

IRAQ: SECURITY SECTOR REFORM: POLICING STRATEGY

1. The police assessment team in ORIIA/CPA Baghdad has now completed an assessment of current and longer term policing needs in Iraq. Their report: The Coalition Provisional Authority - Interior Ministry's report: Iraq Police: An Assessment of the Present and Recommendations for the Future is attached at Annex 1. We have drawn on the CPA report to produce a framework strategy for the development of a new Iraqi Police Service.
2. We will continue to press for this strategy to be part of a wider strategy for the reform of the rule of law sector more generally. It is critical that the chronology of the reform of the police, judicial and prison service is complementary.

First Principles

3. Before embarking on whole-scale reform of the Iraqi police, the CPA Interior Ministry (CPA-IM) must establish the framework within which reform can take place. The CPA report flags up the following pre-conditions:
 - to repeal existing police legislation and to adopt new legislation for minimum standards of conduct; training; appropriate criminal/civil liability; certification and de-certification;
 - to restructure and re-brand the police service in order to distance it from the previous regime. This would include: the eradication of the militarised rank structure; uniform change; rationalising weapons; public confidence building and a shift in philosophy to a Human Rights based approach;
 - to develop a standardised policy and procedure manual/handbook based on the concept of policing a free society which also incorporates the principles of respect for Human Rights.

Strategy Objectives

4. The immediate objective is to stabilise the security situation by creating an effective interim police force with international civilian police working alongside Iraqi police and coalition military forces.
5. The longer term objective is to establish an effective, viable and sustainable police force within a fully functioning security sector.
6. The achievement of these objectives will depend on huge commitment from the international civilian policing community to provide the existing Iraqi police and those recruited in future by the CPA, with the training, guidance and mentoring necessary to restore and maintain law and order and to establish a new police service. There will also be a requirement to assist the Iraqi police force with logistics, communications and building/rebuilding facilities and equipment stocks.
7. We see our strategy developing through three main phases:
 - Phase One (initial stage):

Approach:

- an armed International Police Monitoring Force (IPMF) would deploy, initially to Baghdad and Basra, to conduct joint patrols with the current Iraqi police force and coalition military. The aim of this would be to provide 'on the job' monitoring and mentoring assistance to the Iraqi Police;
- This IPMF would be under the command of a Police Commissioner who would also take responsibility for taking decisions, in conjunction with the CPA-IM and Senior Iraqis, on the future structure of the Iraqi Police Force;
- running concurrently with the IPMF accompanied patrols, CPA-IM would begin refurbishment of the Baghdad training facility, providing capacity for the training of 300 personnel;
- as suggested in the report's recommendations, a three-week Transition and Integration Program (TIP) should be implemented through which all Iraq Police service personnel should pass, a similar Senior management TIP would be introduced for police supervisors and management personnel;
- at the same time a recruitment program could be established to bring new recruits into the Iraq police service (possibly as part of a wider DDR strategy) they could also be processed through the TIP before receiving additional training;
- both new recruits and officers being processed through 'TIP' should also undergo a basic vetting aimed at ascertaining their suitability for service.

Requirements:

- approximately 3000 international police would need to be deployed in Iraq in order to facilitate joint patrols, provide basic training and carry out basic vetting;
- significant logistical support would be required. Firstly, suitable facilities will need to be provided for international police both in terms of accommodation and work space. Secondly, adequate communication, transport and, where relevant translation facilities will need to be provided;
- a refurbished Iraqi Police Academy in Baghdad and possibly additional facilities in Basra and Mosul would need to be refurbished for the purposes of the TIP.

- **Phase Two (interim stage)**

Approach:

- this stage could commence once the majority of police have completed the TIP and reached a basic standard of proficiency. The objective would be to establish a long term capacity building and training program which addresses all aspects policing;
- included in this would be a specific focus on train the trainer programs aimed at equipping the Iraqi Police with a domestic training capacity;
- work could also commence on the establishment of an effective civilian administration for the Iraq police;

Requirements:

- a similar number of international police would continue to operate through this transition phase. At the same time, a number of training experts would be needed to begin rolling out more sophisticated training and train the trainers programs;
- facilities at the Iraq Police training centres would need to be improved in order to facilitate the more advanced training.

• **Phase Three (consolidation stage)**

Approach:

- much like the EUPM in Bosnia this would focus on consolidating the training and capacity building carried out by the IPMF. A smaller group of senior police officers would work alongside senior Iraqi management in a mentoring role, offering advice and guidance.

Requirements

- in terms of personnel the numbers of international police required for this mission should be much smaller.

Next steps

8. Naturally although this model is extrapolated from the CPA-IM report, these are the views of HMG, we will need to discuss and adapt it to the views and experience of coalition partners.
9. Key questions still need to be resolved. In particular the model used to restructure the police force (i.e. National, Federal and Metropolitan), the extent to which the force continues to develop along Common Law lines and the number of personnel in the force.
10. Once we have reached consensus on the way forward, a donor conference, probably held in the region, will be needed to allow partners to commit to specific requirements as set out in the model. Both the EUPM through Solami's office and other states including the Jordanians have expressed an interest in co-operation.

Timeline from 1 June up to commencement of Phase One:

By 14 June: CPA / Coalition agree strategy for reforming Iraq Police Force

By 21 June: Appointment of Police Commissioner to implement strategy

By 30 June: Police Contributors conference

By 14 August: Infrastructure in place for international police monitoring/mentoring force (IPMF)

By 31 August: Arrival of international police force (IPMF) personnel

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