members of the Kinshasa Police Brigade Mobile and as a result of strict control measures no violations of good practices have occurred in the nine months during which the patrolmen have been armed. It is planned to provide members of the patrol forces in each of the

selected key cities with issued weapons and to maintain a small stock of revolvers at each school for training purposes. One of the uses of the revolvers provided to the NP school in Kinshasa is training of participants prior to their departure for work at the International Police Academy. This is in accord with recommendations made by the OPS Evaluation Team and the IPA.

Alternative methods of training NP personnel in the proper use of the police revolver are essentially non-existent. Military forces employ automatic weapons of a larger caliber and do not place sufficient emphasis on a policy which guides the policeman as to when or when not to use a revolver. Nor do firearms training activities conducted by the military demand the standard of accuracy required for police personnel.

Establishment of marksmanship training activities at each of the NP schools to be reopened will proceed just as the marksmanship training activities for the Kinshasa Police Brigade Mobile was conducted. Direct supervision and intensive training on the part of the Public Safety Advisors concerned will be slowly replaced by instruction on the part of Congolese instructors as their schools develop. It should be noted that significant portions of the Brigade Mobile training in marksmanship will be given by police instructors during FY 71.

The cost of training ammunition is such that reloading by National Police of their own ammunition is a necessity. The investment of \$5,000 for procurement of reloading equipment and for the cost of a TDY expert in reloading, to be provided by OPS/W, is small compared

to the saving of dollars and Zaires. The equipment will be procured during FY 71 from U.S. sources and in FY 72, when the equipment is in country and ready for installation and when the amount of expended cartridges reaches an adequate number, the TOY advisor will arrive. His objective will be to install the facility, train NP personnel in the proper use of the equipment and to supervise reloading operations for an adequate period to assure that the work is being done properly. It is estimated that he can accomplish this in 30 to 45 days at a cost of \$2,500.

The cost of weapons and training ammunition is ~~not~~ listed in the training section of this PROP. It should be noted that this cost will be reduced 50% as a result of reloading and the first saving will occur in FY 72 in the amount of \$24,700; in FY 73 the saving will ~~be \$45,900~~ be \$45,900.

GDRC Inputs:

The GDRC will provide NP personnel as instructors in the training program at each of the NP schools. In addition, they will contribute manpower necessary to conduct the reloading operation and as expansion of the NP budget occurs, will procure increasingly larger amounts of the supplies necessary for reloading. The National Police will provide land area of appropriate terrain for use as outdoor training ranges and will be fully responsible for maintenance of these ranges after initial installation, which will be paid for in counterpart. The initial cost to establish the ranges is included in the Zaire amount

listed in the training section of this PROP as part of the cost to establish each school. The range in Kinshasa has already been constructed and is operational.

G. POLICE OFFICE FACILITIES

Reference is made to the OPS Evaluation Report for a discussion of the problem of construction of police office facilities. The key factor in this problem, as noted in the Report, is the lack of necessary planning. Therefore the objective of this sub-project will be to provide close and continuous guidance to NP for the next several years in order that they might develop detailed written plans governing establishment and maintenance of facilities. This will include construction and repair of office space, training plants, and in some cases, housing for police families, as well as assisting in financial arrangements.

The USG support of police construction is detailed in the listing of cost in connection with the establishment of NP schools and the establishment of patrol operations in selected cities within the interior.

This sub-project will be complete when the plan proposed above is accepted by GDRC and put into effect. GDRC contribution involves the formulation of their own plan and the provision of budget support to implement it.

H. POLICE PUBLIC RELATIONS

Again reference is made to the OPS Evaluation Report for the Team's recommendations in connection with the NP Public Relations

activity. Its objective is to build confidence within the Congolese public in its National Police and to gain their support. Naturally this increase in confidence results mainly from improvement of the public image of the police as a result of their improving performance. At the same time, a formal and planned program of public relations is required: modern police administration principles place great emphasis on such a program. The present NP organization includes a Public Relations unit whose capacity to embark upon the needed activities is limited. It is, therefore, the objective of this sub-project to assist NP to develop this capacity and at the same time to develop a long-range plan for public relations projects throughout the country. USAID/PSD contribution will, in the main, amount to advisory support, particularly during the initial months of development. The sub-project will be complete when a written plan exists which is being implemented fully. GDRC contribution will amount to the provision of budgetary support for all programs, provision of an expanded Public Relations staff, and the facilitating at the Ministry level of planned programs.

I. GENERAL

While the focus of the USAID/PSD effort is directed towards high impact projects, the Mission can and should give limited technical advice and modest commodity support to other police problems in order to contribute to the desirable, and essential, totally integrated police operations. All police matters are interdependent and must receive attention in one form or another. However, Belgian

technical assistance must of necessity be depended upon for a major part of the lower priority sectors.

J. THIRD-COUNTRY AND UNITED NATIONS ASSISTANCE

1. Belgians:

Twenty Belgian Police Advisors returned to the Congo during the summer of 1968. The senior officer, Inspector General Soete, is the personal advisor to the Vice-Minister of Interior.

At the National Headquarters, a Belgian is in charge of the Training Directorate, a second Belgian is in charge of the Budget and a third is in command position in the Legislative and Planning Directorate, making a total of four at the national level.

Four Advisors are assigned to the Kinshasa Metropolitan Police and five as instructors and administrators at the Matete Training School.

In the provinces, three are assigned to Lubumbashi, one of whom is the controller. One advisor each is assigned to Mbandaka, Bukavu, Luluabourg and Matudi. There are no other non-U.S. foreign nationals as advisors to the National Police.

Early in 1969 the Belgian Mission indicated that a strong and well justified request from the MOI would result in increased Belgian advisory participation. However, the Deputy Chief of the Belgian Economic Mission, one of whose major responsibilities is the police effort, told the Evaluation Team that he had just returned from Brussels, and the present position indicates no additional police advisors are contemplated for the Congo.

2. United Nations

There is no further advisory effort by the United Nations for the National Police and none is contemplated, as explained in the Evaluation of 1967. However, the UN has been a key and vital factor in development of the mechanical capability of the National Police. A problem does present itself, however, in this regard. It is reported to the Team that the owner of the current UN garage wants his property back upon termination of the lease on 30 June 1970. There are provisions in the UN/GDRC agreement that would permit the government to arbitrarily extend its lease. Formal representations have been made by the UN towards this end. UN officials have indicated that they will be willing to discuss some sort of compromise in order to continue the use of the garage, since the National Police garage at Lufungula will not be ready for occupancy at the earliest before 1 January 1971.

RECAPITULATION OF DOLLAR AND COUNTERPART INPUTSFY 71

	<u>(\$000)</u>	<u>Counterpart (000\$)</u>
<u>Staffing</u>		
AID Direct Hire	315	
TDY Personnel	4	
TCN Personnel		38.5
Local Personnel		2.4
<u>Participant Training</u>	87.7	
<u>Sub-Projects</u>		
Communications	136.1	15
Vehicle Procurement & Maintenance	121.5	120
Police Patrol	15.1	30
Training	57	169
Civil Disturbance Control	5	15
Marksmanship	5	
Police Office Facilities	--	--
Police Public Relations	--	--
<u>Other</u>		
English language training for IPA Senior Course participants		5
Support of Logistics/supply operations		1
Administration of Project		15
Total	746.4	410.9

RECAPITULATION OF DOLLAR AND COUNTERPART INPUTS

FY 72

	<u>(\$000)</u>	<u>Counterpart (000z)</u>
<u>Staffing</u>		
AID Direct Hire	315	
TDY Personnel	2.5	
TCN Personnel		66.5
Local Personnel		2.4
<u>Participant Training</u>	87.7	
<u>Sub-Projects</u>		
Communications	83.0	10
Vehicle Procurement & Maintenance	381	180
Police Patrol	20	60
Training	82.5	149
Civil Disturbance Control		1
<u>Other</u>		
English language training for IPA Senior Course Participants		5
Support of Logistics/supply operations		1
Administration of Projects		15
Total	971.7	489.9

RECAPITULATION OF DOLLAR AND COUNTERPART INPUTSFY 73

	<u>(\$000)</u>	<u>Counterpart (000Z)</u>
<u>Staffing</u>		
AID Direct Hire	315	
TDY Personnel	4	
TCN Personnel		70
Local Personnel		2.4
<u>Participant Training</u>	87.7	
<u>Sub-Projects</u>		
Communications	47.0	10
Vehicle Proc urement & Maintenance	217.1	215
Police Patrol	18.3	30
Training	71.5	79
Civil Disturbance Control		1
<u>Other</u>		
English language training for IPA Senior Course participants		5
Support of Logistics/supply operations		1
Administration of Project		15
	<hr/>	
Total	760.6	428.4

RECAPITULATION OF DOLLAR AND COUNTERPART FUNDSFY 74

	<u>(\$000)</u>	<u>Counterpart (000Z)</u>
<u>Staffing</u>		
Aid Direct Hire	280	
TDY Personnel	4	
TCN Personnel		70
Local Personnel		2.4
<u>Participant Training</u>	87.7	
<u>Sub-Projects</u>		
Communications	42.7	8
Vehicle Procurement & Maintenance	94.5	160
Police Patrol	11	
Training	50.5	4
<u>Other</u>		
English language training for IPA Senior Course participants		5
Support of Logistics/supply operations		2
Administration of Project		1
	<hr/>	
Total	570.4	252.4

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RECAPITULATION OF DOLLAR AND COUNTERPART INPUTSFY 75

	<u>(\$000)</u>	<u>Counterpart (000Z)</u>
<u>Staffing</u>		
AID Direct Hire	280	
TDY Personnel	3	
TCN Personnel		70
Local Personnel		2.4
<u>Participant Training</u>	87.7	
<u>Sub-Projects</u>		
Communications	1.5	6
Vehicle Procurement & Maintenance	160.2	135
Police Patrol	6	
Training	50.5	4
<u>Other</u>		
English language training for IPA Senior Course participants		5
Administration of Project		3
Total	588.9	225.4

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DEPARTMENT OF STATE

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FROM - KINSHASA

SUBJECT - Additional PROP Information - Public Safety

REFERENCE - STATE 102459

Attached are Annexes I through V of Public Safety PROP dated 18 May 1970. Annex numbers correspond to paragraph numbers in ref tel and are submitted in response to questions raised therein. Annex VI is classified and will follow.

Expedited authorization of the two additional Direct-Hire positions is requested. Arrival of both at post in second quarter FY 71 is essential to implementation of scheduled activity starts.

Early authorization of TCM proposal is also necessary in support of Vehicle and Communications sub-project schedules. Arrival of first stage of eleven should be NLT third quarter FY 71.

OTHER AGENCY

COM
DOD
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VANCE

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DRAFTED BY RSD/Cleister:es	OFFICE PSD	PHONE NO. 10	DATE 7/16/70	APPROVED BY: Actg AID Dir Econ Coun: L. Reichler
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AID AND OTHER CLEARANCES

ER Adkins, CPSA
RMalley, PRM

Info: Controller

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ANNEX I

1. COMMUNICATIONS

Description of the Communications sub-project has been given in the 1969 OPS Evaluation Report on pages 38-42 and in Annexes 2 and 4 through 10, in the 1970 PROP on pages 4 and 19-26, in the 1969 PROP on pages 3 and 17-24, and the 1967 OPS Evaluation on pages 18-19 and 57-60.

Outputs of the sub-project fall into the following general categories.

- A. Development within the National Police of the capacity to support, manage, evaluate and improve all police communications systems.
- B. Development of a cadre of personnel competent in all phases of radio communications including:
 1. administrative personnel to plan, guide and evaluate long range and day-to-day operation of all police communications systems and support elements;
 2. technical personnel to install and maintain equipment jointly with TCNs, control and care of AID financed equipment being a prime objective;
 3. specially trained operators to man SSB/CW and VHF/FM base stations, skilled in Morse Code and voice communications;
 4. a cadre of instructors to train police personnel in basic and advanced radio, radio repair, generator

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maintenance, VHF/FM and SSB installation, operation and repair, Morse Code and control center operation (to meet requirements due to turnover and future expansion of the radio systems).

- of
- C. Development/plans for future communications needs to support expansion of existing systems.
 - D. Establishment of a program involving TCN support of NP communications systems.

Justification of the first objective listed above lies in the need for administration of NP communications operations at the Directorate level. Planning of long range requirements is needed to support budget submissions (also prepared by the headquarters unit) and to govern procurement, recruitment and training of manpower. The requirement for short range planning, to guide day-to-day activities of all elements of the systems, is also a principal justification for activities at the administrative level. Other needs met by the headquarters staff include the requirement for management support of activities, for inspections of radio station installations, radio shops and equipment and spare parts stocks throughout the nation, and for constant evaluation of methods and procedures.

The second major output listed above, development of a cadre of personnel, is justified by the recognized need for Congolese expertise at all levels in the activity. Training is the key to development of the expertise, in the form of

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formal classroom sessions and on-the-job training provided initially by the U.S. Advisor and TCNs working closely with their NP counterparts, but eventually by the permanent Congolese cadre of instructors.

Plans for the future, needed to guide efficient change in the nature of communications systems and support elements as time passes and requirements change, will take the form of a written master plan containing detailed references to all aspects of the activity.

The justification for the use of TCNs in this sub-project is given in Annex IV.

Additional data in connection with outputs of the sub-project are given in the following tables:

FIGURE 1

INSTALLATION OF VHF/FM MOBILE RADIOS

<u>Year (FY)</u>	<u>Number of Radios</u>	<u>City</u>
71	50	Kinshasa
71	17	Lubumbashi
72	8 ^{1/}	Kisangani
72	12	Bukavu
73	8	Luluabourg
74-75	<u>16</u>	Other Key Cities
	Total	111

1/ Low band VHF/FM equipment released from use in Kinshasa from changeover to high-band equipment. All other VHF/FM mobile units installed FY 71-75 throughout the Congo are high band.

FIGURE 2INSTALLATION OF VHF/FM BASE STATIONS

<u>Year (FY)</u>	<u>Number of New Stations</u>	<u>City</u>
71	15 ^{1/}	Kinshasa
71	10	Lubumbashi
72	5 ^{2/}	Kisangani
72	5	Eukavu
73	5	Luluabourg
74-75	<u>16</u>	Other Key Cities
Total	56	

1/ Replaces 15 existing low-band base stations.

2/ Reinstallation of low-band units withdrawn from service in Kinshasa and reconditioned.

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FIGURE 3

INSTALLATION OF SSB/CW RADIOS

<u>Year (FY)</u>	<u>Number of Radios</u>	<u>City</u>	<u>Province</u>
71	None ^{1/}		
72	1	Pweto	Katanga
	1	Tshikapa	Kasai Occidental
	1	Bolobo	Bandundu
	1	Libenge	Equateur
	1	Watsa	Kasai Orientale
73	1	Makambo	Katanga
	1	Port Francqui	Kasai Occidental
	1	Bosobolo	Equateur
	1	Diolo	Katanga
	1	Yakoma	Equateur
74	<u>5^{2/}</u>		
75	<u>5^{2/}</u>		
Total	20		

1/ No new installations will be made until FY 72 when the number of trained technicians and operators will be sufficient to support the enlarged network.

2/ Locations of future SSB/CW stations is governed by master plan for national system. Priorities are established approximately two years in advance of actual installation.

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FIGURE 4RADIO OPERATORS TO BE TRAINED FOR AND ASSIGNED
TO THE NATIONAL SSB/CW SYSTEM

<u>Year (FY)</u>	<u>Number of Operators</u>	<u>City</u>	<u>Province</u>
71	20	(Various cities: attrition)	to offset
72	3	Pweto	Katanga
	3	Tshikapa	Kasai Occidental
	3	Dolobo	Bandundu
	3	Libenge	Equateur
	3	Watsa	Kasai Orientale
73	3	Makambo	Katanga
	3	Port Francqui	Kasai Occidental
	3	Bosoholo	Equateur
	3	Diolo	Katanga
	3	Yakoma	Equateur
74	15 ^{1/}		
75	15 ^{1/}		
Total	80		

1/ Post of assignment subject to establishment of priorities for SSB/CW bases approximately two years in advance of installations.

FIGURE 5MAINTENANCE MEN TO BE DEVELOPED FOR EXPANSION OF THE SSB/CW SYSTEM AND SUPPORT OF THE PATROL UNITS IN INTERIOR CITIES

<u>Year (FY)</u>	<u>Number</u>	<u>City</u>
71	2	Kinshasa
	3	Lubumbashi
72	2	Kisangani
	3	Bukavu
73	5 ^{1/}	Luluabourg ^{1/}
74-75	10 ^{2/}	
Total	25	

FIGURE 6REPAIR CENTERS TO BE ESTABLISHED

<u>Year (FY)</u>	<u>City</u>
71	Lubumbashi
72	Kisangani and Bukavu
73	Luluabourg
74-75	Other Key Cities

1/ Two of the five technicians will eventually be transferred to other areas.

2/ Post of assignment subject to establishment of priorities for SSB/CW bases approximately two years in advance of installations.

FIGURE 7ISSUANCE OF COMMUNICATIONS TOOLS
AND TEST EQUIPMENT

Tools and equipment, at a total cost of \$1,500, include the following:

Type of Equipment

Volt-ohm-milliammeter

Frequency and deviation meter

Voltage regulators

Special test Equipment

Oscilloscope (for Lubumbashi)

Set of radio technicians tools

Issuance will be made according to the schedule for establishment of repair centers (Figure 6).

FIGURE 8UTILIZATION OF COUNTERPART ZAIRES IN COMMUNICATIONS SUB-PROJECT

<u>FY 71</u>	Contract services to be performed by local radio distributor to facilitate installation of 50 mobile units and 15 base stations in Kinshasa, 17 mobile units and 10 base stations in Lubumbashi, and antenna towers at both locations.	(000Z) 10.0
	Emergency local purchase of spare parts and tools; unskilled labor charges and costs of minor supplies and equipment in connection with small construction tasks to facilitate installation of base stations; administration of sub-project.	5.0
<u>FY 72</u>	Contract services to be performed by local radio distributor to facilitate installation of 12 mobile units and 5 base stations in Bukavu, 8 mobile units and 5 base stations in Kisangani, and antenna towers at both locations.	8.0
	Emergency local purchase of spare parts and tools; unskilled labor charges and costs of minor supplies and equipment in connection with small construction tasks to facilitate installation of base stations; administration of sub-project.	2.0

FIGURE 8 (Con't)

<u>FY 73</u>	Contract services to be performed by local radio distributor to facilitate installation of 8 mobile units, 5 base stations and antenna towers in Luluabourg.	(000Z) 8.0
	Emergency local purchase of spare parts and tools; unskilled labor charges and costs of minor supplies and equipment in connection with small construction tasks to facilitate installation of base stations; administration of sub-projects.	2.0
<u>FY 74</u>	Installations in key cities in the interior.	8.0
<u>FY 75</u>	Installations in key cities in the interior.	6.0

2. VEHICLE PROCUREMENT AND MAINTENANCE

Description of the Vehicle Procurement and Maintenance sub-project may be found in the 1970 PROP on pages 5 and 26-32, in the 1969 OPS Evaluation on pages 43-54 and in Annexes I and 11 through 14, the 1969 PROP on pages 4 and 25-30, and in the 1967 Evaluation on pages 19, 60 through 64 and in Annex G.

Outputs are categorized similarly to those of the Communications sub-project but in reference to the NP transportation activity, comprised of an administrative unit at the Directorate and maintenance facilities in Kinshasa and selected key cities in the interior, managed by line officers and their TCN counterparts and manned by technically competent Congolese mechanics working closely with TCNs.

Justification of the sub-project lies in the need for adequate transport to support NP operations. Success of the AID sponsored Kinshasa Police Mobile Patrol (Brigade Mobile) is dependent upon patrol vehicles in adequate numbers and in top mechanical condition and appearance, and the same requirement will exist in each new patrol unit. Training operations, particularly in interior cities, likewise depend upon the availability of transport. The Vehicle sub-project insures this required support and at the same time guarantees adequate and essential control of project resources.

Specifics of outputs of the sub-project are listed in the following tables.

FIGURE 9COMMODITY ELEMENT OUTPUT OF VEHICLE MAINTENANCE SUB-PROJECT
(BY LOCATION AND YEAR)A. Kinshasa

<u>FY 71</u>	<u>(\$000)</u>
Replacement & add-on equipment	1
Replacement tools	.5
Spare parts for 110 vehicles	15
Replace two pick-up trucks	8
Spares for pick-up trucks	1
<u>FY 72</u>	
Tools & equipment, replacement & add-on	1
Spare parts for 84 vehicles	15
Replace 26 sedans	78
Spares for sedans	5
<u>FY 73</u>	
Tools & equipment, replacement & add-on	1
Spare parts for 84 vehicles	5
Replace 26 sedans	78
Spare parts for sedans	5
Replace 10 motorcycles	30
Spares for motorcycles	5
<u>FY 74</u>	
Tools & equipment, replacement & add-on	3
Spare parts for 110 vehicles	7

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Kinshasa (Con't)FY 75(\$000)

Tools & equipment, replacement & add-on	3
Spare parts for 110 vehicles	2
Replace 8 patrol vehicles (utility type)	32
Spares for 8 vehicles	3
Replace 1 bus	16
Spares for bus	1
Replace 1 panel truck	4
Spares for panel truck	.5

B. LubumbashiFY 71

Tools & equipment	15
Spare parts for 18 vehicles	7
15 sedans	45
1 pick-up truck	4
1 bus	16
1 tow truck	9

FY 72

Tools & equipment, replacement & add-on	1
Spare parts for 18 vehicles	3

FY 73

Tools & equipment, replacement & add-on	.5
Spares for 18 vehicles	4

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Lubumbashi (Con't)FY 74

(\$000)

Tools & equipment, replacement & add-on	.5
Replace 15 sedans, 1 bus, 1 pick-up truck	.65
Spare parts for replacement vehicles	5

FY 75

Tools & equipment, replacement & add-on	.5
Spares for 18 vehicles	2

C. KisanganiFY 72

Tools & equipment	12
Spare parts for 18 vehicles	7
15 sedans	45
1 bus	16
1 pick-up truck	4
1 tow truck	9

FY 73

Tools & equipment, replacement & add-on	.3
Spare parts for 18 vehicles	2

FY 74

Tools & equipment, replacement & add-on	.5
Spare parts for 18 vehicles	4

FY 75

Tools & equipment, replacement & add-on	.8
Spare parts for 5 vehicles	1

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Kisangani (Con't)FY 75(\$000)

Replacement of 12 sedans	36
Replacement of 1 pick-up truck	4
Spare parts for above vehicles	4

D. BukavuFY 72

Tools & equipment	20
Spare parts for 3 boats & 18 vehicles	16
15 sedans	45
1 pick-up truck	4
1 bus	16
1 tow truck	9
3 boats	75

FY 73

Tools & equipment, replacement & add-on	.3
Spare parts for 18 vehicles & 3 boats	2

FY 74

Tools & equipment, replacement & add-on	.5
Spare parts for 18 vehicles & 3 boats	6

FY 75

Tools & equipment, replacement & add-on	.8
Spare parts for 3 boats & 6 vehicles	3
Replacement of 12 sedans	36
Replacement of 1 pick-up truck	4

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<u>FY 75</u>	<u>(\$000)</u>
Spare parts for above replacement vehicles	4
<u>E. Luluabourg</u>	
<u>FY 73</u>	
Tools & equipment	12
Spare parts for 18 vehicles	7
15 sedans	45
1 pick-up truck	4
1 bus	16
1 tow truck	9
<u>FY 74</u>	
Tools & equipment, replacement & add-on	1
Spare parts for 18 vehicles	2
<u>FY 75</u>	
Tools & equipment, replacement & add-on	.6
Spare parts for 18 vehicles	2

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FIGURE 10COUNTERPART SUPPORT OF VEHICLE MAINTENANCE SUB-PROJECT
BY LOCATION AND YEAR

A. <u>Kinshasa:</u>	Support of operations at NP garage, Camp Lufungula	(000Z)
	FY 71	50
	FY 72	50
	FY 73	50
	FY 74	50
	FY 75	45
B. <u>Lubumbashi:</u>		
	FY 71: Garage reconstruction	40
	Support of operations	30
	FY 72: Support of operations	10
	FY 73: Support of operations	35 ^{1/}
	FY 74: Support of operations	30
	FY 75: Support of operations	20
C. <u>Kisangani</u>		
	FY 72: Garage construction	40
	Support of operations	20
	FY 73: Support of operations	30 ^{1/}

^{1/} Significant increase in FY 73 due to age of vehicles and equipment, requiring supplemental investment in maintenance and repair.

<u>Kisangani: (Con't)</u>	<u>(000Z)</u>
FY 74: Support of operations	25
FY 75: Support of operations	20
<u>D. Bukavu</u>	
FY 72: Construction of garage and marine maintenance facility	40
Support of operations	20
FY 73: Support of operations	30 ^{1/}
FY 74: Support of operations	35 ^{1/}
FY 75: Support of operations	20
<u>E. Luluabourg</u>	
FY 73: Garage construction	40
Support of operations	30
FY 74: Support of operations	20
FY 75: Support of operations	30 ^{1/}

^{1/} Significant increases due to age of vehicles and equipment,
 requiring supplemental investment in maintenance and repair.

3. POLICE PATROL

Justification of the Police Patrol sub-project and discussion of objectives and courses of action can be found on pages 5 and 32-36 of the 1970 PROP, pages 29-37 and Annexes 3 and 4 of the 1969 OPS Evaluation Report, and pages 4 and 31-35 of the 1969 PROP.

Principal outputs of the activity are listed below.

FIGURE 11

OUTPUTS OF POLICE PATROL SUB-PROJECT

- I. Development within MP of the capacity to plan, establish, support, evaluate and improve municipal and rural patrol operations.
- II. Development of detailed plans and SOPs to govern establishment and operation of police patrol in Kinshasa and selected key cities in the interior.
- III. Development of manpower to form each patrol force, through selection and training.
- IV. Establishment of the patrol activity itself, along with associated control and support procedures.
- V. Creation of the presence of the central government in the eyes of the populace, in the form of a service-rendering civilian force.
- VI. Reduction of crime and of the frequency of traffic accidents.

At the outset a basic force of enlisted, NCO and officer personnel will be trained in each city, in the following numbers:

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FIGURE 12PERSONNEL AFFECTED BY PATROLS SUB-PROJECT

	<u>Patrolmen</u>	<u>NCOs</u>	<u>Officers</u>	<u>Total</u>
Kinshasa	139	12	9	160
Iuburbashi	24	9	7	40
Kisangani	24	9	7	40
Bukavu	24	9	7	40
Luluabourg	24	9	7	40
Totals	235	48	37	320

Justification of the plan to establish mobile police patrol operations in the interior is strengthened daily by the acceptance and increasing effectiveness of the Kinshasa Police Brigade Mobile. While openly identified with the USAID police Assistance project, the Brigade Mobile is rapidly becoming a Congolese institution. After being seen in person or on television by hundreds of thousands of Congolese during the visit of the King and Queen of Belgium the Brigade is being more closely associated with the central government as a civilian security force, replacing by degree the negative image of the ANC as a law enforcement agency in the country.

4. TRAINING

The Training sub-project is discussed on pages 5 and 36-42 of the 1970 PROP, on pp 16-22 of the 1969 OPS Evaluation, pages 35-40 of the 1969 PROP and pages 20-22 and 64-69 of the 1967 Evaluation Report. The basic justification of this activity, contained in

those documents, is discussed in digest form below.

Principal outputs of the sub-project are given in the following table.

FIGURE 13

OUTPUT OF TRAINING SUB-PROJECT

- I. Establishment of the capacity within the National Police to plan, control, evaluate and improve their own training program; development of budgetary support to assure adequate financing of the program.
- II. Establishment of a permanent cadre of Congolese police instructors assigned on a full-time basis to their training duties.
- III. Development of the following courses of training which will affect the indicated number of personnel.
 - A. Instructor Development - to provide a cadre of anywhere from 80 to 150 instructors over five year period depending upon courses of action to be decided.
 - B. Senior Officer Seminars: 80. The same 80 top Command personnel will attend the Seminars in subsequent years to receive instruction and to discuss critical problem areas in work shops concerning different topics each year.
 - C. Junior Officer Training: 300 per year for a total of 1,500 in 5 years.
 - D. Officer Candidate Training: 250 per year for a total of 1,250 in 5 years.

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- E. In-service training for NCO personnel as mid-level supervisors: 3,000 over the five year period.
 - F. In-service training for enlisted police.
 - 1. Basic police retraining (full-time): 16,000 over a three to five year period.
 - 2. Roll call training: 20,000 over five year period, continuous and on a wide variety of subjects.
 - 3. Specialized training such as courses to develop skills in traffic accident investigation, public relations, first aid, marksmanship and motor vehicle operations: 5,000 to 8,000 in five years.
 - G. Basic Recruit Training: 400 to 1,600 per year depending upon studies for a total of 2,000 to 8,000 in five years.
- IV. Establishment of physical plants for National Police schools in all provincial capitals for the capacity and type of training indicated.
- A. Matete (Kinshasa)^{1/}
 - 1. Officers Candidate Training
 - 2. Junior Officer Training
 - 3. Specialized short courses
 - B. Kasapa (Lubumbashi)^{1/}

^{1/} Capacity of this school and its functions in the national system is presently the subject of studies and discussions with GDRC.

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- C. Bukavu: Specialized and NCO training, and perhaps recruit training. Capacity 300 to 400 students.
 - D. Kisangani: Specialized and NCO training, and perhaps recruit training. Capacity 300 to 400 students.
 - E. Luluabourg: Specialized and NCO training, and perhaps recruit training. Capacity 300 to 400 students.
 - F. Other provincial capitals, sequence and capacity being negotiated.
- V. Continued development of participant pre-departure training, processing and orientation, lasting two months, for two groups of candidates each year.
- VI. Completion of the Rural Mobile Training Team activity: 16,000 over a 2-1/2 year period, ending last quarter FY 72.

The first objective listed in Figure 13, the establishment of the capacity within NP to plan, control, evaluate and improve their own training program, and to assure budgetary support, is necessary to permit gradual development within NP of a modern and viable Training Directorate. Training is probably the most important element in the building of a well disciplined and effective national police organization and the Directorate must be able to properly govern the activity. While the USAID can provide operational guidance to help solve the day-to-day problems in connection with routine training, this effort has no lasting value and, in

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fact, is counterproductive in that the police become dependent upon their advisor to "expedite" action: they fail to develop the skills and experience necessary to keep the trolley on the track and the advisor's time becomes more than fully occupied with a myriad of frustratingly small but complicated problems. The PSD is giving increasing emphasis to the building of the NP headquarters training operation as an institution so that, within the life of the project, the Directorate will assume functions necessary to guarantee the growth of the essential police training program.

The next objective listed as an output of the sub-project is the establishment of a permanent cadre of Congolese police instructors. The success of the training program, already described as essential, rests principally in the effectiveness of the teacher. While the PSD cannot hope to personally present the many thousands of hours of instruction needed, it can devote a portion of time to the training of instructors. The multiplier effect thus produced justifies these operational (as opposed to advisory) efforts on the part of the advisor, and the division limits the teaching activities of all advisors to the minimum number necessary to produce the required number of Congolese instructors.

The following chart, Figure 14, illustrates graphically the eventual total need for instructors at various schools throughout the country. Plans A, B, C and D in connection with the Kasapa school refer to options presently being considered to

renovate the facility without expansion of its present capacity of 200 (Plan A), or to renovate the school and at the same time expand its permanent capacity to 500 (Plan B), to a temporary capacity of 1000 (plan C) or to 2000 (Plan D) by building a "tent city" or similar inexpensive construction. Plans C and D include provision for a permanent capacity of 500 within the numbers given. Current discussions of the options will result in the choice of one (or possibly a hybrid of more than one), which will, of course, affect the number of instructors at the other national schools, the total projected number of trainees being the same regardless of the location of the training sites.

The Belgian instructors are a decided asset in the training program but the number actually available is limited by many factors.

FIGURE 14

AUGMENTATION OF INSTRUCTOR STAFF

School at:	Actual Number of Instructors at Present		Total number which will eventually be needed under each of the four options			
	Congolese	Belgian	Congolese			
			A	B	C	D
Kinshasa	7	3	20	20	20	20
Lubumbashi	4	0 ^{1/}	8	20	40	80
Bukavu	0	0	16	16	16	16
Kisangani	0	0	16	16	16	16
Luluabourg	0	0	16	16	16	16
Total staff	11	3	76	88	108	148

1/ Two Belgian officers presently give instruction on a part-time basis in addition to their regular operational duties with the Katanga Detachment and Lubumbashi City police.

The third output of the Training sub-project, as listed in Figure 13, is the establishment of several specific courses of training. Justification of the choice of courses to be presented, and of subjects to be taught within each course, is based upon studies made jointly by the PSD and GDRC of the training needs of the National Police. Advisory assistance in this area of activity is essential to assure proper selection of courses and topics, development and publication of highly detailed lesson plans, instructor guides, class schedules and agendas, and to assure use of well prepared and attractive training aids and exhibits. Recruit and officer candidate training has to date been largely theoretical, but the new thrust would be towards the practical, as established in the Brigade Mobile courses.

The fourth principal objective of the Training sub-project is the establishment of physical plants for the police schools. Proper facilities for training operations constitute another key element in the total training picture. Choice of specific locations and the number of classrooms and support facilities to be renovated or constructed is the subject of discussions and joint studies presently being conducted. Justifications for these decisions will be based upon such elements as student population, courses to be offered, needs for dormitory and messing facilities, and costs and feasibility of transporting students to one single national school as opposed to points in a decentralized system, as well as consideration of the financial capability

of CERC to support these schools.

Justification of the fifth objective of the sub-project, continued development of pre-departure processing and orientation of USAID police participants, is based on the relationship between the degree of advance preparation of participants and the success of their training at the International Police Academy in Washington. Experience indicates that a participant is more quickly accepted by other trainees (essential at the Academy, where exchange of ideas between students is a most important factor accounting for changing of perspectives) if he has been prepared in advance for the activities and challenges he will experience. Congolese national pride in accomplishment at the IPA vis-a-vis other nations is also at stake.

Completion of the Rural Mobile Training Team activity, the sixth principal objective of the sub-project, is probably best justified by the results already being felt after only six months of operations. This effort to rapidly provide more than three-fourths of the enlisted force of the NP with their first basic police training should prove to be a major impact element of the sub-project.

5. CIVIL DISTURBANCE CONTROL (CDC)

The Civil Disturbance Control sub-project will be directed toward the formation of a force capable of handling, as the first line of defense, major demonstrations and riots in the key cities. The need for a CDC capability is discussed on pages 55-58 of the

1969 OPS Evaluation Report and pages 42-44 of the 1970 PROP.

The Intervention Police units now in existence which have received crowd control training will be the core of this force. The following outputs table indicates the number of policemen to be affected by the sub-project. The figures indicate total personnel in each unit including officers, mid-level supervisors (Brigadiers) and the enlisted patrolmen (Figure 15).

FIGURE 15

FORCE STRENGTH OF CDC UNITS

	<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>
Kinshasa	200	300	400	400	400
Lubumbashi	80	110	150	150	150
Bukavu	90	135	180	180	180
Kisangani	50	75	100	100	100
Luluabourg	80	110	150	150	150
Totals:	500	730	980	980	980

The FY 71 figure for each city represents the number of personnel who have had past training plus an additional number to create the basic force estimated to be necessary considering elements such as population, past history of civil disturbances, indication of future problems and geographical layout of the city.

Each member of the unit will receive training first from the TDY Advisor in an intensive short course and thereafter from the group of Congolese officers who will receive special attention from the TDY Advisor to prepare them for their responsibilities

as future instructors. Drill and practical problems will be the main elements of the training which, once it commences, will continue indefinitely based upon written SOPs to be developed jointly by PSD and the Training Directorate of the NP. Training will include frequent practical exercises. Coordination and joint exercises will be developed with appropriate military elements to provide support forces in situations beyond police capability.

Each policeman in the Civil Disturbance unit will be equipped with a gas mask, baton, shield, riot helmet and his normal police uniform issue.

6. MARKSMANSHIP

The quantity of equipment necessary to support the marksmanship training program is indicated in the output tables below, Figure 16, and is a function of the total number of policemen affected, enumerated in Figure 19.

FIGURE 16

Revolvers (caliber .38 special) to be Provided for Marksmanship Program

	<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>
Kinshasa	92	---	---	---	---
Lubumbashi	44	---	---	---	---
Bukavu	---	44	---	---	---
Kisangani	---	44	---	---	---
Luluabourg	---	---	44	---	---
Total	136	88	44	---	---

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FIGURE 17

Ammunition to be Procured for Support of Marksmanship Training
Thousands of rounds of caliber .38 Special

	<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>
Kinshasa	210	---	---	---	---
Lubumbashi	212	---	---	---	---
Bukavu	---	212	---	---	---
Kisangani	---	212	---	---	---
Luluabourg	---	---	212	---	---
Total	422	424	212	---	---

FIGURE 18

Ammunition to be Procured in Support of Marksmanship Training
Thousands of Rounds of Shotgun Ammunition

	<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>
Kinshasa	---	---	1.0	---	---
Lubumbashi	1.2	---	1.0	---	---
Bukavu	---	1.2	1.0	---	---
Kisangani	---	1.2	1.0	---	---
Luluabourg	---	---	1.2	---	---
Total	1.2	2.4	5.2	---	---

* Initiation of the reloading operation in FY 72 reduces the cost of .38 ammunition by fifty percent.

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FIGURE 19OUTPUT: Total Personnel to Receive Marksmanship Training^{1/}

	<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>	<u>FY 75</u>
Kinshasa	220	270	370	520	720
Lubumbashi	75	115	155	195	235
Bukavu	75	125	225	375	575
Kisangani	75	115	155	195	235
Luluabourg	75	115	155	195	235

The principal objectives of the Marksmanship sub-project are described on pages 7 and 44-48 of the 1970 PROP and pages 59-62 of the 1969 OPS Evaluation. All training will be under tightly controlled conditions and the choice of trainees is to be closely governed by the PSD and the NP. The final product will be policemen who know when and when not to employ a weapon, and who are skilled in its use under operational circumstances.

7. POLICE OFFICE FACILITIES

Output of the Police Office Facilities sub-project is difficult to quantify except to say that one single general plan to govern police construction in the future is a key objective of the activity and that as a result of it a large number of sub-

- - - - -

^{1/} Includes continuous in-service training (recurring) of patrol unit personnel, participant training candidates in their pre-departure training, and a limited number of ~~in-service~~ trainees in other courses at the National Police Schools. Tabulated figures are cumulative and cannot be added.

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ordinate plans governing individual installations will be developed. The subordinate plans will include generalized narratives, detailed specifications, blueprints and cost estimates.

Another primary output of the sub-project will be the development of a cadre of personnel skilled in the art and science of planning. Headquarters planning and research is at present decentralized and the evolution of a special unit, reporting to the Director-General, is another sub-project target.

8. POLICE PUBLIC RELATIONS

Goals of the Public Relations sub-project are discussed on pages 9 and 48-49 of the 1970 PROP and pages 69-70 of the OPS Evaluation. The output will consist basically of a single plan governing the wide variety of public relations programs and activities which all governments employ to develop confidence of the public in their police. As mentioned above, another important output will be the development of a group of officers within the National Police who are solely responsible for, and capable of, planning, executing and controlling the modern and large-scale public relations program adequate for a 20,000-man police force.

9. COUNTERPART FUNDING OF PROJECT

The following tables reflect the counterpart portion of project funding.

FIGURE 20
COUNTERPART FUNDING OF PROJECT
FY 71

	<u>(000Z)</u>
<u>TCN Personnel</u>	38.5
<u>Local Personnel</u>	2.4
<u>NP Patrol</u>	
Lubumbashi: establishment of operations	30
<u>Training</u>	
Senior Officer Seminars	4
School construction & repairs (Lubumbashi)	165
<u>Vehicle Procurement and Maintenance</u>	
Garage reconstruction: Lubumbashi	40
Vehicle maintenance support: Lubumbashi	30
Support of operations: Lufungula	50
<u>Communications</u>	
Construction & support costs	15
<u>Other</u>	
Civil Disturbance Control activity	15
English language training	5
Logistics/supply needs: general	1
Administration of all activities	15
Total:	410.9

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COUNTERPART FUNDING OF PROJECTFY 72

	<u>(000Z)</u>
<u>TCN Personnel</u>	66.5
<u>Local Personnel</u>	2.4
<u>NP Patrol</u>	
Establishment of patrol operations: Kisangani	30
Establishment of patrol operations: Bukavu	30
<u>Training</u>	
Senior Officer Seminars	4
School construction: Kisangani	65
School construction: Bukavu	80
<u>Vehicle Procurement and Maintenance</u>	
Garage construction: Kisangani	40
Garage construction: Bukavu	40
Vehicle maintenance support: Lubumbashi	10
Vehicle maintenance support: Kisangani	20
Vehicle maintenance support: Bukavu	20
Vehicle maintenance support: Lufungula	50
<u>Communications</u>	
Construction & support costs	10
<u>Other</u>	
Administration of all activities,	15
Logistics/supply needs: General	1
English language training	5
Civil Disturbance Control activity	1
Total:	489.9

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COUNTERPART FUNDING OF PROJECTFY 73(000Z)

<u>TCN Personnel</u>	70
<u>Local Personnel</u>	2.4
<u>NP Patrol</u>	
Establishment of patrol operations: Luluabourg	30
<u>Training</u>	
Senior Officer Seminar	4
School construction: Luluabourg	75
<u>Vehicle Procurement and Maintenance</u>	
Garage construction: Luluabourg	40
Vehicle maintenance support: Lubumbashi	35
Vehicle maintenance support: Kisangani	30
Vehicle maintenance support: Bukavu	30
Vehicle maintenance support: Lufungula	50
Vehicle maintenance support: Luluabourg	30
<u>Communications</u>	
Construction & support costs	10
<u>Other</u>	
English language training	5
Logistics/supply needs: general	1
Civil Disturbance Control activity	1
Administration of all activities	15
	<hr/>
Total:	428.4

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COUNTERPART FUNDING OF PROJECTFY 74

	<u>(000Z)</u>
<u>TCN Personnel</u>	70
<u>Local Personnel</u>	2.4
<u>Training</u>	
Senior Officer Seminars	4
<u>Vehicle Procurement and Maintenance</u>	
Vehicle maintenance support: Lubumbashi	30
Vehicle maintenance support: Kisangani	25
Vehicle maintenance support: Bukavu	35
Vehicle maintenance support: Luluabourg	20
Vehicle maintenance support: Lufungula	50
<u>Communications</u>	
Construction & support costs	8
<u>Other</u>	
Logistics/supply needs: General	2
Administration of all activities	1
English language training	5
Total:	<hr/> 252.4

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COUNTERPART FUNDING OF PROJECTFY 75(000Z)

<u>TCN Personnel</u>	70
<u>Local Personnel</u>	2.4
<u>Training</u>	
Senior Officer Seminars	4
<u>Vehicle Procurement and Maintenance</u>	
Vehicle maintenance support: Lubumbashi	20
Vehicle maintenance support: Kisangani	20
Vehicle maintenance support: Bukavu	20
Vehicle maintenance support: Luluabourg	30
Vehicle maintenance support: Lufungula	45
<u>Communications</u>	
Construction and support costs	6
<u>Other</u>	
Administration of all activities	3
English language training	5
	<hr/>
Total:	225.4

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The basic and minimum staff of U.S. Direct Hire personnel needed to accomplish the planned project objectives includes the Chief Public Safety Advisor, a Deputy Chief Public Safety who is a Generalist, a second and third Generalist Advisor, two Training Advisors, an Electronics Telecommunications specialist, a Logistics/Auto Specialist and one secretary.

The Chief Public Safety Advisor is responsible for administration of all activities of the Public Safety Division and for all elements of the project. He works closely with the Vice Minister of Interior and Director General of National Police in developing plans and policies governing the 20,000-man National Police organization. While the majority of his time is spent in Kinshasa he travels extensively throughout the country, spending at least thirty percent of his time in the interior conferring with the Provincial Governors and National Police Detachment Commanders, inspecting NP and project operations and coordinating efforts involving other government agencies. His role in providing supervision, guidance and support to his staff of eight professional advisors demands a major portion of his time as a Project administrator.

The Deputy Chief Public Safety Advisor is a Generalist charged with the dual responsibility of being assistant project administrator and of meeting his obligations as Advisor to the Director General of National Police, his staff, and the Detachment Commanders. His project administration responsibilities involve collateral planning, supervisory and support activities, control of project resources, and the directing of project operations in the absence of the Chief Advisor. The Deputy himself spends

approximately twenty percent of his time on administrative tasks in the interior. His advisory responsibilities entail working closely with the National Police command on problems of budgeting and planning, training, police operations, personnel administration and logistics. He devotes special attention to the Kinshasa Police Detachment and will plan and coordinate the Senior Officers Seminars, directed at the top eighty commanders of NP, and the Junior Officer Training Course programs.

The second Generalist works closely with the Kinshasa Police Detachment Commander and Commandants of the Kinshasa Police Mobile Patrol (Brigade Mobile), Kinshasa Traffic Police, and other patrol and investigation units. He gives across-the-board advice and participates in joint planning and training activities. A large portion of his time is spent guiding development of the Brigade Mobile and SOPs resulting from its establishment will be used in the formation of similar units in selected key cities in the interior. This Generalist will conduct surveys and develop detailed plans to govern installation of these new units.

The third Generalist will work closely with the Detachment Commanders in Katanga Province beginning in FY 71, and Orientale Province beginning in FY 72, to institute, coordinate and guide high impact programs in those two Provinces, emphasis being placed on the needs of Lubumbashi and Kisangani, respectively, in four essential activity areas: mobile patrol, vehicle operation and maintenance, police training and communications. The Advisor will receive a preliminary orientation in Kinshasa, working with the present Generalist and eventually taking over his duties while the latter is conducting surveys and developing plans for

installations in interior cities. The third Generalist will provide overall coordination of police assistance activities in his cities, will work closely with the vehicle and communications Advisors and provide continuity during their absence. Control of project resources will be one of his principal duties. His training responsibilities will be significant, requiring initially a substantial amount of classroom teaching. (French language). The resulting high proportion of operational (as opposed to advisory) hours is justified by the cadre of instructors which will be an immediate product of this temporary training effort.

As the twelve months of the installation phase pass, this Advisor's role will rapidly become a less operational one. He will likewise devote an increasing proportion of time to control and evaluation, requiring regular and frequent return visits after completing the installation phase. The several years to follow, the monitor/control phase, are, of course, the critical ones and this Advisor will be fully occupied, after establishing operations in two cities, with the job of insuring continued proper growth. The length of this last phase cannot be predicted at this point; indications are that monitoring and control must be intensive and thorough for at least three years to create a reasonable chance for success after five.

Training is by necessity a high priority element of a civil police assistance effort. Development of the capacity within the National Police to administer, support, evaluate and improve its training operations must come early. Likewise, development of a cadre of professional instructors within the police is critical to long-range success of the organization.

Emphasis is placed on training needs of the NP in USAID planning. For example, all Public Safety Advisors devote a significant portion of their time to developing training activities within their sphere of influence. At the same time overall coordination of these efforts at the Directorate-General level is provided by the headquarters Training Advisor and concentrated attention on development of police training activities in key cities in the Eastern half of the country will be provided by the second Training Advisor, attending principally to police needs in Bukavu, and then Luluabourg, but giving considerable attention to training activities in and needs of all eastern provinces.

The headquarters training Advisor performs the following functions:

1. Working closely with the National Police Training Directorate formulating plans governing policy, training operations, management of programs and support activities, and evaluation and improvement of instruction. A major target of the activity is development of SOPs governing methods of instruction, curriculum content, and school facility operation.
2. Coordinates all donor country training efforts. The Belgian assistance program provides Advisors whose activities must be coordinated with U.S. efforts.
3. Jointly, with the NP Directorate, prepares detailed renovation, expansion and new construction at police schools and other training installations in Kinshasa and key cities.
4. Continuously performs inspections of training

the country, accompanied by NP training officials.

5. Performs a wide variety of bilateral training surveys and studies, and aids in the preparation of observations and recommendations based upon them.

6. Jointly, plans, organizes and manages an Instructor Training Program to develop a cadre of permanent, full-time Congolese instructors.

7. Guides development of the Basic Recruit Training Course, the retraining of incumbent police personnel, NCO training and specialized training in such areas as photography, accident and crime scene investigation, firearms training and other police disciplines.

8. Monitors, inspects and gives special advisory guidance to the Rural Mobile Training Teams (Equipe Mobile).

9. Jointly plans USAID participant training and aids in selection of candidates; supervises pre-departure orientation and training of participants; manages USAID procedures involving nomination, acceptance, travel and follow-up of police participants.

10. Monitors all other Public Safety sub-projects involving training of NP personnel and assures coordination and standardization.

11. Advises and assists officials at the NP school in Kinshasa (Matete) in all matters, including curriculum, methods of instruction, program evaluation, plant construction, renovation and facility maintenance.

12. Serves on the National Police Curriculum Committee.

13. Researches training materials available in the French language and arranges for translation of appropriate English language materials.

14. Prepares monthly and special reports for the Mission and AID/W regarding training activities.

The second Training Advisor's responsibilities will be equally demanding. His initial assignment, following a period of orientation in Kinshasa, will be in Bukavu where he will work hand in hand with the Kivu Province Police Directorate, reestablishing the NP school there while at the same time coordinating the initiation of a new high-impact mobile patrol operation and providing continuity to the vehicle maintenance and police communications activities. His operational responsibilities in the first few months will be heavy: he will be teaching, in French, in the classroom, but will be training only commanders, to prepare them to teach enlisted personnel. A great portion of his time will be devoted to guiding the Detachment along routes prescribed in the detailed plans prepared in advance of the installation phase by the Generalist (the Mobile Patrol Plan), the Vehicle Maintenance Advisor (the Garage Management and Maintenance Operations Plan) and the headquarters Training Advisor (the National Police School Plan).

Reopening of the Bukavu police school will be a major event in terms of its potential contribution to total NP output of trainees, its capacity to rapidly train and improve policemen who have had little training before (in a region of substantial economic importance), and its symbolism as a manifestation of a growing and modern central government. The Advisor will be responsible for insuring orderly but swift progress from the beginning of construction to the point where

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Congolese officers are unilaterally administering the entire training operation. His duties will include bilateral:

1. initiation, immediately, of instructor training, relying on field expedients to compensate for the almost total lack of facilities at the outset.
2. establishment of liaison between all parties involved in the construction operation; the conducting of continuous inspections of the construction site to insure control of project resources and compliance with specifications and construction schedules.
3. initiation of the candidate selection process through the establishment of testing, interviews and dossier research.
4. initiation of logistics procedures to guarantee timely procurement of equipment and supplies needed for operation of the school.
5. adaptation of National training SOPs to local needs, installation of these procedures and the development of new and special ones where necessary.
6. establishment of a Curriculum Committee to insure constant evaluation of training effectiveness.

This Advisor's training duties will not be limited to development of the school. The classroom portion of the training of personnel to man the Mobile Patrol unit will take place at the school, but the substantial amount of on-the-job training necessary to establish more than a facade of an organization will require a major investment of the Advisor's time. Furthermore, the bulk of the mechanics manning the police garage facility will be policemen in training and their instructors

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will be Congolese officers trained at the police garage in Kinshasa. Responsibility for management and evaluation of the training, however, will rest mainly on the shoulders of this Advisor.

Lastly, he will monitor all other activities touched by the Public Safety project to provide firm control of project resources. For example, he will frequently inspect police communications facilities (base stations, mobile units, transmitter sites in both the national SSB/CJ and Detachment or Commissariate networks, and the radio repair shop) to assure compliance with SOPs, adequate staffing and proper use of equipment.

The Communications Advisor, an electronics specialist, is bilaterally responsible for the development of the capacity within the National Police to administer and support systems to meet all police communications needs, and for development of the systems themselves. He works closely with the National Police Directorate conducting planning exercises, inspecting and evaluating operational and support facilities, and developing technical innovations commensurate with changing needs of the organization. This Advisor's responsibilities are national and he therefore travels frequently throughout the interior, accompanied by members of the National Directorate communications staff. During visits to installations they inspect facilities, operations and staffing and take immediate action to correct problems at the local level. The Advisor also has bilateral responsibility for establishing, monitoring and improving communications training (short and long term courses directed toward operators and technicians), for recognizing

commodity support needs and taking procurement action, and for control of project resources.

The Communications Advisor has another important function, the supervision of TCM Electronics Technicians placed in critical locations throughout the country. He will continuously evaluate the quality of their technical work and will supervise the structured training which each provides to his Congolese counterparts.

The Vehicle Maintenance Advisor, a specialist in logistics and automobile maintenance, has bilateral responsibility for development within National Police of the capacity to meet transport needs and to plan for, procure, properly operate, maintain and repair an adequate fleet of vehicles. He works closely with members of the NP Directorate staff and chiefs of police garage facilities throughout the country. Capitalizing on experience gained in development of the outstanding police vehicle maintenance center in Kinshasa, he will establish similar operations in selected key cities in the interior beginning with Lubumbashi in FY 71. In advance of the installation phase at each location he and NP personnel will jointly conduct surveys and prepare detailed plans to govern construction, equipping and staffing.

The survey of the Lubumbashi garage facility has been completed. During the installation phase (which will last six months) in that city he will take periodic trips to survey and plan for the Dukavu installation. At the same time he will be frequently inspecting operations at the Kinshasa maintenance center, that activity advancing to the monitor/control phase in FY 71.

The need for intensive supervision of operations, for technical on-the-job training, and for tight control of project resources will be felt simultaneously in Kinshasa and Lubumbashi in FY 71, and in a total of four cities, simultaneously, by the end of FY 72. It is for this reason that such heavy emphasis is placed upon the need for TCN personnel at each location. Their presence and the continuity provided by the resident Training Advisor, or Generalist in the case of Lubumbashi, is basic to success of the activity.

Planning of expansion into interior cities includes provision of a U.S. Advisor to control and coordinate each of the three phases into which the establishment of each activity is divided, i.e., the planning phase, the installation phase, the monitor/control phase. Furthermore, the staffing plan provides for a minimum but sufficient period of orientation for the incumbents of the two new positions so that they will be entirely familiar with standardized systems and procedures, and will have practical experience applying them, prior to their assignment to the field. In addition, the plan is phased to assure the presence of all but one of the eight advisors at any given time in the next five years, home leaves being staggered as necessary. The plan leads toward assignment of the majority of the advisors on a national basis so that following the establishment of activities in the selected key cities in the interior the generalists and specialists will be responsible for the established programs throughout the nation to ensure the imperative close project monitoring.

Figure 21 is the master staffing plan for the Public Safety project governing assignment of U.S. Advisors.

The first phase (planning) for establishment of patrol activities in interior cities will be accomplished by the advisor who developed the Kinshasa Police Mobile Patrol (Brigade Mobile) operation. He is ready for immediate assignment to this six-

PUBLIC SAFETY DIVISION STAFFING PLAN
U.S. PUBLIC SAFETY ADVISORS

ANNEX III
FIGURE

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EOD = ENTRY ON DUTY
HL = HOME LEAVE
RT = ROTATION AID/W AND
CHANGE OF INCUMBENT

START OF INSTALLATION
PHASE OF SUB-PROJECT IN:

LM = LUBUMBASHI
KS = KISANGANI
BV = BUKAVU
LL = LULUABOURG

FOCAL POINT OF ATTENTION
OF ADVISOR:

+++++KINSHASA
-----INTERIOR

POSITION TITLE- POSITION NUMBER	INCUMBENT	FY 1970	FY 1971	FY 1972	FY 1973	FY 1974	FY 1975
CHIEF PUBLIC SAFETY ADV. 00078	ADKINS	+++++ (NATIONAL)	+++++ (HL)	+++++ (NATIONAL)	+++++ (HL)	+++++ (NATIONAL)	+++++ (HL)
DEPUTY CPSA-GENERALIST 00069 - #1	LEISTER	(EOD) +++++ (NATIONAL)	+++++ (HL)	+++++ (NATIONAL)	+++++ (HL)	+++++ (NATIONAL)	+++++ (HL)
PSA - GENERALIST 00066 - #2	FRANKLIN	+++++ (HL)	SURVEYS (NATIONAL)		+++++ (HL)	+++++ (HL)	+++++ (HL)
PSA - GENERALIST SPAR 69-19 - #3	(NEW)		(EOD) +++ +++++ LM		KS	(HL)	(NATIONAL)
PSA - TRAINING 00067 - #1	MEANS	(HL)	(NATIONAL)		(HL)	(NATIONAL)	(HL)
PSA - TRAINING SPAR 69-18 - #2	(NEW)		(EOD) +++++ BV		LL	(HL)	(NATIONAL)
PSA - TELECOMMUNICATIONS 00052	WAGONER/ LOYNS	+++++ (RT)		(NATIONAL)		(HL)	
PSA - AUTO 00053	SULLIVAN	+++++ (HL)	LM		BV	KS	LL (HL) (NATIONAL)

Explanatory Note: Position of code symbol for city indicates at what point in time the installation phase of each activity starts.

month task which will involve surveys in each city and preparation of detailed and specific plans of each installation, considering factors unique in each location. This same advisor will eventually return to Kinshasa to continue his responsibilities as the Generalist advisor to the Kinshasa Detachment. During his absence the incumbent of the new Generalist position will act in his capacity, learning established procedures and receiving an orientation in the type of operations he will establish, for when the surveys in the interior are finished and the incumbent Generalist returns to Kinshasa the new Generalist will transfer his attentions to development of operations in Katanga Province. Also to receive his orientation and to gain experience with the Kinshasa activity, the new training advisor will begin work in Bukavu early in FY 72 after the survey and planning phase there has been completed.

Establishment of patrol and training activities in each of the selected key cities will require one year of close attention by one advisor. Following this year, the monitor/control phase will commence and be accomplished through periodic visits by any generalist or training advisor, all of whom will be knowledgeable of and experienced in uniform procedures and policies.

Establishment of the vehicle support operation in each of the selected key cities will require six months of intensive effort per city. The same advisor will work successively in

Lubumbashi, Bukavu, Kisangani and Luluabourg. The initial phase (planning) for the Lubumbashi operation has been completed and the initial phase for the remaining cities will be accomplished by this same advisor approximately six months prior to each initiation date.

TCNs and National Police (communications) personnel will be in place in each of the key cities and will perform on their own planned system modifications and new installations. The Communications Advisor will be responsible for overseeing these activities. Working closely and travelling with his NP counterpart, he will also monitor and control all elements of the sub-project throughout the country, assuming a more national but less operational role as each month passes.

Augmentation of the staff of eight Public Safety Advisors with eleven TCNs in FY 71, with the addition of nine others by FY 73, is discussed in this Annex. Phase out dates are estimated for each position. A general discussion of phase-out of personnel is given in Annex VI.

Objectives of the Public Safety project have been specifically described as have been the planned scopes of activity of each of the eight advisors. These scopes of activity are necessarily broad and each encompasses a large number of widely varied tasks. In order to accomplish the totality of these goals the advisor must be free to move quickly from one activity area to another, recommending courses of action and then depending upon his Congolese counterparts to take that action, and to measure the suitability of the result, in his absence. Constant attention to each of perhaps two or three dozen activity areas is an impossibility, and yet, to accomplish planned objectives every advisor must be so occupied.

Good follow-through, and follow-up, are becoming more and more common at the highest levels within the NP but are, at lower levels, goals to strive for.

To provide this essential follow-through action, and to assure constant guidance for and evaluation of project activities, the USAID proposes use of TCNs. Other important benefits exist. TCNs are skilled in their speciality, can take a fairly operational role initially (this of course is diminished with time)

and thus absorb a portion of the workload ~~gkikaxak~~ simultaneously teaching and serving as a working example of a successful technician. TCNs are generally accepted as homologues by employees of the host government and are thus privy to subtle but important problems which might otherwise escape the advisor's attention. The TCN is required to be a good teacher, has the time to demonstrate otherwise abstract ideas and can afford to give constant guidance to his trainees.

Justification for the use of TCNs lies first in the fact that their presence allows a U.S. Direct-Hire Advisor to do more, at a higher rate of efficiency, than he could working alone and, secondly, the direct contribution which they can make in terms of training, project monitoring, operational efforts and control of project resources. In essence, he extends the Direct-Hire Advisor's radius of control.

Justification of the use of TCNs in the Public Safety project in this USAID is enhanced by two factors: 1) two sub-projects are just reaching a point of development where maximum benefit can be gained from the presence of TCNs, and 2) the use of counterpart, exclusively, at a flat annual rate of approximately 3,500 Zaire per employee, appears feasible.

The two sub-projects referred to in the preceding paragraph are the Vehicle Procurement and Maintenance activity and the Communications sub-project. Both lend themselves to the TCN approach; personnel must possess technical competence in a

specialized and complex subject; present workloads exceed the capacity of existing manpower to meet them; there is an increasing need for on-the-job training as classroom studies are completed; NP personnel, carefully selected and oriented, have proven their capacity to learn on the job and become skilled technicians.

In the Vehicle Procurement and Maintenance sub-project it is anticipated that TCNs will be assigned as follows:

A. Kinshasa

1. Master mechanic. Will directly supervise technical maintenance and repair operations. Must be experienced in supervision of subordinate personnel and skilled in repairing and rebuilding of gasoline engines, frame straightening, body and fender work, painting, and installation and maintenance of special police equipment. Will work with a Congolese officer, as his counselor, with operational responsibilities which will be passed as rapidly as possible to his counterpart. EOD FY 71, estimated phase-out FY 76.
2. Logistics/Auto Specialist. Will be responsible for spare parts, equipment and tool inventory control. Must be skilled in modern procurement and stock control procedures and an experienced supervisor. Will work with and train a Congolese officer (who with time will assume all responsibility) and will train

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a group of Congolese logistics and parts control clerks. EOD FY 71, estimated phase out FY 76.

B. Lubumbashi

3. Master Mechanic (same responsibilities as in Kinshasa) EOD FY 71, estimated phase-out FY 76.

C. Bukavu

4. Master Mechanic
5. Logistics/Auto Specialist (same responsibilities as in Kinshasa) EOD FY 72, estimated phase out FY 77.
- 6-7. Master Mechanic/Marine Engines (two individuals) Will supervise shop operations at the Marine Maintenance facility. Must be experienced supervisors and skilled in maintenance, repair and rebuilding of inboard diesel and gasoline engines, outboard gasoline engines and all other auxiliary equipment used conventionally in police patrol craft. Will work with and train Congolese officers (who with time will assume all responsibility) and will train a group of Congolese marine engine mechanics. EOD FY 72, estimated phase out FY 77.

D. Kisangani

8. Master Mechanic
9. Logistics/Auto Specialist (same responsibilities as in Kinshasa) EOD FY 72, estimated phase-out FY 77.

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E. Luluabourg

10. Master Mechanic (same responsibilities as in Kinshasa)

EOD FY 73, estimated phase out FY 78.

In the Communications sub-project the TCNs will be assigned as follows:

A. Kinshasa

1-6. Electronics Technician (six individuals). Will work with Congolese officers supervising all technical work. Must be skilled and experienced in radio shop operations (including supervision and training of personnel), installation of VHF/FM base stations and mobile equipment, erection of antenna towers, and maintenance and repair of all mobile and base station equipment, generators and electronic test equipment. The TCNs will be highly operational during the low-band/high-band changeover, carrying a considerable portion of the substantially increased workload during FY 71. At the same time they will be responsible for providing continuous on-the-job training to police technical trainees; this training will be structured and training aids, written and verbal examinations and individual report of progress will be prepared jointly by the TCNs and their NP counterparts. Early in FY 72 it is planned that four of the TCNs will be reassigned from Kinshasa to the interior (two to Bukavu and two

to Kisangani), to be replaced by two new TCNs (next item below), thus resulting in a total of four in Kinshasa in FY 72 during the last stages of the change-over. In FY 73 two of the four will be moved to the interior (Luluabourg) and the resulting level of two will continue from then forward. EOD FY 71, estimated phase out FY 76.

7-8. Electronics Technician (two individuals). The qualifications and responsibilities of these technicians will be generally the same as those of the communications TCNs who EOD in FY 71. They will replace the four TCNs reassigned to the interior, as explained above. EOD FY 72, estimated phase-out FY 77.

B. Lubumbashi

9-10. Electronics Technician (two individuals).. Qualifications and experience required is the same as set out above for the TCN technicians in Kinshasa. Their responsibilities will include joint supervision of operations during renovation and expansion of the VHF/FM network in Lubumbashi, assumption of a portion of the work load in support of this, maintenance and repair of the SSB/CW network base station, and continuous formalized on-the-job training of NP technicians. EOD FY 71, estimated phase out FY 76.

C. Bukavu

Two of the Electronic Technicians will be reassigned to Bukavu from Kinshasa in FY 72. Their responsibilities will be the same as those set out above for the Lubumbashi ~~REP~~ operation but will involve two additional activities: changeover of the VHF/FM network from low-band to high-band operation and installation and maintenance of mobile marine high-band VHF/FM equipment in the three police patrol boats. The TCNs will not only jointly supervise and train (with their Congolese police counterparts) but will be operational, carrying a portion of the substantial work load.

D. Kisangani

Two of the Electronic Technicians will be reassigned to Kisangani from Kinshasa in FY 72. Their responsibilities will be the same as those set out above for the Lubumbashi operation.

E. Luluabourg

Two of the remaining four Electronic ^{Technicians}/~~TECHNICIANS~~ will be reassigned to Luluabourg' from Kinshasa (leaving two there) in FY 73. Their responsibilities will also be the same as those set out above for the Lubumbashi operation.

In both the Vehicle and Communications sub-projects the TCNs will be supervised by and will be under the exclusive direction of a U.S. Public Safety Advisor. The latter will evaluate the TCN's performance and may recommend separation and replacement if his performance is inadequate or if he is unable to establish an effective rapport with his Congolese counterparts. The Public Safety Advisor will assure that each TCN is making maximum effort to train his counterparts and their subordinates, and that the responsibilities of the TCN are gradually (but as rapidly as possible) passed to NP ~~personnel~~ personnel. Other conditions and requirements will be given in contracts governing TCN employment and the Chief Public Safety Advisor, as the Project Manager, will assure that these conditions and requirements are met.

The USAID is convinced that use of TCNs in the Public Safety Project will probably prove to be an excellent method of extending the project's effectiveness and of ~~increasing~~ increasing control of project resources, particularly in the interior. Experiences of Public Safety projects in other ~~regions~~ ^{LDCs} indicates the desirability and feasibility of a TCN element in the program.

In the interest of simplicity, sub-project goals and specific quantification of outputs is given with corresponding activity justifications in Annex I.

With regard to justification for the provision of vehicles and boats in the interior, vehicle fleet requirements in each of the selected key cities are based both on experience gained with the establishment of the Brigade Mobile in Kinshasa and on known requirements for each of the patrol forces and training schools.

The 15 sedans will be used as follows:

3 -- Patrol Commander, Watch Commander, mid-level supervision by Patrol Supervisors

12 -- Four vehicles per shift for three shifts

The number of vehicles per shift is governed by the size of the enlisted ~~patrol~~ patrol force which in each city will consist at the outset of approximately twenty-four men. The ratio of patrol vehicles to patrol personnel has been the subject of a closely watched experiment in Kinshasa with the Brigade Mobile and the USAID is convinced that assignment of a specific vehicle to only one team of patrolmen is absolutely necessary to properly control this valuable commodity. It is noted that a certain proportion of the vehicles at any given time is temporarily unavailable for patrol use because of routine maintenance or the need for repairs. The minimum size of the fleet coupled with ~~some~~ occasional "down time"

means the effective patrol force in each of these cities is quite small. On the other hand, key factors such as population, the current crime problem, effectiveness of the police as a whole, and local and national governmental support were considered in the case of each city and it is the opinion of both the USAID and the National Police that this force, albeit a minimum one, is sufficient for the initial effort.

The bus and pickup truck will be assigned to the National Police school in each city. The bus is required for transportation of students for a variety of purposes. It must be remembered that the schools are intentionally located at an isolated point as far from the center of town as practicable for the purpose of control of students during non-training hours and for firearms training. As a result, transportation to town for medical examinations, observation of police operations, and occasional trips for the purchase of necessary supplies (such as clothing and personal items) is required. Also, the bus is used from time to time to transport the faculty. The pick-up truck is needed to provide transportation for food for the mess hall, supplies of all sorts for administration of the school, and other items which can in some instances be delivered by the vendor but only at a substantial cost.

The tow truck in each city is based at the National Police maintenance center and provides the only means of

towing disabled or wrecked vehicles to the garage.

Justification for the use of patrol boats on Lake Kivu, out of Bukavu, lies in the need for police patrol to meet the increasingly serious problems of smuggling (involving various kinds of contraband and criminal and political fugitives), traffic of subversives, and illegal fishing activities.

Belgian and Congolese police officials familiar with the problem state that smugglers generally operate low-speed craft and are seldom armed except with light and usually primitive weapons. Police patrol, using a 30-foot, twin engine, diesel-powered fiberglass vessel armed with conventional police weapons, is the most direct, least expensive and most generally acceptable method of controlling the situation.



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APPROVED BY: SAMUEL C ADAMS JR ASST ADMINISTRATOR FOR AFRICA
AFR/CWA SCHRISTMAS
AA/AFR PBIRNBAUM
AFR/DP DSHEAR
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SUBJECT: ADDITIONAL PROP INFORMATION-PUBLIC SAFETY

REFERENCE: TOAID A-110

1. AID/W APPRECIATES EXTENSIVE DESCRIPTION OF PROJECT BUT REQUIRES EXPEDITIOUS SUBMISSION SOME ADDITIONAL FACTUAL DATA IN DIGETS FORM IN ORDER AFFORD CONSIDERATION PROJECT EXPANSION BY \$2,348,000 OVER CONGRESSIONAL PRESENTATION LEVEL (EXCLUDING COUNTERPART), INCREASE OF 2 U.S. AND 20 THIRD COUNTRY NATIONAL (TCN) POSITIONS AND EXTENSION BY 2-YEARS TO FY 75. ESSENTIAL THAT ADDITIONAL PROP PROVIDE ADEQUATE JUSTIFICATION TO SUPPORT THE PRINCIPAL AND SECONDARY PROJECT ACTIVITIES. ADDITIONAL REPORTING ON THE SETTING AND ENVIRONMENT SECTION IS NOT REQUIRED. PROP SHOULD CONSIDER ENTIRE PROJECT INCLUDING COUNTERPART FUNDED PROTION.

2. PROP SHOULD PROVIDE JUSTIFICATION FOR ALL POSITIONS AND SHOULD CLARIFY RELATIONSHIP PROPOSED ADDITIONAL TWO POSITIONS TO

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PRESENT SEVEN (WHICH INCLUDE SECRETARY) WHO WERE NOT SPECIFICALLY DISCUSSED. ONE ADDITIONAL POSITION IS DESCRIBED IN PROP AS SECOND TRAINING ADVISOR. NEED FOR THIS POSITION SHOULD BE EXPLAINED ESPECIALLY IN TERMS OF WORKLOAD OF PRESENT TRAINING ADVISOR.

3. PROP PROPOSES EXPANSION OF PROJECT INTO LUBUMBASHI AS FIRST INTERIOR CITY TO BE ASSISTED UNDER PROJECT AND ADVISOR REQUESTED IN SUPPORT THEREOF. NOT CLEAR, HOWEVER, AS TO RATIONALE FOR SUBSEQUENTLY EXPANDED PROJECT INTO KISANGANI, DUKAVU, AND EVENTUALLY FOURTH CITY IN INTERIOR WITHOUT ADVISORS TO SERVICE THESE AREAS. PLEASE CLARIFY.

4. PROP ALSO SHOULD PROVIDE DETAILED BASIS OF PROPOSAL AUGMENT U.S. PUBLIC SAFETY STAFF WITH 20 TCN ADVISORS. PROP SHOULD CONTAIN PHASEOUT PLAN INDICATING DATE EACH U.S. AND TCN POSITION WILL BE TERMINATED BASED ON COMPLETION OF THE INDIVIDUALS' ACTIVITY.

5. OUTPUT DATA WOULD BE MORE PERSUASIVE IF GOALS WERE QUANTIFIED FOR THE 4 PRINCIPAL AND 4 SECONDARY ACTIVITIES. FOR EXAMPLE, ALTHOUGH COMMUNICATIONS COVERAGE IN PROP IS EXTENSIVE, SPECIFICATIONS FOR COMPLETION COMMUNICATION SUB-PROJECT ARE UNCLEAR SINCE INFORMATION ON NUMBER CITIES TO BE LINKED, NUMBER OF DISPATCHING CENTERS TO BE CONSTRUCTED, EXTENT EXPANSION OF SSB NETWORK, AND NUMBER OF RADIOS TO BE PROVIDED IS NOT GIVEN. CIVIL DISTURBANCE CONTROL AND MARKSMANSHIP SUB-PROJECT ARE ADDITIONAL EXAMPLES OF ACTIVITIES WHERE STATEMENT OF TARGET DOES NOT COME THROUGH CLEARLY TO US SINCE NEITHER QUANTITIES OF EQUIPMENT NOR NUMBER OF POLICEMEN AFFECTED IS INDICATED. ALSO NEED SPECIFIC BASIS FOR PROVISION OF 15 SEDANS, 1 TOW TRUCK, 1 BUS, ETC., FOR EACH CITY, AND FOR PROCUREMENT 3 PATROL BOATS FOR LAKE KIVU.

6. BASED ON LEVEL OF PROJECT INPUTS AND IN ABSENCE OF QUANTIFICATION OF OUTPUTS AID/W IS NOT PERSUADED THAT CONGOLESE POLICE WILL REACH INSTITUTIONAL VIABILITY BY END FY 75. NECESSARY LONG LEAD TIMES FOR CERTAIN TRAINING PROGRAMS DESCRIBED PAGES 26, 27 INDICATE THAT IN FACT CONGOLESE MAY NOT BE READY TO REPLACE U.S. ADVISORS AND TCN TECHNICIANS BY END FY 75. PROJECT PLANNING SHOULD RELATE TIME NECESSARY TO ACHIEVE TARGET OF INSTITUTIONAL VIABILITY TO PROPOSED LEVEL OF INPUTS. ROGERS

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AIDAC

SUBJ: ADDITIONAL PROP INFORMATION - PUBLIC SAFETY

REF: TOAID A-151

LINE FOUR PAGE TWENTY-SIX SHOULD READ QUOTE CAPACITY
OF 1,000 PLAN C OR TO 2000 PLAN D UNQUOTE
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