

I. PROJECT IDENTIFICATION

1. PROJECT TITLE PUBLIC SAFETY		APPENDIX ATTACHED <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
3. RECIPIENT (specify) <input checked="" type="checkbox"/> COUNTRY ECUADOR (518) <input type="checkbox"/> REGIONAL <input type="checkbox"/> INTERREGIONAL		2. PROJECT NO. (M.O. 1995) 518-11-710-037
4. LIFE OF PROJECT BEGINS FY 1972 ENDS FY 1974		5. SUBMISSION <input type="checkbox"/> ORIGINAL <input checked="" type="checkbox"/> REV. NO. 2* / 16 / 72 DATE CONTR. P.A. NO.

II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- ITIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY	
											(A) JOINT	(B) BUDGET
1. PRIOR THRU ACTUAL FY	3,602	1,316	1212	289	687	1,807	190	64	36	143		
2. OPRN FY 1972	170	84	72	24	30	50	12	-		19		
3. BUDGET FY 1973	230	112	84	43	56	62	13	-		20		
4. BUDGET 11 FY 74	220	112	84	34	50	61	13	-		21		
5. BUDGET 12 FY												
6. BUDGET 13 FY												
7. ALL SUBQ. FY												
8. GRAND TOTAL	4,222	1,624	1452	390	823	1,980	228	64	36	203		

9. OTHER DONOR CONTRIBUTIONS

(A) NAME OF DONOR	(B) KIND OF GOODS SERVICES	(C) AMOUNT

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTER FLZunwalt	TITLE Chief, Public Safety	DATE
2. CLEARANCE OFFICER Phillip M. Faucett	TITLE Director, Acting	DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE

3. APPROVAL AAs OR OFFICE DIRECTORS SIGNATURE _____ DATE _____ TITLE _____	4. APPROVAL A Aid (See M.O. 1025.1 VI C) SIGNATURE _____ DATE _____ ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT
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W. Emery, O/DE
 P. M. Faucett, D/D

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A. The Goal**1. Statement of the Goal**

The goal of the Mission to which this project contributes is the maintenance of a security climate in support of social and economic development.

2. Measurements of Goal Achievement

Goal achievement will be ascertained by measuring the progress toward constructive national development occurring in an atmosphere relatively free from violence and confrontation. Some specific indicators will be:

- a. Attitudes of general public and private investors toward Police and domestic violence.
- b. Percentage of major crimes solved by Police.
- c. Reduced urban and rural violence.
- d. Police effectiveness in handling riots and demonstrations.
- e. Major crime index.
- f. Increased number of arrests for producing, refining, exporting, or traffic in narcotics.
- g. Increased price of illegal narcotics.

3. Assumptions about Goal Achievement

A minimal level of internal stability is necessary to maintain a favorable climate in which private investment and social development can occur.

It is further hypothesized that this project, which upgrades key performance areas of the National Civil Police, will assist in the development of the ability among the Police to maintain an acceptable level of law and order in the country. For this to be entirely successful, it is further assumed that other problem areas which have been identified, e.g., transportation and adequate logistics will be remedied either internally by the GOE or through a loan program.

B. THE PROJECT PURPOSE**1. Statement of Project Purpose**

The purpose of the Public Safety project is to achieve the capability of the National Civil Police to maintain law and order including crime, narcotics, riot control as well as control of subversive activities while preserving a favorable public image.

2. Conditions Expected at the End of the Project

- a. A capability of National Civil Police officers to coordinate and administer the activities of the Police and to identify and resolve problems.
- b. Communication networks effectively servicing the Quito and Guayaquil urban areas and a national network linking the provincial capitals to the National Civil Police headquarters.

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- c. Three fully staffed training institutions operating at approximately 90% of capacity and training an average of 1,000 Police recruits and mid-career policemen per year. Emphasis in training will be on criminal and narcotics investigation, non-lethal riot control, and other civilian police techniques.
- d. Decreased exports of opium and its derivatives, coca base and cocaine and marijuana. Decreased illegal production of drugs and drug raw materials. Increased arrests, seizures and prosecutions for narcotics violations. Increased capability for NCP to obtain, analyze and disseminate narcotics intelligence. Closure of cocaine and heroin processing labs.

3. Basic Assumptions

- a. Advice of Chief Public Safety Officer will be accepted in improving general administrative capabilities of the Police.
- b. An adequate minimum budget for the National Civil Police will be provided by the GOE.
- c. There will be sufficient political and administrative continuity in the Ministry of Government and the Comandancia de Policía.

C. STATEMENT OF PROJECT OUTPUTS AND OUTPUT INDICATORS

1. Outputs

a. Administration

- (1) Measurable shift from military orientation to civil police procedures.
- (2) Improved standard operating procedures especially in communications and training.

b. Communications

- | | <u>Quantity</u> |
|---|---|
| (1) <u>Mobile radio system installed and functioning in Quito.</u> | <u>50</u> mobile units, <u>four</u> base and two repeater stations, installed and functioning by May 1972. |
| (2) <u>Mobile radio system installed and functioning in Guayaquil.</u> | <u>50</u> mobile units, <u>four</u> base and two repeater stations, installed and functioning by June 1973. |
| (3) Existing <u>mobile</u> equipment installed and operating in other population centers. | 68 radio sets installed in Cuzco, Ambato, Tulcán, Loja, and operating by June 1974. |
| (4) Persons trained to repair communications sets. | 16 by <u>June 1974.</u> |
| (5) <u>Persons trained to operate the mobile systems.</u> | <u>900</u> by <u>June 1974.</u> |

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- (6) Radio repair facilities established and equipped Three, Quito, Guayaquil, and Cuenca by December 1973.
- (7) Improved and expanded country wide fixed station network. 21 new stations operating by June 1974.
- (8) Traffic mobile radio system installed and functioning in Quito. 25 mobile units installed and operating by June 1974.

c. Training

FY 71 FY 72 FY 73 FY 74

- (1) Increased priority for training in the National Civil Police
- (2) Increase in instructor staff 15 20 20
- (3) Increase in size of class 200 300 300
- (4) Decrease in time for basic courses from one year to three months 3 mos 3 mos 3 mos
- (5) Content of training courses improved

2. Basic Assumptions about Production of Outputs

The OJE will provide necessary physical facilities, specifically: (1) land for installation of the repeater site, (2) two buildings to house the emergency generator and repeater equipment, (3) commercial power lines to provide electrical power for the repeater site, and (4) tower bases.

(Land has been expropriated by Presidential Decree; Work is progressing at Puengasí Hill, selected as the repeater site for the new system, and at the "El Batán" site of the building which will house the communications control central and radio communications equipment are expected to be finished by May 1, 1972).

D. STATEMENT OF PROJECT INPUTS

1. U.S. Inputs

	<u>FY 71</u>	<u>Schedule</u> <u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>
a. Total Cost of Project (<u>US\$4,232,000</u>)	132,000	170,000	<u>230,000</u>	<u>220,000</u>
b. USAID/E Technical Assistance Personnel				
(1) IN Chief Public Safety Officer (man/months)	12	<u>6</u>	12	12
(2) IN Training Advisor (m/m)	12	12	12	12
(3) IN Telecommunications Advisor (man/months)	=	<u>6</u>	12	12

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(4) Executive Assistant (n/a)		12		12		12			
(5) Administrative Assistant (n/a)		12		12		12			
(6) Telecommunications Technician (n/a)		12		12		12			
(7) Bilingual Secretary (n/a)		12		12		12			
(8) Short-term TDY Advisors (n/a)				6		6			
c. <u>Commodities (Communications Equipment)</u>		<u>FY 71</u>		<u>FY 72</u>		<u>FY 73</u>		<u>FY 74</u>	
(1) Phase One: Zone One and Two, Quito, and spare parts estimated cost (US\$000)		kg							
(2) Phase Two: Zone One and Two, Guayaquil, and spare parts estimated cost (US\$000)				35					
(3) Phase Three: Additional mobile transceivers, fixed stations, Police network and spare parts						35			
(4) Phase Four: National Civil Police traffic network, Quito and spare parts								25	
d. <u>Training</u>									
(1) Training aids: .38 caliber re-loading machines, spare parts, and material. .38 caliber revolvers. Audio visual equipment, furniture, and other equipment for use at the three Police training schools. (US\$ thousands) USG excess property.				15		15		15	
(2) Communications training: (a) installation, operation, and maintenance of the new system; (b) repair techniques; (c) radio theory; (d) shop training, classroom theory, and on-the-job training; (5) National Polytechnic School in Quito, estimated cost for four technicians for three years formal training, US\$160.00						36m		36m	
(3) U.S. training at the international Police Academy (IPA) in Washington,									

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D.C. Senior Officer Course,
General Course with specializa-
tions, narcotics, and one tele-
communications course

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partic.

(4) U.S. advisors will assist Police instructors in the planning, organizing, and implementation of training projects, particularly by means of mobile training units. These units, manned by specialized International Police Academy (IPA) graduates from other branches of the National Civil Police will operate in both rural and urban sectors. U.S. advisors on SDY will instruct within these categories: (a) traffic control, (b) criminalistics, (c) narcotics, (d) criminal investigations. Furthermore, U.S. technicians jointly with the Chief of Operations will study current training curricula and will revise such programs so as to bring to the Police students, basic, modern, and relevant civilian police material.

c. Narcotics Control (Commodities - \$000)

Two vehicles (one highway-one off--road) equipped with HF-SBB mobile transceivers		10	11
Two VHF-FM mobile units			2
Hand held VHF-FM transceivers		1	5
Investigative Equipment			1
Narcotics Training Aids		1	2

2. COE Inputs

a. National Civil Police Personnel (in-country travel) (U.S. Dollars)	1,230	1,000	1,000	1,000
b. <u>Commodities (US\$)</u>				
(1) Telecommunications equipment	47,000	50,000	50,000	10,000
(2) Training aids	none	1,000	1,000	1,000
(3) Patrol cars (90 and 60 at \$2,500 each)		225,	<u>150,000</u>	

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(4) Land and building for communications	8,000			
(5) Buildings and land for Police stations and quarters	40,300		40,000	
c. Participant Training (International Travel)	857	3,000	<u>4,800</u>	<u>4,500</u>

3. Basic Assumptions about Management of Inputs

Other Donors - None.

K. RATIONALE

- This project began in 1959 with a survey of the problems and needs of the National Civil Police. This study disclosed that the NCP organization and administration had weaknesses in police personnel strength, and excessive span of control, lack of clarity in fixing responsibilities and functions, insufficient delegation of authority, confusion in grouping primary (operational) and secondary (service and administrative) functions and a lack of inspection. The 1959 survey recommended essentially the grouping of all services in one command and all operations in another.
- Between 1962 and 1971, the project expended US\$3,602,000 including importation of U.S. Government excess property and succeeded in improving the internal organization, performance, and public image of the Police. The National Police was reorganized and acquired an institutional base through an Organic Law (1964) and Personnel Law (1965) which brought professionalization together with career status and benefits. A National Police Institute was established to provide three-year training programs to all officer candidates, a Rural Police School to train Rural Police, and a Recruit School to provide basic training to new recruits and untrained veteran personnel.
- The National Civil Police logistical base was also greatly improved through USAID technical assistance and commodity aid in transportation, communications, maintenance facilities, armament, and through a substantial U.S. Government excess property program. Urban Police capability stressed non-lethal riot control techniques, and emphasis was placed on improvement of Rural Police services. Of the 229 Police personnel who received specialized training in either Panama (IAPA) or at the International Police Academy (IPA) in Washington, D.C., 129 participants are still in active service.
- The current technical assistance is based upon an evaluation of the National Civil Police program done in September 1969 which sought to establish the needs for the next 15 years. The evaluation took into consideration the future population growth, requirements for coordination with other law enforcement agencies, and the expected financial resources of the GOE. Several potential deficiency areas were identified.
- The U.S. inputs will focus on three of these areas recognized by the Mission as requiring our support: narcotics control, the training of more police officers, and the establishment of a modern communications network and related administration. The GOE is committed to providing inputs as follows:

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- a) Recruit one thousand additional men in FY 1972, and the same number per year thereafter until FY 1974.
 - b) Accelerate training for both recruits and other untrained troops personnel, including in-service and specialized training for both officers and police.
 - c) Implement the second phase of a three-stage approved telecommunications improvement project (USG and GOE shared the costs of establishing the first phase in Quito).
 - d) Support the Police improvement program with sufficient funds for salaries, training facilities, and equipment.
6. The chief Public Safety Advisor will play a key role in improving the general administrative efficiency, as well as effectiveness and good public relations, of the police through his influence as an advisor to top level officials resulting from his long and broad police experience.
 7. The other aspects of the 1969 evaluation not addressed by the Project Agreement, i.e., transport, adequate weapons and the construction of buildings will be covered by the GOE's current budget or through a proposed \$1.5 million U.S. loan. The loan which has been under general, and inconclusive discussion, since FY 1970 has been caught up in the various Ministerial changes which have plagued the GOE. The Minister with whom the loan was originally discussed is no longer in office.

The new military Minister of Government and his Sub-secretary have expressed a desire not only to continue the project but also to expand it in some areas, i.e. advisory assistance to the Traffic Department, and advance the time frame in other areas. The minister has expressed his intention to meet GOE obligations and has readily signed the only document so far presented that required his personal attention, the approval of the nominee for Public Safety Training Advisor position. The Commander General of the National Civil Police has been kept in office and has expressed his strong desire to continue the project.

Course of Action

1. Implementation Plan

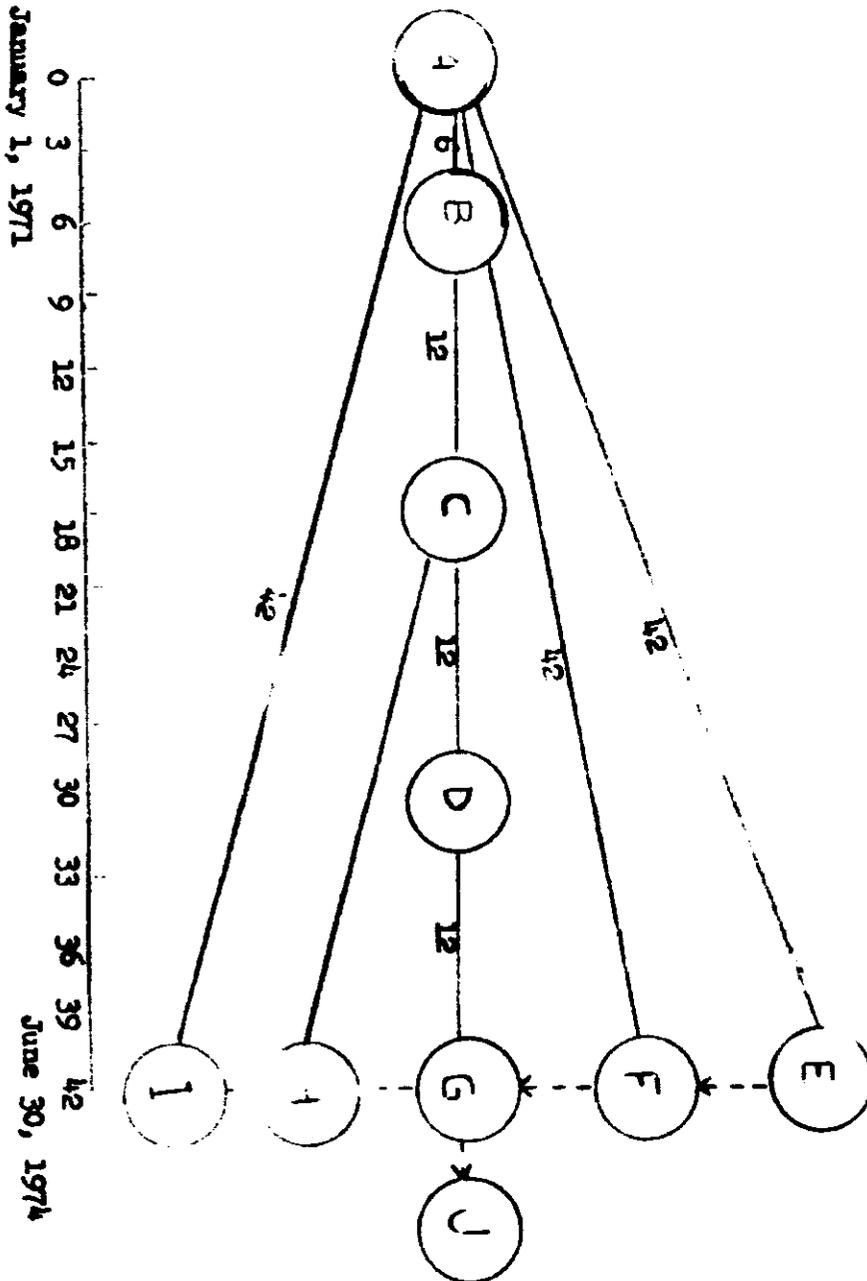


Figure 1
 PERT Plan - Major Tasks
 Public Safety Project - 037

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SUMMARIZED PERT ACTIVITIES LIST

STKPS	ACTIV- ITIES	DESCRIPTION	RESPON- SIBLE AGENT	TIME MONTHS
	A	Conceptualization		
1	A-B	To train, start installation of first communications net (Quito)	GOE/M	6
2	B-C	Train, finance, procure second phase communications net, Guayaquil, and operation of first communications net, Quito; related administration.	GOE/M	12
3	C-D	Train, finance, procure third phase equipment, and operation of second communications net, Guayaquil; related administration.	GOE/M	12
4	D-G	Train, install and operation of third phase program, Quito traffic network and additional Quito and Guayaquil mobile units.	GOE/M	12
5	<u>D-G</u>	<u>Purchase of equipment and installation of country wide HF-SBB network.</u>	<u>GOE/M</u>	<u>12</u>
6	A-E	Train, Civil Police cadets, administration assistance.	GOE/M	42
7	A-F	Train, Civil Police recruits, administration assistance.	GOE/M	42
8	A-H	Train, Rural Police, administration assistance.	GOE/M	42
9	<u>C-H</u>	<u>Equip and train special narcotics unit</u>		<u>24</u>
10	E-F	Logical interrelationship		-
11	F-G	Logical interrelationship		-
<u>12</u>	<u>I-H</u>	<u>Logical interrelationship</u>		
13	H-G	Logical interrelationship		-
14	G-J	Logical interrelationship		-
15	<u>J</u>	Established climate of internal security and stability	GOE/M	

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2. Narrative

This is an on-going project; therefore, this implementation plan reflects portions of activities which have been continued or initiated.

- a) Acceleration of training and related administration will focus on three Police Institutions: (a) National Police Institute, cadet training; (b) Recruit Police School, and (c) Rural Police School. In addition, mobile training teams staffed by a nucleus of ex-International Police Academy (IPA) graduates will carry training to both urban and rural sectors. Better curricula and more skilled instructors will be developed. Specialized training in such subjects as leadership, fiscal management, and supervision is a must for those who will administer modern police departments.

The number of transees will be increased and shorter courses will be provided. For example, training time at the Recruit School will be reduced from a six-month to one year period to a three-month period to accelerate the number of men trained. Likewise, duration of training at the Rural Police School will last three months instead of the customary 10 to 14 months.

At least five training courses annually, numbering from 150 men to 300 men in each group, will be graduated from the Recruit School. The rural Police School will hold at least three sessions a year with 60 to 100 men enrolled in each course.

On September 3, 1971 a group of 150 recruits concluded their training at the Recruit School and on the same date 150 new recruits were enrolled. On August 31, 60 Rural Police wound up their training at the Rural Police School. A new group of 80 Police recruits began training on October 3, 1971.

In October 1971, more cadet aspirants were screened for acceptance into officer training at the National Police Institute.

The revival of mobile training field courses for both the sierra and coastal areas will insure adequate training for rural as well as urban areas. Two-week training classes for 40 to 60 men each will be presented in strategic pre-selected provinces.

Currently, five officers are attending specialized training at the IPA in Washington, D.C. Five other officers including two senior officers will round out U.S. participant training in FY 72.

U.S. special advisors for short-term periods, not to exceed six months, will be invited to Ecuador to present timely police subjects.

The upgrading of the National Police telecommunications capabilities with the assistance of the Public Safety Division commenced in FY 71. First phase of the three-phase project is now underway in Quito. The second phase is planned for Guayaquil, while the third phase is expected to link all other provinces.

The plan was approved by the Office of Public Safety, Technical Services Division, AID/W. The Office of Public Safety continues to provide the technical direction and support for the USAID in technical projects. The review of the Police communications system was conducted in February 1971 by Albert W. Carpenter

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of the Office of Public Safety, Technical Services Division. On-the-job and correspondence training, now being received by the 16 Police radio technicians is being directed by the local hire Public Safety Technician.

Exact goals for required development of the National Civil Police have been clearly identified and established in the country plans and programs. These goals reflect achievable levels of Police capability and ~~management~~ ^{management}, but their achievement will require a prominent role by USAID. The Police now regard technical advice and training to be paramount. While negotiating the FY 72 project agreement, the Police have initiated and implemented certain activities related to program objectives. These are:

- 1) Recruitment of 200 police.
- 2) Graduation of 80 police from the Recruit School in Pomasqui (Quito) on September 3.
- 3) Enrollment of 150 new recruits for intensive training at Pomasqui on September 3.
- 4) Graduation of 60 Rural Police from the Rural Police Training School in Las Peñas, Los Ríos Province. 80 recruits were enrolled for training at the Rural Police School on October 3, 1971.

The approach necessary to achieve the stated project outputs must comprise these elements:

- 1) Technical advice and related administration.
- 2) Training (U.S. and host country).
- 3) Material assistance.

For example, in training and in the implementation of the Police telecommunications system, it is important to monitor the systems to insure that the training programmed is actually given.

b) In the communication area the following have occurred or will occur:

- 1) TDY services in February 1971 of a Public Safety Telecommunications Advisor to evaluate the complete plans for the proposed VHF-FM communications systems for both Quito and Guayaquil.
- 2) Funds for procurement of equipment by USG.
- 3) Funds for procurement of equipment by GOE.
- 4) Selection of suitable areas for location of control centers and repeater sites for both systems.
- 5) Expropriation of land for repeater site.
- 6) Funds for expropriated land, construction of buildings for housing the repeater equipment, and emergency electrical generator.

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- 7) Construction of buildings, building access road to repeater site, build commercial power lines to provide electrical power for the repeater site.
- 8) Training both in theory and on the job for Police technicians.
- 9) Enroll four Police technicians for specialized training at National Polytechnic School in Quito.
- 10) Test equipment items repaired to insure proper operating conditions.
- 11) Removal of low band equipment from both Quito and Guayaquil and relocated in areas selected jointly by the Police and Public Safety. Exact locations will be determined after surveying all possible recipients and requirements.
- 12) Purchase of additional mobile transceivers as needed for phase three of plan.
- 13) Establish correct warehousing methods, controlled by authorized Police personnel.
- 14) Provide proper guidance by a U.S. advisor on the installation and design aspects of the Quito and Guayaquil communications system. This will comprise organization, administration, logistics, and training.

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APPENDIX I

End-of-Project Status FY 1974

PROP Baseline Data

1. A capability of the National Civil Police to coordinate and administer the activities of the Police and to identify and resolve problem areas.

BASELINE DATA

- a. Budgeting.- Requirements are guessed by top levels and do not originate from where the need exists in the service and line units.
 - b. Facilities.- Vehicle and communications maintenance facilities that exist are good but inadequate to meet requirements, especially in rural areas.
 - c. Inspection of line units, and in rural areas is rare and informal
 - d. Coordination between traffic, patrol, and investigative, including criminal intelligence, elements is spotty.
 - e. Arrest reporting is shallow, and a regular flow of information related to operational matters is confined almost entirely to the local detachment headquarters and verbal reports. Most of this reporting is incomplete and inaccurate.
 - f. Directing.- General orders are issued daily but relate mostly to administrative trivia, without establishing policies or procedures. Most written policies that do exist are established by law or executive decree.
 - g. Deployment of Personnel.- Police deployment is largely out of balance with actual requirements. Too high a percentage of personnel are assigned to secondary tasks (30 to 40%). Geographically, approximately 65% of the communities and 35% of the people are without Police services.
2. A communications network effectively servicing the Quito and Guayaquil urban areas and a national network linking the provincial capitals to the NCP headquarters.

BASELINE DATA

a. Existing Police Communication Networks:

- (1) Quito National Police Mobile Network.- The National Police Mobile Network in Quito consists of Motorola VHF-FM (low band) communications equipment purchased by USAID during FY 1960. This network was established during the early part of 1960 and has been functional since that date. Originally, 40 mobile units were supplied by USAID, currently 37 units remain operational but require a great deal of maintenance. The units are obsolete and some parts unavailable. Only ten are currently being used within the system because of a lack of patrol vehicles. One base station is located at Regimiento Quito and one repeater unit is located in Puengasí Hill.

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- (2) Guayaquil National Police Mobile Network.- The National Police Mobile Network in Guayaquil was installed at approximately the same time as the Quito system using equipment supplied by USAID during FY 1960. USAID originally provided 34 VHF-FM (low band) mobile units, and of these 34 units, only three units are currently operational within the network.
- (3) Country-Wide Fixed Station Network.- The National Police operate and maintain a voice operated high-frequency, single-side band network throughout Ecuador. The system is composed of 40 R.C.A. fixed stations and several R.C.A. mobile units. This equipment was purchased by USAID and installed in 1962. Most of these stations have been reported as still operational; however, spare parts for these R.C.A. units are becoming more difficult and expensive to obtain. R.C.A. has stopped producing high-frequency communications equipment; therefore, as current R.C.A. spare part stocks for these units are depleted, replacement parts will not be available.

b. Radio Repair Facilities.-

There are three radio repair facilities within the National Civil Police, located in Quito, Guayaquil, and Cuenca. Most of the available test equipment has been provided by USAID since 1960 and was of a good quality; however, improper maintenance or use have rendered some of the equipment inoperable and in need of repairs. Modest radio spare stocks have been maintained by USAID since 1960 for the communications equipment previously provided for the Public Safety project.

c. Technical Capability for Radio Maintenance.-

The National Civil Police, Department # 4 of Services, Communications Section, has the responsibility for the maintenance of all radio equipment within MCP organization. As indicated above, three radio repair facilities have been established and technical personnel assigned. Quito has nine technicians assigned, Guayaquil has four, and Cuenca has two. With the assistance of a local hire communications technician supplied by USAID since 1962, most of the equipment indicated above has remained operational. The technician supplied by USAID has also provided some classroom instruction and on-the-job training for 16 Police personnel normally assigned to the Communications Section of the MCP in order for them to carry out their maintenance responsibilities. Two of the officers and six sergeants assigned to the Communications Section have received training in the United States in radio communications maintenance. The officers are more or less removed from any bench type work because of their officer's status. The six sergeants have received six months of training on radio maintenance in the United States. Two policemen are graduates of "Colegio Central Técnico" (high school level), specializing in radio repair. The balance are policemen with no specialized training in radio communications.

3. A fully staffed training institution, operating at approximately 90% of capacity and training an average of 1,000 Police recruits and mid-career officers per year. Emphasis in training will be on criminal investigation, non-lethal riot control, narcotics control, patrol techniques, and other civil police techniques.

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BASELINE DATA

- a. The Police Academy for Officers is a three-year institution. The number of entering students is controlled by the expected number of officer vacancies due to attrition or increased authorizations. The present average is 23 officers per year.
 - b. The Recruit School (Punapuf) has sufficient housing for 150 students and is operating two classes (4½ months) per academic year. Capacity, 300 students per year. Actually trained during 1971, 230.
 - c. The Rural Police School (Las Peñas) graduated 101 student in 1971.
 - d. Specialized or in-service training courses were given to 228 students in 1971.
 - e. During 1971, 500 new recruits were assigned to operational units without recruit training.
4. Decreased exports of opium and its derivatives, coca base and cocaine and marijuana. Decreased illegal production of drugs and drug raw materials. Increased arrests, seizures, and prosecutions for narcotics violations. Increased capability for NCP to obtain, analyze and disseminate narcotics intelligence. Closure of cocaine and heroin processing labs.
- a. It is impossible to measure accurately quantity of illegal drug exports. Estimated at present: 100 kilos of cocaine monthly; five kilos of heroin monthly; Ecuadorian marijuana is of poor quality and therefore, not sought in the export market although there is considerable use internally.
 - b. What narcotics intelligence exists indicates that opium poppies are grown in small plantations in the Provinces of Chimborazo, Cacha, and Imbabura. Coca is grown in larger plantations (of up to one acre) in the Province of Cacha and at middle altitudes in most of the mountainous region. Marijuana is grown in most parts of the country. Cultivation is most intense in the coastal region.
 - c. There are no existing statistics or central records of narcotics arrest, seizures, or prosecutions. National Civil Police Interpol, the Police agency charged with investigation of narcotics cases, successfully completed the investigation of three cases during 1971 in which the suspects were engaged in international traffic. In one case, five persons were arrested, 1½ lbs. of cocaine destined for Panama was seized and two of the persons involved have been convicted and sentenced to long prison terms. In the second, a Peruvian with a suitcase of coca base (the suitcase was not weighed) was turned over to a criminal judge for prosecution. The suspect, the cocaine base, a seized vehicle, and the criminal process documents, just disappeared. The third case was similar to the second.
 - d. Narcotics intelligence in the National Civil Police is now limited to information directly reported to Interpol or developed by Interpol investigators through informants. There is no procedure or system for all policemen to report narcotics information to a central location. Action may be, and frequently is, taken at a local Police post without the information or results ever being reported to Interpol, or any other central location.

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Interpol is limited by manpower (two officers and 10 investigators in Quito headquarters office and one officer and two investigators in Guayaquil Sub-section) and even more critically by lack of transportation. The Quito headquarters office has one 15 year-old, unreliable vehicle and is unable to verify information received relative to plantations, transactions, etc., when a trip is necessary.

- e. Ecuador is reportedly a processor of small quantities of heroin and larger quantities of cocaine. Coca base is reportedly imported from Peru and Colombia for processing in Ecuador. There are believed to be at least ten different persons actively processing cocaine in the Quito and Guayaquil areas. The labs are simple arrangements, requiring only some glassware and chemicals, and can be readily moved or abandoned.
- f. There is information from generally unreliable sources (addicts, etc.) but sufficiently repeated to create some credibility that corruption of some officials in the police, customs, and judicial system hinders successful investigation and prosecution of narcotics cases because of the large sums of money involved in seizures of quantities of narcotics and relatively severe penalties for sale of narcotics. Addiction, possession for personal use or using narcotics, according to interpretation of present law, is only prosecuted as a criminal offense if the person arrested refuses treatment in a Health Department Treatment Center.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From: FY59 to FY74
Total U.S. Funding: 4,232,000
Date Prepared: March 21, 1972

Project Title & No.: *ECUADOR*
PUBLIC SAFETY
518-11-710-037

NARRATIVE SUMMARY

OBJECTIVELY VERIFIABLE INDICATORS

Mission Goal

To help maintain a climate of internal security in support of social and economic development.

Measures of Goal Achievement

Attitudes of general public and private investors toward police and domestic violence.

Percentage of major crimes solved by police.

Major crime index.

Level of rural and urban violence.

Police effectiveness in handling riots and demonstrations.

Decreased exports of opium and its derivatives, coca base and cocaine, and marijuana.

Decreased illegal production of drugs and drug raw materials.

Increased arrests, seizures and prosecutions for narcotics violations.

Closure of cocaine and heroin processing laboratories.

Project Purpose

Improve the capability of the National Civil Police (NCP) to maintain law and order -including crime, narcotics and riot control as well as control of subversive activities- while preserving a favorable public image.

End of Project Status - FY 1974

1. An improved capability of National Civil Police officers to coordinate and administer the activities of the Police and to identify and resolve problem areas.
2. Communications networks effectively servicing the Quito and Guayaquil urban areas and linking the provincial capitals to the national police headquarters.
3. Three fully staffed training institutions operating at approximately 90% of capacity and training an average of 1,000 police recruits and mid-career officers per year. Emphasis in training will be on criminal investigation, riot control, narcotics control, and other civilian police techniques.

MEANS OF VERIFICATION

Newspaper Reports
National Police Crime Statistics
Interviews with private businessmen and citizens
Project manager statistics and monthly reports
Arrest and case records of MCP
Price of narcotics in the export market

IMPORTANT ASSUMPTIONS

At least a minimum level of internal security and domestic stability is necessary for private investment and socio-economic development to take place

Other problem areas not addressed by this project will be remedied either internally by the GOE or through a loan program

1. Project manager reports
National Civil Police reports

2. Telecommunications advisor reports
Work statistics of MCP Telecommunications Section reported periodically

3. Training records maintained by MCP
Training Advisor reports on curricula, teaching techniques, and materials presented

Adequate budget for the MCP will be provided by G.

Police will adequately maintain transmitters and receivers

Operational pressures on the understaffed MCP will permit sufficient priority and time for training

MCP high command will recognize narcotics traffic as serious Ecuadorian problem

2.

4. A narcotics intelligence system established within the NCP that is effectively collecting and utilizing intelligence information on the production, processing and marketing of narcotics, and a 40-man specialized narcotics enforcement unit functioning within the NCP and providing nation-wide investigation and control of narcotics traffic.

Outputs

a. Administration

- (1) Measurable shift from military orientation to civil police procedures.
- (2) Improved standard operating procedures especially in communications and training.

b. Communications

- (1) Mobile radio system installed and functioning in Quito
- (2) Mobile radio system installed and functioning in Guayaquil
- (3) Existing mobile equipment installed and operating in other population centers
- (4) Persons trained to repair communications sets
- (5) Persons trained to operate the mobile systems
- (6) Radio repair facilities established and equipped
- (7) Improved and expanded country wide fixed station network
- (8) Traffic mobile radio system installed and functioning in Quito

c. Training

- (1) Increased priority for training in the National Civil Police
- (2) Increase in instructor staff
- (3) Increase in size of class
- (4) Decrease in time for basic courses from one year to three months
- (5) Content of training courses improved

d. Narcotics Control

- (1) U.S. trained investigators assigned to specialized narcotics unit
- (2) Mobile investigating teams assigned from NCP headquarters to investigate narcotics cases anywhere in the national territory

Output Targets

Quantity

50 mobile units, four base and two repeater stations, installed and functioning by May 1972.

50 mobile units, four base and two repeater stations, installed and functioning by June 1973.

68 radio sets installed in Cuenca, Ambato, Tulcán, Loja, and operating by June 1974.

16 by June 1974.

900 by June 1974.

Three, Quito, Guayaquil, and Cuenca by December 1973.

21 new stations operating by June 1974.

25 mobile units installed and operating by June 1974.

<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>
	15	20	20
	200	300	300
	3 mos	3 mos	3 mos
		4	4
		2	2

- a. Project manager reports
 - NCP reports
 - Publication of new procedures
 - Observation of compliance with new procedures by advisors
- b. Telecommunications advisor reports
 - NCP telecommunications section work records
 - NCP equipment maintenance records
- c. NCP training records
 - NCP personnel records
 - Training Advisor reports
- d. NCP personnel records
 - Public Safety Division participant records
 - NCP Interpol reports
 - Public Safety Officer observations and reports

- a. A relationship can be maintained in which top officers of NCP will seek and accept advice from PSD
- b. GOE will provide sufficient funds for instructor per diems
- c. GOE will provide sufficient funds for investigators' travel and per diems.

Inputs

3.

	<u>FY 71</u>	<u>FY 72</u>	<u>FY 73</u>	<u>FY 74</u>
a. Total Cost of Project (US\$4,232,000)	132,000	170,000	230,000	220,000
b. USAID/E Technical Assistance Personnel				
(1) DH Chief Public Safety Officer (m/m)	12	6	12	12
(2) DH Training Advisor (m/m)	12	12	12	12
(3) DH Telecommunications Advisor (m/m)	-	6	12	12
(4) Executive Assistant (m/m)	12	12	12	12
(5) Administrative Assistant (m/m)	12	12	12	12
(6) Telecommunications Technician (m/m)	12	12	12	12
(7) Bilingual Secretary (m/m)	12	12	12	12
(8) Short-term TDH Advisors (m/m)		6	6	6
c. Commodities (Communications Equipment)				
(1) Phase One: Zone One and Two, Quito, <u>and spare parts</u> estimated cost (US\$000)	49			
(2) Phase Two: Zone One and Two, Guayaquil, <u>and spare parts</u> estimated cost (US\$000)		35		
(3) Phase Three: Additional mobile transceivers, <u>fixed stations, Police network and spare parts</u>			35	
(4) Phase Four: National Civil Police traffic network, Quito <u>and spare parts</u>				25
d. Participants				
(1) Training aids (US\$000)		15	15	15
(2) Communications training (m/m)			36	36
(3) Participants Training (participants)	2	10	16	15
e. Narcotics Control (Commodities - \$000)				
Two vehicles (one highway-one off-road) equipped with HF-SSB mobile transceivers			10	11
Two VHF-FM mobile units				2
Hand held VHF-FM transceivers			1	5
Investigative equipment				1
Narcotics Training Aids			1	2
<u>(OE)</u>				
a. National Civil Police Personnel (in-country travel) (US Dollars)	1,230	1,000	1,000	1,000
b. Commodities (US Dollars)				
(1) Telecommunications equipment	47,000	50,000	50,000	10,000
(2) Training aids	none	1,000	1,000	1,000
(3) Patrol cars (90 and 60 at \$2,500 each)		225,500	150,000	
(4) Land and building for communications		8,000		
(5) Buildings and land for Police stations and quarters		40,300		40,000
c. Participant Training (International Travel)	857	3,000	4,800	4,500