



AL BASRAH BLUE LAW ENFORCEMENT

**Capacity Building of Law Enforcement in Al Basrah
Project**

Refined Architecture for the AI Basra Law Enforcement Project BLUE

Iraq

(4.7.2008)

Project Title	The AI Basra Law Enforcement Project (BLUE)
Expected Output(s):	<ol style="list-style-type: none">1. The IPS capacity to develop strategic and budgetary plans is strengthened2. The forensic capacity in crime investigation of the IPS is expanded and strengthened3. An AI Basra-wide registration project of firearms is conducted4. New community policing approaches are designed and tested in the IPS in two model police stations in AI Basra5. Community policing stations are designed, built and equipped in two locations in AI Basra6. Pilot community policing project evaluated and partnership with Japan facilitated7. A new independent mechanism of public complain over police misconduct is advocated
Executing Entity:	UNDP

Brief Description

AI Basra Law Enforcement (BLUE) Project will assist the Iraqi Police Service (IPS) in AI Basra Governorate to reach higher standards of efficiency and productivity in service delivery as well as to build confidence between the police and the Iraqi people to improve its image. As the police size has reached a ceiling, the focus in the coming institution-building phase will be on increasing operational standards, productivity, efficiency and legitimacy. The two-years BLUE project will actively support the development of a strategic and budgeting planning capacity, the strengthening of forensics as a tool in criminal investigation as well as a capacity of firearms control in AI Basra Police Force. To increase the level of trust between the police and the people, the project will support the piloting of community policing approaches in AI Basra and the strengthening of a public complain mechanism over police misconduct on the governorate level.

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List of acronyms

AFIS	Automated Fingerprint Identification System
BLUE Project	Al Basra Law Enforcement Project
CivPol	Civilian Police
COB	Contingency Operation Base
CPWG	Community Policing Working Group
DIA	Department of Internal Affairs
DNA	Deoxyribonucleic acid
FCO	Foreign and Commonwealth Office
GCMS	Gas Chromatograph & Mass Spectrometer
IPS	Iraqi Police Service
JSS	Joint Security Stations
Mol	Ministry of Interior
NCL	National Crime Laboratory
NFTI	National Forensic Training Institute
NGO	Non Governmental Organization
PRT	Provincial Reconstruction Team
PTT	Police Transition Teams
RCP	Recovery & Crisis Prevention
RCPP	Head, Recovery and Crisis Prevention Programme
SoW	State of Work
ToR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNAMI	United Nations Assistance Mission for Iraq
UNDP	United Nations Development Programme
WFP	World Food Programme

“Establishing an effective and continuing relationship built on mutual respect and trust between the Ministry of Interior and the Iraqi people”

Ministry of Interior 2008 Annual Strategic Plan

Situation Analysis: A Turning Point

The end of recruitment and beginning of reorganization

In an environment dominated by insurgency movements, terrorism and organized crime, the police – a marginalized agency during the previous regime time – gained a new central position in the security sector after 2003. Over a five-year period, the police size was multiplied by a factor of 8 to 9 and grew from 60'000 in early 2003 to over half a million personnel in 2008. This massive recruitment wave and the correlative training requirements absorbed most of the efforts of the police organization during this period. With the final wave of integration of the Sunni Sons of Iraq into the police which started in April 2008¹, the ratio of police per inhabitants has reached a figure well beyond international benchmarks,² signifying that the recruitment phase of the institution-building is coming to an end. As this phase is now completed, energies will be liberated allowing the senior command of the police to embark into a new phase of reorganization to reach better standards and become more productive. *Time has indeed come for switching the efforts mode from quantity to quality, from short-term and ad hoc planning to longer-term planning, from tactical issues to more strategic issues. Issues such as performance, productivity, financial sustainability, standards, values, and efficiency will be moving to the core of the police agenda in the coming months and years.*

A 15-points plan for Al Basra

On the security front, observers have described the latest successful security operations in the main cities of Iraq, including Al Basra, as turning point. After the so-called Charge of the Knights operations led by the Iraqi army, the city of Al Basra has indeed enjoyed much higher levels of security. In 2007, security in the city had reached a low since 2003, as illustrated by an assassinations' wave targeting elite, the police and women, kidnapping, crude oil and fuel smuggling and drug trafficking. During that year, the murder rate peaked at an unprecedented high of 1 murder for 1000 inhabitants³. The operation has been successful, militias have left the city and the governorate, and, according to observers, a sense of relief is very palpable in the city. While the gains are theoretically reversible and still fragile, the central government is committed to consolidate and built on the achievements. *Until the end of 2008, the police agenda in Al Basra will be absorbed by a 15-point*

¹ In Al Basra governorate, the about 14'500 strong police force has started the integration of 7'000 Sunni Sons of Iraq. In May 2008, 2'000 Sons of Iraq have been awarded long-term contracts and have been fully integrated into the police, while the remaining 5'000 have received a three month contract only (interview with police).

² For international benchmarks, see table in Annex 4. There is currently about 1 police officer for 52 inhabitants in Iraq, which is about 6 times above international averages. In the Al Basra governorate, since the inclusion of 7000 Sons of Iraq in the police, the ratio has peaked at 1 police officer for 88 inhabitants. As point of comparison, the ratio in most European states is about 1 police officer for 300 inhabitants. Iraq has possibly the highest density of police officers in the world. As the police organization will move towards quality by reorganization and training measures, the police will be able to diminish significantly in size. The police currently is an important provider of job, having in mind that unemployment among male adult was 33% in 2005 (source WFP survey). According to newest figures, the unemployment rate has dropped to 20% in 2008.

³ Iraqi Police Service statistics made available to UNDP. Actual figures probably higher

plan designed by the Ministry of Interior for the governorate – the so-called internal order #5481, April 23, 2008 - which is currently being implemented. The plan, which has a highest priority, calls for creating an Al Basra level local “force de frappe” capable of fighting successfully the return of militias, death squads, other insurgency movements and the organized crime. The heavily militarized plan includes the establishment of 10 to 15 large so-called Joint Security Stations⁴ comprising army/police and the strengthening of the paramilitary capability of the police by the strengthening of a paramilitary police force (the co-called Emergency Battalions).⁵ Six Emergency Battalions of about 400 officers each and 1 public order battalion are now operational in the city while the first Joint Security Station construction is scheduled to begin in August 2008 with the support of the US government. Unlike the regular police which wear light blue uniforms⁶, this paramilitary force wear kaki uniforms, is equipped with non armored pick-ups, and staffs the check-points in the city. To oversee the implementation of the plan, a number of key leadership positions of the police in Al Basra are recent appointments, including the Commander of the Police, the Deputy Commander and the Director of Administration, as well as the Director of the Department of Internal Affairs. A number of senior positions of the police are occupied by officers transferred by the Ministry of Interior to Al Basra Police Force from the Iraqi army.

Blueing the police for safer communities

On the political front, the governorate councils elections planned for the end of 2008 may have an additional stabilizing effect while there are new positive signs of a transformation of insurgency movements into either political parties or social movements, as illustrated by the recently announced decision of Shiite cleric Muqtada Sadr on June 13 2008 to demobilize the majority of his Mahdi Army militia and turn it into a social work-oriented organization. Observers agree that Iraq no longer fits the failed state categorization and is progressing towards a more stable but still fragile state. Security operations will still have a priority and absorb much of the energy of the police throughout the year 2008, but initiatives for “normalizing” the police will progress and take the front stage as armed violence recedes. Alongside with the securization of the territory, one of the three strategic goals articulated by the Ministry of Interior in its 2008 strategic plan is the development of a relation of mutual trust between the police and the Iraqi people. Building on security gains and in parallel to the paramilitary police battalions, the senior command of the police force wants to develop at the police station level new standards, community policing practices and develop the police into a service to communities. The context of gradually improved security, completion of recruitment wave in the organization, as well as the declared intention of the senior command to transform the police into a service to communities are the backbone against which the BLUE project will build its assistance programme.

Status of the current document and methodology

⁴ The concept of « Joint Security Stations » (JSS) originates from a former programme of the US army which was deployed with Iraqi troops in relatively small mobile groups and outposts. The model was applied to mentor the Iraqi army and proved highly successful. Al Basra JSS Plan intends to use the same pattern to mentor the police battalions. The JSS in Al Basra will be Iraqi-led, with the Iraqi army providing mentorship to the police emergency battalions while US advisors deployed in Al Basra will concentrate on training. In addition, the Ministry of Interior is contemplating supporting the construction of 6 new police stations in Al Basra between 2008 and 2009.

⁵ These units are an integral part of the Iraqi Police Service of Al Basra Governorate and report to the Commander of Al Basra Police Force. At the Ministry of Interior level, similar units exist but have not been deployed in the provinces.

⁶ Light blue for non-commissioned officers and dark blue for commissioned officers.

A UNDP assessment and project development mission was conducted by a two-member team lead by a UNDP senior advisor on policing. The assessment included a field mission from the 18th of May to the 19th of June 2008. Strategic documents of the police were reviewed; about 20 meetings with the Deputy Minister of Interior for Policing, the Commander of Al Basra Police Service and senior officers of the Iraqi Police Service in Al Basra as well as of MoI agencies were held in Basra and Baghdad; meetings and interviews took place also with key international actors involved in the security sector (Annex 6). Short draft concept notes produced by the assessment team identified areas of support by the BLUE project. These notes were discussed with stakeholders and integrated into this draft final project document. The present draft final project document will be translated into Arabic and distributed for consultation to the Ministry of Interior and the Al Basra Police Force Command in July. Meetings with the Deputy Minister of Interior for Policing and the Commander of Al Basra Police Force will be held in the second half of August to review the document and finalize it by September 15.

The needs analysis

Strategic and budgetary planning capacity-building

Strategic and budget planning in Al Basra IPS

Strategic and budgeting planning will be a key in the coming phase of the institution-building of the police force. This phase will concentrate on reaching higher policing standards, building trust with communities and increasing significantly the productivity of the police. Local strategic and budgetary planning impacts directly on the yearly resources allocation received by Al Basra Police Force from the Ministry of Interior. Weak planning results in poor funding, unbalanced budget allocations impeding budget execution⁷, and, as a consequence, put at risk the necessary strengthening of the police force. Following the decentralization of security planning and operations that will come into effect with the new Law of Governorates Not Incorporated Into A Region after the 2008 elections, strategic planning skills will become even more important at the local level.

At Al Basra Police Force level, there is an urgent need for the acquisition of strategic and budgetary skills to ensure that the police of Al Basra will successfully manage the coming reorganization phase. The focus on the development of minimal and basic operational skills over the past five years was not matched by the creation of a layer of managers in the police bureaucracy to sustain the tremendous growth. The assessment identified a number of key weaknesses to be addressed by the BLUE project.

- Lack of awareness of the role of the Planning Unit: The Planning and Follow-Up Unit of Al Basra Police Force is currently engaged in

administrative and procurement tasks such as the acquisition of land titles for the construction of new police stations. There is a lack of understanding of the core function and responsibility in planning of the unit in the IPS.

- Under-resourced unit: The planning and follow-up unit of the IPS in Al Basrah was recently downsized from 10 to 3 staff after a restructuring. This downsizing reflects the lack of understanding of the critical role of the unit in the development of a large police organization with 22'000 police officers.

⁷ The government of Iraq applies a rule allowing only 10% of transfer from a budget category to another. Poor budgetary planning potentially is a key factor accounting for the weak budget execution observed at MoI level.

- Lack of skills: The “annual plan” sent to the Mol on May 30 2008 consists uniquely of a list of items to be procured. Similarly, the current five-year plan of the police in Al Basra consists of a modest single page document specifying how many police stations will be built on a yearly basis. While at national level, strategic planning skills have been developed, this is not the case at IPS governorate level. As the national strategic planning and budgeting cycle process requires IPS agencies at governorate level to provide inputs, the national planning remains a weak and frustrating exercise.
- Lack of integration of the planning and follow-up unit of the Al Basra IPS in the annual budgetary planning process: The planning unit is not a full member of the budgetary committee responsible to draft the annual budget of the IPS in Al Basra; it is not involved in strategic budgetary planning and decisions.

Expanding forensic capacities

The benefits of forensics and DNA analyses in modern investigations

Changing the current culture of confession-based criminal investigation to scientific evidence-based practices carries a number of invaluable benefits: more objective investigations, less human rights abuse risks, less miscarriage of justice and improvement of conviction rates in courts, more trust by the public on the effective carriage of justice and the professionalism of the police. Over the past 20 years, the scope of forensic techniques has expanded and one of the most critical modern investigation techniques uses DNA sampling to identify victims or confound criminals. The case of Western Australia is useful to illustrate the importance of DNA in modern investigation, as the population size of this Australian state is similar to Al Basra’s (2’000’000 inhabitants). The crime laboratory of Western Australia received 27,000 crime exhibits for DNA analysis in 2007. DNA analyses are performed for all types of crimes. In Western Australia, property crimes accounted for a considerable 40% of the 27,000 DNA samples analyzed in the laboratory in 2007.

Iraq was historically a regional center of excellence for forensic-type investigation; this reputation was however lost during the last years of the previous regime time. The revival of a forensic capacity in Iraq should be seen in the light of its instrumental function in achieving a rule of law culture and contributing to the trust of the public in the criminal justice process. By replacing confessions with scientific evidence, the benefits of forensic will be multiple and important in a strongly divided society (see frame).

After 2003, the UK government has taken the lead in assisting Al Basra Police to develop a forensic capacity and the *Al Basra Police Force Crime Laboratory serves as a model for Iraq*. After extensive construction work, the regional crime laboratory of Al Basra

has been reestablished in 2006; crime scene investigators have been equipped and trained; investigation judges’ and court judge’s awareness of the function and benefits of forensic science in investigation has been raised by the completion of specialized workshops. New standard operating procedures requiring a forensic report to be attached in all investigation files submitted to courts have been established in Al Basra. To complement the development of a forensic capacity in Iraq, the correlative legislative framework regulating the use of forensic evidence and data protection is currently being developed at the national level.

While progress is being made, the development of the forensic capacity of the police in Iraq still faces budgetary constraints and minimal acceptance as a modern investigation technique. This is reflected in a modest provision for acquisition of forensic equipment in the 2008 budget (USD 1.7 million). As the new techniques will prove their pertinence in investigations and the courts, their acceptance and correlative budget allocation will grow. One of the key areas of development is the acquisition of a capability to conduct DNA investigations.

UNDP has been requested by the Commander of Al Basra Police Force to support the completion of the refitting of the five-storey regional crime laboratory at the police headquarter in Al Basra to accelerate the establishment of such a capacity. A similar demand to UNDP has been forwarded to UNDP by the Chief Forensic Investigation Advisor of the British Embassy Baghdad, in coordination with an informal group comprising donors' countries involved in the field of forensic science in Iraq (see Annex 2.1).

Small Arms control.

Firearms, human security, and development

There is wide recognition among UN member states that the widespread availability and misuse of small arms, particularly in crisis and post-conflict environments, not only undermines peace and stability but also represents a tremendous obstacle to the achievement of sustainable development. In Iraq, small arms have proliferated since 2003 and are a major cause of casualties, disruption, and fear. In Al Basra governorate, the police recorded 1850 homicides in 2007 or practically 100 homicides per 100'000 inhabitants, a very high figure in international comparison. Apart from the use of small arms in armed violence, firearms serve the purpose of protection and are widespread in Iraq.(source: police statistics)

Only when the movement of small arms is regulated and the number of firearms and ammunition is grasped within a given territory would there be an opportunity for small arms control. Registering the possession of firearms is thus a first step in arms control in Iraq. Possession of small arms is regulated by the:

- Law of Firearms No. (13) of 1992, as amended by Law No. (15) of 2000.
- CPA Order No 3 "Weapons Control" of 23 May 2003
- CPA Order No 3 Weapons Control, Revised and Amended as of 31 December 2003
- CPA Memorandum No. 5 Implementation of Weapons Control, Order No. 3 of 23 May 2003

At present, the Mol is preparing a new encompassing law to harmonize pieces of firearms legislations. While equipped with a legislative basis, the security forces have yet not initiated a process of registration of firearms and issuance of authorization. The current law regulates the possession and carriage of firearms and establishes a mechanism of authorization. Under the Law of Arms No (13) of 1992, as amended by Law No (15) of 2000, authorization for firearms possession can be issued by the Mol or the governor, the latter with authority for the provincial level only.

Security forces in Iraq have a working system for registering firearms. For the police force, the Mol issued an order instructing all police officers to register their duty firearms by completing a document identifying the weapon and its owner, which is called Form #102. The document identifies the serial number of the weapon, its type as well as other characteristics and is signed by the police personnel. Penalties for loss by a policeman are high and dissuasive (up to USD 14'000). There is however no central electronic registration and stockpile management system in place and the whole process and data remain manual and paper-based. It is the understanding of the police that a similar registration system for firearms issued to private security companies should be in place as well as for private ownership of firearms by the citizens of Iraq.

As security in Al Basra improves, Al Basrah Policed Force contemplates a project of consolidation of the gains by initiating the registration of private ownership of firearms. The security gains provide an opportunity to reassert state control over small arms possession and to send a strong signal to the public that restoration of the rule of law is in effect for the benefit of all citizens.

Community policing

Community policing as a philosophy and its best practices

There is no universally accepted definition of community policing and the concept is open to various implementation styles. It is generally accepted that community policing is a policing philosophy associated with a number of new notions in rupture with a more traditional model of policing. Community policing emphasizes social prevention and the resolution of problems; it promotes partnerships with civil society or state agencies to produce better security; community policing introduces mechanisms of consultation and empowerment of communities to produce the consent of communities; it is responsive to community needs, gender issues and cultural diversity; community policing is more victim-oriented; finally, it emphasizes transparency regarding the performance of the police. While these principles are at the core of community policing, empirically community policing can take many different shapes. The mini-stations (Koban) are a most visible element of community policing in Japan; in the UK, police stations have entire teams dedicated to community relations and problem-solving. Community policing is often associated with changes in leadership and in management methods, such as a strong reliance on the individual beat police officer and a management by objectives methodology.

The police during the Saddam Hussein regime was not conceived as a service to citizen, but functioned mainly as an instrument of surveillance and coercion in the hand of the state. Similarly, the security situation and agenda of the first years after 2003 in a widespread armed violence context has left little space for the initiation of new policing approaches. While there are emerging forms of community interactions initiated by Al Basra Police Force, such as the establishment of a community liaison focal point, the establishment of a complain office over police misconduct or interactions with sheikhs and tribal leaders, a coherent and sustained community policing doctrine has yet to be formulated and deployed systematically at police station level to guide local police officers in their daily interaction with people. As the security situation in Iraq improves, the senior command of the police in Iraq has expressed its willingness to reorient the police station work following best practices of community-based police approaches in view of developing a relationship of mutual trust between the police and the people of Iraq. They expressed a willingness to initiate

organizational steps towards a gradual change of philosophy of policing. Managing such a change of paradigm is a long-term process and best international practices will need to be experimented, tested and adapted to the local context of policing in Iraq.

Police ombudsman

Instituting a formal independent channel for public complains on police misconduct is a key institution in democratic policing, a measure likely to build trust of the public in the police, and a critical instrument to ensure integrity of the police. As source of police misconduct in Iraq loyalties of some of its elements to insurgent movements have been named, but misconduct are also likely to derive from the lack of proper training, lack of awareness of human rights and standards in a fast growing police organization. Vetting the police has the highest priority for a government in quest for security and integrity of the police. In Iraq's multilayer bureaucracy, policing the police is the task of a national agency – the Department of Internal Affairs (DIA) – which reports directly to the Ministry of Interior. Since its establishment, the DIA has however suffered from a severe constrains and allegedly been the object of infiltration by militia; this has severely limited its efficiency and provoked recurrent purges of its members.⁸ The DIA has only limited interaction with the public and, typically, does not maintain an office for public complains. While an embryonic

⁸ In June 2008, the DIA in Al Basra had only 27 open cases, while its investigations in 2007 resulted in only one indictment.

public complains over police misconduct channel has been created within the Al Basra Iraqi Police Service since April 2008 via the community liaison officer of the IPS, this channel is structurally disconnected from the DIA as the officer reports directly to the Al Basra IPS command. Finally, there are no formal separate hotlines for public complains over police misconduct in Iraq or at the governorate level.

An independent oversight mechanism: Police Ombudsman

Police Ombudsman

Over the years, police organizations have historically developed several layers of control of police misconduct. One institution is specially designed to establish an independent channel for complains about police misconduct by members of society. The institution is known as the "police ombudsman".⁹ The name "ombudsman" originates from Sweden and designates an official in charge of investigating abuses by civil servants. The ombudsman is a personality with a high standing in the community, with a legal background, tasked by law to receive complains from the public, and vested with the authority to launch a criminal investigation, a disciplinary case or simply dismiss a case referred to her or him by a member of the public. In principle, the ombudsman reports to the parliament. In post conflict or highly divided societies, and when the police are still in an institution-building phase, such an independent oversight institution is critical to improve the police standing in the community and their integrity. Northern Ireland is viewed as a model since the establishment of a police ombudsman as part of its "new beginning" strategy in Northern Ireland. In Northern Ireland, the ombudsman receives about 3'000 complains on a yearly basis. In the Gulf, Jordan established in 2005 a police ombudsman institution. A police ombudsman institution has been advocated for Afghanistan by the International Crisis Group.¹⁰

In the quest for a more coherent, formal and independent mechanism of public complain over police misconduct, a police ombudsman (see frame) is an interesting institutional solution for Iraq. A police ombudsman does not necessarily have an investigation team on its own, but is vested with the authority to request a disciplinary case or to request police internal affairs to investigate a criminal case. She or he has an office in an administrative building, separated from the police, and take complains of misconduct or corruption through multiple channels: writing, emails, office reception, and a hotline. The ombudsman institution should be viewed as instrumental to increase the public confidence level into the seriousness of the government to investigate cases of police misconduct within the police rank and restore in the long run the integrity image of the police. The ombudsman is nominated through an impartial

process, is accountable to the parliament, is granted a high level of independence and has the status of a senior official in the provincial administration. In Iraq, the police ombudsman could be nominated at governorate level through the nomination process for senior administration officials (see Law of Governorates Not Incorporated Into Regions No 21 2008, Article 9 for the nomination of senior provincial officials in Iraq.)¹¹ Other institutional models should be explored, such as a central police ombudsman office at national level with antennas at provincial level.

⁹ As benchmark, see the Northern Ireland police ombudsman (<http://www.policeombudsman.org/>)

¹⁰ *Reforming Afghanistan's Police*. Asia Report No 138, 30 August 2007.

¹¹ This nomination procedure could be based on art. 9 of the Law of Governorates Not Incorporated Into Regions No (21) 2008 which states that : "To approve the nomination of three individuals to occupy the senior positions in the Governorate by absolute majority of the Council members based on a proposal from the Governor for at least five nominees. The competent Minister shall assign one of them."

The BLUE Strategy

The BLUE project strategy will be aligned with the reorganization phase with the intention to increase its performance in delivering professional policing services and develop a relation of mutual trust between the police and the people of Iraq. Through targeted activities at the Al Basra police Force, the project will be articulated in two major components:

- Component I will support the development of modern services with higher rate of efficiency, productivity and professional standards and,
- Component II will support specific initiatives aiming at establishing a new social contract between the police and the people of Iraq. This second component will advocate and support the establishment of informal and formal inclusive channels allowing the people of Iraq to be consulted in the governance and the development of the community police that serves them.

Implementing this strategy will require:

- Capacity-building activities, advocacy of best practices in policing and extensive knowledge-sharing as the police of Iraq is a “new” institution in an institutional-building phase. Workshops, access to literature and knowledge as well as visit tours in carefully selected countries with best practices, are critical tools for a knowledge management in the institution-building phase of the police in Iraq.
- Realistic incremental approach. Piloting, experimenting, and adapting will be key methodological tools applied to the BLUE project for a successful management of change. Best practices to be developed locally through pilot projects in micro-environments and managed by the Iraqi Police Service itself. This approach will be applied when appropriate and in particular in the development of new community policing standards.
- Consolidation and coordination with international stakeholders who are providing assistance to the IPS and especially Al Basra Police Force. The intention is to build on and consolidate past assistance programs and coordinate with international stakeholders to avoid duplication during the project implementation as well.
- Local ownership through working groups led by the Iraqi Police Service and Al Basra Police Force will be established when necessary.
- Providing a platform to develop a network of international contacts for the benefit of the Al Basra IPS; the project will aim in all its activities at facilitating this networking in view of future cultural and technical exchanges for the sustainability of the BLUE project goals.

The BLUE Project Development Objectives, Outputs and Activities

Objective Component 1: The Al Basra IPS is more productive and professional in its service delivery

Subcomponent 1.1: Capacity-building in strategic and budgetary planning
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Output 1.1: Al Basra Police Force is capable of elaborating short and long-term strategic and budgeting plans according to the Ministry of Interior standards

This project subcomponent aims at strengthening the capacity of drafting strategic plans at the IPS in Basra. This will be achieved by:

- *raising the awareness* of strategic planning within the senior management of the police and the planning unit and by
- *training planners*, including planners at district level.

The main beneficiaries of the workshop and training will be identified by the BLUE project manager in collaboration with the IPS commander and the UK CivPol leadership specialists.

The activities will be coordinated with the UK Government and CivPol as well as with the Iraqi Mol. While the US assistance has focused on basic training, the UK government has taken the lead in the so-called Police Leadership Development in Al Basra and Baghdad. Workshops at ministerial level on strategic planning have been conducted by the UK Government and more are planned; a UK senior advisor on strategic planning will be deployed at the Mol in Baghdad; trainers in Al Shuaiba Training Center in Al Basra have been mentored by UK a team of UK CivPol; and a general curriculum on leadership for three types of police managers is currently developed in Baghdad and expected to be deployed in autumn 2008. The training intended by the BLUE project manager will be more specialized and focus specifically on the acquisition of competencies for the drafting of a strategic plan. The Mol Directorate General Planning and Follow-up will be involved in the training as it has developed procedures for the annual planning and a framework whose understanding needs to be cascaded down to agencies and IPS at governorate level.

The activities: The subcomponent has four activities:

Activity 1.11. An immediate 2-day workshop on strategic planning for key planners and a selection of senior officers of Al Basra Police Force (10-15 participants). The workshop aims at raising the awareness of senior command in Al Basra on the status, process, requirements (of the Mol), and overall methodology for the design of a strategic plan. It will be conducted in Al Basra by a team of 2 UNDP experts, one or two Mol representatives of the Mol Directorate General of Planning and Follow-up, and benefit from the collaboration of UK CivPol engaged in leadership training. The workshop will be organized in collaboration with the UK CivPol in Al Basra.

Activity 1.12. A two-week training for 10 planners from the middle management ranks (lieutenants to majors) of Al Basra Police Force to develop their strategic

planning skills to be conducted in the first half of 2009 at a police academy of the region (Jordan, Qatar, UAE, Egypt) to be identified.

Activity 1.13. A grant for leadership training (3 to 9 months) for one Al Basra IPS planner at a major police academy in the region.

Activity 1.14. The equipping of the Planning and Follow-Up Unit of Al Basra Police Force with 4 computers and one printer.

Subcomponent 1.2: Capacity-building in forensic science

Output 1.2: The regional crime laboratory of the Al Basra Police Force is refitted and furnished so as to accommodate new DNA analyses equipments as well as biological and chemical equipments



Photos: The Al Basra Regional Crime Laboratory building; one room before refurbishment



Activity 1.21: Refitting the top two floors of the regional crime laboratory in Al Basra. This will prepare the ground for significantly expanding the current capacity of the laboratory. The first three floors accommodate laboratory specialties such as Automated Fingerprint Identification System (AFIS), questioned documents (forgery), computer crimes, explosive ordinance disposal, and include a vehicle storage shed, a microscope room, a drying room and a conference room among others. The refitting and refurbishment of the last two floors will allow the installation of a DNA analysis system in the fourth floor and a biological and chemical section in the fifth.

Activity 1.22: Providing forensic instruments to the regional crime laboratory of Al Basra.

The Forensic Working Group established by the project, whose members will be representatives of the Al Basra Crime Laboratory as well as of the UK forensic team in Al Basra and the US forensic team in Iraq, will be tasked with the coordination of the two activities in order to avoid duplication and ensure a maximization of the support provided by UNDP. In particular, forensic equipment will be procured based on a list provided in the annex (Annex 2.3).

Subcomponent 1.3: Supporting the registration of firearms by the Al Basra Police Force

This project subcomponent will provide technical expertise and equipment to assist the Iraqi Police Service-led initiative to establish a registration and licensing system for civilian firearms possession in Al Basra Governorate. The project will be conceived as a pilot scheme of the Ministry of Interior and is expected to receive further technical support by the Bureau for Crisis Prevention and Recovery (BCPR). The system will allow the creation of a central database for registration and keeping track of firearms owned by security forces, private security companies and individual citizens. The software should perform an identification function (i.e. brand, model, caliber, manufacturer, country of production, type and category) and its serial number) and keep track of the firearms owned by individuals or legal entities. It should also allow the issuance of certificates for possession and carriage of firearms. As police stations currently are not interconnected through a privately owned cable network, Al Basra central database will be regularly updated through information stored on CD Rom from the registering police stations or, when available, through regular downloading of data through internet. The BLUE project will explore the technical feasibility of the system to perform also a stockpile management of firearms owned by the police. There are existing softwares allowing the identification of firearms, the users and the storage location of equipment, when not in use.

The registration project will be accompanied by an Al Basra-wide public campaign. The initial registration process is expected to last for 12-months with a possible extension in the form of an amnesty for late registration for a period of six-months. Details will be regulated by the Mol.

Output 1.3: Al Basra wide electronic registration and licensing system of firearms is conducted by Al Basra Police Service

- Activity 1.31: Procure license, computers and printers for a firearms registration and stockpile management for pilot project in Al Basra. In each of the 45 police stations of the Al Basra IPS
- Activity 1.32: Support to the elaboration of central data base and the process for data registration
- Activity 1.33: Software literacy course provided for users
- Activity 1.34: Assist the design of a public awareness campaign in Al Basra Governorate to inform and prepare the citizens for the registration of firearms;
- Activity 1.35: Facilitation of the international networking of the Al Basra Police Force small arms focal point. UNDP will fund the participation to an international conference related to small arms control of the Al Basra Police Force officer responsible for the implementation of this project subcomponent.

Objective Component 2: Community-based policing and governance standards are developed in Al Basra Police Force

Subcomponent 2.1: Piloting community policing in two new police stations in Al Basra

As community policing is a new philosophy for the police in Iraq and the security situation remains a matter of concern in a number of areas in the governorate, the project will be conceived as a pilot with the intention to test the validity of community policing principles at a selection of two police stations built, respectively rehabilitated, by the project. The pilot project will be managed by a working group

with the assistance of UNDP and in coordination with the British CivPol under the guidance of the project board. Standard doctrine, processes and procedures will be designed by the working group and police staff selected to man the stations will be trained to implement community policing in these locations. The experience will be evaluated after one year of implementation for consideration by the MoI and Al Basra Police Service on further deployment of community policing in Iraq. Pilot locations will need to be selected carefully according to criteria to be defined with the police.

Many police stations in Al Basra are old, decaying, poorly equipped, and, in many cases, unfit for policing. The current network of police stations was also designed to accommodate a rather small police force which has decupled in size in the past few years. To accommodate this growth and provide a tighter network of police stations, Al Basra Police Force is planning to increase its current number of stations by twenty units - from 42 to 62 within a five year period. UNDP will support this program by building and equipping two police stations intended to provide for an ideal working environment for the introduction of community policing practices. New floor plan will be designed to accommodate new policing standards and the police stations will be equipped and furnished to promote the self-esteem of the police and their image in the communities.

The phases of the community policing pilot project

In its *first phase*, the project will establish a community policing working group for the entire duration of the project subcomponent. The working group will be responsible for the production of all the documents necessary for the successful implementation of the pilot project. It will be chaired by an IPS senior member and UNDP will provide for its secretariat.

In the *second phase*, the project will concentrate on the establishment of an initial consensus on a doctrine of community policing. The main activities of this phase will be a study tour in countries reputed for their community policing tradition (for instance Japan, UK and UAE), a workshop on doctrines of community policing, and the procurement of essential documents, books, articles on community policing.

In the *third phase*, locations for the construction of the two stations will be selected, the floor plans and bills of quantities for the new community policing stations will be designed, the procurement process will be initiated and the stations built. During that phase, the working group will design new processes and procedures for the community policing stations as well as a short training module associated with a training manual. UNDP will run an appropriate training course for the officers selected as community policing officers in the pilot stations.

In the *fourth phase*, community policing will be implemented in the new stations under the guidance of the working group.

In the *fifth phase*, the pilot project will be evaluated jointly by the MoI and Al Basra Police Force, with the assistance of UNDP.

Outputs and activities

Output 2.11: New community policing approaches are designed and tested in the IPS in two locations in Al Basra

Activity 2.11: Create working group on BLUE community policing in Al Basra and visit benchmark countries (Japan, UAE and UK) for 4 IPS members + 1 translator + 1 UNDP representative.

Actions:

- *Establish a Community Policing Working Group (CPWG)*. The group will be tasked with the definition of the community policing standards (floor plan of the

stations, equipments, processes and procedures, book of rules, etc); the working group includes a project manager, designated by the Al Basra Police Commander, the UNDP Project Manager (as secretariat), the contractor selected for the construction of police stations, as well as, a UK police advisor for coordination purposes.

- *The CPWG will be responsible for reporting on the project subcomponent; it drafts an inception plan for the completion of the project subcomponent, quarterly reports, and annual progress reports.*

- *Study tour to countries with well established community policing practices.* The project will start with a study tour in two to three countries well-known for their community policing practices for members of the working group. Visit to Japan, UK and UAE will be contemplated by the project. Japan and the UK are historical birthplaces of community policing. In the Gulf region, Abu Dhabi in UAE has introduced community policing practices since 2004. Four Al Basra Police Force members involved in the project will be designated for the tour. One UNDP representative will accompany the group with a translator.

- *The project manager will organize local workshops on community policing.*

Activity 2.12. Procure documentation on community policing, including a selection of books (see list in Annex)

Activity 2.13. Support reengineering process of community policing stations. An international consultant will be tasked to support the Community Policing Working Group with the design of the standards for operating procedures at the community policing level. This, among others, could include community boards, problem-solving practices, community liaison officers, gender focal points, victim assistance program, gender-based violence processes, etc. One gender and human rights specialist will assist the working group in the development and formalization of these processes.

Activity 2.14. Train 200 community officers based on a specially designed course and manual

Actions:

- *Design a short curriculum for new community policing officer.*
- *Design a manual for the new community policing training*
- *Publish the manual (1000 volumes)*
- *Train 200 new community policing officer*

Activity 2.15: Design and conduct a public campaign in support of the new community police stations. To accompany the introduction of the pilot community policing stations, a public campaign will be designed by a UNDP consultant in collaboration with the CPWG.

Output 2.12: Community policing stations are designed, built and equipped in two locations in Al Basra

Activity 2.16: Design new floor plan for new community police stations, build and equip two community police stations. The two community police stations will be built, furnished and equipped by the BLUE project to serve the function of model police stations.

Actions:

- *Select locations with existing land titles owned by the Ministry of Interior*
- *Design a new floor plan for the community police stations*
- *Obtain approval of the floor plan by relevant authorities*
- *Select contractor and supervise construction*

Output 2.13: Partnership with Japan facilitated and pilot community policing project evaluated and

Activity 2.17. Facilitate the strengthening of relations (partnership) of Al Basra Police Force with a port city police in Japan on policing issues

The BLUE project will promote the idea of a partnership between a port city police in Japan and the IPS of Al of Basra. Building on historical ties between the city of Al Basra and Japan, economic ties with the port-city of Al Basra as well as the Japanese government funding of the BLUE project and past Japanese assistance to the establishment of security in Iraq, the development of a professional and community oriented police in the port city of Al Basra would highly benefit from further technical assistance from Japan in areas such as community policing, security measures of a harbor, and border guards and inspection in a port city. The BLUE project is an ideal platform to explore the mutual interests and the identification of areas of possible future technical assistance and exchanges between one port city police of Japan and the IPS of Al Basra. To that end, a visit to a port city police will be organized for an IPS delegation to a port city police in Japan, in consultation and coordination with the Ministry of Interior of Iraq and well as the Government of Japan. The members of the IPS delegation will be selected accordingly.

Activity 2.18. Evaluate the pilot projects and issue recommendations for the deployment at governorate level of the new approach

A team of one local consultant, a representative of the Mol, and an international consultant will review the progress made by the community policing pilot project and issue recommendations to the Commander of Al Basra police Force for expansion of the programme.

Subcomponent 2.2: Advocating and exchanging knowledge on a police ombudsman institution

“Accountability places limitations on the power of the police, but it should also give that power legitimacy and ensure its effective use in the service of the community.”
A New Beginning: Policing in Northern Ireland, Report of the Independent Commission on Policing in Northern Ireland, September 1999, p. 7

Outputs and activities

Output 2: A new independent mechanism of public complain over police misconduct is advocated and tested in Al Basra

Activity 2.21. Advocacy with relevant stakeholders on an independent public complains mechanism over police misconduct, in particular the police ombudsman

An international consultant will be tasked with the draft of a concept note on public complains over police misconduct mechanisms based on best practices and recommendations for Iraq. The note will include draft legislation or regulation.

Activity 2.22. Visit by Iraqi police delegation and parliamentarians (4 members) two countries (Jordan, Northern Ireland) with an established police ombudsman institution

A four-member delegation accompanied by one UNDP expert and a translator will visit two countries known for having established police ombudsman institutions, namely Northern Ireland and Jordan. The members of the delegation will be selected based on the recommendation of the international consultant tasked with drafting the concept note and the Government of Iraq.

Activity 2.23. One year support to the establishment and operation of a Police Ombudsman office in Al Basra

Following consultation and provided an agreement is reached over the consultation mechanism, UNDP will contribute to the funding of the mechanism.

The BLUE project				
	Outputs	Activities	Responsible Party	Inputs
1.1 Strategic management	The IPS capacity to develop strategic and budgetary plans is strengthened	1. Workshop (2 days) for 15 officers of senior management of the IPS in Basra	IPS, MoI and UNDP	16,190
		2. Two-Week training in a police academy/management school for 10 planners of the Basra IPS	One police/management school in the Gulf	58,000
		3. Grant for a 9-month course on management for one planner of the Basra IPS	One police/management school in the Gulf contracted	90,000
		4. Equipping the strategic planning unit with 4 computers and softwares		10,000
1.2 Forensic capacity-building	The forensic capacity in crime investigation of the IPS is enlarged and strengthened	1. Refit the last two floors of the Crime Laboratory of the IPS in Al Basra	contractor	500,000
		2. Provide equipment for the Crime Laboratory	Forensic Working Group	300,000
1.3 Small arms control	A Al Basra-wide registration project of small arms is conducted	1. Procure software license for registration of weapons and 45 computers	UNDP	160,000
		2. Support in the elaboration of a process for centralizing data at Al Basra level for arms registration	consultant	10,170
		3. One-day software literacy training for 100 officers		500
		4. Design campaign for registration of small arms in Al Basra	consultant	18,170
		5. Facilitate contacts and network of Small arms unit in Al Basra police	IPS Al Basra	3,170

2.1 Piloting BLUE community policing in Al Basra	New community policing approaches are designed and tested in the IPS in two locations in Al Basra	1. Create working group on BLUE community policing in Al Basra and visit benchmark countries (Japan, Abu Dhabi and UK) for 4 IPS members + 1 translator + 1 UNDP	UNDP and consultant	82,888
		2. Procure documentation on community policing, including a selection of books	UNDP	1,500
		3. Support reengineering process of community policing stations	consultant	48,680
		4. Train 200 community officers, design and print 1000 community policing manuals	UNDP	39,340
	Community policing stations are designed, built and equipped in two locations in Al Basra Pilot community policing project evaluated and partnership with Japan facilitated	5. Design and conduct a public campaign in support of the new community police stations	IPS and international consultant	23,670
		6. Design new floor plan for new community police stations, build and equip two community police stations	contractor	3,200,000
		7. Facilitate the strengthening of relations (partnership) of the IPS in Al Basra with a port city police in Japan on policing issues	UNDP	17,245
		8. Evaluate the pilot projects and issue recommendations for the deployment at governorate level of the new approach	Consultant	38,450
2.2 Public complain mechanism over police misconduct	A new independent mechanism of public complain over police misconduct is advocated	1. Advocacy with relevant stakeholders on an independent public complains mechanism over police misconduct, in particular the police ombudsman	consultant	22,510
		2. Visit by Iraqi police delegation and parliamentarians (5 members) two countries (Jordan, Northern Ireland) with an established police ombudsman institution	UNDP	18,539
		3. One year support to the establishment of a Police Ombudsman office in Al Basra	UNDP	40,000

Working plan

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Year I				Year II				Amount in USD
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<i>Targets:</i>										
Output 1.1: strategic and budgeting planning improved										
10 senior management	1.11 implement 2-day awareness workshop									16,190
10 planners	1.12 implement 2-week training in the Gulf									58,000
1 planner	1.13 grant for 9 months training									90,000
4 computers	1.14 procure computers and printer									10,000
Output 1.2: Al Basra regional crime laboratory refitted and equipped										
2 floors	1.21 refitting of two floors of Crime Laboratory									500,000
instruments	1.22 equipping Crime Laboratory with forensic instruments									300,000
Output 1.3: Weapon registration system and campaign completed										
45 license, computer and printers	1.31 procure license and computers									160,000
1 database	1.32 elaborate central registration database									10,170
100 IPS officers trained	1.33 conduct training for software literacy									500
1 campaign	1.34 conduct public campaign									18,170
1 participation workshop for 1 IPS officer	1.35 facilitate networking									3,170
Output 2.1: Pilot community policing project completed										
3 countries visited	2.11 run working group and visits to benchmark countries									82,888
25 books + documents	2.12 procure books and documents									1,500
1 report on new processes	2.13 support reengineering processes									48,680
200 IPS trained, 1000 manuals printed	2.14 Design training and manual and train									39,340
1 campaign	2.15 Conduct public campaign on community policing									23,670
2 police stations	2.16 Design, build and equip police stations									3,200,000
1 report	2.17 Evaluate pilot projects									17,245
Japan visited, partnership	2.18 Facilitate partnership with a port police in Japan									
Output 2.2: Police Ombudsman advocated										
1 concept note and draft law	2.21 elaboration of concept of police ombudsman for Al Basra									22,510
1 visit for 4 IPS in Northern Ireland and Jordan	2.22 visit to benchmark countries									18,539
Complains office (ombudsman) office running	2.23 support to establishment of ombudsman office									40,000
TOTAL										4,699,022

Management Arrangements

UNDP Execution Organization

The project will be directly executed by UNDP, according to the Direct Execution (DEX) modality and in compliance with existing rules and regulations. This modality has demonstrated advantage in countries emerging from crisis. It provides for a flexible and responsive relationship with national entities in the management of the programme, while not undermining core capacity building and ownership objectives.

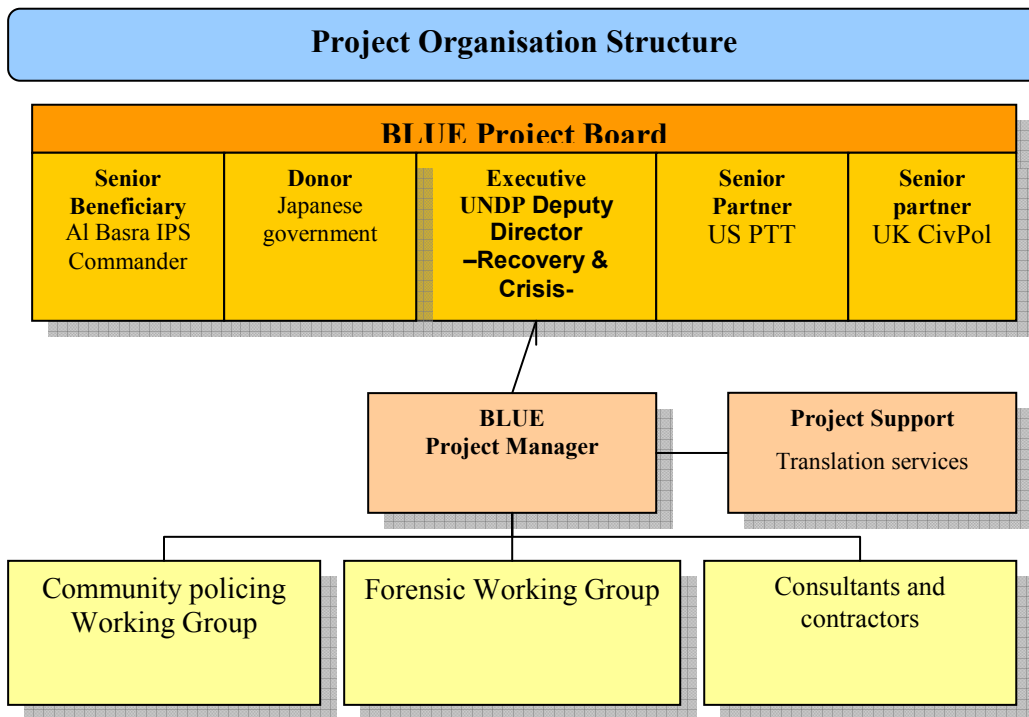
To guide and make strategic decisions, a Project Board is constituted presided by the UNDP Deputy Director – Recovery and Crisis and Prevention. The Commander (or a senior representative) of Al Basra Police Force, a representative of the Ministry of Interior, a representative of the Government of Japan, as well as a senior official of the US-led Police Transition Teams in Al Basra and a UK senior CivPol advisor from Al Basra will be full members of the project board.

Specific working groups will be created to ensure coordination, swift implementation as well as national ownership of the project components. A Community Policing Working Group (CPWG) will be chaired by a senior officer of Al Basra Police Force to be in charge of the community policing capacity-building subcomponent of the project. It will further include the two local commanders in charge of the territorial area where community policing stations will be built by the BLUE project, a competent contractor selected for the construction of the police stations, the BLUE Project Manager as well as a UK CivPol member who will coordinate with the UK activities in community policing in Iraq. Further members might be co-opted in the CPWG as seen necessary by the CPWG.

For a similar purpose, a Forensic Working Group (FWG) will also be created which will include a senior representative of Al Basra Regional Crime Laboratory, the contractor selected for rehabilitation/renovation work, a UK Government representative engaged in assisting Al Basra Regional Crime Laboratory as well as a representative of the US Government engaged in the DNA capacity-building of Iraq. The Forensic Working Group task will be consulted by the BLUE Project Manager for the coordination of the refitting, refurbishment and the selection of equipment of the last two floors of the Al Basra Crime Laboratory.

Other working groups might be created to implement other project subcomponents as seen fit by the BLUE Project Manager.

Construction work under the project will be executed by contractors selected via international bidding process.



UNDP execution strategy

Given the UNDP operational structure at country and field levels as well as current limitation in field office and accommodation space, the BLUE project will be managed from Amman (UNDP Country Office) by a senior programme manager, who will be accountable for the project execution, under the overall supervision of the Deputy Director –Recovery and Crisis Prevention. The Project Manager will make frequent travels to Al Basra as requested by the successful implementation of the project. On average the BLUE project manager will spend 15 days a month in Al Basra.

A team of international and local consultants under Standard Service Agreement contracts will be deployed to Al Basra to sustain the interaction with the local stakeholders, deliver BLUE programmatic activities and maximize the coordination with other assistance activities in the region.

As Basra remains an unsafe environment for the international community, UNDP international staff-members deployed to Al Basra are expected to live and work embedded in Al Basra UK Contingency Operation Base (COB). This translates in the following operational assumptions that have to be taken into consideration while planning for the BLUE project implementation strategy:

- Limited number of living accommodations and working stations available in COB for UNDP operations at any given time;
- Access of UNDP local staff to the COB to be managed in close coordination with the UK Security structures and possibly subject to sudden and unexpected restrictions in compliance with the COB security regulations;
- Interaction with local counterparts to be sustained through meetings organized in secure venues under close protection of UK Military/Security personnel;
- No freedom of movement for UNDP international staff members outside of the COB perimeter unless, if the security situation improves, organized with Multinational Division South-East (MNDSE) security and logistic support..
- High cost of project implementation in Al Basra.

Monitoring and Reporting

Formal Reporting System

The project manager will be responsible for all consolidated reporting to the BLUE Project Board. This will include the financial, progress and operational aspects of the BLUE project. The reporting system will include the following reports types and intervals:

REPORTING	DISTRIBUTION	MAIN POINTS	DEADLINE
INCEPTION	BLUE PROJECT BOARD	REPORT DETAILING THE BLUE PROJECT PLANNING INCORPORATING CURRENT AND LATEST SITUATION AT PROJECT START UP	WITHIN 6 WEEKS AFTER OFFICIAL ORDER TO COMMENCE OF THE BLUE PROJECT
QUARTERLY	AS ABOVE	REPORTING FOR LAST FOUR MONTHS. QUARTERLY REPORTS ARE CONSOLIDATED BY THE BLUE PROJECT MANAGEMENT.	NO LATTER THAN THE 15TH OF THE MONTH FOLLOWING THE PAST QUARTER
ANNUAL	AS ABOVE	CONSOLIDATED AUDITED FINANCIAL AND PROGRESS REPORT ANNUALLY PREPARED BY THE BLUE PROJECT MANAGEMENT	NO LATTER THAN THE 90 DAYS AFTER COMPLETION OF REPORTING YEAR
COMPLETION REPORT	AS ABOVE	AT THE COMPLETION OF EACH PROJECT OUTPUT	NO LATTER THAN 60 DAYS AFTER COMPLETION OF OUTPUT
FINAL REPORT	AS ABOVE	AT THE END OF PROJECT PERIOD, INCLUDES FINANCIAL ASPECTS AND SUMMARY OF COMPONENTS AND OUTPUTS COMPLETION REPORTS.	NO LATTER THAN 6 MONTHS AFTER THE COMPLETION OF THE PROJECT PERIOD.

Monitoring

The Project Manager will utilize several monitoring tools during the implementation of the mission:

- 1) During the inception period of the project (2 months), a monitoring table will be created by the Project Manager elaborating a set of indicators measuring on a quarterly basis outputs and activities (substantive and financial) which will feed the quarterly reporting to the BLUE Project Board.
- 2) UNDP will exercise its monitoring agent function over service providers.

- 3) Service contractors with a yearly budget of over USD 300,000 shall submit annually to UNDP audited or certified statement of accounts showing the status of the funds provided to it by UNDP within three months after completion of the year. These services contractors shall provide UNDP with an annual report of non-expendable equipment purchased by the contractor for the project. The report shall be submitted within 30 days following 56 weeks after the completion of the project year, and shall be included by UNDP in the main inventory for the project.
- 4) The pilot community policing project component shall be evaluated separately by a team of an external international consultant, a Mol representative, and a local consultant at completion of the project component or no latter than 2 months before the official end of the BLUE project.
- 5) The BLUE project shall be evaluated by an external international consultant at completion of the BLUE project lifetime.

Budget

The BLUE project						
	# of units	Cost per unit	# months/days	Total cost (2 years)	Year I	Year II
Component 1						
Subcomponent 1.1 (strategic planning and budgeting training)						
Activity 1 (workshop)						
International consultants (workshop management)	2	800	5	8,000	8,000	
National consultant (workshop management)	2	105	5	1,050	1,050	
International travels (Management consultant)	2	1,200	2	4,800	4,800	
Accommodation international consultants in Kuwait	2	335	2	1,340	1,340	
National travel Baghdad-Basra	2	500	1	1,000	1,000	
Subtotal activity 1				16,190	16,190	
Activity 2 (2-week training)						
International travels (Gulf, training school)	10	800	1	8,000	8,000	
2-week training in the Gulf for 10 planners	10	5,000	1	50,000	50,000	
subtotal activity 2				58,000	58,000	
Activity 3 (grant)						
grant for 9 months study (tuition, accommodation)	1	10,000	9	90,000		90,000
Subtotal activity 3				90,000		90,000
Activity 4 (procurement)						
4 Computers + 1 printer	5	2,000	1	10,000	10,000	
subtotal activity 4				10,000	10,000	

Subtotal Subcomponent 1.1				174,190	84,190	90,000
Subcomponent 1.2 (AI Basra Crime Laboratory)						
Activity 1. Cost subcontract refitting two floors	1	500,000	1	500,000	500,000	
Activity 2. Forensic equipment	1	300,000	1	300,000		300,000
Subtotal Subcomponent 1.2				800,000	500,000	300,000
Subcomponent 1.3 (Weapon registration)						
Activity 1 (procurement license, computers and printers)						
1 licence of registration system	1	25,000	1	25,000	25,000	
45 computers + printers	45	2,000	1	90,000	90,000	
45 printers	45	1,000	2	45,000	45,000	
Subtotal activity 1				160,000	160,000	
Activity 2 (Elaboration of central data base)						
International consultant	1	800	10	8,000	8,000	
International travel	1	1,500	1	1,500	8,000	
Accommodation Kuwait	1	335	2	670	670	
Subtotal activity 2				10,170	10,170	
Activity 3 (Software literacy course)						
consumable	100	5	1	500	500	
Subtotal activity 3				500	500	
Activity 4 (public campaign)						
International consultant	1	800	10	8,000	8,000	
International travel	1	1,500	1	1,500	1,500	
Accommodation Kuwait	1	335	2	670	670	
Consumable for campaign	1	8,000	1	8,000	8,000	
Subtotal activity 4				18,170	18,170	

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Activity 5 (facilitation networking)					
1 international travel for IPS	1	1,500	1	1,500	1,500
Accommodation	1	200	5	1,000	1,000
accommodation in Kuwait	1	335	2	670	670
Subtotal activity 5				3,170	3,170
Subtotal Subcomponent 1.3			192,010	188,840	3,170
Subtotal Component 1			1,166,200	773,030	393,170
Component 2					
Subcomponent 2.1 (Community police stations)					
Activity 1 (creating and running working group)					
Travels of Mol to Basra	1	500	5	2,500	1,250
Travel Baghdad, Abu Dhabi-UK-Japan, Baghdad/Basra), including international consultant and translator	6	3,000	3	54,000	54,000
Accommodation for delegation (Japan)	6	280	4	6,720	6,720
Accommodation for delegation (Abu Dhabi)	6	336	3	6,048	6,048
Accommodation for delegation (UK)	6	400	4	9,600	9,600
Accommodation for delegation (Kuwait)	6	335	2	4,020	4,020
Subtotal activity 1				82,888	81,638
Activity 2 (procurement of books)					
Books and articles	25	60	1	1,500	1,500
Subtotal activity 2				1,500	1,500
Activity 3 (support reengineering process)					
international consultant (community policing)	1	800	30	24,000	24,000
international consultant (gender specialist)	1	800	20	16,000	16,000
International travel	1	1,500	4	6,000	6,000
accommodation Kuwait	1	335	8	2,680	2,680
Subtotal activity 4				48,680	48,680

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Activity 4 (design training, manual and train)						
international consultant	1	800	30	24,000		24,000
International travel	1	1,500	2	3,000		3,000
accommodation Kuwait	1	335	4	1,340		1,340
Manual printed	1000	10	1	10,000		10,000
consumable for training 200 trainees	1	5	200	1,000		1,000
Subtotal activity 5				39,340		39,340
Activity 5 (design and conduct public campaign on Community policing)						
international consultant	1	800	15	12,000		12,000
International travel	1	1,500	2	3,000		3,000
accommodation Kuwait	1	335	2	670		670
consumable	1	8,000	1	8,000		8,000
Subtotal activity 6				23,670		23,670
Activity 6 (design floor plans, build and equip police stations)						
Architect design	2	1,600,000	1	3,200,000	1,600,000	1,600,000
Subtotal activity 3				3,200,000	1,600,000	1,600,000
Activity 7 (evaluation)						
international consultant	1	800	15	12,000		12,000
International travel	1	1,500	2	3,000		3,000
accommodation Kuwait	1	335	2	670		670
Local consultant	1	105	15	1,575		1,575
Subtotal activity 7				17,245		17,245
Activity 8 (facilitating partnership Japan)						
International travel for delegation (Japan) (partnership)	5	5,700	1	28,500		28,500
Accommodation for delegation (Japan) (partnership)	5	220	6	6,600		6,600
Accommodation for delegation in Kuwait	5	335	2	3,350		3,350
Subtotal activity 8				38,450		38,450
Subtotal Subcomponent 2.1				3,451,773	1,683,138	1,768,635

Subcomponent 2.2 (police ombudsman)						
Activity 1 (advocacy)						
international consultant	1	800	20	16,000	16,000	
International travel	1	1,500	3	4,500	4,500	
accommodation Kuwait	1	335	6	2,010	2,010	
Subtotal activity 1				22,510	22,510	
Activity 2 (visit to Jordan and Northern Ireland)						
International travel (visit Jordan)	5	500	1	2,500	2,500	
Accommodation (visit Jordan)	5	230	3	3,450	3,450	
Accommodation (visit Northern Ireland)	6	371	4	8,904	8,904	
Accommodation Kuwait	11	335	1	3,685	3,685	
Subtotal activity 2				18,539	18,539	
Activity 3 (one year support of establishment of office)						
lump sum	1	40,000	1	40,000		40,000
Subtotal activity 3				40,000		40,000
Subtotal Subcomponent 2.2				81,049	41,049	40,000
Subtotal Component 2				3,532,822	1,724,187	1,808,635
Subtotal all components				4,699,022	2,497,217	2,201,805
Project Management						
Programme manager (international ALD 4)	1	15,000	24	360,000	180,000	180,000
Participation translator	1	800	24	19,200	9,600	9,600
Mobile phones (acquisition with chip)	2	200	1	400	400	
Mobile phones (communication only)	1	50	24	1,200	600	600
Travel and Transportation	1	30,000	2	60,000	30,000	30,000

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Laptops (acquisition)	2	2,500	1	5,000	5,000	
Cost-sharing UNDP in Al Basra (accommodation + offices)	1	100,000	2	200,000	100,000	100,000
Assessment and finalization of project	1	80,000	1	80,000	80,000	
Final evaluation	1	20,000	1	20,000		20,000
Reserve				26,500	13,250	13,250
Subtotal				772,300	418,850	353,450
Subtotal Management and components				5,471,322	2,916,067	2,555,255
Security Services						
Security Services (2%)				109,426	58,321	51,105
Subtotal Project cost				5,607,248	2,987,638	2,619,610
Global Management Services Fee						
Global Management Services Fee (7%)				392,507	209,135	183,373
Grand Total				5,999,756	3,196,773	2,802,983

Critical Risks

Observers concur that the security situation in Iraq is improving and the country is moving from a failed state to a fragile state category. The MNF mission resembles more and more to a post-crisis peacekeeping operation with an institutional-building and reconstruction agenda. At the national level, key institutions such as the army have demonstrated an operational independence and efficiency in the last few months that is guarantee of a better control of the territory in the future. Politically, major insurgency movements such as Mahdi Army have expressed their intention to abandon their armed opposition to the government while, however, retaining a targeted disruption capacity with their so-called special groups. As insurgency recedes, more punctual terrorist type of violence will surface and remain a reality in Iraq for the near future.

The persistence of terrorism is unlikely to have a major impact on the capacity-building project component (management, forensic) but might delay or affect negatively other subcomponents and in particular a full-fledged community policing deployment. To address this risk, the project plans an effective community policing activity to be operational at year II of the project, namely starting in the second semester of 2009. It is expected that 2009 will witness further improvement on the security front. During the first year of the project, community policing will be developed at the conceptual level and only once the two community policing stations will be built is it intended to deploy community policing practices operationally. Secondly, the community policing philosophy and best international practices will be adapted to the local context by a special Working Group and integrate the security factor in the implementation plan. The main principle followed by this project component is the development of police practices conducive to the strengthening of a relationship of mutual trust between the police and the people of Iraq.

Annexes

1. Terms of Reference

1.1 ToR of the BLUE Project Manager

2. Forensic subcomponent

2.1. Letter from Dale Roberts, Chief Forensic Investigation Advisor, British Embassy Baghdad, Iraq, to Dominique Wisler (UNDP-Iraq consultant), dated 5 June 2008.

2.2: Mail of Ted Smith of June 16, 2006, Senior Forensic Advisor, US government, Iraq

2.3: Bill of quantities of equipment to be purchased (selection only) for the Crime Laboratory

2.4 Aerial photograph of the Al Basra IPS headquarter (the regional crime laboratory is located in the bottom-right of the building complex).

3. Community policing subcomponent

3.1 Bill of quantities for equipment of a police station (AL Basra IPS to UNDP, June 2008)

4. Iraqi police density in international comparison

5. Literature on community policing

6. List of interviews during the BLUE police evaluation mission

Annex 1.1 Terms of Reference of Project Manager



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Programme / Project Title:	Recovery and Crisis Prevention Programme, UNDP Iraq
Job code title:	Project Manager – Capacity-Building of Law Enforcement in Al Basrah
Expected Grade Level:	L4
Supervisor:	Head Recovery and Crisis Prevention Programme (RCPP) UNDP Iraq
Duty Station:	Amman, Jordan
Duration of Contract:	1 year renewable (Expected for 2 years)
Education Required:	University degree in business and management, law, criminal justice, or equivalent

II. Organizational Context

Under the overall authority of the Director for UNDP - Iraq, under the direct supervision of the Deputy Director –Recovery & Crisis Prevention (RCP), and in close cooperation with and guidance by the BES Project Manager and RCP Strategic Planning Section, the Project Manager will be in charge of the overall management of Capacity-Building Programme for the Law Enforcement in Al Basrah Governorate

III. Functions / Key Results Expected

- Managing, leading and directing the project to achieve the goal, purpose and outputs within the agreed budget and of the required quality;
- Managing stakeholder relationships within the steering committee of the project as well as the working groups constituted under the framework of the project. This will include the Iraqi Police Service in Al Basrah, the Ministry of Interior, the Government of Japan, the UK CivPol, the Civilian Police Assistance Teams, and Contractors;
- Fully undertaking and exercising supervisory responsibilities over the staff and consultants assigned to and/or contracted under the framework of the project, including their performance management;
- Prepare and draft appropriate documentation including, but not limited to Work Plans, Progress Reports (progress against planned activities, update on Risks and Issues, expenditures), and Final Report, and submit the documents to the Steering Committee and other relevant

stakeholders;

- Conduct a Training Needs Assessment for the Iraqi Police Service at at Basrah level;
- Based on the needs assessment, develop training components of the Capacity-Building Programme for the Law Enforcement in Al Basrah;
- Based on the needs assessment, set the training architecture of the project with detailed action plan and clear time table for smooth launch and implementation of the project;
- Conceive, coordinate, and implement training workshops for Al Basra Iraqi Police Service;
- In collaboration with the Iraqi Police Service and Ministry of Interior where appropriate, as well as consultations with UK CivPol and other relevant actors on the ground, identify participants or recipients from Al Basrah Police Service to partake in workshops, training modules, and training grants;
- Identify regional or international police academies or management schools best suited as implementing partners for the execution of workshops, training modules or courses;
- Support curriculum development in training areas identified by the final project;
- Liaise and collaborate with Al Basra Police Force, local stakeholders, the Ministry of Interior and other relevant central government and local counterparts in support of the law enforcement reform initiative in Al Basra;
- Liaise and coordinate with the relevant UK CivPol, Civilian Police Assistance Teams, donors, UN Agencies, national and international NGOs on issues pertaining to training activities and law enforcement reform activities in Al Basrah;
- Coordinate with the Al Basrah Provincial Reconstruction and Development Committee and Al Basrah PRT through periodic meetings;
- Manage the overall administration of the project, to ensure accuracy and reliability of the project records and reports;
- Liaise and coordinate with the Country Office's Operations and Programme to ensure efficiency and effectiveness of the project.
- Ensure project management in accordance with PRINCE 2 and, to the extent possible, CEDAR requirements;
- Field presence in Al Basra 15 days a month;
- Any other duties requested or assigned by the Head of RCPP.

VI. Recruitment Qualifications

Education:	University degree in business and management, law, criminal justice, politics or equivalent;
Experience:	Minimum 7-10 years of relevant, experience; proven experience and expertise in project management in the UN system; Minimum of 3 years experience in a similar position.
Language Requirements:	Fluency in English. Arabic preferred

VII. Signatures- Post Description Certification

Incumbent *(if applicable)*

Name	Signature	Date
Supervisor		

Name / Title	Signature	Date

Annex 2.1

To: Dominique Wisler
UNDP

5th June 2008

BASRA LABORATORY FUND PROPOSAL FOR UNDP

Reference:

- A. SoW National Crime Laboratory Basra dated 4 Feb 07.
- B. Mott MacDonald Bill of Quantities and Cost Estimation NCL dated 21 Feb 07 (Rev).
- C. SoW National Crime Laboratory Basra amendments dated 23 Apr 07.
- D. Final Weekly Contactor Report (MM) dated
- E. SoW National Crime Laboratory Basra dated 4 Feb 07.
- F. Mott MacDonald Bill of Quantities and Cost Estimation NCL dated 28 Apr 08.

1. Reference A to D details the original and amended statement of works (SoW), as well as final weekly contractor report for the initial Basra National Crime Laboratory build (NCL).

2. The provisional agreement for the Basra NCL only allowed for the bottom three floors to be employed as part of the laboratory. As part of what is now a National Laboratory Project, as had been intended agreement was obtained with Iraqi and Coalition partners to gain the use of the two remaining floors. These will be adapted under existing arrangements to introduce DNA and chemistry/toxicology to the facility for the IPS in the south of Iraq.

3. To accommodate the latest project works for the Basra NCL, the additional SoW and supporting equipments list have been attached. The breakdown of these costs is as follows:

Basra National Crime Laboratory Project Costs

Item	Cost	Remarks
Build works	\$500,000.00	JCCI costing exceed those assigned by MND(SE) and quoted by MM
Laboratory equipment	\$1,148,895.68	
Toxicology equipment	\$200,000.00	High end toxicology provided only if existing equipment correctly utilised
Sirchie consumables	\$37,168.00	
Library	\$4,514.17	
Fisher chemicals	\$97,442.17	
Crime scene consumables	\$48,590.62	
Total	\$2,036,610.64	

Additional Item	Cost	Remarks
Elevator repair	\$214,925.00	Large expense, possible future Iraqi life support cost
Total	\$2,251,535.64	

4. Whilst build works are detailed at \$500k, this is a JCCI estimate, for which precise costing are still awaited. In respect of toxicology, Gas Chromatograph & Mass Spectrometer (GCMS) testing equipment is already held for Drugs (solid). Included in

the equipment list is a GCMS for Arson/Explosive cases. The additional expense (\$200k) would be for a GCMS to deal with blood/body fluid and drugs liquid. Due to the sensitive nature of this latter item, it is not proposed that this would be purchased until the other GCMS systems operate correctly and that the throughput is identified.

4. The final cost assigned to Basra is for the repair of the existing building elevators. As with the expense of the high end GCMS, these later items are secondary to the others detailed.

5. In total, approximately \$19.5 million is and has been currently committed by Iraqi and coalition partners towards the current national forensic laboratory project in the way of building works and equipment to date. Money assigned to date does not address all the needs, to which end any financial assistance by UNDP to the laboratory project in Basra alone would be invaluable.

6. Your consideration and assistance in this project would be greatly appreciated and should you have any enquiries concerning the content of these plans, please do not hesitate to be in contact.

Dale Roberts
Chief Forensic Investigation Advisor
British Embassy Baghdad, Iraq

Email: daleroberts@fco.gov.uk

Zain IQ: +964 (0)7901 945732
Atheer: +964 (0)7801 402987
MCI: +1 914 360 2593

Enclosures:

- A. SoW National Crime Laboratory Basra dated 4 Feb 07.
- B. Mott MacDonald Bill of Quantities and Cost Estimation NCL dated 21 Feb 07 (Rev).
- C. SoW National Crime Laboratory Basra amendments dated 23 Apr 07.
- D. Final Weekly Contactor Report (MM) dated 27 Mar 08
- E. SoW National Crime Laboratory Basra dated 28 Apr 08.
- F. Basra equipment list
- G. Basra consumable list (library, Fisher, Sirchie, Specialist SOC)
- H. MM lift renovation estimate.

Copy to:

CPA
DCPA
DFS
File

Annex 2.2: Mail of Ted Smith of June 16, 2006, Senior Forensic Advisor, US Government, Iraq

De: TED SMITH [tasmith432@msn.com]
Envoyé: 16 June 2008 12:17
À: wisler@coginta.com
Cc: p.longmore.gbr@iraq.centcom.mil
Objet: RE: DNA analyzer for the crime lab in Basra

Hi Dominique:

Your information is accurate. The Directorate of Interior Affairs (US DOD) and the Iraqi Ministry of Interior have entered into a joint project to improve forensics services throughout Iraq. One of the locations slated for improvement is the Basrah Crime Laboratory (building #4 in the Warren Complex). The current plan has four primary components: equipment, facility improvement, consumables, and training. One of the analytical streams being put in place is DNA analysis. The plan calls for the creation of a laboratory that will do basic genomic DNA analysis using an ABI 3130 Genetic Analyzer. IP officers will be trained at the National Forensic Training Institute (NFTI) in Baghdad as a part of the project to do the analysis.

The US DOD (JCCI) is managing the logistics of the project. The military officer in charge of this project is Col. Peter Longmore. I have copied him into this message. He can provide you with any information you might require from the military.

I hope this is helpful, if you have any additional questions do not hesitate to ask.

TAS

Ted Smith
Senior Forensic Advisor
DoIA, Mol TT
Baghdad, Iraq

2.3: Bill of quantities of equipment to be purchased (selection only) for the Crime Laboratory

EQUIPMENT LIST	Vendor	Product ID	Unit	QTY	Unit Cost	Total Cost	Vendor Total
Agilent GC/MSD (Drugs) - Workstation	Quantum Analytics, Inc	G1729EA	EA	1	\$14,405.00	\$14,405.00	\$14,405.00
Ballistic - Bullet Recovery Tank (Water)	Al-Mahara	Fabricated	EA	1	\$10,500.00	\$10,500.00	\$10,500.00
PCR - GeneMapper Software 3.2	Applied Biosystems	4338951	EA	2	\$2,000.00	\$4,000.00	
PCR - Genetic Analyzer 3130	Applied Biosystems	3130-1	EA	2	\$96,000.00	\$192,000.00	
PCR - Quantification System (7500 Real Time PCR)	Applied Biosystems	4351105	EA	1	\$41,000.00	\$41,000.00	
PCR - Thermal Cycler PCR System 9700	Applied Biosystems	4314879	EA	2	\$7,000.00	\$14,000.00	\$251,000.00
Pipette - Artel PCS Calibration System	Artel	PSC2	EA	1	\$8,030.00	\$8,030.00	\$8,030.00
Camera Metz 45CL-4 TTL Flash Unit	B&H Photo Video	ME45CL4DNM	EA	1	\$649.95	\$649.95	
Bogen FF1194USA Mini Repro Copy Stand	B&H Photography	BO1700	EA	4	\$209.95	\$839.80	
Bogen Mini Repro Light Assembly	B&H Photography	BO1705	EA	4	\$141.95	\$567.80	
Camera - 28-105mm lens for Nikon D200	B&H Photography	PH2810528NAF	EA	4	\$159.95	\$639.80	
Camera Body - Nikon D200	B&H Photography	NID200	EA	4	\$1,299.95	\$5,199.80	
Camera Manfrotto Digi 728B Tripod	B&H Photography	BO782B	EA	4	\$118.95	\$475.80	
Camera RCF Ring light flash for use with Nikon D200	B&H Photography	SIEM140DGN	EA	1	\$359.00	\$359.00	
Cutter - RotaTrim Mastercut A1 (920mm; 36")	B&H Photography	ROM36	EA	1	\$449.95	\$449.95	\$9,181.90
AutoClave, Yamato No.:SM510	Fisher Scientific	14-505-66	EA	1	\$7,361.58	\$7,361.58	
Balance - Electronic, Accu622, 620g/0.01g	Fisher Scientific	13-265-224	EA	2	\$1,128.00	\$2,256.00	
Balance - Ohas .01g	Fisher Scientific	S97287	EA	2	\$830.00	\$1,660.00	
Balance Analytical (210g/0.001g) Ohas	Fisher Scientific	01-918-302	EA	1	\$2,140.00	\$2,140.00	
Bath - Ultra Sonic - Hath	Fisher Scientific	NC9828886	EA	1	\$962.55	\$962.55	

Centrifuge 244 Microplate rotor/carriers	Fisher Scientific	IEC SKU 244	EA	1	\$1,186.92	\$1,186.92	
Centrifuge buckets - 15mL tubes pk/12	Fisher Scientific	04-978-57Q	EA	4	\$320.00	\$1,280.00	
Centrifuge Fisher accuSpin Micro (24 x 1.5/2.0mL) 13,000 rpm	Fisher Scientific	13-100-510	EA	2	\$2,230.76	\$4,461.52	
Centrifuge Fisher Mini Cntr (6 x 1.5/2.0mL)	Fisher Scientific	S67602	EA	3	\$322.00	\$966.00	
Centrifuge Fisher Model 225 Benchtop, 24-Place Fixed-Angle Rotor	Fisher Scientific	04-978-52Q	EA	2	\$500.00	\$1,000.00	
Centrifuge Fisher Model 225A Benchtop	Fisher Scientific	04-978-51AQ	EA	3	\$1,901.99	\$5,705.97	
Centrifuge Shaft adapter, IEC 50968	Fisher Scientific	IEC 509680R	EA	1	\$415.00	\$415.00	
Electrophoresis - Horizontal Gel Apparatus; Model B1A	Fisher Scientific	OWB1ABP	EA	4	\$386.82	\$1,547.28	
Electrophoresis - Power Supply Model FB300	Fisher Scientific	FB300Q	EA	2	\$463.00	\$926.00	
Evaporator s/p 6 port mini-vap	Fisher Scientific	NC9461247	EA	2	\$137.36	\$274.72	
Freezer, Scientific* Isotemp* Enzyme Storage > 5.0cu. ft.	Fisher Scientific	13-986-154ES	EA	1	\$1,687.00	\$1,687.00	
Incubator Dry Bath (needs four blocks)	Fisher Scientific	11-715-146DQ	EA	2	\$1,144.99	\$2,289.98	
Incubator Heat blocks	Fisher Scientific	11-718-9Q	EA	8	\$106.01	\$848.08	
Micrometer; 0-25mm	Fisher Scientific	S40505	EA	1	\$27.50	\$27.50	
Nutating Mixer	Fisher Scientific	22-363-153	EA	2	\$482.38	\$964.76	
Oven - Microwave Oven - Compact size (Whirlpool, MT4078SPQ)	Fisher Scientific	NC9876554	EA	2	\$113.10	\$226.20	
Oven Laboratory Oven 5 cu. ft.	Fisher Scientific	13-247-650G	EA	2	\$2,022.00	\$4,044.00	
PCR - Labconco Non-Ventilated PCR Enclosures, 230V	Fisher Scientific	16-108-287	EA	2	\$4,320.00	\$8,640.00	
pH Meter Benchtop (Mettler Toledo: MP225K)	Fisher Scientific	01-920-26	EA	1	\$682.51	\$682.51	
Pipet-Aid electric 110v	Fisher Scientific	50820390	EA	4	\$266.47	\$1,065.88	
Refrigerator, Scientific* Isotemp* 17 cu. ft.	Fisher Scientific	13-986-151B	EA	2	\$2,892.39	\$5,784.78	
Refrigerator/Freezer, Scientific* Isotemp* General-Purpose	Fisher Scientific	13-986-106A	EA	2	\$2,702.45	\$5,404.90	
Ruler Steel; 30cm	Fisher Scientific	NC9128331	EA	2	\$25.25	\$50.50	
Safety Cabinet - Flammable Double Door Safety Cabinet	Fisher Scientific	950S8860	EA	5	\$732.60	\$3,663.00	
Safety Cabinet - Flammable Double Door Safety Cabinet	Fisher Scientific	950S8800	EA	4	\$703.10	\$2,812.40	
Shaker/Rotator; Tubes	Fisher Scientific	13-687-14Q	EA	1	\$476.00	\$476.00	
Stirrer Magnetic	Fisher Scientific	14-505-122	EA	6	\$181.49	\$1,088.94	
Thermometer, Heat block; 18-60C	Fisher Scientific	11-603-316	EA	4	\$59.16	\$236.64	

Transilluminator FisherBiotech* Ultraviolet	Fisher Scientific	FBTI88AQ	EA	2	\$1,630.00	\$3,260.00	
UV light source (CM-26) Spectroline	Fisher Scientific	05-720-10	EA	1	\$495.57	\$495.57	
Vacuum Manifold SPE 12 port	Fisher Scientific	11-131-31	EA	2	\$591.70	\$1,183.40	
Vacuum Pump w/Diaphragm; 42L/min	Fisher Scientific	13-875-163	EA	2	\$770.00	\$1,540.00	
Vortex - miniRoto	Fisher Scientific	14-505-513	EA	6	\$185.00	\$1,110.00	
Water System Barnstead* 30-Liter Reservoir for Glass Stills	Fisher Scientific	09-047-94	EA	2	\$1,649.00	\$3,298.00	
Water System Barnstead* E-pure 4 Module Deionization System	Fisher Scientific	09-050-255	EA	2	\$3,692.00	\$7,384.00	
Water System Filters: 09-050-276 Ultrapure; 09-034-5C Macropure Pretreatment; 09-034 High-capacity Ion Exchange; 09-050-267 Organic free; and final filter (sold separately)	Fisher Scientific	09-050-269	EA	2	\$517.00	\$1,034.00	
Water System Final Filter	Fisher Scientific	09-050-229	pk/2	2	\$280.00	\$560.00	
Water System Fi-Stream Glass Distillation Still	Fisher Scientific	90474	EA	4	\$4,714.24	\$18,856.96	\$110,858.54
Ruler - Leica Disto Laser Distance Meter; Model A-5	Forensics Source	#0072	EA	1	\$449.00	\$449.00	
Trajectory kit (Laser) & Case EVI-PAQ	Forensics Source	LTRK-1; w/CSE	EA	1	\$344.10	\$344.10	\$793.10
Document - Electrostatic Detection Apparatus (ESDA)	Foster/Freeman	ESDA ²	EA	1	\$19,964.00	\$19,964.00	
Document - Video Spectral Comparator	Foster/Freeman	VSC-6000	EA	1	\$94,214.00	\$94,214.00	\$114,178.00
Film Developing System; Frontier 570	FUJIFILM	Frontier 570	EA	1	\$144,000.00	\$144,000.00	\$144,000.00
Digital Imaging, Analysis and Storage System; CDIS System	HORIBA Jobin Yvon Inc	CDIS System	EA	1	\$25,000.00	\$25,000.00	
Light Source - Crimescope CS-16-500	HORIBA Jobin Yvon Inc	CS-16-500	EA	1	\$20,000.00	\$20,000.00	
LabRam IR (Raman & IR)	HORIBA Jobin Yvon Inc	LabRAM IR	EA	1	\$150,000.00	\$150,000.00	\$195,000.00
Scanner - Epson A-3 GT-15000	Keenzo	GT-15000	EA	2	\$1,079.97	\$2,159.94	
Photocopier - Ricoh Aficio CL7200D Laser Printer	Keenzo	Ricoh 402411	EA	3	\$2,925.97	\$8,777.91	\$10,937.85
Microscope - Leica DFC-420 digital camera for MZ 7.5	Leica	DFC-4200	EA	3	\$3,200.00	\$9,600.00	
Microscope - Leica EZ-4D (General use)	Leica	EZ-4D	EA	3	\$1,849.00	\$5,547.00	

Microscope - Leica FS4000	Leica	FS4000	EA	2	\$45,000.00	\$90,000.00	
Microscope - Leica light source LED 1000 for MZ 7.5	Leica	LED 1000	EA	3	\$2,000.00	\$6,000.00	
Microscope - Steroscopic Binocular; Leica MZ 7.5 Zoom	Leica	Leica MZ 7.5	EA	3	\$6,300.00	\$18,900.00	\$130,047.00
Air Compressor w/ attachments (air couplers/hose)	Northern Tool + Equipment	399579	EA	1	\$430.96	\$430.96	
Cutter - Oxy Acetylene Torch Set	Northern Tool + Equipment	164411	EA	1	\$189.99	\$189.99	
Tool - Bench grinder/buffer	Northern Tool + Equipment	39981	EA	1	\$87.99	\$87.99	
Tool - Bench swivel vice	Northern Tool + Equipment	34914	EA	1	\$69.99	\$69.99	
Tool - Drill Press	Northern Tool + Equipment	1557350	EA	1	\$169.99	\$169.99	
Tool - Power angle grinder	Northern Tool + Equipment	399622	EA	1	\$149.99	\$149.99	
Tool - Power tools drill & bits (145 pc set)	Northern Tool + Equipment	15339;3319234	EA	1	\$219.98	\$219.98	
Tool kit - starter set	Northern Tool + Equipment	2554024	EA	1	\$129.99	\$129.99	
Welder Electronic arc	Northern Tool + Equipment	164679	EA	1	\$419.19	\$419.19	
Cutter - Plasma	Northern Tool + Equipment	164791	EA	1	\$1,000.00	\$1,000.00	\$2,868.07
Compass - Drafting Set (Circ-Eez)	Office Supply; Circ-Eez	CHA 1503NC	EA	2	\$89.00	\$178.00	
Ammo Cabinet (eight drawer) -Tennsco	Office Supply; Tennsco	TNNCF846BK	EA	4	\$780.00	\$3,120.00	\$3,298.00
Microscope - Olympus Trinocular BX45 w/camera adapters	Olympus	BX45	EA	1	\$5,995.00	\$5,995.00	\$5,995.00
Pipette Rainin PR-10	Rainin	PR-10	EA	4	\$269.10	\$1,076.40	
Pipette Rainin PR-100	Rainin	PR-100	EA	2	\$238.50	\$477.00	
Pipette Rainin PR-1000	Rainin	PR-1000	EA	2	\$238.50	\$477.00	
Pipette Rainin PR-2	Rainin	PR-2	EA	2	\$269.10	\$538.20	
Pipette Rainin PR-200	Rainin	PR-200	EA	2	\$238.50	\$477.00	
Pipette Rainin PR-5000	Rainin	PR-5000	EA	2	\$269.10	\$538.20	
Pipette Rainin PR-Start 20, 200, 1000	Rainin	PR-Start 20, 200, 1000	EA	5	\$699.00	\$3,495.00	\$7,078.80
Ruler - Hanging Trigger Pull Weights	Scales Galore	Chatillon IN-050	EA	1	\$133.00	\$133.00	
Ruler - Force Gauge; Imada Digital	Scales Galore	DPS11	EA	1	\$595.00	\$595.00	\$728.00

X-ray Scanner; AutoClear 5333	Security Pro USA	CS5333	EA	1	\$19,450.00	\$19,450.00	\$19,450.00
Comparator Optical	Sirchie	FX10AC	EA	1	\$6,430.00	\$6,430.00	
Drying Cabinet - Evidence 30" AirSafe	Sirchie	ACEVD30A	EA	1	\$4,900.00	\$4,900.00	
Fumming Chamber 30"	Sirchie	CAS30	EA	1	\$6,274.00	\$6,274.00	
Fumming Chamber 48"	Sirchie	CAS48	EA	1	\$7,470.00	\$7,470.00	
Oven - DFO Drying Chamber	Sirchie	DFC 100220	EA	2	\$844.50	\$1,689.00	
Electrostatic Lifter (Bench)	Sirchie	ESP900	EA	1	\$619.00	\$619.00	\$27,382.00
Magnifiers - Finescale	Techni-Tool, Inc	368IN114	EA	1	\$54.00	\$54.00	\$54.00
Calipers Vernier Digital 6"	Ted Pella	54490	EA	1	\$239.00	\$239.00	
Calipers Vernier Manual 6"	Ted Pella	54488	EA	1	\$50.00	\$50.00	
Cleaner - Ultrasonic Branson Model 5510 (2.5 gall)	Ted Pella	17818-2	EA	1	\$1,594.00	\$1,594.00	\$1,883.00
Toxicology Screening System - Microgenics Bench Top System	Thermo-Scientific	MGC 240	EA	0	\$60,000.00	\$0.00	
NCI GC/MS (Explosives/Arson)	Thermo-Scientific	DSQ (NCI)	EA	1	\$90,000.00	\$90,000.00	
Toxicology Analysis System (DSQ II Single Quadrupole GC/MS)	Thermo-Scientific	DSQ II	EA	0	\$180,000.00	\$0.00	\$90,000.00
UPS - Eaton Powerware FERRUPS 4300VA Tower UPS	US Unistorage	1281377	EA	3	\$3,844.26	\$11,532.78	\$11,532.78
Microscope - Cold light Illuminator; Volpi NCL 150	Volpi USA	17103004	EA	2	\$1,670.82	\$3,341.64	\$3,341.64
Electrophoresis Gel-Camera (Ward's 800-962-2660)	Ward's	25 V 5075	EA	2	\$629.00	\$1,258.00	\$1,258.00
					Total	\$1,148,895.68	\$1,148,895.68

LIBRARY

	Item Cost	# Required	Total
Instrumental Data for Drug Analysis, Third Edition - 6 Vol. Set (Terry Mills)	635.81	1	635.81
Spot Test Analysis 2nd Edition (Ervin Jungries)	120.00	1	120.00
Handbook of Forensic Drug Analysis (Fred Smith)	155.00	1	155.00
The Merck Index: an Encyclopedia of Chemicals.... (Maryadele O'Neil)	112.00	1	112.00
The Merck Manual of Medical Information (Mark Beers)	24.75	1	24.75
Clarke's Isolation and Identification of Drugs (Moffat)	175.00	1	175.00
Forensic and Environmental Detection of Explosives (Jehuda Yinon)	316.00	1	316.00
Modern Methods and Applications in the Analysis of Explosives (Yinon & Zitrin)	235.00	1	235.00
Gas Chromotography and Mass Spectrometry (Kitson)	104.00	1	104.00
Inroduction to Mass Spectrometry: Instrumentation, Applications ...Data Interpretation (Watson)	115.00	1	115.00
Modern Practice of Gas Chromotography (Robert Grob)	145.00	1	145.00
Static Headspace-Gas Chromotography (Bruno Kolb)	86.50	1	86.50
GC-MS Guide to Ignitable Liquids (Rita Newman)	120.29	1	120.29
Forensic Science Handbook Vol III (Richard Saferstein)	166.67	1	166.67
Forensic Science Handbook Vol II (Richard Saferstein)	171.80	1	171.80
Forensic Science Handbook Vol I (Richard Saferstein)	107.43	1	107.43
Forensic DNA Typing (John Butler)	79.95	1	79.95
Fundamentals of Light Microscopy and Electronic Imaging (Douglas Murphy)	87.30	1	87.30
Handbook of Biological Confocal Microscopy (James Pawley)	112.00	1	112.00
Basic Methods in Microscopy: Protocols and Concepts from Cells (David Spector)	83.00	1	83.00
Transmitted polarized light microscopy (Christopher Viney)	84.95	1	84.95
Modern Spectroscopy (J. Hollas)	52.40	1	52.40
IR and Raman Spectroscopy: Fundamental...Techniques (Siegfried Wartewig)	140.00	1	140.00
IR Spectroscopy (Helmut Gunzler)	50.00	1	50.00
Forensic Analysis on the Cutting Edge: New Methods for Trace Evidence Analysis (Robert Blackledge)	88.80	1	88.80
Forensic Examination of Hair (James Robertson)	99.19	1	99.19
Scientific Examination of Questioned Documents (Ordway Hilton)	155.25	1	155.25
Scientific Examination of Questioned Documents (Kelly & Lindblom)	116.00	1	116.00
Questioned Documents: Professional/Technical Series (Albert Osborn)	250.00	1	250.00
Footware Impression Evidence: Detection, Recovery and Examination (William Bodziak)	101.88	1	101.88
Fingerprint and Impression Evidence (Jenny Mackay)	32.45	1	32.45
Tire Tread and Tire Track Evidence: Recovery and Forensic Examination (William Bodziak)	90.80	1	90.80
Chemical Analysis of Firearms, Ammunition, and Gunshot Residue (James Wallace)	99.95	1	99.95
		Total	4,514.17

GENERAL ITEMS		Erbil	Estimated Cost	Storage Conditons	
AC4239-0010	1-butanol 1L	67.70	2	135.40	Flammable
AC14951-0010	Acetaldehyde 1L	159.00	1	159.00	Flammable
A491-212	Acetic Acid, Glacial 2.5L	149.30	1	149.30	Organic Acid
A38-500	Acetic Acid, Glacial cs/6	210.48	1	210.48	Organic Acid
AC42324-0010	Acetone 1L	31.10	2	62.20	Flammable
A21-4	Acetonitrile 4L	344.83	1	344.83	Flammable
50213128	Agarose, High Gel Strength 500g	330.75	1	330.75	Room Temperature
A667-212	Ammonium Hydroxide 2.5L	82.83	1	82.83	Corrosive - Base
A713-500	Ammonium Vanadate 500g	214.27	1	214.27	Room Temperature
AC15841-1000	Aniline HCl 100g	28.17	1	28.17	Room Temperature
NC9364620	Artic Ice Block - Cold Rack	86.45	6	518.70	Room Temperature
S30731	Beaker Set 50-1000ml 5/pk	24.30	10	243.00	Room Temperature
12-007-182A	Benchkote Surface Protector roll 18" x 164'	202.03	10	2,020.30	Room Temperature
23-279355	Bleach 1gal cs/6	29.47	2	58.94	Room Temperature
14512151	Blue Micro Stir Bar 1.5 x 15mm	7.48	10	74.80	Room Temperature
14512150	Blue Micro Stir Bar 1.5 x 8mm	7.35	10	73.50	Room Temperature
14512152	Blue Micro Stir Bar 2 x 2mm	8.82	10	88.20	Room Temperature
14512156	Blue Micro Stir Bar 3 x 10mm	7.15	10	71.50	Room Temperature
14512155	Blue Micro Stir Bar 3 x 3mm	7.15	10	71.50	Room Temperature
AC3271300010	Boric Acid, Dnase, Rnase Protease Free 1kg	72.90	1	72.90	Room Temperature
B383-5	Bromocresol Green 5g	143.44	1	143.44	Room Temperature
B388-10	Bromothymol Blue 10g	175.19	1	175.19	Room Temperature
02-911-816	Brown Bottles 1000 mL cs/12	109.72	2	219.44	Room Temperature
02-911-897	Brown Bottles 125 mL cs/24	116.94	1	116.94	Room Temperature
02-911-813	Brown Bottles 250 mL cs/12	116.39	2	232.78	Room Temperature
02-911-812	Brown Bottles 500 mL cs/12	77.86	2	155.72	Room Temperature
03-570A	Brushes - cleaning 250mL	15.00	5	75.00	Room Temperature
03-570B	Brushes - cleaning 500mL	16.00	5	80.00	Room Temperature
03-608	Brushes - cleaning 31/29 x 13/16 pk12	31.70	1	31.70	Room Temperature
03-560	Brushes - cleaning 6 x 21/4in	37.68	5	188.40	Room Temperature
SB115-500	Buffer Solution - pH 10.00 - Blue 500mL	29.26	4	117.04	Room Temperature
SB101-500	Buffer Solution - pH 4.00 - Red 500mL	29.11	4	116.44	Room Temperature
SB107-500	Buffer Solution - pH 7.00 - Yellow 500mL	28.58	4	114.32	Room Temperature
AC16711-5000	Carbon Disulfide 500mL	137.10	2	274.20	Flammable
ACS-150	Carbon strips 150@pk Cent Tube ST PP RK 50ML	400.00	3	1,200.00	Room Temperature
055396	Centricon Concentrators 500/CS	217.74	4	870.96	Room Temperature
4212	Centrifuge 244 Microplate 100,000 NMWL pk100	385.00	8	3,080.00	Room Temperature
SKU 244	Centrifuge rotor/carriers	1,186.9	2	1,186.92	Room Temperature
04-978-57Q	Centrifuge buckets - 15mL tubes pk/12	320.00	4	1,280.00	Room Temperature
IEC 509680R	Centrifuge Shaft adapter, IEC 50968	415.00	1	415.00	Room Temperature
06-655-29	Cheesecloth 18x36" pk/2	69.53	2	139.06	Room Temperature
06-655-28	Cheesecloth 7x14" pk/200	31.23	5	156.15	Room Temperature
AC40463-5000	Chloroform - ACS, Spectro Grade 500mL	27.09	2	54.18	Flammable
BP1145-1	Chloroform - MB grade 1L cs/6	269.64	1	269.64	Flammable

AC21631-0100	Chlorophenol Red 10g	61.00	1	61.00	Room Temperature
MCX12924	Chloroplatinic Acid 5gm	360.00	2	720.00	Inorganic Acid
19-125-802	Cleanroom Tacky Mats 24/30" cs/4 @ 30	102.39	3	307.17	Room Temperature
ICN19403925	Cobalt Thiocyanate 25g	89.72	1	89.72	Room Temperature
C364-100	Cobaltous Acetate Tetrahydrate 100g	111.03	1	111.03	Room Temperature
R2316800500	Copper Sulfate 500mL	7.77	2	15.54	Room Temperature
23-400-101	Cotton Tipped Applicators pk/1000 cs/10	198.07	4	792.28	Room Temperature
06-662-55	Countdown Timer	46.58	6	279.48	Room Temperature
12-545H	Cover Glasses 50x45mm cs/10	260.69	1	260.69	Room Temperature
12545A	Cover Glasses 30x22mm .13 to .17mm thick case/10	207.88	2	415.76	Room Temperature
S75108	Cupric Chloride 100g	11.00	5	55.00	Room Temperature
11-676-3A	Cyrogenic Storage boxes 3 x 3 x 2 " case 80	514.64	1	514.64	Room Temperature
11-676-3C	Cyrogenic Storage boxes 5.25 x 5.25 x 2 " case 40	400.00	2	800.00	Room Temperature
D16-1	Dextrose 1kg	111.79	1	111.79	Room Temperature
O2611-100	Diphenylamine 100g	112.65	1	112.65	Room Temperature
08940	Dissecting Scissors 10 @ case	153.10	5	765.50	Room Temperature
ICN211754	Dithiooxamide (DTO) 10g	264.28	1	264.28	Room Temperature
03-448-25	Dropper Bulbs pk24	17.12	1	17.12	Room Temperature
02-992B	Dropping Bottles 2 oz. cs/12	511.18	4	2,044.72	Room Temperature
NC9260824	Engraver	28.38	2	56.76	Room Temperature
01-817A	Envelopes 3x5 pk/250 cs/10	630.97	2	1,261.94	Room Temperature
E139-1	Ether 1L	72.92	1	72.92	Flammable
AC14947-0050	Ethyl acetate 5L	74.34	1	74.34	Flammable
AC61510-1000	Ethyl Alcohol 200 proof 100mL cs/6	177.00	4	708.00	Flammable
MSD-1100620	Ethyl Alcohol 500mL	38.35	5	191.75	Flammable
AC11842-0010	Ethylenediamine 1L	29.10	1	29.10	Flammable
NC9461247	Evaporator s/p 6 port mini-vap	137.36	2	274.72	Room Temperature
189-500	Ferric Chloride 500g	69.42	1	69.42	Room Temperature
NC9058519	Filter paper 12.7mm 1000/pk	46.65	6	279.90	Room Temperature
09805B	Filter Paper Whatman 5.5cm pk/100	6.89	30	206.70	Room Temperature
254321	Flask set 50-1000mL 5 @ pk	38.24	10	382.40	Room Temperature
02992A	Flint Glass Dropping Bottles 1.oz (30ml) pk/12	536.26	1	536.26	Room Temperature
14958A	Flint Glass Tubes W/Plain End 6x50mm @1000	52.40	10	524.00	Room Temperature
10-275	Forceps 5 7/8" 12 @ case	143.40	5	717.00	Room Temperature
F75P-1GAL	Formaldehyde 1 gal	138.82	2	277.64	Flammable
03-448-17	Four-Way Tube Rack pkg 5	37.52	5	187.60	Room Temperature
09-923-340	FTA Cards Classic 100pk	366.09	2	732.18	Room Temperature
10-349A	Funnel 194mm top dia 6ea	85.62	1	85.62	Room Temperature
10-349B	Funnel 311mm top dia 2 ea	60.03	2	120.06	Room Temperature
NC9277658	Furfural 10gr	21.77	4	87.08	Room Temperature
06-712-543	Gas-tight syringe 1MR-V-GT 1mL guage 23	90.45	3	271.35	Room Temperature
AC41098-500	Glycerine 500mL	56.48	2	112.96	Room Temperature
AC38833-0050	Gold Chloride 5g	572.00	2	1,144.00	Room Temperature
08-557-1G	Graduated Cylinders 1000mL cs/4	232.09	4	928.36	Room Temperature
08-557-1D	Graduated Cylinders 100mL cs/12	188.08	2	376.16	Room Temperature
08-557-1A	Graduated Cylinders 10mL cs/12	356.84	2	713.68	Room Temperature

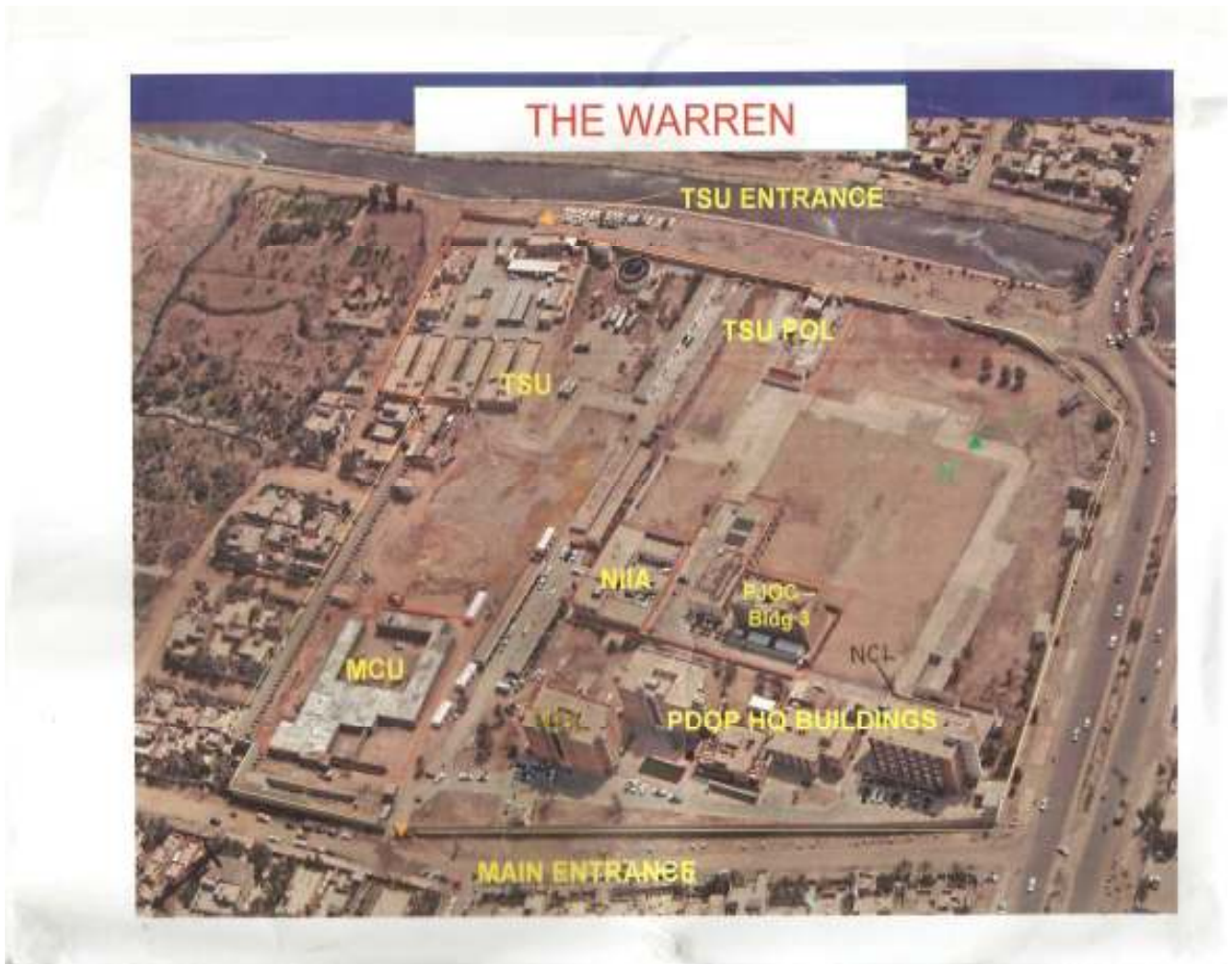
08-557-1H	Graduated Cylinders 2000mL cs/4	392.86	3	1,178.58	Room Temperature
08-557-1E	Graduated Cylinders 250mL cs/12	358.63	2	717.26	Room Temperature
08-557-1B	Graduated Cylinders 25mL cs/18	325.83	2	651.66	Room Temperature
08-557-1F	Graduated Cylinders 500mL cs/8	272.61	2	545.22	Room Temperature
08-557-1C	Graduated Cylinders 50mL cs/18	258.70	2	517.40	Room Temperature
H292-1	Hexane 1L	90.98	3	272.94	Flammable
11-510-16HQ	Hotplate 4x4	201.99	2	403.98	Room Temperature
AC42378-5000	Hydrobromic Acid 500mL Hydrochloric Acid ACS grade	65.78	1	65.78	Inorganic Acid
AC42379-5000	500mL cs/6 Hydrogen Peroxide 30%	203.00	3	609.00	Inorganic Acid
H323-500	500mL	142.01	1	142.01	Refrigeration
AC14892-0010	Isopropylamine 1L	31.60	1	31.60	Flammable
06666C	Kimwipe EX-L 15"X17" 140/pk 15 @ case	180.24	15	2,703.60	Room Temperature
06666A	Kimwipe SML 4-1/2X8-1/2 280/pk 60 @ case	249.50	5	1,247.50	Room Temperature
01-369E	Lab coats long 42" white	34.77	24	834.48	Room Temperature
01-369F	Lab coats long 44" white	34.77	24	834.48	Room Temperature
01-366F	Lab coats short 42" white	29.38	24	705.12	Room Temperature
01-366G	Lab coats short 44" white	29.38	24	705.12	Room Temperature
15-953	Labeling Tape - blue 2"	8.48	6	50.88	Room Temperature
15-954	Labeling Tape - red 2"	8.48	6	50.88	Room Temperature
15-958	Labeling Tape - white 1.5"	16.05	6	96.30	Room Temperature
15-951	Labeling Tape - yellow 2"	8.48	6	50.88	Room Temperature
NC9961651	Laboratory Notebook - brown	33.38	20	667.60	Room Temperature
02-675-165	Lancets 150/pk high flow	67.88	4	271.52	Room Temperature
AC40211-0050	Leucomalachite Green 5g	23.54	5	117.70	Room Temperature
11-394-5B	LTX Gloves-M cs/10pk	325.57	10	3,255.70	Room Temperature
11-394-5C	LTX Gloves-SL cs/10pk	325.57	10	3,255.70	Room Temperature
11-394-5A	LTX Gloves-SM cs/10pk	325.57	10	3,255.70	Room Temperature
11-394-5D	LTX Gloves-XL cs/10pk	325.57	10	3,255.70	Room Temperature
06-423-3D	Media/Solution Bottles 1000ml case 4	165.75	5	828.75	Room Temperature
06-423-3A	Media/Solution Bottles 100ml case 4	85.62	5	428.10	Room Temperature
06-423-3E	Media/Solution Bottles 2000ml case 4	256.09	4	1,024.36	Room Temperature
06-423-3B	Media/Solution Bottles 250ml case 4	105.96	5	529.80	Room Temperature
06-423-3C	Media/Solution Bottles 500ml case 4	135.23	5	676.15	Room Temperature
M155I-100	Mercuric Chloride 100g	180.99	1	180.99	Oxidizer
TIA947P	Methanol 4L	95.30	4	381.20	Flammable
14-754-32	Microcentrifuge Rack 0.5ml 6 @ case	80.66	2	161.32	Room Temperature
14-754-30	Microcentrifuge Rack 1.5ml 6 @ case	82.71	2	165.42	Room Temperature
0554129	Microcentrifuge Rack pk/5 holds 96; case 4 pk	207.52	4	830.08	Room Temperature
05-408-123	Microcentrifuge Tubes 0.5ml blue 500pk	45.94	5	229.70	Room Temperature
05-408-120	Microcentrifuge Tubes 0.5ml natural 500pk	46.42	5	232.10	Room Temperature
05-408-132	Microcentrifuge Tubes 1.5ml blue 500pk	47.78	5	238.90	Room Temperature
05-408-129	Microcentrifuge Tubes 1.5ml natural 500pk	47.78	5	238.90	Room Temperature
05-408-131	Microcentrifuge Tubes 1.5ml	47.78	5	238.90	Room Temperature

	yellow 500pk				
05-408-138	Microcentrifuge Tubes 2.0ml 500/pk	48.41	2	96.82	Room Temperature
AB-1058	Microplates 96-well V bottom cs/100	252.42	1	252.42	Room Temperature
12-553-5B	Microscope slides 75x50mm cs/5	266.99	2	533.98	Room Temperature
12-550-343	Microscope Slides frosted @ case 1x3	518.21	1	518.21	Room Temperature
14-505-513	miniRoto Vortexers	185.00	6	1,110.00	Room Temperature
12-970A	Mortar/Pestle 2 oz cs/12	295.60	1	295.60	Room Temperature
NC9680532	Mounting Medium - Cytoseal 280	29.79	2	59.58	Room Temperature
SP15-100	Mounting Medium - Permount 100ML cs/6	125.64	1	125.64	Room Temperature
029235A	Nalgene Amber HDPE Bottles 1 oz. Pk 12	28.01	1	28.01	Room Temperature
029235B	Nalgene Amber HDPE Bottles 2 oz. pk 12	29.50	1	29.50	Room Temperature
030062	Nalgene LDPE Drop- Dispensing Bottles 30ml pk 12	49.19	1	49.19	Room Temperature
030063	Nalgene LDPE Drop- Dispensing Bottles 60ml pk 12	536.26	1	536.26	Room Temperature
A200-500	Nitric Acid 500mL cs/6	243.13	2	486.26	Inorganic Acid
A414-1	n-propanol 1L	80.56	1	80.56	Flammable
13-374-10	Parafilm M 4" x 125'	37.07	2	74.14	Room Temperature
22-037-514	Pasteur Pipets pk 250	26.69	5	133.45	Room Temperature
D71-100	p-dimethylaminobenzaldehyde	166.24	1	166.24	Room Temperature
P393-1	Pentane Spectranalyzed	137.09	2	274.18	Flammable
AC22331-0010	Perchloric Acid 1L	166.50	1	166.50	Inorganic Acid
AC42404-5000	Phosphoric Acid 6x500mL	46.57	1	46.57	Inorganic Acid
13-678-12E	Pipet 10ml cs	169.75	1	169.75	Room Temperature
13-674-46K	Pipet 15.5 cm 500/pk	14.09	1	14.09	Room Temperature
13-678-12B	Pipet 1ml cs	209.12	1	209.12	Room Temperature
13-674-46D	Pipet 22.5 cm 500/pk	48.63	1	48.63	Room Temperature
13-678-14B	Pipet 25ml cs	167.48	1	167.48	Room Temperature
13-678-12C	Pipet 2ml cs	133.31	1	133.31	Room Temperature
13-678-14C	Pipet 50ml cs	229.93	1	229.93	Room Temperature
13-678-12D	Pipet 5ml cs	156.38	1	156.38	Room Temperature
NC9284591	Pipet Plastic small tip cs	31.63	10	316.30	Room Temperature
50820390	Pipet-Aid electric 110v	256.75	4	1,027.00	Room Temperature
1367825E	Pipets Standard Serological 10x1/10ml 500/cs orange	256.05	2	512.10	Room Temperature
02-544-127	Plastic Containers 100/pk	90.78	1	90.78	Room Temperature
03-484C	Plastic Utility Box 500mL cs/6	176.25	1	176.25	Room Temperature
SP119-25	Platinic Chloride 25mL	663.09	1	663.09	Room Temperature
P258-212	Potassium Hydroxide 2.5kg	229.31	1	229.31	Room Temperature
P267-250	Potassium Nitrite 250g	170.27	1	170.27	Oxidizer
12-640	Razor Blades 100/pk	27.25	10	272.50	Room Temperature
15-239-2	Reagent Tray	99.79	2	199.58	Room Temperature
05-720-10	Removable UV light source (CM-26)	495.57	1	495.57	Room Temperature
14-135-1A	Rubber Stoppers #000 pk/181	27.48	1	27.48	Room Temperature
190041-232	Safety Glasses - Unispec II 50 @ 106.90	106.90	1	106.90	Room Temperature
S47602GG	Safety Glasses 24/pk	67.50	1	67.50	Room Temperature
14-245-51	Sample Scoops - sterile 2.7 oz pk/50	35.96	1	35.96	Room Temperature
AA1257406	Selenous Acid 5g	21.04	5	105.20	Room Temperature
10-436B	Separatory Funnel 250mL	266.93	2	533.86	Room Temperature

10-436C	Separatory Funnel 500mL	294.58	2	589.16	Room Temperature
13-380-128	Sharpie Markers - Blue Extra Fine cs/12	16.14	10	161.40	Room Temperature
13-380-123	Sharpie Markers - Blue Fine cs/12	14.62	10	146.20	Room Temperature
S181-25	Silver Nitrate 25g	178.85	1	178.85	Room Temperature
M64052E94	Slide Carrier 30/pk	606.27	1	606.27	Room Temperature
22-038-490	Slide Staining Jar 6/pk	91.35	1	91.35	Room Temperature
S263-1	Sodium Carbonate Anhydrous 1kg	146.17	1	146.17	Room Temperature
P8511C	Sodium Dodecyl Sulfate 100g	29.66	4	118.64	Room Temperature
SS254-500	Sodium Hydroxide 500mL	82.72	1	82.72	Corrosive - Base
S318-500	Sodium Hydroxide Pellets ACS 500g	68.75	2	137.50	Corrosive - Base
AC21362-1000	Sodium Molybdate 100g	36.00	1	36.00	Room Temperature
S343-500	Sodium Nitrate 500g	143.66	1	143.66	Room Temperature
S350-100	Sodium Nitroferrocyanide Dihydrate 100g	185.32	1	185.32	Room Temperature
AC13234-0050	Sodium Rhodizonate 5g	27.50	1	27.50	Room Temperature
S210-500	Sodium Acetate Anhydrous 500g	123.92	1	123.92	Room Temperature
S245-500	Sodium Bitartrate 500g	146.15	1	146.15	Room Temperature
14-373-25A	Spatula 12" pk/12	260.00	1	260.00	Room Temperature
S337241	Spot Plates 12 cavity pk/10	67.05	3	201.15	Room Temperature
22-038-494	Staining rack 6/pk	96.76	1	96.76	Room Temperature
A296-500	Sulfanilic Acid 500g	285.55	1	285.55	Room Temperature
A300-212	Sulfuric Acid 2.5L	83.80	1	83.80	Inorganic Acid
A314-500	Tartaric Acid 500g	131.22	1	131.22	Room Temperature
14-958-10B	Test tubes heavy wall cs/1000 12x75	78.78	2	157.56	Room Temperature
05-713-169	TLC Plate 20x10 pk/25	136.77	1	136.77	Room Temperature
05-713-172	TLC Plate 20x5 pk/75	247.59	1	247.59	Room Temperature
K4161801020	TLC Tank	153.98	3	461.94	Room Temperature
AC16790-0010	Toluene 4x1L	106.80	1	106.80	Flammable
03-448-29	Transfer bulb 1/2oz ea	6.86	3	20.58	Room Temperature
03-448-30	Transfer bulb 1oz ea	6.80	3	20.40	Room Temperature
03-448-31	Transfer bulb 2 oz ea	6.18	3	18.54	Room Temperature
03-448-28	Transfer bulb 3/8oz ea	6.86	3	20.58	Room Temperature
NC9284591	Transfer Pipets fine tip 3mm dia. Case	31.62	5	158.10	Room Temperature
NC9284591	Transfer Pipets fine tip 3mm dia. Case	31.62	5	158.10	Room Temperature
BP152-500	Tris Base MB grade 500g	57.10	1	57.10	Room Temperature
NC9828886	Ultra Sonic Bath	962.55	1	962.55	Room Temperature
V10-100	Vanillin 100g	52.58	1	52.58	Room Temperature
03-409-23K	Wash bottles - DI Water pk/6	27.62	5	138.10	Room Temperature
03-409-23B	Wash bottles - Ethanol pk/6	27.62	2	55.24	Room Temperature
03-409-23D	Wash bottles - Methanol pk/6	27.62	2	55.24	Room Temperature
03-409-23G	Wash bottles - Water pk/6	27.62	2	55.24	Room Temperature
03-405-A	Wash Bottles w/spray 235mL pk/3	23.12	10	231.20	Room Temperature
S45652D	Wax Pencil - black pk/12	13.05	2	26.10	Room Temperature
02-202B	Weighing Dishes 2.5/2 cs/6 @ 500	507.00	1	507.00	Room Temperature
02-202C	Weighing Dishes 4/3 cs/4 @ 500	740.00	1	740.00	Room Temperature
02-202-103	Weighing Dishes 5.1/3.6 cs pk/500	273.33	1	273.33	Room Temperature
09-805G	Whatman filter paper 15cm 100/pk	16.61	10	166.10	Room Temperature
09-806A	Whatman filter paper 46x57cm	146.50	1	146.50	Room Temperature

	100/pk				
23-400-104	Wooden Applicators pk 1000 cs/12	518.93	1	518.93	Room Temperature
X3S-1GAL	Xylenes 1gal	100.19	1	100.19	Flammable
AC42383-0010	Isopropanol ACS grade 1L Volumetric Flask 10mL Class A cs/12	28.70	5	143.50	Flammable
5646-10	Volumetric Flask 50mL Class A cs/12	335.75	1	335.75	Room Temperature
5646-25	Volumetric Flask 100mL Class A cs/12	394.52	1	394.52	Room Temperature
5646-100	Volumetric Flask 250mL Class A cs/12	416.87	1	416.87	Room Temperature
5646-250	Volumetric Flask 500mL Class A cs/12	524.97	1	524.97	Room Temperature
5646-500	Volumetric Flask 1L Class A cs/6	651.18	1	651.18	Room Temperature
5646-1L	Test Tubes polystyrene w/friction cap bag/25 cs/1000	394.45	1	394.45	Room Temperature
14-959-2A	miniRoto Vortexers	195.00	2	390.00	Room Temperature
14-505-513	Vials - 12 x 32mm screw top clear, Borosilicate pk/100 cs/20pk	185.00	2	370.00	Room Temperature
03-375-16A	Screw thread cap and silicone rubber/PTFE red-white septa pk/100 cs/10 pk	378.00	1	378.00	Room Temperature
03-342-008	Dichloromethane ACS grade (Methylene chloride) 500mL cs/6	333.42	2	666.84	Room Temperature
AC40692-500	Iodopropane 250mL ea	114.20	1	114.20	Room Temperature
AC17405-2500	N Butyl Chloride 1L	77.10	1	77.10	Flammable
B416-1	Tetramethylammonium hydroxide solution 100mL	154.76	1	154.76	Flammable
O4643-100	DMF (dimethylformamide) 1L	221.25	1	221.25	Flammable
D119-1	Sodium bicarbonate ACS 10kg	162.34	1	162.34	Room Temperature
S233-10	Potassium Phosphate 1kg	174.55	1	174.55	Room Temperature
AC21547-0010	Glucurase (β -glucuronidase) 10mL	117.70	1	117.70	Room Temperature
ICN15228410	Trifluoroacetic Anhydride 100mL	277.16	1	277.16	Refrigeration
O4903-100	Potassium hydroxide 1kg	323.11	1	323.11	Flammable
P250-1	4-pyrrolidinopyridine 5g	93.31	1	93.31	Corrosive - Base
AC20001-0050	heptafluorobutyric acid 100mL	83.31	2	166.62	Flammable
PI-25003	Sodium Phosphate Monobasic 500g	286.36	1	286.36	Inorganic Acid
S397-500	Sodium Phosphate Dibasic 1kg	130.38	2	260.76	Room Temperature
S374-1	Water Bath 230V Model 102 Clean Screen DAU (ZCDAU020) 200mg/10mL pk/50	146.31	2	292.62	Room Temperature
15-460-3Q	Clean Screen THC (ZCTHCM020) 200mg/10mL pk/50	632.00	1	632.00	Room Temperature
NC9491676	Clean Screen BNZ (CCBNZ203) 200mg/3mL pk/50	137.50	2	275.00	Room Temperature
? Fisher	Clean Screen BNZ (CCBNZ203) 200mg/3mL pk/50	137.50	2	275.00	Room Temperature
? Fisher	Vacuum Manifold SPE 12 port Vacuum pump Diaphragm; 42L/min	137.50	2	275.00	Room Temperature
11-131-31		591.70	1	591.70	Room Temperature
13-875-163		770.00	1	770.00	Room Temperature
Total				97,742.04	

2.4 Aerial photograph of the Al Basra IPS headquarter (the regional crime laboratory is located in the bottom-right of the building complex).



Annex 3.1

Bill of Quantities provided by the IPS administration on the equipment of a police station

S.N.	Item name	Number required	The cost of one piece in I.D.	Total cost	Remarks
1	Wooden office table	12	250000	3000000	The number of these items is
2	Metallic office table	6	150000	900000	according to a recommended
3	Swivel chair	12	100000	1200000	and a default numbers
4	Normal chair	20	50000	1000000	for a police station of
5	Plastic chair	10	10000	100000	(6) officers and 150 other
6	Single bed	25	80000	2000000	policemen and rooms not
7	Double bed	50	130000	6500000	less than (15)rooms
8	Mattress	125	35000	4375000	and with a prison and
9	Pillow	125	4000	500000	a big sleeping room and
10	Mattress cover	125	8000	1000000	with armory and with the
11	Single blanket	125	30000	3750000	Other services.
12	Tow doors cabinet	20	120000	2400000	the air conditioning and
13	One door cabinet	50	70000	3500000	the ventilation fans is
14	File cabinet 4 draw.	20	60000	1200000	are fixed by the police
15	Safe case	2	500000	1000000	station and according to
16	Plastic water tank 1 ton	8	250000	2000000	the designed buildings for
17	Wooden platform(mastaba)	4	50000	200000	A typical police station.
18	Files keeper	4	350000	1400000	
19	Files rows	10	100000	1000000	
20	Eating table	6	20000	120000	
21	Computer table	4	40000	160000	
22		3	750000	2250000	
23	Cloth hanger.	10	20000	200000	
24	Carpet 3×3	12	100000	1200000	
25	Ground cover	10 m2	5000	500000	
26	TV	5	200000	1000000	
27	Satellite receiver	5	65000	325000	
28	Freezer	2	360000	720000	
29	Fridge	6	450000	2700000	
30	Water cooler	6	150000	900000	
31	Air cooler	8	250000	2000000	
32	Air cond.	10	550000	5500000	
33	2 ton air con. System	10	750000	7500000	
34	Exhaust fan	6	30000	180000	
35	Stand vertical ventilator	10	50000	500000	

36	Table ventilator	10	30000	300000	
37	Big Kitchener	2	450000	900000	
38	Flag mast	2	100000	200000	
39	Declarative board	4	25000	100000	
40	Electrical boiler	2	125000	250000	
41	Electrical heater	15	15000	225000	
42	Window shade	10m2	5000	500000	
43	Paper destroyer	2	70000	140000	
44	Big generator 150 KVA	2	25000000	50000000	
45	Small generator 10 amp	4	180000	720000	
46	Fuel barrel	15	20000	300000	
47	Litter	2	30000	60000	
48	Locks	8	4000	32000	

Total

116,507,000.00 IQD

97,454.6215 USD

Annex 4. Iraqi police density in international comparison

Police density in international comparison (including border guards, local and national police levels)			
	Total police	Number of inhabitants per km ²	Number of inhabitants per officer
Iraq	550'000		52
IPS Al Basra	22'000		88
Bosnia and Herzegovina (local police only)	18,295	66	234
Bosnia and Herzegovina (including national police)	23,500	66	145
Netherlands	47,964	388	339
Belgium	44,067	337	234
Germany	270,000	231	305
Hungary	40,026	113	257
Slovenia	8,907	97	220
Japan (including coast guards)	300'451		423

Annex 5. Community policing literature

Main comparative titles in community policing

1. COMMUNITY POLICING: INTERNATIONAL AND INTERNATIONAL MODELS AND APPROACHES

(Willan Publishing (UK) (April 2005) (**Paperback**), by Mike Brogden (Author), Preeti Nijhar (Author), price: \$39.50 (233 pages)

Book webpages

Amazon: http://www.amazon.com/Community-Policing-International-Models-Approaches/dp/1843920050/ref=sr_1_3?ie=UTF8&s=books&qid=1206180418&sr=1-3

Publisher: <http://www.willanpublishing.co.uk/cgi-bin/indexer?product=1843920050>

Contents

- 1 Globalising community-oriented policing
- Part 1 Community policing -- models and critiques*
- 2 Community-oriented policing -- the Anglo-American model
- 3 Anglo-American community policing -- ten myths
- 4 Community policing on the Asian Pacific rim
- 5 Aspects of community policing in the European Union and in western Europe
- Part 2 Community policing in transitional and failed societies*
- 6 South Africa: the failure of community policing
- 7 Community policing in transitional societies
- 8 Community policing in failed societies
- 9 Creating community policing in Northern Ireland
- 10 Community policing and democratic policing
- References
- Index

Mike Bogden, a reputed professor of the University of Lancaster UK, is the main author. The authors attempt to deconstruct the myth of community policing in the Anglo-Saxon world, then go on to discuss the paradox of the export business developed by these democracies in promoting community policing in transitional and failed states. They briefly discuss the conditions for a successful exportation to the recipient states showing that both institution and culture might be at such a variance that exportation is due to fail. The authors consider that the Koban system of Japan might be an alternative to community policing western style, but has its own limitation. They discuss briefly (in a few pages) examples from North America, Western and central Europe, Asia, Africa, and central and South America.

2. INTERNATIONAL PERSPECTIVES ON COMMUNITY POLICING AND CRIME PREVENTION

by Dilip K. Das and Steven P. Lab (Prentice Hall (April 5, 2002), 276 pages, price: \$52.80

Book webpage:

Amazon: http://www.amazon.com/Community-Policing-Comparative-Perspectives-Prospects/dp/0312086733/ref=sr_1_1?ie=UTF8&s=books&qid=1205766192&sr=1-1

Publisher: <http://www.pearsonhighered.com/educator/academic/product/0,3110,0130309567,00.html>

This book is the second major competitive title. It is a large collection of essays providing insight on the great diversity in community policing and crime prevention as they appear in countries around the world. Various chapters deal with countries that have established formal, professional police forces; are in transition from colonial status to independence; or are emerging democracies faced with the demands associated with major political and social change. All of these efforts are tied together with the recognition that the public needs to be involved in preventing crime.

Contents

PART I.

- 1. Community Policing as Crime Prevention in the United States, Steven P. Lab.
- 2. Crime Prevention: A Community Policing Approach, Maximilian Edelbacher.

3. Community Policing in the Royal Canadian Mounted Police: From Preventive Policing to a National Strategy in Crime Prevention, R.J. Laing and L.T. Hickman.
4. The Crime Prevention Continuum: A Community Policing Perspective on Crime Prevention in Canada, John Lindsay.
5. Crime Prevention in the Netherlands: A Community Policing Approach, Alexis A. Aronowitz.
6. Some Thoughts on the Relationship Between Crime Prevention and Policing in Contemporary Australia, Rick Sarre.

PART II.

7. Crime Prevention: The Community Policing Approach in Israel, Ruth Geva.
8. A Community Policing Approach to Crime Prevention: The Case of India, R.K. Raghavan and A. Shiva Sankar.
9. The Kenyan Perspective on Community Policing and Crime Prevention, Nary M. Mwangangi.
10. Crime Prevention in Nigeria: Pre-Colonial and Post-Colonial Dimensions, Obi N.I. Ebbe.

PART III.

11. Crime Prevention in Yugoslavia, Bransilav Simonovic and Miroslav Radovanovic.
12. Hungarian National Report on Crime Prevention: A Community Policing Approach, Ferenc Bánfi and Irene Sárkozi.
13. Crime Prevention: A Community Policing Approach in Russia, Yakov Gilinskiy.

PART IV.

14. Prevention Policies and Civic Morals in Mexico, Walter Beller Taboado.
15. Crime Prevention in China: A Community Policing Approach, Kam C. Wong.
16. World Perspective Crime Prevention: A Community Policing Approach, Peter C. Kratcoski, Dilip K. Das and Arvind Verma.

Dilip Das and Steven Lab have focuses on one single model of community policing, namely the Western type or top-down approach. When discussing India, China, Nigeria or even South Africa, they focus on police initiatives and provide interesting descriptions of crime prevention programmes. Dilip Das and Steven Lab book focuses on practices and is strong in its descriptive accounts.

3. COMMUNITY POLICING: COMPARATIVE PERSPECTIVES AND PROSPECTS

by Robert R. Friedman (Palgrave Macmillan, Paperback - Oct 15, 1992), price: paperback: \$42.95

Book webpage:

Amazon: http://www.amazon.com/Community-Policing-Comparative-Perspectives-Prospects/dp/0312086733/ref=sr_1_1?ie=UTF8&s=books&qid=1205766192&sr=1-1

This book compares community policing initiatives in Canada, Great Britain, Israel, and the United States. While being comparative, this book focuses on one single model of community policing, namely the Anglo-Saxon model. The book deals with a range of issues, including fear of crime, the attitudes of police officers and citizens, and victimization. Other issues addressed include: police administration, style, and training; how community policing is portrayed in the media; and the relationship between the police and other social services. Throughout, emphasis is placed on the concept of community policing, the forces that make it work, and the resources that can be mobilized to assist the police. By developing a workable, concise definition of community policing and presenting a critical look at its limitations and promises, Community Policing provides an invaluable guide for students and researchers of policing, criminology, and public administration, as well as police officers and administrators responsible for the policy's implementation.

4. COMMUNITY POLICING: INTERNATIONAL PATTERNS AND COMPARATIVE PERSPECTIVES (ADVANCES IN POLICE THEORY AND PRACTICE)

By Dominique Wisler and Ihekwoaba D. Onwudiwe, (CRC Taylor and Francis Press, - November 2009), price: paperback: \$99.00

Book webpage:

Amazon: <http://www.amazon.co.jp/Community-Policing-International-Comparative-Perspectives/dp/1420093584>

PREFACE

Otwin Marenin (Washington State University)

COMMUNITY POLICING IN COMPARISON

Dominique Wisler (Coginta) and Ihekwoaba D. Onwudiwe (Texas Southern University)

Africa

COMMUNITY POLICING IN A HIGH CRIME TRANSITIONAL STATE: THE CASE OF SOUTH AFRICA SINCE DEMOCRATISATION IN 1994

Anthony Minnaar, (Department of Security Risk Management, School of Criminal Justice, College of Law, University of South Africa)

COMMUNITY POLICING: THE CASE OF INFORMAL POLICING IN NIGERIA

Ihekwoaba Onwudiwe (Texas Southern University)

STATE, LAW AND VIGILANTISM IN NORTHERN TANZANIA

Suzette Heald (London School of Economics and Political Science)

VILLAGE DEFENSE GROUPS: RADICALIZATION IN DARFUR

Victor Tanner (Nitze School of Advanced International Studies, Johns Hopkins University)

Europe

THE FRENCH CENTRALIZED MODEL OF POLICING: TO CONTROL THE CITIZENS

Christian Mouhanna (Centre de recherches sociologiques sur le droit et les institutions pénales, Paris)

COMMUNITY POLICING IN BELGIUM: PERIPHERIES OF THE CONSTITUTION OF A MODEL OF POLICE WORK

Carrol Tange (Free University of Brussels)

PATTERNS OF COMMUNITY POLICING IN BRITAIN

Anita Kalunta-Crumpton (School of Business & Social Sciences, Roehampton University).

Asia/Oceania

COMMUNITY POLICING WITH CHINESE CHARACTERISTICS

Kam C. Wong (Xavier University).

COMMUNITY POLICING IN INDIA: GLIMPSES OF PAST, PRESENT AND BEYOND

K. Jaishankar (Manonmaniam Sundaranar University)

FIT FOR PURPOSE: WORKING WITH THE COMMUNITY TO STRENGTHEN POLICING IN VICTORIA, AUSTRALIA

John Casey (City University of New York) and David Pike (Charles Sturt University/ Victoria Police, Australia)

Americas

POLICING A MULTICULTURAL AMERICA:

David E. Barlow (College of Arts and Sciences, Fayetteville State University)

THE IMPACT OF INTERNATIONAL MODELS OF POLICING IN LATIN AMERICA: THE CASE OF COMMUNITY POLICING

Hugo Frühling (University of Chile)

comparative titles

COMMUNITY POLICING: INTERNATIONAL PATTERNS AND COMPARATIVE PERSPECTIVES (ADVANCES IN POLICE THEORY AND PRACTICE)

By Dominique Wisler and Ihekwoaba D. Onwudiwe, (CRC Taylor and Francis Press, - November 2009), price: paperback: \$99.00

Community Policing: Comparative Perspectives and Prospects

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International Perspectives on Community Policing and Crime Prevention

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Community Policing: International and International Models and Approaches

(Willan Publishing (UK) (April 2005) (Paperback), by Mike Brogden (Author), Preeti Nijhar (Author), price: \$39.50 233 pages

monographies

Community Policing: Partnerships for Problem Solving (Hardcover)

by Linda S. Miller (Author), Kären M. Hess (Author) (Wadsworth Publishing, May 2007), price: \$125

Community Policing : A Handbook for Beat Cops and Supervisors (Paperback)

by Howard Rahtz (Author), Howad Rahtz (Author) (Willow Tree Pr, May 2001) price: \$14.98

Community Policing and Problem Solving (5th Edition) (Hardcover)
by Kenneth J. Peak (Author), Ronald W. Glensor (Prentice Hall, March 2007) price:\$88.00

Community Policing: Building Inclusive Communities (Paperback)
by Charles McNeeley (Lamar Publishing, May 2006) price: \$24.95

Community policing : how to get started (Paperback)
by Robert C. Trojanowicz (Author), Bonnie Bucqueroux (Anderson Publishing, May 1998) price:
\$10.00

Community Policing, Chicago Style (Studies in Crime and Public Policy) (Paperback)
by Wesley G. Skogan (Author), Susan M. Hartnett (Oxford University, 1999) price: \$42.00

Changing the Guard: Developing Democratic Police Abroad (Studies in Crime and Public
Policy) (Studies in Crime and Public Policy) (Hardcover)
by David H. Bayley (Oxford University, 2005) price: \$35.00

Forces of Order: Policing Modern Japan, Revised edition (Paperback)
by David H. Bayley (University of California Press, 1991) price: \$21.95

The Challenge of Community Policing: Testing the Promises (Paperback)
by Dennis P. Rosenbaum (Sage, 1994) price: \$56.95

Problem-Oriented Policing (Paperback)
by Herman Goldstein (Mc Graw Hill Publisher, 1990) price: \$ 55.00

Fixing Broken Windows: Restoring Order And Reducing Crime In Our Communities
(Paperback)
by George L. Kelling (Author), Catherine M. Coles (Free Press 1998), price: \$15.00

Character and Cops, Fifth Edition: Ethics in Policing, Fifth Edition (Paperback)
by Edwin J. Delattre (AEI Press 2006), price: \$25

Police Administration: Structures, Processes, and Behavior (7th Edition) (Hardcover)
by Charles R. Swanson (Author), Leonard Territo (Author), Robert W. Taylor (Prentice Hall,
2007), price: \$103.00

Effective Police Supervision, 5th Edition (Paperback)
by Harry W. More (Author), Larry S. Miller (Anderson 2007) price: \$120.00

Annex 6. List of interviews

UNDP Evaluation Mission of Dominique Wisler and Natsuko Yukawa (BLUE project) Baghdad and Basra May 18 to June 19

List of interview

May-24	Major General Ayden Qadir	Deputy Minister of Interior for Policing, Baghdad
May-25	Gérard Sambrana	Political Advisor, UNAMI, Baghdad
May-26	Alex Martin, Tom Costelo	Director of Libra Group, UK CivPol (Basra)
May-27	Sylvia Fletscher	Rule of Law Team leader, Baghdad
May-28	Peter Ridley	Armorgroup, forensic specialist, Basra
May-29	Sandra Haywood	Rule of Law Team leader, Foreign & Commonwealth Office
May-30	Bob Lamburne	Head of Foresnic Group
May-30	Tony Derrick	UK CivPol Team Leader
May-31	Major General Adel Dahaam, Tony Derrick, Geff Cooper, Basil Comnas, Humam Misconi	Commander of the Basra IPS, UK Police Commissioner, UK CivPol, UNDP
Jun-01	Cpt Bassim, Officer Salim Abaas, Peter Ridley, Jack Bennie	Forensic Department Basra IPS, Armorgroup
Jun-03	Brigadier Mohammed Jassim	Deputy Commander, Head of Administration
Jun-03	Col. Micheal McGinn	US Chief of PTT Avanced Team in Basra
Jun-04	Col Zachi, Capt Za'im, Lt Jaber	Head of the Planning and Follow-Up Unit, IPS Basra
Jun-06	Major Saad	Head of Statistical Unit, IPS Basra
Jun-08		IPS District Commander (central)
Jun-09	Steve Whitehead, Michael	UK CivPol (DIA advisors)
Jun-09	Colonel Mohammed Amer	IPS District Commander (North)
Jun-10	Alan Costello	UK CivPol
Jun-11	Paul Webb	UK CivPol (Leadership advisors)
Jun-13	Lt Col Auda Sadim	Assistant Commander of the Police, Head of Department of Internal Affairs
Jun-13	Jonathan Robinson	Humanitarian Affairs, UNAMI
Jun-14	Cpt Mansur	IPS Basra, Small Arms National Focal Point
Jun-15	Lt Taha Saleh and 1st Lt Walaad	Financial Unit, IPS Basra
Jun-16	Brigadier Mohammed Jassim	Deputy Commander of the IPS in Basra
Jun-17	Jack Bennie	Armorgroup, forensic specialist
Jun-18	Col. Abdulwahid, Cpt Bassim, Officer Salim	Forensic Department Basra
Jun-18	Major Rafe'a	Public Relations (IPS)
Jun-18	Captain Mansur	IPS small arms focal point, community liaison officer
Jun-18	Sandra Haywood	British FCO, 2d secretary