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British Embassy  
Baghdad

Police Forward Look

November 2006

**A) BASRA**

Key target – getting to PIC. Assumption: policing work will be more difficult in Basra city post-PIC. Will not be possible to fully tackle police corruption pre-PIC. Police to concentrate on required level – not set sights higher. The emphasis once Shaiba closes (end 2006) to be purely “train-the-trainers”.

**i) Police Training Teams:**

- *Objective:* Get police stations to TRA2.
- *Progress:* Progressing well – 50% at TRA2 now; likely to be deemed successful by late February, pre-PIC.
- *Staffing:* The balance of Armorgroup contractors no longer required at Shaiba, funded by Better Basra resources. Programme to finish at PIC.

**ii) Major Crimes Unit:**

- *Objective:* To replace the corrupt and dangerous SCU.
- *Progress:* 200 people to be disciplined, removed, or prosecuted, then seek PDoP's and Governor's agreement to close down and establish MCU in new location. Close down the Jamiat (present site of the SCU). Realistically, only aim to get the MCU the best possible start, then hand to Iraqi control immediately at PIC.
- *Staffing:* Armorgroup contractors.

**iii) Forensics:**

- *Objective:* Establish a functioning forensics laboratory in the Warren site as rapidly as possible.
- *Progress:* Essential to get it operating before PIC to a reasonable standard and equipped to an acceptable level. Post-PIC – hand over to Iraqi control.
- *Staffing:* Bob Lambourne to deploy to BAS from Baghdad frequently. Armorgroup contractors to carry forward the programme to PIC, one or two forensic experts to train trainers post-PIC.

**iv) DIA:**

- *Objective:* To establish an effective internal investigation unit to improve the Basra police.
- *Progress:* Just starting at present. Based at BAS, to allow ongoing mentoring post-PIC. Should be finding its feet at PIC.
- *Staffing:* CivPol and Armorgroup.

**v) TIPS:**

- *Objective:* To establish a 'Crimestoppers'-style hotline, as in Baghdad, and transfer to Iraqi control as soon as possible.

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- *Progress:* In its early stages. Programme will be an accelerated version of the Baghdad scheme, but more basic in form. To be handed over to Iraqi control by PIC.
- *Staffing:* Armorgroup contractors.

vi) **Intelligence:**

- NIIA project – see Baghdad iii).

vii) **Leadership academy:**

- *Objective:* To provide a Bramshill-style academy to provide high-quality leadership and command-and-control training to the Iraqi police and DBE, and a base from which to operate post-PIC.
- *Progress:* Aspirational at present. Site and buildings identified, military still to fully commit (but likely). To be based at BAS and carry forward all of CivPol's training functions after PIC, including forensics, DIA, MCU etc. Estimated to open in March, if London agree.
- *Staffing:* CivPol, Armorgroup, Danish National Police.

**B) BAGHDAD**

Overall aim – more strategic and co-ordinated activities. Some areas to be sunsetted. Move our assistance increasingly to higher-level mentoring and support. MoI crucial to the future of the police. FOB Shield (the base at the MoI) may close at the end of 2007.

i) **TIPS:**

- *Objective:* To hand over to the NIIA by March at the latest, in co-ordination with CPATT.
- *Progress:* The UK's biggest success story, and one where we have delivered more than we promised. The scheme has developed beyond the original plan, a 'Crimestoppers'-style hotline, into a sophisticated intelligence system, including source cultivation. This provides valuable intelligence, but was not part of our original remit. Training for handover progressing well. CPATT likely to move TIPS to MoI in the next few months. Without a significant increase in resources (life support and new accommodation at FOB Shield, extra CRG teams and security for travel) CivPol/ Armorgroup will not be able to remain part of this. Recommend that we hand this over and decommission our assistance – this may take some time.
- *Staffing:* Armorgroup. Contract expires in March, drawdown likely to occur earlier.

ii) **Forensics:**

- *Objective:* A functioning, Iraq-led laboratory and training academy working with limited support, to be completely Iraq-led and run by end 2007.
- *Progress:* Lab open and courses running. Still significant work going on by CivPol, with support work from Armorgroup. Basra lab now the priority – CivPol to prioritise work there. Also contributes to the longer-term CT agenda.

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- *Staffing:* CivPol and Armorgroup. CivPol to concentrate on Basra pre-PIC. Project to continue no later than end 2007, by which time it will become entirely Iraqi-run. Review the position at end June 2007.

iii) **Intelligence:**

- *Objective:* The National Investigation and Information Agency up and running successfully by the beginning of 2009 with six regional bureaux, to be the MoI's lead criminal investigation organisation.
- *Progress:* Still in its infancy, and heavily dependent on British assistance. One CivPol officer is the project manager for the entire programme. We supply mentors in Basra.
- *Staffing:* This will require 2 CivPol slots until early 2009, to be reviewed in early 2008.

iv) **Capacity Building at the MoI:**

- *Objective:* to provide Rule of Law and policing advice to advice at a strategic level to the MoI at a strategic level through one or more high-level advisers.
- *Progress:* Decisions required. A crucial part of making the MoI centre function effectively. This could be one or two posts. A senior Rule of Law practitioner would be needed – a judge, senior policeman, other law enforcement officer or (ideally) a senior civil servant – to advise the Minister and the Deputy Ministers. This would be in our interests, by providing strategic advice at the centre to improve the police, and also reflects CPATT's recent requests.
- *Staffing:* To be decided.

v) **CPATT slots**

- *Objective:* to continue to provide expertise and guidance to CPATT central staff for as long as is required.
- *Progress:* The Deputy Director, Training (CivPol) and the Deputy Commanding-General (Army) slots are British. We should aim, over the next year, for
  - A high-level planning slot
  - The Deputy Director slot (in succession to the current British Brigadier slot)
  - A curriculum development adviser.
- *Staffing:* The high-level slot could be combined with the CPA role (see vii) below. One Chief Inspector required for the Deputy Director slot when the post is civilianised, plus a lower level staff member for curriculum advice (to be drawn from Armorgroup staff previously at Shaiba).
- *NB:* CPATT have also asked for other detective slots. Until they provide clear job specifications, which they have not, we do not propose to fill these.

vi) **Hostage Affairs:**

- *Objective:* Continuity of the Embassy's and CivPol's links into the Hostage Working Group and other US and MNF-I hostage recovery groups.
- *Progress:* The slot will be gapped after the present incumbent.
- *Staffing:* There are three options:

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- Replace as rapidly as possible with another police officer from the UK with the relevant skill set, to be part of CivPol as now.
- Double up with another job in CivPol to make it part of a broader portfolio.
- Recruit a similar officer to the present job-holder, but separate from CivPol.

The job is not a heavily loaded slot until hostage issues arise (as at present), when it involves long hours and a heavy workload. We need to preserve our links into the US and MNF-I systems, which require regular contact. Recent events have shown that we cannot manage without this slot. We tend towards the first option. Grateful for views.

vii) **Chief Police Adviser:**

- I recommend that post-PIC in Basra this slot be brought up to Baghdad, to oversee what should be a smaller and more strategic policing team. The post could potentially double up with the senior job proposed at CPATT.

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