



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

**INFO MEMO**

19 September 2003

**MEMO FOR:** ADMINISTRATOR  
**FROM:** Douglas Brand, Ministry of Interior  
**SUBJECT:** Iraqi Police Training and Development

**SHORT SUMMARY VERSION**

**BACKGROUND**

Iraq Police Service (IPS) personnel levels are some 50% or less than what is currently needed. The goal is to establish a 65 - 70,000 member Iraqi police force over the next eighteen months to two years. A well-balanced program is needed for institutional reform, personnel recruitment, and training. Support is required from coalition partners and international donors. The estimated annual cost for the programs described below is \$970 million.

The training effort will require a large-scale training facility and significant numbers of teaching staff both in Iraq and in Jordan for both recruit and transition training. A development and assistance program staffed by up to 1,500 international police advisors and mentors is required. In addition, 50 to 100 select Iraqi policemen will be trained as trainers in Jordanian police training academy. This will begin within three weeks.

A major effort to build the international cadre of police trainers will need to begin immediately. This effort will be led by the US and the UK, with the assistance of

the State Department and the Department of Justice in Washington and Foreign Commonwealth Office in London coordinated by the CPA in Baghdad.

### INTEGRATED PROGRAM SUMMARY

- ***Police Recruitment and Selection (\$5 Million for the first year)*** --identify and initially screen at least 33,000 qualified candidates with a team of 25 police and 150 ministry of interior (MOI) staff. *Time scale:* 4 – 6 weeks to prepare MOI staff and processes, recruiting starts no later than 1st October.
- ***Police Training (\$150 Million for the first year)*** - training programs to be developed, staffed and delivered by 600 international trainers, plus support, both in Iraq and in Jordan. Training programs are an 8-week basic police skills recruit course, and a three week reform/transition course for existing personnel. *Time scale:* Recruit training starts 13<sup>th</sup> December, TIP training on going now.

Other courses including management and supervision will be conducted, the trainers being drawn from the full complement of international police personnel.

- ***Police Institutional Reform and Development (\$800 Million for the first year)*** – There will be a uniformed 1,500 member International Coalition Police Force (ICPF) which will have *executive authority and authorized to be armed*, and will implement new organizational structures, standard operating procedures, training and equipment guidelines for police throughout Iraq under command of a CPA appointed commissioner. The IPS would retain primary responsibility for maintaining public security within its competence. The military presence will be able to reduce as the new trainees become effective throughout Iraq. *Time scale:* Commence duty by 13<sup>th</sup> December.

- ***Developing Police Operational Capacities (\$20 Million for the first year)***

Additional capacity is required to tackle operational demands such as organized kidnapping, extortion, and trafficking in people and narcotics. This needs dedicated units that will need specialized selection, training, equipment and advisors to deal with the growing organized crime problems. *Time scale:* Immediate.

***Next Steps:***

- Complete agreement with the government of Jordan on the use of its facilities and for training trainers. To be completed by mid-October.
- Consultation with US Departments of State and Justice, and UK FCO to develop strategies for domestic and international political and financial support.
- Assess the capacity for expansion of training in Iraq and ability to recruit ICPF personnel for Iraq.
- Prepare training courses, support logistics and recruiting strategy