

PROJECT APPRAISAL REPORT (PAR)

PD-AB2 903 REPORT U-446

PAGE 1

125853

1. PROJECT NO. 518-11-710-037	2. PAR FOR PERIOD: 6/1/72 TO 3/31/73	3. COUNTRY Ecuador	4. PAR SERIAL NO. 73-1
----------------------------------	---	-----------------------	---------------------------

5. PROJECT TITLE
PUBLIC SAFETY

6. PROJECT DURATION: Began FY <u>59</u> Ends FY <u>74</u>	7. DATE LATEST PROP 4/10/72	8. DATE LATEST PIP None	9. DATE PRIOR PAR 6/30/72
---	--------------------------------	----------------------------	------------------------------

10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ <u>3,809,000</u>	b. Current FY Estimated Budget: \$ <u>215,600</u>	c. Estimated Budget to completion After Current FY: \$ <u>190,000</u>
------------------	---	---	---

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)	
a. NAME	b. CONTRACT, PASA OR VOL. AG. NO.
None	

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			Review, and revise as necessary, the output indicators and end-of-project status indicators in the PROP and matrix.	June, 1973
X			Notify appropriate AID/W backstop officer of problems with 608 excess property procurement.	May 15, 1973
X			Improve procedures for handling participant trainees' visas and advances.	May 30, 1973

BEST AVAILABLE COPY

D. REPLANNING REQUIRES	<input checked="" type="checkbox"/> REVISED OR NEW <input type="checkbox"/> PROP <input type="checkbox"/> PIP <input type="checkbox"/> PRO AG <input type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	E. DATE OF MISSION REVIEW April 18, 1973
------------------------	---	---

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE Fred R. Zunwalt <i>F.R.Z.</i> 4/2/73	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE Peter H. Cody <i>P.H.C.</i> 4/20/73
---	---

II. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT	B. PERFORMANCE AGAINST PLAN							C. IMPORTANCE FOR ACHIEVING PROJECT PURPOSE (X)					
	UNSATISFACTORY		SATISFACTORY			OUTSTANDING		LOW			MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5	
1. None													
2.													
3.													

Comment on key factors determining rating

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

Comment on key factors determining rating: Trainees have been qualified, well-selected and prepared and have generally performed well in their courses at the IPA: one of 14 trainees last year was commended for outstanding work. The GOE has supported this training, and counterpart contribution has been timely and adequate. Trainees have also performed well on their return. Nine received promotions in February, and 12 last October. Seven of 14 communications trainees during life of project continue to work in communications, and only two

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

Comment on key factors determining rating: Communications equipment has been appropriate to project needs, has arrived on a timely basis, and is being used properly by the MCP. Maintenance problems mentioned in the PBOP do not seem to be an issue as adequate spare parts were ordered with equipment. Publications, films, slide-tape lectures are being used effectively in training courses. Interest in these publications has been high, and there have been numerous requests for personal copies. Two 608 excess property jeeps had not been adequately

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

Host government acceptance of and contribution to the project has been improved considerably during the reporting period. The Ministry of Government and MCP have been very receptive to USAID suggestion and recommendations, and have adopted, as a result, a central records system, narcotics program, USAID-designed radio communication system, officer advancement courses, crime scene for training and criminal investigation, and have indicated approval of a coordinated manpower training program for the MCP and standardized course instruction. More important, they have allocated budget to these programs. All mobile radio sets, the repeater sites, and 60% of new fixed station equipment were purchased by the MCP. They also purchased 90 new vehicles last year and have already provided initial counterpart for the central records system. Adequate budget continues to be a problem, although the approved 1973 budget provides a 75% increase in salaries for enlisted ranks and an increase

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5

(See Next Page for Comments on Other Donors)

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 (1)				
	UNSATISFACTORY		SATISFACTORY			OUT-STANDING		LOW		MEDIUM		HIGH
	1	2	3	4	5	6	7	1	2	3	4	5
1.												
2.												
3.												

Comment on key factors determining rating

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

Comment on key factors determining rating **have resigned. Two officers trained in narcotics are proving effective as narcotics instructors in the two recruit schools. Promotion of MCP officers still tends to transfer them from their area of specialized training, however. USAID procedures for obtaining visas, travel advances for participants have been considerably delayed in the past, causing inconveniences for the participants.**

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

Comment on key factors determining rating **reconditioned, and are not operating properly.**

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

Comment on key factors determining rating **of 1,200 in staff, although these are still insufficient to meet overall MCP needs. Turnover in staff, especially at the higher levels, has impeded progress although there were notable improvements during the past year: for the first time the officer in charge of training has held that position for more than six months. Planning and management skills and procedures are weak, and lack of adequately trained manpower, both at the troop and management levels, handicap effective police functioning. Needed legislative changes have been or are being made.**

7. OTHER DONORS	1	2	3	4	5	6	7	1	2	3	4	5
-----------------	---	---	---	---	---	---	---	---	---	---	---	---

(See Next Page for Comments on Other Donors)

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)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY73		FY74	FY75	
			TO DATE	TO END			
Persons trained to repair communications sets (cumulative)	PLANNED	0		5	16		
	ACTUAL PERFORMANCE	0	7 in training				
	REPLANNED			7	16		
Persons trained to operate mobile systems (cumulative)	PLANNED	0		450	900		
	ACTUAL PERFORMANCE	0	225				
	REPLANNED			450	900		
Increase in instructor staff (cumulative)	PLANNED	15		20	20		
	ACTUAL PERFORMANCE	20	30				
	REPLANNED			30	40		
Increase in size of training classes (average size of recruit class)	PLANNED	200		300	300		
	ACTUAL PERFORMANCE		220				
	REPLANNED			250	300		
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. Mobile radio system installed and functioning in Quito and Guayaquil		Mobile radio system is installed and operating in Quito. Repeater station has been constructed in Guayaquil. All commodities are in country, and Guayaquil system will be operating by September, 1973.					
2. Existing mobile equipment installed and operating and new SSB-HF fixed station equipment in other population centers		COMMENT: Existing mobile equipment from Quito has been installed in Guayaquil. Only after new Guayaquil system is installed will this equipment be transferred to other centers. GOE counterpart for purchase of new fixed-station equipment is expected in April.					
3. Radio repair facilities established, equipped and capable of repairing system		COMMENT: Repair facilities exist in all three centers, but only the Quito facilities are well equipped and operating with trained staff. Guayaquil facilities will be improved and persons trained by December, 1973, and Cuenca facilities and staff work will begin in CY 1974.					

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)					END OF PROJECT
		CUMULATIVE PRIOR FY	CURRENT FY		FY ____	FY ____	
			TO DATE	TO END			
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
	PLANNED						
	ACTUAL PERFORMANCE						
	REPLANNED						
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1.	Central records unit established	Government decree establishing the unit has been issued. Forms have been developed; equipment has been ordered, and the GOE has contributed initial counterpart to begin printing needed forms.					
2.	Content of training courses improved	COMMENT: Drill has been dropped from final two years of cadet school and replaced by more practical police subjects. Standardize lesson plans are being developed and a coordinated training plan has been submitted to the MCP. General education courses have been reduced and a greater percentage of course time is					
3.		COMMENT devoted to practical application of investigative and other civilian police techniques.					

IV. PROJECT PURPOSE

1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

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

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

2. Evidence to date of progress toward these conditions.

1. An improved capability of NCP officers to coordinate and administer the activities of the police, and to identify and resolve problem areas.

1. For the first time the annual budget was prepared on a rational basis utilizing analysis and requests from field units. Officers' advancement courses were established by the NCP to ensure the competence of administrative personnel. A new organic law reorganized the NCP and established improved operating procedures. The central records system has been strengthened with the official establishment of a standardized national reporting system. Forms are being prepared and personnel trained in their use during the coming year.

2. Communications networks effectively serving the Quito and Guayaquil urban areas and linking the provincial capitals to the national police headquarters.

2. An urban radio patrol communications system is now effectively serving Quito. There will be an effective system serving Guayaquil by September. Trained NCP technicians in Quito have been able to repair new radios with a minimum of direct assistance from the communications advisor. This activity is approximately 9 months behind schedule and may require extension.

3. Three fully staffed training institutions operating at approxi-

3. Two recruit schools are now training approximately 520 recruits annually. There are 16 full-time instruc-

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To help maintain a climate of internal security in support 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. Yes.

The new vehicles purchased by the NCP and the mobile radio units installed in them have given the police in Quito a substantially increased capability to respond rapidly to calls for assistance. The NCP have been effective in controlling demonstrations without overreacting, and newspaper articles dealing with the NCP have been generally favorable.

IV. PROJECT PURPOSE

1. Statement of purpose as currently envisaged.

2. Same as in PROP? YES NO

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

2. Evidence to date of progress toward these conditions.

ately 90% of capacity, and training an average of 1000 police recruits and mid-career officers per year. Emphasis in training will be on criminal investigation, riot control and other civilian police techniques.

tors in these two schools, and 1 1/2 full-time staff members of the 3 1/2 year cadet school. Officers advancement courses have been reinstated. A crime scene has been established in the National Police Institute to improve training in criminal investigation. There has been less emphasis on military style and greater emphasis on practical application of police subjects and skills in the training institutions. Current personnel projections of the BCP, however, call for an increase of 2000 recruits each year for the next five years. It is necessary, therefore, to develop a training program of considerably greater magnitude than that contemplated in the PROP.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

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.