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EVALUATION
OF THE
PUBLIC SAFETY PROGRAM
FOR THE
REPUBLIC OF LIBERIA

October 1972

OFFICE OF PUBLIC SAFETY
AGENCY FOR INTERNATIONAL DEVELOPMENT
DEPARTMENT OF STATE WASHINGTON D.C.

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CLASSIFIED BY John F. Manopoli
SUBJECT TO GENERAL DECLASSIFICATION
SCHEDULE OF EXECUTIVE ORDER 11652
AUTOMATICALLY DOWNGRADED AT TWO
YEAR INTERVALS AND DECLASSIFIED ON DEC. 31 1978

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John F. Manopoli AID/OPS
Frederick C. Hubig, Jr. AID/ARF/DP.

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PREFACE

A. TERMS OF REFERENCE

Department of State telegram 125847 of July 12, 1972, provided general terms of reference for the present study with the following language:

1. I believe we must agree assignment Cretecos prior to Evaluation. Advise reservation funds. New ETA July 31.
2. Fully agree early evaluation. Due press other business Washington members of Evaluation group not available until mid-August. In addition AFR and OPS/W members I have agreed with OPS that Cretecos and one other USAID representative will serve on Evaluation Team.
3. Evaluation must be professional and objective rpt objective setting forth accomplishments to date, present situation, GOL planning (including analysis likelihood implementation such plans). We view this as definitive step in updating 1971 evaluation, assess situation arising from new administration Para 5 Ref (c Monrovia 3761) in order proceed implement decision (c) Para 2 of Ref (b State 010401).

State telegram 010401 of January 21, 1971 to Monrovia provided for an evaluation of the Public Safety project during FY 1972 with the following language:

2. Decision reached that (a) project staff should be reduced by two advisors by the end of FY 71 but not later than end calendar year 1971, (b) continuing assistance as may be desired and possible pursuant to current project objectives will be maintained by three remaining advisors pending outcome of field evaluation of Public Safety project by TDY team from AID/W during FY 1972 and (c) evaluation will be utilized to determine planned phaseout in FY 1972 or beyond.

Department of State telegram 077438 of May 5, 1971 to Monrovia provided the following terms of reference for this FY 1972 evaluation:

1. To review with the Country Team the internal security situation, and in light of this, assess capabilities of Liberian Civil Security Forces being able to execute their responsibilities and to deal with internal security problems, if any.

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2. Analyze past U.S. police assistance activities; determine effectiveness of U.S. resources; assess adequacy current project goal as against findings (para. 1); determine need, if any, of further U.S. aid to Civil Security Forces and the extent thereof.
3. Identify Government of Liberia initiatives and plans for improvement of Civil Security Forces and funding support provided by the Government of Liberia for its police.
4. Team's recommendations will focus on present goals and those for any future program, especially in light of Government of Liberia initiatives, with the view to move the Government of Liberia toward self-sufficiency in this area. Expect study will allow determination future assistance and finite planning for project eventual phase-out.
5. The Evaluation Team will be expected to consult with members of the Country Team and with senior members of the civil security forces being aided.

Monrovia 3761 of August 3, 1971 to State contained the following Country Team comments on the Public Safety Evaluation Report submitted pursuant to the terms of reference in State 077438.

2. The Country Team finds evaluation report a generally thorough, responsible and highly professional document. At the same time, looking at the problem from different vantage point, the Country Team continues to hold views substantially inconsistent with the recommendations of the Evaluation Team. There no doubt that Liberian security forces have many deficiencies and that U.S. technical assistance can make important contribution to their development. While security forces obviously important to Liberian development, Liberia and Team have for some time given much higher priority to other development sectors.
3. Public Safety program would already have been phased out had it not been judged that late President Tubman's keen interest in program, plus utility of keeping our hand in during "succession period," justified extending limited program for additional year or two.
4. Since deciding to extend, we have been confronted with new but not unforeseen situation. Tubman is gone and successor government may evolve new posture in Public Safety field. It is possible that President Tolbert will create situation in which

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Public Safety program will have much higher priority and in which Public Safety program staff would have enhanced opportunity to make real progress.

5. Pending opportunity to assess situation created by Tolbert's succession to the Presidency, Country Team not willing to endorse recommendations that U.S. make now rpt now decisions to extend program beyond FY 73 nor to strengthen staff above personnel levels previously planned, i.e. three advisors after December 31, 1971. We shall of course keep situation under continuing review and will doubtless have further recommendations to make as post-Tubman era unfolds.

B. HOW EVALUATION WAS CONDUCTED

The AID/W Evaluation Team consisted of:

Mr. John F. Manopoli - Team Leader
Chief of Operations
Office of Public Safety

Mr. Frederick C. Hubig, Jr.
Evaluation Officer
Bureau for Africa
Office of Development Planning

Mr. Manopoli and Mr. Hubig began reviewing relevant policy documents in Washington on September 15. They departed for Monrovia on September 28 and arrived on September 29.

In Liberia, the AID/W members were joined by Mr. James A. Cretecos and Mr. Julius E. Coles of the USAID. The Government of Liberia assigned Mr. Estrada Bernard, Deputy Minister of Justice, and Mr. John Payne Tucker, Deputy Director of National Police, as GOL members of this Joint Evaluation Team. While in Liberia, the Team consulted officers of the U.S. Embassy, the AID Mission, the U.S. Military Group, and Liberian officials concerning problems of internal security, police management, administration, training and operations. Annex A provides a list of persons interviewed. The Team also traveled outside Monrovia to visit county police headquarters and rural police sub-stations.

USAID requested the Team to supplement the Evaluation Report, prepared in accordance with the terms of reference stated in State 125847 of July 12, 1972, with a Project Design Summary (Logical Framework) Form AID-1020-28 and a Project Appraisal Report (PAR), Form AID-1020-25. These documents are included in Part I of this report.

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The U.S. members of the Joint Evaluation Team briefed the Country Team on the principal recommendations and conclusions contained in the unclassified Part I of the joint report. Copies of the report were provided to the U.S. Mission (for Country Team comment to AID/W), the USAID, and the Government of Liberia prior to the AID/W Team members' departure for Washington on October 16..

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PART I

REPORT

ON

EVALUATION OF
U. S. PUBLIC SAFETY ASSISTANCE
TO LIBERIA
AS RELATED TO
LAW ENFORCEMENT AGENCIES

BY

JOINT TEAM

OF

GOVERNMENT OF LIBERIA

AND

U. S. AGENCY FOR INTERNATIONAL DEVELOPMENT

OCTOBER 16, 1972

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PART I

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SUMMARY

1. High Government of Liberia (GOL) officials emphasized to the Joint Evaluation Team that the GOL considers effective law enforcement not only an obligation to the people, but also considers law enforcement to be a visible ingredient of its efforts to develop an economy which will provide peaceful enjoyment of a better life for the people of Liberia.
2. Although the police services of Liberia have made marked strides to fulfill this obligation, they still require police advisory assistance in certain areas of police expertise critical to the continued development of the Forces.
3. GOL determination to have its security forces play their required role in economic and social development must be nurtured in the main by well considered application of its own available resources.
4. The technical findings concerning the professional status of the several Liberian police services of the GOL conclude that substantial qualitative and quantitative progress has been made to date by these police organizations. However, it was determined that the important areas of Police Management and Administration, Training for all grades, and Criminal Investigation remain as focal points for concentrated advisory assistance to prepare the police forces for self-sufficiency.
5. U.S. Public Safety assistance has contributed to the development of a moderate level of law enforcement capability in Liberia. Now joint US/GOL planning can address a higher level of force requirements which can best be met by a greater degree of advisory assistance emphasis on training, improved police organization, management and administration, and more efficient criminal investigation.
6. The Team recommends that the U.S. continue to provide modest advisory assistance, focused on a re-direction to those police disciplines identified not only as areas requiring assistance, but amenable to actions that would result in measurable progress toward self-sufficiency for the police institution.

CHAPTER IINTRODUCTION

In a letter to the Minister of Planning and Economic Affairs, Cyril Bright (MPEA), Government of Liberia (GOL), dated July 12, 1972 (Appendix A), Mr. William C. Wild, Jr., Director, USAID/Liberia, advised that the status of the Public Safety Project in the GOL's Development Program must be resolved in the near future. The letter further advised that USAID had communicated to AID/Washington its request to terminate the project during Fiscal Year 1973 (July 1, 1972 - June 30, 1973). In addition, the letter proposed that an evaluation team be established to include representatives of the Agency for International Development and the GOL knowledgeable of project goals and accomplishments and the relative priority of the project in the GOL's Development Program.

A reply to Mr. Wild's letter of July 12, 1972, from Minister Bright dated August 25, 1972 (Appendix A), stated as follows:

I am pleased to refer to your letter of 12 July 1972 concerning the Public Safety Project which has been a part of our development program which your government plans to terminate by fiscal year 1973.

In view of the fact that our need for the Public Safety Project is still being felt, your proposal is accepted. In this light, the Ministry of Justice is recommending two officials to represent Government on the project appraisal team. The two officials are Honourable Estrada J. Bernard, Deputy Minister of Justice, and Mr. John Payne Tucker, Deputy Director of Police. Furthermore, the Ministries of Planning and Economic Affairs and Finance will send representatives who will serve as observers.

Subsequent appraisal team member recommendations made by AID/W and USAID resulted in the establishment of the following joint Liberia/US Evaluation Team:

Mr. Estrada J. Bernard, Deputy Minister of Justice

Mr. John Payne Tucker, Deputy Director of National Police

Mr. John F. Manopoli, Chief of Operations, Office of Public Safety,
AID/Washington

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Mr. Frederick C. Hubig, Jr., Evaluation Officer, Bureau for Africa, AID/Washington

Mr. James A. Cretecos, Public Safety Officer, USAID/Liberia

Mr. Julius E. Coles, Program Officer, USAID/Liberia

Mr. Eugene Cooper, Research Assistant, MPEA, was designated as an observer by Minister Bright.

The Team began its evaluation on October 2, 1972, and completed its report on October 18, 1972. Copies of the evaluation were distributed to Minister of Justice Clarence L. Simpson, Jr., Minister of Planning and Economic Affairs Cyril Bright, the U.S. Embassy, AID/Washington, and USAID.

The Team examined available GOL documents and statistics relating to the National Police Force (NPF), the National Bureau of Investigation (NBI), and the Bureau of Immigration and Naturalization (BIN) performance, and all available USAID documents and statistics concerning project goals and specific accomplishments of the USAID Public Safety Assistance Program. The Team limited its evaluation of Public Safety Assistance to the goals and accomplishments of the project over a three-year period (FY 1970 - FY 1972).

The Team, during its limited time frame, inspected all the facilities of the National Police Headquarters, including the Central Headquarters and Zone 1 for Monrovia, the National Police Academy and one County Headquarters and two rural police sub-stations.

This report includes resumes of the more pertinent interviews granted to the Team, findings on the project goals and accomplishments of the USAID Public Safety Assistance Program, findings on current deficiencies within certain of the GOL security forces, and recommendations for GOL and USAID actions arising from these findings.

His Excellency, President William R. Tolbert, granted an interview to the Team. Discussions on law enforcement problems, progress or lack of progress and identification of areas of concern in the police disciplines were held with Minister of Justice Clarence L. Simpson, Jr., Minister of Planning and Economic Affairs Cyril Bright, Director-General of Security Services Nathaniel Baker, NPF Director Thomas Bernard, NBI Director Patrick Minikon, BIN Commissioner Peter Amos George, Director of Special Security Service Wilfred Clark, Director of the Executive Action Board Thomas Nelson, and various high ranking officials of these agencies.

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CHAPTER II

RECOMMENDATIONS

Together with conclusions set forth elsewhere in this report, the Team considered the following factors in arriving at its recommendations for GOL actions to improve its law enforcement services and future U.S. Public Safety Assistance to the GOL:

1. The current strengths and weaknesses of the relevant Liberian Security Forces.
2. The GOL's expressed need for continued Public Safety Advisory Assistance.
3. The adequacy of USAID Public Safety Assistance.

The Team recommends:

1. That the GOL determine the priority it places on the relationship of its law enforcement obligations relative to other elements of its Development Plan, and communicate this determination to the USAID.
2. That consistent with budgetary means, GOL resources be applied on a priority basis to correct the major deficiencies and organizational defects of Liberian Law Enforcement Agencies identified in the technical conclusions contained in Chapter III C of this report.
3. That consistent with actions by the GOL in recommendations 1 and 2 above a joint revision of the existing Project Proposal (PROP) for Public Safety Assistance be prepared through FY 1976 with detailed purpose, goals, objectives and verifiable indicators reflecting the new advisory emphasis. This revised PROP to be submitted to AID/Washington for approval as soon as possible.
4. That contingent on the achievement of progress under recommendations established in planning documents and PROAGS, U.S. Public Safety Assistance be concentrated on the National Police Force and continued through FY 1976, as follows:

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- a. Advisory Personnel (Three)
 - (1) Public Safety Officer (Chief of Party), primarily concerned with Organization, Management and Administrative Assistance.
 - (2) Public Safety Advisor-Training, concerned with all facets of law enforcement training, including the National Police Academy, in-service, participant selection, orientation and end-use, and other appropriate training.
 - (3) Public Safety Advisor-Criminal Investigation - Identification/Records, concerned with all aspects of criminal investigation, identification and records.
 - b. Short term TDY Advisory Assistance as required by the project.
 - c. Participant Training (Fourteen per year)
 - (1) National Police Force - 10
 - (2) National Bureau of Investigation - 2
 - (3) Bureau of Immigration and Naturalization - 2
 - d. Commodities. Limited to demonstration amounts in support of advisory assistance responsibilities (i.e., training material, aids to criminal investigation to include FM-1 and FM-5 portable base and walkie-talkie communications equipment).
5. That all future GOL and USAID planning for Public Safety Assistance be undertaken jointly and should:
- a. Focus Public Safety Assistance on Management, Organization and Administration, Training in all police disciplines, Criminal Investigation, Identification and Records.
 - b. Establish clearly identifiable benchmarks of Project Activity progress, the successful accomplishment of which would be the basis of further assistance.

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- c. Establish requirements for timely joint GOL/USAID project appraisals to determine effectiveness of GOL/USAID performance prior to issuance of Project Agreements.
 - d. Assure effective liaison within USAID and with the GOL Ministries of Justice and Planning with respect to Public Safety Assistance.
6. That future Project Agreements (PROAG) for Public Safety Assistance include:
 - a. Establishment of specific project activity counterpart relationships and responsibilities between USAID Public Safety Advisors and GOL activity managers in the Ministry of Justice and the National Police.
 - b. A detailed listing of GOL and U.S. resource contributions and responsibilities.
7. That participant trainee selection be focused on police disciplines in support of activities redefined in the revised Project Plan and Agreement.
8. That seminars on Police Management and Leadership for senior officers of the Ministry of Justice and the Police Services be conducted every four months at the National Police Academy under the joint sponsorship of the Ministry of Justice and the USAID Public Safety.
9. That consistent with the recommended major advisory responsibilities to the NPF, the Ministry of Justice may request that ancillary assistance by the Advisory Team be made available to other Liberian Law Enforcement Agencies.
10. That the U.S. provide a continuity of appropriate advisory personnel to meet the objectives of the revised PROP.

CHAPTER IIIFINDINGS AND CONCLUSIONSA. GENERAL

The Minister of Justice, Clarence L. Simpson, Jr., received the Team in his office on Monday, October 2, at 0900. His Deputy, Estrada Bernard, members of the Evaluation Team, and Henry Cooper, Assistant Minister of Justice for Administration, were also present. The Minister defined the role of law enforcement agencies in Liberia as the guardians of security which would allow economic development to take place. There is at present no immediate threat with regard to insurgency. Consequently, the security forces of the Ministry of Justice are primarily involved in preserving and improving the environment for economic development by enabling the people to conduct their lives and businesses in an orderly and profitable manner.

The Police Force over the years has improved its image from total lack of dignity to respect in the eyes of the people today. This improvement has not been regular or without setbacks, but the overall effect has been overwhelmingly positive. Under the umbrella of stability, Liberia has benefited from foreign capital investment and has achieved a respectable rate of economic growth. In addition to the National Police Force, the rise in economic development and ensuing trade created a requirement for a Bureau of Immigration and Naturalization Border Patrol Unit and a modern criminal investigation organization, the National Bureau of Investigation. These organizations have been assisted by USAID Public Safety Advisors and have attained a fair level of competency.

Minister Simpson explained that the new administration was implementing a far reaching program of internal reform for good government. Fiscal irregularities on the part of certain government personnel in the past resulted in widespread inefficiency and misuse of funds. These wasteful practices are over. Many corrupt government officials have been dismissed. The former Director of the NPF resigned and a new Director has been appointed. Although the NPF has made significant progress, much more might have been achieved. The new Director of the NPF has been given the mandate to bring the organization up to a high standard of excellence. Quality takes precedence over quantity. One of the new Director's primary responsibilities is to insure the proper utilization of allocated funds.

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The priorities for Public Safety Assistance as seen by Minister Simpson are:

1. In-country training for all law enforcement agencies, together with relevant participant training.
2. The area of Police Organization, Management and Administration.
3. Criminal Investigation, including National Identification and Records Center and Crime Laboratory.
4. Urban and Rural Patrol Operations.
5. Transportation and Communications.

Minister Simpson first became aware of the planned termination of the USAID Public Safety Program when he received a copy of the USAID letter to the Minister of Planning and Economic Affairs. Just as Minister Simpson was about to take strong action to respond to this letter, he received notification of U.S. Ambassador Westerfield's death. Notice was received of the Public Safety Evaluation Team's arrival shortly thereafter, so he let the matter drop to be taken up again with the Team's arrival.

He is absolutely convinced that Public Safety is one of the key ingredients in the mix of activities that result in economic development. Furthermore, he stated that President Tolbert has on several occasions expressed deep concern for maintaining an effective police capability. This year he authorized a special purchase of vehicles for police use. Termination of Public Safety advisory assistance at this time would create a burden to the GOL just when the new administration is trying to revamp and improve the police system. His feelings may be summed up as "without security, attempts for economic development are worthless." The Minister added that, if the U.S. was not able to provide needed Public Safety advisory assistance, Liberia would have to find assistance from another source. In response to a question, Minister Simpson also stated that the GOL would be willing to pay the total costs of training Liberian police officials in the United States within "our meagre financial resources" if funds were not available from USAID.

The Team, together with Minister of Justice Simpson, U.S. Charge d'affaires ad interim Gamon, and Acting USAID Director Moore, met with President Tolbert at 1245 Wednesday, October 4, at the Mansion. Minister Simpson thanked the President for affording him, U.S. representatives and the Evaluation Team this audience. He briefly commented that the

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Team was engaged in an evaluation of the Public Safety Assistance to the Liberian Security Forces, and the present capabilities of these Forces. He noted that such assistance was now being given to the the NPF only and that assistance to the NBI and the BIN had been phased out prior to his assumption of office. The various forces were in need of comprehensive training assistance, crime was increasing and the border problems of smuggling and alien entry were also on the rise. Public Safety Assistance was needed.

President Tolbert expressed his appreciation for this evaluation. He noted that Liberia was a stable country; however, its police forces must be prepared to cope with any situation and with the increase in crime. President Tolbert expressed his appreciation for U.S. assistance in the past, including in the areas already phased out, even though extended cooperation could have been used in these areas. He hoped that USAID was not talking about phasing out the program now. In addition, he stated that "the GOL would be ready to do what we have to do for ourselves." Furthermore, he welcomed U.S. interest and assistance, but noted "the GOL had to take responsibility for what it could do for itself in the event of the phasing out of the Public Safety Program." He also stated that he hoped the U.S. would show a continuing interest in the Public Safety Program. President Tolbert stated that Liberia was prepared to put itself into a position to benefit from the help received. In closing, President Tolbert stated he would be interested in the Team's report, that he did not stand on protocol and for the Team to feel free to call on him again.

The Team met with the Minister of Planning and Economic Affairs, Cyril Bright, on Wednesday, October 4, 1972. Mr. Manopoli explained that the purpose of the joint Liberia and U.S. study was to evaluate the contribution of past Public Safety Assistance Programs to the police agencies of the Government and to identify areas in law enforcement that required additional improvement. The study was occasioned by a USAID decision to terminate Public Safety Assistance by the end of June 1973. This decision of the USAID was predicated in the absence of any priority accorded to this activity by the Ministry of Planning and Economic Affairs.

Minister Bright stated that he did not even consider Public Safety in listing Development Assistance priorities for USAID assistance. He had thought that Public Safety did not come within the framework of the regular USAID program, and was informed that Public Safety had its own funds. He understood that Public Safety assistance funds were for the Ministry of Justice and that it was up to USAID to establish these requirements with the Ministry of Justice. The Minister was asked if he considered assistance to the police services to be in the realm of Development Assistance priority. He stated

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that he had not thought of Public Safety as a priority of the Government, but as an obligation of the Government to insure public tranquility and provide for the general public welfare. These were requirements for the development of the nation. The safety of the public was one of the segments that made up the total development picture; however, Public Safety did not appear to be a problem in Liberia. He had not considered this program as a competitor for available USAID funds in the establishment of priorities. He also stated that he looked forward to the Team's report in order for his Ministry to make a decision on this program's priority. In addition, he noted that if USAID withdrew its Public Safety Program, he did not know what effect this would have on Public Safety in Liberia at this time.

The new administration of President Dr. William R. Tolbert, Jr., has placed increased emphasis on law enforcement. It appears that under President Tolbert's leadership many changes have been implemented to improve the administrative and political environment of the GOL.

In a recent address to the 47th Liberian Legislature, the Chief Executive said he had "drawn the sword against injustice, corruption, and those who try to impede Liberia's development." He urged all Liberians to pull together under a philosophy of "Total Involvement." Speaker Henries of the Legislature, in return, made a statement in which he acknowledged that the legislators realized that the President's philosophy requires the country to have a peaceful and stable climate for economic growth to continue.

Since January 1, 1972, a total of 156 NPF personnel have been separated from the force:

1. Resigned		11
2. Dismissed	31	127
3. Dismissed - Criminal Act	3	<u>18</u>
		156.

After several years of GOL budget difficulties which precluded planned construction of a NPF Headquarters, necessary communications and transportation equipment, salary increments, and other improvements, it appears that this year's (FY 1973) budget will reflect substantial increases to include all of the above.

In summary, it must be concluded that the GOL is indeed showing seriousness of intent to provide more efficient police service to the country.

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Evidence of the sincere desire to improve the management and administration of the National Police Force has been shown by both the Minister of Justice and the Director of the NPF. Within the short period of two months, the recently arrived (August 2, 1972) Chief Public Safety Advisor has been requested to:

1. Make a comprehensive survey of jurisdictional responsibilities of the Criminal Investigation Division (CID) of the NPC and the National Bureau of Investigation (NBI) and submit recommendations for the consideration of the Minister of Justice;
2. Participate with his other two staff officers in accompanying command level police officers on Supervisory Command Patrols in order to critique existing supervisory practices and note deficiencies reflected at all supervisory and command levels;
3. Redesign floor plans and office space for a more modest new national police headquarters together with layouts for parking and other contiguous areas;
4. Examine and refine a draft of Rules and Regulations prepared by NPF personnel and former Public Safety Advisors, for implementation of finalized version;
5. Review a newly-proposed NPF organizational chart, correct obvious deficiencies therein and create any new divisions or bureaus which would enhance the management and administration of the department;
6. Meet with the Director of the NPF and his top level command officers on a daily basis in order to provide professional advice with or without direct solicitation for such counsel.

B. PUBLIC SAFETY PROJECT REPORT (PAR) .

To supplement this joint evaluation the Team was asked to prepare an AID Project Appraisal Report (PAR). This effort resulted in a concentrated review of the project from FY 1970 through FY 1972 with regard to project planning, objectives, goals, and implementation problems arising from reduction in planned personnel levels, USAID recommendations to terminate the project, and various GOL problems including efficient utilization of available funds.

The Team, in the course of five lengthy and challenging sessions, completed the PAR. All members were in agreement that the exercise was most useful both to the USAID and the GOL. The GOL members of the Team now have a much more thorough understanding of the project and

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can be expected to make most meaningful contributions toward all phases of future USAID and GOL planning. USAID members benefited from the frank exchange of ideas.

The first course of action was to reconstruct the planning objectives as stated in the original FY 1970 through FY 1975 PROP. It was necessary to construct a Project Design Matrix which provided the basis for preparing the PAR. The PAR worksheets comprised an item-by-item analysis of the project using the Logical Framework Matrix as a data base. It was the Team's consensus that while a useful document, the PAR form itself requires some revision in order to be more effective as a joint evaluation tool. The following PAR cover sheet provides a list of new actions proposed and requested as a result of this PAR exercise. These new actions are additionally refined and reflected in the Recommendations to the GOL and AID found in Chapter II of this Evaluation.

PROJECT APPRAISAL REPORT (PAR)

PAGE 1

1. PROJECT NO. 669-11-710-027	2. PAR FOR PERIOD: FY 70 TO FY 72	3. COUNTRY Liberia	4. PAR SERIAL NO. FY 73-01
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5. PROJECT TITLE
PUBLIC SAFETY ADVISORY SERVICES AND TRAINING

6. PROJECT DURATION: Began FY 57 Ends FY 75	7. DATE LATEST PROP 8-12-72	8. DATE LATEST PIP 7-1-69	9. DATE PRIOR PAR 12-31-70
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$3,104,000	b. Current FY Estimated Budget: \$ 732,000	c. Estimated Budget to completion FY 76 After Current FY: \$ 600,000
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME USAID Public Safety	b. CONTRACT, PASA OR VOL. AG. NO. Direct Hire
--------------------------------	--

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
		X	1. GOL determines the priority of Public Safety assistance relative to other elements of its development plan and communicate this determination to the USAID.	December 31, 1972
		X	2. Consistent with revised project requirements, GOL allocate necessary budget resources for CY 73 including equitable pay and allowances.	December 31, 1972
X		X	Based on GOL action taken in 1 and 2 above, USAID and GOL will jointly prepare a revised PROP and work plans as necessary.	January 31, 1973
X		X	Future Project Agreements should specify in detail respective responsibilities of GOL and USAID with regard to all inputs.	
X		X	Participant trainee selection be focused on police disciplines in support of activities as redefined in the revised Project Plan (PROP) and agreement.	
X		X	GOL examine duplication in legislation of law enforcement agencies specifically, NBI and NPF.	
X			Develop a PAR form more appropriate to joint evaluations of projects.	

D. REPLANNING REQUIRES	E. DATE OF MISSION REVIEW
REVISED OR NEW: <input checked="" type="checkbox"/> PROP <input checked="" type="checkbox"/> PIP <input checked="" type="checkbox"/> PRO AG <input type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input checked="" type="checkbox"/> PIO/P	

PROJECT MANAGER TYPED NAME, SIGNED INITIALS AND DATE James A. Cretcos <i>James A. Cretcos</i> Director of Police, Acting	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE William C. Wild, Jr. <i>William C. Wild, Jr.</i> Minister of Justice, Acting
John Payne Tucker <i>John Payne Tucker</i>	Estrada J. Bernard <i>Estrada J. Bernard</i>

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AID 1020-25 (10-70) PAGE 2 PAR	PROJECT NO. 669-11-710-027	PAR FOR PERIOD: FY 70 TO FY 72	COUNTRY LIBERIA	PAR SERIAL NO. FY 73-01
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II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)					
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW	MEDIUM			HIGH	
	1	2	3	4	5	6	7	1	2	3	4	5	
1. Public Safety Team					X								X
2.													
3.													

Comment on key factors determining rating

1. A more adequate format should be developed enabling more precise evaluation of U.S. Direct Hire technician teams.
2. Due to circumstances beyond the control of the P.S. team, i.e. USAID determination to phase-out Project prior to plan, detailed planning with regards to revising specific project targets was discontinued.
3. Reductions of P.S. team personnel exceeded projections of PROP and PIP.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	1	2	3	4	5
						X						X

Comment on key factors determining rating

1. Maximum utilization of returned participants is noted throughout law enforcement agencies.
2. Adequate facilities are available for NBI, BIN and rural police posts, but not for NPF H.Q. in Monrovia.

5. COMMODITIES	1	2	3	4	5	6	7	1	2	3	4	5
				X							X	

Comment on key factors determining rating

1. Project Support Loan (PSL) was terminated after FY 70.
2. No provisions were made by USAID to reflect the change in the required scope of the project.
3. PSL delayed due to slow processing by AID/W and failure of GOL to provide timely information in order to satisfy conditions of a previous loan.

6. COOPERATING COUNTRY	a. PERSONNEL	1	2	3	4	5	6	7	1	2	3	4	5
	b. OTHER				X								X

Comment on key factors determining rating

1. National Police Training Academy utilized to capacity for recruit training, but, lack of allocated funds for in-service training.
2. Absence of adequate criminal records system and other related statistics available from GOL.
3. Funding constraints.
4. Failure of GOL to state priority of law enforcement to USAID vis-a-vis other GOL budgetary requirements.

7. OTHER DONORS	N/A	1	2	3	4	5	6	7	1	2	3	4	5
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(See Next Page for Comments on Other Donors)

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AID 1020-25(10-70) PAGE 3 PAR	PROJECT NO. 669-11-710-027	PAR FOR PERIOD: FY 70 - FY 72	COUNTRY LIBERIA	PAR SERIAL NO. FY 73-01
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II. 7. Continued: Comment on key factors determining rating of Other Donors

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					
		CUMU-LATIVE PRIOR FY	COMMODITY FY 70		FY 71	FY 72	END OF PROJECT
			TO DATE	TO END			
Recruit Training	PLANNED	544	X	120	120	75	1,084
	ACTUAL PERFORMANCE	544	X	124	174	131	
	REPLANNED			0	0	0	973 *
Participant Training	PLANNED	93	X	11	11	11/6	159
	ACTUAL PERFORMANCE	93	X	10	10	6	
	REPLANNED			0	0	0	119 *
In-Service Training ^{1/}	PLANNED	1,500	X	200	200	200	2,700
	ACTUAL PERFORMANCE	1,500	X	129	121	130	
	REPLANNED			0	0	0	3,000
Commodities (\$000's)	PLANNED	652	(PSL)	33	22	19	102 (PSL) 652 (Priority)
	ACTUAL PERFORMANCE	652	X	57	6	5	
	REPLANNED			0	0	0	68 *
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: Public Safety Advisors assigned to project were well oriented, spent maximum amount of time on the job while operational, and were of good to excellent overall quality. They were technically competent and had good communication with counterparts. Problems were encountered during rating period with regards to lack of continuity of personnel due to illness, reduction in force, project phase out, etc.					
1. Technical Advisory Service .Quality of Personnel .Technical Capability .Problems Encountered		COMMENT: Participant training appropriate to needs and trainees effectively assigned. Retention rate extremely high. In-service training geared to operational needs has been effective in up-grading skills. Exceeded planned levels FY 70 & 71 but budgetary constraint in FY 72 caused shortfall. Recruit training exceeded planned targets FY 70 and FY 71.					
2. Training .Participant .In-Service .Recruit		COMMENT: Project commodities adequate to GOL requirements and properly utilized. Maintenance capability adequate, but due to budgetary limitations, shortfalls have occurred. PSL FY 69 implementation delayed, but allocated in FY 70 together with emergency DG funding. PSL terminated prior to plan by USAID according to change in policy. No subsequent provisions made for commodity inputs.					
3. Commodities* (USAID) .Utility vs. Cost .Appropriateness to Liberian Situation .Timeliness of Procurement .Maintenance		COMMENT: Project commodities adequate to GOL requirements and properly utilized. Maintenance capability adequate, but due to budgetary limitations, shortfalls have occurred. PSL FY 69 implementation delayed, but allocated in FY 70 together with emergency DG funding. PSL terminated prior to plan by USAID according to change in policy. No subsequent provisions made for commodity inputs.					

*NOTE: Due to USAID determination to phase-out project prior to plans, no on-going targets were established. GOL was unable to provide necessary funds to continue its planned training program due to unavailability of funds which had to be applied to meet GOL shortfalls in other areas.

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AID 1020-25 (10-70) PAGE 4 PAR	PROJECT NO. 669-11-710-027	PAR FOR PERIOD: FY 70 - FY 72	COUNTRY LIBERIA	PAR SERIAL NO. FY 73 - 01
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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

Increased law enforcement capability and efficiency of the National Police Force (NPF), National Bureau of Investigation (NBI), and the Bureau of Immigration and Naturalization (BIN) throughout the Republic of Liberia.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

See Attached Sheet - IV.B.1.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

A stable and secure environment in the Republic of Liberia contributions to a continued increase in the rate of economic and social development.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

The development process creates inherent social dislocation and other problems. Over the past 20 years, constant migration of rural people to urban areas, increased mobility of the population and a rising incidence of illegal cross border activities has compounded the law enforcement problems of Liberia.

There has been some degree of progress towards improving law enforcement services as reflected by:

1. Increased police mobility and communications capability.
2. Greater force levels.
3. Higher Standards of selection for recruits.
4. Improved training of police techniques and procedures.

This progress is a major contribution towards improving the overall environment of the Republic of Liberia.

PROGRESS REVIEW WORKSHEET

PROGRESS TOWARD CONDITIONS EXPECTED AT END OF PROJECT

A. CONDITIONS EXPECTED TO EXIST AT END OF PROJECT	B. EVIDENCE TO DATE OF PROGRESS TOWARD THESE CONDITIONS
GOL law enforcement personnel trained and functioning in relevant areas.	Personnel from NPF, NBI and BIN have been trained for deployment (see output analysis for figures), but NPF personnel levels are not adequate for their mission. However, there remains a requirement for emphasis on participants, recruit, in-service and specialized training.
Police presence in urban and rural areas in accordance with established planning levels.	<p>GOL law enforcement presence established in county seats prior to this rating period. During this period the following additional sub-stations were established:</p> <p>Cape Mount - 1 (Tiene) Grand Bassa - 1 (Civil compound) Nimba - 1 (Ganta, Tappata) Maryland - 1 (Plebo) Bong - 1 (Salala) Sinoe - 1 (Juarzon) Montserrado - 3</p>
LNG relieved of NPF, NBI and BIN functions.	Progress toward this objective has been substantially achieved. However, LNG forces remain on site at most border posts to provide an element of armed enforcement for BIN personnel.
NPF HQ effectively functioning to provide command and operational support to all NPF elements.	Lack of adequate HQ facility impedes efficiency. Record and Identifications not sufficiently developed to provide required level of operational support. Lack of adequate research and planning for force development. Absence of inspection staff to insure proper administrative and operational efficiency. Commo and transport on target at this time but due to phase out of PSL; future AID financing needs to be determined.
Maximum utilization of NPF Academy for relevant training of security forces including recruit and in-service.	NPF Training Academy surpassed recruit training targets but fell short of in-service targets when funds were not allocated. However, GOL budget projections call for full utilization of this facility in the future and GOL project leadership gives firm indication of proper utilization of funds.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORKLife of Project:
From FY 70 to FY 75
Total U.S. Funding: _____
Date Prepared: _____Project Title & Number. PUBLIC SAFETY 669-11-710-027

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS			MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Inputs:	Implementation Target (Type and Quantity)				Assumptions for providing inputs:
	FY 70	FY 71	FY 72		
<u>U.S. Government</u>	(\$000's)				
U.S. Advisors (DG) (Man years)	6 (\$172.)	5½ (\$172.)	5½ (\$95.)		- Existence of qualified Liberian candidates for recruit training.
Participants (DG) (Man years)	10 (\$37.8)	11 (\$37.4)	11 (\$37.)		- Qualified candidates are made available by GOL for training
Self-Help and Local Travel (DG)	5. \$214.8	5. \$214.4	5. \$137.		- Adequate and timely GOL budget and other support.
<u>Commodities</u>					- Adequate and timely U.S. Government support.
Vehicles	20	12	8		
Radio Equipment	9	7.2	6		
Office	1.8	1.	1.		
Investigating Equipment	2.2 35.0	1.8 22.0	4. 19.0		
<u>GOL</u>					
Personnel	1,100	1,300	1,400		
Land and labor for SH	4.	4.	4.		
Antenna const. and erection	1.	1.	1.		
Maintenance of NPF Academy	2.	2.	1.		
Equipment Budget - NPF, NBI, DEN	115.	120.	125.		
Construction NPF Hq.		100.	100.		

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PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 70 to FY 75
Total U.S. Funding _____
Date Prepared: _____

AID 1025-28 (7-71)
SUPPLEMENT I

Project Title & Number: PUBLIC SAFETY 669-11-710-027

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS			MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs: Technical Advisory Services to NPF, NBI and BIN	Magnitude of Outputs:			GOL Statistics	Assumptions for achieving outputs: Advisory services
	FY 70	FY 71	FY 72	USAID records	Commodities (Project Support Loan)
TRG: Recruits Prepare and distribute roll call training bulletins to all force members.	120	120	75	On-Site Inspections	Participant Training
Proper in-country utilization of returned participants.	15	12	12		Adequate in-Country equipment maintenance capability.
NBI in-service	11	11	11		
BIN in-service	50	50	50		
NPF in-service	50	50	50		
NPF in-service	100	100	100		
Facilities and Equipment					
NPF H.Q.			1		
Self-Help check points	3	2	1		
BIN Base Radio Stations	2				
H.Q. to Roberts International					
BIN office equipment	\$6.8	\$1.0	\$1.0		
Radio equipped vehicles (Plymouth	2		2		
Valiants)					
UHF-FM radio	1				
Ford Broncos		3	3		
Office Equip. (NBI)			\$3.		

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PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 70 to FY 75
Total U. S. Funding _____
Date Prepared: _____

Project Title & Number. PUBLIC SAFETY 669-11-710-027

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: A stable and secure environment in the Republic of Liberia allowing a continued increase in the rate of economic and social development.</p>	<p>Measures of Goal Achievement: No Insurgency Stable democratic form of Government Increased capital investments and savings. Public Tranquility</p>	<p>Public media Nature of the Laws Economic Statistics Direct Observation</p>	<p>Assumptions for achieving goal targets. Continued level of foreign investments Non-fluctuating, stable currency GOL stability</p>
<p>Project Purpose: To increase law enforcement capability and efficiency in the NFF, NBI, and BIN throughout the Republic of Liberia.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status. -GOL law enforcement personnel trained & functioning in all relevant areas. -Police presence in rural counties in accordance with established planning levels. -LNG relieved of NFF, NBI & BIN functions. -NFF Hq. effectively functioning to provide command & operational support to all NFF elements. -Maximum utilization of NFF Academy for relevant training of security forces including recruit and in-service.</p>	<p>On site inspection Official records, reports and statistics Training records Personal interviews</p>	<p>Assumptions for achieving purpose: There is a need for GOL security forces to be functioning in rural counties and Monrovia. LNG limited to military function. Continuing need for recruit and in-service training for GOL security forces. Law enforcement requirements of GOL are at a level that require external technical advisory assistance.</p>
<p>Outputs:</p>	<p>Magnitude of Outputs:</p>		<p>Assumptions for achieving outputs:</p>

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C. GOL LAW ENFORCEMENT AGENCIES

The police institutions of the GOL have, since their inception, made significant progress but have not yet reached a stage of self-sufficiency. This progress was due primarily to the level of GOL financial input and dedication to duty by the major portion of its personnel under trying circumstances. These adverse circumstances stemmed from the administrative irregularities, fiscal mismanagement, and corrupt practices of a small but influential number of administrators in the previous administration.

The Team limited its field visits to a few field installations due to time constraints and the questionable cumulative value of visiting all like facilities in rural counties. The Minister of Justice has signalled the following priority areas for Public Safety assistance:

1. In-country training for all enforcement agencies together with relevant participant training;
2. Police management, organization and administration;
3. Criminal Investigation, including the development of a national identification and records center and crime laboratory;
4. Urban and rural patrol operations; and
5. Transportation and communications.

However, conditions were noted which, if not addressed on a priority basis by the GOL, would impinge on the ability of police institutions, with or without advisory assistance, to properly perform their established functions which are:

- protection of life and property;
- preservation of tranquility;
- prevention of crime;
- enforcement of the laws of the land; and
- apprehension of violators of these laws.

The interests of the Liberian people which are the interests of the GOL are best met with a capable, efficient police service as Liberia moves forward to develop its economic sinews.

1. Organization, Management and Administration

The operational capability of all elements of a police organization rests squarely on the ability of its leaders to effectively organize, manage and administer its resources. The current leadership must now vigorously build on the minimal base left behind by previous leaders. Indeed, with requested advisory assistance, this improvement process has already been started by the current managers. The following additional actions are required:

- a. Finalize the revision of the NPF organizational chart to include an inspection unit attached to and reporting directly to the Office of the Director. This inspection unit should concern itself with reporting, for command action, on the administration and operation of all police elements.
- b. Finalize and promulgate current revised Rules and Regulations for the discipline and operation of the Force, and define delegation of authority and responsibility.
- c. Establish Standing Operations Procedures for all elements of the Force.
- d. Examine further the elimination of duplicatory investigative responsibility of the NBI and NPF/CID with the accompanying waste of GOL resources.
- e. Establish a National Records and Identification Center servicing all police agencies to replace existing individual agency identification units. Require inputs from all police agencies with appropriate standard forms. Preferably, this should be outside the chain of command of operational units.
- f. Examine the caseload factor to determine realistic future needs for modernization of a Scientific Laboratory to serve all police agencies.
- g. Regularize exchange of information and intelligence among all security services.
- h. Establish integrated contingency plans for Robertsfield Airport security.
- i. Construct a suitable headquarters for the NPF. Present facilities impede proper management and operations for improved service to the public.

- j. Establish long range financially feasible plans for capital and self-help construction to adequately house police units both urban and rural.

2. Personnel

Since their inception, the quality of personnel in the Liberian security services has progressively improved. Regularized Force increments have been made to respond to expanding police responsibilities. Concomitant personnel policies affecting the strength, deployment, personnel selection, discipline, pay incentives and other benefits, such as the recent granting of a day off in each ten, have not kept pace.

To continually address the current administration's emphasis of personnel quality over quantity, proper deployment and utilization of manpower and effective response to the needs of the public, the GOL should undertake actions to:

- a. Establish and adhere to realistic tables of organization and equipment for all units of GOL security forces.
- b. Continue the re-evaluation of personnel now in the Forces to purge incompetents.
- c. Tighten standards of recruitment, particularly educational, and suitable character requirements.
- d. Consistent with GOL fiscal realities, raise salaries of security force personnel at least to equate with salary scales of security police services employed by concessional firms.
- e. Include in salary considerations a system of incremental raises related to years of satisfactory service. Pay incentives must be established to retain good and dedicated employees who are locked into grade categories.
- f. Establish equitable personnel procedures and performance evaluation processes to allow for competition, based on merit for promotion within the ranks.
- g. The transfer of personnel within the services or the various units of individual services, except for cause, should be effected only after consultation with the supervisor of such personnel.
- h. Examine inordinate assignment of police personnel as bodyguards and chauffeurs.

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3. Budget and Fiscal

Aside from long range capital construction, equipment replacement and augmentation, budgets prior to calendar year 1971 were adequate for the several forces. The adverse effect on police services resulted in the main from irregularities in fiscal management. Understandably, the austerity posture of the new administration reflected in the reduced calendar year 1972 budget for its police forces flowed from its desire to impose correct fiscal responsibility on the services.

To permit the security services to serve the Republic and its people efficiently, the GOL, to make meaningful use of any outside technical assistance, must, from its own resources, make adequate budget allocations within the priority it assigns to law enforcement. As fiscal responsibility is restored in the security services, the GOL should:

- a. Provide adequate and well considered future year financial resources to the police services:
 - (1) To support personnel costs and equitable increases in pay;
 - (2) To provide for planned phase-in of modest additions of new equipment and replacements for existing equipment;
 - (3) To place sufficient emphasis on operation and maintenance line items;
 - (4) To sharply examine the several security service budgets for wasteful manpower and resource duplications;
 - (5) To include long range capital construction and short range self-help funding for required police facilities.
- b. Continue to improve internal fiscal management in the several services and with the Ministry of Finance:
 - (1) To eliminate wasteful use of funds;
 - (2) To enforce adherence to planning implementation predicated on specific line items in the budget.
- c. Establish a suitable revolving cash fund in stipulated maximums for each service obligated from their budget maintenance and operations line. This fund should be

used exclusively for emergency procurement and maintenance for critical items of police equipment subject to approval by the several force commanders. The revolving funds should be managed by approved bonded cashiers and frequently audited by finance officers of the Ministry of Finance. Replenishment of the funds would be effected by submission of properly executed purchase orders and vouchers.

4. Training

The GOL has made a substantial financial and manpower investment in the creation of a most suitable National Police Academy. This Academy was formed to address the acute need for basic and in-service training of the personnel of the various police services at all levels. Suitable training curricula and lesson plans were developed. A cadre of instructors was formed and efforts to improve their methodology were pursued. Training has not been maximal to the capacity of the Academy due to the scarcity of funds. GOL funds in support of this vital activity were dissipated.

Current austerity budget projections do not afford adequate provisions for training in all services. Without the life-blood of training, the law enforcement body will wither. The training programs of the various security services are critically fallow. The Team suggests the following remedies:

- a. A sufficient and exclusive budget line item in the several budgets of the police services of the Ministry of Justice to support all training activities;
- b. Require all GOL security service recruits to attend general or specially designed training courses at the NPF Academy;
- c. Institutionalization, within each police service, of in-service training capability to address specific areas of expertise required. Where this training requirement is common to all services it should be conducted jointly at the Academy;
- d. On-job, roll call training and training bulletins to members of all services should be inaugurated as a device to sharpen previously acquired skills;
- e. All security forces should make use of Academy facilities to promote overall effectiveness;

- f. Instructor staff:
 - (1) Assign the most competent and experienced police officers who have received instructor training;
 - (2) Refine their capability by continual training in pedagogy and update their knowledge with new applications of police methods;
 - (3) Make full use of out-of-house guest lecturer expertise within government and other institutions;
- g. Whether United States or GOL-funded, develop a plan for selection of suitable short and long term participant training which addresses the vital needs of the police services and assures that the persons selected will return to make a meaningful contribution to the improvement of police services in the Republic;
- h. Infuse into the curricula and lesson plans additional instructional material on police ethics and public service principles;
- i. Institute on a regular basis police leadership/management seminars for all senior officers of the security services under the joint auspices of advisors and the Ministry of Justice.

5. Criminal Investigation

The duplication of responsibility for this most important operational function has been noted in another section of this report. Additionally, the lack of central records, identification and scientific laboratory back-stop has been noted. This is not to say that within the security services, despite advisory absence of about eight years, there has not been a forward movement in a capability to prevent crime, to investigate and apprehend criminals and develop intelligence on criminal activities. However, much remains to be done. Although not supported by meaningful national statistics, knowledgeable police officials confirm a disturbing increase in felony crimes, particularly burglary and larceny. There are certain specific and general elements which must improve before forward progress in criminal investigation can continue:

- a. Establish a single central records system with input from all police services capable of supplying all police services with timely, accurate and complete police intelligence, crime trends and statistics;

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- (1) To effect a selective and uniform concentration of investigative data;
 - (2) To identify areas requiring priority application of police intelligence;
 - (3) To provide full information on criminal records and disseminate information on wanted persons;
- b. Require court authorities to report to central records the disposition of defendants brought before their jurisdiction;
 - c. Require prison authorities to report to the central records the release of criminals from these institutions;
 - d. Establish a national identification center for all police services:
 - (1) To provide one central national repository for identification of criminals under investigation, arrested or wanted for crimes;
 - (2) To eliminate duplication of limited expertise and reduce cost factor occasioned by separate systems;
 - e. Provide intensive criminal investigation training to all personnel assigned to this discipline;
 - f. Provide basic crime scene kits to investigative units;
 - g. Provide a single Scientific Laboratory back-stop to service the established requirements of all police services.

6. Urban and Rural Policing

The GOL, with modest USAID police assistance, has slowly but positively extended its police services to the urban and rural population. From a standing start, county police installations with minimal levels of personnel to man them have been established. BIN has established border control posts and is projecting additional posts to stem the flow of cross-border criminal and alien activities. The self-help aspects of this deployment of service to the people has been exemplary. Further extension of law enforcement presence in the cities and in rural areas to meet the increasing public need is required. However, it should and can be accomplished through GOL assets supported by improvement in other

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major areas of police support being aided by advisory assistance as follows:

- a. Training and re-training of personnel to better prepare themselves for police duties;
- b. Improved Headquarters and Operational Command management leadership and administration bolstered by efficient and corrective inspection of police performance;
- c. Within budgetary limitations, assignment of sufficient numbers of trained personnel to extend police services in all areas;
- d. GOL provision of a modest amount of additional radio-equipped transportation to afford extension of services to areas not now reached. This motor transport must be suitable for the rigors of travelling over existing roadways in the Republic;
- e. Continual review of established mobile and foot patrol beats to make them more responsive to public needs arising from population shifts and crime incidence rates;
- f. Orderly planning and financing, through capital construction or self-help, for the erection of additional posts or the refurbishing of existing facilities together with the phased-in readiness of trained personnel and basic equipment to make new posts operational.

7. Transportation

A substantial improvement in the quantity of rolling stock for the NPF was recently made by GOL purchase of six Volkswagon sedans and three Fiat buses. There still remains, however, a lack of sufficient mobility for both uniform and detective duty in all police services. A police officer immobilized in a police station cannot respond to calls for service. This is particularly the case in rural areas where vehicles are more scarce.

It is incumbent on the GOL, when it can afford to do so, to budget for a gradual increase in the motor fleets of its security forces. However, maintenance and repair procedures and facilities are marginal and must be improved. The prime factors in this marginal performance are unavailability of funds to purchase spare parts, a general lack of spare parts and ponderous procedures in requisitioning funds for needed repairs. Some alternative procedures are:

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- a. Maintenance contracts with garages in the private sector should be examined;
- b. The previous suggestion for a revolving cash fund can be applied to vehicle maintenance requiring relatively inexpensive but vital accessories or parts;
- c. In the absence of available transportation, a voucher system for approved local taxicab travel to facilitate on-site investigation might also be considered.

8. Communications

The NPF communications net provides an adequate point-to-point capability between Monrovia and the county police headquarters. The NBI has access to this network. However, there is a less than adequate inventory of mobile and walkie-talkie radio sets for the operational needs of both uniformed and detective elements of the Force. Repair capabilities of the communications section are adequate but there is a continual shortage of spare parts.

NBI operations are severely limited by a lack of mobile radio equipment and walkie-talkies. In July of 1972, four mobile and three base station units were purchased under a Project Support Loan for NPF and NBI use. This purchase should ease some of the base station and mobile communication short-falls for these two security units.

The BIN's sole communication link is with Robertsfield International Airport. This Force has no telecommunications links with its other major posts or border stations.

A proper telecommunications network, including tactical mobile and walkie-talkie radio units, should be basic administrative and operational equipment for security forces having widespread geographic deployment. The GOL, if it desires to enhance the capabilities of its several security forces, should schedule over the next several years, the purchase of additional mobile and walkie-talkie equipment and develop an inventory of spare parts to support all communications equipment.



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REPUBLIC OF LIBERIA
MINISTRY OF PLANNING & ECONOMIC AFFAIRS
MONROVIA

PART I - APPENDIX
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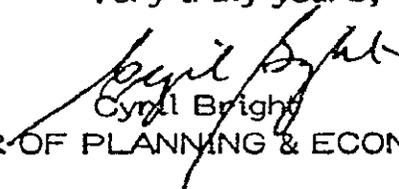
Office of the Minister
August 25, 1972

Mr. Director:

I am pleased to refer to your letter of 12 ^{July} ~~January~~ 1972 concerning the Public Safety Project which has been a part of our development program which your government plans to terminate by fiscal year 1973.

In view of the fact that our need for the Public Safety Project is still being felt, your proposal is accepted. In this light, the Ministry of Justice is recommending two officials to represent Government on the project appraisal team. The two officials are Honourable Estrada J. Bernard, Deputy Minister of Justice and Mr. John Payne Tucker, Deputy Director of Police. Furthermore, the Ministries of Planning & Economic Affairs and Finance will send representatives who will serve as observers.

Very truly yours,


Cyril Bright

MINISTER OF PLANNING & ECONOMIC AFFAIRS

The Director
USAID/Liberia
Monrovia, Liberia

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July 12, 1972

The Honorable Cyril A. Bright
Minister of Planning and Economic Affairs
Republic of Liberia
Monrovia, Liberia

Dear Mr. Minister:

With reference to recent conversations between Mr. Elmer J. Moore and yourself and USAID/Liberia's Airgram Number TOAID A-140, the status of the Public Safety Project in the Government of Liberia's Development Program must be resolved in the near future. A copy of Airgram Number TOAID A-140 was made available to your office by Julius Coles, and Section II.I thereof requests that this project be terminated in Fiscal Year 1973 (July 1, 1972 - June 30, 1973).

In response to this request, AID/Washington has agreed to an early project appraisal which will review goals and specific accomplishments of the project from its inception to the present. It is desirable that the appraisal team include representatives of the Government of Liberia who are both knowledgeable of project goals and accomplishments and of the project's relative priority in the Government of Liberia's Development Program. The exact timing of the appraisal has not been determined, and you will be advised of the starting date when this information is received by us. In the interim, it is recommended that consideration be given to designating the Government of Liberia representatives on the appraisal team. It is suggested that, if possible, the Government's membership be limited to two officials.

If additional information is desired, please contact Mr. Julius E. Coles of this office.

Sincerely,

(signed William C. Wild, Jr.)

William C. Wild, Jr.
Director

cc:
The Honorable Clarence L. Simpson, Jr.
Minister of Justice, R. L.

The Honorable Stephen A. Tolbert
Minister of Finance, R. L.

bcc:RMendosa:AFR/CWA
AtgDD/TRStuman:bat:7/12/72

Clearances:
PR:JColes (in draft)
EMB/ECON:JBligh (in draft)
PS:CSothan (in draft)

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PART II

CHAPTER IV

FACTORS BEARING ON INTERNAL SECURITY IN LIBERIA

With the executive, judicial and legislative elements patterned along the lines of those of the United States, the Government of Liberia has superficially taken on the trappings of a democratic society. Its laws and institutions are largely patterned after the American model. However, in actuality, the country is run by a benevolent ruling oligarchy over which the President exercises strong policy direction. Politics are controlled through a single political party, the True Whig Party. Political maneuvering and competition take place within the Party. Contenders for public office must win Party endorsement and profess loyalty to the True Whig Party. The function of Congress is, in essence, to ratify the decisions of the President.

Freedom of dissent and criticism appear to be on the increase under the new administration. However, critics are somewhat restrained, being aware of the practicalities of the local political scene.

At the same time, the President uses a wide range of personal patronage devices to reward his supporters. He recognizes the potential power of any concerted dissent on the part of the Americo-Liberian "Old Guard," which he seeks to appease through patronage and to counterbalance by building a personal political base among the tribal people who appreciate the roads, schools and limited representation the Tubman administration had bestowed upon them. At present, the President's political position is secure largely due to his political astuteness and willingness to share, to some degree, the fruits of an expanding economy. He is sensitive to criticism -- domestic and/or foreign. He holds council in up-country areas and listens to complaints of local chiefs and other community leaders. Several of the criticisms of district and county officials have been acted on.

While some of Liberia's close neighbors have been experiencing internal instability there appears to be no defined or immediate military or subversive threat aimed at the external or internal security of Liberia from other countries. No noticeable strain in the relations between Liberia and her neighbors is evident. Information indicates that no foreign elements or Liberian nationals located either in Liberia or adjacent countries are actively engaged in activities inimical to the sovereignty and interests of the Government of Liberia at this time.

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Certain Liberian civil security officials expressed concern about security of the border and the relatively free, unregulated crossings to and from neighboring countries. Their concern stems from instability in neighboring areas, activities along the border, the few established checkpoints, and the limited capability of GOL law enforcement patrols along the 575-mile coastal area and 800-mile land border.

Outside Liberia the political stature of the President appears to be sound -- he commands respect in the OAU and other African councils. He should be expected to use this respect and personal prestige to exert a moderating influence within African councils, particularly in resolving disputes within the family of African nations.

The new President continues the pattern of casting himself in the mold of a strong executive. His popularity appears substantial and widespread. It should not be assumed, however, that it is universal; there are elements within the country who question the traditional, rather conservative policies espoused by government and the True Whig Party. The number of critical individuals is small and their criticism, while quite articulate, is not openly promulgated. They do not appear to be organizing into an opposition group at this time.

Although the President and the Americo-Liberian elite have zealously protected their power base, certain policies and programs undertaken by the previous and present administrations are generating pressures which will eventually make reform necessary. The Open Door Policy, which encourages foreign capital investment in developing Liberia's natural resources, has generated government revenues which have made possible greatly expanded school enrollments and road networks, thus bringing increasing numbers of Liberians in direct contact with the modern world. Existing concessions to foreign business concerns, especially American, are being re-examined by the Minister of Finance, the able and forceful Stephen Tolbert, younger brother of the President. A tougher foreign investment policy is likely to grow and present concessionaires will find certain historical precedents curtailed.

The President has integrated the better educated tribal and Americo-Liberian members of the younger generation into public service, utilizing their capabilities to accomplish the work of the government. Some have become discouraged and frustrated with the limitations of the present system, but others have been able to make some limited progress toward modernizing the administration of the areas under their control. As the ranks of such persons grow, there will be more intensive pressures for reform.

Essentially, the elite continues to perpetuate itself and its sense of responsibility to the majority of the citizenry still leaves something

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to be desired. There seems to be no democratic decision-making process as we understand it.

Members of the judiciary are not particularly qualified professionally and are appointed with Presidential approval. They are subject to the same privilege and patronage factors as the remainder of the government. Naturally, this undesirable practice has an inhibiting influence on the courts and the process of justice.

There is no official censorship of the press, but editors are conscious of permissible bounds which, when exceeded, result in arrest.

Trade unionism is permitted but influenced in various ways by the government. There are stirrings in the area of labor relations with concessionaires and foreign interests engaged in the development and extraction of natural resources. Strikes occur from time-to-time when government, workers, and concessionaires compete for a greater share of the profits. A number of GOL officials and people in positions of influence are large employers. This retards the development of more equitable labor practices.

Both private and public sectors seem to be handicapped by a shortage of trained and educated Liberians prepared to move in, occupy responsible positions in the growing economy and play a larger direct role in its continuing expansion and development. At the same time, strong pressures are placed on foreign employers to replace expatriate personnel with Liberians. It appears highly essential that the government make every effort to provide an acceptable standard of well-being for all, not just the "honorables."

Obstacles to development are illiteracy, health problems, inadequate schooling and trained manpower, transportation and communications deficiencies. These obstacles, although great, are not insurmountable.

The Liberians are naturally a friendly and law abiding people. Some increase in crime is taking place at this time. This is understandable in a changing economy which is causing dislocation of persons from rural to urban centers of society. This process brings in its wake overcrowding, unemployment, increase in lawlessness (customs violations, house breaking, burglary, thefts, etc.). Automobile theft for resale across the border or for dismantling for sale of parts in the country is increasing.

The transition from the administration of Tubman to that of Tolbert was successful. President Tolbert is now on his own. His style and policies, while similar in many ways to those of Tubman, show variations and changes. He has established diplomatic relations with the USSR, Rumania and Czechoslovakia. A Russian Embassy presumably will soon be established in

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Monrovia. He is attempting to improve relations with his radical neighbors, Sierra Leone and Guinea. These developments reflect President Tolbert's desire to expand Liberia's contacts around the world. They have been met with some skepticism among more conservative elements of the society.

The pace of change in Liberia is one the increase and disruptions of past patterns of life are to be expected. The extent of these disruptions and of their consequences will depend on the ability of government to react and to adjust.

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CHAPTER V

NATIONAL POLICE FORCE

A. HISTORY

The Liberian National Police Force (NPF) has been the principal civil security arm of the Government of Liberia since 1924 -- almost 50 years. Prior to that time, Liberia's internal security functions depended more on tribal than on national governmental influence, and any formal law enforcement required was performed by the Liberian Frontier Force (LFF). Statutory authorization of a civilian law enforcement agency was not sufficient unto itself to create a modern police force or rid rural law enforcement of its military influence. Consequently, Liberia's internal security, especially in rural areas, remained a Liberian National Guard responsibility until the early 1960's. The NPF was reorganized in 1961 with USAID Public Safety advisory assistance, and the organization continues to function along those lines. The past several years have seen a substantial improvement in overall NPF effectiveness from its humble beginning. A new organizational structure (Figure 1) was recently drafted with USAID Public Safety assistance and is now in effect.

B. ASSIGNED ROLE

The National Police Force, designed to fulfill the functions of both local and national police, has the primary mission of maintaining law and order, and detecting and apprehending criminals. It was hampered during its early years by lack of facilities and qualified personnel. Beset by obstacles and difficulties, the people accepted it with apathy, if not scorn and antagonism.

There has been much improvement in recent years, and it has gained full acceptance as a national institution. The NPF, as with most free-world police organizations, is charged with prescribed duties which include, but are not limited, to:

1. Preservation of public order and tranquility;
2. Investigation of crimes and apprehension and arrest of criminals resulting therefrom;
3. Maintenance of police patrol, foot and mobile, in all major cities, administrative capitals, principal towns and villages where assigned;

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4. Investigation of traffic accidents with concurrent responsibility for preservation of life and property as an integral part thereof;
5. Providing security patrol in residential and business areas as well as government buildings where such duties are not the responsibility of any other organization; and
- 6.. Other duties as required or directed.

C. ADMINISTRATION, ORGANIZATION AND PERSONNEL STRENGTH

Headquarters of the National Police Force are in Monrovia. It is under the jurisdiction of the Ministry of Justice and commanded by a Director appointed by the President on the recommendation of the Minister of Justice. At present, the authorized strength of the Force stands at 1,402, including a number of policewomen. In addition to its primary mission, the Force is charged with numerous corollary duties. It handles traffic, maintains identification records, guards prisoners and is responsible for several nationwide activities, such as assisting in the enforcement of immigration laws and in the suppression of smuggling.

Directly attached to the Director and Deputy Director's staff are the Police Academy, Air Wing, Planning and Research, Inspection Staff, and Public Relations. In addition to the above, Central Headquarters is made up of three principal operating divisions -- Operations, Administration, and Criminal Investigation -- each headed by an Assistant Director. These three divisions perform all administrative, uniform and detective operational services for both Headquarters and County Detachments. The three divisions implement policy, supervise operations and guide the activities of subordinate elements on a nationwide basis.

The Operations Division is composed of two main staff elements:

1. Montserrado County - concerned with the uniformed patrol and traffic functions of the deployed force, including the City of Monrovia.
2. Rural County - concerned with uniform patrol operations of the deployed force in the eight rural counties, to include county and sub-station locations.

Directly under the Operations Office are the two uniformed field elements of the Force -- the Montserrado County Police and the Rural County Detachment Police. The first, which includes the municipal force of the capital, has jurisdiction throughout Montserrado County, including the city and its immediate environs. The Rural County Detachment Police

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have jurisdiction over all police elements outside Montserrado County. Each of the eight rural counties is subject to the authority of the Headquarters Operations Office. These eight subordinate headquarters are located in each of the country's administrative capitals and exercise wide jurisdiction.

The Criminal Investigation Division is likewise composed of two staff elements:

1. Criminal Investigation - comprises the NPF's detective force and is charged with conducting plain clothes activities of investigation and detection, including juvenile crimes.
2. Criminal Records and Identification - maintains statistics on crimes and criminals and serves as national repository of all identification data.

Although outlying rural units enjoy a considerable degree of autonomy, the ultimate authority of Central Headquarters in the chain of command is clearly defined. Strengths vary widely, ranging from a total of 52 officers and patrolmen for Nimba County to over 915 assigned to Montserrado County. The latter, by far the largest of the field units, includes the personnel of Central Headquarters and the Monrovia Police.

Grade structure generally conforms to United States police patterns. Ranks below the Director and his deputy range from patrolman up to Assistant Directors. Normal advancement follows a progressive course up through Sergeant, Lieutenant, Captain, Deputy Inspector (Major), Inspector (Lieutenant Colonel), and Senior Inspector (Colonel). There also are several specialist grades, some of which have their own distinct rates of pay. A Captain, a Lieutenant, three or four Sergeants and the assigned patrolmen work under the direction of each Rural County Commander.

Police salaries are not consistent with standard compensation in other equivalent fields. The patrolman's present salary of \$55 per month does not compare favorably with the rate paid to security guards employed by private concessionaires. Present NPF salary scales and those proposed in the 1973 NPF budget are shown at Table 1.

D. BUDGET AND FISCAL MANAGEMENT

The Budget and Fiscal Office is weak and requires further development of the staff in the areas of planning and administration. Problems arise during the annual effort to prepare information and data for formulation of the annual budget submission to the GOL. Supervision and

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guidance furnished department heads for preparing data and justification for specific items of new or replacement equipment

Table 2 provides a statistical comparison between civil and military security forces' budgets against a background of the total GOL national budget for FY 1969 through FY 1972.

Table 3 provides a breakdown of National Police Force budgets by major categories for FY 1969 - 72. In FY 1969 - 70, there was a slight increase in the total annual budgets. The budget for FY 1971 (\$1,507,539) was \$550,658, or about 36%, more than for FY 1970 (\$956,881). Table 4 reflects a detailed breakdown of items funded in the FY 1971 and 1972 budgets.

The Fiscal Year 1973 budget proposal by the National Police is shown in Table 5. This proposed budget, totalling \$1,990,640, proposes a Force expansion of 120 personnel to a total strength of 1,522, new equipment items and increased training funds.

E. EDUCATION AND TRAINING

1. Educational Requirements - Generally, recruits must have completed the eighth grade. All applicants are required to pass a physical and a written examination (with a grade of at least 60), and then appear before an appraisal panel. The first written examination was used in 1967 and strengthened in 1968. In 1968, however, only 26 out of 121 applicants were able to pass the new test so the earlier and easier examination was reinstated in order to fill recruit quotas. During 1970, out of the 836 applicants tested, only 245 made a passing grade, 75 of whom were accepted for training. From the latter part of 1971 through 1972, recruit training was minimal due to lack of funding.

2. In-Country Training - All training of National Police is conducted by or under the supervision of the training staff of the National Police Academy located at Paynesville, 13 miles from Monrovia. The Academy facilities consist of three buildings and a firearms range. One building houses the administration offices and classrooms; other buildings are the messhall and kitchen, and a dormitory which houses 60 students comfortably.

At present, buildings, grounds, equipment and furniture are generally in good condition, having been recently repaired. Some training equipment and visual aids observed were not operable.

The National Police Academy (NPA) was established by statute of 1960-61, Chapter XLII, Title 2 (13:203-204). The Executive Laws prepared by the Liberian Codification Project, May 1968, in Title 22.90, state:

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There shall be established in the Department of Justice, as a subsidiary of the National Police Force, a National Police Academy. The Academy shall be under the direction of a Commandant whose rank shall be that of Deputy Inspector in the National Police Force. The Commandant shall be responsible to the Director of the National Police Force.

Title 22.91, 1960-61, Chapter XVII, Title 2 (13:205) provides:

The National Police Academy shall have the following functions:

- a. To train all members of the National Police Force in the various phases of law enforcement and crime protection, and
- b. To train under special programs to be prescribed by the Academy, all members of such agencies as the National Bureau of Investigation, the Bureau of Immigration and Naturalization, the Fire Service Bureau of the Department of Justice, and other personnel involved in internal security or public safety within the Republic for whom special technical training may be prescribed.

(See Annex C.)

Thus, it appears, though operational responsibility was placed under the Director of the National Police, that the intent of the Legislature was to make the National Police Academy the training center for all security agencies. This has not been fully accomplished although various members of other civil security agencies have participated as students. The Commandant and four members of his training staff are former U.S. participants. The Commandant is a sincere and motivated officer, but he is severely handicapped by lack of adequate and full-time instructors and administrators. When not conducting training classes, staff members have been temporarily assigned to other police activities, with the result that they have so many non-Academy duties they have had little time to research lesson plans, develop or revise curricula, or handle a heavy class schedule. This situation necessitated the use of guest instructors who were not always prompt in appearing for their assignments.

The Academy also operates the Supply Office (stores) of the National Police Force.

Of the 42 employees at the Academy, 29 are members of the Force; the remainder are civilians. The organization of the National Police Academy is shown in Figure 2.

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The first class at the Academy was a basic training course held February 5 to August 23, 1962. The first in-service class was held from November 12, 1965, to January 15, 1966. In addition, five specialist courses have been conducted: Civil Disturbance Unit Training; Driver Training and Accident Investigation; Prison Wardens; Police Supervision; and Administration. Of the 268 officers to attend these specialist courses, 235 (86.5%) graduated. The basic courses have varied in length from three to six months, while the specialist courses range from two weeks to two months.

The curricula for the Recruit Training and Supervisory Courses are given in Annexes D and E, respectively.

From 1962 through 1971 (201 months), basic training has been conducted a total of 66.5 months, and specialist training for seven months. The in-use time of the Academy for all training has been only 57.9%.

The following shows the use of the Academy by calendar year:

Year	Basic Training (Months)	Specialist Training (Months)	Percent of Use
1962	9	-	75
1963	8.5	-	71
1964	3	-	25
1965	5	2	58
1966	12	2	116
1967	8.5	0.5	75
1968	6	-	50
1969	5.5	0.5	50
1970	6	2	67
1971	4	1	42
1972 ^{2/}	<u>0</u>	<u>1</u> ^{1/}	<u>8</u>
	67.5	9	57.9%

^{1/} By October 1, 1972, 13 Traffic Accident Investigators and 10 Prison Wardens completed specialist training.

^{2/} In August 1972, 30 Criminal Investigation Officers received training at the University of Liberia.

In the past, the Academy did not receive all of its approved budget because some funds were diverted to other elements and activities of the National Police. The current Academy budget is shown below:

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Personnel Services	- \$42,260	
Materials and Supplies	- 14,700	
Equipment	-	
Other Services	1,500	
Total	<u>\$58,460</u>	<u>1/</u>

1/ The original FY 1972 budget for the NPF Academy was recast and did not separate the Academy budget from the regular NPF budget.

3. Participant Training - Fifty-two members of the National Police Force have received training in the United States, including five who completed the International Police Academy's Senior Officers Course. Returned participants are senior or mid-level management personnel, including the Deputy Director, two Assistant Directors and Inspector. During calendar year 1972, eight returned participants received promotions; eleven are no longer with the NPF. (See Table 6 for details on participant training and Table 7 for total cost of training.)

The combined cumulative U.S. and Local Training Report of August 1972 for the NPF, NBI and BIN is contained in Annex F.

F. OPERATIONS

1. Urban Patrol and Traffic Control - Both the quantity and quality of urban policing in the Monrovia Metropolitan area still fall short of requirements. The principal reason for this deficiency has been the lack of urban police patrol capability and mobility. The Director of Police recently requested Public Safety advisory assistance in revamping this patrol function to make it more responsive to public needs. An obvious requirement for first echelon supervisor in-service training exists, and plans are now being made to conduct, in the near future, a Sergeants' and Lieutenants' seminar on supervision. A recent GOL purchase of six patrol cars and two buses has improved patrol mobility.

Public Safety advisory influence was largely responsible for establishing a zone or precinct system in Monrovia. One or more vehicles with driver and two patrolmen are assigned on mobile patrol to each zone. Foot patrols are operational in the business and center city areas. There still are virtually no foot or mobile patrols functioning in the suburban areas of the city, where most crimes against property occur.

The NPF does not now utilize a traffic citation or ticket system. This was abandoned several years ago, reportedly because of the non-appearance of cited violators. The present practice is to arrest and detain all traffic law violators unless they are able to post cash bail. An effort should be made to return to the citation system.

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All NPF personnel are trained in traffic control duties. Such is not the case with the Accident Investigation Unit (AIU), which is attached to the Traffic Division, because no continuing courses of instruction in accident investigation techniques have been conducted. All officers currently assigned to the AIU are not fully trained in this field, and little meaningful investigating is accomplished.

2. Rural Policing - The Republic of Liberia is divided into nine administrative units or counties. Eight counties are considered to be rural. Montserrado County, in which Monrovia is located, is regarded as the urban region. There is presently an NPF Detachment assigned in each of the eight rural counties. Personnel strengths vary from 37 in Bong County to 52 in Nimba County. All have one or more sub-detachments located in principal towns or major highways throughout the country. There are also a number of one to three-man units assigned in smaller towns, either on or immediately adjacent to border areas. A police sub-station expansion project is currently underway that will ultimately result in a greater number of NPF personnel being assigned outside the county seats in the rural and hinterland areas.

Sporadic rural police patrol service is now provided in and about the eight county seats. This is principally due to the assignment of an insufficient number of personnel to each county to staff the sub-stations who handle routine administrative tasks that must be performed in response to NPF Headquarters requirements. There is virtually no highway patrol capability other than that provided by officers traveling between county headquarters and Monrovia or their sub-stations. Accident reports reach the County Police Detachments by word of mouth through travelers, and police personnel are then assigned to investigate. None of the sub-station personnel have either the training to investigate accidents or the mobile capability to respond to reported accidents. Policemen often have to hitchhike to accident scenes which they protect until an investigator arrives from county headquarters. The increased NPF budget for FY 1973 projects the purchase of additional vehicles for rural areas, but not in sufficient numbers to assign any to the sub-stations presently being staffed.

The National Police personnel distribution list for Headquarters and all counties is shown in Annex G.

3. Civil Disturbance Control - The Civil Disturbance Unit (CDU) was initially formed in 1966 as a result of recommendations contained in the Kitchen Internal Security Study of 1965. A Public Safety riot control technician trained the original 110-man unit, but by late 1970 only 70 of these men were still employed by the NPF. Of this number, only 30 were assigned at locations which permitted the unit to mobilize immediately for civil disturbance operations.

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The Public Safety staff subsequently conducted refresher training for the balance of the original unit, trained 40 additional officers augment its strength, and instructed recruits at the National Police Academy in riot control tactics.

The unit functions principally in the area of crowd control during the numerous pro-government, pro-True Whig Party and pro-President demonstrations and parades that are frequently held in metropolitan Monrovia and its environs. Whenever labor trouble threatens at any of the industrial concessions located up-country, the CDU is alerted and remains in ready reserve at NPF Headquarters until the problem is resolved or it is summoned to the scene of the disturbance. The CDU, when operating as a functional unit, spends approximately 90% of its time monitoring urban parades and demonstrations, 7% in ready reserve, and has only been engaged less than 3% for actual civil disturbance control activity. Reports indicate that the unit was most effective in discouraging violence during a recent incident at Bong Mines.

4. Criminal Investigation Division - The Criminal Investigation Division (CID), headed by an Assistant Director, has 89 employees. Of this number, about 74 are full-time investigators. The remaining personnel perform clerical duties or are on special assignment. Several female employees with the rank of detective are now assigned to special duties and have performed well in solving automobile thefts and other crimes.

Cooperation between the CID and other elements of the Force falls short of desired levels. During the past year, some needed changes in administration and operations have been accomplished with further development action required, in spite of the recent appointment of a U.S. educated Assistant Director. The CID has not developed sufficient expertise in administration and operations to become a viable unit of the National Police Force. CID financial support is not a separate NPF budget line item and, consequently, the CID has insufficient commodities, vehicles and communications equipment to perform its task.

Personnel morale is low because of inadequate salaries, and the slight possibilities of advancement in rank on merit due to antiquated promotional rules. Personnel are not furnished with proper equipment such as identification cards, badges, vehicles, weapons, handcuffs, etc. Leadership and supervision leave much to be desired and discipline is lax. Personnel are transferred in and out of the Division without the knowledge or consent of the CID Commander. However, the NPF, assisted by the Public Safety staff, is developing plans for the complete reorganization of the CID to make it more viable and responsive to its objectives.

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Although the NPF has sufficient office equipment, the records system of the CID is inadequate, offering little possibility of retrieval of information. It is expected that when the CID moves into adequate office space the refurbishing of the records system will have major emphasis.

5. Criminal Records - A 1968 IPA graduate with a specialty in Police Records Management serves as Chief of the NPF Records Division, with a staff of 29 officers operating on three shifts. Under the existing inadequate reporting methods, this unit has more than sufficient personnel for the purpose it presently serves. A manual of police report forms was prepared in an effort to standardize crime reporting procedures and to provide effective interoffice communications. The Director of Police and the Minister of Justice approved the manual in form and substance; however, the forms have not been printed and put into use.

Security clearances of individuals about to engage in foreign travel are handled by this section. Fingerprints and mug shots are not being taken of these persons. Two fingerprint clerks were trained at the NBI. Recall capability of fingerprint cards and biodata of persons arrested, cleared for foreign travel, or security clearance, is poor. Recall information concerning police reports is inadequate because persons making reports occasionally retain them, thereby making them inaccessible.

6. Police Firearms and Associated Equipment - There is no provision in the Liberian Code of Laws prohibiting, restricting or permitting members of the NPF to bear arms while in an on-or-off duty status. Their authorization to carry firearms is believed to be traditional. With much of Liberia's basic culture having derived from its American origin, the fact that U.S. police are armed has been held as sufficient authority.

With the inception of a formal Public Safety Program in 1957, emphasis was placed on reasonably arming the Force, and arrangements were made to provide firearms training for all members of the National Police Force.

Since the beginning of the Public Safety Program, the USAID has provided the following weapons and related accessories:

<u>Type of Weapon</u>	<u>Number</u>	<u>Accessory</u>	<u>Number</u>
Revolver, 22 caliber	15	Holsters	254
Revolver, 38 caliber	563	Handcuffs	350
Shotguns, 12 gauge	6	Helmets	60
Guns, Tear Gas	5	Gas Masks	60
Grenades, Gas	400	Baton Holders	125

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The inventory of NPF riot control equipment is given in Annex H.

In the early 1960's, it was realized the NPF budget would not permit the purchase of new factory ammunition for training purposes. Consequently, USAID provided ammunition reloading equipment for the Force. An NPF officer was trained in reloading techniques in less than three months by a member of the Public Safety staff, and is the only ammunition reloader on the Force today. However, a shortage of brass has inhibited the production of required reloads.

Firearms training is under the supervision of the National Police Academy staff. The pistol range is located at the Academy and is considered to be adequate. It is of sufficient size for a normal class to operate four relays and permits firing to the 50-yard line. However, the range is in poor condition due to erosion brought about by heavy rains over several seasons. Plans are underway to develop the range for off-hand shooting and a Practical Pistol Course.

Because competency of the existing firearms training staff is questionable, a cadre of qualified instructors must be developed. The only NPF firearms training conducted at the Academy is for recruit policemen. The NPF Director intends to have mandatory periodic firearms retraining for all police personnel as soon as the range is repaired and usable.

7. Transportation - There is one motor pool garage located at the NPF Headquarters, but maintenance and repair of vehicles is made extremely difficult by almost impossible procurement procedures. There continues to be an insufficient quantity of rolling stock to meet the transportation needs. Most rural posts are limited to one or two motor vehicles, or one transport vehicle and a motorcycle. An advance stock of replacement parts is not maintained. It is expected a spare parts inventory will gradually be established with funds provided for that purpose in the FY 1973 budget.

Annex I lists the types, condition and location of the NPF transportation equipment. This Annex reveals that there are 83 motor vehicles assigned to the NPF. Twenty-four of these are motorcycles of American and German manufacture and 59 are either sedans, station wagons, trucks or buses. Forty of the 59 vehicles are of German, Japanese or French manufacture, and 19 were manufactured in the United States. The inventory further reveals that most sedans and station wagons are of 1971 vintage with 10 manufactured in 1969 or earlier. Of the trucks and buses, five are 1971 or newer models, and one was manufactured in 1964.

At this time, 79% of the NPF's rolling stock is operational. Eighteen (21%), including seven disabled motorcycles, are deadlined waiting repairs and/or spare parts.

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8. Communications - Police communications capability, especially in the rural counties, has made significant strides forward in the past few years. All county headquarters are equipped with either 100-watt FM Motorola console units or single side-band Motorola transmitter-receivers (furnished by USAID or GOL-purchased), which tie into the net control station at the Monrovia communications center. Acquisition of the GOL-purchased telecommunications equipment, now on order under a Program Support Loan will net additional small rural units with their headquarters. The Police Academy also has a relatively modern communications facility and houses the INTERPOL communications center. The INTERPOL communications equipment is not operational because of lack of spare parts.

The NPF purchased \$61,000 of telecommunications equipment which was installed in August of 1971. Included in the purchase order were sufficient FM mobile radio units to equip a minimum of one vehicle in each of the eight rural counties.

Annex J presents the current status of NPF telecommunications equipment. The proposed overall network, utilizing the new equipment on order, is shown in Figure 3.

9. Air Wing - In 1949, the Department of Justice Air Wing was formed and one aircraft was purchased by the GOL. For administrative convenience, the first pilot hired was placed on the NPF payroll. He is now an NPF Deputy Inspector (Major), and Commander of the Wing as well as Chief Pilot. In addition, there are two Captains, three Lieutenants, two student pilots and four aircraft mechanic/trainees.

At the time of the Air Wing's formation, road travel into the hinterland did not exist and a need for judicial and security services up-country continued to mount. Over the years, the Air Wing has been used to transport various GOL officials throughout the country.

In 1969, the then Attorney General, being unable to provide adequate supervision, transferred the Wing to the NPF. With provision of funds for official commercial travel being included in most GOL departmental budgets since 1969, most non-police usage has abated.

The Air Wing presently has assigned a 1961 Cessna, Model 180 4-place airplane, a 1970 Cessna, Model 150 2-seat training airplane and a twin-engine Cessna. The Director has arranged for the NPF Self-Help Construction Division to use the Cessna 150 plane in connection with construction and supervision of new police sub-stations in rural areas.

10. Self-Help Construction - In 1969, \$4,000 was provided by USAID to construct three or more police sub-stations/checkpoints on a self-help

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basis. The GOL was to provide manpower and some local materials. The USAID input was in funding certain materials and furnishing technical advisory assistance. Another \$4,000 was programmed by USAID in FY 1970 and a revised FY 1971 and FY 1972 Program Agreement contributed an additional \$5,000 each.

Ground-breaking for the first sub-station at Civil Compound #1 in Grand Bassa County took place during the middle of FY 1970, and construction of the two-room facility was completed by March 1970, and placed in operation in May of 1970. Due to the May-November rainy season, construction is restricted to a six-month period. On September 19, 1972, a new four-room barracks was dedicated at Civil Compound #1. This was a self-help community participation project undertaken in its entirety by the NPF Commander of Grand Bassa County.

At Tiene, Grand Cape Mount County, the second self-help construction project got underway in February 1971. It was completed and in operation by September 1971. It is a 94' x 30' building with accommodations for six officers and their families. The 25' x 30' administration office area includes a cell, radio room and an office for an Inspector of the Bureau of Immigration and Naturalization. This facility is the largest structure to be built under the self-help program, and the design will be restricted to areas where there is no locally available housing, or the facility is far removed from County NPF Headquarters.

Additional sub-stations will be constructed along the lines of the Civil Compound #1 project in Grand Bassa County. The latter is a two-room 35' x 22' facility originally planned for four officers assigned from the County NPF Headquarters unit on a temporary basis of two or three weeks. As it developed in Grand Bassa County, the completed sub-station generated sufficient local interest and funds to construct, on a total self-help basis, family housing for four officers. In addition, a small shed was built to house an NPF generator to be used in supplying electrical power.

As a result of increased police efficiency following the opening of the Civil Compound #1 sub-station, additional support was provided by the NPF Headquarters. A 7.5-ton truck was purchased for use in this activity; a construction foreman employed, a patrolman assigned, three laborers hired to manufacture cement blocks for future construction, and additional construction laborers placed on the NPF payroll.

A third new sub-station will be a five-room structure in Kakata, Montserrat County. Plans for a fourth station in Plibo, Maryland County, have not been finalized.

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The Self-Help Construction Division was established by the NPF in support of the GOL's policy to expand the National Police Force into the rural areas to provide police services to the maximum number of people. The NPF has long range plans for construction of at least 20 sub-stations in principal towns on major highways and along the Liberian border. These sub-stations will provide a police control capability in terms of human as well as material resources. Also, they will provide a capacity for increased law enforcement, heretofore extremely limited outside the nation's capital and county administrative headquarters.

In addition to furnishing routine police services, these sub-stations will ultimately be radio-equipped, and operate as checkpoints to control the flow of contraband, stolen property (including vehicles), and fleeing criminals. Those constructed along the border will, at first, be situated in larger towns and villages with a primary responsibility for routine law enforcement. The secondary purpose will be to control the interchange of illegal alien traffic between Liberia and its three neighboring African states. As with their highway counterparts, these facilities will be radio-equipped. It is ultimately envisioned that these law enforcement units will be reasonably accessible to 80% or more of the rural population.

Figure 4 shows the location of existing and proposed USAID and/or GOL - funded rural police posts.

G. POLICE HOUSING, BUILDING AND CAMPS

Building facilities, for the most part, do not compare with housing provided other government agencies. Only the three USAID-constructed stations in Lofa, Bong and Nimba counties were built specifically for police purposes. Other facilities are ill-adapted for police use. Many were originally private residences and, despite extensive alteration, are awkwardly arranged, inconvenient and in poor condition. Most, including the present NPF Headquarters, are antiquated and overcrowded, and security facilities for prisoner detention are primitive. Although new self-help construction of sub-stations is an on-going enterprise, the national austerity program has prevented police from building suitable county headquarters stations.

One new precinct station for Montserrado County, funded by the GOL, was placed in operation May 4, 1972. The NPF budget request for FY 1973 will include capital construction funds for a two-story building to serve as NPF Headquarters as well as the base of operations for the Montserrado County and Monrovia Municipal police units.

Only senior members of the Force are furnished GOL quarters. Though a few exceptions are made, this privilege is generally restricted to the

ranks above lieutenant. There are no barracks or general family housing facilities provided for members of the Force except as follows:

1. One large building in downtown Monrovia, where selected lower-ranking officers are allowed to live with their families on a rent-free basis.
2. At the self-help constructed sub-station in Grand Bassa County, the Deputy Inspector in charge of the Detachment obtained funds and public assistance and has constructed quarters designed to house four families. This is a community project with no GOL or USAID assistance being provided.
3. At the NPF sub-station in Tiene, Grand Cape Mount County, quarters for six officers and their families are provided.

Most police stations are in poor condition and lack an independent source of electrical power. No maintenance service has been provided for several years, although funds for this purpose were allocated in past budgets. These funds were used in support of the Montserrado County police operation or transferred to other accounts to make up for deficits in other areas.

H. PUBLIC RELATIONS

There is no formal NPF public relations effort currently being undertaken. A number of police activities lend themselves to the projection of a favorable police image, such as the utilization of women police school crossing guards and a daily 15-minute radio program called "The Police Reporter." The latter recounts police activities of the previous day, with some elaboration on cases of human interest. "The Police Reporter" also announces traffic safety slogans, which are relevant at the time, but no traffic safety program per se is supported.

In 1969, a returned IPA participant was designated as the NPF Public Relations Officer. He was assigned to develop a program but, before completing the project, he was transferred to the teaching staff at the Academy. Since that time, the planned Public Relations program has been dormant.

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CHAPTER VI

NATIONAL BUREAU OF INVESTIGATION

The National Bureau of Investigation (NBI) is one of the most progressive civil security agencies in Liberia. This can be attributed to more motivated management and operational personnel at headquarters and in field offices, most of whom have received U.S. training, principally at the International Police Academy. The Bureau has a small Crime Laboratory and Fingerprint Bureau, a Public Relations program which is growing in effectiveness, and the personnel enjoy a relatively good public image. Eighteen field offices have been created to afford a government and NBI image throughout Liberia, but the field offices are inadequately staffed.

Despite the general competency of the Bureau in comparison with other civil security agencies, there is not sufficient expertise to preclude some ancillary advisory assistance. The field of administration must be strengthened, investigations must become more thorough and report more comprehensive. Supervision needs strengthening, training must be specialized to meet immediate needs and correct shortcomings.

A. HISTORY

The National Bureau of Investigation is the only government organization, other than the National Police Force, with functions falling distinctly within the police field. It is a plain clothes law enforcement agency under the Ministry of Justice and is headed by a Director.

The Bureau was established on September 20, 1958, as the Bureau of Special Services and developed under the guidance of security consultants from the United States under contract with the Government of Liberia. In 1961, it was combined with the Executive Mansion Special Security Police (then a component of the National Police Force), and its name changed to the National Bureau of Investigation. It has four sections:

1. Investigative Section
2. Records and Identification
3. INTERPOL Clearing Center
4. Executive Security Section.

Its principal mission was to safeguard national security and provide personal protection to the President and other government dignitaries, though certain criminal violations were also assigned to the Bureau. In 1962, the Bureau was transferred from the jurisdiction of the Department of Justice and placed directly under the Chief Executive.

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During 1964, the Executive Security Section was created into a separate agency under the Chief Executive and called the Special Security Service, with responsibility for Presidential security. The INTERPOL Clearing Center was transferred to the Attorney General, and the NBI returned to the jurisdiction of the Department of Justice. Beginning January 1973 it will again be under the jurisdiction of the Ministry of Justice.

B. ASSIGNED ROLE AND JURISDICTION

The assigned role and responsibilities of the Bureau were well defined by an Act of the National Legislature during the 1960-61 session, which clearly stated in Section 183, among other things, "It shall be the function of the Investigations Section to investigate all crimes against the Republic and the Government which do not normally fall within the jurisdiction of the National Police Force." The delineation of the responsibility and jurisdiction is neither vague nor complicated. The primary objective, therefore, is protection of the people and their property through prevention of crime and detection and investigation of criminals. Violations within its jurisdiction, though not exclusive, are:

1. Homicide
2. Counterfeiting
3. Forgery
4. Extortion
5. Kidnapping
6. Narcotics
7. Fugitives
8. Postal Violations
9. Revenue Offenses
10. Smuggling
11. Bank Robbery
12. Grand Larceny of GOL Property
13. Cases Assigned by the President and/or Attorney General.

The Bureau also participates in Presidential security, in gathering security intelligence and performing investigations concerning suspicious individuals and organizations suspected of engaging in subversive activities. It also collects criminal intelligence and engages in counter-intelligence by both overt and covert operations.

C. MANAGEMENT AND ORGANIZATION

U.S.-trained personnel occupy most of the management positions, including the Director, Deputy and Assistant Directors, four of the Special Agents in Charge (SAIC), ten of the 18 field office commanders, and the three shift commanders. U.S.-trained personnel also occupy a large percentage of mid-level management positions.

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The current organization chart of the Bureau is depicted in Figure 5. The following elements are directly under the supervision of the Director:

1. Special Operations Division - Responsible for criminal intelligence and counter activity and special non-criminal directives of the President and the Minister of Justice.
2. Public Relations Division - Develops press releases and creates a better public image for the Bureau and issues NBI publications.
3. Fiscal Affairs Division - Charged with handling all financial matters, including budgetary planning.
4. Liaison Office - Coordination with all civil and military security agencies.

The following divisions are directly under the supervision of the Deputy Director:

1. General Investigation Division - Handles the investigation of all criminal violations. Service is rendered on a 24-hour basis through three shifts, each headed by a shift commander.
2. Central Crime Laboratory - Consists of only two sections: Questioned Documents with two U.S.-trained technicians, and Firearms Identification, with one agent who recently returned from a one-year firearms identification course in the United States.
3. Central Records and Identification Division - Maintains all civilian, criminal, fingerprint, general record and correspondence files. It is also responsible for crime statistics and the NBI annual report.

The following divisions are under the supervision of the Assistant Director:

1. Field Office Division - Responsible for field office activities. There are 18 field offices located in principal towns, but they are inadequately staffed and, in effect, are resident agencies. NBI FY 1973 budget proposals include 100 additional agents, most of whom will be assigned to field offices.
2. Administrative Services Division - Handles personnel matters, except investigations, acquisition of supplies and supervision of all clerical employees.

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3. Inspection Service - Responsible for all investigations involving personnel, internal security, VIP assignments and applicant investigations. Also handles many special and secret investigations at the request of the President and the Attorney General.
4. Training and Research Division - Handles the entire training program of the Bureau.
5. Technical Service Division - Charged with supervision and maintenance of all property and buildings and Bureau telecommunications.

All divisions except Public Relations, Fiscal Affairs and Central Crime Laboratory are headed by Special Agents in Charge.

The NBI is charged by legislation with the responsibility of compiling and reporting crime statistics. However, it receives no statistics from other civil security agencies, and the only report concerning the number of offenses reported to the NBI is included in the annual report covering the period from September to the following August. The NBI keeps no record of the incidence of crimes on a nationwide basis and their records system does not have sufficient recall capability for compilation of meaningful crime reports.

Table 8 is a tabulation of offenses reported to or known by the NBI during the period May 1, 1971, to August 31, 1972. Also shown are offenses reported to the Criminal Investigation Division of the NPF for the period May 1, 1971, to August 31, 1972. The CID statistics for May 1971 to January 1972 were not available due to a then poor reporting system. This was changed in February 1972 when a monthly statistical record system was inaugurated.

The Director of the NBI believes the large increase in criminal acts reported during the current period is due to changing social and economic conditions, an influx of third country nationals, and criminal repeaters who were not prosecuted in the courts.

Eighteen of the 118 NBI employees are stationed at the eighteen Field Offices and Resident Agencies. However, major and important cases, especially those with a political overtone, are handled by headquarters personnel on temporary duty assignments. The Field Commanders are required to report each week to NBI Headquarters.

As the NBI is a law enforcement agency charged with protection of the populace and its property through detection and investigation of criminal offenses, the heart of the Bureau is the General Investigations Division

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(GID). It is responsible for investigating all criminal violations as well as cases assigned by the President and the Minister of Justice. There are 20-25 agents assigned to the GID, and they operate in three shifts, each headed by a shift commander. Two of the three shift commanders are graduates of the IPA.

Special types of investigations, both overt and covert, are handled by other divisions of the Bureau.

D. BUDGET AND FISCAL MANAGEMENT

The NBI has not received sufficient budgetary support to provide for adequate personnel services, material, supplies and equipment. The following is a breakdown of the actual budgets of 1970 and 1971, the approved budget for 1972, and the requested budget for 1973.

	Actual 1970	Actual 1971	Approved 1972	Requested 1973	1/
Personal Services	\$181,066	191,066	191,066	202,980	
Material & Supplies	9,251	9,251	10,745	65,905	
Equipment	8,250	5,000	-	44,102	
Other Services	16,200	16,200	21,900	31,100	
	<u>214,767</u>	<u>221,517</u>	<u>223,711</u>	<u>344,087</u>	

1/ As of 10/20/72, the NBI budget for 1973 has not been approved. Budget hearings were being conducted during the period of this report.

In addition to the requested budget for 1971, a special request was made for \$287,175 for the establishment and operation of 15 additional field offices throughout the country. This request was disapproved.

E. PERSONNEL AND TRAINING

1. Personnel - Employment standards for NBI personnel are among the highest of GOL civil servants. Generally, employees are motivated and take pride in their organization, possess good morale, desire to advance in competency, and aspire to increase their public image. Police ethics are stressed in all training classes.

a. Force Strength - The present force strength of the Bureau is approximately 118, of whom 18 are assigned to the 18 Field Offices and Resident Agencies. Growth has been slow but steady as illustrated by the fact that there were 63 employees in 1963, and 90 in 1966. The

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Director of the NBI hopes to increase the size of the Force stationed in the field in order to expand services to the rural sector. His long range planning calls for the addition of 100 agents during GOL FY 1973. He requested budgetary support for this expansion during FY 1971, but funds were denied.

b. Pay Scale-Benefits - During basic training, a recruit receives a monthly salary of \$100. After training, he is considered an agent trainee for 12 months, receiving a probationary salary of \$125 per month. If he successfully completed his probation, he is appointed as Special Agent at an annual salary of \$1,400. He may advance to a top agent's salary of \$2,400 annually through a succession of six steps. At present, there are only two agents receiving the maximum salary. The following is the pay scale of top management personnel:

Director	\$5,700
Deputy Director	4,800
Assistant Director	4,200
Fiscal Officer	3,900
Inspector	4,200 (1973)
District Supervisor	3,660
Special Agent in Charge	3,600
Field Commanders and Assistant Special Agents in Charge	3,300.

Personnel are required to work a seven-day week, eight hours per day. Headquarters personnel are entitled to a two-week paid vacation each year, while field personnel receive a one-week paid vacation. There is no clothing allowance; although it was requested and disallowed in the FY 1972 budget, it is being requested again in the FY 1973 budget. As in the case of other civil servants, NBI personnel have no retirement benefits.

2. Training

a. Requirement for Employment - Applicants must be native born citizens, residents of Monrovia and graduates of a recognized high school. They must be not less than five feet tall, between 19-30 years of age, in excellent physical condition, and must pass an aptitude test and a thorough background investigation.

b. In-Country Training - The Training Division conducts and supervises the entire training program of the Bureau and maintains a reference library. The Special Agent in Charge (SAIC) and his assistant are U.S.-trained.

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The Training Division, in cooperation with the Public Safety staff, is reviewing and revising the program, courses, curricula and lesson plans to meet changing needs of the Bureau. Headquarters contains a classroom sufficient for a maximum of 25 students. Additional space is available if necessary.

c. Basic Training - The recruit training class usually lasts four months. The curriculum includes basic subjects of investigation, laws and ordinances, legal procedures, NBI rules and regulations, police practices, human relations and other related subjects. It includes some OJT in actual investigations supervised by a senior officer. Tests are given after each lecture and the trainee must maintain a grade average of over 70% or be terminated. At the end of the course, a comprehensive final examination is given, requiring a passing grade of 70%.

All basic trainees receive firearms training, and the Bureau plans to institute regular firearms training for all agents at the NPF range.

The number of basic training courses and graduates are not available. However, with the exception of civilian personnel, all NBI employees completed basic training before acceptance in the service.

d. Management Courses - Two-week seminars are held each year for both mid-level supervisors and top-level management. Nineteen completed such training during 1970.

e. In-Service Training - Each agent must complete an in-service class each year. The last class was held in July 1971.

f. Specialist Training - Classes have been conducted in Customs Fraud, Fingerprinting, and Library Science.

g. Third Country Training - Thirty-nine NBI personnel have received U.S. training, including 26 at the IPA (one in a Senior Officers Course, 25 in General Courses, and three at the FBI Academy). Three agents have received training in Israel, two in the Federal Republic of Germany, not under USAID sponsorship.

Thirteen of the senior officers, including the Director, Deputy and Assistant Directors, and seven mid-level management personnel are U.S.-trained, principally at the IPA. One USAID participant is deceased, two have been dismissed and three have resigned.

F. TRANSPORTATION AND COMMUNICATIONS

Fifteen vehicles are assigned to the headquarters operations, while five of the field offices have automobiles and two have motor bikes. There is sufficient mobility for headquarters, but field operations are hampered by a lack of transportation. All vehicles have been purchased by

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GOL with the exception of two Chevrolet sedans furnished by USAID in 1969. The transportation plan is for the field offices to use four-wheel drive vehicles and it is estimated 13 additional vehicles are required. The NBI has two mechanics responsible for minor repairs. No spare parts are stocked but are purchased when needed. Major repairs are performed by the agency from which the vehicle was purchased. There is no uniformity in the make of vehicles.

The NBI has one FM base station and one SSB radio at headquarters. Only three vehicles are radio-equipped and the Bureau has no walkie-talkies. A maintenance employee is available, but spare parts must be purchased locally. The NBI requested \$10,000 in the FY 1971 budget for communications equipment and spare parts, but it was disallowed. It is estimated the Bureau requires six portable radio sets for headquarters' vehicles, and three walkie-talkies for headquarters' operations. The Director hopes to acquire five SSB radios for up-country operations. Communications equipment currently on order through a Program Support Loan should ease somewhat the current shortage of NBI equipment. The NBI has access to the NPF radio network.

G. PHYSICAL FACILITIES

NBI occupies a four-story converted apartment house at 75 Sekou Toure Avenue, which is a convenient location. The facilities are in fairly good condition and adequate for all administration and operational elements. The building also provides a conference room, classroom, garage, and two modern interrogation rooms. Field Offices and Resident Agencies are furnished office space at either the local police station or in the County Building.

H. FIREARMS AND EQUIPMENT

Weapons, badges, credentials and other necessary equipment are assigned to operational personnel. In addition, extra weapons, including machine guns, handcuffs, etc., are maintained by the shift commanders of the GID. An IPA graduate operates an ammunition reloading shop which provides sufficient ammunition for operations and some training. Additional ammunition cases will be required when periodic firearms training is initiated.

I. PUBLIC RELATIONS

The Bureau has had an active Public Relations Section for several years, which has developed into a viable activity. It is productive in press releases and in creation of a better public image of NBI personnel. Close relations are maintained with all information media. Some guided tours are conducted at headquarters facilities.

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The Section is responsible for editing and publishing the NBI Law Enforcement Bulletin, a quarterly publication. Articles are submitted by NBI agents and other law enforcement officials. The Bulletin has been instrumental in creating better public reations and has helped to improve employee morale. Continuity of publication is hampered by lack of funds.

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CHAPTER VII

BUREAU OF IMMIGRATION AND NATURALIZATION

The Bureau of Immigration and Naturalization (BIN) has increased its strength progressively since 1967. Morale is high for a number of reasons, including rapid employee advancement opportunities. Also, the Bureau utilizes the merit system of employee development. Technological advances in operational functions have kept pace with personnel management achievements, and attention is focused on correcting gross inefficiencies. The Public Safety/BIN Advisory Program was phased out December 31, 1971, with the transfer of the Advisor. Since then, the Public Safety Team has maintained only a liaison relationship with the BIN.

A. BACKGROUND

Immigration and alien control functions were established in the early 1930's. The present Bureau of Immigration and Naturalization, operating within the framework of the Department of Justice, was actually created by the Immigration Act of 1955. This Act was later included in the Liberian Code of Laws under the title, "Aliens and Nationality," published in Volume I, Title 3, of the Code in 1956.

The law provided for a Commissioner of Immigration to be appointed by the President subject to Senate confirmation. Initially, the Commissioner was charged with the responsibilities and authority delegated to him by the Attorney General, but in 1961, an amendment to the Law was enacted which established the actual duties of the Commissioner.

In late 1968, a new Immigration Act was drafted and submitted to the Legislature in early 1969. Passage of the bill has been delayed due to objections from the Liberian Department of State, the Commissioner of Immigration and others, who claim it is too liberal. The proposed legislation provides a clearer delineation of duties and authority, for elimination of visas for tourists, and border crossing identification cards for both residents and non-resident aliens.

It was reported the proposed legislation is steadily gaining support from the Department of Information and Cultural Affairs, the Liberian Chamber of Commerce, and other civic and government bodies interested in tourism and foreign trade.

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In 1968, the President appointed a Border Security Survey Commission, made up of representatives from the Departments of Treasury, Internal Affairs, National Defense and Justice, for the purpose of conducting an investigation on the vulnerability and security of the land borders of Liberia. The Commission made on-the-spot examinations and observations of the situation and submitted recommendations for staffing patterns and establishment of ports of entry and border patrol stations for the six counties bordering on foreign contiguous territory.

A complete and comprehensive survey of border security was made from Cape Palmas, Maryland County, to Grand Cape Mount County. It took the Commission three full months to cover the entire border - departing from Monrovia in March 1968 and returning the end of May 1968. It identified 115 specific points of entry in the six border counties, of which 106 were unmanned. It observed that aliens could enter at will and without inspection at almost any place along the Liberian borders because, from a Border Patrol and Immigration inspection standpoint, they are literally wide open. The Commission found amply staffed security forces deployed along the borders of Liberia by her neighbors, especially along the Liberia/Guinea border.

Smuggling, both of contraband and aliens, was rampant in numerous locations, and the Commission observed a serious security problem along the Guinea border where many members of the Guinea military forces were entering Liberia under what appeared to be false pretenses. The Commission commented that the entire Liberian border with Ivory Coast, Guinea and Sierra Leone is open on the Liberian side, while the borders are well manned in the contiguous countries.

After identifying the 115 specific points of entry of both aliens and contraband, the Commission recommended that 64 Border Patrol Stations and ports of entry be established along the land borders from Cape Palmas to Robertsport. These stations would provide minimum protection against the illegal entry of aliens. In view of the security situation in the country, the then Attorney General saw fit to direct that the borders be manned on a 24-hour basis, utilizing the authority given him by the Legislature... "to control and guard the borders and boundaries of the Republic against illegal entry of aliens and in his discretion appoint for that purpose such numbers of the employees of the Bureau as to him shall appear necessary and proper."

Following the Commission's report and the Attorney General's ruling, the GOL initiated action to increase the operating strength and logistics of the Bureau of Immigration and Naturalization along the land areas of border counties. The GOL formulated a plan for development and expansion of the border patrol activity in a five-year program.

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B. ASSIGNED ROLE AND JURISDICTION

The BIN, under the direction of the Commissioner, is responsible for the following functions:

1. The administration and enforcement of all laws relating to immigration and naturalization of aliens, except as conferred on the President, the Minister of Foreign Affairs or officers of the Ministry of Foreign Affairs.
2. Make determinations and rulings with regard to all questions arising from the application of the immigration and naturalization law, subject to the approval of the Attorney General.
3. Develop and maintain adequate records pertaining to immigration and naturalization.
4. Control and guard the borders of the Republic against illegal entry and appoint for that purpose such numbers of employees of the Bureau as shall appear necessary and proper.
5. With the concurrence of the Secretary of State, establish offices of the Bureau and detail employees of the Bureau to duty in foreign countries.

C. ADMINISTRATION AND ORGANIZATION

The BIN has grown from 53 men to its present strength of 184 in just a few years. At present, there are 16 ports of entry and immigration stations in addition to Monrovia (Montserrado County). Eight of the major ports are manned on a 24-hour basis and staffed by a total of 42 officers.

The Commissioner has concentrated on three key areas - efficiency, public relations, and employee opportunity and morale. It is reported that he has continually stressed to employees that the standing of the BIN is largely dependent upon the service it renders, its effectiveness in enforcing the laws it is charged with administering, and the general impression its employees make on the public.

An organization chart is shown in Figure 6. The Central Office at headquarters directs the nationwide activities of the BIN. Also, it has charge of operational functions at the freeport in Monrovia, and the James Spriggs Payne and Robertsfield International Airports. Due to inadequate communications facilities, the Immigration offices located outside Montserrado County generally operate in a semi-autonomous manner. With rare exception, chiefs of these offices confer with the Commissioner or other principal headquarters staff officers, at least once a month,

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D. BUDGET AND FISCAL MANAGEMENT

Since the first full year of U.S. advisory assistance in budget preparation and presentation, the BIN has made sound strides toward achieving some semblance of adequacy in the cyclical planning procedure. The following is a statistical summary of the budgets for Fiscal Years 1970 through 1972 and the proposed budget for FY 1973.

	Actual FY 1970	Actual FY 1971	Actual FY 1972	Proposed FY 1973
Personnel Services	\$110,020	189,000	230,380	230,180
Material & Supplies	35,790	41,640	72,440	39,687
Equipment	20,000	7,000	41,626	17,240
Other Services	10,485	18,855	20,805	19,055
Expansion Border Patrol Stations ^{1/}				58,653
	<u>\$176,295</u>	<u>256,495</u>	<u>365,251</u>	<u>382,278.</u>

1/ There are presently four Border Patrol posts. FY 1973 BIN plans, as expressed in its budget submission, call for the construction of four additional posts in Nimba (2), Bong and Grand Cape Mount Counties.

E. PERSONNEL

Morale was reportedly as good, with working conditions steadily improving. At present, the salary structure is being increased more rapidly than in most other security and enforcement agencies throughout the GOL. The merit system of employee advancement, the rapid rate of personnel increases, and the upgrading of salaries make it easier for the Bureau to recruit a higher caliber of personnel.

1. Force Strength - The Bureau's strength is 184 men, of whom 42 now man 16 ports of entry outside Monrovia. It is planned to increase the Border Patrol element by 118 men over a five year period to provide a capability for manning a future total of 66 Border Patrol stations on a two-man per station basis. This is a very optimistic projection when one considers the cost of personnel and construction of border post stations.

2. Pay Scales and Personal Equipment - Probationary employees receive \$60 per month; all other new employees, \$100. Journeyman Inspectors receive an annual salary of \$3,600 and Border Patrol Officers \$1,200 per year. The management personnel pay scale is shown below:

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Commissioner	\$5,000
Deputy Commissioner	4,200
Security Officer	3,900
Assistant Commissioner Operations	4,000
Assistant Commissioner Naturalization	4,000
Administrative Assistant	3,000
Chief of Records	2,600
Training Officer	3,000
Executive Secretary	3,000
Inspector Border Patrol	3,600
Budget Officer	2,600
Deputy Senior Inspectors	2,600.

Office personnel at Bureau headquarters work a 35-hour week with weekends off. At Robertsfield International Airport and the Freeport of Monrovia, employees are expected to work six days a week, plus overtime. The air and sea ports of entry are popular duty assignments because there are statutory provisions for inspectional overtime. Inspectors receive \$10 for every ship or aircraft they inspect between 3:30 p.m. and 7:30 a.m. Uniforms are furnished by the Bureau, as are badges, caps and raincoats. About four new uniforms per year are issued to inspector class personnel.

F. TRAINING

Applicants must be native born citizens, residents of Liberia, and graduates of a recognized high school. They must make written application for employment. Selection is on the basis of competitive examinations and oral interviews. However, applicants must establish documentary evidence of education, police clearance, physical examination, and citizenship prior to taking the examination.

All personnel are required to complete three months of basic training, followed by a probationary year of on-the-job training.

The curriculum includes intensive study of immigration laws, introduction to criminal law, administrative procedures, human relations, techniques of self-defense, and physical training. Quizzes are given on a daily basis and examinations covering each subject are mandatory. A course average of 70% must be maintained, and a passing grade on the final examination. All employees, except messengers and clerks, are required to take 15 days of in-service classroom training annually.

Sixteen BIN personnel have received U.S. training. The Deputy Commissioner received U.S. training, both academic and with U.S. Immigration and Naturalization Service, under USAID sponsorship.

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Of the 16 returned participants, eight were trained at the International Police Academy - eleven in the General Course and two in the Senior Course. The other three were trained by the U.S. Immigration and Naturalization Service and the U.S. Bureau of Customs.

G. OPERATIONS

As recently as 1967, a viable records system did not exist in the BIN. The records room was cramped and inadequate. Some records were kept in file cabinets, other jammed in between cabinets, and some just stacked on the floor. The files were unserviceable with only a few having been indexed. Folders in the cabinets were not filed in chronological order, and retrieval was usually a matter of chance. The greatest security threat resulting from files which were mislocated, unposted or outdated, was lack of information on the current status of aliens. In most cases it could not be determined whether an alien was still in Liberia, had departed, or was deceased.

1. Record Rehabilitation Project, Phase I - This phase of Public Safety assistance concerned the problem of adequate space, filing equipment and organization and compilation of records and files. It was estimated a minimum of 6,000 square feet of additional floor space would be required to meet the ultimate project of over 100 file cabinets, three indexing machines, as well as other office equipment. Through modification of a building adjacent to the BIN Central Office, space was provided to meet current and projected needs. All office space in this facility is air-conditioned except the hallways.

Though not centrally air-conditioned, the central records processing room has two large cooling units with a total output of 66,000 BTU. These units operate 24 hours per day to help prevent deterioration of the records.

During Phase I,

- a. All old records were purged or consolidated.
- b. All alien files were placed in new pre-numbered file jackets.
- c. Fifty thousand pre-numbered file jackets were in the files, with 25,000 held in reserve for Phase II, which was scheduled to begin July 1, 1971.
- d. Thirty-three thousand active alien files and 1,000 naturalization files were put into use, plus approximately 1,000 new files arranged in the inactive section.

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- e. Approximately 45,000 individual and cross-indexed cards were prepared.
- f. Nine employee positions in the Central Records Office and five in the Statistical Section were established.

Equipped with new furniture, the newly acquired office space and records storage facility contains the entire administrative branch of the Bureau. Included are the offices of the Statistical Section, the Training Section, the Assistant Commissioner for Legal Affairs, and the offices of the Administrative Assistant.

2. Records Rehabilitation Project, Phase II - This phase of the Public Safety assistance project was completed by December 31, 1971. This phase concerned itself with upgrading the knowledge and skill of the key members of the BIN staff, in order to attain an adequate capability to manage the Bureau operations and records system on departure of the Public Safety Advisor/Border Control. Additionally, problems in the fields of operations, training and communications were addressed in order to upgrade capabilities to a point adequate to satisfy BIN demands.

The key staff members of the BIN headquarters received indoctrination in the established Bureau policies, procedures and other implementation actions for the management and direction of port of entry operations, border patrol operations, administration of the records system and related support activities. This indoctrination effort was in the form of a one or two-day seminar each month during which policies and procedures are reviewed, problems analyzed, and solutions presented.

The BIN contains a small group of investigators who focus on matters of fraudulent documents, illegal entrants, failure of aliens to revalidate resident permits, and other crimes exclusively within the jurisdiction of the Bureau. The selection of personnel, organization, training, and development of operating procedures for field efforts were primary matters addressed by advisory support to the end of 1971.

The organization and procedures for administration of the file and records system were subjected to a review by the Border Control Advisor and his counterpart, and essential final corrective actions initiated.

The up-country border patrol activity, which has a high GOL priority, should be diligently pursued and sound operational procedures developed.

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H. ROBERTSFIELD INTERNATIONAL AIRPORT

Physical facilities to permit speedier arrival and departure processing of international passengers have been remodeled and enlarged. Other physical changes include air-conditioning the entire baggage inspection area, and the departing passenger and immigration/customs areas. The immigration office within the terminal inspection area has been enlarged and remodeled to accommodate arrival and departure records, indexing equipment, and provide space for personal search and secondary inspection activities. Enlarged office space at the air terminal also provides adequate quarters for the central records communications equipment.

I. TRANSPORTATION AND COMMUNICATIONS

Of the 18 vehicles assigned to the Bureau, 12 are used in field operations and six by the Central Office. Six are new vehicles purchased in 1972. All motor vehicle maintenance is contracted to local garages.

With the growth of the up-country immigration forces, mobility problems in the field will require study to provide for adequate transportation to support operational needs.

The BIN has one FM VHF base station in the records section of the Central Office, and one in the Immigration Office at the main terminal at Robertsfield International Airport. This equipment was set up in conjunction with the records program. Additional radio equipment is needed to communicate between the Central Office, the Freeport of Monrovia, and James Spriggs Payne International Airport. Additional communications equipment is necessary to give the Bureau country-wide communications capability, particularly with the Border Patrol stations.

J. FIREARMS AND EQUIPMENT

Weapons are not carried by members of the BIN at the present time, except by Security Officer personnel and two investigators. Fifty Smith and Wesson .38 caliber revolvers, Police Special Models, were included in the 1971 Development Budget, but were not approved. The Border Patrol Development Plan calls for providing the entire Border Patrol with revolvers. Also disallowed in the 1971 Development Budget were handcuffs and cases, belts and holsters, and sufficient ammunition for training and initial issuances.

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CHAPTER VIII

OTHER CIVIL SECURITY FORCES

A. SPECIAL SECURITY SERVICE

The Special Security Service (SSS), with a strength of 175 men, was created by Executive Order in 1962. The Director is charged primarily with the personal security of the President of Liberia and his family. The Liberian National Guard provides nominal protection to the Vice President. Members of the Cabinet and Supreme Court, previously under the protection of the SSS, are now the responsibility of the National Police Force. The SSS is divided into an agent detail, which provides constant "inner circle" protection, and a uniformed detail for "second circle" general protection of the official residence in Monrovia. Members of the agent detail travel with the President at all times. Ostensibly, the method of operation is patterned after that of the United States Secret Service. However, it is not executed with any comparable degree of professionalism. The Director has been Israeli-trained. The only U.S.-trained person is the Assistant Director, who graduated from the International Police Academy.

The specific functions of the SSS are:

1. Protect and secure the President, his immediate family, and other officials and visiting dignitaries designated by the President,
2. Protect the Executive Mansion and its grounds,
3. Protect all documents classified top secret, secret, confidential or informatory material,
4. Conduct a security check of all incoming mails (packages, etc., addressed to or for use by the President and his household),
5. Check the security of all means of transportation used by the President, his family and visiting dignitaries.
6. Examine the permanent and temporary residences of the President to ensure their security.

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7. Serve as liaison with other security agencies in matters pertaining to the screening of applicants for employment at the Executive Mansion and/or other services of the President,
8. Perform such other functions as may be assigned by the President from time-to-time.

The NBI, formerly known as Special Service Mansion Security Branch, was the predecessor agency for presidential security. When legislation was enacted creating the NBI in 1961, the gradual phase-out of Mansion security matters of that organization began, and was completed in 1964 - over a year after establishment of the SSS.

The organization of the Civil Security Agencies of the Government of Liberia is shown in Figure 7.

B. EXECUTIVE ACTION BUREAU

The Executive Action Bureau (EAB) was created by legislation through amendment of the Executive Law in 1962. It is an autonomous agency of the GOL's Executive Branch with a strength of 40 persons.

The Mission of the Bureau is to develop plans and provide all possible means of protection to the Government and people of the Republic against subversion, espionage, sedition, propaganda and sabotage. The President is empowered to issue executive orders and regulations designating specific duties to be performed by the EAB.

Specific functions of the EAB are:

1. Report directly to the President on all matters affecting the work of the Bureau, as circumstances may require or as directed by the President,
2. Carry out all operations assigned by the President,
3. Select, investigate, hire and train, according to rigid professional standards, personnel required for the secure and efficient functioning of the Bureau,
4. Protect intelligence sources and methods of operation from unauthorized disclosure,
5. Prepare and implement rules and regulations pertaining to personnel, finance, logistics, training and organization necessary for efficient operation of the Bureau, subject to approval of the President.

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C. NATIONAL INTELLIGENCE AND SECURITY SERVICE

The National Intelligence and Security Service (NISS) was established on May 31, 1962, and has a personnel strength of 85. It is an out-growth of an earlier organization known as the Bureau of Statistics, established under the Attorney General's Office in 1959. The NISS's principal responsibility is to collect and transmit information regarding the security of the Republic to the President in the form of intelligence estimates. Besides many other overlapping responsibilities with EAB, it is charged with loyalty screenings of members of sensitive government agencies.

The specific functions of the NISS are:

1. Collect information with reference to the security of the Republic,
2. Transmit the collected information to the President in the form of intelligence estimates,
3. Render periodic and special reports to the President and disseminate such information among other Presidentially-designated government agencies,
4. Provide suitable means for protection of sensitive government agencies and installations,
5. Conduct loyalty screenings of employees of sensitive government agencies,
6. Coordinate and centralize all intelligence and security activities of agencies of the government to serve the best interest and safety of the state,
7. Cooperate with the Special Security Service in assuring the safety of the President, his immediate family, and other officials and visiting dignitaries stipulated by the President.
8. Either independently or in cooperation with other government agencies, do all things necessary to detect and neutralize any attempt by any person, political group, corporate or social organization, etc., which tends to endanger in any manner whatsoever the security of the Republic.

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D. COMMON RESPONSIBILITIES

The EAB and the NISS have overlapping responsibilities. Both organizations gather intelligence data and conduct counterintelligence and counter-espionage operations.

Past evaluations have substantiated the fact that the two services are very limited in their ability to conduct effective counter-espionage and counterintelligence operations. The Directors of both agencies feed almost all their information to the President in oral fashion. This includes raw intelligence and bits of unevaluated information. This type of reporting makes it very difficult for the President to grasp the pertinent facts of the situation and to make a proper evaluation.

Both services are represented on the reorganized Joint Security Coordination Committee established with Presidential approval in 1964, in an attempt to achieve a delineation of responsibility between competing security agencies. The Chairman of the Committee is the Director of the Executive Action Bureau. Other agencies on the Committee are the National Police, National Bureau of Investigation, Special Security Service, Bureau of Immigration and Naturalization, and the G-2 Section of the Army. Reportedly, for the past year, directors of the member agencies or their immediate assistants have met on a weekly basis or when special situations arise. It was reported attendance has been good with the exception of the Army representative who no longer participates unless called on special occasions.

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CHAPTER IX

MILITARY ORGANIZATIONS

The President is the Commander and Chief of the Armed Forces. He exercises command through the Minister of National Defense, who is a member of the President's Cabinet, is the governmental element responsible for the Armed Forces - comprised of the National Guard (LNG-Army), the Coast Guard (LCG), and the Militia.

A. LIBERIAN NATIONAL GUARD

The LNG's history can be traced back to a militia organized by the colonists in 1822 in response to threats from hostile tribes. After service in numerous campaigns, it was converted to the Liberian Frontier Force (LFF). It initially consisted of about 250 personnel and was commanded and trained by a British Officer who was dismissed sometime prior to 1908. In essence, it performed as a constabulary border police guard and additionally was charged with maintaining peace and order, enforcing laws, opening roads in the interior, protecting revenue collectors, and assisting in revenue collection. Its last engagement in tribal warfare occurred as late as 1939.

In 1912, a loan agreement between the United States and Liberia provided for a U.S. advisory assistance group which remained in continuous service until about 1922. In 1940, by act of the GOL Legislature, the LFF was designated the "first line of defense" and made a combat unit. Some U.S. Army assistance was provided at Robertsfield Airport during World War II. In 1951, a U.S. Military Mission was assigned, which has since been succeeded by the present day Military Mission Liberia (LIBMISH). Subsequently, the LFF was redesignated the Liberian National Guard (LNG).

The mission of the LNG, a force of about 5,000, is to secure the nation from internal and external threats. However, the LNG has not been able to break away completely from its past employment as the Liberian Frontier Force due to a lack of civilian agency border patrol capabilities.

The Liberian National Guard Brigade consists of two regiments with five battalions, the Executive Mansion Guard Battalion, an Engineer Battalion and supporting units. The First Regiment with 1st and 2nd

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Battalions are the main tactical units. The 1st Battalion located at Camp Schiefflin, a 30-minute drive from Monrovia, is fairly well organized and trained. The 2nd Battalion, located at Todee, over a one-hour drive by road from Monrovia, is newly organized and not capable of deployment. The Second Regiment with the 3rd, 4th and 5th Battalions are deployed throughout Liberia with each Battalion assigned an area mission covering three counties. Their deployment includes locations at border communities, at main border crossings and access points and at selected points of main road networks. These Battalions perform roles essentially identified with the civil law enforcement agencies of the GOL, such as: policing immigration and customs border checkpoints, receiving prisoners from the NBI (the LNG continues to be charged with administration of prisons and custody of prisoners), accompanying tax collectors (which constitutes a show of force), performing various functions for county superintendents, serving court orders, and making civil arrests. The Engineer Battalion provides general support and is the primary unit in Civil Action Programs. The GOL's objective is to move the LNG out of law enforcement.

Basic recruit training encompasses a period of 12 weeks. The LNG recruits as much as 40% of its force from illiterates. Those defined as literate usually score at a very low level - in some cases being able only to read and write their own names. Because illiteracy is a problem, the LNG conducts basic and advanced English language courses in order to upgrade achievement and qualify personnel for participation in military technical training programs.

The following shows the Liberian National Guard force strength as of September 29, 1972, and pay scale changes since April 1, 1972:

Rank	Strength	Pay	
	9/29/72	Before 4/1/72	Present
Lieutenant General	1	\$416.66	same
Brigadier General	2	333.33	same
Colonel	20	250.00	same
Lieutenant Colonel	16	223.12	same
Major	22	210.00	same
Captain	70	183.33	same
First Lieutenant	76	110.00	113.00
Second Lieutenant	93	94.48	97.48
Warrant	26	80.00	80.00

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Continued

Rank	Strength	Pay	
	9/29/72	Before 4/1/72	Present
Master Sergeant	45	\$50.00	53.00
First Sergeant	64	41.66	44.66
Staff Sergeant	183	33.33	36.33
Sergeant	364	20.00	28.00
Corporal	631	16.66	21.66
Private First Class	839	12.50	17.50
Private	2,397	8.33	13.33
Class "A" Driver	102	60.00	63.00
Class "B" Driver	67	50.00	55.00
Class "C" Driver	21	40.00	45.00
	<u>4,713</u>		

Note: Subsistence: Each enlisted man receives \$20.00 per month. Approximately 800 NGO's receive \$35.00. Drivers receive an additional \$5.00.

B. LIBERIAN COAST GUARD

The Liberian Coast Guard (LCG) is the principal marine force with headquarters at Monrovia. It consists of a force of approximately 170 personnel, with one 100-foot and two 30-foot boats as its principal equipment. The Coast Guard's mission includes harbor and coastal security, surveillance, enforcement of maritime laws, and prevention of illegal entry and smuggling, and search and rescue.

C. LIBERIAN MILITIA

The Liberian Militia can be compared to the U.S. Army Reserve and National Guard in the United States. It is composed of 16 regiments located throughout the country. All able-bodied Liberian males from 16-35 are required to serve. The regiments are required to assemble quarterly to train for a one-day period. This training is supervised by an active Army officer and consists of assembly, drill and classes. There are approximately 30,000 Militia officers and men. This force is not adequately organized, trained or equipped to be utilized as a deployable force.

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D. UNITED STATES LIBMISH

Objectives of the U.S. Military Assistance Program are:

1. To develop and support a disciplined, loyal Western-oriented national military force capable of maintaining national security and contributing to the social and economic development of the country.
2. To assist in the organization, training and equipping of the men of the LNG (Regular Army), a small Liberian Air Force, and the Liberian Coast Guard.

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TABLE 1
GRADE STRUCTURE AND SALARY SCALE

Position	Annual Salary	Proposed Salary
Director	\$5,000	\$6,000
Deputy Director	4,800	5,400
Assistant Director	4,200	4,800
Senior Inspector	3,252	3,600
Inspector	3,000	3,300
Deputy Inspector	2,580	3,000
Captain	1,860	2,400
Lieutenant	1,560	1,800
Sergeant	1,080	1,500
Juvenile	840	1,200
Patrolman	660	1,200
Probationary Patrolman	420	420
Director of Music	4,000	-- <u>1/</u>
1st Class Bandsman	900	--
2nd Class Bandsman	720	--
3rd Class Bandsman	600	--
4th Class Bandsman	390	--
Recruit Bandsman	180	--
Technical Service Personnel		
Chief of Communication	2,580	3,300
Chief Mechanic	3,000	4,200
Deputy Chief Pilot	3,600	4,000
Chief Maintenance	2,100	3,300
Chief Plumber		1,800
Chaplain, NPA	1,560	2,100
Dietician	2,400	2,400
Assistant Dietician	1,992	1,992
Cook	660	660
Laundryman	480	480
Steward	660	660
Carpenter	660	660
Janitory	660	660

1/ Information not available.

TABLE 2

TOTAL BUDGET FOR THE GOVERNMENT OF LIBERIA AND
INDIVIDUAL BUDGETS FOR CIVIL AND MILITARY SECURITY FORCES

	FY 1969	FY 1970	FY 1971	FY 1972 ^{1/}
National Police Force	\$ 892,224	\$ 956,881	\$ 1,506,439	\$ 1,208,220
National Bureau of Investigation	192,501	214,767	221,517	223,711
Bureau of Immigration and Naturalization	98,585	177,294	257,375	395,776
National Security Service	241,510	304,375	329,375	65,570
Executive Action Bureau	94,828	126,556	136,556	109,556
Special Security Service	309,781	384,320	459,326	661,551
Department of Defense	64,348	56,872	63,365	68,960
Armed Forces	3,109,814	3,177,341	3,706,787	3,742,858
Coast Guard	93,909	87,760	167,722	202,082
Government of Liberia	60,749,667	65,200,000	71,200,000	75,697,994

^{1/} The budget of the Government of Liberia for 1972 (Recast) and Supplementary.

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TABLE 3

NATIONAL POLICE FORCE BUDGET BY MAJOR CATEGORIES

CATEGORY	FY 1969	FY 1970	FY 1971	FY 1972 ^{1/}
PERSONNEL SERVICES	\$764,234	\$807,740	\$1,062,220	\$1,016,660
MATERIALS AND SUPPLIES	104,085	116,176	176,648	55,975
EQUIPMENT	3,855	3,755	201,670	111,125
OTHER	<u>20,050</u>	<u>29,210</u>	<u>67,001</u>	<u>71,975</u>
TOTALS	\$892,224	\$956,881	\$1,507,539	\$1,208,220

^{1/} The Budget of the Government of Liberia for 1972 (Recast) and the Supplementary, page 123-3 (9 months)

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TABLE 4

NATIONAL POLICE FORCE BUDGETS FOR FISCAL YEARS 1971, 1972

CATEGORY	FUNDS	
	FISCAL YEAR 1971	FISCAL YEAR 1972 <u>1</u>
PERSONNEL SERVICES		
Personnel Services	\$1,062,220	\$1,016,660
TOTAL	\$1,062,220	\$1,016,660
MATERIALS AND SUPPLIES		
General Materials	\$ 3,300	\$ 3,000
Gas and Oil	25,350	47,250
Uniforms and Clothing		
Materials	72,698	7,000
Food	18,100	5,000
School Materials and Supplies	3,000	750
Small Tools	4,500	3,000
Textbooks and Library Books	5,000	500
Stationery and Supplies	11,000	9,000
Military and Police		
Supplies	33,700	35,000
TOTAL	\$ 176,648	\$ 111,125
EQUIPMENT		
Transport Equipment	\$ 124,100	\$ 24,460
Office Equipment	73,570	--
Furniture and Furnishings	4,000	625
TOTAL	\$ 201,670	\$ 25,185
OTHER SERVICES		
Postage and Communication	\$ 710	\$ 400
Printing and Advertising	500	300
Rental of Land, Building	5,000	1,000
Maintenance of Land, Building	4,500	10,500
Maintenance of Office Equipment	15,591	9,000
Repairs of Transportation Equipment	23,150	20,000
Local Travel & Subsistence	9,850	5,000
Freight & Handling Charges	6,000	3,000
Other Expenses	1,700	6,775
TOTAL	\$ 67,000	\$ 55,975

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TABLE 4 (cont'd)

<u>CATEGORY</u>	<u>FUNDS</u>	
	<u>FISCAL YEAR</u> <u>1971</u>	<u>FISCAL YEAR</u> <u>1972</u>
<u>RECAPITULATION:</u>		
PERSONNEL SERVICES	\$1,062,220	\$1,016,660
MATERIALS AND SUPPLIES	176,648	11,125
EQUIPMENT	201,670	8,460
OTHER SERVICES	<u>67,001</u>	<u>71,975</u>
GRAND TOTAL	<u>\$1,507,539</u>	<u>\$1,208,220^{1/}</u>

^{1/} The Budget of the Government of Liberia for 1972 (Recast) and Supplementary, 123-3 (9 months)

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TABLE 5

FY 1973 PROPOSED BUDGET
NATIONAL POLICE FORCE

I. 1972 OPEN BUDGET TOTALS CARRIED INTO 1973 PROGRAMS

100 Series-Personnel Services	\$1,307,960
200 Series-Other Services	57,200
300 Series-Materials & Supplies	<u>82,500</u>
TOTAL OPEN BUDGET FIGURE	<u>\$1,447,660</u>

II. ADDITIONAL APPROPRIATION REQUESTED FOR EXPANDED AND NEW PROJECTS
IN 1973

A. New Project Self-Help Construction	\$ 30,850
B. Expanded Law Enforcement Salaries	441,930
C. New Project: Training of 100 Policemen	<u>70,200</u>
TOTAL ADDITIONAL APPROPRIATION REQUESTED	\$ <u>542,980</u>

GRAND TOTAL REQUIRED FOR POLICE 1973 \$1,990,640

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TABLE 6

NUMBER OF PARTICIPANTS BY ORGANIZATION AND THE NUMBER STILL IN SERVICE

ORGANIZATION	No. of Participants	No. Still With Security Agency ^{2/}	IPA General Course	IPA Senior Course	Percentage Still In Service
National Police Force	52	41	32	5	78.8
National Bureau of Investigation	39	33	25	1	84.6
Bureau of Immigration and Naturalization	16	12	11	2	75.0
Special Security Service	1	1	1	-	100.0
National Intelligence Security Service	1	-	-	1	00.0
INTERPOL	2	1	1	1	50.0
Plant Protection Departments (PPD) ^{1/}	8	5	8	-	62.5
Traffic Judge	<u>1</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>100.00</u>
	120	94	78	10	71.4

^{1/} Public Safety sponsored but independently financed.

^{2/} ATTRITION: Deceased - 4; Dismissed - 8; Resigned - 13; Retired - 1.

NOTE: As of September 1, 1972, no participants were receiving training in the United States.

TABLE 7
COST OF PARTICIPANT TRAINING TO
THE GOVERNMENT OF THE UNITED STATES

<u>FISCAL YEAR</u>	<u>Number Participants</u>	<u>U. S. Costs</u>	<u>GOL Costs</u>	<u>Independently Financed</u>
1957	2	-	-	-
1958	1	-	-	-
1959	3	-	-	-
1960	2	-	-	-
1961	0	-	-	-
1962	0	-	-	-
1963	13	-	-	-
1964	8	-	-	-
1965	6	-	-	2,720
1966	4	-	-	2,720
1967	18	-	-	2,850
1968	25	-	-	3,200
1969	12	-	-	6,460
1970	10	-	-	-
1971	10	-	-	3,550
1972	<u>6</u>	<u>20,000</u>	<u>-</u>	<u>-</u>
TOTALS	120	\$343,000 ^{1/}	- ^{2/}	\$21,500 ^{3/}

^{1/} Field Budget Submission, Fiscal Year 1974, Liberia, August 1972, page 65.

^{2/} GOL's costs for international travel, salaries and allowances are not available.

^{3/} Independently financed by Firestone Plantation and by LAMCO, information source is Training Office, USAID/Monrovia.

TABLE 8
RECORD OF OFFENSES REPORTED TO THE
NATIONAL BUREAU OF INVESTIGATION AND
NATIONAL POLICE FORCE (CID)

CLASSIFICATION	NBI		NPF (CID)	
	May '71- Dec '71	Jan '72- Aug '72	May '71- Dec '71 ^{1/}	Feb '72- Aug '72
Arson	2	0		5
Assault and Battery	10	9		--
Burglary/Housebreaking	20	53		503
Counterfeiting	1	2		--
Homicide	28	80		14
Embezzlement	1	6		--
Forgery	7	13		8
Fraud	4	8		--
Grand Larceny	23	28		220
Petty Larceny	3	8		132
Impersonation	2	4		--
Internal Security	20	34		--
Narcotics/Marihuana	11	18		27
Robbery	0	4		47
Sodomy	1	2		--
Smuggling	3	2		--
Auto Theft	0	2		92
Missing Person	9	8		123
Pickpocket	0	0		--
Suicide	--	--		--
Kidnapping	--	--		--
Extortion	0	0		--
Miscellaneous	23	37		100

^{1/} Information not available May 1971 - January 1972.

ANNEX A

REPUBLIC OF LIBERIA, BASIC DATA

The Republic of Liberia lies at the southwestern extremity of the western bulge of Africa. Its area, estimated at 43,000 square miles, is about the size of the State of Ohio. It is bordered by Sierra Leone to the east, Guinea to the north, and the Ivory Coast to the west, and has a 370 mile coastline on the Atlantic Ocean to the south.

From a narrow strip of level coastal land dotted with lagoons, tidal creeks, and marshes, the rolling country rises from the sea in a series of plateaus. Some 50 miles inland, elevations average 600 to 1,000 feet; in the northern reaches, average elevations range from 1,500 to 2,000 feet. Low mountains rise intermittently throughout the country, but are rarely higher than 3,000 feet, except for Niba Mountain and Whale Mountain, which reach a height of 4,500 feet. Six principal rivers flow through Liberia to the Atlantic Ocean.

The country lies within the tropical rain forest belt with distinct wet and dry seasons. Almost all the rainfall occurs between April and November, averaging from 150 to 170 inches a year, with the coastal area sometimes exceeding 200 inches. The average daily temperature for the country as a whole is about 80° F., the maximum being slightly more than 100° F. and the minimum rarely less than 50° F.

The People

The people of Liberia, according to the 1971 estimate, number 1.5 million. Approximately 45,000 are descendants of emancipated slaves from the United States. The population density is about 29 per square mile with an annual growth rate estimated at 1.7 percent.

Although English is the official language, 28 vernacular dialects are spoken by the indigenous people. The literacy rate among English-speaking Liberians is about nine percent. Approximately 90 percent of the inhabitants still retain their tribal customs.

Liberians fall into three principal ethnological groups: Kru, Mandingo, and Gola. Paganism is still widespread despite intensive missionary efforts during past years. The more literate are Christians, principally of Protestant denominations, but Islam has been making slow but steady progress among some tribes in recent years.

This information was derived from Department of State Publication 7991, Office of Media Services, Bureau of Public Affairs.

History

The Republic of Liberia has its origin in 1816, when the American Colonization Society was given a charter by the United States Congress to send freed slaves to the west coast of Africa. The country was first settled in 1822 -- the United States Government under President James Monroe providing funds and assisting in negotiations with native chiefs for the cession of land. In 1893, the settlers united to form the Commonwealth of Liberia under a governor appointed by the American Colonization Society. In 1847, Liberia became the first independent Republic of Africa. The Constitution, promulgated on July 26, 1847, was modeled after that of the United States. The United Kingdom officially recognized the Republic in 1848, and France in 1852. It was not until 1862 that the United States granted recognition. The first 100 years have been characterized as a "century of survival" because of attempts by neighboring powers to encroach upon Liberia.

President William Tubman was elected to an eight-year term of office in 1944. In 1952, the Constitution was amended to permit him to serve another term. Since that time he has accepted draft elections to office at the call of the True Whig Party and on May 1971, was re-elected for a seventh term. On July 23, 1971 President William Tubman died and on the same day, Vice-President William R. Tolbert, Jr. was sworn in as the new President of Liberia. The GOL legislature voted that President Tolbert should serve the full four year term of office that the late President Tubman was elected to in May 1971. On January 3, President Tolbert was inaugurated as President of Liberia to serve.

Government and Political Conditions

The national capital is Monrovia. Politically, Liberia is divided into nine counties. The Government, modeled after the United States, is divided into three branches -- Executive, Legislative and Judicial.

The Executive Branch is headed by the President. Both he and the Vice-President are elected by popular vote for a term of eight years, and may be re-elected for four-year terms. The President is assisted by a Cabinet of 16 members whom he appoints.

The Legislature is bicameral. The Senate is presided over by the Vice-President. The membership of the Senate is projected to grow to 30 and the House of Representatives to 66. A Senator's term of office is six years; Representatives are elected for a term of four years.

The Judicial Branch is headed by a Supreme Court consisting of a Chief Justice and four Associate Justices. Subordinate courts are established as deemed necessary by Act of the Legislature. All judges are appointed by the President and serve for life.

The Government is highly centralized under the leadership of President Tolbert. The county superintendents, district commissioners, etc., are all appointed by the President. Public schools, hospitals, roads and police are operated by the central government. Only Negroes or people of Negro descent may become citizens, and only citizens may own land or are privileged to vote.

Only one political party -- The True Whig Party -- has existed since 1869, although dissident groups have formed short-lived opposition parties. The present administration has endeavored to integrate culturally the Americo-Liberian community and tribal peoples, and is making progress in assimilating the tribal peoples of the interior into the mainstream of modern national life.

Economy

Liberia's gross domestic product (GDP) in 1971 was estimated at \$436.9 million (U. S. dollars), a per capita income of about \$273. As a base for its economy, Liberia has three natural resources -- iron ore, rubber and timber. The development of the first two is well in hand. The timber resources are excellent but are only beginning to be farmed. Other mineral and plantation resources may be developed as a result of surveys undertaken by the Government with the help of the United States Government and other external donors. The highly modern techniques employed in the extraction of ore and some of the urban aspects of the Monrovia area, contrast sharply with the life of the interior tribes.

Liberia's open-door investment policy has attracted large sums of private investment for development projects, such as the Bomi Hills and Mano River iron ore projects, and additional amounts are expected in the future. In 1963, a Swedish-American group began extracting major iron ore deposits at Nimba Mountain (the LAMCO Project). West German investors have developed ore resources at the Bong Mountain Range. A large private U. S. rubber company has long-standing major holdings in Liberia, and several other private U. S. and foreign firms are in the process of developing new rubber plantations. In addition, a few oil companies have expressed interest in conducting offshore explorations.

In 1970, Liberia's imports were estimated at \$125 million and included machinery, transportation equipment, foodstuffs, and manufactured goods. Its exports were: iron ore, diamonds, rubber,

coffee and cocoa and were estimated at \$215 million. Liberia's major trading partners are the United States, Netherlands, United Kingdom, and West Germany.

Liberia encountered rather serious financial difficulties in 1963 as a result of large short-term debt obligations, a drop in world prices of both rubber and iron ore, and a reduction in private and public capital investments. In 1969, the external debt was rescheduled with the assistance of the International Monetary Fund (IMF). At the same time, an austerity program was adopted. Reduced government spending, however, has slowed the pace of economic growth, while budget deficits have continued. The long-term economic prospects of the country are excellent, but it must face serious economic difficulties during the next few years. Liberia uses the U. S. dollar.

ANNEX B

CONTACTS OF TEAM MEMBERS

LIBERIANS

William R. Tolbert, Jr., President of Liberia
Clarence Simpson, Jr., Minister of Justice
Cyril Bright, Minister of Planning & Economic Affairs
Estrada Bernard, Deputy Minister of Justice
W. Thomas Bernard, Director of Police
John P. Tucker, Deputy Director of Police
Andrew T. Davis, Assistant Director of Police/Admin.
Jessie B. Clements, Assistant Director of Police/Operations
Charles A. De Shield, Assistant Director of Police/CTD
Nicholas C. Diggs, Inspector of Police for Rural Operations.
Wilmot Mason, Deputy Inspector of Police, Grand Bassa County
Lawrence A. Morgan, Superintendent, Grand Bassa County
Aston Coleman, Chief of Detectives, CTD
John Elliott, Deputy Inspector, Commandant of Police Academy
George White, Captain, Deputy Commandant of Police Academy
Patrick Minikon, Director NBI
Nathaniel Baker, Director-General NSO
Wilford Clark, Director of SSS
Thomas Nelson, Director of EAB
Philip T. W. Meyers, Capt. Zone 1 Commander
Amos A. Obey, Lt. Zone 1 CID
Amos George, Commissioner, BIN
Henry Yaidoo, Deputy Minister of Planning & Economic Affairs
Henry Cooper, Assistant Deputy Minister of Justice

AMERICANS

David Gamon, Charge d'affairs, a.i., American Embassy
William C. Wild, Jr., Director, USAID/Liberia
Elmer J. Moore, Deputy Director, USAID/Liberia
Beauveau Nalle, Acting Deputy Chief of Mission
Charles Williamson, EMB/POL
James A. Cretecos, Chief Public Safety Advisor
Charles E. Sothan, Public Safety Advisor (Generalist)
Richard B. Peterson, Public Safety Advisor (Rural)
Julius Coles, Program Officer, USAID
Thomas Stuman, Controller, USAID
Col. Richard G. Miller, Commander, U. S. Military Mission

ANNEX C

STATUTORY PROVISIONS CONCERNING
THE MINISTRY OF JUSTICE, NPF, NBI, BIN
AND NATIONAL POLICE ACADEMY*

THE MINISTRY OF JUSTICE

Creation of Ministry; Minister of Justice

There shall be in the Executive Branch of the Government a Ministry of Justice, which shall be headed by the Minister of Justice, to be appointed by the President, by and with the advice and consent of the Senate.

Duties of the Minister of Justice

It shall be the duty of the Minister of Justice to:

(a) Procure the proper evidence for, and conduct, prosecute, or defend all suits and proceedings in the courts in which the Republic of Liberia or any officer thereof, as such officer, is a party or may be interested;

(b) Institute all legal proceedings necessary for law enforcement;

(c) Furnish opinions as to legal matters and render services requiring legal skill to the President and other agencies of the executive branch of the Government;

(d) Oversee the codification of Liberian statutory law, and the editing and printing of the Supreme Court opinion, and such of the opinions of the Minister of Justice as he may deem valuable for preservation in book form;

(e) Supervise the correctional system and the commitment and treatment of prisoners;

(f) To the extent stated in the Aliens and Nationality Law, administer the laws relating to the admission, deportation, and naturalization of aliens, and the regulation of aliens within Liberia;

(g) Supervise the activities of the National Bureau of Investigation, the National Central Bureau, and the National Police Force;

*Excerpts from the Liberian Code of Laws

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(h) Oversee all Government activities relating to the prevention and control of fires;

(i) Direct the administration of the Vehicle and Traffic Law.

NATIONAL POLICE FORCE

Director

Subject to the general authority and supervision of the Minister of Justice, the Director of the National Police Force shall direct all activities of the National Police Force. The Director shall be appointed by the President, by and with the advice and consent of the Senate.

Headquarters and Field Posts

The National Police Force shall have its headquarters post in the Capital and as many field posts located throughout Liberia as may be necessary to carry out its functions.

Personnel

Members of the National Police Force shall at all times be subject to rotation from place to place. All members of the National Police Force shall receive, as a prerequisite to admission, a basic training course of four months at the National Police Training Academy. A two-year probationary period which shall include the period required for basic training shall be required of all members. Promotions within the Force shall be determined strictly in keeping with time served within grades, performance of duty, and results achieved on a written examination to be administered from time to time for this purpose.

NATIONAL BUREAU OF INVESTIGATION

Bureau Established

There is hereby established in the Ministry of Justice a National Bureau of Investigation which shall be headed by a Director who shall be subject to the authority and control of the Minister of Justice. The Director shall be appointed by the President by and with the advice and consent of the Senate. The Bureau shall have its central office in the Capital and such field offices throughout the Republic as may be necessary.

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Duties of the Director

It shall be the duty of the Director to investigate all crimes involving homicide (except vehicular homicide), illegal entry into the country, robbery, arson, rape, grand larceny, kidnapping, burglary, embezzlement, forgery, smuggling, violation of the narcotics laws, counterfeiting, theft of Government property, and to perform any other investigation assigned to him. To assist in such investigation the Director shall keep accurate and current records on all known criminals within Liberia and institute a central fingerprint identification system to include all fingerprint classifications available within Liberia. Such information shall be made available to all police and internal security agencies of the Republic upon request. The Director shall also compile and publish an annual report containing criminal statistics.

Personnel

Members of the Bureau shall at all times be subject to rotation from place to place. All members shall receive as a prerequisite to admission a basic training course of four months at the National Police Academy or such other places as the Director may require. An eighteen-month probationary period, which shall include the period required for basic training, shall be required of all members. Promotions within the Bureau shall be determined strictly in keeping with time served within grades, performance of duty, and results achieved on a written examination to be administered from time to time for this purpose.

BUREAU OF IMMIGRATION AND NATURALIZATION

Commissioner of Immigration and Naturalization

The President, by and with the advice and consent of the Senate, shall appoint a Commissioner of Immigration and Naturalization who shall be in immediate charge, under the direction and control of the Minister of Justice, of administration of the law relating to naturalization admission.

NATIONAL POLICE ACADEMY

Establishment, Direction

There shall be established in the Ministry of Justice as a subsidiary of the National Police Force a National Police Academy. The Academy shall be under the direction of a Commandant whose rank

shall be that of a Deputy Inspector in the National Police Force. The Commandant shall be directly responsible to the Director of the National Police Force.

Functions

The National Police Academy shall have the following functions:

(a) To train all members of the National Police Force in the various phases of law enforcement and crime prevention; and

(b) To train under special programs to be prescribed by the Academy all members of such agencies as the National Bureau of Investigation, the Bureau of Immigration and Naturalization, the Fire Services Bureau of the Ministry of Justice and other personnel involved in internal security and public safety within the Republic for whom special technical training may be prescribed.

Expense of Training

Except for the use of the physical plant of the Academy, all expenses incurred in the technical training of personnel of any agency shall be borne by that agency.

NATIONAL CENTRAL BUREAU

Creation of Bureau: Director

There is hereby created in the Ministry of Justice a National Central Bureau, which shall be headed by a Director who shall be appointed by the President, by and with the advice and consent of the Senate. The Director shall be directly responsible to the Minister of Justice and subject to his direction and control. It shall be the function of this Bureau to keep in constant contact with the headquarter office of INTERPOL in Paris and to exchange with that office information concerning crimes and criminals in Liberia and other countries.

ANNEX D
 RECRUIT COURSE CURRICULUM
 NATIONAL POLICE ACADEMY

<u>SUBJECT TITLE</u>	<u>NO. OF HOURS</u>
Orientation and Course Outline	2
Academy Rules and Regulations	2
Notes and Outlines	4
Constitution of Liberia	4
Structure and Function of the Liberian Government	4
Organization of the "NPF"	2
County and City Geography	4
Crime Scene Investigation	4
Investigative Procedure	6
Interview and Interrogation	6
Riot Control	12
Criminal Code	10
Laws of Arrest	4
Testifying in Court	6
Report Writing	8
Arrest, Search and Seizure	4
Statements and Confessions	4
Surveillances	4
Collection, Preservation and Identification of Evidence	4
Police Patrol Methods	8
Duties of Police	2
Records	6
First Aid	8
Firearms	18
Defensive Tactics	9
Special Weapons	2
Physical Training	20
Military Drill	8
Diplomatic Immunity	2
Homicide Investigation	8
Burglary Investigation	4
Courtesy and Discipline	4
Accident Investigation	10
Public Relations	4
Juvenile Delinquency	6
Background of Policing	4
Communications	4
Traffic Code	8
Vehicle Theft	4
Traffic Patrol	4
Traffic Control	6
Disasters	6

<u>SUBJECT TITLE</u>	<u>NO. OF HOURS</u>
Robbery Investigation	4
Drunk Driving	4
Hit and Run Investigation	<u>4</u>
TOTAL	269

Fatigue Duties - Every Friday Afternoon

Calisthenics - Every Morning

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ANNEX E

SUPERVISORY COURSE CURRICULUM
NATIONAL POLICE ACADEMY

<u>SUBJECT TITLE</u>	<u>NO. OF HOURS</u>
Orientation	2
Academy Rules and Regulations	6
Structure and Functions of the NPF	2
Physical Training	6
Administration, Its Functions and Responsibilities	4
Supervision and Its Function in Police Work	4
Sports	8
Criminal Laws and Procedures	4
Note Taking	4
Background of Policing	2
Report Writing	4
Police Ethics	2
Laws of Arrest	4
Police Public Relations	4
Discipline and Courtesy	4
Case Study	2
Police Border Surveillance Operations	4
Review of Patrol Operations	4
Review of Civil Disturbances	<u>4</u>
TOTAL	74

ANNEX F

U. S. AND LOCAL TRAINING

NATIONAL POLICE FORCE
 NATIONAL BUREAU OF INVESTIGATION
 BUREAU OF IMMIGRATION AND NATURALIZATION
 OTHER SECURITY SERVICES

Place and Type of Training	Entered Training This Month	Total in Training	Training Completed		
			This Month	During FY 73 To Date	Cumulative To Date
<u>U. S. Training</u>					
IPA/GC - I & R (4 mos)	0	0	0	0	4
IPA/GC - Adm/Org (4 mos)	0	0	0	0	2
IPA/GC - Patrol Ops (4 mos)	0	0	0	0	14
IPA/GC - Narcotics (4 mos)	0	0	0	0	2
IPA/GC - Crim/Sec Inv (4 mos)	0	0	0	0	28
IPA/GC - Inst Methods (4 mos)	0	0	0	0	8
IPA/GC - Bomb Disp/Handling (4 mos)	0	0	0	0	2
IPA/GC - Security Methods (4 mos)	0	0	0	0	2
IPA/GC - Border/Customs (4 mos)	0	0	0	0	5
IPA/GC - Firearms (4 mos)	0	0	0	0	2
IPA/GC - with Specialization (4 mos)	0	0	0	0	1
IPA/GC - Traffic Control	0	0	0	0	2
IPA/GC - General Course	0	0	0	0	10
IPA/GC - w/INS Specialization (4 mos)	0	0	0	0	2
Motorola & RCA Communications	0	0	0	0	1
Juvenile Delinquency	0	0	0	0	1
Police Communications	0	0	0	0	1
Northwestern Univ Traffic Institute (5 mos)	0	0	0	0	3
Ft Gordon, Ga. Riot Control (4 mos)	0	0	0	0	2
Traffic Court Procedure (3 mos)	0	0	0	0	1
FBI National Academy (5 mos)	0	0	0	0	3
U. S. Postal Serv. - Questioned Documents (12 mos)	0	0	0	0	2
Ft Gordon, Ga. Firearms Identi- fication (12 mos)	0	0	1	1	2
Southern Police Institute (5 mos)	0	0	0	0	1

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Place and Type of Training	Entered Training This Month	Total in Training	Training Completed		
			This Month	During FY 73 To Date	Cumulative To Date
U. S. Treasury School - Criminal Investigations (4 mos)	0	0	0	0	7
U. S. Customs Fraud (2 mos)	0	0	0	0	2
Aberdeen Proving Grounds - Motor Vehicle Maintenance & Repair	0	0	0	0	1
U. S. Dept Army - Financial Mgt	0	0	0	0	2
U. S./INS Training	0	0	0	0	6
Police Records Mgt, Identifica- tion/Records	0 <u>0</u>	0 <u>0</u>	0 <u>0</u>	0 <u>0</u>	<u>1</u>
TOTAL	0	0	1	1	120

Third Country (not applicable)

Local

1. National Police Academy

Recruit Training	0	0	0	0	1,066
Traffic	0	0	0	0	46
Investigations	0	0	0	34	77
Accident Investigations	0	0	14	14	45
Motorcycle Riding	0	0	0	0	87
Driver Training	0	0	0	0	125
Typing	0	0	0	0	10
Instructor Training	0	0	0	0	18
In-Service Training	0	0	12	12	79
Riot Control Training	0	0	0	0	220
Police Supervision and Administration	0 <u>0</u>	0 <u>0</u>	0 <u>0</u>	0 <u>0</u>	<u>29</u>
TOTAL	0	0	26	60	1,802

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Place and Type of Training	Entered Training This Month	Total in Training	Training Completed		
			This Month	During FY 73 To Date	Cumulative To Date
2. <u>Specialized Training</u>					
Dispatchers	0	0	0	0	11
Accident Investigation	0	0	0	0	22
Communications	0	0	0	0	19
Photography	0	0	0	0	4
Identification & Records	0	0	0	0	24
2-Day Patrol Seminar	0	0	0	0	24
Fingerprint Training	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
TOTAL	0	0	0	0	110
3. <u>NBI</u>					
In-Service	0	0	0	0	130
Specialized	0	0	0	0	49
Customs Fraud	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
TOTAL	0	0	0	0	186
4. <u>BIN (Man-Days)</u>					
Basic Border Patrol Techniques	0	0	0	0	249
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,275</u>
TOTAL TO DATE	0	0	0	0	1,524

ANNEX G

NPF PERSONNEL DISTRIBUTION LIST

1. Headquarters Assignment

Patrol and Traffic Division	234
Special Assignment	88
Sick Officers	23
School Patrol Officers	58
Records Division	29
Radio Reporter	1
Prison Compound	10
Motorcycle Officer	25
Chief Montserrado Co. Officer	2
Leave	12
Juvenile Division	12
Inspector Office	2
Immigration	1
Drivers Training Unit	3
Assistant Director/CID Office	3
Courts	20
Careysburg	13
Capitol Building	5
Budget & Fiscal Office	5
Bomi Hills	17
Air Wing	15
Technical & Administrative Support	3
Suspended Officers	5
S. I. Office	2
Robertsfield	16
Raymond Company	0
Procurement Office	7
Personnel Division	11
Motor Pool Division	76
Kakata Unit	18
Justice Department	8
Informant	7
Firestone Unit	3
Director's Office & Deputy Director's Office	8
CID	89
Caretakers & Janitors	10
Cabinet Ministers	12
Executive Mansion	--
Board of Inquiry	3
Bong Mines	9
Other President's Residence	9
TOTAL	874

2. Police Band Unit

Director General of Music	1
Captain	3
Lieutenants	4
Sergeants	3
1st Class Bandsmen	20
2nd Class Bandsmen	12
3rd Class Bandsmen	34
4th Class Bandsmen	0
Recruits	<u>0</u>
TOTAL	77

3. Radio Communications Division

Deputy Inspector	1
Lieutenants	2
Sergeants	3
Patrolmen	<u>15</u>
TOTAL	21

4. Police Academy

Deputy Inspector	1
Captains	3
Lieutenants	2
Sergeants	4
Patrolmen	19
Cooks	4
Laundrymen	3
Stewards	3
Dieticians	2
Asst. Dietician	<u>1</u>
TOTAL	42

5. Maryland County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	3
Detectives	2
Regular Patrolmen	<u>36</u>
TOTAL	44

6. Grand Bassa County

Deputy Inspector	1
Captain	1
Lieutenants	2
Sergeants	4
Detectives	2
Regular Patrolmen	<u>41</u>
TOTAL	51

7. Bong County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	4
Detectives	2
Regular Patrolmen	<u>28</u>
TOTAL	37

8. Sinoe County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	5
Detectives	2
Regular Patrolmen	<u>35</u>
TOTAL	45

9. Lofa County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	4
Detectives	2
Regular Patrolmen	<u>36</u>
TOTAL	45

10. Nimba County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	5
Detective	2
Regular Patrolmen	<u>42</u>
TOTAL	52

11. Grand Gedeh County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	4
Detectives	2
Regular Patrolmen	<u>33</u>
	42

12. Grand Cape Mount County

Deputy Inspector	1
Captain	1
Lieutenant	1
Sergeants	3
Detectives	2
Regular Patrolmen	<u>37</u>
TOTAL	45

ANNEX H

NATIONAL POLICE FORCE RIOT CONTROL EQUIPMENT INVENTORY

Smoke grenades	504
Three minutes smoke grenades	120
Refills for chemical mace	181
Tear gas jumpers	170
Practice hand grenades	10 - 1968
Barricade projectiles	25 - New
Short riot shell	121
Chemical mace	10
Multi-purpose tear gas AAI	220
Tear gas No. 206	96 - Aug 1964
Tear gas No. 203	63 - Dec 1964
Tear gas No. 230	39 - Dec 1964
Tear gas No. 115	33 - Aug 1964
Visible tear gas	64 - Sep 1968
Canisters	58 - Old
Winchesters 30-30	2 - 1 defective
UZI	1 - 1 defective
Remingtons 12 GA	7
Tear gas guns	7
Voice Guns	2
Buck shots 12 GA	580 rounds
30-30 Ammo	1,360 rounds
Flash lights	226
Flash light holders	23
Batons	660
Baton Rings	130
Baton Holders	125
Riot Kits (Travel Cases)	5
First-Aid Kits	8
Body Armors	2
Folding plastic stretchers	5
Gas Masks	119 - New
Gas Masks	26 - Old
Riot Shields	25
Fire-extinguishers	9
Riot Helmets	48
Riot Helmets Damages	17
Riot Helmets - Shields (Face Guards)	158

ANNEX I

NPF TRANSPORTATION EQUIPMENT INVENTORY

<u>ASSIGNMENT</u>	<u>YEAR AND MODEL</u>	<u>RADIO EQUIPPED</u>	<u>MISCELLANEOUS COMMENTS</u>
<u>Montserrado County</u>			
Director of Police	1972 Mercedes Benz 280 4 dr	Yes	
Deputy Director of Police	1971 Mercedes Benz 280 4 dr	Yes	
Asst Director/Admin	1972 Volvo 4 dr	Yes	
Asst Director/Operations	1972 Volvo 4 dr	Yes	
Asst Director/CID	1971 Ford LTD 4 dr	Yes	
Minister of Justice	1971 Ford Galaxie 500 4 dr	Yes	
Chief Public Safety Advisor	1972 Volvo 4 dr	Yes	
Rural Public Safety Advisor	1970 Ford LTD 4 dr	Yes	
Training Public Safety Advisor	1971 Ford Galaxie 500 4 dr	No	This vehicle was used as the VIP escort vehicle before the 1972 Mercedes Benz was assigned.
VIP Escort - Pilot	1972 Mercedes Benz 280 4 dr	Yes	This vehicle is used only to escort the President.
Unassigned	1969 Buick Wildcat 2 dr H/T	No	Obtained at no cost to GOL; seized for non-payment of custom duty 1969. Assigned to the Senior Inspector until his dismissal.
Chief Mechanic	1969 Mercedes Benz 220 4 dr	No	Formerly assigned to the Director
Communications Chief	* 1968 Chevrolet 4 dr	Yes	
Montserrado Co. Cmds.	* 1968 Chevrolet 4 dr	Yes	
Director General of NPF Band	1971 Renault 2 dr	No	
Kakata NPF Detachment	1970 Volkswagon 2 dr	No	
Bomi Hills NPF Detachment	1966 Peugeot 4 dr	No	
Police Academy	1970 Volkswagon 2 dr	No	

*Provided by the USAID

<u>ASSIGNMENT</u>	<u>YEAR AND MODEL</u>	<u>RADIO EQUIPPED</u>	<u>MISCELLANEOUS COMMENTS</u>
<u>Montserrado County (cont'd)</u>			
Robertsfield NPF Detachment	1972 Toyota Corolla 2 dr	No	
Self-Help Const & CDU	1971 Isuzu 7 $\frac{1}{2}$ ton diesel truck	No	For use by Civil Disturbance Unit when needed; otherwise used to transport materials.
CID	1971 Volkswagon 2 dr	No	
CID	1971 Volkswagon 2 dr	No	
CID	1972 Volkswagon 2 dr	No	Presently under repair.
CID	1972 Volkswagon 2 dr	No	
Patrol Supervisor	1972 Volkswagon 2 dr	No	Assigned to the 1st shift
Patrol Supervisor	1972 Volkswagon 2 dr	No	Assigned to the 2nd shift
Patrol Supervisor	1972 Volkswagon 2 dr	No.	Assigned to the 3rd shift
Patrol (urban)	* 1971 Plymouth Valiant 4 dr	Yes	
Patrol (urban)	1970 Volkswagon 2 dr	No	Presently under repair
Patrol (urban)	* 1971 Ford Bronco 2 dr Utility	Yes	
Patrol (urban)	* 1971 Ford Bronco 2 dr Utility	No	Deadlined; awaiting parts
Headquarters	1970 Volkswagon 2 dr	No	Deadlined; awaiting parts
Headquarters - Prisoner Bus	1971 Renault Bus (20 + pass)	No	
Headquarters	1972 Ford Tow Truck	Yes	
Headquarters	1964 Chevrolet Tow Truck	No	Deadlined; awaiting parts
Headquarters	1972 Fiat diesel Bus (24 + pass)	No	
Headquarters	1972 Fiat diesel Bus (24 + pass)	No	
Headquarters	1972 Fiat diesel Bus (24 + pass)	No	
Headquarters	1971 Volkswagon S/W 2 dr	No	Assigned to the Procurement Section
Headquarters	1970 Ford LTD 4 dr	No	Deadlined; awaiting parts
Headquarters	1971 Plymouth Valiant 4 dr	No	Presently under repair
Headquarters	1971 Plymouth Valiant 4 dr	No	Presently under repair
Headquarters	1971 Volkswagon S/W 2 dr	No	Assigned to the Procurement Section

*Provided by the USAID.

ASSIGNMENTYEAR AND MODELRADIO EQUIPPEDMISCELLANEOUS COMMENTS

Headquarters	1968 Ford Falcon 2 dr	No	
Traffic	1972 Volkswagon 2 dr	No	Assigned to the Traffic Investigation Section
Traffic	1972 Harley-Davidson police m/c	Yes	
Traffic	1972 Harley-Davidson police m/c	Yes	
Traffic	1972 Harley-Davidson police m/c	Yes	
Traffic	1972 Harley-Davidson police m/c	Yes	Presently under repair
Traffic	1972 Harley-Davidson police m/c	No	
Traffic	1972 Harley-Davidson police m/c	No	
Traffic	1972 Harley-Davidson police m/c	No	Deadlined; awaiting parts
Traffic	1972 Harley-Davidson police m/c	No	
Traffic	1972 Harley-Davidson police m/c	No	
Traffic	1972 Harley-Davidson police m/c	No	
Traffic	1972 "Hercules" police m/c	Yes	Purchased from Germany without the knowledge of the Director. Radio does not have the NPF frequency,
Traffic	1972 "Hercules" police m/c	Yes	
Traffic	1972 "Hercules" police m/c	Yes	Presently under repair
Traffic	1972 "Hercules" police m/c	No	
Traffic	1972 "Hercules" police m/c	No	Presently under repair
Traffic	1972 "Hercules" police m/c	No	
Traffic	1972 "Hercules" police m/c	No	
Traffic	1972 "Hercules" police m/c	No	
Traffic	1972 "Hercules" police m/c	No	
Traffic	1972 "Hercules" police m/c	No	Deadlined; awaiting parts
Traffic	1972 "Hercules" police m/c	No	
Traffic	1966 Harley-Davidson police m/c	No	Deadlined; awaiting parts - assigned to Nimba County
Traffic	1968 Harley-Davidson police m/c	No	Deadlined; awaiting parts - assigned to CC #1, NPF Checkpoint, Grand Bassa Co.

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<u>ASSIGNMENT</u>	<u>YEAR AND MODEL</u>	<u>RADIO EQUIPPED</u>	<u>MISCELLANEOUS COMMENTS</u>
<u>Bong County</u>			
Traffic & Patrol	1972 Volkswagon 2 dr	No	
Traffic & Patrol	1967 Volkswagon 2 dr	No	Provided by and assigned to Bong Mines area; not NPF property.
<u>Lofa County</u>			
Traffic & Patrol	1971 Toyota 4 WD 2 dr	Yes	
<u>Grand Cape Mount County</u>			
Traffic & Patrol	1970 Land Rover 4 WD 2 dr	Yes	
Traffic & Patrol	1971 Ford Cortina 4 dr	Yes	Provided by and assigned to Mano River Mines area; not NPF property
Lake Patrol	* 18' Outboard motor boat	No	Deadlined; awaiting parts
<u>Maryland County</u>			
Traffic & Patrol	1971 Volkswagon 2 dr	No	
Traffic & Patrol	1970 Volkswagon 2 dr	No	
Traffic & Patrol	1969 Land Rover 4 WD 2 dr	No	Deadlined; awaiting parts
<u>Since County</u>			
Traffic & Patrol	1971 Volkswagon 2 dr	No	
Traffic & Patrol	1971 Toyota 4 WD 2 dr	Yes	
<u>Grand Gedeh County</u>			
Traffic & Patrol	1971 Toyota 4 WD 2 dr	Yes	

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<u>ASSIGNMENT</u>	<u>YEAR AND MODEL</u>	<u>RADIO EQUIPPED</u>	<u>MISCELLANEOUS COMMENTS</u>
<u>Nimba County</u>			
Traffic & Patrol	1971 Toyota 4 WD 2 dr	Yes	
<u>Grand Bassa County</u>			
Traffic & Patrol	* 1971 Plymouth Valiant 4 dr	Yes	
Traffic & Patrol	1972 "Hercules" police m/c	No	
Traffic & Patrol	* 1964 Jeep Wagoneer 2 dr	No	Deadlined; beyond repair

All other transportation equipment that may be shown on any document and/or agreement not listed here may be considered permanently out of service, scrapped or returned to GAS for disposal. This would be by reason of advanced age or mileage rendering the vehicle beyond practical repair, or because of accident damage rendering it, likewise, financially impractical to rehabilitate.

Eighteen of the Harley-Davidson Electra-Glides police motorcycles purchased in 1968 by GOL are currently stored in the NPF Motor Pool area and are being cannibalized for spare parts.

All equipment whose condition is not specifically noted under MISCELLANEOUS COMMENTS may be considered in fair to new condition.

* Provided by the USAID.

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ANNEX J

NATIONAL POLICE FORCE TELECOMMUNICATION EQUIPMENT INVENTORY

Montserrat County

Police Headquarters	1 FM Console, 100 watts
Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Handie Talkie, 10 watts
Police Headquarters	4 FM Mobile, 60 watts
Police Headquarters	6 FM Mobile M/C, 15 watts
Police Academy	1 FM Console, 100 watts
Police Radio Shop	1 FM Console, 100 watts
Police Radio Shop	1 FM Mobile, 10 watts
Police Radio Shop	3 FM - 5
Police Radio Shop	4 FM - 1
NPF Zone #1	1 FM Console, 100 watts
NPF Zone #2	1 FM Console, 100 watts
Bentol NPF Detachment	1 FM Console, 100 watts
Kakata NPF Detachment	1 FM Console, 100 watts
Careysburg NPF Detachment	1 FM Console, 60 watts
Careysburg NPF Detachment	1 FM Mobile, 60 watts
Robertsfield NPF Detachment	1 FM Console, 100 watts
Tubmanburg NPF Detachment	1 FM Console, 100 watts
Tubmanburg NPF Detachment	1 FM Mobile, 60 watts
Minister of Justice	1 FM Console, 100 watts
Minister of Justice	1 FM Console, 60 watts
Minister of Justice	1 FM Mobile, 60 watts
Director of Police	2 FM Consoles, 60 watts
Director of Police	2 FM Mobile, 100 watts
Director of Police	1 FM Handie Talkie, 10 watts
Deputy Director of Police	1 FM Console, 60 watts
Deputy Director of Police	1 FM Mobile, 60 watts
Deputy Director of Police	1 FM Handie Talkie, 10 watts
Assistant Director of Police/Admin	1 FM Mobile, 60 watts
Assistant Director of Police/Operations	1 FM Console, 60 watts
Assistant Director of Police/Operations	1 Mobile, 60 watts
Assistant Director of Police/Operations	1 FM Handie Talkie, 10 watts
Assistant Director of Police/CID	1 FM Mobile, 60 watts

Maryland County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 100 watts

Grand Bassa County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 100 watts
Police Headquarters	1 FM Mobile, 60 watts
Civil Compound #1 NPF Detachment	1 FM Console, 100 watts

Nimba County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 60 watts
Ganta NPF Detachment	1 SSB, AM, 100 watts

Grand Cape Mount County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 100 watts
Police Headquarters	1 FM Mobile, 60 watts
Tiene NPF Detachment	1 SSB, AM, 100 watts
Mano River NPF Detachment	1 SSB, AM, 100 watts
Mano River NPF Detachment	1 FM Console, 100 watts
Mano River NPF Detachment	1 FM Mobile, 60 watts

Lofa County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 60 watts
Police Headquarters	1 FM Mobile, 60 watts

Sinoe County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Mobile, 60 watts

Grand Gedeh County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 100 watts
Police Headquarters	1 FM Mobile, 60 watts

Bong County

Police Headquarters	1 SSB, AM, 100 watts
Police Headquarters	1 FM Console, 60 watts

NOTE: Radio sets being repaired consist of:

- 1 60 watt FM Mobile assigned to Careysburg NPF Detachment
- 1 60 watt FM Mobile assigned to Tubmanburg NPF Detachment

All other radio equipment is in operable condition.

ANNEX K

PLANT PROTECTION DEPARTMENTS

Plant Protection Departments (PPD) are maintained by several commercial enterprises, including Firestone Plantations, and the Liberian-American-Swedish Mining Company (LAMCO). The departments of the latter two companies are authorized by the GOL to carry out the functions of the National Police Force within the confines of the concession area, and they maintain very close and cordial relations with government police agencies. While each department conducts its own training program, PPD personnel attend the basic and specialist schools at the National Police Academy. While the Public Safety staff does not furnish regular advisory support to these departments, a close relationship is maintained. Advisory assistance has been rendered through the nomination of PPD personnel to the International Police Academy with their company paying all expenses. At this time there are eight PPD graduates of the IPA General Course. The PPD's are organized similarly in all management and operational aspects. In order to illustrate their administration and operations, the following profile of the Firestone Plantations PPD is provided:

A. Firestone Plant Protection Department*

1. Organization of the PPD

The Firestone Plant Protection Department, the first plant protection force established in Liberia was founded in 1962. The authority for this organization is contained in a letter dated October 30, 1962, signed by the Attorney General of the Republic of Liberia. Previously, security had been provided by military personnel, the NPF and company watchmen.

2. Jurisdiction

The Plant Protection Department was given the authority to carry out all the functions of the Liberian National Police Force within the Firestone concession area. Each member of the PPD, as well as the Department itself, is a part of the Joint Security Forces of the Republic of Liberia, and has the authority to arrest, with or without warrant, any persons for violation of any criminal law of the country. This power of arrest, which the PPD members possess, can only be exercised within the geographic and operational limits of the Firestone Plantations Company, except when in pursuit of a criminal.

* Information derived from material presented by senior officers of the Firestone PPD and published in the NBI Law Enforcement Bulletin of December 1970.

The Firestone Plantations in Liberia consist of about 90,000 acres in an area of about 20 square miles located 25 miles east of Monrovia, the capital city. Also, there is a smaller plantation area ten miles from the City of Harper in Maryland County.

The head of the Plant Protection Department does not believe it is necessary to carry firearms. It is his opinion that the Department's primary objective - the protection of life, property and the company's industrial and agricultural complex, can be achieved adequately without the use of firearms. During the past seven years, only two incidents involving the use of firearms had occurred within the concession area.

3. Training

The PPD maintains a recruit training program. The overall training program is geared toward upgrading the standards of the PPD, comparable to that of industrial guards and the National Police Force.

Recruit Requirements

- At least 20 years of age and not more than 35.
- Citizen of Liberia
- 5 ft 6 in. in height and 130 lbs in weight.
- Completion of grade eight by Liberian educational standards, or its equivalent.
- Good moral character and reputation.
- No criminal record in Liberia, or in any other country.
- Successfully complete the Police Aptitude Test conducted at the Liberian Testing Center in Monrovia.
- Oral interview including a comprehensive physical examination.

If selected, the recruit participates in a three-month intensive course based on police subjects, and an additional one-month training program in driving. The latter is a requirement for all members of the Firestone Plant Protection Department. Accident investigation, traffic control and first aid are among the subjects in which the recruits are trained.

Training in the Plant Protection Department is a continuous process. Since its inception eight years ago, the PPD has conducted eight recruit courses from which a total of 126 students graduated. Some members of the PPD also have participated in advanced local training courses, including the NBI Seminars, NPF Senior Course and LAMCO Supervisory Course conducted by the various agencies concerned.

The purpose of the advanced training program is to raise the standard of the PPD personnel in police education. In addition to coordinating valuable information and becoming acquainted with members of other police agencies, they enhance their opportunities for promotion to higher ranks as a result of their successful completion of advanced training courses, including participant training at the International Police Academy, Office of Public Safety, AID. Most of the policemen in the company's force have had some training in fire fighting techniques. The PPD hopes to qualify its men in taking quick remedial action when and where firemen might not immediately be available in case of a fire disaster.

4. Traffic Safety

As part of its public safety program, the PPD has added to its operation a safety program for school children. This program is intended to acquaint the children in the concession area with traffic safety matters, and encourage voluntary compliance with traffic regulations as applied to pedestrians. The overall aim, of course, is the prevention of traffic accidents.

Students in 42 schools on the plantations receive lectures on Safe Walking on the Roads, Walking on the Roads at Night, Traffic Signs and Signals, Bicycle Safety, Traffic Laws, The Police Are Your Friends, Introduction to Liberian Laws, etc. This program helps the students and teachers to understand the role, responsibilities and duties of the police department in their community. It also fosters a closer relationship between the police and the public.

Also offered are courses in artificial respiration, incorporating the Holger Nielson method, the mouth-to-mouth resuscitation and the Bellows methods.

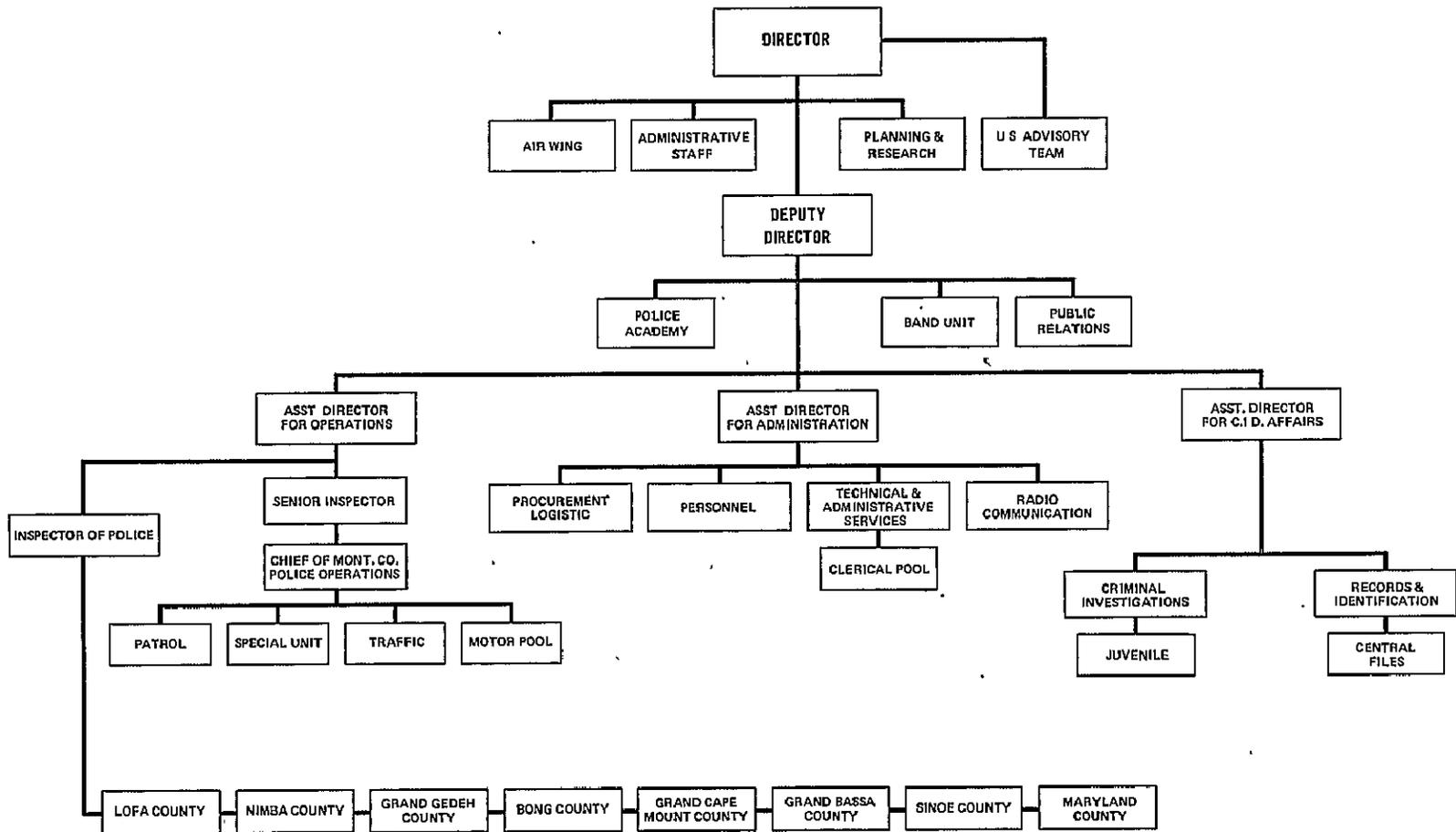
5. Other Plant Protection Departments

Since the formation of the Firestone Plant Protection Force, eight other plant or industrial protection forces have been established in the various concessions and companies operating in Liberia.

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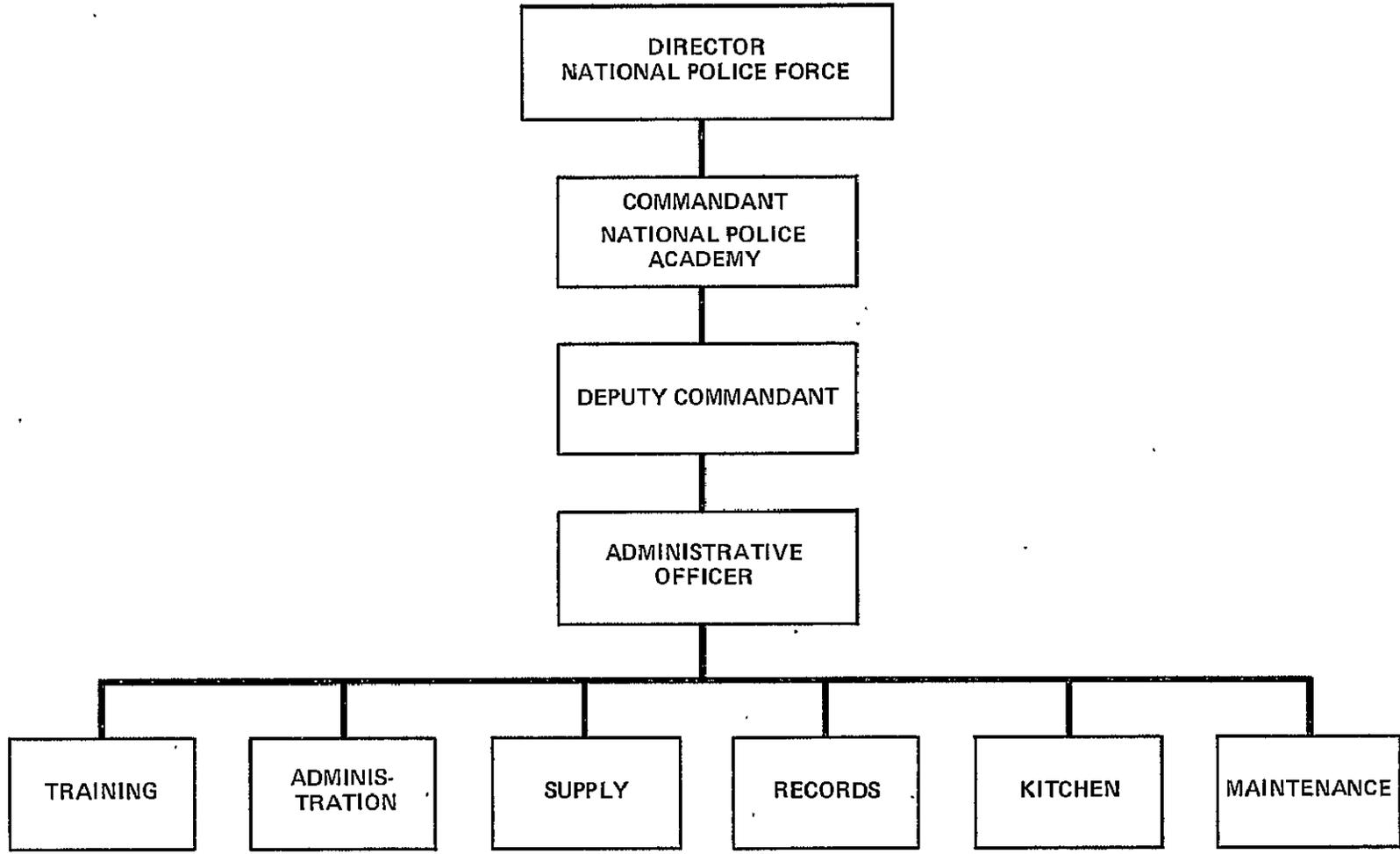
ORGANIZATION CHART NATIONAL POLICE FORCE, R.L.

FIGURE 1



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FIGURE 2 ORGANIZATION NATIONAL POLICE ACADEMY

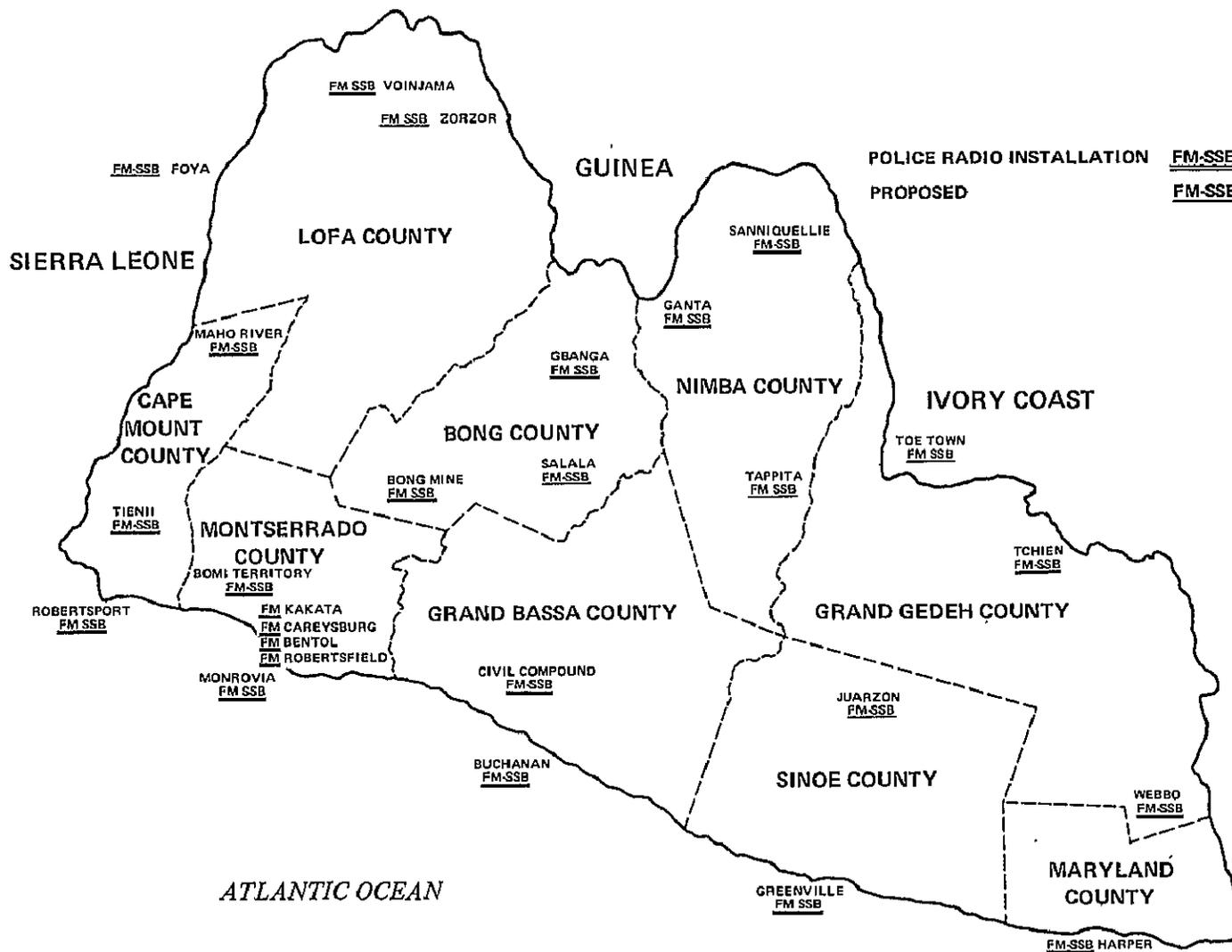


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FIGURE 3 COMMUNICATIONS NETWORK



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FIGURE 4 EXISTING AND PROPOSED CONSTRUCTION OF USAID AND/OR GOL-FUNDED RURAL POLICE POSTS



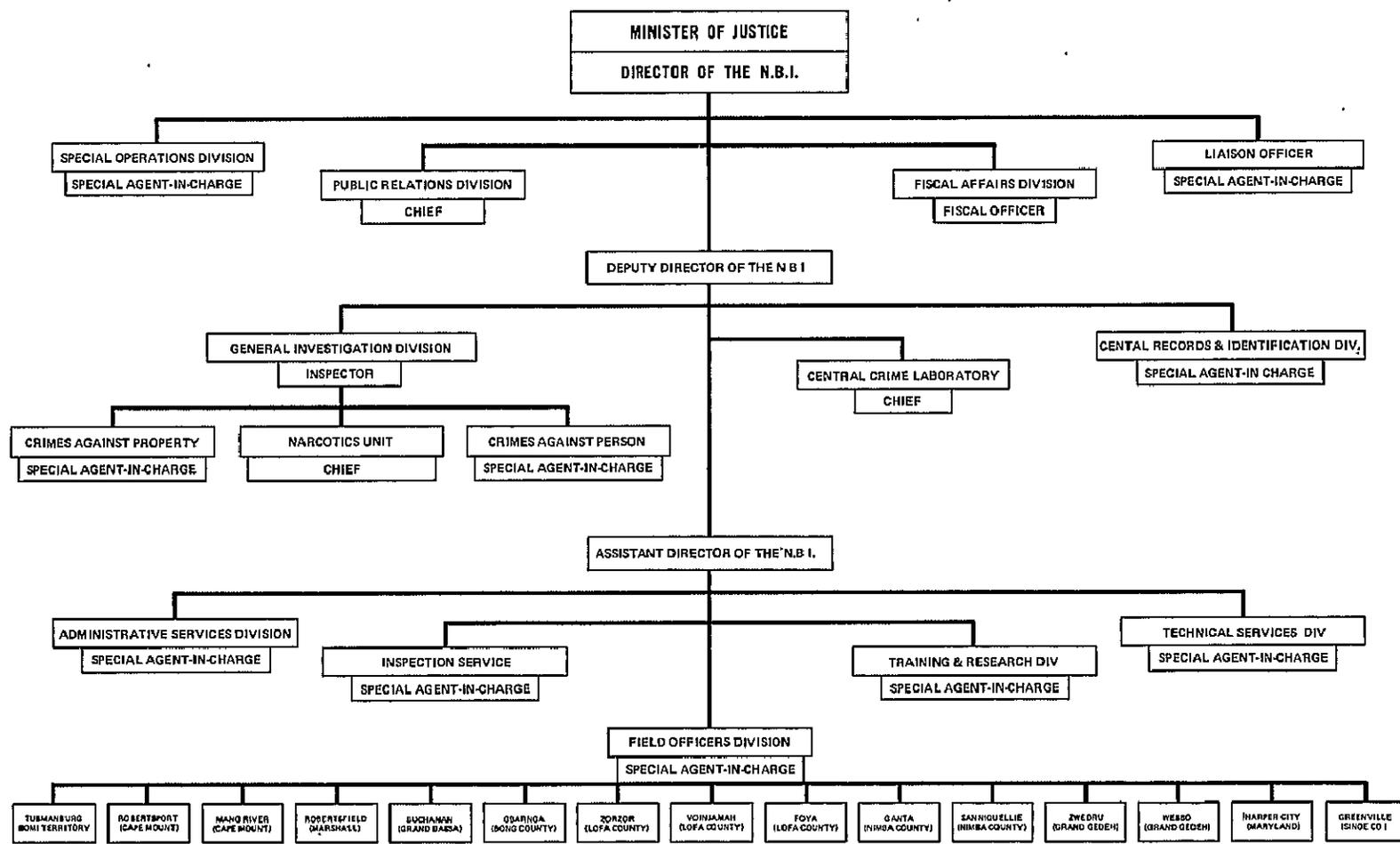
LEGEND

- USAID-funded County NPF Detachment Headquarters Stations completed in CY 1965.
- USAID-funded Rural NPF Substation/Checkpoint completed or presently under self-help construction.
- ⊕ Proposed Rural NPF Substation/Checkpoint to be self-help constructed with available USAID funds, or USAID funds programmed for this purpose.
- Proposed Rural NPF Substation/checkpoint to be self-help constructed with USAID and/or GOL funding, depending upon availability from either.

NOTE: In event funds are made available in subsequent USAID and/or GOL budgets, additional substations/checkpoints are planned by NPF Rural Self-Help Construction Unit at points yet to be determined.

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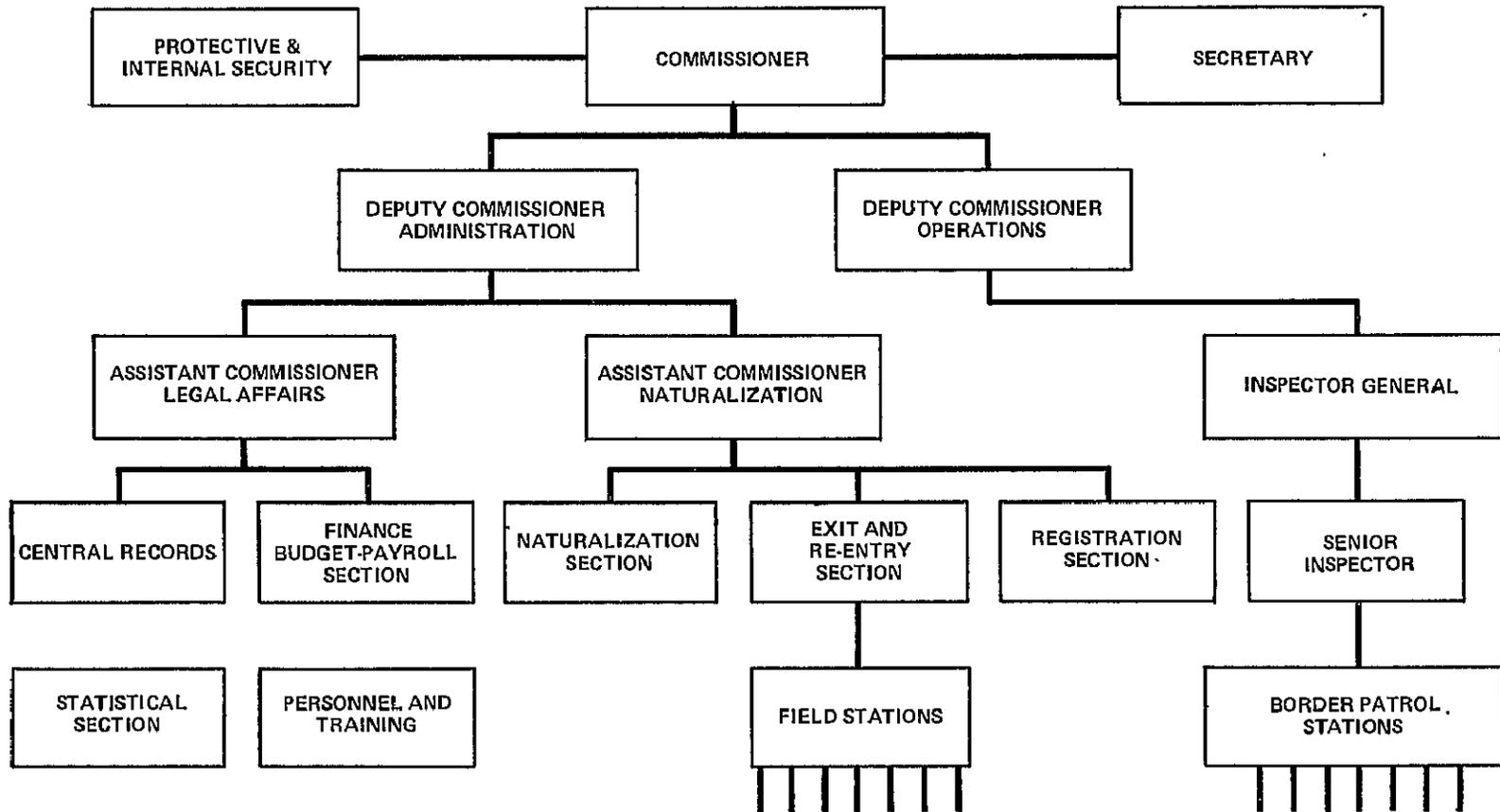
FIGURE 5 MINISTRY OF JUSTICE NATIONAL BUREAU OF INVESTIGATION, R.L.



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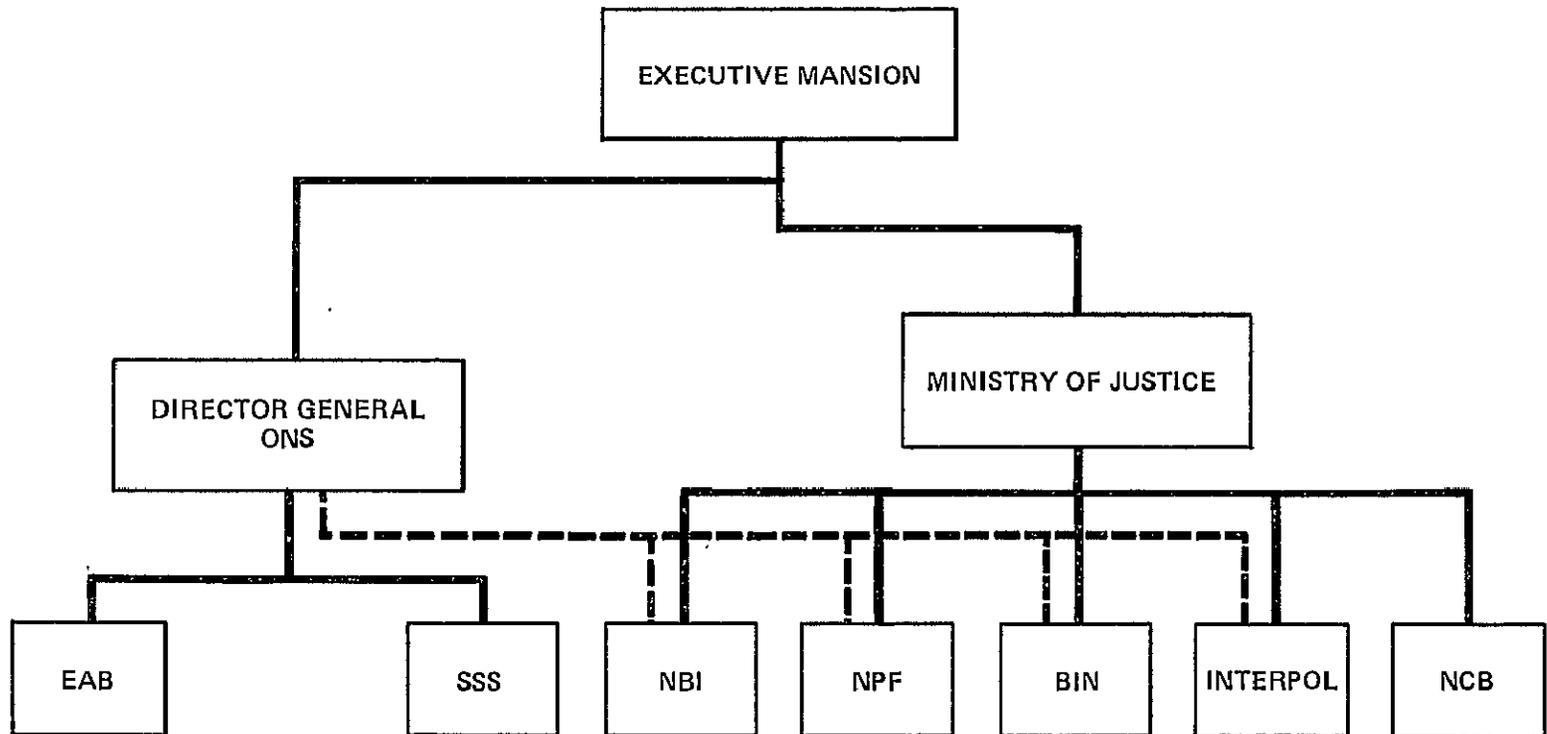
**FIGURE 6
ORGANIZATION
BUREAU OF IMMIGRATION AND NATURALIZATION**



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FIGURE 7
ORGANIZATION OF GOVERNMENT OF LIBERIA SECURITY AGENCIES



- ONS OFFICE OF NATIONAL SECURITY
- EAB EXECUTIVE ACTION BUREAU
- SSS SPECIAL SECURITY SERVICE
- NBI NATIONAL BUREAU OF INVESTIGATION
- NPF NATIONAL POLICE FORCE
- BIN BUREAU OF IMMIGRATION AND NATURALIZATION
- NCR NATIONAL CENTRAL BUREAU

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CLASSIFIED BY ~~John F. Moran~~
SCHEDULE OF EXECUTIVE ORDER 11652
AUTOMATICALLY DOWNGRADED AND
YEAR INTERVALS AND DECLASSIFIED ON DEC 31 1978

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SUBJECT TO GENERAL DECLASSIFICATION
SCHEDULE OF EXECUTIVE ORDER 11652
AUTOMATICALLY DOWNGRADED AT TWO
YEAR INTERVALS AND DECLASSIFIED ON DEC. 31 1978