



**GALLS  
INCORPORATED**

2680 Palumbo Drive  
Lexington, Kentucky 40555-5208  
800-876-4242 Fax 606-269-4607

8

**INVOICE**

Please Remit to:  
Gall's Inc.  
PO Box 55208  
Lexington, KY 40555

Date: 7-17-03  
Account Number : 49209257  
Correspondence regarding this invoice.

Order : 56552435-0100  
Purchase Order:

COALITION PROVISION AUTHORITY	Active	Total Product \$	109,799.50	Level 1 of 1 order No. 56552435-0100
MINISTRY OF JUSTICE	Customer	Sales Tax		Hold for Quote
BAGHDAD, IRAQ	Type 96	TRUCK	5,000.00	
	D 9143606786	Total for order is	114,799.50	
	N 9143606786			
	F 0			
SC 3061 8210	Date 07/17/03 Time 12:21			
PM PX				
Remits .00				
HTC N N30 N TE N	Entered By MABUSHICE			

Ship To: DEFENSE DISTRIBUTION CENTER  
NEW CUMBERLAND ARMY DEPO  
2001 MISSION DRIVE  
NEW CUMBERLAND, PA 17070

Ln#	Product Number	Qty	Description	Actions	Tot Price	Lst Dt	S t a t u s
1	RS034	2500	GALLS CHAIN HANDCUFFS NO ENGRAVING		27,375.00	07/17	To Be Picked
2	RS067	10	FLEX CUFF NYLON RESTRAINTS (1000 BULK)		6,259.50	07/17	To Be Picked
3	RS051	200	GALLS OVERSIZED LEG IRONS NO ENGRAVING		3,590.00	07/17	To Be Picked
4	RS130	100	72 INCH CHAIN RESTRAINT BELT		1,095.00	07/17	To Be Picked
5	BA066	400	24IN RING GRIP BATON W/STOP NO ENGRAVING		3,980.00	07/17	To Be Picked
6	TE256 BLK SMD	180	PRO POLICE RIOT HELMET BLACK S/M		15,291.00	07/17	To Be Picked
7	TE256 BLK LXL	190	PRO POLICE RIOT HELMET BLACK L/XL		16,140.50	07/17	To Be Picked
8	TE256 BLK 2X	30	PRO POLICE RIOT HELMET BLACK 2X		2,548.50	07/17	To Be Picked
9	SF054	40	CONVERTIBLE DOUBLE DOOR SECURITY CABINET		12,760.00	07/17	To Be Drop Shipped
10	FL069 2D	200	MAGLIGHT FLASHLIGHT 2D-CELL		3,580.00	07/17	To Be Picked
11	TE076 PLN DS	400	RIOT SHIELD W/ NO DECAL		17,180.00	07/17	To Be Drop Shipped

(b)(6) - This was a proposed invoice for security equipment from Galls Incorporated. Suggest you re-look and determine what you need, then call (b)(6) at (b)(6) can ship to the military - through 800th MP Bde. Problem is how to pay them. They will want paid before they will ship.



05376

[redacted] (GS-14)

From: [redacted]  
Sent: Friday, July 11, 2003 3:07 PM  
To: [redacted] (GS-14)  
Subject: FW: IRAQ

*If you want to follow up with Roger Adams to replace, no key locks*

*at Abu Ghraib, you will need to email [redacted] OR [redacted] with the information they requested below.*

-----Original Message-----

From: [redacted]  
Sent: Friday, July 11, 2003 5:50 AM  
To: [redacted]  
Subject: FW: IRAQ

*Then, they will give you a cost proposal to send I over to do the work.*

-----Original Message-----

From: [redacted]  
Sent: Friday, July 11, 2003 5:37 AM  
To: [redacted]  
Subject: FW: IRAQ

-----Original Message-----

From: [redacted]  
Sent: Monday, July 07, 2003 1:41 PM  
To: [redacted]  
Subject: IRAQ

Mr. [redacted]

[redacted] of Folger Adam Security here. We just had a little meeting on our Baghdad dilemma. In order to get this moving for a quick replacement, we will need a few items answered.

- 1) We need exact quantities of locks you want to have replaced. Originally we said around 150. Is 150 accurate?
- 2) We need for you to take a digital picture of the lock and email it to us so we can confirm the exact type of lock we will need tumblers, and cylinders for. This is vital as we do not want to send wrong size tumblers, and/or cylinders, for the wrong lock. - *[redacted] - This is done -*
- 3) Can you help with lodging? - *Don't know -*
- 4) Can you provide security for the technicians? - *Yes - 800% -*
- 5) Who will the techs need to report to? *to you I or my replacement when he gets here.*

We need these items answered as soon as you get a chance to... Please and thanks in advance.

Sincerely,

[redacted]

*you can call [redacted] at [redacted]*

[redacted]

[redacted]

[redacted] UK Ministry of Justice

From: [redacted]  
Sent: Wednesday, August 13, 2003 10:45 PM  
To: [redacted]  
Cc: [redacted]  
Subject: Re: Prison Requirements for Maysan Province

[redacted] - wait out.

[redacted] - do you have a view on the proposed legal structures within Maysan Province?

[redacted] - appreciate your guidance on the planned prison capacity for Maysan Province. What have you budgeted for?

[redacted]

>From: [redacted]  
>To: [redacted]  
>CC: [redacted]  
>Subject: Prison Requirements for Maysan Province  
>Date: Wed, 13 Aug 2003 09:44:10 +0400

>[redacted]

>PRISONS

>Recent meetings with two senior judges in Maysan - Ali Rasheed and  
>Kadum  
>Ubudi - have raised the issue of Prison Facilities.

>In the past there was a remand centre in Al Amarah but this has now  
>been  
>looted, it held about 400 people (according to the judges). Those Prisoners  
>who received sentences were transferred to Basrah or Baghdad. However there  
>has been an important change in the legal system in Maysan since the war.  
>The local bench has created its own appeal court. In the past it was the  
>appeal court in Basrah that dealt with both provinces. This will have a  
>knock on effect on the prisoners being sentenced here.

>I asked the judges, if a facility was to be built here for remand and  
>serving prisoners, what would the required capacity be? They felt that at  
>least 1,500 would be required but that would cover all the different  
>sections of prisoner, remand, sentence, women and older juveniles (young  
>ones would require a borstal of some description).

>I do not know if the plans for prisoners are set in stone but is it  
>worth  
>having a look at an old Fadayeen barracks near here with a FEST team?  
>As the judges pointed out, prisoner's families are going to have to travel  
>quite a distance to visit their banged up relatives.

>[redacted]  
>Capt  
>GST Justice/Interior

It's fast, it's easy and it's free. Get MSN Messenger today!  
<http://www.msn.co.uk/messenger>

Date: October 1, 2003

To: Mr. Ghazi  
Ms. Mona  
Mr. Salam  
Mr. Juma  
Mr. Yaseen  
Mr. Sarkis

From: [REDACTED], Prisons Director, MOJ

Subject: Directive for Action

My instructions to you, as previously given to you on Sunday, September 28, 2003, by Captain [REDACTED] that you, the management team were to complete the administrative area between Tasferat and Rusafa, to have prepared for occupation by juvenile minors by September 30, 2003.

You have failed to complete the action you committed to be done.

Effective immediately, I am in charge of the prison department, and will remain so until you convince me that you can take care of and conduct business as a national organization.

When a directive is given by either Mr. [REDACTED] or Mr. [REDACTED] it is with the full authority of this office. We are a team. Have no misunderstanding. Major [REDACTED] Captain [REDACTED] and Captain [REDACTED] are part of the team and their instructions are to be followed as well.

I will inspect the new area between Tasferat and Rusafa at noon on Saturday, October 4, 2003 at which time I expect it to be ready to receive juvenile inmates immediately.

I further expect you to resolve the problems effecting payment of bills that have been incurred and make payments quickly to resolve these obligations.

If you cannot do this job, and perform your duties to ensure the proper development of your national prison system, I will find someone who can, immediately.

This communication documents the purpose of this meeting and will be part of the record.

Cc: [REDACTED] Prisons Department  
[REDACTED] Prisons Department  
Major [REDACTED]  
Captain [REDACTED]  
Captain [REDACTED]

To [redacted]  
Senior Advisor  
Ministry of Finance

From [redacted]  
Prison Department  
Ministry of Justice

**Prison Department, Ministry of Justice - Problems with Iraqi Counterparts.**

**Problem**

The Iraqi Prison Department requires a senior accountant to assist in the administration of the department.

**Background**

The destruction of the Iraqi Prison infrastructure has been almost total. The Prison Department still has no administrative structure operating at present. The limited accountancy support has been directed towards wages and unsuccessfully trying to access our budgeted funds.

In short the entire prison administration is carried out by the CPA personnel based at the Palace with little guidance on Iraqi procedures. The Department's accounting staff have neither the experience or inclination to take overall charge of the departments. The most effective member of staff may have to be withdrawn because of intimidation.

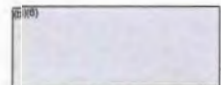
**Conclusion**

I understand from a recent conversation with you, that there may be experienced administrators who are unemployed because of the dissolution of their department or the body by which they were employed. I would be grateful for any assistance in locating such individuals who may wish to join the Prison Department.



1/9/03.

cc Captain



see Administration Dept  
@ Ministry of Finance.  
For list of former  
Military Industrial Commission  
employees. Bring an  
Arabic speaker.

*Please file Staff Training*

**Iraqi Ministry of Justice  
Prisons Department  
Briefing Memorandum**

Date: 14 August 2003  
To: General Donald Campbell  
From: [REDACTED]  
Reference: Briefing on Progress and Status of Training Unit

**Background**

A critical component required to stand up a viable correctional system for the nation of Iraq is providing a comprehensive training system. Unfortunately, when the first members of the MOJ Prison Department arrived in Iraq, their mission was to focus on standing up facilities--largely with former Iraqi prison and detention staff. When I arrived in Bagdad, in June, in addition to assisting to stand up individual facilities, I assumed the responsibility for designing and implementing a training system. Anticipating that need, I brought a few thousand pages of training material with me on my personal computer which has been used to greatly speed the writing process.

Because of the enormous demands on each of the MOJ Prison advisors' available time, my progress was very slow. To produce a training program, it was necessary to:

1. develop a training plan and an outline of the courses to be taught;
2. create a system which is capable of training and certifying a maximum number of corrections officers in the least amount of time;
3. assemble the material to be used as the basis for the training content;
4. write individual lesson outlines which can be effective teaching aids for an audience of Iraqi trainees;
5. translate each outline into Arabic;
6. select and train Iraqis to teach the individual classes (under the supervision and direction of Coalition corrections content experts);
7. locate and reserve classroom space;
8. arrange for food, water, and transportation needs of trainees; and

*Have this - you may already  
info on the ICS Training  
Academy. The military liaison  
team - headed by CPT [REDACTED]  
Have done a ~~massive~~ great job  
putting this all together -*

9. design and prepare certificates for the graduating officers.

### **Resource Materials**

Since I have previously designed or provided technical assistance for build training systems for jail and prison systems in many states in the U.S., I have a substantial body of material with which to start. We have also obtained training materials from U.S. Bureau of Prisons, some U.S. jail and prison systems, the U.S. Military Disciplinary Barracks at Ft. Leavenworth, and military police (95 C).

### **Preparation for Writing**

In mid-July, our meager staff in the Prison Department (three advisors) was augmented by eight liaison MPs assigned to us by the 800<sup>th</sup> MP BDE. I assigned Captain [REDACTED] and MSG [REDACTED] to begin constructing a pre-service training program for corrections officers.<sup>1</sup> Over the next few days we developed the outline format, determined the scope and depth of the outlines, and organized the writing effort.

### **Compilation and Writing**

Under my direction and supervision, they have written over 30 lesson outlines, 28 of which are included in the pre-service course required for corrections officer certification. Because, I have frequently utilized MSG [REDACTED] to assist with other projects, Captain [REDACTED] has done the vast majority of the actual writing. As a result of his efforts, we have completed a 150-page training manual. The English version is attached. (See attachment #1). This is the first version of the pre-service training program. I think the training outline needs to be expanded at some point in the future, when we can afford the time and cost of developing a more comprehensive and detailed set of training outlines. What we do have is substantially better and much more complete than anything being used anywhere in Iraq. It is also a significantly better product than I thought we could produce in so short a time and with our limited resources. Captain [REDACTED] deserves a great deal of credit for this effort.

### **Translation**

We have a team of Iraqi translators working to produce the Arabic version of the outline (see sample chapter at attachment #2). Although the project is nearly completed, it has been much slower than I had originally anticipated, because:

1. Arabic is not a language which lends itself to particularly well to technical writing--or so I

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<sup>1</sup>Captain [REDACTED] and SMG [REDACTED] between them have over 30 years prison experience in the federal prison system. I also quickly found that Capt. [REDACTED] has good technical writing skills. While I critiqued and worked with him closely in the early stages of the writing process, he worked with very little direction and oversight once he got a feel for what was needed.

have repeatedly been told by interpreters and others familiar with Arabic;<sup>2</sup> and

2. the interpreters are constantly having to stop and ask me to explain various training concepts to assist in their translation, because there is no Arabic word or phrase which directly translates the thought or instruction.

We should have the Arabic versions of the outlines completed today or tomorrow. We have enough outlines that have been translated to ensure that no topic has been taught that the trainees lacked an Arabic outline. We have been able to stay ahead of the curve.

### **Attrition of Trainees**

We have started with three classes of 25 trainees for a total of 75. After the first day we dropped to 46, and after the second we are down to 34. After a tour of the Russafa and Tasferat Detention Centers during which some prisoners jeered and yelled at the females, we lost all but one of our female trainees; however, over 30 of the male Iraqis bailed out. At this rate it is going to be slower than we had hoped. With the new round of training we will have to try to start with 100-125 to survive the attrition. About 30 of the trainees in the next round will be some of existing Tasferat staff who, of course, will not add to our pool of new staff.

### **First Graduating Class**

Our first graduation will be held to day with certificates being awarded to the 34 officers who completed the pre-service portion of the training. Each will receive an additional two weeks of training during their first few weeks on the job. Although I would prefer to do all the training at once, this is an acceptable compromise necessary to allow us to multiply our force more quickly.

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<sup>2</sup>Even designing a cover has been a problem. What is the Arabic word for "corrections." In one translation of which I am aware, the translation came out Iraqi Repair Service

*Please file - Inactive*

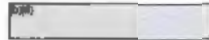


**Iraqi Ministry of Justice  
Prisons Department**

**Date:** 06 August 2003

**To:** General Donald Campbell, Ministry of Justice

**From:**



**Reference:** Delay in Payment of Wages for Corrections Officers

On 05 August 2003, Captain [REDACTED] and [REDACTED] went the bank to draw money to pay wages for officers of the Iraqi Correctional Services. After more than two hours of delays, wrangling, and frustration, they had to withdraw and reschedule the correctional officers payday.<sup>1</sup> The payment of wages had to be rescheduled for 07 August 2003. [REDACTED] instructed the Iraqi corrections management team to conduct the payments at the HQ at Dawoodie. Instead, the Iraqi Correctional Services management team made a decision to use the Ministry of Labor and Social Affairs office area to make the payments and notified the payees of that plan. Unfortunately, they failed to adequately clear their payment plan with Ministry of Labor and Social Affairs officials.

As a result, OCPA officials have refused to permit the payments to be made at their facility, and we are now faced with a situation in which the correctional officers will be showing up to be paid at a location where we cannot pay them. We are trying to find a way to resolve that in a nation with incredibly degraded communications.

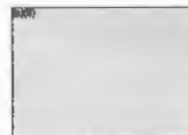
**No action requested.** This memorandum is only to keep you apprised of what is happening in your area of interest and to memorialize the difficulties face when having to relying on, and work through, Iraqi nationals to achieve our mission.

cc: Capt. [REDACTED]  
[REDACTED]


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<sup>1</sup>See attached Memorandum For Record, "Iraqi Correctional Services (ICS) Wage Payments," Captain [REDACTED]

*Please file - Training*



**Iraqi Ministry of Justice  
Prisons Department  
Briefing Memorandum**

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**To:** General Donald Campbell  
**From:**   
**Reference:** Briefing on Progress and Status of Training Unit

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# Functioning Police, Courts, and Prisons

(2 of 5)

23/5/03. *As/pt* E966-605

Where We Are	Where We're Going	What We Need
<ul style="list-style-type: none"> <li>• Visited and assessed 6 prisons. (5 prisons in Baghdad and 1 in Al Hillah).</li> <li>• A number of other detention centers have been identified and visited both in Baghdad and in surrounding areas by the Military.</li> <li>• One detention center, Al Salhya, has been identified and can be opened for pre-trial detention. 23 May to 7 June to be fully operational including beds and furnishings.</li> <li>• Identified which jails in Baghdad could be opened quickly. Established contact with the previous prison staff (approximately 100).</li> <li>• Develop Application forms</li> <li>• Contact interested Staff</li> <li>• Begin re-employment process</li> <li>• By 31 May contact with staff completed.</li> <li>• Established contact with the prison staff in Al Hillah.</li> <li>• Established that there is approximately \$100,000. That Social &amp; Labour Affairs have for prisons.</li> <li>• The prison at Al Hillah has been identified as a location that could be refurbished with approximately \$100,000.</li> <li>•</li> <li>• Identified a need for a Female prison.</li> <li>• Identified a need for a Juvenal prison.</li> <li>• Identify other prisons in Baghdad and surrounding outer city locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver 1-3 day Transitional / Basic Skills / Human Rights course for prison staff. Developing a one day course for existing staff that will focus on human rights, treatment of inmates, corruption, and inmate daily routine. New staff will necessarily require a long training course. By 25 May</li> <li>• Secure the \$100,000 for goods and services We will need to request the funds through MOLSA finance ministry. We have obtained the appropriate forms. Requests for funding will begin to be processed today.</li> <li>• Identify the repairs that are required for the refurbishment of the Police Academy Detention Center that is to be re-opened. In process.</li> <li>• Interview prison staff to establish prisoner regime A very comprehensive interview has been completed with the Director of the Detention Center. Complete by 24 May.</li> <li>• Set up meeting with Police and Justice to establish procedures for hearings and transfers. To be completed by 23 May.</li> <li>• Draw up a written strategy for the opening of a prison; Will be completed today, 22 May 2003.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to get additional equipment funding from Korea (500k) We have began an inventory of equipment needed. Estimate task will be completed 25 May.</li> <li>• Ability to have translators assigned on permanent basis for international staff Contact with C-2 to review options including hiring locals will be completed by close of business today, 22 May.</li> <li>• Continued monitor / oversight at prisons that are re-opened to stabilize the risk to breaches of security(400* I/R BN).</li> <li>• Weapons to arm the prison staff (EOM May) This requirement will be completed with the equipment list mentioned above.</li> <li>• Develop a procurement and distribution plan for equipment, uniforms, goods, and services Vendors have committed to providing estimates on many of the requirements by 24 May.</li> <li>• Develop pre-trial and long term prisoner database and statistics. To be completed by 25 May.</li> </ul>

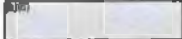
# Functioning Police, Courts, and Prisons

(3 of 5)

Where We Are	Where We're Going	What We Need
<p><b>Prisons (2 of 2)</b></p> <ul style="list-style-type: none"><li>• Check and clarify the Penal Codes, Criminal and Procedural Codes. Completed</li><li>• Interview prison staff to establish prison routines in adult and juvenal prisons. Completed</li><li>• Temporary holding center at airport BIAP run by the 18 MP Brigade. Completed</li></ul>	<ul style="list-style-type: none"><li>• Female prison identified and funds approved. There are two cellblocks to be rehabilitated. The estimate for the first is \$43K has been approved. The second cellblock is estimated to cost \$55K. It is recommended that this facility be used for adult males in the short term.</li><li>• Salaries secured for 750 previous prison staff IAW developed salary payments plan. April salary paid. (May salary will be paid before the 31)</li><li>• Secure support to repair water, electricity and minor security. (Military are proceeding with this task)</li></ul>	

*Copy*

To: C-6


From:  Senior Prisons Advisor, Department of Prisons

Reference: Request for issue of digital cameras



This department requests the issue of two digital cameras for use by the prison construction project assessment teams. These cameras will be used to monitor and record the progress of this departments current and future construction projects.

Thank you,

 Senior Prisons Advisor, Department of Prisons



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

ACTION MEMO

DATE 21 NOV 2003

FOR: [redacted] SFC, USA, Rusafa Jail, NCOIC  
FROM: [redacted] Deputy Director, Operations  
SUBJECT: Iraqi Corrections Service Recommendations

In response to your October 19, 2003 memo regarding the Iraqi Corrections Service, I submit to you the following in response to your recommendations and desire to meet with you to discuss further, if your schedule permits:

1. Policy or procedural implementation. I concur with your assessment about input from the Iraqi staff wanting input. What we have been doing during the previous four meetings with the ICS leadership is to discuss the procedural issues, to ensure that we are moving forward in a consistent manner throughout the various facilities. It is extremely important that the detention centers and prisons throughout Iraq operate in a consistent manner. Some of the examples of inconsistent practices include lack of key control (numbering keys, rings and the corresponding cell door), differing standards regarding sanitation (some units are exceptionally clean, others are filthy), and security checks and journals are not conducted consistently.
2. For political reasons, the MOI will not be authorized to assume control of the detention centers and prisons. MOI will continue to oversee the police jails.
3. To integrate the former IP's into the corrections agency, the IP's will be responsible for the transfer of inmates to the courts and as necessary between prisons or detention centers. A draft proposal regarding the logistical and coordination issues will be provided for your input.
4. The Rusafa Complex will be expanded by the addition of an annex to be located immediately to the south. This decision is predicated upon the military's intention to transfer the responsibility of inmate movement to the ICS. Furthermore, by consolidating the pre-trial detainees in a central location, coordination and scheduling of inmate movement to-and-from court will enhance safety and security of both employees and the public.
5. The ICS has been directed to piggy-back on the MOI contract for a radio base station and both mobile and hand-held radios. This would not only provide the communication needs for the institutions, but the transportation units as well. With multi-channel radios, and a common emergency channel, then communication with the police stations could respond to an emergency situation and provide external security, while the ICS officers regain control of the incident.

UNCLASSIFIED



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

6. The reconciliation of personnel is an exercise nearing completion. The recommendation is to lift the hiring freeze so that maintenance personnel can be hired. Without question, the maintenance of these facilities is a critical issue, until such time as more modern facilities can be constructed. Of concern is the poor quality or workmanship performed by some of the contractors to date. One of the remedies is the involvement of the Iraqi Construction and Housing Office, which employs skilled personnel to perform the project management and oversight functions as you have recommended.

Although we may differ somewhat as to your recommendations, all have been and are being given serious consideration. Unequivocally, due diligence is critical, particularly when provided by the first-line supervisors of the operations.

Please feel free to contact me at any time at [REDACTED] Thank you for your recommendations. You are most professional, and be certain that we are committed to the same outcome. Thanks again!

CLR/s

Cc: Rusafa Complex File

UNCLASSIFIED

To

[redacted]

Prison Advisor

From

[redacted]

Finance and Administration  
Advisor

5 August 2003

### Cash Flow For Current and Future Projects

Further to our conversation today regarding payments for current and future projects. The situation is as follows:-

- All expenditure by the Prison Department to date has been from emergency funding from appropriated Iraqi assets.
- The budget submitted to OCPA Ministry of Finance has been reduced by the Iraqi MoF.
- The whole thrust of the budgetary process is to ~~make~~ make Iraqis responsible for the expenditure. This can only take place through a designated ministry bank account. In our case operated by the Ministry of Justice.
- I understand that funds for our use are in a MoJ account. There is only one account for the Ministry. Signatories will be from the senior members of the prison department.
- No allocations have been made to governorates such as Al Hilla, Basrah or Mosul as the requirement was that we should have a responsible Iraqi who would deal with the money, and that no such individual had been identified by the OCPA Prison Department. This matter has been passed to the Iraqi accounting staff to resolve.
- Emergency funding held by the Prison Department is to be banked forthwith apart from approximately \$250,000 to be used for operating and set up costs.
- The bank accounts will not have cheque facilities for another week.
- All financial control over the budgeted funds now rests with the Iraqi Prison Department as a part of the Ministry of Justice. This is in keeping with the practice in other ministries. We are also supposed to use established Iraqi administrative structures.
- The Prison Department administration has only just established its own headquarters and still has no operating infrastructure. Consequently processes, other than through the OCPA Prison Department, for procurement and payments have not been established. They are likely to be lengthy and inefficient and unsuited to the current emergency situation.

- Currently the Prison Department is receiving emergency applications from military units for facilities not included in the current opening programme. This is over and above amounts already budgeted for.
- An initial submission has to be made by 15 August 2003 for the 2004 budget. At present all the Prison Experts are involved in establishing facilities in the current opening programme. There are no further resources for developing a strategic plan for the forthcoming year without a corresponding loss in momentum.



**Ministry of Justice  
Department of Prisons  
Office of Coalition Provisional Authority  
Baghdad, Iraq APO AE 09302**

22 October 2003

MEMORANDUM FOR: Minister of Justice

THRU: COL [ ] Senior Advisor, Ministry of Justice

THRU: [ ] Senior Advisor, Iraqi Correctional Services (ICS)

SUBJECT: ICS Management Team

ICS administrative functions are not being conducted in any recognizable manner. Immediate action is imperative to correct the problems within ICS management and provide leadership with direction, due to the dire situations facing ICS.

The problems facing the department are:


- Inadequate leadership by decision-makers
- Lack of action by appropriate employees
- Failure to make timely payment of contractual obligations
- Failure to make timely and accurate payment of employee salaries
- Failure to properly coordinate with other ministries regarding local and national:
  - Disbursement of funds
  - Acquisition of property and facilities as per CPA Order Number 10 and directives given by the CPA prisons team
  - Identification of employees throughout Iraq
  - Development of provincial prison departments
  - Operations of ICS detention centers and prisons
- Failure to manage current construction projects
- Failure to actively pursue new construction projects as per CPA advisory team guidance and priorities
- Failure to plan for the use and management of 2003 budget funds, given guidance for 2003 operations and as directed by the CPA advisory team

Although Iraq's Governing Council and several other ministries are making great strides toward the goal of operating freely as sovereign government and without the aid of CPA or others, the ICS remains stagnant. Failure to operate in a proactive or even in a reactive fashion will require an unduly extended presence of CPA or U.N. representatives. The opportunities available to the department are being squandered as experts and advisors are wasting precious time and resources in order to maintain the most basic of operations.

Immediate personnel changes are required and suggestions are as follows:

- ICS Director. The interim director, Salam Kareem Hussein has indicated that he has no interest in a permanent assignment as ICS director. The Ministry of Justice candidate should be installed immediately. The new director should be responsible for ensuring that the entire national system is coordinated, that communication is maintained, and that all aspects of the system operate in a consistent manner.
- Deputy Director, Adult Corrections (including Females). Khazi Yaseen Al-Any Taha was suspended pending investigation of improprieties. The director or Ministry of Justice should fill this vacancy as soon as possible.
- Deputy Director, Juveniles. Hammed Jaber Aboud displays no leadership ability and indicates that he has no fear of being removed from his post and welcomes the prospect.
- Assistant Deputy, Juvenile Legal Affairs. Mona Mahdi Idrees has no desire to work in a position of responsibility and also indicated that she welcomes removal from her post.
- Regional Directors. Official appointments for regional directors or provincial directors do not exist. These positions must be identified, authorized, recruited, and assigned as soon as possible.
- Facility Managers or Wardens. Individual facility wardens and deputies need to be identified for all facilities throughout Iraq. The individuals must be responsible for maintaining proper operation of the facility and must be responsible for the reconstruction projects or new construction projects. The individuals must be supported by the provincial management, regional management, and national management teams.

Failure to address these issues immediately will result in an absolute collapse and failure of the correctional system. The ICS will revert to operations as observed under the former regime. A return to old practices is not acceptable and cannot be tolerated.

  
CPT, MP, USA

INFORMATION MEMORANDUM

TO: Judge Donald Campbell  
Senior Advisor, Ministry of Justice

FROM: [redacted]  
Senior Advisor, Prison Department

DATE: July 1, 2003

SUBJECT: Operational Detention Centers and Prisons

Per your request, the following correctional facilities are currently in operation throughout the country of Iraq:

<b><u>Camp Cropper:</u></b>	Airport, Baghdad	Operated by the military (800 <sup>th</sup> MP Brigade) Holds HVDs, and detainees those arrested for looting and criminal activities. Holds up to 400 detainees.
<b>Camp Vigilant</b>	Abu Ghraib Prison 20 km, w/ Baghdad	Operated by the military (800 <sup>th</sup> MP Brigade) Have approximately 400 detainees, has the capability of holding up to 1,600 detainees arrested for looting and criminal activities.
<b>Al-Sahliya Detention Center</b>	Baghdad	Operated by the military. Holds up to 100 detainees arrested for looting and criminal Activities. Now holding adult females and Juveniles
<b>Al-Tasferat Detention Center</b>	Baghdad	Operated by both Iraqi officers and the military (800 <sup>th</sup> MP Brigade). Holds 300 detainees. Currently
<b>Observation House Detention Center</b>	Mosul	Operated by Iraqi officers. Holds up to 112 juveniles. Was holding adult detainees; however, the Iraq guard force quit when threatened and all detainees escaped. Currently no detainees are in custody.
<b>Al-Maqual Detention Center</b>	Basrah	Operated by the British military. Holds up 300 pre-trial detainees.

[redacted] Prison Department, MOJ, [redacted]

get [redacted] to make up Document.

impr. Bucca 1200  
us del. Iraq

## **INFORMATION MEMORANDUM**

**TO:** Judge Donald Campbell  
Senior Advisor, Ministry of Justice

**FROM:**   
Senior Advisor, Prison Department

**DATE:** July 3, 2003

**SUBJECT:** Security Requirements for Detention Center and Prison Sites

**The following Detention Centers and Prison Sites that are under renovation and need, or will need, security to prevent further looting, and to allow contractors to complete renovations:**

1. **Abu Ghraib Prison:** Grid Coordinates: 38 SMB 123 846  
Request security to protect the entire prison complex of the Abu Ghraib Prison site.  
(Note: The 800<sup>th</sup> MP Bde is now providing security in one of the four compounds they are operating as an IF.)
2. **Karkh Detention Center:** Grid Coordinates: MB 404905  
Request security of this detention center site as soon as possible. Without security, the renovation project cannot proceed. Facility needs to be completed as soon as possible to house juveniles.
3. **Kanban'i Saad Prison:** Grid Coordinates: MC 5714  
Ambassador Bremer has requested that priority be given to reactivating this prison site as a future alternative to the Abu Ghraib Prison. This request is to have the approximately 150 Arab families occupying the site relocated as soon as possible, and that military security be provided immediately to secure the site so that an assessment can be completed and renovations initiated.
4. **Iraq National Department of Corrections Headquarters:** Grid Coordinates: MGS 38 SMB 3798285926  
A request to have the squatters is currently being staffed. Security will be needed once those occupying this compound have been evicted. This office compound will be used immediately to house the newly formed Iraq National Department of Corrections, until a more suitable location can be located.
5. **Eisenharet Detention Center:** Grid Coordinates: MB 39932 94125  
This is recently discovered detention center located in a former military intelligence compound. It is in good condition, though looted. It is of brick construction and can be placed back into operation in a short period of time. We must provide security for the contractors daily while the reconstruction work is on-going. The contractor is ready to begin if security can be provided.

## Ministry of Justice (Prisons)

This funding:

\$US1:ID1500

A credible prison service is a vital component in the provision of security and the administration of justice in Iraq. This funding will provide pre and post trial facilities for adults and juveniles which will treat all prisoners with decency and fairness.

\$USm

	Actual 2002 (Half Year)	Jul-Dec Proposal	Jul-Dec Approved 2003
Number of employees		10,150	10,150
<b>Expenditure</b>			
Operating expenditure	0.0	6.3	6.3
Capital Expenditure	0.0	21.9	21.9
<b>Revenues</b>			
<b>Operating expenditure</b>			
Staff expenditure		4.9	4.9
Service requirements		0.0	0.0
Goods requirements		6.3	6.3
Assets maintenance		0.0	0.0
Capital expenditure		0.0	0.0
Transferred expenditure		0.0	0.0
Foreign obligations		0.0	0.0
Special programmes		0.0	0.0
Salaries + retirement awards		0.0	0.0
<b>Total (excluding salaries)</b>	<b>0</b>	<b>6.3</b>	<b>6.3</b>
<b>Capital expenditure</b>			
Estimated Reconstruction authorised or requests pending		5.5	5.5
Additional Capital Expenditure Required for Reconstructions		7.0	7.0
Start Up costs to re-equip prisons		9.4	9.4
<b>Total</b>		<b>21.9</b>	<b>21.9</b>
<i>Incl. reconstruction</i>		<i>21.9</i>	<i>21.9</i>

No provision has been made for the employment of security guards

The cost of reconstruction for 2003 is based on a programme to open and operate 12 detention centres and prisons by the end of the year housing 11,278 inmates.

It is anticipated that Iraq will eventually require accommodation for up to 30,000 prisoners.

Please file - ①. Journal Comments  
② Memo out

**APPLICATION TO USE PUBLIC PROPERTY**  
**(CPA/ORD/08 Jun 2003/09)**

**INSTRUCTIONS:** In order to receive authorization to use public property, please provide the following information and submit this application to Facility manager [REDACTED] Based on the information provided, the Facility Manager will determine, based on the CPA Administrator's priorities and policies, whether to allocate the property and whether it will be Category 1 property subject to a Letter of Authority or Category 2 property subject to a License.

**Applicant Information:**

*Entity:*

Iraqi National Department of Corrections, Ministry of Justice. Senior Advisor, Prison Department, Ministry of Justice Note: The Entity used to be under the Ministry of Labor and Social Affairs and has been transferred to the Ministry of Justice.

*Describe nature of legal entity and, as applicable, percentage of private and public ownership:*

The Iraq National Department of Corrections is the legal Entity that will provide supervision, management, operations and training for all Iraq detention centers and prisons within the Ministry of Justice (formally within the Ministry of Labor and Social Affairs prior to hostilities. It is a 100% public governmental agency.

*If a private entity describe the activities of the private entity:*

NA

*Individual Representing Entity (including title and contact information):*

[REDACTED] Senior Advisor, Prisons Department, Ministry of Justice is representing the entity and has the responsibility for reactivating the Iraqi Department of Corrections, Ministry of Justice. Mr. [REDACTED] is located at OCPA headquarters, Room S103. He can be reached by cell phone, [REDACTED] and within OCPA extension 5801.

*If multiple entities will be sharing a property, please provide the above information for each entity that will use the property and the conditions or terms of the sharing arrangements.*

NA

**Property Information:**

*Grid coordinates for the property.*

MGS 38 SMB 37982 85926

*Provide a written description of the property, including the buildings and entities that are located in the surrounding area and any thoroughfares and public services located nearby, such as hospitals, courts, police stations, etc.:*

The property is an office compound consisting of a five buildings. Four of the buildings face inward toward an open quadrangle. The north, east and south buildings are two story structures that are primarily offices. The east building is a single story structure that houses both office and storage rooms. A separate small building, located south of the quadrangle and to the left of the street entrance to the office compound, provides an office that houses the control center/security office for the compound. All buildings are of cement blocks, covered by plaster. A sidewalk is provided for each structure. (See attached photos of the property).

*Provide a description of the conditions of any building or other structures on the property (any FAS and other assessments that have been done on the property or the structure should be provided s attachments):*

The five buildings appears to be in good condition and can be placed into immediate use after cleaning. There will be a need to replace the window air conditioners. No formal FAS assessments have been conducted because the buildings are occupied by a private business called The United Iraqi Medical Society.

*Provide any available information identifying the property as public property (to include Ba'aath Party property), including the government entity that is the registered owner of the property, a description of the prior use of the property, situational details, etc.*

In meetings conducted by Senior Advisor (b)(6) Prisons Department, Ministry of Justice, with the former Iraqi Juvenile officials previously with the Ministry of Labor and Social Affairs, it was learned that the Juvenile Corrections officials had been provided this property to establish their headquarters to supervise and operate all Iraqi juvenile detention and prison facilities. These officials took Mr. (b)(6) to this property and requested that they be allowed to occupy the property for reestablishing the Juvenile corrections system. It is now anticipated that this office complex will be used to establish the headquarters for the entire Iraq National Department of Corrections, both juvenile and adult corrections.

*Provide an inventory of any movable property, including any furnishings and equipment and a description of the condition of each item as good, fair, or poor. Because the property is presently occupied by a business titled The United Iraqi Medical Society, it was impossible to determine any movable property. It is anticipated that any previous*

movable government property has been looted and/or stolen. Upon eviction, The United Iraqi Medical Society plans to take the furniture and other equipment they have placed into the buildings.

*Provide a description of why this property was chosen and whether any other properties were considered.*

The Prison Department, Ministry of Justice has been searching for an appropriate office complex to house the new Iraq National Department of Corrections, under the Ministry of Justice. Only recently were the advisors of the Prison Department made aware that this former government facility previously owned by the Ministry of Labor and Social Affairs when it had responsibility for operating a Department of Corrections for both adult and juvenile offenders. One other building previously owned by either the military or Ministry of Education was considered. It was heavily damaged and looted and the FES cost estimate indicated that it would cost approximately \$45,000 to renovate. Another former Secret Police prison site in Baghdad was considered; however, it would cost approximately \$5.6 million to renovate for use as the Headquarters for the Department of Corrections, and would take another four months to complete the work even if the money for renovation was approved. This agency needs to become operational as soon as possible to support the growing Iraq criminal justice system. Therefore, this property was chosen because it is in good condition and can be occupied immediately.

*If there are any current occupants in the property, how many are there and what organization, if any, are they associated with?*

The property is currently occupied by an organization that calls themselves The United Iraqi Medical Society. They have occupied the entire complex as either office or storages space. We were told that they are a business. It is unknown if they are associated with any other formal organization, businesses or corporations.

**Use Information:**

*Describe any capital improvement plan(s) for the property, including costs, timing, and resources and supplies for capital improvements:*

There are no formal plans for any capital improvements other than cleaning and providing window type air conditioners, and office furniture and supplies. Estimated costs will be under \$25,000.

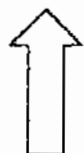
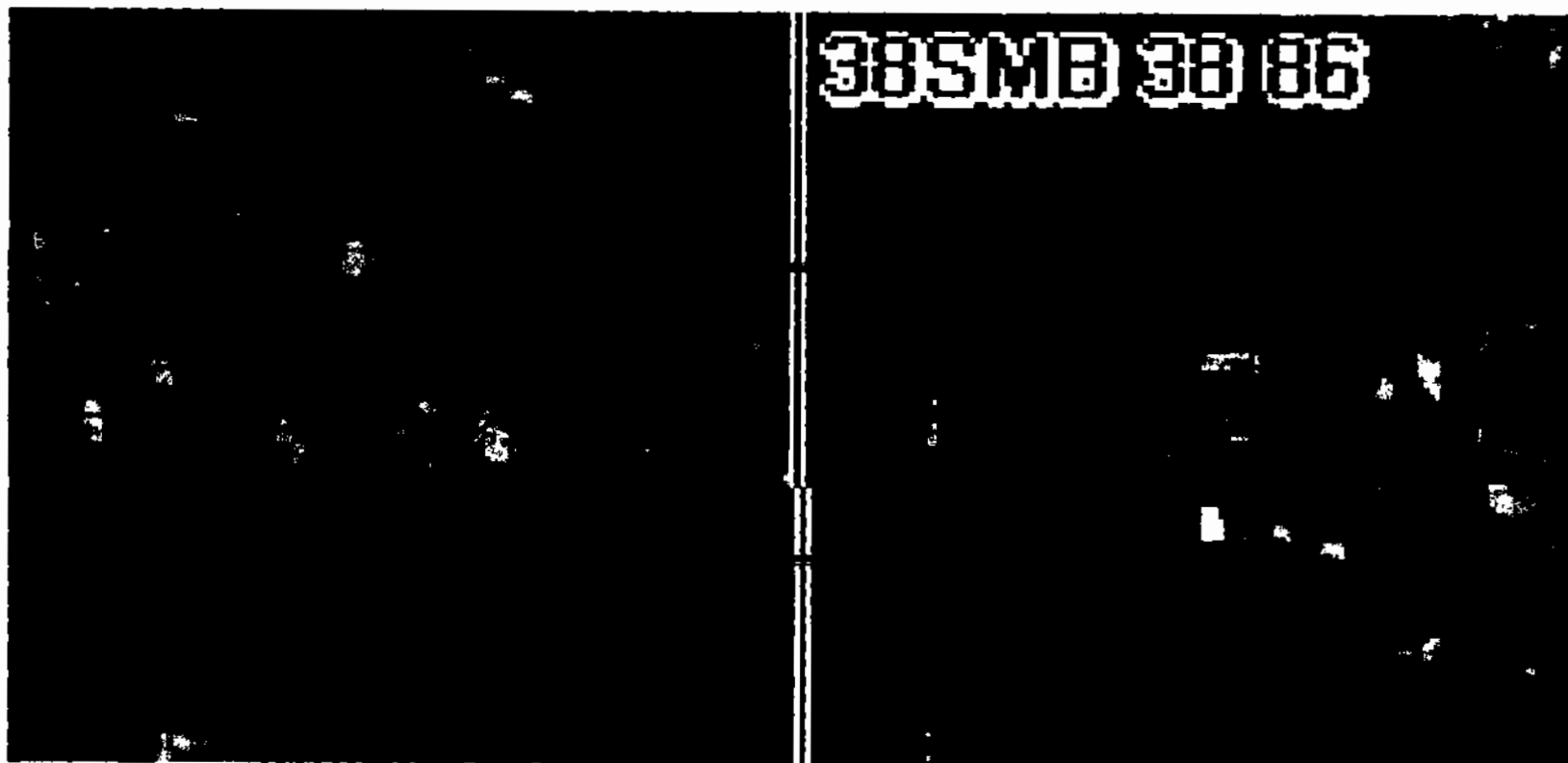
*What type of activities will be conducted on the property?*

This office complex will house the designated Director for the Iraq National Department of Corrections, Ministry of Justice, and his staff for both the adult and juvenile divisions. The Iraq National Department of Corrections will be responsible for the supervision, operations, and management of all the Iraq correctional program and system.

*How many people are expected to use the building?*

Initially, the property will provide offices for the Department of Corrections directors and their staffs. It is estimated that there will be approximately 50 to 75 people as it begins to fully function.

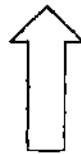
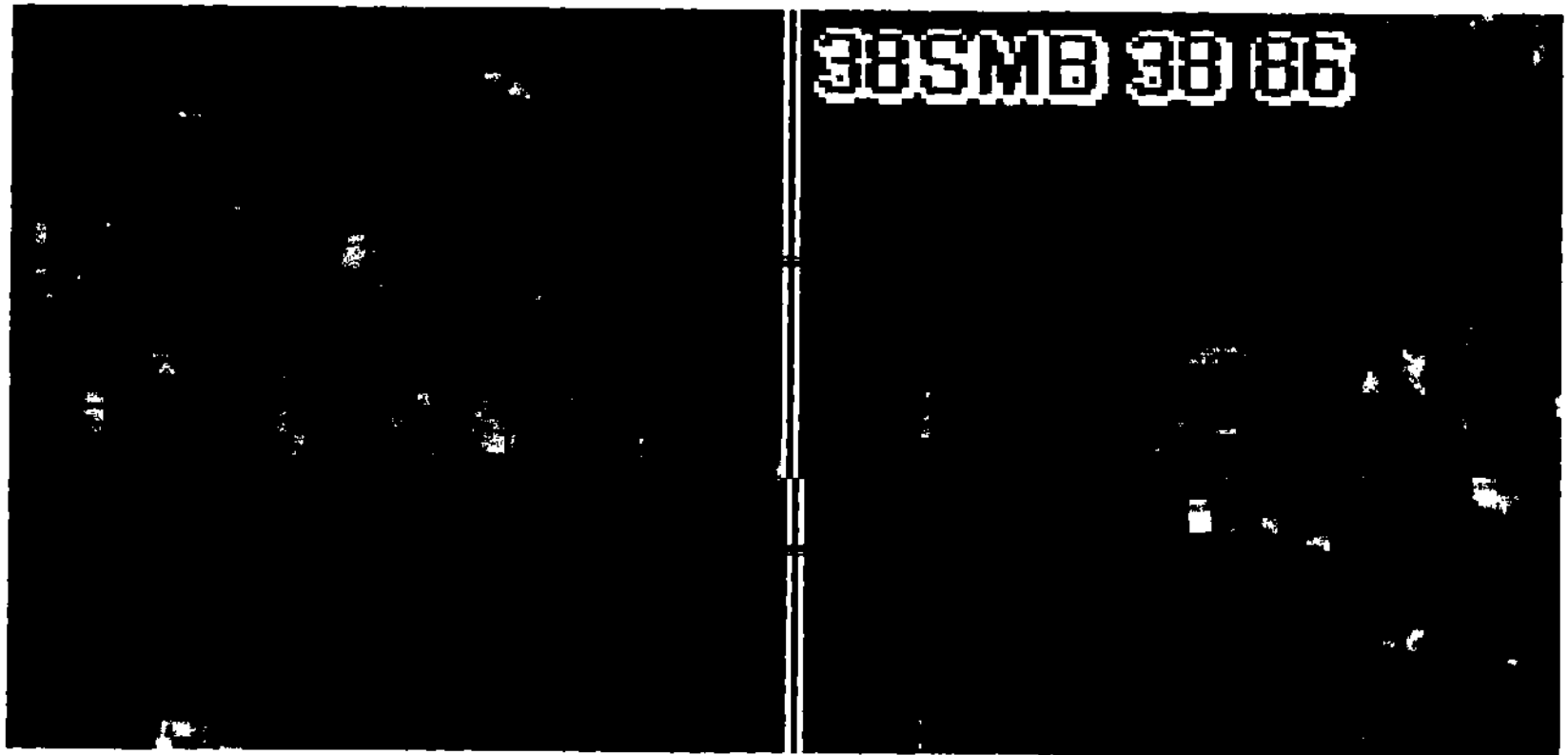
# United Iraqi Medical Society



MGS 38 SMB 37982 85926

Site Map

# United Iraqi Medical Society



MGS 38 SMB 37982 85926

Site Map

# United Iraqi Medical Society

38 SMB 37982 85926

UNCLASSIFIED



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1:10000 WGS84

MGS 38 SMB 37982 85926  
Area Map

## CONSTRUCTION COST ESTIMATE BREAKDOWN

CONTRACT	Prison Headquarters	Construct	ADDRESS			Bagdad Iraq		
CONTRACT FOR (WORK TO BE PERFORMED)				PROPOSED TOTAL CONTRACT PRICE				

PURCHASE REQUEST NUMBER	ROM	WORK LOCATION	Bagdad
-------------------------	-----	---------------	--------

LINE	UNIT OF			MATERIAL COST		LABOR COST			EQUIPMENT			LINE
NO.	ITEM	MEASURE	QUANTITY	UNIT	TOTAL	MANHOURS	RATE	TOTAL	HOURS	RATE	TOTAL	TOTAL

[illegible]**Prison Headquarters**

41,241

4.124

contingency

**TOTAL PROJECT PRICE**

45.365

DATE:

FIRM NAME:

CORPS OF ENGINEERS

**TITLE: ESTIMATOR**

BY:

### Prison Headquarters

<b>Remove Rubish</b>	Lot	1.0	50	50	60	0.75	60	1	48	48	158
<b>Electrical</b>	Lot	1.0	15,410	15,410	320	0.75	240	21	24	504	16,154
<b>Mechanical</b>	Lot	1.0	9,191	9,191	860	0.75	645	14	24	336	10,172
<b>Comm &amp; Data</b>	Lot	1.0	1,200	1,200	860	0.75	645	21	24	504	2,349
<b>Plumbing</b>	Lot	1.0	1,350	1,350	680	0.75	510	21	24	504	2,364
<b>Finishes and Hardware</b>	Lot	1.0	7,350	7,350	3,200	0.75	2,400	21	14	294	10,044
<b>Total Prison Headquarters</b>				34,551	6,000		4,500	99		2,180	41,241

~~FOR OFFICIAL USE ONLY~~

MB 38- MB 43966

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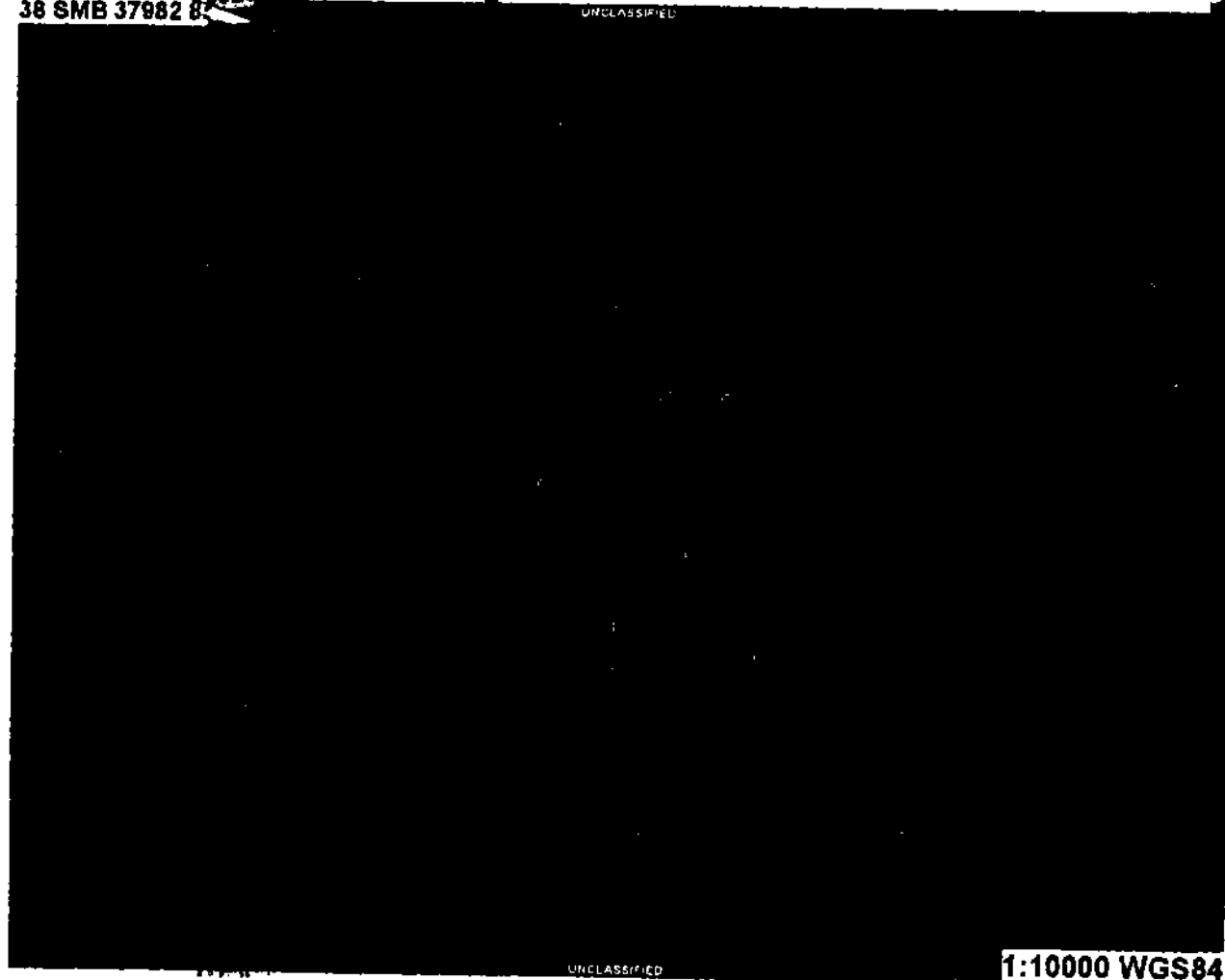
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# United Iraqi Medical Society

38 SMB 37982 85926

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MGS 38 SMB 37982 85926  
Area Map

*Please file Memo Out.*

**ACTION MEMORANDUM**

**TO:** Presidential Ambassador Envoy L. Paul Bremer, CPO  
**THRU:** Senior Advisor [redacted] Ministry of Justice  
**DATE:** June 10, 2003  
**FROM:** [redacted] Department of Prisons  
**SUBJECT:** Relocation of Arab Refugees from Kan Ban'I Saad

**SUMMARY AND PURPOSE:** On May 24, 2003, this office submitted an Action Memorandum, Subject: Approval for Civil Affairs To Relocate Refugees from Prison Site, requesting assistance in removing the Arab refugees from the Kanban'I Saad Prison site (Attached). On June 9<sup>th</sup>, a return visit to this site found that the refugees living there had destroyed or dismantled over 50% of the vast cement block, plaster covered wall surrounding the entire complex. Additionally, the two interior compound security walls around the 20 prisoner housing pods/blocks were over 50% destroyed. The prison housing pods are being used for refugee family housing for an estimated 150 families. The refugees have also begun dismantling the prison housing pods not currently used. It is obvious that everyday they are allowed to continue to remain in this complex, the destruction and dismantling of remaining walls and prisoner housing structures will continue. The cost of renovation and refurbishment and the timeframe required for placing the prison back into operation will rise significantly each day.

The purpose of this memo is to request that action be taken immediately to relocate these refugees before the entire facility is destroyed beyond repair and that military security be provided for this entire complex to prevent other refugee families from moving back onto the site once the site is vacated.

**DISCUSSION:**

This prison site remains a vital part of the prisons assessment team's short term plan to provide approximately 3,000 secure prison beds to support the growing criminal justice needs as the police and courts begin to fully function. It is felt that this prison site is ideal for future prison construction to meet Iraq's future prison expansion needs. If this prison cannot be used because of the Arab refugees and their continued destruction of existing structures, the prison system will not be fully capable of supporting the criminal justice system's needs in the short term and will modify long-term prison expansion planning.

**RECOMMENDED ACTION:**

APPROVE \_\_\_ DISAPPROVE \_\_\_ APPROVE WITH MODIFICATION \_\_\_

Coordinated:

[redacted] Department of Prisons, 1830 hrs, 27 May 2003)

*Please file - 'Memo Out'*

**INFORMATION MEMORANDUM**

**TO:** Judge Donald Campbell  
Senior Advisor, Ministry of Justice

**FROM:** [redacted]  
Senior Advisor, Prison Department

**DATE:** July 1, 2003

**SUBJECT:** Operational Detention Centers and Prisons

Per your request, the following correctional facilities are currently in operation throughout the country of Iraq:

**Camp Cropper:** Airport, Baghdad      Operated by the military (800<sup>th</sup> MP Brigade)  
Holds HVDs, and detainees those arrested  
for looting and criminal activities. Holds up  
to 400 detainees.

**Camp Vigilant**      Abu Ghraib Prison      Operated by the military (800<sup>th</sup> MP Brigade)  
20 km, w/ Baghdad      Have approximately 400 detainees, has the  
capability of holding up to 1,600 detainees  
arrested for looting and criminal activities.

**Al-Sahlya Detention Center**      Baghdad      Operated by the military. Holds up to 100  
detainees arrested for looting and criminal  
Activities. Now holding adult females and  
Juveniles

**Al-Tasferat Detention Center**      Baghdad      Operated by both Iraqi officers and the  
military (800<sup>th</sup> MP Brigade). Holds 300  
detainees. Currently

**Observation House Detention Center**      Mosul      Operated by Iraqi officers. Holds up to 112  
juveniles. Was holding adult detainees;  
however, the Iraq guard force quit when  
threatened and all detainees escaped.  
Currently no detainees are in custody.

**Al-Maqual Detention Center**      Basrah      Operated by the British military. Holds up  
300 pre-trial detainees.

[redacted] Prison Department, MOJ, 914-360-6786)

*Please file Memo out*

Page 1 of 1

[redacted] **UK Ministry of Interior**  
**From:** [redacted] UK Ministry of Justice  
**Sent:** Tuesday, July 01, 2003 8:43 AM  
**To:** [redacted]; [redacted] UK Ministry of Interior  
**Subject:** FW: Status of prisons

More for you than for me, I think

-----Original Message-----

**From:** [redacted]  
**Sent:** 30 June 2003 16:49  
**To:** [redacted] UK Ministry of Justice  
**Subject:** RE: Status of prisons

Excellent communication! Yes, I need to get hold of a comprehensive list of the Iraqi prisons (102 pre-war I've read), that will expand upon their status ("open or closed"), current condition, location, and any potential for re-opening.

Qualifying my request..... I'm the Deputy Director of Joint Security for CENTCOM down the peninsula from you at Qatar. We are charged with monitoring (& reporting to our Generals here) the status of confinement facilities/prisons/jails/detention facilities across Iraq. I know that an assessment has been in progress to gauge the condition of the Iraq penal system, and was projected to be completed recently(?). CJTF-7 has provided me so far with just a VERY rough list of approximately 59 facilities, so I know that far more data is needed and is out there under the MOI umbrella.

ALL help in this would be appreciated and immediately applied here.

Thanks,

CDR [redacted]  
JSD Qatar  
[redacted]

-----Original Message-----

**From:** [redacted]  
**Sent:** Monday, June 30, 2003 12:41 PM  
**To:** [redacted]  
**Cc:** [redacted] UK Ministry of Interior; [redacted]  
**Subject:** Status of prisons

Hi there (sorry, I missed your rank, and as I'm a civilian I'm taking advantage of the fact that I can address you so informally with impunity!)

You're trying to get hold of a list of all the prison and detention (ie remand) facilities in Iraq, and also an idea of what state each is in. You have something provided by CJTF7, but think that there may be something more up to date.

As you know, I can't help you, but either of the two copyees might be of more use.

Best wishes,

[redacted]

7/2/2003

*[Handwritten signature]*  
7/2/03

[redacted] - I think we do need to respond to this with perhaps report etc but I also think the point needs to be made that we are continually providing military here with information but not getting anything back in return. Do you want me to draft a reply?  
[redacted] 7/7/03

*Please file "Memo Out."*

**ACTION MEMORANDUM**

**TO:** Judge Donald Campbell  
Senior Advisor, Ministry of Justice

**FROM:** (b)(6) Department of Prisons

**SUBJECT:** Security Equipment

Per our meeting, I have prepared a listing of the security equipment that is badly needed to safely operate the Iraqi detention centers and prisons that we are trying to put back into operation.

• Handcuffs:	2,500
• Flexcuffs:	15,000
• Leg irons:	75
• Belly chains:	30
• Communications: Hand-held radios W/base stations	250
• Locks: High security padlocks	500
• Safes: Storage of money, other high value items, and weapons	39
• Storage lockers: Metallic, w/ locking device, storage of prisoner property	15,000
• Flashlights:	400
• Generators: (Alternative power source when commercial power fails)	15
• Riot control gear:	
Helmets w/face shields	100
Body shields:	50
Riot batons	100
• Razor ribbon: Needed in all facility perimeters	
• Fire control equipment:	
Fire extinguishers:	475
Hoses:	350
• Chemical, non-lethal: CS, CN, OC grenades, and other dispersers	*
• Shot guns:	150
Both lethal (00 buck, bird shot), and non-lethal shells (Bean bags, rubber pellets, gas)	
• Transportation:	
Inmate Passenger buss: 24 Passenger:	6
15 Passenger Vans:	26

We have had little success in trying to locate and purchase these required items within country. Therefore, we are now reaching out to other sources within the US and UK. Any assistance you or your staff can provide in supporting us in obtaining these critical security items is greatly appreciated

\*Because of the wide range of dispersal systems, the number of individual units would serve no useful purpose in establishing a budget.

MEMORANDUM

TO: BG Karpinski  
[Redacted]  
800<sup>th</sup> MP Brigade

FROM: [Redacted] Prison Division

DATE: June 30, 2003

SUBJECT: Agenda Items for Discussion

*C. Trammell*

- Liaison support to the Prison Department, MOJ: Most of our daily operations requires visits to Detention Centers and Prisons. Security requires that we have military escorts. This has slowed us down and hampers our capability to work on many occasions. Your liaison team would help both of us considerably.
- Abu Ghraib: Course of Action, following final decision. Need to secure the entire perimeter.
- Al Hillah Prison: Start-up. Training of Iraqi staff is completed. Need military oversight to begin operations. Will 800<sup>th</sup> provide an oversight team?
- Badush Prison: Have received \$2.9 Mil to renovate the prison for future use. It is located in Mosul, the AO of the 101<sup>st</sup> Abn Division. Their engineers will supervise the reconstruction. We must be ready to provide Iraqi staff for the prison once we know when the structure will be ready for occupancy.
- Al Kazamiyah (female) Prison. Funding approved and renovations are underway. Estimated completion in 3 weeks

*AL Salihya*

\*Please note that military security will be needed at all of these facilities when the contractors complete their work or they will be immediately looted, or occupied by squatters.

- Karkh Detention Center. Funding approved and work underway. Tiles on floor were stolen after contractor completed the work. Therefore, must submit another funding request to replace the stolen floor tiles.
- Eisenbarfet Prison. Recently found in a military complex in Baghdad. Have requested funding to renovate; however, must have a security team to meet, escort and supervise the contractors while the renovation is on-going each day. Facility is in good shape, made of brick construction and not the usual cement block covered with plaster. Can hold higher custody inmates.

- Russafa Detention Center. Funding approved and work underway. Should be ready for occupancy by 15 July. This is the next facility to be activated under Iraqi officers. It is located adjacent to the Al Tasferat Detention Center.
- Training of new Iraqi Correctional Officers: Prison Department, under supervision of [REDACTED] is establishing a CO certification course to be taught in the Iraq Public Safety Academy. We will have dedicated classrooms. It is anticipated that the course will parallel the Police Officers certification course. There will be some common subjects taught to both the police and corrections to economize on instructors. What assets will the 800<sup>th</sup> have available to assist [REDACTED] as we set up this vital course?
- Obtaining start-up security equipment. Attached is a listing of security equipment needed to stand up the first five Detention Centers and Prisons. It will probably be easier to obtain supplies from of country through the military. What assistance can your S4 provide? A listing of equipment and quantities needed are attached. Funding requests will come through our office, OCPA. Requests have been submitted, but not yet approved. Will let you know what is approved as soon as the information is available.
- Detention Centers and prisons in the northern (Mosul) and southern , (Basrah within the British sector) areas.
- Other agenda items:

Good afternoon, I hope your getting my emails. I got the approval on these prices and I have the stock to fill this order. Please take a minute and look over the prices. These prices do not include freight, I can get you a price on the freight if you can get me a ship to address. We can also bill the freight to a Fed Ex or other carriers if you have a account with one. As for the delivery time I will have to get a commerce license for this order to ship it to that region and speaking to our account manager for the US Embassy's it take about 4 to 5 weeks. I can't change that because it is the law but once we get that Fed Ex can have it their in 4 to 5 days, Please call me at [REDACTED] so we can talk about the shipping.

Thank you,

RS034 Galls chain handcuffs (3000+ stock) \$11.95 each  
RS067 Flex Cuffs (16000+ stock) \$625.95 per 1000  
RS051 Galls oversize leg irons (2000+ stock) \$17.95 each  
RS130 72 inch chain restraint chain (800+ stock) \$11.95 each  
BA066 24 inch ring grip baton w/stop (200+ stock) \$9.95 each  
TE256 Riot helmet with face shield (150+ of each size S/M, L/XL) \$89.95 each  
TE076 Riot shield 36" H X 20" W (89 in stock but can get remaining balance in 7 to 10 days) \$44.95 each  
TE265 Galls upper body protector (50+ of every size Medium-2X) \$47.95 each

[REDACTED]  
Private Account Manager  
Galls Inc.  
Voice: [REDACTED]  
Fax: [REDACTED]  
e-mail: [REDACTED]

**INFORMATION MEMORANDUM**

**TO:** Judge Donald Campbell  
Senior Advisor, Ministry of Justice

**FROM:** [redacted]  
Senior Advisor, Prison Department

**DATE:** July 1, 2003

**SUBJECT:** Detention Centers and Prisons in Northern Iraq

*copy ① Please file Memo out.*  
*② Copy to Mosul Detention Center*  
*③ Badush Prison*  
*④ Transportation House*

**Observation House** Mosul  
**Detention Center**

Operated by Iraqi officers. Holds up to 112 juveniles. Was holding adult detainees; however, the Iraq guard force quit when threatened and all detainees escaped. Currently no detainees are in custody.

**Badush Prison** Mosul

Previously operated under the Ministry of Labor and Social Affairs. Funding request approved for \$2.9 million to renovate two compounds capable of providing medium custody housing to approximately 2,000 inmates. A third compound that will house another 1,750 inmates is planned for renovation and activation prior to December.

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This a Detention Center designed to hold up to 1,000 detainees. This facility has not yet been assessed by the Prison Department, MOJ. A FES team assessment has indicated that it could be renovated for reactivation for \$265,000.

\*Please note that I have scheduled two recent visits to Mosul and both were cancelled. I am now scheduled to visit there on Saturday, July 5<sup>th</sup>. We have been informed of other prisons and detention centers in the northern sector of Iraq; however, we have not had the manpower and time to make assessment visits at this date.

**The major disadvantage of locating a prison ship at Um-Qasser is the logistics of transporting high security inmates on a twelve hour trip from Baghdad to southern Iraq. Given the opportunity for escape and ambush, the trip would be extremely labor intensive to insure safety and security of the transporting contingent.**

The prison assessment team will continue to explore other alternatives to the use of Abu Ghraid Prison. At this point in time, we have found no other facilities that can provide up to 4,000 maximum security beds between now and the end of this year. The team supports the use of Abu Grab prison only until new facilities can be constructed. **The estimated time frame would be 30 to 36 months once approval for new construction is received. Once assessed, perhaps the use of the Kanban'i Saad prison site can shorten the estimated time that a new prison could be constructed and in operation.**

(b)(6) Department of Prisons, 1830 hrs, 10 June 2003)

cc: (b)(6) Deputy Senior Advisor, Ministry of Interior

The Kanbani Saad prison site is also considered an ideal location for future construction of a replacement maximum security prison(s) for the Abu Ghraib Prison complex. The complex is very large and has the potential capability of providing separate prison compounds to support the future Iraq criminal justice system's needs. Construction time for a new secure maximum security prison on this complex is estimated to be approximately thirty to thirty-six months.

Therefore, it is again strongly recommended that action be taken to relocate the Arab families occupying the site, and that the military secure this site so that planning and assessments can proceed in the near future.

c. No other prisons found throughout the country of Iraq are capable of housing maximum security inmates.

## **2. Other Alternatives.**

**New Construction.** The team has recommended that a minimum of three (3) maximum security 3,000 bed modern modular designed state-of-the-art prisons be constructed throughout Iraq. The first one in the central area (Baghdad), and duplicates built in northern and southern Iraq. **It is estimated that each of these prisons will cost approximately \$180 to \$200 million, and take 30 to 36 months to complete.** This is considered to be the long-term permanent solution to fully support the needs of a fully operational criminal justice system.

**Prefab cell Housing** The team is currently collecting information and data on the feasibility of bringing into Iraq prefab maximum security cell housing that can be placed in a timely manner to support the growing needs of the criminal justice system. There are companies that prefab cells that can be brought in and set in place, connected to sewer, water, electrical systems and be in operation quickly. Normally these systems are used to expand existing facilities. A US/UK company has been contacted for information. It is unknown if quantities of such prefab cells are available, how long it would take to obtain this type of housing, and what the costs of such construction would be. We hope to be able to have answers to these questions in the near future. This information may be available by the close of business on 26 June 2003

**Prison ships/barges.** The team is attempting to gather information on the feasibility of obtaining prison ships/barges that could be placed in the area of the Port of Um-Qasser. It is unknown if any such ships or barges exist that would be available within the near future, the cost of such a facility, and the ability to have the ship brought to Iraq. **One team member has in the past researched this option and determined that it takes 12-18 months to build a prison ship or barge.**

## **MEMORANDUM**

**TO: Judge Donald Campbell**

**FROM: [REDACTED] Department of Prisons**

**SUBJECT: Alternatives for Maximum Security Prison Facilities**

We are continuing to examine potential alternatives for housing maximum security and dangerous detainees/inmates in lieu of using the maximum security compounds located at the Abu Ghraib Prison complex for the shortest possible timeframes.

1. **Review of existing assessed prison facilities earmarked for re-activation to support the Iraq criminal justice system currently and in the short term.**

**a. Al Hakmia (116 maximum security beds)**

This prison complex was operated by the Iraq Internal Security Agency, commonly called the Secret Police. This facility housed high security "political" and foreign prisoners. It also obviously served as a major headquarters for the Agency. All buildings are brick/masonry structures with a plaster finish. The four-story main structure is the housing areas for all prisoners as well as a large administrative headquarters. Prisoner housing was on the 3<sup>rd</sup> and 4th floor levels. The third floor consists of 50 cells. Each cell was 9' x 9'. This cell block can accommodate 100 maximum security prisoners. The fourth floor consists of 8 additional maximum security cells. This facility can provide a total of 116 maximum security beds for high custody or dangerous inmates.

**b. Kanban'i Saad Prison.**

In the assessment team's initial inspection on May 24<sup>th</sup> of this new prison that was under construction when the coalition forces began hostilities, there were 20 new cell blocks in two compounds that provided approximately 2,800 secure beds. Following the initial phase of hostilities, 153 Arab families moved into the complex. By June 12<sup>th</sup>, these Arabs had substantially disassembled the walls and structures rendering the facility unusable. Even though the structures have been mostly destroyed and cannot be refurbished for use in the immediate or short terms, there are foundations, infrastructure and some cell block structures that can be renovated and rebuilt. It would be necessary to relocate the Arab families in order to do a thorough estimate of what is needed to rebuild the cell blocks for permanent use. Although the team has not been able to do a complete assessment of the complex, it is estimate that the previously existing prison beds could be placed back into operation within twelve to eighteen months.

[redacted] to me. LTG Sanchez and I visited the Abu Ghraib and severely looted Kanban'i Saad prison sites on 28 June. We concluded that the only expeditious way to realize a safe maximum-security facility is to rehabilitate Abu Ghraib cell blocks, which could contain four thousand maximum-security prisoners within twelve months. No other facility could be established in appreciably less than three years. We have therefore already begun the first phase of reconstruction at Abu Ghraib.

All agree that Abu Ghraib's deservedly horrid reputation counsels against perpetuation of its use as a prison any longer than operational necessity demands. But the only alternatives we have available are even less palatable. Immediate reconstruction can and should therefore begin for a maximum-security facility at Kanban'i Saad, the next fastest alternative, for completion in three years or less. This would signal to Iraqis the phasing-out of Abu Ghraib, part or all of which should be turned into a memorial for those who suffered there. Ex-prisoner groups have expressed an interest in helping to establish such a memorial.

### RECOMMENDED ACTION

That you approve the rehabilitation construction of a maximum-security prison facility already underway at Abu Ghraib and immediate ground-breaking for a replacement facility at Kanban'i Saad.

☐ APPROVE    ☐ DISAPPROVE    ☐ APPROVE WITH MODIFICATION

(Attachment)

Coordinated with: LTG Sanchez  
AMB Slocombe

[redacted]  
[redacted] Senior Prisons Consultant ✓

---

Administration. [redacted] was employed in the prison system of Arizona for a total of eighteen years and served as its head for the last seven.

Please file <sup>①</sup> Memos Out -  
<sup>②</sup> Staffing

INFORMATION MEMORANDUM

TO: Judge Donald Campbell  
Senior Advisor, Ministry of Justice

FROM:   
Prison Department, Ministry of Justice

DATE: July 7, 2003

SUBJECT: Manpower Requirements for the Prison Department, Ministry of Justice

- Judge Campbell asked  
for a <sup>US</sup> Manpower Requirement  
for us - This is what I  
gave him. If you  
disagree, you can  
meet with him.  
*W. Jones*

**Background.** When the DOJ Criminal Justice Team was put together, it included four correctional experts to assess the Iraq Prison/Detention Centers and prepare an assessment report by August 3<sup>rd</sup> on what was needed to reactivate the Iraq correctional system. The DOJ team consisted of three Americans, one Canadian, and one British Team Leader. The plan called for the State Department to bring over a number of correctional professionals (retired Wardens, directors, etc.) to implement the DOJ plan. We arrived in Iraq on 15 May and began the assessment. One week later the assessment team was informed that the initial assessments report must be submitted by 15 June, and also we were to have the first Iraqi operated detention center/prison operational by the same date. Within thirty days the Canadian team member departed. Within sixty days, two American team members departed, and one replacement arrived. Currently, the correctional assessment team consists of two Americans and one British team leader. We were able to complete the initial prison/detention center assessment and open the first correctional facility (Al Tasferat Detention Center) with Iraqi officers by the requested 15 June date. Within the next 60 days, there will be approximately five additional Iraqi correctional facilities ready to open. However, before these facilities are opened, it is strongly recommended that the Correctional Officer certification course (approximately three weeks in length) currently under design as part of the Ministry of Interior Public Safety Academy, be placed into operation. This recommendation is based on the fact that the previous regime had no training program for correctional officers and the system was one of the most abusive and corrupt systems found around the world.

**Statement of the Problem.** On August 3<sup>rd</sup> the remaining two American correctional experts will complete their assignments and return to the US. The British team leader was originally scheduled to depart on July 27<sup>th</sup>; however, he has just received a three month extension. This will provide badly needed continuity. It is also anticipated that the correctional team will be joined by professionals from other nations (Korea, Italy, and Poland).

**Recommendation.** Two manpower recommendations are submitted for your consideration:

**BUDGET EXECUTION PROCEDURES FOR JULY 2003**

**Baghdad** To enable Ministries to meet their approved expenditures, operational and capital, during July, the Ministry of Finance will open two new bank accounts (one Dollar, one Dinar) for each Ministry and government owned enterprise at one of the four banks currently utilized for salary payments.

The Ministry of Finance will transfer dollars to the various accounts based on a request from the Ministry including an estimate of expenditures in Baghdad necessary for that Ministry.

On request by the Ministry, the bank holding the account may convert up to 25% of the allocation in dollars for July into Dinars, subject to the availability of Dinars. The exchange rate used for conversion will be the rate set for the previous day by the Central Bank. Only 10,000 Dinar notes will be available for these accounts.

A fee to be charged by the bank for converting Dollars to Dinars shall be negotiated by the Ministry of Finance and shall be subject to approval by the CPA Senior Advisor to the Ministry of Finance. If Dinars are not available, Dinar denominated obligations entered into by Ministries will be settled in US Dollars calculated using the exchange rate set for the previous day by the Central Bank. All suppliers to the Government of Iraq must accept payment in US Dollars at the discretion of the Government.

Ministries and state owned organizations and enterprises are authorized to manage the disbursement of money for approved expenditures from the respective accounts.

Neither individual Ministries nor state owned organizations and enterprises in Iraq may open their own accounts or operate on their old accounts, including sub-accounts, except with the approval in writing of the CPA Senior Advisor to the Ministry of Finance.

**Governorate** Treasury accounts (on Dollar, one Dinar) shall be opened at a single bank in each governorate from which all government expenditures will be disbursed for all Ministries and government owned organizations operating in that governorate. Each Ministry shall advise the Ministry of Finance of estimated budget funding needs in each Governorate. These estimates shall serve as the spending limits of Ministry operations in the Governorate.

It will be the responsibility of each Ministry to provide appropriate documentation, according to an instruction from the Ministry of Finance, to the Governorate Treasury office and disbursement will be made by the Treasury to satisfy legitimate obligations.

Neither individual Ministries nor state owned organizations and enterprises in Iraq may open their own accounts or operate on their old accounts, including sub-accounts, except with the approval in writing of the CPA Senior Advisor to the Ministry of Finance.

**Petty Cash** A Ministry or State Owned organization or enterprise may request the Ministry of Finance to open a petty cash account for their operations in Baghdad or in a Governorate. The limit on the amount to be maintained in the account shall be determined by the Ministry of Finance.

Ministry of \_\_\_\_\_  
 Department of \_\_\_\_\_

Budget Allocation by Governorate (\$'s)  
 July-03

Governorate/Section	2 Service Requirements	3 Goods Requirements	4 Assets Maintenance	5 Capital Expenditure (recurring)	6 Transferred Expenditure	Capital Expenditure (one time)	Total
Baghdad							
Basrah							
Minawa (Mussel)							
Anbar (Ramsadi)							
Arbil							
Babylon (Hilla)							
Diala (Ba'quba)							
Dutruk							
Karbala							
Misn (Emara)							
Muthann (Simawa)							
Najaf							
Qadissia (Diwanys)							
Salah Al-deen (Tikrit)							
Sulaimanya							
Ta'mim (Kartuk)							
Thiqar (Nasiriya)							
Wasit (Kut)							
Total							

*Copy* ① Please file  
Memo out.  
② Copy to Mosul  
Detention Center  
③ Badush Prison  
④ Transportation House

**INFORMATION MEMORANDUM**

**TO:** Judge Donald Campbell  
Senior Advisor, Ministry of Justice

**FROM:** [redacted]  
Senior Advisor, Prison Department

**DATE:** July 1, 2003

**SUBJECT:** Detention Centers and Prisons in Northern Iraq

**Observation House** Mosul  
**Detention Center**

Operated by Iraqi officers. Holds up to 112 juveniles. Was holding adult detainees; however, the Iraq guard force quit when threatened and all detainees escaped. Currently no detainees are in custody.

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This a Detention Center designed to hold up to 1,000 detainees. This facility has not yet been assessed by the Prison Department, MOJ. A FES team assessment has indicated that it could be renovated for reactivation for \$265,000.

\*Please note that I have scheduled two recent visits to Mosul and both were cancelled. I am now scheduled to visit there on Saturday, July 5<sup>th</sup>. We have been informed of other prisons and detention centers in the northern sector of Iraq; however, we have not had the manpower and time to make assessment visits at this date.

*Please file Memo "IN"  
② Baghdad Central Prison Copy*

**COALITION PROVISIONAL AUTHORITY  
BAGHDAD, IRAQ  
INFORMATION MEMORANDUM**

**TO: Presidential Envoy L. Paul Bremer, Administrator, CPA**

**FROM: MG Donald F. Campbell, Senior Advisor, Ministry Of Justice**

**SUBJECT: SELECTION OF SITE FOR MAXIMUM SECURITY PRISON**

**DATE: 29 June 03**

1. We have been actively engaged in an analysis of the various options available for selecting a site for the construction of a maximum security prison facility since my meeting with you, Ambassador Clayton McManaway, Mr. [REDACTED] and Mr. [REDACTED] this past week. Those alternatives are outlined on the attached memo to me from Mr. [REDACTED]
2. This action has been worked by the following individuals: (a) Mr. [REDACTED] who has been in the prison Service of Northern Ireland for a total of 31 years and has been prison Governor for the Maze, Belfast and Maghabery high security prison facilities. He has also served as the Director of the Penal Management Division of the UN Operation in Kosovo for the past four years. (b) Mr. [REDACTED] who holds a Master's Degree in Crime and Corrections and has served as the head of the Fort Leavenworth Prison Facility. He also was in charge of the Prison systems in Texas (four years), New Mexico (four years) and Utah (six and one half years). (c) Mr. [REDACTED] who has an MBA and has completed his course work for a PHD in Public Administration. Mr. [REDACTED] was employed in the prison system of Arizona for a total of eighteen years and served as its head for the last seven.
3. We all understand the reluctance to use any facility with a reputation as grim as that of Abu Ghraib Prison.
4. We believe that we have looked at all possible alternatives for the construction of a prison which will adequately handle the number of high security detainees we expect to receive over the next twelve months.
5. We have begun the first phase of a rehabilitation program which will result in the completion of cells which are capable of housing up to four thousand maximum security prisoners at Abu Ghraib Prison. We believe this to be the only viable short term alternative within all of Iraq.
6. Currently the only place we are able to confine high security prisoners is at temporary facilities using tents and razor wire barriers. As you are aware these facilities have resulted in a number of demonstrations, riots and break

out attempts. Two prisoners have been killed and over thirteen have been injured during those incidents. Although we believe that no Coalition Soldiers have been seriously injured there is a serious risk to them.

7. LTG Ricardo S. Sanchez has visited both the Abu Ghraib and Kanban'i Saad Prisons on 28 June 03.
8. Mr. [REDACTED] former police commissioner of New York City who also has a strong background in the corrections area is also familiar with the various alternatives.
9. We can and should start construction immediately at Kanban'i Saad Prison, the site of a newly looted prison so we can credibly show that Abu Ghraib is only a temporary expedient. The new prison could be ready in three years or less.
10. We should facilitate conversion of Abu Ghraib with a memorial. This option has been endorsed by ex-prisoner groups.
11. LTG Sanchez, Mr. [REDACTED] Mr. [REDACTED] Mr. [REDACTED] Mr. [REDACTED] Mr. [REDACTED] and myself all believe that the current plan which will temporarily use Abu Ghraib until new facilities can be constructed is the only viable solution and that continued use of temporary tent facilities will place both prisoners and soldiers at unacceptable risk.

## MEMORANDUM

**TO: Judge Donald Campbell**

**FROM: [REDACTED] Department of Prisons**

**SUBJECT: Alternatives for Maximum Security Prison Facilities**

We are continuing to examine potential alternatives for housing maximum security and dangerous detainees/inmates in lieu of using the maximum security compounds located at the Abu Ghraib Prison complex for the shortest possible timeframes.

**1. Review of existing assessed prison facilities earmarked for re-activation to support the Iraq criminal justice system currently and in the short term.**

**a. Al Hakmia (116 maximum security beds)**

This prison complex was operated by the Iraq Internal Security Agency, commonly called the Secret Police. This facility housed high security "political" and foreign prisoners. It also obviously served as a major headquarters for the Agency. All buildings are brick/masonry structures with a plaster finish. The four-story main structure is the housing areas for all prisoners as well as a large administrative headquarters. Prisoner housing was on the 3<sup>rd</sup> and 4th floor levels. The third floor consists of 50 cells. Each cell was 9' x 9'. This cell block can accommodate 100 maximum security prisoners. The fourth floor consists of 8 additional maximum security cells. This facility can provide a total of 116 maximum security beds for high custody or dangerous inmates.

**b. Kanban'i Saad Prison.**

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The Kanban'i Saad prison site is also considered an ideal location for future construction of a replacement maximum security prison(s) for the Abu Ghraib Prison complex. The complex is very large and has the potential capability of providing separate prison compounds to support the future Iraq criminal justice system's needs. Construction time for a new secure maximum security prison on this complex is estimated to be approximately thirty to thirty-six months.

Therefore, it is again strongly recommended that action be taken to relocate the Arab families occupying the site, and that the military secure this site so that planning and assessments can proceed in the near future.

c. **No other prisons found throughout the country of Iraq are capable of housing maximum security inmates.**

## **2. Other Alternatives.**

**New Construction.** The team has recommended that a minimum of three (3) maximum security 3,000 bed modern modular designed state-of-the-art prisons be constructed throughout Iraq. The first one in the central area (Baghdad), and duplicates built in northern and southern Iraq. **It is estimated that each of these prisons will cost approximately \$180 to \$200 million, and take 30 to 36 months to complete.** This is considered to be the long-term permanent solution to fully support the needs of a fully operational criminal justice system.

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**Prison ships/barges.** The team is attempting to gather information on the feasibility of obtaining prison ships/barges that could be placed in the area of the Port of Um-Qasser. It is unknown if any such ships or barges exist that would be available within the near future, the cost of such a facility, and the ability to have the ship brought to Iraq. **One team member has in the past researched this option and determined that it takes 12-18 months to build a prison ship or barge.**

**The major disadvantage of locating a prison ship at Um-Qasser is the logistics of transporting high security inmates on a twelve hour trip from Baghdad to southern Iraq. Given the opportunity for escape and ambush, the trip would be extremely labor intensive to insure safety and security of the transporting contingent.**

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**[redacted] Department of Prisons, 1830 hrs, 10 June 2003)**

**cc: [redacted] Deputy Senior Advisor, Ministry of Interior**

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**EXECUTIVE SECRETARIAT**  
**COALITION PROVISIONAL AUTHORITY**  
**DOCUMENT TRACKING SHEET**

**ACTION OFFICE:** CIV AFFAIRS - JUSTICE

**ACTION:** PREPARE MEDIA ROLL OUT STRATEGY FOR REVIEW

**SUBJECT:** MAXIMUM SECURITY PRISON

**COORDINATE WITH:** STRATEGIC COMMUNICATIONS  
CIV AFFAIRS - GOVERNANCE  
SECURITY AFFAIRS - INTERIOR

**Special Instructions:**

*Copy*  
① Please file  
under Memo out.  
② Baghdad Central Prison

**SUSPENSE:**

**ROUTING DATE:**

**CONTROL NO.:**

2 JULY

030702 18

**INFORMATION COPIES TO:**

**ACTION TAKEN/RESPONSE:**

**Document Info**

Received: 5/29/2003

Doc. Date: 5/27/2003

Origination:

To

Judge Campbell

Before any action is taken or any announcement is made, I need to see a media roll-out strategy that is coordinated with:

Governance  
Press  
Interim.

PRKamJ  
COS

[redacted] to me. LTG Sanchez and I visited the Abu Ghraib and severely looted Kanban'i Saad prison sites on 28 June. We concluded that the only expeditious way to realize a safe maximum-security facility is to rehabilitate Abu Ghraib cell blocks, which could contain four thousand maximum-security prisoners within twelve months. No other facility could be established in appreciably less than three years. We have therefore already begun the first phase of reconstruction at Abu Ghraib.

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### RECOMMENDED ACTION

That you approve the rehabilitation construction of a maximum-security prison facility already underway at Abu Ghraib and immediate ground-breaking for a replacement facility at Kanban'i Saad.

☒ APPROVE    ☐ DISAPPROVE    ☐ APPROVE WITH MODIFICATION

(Attachment)

Coordinated with: LTG Sanchez

AMB [redacted]  
[redacted]  
[redacted]

Senior Prisons Consultant

u/7/2

no moving prisoners  
until we can  
do simultaneous  
museum announcement

NO MOVING PRISONERS  
UNTIL WE CAN  
DO SIMULTANEOUS  
MUSEUM ANNOUNCEMENT

Administration. Mr. [redacted] was employed in the prison system of Arizona for a total of eighteen years and served as its head for the last seven.

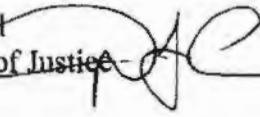
PK

030702-18

## ACTION MEMORANDUM

1 July 2003

**TO:** Presidential Envoy L. Paul Bremer  
Administrator, Coalition Provisional Authority

**FROM:** Judge Donald F. Campbell  
Senior Advisor, Ministry of Justice 

**SUBJECT:** Maximum-security prison


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### SUMMARY AND PURPOSE




A maximum-security prison is urgently needed. Only Abu Ghraib prison could safely house an appreciable number of high-security detainees within three years. I therefore recommend that you approve reconstruction of temporary maximum-security cell blocks at Abu Ghraib, despite its grim reputation, pending construction of a new maximum-security facility at Kanban'i Saad. A memorial should be located at Abu Ghraib as soon as possible, with appropriate notice to the public.

### DISCUSSION

As we discussed last week, the Coalition lacks a maximum-security prison for high-security detainees. Currently such detainees can only be confined at temporary facilities using tents and razor wire barriers. As you are aware, the deficiencies in such facilities have occasioned a number of demonstrations, riots and breakout attempts, resulting in two prisoners killed and over thirteen injured. Although to my knowledge no Coalition soldiers have been seriously injured, they are at grave risk.

Several alternatives for providing a maximum-security prison were investigated by  of the CPA Prisons Department--whose combined experience working in and operating prison systems exceeds a half-century --and myself. Those alternatives are outlined in the attached memorandum from

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\* Mr.  the Senior Prisons Consultant, has been in the prison Service of Northern Ireland for a total of 31 years and has been prison Governor for the Maze, Belfast and Maghabery high security prison facilities. He has also served as the Director of the Penal Management Division of the UN Operation in Kosovo for the past four years. Mr.  holds a Master's Degree in Crime and Corrections and has served as the head of the Fort Leavenworth Prison Facility. He also was in charge of the Prison systems in Texas (four years), New Mexico (four years) and Utah (six and one half years). Mr.  has an MBA and has completed his course work for a PhD in Public

**The major disadvantage of locating a prison ship at Um-Qasser is the logistics of transporting high security inmates on a twelve hour trip from Baghdad to southern Iraq. Given the opportunity for escape and ambush, the trip would be extremely labor intensive to insure safety and security of the transporting contingent.**

The prison assessment team will continue to explore other alternatives to the use of Abu Ghraid Prison. At this point in time, we have found no other facilities that can provide up to 4,000 maximum security beds between now and the end of this year. The team supports the use of Abu Grab prison only until new facilities can be constructed. **The estimated time frame would be 30 to 36 months once approval for new construction is received. Once assessed, perhaps the use of the Kanban'i Saad prison site can shorten the estimated time that a new prison could be constructed and in operation.**

**[REDACTED] Department of Prisons, 1830 hrs, 10 June 2003)**

**cc: [REDACTED] Deputy Senior Advisor, Ministry of Interior**

## MEMORANDUM

**TO:** Judge Donald Campbell

**FROM:** [REDACTED] Department of Prisons

**SUBJECT:** Alternatives for Maximum Security Prison Facilities

We are continuing to examine potential alternatives for housing maximum security and dangerous detainees/inmates in lieu of using the maximum security compounds located at the Abu Ghraib Prison complex for the shortest possible timeframes.

**1. Review of existing assessed prison facilities earmarked for re-activation to support the Iraq criminal justice system currently and in the short term.**

**a. Al Hakmia (116 maximum security beds)**

This prison complex was operated by the Iraq Internal Security Agency, commonly called the Secret Police. This facility housed high security "political" and foreign prisoners. It also obviously served as a major headquarters for the Agency. All buildings are brick/masonry structures with a plaster finish. The four-story main structure is the housing areas for all prisoners as well as a large administrative headquarters. Prisoner housing was on the 3<sup>rd</sup> and 4th floor levels. The third floor consists of 50 cells. Each cell was 9' x 9'. This cell block can accommodate 100 maximum security prisoners. The fourth floor consists of 8 additional maximum security cells. This facility can provide a total of 116 maximum security beds for high custody or dangerous inmates.

**b. Kanban'i Saad Prison.**

In the assessment team's initial inspection on May 24<sup>th</sup> of this new prison that was under construction when the coalition forces began hostilities, there were 20 new cell blocks in two compounds that provided approximately 2,800 secure beds. Following the initial phase of hostilities, 153 Arab families moved into the complex. By June 12<sup>th</sup>, these Arabs had substantially disassembled the walls and structures rendering the facility unusable. Even though the structures have been mostly destroyed and cannot be refurbished for use in the immediate or short terms, there are foundations, infrastructure and some cell block structures that can be renovated and rebuilt. It would be necessary to relocate the Arab families in order to do a thorough estimate of what is needed to rebuild the cell blocks for permanent use. Although the team has not been able to do a complete assessment of the complex, it is estimate that the previously existing prison beds could be placed back into operation within twelve to eighteen months.

The Kanban'i Saad prison site is also considered an ideal location for future construction of a replacement maximum security prison(s) for the Abu Ghraib Prison complex. The complex is very large and has the potential capability of providing separate prison compounds to support the future Iraq criminal justice system's needs. Construction time for a new secure maximum security prison on this complex is estimated to be approximately thirty to thirty-six months.

Therefore, it is again strongly recommended that action be taken to relocate the Arab families occupying the site, and that the military secure this site so that planning and assessments can proceed in the near future.

c. No other prisons found throughout the country of Iraq are capable of housing maximum security inmates.

## **2. Other Alternatives.**

**New Construction.** The team has recommended that a minimum of three (3) maximum security 3,000 bed modern modular designed state-of-the-art prisons be constructed throughout Iraq. The first one in the central area (Baghdad), and duplicates built in northern and southern Iraq. It is estimated that each of these prisons will cost approximately \$180 to \$200 million, and take 30 to 36 months to complete. This is considered to be the long-term permanent solution to fully support the needs of a fully operational criminal justice system.

**Prefab cell Housing.** The team is currently collecting information and data on the feasibility of bringing into Iraq prefab maximum security cell housing that can be placed in a timely manner to support the growing needs of the criminal justice system. There are companies that prefab cells that can be brought in and set in place, connected to sewer, water, electrical systems and be in operation quickly. Normally these systems are used to expand existing facilities. A US/UK company has been contacted for information. It is unknown if quantities of such prefab cells are available, how long it would take to obtain this type of housing, and what the costs of such construction would be. We hope to be able to have answers to these questions in the near future. This information may be available by the close of business on 26 June 2003

**Prison ships/barges.** The team is attempting to gather information on the feasibility of obtaining prison ships/barges that could be placed in the area of the Port of Um-Qasser. It is unknown if any such ships or barges exist that would be available within the near future, the cost of such a facility, and the ability to have the ship brought to Iraq. One team member has in the past researched this option and determined that it takes 12-18 months to build a prison ship or barge.

**EXECUTIVE SECRETARIAT  
COALITION PROVISIONAL AUTHORITY  
DOCUMENT TRACKING SHEET**

**ACTION OFFICE:** CIV AFFAIRS - JUSTICE

**ACTION:** PREPARE MEDIA ROLL OUT STRATEGY FOR REVIEW

**SUBJECT:** MAXIMUM SECURITY PRISON

**COORDINATE WITH:** STRATEGIC COMMUNICATIONS  
CIV AFFAIRS - GOVERNANCE  
SECURITY AFFAIRS - INTERIOR

**Special Instructions:**

① Please file  
under Memos  
out.  
② Baghdad Central Prison

**SUSPENSE:**

**ROUTING DATE:**

**CONTROL NO.:**

	2 JULY	030702 18
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**INFORMATION COPIES TO:**

**ACTION TAKEN/RESPONSE:**

**Document Info**

Received: 5/29/2003

Doc. Date: 5/27/2003

Origination:

To Judge Campbell

Before any action is taken or any announcement is made, I need to see a media roll-out strategy that is coordinated with:

Governance

Press

Interim

PRKamJ  
COS

[redacted] to me. LTG Sanchez and I visited the Abu Ghraib and severely looted Kanban'i Saad prison sites on 28 June. We concluded that the only expeditious way to realize a safe maximum-security facility is to rehabilitate Abu Ghraib cell blocks, which could contain four thousand maximum-security prisoners within twelve months. No other facility could be established in appreciably less than three years. We have therefore already begun the first phase of reconstruction at Abu Ghraib.

All agree that Abu Ghraib's deservedly horrid reputation counsels against perpetuation of its use as a prison any longer than operational necessity demands. But the only alternatives we have available are even less palatable. Immediate reconstruction can and should therefore begin for a maximum-security facility at Kanban'i Saad, the next fastest alternative, for completion in three years or less. This would signal to Iraqis the phasing-out of Abu Ghraib, part or all of which should be turned into a memorial for those who suffered there. Ex-prisoner groups have expressed an interest in helping to establish such a memorial.

### RECOMMENDED ACTION

That you approve the rehabilitation construction of a maximum-security prison facility already underway at Abu Ghraib and immediate ground-breaking for a replacement facility at Kanban'i Saad.

☐ APPROVE

☐ DISAPPROVE

W/7/2

☐ APPROVE WITH MODIFICATION

(Attachment)

Coordinated with: LTG Sanchez  
AMB Slocombe

[redacted]

[redacted]

Senior Prisons Consultant

no moving prisoners  
until we can  
do simultaneous  
museum announcement

NO MOVING PRISONERS  
UNTIL WE CAN  
DO SIMULTANEOUS  
MUSEUM ANNOUNCEMENT

Administration. Mr. [redacted] was employed in the prison system of Arizona for a total of eighteen years and served as its head for the last seven.

## ACTION MEMORANDUM

1 July 2003

**TO:** Presidential Envoy L. Paul Bremer  
Administrator, Coalition Provisional Authority

**FROM:** Judge Donald F. Campbell  
Senior Advisor, Ministry of Justice

**SUBJECT:** Maximum-security prison

## SUMMARY AND PURPOSE

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## DISCUSSION

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**FROM:** [redacted] Department of Prisons

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(b)(6) [redacted] Department of Prisons, 1830 hrs, 10 June 2003)

cc: (b)(6) [redacted] Deputy Senior Advisor, Ministry of Interior

(b)(6) - you have  
probably seen this already -  
(hope we are feeding  
Hilla inmates now. Have  
not heard otherwise. Good luck  
on sorting funding  
issues out. This must  
be resolved very soon or we  
will be in big trouble. -  
Iraqi Ministry of Justice  
Prisons Department

Date: 07 August 2003

To: General Donald Campbell, Ministry of Justice

From: (b)(6)

Reference: Looming Difficulty in Paying for Operations Outside the Bagdad Area. (b)(6)

I am scheduled to drive to Al-Hilla 12 August 2003 to make a final inspection and approve the opening of the Hilla Prison. As a part of that visit I need to finalize the cost of food services to the Hilla prisoners. When I asked (b)(6) for information regarding the costs of our other food services contracts, he informed me that for the reasons listed in his attached memorandum,<sup>1</sup> the cost issue may be moot (at least for the immediate future), because we may not be able to pay to feed the Hilla prisoners. Key among the factors listed by (b)(6) which complicate payment of the contractor for food services are:

1. The "funds for our use are in a MoJ account. There is only one account for the Ministry. Signatories will be from the senior members of the prison department."
2. "No allocations have been made to governates such as Al Hilla, Basrah or Mosul as the requirement was that we should have a responsible Iraqi who would deal with the money, and that no such individual had been identified by the OPCA Prison Department. The matter has been passed to the Iraqi accounting staff to resolve." As (b)(6) has explained it to me, there is no one in the Hilla area who is authorized to release the funds for food services or other operating expenses at Hilla.
3. "All financial control over the budgeted funds now rests with the Iraqi Prison Department as a part of the Ministry of Justice. This is in keeping with the practice in other ministries. We are supposed to use established Iraqi administrative structures."
4. "The Prison Department administration has only just established it's (sic) own headquarters and still has no operating infrastructure. Consequently processes, other than through the OPCA Prison Department, for procurement and payments **has not been established. They are likely to be lengthy and inefficient and unsuited to the current emergency situation.**"<sup>2</sup>

<sup>1</sup>Memorandum from (b)(6), "Case Flow for Current and Future Projects."

<sup>2</sup>Emphasis added to the original.

I understand the reasons for the involvement of Iraqi officials in this process; however, the bottle neck which will result (and which has already resulted) can only delay and impede our progress. My initial concern was whether if we opened the Hilla Prison, we could actually pay to feed them, pay for mattresses, sheets, hygiene items, etc. Thus far, we have established a relationship of confidence and trust with our Iraqi contractors. Obviously, that will be difficult to maintain if we cannot pay them in a timely manner. Also, some of our best and most responsive contractors are small business men who operate on a very small margin. An inability to pay promptly could make it very difficult for them to work with us, and they may start demanding their money (or a substantial portion of it) be paid at the front end, rather than at the time of delivery.

**No action requested.** This is a vexing problem; one that I will try to work around. However, at some point your assistance may be needed if the combination of our problem-solving ingenuity and our \$250,000 *petty cash* fund are not sufficient to meet the challenge. I can probably solve the problem for the short run; however, that may only complicate the problem for [REDACTED] who will be left here alone or with a small crew of very inexperienced replacements or [REDACTED] and me (should they ever be hired and brought to Iraq).

cc:



To

Prison Advisor

From

Finance and Administration  
Advisor

5 August 2003

### Cash Flow For Current and Future Projects

Further to our conversation today regarding payments for current and future projects. The situation is as follows:-

- All expenditure by the Prison Department to date has been from emergency funding from appropriated Iraqi assets.
- The budget submitted to OCPA Ministry of Finance has been reduced by the Iraqi MoF.
- The whole thrust of the budgetary process is ~~to move~~ to make Iraqis responsible for the expenditure. This can only take place through a designated ministry bank account. In our case operated by the Ministry of Justice.
- I understand that funds for our use are in a MoJ account. There is only one account for the Ministry. Signatories will be from the senior members of the prison department.
- No allocations have been made to governates such as Al Hilla, Basrah or Mosul as the requirement was that we should have a responsible Iraqi who would deal with the money, and that no such individual had been identified by the OCPA Prison Department. This matter has been passed to the Iraqi accounting staff to resolve.
- Emergency funding held by the Prison Department is to be banked forthwith apart from approximately \$250,000 to be used for operating and set up costs.
- The bank accounts will not have cheque facilities for another week.
- All financial control over the budgeted funds now rests with the Iraqi Prison Department as a part of the Ministry of Justice. This is in keeping with the practice in other ministries. We are also supposed to use established Iraqi administrative structures.
- The Prison Department administration has only just established it's own headquarters and still has no operating infrastructure. Consequently processes, other than through the OCPA Prison Department, for procurement and payments have not been established. They are likely to be lengthy and inefficient and unsuited to the current emergency situation.

- Currently the Prison Department is receiving emergency applications from military units for facilities not included in the current opening programme. This is over and above amounts already budgeted for.
- An initial submission has to be made by 15 August 2003 for the 2004 budget. At present all the Prison Experts are involved in establishing facilities in the current opening programme. There are no further resources for developing a strategic plan for the forthcoming year without a corresponding loss in momentum.



Iraqi Medical United Society <sup>Iraqi Issues</sup>

1. Copied all invoices to give to Society at their request
2. Said we will hold originals
3. Offered to pay them \$490,000 dollars in full & final settlement.
4. Generator Instructed Mono to speak to residents and to cut off generator after 2 weeks ~~that~~ the
5. Dawoodie should use its own generator.
6. Regarding old / stolen generator - No money to be given for it - Municipal authority matter.
7. Threatened IMUS with Police investigation for trying to obtain money by deception



24/7/03

IRAQI CORRECTIONAL DEPARTMENT  
MINISTRY OF JUSTICE  
COALITION PROVISIONAL AUTHORITY

PAYMENT TO THE IRAQI MEDICAL UNITED SOCIETY

The Iraqi Correctional Department offers to pay the Iraqi Medical Society the following in full and final settlement of all expenses incurred in

Invoice Number		Amount claimed	Amount Offered
42	Installation of transportation of generator	650,000 <sup>400</sup>	Nil
43	Assembly Fee and Maintenance	750,000 <sup>500</sup>	Nil
44	Coil for generator	1,350,000	Nil
45	Badly damaged generator.	\$15,000	Nil
46	Cleaning	400,000	Nil
47	Cleaning wash basins and waterways	150,000	Nil
48	Installing Air conditioning boxes	250,000	125,000
49	Electrical Work	480,000	240,000
50	Installing Glass	125,000	125,000
			490,000

8  
17,000  
3000  
1000  
1000  
2000  
1000

The amount offered of ID 490,000 is in full and final settlement for the work done on the Dawoodie property belonging to the Ministry of Justice.

Agreed and received \$326 (Official exchange rate ID1500=\$1)

7 x 24 168  
8 x 5 40

\$ 433.<sup>00</sup>  
1500 650,000  
60  
50  
45  
50



Payment Bill

The Iraqi Medical United Society

Baghdad

NW 429

I received from Manager of account amount of  
48,000 I.D for a price of elec. equipments &  
wages of work according to the list no 42  
in 20/5/2003 So I signed.

Amount-

1/2 price

\$16

receiver sign

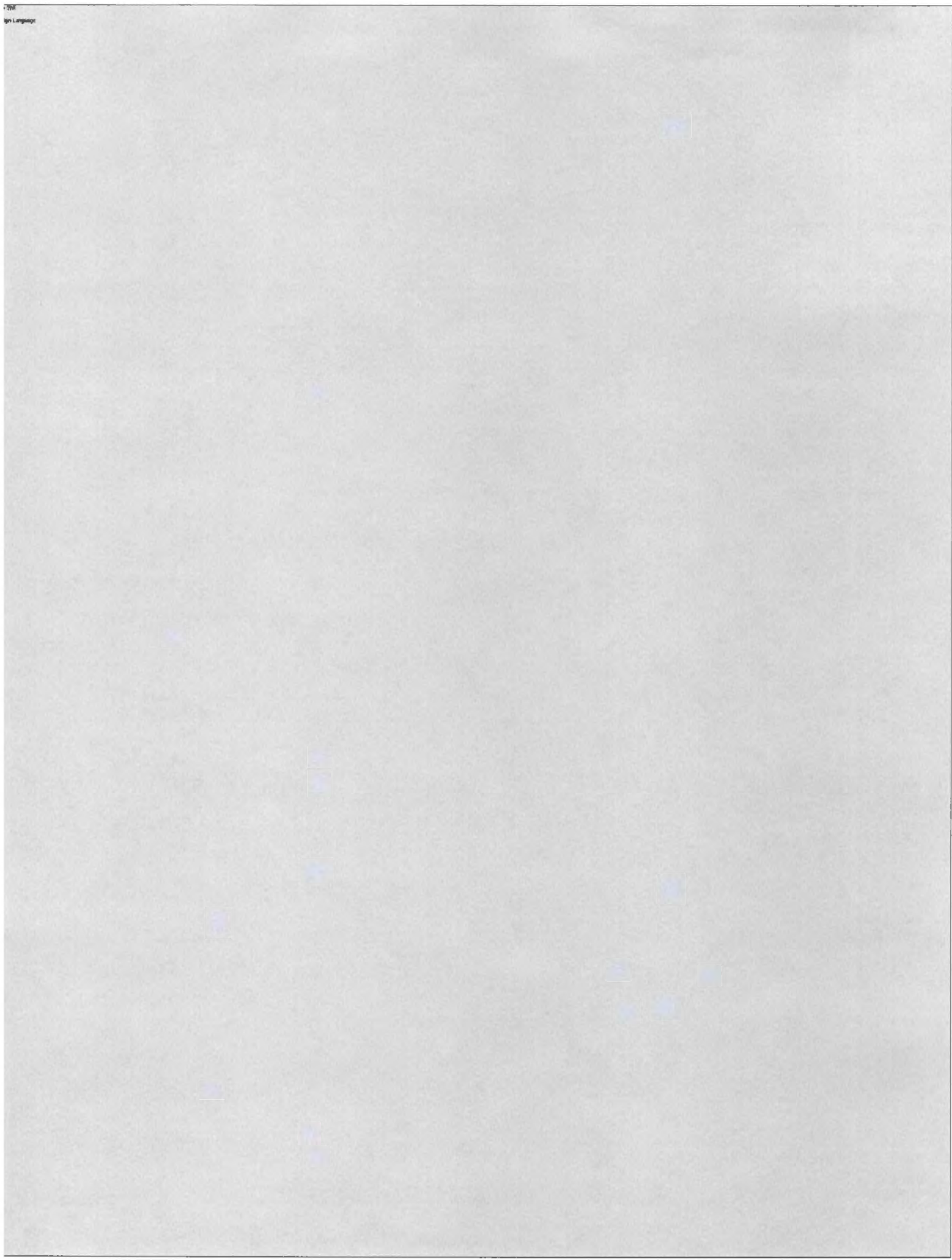
Fouad AL-shekhly

20/5/03

Foreign Language

Foreign Language







17. May 2003.  
to the The Iraqi Medical United Society  
Baghdad.

amount.

250,000 as a fees for the working of the  
smith (materials, and working) five  
boxes of air-condition and welded  
of the doors and additional window-  
blind.

The work was done by using  
generator of car so that the work  
will be continuous and not effected  
by the go off the electricity.

250,000 Two hundred and fifty thousand.

The Iraqi Medical United Society.  
Baghdad.

Bill

I received from the manager of  
account fees which is 250,000  
two hundred and fifty thousand.

And that as fees: for (materials  
and working) air-conditioning boxes,  
smith working and welding generate  
of a car.

17. May 2003.

Not acceptable

$\frac{1}{2}$  price = 125,00

123.





## Bill

I received from the manager of accounts fees which is 660,000 six hundred and sixty thousand only.

and that's for fees for transport the generate from the building to the fixing and bring it again to the building. In addition to the rent of the crank.

19. May 2003.

4. About \$100 at most.

The Iraqi Medical United Society  
Baghdad.

B: II

I received from the manager of accounts  
amount 150,000 Dinar for the wages of  
cleaning the wash basins and the waterways  
from the inside of the building to the main  
water ways in a street. In according to the  
receipt No 39 in May-16-2003.

Sign  
Receiver  
May-16-2003

Sign  
delivered  
May-16-2003

Un Acceptable - clean our sewage  
because they occupied building  
No water working

# RECEIPT

AL-Adel  
Baghdad - Summer Sec.

No 39.

Date - May 16 - 2003.

To - Traqi Medical United Society.

Details	Amount
The wages of cleaning the wash basins and cleaning the waterways from inside the building to the main waterways in a street including the wages of workers	150/000 only.

Sign.  
Magid AL-Suadi



100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

Baghdad

B:11

I received from the manager of account:  
amount 400,000 Dinars for the wages of cutting  
and clean the building & remove the ruins  
including wages of workers and the wages of work cars

Sign

Receiver

May-14-2003

sign

Deliver

May-14-2003

Not acceptable - everything  
still there. Half

Left refuse, grass not cut.  
Do Not pay.

Baghdad The Second Al Rissala Sec-  
Near by People's Assembly.

## RECEIPT

I am Yasseen Mahmoed AL Laffee

I received amount 400,000 <sup>dinars</sup> for the wages  
of cutting the reed, clean the building,  
including the wages of workers and workcar  
which transfer the ruins outside the city.

Sign.

The receiver

Yasseen Mahmoed AL Laffee

May 14 2003.





The

N. 44

The Iraqi Medical United Society  
Baghdad.

Bill

- I received from The Manager of  
account amount which is 1,350,000 Di  
one million and Three Hundred and  
Fifty thousand and that as a payment  
for ( Payment of Coil Wind with  
2 batteries with charge Battery

Date/10-6-2008

The manager

Receiver

Zayed shop for all  
Coil

70% for coil

\$630

The Iraqi M

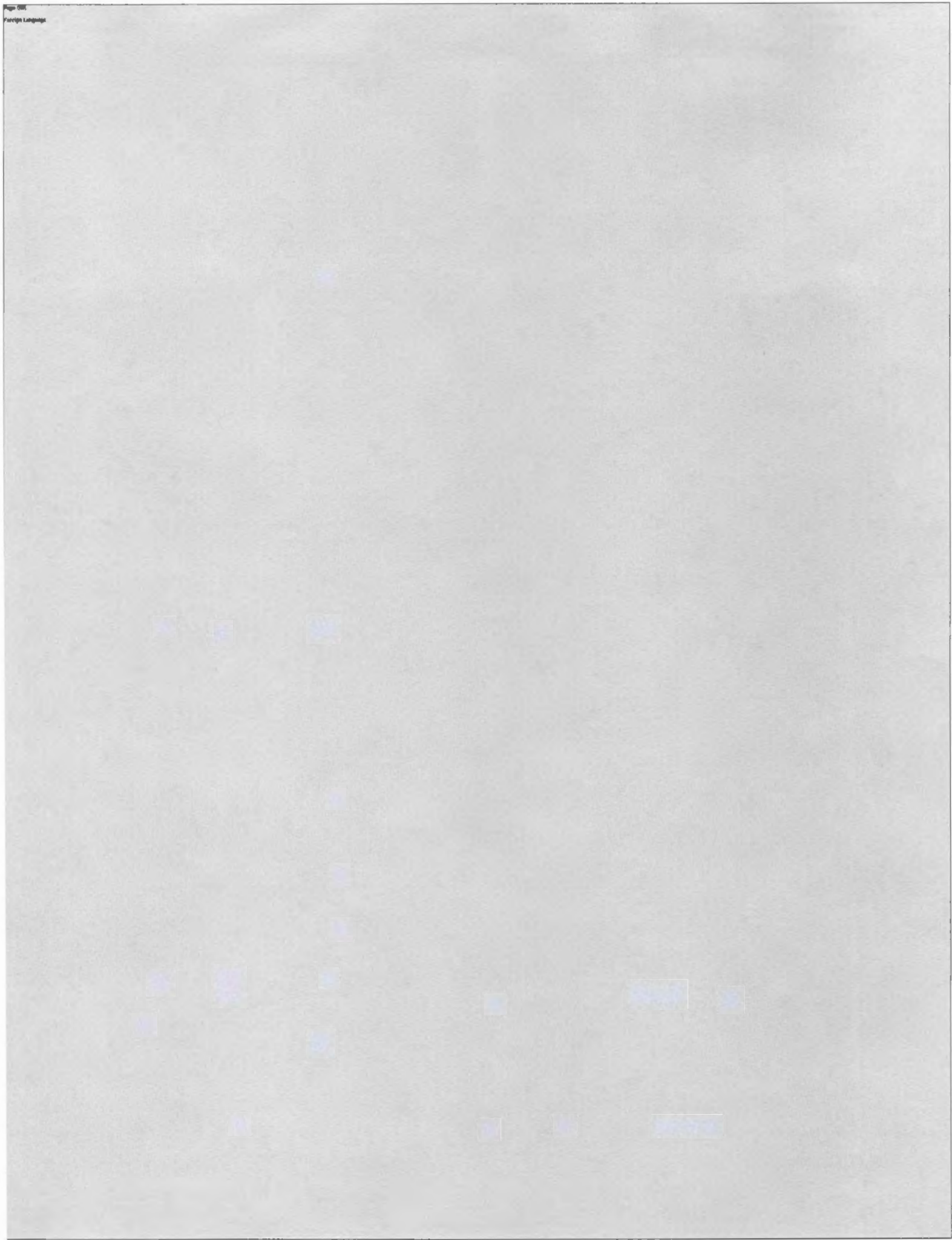
242

2ayed shop  
Foroll Coil

- The Iraqi medical united Society  
Baghdad

No-	Detail	Price
	Ganevater ve Coil KV 250 with garanty 1 month.	1,150,000Di
	Cache.	





The Iraqi Medical United Society.  
Baghdad.

Bill

I received from the manager of the account  
a fees which is \$750,000 (seven  
hundred and fifty thousand.

Assembly Fees and maintenance period  
with all needed equipments for the  
generator with the association Board

9. June 2003.

Families giving them money  
~~Nothing except~~ No receipts recorded  
∴ do not pay

The Iraqi Medical

Bagh

Total sum

\$750,000

To The Iraqi Medical United Society.

details

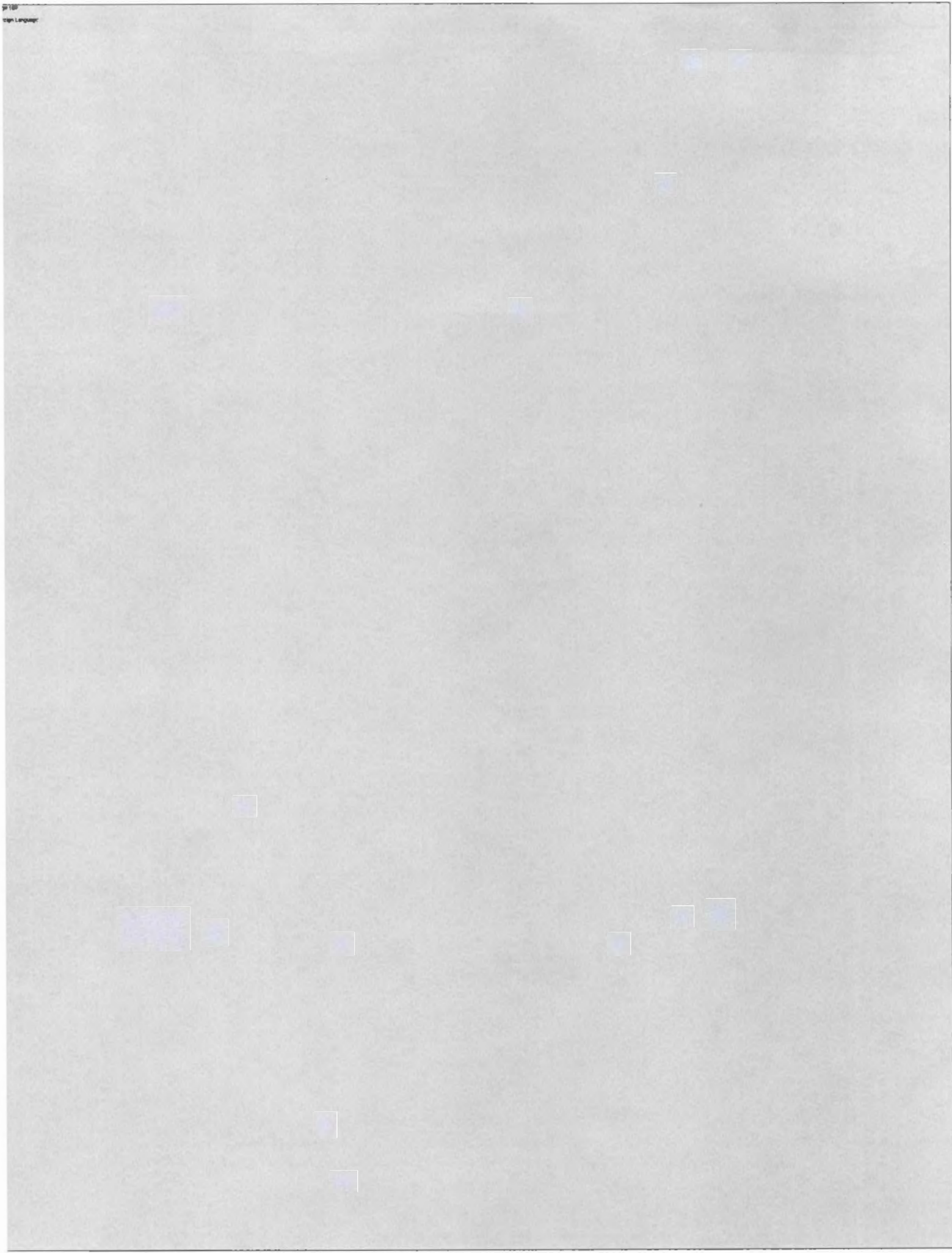
Assembly fees a generate 250 KV  
kind (AKSA) with the association  
board with maintenance period (for  
one month).

seven hundred and fifty thousand  
cash.









Al-Laffee Bureau.

Yasseen Mahammad AL-Laffee..  
Baghdad. The Second Al-Rissala sector.  
near by the People's Assembly.

## RECEIPT

I am Yasseen Mahammad AL-Laffee.

I received amount of 125,000 Dinars for  
the three <sup>Iranian</sup> classes in addition of Post cutting  
installation and the wages.

Sign  
The name of receiver  
Yasseen Mahammad.

OK \$80.

The Iraqi Medical United Society.  
Baghdad.  
No. 909950

Bill

I received from the manager of accounts  
125,000 Dinars for the three layers of  
Iranian classes in addition of Poste, cutting  
and installation. All the work is complete.

Sign  
Receiver  
May-16-2003

Sign  
delivered.  
May-16-2003

IRAQI CORRECTIONAL DEPARTMENT  
MINISTRY OF JUSTICE  
COALITION PROVISIONAL AUTHORITY

PAYMENT TO THE IRAQI MEDICAL UNITED SOCIETY

The Iraqi Correctional Department offers to pay the Iraqi Medical Society the following in full and final settlement of all expenses incurred in

Invoice Number		Amount claimed	Amount Offered
42	Installation of transportation of generator	650,000	Nil
43	Assembly Fee and Maintenance	750,000	Nil
44	Coil for generator	1,350,000	Nil
45	Badly damaged generator.	\$15,000	Nil
46	Cleaning	400,000	Nil
47	Cleaning wash basins and waterways	150,000	Nil
48	Installing Air conditioning boxes	250,000	125,000
49	Electrical Work	480,000	240,000
50	Installing Glass	125,000	125,000
			490,000

The amount offered of ID 490,000 is in full and final settlement for the work done on the Dawoodie property belonging to the Ministry of Justice.

Agreed and received \$326 (Official exchange rate ID1500=\$1)

**Ministry Of Justice  
Prisons Department**

**Date:** 25 August 2003

**To:** Major General Donald Campbell

**From:** [redacted] Prisons Advisor  
[redacted] Prisons Advisor

**Reference:** Proposal for Continuing the Coalition Provisional Authority's Corrections Mission for the Nation of Iraq<sup>1</sup>

As per your request, we are providing information regarding the status of the corrections mission in Iraq and options for successfully accomplishing the corrections mission. Although substantial progress has occurred, the absence of follow-on corrections experts in the pipeline threatens to create a train wreck which could keep the 800<sup>th</sup> Military Police Brigade in Iraq for a very long time. This report and proposal should be read and evaluated with the understanding that it was compiled and written over a three-day period; thus, many parts of the report will need to be developed more fully.

The report and proposal will include the following components.

<b>Executive Summary</b>	p. 2
<b>Background</b>	p. 6
<b>Statement of Problem</b>	p. 8
<b>Remaining Tasks</b>	p. 10
<b>Options for Accomplishing the Corrections Mission</b>	p. 13

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<sup>1</sup>This report and proposal was prepared at the direction of Major General Donald Campbell by [redacted] with close consultation with [redacted]. The report and proposals provide the observations, knowledge, evaluations, and judgements of [redacted] and [redacted]. The report does not represent the official position of the Ministry of Justice or the Department of Prisons.

**Appendix A: Contract Provisions**

**Appendix B: Projected Prisoner Capacity Needs for Iraq  
Executive Summary**

**Background**

The Prison Department of the Ministry of Justice has been in existence since May 15, 2003. During that time there have never been more than five prison advisors on the ground at the same time. Most of the previous month, the total has been one single advisor. Despite the serious lack of advisors and no civilian support staff, the Prison Department with the aid of a hand full of military police have managed to stand up five correctional facilities. With the opening of phase one of the Abu Ghraib prison, a prison capacity of approximately 3,200 beds has been created. The capacity is projected to be over 4,000 by the end of September and over 11,000 by the end of the year.

The Prison Department has also created a personnel system, has recruited over 2000 applicants, graduated and certified 120 corrections officers, and is currently training another 80 in the Corrections Training Academy. A 28-course Corrections Academy was developed, written and placed in operation in only one month.

**Statement of Problem**

Despite the successes which have been enjoyed during the brief four-month existence of the Prison Department, only a small fraction of what is needed has been accomplished and the future does not bode well. The two surviving American prison advisors are leaving August 27<sup>th</sup> and September 1<sup>st</sup>, and the Departments of State and Justice have no one in the pipeline as replacements. At the current time, the Department of Defense is scrambling to deploy three persons who have been waiting for calls from the DOJ and State. Unfortunately, there will be no experienced advisors to train the new arrivals on how to brief, train and mentor them.<sup>2</sup> Iraq is a dangerous environment, Baghdad is worse. It amounts to an unacceptable risk to drop three untrained American advisors into Baghdad and expect them to safely work in and travel around Bagdad (or anywhere else in Iraq) without intensive hands-on instruction. It is critical that new arrivals are taught how to limit risks while driving in unarmored SUVs, what streets or neighborhoods are too dangerous to travel, how to accomplish their mission in a hostile environment, how to communicate through interpreters, how to work effectively within the CPA system, and other more mundane, but important information.

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[redacted] and I have offered to put on an intensive one-week briefing and training session in the United States with the replacements being recruited by DOD. We would also be willing to accompany them back to Iraq and spend two or three weeks training and them in-country. One or both of us would be available to return to Iraq for that purpose on or about 1 October 2003, if we are asked to provide the training and briefing of the new arrivals.

## **Remaining Tasks**

There are many critical tasks remaining. A few of the more important include:

1. Creating an additional 50,000-75,000 prison and detention capacity.
2. Identifying additional facilities which can be remodeled into safe and secure prison beds.
3. Designing and constructing two prototype facility designs to serve as a model for building new facilities.
4. Developing a set of standards to guide the national correctional system.
5. Developing comprehensive written policies and procedures to govern and direct the operation and management of the Iraqi prisons and detention centers.
6. Expanding the curriculum, scope, hours, and testing provided in the Corrections Academy and in-service training programs.
7. Creating an Iraqi Correctional Service.

## **Options for Accomplishing the Corrections Mission**

The Departments of State and Justice have failed to fully staff the Prison Department, despite the fact that there are a number of volunteers waiting for the call to deploy. Further, they have now decided that the situation is too dangerous to send replacements. As a result, the Department of Defense is now moving to bring in three or four of the American prison advisors. While that will help in the short term, there is no long-range plan for standing up the Iraqi Correctional Service, nor is there a written plan or clear strategy for ending the need for the military police's corrections mission. Even an infusion of a few fresh advisors will have limited immediate impact, because they will arrive in Baghdad with virtually no understanding or familiarity of their new working environment, the facilities being operated, the tasks remaining to be completed, or the people with whom they will be working.

There is only one option that provides a realistic hope for relieving the military police of their corrections mission before Christmas, and to reasonably meet the objectives of:

1. constructing a comprehensive plan to stand up a viable Iraqi corrections system;
2. developing a clear and quickly obtainable exit strategy for the military from its prison and detention center responsibilities in Iraq;
3. defining Iraq's capacity needs over the next five years;
4. designing, locating, constructing, and staffing new corrections facilities;

5. developing and writing national detention and prison standards to guide the operation of Iraq's corrections system;
6. developing and implementing written policies and procedures governing the operation and management of individual prison and detention centers; and
7. recruiting and hiring the administrators, mid-level managers, supervisors, trainers, and other experts who can provide the intensive supervision, training, direction, and mentoring necessary to create a cadre of highly trained Iraqi corrections officials.

Officials must be trained and motivated to reject the brutal, corrupt, and incompetent corrections system that existed under the previous regime. Being trained and shepherded by adequate numbers of highly competent and committed American corrections officials should prepare and encourage the new Iraqi correctional officials to embrace the more professional, fair, and just system to which they will be exposed and indoctrinated.

### Background

The on August 27, 2003, [REDACTED] will depart from Iraq. He will be followed on September 1, by [REDACTED] and [REDACTED] are the last remaining members of the U.S. contingent of Prison Advisors. It will also be the first break in what has been four months of continuous presence of American prison/jail experts to properly evaluate what has happened and have a framework against which to determine which options offer the greatest potential for success. An evaluation of the progress to date has been both extraordinarily successful, and disappointing. The accomplishments of the members of the department of prisons has been exceptional when placed in context of the working environment and the difficulty of communication, travel, force protection, and related issues.

Trying to set up a prison system for a nation of 30,000,000 population with a fraction of the support staff which would be available to the corrections directors in even the smallest states in the United States, limits the effectiveness of those involved. When we were recruited for this mission approximately five months ago, we were told there would be six advisors who would be assigned to three regions of Iraq, each region supported by approximately 90 staff.<sup>3</sup> The mission was to include assessment of resources, creation of a master plan, standing up of a Department of Corrections, and the building and rebuilding of prisons and detention centers. Even before the first advisors were on the ground the mission changed to one of primarily standing up facilities. The building of a department infrastructure was relegated to a lower priority.

In late-June, the Prison Department advisors in Iraq numbered five persons; [REDACTED] Team Leader, from the U.K., and four Americans [REDACTED]

<sup>3</sup> Although I was not told the number at the time I was recruited, I have since learned that Sr. Advisor [REDACTED] requested 89 staff. I do not know how the number was computed or what the specific roles of each were to be.

[redacted] By the end of June the team had shrunk to three with the premature departure of [redacted] and [redacted].<sup>4</sup> The lack of staff had seriously compromised the capability and effectiveness of the team. Despite the extremely limited staffing commitment the Department of Prisons has made substantial gains and progress in its four months of existence.

- Several facilities have been built and opened, including but not limited to the Al-Salhya Women's Detention Center, Tasferat Detention Center, Russafa Detention Center, Al-Hillah Prison, and Abu Ghraib Prison.
- Several facilities are in the final stages of renovation and will open in the near future. These facilities include Kahdmiya Women's Prison, Istakbarrat Prison, and Al-Karkh Juvenile Facility.
- The Department has facilitated or played a role in opening other corrections facilities.
- The infamous Abu Ghraib prison has been reconstructed, modernized and has opened. The current capacity is 400. Within two to three weeks the capacity is scheduled to rise to about 1,040 prisoners and over 3,100 by the end of 2003, and several thousand by the end of 2004. Abu Ghraib will feature a modern kitchen and dining area and by far the best corrections medical facility in Iraq.
- Currently, more than 3,000 prison/detention beds have been created, and with additional construction currently funded and underway that number is scheduled to increase to 11,000 by the end 2003.
- The Iraqi Correctional Services Academy has been created, including:
  - writing of a three-week pre-service training program;
  - assembling a team of Iraqi and military trainers; and
  - training, graduating, and certifying the new nation of Iraq's first corrections officers.
- A personnel system was developed to handle recruiting, hiring, personnel records, and identification cards.
- A support and technical assistance program was put in place to assist both military police

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<sup>4</sup>There is also a corrections specialist from Korea; however, he lacks the level of expertise and management-level experience to do the tasks currently be handled by the other Advisors. Thus far he has been able to contribute very little to the process.

and Iraqi prison and detention center managers.

A budget and fiscal system was created to manage finances of the Department.

## Statement of Problem

With the delay in replacing the departing American advisors, a number of very serious problems are presented. Steps can be taken to mitigate some of the problems, but the unique and dangerous nature of the environment in Iraq, generally, and Baghdad, in particular, is a definite *problem multiplier*. Some of the more obvious problems include:

**Loss of institutional memory.** With the exception of the Mosul and Basra areas, all of the ongoing projects are tasked to (b)(6) and (b)(7)(C). While there are files full of information pertaining to each of our projects, it is not realistic to expect new advisors to step in cold, without some onsite mentoring, and acquire the level of understanding needed to function effectively.<sup>5</sup>

**Interruption of continuity of planning and execution.** Since arriving in Iraq we have all worked seven days a week and about 10 to 14 hours a day. Every day lost in replacing the current advisors is a loss of 20 to 28 hours of work. Even after the new replacements arrive, their productivity will be minimal for the first two or three weeks. Had the replacements arrived three or four weeks before the departure of (b)(6) and (b)(7)(C) there would have been time to properly train, mentor, brief, and prepare them to work effectively and productively on their own.

**Loss of interpersonal contacts.** To be effective in the often confusing and chaotic environment of the CPA it is vital to know and develop working relationships with key players who can help accomplish the mission, answer questions, grease wheels, and otherwise assist in the accomplishment of objectives. For example, even though the 18<sup>th</sup> Military Police Brigade has handed off the corrections mission to the 800<sup>th</sup> Military Police Brigade, they are still the most important resource we have in getting facilities built.<sup>6</sup> (b)(6) and (b)(7)(C) have forged a strong personal relationship with CSM (b)(6) and CWO (b)(6) of the 18<sup>th</sup> Military Police Brigade. This relationship has been invaluable to the Prison Department's mission accomplishment.

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<sup>5</sup>When I arrived in Iraq more than a month behind the first arrivals, it took two weeks before I felt I began to feel I was an asset to the team. It was the instruction and field work interaction during the first two or three weeks provided by (b)(6) and (b)(7)(C) that helped bring me up to speed quickly. Our replacements will not have the same support system from which I benefited.

<sup>6</sup>Nearly 100% of the construction which has occurred in standing up the prisons and detention centers in Baghdad has been directly attributable to the 18<sup>th</sup> Military Police Brigade. Even though the mission has been handed off, they continue to honor our personal requests for assistance and continue to be the single most effective unit with whom we work.

Hopefully, [REDACTED] and [REDACTED] could be persuaded to shepherd the new replacements; however, there are many such working relationships which have been cultivated, many of which will unavoidably be lost unless the new replacements are fully aware of and acquainted with them.

**Safety of new replacements.** Force protection issues are critical in a volatile and dangerous environment such as Iraq. The civilian prison team must drive through the green and red areas of Baghdad and throughout Iraq on a regular and frequent basis in unarmored SUVs. These distinctive vehicles have become well known to the denizens of Iraq.<sup>7</sup> Driving Baghdad in unarmored and generally unescorted SUVs is inherently risky; however, it is risk which is manageable for persons experienced in Baghdad driving. On the other hand, it would amount to callous indifference to ask inexperienced new arrivals to try to navigate the confusing, unmarked,<sup>8</sup> mean, and dangerous streets of Baghdad. Among the most important lessons received upon arriving in Baghdad was the hands-on driving instruction provided by the experienced prison advisors.

**Adjusting to problems unique to environment.** The new replacements will not be prepared for just how difficult it is to work in an environment in which you must communicate through interpreters, some who are difficult to understand and who often fail to convey the correct meaning of the communication they are interpreting. The new replacements will need to be prepared for how much productive time is lost due to force protection requirements on travel, limited communications capability with officials from the various prisons and detention centers for which they will be responsible. And, of course, there is the ever present problem of how to survive in a high-risk environment.

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<sup>7</sup>We have received intelligence that some clerics have told their people that we are Israelis pretending to be Americans, because Israelis are the only people who drive white SUVs with luggage racks on top.

<sup>8</sup>There are very few street signs in Baghdad. Those that do exist are written in Arabic. It is difficult at best to navigate through a strange city of five or six million people. In addition, stopping to ask directions is not feasible, because stopping greatly exposes the drivers/passengers to attack, the persons who could be asked for directions speak Arabic or difficult to understand English for the most part, and the person being asked for directions may intentionally or unintentionally misdirect team members.

- **Training and briefing replacements.** See previous discussions.
- ### Remaining Tasks

The primary objective is to **get the military, particularly the Military Police, out of the detention and prison business.** That objective cannot be met until a sufficient number of detention facilities and prisons are built; adequate numbers of staff have been recruited, vetted, hired, and trained; operational policies and procedures written; a department of corrections is stood up; and the Iraqis are capable of taking over the task. We have been impressed with the energy and commitment of many Military Police units. Much has been accomplished in a short time. The 18<sup>th</sup> Military Police Brigade has been spectacular in their efforts to facilitate the construction effort, the assignment of the 494<sup>th</sup> Military Police Liaison Detachment has had dramatic impact on the efforts to open those facilities, the 223<sup>rd</sup> Military Police Detachment has provided highly motivated trainers for the Corrections Academy, and LTC [redacted] from Civil Affairs has worked tirelessly to assist the Prison Department.

That having been said, our best efforts are only a beginning. Basically they fall into three areas: **rebuilding and standing up facilities, building a rudimentary personnel and training system, and getting a handle on the financial process.** These tasks were given the highest priority. It was deemed critical to public safety to rapidly create as much incarceration capacity as possible. Essentially, the Prisons Department was asked to kill a certain number of alligators before draining the swamp. Had there been sufficient personnel assigned, it would have been possible to work on both the long-range strategic goals and the short-range tactical objectives, rather than focusing almost exclusively on the short-term needs. In the frequent corrections summits or briefings there is constant talk about building facilities and training Iraqis to run them, then stepping aside and relieving the military police of the mission. All of the discussion centers on standing up facilities, providing a little training and mentoring, and then turning over the facilities.

That approach sounds very simple. Unfortunately, if that is the thrust of our approach, the system will begin to implode soon after we hand it off. There are many things that time, resources, and inadequate numbers of trained personnel have prevented us from accomplishing (in many cases, even starting). We have been very successful in creating capacity, creating a rudimentary personnel system, and providing a basic training course, but there are many critical functions that we have not been able to task. There are many things which must be done before there is any hope for turning over the corrections system to the Iraqis. The following list, though by no means complete, provides a sampling of what needs to be done.

- Develop a strategy for standing up a viable department of corrections.

prison facilities and provide uniform direction to staff.<sup>11</sup>

*Accurately* translate all written policies, procedures, and other written directives into the Arabic language.<sup>12</sup> Although policies and procedures must first be written in English, they provide very little value if not accurately translated into the language of the Iraqi official and their staff members.

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<sup>11</sup>The lack of written policies and procedures for prisoner admission, prisoner releases, visiting, security procedures, search procedures, emergency response, providing services to prisoners, defining prisoner rights, and many other functions was a major difficulty faced in opening Tasferat Detention Center. It continues to be a significant problem, despite claims that we are ready to turn that facility over to the Iraqis. The Al-Hillah Prison opening was delayed several days after the building was completed and the staff trained, because the Iraqi Colonel who serves as the warden of the facility did not know how to handle several critical operational functions. Currently, and in the immediate future, we lack the resources to write comprehensive policies and procedures for the Iraqi corrections system.

<sup>12</sup>Accurate translation is a more difficult process than it might appear at first glance. Our translation of a 150-page training manual took three-times as long as we had envisioned and has produced a document that we must continue to revise, because the translators did not understand the correct meaning of the procedures they were translating. Arabic does not appear to be a language which allows precise translation in technical or precise procedural matters.

- Create a security plan to protect the facilities and staff of the detention centers and prisons.<sup>13</sup>
- Develop contingency plans for serious exigencies (prisoner disturbances, hostage taking, forced cell extractions, assaults or attacks from outside, multiple casualty events, fire, etc.).
- Train and equip tactical reaction teams to respond to exigencies in an effective and controlled manner.
- Develop a more comprehensive pre-service and in-service training program.
- Create an internal audit and review function to ensure that each facility is functioning according to established policies and procedures.

These tasks must be handled before the Iraqi government can be prepared to take over from the Coalition. Unfortunately, this project has never been staffed to accomplish these tasks, nor are they currently on the radar. It would be easy to develop a list several pages long of various procedural plans which must be developed. It is equally simple to plan how to accomplish the tasks. What is not easy, or even feasible, is doing it without qualified support staff. Before any handoff can occur, these systems must be built. We will need to involve corrections specialists at various levels within the Iraqi corrections system who have the expertise needed to properly function. The 800<sup>th</sup> Military Police Brigade has been focused almost exclusively on building capacity and training the Iraqis to take over individual facilities. This has, of course, been the focus of the Prison Department, as well. If, however, the primary objective of **relieving the Military Police of the detention mission** is to be achieved, a wider focus and implementation of a comprehensive plan is an absolute necessity.

What must be done to develop and execute a strategy to create a viable Iraqi Correctional Service? What is the most effective option to achieve the desired objective?

## Options for Accomplishing the Corrections Mission

### General

There are three basic options for accomplishing the mission of standing up an Iraqi Corrections

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<sup>13</sup>The need to protect against assault from outside is clear from our experience at the Abu Ghraib Prison. It has been attacked by both RPGs and mortars over the last month and a half. One attack resulted in over 60 casualties and 6 deaths among the prisoners at Camp Ganci and Camp Vigilant (both camps are inside the Abu Ghraib Prison perimeter).

Service and building the necessary capacity and management systems.

- Continue the current program with the State Department utilizing Department of Justice (ICITAP) to identify, recruit, and deploy corrections experts.
- Shift the responsibility for staffing the prison function to the Department of Defense.
- Utilize a private provider to identify, recruit, hire, deploy, and support the corrections program.

#### **State Department/Justice Department/ICITAP**

The first option is to continue the current approach with the State Department and Justice Department (ICITAP) recruiting and selecting the consultants and processing them into Iraq.

- |             |   |
|-------------|---|
| <b>Pros</b> | ICITAP has experience deploying law enforcement and other criminal justice professionals to third world nations.  |
| <b>Cons</b> | The current failure to process replacements for the departed and departing Americans occurred on ICITAP's watch, and even as this report and proposal is being written, ICITAP is not actively processing replacements. |

*Note: On 25 August 2003, we were notified that two or three corrections specialists have finally been contacted by the Department of Justice and will be deploying mid-September. Unfortunately, they will have no training, briefing, or preparation prior to their deployment. Without a transitional instruction and briefing, it will take them substantial time to become effective.*

#### **Department of Defense**

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|-------------|--|
| <b>Pros</b> | The success of the corrections mission and the plan to turn over detention centers and prisons to the Iraqis is of critical interest to the Army and the Department of Defense. The military police cannot be pulled out until the system can be turned over to the Iraqi Correctional Service (ICS). Because the Department of Defense has a greater need for, and commitment to, the termination of the direct involvement of the military police in the corrections system, the Department of Defense will likely be more motivated and proactive in implementing the effort to stand up a viable system. |
| <b>Cons</b> | The military police must remain fully engaged during the lengthy process of creating a viable ICS; developing comprehensive operational plans; writing, translating, and implementing uniform policies and procedures; developing the next level of pre-service and in-service training for officers; mentoring Iraqi corrections administrators, managers,  |

supervisors, and line staff; rebuilding existing corrections facilities; planning, designing, and constructing prototype correctional facilities; and developing and implementing an internal audit function.

### **Contracting with Private Industry**

#### **Pros**

There are several benefits could be realized by contracting with private providers. Some of the most important benefits include:

- **Development of a corrections master plan and a clearly articulated strategy for building the Iraqi corrections system and relieving the military police of their corrections mission.**

- **Rapid release of the military police from the corrections mission.** A private contractor should be able to provide contract personnel to do virtually all of the functions currently being handled by the military police. More importantly, the process could be rapidly implemented.

- **Deployment of qualified corrections professionals.** Although some of the military police assigned to this function have corrections experience<sup>14</sup> and others have begun to develop expertise in managing Iraqi facilities,<sup>15</sup> most have little expertise and have little interest in becoming proficient in corrections management. A private provider can not only recruit qualified corrections experts, but can also target persons to fill individual MOS requirements.

- **More effective and timely recruiting, hiring, and deploying of corrections experts at all levels.** There are corporations that

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<sup>14</sup>For example, some of the detached military police from the 494<sup>th</sup> and 223<sup>rd</sup> have corrections experience.

<sup>15</sup>For example, [REDACTED] and several of his 400<sup>th</sup> MPs have done a remarkable job at the Tasferat and Russafa detention facilities. Through trial and error, asking for advise and assistance, and high motivation, they have developed into an exceptional group of detention center officials .

- c. define Iraq's capacity needs over the next five years; and
  - d. design, site, construct, and staff corrections facilities;
- 2. developing and writing:
  - a. national detention and prison standards to guide the operation of Iraq's corrections system;
  - b. policies and procedures governing the operation and management of individual prison and detention centers; and
- 3 providing the trainers, mentors, administrators, mid-level managers, and supervisors to facilitate the intensive training, direction, and mentoring necessary to create a cadre of highly trained corrections officials who are motivated to reject the brutal, corrupt, and incompetent corrections system that existed under the previous regime and embrace the professional, fair, and just system to which they will have been indoctrinated.

#### **Proposed Action**

**General.** In view of the extremely high threat condition that exists in Iraq and specifically in the capital city of Baghdad, the National Command Authority (NCA) and the Coalition Provisional Authority (CPA), has made it a high priority to create and make operational an Iraqi corrections system. As explained above, the operational requirements, cumbersome procedural demands, challenging and dangerous working environment, the limited correctional expertise of the military, and limited existing in-country resources, the effort to stand up a corrections system has met with limited success. The current system is not capable of providing a long-term, rapid, and responsive team to meet the challenge of standing up a viable corrections system. What is needed is a resource capable of rapid deployment to:

- 2. initially plan, develop, standup and operate the Iraqi corrections system;
- 3. quickly free US military units and soldiers from corrections duties;
- 4. remove the obvious visibility of U.S. military personnel from the corrections facilities;
- 5. establish a correctional system which is both humane and workable, and which has a reasonable potential to survive the departure of the Coalition from Iraq;
- 6. write national standards and policies and procedures to provide uniform direction for the detention centers and prisons managed by the ICS;
- 7. train and mentor Iraqi senior leadership, management, supervisors, corrections

officers, and other staff in modern corrections operations; and

8. create a plan and schedule for handing off the corrections system to the Iraqi government.

Given the scope of both the pre-war and existing corrections systems and the critically of creating a viable operation, current Iraqi personnel are unable in the near-term to train and certify themselves in progressive corrections operations and to overcome 30 plus years of brutal and otherwise inappropriate processes and procedures. A major effort from the U.S. and coalition nations is critical. Unfortunately, the current approach of trying to build a strong, achievable, and well-defined corrections system with a revolving parade of short-commitment corrections officials who are not governed by a clear, cohesive operational plan offers limited potential for success. **It is likely that in the unique environment of post-war Iraq, the best possible strategy is to privatize the process.** To explore the feasibility of this approach, we discussed with a representative of a private contractor currently actively involved in Iraq and throughout the Middle East. As a result of those discussions, our belief that this approach may be the most effective approach was strengthened.

The primary purpose for contracting is to provide a near-immediate capability to bring to fully operational status the currently operating corrections facilities in Baghdad, Iraq; and then subsequently, to bring on-line other corrections facilities within the country. The intention is to operate the corrections system and thereby, free US soldiers from the task. A critical component to this effort is the training of Iraqi corrections personnel in modern corrections management and operations. The contractor would also be able to start immediately developing national corrections standards as a baseline for the operation of detention centers and prisons. Using the Iraqi National Corrections Standards, the contractor could then begin writing the policy and procedure directives governing and directing the individual corrections facilities in the system. To this end, this task order requires seasoned US corrections personnel to be recruited, equipped, transported, and assigned to specific functions.

In addition to bringing all existing facilities into a fully operational status, the contractor would facilitate the design of prototype facilities for future Iraqi corrections facilities. The best of the facilities that currently exist in Iraq are outdated, staff intensive, lack clean sight lines, and are typical of pre-1960 U.S. prison and jail designs. There are new design approaches which could easily be introduced in Iraq which are much more staff efficient, secure, and safe and could be adapted to the operational, cultural, and other realities of operating corrections in the Iraqi environment.

## **TASK ORDER IRAQI PRISON PROGRAM**

1. **TASK ORDER NUMBER:** xxx
2. **TASK TITLE:** Operate and staff Iraqi Prisons and train Iraqi prison personnel.
3. **PROJECT OFFICER: TBD**
  - Title:
  - Address:
  - Phone Number:
  - Email Address:
4. **SENIOR CPA POC (IRAQ): TBD**
  - Title:
  - Address:
  - Phone Number:
  - Email Address:
5. **COR: TBD** (effective date)
6. **GENERAL**

In view of the extremely high threat condition that exists in Iraq and specifically in the capital city of Baghdad, the National Command Authority (NCA) and the Coalition Provisional Authority (CPA), has determined an absolute requirement to make operational the Iraqi prison system. The NCA and CPA, with existing in-country resources, are unable to provide a rapid and responsive task force to: 1) initially operate the prison system, 2) establish Western approaches to prison operations, and 3) training Iraqi senior leadership and guards in the conduct of modern prison operations. Importantly, given the scope of the prison system and the critically of the operation, Iraqi personnel are unable, in the near-term, to training themselves in progressive prison operations and to overcome 30+ years of questionable processes and procedures.

The purpose of this task order is to provide CPA a near-immediate capability to bring to fully operational status at least one prison in Baghdad, Iraq; and then subsequently, to bring on-line other prisons within the country. A critical component to this effort is the training of Iraqi prison personnel in modern prison management and operations. To this end, this task order requires seasoned US prison personnel to be recruited, equipped, transported, and assigned to specific functions at a designed Iraqi prison. Once initiated, the Contractor shall provide all logistic support and services, without interruption, for

highly trained prison personnel, under the auspices of the CPA, and will conduct prison operations in compliance with CPA policies and guidelines.

As a concept of the operation, the Contractor shall initially determine, in concert with the Senior Prison Commissioner, Contracting Officer, COR, and the Contractor's IPP Program Manager, all staffing, equipment, and deployment requirements. The Contractor shall provide two general cat orgies of personnel to the CPA IPP effort. First, will be US-based prison personnel who will be recruited, hired, and paid by the Contractor, but who will be assignment to and under the operational control of the Senior Prison Commissioner. Concurrently, the second group shall be the Contractor's in-country Program Management staff to establish the logistical support and services required (e.g., housing, finance, HR, transportation, etc.). Envisioned is that the Contractor's in-country Program Management staff will conduct initial efforts within 24 hours of the notice to proceed (NTP).

## **7. ASSIGNMENT OF PERSONNEL**

Selection of contractor US prison guards and trainers for assignment to the Iraqi Prison Program (IPP) shall be from a population of US candidates who have a successful work history within Federal, state, county, or city prison and/or jail systems. Personnel will be recruited for specific functions required to operate a modern prison and to train local national personnel. The senior Contractor's Program Management staff shall be people with at least 5+ years in international support and services operations.

## **8. IRAQI PRISON PROGRAM OPERATIONS**

Contractor personnel selected for the Iraqi Prison Program (IPP) shall work under the direct supervision of a Senior Prison Commissioner appointed by CPA. Prison functions will include, but not limited to: facility security, in-processing or prisoners, record keeping, transportation of prisoners, feeding, billeting, and housing of prisoners, provisioning of prisoner uniforms and equipment, administrative functions (e.g., (personnel, finance, accounting, and reporting functions), repair, maintenance, and new construction of existing facilities, repair and maintenance of vehicles and equipment, and other normal prison functions. The contractors shall be responsible for providing prison personnel to conduct operations on a 24/7 basis.

- a. This will be 24/7 security operations and coverage during all periods of operations.
- b. The normal prison staffing may be adjusted at any time at the discretion of the Senior Police Commissioner based on operational requirements.
- c. Contractor workweek shall be 72 hours with 8-hour work days. Should an emergency protection requirement occur, contractors shall respond as dictated by SOP, policy, or established prison procedures.

- d. The background and experience qualifications of the contractors selected for assignment to the Iraqi Prison Program must indicate an US-based prison background and experience. However, the COR and/or the Senior Police Commissioner may permit other nationalities to enter the program. Senior Contractor management personnel must have at least 5+ years of international support and services experience.
- e. Estimated period of performance for this task order shall be for one year commencing o/a xx September 2003, with options available for one (1) additional year, to a total of five years.
- f. Assignment and deployment of IPP contractor personnel will occur o/a xx September 2003.

## **9. SECURITY REQUIREMENTS**

The contractors assigned to the IPP as prison guards and trainers must be US citizens. With special, prior authorization from the Contracting Officer and the COR, some qualified third country nationals may be assigned to specialized prison functions as required (e.g., medical, ADPE, transportation, accounting, etc.). All personnel in direct contact with prisoners must prior US-based prison experience and have a valid US passport.

## **10. GOVERNMENT FURNISHED EQUIPMENT SUPPLIES**

Government furnished equipment to support this task order shall be as described, which includes, but is not limited to:

Light weapons, heavy weapons, and ammunition/ordnance  
(separate list to be provided to contractor for entry into inventory)  
Ammunition  
Weapons permits (if required)  
Weapons storage  
Vehicles and equipment  
Cell phones  
Hand-held radios, mobile radios  
Extra batteries and charger units for radios/phones issued  
VSAT communications equipment  
Office space and equipment

Living accommodations  
Fuel for vehicles and equipment  
CPA badges and full privileges  
Computer and appropriate software  
Telephone extension

Contractor shall have accountability responsibility for all GFE. With oversight from the COR, the Contractor shall initiate and maintain appropriate inventory lists for all GFE. Inventory lists shall be audited quarterly by the COR or his/her representative and a status report shall be forwarded to the appropriate authority. Loss of weapons, ordnance, communications equipment, NVGs, or other sensitive equipment issued by the Government shall be reported immediately to the COR. When not in use, weapons and ammunition shall be secured in an approved storage containers. Contractor is responsible for accountability, maintenance, and reporting of any damaged equipment to the COR office immediately.

## **11. CONTRACTOR PROVIDED EQUIPMENT**

Upon completion of pre-deployment training, contractors selected for assignment to the IPP shall deploy to Iraq with all weapons and specialized equipment purchased and issued for training and operations. If any additional, supplementing specialized equipment is required, such purchase must be approved/authorized by the COR. Upon arrival in-country, the Contractor shall ensure that its personnel are properly clothed and equipped for the harsh living conditions in Baghdad, Iraq. Non-expendable supplies, weapons and specialized equipment purchased for use under this contract shall be considered GFE and shall be entered into appropriate inventory lists and returned to the Government prior to final invoice payment. In addition to contractor purchased equipment specified above, office and other supplies are authorized and may be drawn from CPA logistics support activity.

## **12. KEY PERSONNEL**

a. Key positions for this task order are as indicated below. Names of persons selected for key positions shall be inserted below when task order cost proposal is submitted:

IPP Program Management: All personnel require at least 5+ years of international support and services experience.

Program manager:

Business Manager

Finance

Logistics

Security

MIS/Comms

Medical

Maintenance (vehicle)

Maintenance (facilities)


waiver from the COR, this training shall be completed as soon as possible after arrival but in no case no later than seven (7) days after arrival in Iraq. Contractor instructors shall certify completion of training.

- f. The Senior Prison Commissioner or his/her designate has the authority to immediately suspend from the IPP or other security duties, any contractor employee who is deemed by the Senior Prison Commissioner to be performing unsatisfactorily, dangerously, or otherwise inappropriately. The employee shall remain suspended until authorized by the Senior Prison Commissioner or COR (or his/her designate) to return to work, or until permanent removal action is coordinated between the Senior Prison Commissioner, COR, and Contractor's Program Manager.

## **15. DELIVERABLES**

- a. Labor hours – as specified in delivery/task order
- b. Monthly Status Report – Shall be prepared and submitted electronically to: COR (TBD), Senior Police Commissioner (TBD), Contracting Officer (TBD). As of date shall be last day of the month. Reports to be received NLT 5<sup>th</sup> day of the month following as of date. Format, style, and report numbering may be at discretion of Contractor. However, given the criticality of the Iraqi prison operation, the content of the reports shall be mutually determined by the Senior Prison Commissioner, COR, Contracting Officer, and the Contractor's IPP Program Manager.

Attachment - EQUIPMENT LIST FOR IPP: To be determined by the Senior Prison Commissioner, COR, Contracting Officer, and the Contractor's IPP Program Manager.

NB A good overview of findings  
I will review and e-mail  
my recommendation. 



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# **PRISON ASSESSMENT**

**SEPTEMBER 10<sup>th</sup>, 2003**

**Ahn-Shik Kim**

**Prisons Department  
Ministry of Justice  
CPA, Baghdad, Iraq**

**DATE of INSPECTION:** Sep. 2<sup>nd</sup> - 6<sup>th</sup>, 2003

**INSTITUTION:** Tasferat Detention Center

**A. CURRENT SITUATION OF THE TASFERAT**

1. Staff Strength

- Iraqi employee: 172(Headquarters 36, Tasferat 136)
- The US military: 25

2. Number of Inmate: 374(as of 6<sup>th</sup> Sep. 2003) \*Capacity: 390

3. Managers

- Iraqi Corrections Services(ICS): General Zumel
- The US military: Sergeant Erdmann

**B. DETAILS OF WORKFORCE**

1. Rank Classification of Iraqi Employees

Rank	Number
Director	1
Lt. Colonel	1
Captain	4
Lieutenant	13
Sergeant	41
Guard(including drivers)	59
Trainee	49
Civilian	4
<b>Total</b>	<b>172</b>

## 2. Allocation of Workforce

ICS		US Military	
Duty Position	Number	Duty Position	Number
Administration - Director(1) - Deputy(1) - Shift Supervisors(3) - Secretary(2)	7	Administration	2
Admission & Register - for inmates(2) - for employees(1)	9	Register	1
Cell Blocks - Block 1(4) - Block 2(4) - Block 3(4)	36	Day Shift (Gates, Towers, Patrols, etc.)	6
Gates - Front Gate(3) - Main Gate(3) - Back Gate(3)	27	Night Shift (Gates, Towers, Patrols, etc.)	5
Towers(4 posts)	12		
Storing Weapons	6		
Emergency	3	Supply	1
Supply - Keeping Storage(3)	6	Finance	1
Medical - Sick Call(2)	8	Medical	3
Court Escort	5	Court Escort - Court Liasion(1)	6
Female Civilians(for searching)	2		
Cleaners	2		
Trainees	49		
<b>Total</b>	<b>172</b>	<b>Total</b>	<b>25</b>

### **C. BREAKDOWN OF INMATES**

(as of 6<sup>th</sup> Sep. 2003)

Living Quarters									
Block 1			Block 2			Block 3			
Cell 1	Cell 2	IS*	Cell 1	Cell 2	Cell 3	Cell 1	Cell 2	Cell 3	IS
71	42	1	47	45	33	24	70	40	1
114			125			135			
Total: 374 (Capacity: 390)									

\*IS: isolation cell

### **D. ASSESSMENT OF EMPLOYEES' PERFORMANCE**

#### **1. Staff Strength**

As above mentioned, there are totally 172 employees in the Tasferat. Among 172 employees, 36 staffs assist General Zumel's directorate duties(it covers the administration and supervision of three facilities- the Tasferat, the Russafa and the Salhya), and the other 136 staffs are working for the Tasferat. The ratio of officers to inmates in the Tasferat is 1 to 2.75. This figure indicates that the staff strength in Tasferat is reasonable, compared to that of other counties' including developed countries such as the US and Japan.

Among 136 employees, however, there are 49 new staffs who have got a 6-day training course recently. It is also said that some of the current staffs are old or do not have much experiences in corrections.

They are operating the three-shift system and each shift comprises about 30 employees. The shift officers work 24 hours on their duty days and take rest for the next two days. Now new employees are divided into three groups everyday and allocated to one of the three facilities according to the General Zumel's decision - the Tasferat, the Russafa and the Salhya.

### **\* Assessment**

Staff strength is crucial factor for the effective management of corrections. It also needs competent correctional officers with knowledge and experience as well. As shown in the table B-1, the number of officers in the upper rank of Lieutenant is only 19(11.0%) among the 172 employees, and the guards and trainees(new employees) occupies 62.8%.

Therefore, it is needed to train the staff to become the competent and credible officers in the near future. Also, the current officers should cooperate with new employees under the same goal and policy. To this end, it is necessary not only to establish prison laws and regulations, but also to make manuals for officers in corrections.

They like the current three-shift system. It might be reasonable at the moment in considering the current situation such as transportation, curfew, etc. However, it would be better to reconsider the current working system based on the in-depth study on the whole Iraqi correctional system in the near future.

It is strongly recommended to employ a mechanic and an electrician to repair and operate the facility efficiently.

## **2. Record of Employees**

The officers in charge of record have the individual files of employees. However, the information is very simple, not enough to understand his background and ability well. They have a certain form that seemed to be used to record the officers' background and work careers before the war. The contents of the form are as follows;

- Rank, Name(includes names of father and mother, and grandfather)
- Place and date of birth
- Phone no., Address, Marital status, Children
- Number of ID card and Birth Certificate card
- Educational background
- Date of Entrance in Corrections

- Section of duties, Number of Weapon allocated
- Record of performance

**\* Assessment**

General Zumel mentioned the difficulty of understanding or grasping the background of officers, especially of the new employees. Several new employees have been realized as ex-criminals recently. Therefore, it is needed to keep precise recording on all the officers. It would be better if the officer's file includes his/her ethnicity, religion, computer skills and language ability besides the items contained in the old form.

**3. Use of Weapons**

The Iraqi officers in Tasferat have only 10 AK-47 rifles. They carry the weapons when they transfer inmates to the court and hospital, and work at the gates and towers. They keep the weapons inside a cabinet placed in the weapons' storage. The officers in charge of the storage record on every delivery and return of the weapons.

**\* Assessment**

The ten AK-47 rifles are not enough to protect the Tasferat and maintain good order in emergency. It is needed to provide more weapons for the Tasferat. It is also necessary for the General to control the operation of weapons' storage more thoroughly.

**4. Supplies for employees**

There have not been provided enough supplies for employees in the Tasferat so far. Many officers are now wearing old uniforms. New officers are expected to wear their uniforms soon.

They have three computers, two printers and a photo copy in the Tasferat. The three computers are used for inmate record, officer record and directorate administration respectively.

### \* Assessment

It seems that the officers have not been trained well to use the computers effectively. They record and keep very simple information with the computers. It is necessary to train some officers as experts in using computers.

It is needed to provide a new photo copy machine. Now they have <sup>It was a new photo copier</sup> very old model, which does not work well. Also it would be better to provide uniforms to the current officers as well as new employees soon. Besides uniforms, they are in need of the following stuff;

- Desks, Chairs, Cabinets, File Boxes
- Badges, Rank Signals
- Scanner, Digital Camera
- Body Armors, Magazine Pockets of AK-47
- Water Coolers
- Stationery, Shredder

### 5. Vehicles and Communication

There are five vehicles in Tasferat – two pick-ups and three mini-buses. The vehicles are used for transferring inmates to courts, hospitals and other correctional facilities, and for bringing new employees to their working places everyday. Also one of the mini-buses is used for officers to commute to the facility due to the lack of transportation at the moment.

*Need for R.T sets*

They do not have any methods of communication among officers both inside and outside the facility such as telephone, cellular phone, radio and e-mail access. For example, if an emergency occurs in the facility during the night time, the officers on duty have to send a car to bring General Zumel to the facility.

### \* Assessment

It is necessary for the Tasferat to supervise the other two facilities, and contact often with the Prisons Department, CPA and the ICS

Headquarters at this moment. Therefore, one of the most urgent things is to provide the Tasferat with the communication tools such as cellular phones or radios as soon as possible.

## **E. ASSESSMENT OF THE TREATMENT OF INMATES**

### **1. Intake Procedures**

When new inmate enters the Tasferat – now he comes from the Camp Cropper in the BIAP Immediate Detention Center – the officers in charge of admission conduct the intake procedures. Accordingly, they verify the new-comer's document, confirm his name and crimes and search his body and properties.

The inmate's properties are in custody at the deposit room. One of medical doctors checks and examines his health. If the inmate comes to the facility during the night time, the doctor does in the next day. The inmate is given to his number and placed in his cell. The placement of his cell is usually decided by the US soldier who takes charge of register. The soldier records the inmate's name, number, admission date and the type of crimes, and conveys the information to the Iraqi register officer. And the Iraqi officer puts the information into the computer and takes a photo of the inmate. (taking a photo has been started very recently) The inmate goes to his cell after receiving the uniform, beddings, and hygiene such as toothbrush, toothpaste, towel, soap, cup, Quran and a prayer carpet.

### **\* Assessment**

#### **a. Inmates' information**

- The Tasferat does not have enough information on inmates to understand their background, characteristics and behavior, which is necessary for correctional officers to maintain good order of the facility and treat the inmates properly. The inmate list includes only name, number, type of crimes and admission & release date. The original inmate files are not sent to the



Tasferat when the relevant inmates come to it, being kept by the Camp Cropper. Although it is not allowed to receive the original inmate files at this moment, it is needed for the Tasferat make its own inmate files which include more detailed information on the inmate such as his birth date, birth place, address, ethnicity, religion, educational background, occupation, former criminal records, etc.. #

**b. Custody of Inmates' Properties**

- There is only one cabinet to keep inmates' properties at the Deposit room which is supervised by one US soldier(Sergeant [redacted]). He keeps their money or precious properties inside a cabinet, but other stuffs inside paper boxes at the room. Therefore, it is urgent to supply a safe and a couple of cabinets or file boxes for the appropriate custody of inmates' properties. #

**c. Technical Classification or Placement of Inmates**

- It might be very difficult for the Tasferat to classify or place inmates technically or systematically because it has only 8 cells in 3 blocks. However, it would be very useful if the Tasferat makes a classification or a placement scheme in accordance with inmates' age, type of crimes, ethnicity, recidivism, etc. agreed

**2. Foods**

Inmates in the Tasferat have meals three times a day at 0900, 1200 and 1800. Foods are provided to them on the base of contract system. The contractor also provides foods to the inmates in the Russafa and the Salhyah as well. The contractor's employees cook a mount of 900 persons' meals in the Tasferat kitchen at each meal time for providing these three facilities. The quality of the foods is quite good in considering ordinary Iraqi people's living standard at present. #

**\* Assessment**

**a. Precaution against Remnant Foods inside cells**

- Inmates tend to keep the remnant foods in their cells. The foods can be decayed, which causes inmates to get sick. Therefore, it is needed for the guards in charge of cells to check and take out the remnant foods from their cells.

**b. Precaution against LPG in the kitchen**

- The contractor's employees use LPG for cooking the foods at the kitchen of the Tasferat. They work from 0700 to 1900 at the kitchen every day. There are about 15 LPG containers and several dangerous tools such as knives. The kitchen area is supervised by a US soldier, who prohibits any inmate from coming to the area. The Tasferat should pay attention to the kitchen area continuously in order to prevent possible fire, explosion and security-hampered incidents.

#

**3. Supplies for Inmates**

The Tasferat provides inmates with the following stuff;

- Clothes(uniform, underwear)
- Beddings(Sheet, Pillow, Blanket)
- Toothbrush, Toothpaste, Soap
- Towel, Cup, Trash basket, Water bucket
- Quran, Prayer Carpet(*Sejada*), prayer instrument(*Sebha*)

The Quran, Sejada and Sebha were donated by a religious organization. But the Tasferat needs more Quran, Sejada and Sebha because the donation has been stopped recently.

**\* Assessment**

**a. Shortage of some items**

- The officer in charge of inmate supplies mentioned the shortage of some stuff such as toothbrush, toothpaste, towel, cup, trash basket

and water bucket. Besides these stuff he requested shampoo, gloom and laundry soap. Also he needed the Quran, Sejada and Sebha.

#### **b. Management of the Supply Storage**

- The supply storage is administered by General Zumel and [REDACTED] [REDACTED] The keys of the storage are usually controlled by the Iraqi Sergeants in charge of supplies. They provide new inmates with the above-mentioned stuff, and one Iraqi sergeant keeps record on all the stuff. He counts and records the number or amount of the receiving, providing and remained stuff on the notebook by each item everyday. And he gets General Zumel's signature on his record everyday.
- It is needed for the Tasferat to make a supply process which should include more detailed record and hierarchical signatory system. In other words, it would be better if the officers in charge of the supply storage make a record of daily asset by using computer. Also it is needed to get more approvals of relevant supervisors when the officers receive or provide the stuff, instead of getting General Zumel's signature alone.

#### **4. Visitation**

The Tasferat allows family to visit twice a week. Male family members can visit every Thursday morning, and female ones visit every Sunday morning. Approximately 300 people visit the Tasferat to meet inmates at each visitation time. The area around the front gate is very crowded at that time. They are rushing and struggling to enter the front gate as quickly as possible.

The visitors are allowed to enter the main gate area by groups for searching them in order. After search, about 30 visitors get inside the cell block to see inmates. They can see and talk each other without contact because the narrow corridor at the cell block separated them from inmates. The visitation place is very noisy because all the family and the inmates are talking loudly and sometimes shouting to catch their words. They are usually allowed to stay there for 30 minutes.

**\* Assessment**

It is needed for the Tasferat to increase the number of visitation. Also it would be better to allow the family to visit in the afternoon of Thursdays and Sundays. In the long run, it is necessary to build a separated visitation room.

**5. Medical Care and Sanitation**

There are four Iraqi medical doctors and four nurses working with the support of a US military medical officer( ) in the Tasferat. They work in turns. They check, examine and cure inmates at the small medical ward everyday in the morning. However, the medical room is not equipped well and they suffer from the lack of medicine. Sometimes they give inmates only prescriptions without medicine. At that time they allow the inmate to receive the medicine from their family. #

In case of serious sickness, the inmate is transferred to the military hospital with the permission of the US medical officer.

With respect to the sanitation, the cells and the environment are not so clean. After meal, the inmates put the waste beside toilet inside the cell, which causes bad smell. They also wash their clothes in the cell.

**\* Assessment**

It is necessary to refurbish the medical ward, equip medical apparatus and provide sufficient medicine in order to take care of inmate health. The allowance of inmates to receive medicine from their family would make another trouble in the facility. #

All the food waste should be taken out from their cells after meal as quickly as possible. Meanwhile, it is said that the Ministry of Health used to clean every prison facility with disinfectants once a month before the war. It might be one of the desirable methods to clean the facility at this moment.

There is no dentist in the facilities at present. Some inmates suffer from toothache. Therefore, it is urgent to offer the dental care for them.

The Tasferat needs to run a laundry room to wash inmates' clothes, sheets, blankets and officers' uniforms as well in the near future.

## **6. Education, Religious activities and the others**

There are no programs to educate or rehabilitate the inmates at this moment. Some of them read the Quran and pray in their cells. They wash and take shower inside the cells and are not allowed to exercise outside the block. The Tasferat does not allow inmates to read books except the Quran.

### **\* Assessment**

It is not necessary to implement education, religion and rehabilitation programs for the inmates because they are remand detainees(pre-trial). However, it would be better if the Tasferat provides inmates with some religious or instructive books, or allows family to send those books to the inmates. Also it is recommended that the Tasferat offer a learning program for the illiterate inmates.

## **7. Mail**

The Tasferat does not allow inmates to write and send mails to their family or friends at this moment. They do not have paper, pen and stamps, either.

### **\* Assessment**

The inmates will be able to send mails to their family or friends as soon as the Iraqi post system resumes. Until then, it should be prohibited for employees to convey inmates' letters to their family privately.

**\* Inmate's Daily Schedule**

<b>Time</b>	<b>Sat.</b>	<b>Sun.</b>	<b>Mon.</b>	<b>Tues.</b>	<b>Wed.</b>	<b>Thurs.</b>	<b>Fri.</b>
<b>8</b>	Wake up	Wake up	Wake up	Wake up	Wake up	Wake up	Wake up
<b>9-10</b>	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
<b>9-11</b>		<b>Visit (female)</b>				<b>Visit (male)</b>	
<b>10-11</b>	Sick call <u>Attorney</u> <u>Visit</u>	Sick Call	Sick Call	Sick Call	Sick call <u>Attorney</u> <u>Visit</u>	Sick Call	
<b>11-13</b>	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise
<b>13-14</b>	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
<b>14-18</b>	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise	Edu., Work, Exercise
<b>18-19</b>	Supper	Supper	Supper	Supper	Supper	Supper	Supper
<b>19-22</b>	Personal time, Hygiene	Personal time, Hygiene	Personal time, Hygiene	Personal time, Hygiene	Personal time, Hygiene	Personal time, Hygiene	Personal time, Hygiene
<b>22</b>	Lights out	Lights out	Lights out	Lights out	Lights out	Lights out	Lights out

**8. Complaints and Countermeasures**

Most complaints made by inmates are related with foods, smoking, sickness and their release date. Although they are provided good meals, several inmates sometimes complain about the taste or quality of the foods. Some inmates eager to smoke, however, it is prohibited under the new policy.

Many inmates also appeal to officers that they do not need to be confined any more. They sometimes argue their incarceration, saying that they already saw the documents guaranteeing their release which were brought by their family or lawyer.

**\* Assessment**

Inmates are apt to complain about many things in a correctional facility, even concerning trivial things. Therefore, it is needed for the officers or guards in charge of cells should keep watching their behavior, and listening to their words. If the complaint is reasonable, employees should try to accept their opinions or requests.

With regard to the current Iraqi criminal procedure, there probably exists some confusion. For example, some inmates are said to be released in a couple of days after they entered the Tasferat, meanwhile other inmates even do not receive any document regarding their status.

Therefore, officers and guards need to listen to the inmates' complaints, appeals and arguments, even if it is very annoying. Consequently, they need to explain what's going on about their criminal procedures, and sometimes persuade them to understand the fact.

Of course, they should be punished if they continue to complain in spite of the officers' every effort.

**9. Inmate Discipline**

It is said that most inmates observe prison rules and officers' order or instructions at present. The inmates, however, who had been imprisoned during the Hussein's regime and committed crime again after release, make some troubles because they are already accustomed to prison life and know about officers' attitudes.

There are only two isolation cells in the Tasferat to separate trouble-making inmates for discipline. And they have received 50 handcuffs

recently.(among these handcuffs, some of them are delivered to the Russafa and the Salhya by General Zumel)

**\* Assessment**

When an inmate breaks the prison rules and disobeys the officers' order or instruction, he should be punished. Therefore, the Iraqi correctional system including the Tasferat should establish the rule, various types of punishment and procedures regarding the discipline as soon as possible. Also it is needed for the Tasferat to construct more isolation cells in the near future.

## ACTION MEMORANDUM

16 June 2003

To: Presidential Envoy Ambassador L. Paul Bremer  
From: [REDACTED] Senior Advisor, Ministry of Justice  
Subject: CPA Justice Presence

### SUMMARY AND PURPOSE

Pursuant to our discussion on 6 June, and in line with the parameters you suggested, I have drawn up a revised plan for an international justice presence in Iraq. Recognizing that the Iraqis themselves are to staff the courts and the central ministry and are to have responsibility for most operations, it will nevertheless be necessary to place international advisors in key positions to steer the reform process and to exercise oversight of the Iraqi justice system as it transitions to a democratic model. The first part of this proposal addresses those needs and provides for staffing of a number of posts in the key functional areas of the ministry. The second part of the proposal allows for the introduction of international judges and prosecutors – working in an operational capacity – if it is determined that conditions warrant their use. The third and final part of the proposal relates to prisons and detention facilities, a functional area which has recently been transferred from the Ministry of Labor and Social Affairs to the Ministry of Justice.

### DISCUSSION

This proposal addresses only the international component of the justice presence and the functional areas where I believe attention should be directed. In addition to the international posts I describe, a large number of Iraqis will be required to support the international staff in roles such as interpreters, secretaries, and even legal officers. Beyond that, the CPA will be able to draw on the considerable resources of the Ministry of Justice, an organization of some 12,000 employees.

Relying on personnel that have already been deployed in justice-sector assessment teams, some of the core posts I have proposed below can be filled in relatively short order. Other posts are currently occupied by military judge advocates on assignment to the CPA, and most of them will remain in place for the next two to three months. Some of the positions can be staffed with attorneys provided by the US Department of Justice (DOJ) Office of Overseas Prosecutorial Development, Assistance, and Training (OPDAT). Additional lawyers can be provided through DOD recruitment or by Coalition partners. In regard to the latter, the United Kingdom, Spain, South Korea, and Denmark have already expressed interest in providing personnel to work in the justice sector. Undoubtedly, other countries will be in a position to contribute lawyers as well.

My suggestion is to put in place a staff to carry out core functions as soon as possible – ideally by late-July 2003. This group, consisting of approximately 21 international staff members, would be assigned to key posts in the central ministry, the proposed Central Criminal Court, and to four regional monitoring centers. If necessary, four additional regional monitors and an operations officer would be deployed in October 2003. At that same time, if it is determined that international judges and prosecutors are to be used, they will begin deploying in a staged process, reaching their full complement by February 2004.

In relation to corrections, the majority of personnel discussed in this proposal will be required in the near future. While the core justice staff required at the beginning will primarily be in advisory roles, the prison personnel will be deployed in an operational capacity from the outset. This is necessary because the prison setting is much more conducive to abuse of persons under government control than are courts, or even police. This factor has led to the adoption of well-developed international standards on the rights of prisoners, and as the occupying powers, the US and the UK will bear ultimate responsibility for prison conditions – even if facilities are managed by Iraqis – for the entire period of occupation. Accordingly, while operational involvement in courts is optional, the Coalition will have little choice but to be actively involved in the running of the prisons.

### **Core Justice Presence**

#### **Senior Advisor/Management Element (7 posts)**

##### Senior Advisor to the Ministry of Justice (1 international post)

The senior post within the CPA justice presence will be the Senior Advisor to the Ministry. This individual will oversee the work of all of the other international justice personnel and he or she will have primary responsibility for development and implementation of policy. The Senior Advisor, acting either as the *de facto* minister, as is the case now, or working closely with an Iraqi minister once one is put in place will ensure that the Ministry as a whole operates in accordance with CPA policy.

##### Chief Operational Advisor (1 international post)

As justice operations expand – particularly if an international judge and prosecutor program is established – there will be a need to coordinate operations. The Ministry of Justice operates 156 courthouses and employs approximately 12,000 personnel throughout Iraq. For the foreseeable future, the CPA will shoulder much of the responsibility for operational effectiveness, therefore, an individual dedicated to oversight of this matter is required. Additionally, with international justice personnel distributed nationwide, extensive coordination will be required in respect to them as well.

#### Administrative/Finance Officer (1 international post)

Thus far, much of the work of the Senior Advisor and his staff has been related to administrative, financial, and budgetary matters within the Ministry of Justice. As the ministry becomes fully functional again, these issues will only loom larger. As a result, I would recommend that an administrative officer be included within the Senior Advisor's immediate office. This individual will have responsibility for all contacts with the ministry administrative staff and will also oversee all of the administrative issues related to the international justice presence.

#### Facilities Officer/Engineer (1 international post)

Currently, around 75% of Ministry facilities are damaged and are non-functional. Although emergency repairs are being implemented to get courts and other buildings operational, it will be necessary to engage in a reconstruction and renovation program for several months to come. The scale of this program and the extent to which it will be reliant on international assistance requires that an individual with expertise in this field be dedicated to this issue. I would suggest, however, that this post only be staffed for a period of six months, to coincide with the most intense period of physical reconstruction work. If it is determined that ongoing projects require continuing someone in this post, a decision can be taken at the end of 2003 to extend the individual's contract.

#### Support Element (3 international posts)

To support the work of the Senior Advisor and the justice presence generally, I would recommend placing three internationals in the immediate office of the Senior Advisor: a secretary, a legal officer, and an operations officer. A capable secretary will be required from the outset as will a legal officer. The number of legal matters coming to the Senior Advisor on a daily basis will require that he or she have someone available to research issues, draft documents, and provide advice on a range of subjects. The third post – that of an operations officer – will be filled only if an international judge and prosecutor program is established. If this occurs, an additional individual will be needed to assist the Chief Operational Advisor with internal international justice presence operations.

#### **Ministry Advisors (10 posts)**

##### Judicial Inspection Unit (3 international posts)

This office will be the most crucial one in the ministry for ensuring that meaningful reform takes place and that corruption and other problems are adequately addressed. With the mandate to investigate judges and prosecutors for acts of impropriety, malfeasance, or professional incompetence, this office will have significant power. Acting either on complaints or on its own initiative, it will conduct investigations and then offer recommendations for disciplinary action (reprimand, suspension, or removal from office). Where evidence of criminal conduct is found, it can refer cases for prosecution. If it does its job properly, it will weed out a number of bad judges and

prosecutors and have a strong deterrent effect on those who remain. While this office should be led by the three internationals, it should be staffed by a number of Iraqi lawyers who have been thoroughly vetted.

#### Office of the Director of Prosecutions (1 international post)

This office supervises all of the prosecutors throughout Iraq, and thus can have considerable influence over the administration of justice. Currently, prosecutors have a more limited role than in common law jurisdictions, but it is expected that their responsibilities will expand significantly in coming months. It will be necessary to closely monitor the prosecution service as this transformation takes place and prosecutors take on a much more substantive role than they had under Saddam. Accordingly, an international advisor can assist with this process and can affect development of policy in a positive way. He or she can also identify training requirements for prosecutors and feed this information back to capitals so that programs can be set up to address these needs.

#### Judicial Training Institute (2 international posts)

All judges are required to complete a two-year course at the Judicial Training Institute before being sworn in as judges and assigned to courts. The director of the Institute exercises considerable power in that he determines who will be admitted to the Institute and thus who will become judges. He also sets the curriculum, thereby fashioning the education and training potential judges receive. For these reasons, it is crucial that we have a strong presence in the Institute. One international would serve as principal advisor to the director of the Institute, where he or she could closely monitor admission practices and also ensure development of a suitable curriculum. The other international would coordinate training programs for sitting jurists, which will be required to upgrade the skills of retained judges and prosecutors. This individual will also be responsible for liaising with OPDAT to arrange deployments of lawyers to conduct specialized training programs.

#### Judicial Advisory Council (1 international post)

The Council, which has in the past had a key role in creating judicial policy, was sidelined under Saddam. Formerly headed by the President of the Court of Cassation, leadership of the Council was vested with the Minister of Justice under the last regime. Whether the Council is again established as an independent body (the recommendation of the Iraqi Jurists Association) or remains as a component part of the Ministry, it will play an important role in judicial reform. Thus, it is extremely important that we have an advisor in place working on a full-time basis with the Council and with the Court of Cassation. Whenever significant projects are undertaken, the advisor can draw upon additional experts who can be deployed to work on specific issues.

#### Office of Court Administration (2 international posts)

Early indications are that the court system in Iraq is plagued by inefficiency. In large part, this is due to deprivation of resources under the last regime, but it is also due to the use of outmoded practices and procedures. Administrative reform will significantly affect the functioning of the system and will be absolutely crucial as the legitimate courts (i.e., those in the Ministry of Justice) take on increased responsibilities. To address this problem, I would suggest placing two court administration experts in this office.

#### Juvenile Directorate (1 international post)

A directorate for juvenile affairs oversees the work of the juvenile courts and the offices dealing with juvenile rehabilitation, education, and re-location. Although this directorate is arguably in better shape than some other aspects of the central ministry, the treatment of juveniles is still at a level significantly lower than in the developed world. Accordingly, I would suggest placing an advisor, experienced in juvenile issues, in this directorate. This advisor will also work with the juvenile prisons directorate, which is being transferred from the Ministry of Labor and Social Affairs.

#### **Central Criminal Court of Iraq (1 post)**

A decision has recently been taken to establish the specialized Central Criminal Court of Iraq (CCCI) which will handle cases from all over the country involving the most serious criminal offenses. The CCCI will be comprised of selected Iraqi judges and prosecutors who have been thoroughly vetted. They will prosecute and hear cases referred to the court by the Administrator, on the recommendation of the Senior Advisor. Thus, it is expected that most high-profile matters such as those involving terrorism, organized crime, and inter-ethnic crimes will be addressed in this court, at least for the near term. It is also possible that this court could evolve over time into the forum where crimes of the Saddam regime are addressed, either with or without international participation. In light of the very serious responsibilities attached to this organ, it is extremely important that an international advisor be placed at the CCCI. This individual will assist in the set-up of the court, in enhancing its operational capabilities, and will additionally serve as the principal liaison from the CPA to the court.

#### **Judicial Monitors/Advisors (8 posts)**

##### Regional Offices (4 international posts initially; 4 additional optional posts)

In order to monitor courts and prosecutors' offices throughout the country, I would suggest placing lawyers in four regional offices situated in Mosul, Baghdad, Al Hillah, and Basra. They will be in a position to ensure that policies are implemented at the local level and also that problems are reported back to the central ministry and the CPA. Four of these lawyers would be deployed in July 2003 and an additional four could be deployed in October 2003, if it is determined that a need exists to supplement the original group.

## **Training Component**

In addition to these twenty-five Iraq-based lawyers and support staff, other attorneys could be brought in, as suggested above, for short or medium-term missions to provide training or advice on selected issues. In terms of training, OPDAT can draw upon all areas of expertise in the US justice system and arrange for prosecutors or judges to deploy for one or two-week stints to conduct training in their respective areas of specialization. Likewise, as legal reform issues come under consideration, US DOJ, the Department of State, and others can contribute advisors to assist the Iraqis in revising and drafting laws. If a specialized legal reform committee is established, as is being discussed now, OPDAT can provide lawyers to assist in the process for the lifetime of the committee. The American Bar Association and other NGO's, working under the auspices of USAID, can be called upon to provide training to the defense bar and attorneys engaged in civil practice.

## **International Judges and Prosecutors**

In the next two to three months, a final decision should be taken on whether it is necessary to use international judges and prosecutors (IJs) in Iraq. This decision will largely be contingent on two factors: the extent to which international police are to engage in investigative and operational functions; and, the capability of Iraqi courts to handle sensitive cases (e.g., inter-ethnic cases, terrorism, organized crime, etc.). In relation to the first issue, the use of IJs may be warranted if international police officers are given primary responsibility for the conduct of most investigations, or if specialized units of internationals are set up to exclusively handle the more sophisticated investigations. In either case, the substantial resources invested by the international community in investigating these cases may justify the use of IJs to ensure that the cases are competently handled when they reach court. Iraqi judges and prosecutors may be able to do this, but if they prove incapable, mishandling of these matters in court will effectively negate the work done by the police.

In terms of the capabilities of Iraqi courts to handle sensitive cases, it is probably premature to make conclusions on this issue. Unlike the situation in the Balkans where courts were re-established after violent inter-ethnic wars, there is nothing to suggest that Iraq will devolve into an ethnic battleground where courts are incapable of objectively handling inter-ethnic matters. Although this is a possibility, it certainly should not be taken as a given at this point that this will occur. So, the primary justification for using IJs in Kosovo – to protect the rights of ethnic minorities – is not a readily apparent factor in Iraq. Of greater concern is the ability of Iraqi courts to effectively handle sensitive matters such as organized crime or terrorism cases, and to do this in the face of threats and/or corruption. Although this is a concern in all immature judicial systems, a determination must be made if the problem is so widespread and so pervasive that it will significantly undermine the rule of law and thus justify the replacement of local judges and prosecutors by internationals.

Finally, it should be recognized that the use of IJPs is a much more intrusive measure than the use of international police. Although international policemen may engage in policing activities alongside their Iraqi counterparts, and may even have the leading role, it is easier to present their work as a partnership effort where responsibilities and decision making are shared. When international prosecutors and judges are used, however, they completely supplant the locals and take on decision making roles in a very public setting. While this may be justified under certain circumstances, such as those I have described above, a decision to introduce IJPs should be taken only after all other alternatives for delivery of justice by local personnel have been exhausted. One such alternative may be the establishment of the Central Criminal Court, comprised of selected Iraqi judges and prosecutors, to handle serious cases. If the CCCI operates successfully for some time, it may negate the need for international intervention in this sphere. If, on the other hand, it is determined that the CCCI does not adequately address all of the security needs of the CPA, it would nevertheless be a convenient venue for placement of IJPs as it would be a consolidated court along the lines suggested above.

Should a decision be taken to introduce international judges and prosecutors (IJPs) into Iraq, it will be necessary to create a specialized unit which will include them and their support element. The proposal I set out in this memorandum provides for the creation of this unit through a staged deployment beginning in October 2003. Well in advance of that time, the size of the international police contingent, and the nature of the work in which they will be engaged, should be much clearer. Also, by that time, we should have a much better appreciation of the capabilities and shortcomings of the Iraqi judicial system and thus be in a position to decide if there is a sufficient basis for introducing IJPs.

#### **International Judicial Unit (41 posts)**

##### Legal Issues and Procedures

In order to set up an IJP program, a sufficient legal foundation will have to be laid. This would involve the promulgation of a regulation by the CPA establishing the jurisdiction of IJPs and the procedure whereby cases could be removed from the normal Iraqi system and diverted to chambers in which IJPs constituted a majority of the membership. These chambers could either be in the already established Iraqi courts, or alternatively in separate courts set up for the purpose of IJP interventions. In light of the large number and widespread geographical distribution of Iraqi criminal courts, the latter option is probably preferable. I have adopted this model for the purposes of this proposal.

The criteria for diverting cases to IJPs will have to be very clear-cut and must be stated in the enabling regulation. I would recommend giving them jurisdiction solely in criminal matters. IJP participation would be limited to serious cases (e.g., with potential penalties of 5 years or more) in which significant doubts exist about the objectivity or capabilities of Iraqi judges and/or prosecutors. These might include inter-ethnic crimes, war crimes/crimes against humanity cases, terrorism cases, organized crime cases, and public integrity matters, among others. Determining the types of cases that warrant the use of

IJPs goes back to the initial analysis of whether such a program should be established in the first place. If Iraqi judges or prosecutors prove incapable of rendering justice in certain kinds of cases, then those obviously should be included in the jurisdictional ambit of IJPs. Within the broad categories of cases, though, additional specific criteria will have to be satisfied in relation to each case that is diverted to IJPs. These criteria would relate to specific disqualifying factors for Iraqi jurists which call into question their abilities to adjudicate any specific case (e.g., evidence of a judge receiving threats related to a pending case; local prominence of a defendant which might interfere with the judge making a decision, etc.).

In order to divert a case to IJPs, the Senior Advisor should file a request with the Administrator of the CPA. This request would contain a brief description of the facts of the case and would lay out the reasons why diversion is required. If the Administrator agrees, the case would then be assigned to an international prosecutor and/or an international judge or a panel of international judges, depending on the stage of the proceedings. I would suggest that three regional courts be established in Baghdad, Basra, and Mosul respectively. Each of these courts would have jurisdiction over the criminal and investigative court districts within their geographical areas of responsibility.

At any stage of the proceedings, an international prosecutor could be appointed. If it is determined that the use of international judges is warranted in any given case, this could occur prior to the initiation of any specific stage of the proceedings. If a case is diverted during the investigative stage, the case would be sent to the regional court for hearing by a single international judge, sitting alone. During the trial stage, a case would be heard in the regional court location by a panel of three judges, two of whom would be internationals and one of whom would be an Iraqi judge from the court district which would have been the appropriate venue for the case but for the diversion.

Should a matter be appealed from the regional IJP court, an appeals panel would be composed of two international judges from the other regional courts and one Iraqi judge from the Court of Appeals district which would have had jurisdiction over the matter had it not been diverted. Finally, should a case be appealed to the Court of Cassation, the case would be heard by a panel of five judges, three of whom would be internationals (two assigned to the Supreme Court and one drawn from one of the regional courts) and two Iraqi members of the Court of Cassations criminal panel.

Since judges would be barred from sitting on more than one stage of any given case, the number of judges must be sufficient to accommodate investigative proceedings, trials, intermediate appeals, and appeals at the level of the Court of Cassation. With this essential constraint, it is possible that eight judges could be utilized in one case if international judges were included in proceedings at all levels. Although this may seem like a high number, I would suggest that it is probably the most efficient mechanism for use of IJPs that still roughly tracks the Iraqi system and procedures. Any other option which would utilize fewer judges and prosecutors would either require significant modification of Iraqi procedures (e.g., elimination of the appellate stage) or consolidation of all IJPs into one central court in Baghdad – a move that would result in considerable

logistical burdens on all of the other participants in the judicial process (police, local judges and prosecutors, prisons). Even under this option, extensive coordination will be required as IJPs, local judges and prosecutors, police, and prisoners are shifted from court to court. Accordingly, a coordination cell is built into the proposal for the IJP program.

#### Staffing and Operations

The International Judicial Unit (IJU) will fall under the overall supervision of the Senior Advisor, but will be headed by its own coordinator, assisted by a small management and support element. This management cell will coordinate the operations of the judges and prosecutors, will track cases, and will provide a centralized legal pool responsible for drafting diversion requests and for legal analysis.

In order to cover all stages of the criminal process, international judges must be assigned to the trial courts and to the Court of Cassation. Investigative proceedings and intermediate appellate proceedings would be handled by international judges assigned to the trial courts, but shifted to the other functions as needs require. As stated above, the IJPs would be assigned to three regional courts, sitting in Baghdad, Basra, and Mosul respectively. Assuming that a decision is taken to introduce IJPs by September 2003, the IJP Coordinator and the other members of the management cell would deploy in October 2003. The first IJPs, assigned to the Court of Cassation and the Baghdad regional court, would be deployed with their support staffs in December 2003. They would be followed in January 2004 by the IJPs going to Mosul and then in February by those going to Basra. If a decision on the use of IJPs is delayed beyond September, this staged deployment schedule could be implemented over a similar period of time, but commencing at a later date.

Each IJP will require a three person staff, consisting of a legal officer, a secretary, and an interpreter (of which two or possibly all three may be Iraqis). In Mosul, each IJP will probably require two interpreters – one for Arabic and one for Kurdish. In any event, these support personnel are absolutely essential for IJPs to be operational. Thus, their deployments must coincide with those of the IJPs. Likewise, should a decision be taken at a later date to increase the number of IJPs, each judge and prosecutor brought on would have to have the three-person support staff. Under the proposed structure, it would be relatively easy to do this within the operational framework suggested.

One other issue should be considered in relation to the deployment of IJPs and that is the security requirements that will attach to them. Due to the fact that they would be handling very high-profile cases, would be doing so in an extremely visible manner, and would be the ones determining the outcome of any matter (as opposed to police), the threat levels attributed to each of them will usually be very high. In Kosovo, almost all of the close protection resources of the UN mission were dedicated to security for IJPs. As it was necessary to provide secure accommodations, an armored vehicle, a chasc vehicle, and at least four bodyguards for each one, this became a very burdensome obligation which had carry-over effects to other areas of the mission. Since close

protection resources are generally in high demand, but are often in short supply, the resource implications connected to IJP's in this regard should not be underestimated.

#### Handling of War Crimes/Crimes Against Humanity Cases

In the "Legal Issues and Procedures" section above, I included war crimes and crimes against humanity cases among the matters that could potentially be handled by IJPs. I am not suggesting, however, that all cases of this type be diverted to IJPs. The number and scale of crimes committed by the last regime are such that if prosecutions were launched in even a small portion of those cases, this would completely overwhelm the IJP resources I have proposed. Rather, I am suggesting here that if there are lower-level cases not addressed by a special tribunal, and those are relatively few in number, they could be possibly be included within the jurisdiction of IJPs.

Conversely, should a decision be taken that the best method for dealing with prosecutions of atrocities committed by the last regime is a mixed Iraqi/international process, the IJP program I have proposed in this memorandum could serve as the foundation for an expanded operation of this nature. Obviously, significant modifications would have to be made and the numbers of IJP's and support staff would have to be increased significantly. It might also be preferable to consolidate trials of this type into one special court, probably situated in Baghdad.

### **Prisons**

One of the most sensitive issues that the CPA will have to address is the management of prisons. As I stated at the beginning of this memorandum, the Coalition will have ultimate responsibility for prison conditions and for the treatment of prisoners, even if correctional facilities are staffed with Iraqi officers. As the occupying powers, the US and the UK will have an obligation to maintain these facilities at a level of internationally acceptable standards. The CPA, therefore, will have little choice but to be actively involved in operations of prisons to a degree that may not be true of courts or police. Furthermore, considering that the entire management structure of the Iraqi prison system has been removed and that most lower-level personnel were poorly trained or not trained at all, and the vulnerability of persons in prison custody to abuse, the extent to which Iraqi capabilities in this area must be raised is significantly higher than for either courts or police. Accordingly, I am proposing a very pro-active approach in regard to prisons in which the CPA exercises overall management and operational responsibilities for the near-term, combined with an extensive training program.

#### **Central Management (15 posts)**

##### Office of the Director (2 international posts)

In order to oversee and manage the prisons system effectively, an experienced and senior corrections expert should be installed as the Director of the Prison Service. Although he or she will report to the Senior Advisor to the Ministry of Justice, the Director will head a

largely self-contained unit which need not rely on other resources within the Ministry of Justice. I would also suggest that an international secretary be provided for the Director to ensure that his or her immediate office functions efficiently.

#### Administration, Finance, and Legal Support (3 international posts)

As the prison system is effectively an independent element within the Ministry, it should be as self-sufficient as possible. Furthermore, since the administrative and financial issues relating to prisons are distinct from those relating to other justice functions, it will be beneficial to have two administrative/finance officers dedicated to prison issues. Likewise, a number of specialized legal matters will undoubtedly arise in connection with the operation of prisons and with the prisoners themselves. Accordingly, a legal officer responsible solely for these issues should be included in the international prison staff.

#### Operations (3 international posts)

A Chief of Operations would effectively serve as the deputy to the Director and would have responsibility for day-to-day operational control of the prison system. He or she would be assisted by two deputies, one with responsibility for adult male prison facilities and the other responsible for adult women and juvenile facilities. This arrangement would be consistent, to some extent, with the previous structure under which two separate directorates existed within the Ministry of Labor and Social Affairs for adult and juvenile prisons respectively. While I do not believe that it is necessary to maintain two separate directorates – with duplication of functions – it is essential that some division between operations of the two be preserved.

#### Security Office (2 international posts)

To effectively operate a prison system it is necessary to have a coordinated security approach common to all facilities. In order to do this, there has to be management from a central point wherein the security policies are created and monitored. Additionally, the security office should be the repository for criminal intelligence information on individuals held in custody. To carry out these functions, I am suggesting that two international experts be placed in charge of the office. One would serve as Chief of Security and the other as his or her deputy.

#### Medical Unit (2 international posts)

The physical and mental health of prisoners is always an area of great concern. Although Iraqi physicians will primarily be used to provide health care to prisoners, it will be necessary to exercise oversight of this very sensitive issue and to ensure that certain standards are maintained. Accordingly, I am proposing that an international medical doctor and an international psychiatrist be included among the international prison staff.

### Engineering Unit (3 international posts)

At the present time, there are no prison facilities in Iraq that are completely functional. All of the facilities have been destroyed or damaged to the point that they are currently unusable. Although efforts are underway to quickly repair and renovate several prisons, these are temporary measures which will not meet long-term needs. As a result, numerous facilities around the country must be reconstructed or renovated in the coming months. To coordinate this work, I am suggesting that an architect, a civil engineer, and an electrical engineer be included among the international presence.

### **Field Facilities Management (54 posts)**

Each prison and detention facility should be managed by an international prison officer until Iraqi capabilities are developed to the point that the CPA is comfortable that local operation of the facilities is feasible. To do this effectively, each facility must have assigned to it a director and at least two deputy directors, depending on the size of the institution. One of the deputies would serve additionally as the primary training tutor for Iraqi correctional officers working within their facility. With at least three international officers assigned to each facility, it should be possible to ensure that at least one international is present at any facility at all times. Based on preliminary estimates that five major prisons and twelve smaller detention facilities will become operational in coming months, fifty-five international prison officers would be needed to cover these requirements.

### **Training Element (8 posts)**

As I stated above, the level of training among Iraqi correctional officers is very low or in many cases, simply non-existent. It will be necessary, therefore, to basically start from scratch in terms of training any officers that we would wish to retain. Likewise, all newly hired officers would have to receive basic training as well. To conduct the training programs, I am proposing that eight international training officers be deployed as soon as possible. Ideally, the training program for correctional officers could be co-located with the new police training program, so that common areas of instruction (e.g., human rights training) could be combined. The specialized instruction required for corrections personnel would be offered by these eight training officers. They would start immediately with two-week short courses designed to educate prison guards in the most basic skills and practices of prison operations. All current and newly-hired officers would receive this training. Subsequently, these personnel would be rotated back through the training facility for a more intensive course which would largely track the training program that will eventually be offered to new recruits.

### **Conclusion**

This revised proposal for the justice presence is based on an appreciation of needs as of the first week of June 2003. It has been prepared at a time when communications with areas outside Baghdad are still extremely problematic and when most central ministry

functions and courts are operating at only the basic levels, if at all. With that in mind, I have tried to build in as much flexibility as possible while anticipating problems that are likely to be encountered in coming weeks and months. I strongly believe that the core presence of justice personnel, as described in the first part of this proposal, will be necessary under any circumstances. The option to use international judges and prosecutors, as set out in the second part of the proposal, remains available should circumstances warrant it. I would reiterate that I do not believe that we are in a position to make this decision yet, and such a serious decision should be taken only when sufficient information is developed. The final part of the proposal, pertaining to prisons, addresses a pressing need and should, I believe, be implemented as soon as possible. Finally, I would add that effective implementation of all parts of this proposal is contingent upon a permissive security environment, adequate communications, and sufficient logistical support.

#### **RECOMMENDED ACTION**

I, therefore, request and recommend that you approve this medium-term plan for assignment of international legal advisors in key positions in the Ministry of Justice.

☐ Approve      ☐ Disapprove      ☐ Approve with Modification

<b>Central Criminal Court of Iraq</b>					
Advisor	1 GS-15		Jul 03	12	TBD
Interpreter		1	Jul 03		
<b>Judicial Monitors/ Advisors</b>					
Monitor – Baghdad	1 GS-15		Jul 03	12	US
Monitor – Baghdad	1 GS-15		Oct 03	09	Korea
Interpreter		1	Jul 03		
Interpreter		1	Oct 03		
Monitor – Mosul	1 GS-15		Jul 03	12	US (Mullaney)
Monitor – Mosul	1 GS-15		Oct 03	09	TBD
Interpreter		1	Jul 03		
Interpreter		1	Oct 03		
Monitor – Hillah	1 GS-15		Jul 03	12	US (Jakosa)
Monitor – Hillah	1 GS-15		Oct 03	09	UK
Interpreter		1	Jul 03		
Interpreter		1	Oct 03		
Monitor – Basra	1 GS-15		Jul 03	12	Denmark
Monitor – Basra	1 GS-15		Oct 03	09	UK
Interpreter		1	Jul 03		
Interpreter		1	Oct 03		
<b>Subtotal</b>	<b>26</b>				
<b>International Judicial Unit</b>					
IJU Coordinator	1 GS-15		Oct 03	12	TBD
Administrator	1 GS-13		Oct 03	12	TBD
Operations Officer	1 GS-13		Oct 03	12	TBD
Legal Officers	3 GS-13		Oct 03	12	TBD
Secretary	1 GS-10		Oct 03	12	TBD
Interpreters		6			
Secretaries		3			
Intl. Judge – Ct. of Cassation	2 SES		Dec 03	12	TBD
Legal Officers	2 GS-13		Dec 03	12	TBD
Interpreters		2			
Secretaries		2			
Chief Prosecutor (Ct. of Cassation)	1 GS-15		Dec 03	12	TBD
Legal Officer	1 GS-13		Dec 03	12	TBD
Interpreter		1			
Secretary		1			

Intl. Judge – Baghdad	4 SES		Dec 03	12	TBD
Legal Officers	4 GS-13		Dec 03	12	TBD
Interpreters		4			
Secretaries		4			
Intl. Prosecutor – Baghdad	2 GS-15		Dec 03	12	TBD
Legal Officers	2 GS-13		Dec 03	12	TBD
Interpreters		2			
Secretaries		2			
Intl. Judge – Mosul	3 SES		Jan 04	12	TBD
Legal Officers	3 GS-13		Jan 04	12	TBD
Interpreters		4			
Secretaries		3			
Intl. Prosecutor – Mosul	1 GS-15		Jan 04	12	TBD
Legal Officers	1 GS-13		Jan 04	12	TBD
Interpreters		2			
Secretaries		1			
Intl. Judge – Basrah	3 SES		Feb 04	12	TBD
Legal Officers	3 GS-13		Feb 04	12	TBD
Interpreters		3			
Secretaries		3			
Intl. Prosecutor – Basrah	1 GS-15		Feb 04	12	TBD
Legal Officers	1 GS-13		Feb 04	12	TBD
Interpreters		1			
Secretaries		1			
<b>Subtotal</b>	<b>41</b>				
<b>Prisons</b>					
<b>Central Management</b>					
Director	1 SES		Jul 03	12	UK (Irvine)
Secretary	1 GS-10		Jul 03	12	TBD
Admin/Finance Officer	2 GS-14		Jul 03	12	TBD
Legal Officer	1 GS-14		Sep 03	12	TBD
Chief of Operations	1 GS-15		Jul 03	12	TBD
Deputy Chiefs of Operations	2 GS-14		Sep 03	12	TBD
Chief of Security	1 GS-15		Jul 03	12	TBD
Deputy Chief of Security	1 GS-14		Sep 03	12	TBD
Medical Director	1 GS-15		Aug 03	12	TBD

Adm

STAFF AD.

ADULTS

HIG/MTH

IA  
IG  
AUDIT  
P+P  
BKG

Facilities

Psychiatrist	1 GS-15		Aug 03	12	TBD
Engineers	2 GS-15		Jul 03	12	TBD
Architect	1 GS-15		Jul 03	12	TBD
Secretaries		3			
Interpreters		8			
<b>Field Facilities Management</b>					
Prison Directors	5 GS-15		Aug 03	12	TBD
Prison Deputy Directors	5 GS-14		Aug 03	12	TBD
Prison Deputy Directors	5 GS-13		Sep 03	12	TBD
Interpreters		15			
Secretaries		5			
Detention Facility Directors	12 GS-15		Oct 03	12	TBD
Detention Facility Deputy Directors	12 GS-14		Oct 03	12	TBD
Detention Facility Deputy Directors	15 GS-13		Nov 03	12	TBD
Interpreters		36			
Secretaries		12			
<b>Training Element</b>					
Training Officers	8 GS-15		Jul 03	12	TBD
Interpreters		8			
Secretaries		2			
<b>Subtotal</b>	<b>77</b>				
<b>TOTAL</b>	<b>144</b>				

4) Energi kinetik - Torsi

Seite

500 - 1000

- Medium facility- 201 to 1000 inmates
  - Large facility- 1000 and above inmates
2. Purpose
- To have a prepared standardized equipment package based on 1 month of usage by staff and inmates at start-up of facility
  - Items included but not limited to: desks, chairs, air conditioning units, generator, swamp coolers, water coolers, fire extinguishers, 5200 series locks, pillows, cups, stool, mattress, prayer matt, books, Korans, paper administrative supplies, kitchen utensils, inmate control equipment, televisions and video players, safes, ect.
  - Hygiene pack
    - 1. based on 1 inmates use for 1 month
3. To be completed and reviewed NLT Aug 7

#### Databases

1. Purpose

A. To establish an orderly tracking of all activities related to the prison facility.

B. Pre- occupation

1. Database to include but not limited to:
2. Brief assessment of facility
3. Accurate grid coordinates at facility
4. Strip map or map source map to facility
5. Projected capacity
6. Engineer assessment
7. Funding requests and status of approval
8. Whether contractors are on site and work being done
9. Photographs of facility
10. Diagram of facility

C. Occupation

Intake of inmates  
If case is disposed, release date  
Court dates of inmates  
Special needs of inmates  
Crime  
Hazard level

*Prisoner Commital Journal*



Personal information of inmates  
Next of kin  
Property  
Canteen account balance  
Work schedule of staff  
Scheduled maintenance  
Points of contact for: 24 hour maintenance, staff  
Emergency procedures, diagram of shut-off valves and location

- Is COL [redacted] working this issue on connectivity?

#### Task Organization and Staffing

- Tasked to Department of Prisons personnel, CPT [redacted]  
MSG [redacted]
- To be completed two weeks prior to opening of facility with  
by name manning roster
- Administration positions
  - Director (1)
  - Deputy Director (operations)(administration)
  - Senior Supervisor(as needed)
  - Shift Supervisor(as needed)
  - Correctional Officer(as needed)
- The position names will be the same for all facilities no  
matter the size of the facility. The only changes will be the  
staff size with the exception of the Director.

*Canteen  
4 shift times, 4 inmates*

#### Contracting and Finance

- Tasked to CPA with CPT [redacted] as conduit
- Must work closely with the Logistics portion
  1. Find local contractors for: maintenance, uniforms, metal  
working, office supplies, and support items needed at the  
facilities.
- Prepare a comprehensive listing as an all sources document for  
obtaining the above items and services
- Rough draft listing available by 7 August.

*To be in schedule  
on 26th July*

#### Prison Services

- Training package
  1. Barber training
  2. Brick mason

*\* Prison incentives*

*Central Stores*

*- 11 Sgt*



3. Electrical
4. Plumbing
5. Unicorn: rugs, curtains, furniture, baskets,
6. Education: basic skills, English skills, computer knowledge,
7. Automotive repair
8. Organizational and office skills (female prison)
9. Carpentry, painting

#### Medical Services

- Tasked to Department of Health
- Standardized medical services package for each prison, including but not limited to medical supplies, PA or nurses at each facility, nearest hospital, psychiatric plan.
- Must coordinate with Department of Health minimum equipment requirements and funding responsibilities

Recommitment to higher rank  
Rank structure.

Commitment & Discharge procedures.  
Reductions.

\* Prisoner punishment procedures for prisoners.  
Mechanical field for prisoners.

Meeting Sunday - "26th July"

- a) Posters - almost ready for posts.  
Application forms - almost ready.  
Testing process - is ready. ← ? interview  
? testing  
? training & temp  
to have a selection Board - Shift process.  
The new shift will be for Tasfint Prison.  
Microsoft Project base time

Recounted Process: Sabines

Al Hillah

1st - Class target for 7th August ✓

Major Hartman to write up the process

Uniforms at the Training College

Arms + Ammunition

Staffing schools

Logistics - Brent - Weapons & Mail Vans

Still go for 5 level rank structure

How many weapons should we give each rank

Friday 3/8/04

## UNRESOLVED ISSUES

### Hiring and Recruitment

- Employees at ICS
- prepare new application approximately 2 pages long asking specific questions as to skills, length of service, and facilities worked at
- prepare board consisting of ICS and CPA representative to determine to assess each officer and their possibility of continued employment

Agreed to recheck to 2 pages.

Sumner, K.

### Personnel files

- Central repository for all employee information
- Organized tracking of potential employees
- standardized throughout system
- based on military 201 file
- Must include photograph
- must effectively document employee activity positive or negative
- Checklist, content structure, forms used finalized

Agreed to take the new staff files to Dunwoody.

### Training

- Training academy established and training program adopted
- Further push for Iraqi instructors with CPA oversight
- Endstate: Iraqi ran completely with CPA oversight

Capt McLaughlin to return his attention from 6 to 3 days and go to Baghdad retrained 3 day

### Logistics

- Logistics packs designed and allocated for in 2004 budget
- currently have no prime vendor
- request bidding process be implemented with ICS input to streamline and implement process
- Security equipment vendor needs designated
- Vehicles for: Exec. Director of ICS, Director at Tasferat
- Are vehicle available from ICS

Front has finalized the processes and there is a need to rent a store at Baghdad central.

Major [redacted] to [redacted] to [redacted]  
this request from Judge Campbell.

## Databases

### 1. Purpose

- To establish an orderly tracking of all activities concerning the intake and continuing management of inmates through release.
- Old system was ledger system
- Excel database currently designed by not implemented
- BATS system favored by military
- ICS personnel not familiar with computers

## Task Organization and Staffing

Salem & Leal.

- Five level staffing chart designed
- 33% ratio guards to inmates designated and adopted in 2004 budget
- Senior management designated and transition of tasks is taking place
- Senior staff at all facilities have not been designated

## Contracting and Finance

[redacted] to [redacted]  
[redacted]

- 2004 Budget submitted
- Transition to ICS signature control implemented
- Logistics and Food service contract process needs to be implemented for facilities
- Obstacles preventing access to funds being addressed
- Payment for Correctional Academy food vendor
- Food service contract for Baghdad Central

## Medical Services

to be checked to MofH

- Medical center at Baghdad Central to open on Sept 5.
- Listing of needed items submitted by CPT Nehls to CPA on 8-29

## Current Issues

- Decision for Kan Bani Saad and Al-Hakmya

to [redacted] one money out  
this week - end of [redacted]  
from to assist on 15/Sept  
I will visit to see what  
damage there is

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	Page 3 OF 21 24. AMOUNT
0022	MULTI PURPOSE TOOL Leatherman or equivalent, includes philips/standard screwdrivers, pliers, knife, wire cutters, with carrier or equal	300	EA	\$60.90	\$18,270.00
0023	HELMET ballistic; Kevlar composite; 1,600 FPS; adj/replaceable suspension/headband sys. 3 point retention system with chin cup & quick release, NIJ-0106.01	400	EA	\$299.99	\$119,996.00
0024	HELMET helmets w/face shield, NIJ Std 0104.02, Anti Riot Helmet	360	EA	\$80.46	\$28,965.60
0025	RADIO HOLDER nylon, motorola, fits belt up to 2-1/4"	400	EA	\$12.58	\$5,032.00
0026	HOOD heat and flash protection, lightweight, nomex construction, 18" long	400	EA	\$19.91	\$7,964.00
0027	DELETED				
0028	GAS MASK POUCH STRIKE Gen-4 Molle System Gas Mask carrier or equal, nylon, black, water and wear resistant, Molle Vest compatible	300	EA	\$15.73	\$4,719.00
0029	GAS MASK AND POUCH tactical gas mask, one piece polyurethane lens, dual canister mounting positions, six point elastic head harness, gas mask pouch, leg or belt, 1000 denier nylon lined with closed cell foam, adjustable/removable belt hanger, measure 8.5"4"10", CBRN Control Masks, must meet NIJ/NIOSH CBRN standard	400	EA	\$129.17	\$51,668.00
0030	MAUL Thunder Maul 7 lbs 21" or equal	28	EA	\$34.09	\$954.52
0031	DELETED				
0032	ELBOW PADS hard flex plastic cap, dual hook and loop straps, closed cell foam padding	400	EA	\$9.43	\$3,772.00
0033	KNEE PADS hard plastic cap, dual hook and loop straps, closed cell foam padding	400	EA	\$11.53	\$4,612.00
0034	PROTECTIVE SUIT AND GLOVES Blunt trauma protective suit & gloves	150	EA	\$851.53	\$127,729.50
0035	RED MAN STRIKE SUIT Red Man strike suits, complete protection with mobility; Thin foam and thick plastic allow for greater mobility for reality-based training; full body coverage, repetitive strike absorption, long life gear, field repairable, mobile configurations, versatile or equal	10	EA	\$959.36	\$9,593.60
0036	RUBBER GLOVES Lightly Powdered latex gloves, 5 mil Wrist Length, (100/box)	50	EA	\$5.99	\$299.50
0037	TACTICAL GLOVES Kevlar material, elasticized wrist, elasticized gauntlet, reinforced palm	400	EA	\$25.88	\$10,352.00
0038	RIOT SHIELD Riot Shield w/ Aluminum Handle & Adjustable Arm Strap, 24 inches x 48 inches	360	EA	\$99.99	\$35,996.40
0039	SHIELD shield, ballistic, 4"x16" view port, overall size 22"x39", level IIIA NIJ, ambidextrous handle	99	EA	\$1,429.99	\$141,569.01
0040	KEEPERS Package of 4, Nylon, fits up to 2 1/4" wide belts	65000	EA	\$3.94	\$256,100.00
0041	BELT Duty, 2 layers of durable nylon, velcro length adjustment, 2" wide	67500	EA	\$12.58	\$849,150.00
0042	POUCH Medium Utility Pouch, STRIKE Medium Utility Pouch or equal, nylon, black, water and wear resistant, Molle Vest compatible	300	EA	\$17.30	\$5,190.00

[illegible]



**COALITION PROVISIONAL AUTHORITY**  
**BAGHDAD**

To: [Redacted] - Prisons Department Finance Director  
[Redacted] - Prisons Department Operations Director  
[Redacted] - Senior Advisor to Prisons Department

From: [Redacted] - Prisons Department Finance Office

Date: Friday, May 14, 2004

RE: Emergency Request of Prisons Department Radios

As the June 30, 2004 date for the transfer of power in Iraq by the US-led provisional authority quickly approaches, U.S Military forces are preparing to retrieve immediate support from within the Iraqi Prison institutions. This brings an immediate concern to the Prison Department, in that currently, there are no means to support radio communication from within the Iraqi Prison institutions. In past months, the military has manned prison gates, towers and roving patrol units in and outside the prison perimeters providing any and all radio communications. Radio communication is vital to the safety and security, not only to the institution but to the American advisors stationed at these institutions and perspective Iraqi employees and inmates. These joint efforts of Americans and Iraqi's to provide services to the Iraqi Correctional System have been challenged on more than one occasion from outside the prison walls from insurgents engaging the prison (s) with mortar rounds, etc.

The date for U.S. Military forces to retract their immediate support from specific prison sites has been set for May 21, 2004. There is an imminent need for these radios and compatible equipment to be purchased and delivered to the designated facilities no later than May 21, 2004. The imminent need that I speak of relates to the lives of Americans and Iraqi's and support's the efforts of the Iraqi Government in establishment of the Criminal Justice Systems throughout Iraq. The Iraqi Prison Systems can not successfully surpass insurgents attacking their institutions without this equipment. This memorandum and attached documents provide the information needed to expedite this request (or like equipment as defined by ACO). Please feel free to contact me at your convenience if any questions should arise concerning this request. Thank you.

cc: [Redacted]

CA01



# MOTOROLA

*Signed*

AIEE-JOINT VENTURE COMPANY

Tel +1 914 360 3645, +985 4846140

To: Ministry of Justice

Attention: MR Thomas Hopper

Date: 16-May-04

Ref: AA-268-05-04.

Further to your recent enquiry, we are pleased to be able to provide the following:

Item No.	Description	Qty Rqd	Unit Price-USD	Extended Price-USD
1	Motorola Radio GP340, UHF 403-470 MHZ 16 Channel, 4W, Sel 5, Standard Battery Antenna, Belt Clip, User manual	420	351.00	147,420.00
2 OPTION	Single Unit Charger MDPMTN3002-GP340	30	49.00	1,470.00
3 OPTION	Multi Unit Charger 6 Slot GP Series	15	420.00	6,300.00
4	Mobile Radio GM 160, UHF 403-470 MHZ 128 Channel, 40w, Display, User Manual	92	410.00	37,720.00
5	Magnetic Mount Antenna	92	50.00	4,600.00
6	Motorola Base Station GM 160 45w, 128ch, Display. Power Supply Desk Mic Desk Tray 50mt cable 1/2", low loss cable 2 Connectors 1/2" Antenna Base Station UHF Road 406-512MHZ	12	1 580.00	18,960.00
7	6 Mt Mast	12	350.00	4,200.00
8	50 ft Guiding Telescope Mast	5	820.00	4,100.00
9	MTR2000, Repeater 100-25w, UHF with all accessories	5	15,400.00	77,000.00
10	MTR 2000 installation with the Mast	5	850.00	4,250.00
11	Base Station installation	12	400.00	4,800.00
12	Mobile Installation	92	100.00	9,200.00
13	MGE UPS Sys. Franc Made. 2.2KVA, 4-8hours Pack up	5	2,500.00	12,500.00

**\$ 353,520.00**

\* All prices are in US Dollars and exclude any in-country taxes and duties payable.

*In office*

Validity of Offer:

Terms of Payment:

Warranty:

Delivery Time

30 Days

*Supplemental*

Motorola products carry a 12 months warranty for radios and 8 months for batteries.


Items 1, 2, 3, 4, 5, 7 need 3-4 weeks, items 6 & 13 in stock  
Item 8 need 8-12 weeks, with your frequency.

### **End User Responsibilities:**

- END USER to prepare a letter to MOC - Kuwait (Arabic & English) requesting release of equipment from our stock.
- END USER to provide security for Motorola Team whilst installation.

**We hope the above meets your approval. Please do not hesitate to call if you require additional information**

**Yours sincerely,**

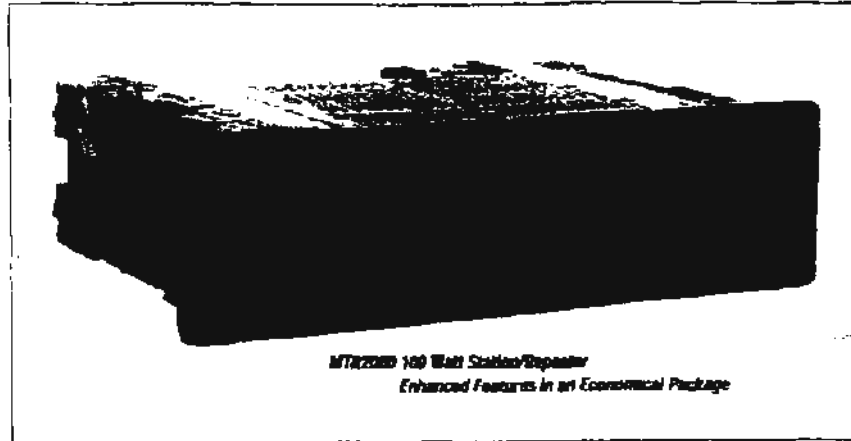
**Major**   
**Radio Division Manager**

# MTR2000

VHF / UHF Station/Repeater/Receiver

MTR2000  
Station/Repeater  
available in

- ▶ Conventional  
Local Operation  
Tone Remote Control  
Spectra-1/AC Voting
- ▶ Trunking  
SMARTNET and  
SmartZone
- ▶ Continuous Duty



## FEATURES/BENEFITS

### Provides Unmatched Flexibility in a Compact Design

- ▶ Analog operation in conventional systems
- ▶ Software based design allows for future system applications
- ▶ 100.25 Watt, 40.1 Watt, and 30.1 Watt variable power models (VHF)
- ▶ 100.25 Watt, 40.2 Watt, and 30.2 Watt variable power models (UHF)
- ▶ Compact dimensions, 3 Rack Units (5.25" or 13.3 cm), utilize expensive site space efficiently
- ▶ 12.5 or 25/30 kHz programmable channel spacing
- ▶ Standard EIA 19" rack mount configuration
- ▶ Lightweight (42 lbs./19 kg)

### Shortens Installation and Maintenance Time

- ▶ Programming and diagnostic testing performed through a personal computer
- ▶ Functionally separate modules (Field Replaceable Units (FRU))
- ▶ Software based design simplifies upgrades
- ▶ Easy access to station ports

### Contributes to Maximizing System Up Time

- ▶ Microprocessor based design with integrated DSP capability
- ▶ Switching power supply functions over a wide range of voltages and frequencies
- ▶ RSS diagnostics and metering
- ▶ Functionally separate modules (Field Replaceable Units (FRU))



MOTOROLA

# MTR2000 Station/Repeater SPECIFICATIONS

GENERAL SPECIFICATIONS									
Model Number	TS264, 1993								
Application	System Linkup Option	Power/Emit Option	VHF	HF	Power/Emit Option	Power/Emit Option	Power/Emit Option	Power/Emit Option	Power/Emit Option
Conventional Analog	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
SSB/AM/FM/RTTY	10	100W (12.5W Max)	10	10	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)


Options to standard 100W operation: 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max)

VHF INPUT POWER (VARIES WITH OPTIONS)									
AC Line	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
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100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)

TRANSMITTER									
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)
Frequency - 30 MHz	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)	100W (12.5W Max)

FCC TYPE ACCEPTANCE (VHF)									
Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
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Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
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Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type
Frequency Range in MHz	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type	Power Output in Watts	Type

Options to standard 100W operation: 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max) 100W (12.5W Max)


**MOTOROLA**

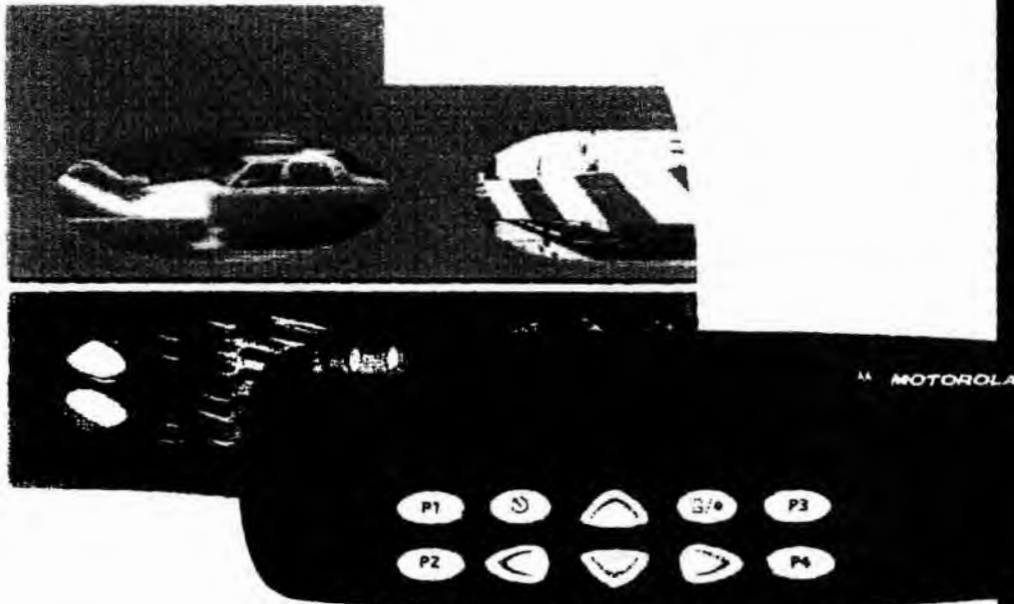
Motorola U.S.A.  
1301 E. Algonquin Road  
Schaumburg, Illinois 60196  
In the U.S. call 1-888-567-7347

Motorola Canada Limited  
3900 Victoria Park Avenue  
North York, Ontario M2H 3H7  
In Canada call 1-800-268-5758

Outside the U.S. and Canada call (847) 538-8602

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Produced by Customer Communications  
Motorola is an Equal Employment Opportunity  
Affirmative Action Employer

...the Motorola Professional Radio is designed to provide  
 ...the most comprehensive range of  
 ...the Motorola Professional Radio is designed to meet the specific requirements  
 ...the Motorola Professional Radio is designed to meet the specific requirements



The Motorola Professional Radio delivers a wide array of benefits to your vehicle-based workforce, including:

- **Enhanced Performance**  
 The Motorola Professional Radio is designed to provide the most comprehensive range of performance benefits to your vehicle-based workforce, including:  
 - High power output for long-range communication  
 - Wide frequency range for flexibility in use  
 - Robust construction for durability in harsh environments
- **Advanced Features**  
 The Motorola Professional Radio is equipped with a variety of advanced features to enhance its performance and usability, including:  
 - Automatic frequency scanning for quick channel access  
 - Memory channels for storing frequently used frequencies  
 - Squelch control to eliminate background noise
- **Reliability**  
 The Motorola Professional Radio is built to withstand the rigors of vehicle-based use, ensuring reliable performance in all conditions.  
 - Shock and vibration resistance  
 - Temperature stability for consistent operation in extreme climates
- **Interoperability**  
 The Motorola Professional Radio is designed to work seamlessly with other Motorola equipment, ensuring easy integration into your existing communication system.  
 - Compatibility with Motorola mobile phones and accessories  
 - Support for various communication protocols

Designed As You Are

Professional Radio

# GM150 Mobile Two-Way Radio Specifications

General		Transmitter	
Specification	VHF	UHF	VHF/UHF
Frequency Range	136 to 174 MHz	420 to 520 MHz	136 to 174 MHz 420 to 520 MHz
Frequency Stability	±0.5 ppm	±0.5 ppm	±0.5 ppm
Channel Spacing	12.5 kHz	12.5 kHz	12.5 kHz
Power Output	15 Watts	15 Watts	15 Watts
Power Consumption	12.5W at 136 MHz (typical) requires vehicle ground	12.5W at 420 MHz (typical) requires vehicle ground	12.5W at 136 MHz (typical) requires vehicle ground
Dimensions (H x W x D)	120 x 100 x 50 mm (typical) with 3.5" for Volume Knob	120 x 100 x 50 mm (typical) with 3.5" for Volume Knob	120 x 100 x 50 mm (typical) with 3.5" for Volume Knob
Weight	1.5 kg (3.3 lbs)	1.5 kg (3.3 lbs)	1.5 kg (3.3 lbs)
Operating Temperature	-30 to +60°C	-30 to +60°C	-30 to +60°C
Sealing	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607
Shock and Vibration	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607
Dust	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607
Humidity	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607	Meets MIL-STD-883C D6E and TIA EIA-607

Receiver	
Specification	VHF
Sensitivity (12dB SINAD ETS)	0.25 µV (0.22 µV Typical)
Intermodulation (ETS)	±0.5 dB
Adjacent Channel Selectivity (ETS)	80 dB ± 25 kHz 75 dB ± 20 kHz 65 dB ± 12.5 kHz
Spurious Rejection (ETS)	80 dB ± 20.25 kHz 75 dB ± 12.5 kHz
Rated Audio (ETS)	3W Nominal 7.5W & 15W External
Audio Distortion (Rated Audio)	2% Typical
Hum and Noise	40 dB ± 12.5 kHz 45 dB ± 20.25 kHz
Auto Response	100 to 3000 Hz
Continued Spurious Emission per FCC Part 15	47 dBm ± 1 dB 47 dBm ± 1 dB

Mobile Military Standards 883C, D, E	
Applicable MIL STD	Methods
Low Pressure	500.1
High Temperature	501.1
Low Temperature	502.1
Temp Shock	503.1
Solar Radiation	504.1
Rain	505.1
Humidity	506.1
Salt Fog	507.1
Corrosion	508.1
Vibration	509.1
Shock	510.1

\* Availability subject to individual country's law and regulations.

Specifications are subject to change without notice and are issued for guidance purposes only.

All specifications listed are typical. Radios meet applicable regulatory requirements.

Conforms to EC directive 89/336 EEC

Complies with ETS 300 113

Contact your local Authorized Motorola Dealer to find out more about how communicating with the Professional Radio Series will benefit your organisation.



For exceptional performance, reliability and quality, Motorola Original accessories are the only options for full details, please refer to the Professional Radio Series Accessories brochure.

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## IRAQI CORRECTIONAL SERVICE CORRECTIONAL OFFICER STATUS REPORT

NAME / PRISON / UNIT	MINISTRY	AUTH CO	FILLED	VACANT	PERCENT	ASSIGNED	ON JOB
RUSAF 1	MOJ	150	149	1	1%	0	0
RUSAF 2	MOJ	200	199	1	1%	0	0
RUSAF 3	MOJ	54	54	0	0%	0	42
COMPLEX	MOJ	119	90	29	24%	0	0
RUSAF 4 & 5	MOJ	206	184	22	11%	0	100
<b>TOTAL RUSSAF COMPLEX</b>	<b>MOJ</b>	<b>729</b>	<b>676</b>	<b>53</b>	<b>7%</b>	<b>0</b>	<b>142</b>
AL SALLYA	MOJ	9	9	0	0%	0	0
RASHAD HOSP	MOJ	25	25	0	0%	0	25
KADAMIYAH	MOJ	158	158	0	0%	0	21
AL KARKH HOSP	MOJ	40	40	0	0%	0	25
ABU GHRAIB #1	MOJ	540	537	3	1%	0	47
ISTKHARAT BLDG 1	MOJ	120	120	0	0%	0	57
AL KARKH	MOJ	128	127	1	1%	0	20
DAWOODIE	MOJ	10	10	0	0%	0	0
AL HILLAH	MOJ	270	271	-1	0%	0	20
BAGHDAD ACADEMY	MOJ	18	18	0	0%	0	0
COURT/TRANSPORTATION	MOJ	100	100	0	0%	0	18
ICS HEADQUARTERS	MOJ	35	35	0	0%	0	0
BAQUBA	MOJ	30	30	0	0%	0	0
MOSUL	MOJ	742	612	130	18%	0	0
INTERIM DET	MOJ	30	15	15	50%	0	0
IRBIL #A	MOJ	78	78	0	0%	0	0
IRBIL WOMEN/JUV	MOJ	20	16	4	20%	0	0
DIWANIYAH	MOJ	107	75	32	30%	0	0
AL KUT	MOJ	16	16	0	0%	0	0
BASRAH	MOJ	73	62	11	15%	0	0
SAMAWAH	MOI	46	37	9	20%	0	0
AN NAJEF	MOI	67	62	5	7%	0	0
<b>TOTALS</b>		<b>3391</b>	<b>3129</b>	<b>262</b>	<b>8%</b>	<b>0</b>	<b>375</b>

DISTRIBUTION:  
 DIRECTOR  
 SENIOR ADVISOR, MOJ  
 ICS MANAGEMENT TEAM

ACADEMY COMMANDER  
 16th MP BDE  
 89th MP BDE

DEPUTY DIRECTORS  
 WARDENS

## QUOTATION

DATE: 23-05-2004.  
PAGE: 1-2

Major [REDACTED]  
CPA Contracting  
[REDACTED]

Attn: Major [REDACTED]

### Sub: Quotation for Light Tower

We are Pleased to Submit the following offer for the above subject per your requirements.

SR. No.	DESCRIPTION	QTY	UNIT PRICE USD \$	TOTAL COST USD \$
1.	<u>PORTABLE LIGHT TOWER</u> <u>SPECIFICATION:</u>  <b>BUNDING:</b> <ul style="list-style-type: none"><li>• Integral "steel" containment tray</li><li>• Prevents oil, water &amp; fuel spillage</li><li>• Drain plug included</li></ul> <b>FLOOD LIGHTS</b> <ul style="list-style-type: none"><li>• 4 x 1000 watt metal halide lights</li><li>• NEMA 6 design for large</li></ul>	10 - UNITS	15943.00	159430.00

	<ul style="list-style-type: none"> <li>coverage</li> <li>• Aluminum reflector housing</li> <li>• High impact resistant glass lenses</li> <li>• Weather resistant</li> <li>• Easy, directional adjustment</li> </ul>			
	<p><b>ENGINE</b></p> <ul style="list-style-type: none"> <li>• Dependable Kubota Power unit</li> <li>• Automatic protective shutdowns <ul style="list-style-type: none"> <li>High engine coolant temperature</li> <li>Low engine oil pressure</li> </ul> </li> <li>• Two stage, heavy duty, dry type air cleaner</li> <li>• Kubota – 2 years / 2000 hours warranty</li> </ul>			
	<p><b>TOWER</b></p> <ul style="list-style-type: none"> <li>• 3 Section telescopic mast extending to 9 meters.</li> <li>• 360 degree mast rotation.</li> <li>• Easy, "one man" tower assembly.</li> <li>• Horizontal Tower mast stowage for east transport.</li> <li>• 65 mph wind resistant (all outriggers extended).</li> <li>• Brand Name (Ingersoll-Rand)</li> </ul>			
	Total Cost-→ USD \$			159430.00

\* Please Note: Exchange Rate 01 KWD= 3.393 USD \$\*

\*Price Formula: Qty X Unit Price = Total Cost.\*

**Delivery schedule:**

All 10 units will be delivery to Baghdad-IRAQ with in 07 days from the date of confirmation of contract

\* 2500 USD \$ - As Transportation charges for delivery in IRAQ-Baghdad as per the instructions from your side.

**Model & Make:**

Ingersoll-Rand Brand, (British Brand) 2004 Model Brand New.

**Payment terms:**

Total invoice value to be paid within 30 days from the date from submission of our invoice.

**WARRANTY:**

1. Free Routine maintenance By Gulf Capital BSG every month for period of six months.
2. Any Damages or Loss to the equipment has to be rectified or replace at your cost. Scheduled and unscheduled maintenance will be provided. Scheduled maintenance will be at no cost. Unscheduled maintenance will only be considered as a cost.

**Validity of offer:** 01 month from the date of Offer.

We trust you will find our offer acceptable and look forward to receiving your instructions in due course. If you require any additional information, please do not hesitate to contact us.

Assuring you of our best attention always:

Regards,

Suheb Hasware  
Cell#965-7957288.

(E-6)

From: Suheb [suheb@gulfcapitalbsg.com]  
Sent: Saturday, June 05, 2004 1:59 PM  
To: [REDACTED]  
Subject: [Fwd: RE: Light tower RFQ.]



RE: Light tower RFQ. QUOTATIONlightto  
wer.doc (53 KB...

Dear Mr. [REDACTED]

Please find the attach copy along with this email which was sent to Major [REDACTED] Delivery will be with in 72 hours any where in Baghdad- Iraq, as promise to Major [REDACTED] all light tower will be Ingersoll-Rand Brand, (British Brand) 2004 Model Brand New, also please find attach copy of our quote which was sent to Major [REDACTED] along with this email for your reference, if you have any query in regards to our mail please let us know ASAP.

Waiting for a favorable reply from your side.

Regards

--

Suheb Hasware,  
Accounts Manager,  
metro express-Kuwait.  
Tel.No. : 965-241 5936/38.  
Cell.No.: 965-7957288.

From: Suheb [suheb@gulfcapitalbsg.com]  
 Sent: Saturday, June 05, 2004 1:59 PM  
 To: [REDACTED]  
 Subject: [Fwd: RE: Light tower RFQ.]



RE: Light tower RFQ. QUOTATIONlightto  
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Please find the attach copy along with this email which was sent to Major [REDACTED] Delivery will be with in 72 hours any where in Baghdad- Iraq, as promise to Major [REDACTED] all light tower will be Ingersoll-Rand Brand, (British Brand) 2004 Model Brand New, also please find attach copy of our quote which was sent to Major [REDACTED] along with this email for your reference, if you have any qucry in regards to our mail please let us know ASAP.

Waiting for a favorable reply from your side.

Regards

--  
 Suheb Hasware,  
 Accounts Manager,  
 metro express-Kuwait.  
 Tel.No. : 965-241 5936/38.  
 Cell.No.: 965-7957288.

(E-6)

From: Suheb [suheb@gulfcapitalbsg.com]  
Sent: Tuesday, June 08, 2004 4:44 PM  
To: (E-6)  
Subject: RE: [Fwd: RE: Light tower RFQ.] VERY IMPORTANT

Please provide us the PO(purchase Order) No if you can.

----- Original Message -----

Subject: RE: [Fwd: RE: Light tower RFQ.] VERY IMPORTANT  
Date: Tue, 8 Jun 2004 16:08:27 +0400  
From: (E-6)  
To: "Suheb" <suheb@gulfcapitalbsg.com>

This form may be of use. I will prepare for payment and let the Prison Point of Contact.

-----Original Message-----

From: Suheb [mailto:suheb@gulfcapitalbsg.com]  
Sent: Tuesday, June 08, 2004 4:06 PM  
To: (E-6)  
Subject: RE: [Fwd: RE: Light tower RFQ.] VERY IMPORTANT

(E-6)

Sorry for the late reply from my side, actually I was my self monitoring this consignment of 10 units light tower, it has already made a move from Kuwait down town today, tomorrow it will enter Baghdad- Iraq by afternoon time, tomorrow some one will call (E-6) to get the prison location, this truck is having our own security to avoid any inconvenience. Kuwait customs formality has been already over from our side but we are trying to avoid any customs duty from Iraqi side on this tower light, as we don't have the purchase order.

USD \$ Banking information will be provided to you by 7.00 PM today.

Thank you for your corporation in this matter.

Regards

Suheb

----- Original Message -----

Subject: RE: [Fwd: RE: Light tower RFQ.] VERY IMPORTANT  
Date: Tue, 8 Jun 2004 12:55:16 +0400  
From: (E-6)

To: "Suheb" <suheb@gulfcapitalbsg.com>

Sir,

I would like to confirm when you expect to make delivery? I need your bank information in order to make payment.

[REDACTED]

-----Original Message-----

From: Suheb [mailto:suheb@gulfcapitalbsg.com]

Sent: Sunday, June 06, 2004 6:16 PM

To: [REDACTED] (E-6)

Subject: RE: [Fwd: RE: Light tower RFQ.]

Thank you sir, we will load the truck with 10 units Light Tower tomorrow and will call [REDACTED] to give the details of the truck, plus we will be sending you the details as well.

Regards

Suheb Hasware

----- Original Message -----

Subject: RE: [Fwd: RE: Light tower RFQ.]

Date: Sun, 6 Jun 2004 17:55:31 +0400

From: [REDACTED]

To: "Suheb" <suheb@gulfcapitalbsg.com>

The purchase order is ready to go. I am going to issue it and we can

add the electronic funds information after the fact. Please commence and deliver as soon as possible.

Please provide an ETA on delivery, I will ensure someone is there to take acceptance.

[Redacted]

Contracting Officer

-----Original Message-----

From: Suheb [mailto:suheb@gulfcapitalbsg.com]

Sent: Sunday, June 06, 2004 5:31 PM

To: [Redacted] (E-6)

Subject: RE: [Fwd: RE: Light tower RFQ.]

Yes sir, total freight charges amount is \$2500.00 USD for the 10 units sir, any where in Baghdad-IRAQ

----- Original Message -----

Subject: RE: [Fwd: RE: Light tower RFQ.]

Date: Sun, 6 Jun 2004 17:03:48 +0400

From: [Redacted]

To: "Suheb" <suheb@gulfcapitalbsg.com>

Total freight is 2500.00USD not for each correct?

-----Original Message-----

From: Suheb [mailto:suheb@gulfcapitalbsg.com]

Sent: Sunday, June 06, 2004 4:56 PM

To: [REDACTED] (E-6)

Subject: RE: [Fwd: RE: Light tower RFQ.]

[REDACTED]

Please note our full company name and address as below:

Postal Address:

Gulf Capital

P.O. Box -29486,

Safat - 13155,

Kuwait .

Street Address:

Gulf Capital

Fahad Al- Salim Street,

Al-Dawliya Building,

Opp - J.W. Marriott Hotel & Fire station.

Ground Floor, Office No# 72,73.

Kuwait City,

Kuwait.

Tel. No# 965- 241- 5935- OR 241-5938

Fax. No# 965- 241- 5948.

In regards to 2500 USD \$ -it will be charge as Transportation charges  
for delivery in IRAQ-Baghdad as per the instructions from your side its  
not included in our quote Sir.

We will prefer electronic fund transfer, which will be great help from  
your side. we will be providing you our USD \$ accounting details very  
soon.

Regards:

----- Original Message -----

Subject: RE: [Fwd: RE: Light tower RFQ.]

Date: Sun, 6 Jun 2004 13:55:14 +0400

From: [REDACTED] (E-6) " [REDACTED]"

To: "Suheb" <suheb@gulfcapitalbsq.com>

I will also need you full company name and address.

The shipping charge of 2500.00 is already included in the \$159,430.00

[REDACTED]

-----Original Message-----

From: [REDACTED] (E-6)

Sent: Sunday, June 06, 2004 12:23 PM

To: 'Suheb'

Subject: RE: [Fwd: RE: Light tower RFQ.]

I can arrange for electronic funds transfer. I need your bank, accounts  
and routing numbers!

-----Original Message-----

From: Suheb [mailto:suheb@gulfcapitalbsg.com]

Sent: Sunday, June 06, 2004 12:06 PM

To: [REDACTED] (E-6)

Subject: RE: [Fwd: RE: Light tower RFQ.]

[REDACTED]

Thank you for your confirmation email in regards to the 10 units Light Tower, Delivery to Rusafa Prison will be made in 72 hours from the receipt of purchase order from your side, before our trucks make a move from Kuwait we will be calling   on the contact no provided from your side and will be providing detaailss of the trucks, we need one more favor from your side in regards to the payment can you issue us a cheque against delivery or you can wire transfer our payment to our bank account, as cash on delivery term is quite risky for us as our driver don't want to take risk of carrying such amount with them.

Please let us know in the above subject ASAP, waiting for a favorable reply from your side.

Regards:

----- Original Message -----

Subject: RE: [Fwd: RE: Light tower RFQ.]

Date: Sun, 6 Jun 2004 10:14:09 +0400

From: [REDACTED] (E-6) "[REDACTED]"

To: "Suheb" <suheb@gulfcapitalbsg.com>

Sir,

I will execute a purchase order today.

Is payment by terms of Cash on Delivery acceptable?

When can you deliver to Rusafa Prison, grid location: 4712088131, POC at

prison [redacted] Phone # [redacted] POC at CPA contracting to

schedule delivery is [redacted] Phone # [redacted] or e-mail

through me.

[redacted]

Contracting Officer

-----Original Message-----

From: Suheb [mailto:suheb@gulfcapitalbsg.com]

Sent: Saturday, June 05, 2004 1:59 PM

To: [REDACTED] [REDACTED] E-6

Subject: [Fwd: RE: Light tower RFQ.]

Dear Mr. [REDACTED]

Please find the attach copy along with this email which was sent to

Major [REDACTED] Delivery will be with in 72 hours any where in Baghdad- Iraq,

as promise to Major [REDACTED], all light tower will be Ingersoll-Rand Brand,

(British Brand) 2004 Model Brand New, also please find attach copy of

our quote which was sent to Major [REDACTED], along with this email for your

reference, if you have any query in regards to our mail please let us

know ASAP.

Waiting for a favorable reply from your side.

Regards

--

Suheb Hasware,

Accounts Manager,

metro express-Kuwait.

Tel.No. : 965-241 5936/38.

Cell.No.: 965-7957288.



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

To: ALL American Warden Advisors  
From: [REDACTED] - CPA Finance Director  
Date: Tuesday, May 18, 2004  
RE: DynCorp Equipment Issuance

In order to better account for DynCorp issued equipment to SAIC employees, I am requesting your assistance to promptly and accurately obtain the below listed information. I have attached a generic form that will assist you in expediting this request. Upon obtaining the below listed information from your subordinate prison advisors, please forward this information to [REDACTED] - Finance Office. Thank you.

1. M-4 Serial Number
2. Beretta (9mm) Serial Number
3. Vehicle Number assigned (please annotate if applicable OR not)
4. Laptop Computer number (3 digit number printed on outside of laptop)
5. Radio Number (not the contractors call sign - if applicable OR not)

This information is needed on or before Monday, May 24, 2004.

CC:



(Please print clearly)

- - Annotate the actual Radio Number

Date \_\_\_\_\_

- 1) SONY ERICSSON CELL PHONE #914-822-7163
- 1) JERANEY PHONE (IN for RE-ACTIVATION-W/ MIGEL 3/18)
- 1) THURIA PHONE - BEN HAS CURRENTLY - WILL STAY w/ TRAINING WHEN BEN TRANSFERS TO OPERATIONS.

STANDARD FORM 1449 ORDER FOR COMMERCIAL ITEMS  
 BLOCKS 12, 17, 23, 24 & 30

TELEPHONE NO. 914-822-7000

15 DELIV. TO  
 Ministry of Justice, CPA  
 Republican Presidential Compound  
 Baghdad Iraq 00116

17a CDM ACTION CODE 13GRY3 FACILITY CODE  
 Defense Contracting & Consulting, Inc.  
 19671 Beach Blvd, Suite # 300 A  
 Huntington Beach, CA 92648

TELEPHONE NO. 714-374-3338

17b CHECK IF DELIVERANCE IS DIFFERENT AND PUT SUCH OFFER

19 ITEM NO	20 SCHEDULE OF SUPPLIES/SERVICES	21 QUANTITY	22 UNIT	23 PRICE	24 TOTAL
	See Page 2 Schedule of Supplies				
	Purchase Instrument No: 130000-2				

25 ACCOUNTING AND APPROPRIATION DATA 26 TOTAL AWARD AMOUNT (See Note 11a Only)

AA 21 11 2004 1096 0103 PC 2004 CP

27a SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1

27b CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-1 FAR 52.212-9 IS ATTACHED. ADDENDUM

28 CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES TO RELEVANT AGENCY CONTRACTING OFFICE TO REMAIN AND

29 AWARD OF CONTRACT REF. OFFER

23 MAY 2004

STANDARD FORM 1449 REV. 6-60

**AL-KARKH**  
**May 20, 2004-05-20**

**OFFICE SUPPLIES:**

Stapler	8	Ring binders	
Perforator	9	Paper	
Lined paper		White Board markers	
White board eraser		Paper cups	
Stapler Clips	38	File folders	
File - Box	135	hanging files	
Carbon Paper	5 boxes	Erasers	
Ink Pads	5	Sharpeners	
Paper clips		scissors	
Pencils		Hole Punch	
Pens		Sticky Notes	
Rubber bands		Masking Tape	
Tablets		Tape- wide	
Red Ink		Tape - thin	
White Boards	4	Duct Tape	
Permanent Mark magic Markers		Plastic files	
Tablets		Ring binders	
Paper for ring binders		Folder tabs	
Staple removers		White Board Erasers	
Computer Key board air cleaner		Log books	
Client files		Paper shredder	

rewritable CD'S  
clipboards

clipboards

**SECURITY:**

Binoculars	10
AK 47's with folding stock	20
Radios w/repeaters	60
Slings	20
Magazines	60
Ammunition	
Pouches	20
Cleaning Equipment	20
Solvent, brushes, tool kit	
Glocks (side arms)	250
Locking Gun Cabinet	4
Holsters	250
Magazines	400
Cleaning Equipment	200
Body Armor	20
Leg Restraints	10
Transport Belt	10
Flashlights	20
Batteries	
Whistles	10
Handcuff Keys-Long	30
Locks with changeable cores	

PR 24  
Plastic gloves 50

**AL KARKH**

**Security equipment continued:**

Padlocks	20
Digital Camera	2
Uniform Hats	300
Arm bands and patches	
Chassis search Mirror	6
Leather or neoprene gloves	12
For searches	
Latex/ plastic gloves	10 cases
Wands	6
Batteries for wands	
9 volt	
Locking cabinets for visitation	3
Large Lockers/ Secure storage boxes	6
Tarps - large	8

**COMPUTER:**

Computers	10
Color Printers	3
Printers	10
CD burners	5
Toners	16 cases
CD disks	3 Cases
Memory Sticks	10
Printer paper	40
Lap tops	2

**Youth Supplies:**

Toothpaste  
Toothbrushes  
Hairbrushes  
Combs  
shampoo  
Soap  
Jump Suits  
Boxers  
Shirts - T-shirts 6 different colors  
Light weight pants - light color  
Gym shorts  
Plastic sandals  
Bath Towels and wash cloths  
Mattresses  
Blankets  
Pillows  
Athletic shoes 300 pair  
Small plastic storage box for hygiene products  
Medium and large Plastic totes for youth personal items  
Large plastic totes for storage  
CD players (boom box) 6  
Colored Pencils  
Colored paper  
games  
magic markers  
Soccer balls  
Volley balls

Emergency Food Supply

2 Sewing machines  
Thermoses for water distribution

Youth Activity Supplies:  
Ceramics material  
Clay  
Glaze  
Kiln  
Pottery wheels

## AL Karkh

### Furniture/ appliances:

Four drawer file cabinets	16
Desks	20
Storage Cabinets	6
Office chairs	30
Plastic chairs	100
Blower Fans	6
Oscillating Fans	15
Televisions	6
Couches	4
Executive Desk	1
Large Washing machine	3
Dryers	3
Metal storage shelving units	
12 units    5 shelve units	
Large refrigerators	6

### Maintenance and Tools

Large portable welder	1
Wheel barrows	4
Shovels	6
Tine rake	6
Push brooms	12
Toilet brush	36
Industrial Toilet Plunger	6
Squeegees	20
Rag mops	10
Mop heads (replacement)	40
Mop bucket	10
Floor broom	6
Dust pans	10
Large rolling tool box	1
Assorted hand tools	2 sets
Hammers	6
Nails	
Work Gloves	25 pair

### Cleaning Supplies

Powdered Bleach	10
Liquid detergent	10
Powdered detergent	10
Clothes line	
Clorox bleach	
Cleaning Liquid	
Furniture polish	
Paper Towels	
Cleaning rags	
Scouring pads	100
Hand sponges	100

## CONSTRUCTION PROJECTS KARKH

- Clear munitions out of field
- Clear brush from North East field to keep snipers away and allow for increased tower visibility from perimeter.
- Enlarge facility – extend into field to the West of facility.
- Build new housing units (cell blocks). Increase number from 4 to 6 to provide increased flexibility in population management.
- Increase educational opportunities through increased classroom size and availability.
- Reconstruct isolation cells to provide for adequate ventilation, access to natural light, light fixtures, running water, and bathroom capabilities. Allow for water egress from outside the cell. Raise beds to provide separation from sleeping and bathroom sections. Create ability to provide heat.
- Create laundry facilities to appropriately serve facility capacity.
- Construct facility kitchen.
- Construct housing area for ICO's not on duty. Provide for sleeping area, showers, kitchen, and bathroom facility.
- Create additional office space for social workers, business functions and legal responsibilities.
- Construct area for confidential consultation between prisoner/detainees and attorneys.
- Construct visitation bathroom.
- Storage area for recreation supplies
- Re-construct supply room.
- Secure roof by creating a barrier (protected raised wall) for roof ICO's to take cover from incoming fire.
- Protect roof and towers from rain. Currently rain seeps through into towers and cell blocks.
- Install fans and heaters into roof towers.
- Construct safe access bridges between cell units on roof.
- Make tower #5 operational. Fortify tower and create access to it.
- Construct permanent secured ladder access to roof.
- Entrance to cell block requires roof repairs and overhang extension to eliminate rain running into the cell block doors.
- Re-position and install additional perimeter lighting.
- Install wire mesh over visitation fencing.
- Check and re-weld doors, bars, windows, gates etc. throughout facility.
- Bars and wire on exterior corridors of cellblocks are electrified when it rains. Ensure entire facility electrical is safe. Many exposed wires exist.
- Secure light fixtures to eliminate prisoner/detainee access.
- Screen vent windows in cellblocks.
- Install ceiling fans in all units.
- Remove abandoned vehicle from parking lot.
- Install dumpster with lid, size appropriate to capacity of facility.
- Inspection and repair of facility plumbing.
- Resurface courtyard. Create drainage.
- Improve functioning of employee bathrooms.
- mosque



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

ACTION MEMO

DATE 24 MAY 2004

FOR:   Warden Khayimiya Female Prison *RC*

FROM:    

SUBJECT: Juvenile Education Monies

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Please find attached list compiled by the Khadimiya Social Researchers regarding supplies requested for the general and educational purposes for juvenile females detainees housed at Khadimiya Prison. There are currently no educational programs or materials that have been provided to begin an educational program for females, as there are for male juveniles housed at Karkh Prison. This equipment will aid in the education and literacy of juvenile female detainees to help them gain knowledge and skills for their future:

- Desk Top Computers (6)
- Computer tables (6)
- Computer table chairs (6)
- Surge Protectors (6)
- Student desks (30)
- Whiteboards (4)
- Dry Erase Board Markers (10 Packs of assorted colors)
- Books for primary stages (100)
- Reading, Mathematics and Science books (100 books per each subject)
- Pencils (1000 count)
- Rulers (100 count)
- Erasers (100 count)
- Notebooks (300)
- Paper Reems (10 cases)
- Book Covers (2000 count)
- Construction paper, various colors (3000 sheets)
- Availability for magazines and newspapers

UNCLASSIFIED

KOREA INTERNATIONAL COOPERATION AGENCY  
#128 YUNKUN-DONG, CHONGRO-KU,  
SEOUL, KOREA

## BILL OF LADING

SHIPPED on board the Goods, or the total number of Containers or other packages or units enumerated below (\*) in apparent external good order and condition except as otherwise noted for transportation from the Port of Loading to the Port of Discharge subject to the terms hereof. One of the original Bills of Lading must be surrendered duly endorsed in exchange for the Goods or Delivery Order unless otherwise provided herein. In accepting this Bill of Lading the Merchant expressly accepts and agrees to all its terms whether printed, stamped or written, or otherwise incorporated, notwithstanding the non-signing of this Bill of Lading by the Merchant. IN WITNESS whereof the number of original Bills of Lading stated below have been signed, one of which being accomplished, the other(s) to be void. (Terms of Bill of Lading continued on the back hereof)  
Declared value USD \_\_\_\_\_ subject to clause 5 (5) overleaf. If no value declared, liability limit applies as per clause 5 (4) or 32 as applicable.

Consignee (not negotiable unless consigned 'to order')

COALITION PROVISIONAL AUTHORITY (CPA)  
C/O KELLOGG BROWN & ROOT (KBR) WAREHOUSE  
ATTN : \_\_\_\_\_  
(APO AE 09335)  
TEL : \_\_\_\_\_

Notify Party

1) SAME AS CONSIGNEE  
2) COALITION PROVISIONAL AUTHORITY (CPA)  
ATTN : \_\_\_\_\_ / SENIOR ADVISOR /  
MINISTRY OF JUSTICE  
E-MAIL : \_\_\_\_\_

Also Notify

(For the Merchant's reference only)

Local vessel  
TOPAZ ACE 0060A

From  
ULSAN, KOREA

Ocean vessel/Voy. No. OR SUB  
COURAGEOUS ACE

Port of loading  
YOKOHAMA, JAPAN

Port of discharge  
KUWAIT, KUWAIT

For transshipment to

Final destination (for the Merchant's reference only)

Marks & Numbers	No. of pkgs. or Units / Kind of packages; Description of goods	Gross Weight (KGS)	Measurement (M3)
KOICA -IN DIAMOND-	FREIGHT PREPAID, 20 UNITS SAID TO CONTAIN : 20 UNITS OF HYUNDAI VEHICLES (10 UNITS OF COUNTY, 10 UNITS OF STAREX) -SEE ATTACHED RIDER-	53,550.00	483.360

C/NO. :  
MADE IN KOREA  
DEVELOPMENT  
COOPERATION BY THE  
GOVERNMENT OF THE  
REPUBLIC OF KOREA  
WE KINDLY REQUEST  
THE SWIFT CUSTOMS  
CLEARANCE OF THIS  
DIPLOMATIC CARGO

\*3) KOREA INTERNATIONAL COOPERATION  
AGENCY (KOICA) EMBASSY OF THE REPUBLIC  
OF KOREA, BAGHDAD, IRAQ  
TEL : 1-914-360-3001  
1-914-822-9169

TO AUTHORITIES  
CONCERNED :  
DIPLOMATIC CARGO  
SUPPLIED BY THE  
KOREAN GOVERNMENT  
WE REQUEST YOU TO  
EXPEDITE CUSTOMS  
CLEARANCE OF THIS  
CARGO

RORO

\* Total number of  
packages or units.

TWENTY UNIT(S)

Code	Tariff Item	Basis	Freighted as	Curr.	Rate	Per	Prepaid	Collect
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AS ARRANGED

No. of Originals  
THREE  
ON BOARD

Place and date of B/L issue:  
SEOUL

JAN 26 2004

Totals &  
Pay at:

Date JAN 19 2004

Signature PAN CONTINENTAL SHIPPING CO., LTD.  
As Agents

Mitsui O.S.K. Lines, Ltd. as Carrier

FIRST ORIGINAL

- Applicable if carriage by local vessel to port of loading of ocean vessel arranged by

By PAN CONTINENTAL SHIPPING CO., LTD.  
As Agent

079-0142-6472

HW 4 MD

GROUPS OF COUNTY  
V.I.N

ENGINE-NR.

KMJHD:7CP4C020781	D4DC3194801
KMJHD:7CP4C020782	D4DC3194808
KMJHD:7CP4C020783	D4DC3194803
KMJHD:7CP4C020784	D4DC3194786
KMJHD:7CP4C020785	D4DC3194802
KMJHD:7CP4C020786	D4DC3194800
KMJHD:7CP4C020787	D4DC3194795
KMJHD:7CP4C020788	D4DC3194798
KMJHD:7CP4C020789	D4DC3194897
KMJHD:7CP4C020790	D4DC3194797

GROUPS OF STAREX  
V.I.N

ENGINE-NR.

GA 585953	G4JS3988415
GA 585958	G4JS3988885
Not Reg GA 585982	G4JS3988418
Is Reg GA 585983	G4JS3988887
GA 586137	G4JS3988888
GA 586138	G4JS3988416
GA 586140	G4JS3988884
GA 586141	G4JS3988414
GA 586142	G4JS3988888
GA 586143	G4JS3988417



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

To: ALL American Warden Advisors  
From: [REDACTED] - CPA Finance Director  
Date: Tuesday, May 18, 2004  
RE: DynCorp Equipment Issuance

In order to better account for DynCorp issued equipment to SAIC employees, I am requesting your assistance to promptly and accurately obtain the below listed information. I have attached a generic form that will assist you in expediting this request. Upon obtaining the below listed information from your subordinate prison advisors, please forward this information to [REDACTED] - Finance Office. Thank you.

1. M-4 Serial Number
2. Beretta (9mm) Serial Number
3. Vehicle Number assigned (please annotate if applicable OR not)
4. Laptop Computer number (3 digit number printed on outside of laptop)
5. Radio Number (not the contractors call sign - if applicable OR not)

This information is needed on or before Monday, May 24, 2004.

cc:



17005

## DynCorp Issuance of Capitol Assets / SAIC / Corrections

*(Please print clearly)*

[illegible]

- - Annotate the actual Radio Number

Warden Signature

Date \_\_\_\_\_

before 30th

**Justice, Public Safety Infrastructure**

**33000 Reconstruction of Detention Facilities**

Responsible Ministry: Justice      USG Executing Agency: DOD      Split Execution: ☒ with: DoS      Amount: \$28,960,000

Total \$139,000,000,00      Procurement \$60,000,000,000

**APPORTIONMENT/SPEND PLAN**

Committed	% Committed	Obligated	% Obligated	FY04Q1	FY04Q2	FY04Q3	FY04Q4	FY05	Total
4,945,714	8%	727,956	1%		17,500,000	35,765,000			53,265,000

**Description**

Objective: PROVIDE FUNDING FOR Prison reconstruction PROVIDE FUNDING FOR RADIO COMMUNICATIONS EQUIPMENT, TRANSPORTATION VEHICLES AND MEDICAL/PHARMACEUTICAL EQUIPMENT, INCIDENTALLY NECESSARY TO THE PROPER FUNCTIONING OF A NATIONAL PRISON SYSTEM.

Justification: The program will permit the reach of the Prisons Department to extend to a wider geographically oriented support capability than merely Baghdad. These funds will insure that targeted establishments conform to acceptable international standards. The juvenile facility is planned to be the first vocational training facility in Iraq and is planned to offer a broad range of technical skills development training. This will greatly assist graduates in becoming productive members of society. As the primary civil communication systems are in varying states of reliability, there is a critical need to utilize radio systems among the various facilities of the Iraqi Correctional Service and primary responders to agency emergencies. As to the vehicles, prisoner transportation is required to insure court appearances, medical appointments and to maintain an appropriate population level among all of the facilities in the control of the Prisons Dept. The capabilities of the current fleet are inadequate and even the most basic demands of the system (i.e. getting prisoners to court) often become significant struggles. Additionally, all facilities require basic medical equipment to support sick call medication management and triage activities for primary responses to emergencies which may arise. With the shipping time necessary to receive equipment ordered, we need to obligate funds immediately to ensure we receive them in time to activate facilities at the earliest possible time.

**Requirements**

				Procurement	Sum Committed	% Committed	Sum Awarded
33000A	Reconstruction of 1 facilities - budget reduced by \$3M					#Numl	
33000B	Furniture, Fixtures and Equipment- budget reduced by \$10.8M			2,000,000		%	
33000C	Initial Staffing and Training - budget reduced by \$16.428M			2,500,000	867,796	%	727,956
33000C1	Translators for Prison department	18Mar04	PMO-Baghdad	140,000			At Contracting
33000C2	Emergency Riot Gear equipment for prisons	10May04	PMO-Baghdad	727,796			727,956 Awarded
33000D	Continuation of civilian prison expert trainers/advisors contract			28,964,000		%	
33000E	Detainee Tracking System			4,000,000		%	
33000F	National Training Academy & Regional In-Service Training Equipment			360,000	360,000	%	
33000F1	Misc training equipment, weapons, ammo, computer, etc	03May04	PMO-Baghdad	360,000			At Contracting

Justice, Public Safety Infrastructure

**33000 Reconstruction of Detention Facilities**

<b>33000G</b>	<b>Radio Communications Equipment</b>			<b>1,181,000</b>	<b>535,820</b>	<b>%</b>	
33000G1	Installation w/ mast base station installation	17May04	PMO-Baghdad	43,000			At Contracting
33000G2	Base station power supply	17May04	PMO-Baghdad	28,950			At Contracting
33000G3	Mobile Radio	17May04	PMO-Baghdad	46,920			At Contracting
33000G4	Repeaters	17May04	PMO-Baghdad	129,760			At Contracting
33000G5	Portable UHF radios	17May04	PMO-Baghdad	281,230			At Contracting
33000G6	Digital Camera/recorder and misc equip	24May04	PMO-Baghdad	5,960			At Contracting
<b>33000H</b>	<b>Juvenile Facility &amp; Vocational Training Equipment</b>			<b>3,800,000</b>		<b>%</b>	
<b>33000I</b>	<b>Medical Ward &amp; Pharmacy Equipment</b>			<b>1,300,000</b>	<b>62,098</b>	<b>%</b>	
33000I1	Cabinets, fan, water cooler	25May04	PMO-Baghdad	17,819			To Comptroller
33000I2	air conditioners	25May04	PMO-Baghdad	9,700			At Contracting
33000I3	Misc office supplies IDIQ	25May04	PMO-Baghdad	25,554			At Contracting
33000I4	copy machine, printers, computers	25May04	PMO-Baghdad	5,030			At Contracting
33000I5	folding tables-2	25May04	PMO-Baghdad	1,990			At Contracting
33000I6	cell phones	25May04	PMO-Baghdad	2,005			At Contracting
<b>33000J</b>	<b>Transport Vehicles</b>			<b>3,120,000</b>	<b>3,120,000</b>	<b>%</b>	
33000J1	Vehicles for detention facilities	21Mar04	TACOM/Tac Vehi	3,120,000			At Contracting
<b>33000K</b>	<b>SDT - Needs to be funded from UNID offset to Procurements</b>			<b>3,750,000</b>		<b>%</b>	
<b>33000L</b>	<b>Funding for 33000D- \$13,425M, Source 09000</b>			<b>13,425,000</b>		<b>%</b>	
<b>33000M</b>	<b>Funding for 33000E - \$2M, Source 09000</b>					<b>#Num1</b>	
<b>33000N</b>	<b>Funding for 33000D - \$15.8M, Sources 33000A, 33000C</b>					<b>#Num1</b>	
<b>Total Procurement</b>				<b>64,400,000</b>	<b>4,945,714</b>		<b>727,856</b>

THIS IS A COMBINED SYNOPSIS/SOLICITATION FOR COMMERCIAL ITEMS PREPARED IN ACCORDANCE WITH THE FORMAT IN FEDERAL ACQUISITION REGULATION (FAR) SUBPART 12.6, AS SUPPLEMENTED WITH ADDITIONAL INFORMATION INCLUDED IN THIS NOTICE. THIS ANNOUNCEMENT CONSTITUTES THE ONLY SOLICITATION; QUOTATIONS ARE BEING REQUESTED AND A WRITTEN SOLICITATION WILL NOT BE ISSUED.

\*\*\*\*\*This solicitation, W914NS-04-Q-0135, is issued as a Request for Quotation (RFQ). This is a brand name or equal request for quote. The solicitation document and incorporated provisions and clauses are those in effect through Federal Acquisition Circular 2001-13 and DFARS Change Notice 20020531. The associated NAICS code is 443120.\*\*\*\*\*The Coalition Provisional Authority (CPA), Baghdad, Iraq has a requirement for the following:

BASIC	ORDERING PERIOD IS FROM DATE OF AWARD TO 31 Jan 05	A.	B.	C.	D.
ITEM	SUPPLIES/SERVICES	EST QTY	UNIT	UNIT PRICE	EXTENDED PRICE (A X C)
0001	LAN Switch, Linksys 8-port switch	40	Ea	\$	\$
0002	Network Printer, HP LaserJet 4200N	650	Ea	\$	\$
0003	Replacement printer cartridge, black, for item 0002	4000	Ea	\$	\$
0004	Network Printer, HP Color LaserJet 2500n	10	Ea	\$	\$
0005	Replacement printer cartridge, black for item 0004	150	Ea	\$	\$
0006	Replacement printer cartridge, yellow for item 0004	100	Ea	\$	\$
0007	Replacement printer cartridge, magenta for item 0004	100	Ea	\$	\$
0008	Replacement printer cartridge, cyan for item 0004	100	Ea	\$	\$
0009	Printer, HP Deskjet 450cbi Mobile Printer (C8112A)	10	Ea	\$	\$
0010	Replacement printer cartridge, black for item 0009	100	Ea	\$	\$
0011	Printer, Lexmark C912	50	Ea	\$	\$
0012	Replacement printer cartridge, black for item 0011	400	Ea	\$	\$
0013	Fax Machine, Cannon Fax L240	1100	Ea	\$	\$
0014	Replacement printer cartridge for item 0013	350	Ea	\$	\$
0015	Scanner, Epson 1640SU Office Scanner	50	Ea	\$	\$
0016	Scanner, HP ScanJet 8250 (C9932A) digital flatbed scanner	10	Ea	\$	\$
0017	Copy Machine, Ricoh FT4618, with toner and 12 mo service agreement	250	Ea	\$	\$
0018	Copy Machine, Ricoh Aficio 1013 with toner and 12 mo service agreement	250	Ea	\$	\$
0019	Thuraya Satellite telephone, prepaid SIM chip, user manual, dust cover/case, universal charge (220/110v), minimum 24 hr standby time / minimum 2 hr talk time (battery life). Satellite coverage for phone must include ALL Middle Eastern nations.	250	Ea	\$	\$
0020	Prepaid scratchcard card for item 0019 - 160 units	950	Ea		
0021	Spare battery for item 0019 - minimum 24hr standby / 2 hr talk time.	100	Ea		
0022	Thuraya Satellite phone Base Station for item 0019, universal power supply, user manual, minimum 15m antenna cable.	125	Ea	\$	\$

0023	Arabic Edition Word 2002	30	Ea	\$	\$
0024	Motorola TalkAbout T5820AA radios	600	Ea	\$	\$
0025	Rechargeable AA batteries, Rapid Charger Kit w/ 4 1700 mAh NiMH rechargeable batteries by Lenmar	600	Ea	\$	\$
0026	Motorola P030 (VHF) Portable Radios with NiMH Ultra High Capacity Battery, dust cover w/belt loop	5500	Ea	\$	\$
0027	230V 6-Unit Charger (Euro Plug) for P030 Radios	400	Ea	\$	\$
0028	Motorola M0RHF6AA_N GM350 UHF (403-439 MHz) 25W, 128 Channels	5500	Ea	\$	\$
0029	ENLN4055 Wall Mount Housing Kits (for item 0026)	6	Ea	\$	\$
0030	ENLN4057 Shelf Mount Housing Kits for Fixed Repeater (for item 0026)	6	Ea	\$	\$
0031	Motorola HFE8400 UHF Duplexer (403-440 MHz)	6	Ea	\$	\$
0032	Motorola TDE7750 406-420 MHz, 3.5dB Gain, with 100 foot cable	6	Ea	\$	\$
0033	Motorola ELN4056 Controller Interface	6	Ea	\$	\$
0034	Antenna Mast for Fixed Repeater (roof mount)	6	Ea	\$	\$
0035	HKN9969_R 16 Conductor Accessory Cable, 90cm Length	6	Ea	\$	\$
0036	Compaq Evo Notebook N800c Laptop Computer. System shall meet the following minimum requirements: MS Windows 2000, 32MB video memory, Mobile Intel Pentium 4 or AMD equivalent processor 2.00GHz-M FSB, 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, CDR/W, touch pad and touch point keyboard, li-ion battery, 56K V.92 modem and 10/100 NIC, Software included: (MS Office 2003 Professional, WinZip compatible compression/archiving, Antivirus, Personal Firewall), standard warranty, AC adapter with power cord, carrying case, removable 1.44MB floppy drive. Include original individual copies of ALL software and a recovery disk.	100	Ea	\$	\$
0037	Docking station/suite for item 0036 to include port replicator, mouse/keyboard and 17" lcd or 19" CRT monitor.	100	Ea	\$	\$
0038	APC Back-UPS RS 1500VA (or 2000VA)	20	Ea	\$	\$
0039	D-Link DSB-C310 USB web camera	20	Ea	\$	\$
0040	Proxima x350 UltraLight with hard-sided rolling case	20	Ea	\$	\$
0041	Laser Pointer, Laser Infiniter 100 650NM black, 500 yard laser emission.	10	Ea	\$	\$
0042	Hewlett-Packard d530 small form factor, mini tower personal desktop computer with 17" LCD flat panel monitor or 19" CRT monitor. System shall meet following minimum requirements: Pentium Processor 4 or AMD equivalent @ 2.0GHz/533MHz FSB, MS Windows 2000 SP4, 512MB DDR Memory, 40GB Hard Drive, 1.44MB Floppy Drive, 48X24X48X CDR/W Drive, Software included: (MS Office 2003 Professional Edition,	5500	Ea	\$	\$

# PC Mall Gov

BASIC	Manufacturer	Trade Compliant	ORDERING PERIOD IS FROM DATE OF AWARD TO 31 DEC 04	A.	B.	C.	D.
ITEM	Part Number	Yes/No	SUPPLIES/SERVICES	EST QTY	UNIT	UNIT PRICE	EXTENDED PRICE (A X C)
0001	EZX588W-EU	No	ETHERFAST 8 PORT 10/100 DESKTOP SWITCH	40	Ea	\$ 49.34	\$ 1,973.48
0002	Q2426A#AK2	Yes	Network Printer, HP LaserJet 4200N 220v	650	Ea	\$ 1,224.26	\$ 795,770.41
0003	Q1338A	Yes	Replacement printer cartridge, black, for item 0002	4000	Ea	\$ 13.19	\$ 548,746.99
0004	C9707A#AK2	No	Network Printer, HP Color LaserJet 2500n 220v	10	Ea	\$ 1,224.12	\$ 12,241.20
0005	C9700A	Yes	Replacement printer cartridge, black for item 0004	150	Ea	\$ 71.29	\$ 10,693.54
0006	C9702A	Yes	Replacement printer cartridge, yellow for item 0004	100	Ea	\$ 85.01	\$ 8,500.53
0007	C9103A	Yes	Replacement printer cartridge, magenta for item 0004	100	Ea	\$ 85.01	\$ 8,500.53
0008	C9701A	Yes	Replacement printer cartridge, cyan for item 0004	100	Ea	\$ 85.01	\$ 8,500.53
0009	C8112#A2L	No	Printer, HP Deskjet 450cbi Mobile Printer (C8112A) 220v	10	Ea	\$ 255.78	\$ 2,557.82
0010	C5565AN	Yes	Replacement printer cartridge, black for item 0009	1000	Ea	\$ 16.84	\$ 1,684.04
0011	12N1228	Yes	Printer, Lexmark C912 Gov compliant 220v	50	Ea	\$ 3,881.42	\$ 194,070.75
0012	12N0771	Yes	Replacement printer cartridge, black for item 0011	400	Ea	\$ 172.78	\$ 69,112.68
0013	Q1685A#ABA	No	HP Fax 1230	1100	Ea	\$ 207.07	\$ 227,775.96
0014	C6615DN	No	Replacement printer cartridge for item 0013	350	Ea	\$ 23.51	\$ 8,229.19
0015	C9919A#A2L	No	HP ScanJet 5550 220v	50	Ea	\$ 268.07	\$ 13,403.26
0016	C5932A#ABA	No	Scanner, HP ScanJet 8250 (C5932A) digital flatbed scanner	10	Ea	\$ 716.42	\$ 7,164.21
0017	1018	Yes	Copy Machine, Ricoh Aficio 1018, with toner and 12 mo service agreement	250	Ea	\$ 2,104.95	\$ 526,237.56
0018	1013	Yes	Copy Machine, Ricoh Aficio 1013 with toner and 12 mo service agreement	250	Ea	\$ 1,175.82	\$ 293,954.08
0019	HNS-7100	Yes	Thuraya Satellite telephone, prepaid SIM chip, user manual, dust cover/case, universal charge	250	Ea	\$ 745.68	\$ 186,419.51
0020	THUR-PP-SCR-LG	Yes	Prepaid scratchcard card for item 0019 - 160 units	950	Ea	\$ 173.33	\$ 164,659.75
0021	THUR-BAT	Yes	Spare battery for item 0019 - minimum 24hr standby / 2 hr talk time	100	Ea	\$ 56.20	\$ 5,619.73
0022	THUR-DOCK	Yes	Thuraya Satellite phone Base Station for item 0019, universal power supply, user manual, minimum 15m	125	Ea	\$ 385.63	\$ 48,204.35
0023	269-06805	Yes	Microsoft Office Pro 2003 Multilingual Arabic Suite (021-06942 and 021-06943)	30	Ea	\$ 487.24	\$ 14,617.34

0024	T5820-AA-2PK	No	Motorola TalkAbout T5820AA radios (2 Radios Per unit)	600	2 Ea	\$ 64.56	\$ 38,737.49
0025			Rechargeable AA batteries. Rapid Charger Kit w/ 4 1700 mAh NiMH rechargeable batteries by Learner	600	Ea	\$ 14.90	\$ 8,940.57
0026	PRO99	No					
0026	MDPH49QCH8AA9_E	No	Motorola P030 (VHF) Portable Radios with NiMH Ultra High Capacity Battery, dust cover w/belt loop	5500	Ea	\$ 178.86	\$ 983,728.75
0027	MDPMTN4049	No	230V single Unit Charger (Euro Plug) for P030 Radios (6 unit Charger no longer available)	2400	Ea	\$ 26.21	\$ 62,905.78
0028	MDM25RHF9AN5_E	No	Motorola MORHF6AA_N GM360 UHF (403-470 MHz) 1-25W, 255 Channels	5500	Ea	\$ 326.30	\$ 1,794,229.83
0029	ENLN4055	No	ENLN4055 Wall Mount Housing Kits (for item 0026)	6	Ea	\$ 709.04	\$ 4,254.27
0030	ENLN4057	No	ENLN4057 Shelf Mount Housing Kits for Fixed Repeater (for item 0026)	6	Ea	\$ 98.00	\$ 588.01
0031	HFE8400	No	Motorola HFE8400 UHF Duplexer (403-440 MHz)	6	Ea	\$ 260.14	\$ 1,560.83
0032	TDE7750	No	Motorola TDE7750 406-420 MHz, 3.5dB Gain, with 100 foot cable	6	Ea	\$ 700.53	\$ 4,203.16
0033	ENLN4056	No	Motorola ENLN4056 Controller Interface	6	Ea	\$ 45.69	\$ 2,710.11
0034	HAE4002A	No	Antenna Mast for Fixed Repeater (roof mount)	6	Ea	\$ 21.30	\$ 127.81
0035	HKN9969_R	No	HKN9969_R 16 Conductor Accessory Cable, 90cm Length	6	Ea	\$ 19.17	\$ 115.03
0036	CTO-NC8000	Yes	Compaq Evo Notebook NC8000 Laptop Computer MS Windows 2000, 32MB video memory, Mobile Intel Pentium Mobile Celeron processor 1.6GHz-M FSB, 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, DVD/CDRW combo, touch pad and touch point keyboard, li-ion battery, 56K V.92 modem and 10/100 NIC. Software included: (MS Office 2003 Professional, WinZip compatible compression/archiving, Norton Antivirus, McAPersonal Firewall), standard warranty, AC adapter with power cord, carrying case, removable 1.44MB floppy drive. Include original individual copies of ALL software and a recovery disk.	100	Ea	\$ 2,205.85	\$ 220,584.97
0037	NC8000-Dockkit	No	Docking station/suite for item 0036 to include port replicator, mouse/keyboard and 17" led or 19" CRT monitor.	100	Ea	\$ 443.41	\$ 44,340.73
0038	BR1500I	Yes	APC Back-UPS RS 1500VA (or 2000VA)	20	Ea	\$ 356.49	\$ 7,129.83
0039	DSB-C310	No	D-Link DSB-C310 USB web camera	20	Ea	\$ 28.79	\$ 575.80
0040	LP70G	Yes	Infocus LP70G Projector w/ Hard Rolling Carry Case	20	Ea	\$ 2,130.50	\$ 42,617.78
0041	CA-ATA-010	No	Laser Pointer, Laser Infiniter 100 650NM black, 500 yard laser emission.	10	Ea	\$ 7.83	\$ 78.27
0042	D530-CTO	Yes	Hewlett-Packard d530 small form factor, mini tower, personal desktop computer with CTX 19" CRT monitor, Pentium Processor 4 2.66GHz/533MHz FSB, MS Windows 2000 SP4, 512MB DDR Memory, 40GB Hard Drive, 1.44MB Floppy Drive, 48X/24X/48X CDR/W Drive. Software included: (MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall), ballpoint scroll mouse, keyboard, 10.100/1000baseT compatible Ethernet network card, standard warranty. Include original individual copies of ALL software and a recovery disk.	5500	Ea	\$ 1,137.26	\$ 6,254,937.65
0043	USB2-64	No	Us Modular USB 2.0 interface portable memory / thumb-stick/ memory stick, minimum 64MB capacity	300	Ea	\$ 28.53	\$ 8,559.41
TOTAL							\$ 12,639,963.31

ITEM	SUPPLIES/SERVICES	EST. QTY	Unit Price	Extended Price A X C
CLIN	Baghdad Airport			
0001	LAN Switch, Linksys 8-port switch	40	\$63.00	\$2,520.10
0002	Network Printer, HP LaserJet 4200N	650	\$1,398.49	\$909,019.80
0003	Replacement printer cartridge, black, for item 0002	4000	\$160.74	\$642,967.50
0004	Network Printer, HP Color LaserJet 2500n	10	\$1,494.08	\$14,940.80
0005	Replacement printer cartridge, black for item 0004	150	\$83.30	\$12,495.00
0006	Replacement printer cartridge, yellow for item 0004	100	\$97.86	\$9,786.00
0007	Replacement printer cartridge, magenta for item 0004	100	\$97.86	\$9,786.00
0008	Replacement printer cartridge, cyan for item 0004	100	\$97.86	\$9,786.00
0009	Printer, HP DeskJet 4500ci Mobile Printer (CB112A)	10	\$330.40	\$3,304.00
0010	Replacement printer cartridge, black for item 0009	100	\$28.42	\$2,842.00
0011	Printer, Lexmark C912	50	\$3,942.00	\$197,100.00
0012	Replacement printer cartridge, black for item 0011	400	\$217.07	\$86,828.00
0013	Fax Machine, Canon Fax L220	1100	\$327.60	\$360,360.00
0013Alt.	Fax Machine, Canon Fax L295	1100	\$397.60	
0014	Replacement printer cartridge for item 0013	350	\$95.20	\$33,320.00
0015	Scanner, Epson 1640SU Office Scanner	50	\$562.80	\$28,140.00
0016	Scanner, HP ScanJet 8250 (C9932A) digital flatbed scanner	10	\$1,010.80	\$10,108.00
0017	Copy Machine, Ricoh FT4618, with toner	250	\$1,206.24	\$301,559.25
0017a	Service Agreement for Copy Machine, Ricoh FT4618	250	\$196.20	\$49,050.00
0018	Copy Machine, Ricoh Aficio 1013 with toner	250	\$775.39	\$193,847.63
0018a	Service Agreement for Copy Machine, Ricoh Aficio 1013	250	\$196.20	\$49,050.00
0019	Thuraya Satellite telephone, prepaid SIM chip, user manual, dust cover/case, universal charge (220/110v), minimum 24 hr standby time / minimum 2 hr talk time (battery life). Satellite coverage for phone must include ALL Middle Eastern nations.	250	\$774.48	\$193,620.00
0020	Prepaid scratchcard card for item 0019 ? 160 units	950	\$160.00	\$152,000.00
0021	Spare battery for item 0019 ? minimum 24hr standby / 2 hr talk time.	100	\$58.80	\$5,880.00
0022	Thuraya Satellite phone Base Station for item 0019, universal power supply, user manual, minimum 15m antenna cable.	125	\$487.20	\$60,900.00
0023	Arabic Edition Word 2002	30	\$263.21	\$7,896.19
0024	Motorola TalkAbout T5820AA radios	500	\$107.83	\$64,695.00
0025	Rechargeable AA batteries, Rapid Charger Kit w/ 4 1700 mAh NiMH rechargeable batteries by Lenmar	600	\$36.73	\$22,035.00
0026	Motorola PQ30 (VHF) Portable Radios with NiMH Ultra High Capacity Battery, dust cover w/belt loop	5500	\$177.60	\$976,812.89
0027	230V 6-Unit Charger (Euro Plug) for PQ30 Radios	400	\$232.38	\$92,950.00
0028	Motorola MORHF6AA_N GM350 UHF (403-439 MHz) 25W, 128 Channels	5500	\$325.50	\$1,790,262.89
0029	ENLN4055 Wall Mount Housing Kits (for item 0026)	6	\$852.88	\$5,117.28
0030	ENLN4057 Shelf Mount Housing Kits for Fixed Repeater (for item 0026)	6	\$108.08	\$648.48
0031	Motorola HFE8400 UHF Duplexer (403-440 MHz)	6	\$335.44	\$2,012.64
0032	Motorola TDE7750 406-420 MHz, 3.5dB Gain, with 100 foot cable	6	\$519.12	\$3,114.72
0033	Motorola ELN4056 Controller Interface	6	\$190.96	\$1,145.76
0034	Antenna Mast for Fixed Repeater (roof mount)	6	\$1,229.20	\$7,375.20
0035	HKN9969 R 16 Conductor Accessory Cable, 90cm Length	6	\$25.20	\$151.20

## PRICE SCHEDULE

ITEM	SUPPLIES/SERVICES	EST. QTY	Unit Price	Extended Price A X C
			Baghdad Airport	
0035	<b>Dell Inspiron 5100, 15.1 SXGA+, 2.8GHz-P4 Laptop</b> Computer: System will meet the following minimum requirements: MS Windows 2000, 32MB video memory, Mobile Intel Pentium 4 processor 2.00GHz-M FSB, 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, CDR/W, touch pad and touch point keyboard, li-ion battery, 56K V.92 modem and 10/100 NIC, Software included: (MS Office 2003 Professional, WinZip compatible compression/archiving, Antivirus, Personal Firewall), standard warranty, AC adapter with power cord, carrying case, removable 1.44MB floppy drive. Include original individual copies of ALL software and a recovery disk	100	\$1,778.72	\$177,871.50
0036 Alternate	<b>Compaq Evo Notebook N800c Laptop Computer:</b> System shall meet the following minimum requirements: MS Windows 2000, 32MB video memory, Mobile Intel Pentium 4 processor 2.00GHz-M FSB, 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, CDR/W, touch pad and touch point keyboard, li-ion battery, 56K V.92 modem and 10/100 NIC, Software included: (MS Office 2003 Professional, WinZip compatible compression/archiving, Antivirus, Personal Firewall), standard warranty, AC adapter with power cord, carrying case, removable 1.44MB floppy drive. Include original individual copies of ALL software and a recovery disk	100	\$1,868.41	
0037	Docking station/suite for item 0036 to include port replicator, mouse/keyboard and 19" CRT monitor.	100	\$536.91	\$53,691.00
0038	APC Back-UPS RS 1500VA (or 2000VA)	20	\$854.00	\$17,080.00
0039	D-Link DSB-C310 USB web camera	20	\$48.16	\$963.20
0040	Proxima x350 UltraLight with hard-sided rolling case	20	\$2,442.89	\$48,857.75
0041	Laser Pointer, Laser Infinter 100 650NM black, 500 yard laser emission.	10	\$21.95	\$219.45
0042	<b>Dell OptiPlex GX270, 2.66GHz Small Minitower personal desktop computer with 19" CRT monitor.</b> System Will meet following minimum requirements: Pentium Processor 4 @ 2.0GHz/533MHz FSB, MS Windows 2000 SP4, 512MB CDR Memory, 40GB Hard Drive, 1.44MB Floppy Drive, 48X24X48X CDR/W Drive, Software included: (MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall), ball/optical scroll mouse, keyboard, 10/100baseT compatible Ethernet network card, standard warranty. Include original individual copies of ALL software and a recovery disk	5500	\$1,261.48	\$6,938,123.69
0042 Alternate	<b>Hewlett-Packard d530 small form factor, personal desktop computer with 19" CRT monitor.</b> System shall meet following minimum requirements: Pentium Processor 4 or AMD equivalent @ 2.0GHz/533MHz FSB, MS Windows 2000 SP4, 512MB DDR Memory, 40GB Hard Drive, 1.44MB Floppy Drive, 48X24X48X CDR/W Drive, Software included: (MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall), ball/optical scroll mouse, keyboard, 10/100baseT compatible Ethernet network card, standard warranty. Include original individual copies of ALL software and a recovery disk	5500	\$1,726.23	
0043	USB interface portable memory / thumb-stick/ memory stick, minimum 64MB capacity	300	\$36.25	\$10,873.50
<b>TOTAL</b>				<b>\$13,561,107.42</b>

## PRICE SCHEDULE

ITEM	SUPPLIES/SERVICES	EST. QTY	Unit Price	Extended Price A X C
CLIN			Baghdad Airport	
0001	LAN Switch, Linksys 8-port switch	40	\$63.00	\$2,520.00
0002	Network Printer, HP LaserJet 4200N	650	\$1,398.49	\$909,019.80
0003	Replacement printer cartridge, black, for item 0002	4000	\$160.74	\$642,967.50
0004	Network Printer, HP Color LaserJet 2500n	10	\$1,494.08	\$14,940.80
0005	Replacement printer cartridge, black for item 0004	150	\$83.30	\$12,495.00
0006	Replacement printer cartridge, yellow for item 0004	100	\$97.86	\$9,786.00
0007	Replacement printer cartridge, magenta for item 0004	100	\$97.86	\$9,786.00
0008	Replacement printer cartridge, cyan for item 0004	100	\$97.86	\$9,786.00
0009	Printer, HP Deskjet 4500ci Mobile Printer (C8112A)	10	\$330.40	\$3,304.00
0010	Replacement printer cartridge, black for item 0009	100	\$28.42	\$2,842.00
0011	Printer, Lexmark C912	50	\$3,942.00	\$197,100.00
0012	Replacement printer cartridge, black for item 0011	400	\$217.07	\$86,828.00
0013	Fax Machine, Canon Fax L220	1100	\$327.60	\$360,360.00
0013Alt.	Fax Machine, Canon Fax L295	1100	\$397.60	
0014	Replacement printer cartridge for item 0013	350	\$95.20	\$33,320.00
0015	Scanner, Epson 1640SU Office Scanner	50	\$562.80	\$28,140.00
0016	Scanner, HP ScanJet 8250 (C9932A) digital flatbed scanner	10	\$1,010.80	\$10,108.00
0017	Copy Machine, Ricoh FT4618, with toner	250	\$1,206.24	\$301,559.25
0017a	Service Agreement for Copy Machine, Ricoh FT4618	250	\$196.20	\$49,050.00
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0020	Prepaid scratchcard card for item 0019 ? 160 units	950	\$160.00	\$152,000.00
0021	Spare battery for item 0019 ? minimum 24hr standby / 2 hr talk time.	100	\$58.80	\$5,880.00
0022	Thuraya Satellite phone Base Station for item 0019, universal power supply, user manual, minimum 15m antenna cable.	125	\$487.20	\$60,900.00
0023	Arabic Edition Word 2002	30	\$263.21	\$7,896.19
0024	Motorola TalkAbout T5820AA radios	600	\$107.83	\$64,695.00
0025	Rechargeable AA batteries, Rapid Charger Kit w/ 4 1700 mAh NiMH rechargeable batteries by Lenmar	600	\$36.73	\$22,035.00
0026	Motorola P030 (VHF) Portable Radios with NiMH Ultra High Capacity Battery, dust cover w/belt loop	5500	\$177.60	\$976,812.89
0027	230V 6-Unit Charger (Euro Plug) for P030 Radios	400	\$232.38	\$92,950.00
0028	Motorola M0RHF6AA_N GM350 UHF (403-439 MHz) 25W, 128 Channels	5500	\$325.50	\$1,790,262.89
0029	ENLN4055 Wall Mount Housing Kits (for item 0026)	6	\$852.88	\$5,117.28
0030	ENLN4057 Shelf Mount Housing Kits for Fixed Repeater (for item 0026)	6	\$108.08	\$648.48
0031	Motorola HFE8400 UHF Duplexer (403-440 MHz)	6	\$335.44	\$2,012.64
0032	Motorola TDE7750 406-420 MHz, 3.5dB Gain, with 100 foot cable	6	\$519.12	\$3,114.72
0033	Motorola ELN4056 Controller Interface	6	\$190.96	\$1,145.76
0034	Antenna Mast for Fixed Repeater (roof mount)	6	\$1,229.20	\$7,375.20
0035	HKN9969_R 16 Conductor Accessory Cable, 90cm Length	6	\$25.20	\$151.20

## PRICE SCHEDULE

ITEM	SUPPLIES/SERVICES	EST. QTY	Unit Price	Extended Price A X C
CLIN			Baghdad Airport	
0036	<b>Dell Inspiron 5100, 15.1 SXGA+, 2.8GHz-P4 Laptop</b> Computer: System will meet the following minimum requirements: MS Windows 2000, 32MB video memory, Mobile Intel Pentium 4 processor 2.00GHz-M FSB, 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, CDR/W, touch pad and touch point keyboard, li-ion battery, 56K V.92 modem and 10/100 NIC, Software included: (MS Office 2003 Professional, WinZip compatible compression/archiving, Antivirus, Personal Firewall), standard warranty, AC adapter with power cord, carrying case, removable 1.44MB floppy drive. Include original individual copies of ALL software and a recovery disk	100	\$1,778.72	\$177,871.50
0036 Alternate	<b>Compaq Evo Notebook N800c Laptop Computer:</b> System shall meet the following minimum requirements: MS Windows 2000, 32MB video memory, Mobile Intel Pentium 4 processor 2.00GHz-M FSB, 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, CDR/W, touch pad and touch point keyboard, li-ion battery, 56K V.92 modem and 10/100 NIC, Software included: (MS Office 2003 Professional, WinZip compatible compression/archiving, Antivirus, Personal Firewall), standard warranty, AC adapter with power cord, carrying case, removable 1.44MB floppy drive. Include original individual copies of ALL software and a recovery disk	100	\$1,868.41	
0037	Docking station/suite for item 0036 to include port replicator, mouse/keyboard and 19" CRT monitor.	100	\$536.91	\$53,691.00
0038	APC Back-UPS RS 1500VA (or 2000VA)	20	\$854.00	\$17,080.00
0039	D-Link DSB-C310 USB web camera	20	\$48.16	\$963.20
0040	Proxima x350 UltraLight with hard-sided rolling case	20	\$2,442.89	\$48,857.75
0041	Laser Pointer, Laser Infinitier 100 650NM black, 500 yard laser emission.	10	\$21.95	\$219.45
0042	<b>Dell OptiPlex GX270, 2.66GHz Small Minitower personal desktop computer with 19" CRT monitor.</b> System Will meet following minimum requirements: Pentium Processor 4 @ 2.0GHz/533MHz FSB, MS Windows 2000 SP4, 512MB DDR Memory, 40GB Hard Drive, 1.44MB Floppy Drive, 48X24X48X CDR/W Drive, Software included: (MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall), ball/optical scroll mouse, keyboard, 10/100baseT compatible Ethernet network card, standard warranty. Include original individual copies of ALL software and a recovery disk	5500	\$1,261.48	\$6,938,123.69
0042 Alternate	<b>Hewlett-Packard d530 small form factor, personal desktop computer with 19" CRT monitor.</b> System shall meet following minimum requirements: Pentium Processor 4 or AMD equivalent @ 2.0GHz/533MHz FSB, MS Windows 2000 SP4, 512MB DDR Memory, 40GB Hard Drive, 1.44MB Floppy Drive, 48X24X48X CDR/W Drive, Software included: (MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall), ball/optical scroll mouse, keyboard, 10/100baseT compatible Ethernet network card, standard warranty. Include original individual copies of ALL software and a recovery disk	5500	\$1,726.23	
0043	USB interface portable memory / thumb-stick/ memory stick, minimum 64MB capacity	300	\$36.25	\$10,873.50
<b>TOTAL</b>				<b>\$13,561,107.42</b>

## Specification Compliance Sheet

CLIN	RFP Specification	ICS Proposed System
0036	<b>Compaq Evo Notebook N800c Laptop Computer:</b> MS Windows 2000, 32MB video memory, Mobile Intel Pentium 4 or AMD equivalent processor 15" TFT SXGA+ display, 40GB hard drive, 256MB DDR RAM, CDR/W touch pad and touch point keyboard li-ion battery, 56K V.92 modem 10/100 NIC, AC adapter with power cord carrying case removable 1.44MB floppy drive. standard warranty <b>Software included:</b> MS Office 2003 Professional WinZip compatible compression/archiving, Antivirus Personal Firewall Include original individual copies of ALL software and a	<b>Inspiron 5100, 15.1 SXGA+, 2.8GHz-P4 (221-1900)</b> Microsoft Windows XP Professional, Inspiron 5100 (420-2108) 32MB ATI Mobility RADEON 7500, Inspiron 5100 (320-0550) 15" TFT SXGA+ display, 40GB Ultra ATA Hard Drive Inspiron (340-7273) 256MB, 1DIMM, Inspiron 5100 (311-2125) 24X CD-RW/DVD Combo, Inspiron 5100 (313-2178) touch pad and touch point keyboard 96 WHr Lithium Ion 12-Cell Battery, Inspiron (312-0059) Internal 56K Modem for Inspiron 5100 (313-1404) Integrated NIC for Inspiron 5100 (430-0489) AC adapter with power cord Deluxe Nylon Carrying Case for Inspiron Systems (310-3397) External USB Floppy Drive, Inspiron (340-8197) standard warranty <b>Software included:</b> MS Office 2003 Professional WinZip compatible compression/archiving, Antivirus Personal Firewall Dell Resource CD with Application Backup, W/Tool for Abacus Inspiron Tools CD (313-2208)
0042	<b>Hewlett-Packard d530 small form factor,</b> mini tower personal desktop 17" LCD flat panel monitor or 19" CRT monitor. Pentium Processor 4 or AMD equivalent @ MS Windows 2000 SP4, 512MB DDR Memory, 40GB Hard Drive 1.44MB Floppy Drive, 48X24X48X CDR/W Drive ball/optical scroll mouse, keyboard, 10/100baseT compatible Ethernet network card, standard warranty. <b>Software included:</b> MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall Include original individual copies of ALL software and a	<b>Dell OptiPlex GX270, 2.66GHz, Pentium4, 512K Cache,</b> Minitower desktop Dell M992, 19", 18.0 Inch Viewable Image Size, Optiplex, Gray Pentium Processor 2.66GHz, Pentium4, 512K Cache, 533 Front Windows 2000 Professional Service Pack 4, (420-3433) 512MB, Non-ECC, 333MHz DDR, 2x256, (311-2864) 40GB EIDE, 7200 RPM, ATA/100 Hard Drive, (340-8889) 3.5 inch, 1.44MB, Floppy Drive (340-8733) 48X/32X/48X CD-Rewriteable Drive, (313-1938) Dell USB 2-Button Optical Mouse with Scroll (310-4126) Dell PS/2 Keyboard in Gray, (310-1515) Integrated Intel Gigabit NIC, 10/100/1000, (430-0353) standard warranty. <b>Software included:</b> MS Office 2003 Professional Edition, Antivirus, WinZip compatible compression/archive, Personal Firewall Include original individual copies of ALL software and a recovery

## Specification Compliance Sheet

CLIN	RFP Specification	ICS Proposed System
0013	<b>Canon L240</b> <b>Scanning:</b> Automatic Document feeder: 30 sheets Speed: 7.7 sec per page <b>Printing:</b> Speed: 6 ppm Resolution: 600dpi Paper capacity: 100 sheets Auto Feeder <b>Transmission:</b> Speed: 3 sec. per page Memory reception: 256 pages <b>Telephony:</b> One touch dials: 24 locations Group Dials: max 123 <b>Copier Features</b> Resolution: 400x300 Speed: 6 ppm Multiple Copy: 99 copies	<b>Option 1- Canon L220</b> <b>Scanning:</b> Automatic Document feeder: 30 sheets Speed: 7.7 sec per page <b>Printing:</b> Speed: 6 ppm Resolution: 600x600 dpi Paper capacity: 100 sheets Auto Feeder <b>Transmission:</b> Speed: 3 sec. per page Memory reception: 256 pages <b>Telephony:</b> One touch dials: 15 locations Group Dials: max 114 <b>Copier Features</b> Resolution: 600x600 Speed: 6 ppm Multiple Copy: 99 copies
0013	<b>Canon L240</b> <b>Scanning:</b> Automatic Document feeder: 30 sheets Speed: 7.7 sec per page <b>Printing:</b> Speed: 6 ppm Resolution: 600dpi Paper capacity: 100 sheets Auto Feeder <b>Transmission:</b> Speed: 3 sec. per page Memory reception: 256 pages <b>Telephony:</b> One touch dials: 24 locations Group Dials: max 123 <b>Copier Features</b> Resolution: 400x300 Speed: 6 ppm Multiple Copy: 99 copies	<b>Option 2- Canon L295</b> <b>Scanning:</b> Automatic Document feeder: 30 sheets Speed: 7.7 sec per page <b>Printing:</b> Speed: 6 ppm Resolution: 600x600 dpi Paper capacity: 100 sheets Auto Feeder <b>Transmission:</b> Speed: 3 sec. per page Memory reception: 256 pages <b>Telephony:</b> One touch dials: 15 locations Group Dials: max 114 <b>Copier Features</b> Resolution: 600x600 Speed: 6 ppm Multiple Copy: 99 copies

### CPA Emergency Equipment

[illegible]

Combined Tactical Systems, Inc. 388 Kinsman Road Jamestown, PA 16134 Tel: (724) 932-2177 www.less-let		Tactical & Survival Spec. 540-434-8974 Jay Hensley   JHensley@Tacsurv.com				
	sales@less-lethal.com					
MODEL No.	DESCRIPTION	IND. PRICE	IND. ORDER	CASE PRICE	CS ORDER	EXT. AMOUNT
3555R ✓	Cartridge, 37 / 40 mm. Rubber Baton	\$ 20.00	256			\$ 5,120.00
1341 ✓	Aerosol, Mark 30, OC 11% Stream	\$ 11.00		\$ 275.00		\$ -
1441 ✓	Aerosol, Mark 40, OC 11% Stream	\$ 12.00	2000	\$ 300.00		\$ 24,000.00
1941 ✓	Aerosol, Mark 90, OC 11% Fogger	\$ 40.00	100	\$ 240.10		\$ 4,000.00
2340 ✓	Cartridge, 12 ga., Liquid Barricade, OC	\$ 29.50	200			\$ 5,900.00
2440 ✓	Cartridge, 2ga., Powder Barricade, OC	\$ 29.50	200			\$ 5,900.00
2552 ✓	Cartridge, 12 ga. Sting Ball	\$ 29.50	200			\$ 5,900.00
2553 ✓	Cartridge, 12ga., Sting Ball High Velocity	\$ 29.50	200			\$ 5,900.00
2581 ✓	Super-Sock 12ga. Bean Bag Cartridge	\$ 26.75	200			\$ 5,350.00
3340 ✓	Cartridge, 37 / 40 mm Liquid Barricade Penetrating, OC	\$ 20.00	480			\$ 9,600.00
3440 ✓	Muzzle Blast Cartridge, 37 / 40 mm, OC	\$ 23.00	572			\$ 13,156.00
3441 ✓	Cartridge, 37 / 40 mm, Powder Barricade Penetrating, OC	\$ 23.00	480			\$ 11,040.00
3510 ✓	Cartridge, 37 / 40 mm, Heavy Barricade Penetrating, Training	\$ 43.00				\$ -
3553 ✓	Cartridge, 37 / 40mm, 31 Caliber Sting Ball	\$ 16.00	480			\$ 7,680.00
3558 ✓	Cartridge, 37 / 40 mm, 60 Caliber Sting Ball	\$ 18.00	480			\$ 8,640.00
3565 ✓	Cartridge, 37 / 40mm, Wood Baton	\$ 18.00	480			\$ 8,640.00
3581 ✓	37m Super-Sock, Bean Bag Cartridge	\$ 21.00	480			\$ 10,080.00
5440 ✓	Flameless Expulsion, Hand Grenade, OC	\$ 38.00	480			\$ 18,240.00
7290 ✓	Tactical Grenade, "Flash bang"			\$ 648.00	16	\$ 10,368.00
9590 ✓	"Sting-Ball" rubber Ball Hand Grenade			\$ 448.20	24	\$ 10,756.80
9594 ✓	"Sting-Ball" Rubber Ball Hand Grenade, OC			\$ 498.00	24	\$ 11,952.00
LC5 ✓	Launching Cup, 5 Series	\$ 90.00				\$ -
LC6 ✓	Launching Cup, 6 Series	\$ 90.00				\$ -
LC8 ✓	Launching Cup, 8 Series	\$ 60.00				\$ -
LC9 ✓	Launching Cup, 9 Series	\$ 95.00				\$ -
TGL-1 ✓	40mm Single Shot Launcher	\$ 525.00	25			\$ 13,125.00
	Buck Shot 12 Gauge		1000			\$ -
	#4 Birdshot (Low Base) 12 Gauge				6	\$ -
			8313		70	
TOTAL SUM ORDERED:						\$ 195,347.80

















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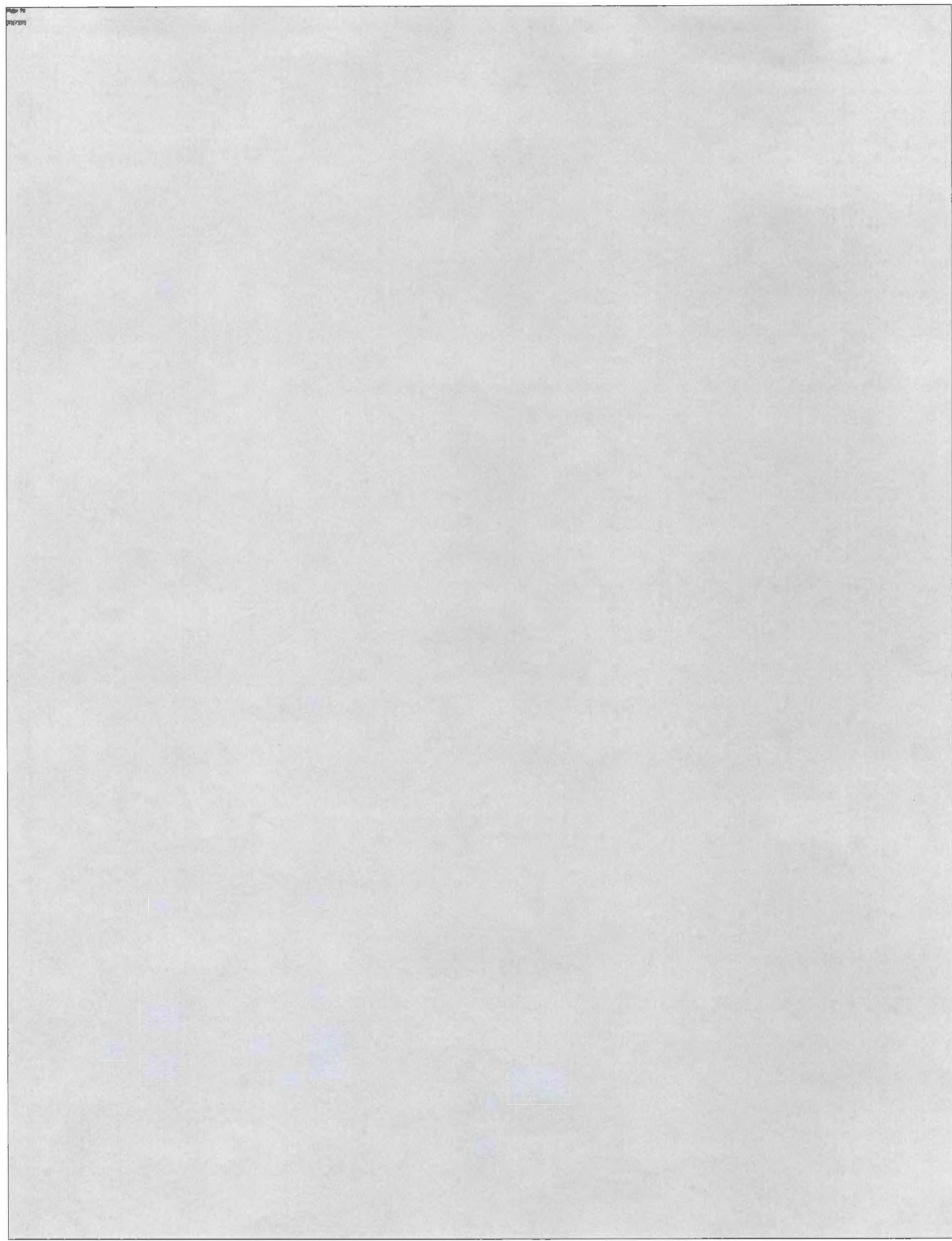














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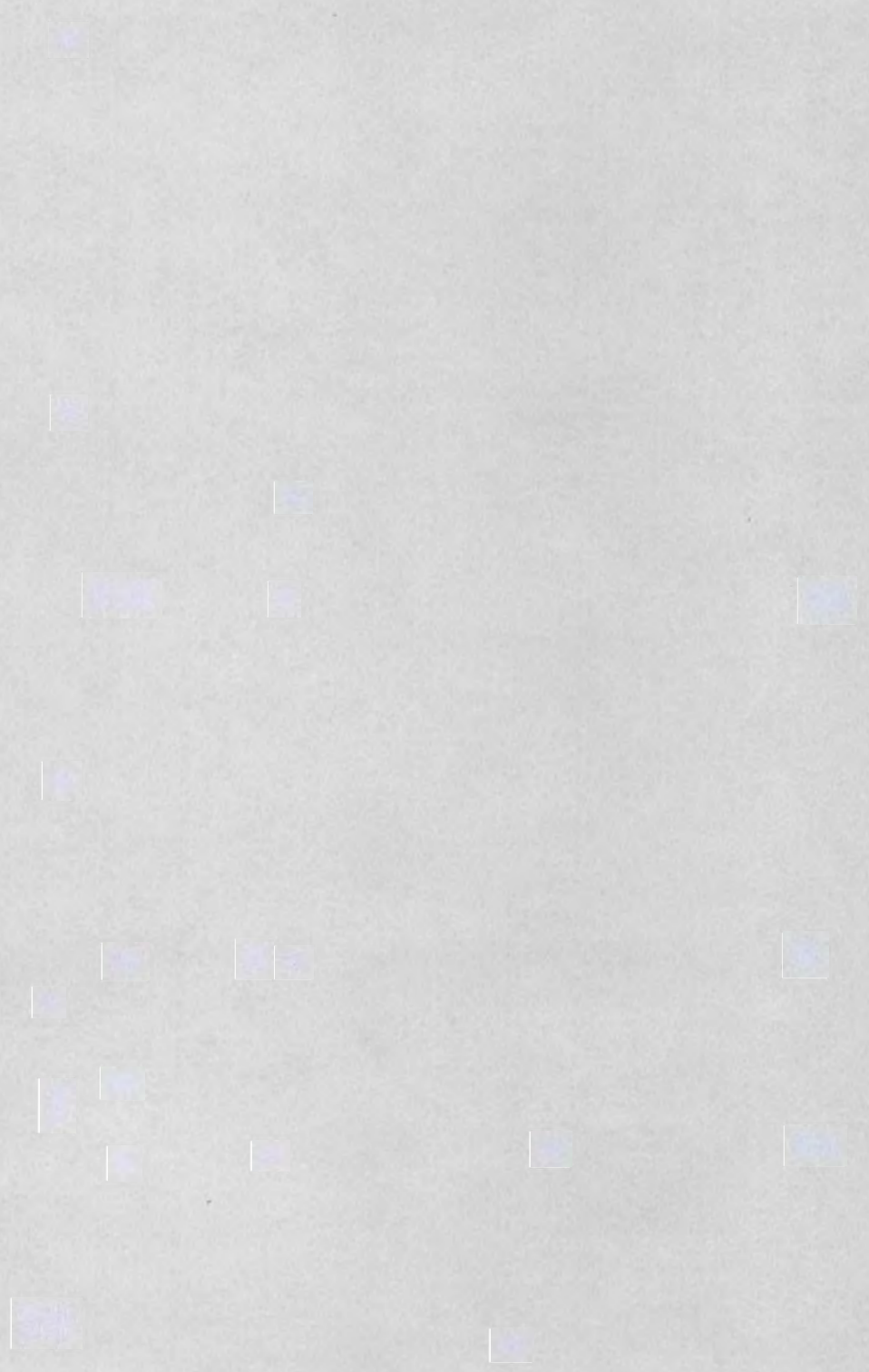
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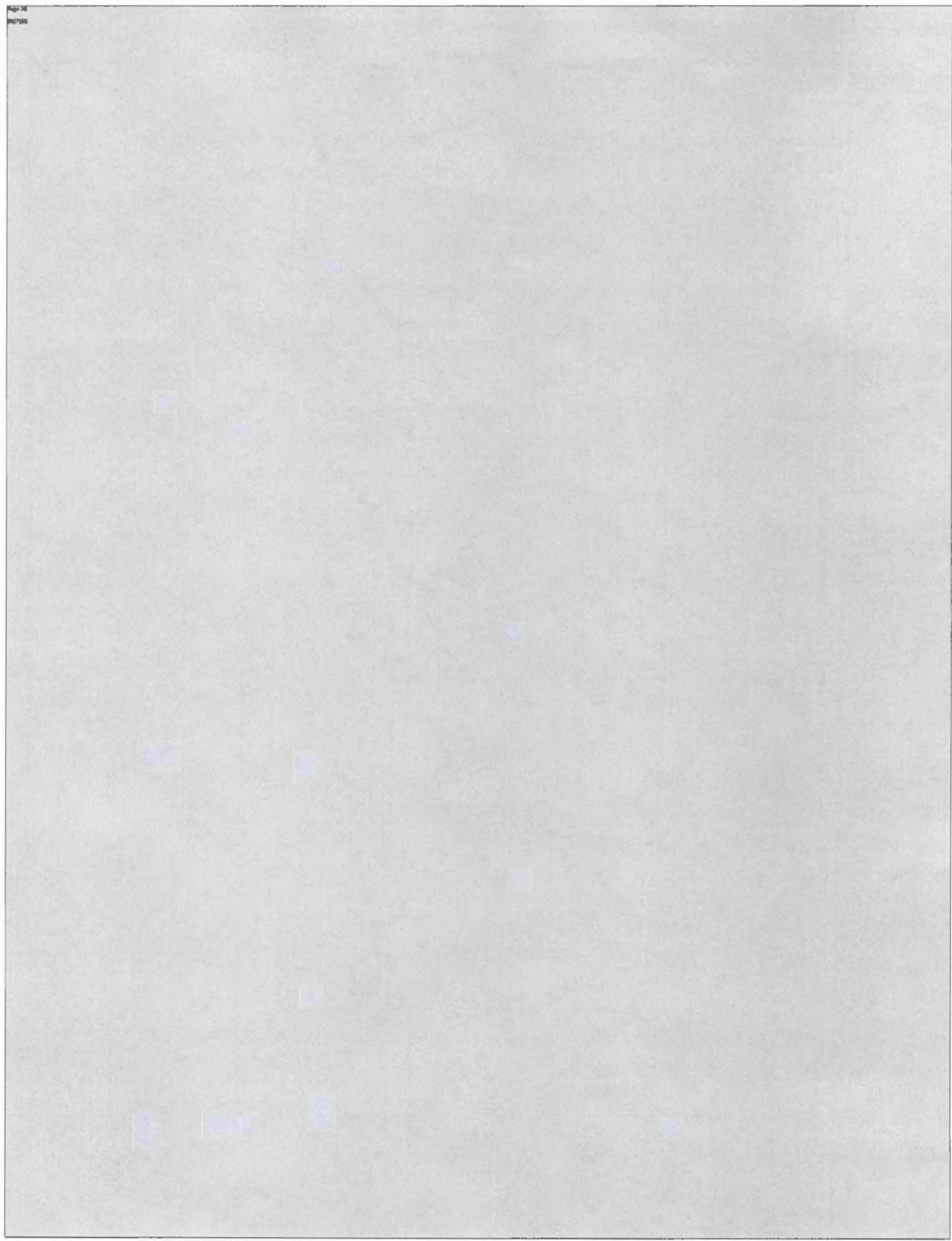
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## COALITION PROVISIONAL AUTHORITY

BAGHDAD

To: CPA / Finance Department - [REDACTED]  
From: CPA / Finance Department - [REDACTED]  
Subject: Allotment of PBR Funds for Medical Supplies & Equipment  
Date: Monday, May 03, 2004

On Monday, May 03, 2004 at 1000 hours, [REDACTED] and I, [REDACTED] met with Lt. [REDACTED] - U.S. Army - Medical Services. This meeting was to inquire as to the medical needs of the Iraqi prisons and how the CPA Finance Department could assist in facilitating the medical needs of the Iraqi Correctional System. A list of nomenclatures of medical and dental equipment was obtained from the PMO's office and brought to this meeting, which proved to be useful to Lt. [REDACTED]. However, in conversing with Lt. [REDACTED] there were several topics that could not be addressed at this time, and the meeting was adjourned until such topics could be obtained.

- ✓ EEG Machine - This machine is specific to identifying person (s) with bad hearts listed at a cost of twenty thousand dollars (\$20,000.00) through a company called Alliance Works. Not having any one facility identified as a medical facility, the question arose if this piece of equipment will need to be included in any order from the Prisons Department, or will a patient/inmate be transported to a clinic out in a near by town for diagnosis.
- ✓ Will the Prison System have a facility identified to meet dentistry needs for the inmate population or will an inmate be referred to a clinic in a near by town for diagnosis and prognosis. The list of dentistry equipment from the PMO's office lists forty one thousand five hundred and eighty four dollars (\$41,584.00) to equip one dentist station (this total includes dentistry X-Ray equipment).
- ✓ Will any facility be equipped with X-Ray equipment or transported to a clinic referred by the appropriate physician to a local clinic/hospital. A single X-Ray machine is listed with the PMO's office at ninety-five thousand dollars (\$95,000.00). There is no annotation from the PMO's office that this figure would include preventative maintenance contracts or supplies to keep this equipment in use.
- ✓ What staffing plan exists for any medical and/or dentist facility within the Iraqi Correctional System?

- ✓ Will there be one designated facility to provide extreme medical and dentistry care or will each facility have their own such departments.

In closing, Lt. [redacted] was extremely helpful in identifying some of the needs for the Iraqi Correctional System. [redacted] and I will re-schedule a meeting with him upon this information being obtained to give him a more precise insight of the ICS objective in these areas.

Xx:

[redacted]

file

Description	Qty.	Unit Price	Subtotal		
<p>consisting of :</p> <p>Pixel IT 55</p> <p>microprocessor controlled, high frequency x ray generator (100KHz), 1 tube radiog.150KV (55KW) 2 pions technique, equipped with HSS(high speed starter). Automatic exposure, ion chamber and cables not included.</p> <p>BT Bucky Table</p> <p>Radiographic Bucky Table, 4 way movements, smooth table surface to increase confort and stretched patient movement, Table movements are controlled by a foot switch.</p> <p>Column tube stand sliding on floor rails.Floor fixing only 270 rotation on the vertical axis, without luminous collimator</p> <p>Luminous collimator with a halogen lamp and electronic timer. spot light for bucky centring</p> <p>BS 45 bucky stand with special high speed podier 43x43 cm studied for thorax examinations with very short exposure times. grid R10 103L/ink.h FFD 150cm</p> <p>Mounting plate for floor fixing</p> <p>Rotating anode X-ray tube 150Kv 300.000 UIIT, focal spot 0.6x0.6, 1.2x1.2mm., Anode target angle 15, Anode disc construction:Rhenium - Tungsten - Molybdenum., 3000rpm 12/30 KW, 9000 rpm 21/54 KW, equipped with total protection housing</p> <p>Hv cables 14 meters length</p> <p>X-ray processor</p> <p>X-rayviewer</p>	1	\$ 95,000	\$ 95,000		
<p>Haematology Cell Counter</p> <p>The Model A T Diff is a fully automated compact Haematology analyzer offering 18 parameters including WBC, RBC, Hb, Hic, MCV, MCH, MCHC, PL, MPV, PCT, PLW, RDW, LY%, LY%, MO%, MO%, GR%, and GR% with only 12 micro L of EDTA sample required. Non anti-coagulated blood can also be pre-diluted and used on the instrument. Throughput is 50 samples per hour withoperator interface via an LCD touch screen and universal icons removing operator translation problem. The instrument includes a self wash probe to reduce risk of infection and proven technology to ensure accurate results such as triplicate counting sweep flow and coincidence correction. Smart card technology allows for accurate reagent logging information to be easily entered in the instrument further enhancing accuracy and removing transcription errors. Results reporting can be through the LCD display, optional printer or RS 232 port.</p> <p>Complete with printer and start up kit</p>	1	\$ 10,200	\$ 10,200	coultter	Ac-T diff
<p>Patient Monitor</p>	2	\$ 9,500	\$ 19,000	philips	MP-70
<p>Autoclave</p>	1	\$ 3,000	\$ 3,000	Santa Luzia	2000
<p>Microscope</p>	1	\$5,900	\$ 5,900	olympus	SZK9

Description	Qty.	Unit Price	Subtotal		
Centrifuge	1	\$2,800	\$2,800	Eppendorf	5417C
Exam tables	10	\$2,000	\$20,000	nitco	300
Ultrasound	1	\$40,000	\$40,000	siemens	Sonoline G50
Fetal Monitor	1	\$8,000	\$8,000	philips	50 IP-2
Incubator	1	\$11,000	\$11,000	hllrom	C-550
Defibrillator	1	\$3,000	\$3,000	philips	HeartStart M4735A
ET-G	1	\$20,000	\$20,000	nicoret	Alliance Works
Ventilator	1	\$13,000	\$13,000	siemens	
Labor and Delivery beds	2	\$2,000	\$4,000	hllrom	afinity II
Oven	7	\$1,400	\$9,800	Precision	52352-104
Chemistry System with bar code reader, without printer	1	\$64,000	\$64,000	Johnson and Johnson	VITROS 250
Dental Chairs, Hydraulic Base, Multifunction Footswitch	2	\$4,400	\$8,800		
Operators Stool	2	\$475	\$950		
Assistants Stool	2	\$110	\$220		
Sprint Duo-Flexible Work Station, Wall Mount	2	\$4,925	\$9,850		
Sprint Duo-Flexible Work Station, Cabinet Mount	2	\$4,815	\$9,630		
Built In Fiber Optic System	2	\$299	\$598		
Fiber Optic Handpiece Tubing (6-pin) 2 per unit	2	\$155	\$310		
Built In Piezo Scaler	2	\$1,165	\$2,330		
Self Contained Water System With QID ( Included)	2		-		
Wall Mounted Operating Light, LFIII	2	\$1,999	\$3,998		
Cabinet Mounted Light, LFIIIcb	2	\$1,999	\$3,998		
Drs Lower Cabinet with Sink Left	2	\$1,495	\$2,990		
Assistants Lower Cabinet, Sink Right	2	\$2,110	\$4,220		
12 O'Clock Cabinet W/ Upper Storage	2	\$3,600	\$7,200		
Central Console With X-Ray Pass Thru	2	\$7,998	\$15,996		
Bifold Doors for X-Ray Pass Thru, (Included)	2		-		
Focus X-Ray Unit, (Digital Ready)	2	\$3,895	\$7,790		
Film Processor with Chemistry Replenisher	2	\$4,085	\$8,170		
Daylight Loader for Film Processor	2	\$925	\$1,850		
Air Compressor, Dual Oilless With Cover	2	\$5,260	\$10,520		
Dry Vacuum System Dual Motors	2	\$10,500	\$21,000		
Della 10" Autoclave	2	\$3,735	\$7,470		
Cassette rack for Della	2	\$136	\$272		
Slam Quick Cycle Sterilizer	2	\$3,715	\$7,430		

Description	Qty.	Unit Price	Subtotal
Hydram Instrument Washer	2 \$	2,790 \$	5,580
Table top Amalgamator	2 \$	398 \$	796
Dental Laboratory Equipment	2 \$	3,750 \$	7,500
Hi Speed Fiber Optic Handpieces (4 per OP)	2 \$	635 \$	1,270
Slow Speed Motors	2 \$	525 \$	1,050
Slow Speed Contra Angle Straightis	2 \$	175 \$	350
Slow Speed Latch Heads	2 \$	170 \$	340
Slow Speed Straight Cones	2 \$	240 \$	480
Curing Lights	2 \$	690 \$	1,380
Misc Instruments and Supplies	2 \$	6,000 \$	12,000
<b>Supplies and miscellaneous equipment:</b>			
Initial stockage of supplies for 180 operation of all equipment	1 \$	2,000 \$	2,000
Appropriate accessories and miscellaneous equipment associated with the proper function of all equipment	1 \$	5,000 \$	5,000
<b>Total:</b>		<b>\$</b>	<b>502,038</b>

(b)(6) - MINISTRY OF  
JUSTICE/PRISONS DEPARTMENT

(CIV)

From: [REDACTED]  
Sent: Saturday, May 22, 2004 4:34 PM  
To: [REDACTED] (O-3); [REDACTED]  
Cc: [REDACTED]

Subject: Re: FW: Mosul / North CPA

Importance: High

Dear all, first things first, the political aspect. As I made clear to [REDACTED] and [REDACTED] (both of whom I'm aware are no longer in country) a month and a half ago, there is a real danger we are getting ahead of ourselves on this. When I met the MOJ people in Baghdad at that time, we agreed that the situation has changed somewhat to the situation last Autumn when it was assumed that we would be dealing with one court system and one corrections system in Iraq. There was at the time, therefore, an assumption that the prisons in the KRG areas of Dohuk and Arbil and Sulaimaniya would be brought into a national system and that a regional hub for this could be developed in Mosul.

But the TAL changed the situation completely because the original intention of joining the courts into one system dropped out of it and the KRG is left with jurisdiction of police (explicitly), prisons and justice in their area of competence (as neither are covered in the exclusive national competencies in Art 25). So we should be absolutely clear that there is not at the moment any automaticity of an Iraqi Corrections Service nor will the prison system in Mosul have any jurisdiction or operational control over the KRG prison system.

I agreed with the seniors at the MOJ that we would need, as a first step to any future cooperation, to have a visit from Iraqi seniors from the MOJ to discuss with their counterparts in the KRG MOJ and MOI up here their plans for the rest of the country and to see whether mechanisms could be found to work in a plan for the KRG. They agreed that presenting an option of capacity building in the prisons in the KRG area would be a useful first step but that this dialog would need to take place at the political level before any practical steps could be taken. Since my conversation, there has been no dialog and no visit so we are still at first base on this.

I am therefore deeply disquieted by the idea that a team coming into Mosul at this stage would think it could simply go out to the prisons in the KRG area over which the MOJ in Baghdad has no jurisdiction (in fact, it is the KRG MOI which has jurisdiction over these prisons).

In terms of the Ninevah prisons, my understanding was that the corrections group from MOJ which visited Ninevah last week found limited utility in sending a team up there at the present time. I imagine you will have discussed their visit with them. I realise that there is a developing squeeze for space in the palace and thus a desire to push teams out to the region. But we must make sense of this logistically. Any move to the Mosul CPA buildings will need to be carefully coordinated with the US State Transition team which will be taking over those buildings for the Consulate on 1 July. The Governorate Team in Mosul are already being pulled in too many directions over transition planning at a time when they need to function on remaining key governance tasks. So I am loathe to burden them with a new billeting arrangement at this stage.

Likewise, as [REDACTED] rightly points out, the logistical support required in terms of transportation is simply not something that CPA in the north has the ability to provide. Other MOJ officers on the courts side are in the process of embedding themselves with military units because they can better answer this need and because the MSCs give an element of continuity that will not necessarily feature during the transition to Embassy successor entities. This MAY be an option in Mosul too although I must point out that because there is only a Brigade plus in this governorate, it is already extremely stretched in terms of the CPA missions it can support.

I would be grateful therefore if, before we embark on the arrival of a technical team in the area, we consider the transition aspects and the political issues relating to

jurisdiction between the national and regional (KRG) ministries in this respect and resurrect, as quickly as possible, a senior level MOJ visit to the KRG area to better understand the complexities.

Dr [REDACTED]  
Regional Coordinator  
CPA North

----- Original Message -----

From: [REDACTED]  
Date: Saturday, May 22, 2004 3:58 pm  
Subject: FW: Mosul / North CPA

> Herro,  
>  
> Below is a request from the MoJ/Dept of Prisons for you to permanently  
> provide life support and transport for (4) personnel at your site. [REDACTED]  
> [REDACTED] had spoken with personnel from the MoJ/Prisons about this  
> sametype of thing taking place in Arbil a while back, but a number of  
> details had to be worked out at the time.

>  
>  
> The first thing that catches my eye in this request is the request for  
> daily transportation in armored vehicles with military escort,  
> something I know you do not have at your disposal. If the remainder of  
> the request is supportable from your standpoint, is there a MNF-I POC  
> with the 2SBCT who may be available for Mr. [REDACTED]  
> [REDACTED] and copied in above if you need more  
> information about this) to speak  
> with about providing transportation and military escort?

>  
>  
> V/r,  
>  
> Capt [REDACTED] USMC  
>  
> CPA Office of the Directorate, Operations and Infrastructure  
>  
> Regional Operations Officer North  
>  
> Rm M235  
>  
> APO-AE 09316



> -----Original Message-----

> From: [REDACTED] (CIV)  
> Sent: Saturday, May 22, 2004 11:03 AM  
> To: [REDACTED] (O-3)  
> Subject: Mosul / North CPA  
> Importance: High  
> Sensitivity: ~~Confidential~~

>  
>  
>  
> Good morning Sir;  
>  
>  
>  
> Please allow me to introduce myself; my name is [REDACTED] with the  
> Ministry of Justice Prisons Department in Baghdad. I issue this  
> correspondence as a formal request in hopes of obtaining logistical  
> support for a team of approximately four American Correctional  
> advisors that are scheduled to be transferred to the Mosul region  
> within the next few weeks. This portion of the correctional mission  
> has become critical due to prison issues here in surrounding Baghdad  
> area. I have obtained  
> information, concerning logistical support for these correctional  
> advisors, and have listed below to assist in any manner that would  
> prepare billeting space for the selected team as efficiently and  
> as soon  
> as feasible.  
>  
>  
>  
> It is the goal of the CPA - Administration / Prison Administration to  
> place a team of civilian Correctional Advisors in the CPA - North  
> Region of Mosul as soon as humanly possible, to over watch, advise and  
> mentor the Iraqi Correction Service personnel. This would also include  
> those personnel assigned to the various prison and detention centers  
> located in Mosul, Dahuk, Erbil, and other ICS institutions in north  
> Iraq, which long term goal is that all Iraqi prison institutions will  
> be under the  
> Iraqi Correctional Systems (ICS).  
>  
>  
>  
> This team of advisors will consist of four correctional advisors who  
> will have their assigned weapons (M-4 and Beretta 9mm), laptop  
> computers and radio communication. The team would require food and  
> lodging, small office space with internet service to send required  
> daily reports. Additionally, due to the restrictions, placed on the  
> team of all American advisors by the Department of the Justice, that  
> all travel will  
> be in armored vehicles with military escort, it is requested that  
> assistance in daily transportation (under the DOJ restrictions) be  
> provided. The daily transportation will consist of leaving out  
> from the  
> home site early in the morning to the required destination and  
> returning later that evening. The supervising advisor, can provide  
> a tentative  
> travel schedule to assist in any travel destinations to assist the  
> convoy commander. Realizing that this may pose as an inconvenience,  
> travel will be restricted to necessary destinations and  
> coordinated well  
> in advance. Similar transportation arrangements have been allowed  
> in the  
> Baghdad area has proven to be manageable.  
>  
>  
>  
> I am available to discuss this communication so that any questions or  
> concerns are answered as soon as possible. Thank you.  
>  
>  
>  
>  
> Kind Regard;  
>  
>



(S) [REDACTED] (CIV)

**From:** (S) [REDACTED] (O-3)  
**Sent:** Saturday, May 22, 2004 3:59 PM  
**To:** 'Herro Kader Mustafa'  
**Cc:** [REDACTED]  
**Subject:** FW: Mosul / North CPA  
**Sensitivity:** ~~Confidential~~

Herro,  
 Below is a request from the MoJ/Dept of Prisons for you to permanently provide life support and transport for (4) personnel at your site. [REDACTED] had spoken with personnel from the MoJ/Prisons about this same type of thing taking place in Arbil a while back, but a number of details had to be worked out at the time.

The first thing that catches my eye in this request is the request for daily transportation in armored vehicles with military escort, something I know you do not have at your disposal. If the remainder of the request is supportable from your standpoint, is there a MNF-I POC with the 2SBCT who may be available for [REDACTED] [REDACTED] and copied in above if you need more information about this) to speak with about providing transportation and military escort?

V/r,  
 Capt (S) [REDACTED] USMC  
 CPA Office of the Directorate, Operations and Infrastructure  
 Regional Operations Officer North



-----Original Message-----

**From:** (S) [REDACTED] (CIV)  
**Sent:** Saturday, May 22, 2004 11:03 AM  
**To:** (S) [REDACTED] (O-3)  
**Subject:** Mosul / North CPA  
**Importance:** High  
**Sensitivity:** ~~Confidential~~

Good morning Sir;

Please allow me to introduce myself; my name is [REDACTED] with the Ministry of Justice Prisons Department in Baghdad. I issue this correspondence as a formal request in hopes of obtaining logistical support for a team of approximately four American Correctional advisors that are scheduled to be transferred to the Mosul region within the next few weeks. This portion of the correctional mission has become critical due to prison issues here in surrounding Baghdad area. I have obtained information, concerning logistical support for these correctional advisors, and have listed below to assist in any manner that would prepare billeting space for the selected team as efficiently and as soon as feasible.

It is the goal of the CPA – Administration / Prison Administration to place a team of civilian Correctional Advisors in the CPA – North Region of Mosul as soon as humanly possible, to over watch, advise and mentor the Iraqi Correction Service personnel. This would also include those personnel assigned to the various prison and

5/24/2004

detention centers located in Mosul, Dahuk, Erbil, and other ICS institutions in north Iraq, which long term goal is that all Iraqi prison institutions will be under the Iraqi Correctional Systems (ICS).

This team of advisors will consist of four correctional advisors who will have their assigned weapons (M-4 and Beretta 9mm), laptop computers and radio communication. The team would require food and lodging, small office space with internet service to send required daily reports. Additionally, due to the restrictions, placed on the team of all American advisors by the Department of the Justice, that all travel will be in armored vehicles with military escort, it is requested that assistance in daily transportation (under the DOJ restrictions) be provided. The daily transportation will consist of leaving out from the home site early in the morning to the required destination and returning later that evening. The supervising advisor, can provide a tentative travel schedule to assist in any travel destinations to assist the convoy commander. Realizing that this may pose as an inconvenience, travel will be restricted to necessary destinations and coordinated well in advance. Similar transportation arrangements have been allowed in the Baghdad area has proven to be manageable.

I am available to discuss this communication so that any questions or concerns are answered as soon as possible. Thank you.

Kind Regard;

(b)(6)

**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq**

(b)(6)

5/24/2004

[REDACTED] (CIV)

**From:** [REDACTED] (O-3)

**Sent:** Saturday, May 22, 2004 3:59 PM

**To:** 'Herro Kader Mustafa'

**Cc:** [REDACTED]

**Subject:** FW: Mosul / North CPA

**Sensitivity:** ~~Confidential~~

Herro,

Below is a request from the MoJ/Dept of Prisons for you to permanently provide life support and transport for (4) personnel at your site. Dr. [REDACTED] had spoken with personnel from the MoJ/Prisons about this same type of thing taking place in Arbil a while back, but a number of details had to be worked out at the time.

The first thing that catches my eye in this request is the request for daily transportation in armored vehicles with military escort, something I know you do not have at your disposal. If the remainder of the request is supportable from your standpoint, is there a MNF-I POC with the 2SBCT who may be available for Mr. [REDACTED] [REDACTED] and copied in above if you need more information about this) to speak with about providing transportation and military escort?

V/r,

Capt [REDACTED] USMC

CPA Office of the Directorate, Operations and Infrastructure  
Regional Operations Officer North



-----Original Message-----

**From:** [REDACTED] (CIV)

**Sent:** Saturday, May 22, 2004 11:03 AM

**To:** [REDACTED] (O-3)

**Subject:** Mosul / North CPA

**Importance:** High

**Sensitivity:** ~~Confidential~~

Good morning Sir,

Please allow me to introduce myself; my name is [REDACTED] with the Ministry of Justice Prisons Department in Baghdad. I issue this correspondence as a formal request in hopes of obtaining logistical support for a team of approximately four American Correctional advisors that are scheduled to be transferred to the Mosul region within the next few weeks. This portion of the correctional mission has become critical due to prison issues here in surrounding Baghdad area. I have obtained information, concerning logistical support for these correctional advisors, and have listed below to assist in any manner that would prepare billeting space for the selected team as efficiently and as soon as feasible.

It is the goal of the CPA – Administration / Prison Administration to place a team of civilian Correctional Advisors in the CPA – North Region of Mosul as soon as humanly possible, to over watch, advise and mentor the Iraqi Correction Service personnel. This would also include those personnel assigned to the various prison and

5/23/2004

detention centers located in Mosul, Dahuk, Erbil, and other ICS institutions in north Iraq, which long term goal is that all Iraqi prison institutions will be under the Iraqi Correctional Systems (ICS).

This team of advisors will consist of four correctional advisors who will have their assigned weapons (M-4 and Beretta 9mm), laptop computers and radio communication. The team would require food and lodging, small office space with internet service to send required daily reports. Additionally, due to the restrictions, placed on the team of all American advisors by the Department of the Justice, that all travel will be in armored vehicles with military escort, it is requested that assistance in daily transportation (under the DOJ restrictions) be provided. The daily transportation will consist of leaving out from the home site early in the morning to the required destination and returning later that evening. The supervising advisor, can provide a tentative travel schedule to assist in any travel destinations to assist the convoy commander. Realizing that this may pose as an inconvenience, travel will be restricted to necessary destinations and coordinated well in advance. Similar transportation arrangements have been allowed in the Baghdad area has proven to be manageable.

I am available to discuss this communication so that any questions or concerns are answered as soon as possible. Thank you.

Kind Regard;

[Redacted Signature]

**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq**



5/23/2004

(S-01) (CIV)

**From:** (S-01) (O-3)  
**Sent:** Saturday, May 22, 2004 3:10 PM  
**To:** (S-01) (CIV)  
**Cc:** (S-01)  
**Subject:** RE: Mosul / North CPA  
**Sensitivity:** ~~Confidential~~

Sir,

I must forward this on to CPA Ninewa (in Mosul) and CPA North for their consideration. I know Mr. (S-01) had spoken with the Regional Coordinator, Dr. (S-01) about this in the past and I was under the impression they had come to an agreement to work on a mutually supportive arrangement. I think this may be a result of those discussions. We just need to ensure that CPA Ninewa (Mosul) is ready (and capable) of supporting this. I will keep you copied in what I send to them.

V/r,

Capt (S-01) USMC  
 CPA Office of the Directorate, Operations and Infrastructure  
 Regional Operations Officer North



-----Original Message-----

**From:** (S-01) (CIV)  
**Sent:** Saturday, May 22, 2004 11:03 AM  
**To:** (S-01) (O-3)  
**Subject:** Mosul / North CPA  
**Importance:** High  
**Sensitivity:** ~~Confidential~~

Good morning Sir,

Please allow me to introduce myself; my name is (S-01) with the Ministry of Justice Prisons Department in Baghdad. I issue this correspondence as a formal request in hopes of obtaining logistical support for a team of approximately four American Correctional advisors that are scheduled to be transferred to the Mosul region within the next few weeks. This portion of the correctional mission has become critical due to prison issues here in surrounding Baghdad area. I have obtained information, concerning logistical support for these correctional advisors, and have listed below to assist in any manner that would prepare billeting space for the selected team as efficiently and as soon as feasible.

It is the goal of the CPA – Administration / Prison Administration to place a team of civilian Correctional Advisors in the CPA – North Region of Mosul as soon as humanly possible, to over watch, advise and mentor the Iraqi Correction Service personnel. This would also include those personnel assigned to the various prison and detention centers located in Mosul, Dahuk, Erbil, and other ICS institutions in north Iraq, which long term goal is that all Iraqi prison institutions will be under the Iraqi Correctional Systems (ICS).

This team of advisors will consist of four correctional advisors who will have their assigned weapons (M-4

5/23/2004

and Beretta 9mm), laptop computers and radio communication. The team would require food and lodging, small office space with internet service to send required daily reports. Additionally, due to the restrictions, placed on the team of all American advisors by the Department of the Justice, that all travel will be in armored vehicles with military escort, it is requested that assistance in daily transportation (under the DOJ restrictions) be provided. The daily transportation will consist of leaving out from the home site early in the morning to the required destination and returning later that evening. The supervising advisor, can provide a tentative travel schedule to assist in any travel destinations to assist the convoy commander. Realizing that this may pose as an inconvenience, travel will be restricted to necessary destinations and coordinated well in advance. Similar transportation arrangements have been allowed in the Baghdad area has proven to be manageable.

I am available to discuss this communication so that any questions or concerns are answered as soon as possible. Thank you.

Kind Regard;

(b)(6)  
**Ministry of Justice**  
**Prisons Department**  
**CPA - Baghdad, Iraq**



5/23/2004



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

ACTION MEMO

DATE 14 JUNE 2004

FOR: [REDACTED] Acting Senior Advisor, Ministry of Justice

FROM: [REDACTED] Director, Prison Operations

SUBJECT: Request for Information – Prison Construction

*In a briefing today, the Prime Minister requested a more detailed breakdown of the proposed building program for prisons, addressing (1) location (2) capacity (3) cost/funding and (4) scheduled completion. I told him it was in the \$182 million range. Do you have that available?*

[REDACTED]  
Senior Advisor, Ministry of Justice

In response to the Request for Information below please find the information about the construction projects funded by the Supplemental Budget and the timelines for the prison and detention center beds:

**Nasiriyah (\$100M – 24 Months from Award)**

Nasiriyah was a project that was approved and funded through the **2004 United States Supplemental Budget** as new construction. Originally, a site was determined and plans implemented to begin the project. However, it was discovered that this site became flooded during the winter months and a new site had to be located. At this point, the Ministry of Justice and CPA South have identified a new location and the PMO is currently scheduling a ground breaking ceremony once the surrounding area is cleared for civilian travel. This prison is anticipated to accommodate up to **4,400** prisoners. It is a conservative estimate to believe that it will take 24 months to build this prison.

**Khan Bani Sa'ad(\$78M – 24 Months from Award)**

Khan Bani Sa'ad is a project that was approved and funded through the **2004 United States Supplemental Budget** as a renovation project. A site has been located in this area which was previously a prison. To date, no construction has begun on this project, but plans are currently being developed by the PMO for groundbreaking ceremonies. Khani Ban Sa'ad is anticipated to accommodate up to **3,600** prisoners. Once renovations begin, it is anticipated that this project will take between 24-30 months to complete. The PMO does verify that task orders have been written, submitted, approved and funded.

UNCLASSIFIED

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**COALITION PROVISIONAL AUTHORITY  
BAGHDAD**

**Al Karkh (\$2M – 12 Months from Award)**

An additional number of beds and program space have been authorized for the Juvenile Facility located in Baghdad. These funds are approved and funded through the **2004 United States Supplemental Budget** as a renovation/expansion project. The site for the expansion is located at the Al Karkh Juvenile Facility for Boys. To date, no construction has begun on this project, but plans are being developed by the PMO. Once renovations/expansion begin, it is anticipated that this project will take 12 months to complete.

**Prisons/Detention Centers – Operational**

The listed Ministry of Justice (MOJ) facilities have been activated and are under the jurisdiction of the Iraqi Correctional Service (ICS). Some of the facilities were Ministry of Interior (MOI) facilities operated by the Iraqi Police (IP), but have since been transferred to ICS through a Memorandum of Agreement (MOA) between MOI and MOJ.

<b>Facility</b>	<b>Population</b>	<b>Custody</b>	<b>Bed Capacity</b>
Mosul	Adult Male	High/Medium	250
Irbil	Adult Female	Medium/Low	80
Irbil Transfer	Adult	Medium/Low	40
Kadamiya*	Adult Female	High/Medium/Low	220
Kadamiya*	Juvenile Female	Medium/Low	32
Al Karkh*	Juvenile Male	Medium/Low	254
Iskbaret*	Adult Male	High/Medium	80
Rusafa #1*	Adult Male	Medium/Low	392
Rusafa #2*	Adult Male	Medium/Low	366
Rusafa #3*	Adult Male	Medium/Low	98
Abu Ghraib*	Adult Male	High/Medium/Low	2,174
Al Karkh Hospital*	Adult/Juvenile	Medium/Low	14
Rasheed MH Hospital*	Adult Male	Medium/Low	80
Samawah	Adult/Juvenile	Medium/Low	100
Al Kut#	Adult/Juvenile	Medium/Low	120
Baquba#	Adult/Juvenile	Medium/Low	300
Al Hillah# (ICS Control)	Adult/Juvenile	High/Medium	700
Basrah*	Adult/Juvenile	High/Medium	200
<b>Total:17 Prisons/Det Ctr</b>			<b>5,500</b>

\*Civilian Advisors Present

#MOA and Civilian Advisors not on site regularly

The 5,500 bed capacity is based upon an international standard of 25 sq. ft. per prisoner/detainee. Be advised that the above listing is subject to minor adjustments, particularly at Baquba, Samawah and Al Kut.



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

**Planned for Future Use**

Facility	Population	Bed Capacity	Completion	Iraqis Control
Mosul CPD B	Adult Male	750~	30 days	6-9 months*
Mosul CPD C	Adult	750	120 days	6-9 months*
Diwaniyah	Adult	3,000	24 months#	1 year*
Khan Bani Sa'ad	Adult	3,600	24-30 months#	1 year*
Dahuk	Adult/Juvenile	1,500	24-30 months#	1 year*
Nasiriyah	Adult/Juvenile	4,400	24 months#	1 year*
Basrah Central	Adult/Juvenile	1,200	12-16 months#	6-9 months*
Al Amarah	Adult/Juvenile	600	90-120 days	6-9 months*
An Najef	Adult/Juvenile	300	90-120 days	6 months*
Ar Ramadi	Adult/Juvenile	300	90-120 days	6 months
Abu Ghraib CPD 2+	Adult	3,000	6 months+	1 year*
Abu Ghraib CPD 3+	Adult	1,500	3 months+	18 months*
Abu Ghraib CPD 4+	Adult	1,000	6 months+	18 months*
Rusafa #4	Adult	500	15 days	1 year*
Rusafa #5	Adult	600	30 days	1 year*
<b>Total</b>		<b>23,000</b>		

#After Contract Award

\*After Activation/Occupation of Facility

+These remain in ICS plan; the US Army is planning on relocating from these prison complexes to a new LSA area.

**NOTE: Military will not relocate out of CPD #2 – will continue as LSA for 2 years**

~Began transferring sentenced prisoners week of 24 MAY 2004.

If further clarification is needed, please contact me at your convenience. Thank you.

cc: [REDACTED] Senior Advisor, Prisons Department  
[REDACTED] Finance Administrator, Prisons Department  
File

UNCLASSIFIED

3



**COALITION PROVISIONAL AUTHORITY**  
**BAGHDAD**

To: Mr. Sarkies – MOJ / National Business Manager  
From: [REDACTED] – MOJ / Prisons Finance Department  
Subject: Abu Ghraib Air Conditioning Units  
Date: Sunday, May 09, 2004

During our meeting on Wednesday, May 5, 2004 you had requested that the Finance Department inquire as to the quantities of air conditioning units that are needed at the Abu Ghraib Prison Facility. I have interviewed [REDACTED] – American Warden Advisor currently assigned to the Abu Ghraib Prison Facility and concur that sixteen (16) air conditioning units are needed to facilitate the needs of the institution.

Xx: [REDACTED] – Prison Operations Director  
[REDACTED] – Prisons Finance Director  
[REDACTED] – Abu Ghraib Prison Warden  
file





**COALITION PROVISIONAL AUTHORITY**  
**BAGHDAD**

To: Ministry of Health  
Through: JTF7  
From: [REDACTED] - CPA / Finance Department  
Subject: Termination of Contracts  
Date: Wednesday, May 05, 2004

Communication from CPA Wardens at the below-listed prison sites have informed this office that the mobile latrine (s) have not been emptied in three weeks,

- Rusaffa I
- Rusaffa II
- Rusaffa III
- Kadimiyah
- Al Karkh

This has resulted in a concern to the safety, health and well-being of Iraqi Correctional staff, visitors and inmates. If these are not serviced immediately, it is feasible that raw sewage may be found on the grounds of the Iraqi prisons within the next days and result in unacceptable International Health Standards.

This possesses an enormous concern; in that staff has no bathroom facilities at their disposal while on duty as well as the inmate population. In implementing corrective action identifying this situation, I believe that the problem is two fold. One, there is an immediate need to have the port-a-potties emptied immediately for safety, health and well being issues. Secondly, to ensure that vendor (s) are providing contractual services long term as to avoid situations happening like this in the future.

It is our hope that you can encourage the appropriate Iraqi Vendor to initiate immediate corrective action to resolve these problems now and long term.

(See attached memorandum from Major [REDACTED])

Cc: [REDACTED] - Iraqi National Business Manager  
[REDACTED] - CPA/MOJ - Senior Prison Advisor  
[REDACTED] - CPA/MOJ - Operations Director  
[REDACTED] - CPA/MOJ - Finance Director  
file



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

MINISTRY OF JUSTICE  
Prisons Department  
CPA/MOJ  
Baghdad, Iraq  
APO AE 09316

GT Distributors  
2545 Brockton Drive  
Suite 100  
Austin, TX 78758

April 12, 2004

Subject: As Stated



Please allow me to introduce myself; my name is [REDACTED] a Purchasing Agent for the Ministry of Justice Prisons in Baghdad Iraq. Our mission here is to train and assist the Iraqis in managing their prison system. In that, several United States men and women have signed on with the CPA to assist in the efforts in establishing the Criminal Justice System. This has been an extremely difficult task due to the Iraqi Prison Systems literally not having any Personal Protective Equipment, Less than lethal munitions, etc. Therefore, I have friends and comrades working within the Iraqi Prison System without appropriate gear. There is an extreme urgency in obtaining the equipment, due to the deadline that the CPA has been given by the United States Government.

I have used GT Distributors in my past experience in security and law enforcement. I believe that both GT Distributors and the Iraqi Prison System can benefit from this relationship. [REDACTED] - CPA - Ministry of Justice Finance Director referred me to [REDACTED] in your office as a point of contact.

With the current hostile environment that is in and around Baghdad, communications back to the states have been limited. The email services here in Baghdad are marginal at best; telephone service is non-existent here at the hotel. It is anticipated within the next couple of days, I will have the ability to make a telephone call to your office in Austin to make arrangements for delivery, shipping and payment for requested products. I will also check my email as often as I can to ensure that our communications are started in order to begin this project.

Below you will find a list of items that I am requesting to ensure the safety and security of staff and the institutions are met. Please review the list of items to verify if you have them within your inventory (or can get them). Any items that you do not have in your inventory or can not get please email me back with a response, as this will be a direct purchase from the Ministry of Justice.

I will continue being your primary point of contact for the finance department here at the Iraqi Embassy. However, the below-listed persons will have the ability to any and all information corresponded between GT Distributors and the Finance Department with CPA / Ministry of Justice:

 - Finance Director  
 - Purchasing Agent



If there should arise a question or concern about any of the above-mentioned, feel free to contact me utilizing my email address:



As often as I can I will respond to any questions or concerns that should arise.

Sincerely;



CPA - MOJ Prisons Department  
Baghdad, Iraq  
APO AE 09316

Item Description	Qty. Requested	Cost/Each	Total Expenditure
Handcuffs, (Smith & Wesson)	500		
Leg Restraint, (Smith & Wesson)	500		
Waist Restraint (Smith & Wesson)	250		
Batons, Riot (24 - inch)	250		
Helmets, Riot, with face shield	250		
Shield, Protective	100		
Protective Vest, stab resistant	200		
Protective vest, ballistic	100		
Shotgun, Remington Model 870, 12 gauge, pump action, with extended magazine and sight systems	300		
Ammunition, assorted			
Munitions, assorted non-lethal			
Protective Mask, chemical	100		
Canister, protective mask			
Radio, Motorola Model GP360, handheld, with multiple channel capability, with charger and individual carrying case	40		
Pepper Spray, OC pepper spray, 10%, 8oz	200		
Pepper Spray, LE 10, OC Pepper Spray, 10% concentration	100		
Security Padlocks	300		
Rifle, AK47 automatic	200		
Radio, Police installations/use in Transport Unit/Control Vehicles	10		
Latex Gloves	1000 bx		
Flashlights (3D Cell Battery)	100		
3D Batteries (flashlight)	600		
Handcuff holders (belt) nylon, non-padded	300		

<b>MULTI-NATIONAL FORCE - IRAQ CONTRACT LINGUIST SUPPORT REQUEST</b>		REQUEST DATE	CONTROL NUMBER
<b>UNIT (include POC, phone number and e-mail address)</b> <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		<b>LOCATION (base camp or geographical location)</b> U.S. Embassy, Iraq (Room: S210C)	
<b>GOVERNMENT-PROVIDED SUPPORT ('X' Appropriate Blocks)</b> <small>The Government has agreed to provide billeting and mess for all linguists IAW FAR 37.104 and the contract's SOW. If this support is not available, Government will pay per diem. It is in the interest of the US Government for units to provide billeting and mess. Required payment of per diem will be a consideration in approving any request.</small>		<b>SPECIFY NUMBER OF LINGUISTS PER LANGUAGE AND CATEGORY REQUIRED</b> <b>Linguist Categories</b> CAT 1 LN- Local National, no access to classified information CAT 1 OSD- US-hired* Linguist, no access to classified information CAT 2- US Citizen, SECRET ** Clearance CAT 3- US Citizen, TOP SECRET/SCI ** Clearance <small>*not necessarily a U.S. Citizen, but at least a legal resident of the United States            ** most linguists are deployed with an <u>interim</u> clearance IAW DAMI-CH policy for the Acquisition of Contract Linguists</small>	
<input checked="" type="checkbox"/> MESS <input type="checkbox"/> BILLETING			
<b>MISSION DURATION</b> Be specific on begin date, use INDEF for end date if no reasonable mission termination can be determined.			
<b>MISSION BEGIN DATE</b>		October 1, 2004	
<b>MISSION END DATE</b>		INDEF	
<b>DUTY DESCRIPTION(S)</b> (use continuation on Page 2 if necessary)		<b>NUMBER</b>	<b>LANGUAGE</b>
Translation of verbal or written communication from: 1. English to Arabic 2. Arabic to English  Translators / Linguist should have the capability to report to different ICS sites as directed by the U.S. Embassy Staff.		50	English / Arabic
		-	-
		-	-
		-	-
		-	-
		50	←TOTAL
<b>JUSTIFICATION</b> Specify the mission impact if position is not filled. If a Category 2 or 3 linguist is requested, specify the circumstances under which the linguist will access classified material or information. (use continuation on Page 2 if necessary)			
Linguist/Translators are required to successfully communicate any verbal or written documents or information between the Iraqi people and the American people.			
<b>Initial</b>			
JTB	<b>Understanding of Scope of Work.</b> I understand that the services delivered under this contract are for interpreter/translator services only. Interpreter/translator services are defined as the rendering of spoken or written communication from English to the target language, and/or vice versa.		
JTB	<b>Understanding of Non-Personal Services (IAW FAR 37.104).</b> I understand that the services to be delivered under this contract are non-personal services and recognize that no employer-employee relationship exists or will exist under the contract. The Government will exercise <u>limited technical authority</u> over Contractor personnel. Contractor personnel will not be placed under the supervision, direction, or evaluation of a Federal Officer, military or civilian. Contractor personnel shall not be placed in a position of command, supervision, or control over DoD military or civilian personnel, or personnel of another contractor, or become an integrated part of the unit or organization. The services to be performed under this contract do not require Contractors to exercise personal judgement or discretion on behalf of the Government.		
JTB	<b>Requirement for Per Diem Only.</b> I affirm that the mission for which the Contractor(s) is/are being requested, precludes the Government from providing billeting and/or mess, and recognize that the Government will be required to pay per diem to the Contractor(s). I understand that the Government incurs a substantially greater cost in the payment of per diem than would otherwise be incurred if billeting and meals were provided to the Contractor.		
JTB	Contractors will abide by MNF-I force protection rules established for contractor personnel. The Alternate Contracting Officer's Representative must approve individual unit restrictions for contract linguists <u>prior to implementation</u> to ensure contract compliance.		
<b>Proposed Schedule Attached</b> (use standard linguist schedule form).			
<b>REQUESTING AUTHORITY (ACTIVITY COMMANDER/OIC)</b> <small>(required on all requests)</small>		<div style="border: 1px solid black; height: 40px; width: 100%;"></div>	
Name, Rank, Title Bartlett, Joseph T. (SES-05) Program Manager, Corrections			
<b>MSC VALIDATING AUTHORITY</b> Recommend Approval <input type="checkbox"/> Recommend Disapproval <input type="checkbox"/> <small>(required on all requests for missions in excess of 30 days)</small>		Signature	
Name, Rank, Title		Date	
<b>ALTERNATE CONTRACTING OFFICER REPRESENTATIVE</b>		Signature	
Name, Rank, Title		Date	
<b>MNF-I APPROVING AUTHORITY</b> Approve <input type="checkbox"/> Disapprove <input type="checkbox"/> <small>(required on all requests for missions in excess of 180 days)</small>		Signature	
Name, Rank, Title		Date	

NOTICE OF DELEGATION OF AUTHORITY - RECEIPT FOR SUPPLIES						DATE	
For use of this form, see DA PAM 710-2-1. The proponent agency is ODCSLOG.							
AUTHORIZED REPRESENTATIVE(S)							
ORGANIZATION RECEIVING SUPPLIES				LOCATION			
Ministry of Justice							
LAST NAME-FIRST NAME-MIDDLE INITIAL		SOCIAL SECURITY NUMBER		AUTHORITY		SIGNATURE AND INITIALS	
				REQ REC			
				✓ ✓			
				✓ ✓			
				✓ ✓			
				✓ ✓			
AUTHORIZATION BY RESPONSIBLE SUPPLY OFFICER OR ACCOUNTABLE OFFICER							
THE UNDERSIGNED HEREBY <input type="checkbox"/> DELEGATES TO <input type="checkbox"/> WITHDRAWS FROM THE PERSON(S) LISTED ABOVE, THE AUTHORITY TO: <b>DRAW OFFICE SUPPLIES FROM KBL OFFICE SUPPLY ROOM.</b>							
REMARKS: <b>Tool Room</b>							
I ASSUME FULL RESPONSIBILITY							
UNIT IDENTIFICATION CODE				DODXAL/ACCOUNT NUMBER			
LAST NAME-FIRST NAME-MIDDLE INITIAL		GRADE	TELEPHONE NUMBER	EXPIRATION DATE	SIGNATURE		

DA FORM 1687, JAN 82

EDITION OF 0

USAPPC V3.00

[redacted] (CIV)

**From:** [redacted] (CIV)  
**Sent:** Saturday, June 05, 2004 4:16 PM  
**To:** [redacted]  
**Cc:** Ryan, Charles (SES-5); [redacted]  
**Subject:** As Stated  
**Importance:** High  
**Sensitivity:** Confidential

[redacted]

Just returning from BIAP, pursuant to our email correspondence, I got a visual on all MOJ/Prison vehicles, except one.

**VIN – 586140 / Hyundai Mini Van / Blue in color**

Do you have any paper work reflecting the whereabouts of this vehicle? I checked with the KBR lay down supervisor, and according to him there was no paper work left with any of the vehicles. The contractor gave them a bag of keys (that were not labeled) and said here you go, and left. Any information that you may have, or possibly direct me to the person that could help me to recover the last remaining MOJ vehicle would be greatly appreciated.  
Thank you;

[redacted]  
**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq**

[redacted]

6/15/2004

ALCON:

For future reference please send all RFIs concerning vehicle movements from Kuwait to Baghdad to myself.

Here is the most recent status

There is some vehicle BOL # KKLUKR 6000682 – 1 x Chairman Vehicle under process at the port along with 3 containers of spare parts BOL# GLSDKUW 0401120

There are 12 passenger type vehicles (3 X Cement Pump Trucks (BOL# MOLU 207738679)( Housing and Construction) , 5 x DAEWOO Buses (BOL # KR 158976) (MFA), 4 X Blue Mini Vans (BOL# MOLU 373505257)(Housing and Construction), 4 X Hyundai Grandeur (BOL # MOLU 373505234)(Housing and Construction), 4 X White Mini Vans (BOL # EUKOPYKT 168817) and 3 X Containers Spare Parts – Cement Pump Trucks (BOL# MOLU 207738679)( Housing and Construction) currently in the KBR laydown yard.

— Here is what has moved forward —

19 MAY Convoy Kuwait Port to BIAP

BOL # EUKOPYKT 168817	23 X Double Cabin Truck	Housing and Construction
	11 x White Mini Vans	Housing and Construction

22 MAY Convoy – Kuwait Port to BIAP

BOL # KKLUKR 6000683	1 X Chairman Car	Housing and Construction
BOL # KKLUKR 6000656	4 X Chairman Car	Housing and Construction
<u>BOL # MOLU 373505257</u>	5 X Country Mini Bus	Ministry of Justice
	4 X Blue Mini Vans	Ministry of Justice

BOL # MOLU 207541934	5 X Small SUVs	Housing and Construction
BOL # MOLU 207738679	4 X Wheel Loader	Housing and Construction
	4 X Containers	Housing and Construction
	Spare Parts	

BOL # MOLU 373505234	11 X Small Cars	Housing and Construction
BOL # KR 158979	10 X Mixer Trucks	Housing and Construction
BOL # KR 158976	6 X Containers	Ministry of Foreign Affairs
	Spare Parts	

25 MAY Convoy – Kuwait Port to BIAP

BOL # MOLU 373505257	5 X Country Mini Bus	Housing and Construction
	2 X Blue Mini Vans	Housing and Construction

BOL # MOLU 373505234	10 X Country Mini Bus	Housing and Construction
BOL # EUKOPYKT 68817	2 X Double Cabin Truck	Housing and Construction

30 MAY Convoy Safir Al Dana Laydown Yard to BIAP

BOL # MOLU 373505257	4 X Blue Mini Vans	Housing and Construction
BOL # MOLU 373505234	4 X Small Cars	Housing and Construction
BOL # EUKOPYKT 68817	4 x White Mini Vans	Housing and Construction
BOL # KKLUKR 6000682	1 X Chairman Car	Housing and Construction

When all is completed on 30 MAY, all that will remain at the SAFIR AL DANA Laydown Yard is 3 X Cement Pump Trucks (BOL# MOLU 207738679)( Housing and Construction) , 5 x DAEWOO Buses (BOL # KR 158976) (MFA), and 3 X Containers Spare Parts – Cement Pump Trucks (BOL# MOLU 207738679)( Housing and Construction)

**FUEL AUTHORIZATION REQUEST**  
**Justification must be attached**

Requestor's Name:

Date:

Unit / Company:

Expires 30 Jun 04

Government Owned Vehicle/Government Leased Vehicle/Private Owned Vehicle

**VEHICLE INFORMATION**

MAKE/MODEL	YEAR	COLOR	VIN #	GP # (KBR VEH ONLY)	TAG #

REQUIREMENT DETERMINATION:    Approve    Disapprove    Date:

APPROVAL SIGNATURE

LTJg   USN  
Deputy Director of Logistics  
CPA C-4, Baghdad

:

1. 0781
2. 0782
3. 0783
4. 0784
5. 0785
6. 0786
7. 0787
8. 0788
9. 0789
10. 0790
11. 5953
12. 5955
13. 5982
14. 5983
15. 6137
16. 6139
17. 6140
18. 6141
19. 6142
20. 6143

\_\_\_\_\_  
DATE

**MEMORANDUM** for CPA, C-4 Logistics

**Subj:** REQUEST FOR FUEL

1. Request that KBR provide fuel for vehicle(s) listed on attached sheet.
2. Justification: require fuel in direct support of CPA.
3. Point of Contact is \_\_\_\_\_.

**SAMPLE  
LETTR**

Supervisor Signature  
(CONTRACTORS MUST HAVE PARENT  
OFFICE SIGN REQUEST TO VALIDATE  
NEED.)

disclosure will cause foreseeable harm to KBR & is protected by Title 5 USC Sect 552.

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Thursday, May 27, 2004 8:12 AM  
**To:** [REDACTED]  
**Subject:**

[REDACTED]

I have been working with [REDACTED] in communicating the whereabouts of donated Korean Buses for the Ministry of Justice / Prison Department. I received an email from him that informed me he was on R&R, which placed me in contact with you. May I ask if by chance we can get a visual on the MOJ vehicles, if they are still in the Kuwait port or not?

Kind Regard;

[REDACTED]

Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq

[REDACTED]

5/29/2004

[REDACTED] (CIV)

**From:** [REDACTED]  
**Sent:** Friday, May 28, 2004 8:38 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Korean Vehicle Shipment

ALCON,

Please read attached document

[REDACTED] the remaining vehicles in the SAFIR AL DANA Laydown Yard have the same problem as the MoEd buses, if the ministries (Housing and Construction and Foreign Affairs) can coordinate with MoEd, then we can move those vehicles forward when the Moed buses move and then onward to BIAP.

V/R

[REDACTED]  
Project Lead  
Federal Deployment Center (FDC)(Task Order 63)  
CPA - Rear (Task Order 44)

[REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Thursday, May 27, 2004 2:37 PM  
**To:** [REDACTED]  
**Subject:** FW:

Another Korean inquiry

[REDACTED]

[REDACTED]  
Kellogg Brown & Root  
Transportation Supervisor  
Coalition Provisions Authority (CPA)Rear  
Federal Deployment Center (FDC)

[REDACTED]

\*\*\*\*INTERNET E-MAIL PRIVILEGED INFORMATION FOOTER\*\*\*\*

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~~FOR OFFICIAL USE ONLY - PROTECT, HANDLE & STORE IAW DoD 5400.7R This document contains info which may be withheld from the public because~~

5/29/2004

[REDACTED] (CIV)

**From:** [REDACTED] (CIV)

**Sent:** Wednesday, May 26, 2004 10:40 AM

**To:** [REDACTED]

**Cc:** [REDACTED]

**Subject:** Ministry of Justice / Korean Vehicle Information

Gentleman;

I appreciate your efforts in attempting to locate the Ministry of Justice / Prison Department Vehicles. This issue has been a very intense topic of discussion between several Ministries for the past two weeks, and still exists as high priority. I have obtained "legible" information from my Xerox copy of the Bill of Lading, and provided with this communication in hopes that your contacts can utilize to assist the MOJ to obtain a visual on these vehicles.

**B/L Number: MOLU 373505257**

**20 Units / Hyundai Vehicles**

Last 4 digits of the Vehicle Identification Number (VIN):

1. 0781
2. 0782
3. 0783
4. 0784
5. 0785
6. 0786
7. 0787
8. 0788
9. 0789
10. 0790
11. 5953
12. 5955
13. 5982
14. 5983
15. 6137
16. 6139
17. 6140
18. 6141
19. 6142
20. 6143

Any additional information that you may require of me to assist in locating these vehicles, please do not hesitate to contact me.

Kind Regards;

[REDACTED]  
**Ministry of Justice**

5/26/2004

(b)(6) (CIV)

From: (b)(6)  
Sent: Saturday, May 08, 2004 12:23 PM  
To: (b)(6) (CIV)  
Subject: RE: BOL (MOLU 373505257)

Sir,

Enclosed is the process to get the vehicles out of the Port and on the road to Iraq. CPA will be paying the expenses.

The ACO I'm referring to is for Task Order 44; should be somewhere in the Palace.

**PHASE I**

- (b)(6) expects to receive updated Addendums from Korean Consulate on Monday, 3 May.
- Expect quote from Super Middle - East Freight & Logistics Company by 6-7 May.
- Appropriate authority in Baghdad select company (EGL or Super Middle - East) to deliver items to Kalifa Lay Down yard
  - Selected company needs Purchase Order # or /Requisition # to proceed; recommend accomplishment in Baghdad to speed process
- Send copy of Purchase Order / Requisition to (b)(6) at (b)(6) he will notify the company selected to proceed
- Items delivered to Kalifa Lay Down yard
- Final Bill submitted for payment

**PHASE II**

- Subcontract out movement from Kalifa to Baghdad and/or use TTM (if available and can deliver expeditiously)

Here is a summary of Phase I progress:

- Item 1 is complete.
- Item 2 is complete.
- Item 3: Waiting on appropriate authority in Baghdad to select and approve. Please note the proposal/quote was sent in the 6 May SITREP.
- Item 4: Waiting on appropriate authority in Baghdad to send copy to me (b)(6) at ARCENT.

Hope this helps!

(b)(6)  
KBR - CPA Rear  
Logistics Supervisor  
(b)(6)

-----Original Message-----

From: (b)(6)  
Sent: Saturday, May 08, 2004 11:07 AM  
To: (b)(6)  
Cc: (b)(6) (CIV)  
Subject: RE: BOL (MOLU 373505257)

5/8/2004

[redacted]

Again, thank you for your promptness in responding to my email. I have to be honest, I have been in country for about 30 days, and have been on lockdown twenty of those days. I have been thrown in the fire (so to speak) and instructed to handle this and "Get your hands on our vehicles". I have relayed our conversations to the Director of Finance and he is asking questions that neither he nor I are familiar with.

1. When you speak of the ACO office, who is that department here at the CPA, what role do they actually play in this? Is there a point of contact?
2. The total sum of monies (\$17,744.26) who is to pay that total. Does the Prisons Department / MOJ have the ability to bring the monies to Kuwait and resolve this difference?
3. Once the monies have been paid in full, how does the Prisons Department actually get their hands on these vehicles? Are you familiar with this procedure?

I apologize for my lack of knowledge in this procedure, and request your guidance as to assist in any way possible. Thank you [redacted]

[redacted]  
Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq  
Room S103  
[redacted]

-----Original Message-----

**From:** [redacted]  
**Sent:** Saturday, May 08, 2004 10:50 AM  
**To:** [redacted] (CIV)  
**Subject:** RE: BOL (MOLU 373505257)

*Good Morning Sir,*

*Two companies are competing EGL and Super Middle East...I believe Super Middle East will be selected since their quote is lower.*

*The KBR Director of Logistics is who I work for. I just received guidance this morning to complete the Requisition and send to the CPA - KBR Materials office in the Palace. They will do the coordination and get ACO approval to proceed.*

*If your vehicles are removed NLT 22 May, the charges will be \$17,744.26 (Super Middle East quote).*

[redacted]  
KBR - CPA Rear  
Logistics Supervisor  
[redacted]

-----Original Message-----

**From:** [redacted]  
**Sent:** Saturday, May 08, 2004 8:55 AM  
**To:** [redacted]  
**Cc:** [redacted] (CIV)  
**Subject:** BOL (MOLU 373505257)

Good Morning [redacted]

Thank you again for your very prompt telephone call that we have had in previous days relating to the mysterious missing BOL (MOLU 373505257). I had wanted to verify some information, in that apparently we had a bad connection while you and I


were conversing

You had mentioned the name of the company who could be assigned to remove the vehicles out of port, once a contract had been assigned, what was the name of the company? You had also mentioned a specific office here at the CPA that the contracts would originate from, what was the name of the office and do you have a contact from that office?

I also am attempting to gain information into the total sum of monies owed for storage to date.

Thanks 

Sincerely;

  
**Ministry of Justice**  
**Prisons Department**  
**CPA - Baghdad, Iraq**  
**Room S103**



5/8/2004

		B. Shuwailkh Port to Khalifa Yard								
MINISTRY	B/L NUMBER	Vehicles	Arrival Date	DMG CHARGES UP TO 30/04/2004 \$	DO Charges	CUSTOM CLEARANCE, INSPECTION, JUMP START \$	DMG from 05/01/04-06/2/2004	Service and Handling fee \$75 each vehicle		
OFFICE OF HOUSING AND CONSTRUCTION	KKLUKR 8000683		7 01/04/2004	\$473.00	\$118.00	\$288.00	\$847.00	75.00	\$1,329.00	
OFFICE OF HOUSING AND CONSTRUCTION	KKLUKR 8000686		4 01/04/2004	\$1,892.00	\$318.00	\$1,149.00	\$3,388.00	300.00	\$5,165.00	
OFFICE OF HOUSING AND CONSTRUCTION	KKLUKR 8000683		1 01/04/2004	\$473.00	\$118.00	\$289.00	\$847.00	75.00	\$1,330.00	
OFFICE OF HOUSING AND CONSTRUCTION	MOLU 207641834		5 25/02/2004	\$6,168.00	\$403.00	\$1,433.00	\$8,035.00	375.00	\$10,248.00	
OFFICE OF HOUSING AND CONSTRUCTION	MOLU 207738678		7 03/04/2004	\$3,075.00	\$4,740.00	\$2,010.00	\$5,893.00	525.00	\$12,968.00	
OFFICE OF HOUSING AND CONSTRUCTION	KR 158979		10 20/02/2004	\$11,866.00	\$4,888.00	\$2,875.00	\$15,396.00	750.00	\$23,908.00	
OFFICE OF HOUSING AND CONSTRUCTION	EUKOPYKT 188817		40 21/02/2004	\$48,622.00	\$2,413.00	\$11,486.00	\$61,862.00	3000.00	\$78,481.00	
OFFICE OF HOUSING AND CONSTRUCTION	MOLU 373606234		26 25/02/2004	\$26,520.00	\$1,676.00	\$7,180.00	\$35,870.00	1575.00	\$48,801.00	
OFFICE OF HOUSING AND CONSTRUCTION	GLSDKUW 0402116		1 28/03/2004	\$338.00	\$98.00	\$169.00			\$267.00	
OFFICE OF HOUSING AND CONSTRUCTION	GLSDKUW 0401120		3 26/02/2004	\$607.00	\$237.00	\$169.00			\$486.00	
MINISTRY OF FOREIGN AFFAIRS	KR 158978		8 20/02/2004	\$5,828.00	\$2,497.00	\$1,435.00	\$7,868.00	375.00	\$12,005.00	
MINISTRY OF JUSTICE	MOLU 373606287		28 25/02/2004	\$21,622.00	\$1,544.00	\$5,746.00	\$29,102.00	1500.00	\$37,891.00	
		Shuwailkh Port								
OFFICE OF HOUSING AND CONSTRUCTION	APLU 006646857	1x40" Cntr	10/04/2004	\$338.00	\$198.00	\$169.00			\$368.00	
OFFICE OF HOUSING AND CONSTRUCTION	APLU 0066468103	2x40"/1x20" Cntr	10/04/2004	\$845.00	\$430.00	\$600.00			\$1,030.00	
TOTAL COSTS										
OFFICE OF HOUSING AND CONSTRUCTION									\$182,008.00	
MINISTRY OF JUSTICE									\$37,891.00	
MINISTRY OF FOREIGN AFFAIRS									\$12,005.00	
				\$126,353.00	\$19,678.00	\$34,998.00	\$168,457.00	\$9,650.00	\$251,884.00	

(Vehicle Breakdown by Type

8 Chainmen  
4 Front End Loaders  
3 Concrete Pumps  
10 Cement Mixers  
25 Small Double Cabin Truck  
16 Mini Vans  
10 Small SUVs  
5 Large Buses  
30 Mixture Buses


# COMMERCIAL INVOICE

(1) Shipper/Exporter KOREA INTERNATIONAL COOPERATION AGENCY #128, YUNKUN-DONG, CHONGRO-KU, SEOUL, KOREA		(8) No. & Date of Invoice 2003. 12.15 KOICA-07	
(2) Consignee COALITION PROVISIONAL AUTHORITY(CPA) C/O KELLOGG BROWN & ROOT(KBR) WAREHOUSE ATTN : [REDACTED] [REDACTED] TEL [REDACTED]		(9) No. & date of L/C	
(3) Notify party 1) SAME AS CONSIGNEE 2) COALITION PROVISIONAL AUTHORITY(CPA) ATTN : [REDACTED] MINISTRY OF JUSTICE E-MAIL : [REDACTED] 3) KOREA INTERNATIONAL COOPERATION AGENCY(KOICA) EMBASSY OF THE REPUBLIC OF KOREA, BAGHDAD, IRAQ TEL : [REDACTED]		(10) L/C issuing bank	
(4) Port of loading BUSAN, KOREA		(11) Remarks TO AUTHORITIES CONCERNED DIPLOMATIC CARGO SUPPLIED BY THE KOREAN GOVERNMENT WE REQUEST YOU TO EXPEDITE CUSTOMS CLEARANCE OF THIS CARGO  "THE GOODS ARE IN TRANSIT TO BAGHDAD, IRAQ"	
(5) Final destination KUWAIT, KUWAIT			
(6) Carrier APL QINGDAO V-017W		(7) Sailing on or about Dec. 15., 2003	
(12) Marks & numbers of PKGS.	(13) Description of goods.	(14) Quantity/Unit	(15) Unit-price
			(16) Amount:

KOICA  
- IN DIAMOND -  
C/NO.:  
MADE IN KOREA  
DEVELOPMENT COOPERATION  
BY THE GOVERNMENT OF  
THE REPUBLIC OF KOREA  
WE KINDLY REQUEST THE  
SWIFT CUSTOMS CLEARANCE  
OF THIS DIPLOMATIC CARGO

COMPUTER	41SET	1,320,000	54,120,000
UPS	41EA	240,000	9,840,000
LASER PRINTER	41EA	390,000	15,990,000
DESK	60SET	130,000	7,800,000
DRAWER	60EA	110,000	6,600,000
CHAIR	60EA	110,000	6,600,000

₩100,950,000

  
Suk Hyun Kim  
President  
Korea International Cooperation Agency  
KOICA

-- 8 vehicles located at Lay Safir Down Yard

(completed on 20 May)

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The following vehicles are too large for the 420<sup>th</sup> to move; the *PRIMARY OPTION* will be to use KBR Low boys. Other options being considered are DRIVE or FLY.

- Ministry of Foreign Affairs
- BOL KR 158976 (5) Daewoo Full-Size Buses
- Ministry of Housing and Construction
- BOL MOLU 207738679 (3) M300-V Cement Pump Trucks

\*\*\* As of 20 May 04, these vehicles are located in the Safir Al Dona KBR Lay Down Yard.

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#### 21 MAY UPDATE

The first military convoy of 14 Flatbeds with 34 vehicles should arrive at BIAP on 22 May at approximately 1200 local Iraq time.

The 420<sup>th</sup> will load 32- 43 Hetts at Shuwaikh Port on 22 May.

- Any vehicles that can't be transported by the military will be driven to KBR Lay-Down Yard.

The containers at Suaiba Port will be CLEARED by Eagle Logistics on 22 May.

The containers at Suaiba Port will depart for Baghdad on a different convoy; waiting on 420<sup>th</sup> for movement.

VR,

[Redacted]

KBR - CPA Rear  
Logistics Supervisor

[Redacted]

5/22/2004

[redacted] (CIV)

From: [redacted] (E-6)  
 Sent: Friday, May 21, 2004 11:43 PM  
 To: [redacted] (CIV)  
 Subject: FW: Korean Vehicle Shipment Update for 21 May 04

[redacted]

FYI

[redacted]

-----Original Message-----

From: [redacted]  
 Sent: Friday, May 21, 2004 7:18 PM  
 To: [redacted] (E-6)  
 Cc: [redacted]  
 Subject: Korean Vehicle Shipment Update for 21 May 04

**Good Evening,**

**As a reminder, here's the modified PLAN of ACTION:**

**PHASE I**

- [redacted] expects to receive updated Addendums from Korean Consulate on Monday, 3 May.
- Expect quote from Super Middle – East Freight & Logistics Company by 6-7 May.
- Appropriate authority in Baghdad select company (EGL or Super Middle – East) to deliver items to Kalifa Lay Down yard
  - Selected company needs Purchase Order # or /Requisition # to proceed; recommend accomplishment in Baghdad to speed process
- Send copy of Purchase Order / Requisition to [redacted] he will notify the company selected to proceed
- Port Clearing charges paid by Clearing Company (estimated completion on 22 May)

**PHASE II**

- Items delivered to SAFIR Lay Down yard utilizing Clearing Company, 420<sup>th</sup> MCB, or Theater Transport Mission (TTM) or KBR Drivers.

**NOTE:** If 420<sup>th</sup> MCB moves vehicles from Port, they will move direct to Baghdad bypassing Safir.

**PHASE III**

- Shipment delivered to Baghdad
  - 420<sup>th</sup> MCB transport of vehicles from Shuwaikh Port (34 removed on 19 May)
  - 420<sup>th</sup> MCB transport of containers from Suaiba Port

5/22/2004

See Page 2  
for update

[redacted] (CIV)

**From:** [redacted] (O-5)  
**Sent:** Friday, May 14, 2004 7:24 PM  
**To:** [redacted] (CIV)  
**Subject:** FW: Korean Vehicle Update for 14 May 04

FYI

LTC [redacted]  
 Ministry of Foreign Affairs  
 Cell [redacted]

-----Original Message-----

**From:** [redacted]  
**Sent:** Friday, May 14, 2004 7:11 PM  
**To:** [redacted] (O-5)  
**Cc:** [redacted]  
**Subject:** Korean Vehicle Update for 14 May 04

Good Evening,

As a reminder, here's the PLAN of ACTION:

**PHASE I**

- Mr. Dalvi expects to receive updated Addendums from Korean Consulate on Monday, 3 May.
- Expect quote from Super Middle – East Freight & Logistics Company by 6-7 May.
- Appropriate authority in Baghdad select company (EGL or Super Middle – East) to deliver items to Kalifa Lay Down yard
  - Selected company needs Purchase Order # or /Requisition # to proceed; recommend accomplishment in Baghdad to speed process
- Send copy of Purchase Order / Requisition to [redacted] he will notify the company selected to proceed
- Port Clearing charges paid by Clearing Company

**PHASE II**

- Items delivered to Kalifa Lay Down yard utilizing Clearing Company, 420<sup>th</sup> MCB, or Theater Transport Mission (TTM).

NOTE: If 420<sup>th</sup> MCB moves vehicles from Port, they will move direct to Baghdad bypassing Khalifa.

**PHASE III**

- Shipment delivered to Baghdad

**14 MAY UPDATE**

5/14/2004

Received ACO approval  
Contract awarded to Eagle Logistics (Freight Clearing Company)  
420<sup>th</sup> MCB reconfirmed commitment to transport vehicles to Baghdad  
Waiting on Eagle to pay Port Clearing Charges (weekend in Kuwait today)

VR,

[Redacted]

*KBR - CPA Rear  
Logistics Supervisor*

[Redacted]

5/14/2004

(S)(U) [redacted] (CIV)

**From:** [redacted]  
**Sent:** Monday, May 17, 2004 1:23 PM  
**To:** [redacted]  
**Subject:** RE: BOL (MOLU 373505257)  
**Sensitivity:** Confidential

Good Morning Sir,

*The vehicles are still in Port; expect to be removed on the 19<sup>th</sup> and 20<sup>th</sup>. Should be leaving for Iraq approx 21<sup>st</sup> or 22d (420<sup>th</sup> MCB is moving them).  
 Vehicle transport is Phase II if the military moves them (keep fingers crossed) and Phase III if a contractor moves them.  
 Final Destination point if the military moves them is BIAP; contractor is wherever we want them.  
 If military moves them, then my guess is KBR will get them to the Palace area; if contractor, then wherever the contract states.*

Hope this helps!

(S)(U) [redacted]  
 KBR - CPA Rear  
 Logistics Supervisor  
 (S)(U) [redacted]

-----Original Message-----

**From:** [redacted]  
**Sent:** Monday, May 17, 2004 8:02 AM  
**To:** [redacted]  
**Subject:** BOL (MOLU 373505257)  
**Importance:** High  
**Sensitivity:** Confidential

Good Morning [redacted]

I am attempting to gain information as to the specific whereabouts of the Prison Department Korean buses, and if known, a time and date and location of arrival into Baghdad. The CPA Administration has taken an immediate interest in the Prison Departments mission, for reasons I am sure that you can imagine, and the need for these vehicles has become top priority.

1. Are the vehicles still in port in Kuwait?
2. What part of Phase I or Phase II is the vehicle transport in?
3. What is the final delivery point into Baghdad, by the contracting company, can we expect?
4. Is there a time and date that the vehicles are expected into Baghdad?
5. Who's responsible (i.e., Prisons, contracting authority, military) in ensuring the buses get to Prison Headquarters in Baghdad?

I was informed this morning (May 17, 2004) at or about 0830 hours that "the vehicles are on their way". Although this is good news, I am in the process of acceptance procedures of these vehicles so that distribution and storage of these vehicles can be swift and accurate. I certainly appreciate your help in this matter within past weeks, any information that you could forward is greatly appreciated. Thank you.

Kind Regards;

(S)(U) [redacted]  
 Ministry of Justice

5/17/2004

Prisons Department  
CPA - Baghdad, Iraq  
Room S103



5/17/2004

[redacted] (CIV)

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**From:** [redacted]  
**Sent:** Saturday, May 08, 2004 10:50 AM  
**To:** [redacted] (CIV)  
**Subject:** RE: BOL (MOLU 373505257)

**Good Morning Sir,**

*Two companies are competing EGL and Super Middle East...I believe Super Middle East will be selected since their quote is lower.*

*The KBR Director of Logistics is who I work for. I just received guidance this morning to complete the Requisition and send to the CPA – KBR Materials office in the Palace. They will do the coordination and get ACO approval to proceed.*

*If your vehicles are removed NLT 22 May, the charges will be \$17,744.26 (Super Middle East quote).*

[redacted]  
**KBR - CPA Rear  
Logistics Supervisor**

-----Original Message-----

**From:** [redacted]  
**Sent:** Saturday, May 08, 2004 8:55 AM  
**To:** [redacted]  
**Cc:** [redacted] (CIV)  
**Subject:** BOL (MOLU 373505257)

**Good Morning** [redacted]

Thank you again for your very prompt telephone call that we have had in previous days relating to the mysterious missing BOL (MOLU 373505257). I had wanted to verify some information, in that apparently we had a bad connection while you and I were conversing.

You had mentioned the name of the company who could be assigned to remove the vehicles out of port, once a contract had been assigned, what was the name of the company? You had also mentioned a specific office here at the CPA that the contracts would originate from, what was the name of the office and do you have a contact from that office?

I also am attempting to gain information into the total sum of monies owed for storage to date.

Thanks [redacted]

Sincerely;

[redacted]  
**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq  
Room S103**

5/8/2004

from the Abu Ghraib facility. Specifically two brand new welding machines purchased for the Abu Ghraib facility. Mr. Sarkies requested that the American Advisors get a visual on these pieces of capital equipment and where they are being stored. The Finance Office stated that the assigned American Warden would be contacted in this regard for sight verification.

5. A concern was brought up to Mr. Sarkies that the ICO Storekeepers at different facilities have not allowed the American advisors into the Quartermaster storage unit (s). Mr. Sarkies stated that the American advisors have the authority to enter any part of the facility deemed appropriate. Mr. Sarkies also requested that the American correctional advisors when needing supplies out of the Quartermaster supply area (s); request that the Iraqi Warden complete the supply request in its entirety. Mr. Sarkies suspects that a portion of the supplies are being stolen from this area and the Quartermaster is simply documenting ".....**the Americans took it**". Mr. Sarkies requested that all American advisors visually inspect the Quartermasters supply area (s) as well as physically pat search the ICO Quartermaster, visually inspect cars (at random) leaving the perspective facility for stolen goods. Mr. Sarkies stated that they suspect the Quartermaster at Kadimiyah (former IP) of stealing and removing ICS purchased goods from facility grounds to sell on the black-market, claims "**..he is a thief**".

Mr. Sarkies claims to have received several complaints regarding the food at Kadimiyah and further requests that the Finance Department go to Kadimiyah and inspect the food as well as the food preparations at this facility and report the obtained information to his office. Last topic of discussion from Mr. Sarkies is that the Food Service Contractors are manipulating the inmate population head count at their contracted facilities (i.e., literally having 300 inmates within their facility, yet reporting 350 inmates). There is an existing form that the contracting food service company submit to Mr. Sarkies that reflects current amount of inmates fed. This form is for justification to pay for contractual food services. Mr. Sarkies requests that ICO's working night should be included on this form.

Upon completion of the meeting with Mr. & Mrs. Sarkies, a brief tour was given, which ended our meeting of May 05, 2004.

Respectfully Submitted;

[Redacted Signature]

Ministry of Justice  
Prisons Department  
CPA - EX SEC

5/8/2004

(b)(6) (CIV)

**From:** Ryan, Charles (SES-5)  
**Sent:** Thursday, May 06, 2004 11:56 AM  
**To:** (b)(6)  
**Cc:** Bartlett, J. Terry (SES)  
**Subject:** RE: Meeting Minutes / May 5, 2004 / SARKIES

Next Wednesday, I recommend that we meet at Rusafa Complex and Headquarters with the Iraqis. We need to discuss on Friday AM or early Saturday, the game plan and have it translated into Arabic so that they will begin holding themselves accountable. The Americans doing their job has gone on long enough.

(b)(6)

-----Original Message-----

**From:** (b)(6) (CIV)  
**Sent:** Thursday, May 06, 2004 10:30 AM  
**To:** (b)(6)  
**Cc:** Bartlett, J. Terry (SES); Ryan, Charles (SES-5)  
**Subject:** Meeting Minutes / May 5, 2004 / SARKIES

On Wednesday, May 05, 2004 at approximately 1100 hours the CPA/MOJ - Finance Department met with Mr. & Mrs. Sarkies. The topics of this meeting are listed below:

- ① A concern was brought to Mr. Sarkies that the ICS Warden's are telling the American advisors that they have NOT been issued any petty cash for facility purchases. Mr. & Mrs. Sarkies informed the finance office that each ICS Warden has been given 500,000 Dinar for purchases they deem appropriate to their assigned facility. Sarkies goes on to explain that the procedure for re-imbursement is for the Warden to obtain an official receipt with the below listed information:

- a. Business Identification Number (every business issued)
- b. Name of business
- c. Business telephone number
- d. Description of item (s) purchased
- e. Quantity of item (s) purchased
- f. Amount of item (s) purchased
- g. Signature of Seller of item
- h. Signature of Purchaser of item

Once the receipt has the above-mentioned information; the Warden will submit the receipt to Mr. Sarkies office for re-imbursement. Mr. & Mrs. Sarkies stated that the Wardens could use 500,000 Dinar a day and could be re-imbursed 500,000 Dinar the next day with the appropriate receipt (s). Mr. & Mrs. Sarkies suspects that the Wardens are saying that they have never been issued the 500,000 Dinar "to cover up that they have already spent the Dinar" in question. Mr. Sarkies further suspects that the contractors at specific facilities are reporting higher prices, as some of the Iraqi Warden's are receiving a portion of the contractors profits.

- X (b)(6) requested a bank statement from the financial institution that currently is holding the U.S. Currency for the MOJ/Prisons Department. Mr. Sarkies stated that he would attempt to gain a bank statement tomorrow. Mr. Sarkies further explained that the U.S. Currency has been consolidated with their ICS budget money. Mr. Sarkies further stated that the monies can be separated at any requested time to be spent as needed.

- X Mr. Sarkies asked if American Advisors needed Air Conditioning Units for the offices and advisor quarters at the Abu Ghraib Facility. Finance Department stated that this information would be obtained from the Facility Wardens within the next couple of business working days and forwarded to their office.

- ④ Mr. Sarkies stated that there is an overwhelming concern that capital assets are being stolen

5/8/2004

**Sent:** Saturday, May 08, 2004 11:07 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED] (CIV)  
**Subject:** RE: BOL (MOLU 373505257)

[REDACTED]

Again, thank you for your promptness in responding to my email. I have to be honest, I have been in country for about 30 days, and have been on lockdown twenty of those days. I have been thrown in the fire (so to speak) and instructed to handle this and "Get your hands on our vehicles". I have relayed our conversations to the Director of Finance and he is asking questions that neither he nor I are familiar with.

1. When you speak of the ACO office, who is that department here at the CPA, what role do they actually play in this? Is there a point of contact?
2. The total sum of monies (\$17,744.26) who is to pay that total. Does the Prisons Department / MOJ have the ability to bring the monies to Kuwait and resolve this difference?
3. Once the monies have been paid in full, how does the Prisons Department actually get their hands on these vehicles? Are you familiar with this procedure?

I apologize for my lack of knowledge in this procedure, and request your guidance as to assist in any way possible. Thank you [REDACTED]

[REDACTED]  
**Ministry of Justice**  
**Prisons Department**  
**CPA - Baghdad, Iraq**  
**Room S103**

[REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Saturday, May 08, 2004 10:50 AM  
**To:** [REDACTED] (CIV)  
**Subject:** RE: BOL (MOLU 373505257)

*Good Morning Sir,*

*Two companies are competing EGL and Super Middle East...I believe Super Middle East will be selected since their quote is lower.*

*The KBR Director of Logistics is who I work for. I just received guidance this morning to complete the Requisition and send to the CPA - KBR Materials office in the Palace. They will do the coordination and get ACO approval to proceed.*

*If your vehicles are removed NLT 22 May, the charges will be \$17,744.26 (Super Middle East quote).*

[REDACTED]  
**KBR - CPA Rear**  
**Logistics Supervisor**

[REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Saturday, May 08, 2004 8:55 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED] (CIV)

5/8/2004

**Subject:** BOL (MOLU 373505257)

Good Morning [REDACTED]

Thank you again for your very prompt telephone call that we have had in previous days relating to the mysterious missing BOL (MOLU 373505257). I had wanted to verify some information, in that apparently we had a bad connection while you and I were conversing. You had mentioned the name of the company who could be assigned to remove the vehicles out of port, once a contract had been assigned, what was the name of the company? You had also mentioned a specific office here at the CPA that the contracts would originate from, what was the name of the office and do you have a contact from that office?

I also am attempting to gain information into the total sum of monies owed for storage to date.

Thanks [REDACTED]

Sincerely;

[REDACTED]  
**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq  
Room S103**

[REDACTED]

5/8/2004

[REDACTED] (CIV)

**From:** Ryan, Charles (SES-5)  
**Sent:** Thursday, May 06, 2004 11:56 AM  
**To:** [REDACTED]  
**Cc:** Bartlett, J. Terry (SES)  
**Subject:** RE: Meeting Minutes / May 5, 2004 / SARKIES

Next Wednesday, I recommend that we meet at Rusafa Complex and Headquarters with the Iraqis. We need to discuss on Friday AM or early Saturday, the game plan and have it translated into Arabic so that they will begin holding themselves accountable. The Americans doing their job has gone on long enough.

[REDACTED]

-----Original Message-----

**From:** [REDACTED] (CIV)  
**Sent:** Thursday, May 06, 2004 10:30 AM  
**To:** [REDACTED]  
**Cc:** Bartlett, J. Terry (SES); Ryan, Charles (SES-5)  
**Subject:** Meeting Minutes / May 5, 2004 / SARKIES

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  - a. Business Identification Number (every business issued)
  - b. Name of business
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Once the receipt has the above-mentioned information; the Warden will submit the receipt to Mr. Sarkies office for re-imbursement. Mr. & Mrs. Sarkies stated that the Wardens could use 500,000 Dinar a day and could be re-imbursed 500,000 Dinar the next day with the appropriate receipt (s). Mr. & Mrs. Sarkies suspects that the Wardens are saying that they have never been issued the 500,000 Dinar "to cover up that they have already spent the Dinar" in question. Mr. Sarkies further suspects that the contractors at specific facilities are reporting higher prices, as some of the Iraqi Warden's are receiving a portion of the contractors profits.
2. [REDACTED] requested a bank statement from the financial institution that currently is holding the U.S. Currency for the MOJ/Prisons Department. Mr. Sarkies stated that he would attempt to gain a bank statement tomorrow. Mr. Sarkies further explained that the U.S. Currency has been consolidated with their ICS budget money. Mr. Sarkies further stated that the monies can be separated at any requested time to be spent as needed.
3. Mr. Sarkies asked if American Advisors needed Air Conditioning Units for the offices and advisor quarters at the Abu Ghraib Facility. Finance Department stated that this information would be obtained from the Facility Wardens within the next couple of business working days and forwarded to their office.
4. Mr. Sarkies stated that there is an overwhelming concern that capitol assets are being stolen

5/8/2004

- from the Abu Ghraib facility. Specifically two brand new welding machines purchased for the Abu Ghraib facility. Mr. Sarkies requested that the American Advisors get a visual on these pieces of capital equipment and where they are being stored. The Finance Office stated that the assigned American Warden would be contacted in this regard for sight verification.
5. A concern was brought up to Mr. Sarkies that the ICO Storekeepers at different facilities have not allowed the American advisors into the Quartermaster storage unit (s). Mr. Sarkies stated that the American advisors have the authority to enter any part of the facility deemed appropriate. Mr. Sarkies also requested that the American correctional advisors when needing supplies out of the Quartermaster supply area (s); request that the Iraqi Warden complete the supply request in its entirety. Mr. Sarkies suspects that a portion of the supplies are being stolen from this area and the Quartermaster is simply documenting ".....**the Americans took it**". Mr. Sarkies requested that all American advisors visually inspect the Quartermasters supply area (s) as well as physically pat search the ICO Quartermaster, visually inspect cars (at random) leaving the perspective facility for stolen goods. Mr. Sarkies stated that they suspect the Quartermaster at Kadimiyah (former IP) of stealing and removing ICS purchased goods from facility grounds to sell on the black-market, claims "**..he is a thief**".
  6. Mr. Sarkies claims to have received several complaints regarding the food at Kadimiyah and further requests that the Finance Department go to Kadimiyah and inspect the food as well as the food preparations at this facility and report the obtained information to his office.
  7. Last topic of discussion from Mr. Sarkies is that the Food Service Contractors are manipulating the inmate population head count at their contracted facilities (i.e., literally having 300 inmates within their facility, yet reporting 350 inmates). There is an existing form that the contracting food service company submit to Mr. Sarkies that reflects current amount of inmates fed. This form is for justification to pay for contractual food services. Mr. Sarkies requests that ICO's working night should be included on this form.

Upon completion of the meeting with Mr. & Mrs. Sarkies, a brief tour was given, which ended our meeting of May 05, 2004.

Respectfully Submitted,



Ministry of Justice  
Prisons Department  
CPA - EX SEC

5/8/2004

[REDACTED] (CIV)

From: [REDACTED]  
 Sent: Saturday, May 08, 2004 12:23 PM  
 To: [REDACTED] (CIV)  
 Subject: RE: BOL (MOLU 373505257)

Sir,

Enclosed is the process to get the vehicles out of the Port and on the road to Iraq. CPA will be paying the expenses.

The ACO I'm referring to is for Task Order 44; should be somewhere in the Palace.

✓ PHASE I

- [REDACTED] expects to receive updated Addendums from Korean Consulate on Monday, 3 May.
- Expect quote from Super Middle -- East Freight & Logistics Company by 6-7 May.
- Appropriate authority in Baghdad select company (EGL or Super Middle -- East) to deliver items to Kalifa Lay Down yard
  - Selected company needs Purchase Order # or /Requisition # to proceed; recommend accomplishment in Baghdad to speed process
- Send copy of Purchase Order / Requisition to [REDACTED] at [REDACTED] he will notify the company selected to proceed
- Items delivered to Kalifa Lay Down yard
- Final Bill submitted for payment

PHASE II

- Subcontract out movement from Kalifa to Baghdad and/or use TTM (If available and can deliver expeditiously)

? WHO

Here is a summary of Phase I progress:

- Item 1 is complete.
- Item 2 is complete.
- Item 3: Waiting on appropriate authority in Baghdad to select and approve. Please note the proposal/quote was sent in the 6 May SITREP.
- Item 4: Waiting on appropriate authority in Baghdad to send copy to me [REDACTED] at ARCENT.

Hope this helps!

[REDACTED]  
 KBR - CPA Rear  
 Logistics Supervisor  
 [REDACTED]

-----Original Message-----

From: [REDACTED]  
 Sent: Saturday, May 08, 2004 11:07 AM  
 To: [REDACTED]  
 Cc: [REDACTED] (CIV)  
 Subject: RE: BOL (MOLU 373505257)

5/8/2004



[REDACTED]

Again, thank you for your promptness in responding to my email. I have to be honest, I have been in country for about 30 days, and have been on lockdown twenty of those days. I have been thrown in the fire (so to speak) and instructed to handle this and "Get your hands on our vehicles". I have relayed our conversations to the Director of Finance and he is asking questions that neither he nor I are familiar with.

1. When you speak of the ACO office, who is that department here at the CPA, what role do they actually play in this? Is there a point of contact?
2. The total sum of monies (\$17,744.26) who is to pay that total. Does the Prisons Department / MOJ have the ability to bring the monies to Kuwait and resolve this difference?
3. Once the monies have been paid in full, how does the Prisons Department actually get their hands on these vehicles? Are you familiar with this procedure?

I apologize for my lack of knowledge in this procedure, and request your guidance as to assist in any way possible. Thank you [REDACTED]

[REDACTED]  
**Ministry of Justice**  
**Prisons Department**  
**CPA - Baghdad, Iraq**  
**Room S103**

[REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Saturday, May 08, 2004 10:50 AM  
**To:** [REDACTED] (CIV)  
**Subject:** RE: BOL (MOLU 373505257)

**Good Morning Sir,**

*Two companies are competing EGL and Super Middle East...I believe Super Middle East will be selected since their quote is lower.*

*The KBR Director of Logistics is who I work for. I just received guidance this morning to complete the Requisition and send to the CPA - KBR Materials office in the Palace. They will do the coordination and get ACO approval to proceed.*

*If your vehicles are removed NLT 22 May, the charges will be \$17,744.26 (Super Middle East quote).*

[REDACTED]  
**KBR - CPA Rear**  
**Logistics Supervisor**

[REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Saturday, May 08, 2004 8:55 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED] (CIV)  
**Subject:** BOL (MOLU 373505257)


Good Morning [REDACTED]

Thank you again for your very prompt telephone call that we have had in previous days relating to the mysterious missing BOL (MOLU 373505257). I had wanted to verify some information, in that apparently we had a bad connection while you and I

were conversing.

You had mentioned the name of the company who could be assigned to remove the vehicles out of port, once a contract had been assigned, what was the name of the company? You had also mentioned a specific office here at the CPA that the contracts would originate from, what was the name of the office and do you have a contact from that office?

I also am attempting to gain information into the total sum of monies owed for storage to date.

Thanks 

Sincerely;



**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq  
Room S103**



5/8/2004

[REDACTED] (CIV)

**From:** [REDACTED]  
**Sent:** Saturday, May 08, 2004 10:50 AM  
**To:** [REDACTED] (CIV)  
**Subject:** RE: BOL (MOLU 373505257)

*Good Morning Sir,*

*Two companies are competing EGL and Super Middle East...I believe Super Middle East will be selected since their quote is lower.*

*The KBR Director of Logistics is who I work for. I just received guidance this morning to complete the Requisition and send to the CPA - KBR Materials office in the Palace. They will do the coordination and get ACO approval to proceed.*

*If your vehicles are removed NLT 22 May, the charges will be \$17,744.26 (Super Middle East quote).*

[REDACTED]  
**KBR - CPA Rear  
Logistics Supervisor**  
[REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Saturday, May 08, 2004 8:55 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED] (CIV)  
**Subject:** BOL (MOLU 373505257)

Good Morning [REDACTED]

Thank you again for your very prompt telephone call that we have had in previous days relating to the mysterious missing BOL (MOLU 373505257). I had wanted to verify some information, in that apparently we had a bad connection while you and I were conversing.

You had mentioned the name of the company who could be assigned to remove the vehicles out of port, once a contract had been assigned, what was the name of the company? You had also mentioned a specific office here at the CPA that the contracts would originate from, what was the name of the office and do you have a contact from that office?

I also am attempting to gain information into the total sum of monies owed for storage to date.

Thanks [REDACTED]

Sincerely;

[REDACTED]  
**Ministry of Justice  
Prisons Department  
CPA - Baghdad, Iraq  
Room S103**  
[REDACTED]

5/8/2004

APL

## BILL OF LADING

KOREA

JMS

(PP) R (Principal or Seller licensee and full address)

KOREA INTERNATIONAL COOPERATION AGENCY  
1120, JONGKUN-DONG, CHONGRO-KU,  
SEOUL, KOREA

BOOKING NUMBER

005612283

APLU 005612283

EXPORT REFERENCES

CONSIGNEE (Name and Full Address / Non Negotiable Unless Consigned to Order)  
(Unless provided otherwise, a consignment "To Order" means "To Order of Shipper")

COALITION PROVISIONAL AUTHORITY(CPA)  
C/O KELLOGG BROWN & ROOT (KBR)  
WAREHOUSE ATTN : [REDACTED]  
TEL : [REDACTED] (APO AE 09335)

FORWARDING AGENT (Reference: F.M.C. No.)

POINT AND COUNTRY OF ORIGIN OF GOODS

BUSAN, KOREA

ALSO NOTIFY (Name and Full Address) /DOMESTIC ROUTING/  
EXPORT INSTRUCTIONS/PIER - TERMINAL/ONWARD ROUTING  
FROM POINT OF DESTINATION

3) KOREA INTERNATIONAL COOPERATION  
AGENCY(KOICA) EMBASSY OF THE  
REPUBLIC OF KOREA, BAGHDAD, IRAQ  
TEL:1-914-360-3001 /  
1-914-822-9169

TIAL CARRIAGE (MODE)

PLACE OF RECEIPT

PORT CARRIER (Vessel, voyage, &amp; flag)

PORT OF LOADING

APL QINGDAO 017W BUSAN, KOREA

PORT OF DISCHARGE

PLACE OF DELIVERY

KUWAIT, KUWAIT KUWAIT, KUWAIT

Access Valuation Please refer to Clause 7 (iii) on Reverse Side

## PARTICULARS FURNISHED BY SHIPPER

MKS & NOS / CONTAINER NOS	NO OF PKGS	DESCRIPTION OF PACKAGES AND GOODS	GROSS WEIGHT	MEASUREMENT
***CTR NDR** APLS296763-0 NOSU455310-9	****SEAL NBR**** 1124305 1124367	(THIRTY PACKAGES ONLY) T/S HT MODE QUANT/TYPE D20 88 CY/ CY 10PKGS D40 86 CY/ CY 20PKGS TOTAL 30PKGS	WEIGHT 3630.00KG 7260.00KG 10890.00KG	MSMT 30.15 60.30 90.45
** SHIPPER'S LOAD, STOW AND COUNT **				

PARTICULARS AS PER ATTACHMENT PAGE(S)

\*\* FREIGHT PREPAID  
\*\*\*\*\* COPY \*\*\*\*\*  
\*\* NON-NEGOTIABLE

ON BOARD APL QINGDAO 017W ON DEC.15,2003 AT BUSAN

L TO BE RELEASED AT			SEOUL			OCEAN FREIGHT PAYABLE AT			SEOUL			<p>The undersigned Carrier hereby acknowledges the receipt of the goods in the container or packages in other shipper's seal to contain the goods described above in external good order and condition unless stated. The Shipper agrees and the Consignee person purchasing this instrument for resale, or otherwise, hereby agrees to indemnify the Carrier from and against all claims and damages of the goods are subject to all the terms and conditions and incorporated by reference on the reverse hereof, whether written or printed.</p> <p>A set of 3 copies of a bill of lading issued by the Carrier. Upon surrender to the carrier, the consignee shall receive the original bill of lading.</p> <p>APL CO. PTE. LTD.</p> <p>By _____ Authorized Signature Date: DEC. 15, 2003 Place: SEOUL</p> <p>APLU 005612283</p>														
FREIGHT RATES CHARGES, WEIGHTS AND/OR MEASUREMENTS (SUBJECT TO CORRECTION)						PREPAID U.S. \$			COLLECT U.S. \$				Local Currency													
2A3 017						TOTAL PREPAID																				
Vessel			Voyage			Office			TOTAL COLLECT																	
FOO			FORWARDER			SHIPPER			CONSIGNEE			LD. PORT			DIS. PORT			DEST			NOTIFY			FOO		

APPLICABLE ONLY WHEN USED AS MULTI-MODAL BILL OF LADING

SAMSUNG

FIRE & MARINE  
INSURANCESAMSUNG INSURANCE BUILDING  
27 EUNGU RD, DONG-DAE, SEOUL  
KOREAP.O. BOX 980  
JONGRO-2, KJ-100  
JONGRO-2, KJ-100

Policy No.

## MARINE CARGO INSURANCE POLICY

90394012000123

Name of Insured

KOREA INTERNATIONAL COOPERATION AGENCY

Term, if any, payable at

KUWAIT MARITIME & MERCANTILE CO.,  
K.S.C. (PO BOX 78 SAFAT) KUWAITTEL: 965 0 2434752  
FAX: 965 0 2437956Claims are payable in the KOREAN WON  
Survey should be approved byKUWAIT MARITIME & MERCANTILE CO.,  
K.S.C. (PO BOX 78 SAFAT) KUWAITTEL: 965 0 2434752  
FAX: 965 0 2437956

Local Vessel or Conveyance

Ship or Vessel called the

HYUNDAI PROGRESS V OTIS APL QINGDAO V 019W

Sailing on or about

2003 12 15

at and from

INCHEON, KOREA

transhipped at

BUSAN

arrived at

KUWAIT, KUWAIT

Issued in

Goods and Merchandise

COMPUTER  
UPS  
LASER PRINTER  
DESK  
DRAWER  
CHAIRORIGINAL  
DUPLICATE UNPAID  
TRIPlicate UNPAID  
60 SET  
60 EA  
60 EA

Ref No.

INV. NO : KMH-031201

Amount insured

KOREAN WON

\*\*\*\*\*111,045,000.00  
CARGO: WON \*\*\*\*\*111,045,000.00  
<WON \*\*\*\*100,950,000.00 X 110.00 %>

Conditions: Subject to the following Clauses as per back hereof.

## CARGO CLAUSES(ALL RISKS)

TRANSIT TERMINATION: 14 days after arrival at destination  
applicable only for cargoes imported to KoreaIt is specially understood and agreed that the words "60 days" in §(C) of the passage  
of the Transit Clause of the Institute Cargo Clauses are substituted by the words "30 days"-Institute Classification Clause,  
-Institute Radiation or Contamination Exclusion Clause  
-On-Deck Clause,  
-Special Replacement Clause (applying to machinery)  
-Special Replacement Clause for Seawater Machinery  
(applying to used machinery)  
-Label Clause (applying to labelled goods)  
-Chain Insurance Clause  
-Computer Millennium Clause(Cargo)

Place and Date signed in

SEOUL

Numbers of Policies issued

THREE

For the use only with the New Marine Policy Form  
Notwithstanding anything contained herein or  
attached hereto to the contrary, this insurance is  
understood and agreed to be subject to English  
law and practice only as to liability for loss or  
settlement of any and all claims.This insurance does not cover any loss or  
damage to the property which at the time of the  
happening of such loss or damage is insured by  
or would but for the existence of this Policy be  
insured by any fire or other insurance policy or  
policy except in respect of any excess beyond  
the amount which would have been payable under  
the fire or other insurance policy or policies had  
this insurance not been effected.We, SAMSUNG FIRE & MARINE INSURANCE CO., LTD.  
hereby agree, in consideration of the payment to  
us by or on behalf of the Assured of the  
premium as arranged, to insure against loss  
damage liability or expense to the extent and in  
the manner herein provided.In Witness whereof, I, the Undersigned of  
SAMSUNG FIRE & MARINE INSURANCE CO., LTD. on  
behalf of the said Company, have subscribed My  
Name in the place specified as above to the  
Indoles, the Insured hereby certifies that he is  
above, of the same tenor and date, one of  
which is attached to the above to the valid  
as of the date specified above.For the use only with the Old Marine Policy Form  
1. Wherever the word "capture, seizure, arrest, detention,  
and the consequences thereof or of any attempt thereof" also from the  
consequences of hostilities or warlike operations, whether there be a  
declaration of war or not; but this warranty shall not exclude collision,  
contact with any fixed or floating object other than a mine or torpedo,  
storming, heavy weather or fire arising directly (and  
indirectly) of the nature of the voyage or service which the vessel  
is performing by, in the case of a collision, any other vessel involved therein,  
is performing by a hostile act or against a belligerent power; and  
for the purpose of this warranty "power" includes any authority  
maintaining naval, military or air forces in association with a power.  
Further warranted free from the consequences of civil war, revolution,  
rebellion, insurrection or civil strife arising therefrom, or piracy.2. Wherever the word "loss or damage"  
(a) caused by strikes, lock-out, work stoppage or persons taking part  
in labor disturbances, riots or civil commotions  
(b) resulting from strikes, lock-outs, labor disturbances, riots or  
civil commotions.3. (a) Should the risks excluded by Clause 1 (C) & (E) Clauses be  
reinstated in this Policy by deletion of that clause or the risks of mines,  
torpedoes, bombs or other engines of war be insured under this Policy,  
Clause (b) below shall become operative and anything contained in this  
contract which is inconsistent with Clause (b) or which affects the  
insurance protection against the aforesaid risks then that effected by the  
Indoles. We Clauses relevant to the particular kind of loss covered  
for this insurance is null and void. (b) This policy is warranted free of any claim based upon loss of, or  
damage to, the insured vessel or its cargo caused by war or  
consequences of hostilities of any kind, whether by war or  
insurrection or by acts of terrorism or persons taking part in  
labor disturbances, riots or civil commotions.The descriptions to be insured in the following clauses are shown as above: **He it known that**  
as well in his or their own Name, as for and in the Name and Names of all and every other Persons or Persons to whom the same risks  
may, or shall operate, in part or in all, both under Assurance, and cause himself or themselves and them and every of them, to be  
Assured, lost or not lost, at and from  
whereof in Marine, for this present Voyageor by whatsoever other Name or Names the said Ship or the Master thereof, is or shall be named or called, insuring the Adventure upon  
the said Goods and Merchandise from the loading thereof aboard the said Ship as above, and shall so continue and endure during her abode  
there, upon the said Ship, and further, until the said Ship, with all her Goods and Merchandise whatsoever, shall be arrived at  
and upon the Goods and Merchandise until the same be there discharged and safely landed and it shall be lawful for the said Ship  
etc., in this Voyage to proceed and sail to and touch and stay at any Ports or Places whatsoever without Prejudice to this Assurance. The  
said Goods and Merchandise, etc., for so much as concerns the Assured by Agreement between the Assured and Assurers in this Policy,  
are and shall be valued atBUTTING the Adventure and Perils which the said Company are contented to bear and do take  
upon themselves in this Voyage, they are, of the Sea War of War, Fire, Pirates, Plagues, Thieves, Jettisons, Letters of Mart in  
Charterment, Straggles, Tacklings of Sea, Storms, Hindrances and Incumbrances of all Kings, Princes and People of what Nation, Condition  
or Quality, manner, Hereditary of the Master and Manners, and of all other Perils, Losses and Maliciousness that have or shall come to the Her  
Deliverment or Damage of the said Goods and Merchandise, or any part thereof; and in case of any Loss or Maliciousness, it shall be lawful  
for the Assured, his or their Factors, Servants and Agents, to sue, labour and travel for, in and about the Defence, Salvage and  
Recovery of the said Goods and Merchandise, or any part thereof, without Prejudice to this Assurance; in the Charges whereby the said  
Company will contribute. And it is especially covenanted and agreed that no acts of the Assured or insured in recovering savings, in  
preserving the property insured, shall be considered as a waiver or acceptance of abandonment. And it is agreed that this writing of  
Policy of Assurance shall be of as much Force and Effect as the usual Writing or Policy of Assurance made in London. And so the said  
Company are contented and do hereby promise and bind themselves to the Assured, his or their Executors, Administrators, or Agents, for  
the true Performance of the Premises; continuing themselves paid the Consideration due unto them for this Assurance, at and after the rate  
ofN/A. Coins, Rhin, Salt, Flint, Pearls and seed are warranted free from Average, unless general, or the Ship or its cargo, Sugar, Tobacco,  
Hemp, Flax, Hides and Skins are warranted free from Average, under Five Pence per cent. and all other Goods, also the Ship and its  
Cargo, are warranted under Three Pence per cent. unless general, or the Ship or its cargo, shall be valued at. All  
questions of Value arising under this policy are to be governed by the laws and customs of England.  
IN WITNESS whereof I, the Undersigned of the SAMSUNG FIRE & MARINE INSURANCE CO., LTD. on behalf of the said Company have  
subscribed my name in the place specified as above to the Indoles, the Insured hereby certifies that he is above, of the same tenor and date, one of which is attached to the above to the valid  
as of the date specified as above.In the event of loss or damage arising under this Policy, no claim shall be warranted unless a survey has  
been held with the consent of the Company's Office, as specified in this Policy.

In case of loss or damage, please follow the "SURVEY" clause printed on the back hereof.

In the event of total loss, a claim shall be made on the New Marine Policy Form should be applicable.

SAMSUNG FIRE &amp; MARINE INSURANCE CO., LTD.

Lee soo Chang

AUTHORIZED SIGNATORY

# PACKING LIST

(1) Shipper/Exporter KOREA INTERNATIONAL COOPERATION AGENCY #129, YUNKUN-DONG, CHONGRO-KU, SEOUL, KOREA		(8) No. & Date of Invoice 2003. 12.15 KOICA-07	
(2) Consignee COALITION PROVISIONAL AUTHORITY(CPA) C/O KELLOGG BROWN & ROOT(KBR) WAREHOUSE ATTN : <span style="background-color: #cccccc; display: inline-block; width: 150px; height: 1em;"></span> APO AE 09335 TEL : <span style="background-color: #cccccc; display: inline-block; width: 150px; height: 1em;"></span>		(9) Remarks  TO AUTHORITIES CONCERNED DIPLOMATIC CARGO SUPPLIED BY THE KOREAN GOVERNMENT WE REQUEST YOU TO EXPEDITE CUSTOMS CLEARANCE OF THIS CARGO   "THE GOODS ARE IN TRANSIT TO BAGHDAD, IRAQ"	
(3) Notify party 1) SAME AS CONSIGNEE 2) COALITION PROVISIONAL AUTHORITY(CPA) ATTN : <span style="background-color: #cccccc; display: inline-block; width: 100px; height: 1em;"></span> SENIOR ADVISOR/ MINISTRY OF JUSTICE E-MAIL : RUBINID@ORHA.CENTCOM.MIL 3) KOREA INTERNATIONAL COOPERATION AGENCY(KOICA) EMBASSY OF THE REPUBLIC OF KOREA, BAGHDAD, IRAQ TEL : <span style="background-color: #cccccc; display: inline-block; width: 150px; height: 1em;"></span>			
(4) Port of loading BUSAN, KOREA	(5) Final destination KUWAIT, KUWAIT		
(6) Carrier APL QINGDAO V-017W	(7) Sailing on or about Dec. 15., 2003		

(10) Marks & numbers of PKGS.	(11) Description of goods.	(12) Quantity	(13) Net-weight	(14) Gross-weight	(15) Measurement
-------------------------------	----------------------------	---------------	-----------------	-------------------	------------------

KOICA  
(IN DIAMOND)

C/NO.:	C/T NO.		
MADE IN KOREA	1~41	UPS	41EA
DEVELOPMENT COOPERATION	42~82	LCD MONITOR FOR COMPUTER	41EA
BY THE GOVERNMENT OF	83~123	COMPUTER	41EA
THE REPUBLIC OF KOREA	124~164	LASER PRINTER	41EA
WE KINDLY REQUEST THE	165~194	CHAIR	60EA
SWIFT CUSTOMS CLEARANCE	195~254	DRAWER	60EA
OF THIS DIPLOMATIC CARGO	255~314	DESK	60EA
	315~374	ACCESSORIES FOR DESK	60EA

TOTAL : 30W/BOXES(374CARTONS)	6,990KGS 10,890KGS 90.450CBM
-------------------------------	------------------------------

- SEE ATTACHED RIDER -

  
**Suk Hyun Kim**  
 President  
 Korea International Cooperation Agency  
**KOICA**

W/B NO.	C/T NO.	Q'TY	NET WEIGHT	GROSS WEIGHT	CBM
1	1 ~ 32	32	400	530	3.015
2	33 ~ 71	39	490	620	3.015
3	72 ~ 94	23	360	490	3.015
4	95 ~ 110	16	290	420	3.015
5	111 ~ 126	16	290	420	3.015
6	127 ~ 142	16	290	420	3.015
7	143 ~ 158	16	290	420	3.015
8	159 ~ 164, 195 ~ 198	10	200	330	3.015
9	165 ~ 167	3	120	250	3.015
10	168 ~ 170	3	120	250	3.015
11	171 ~ 173	3	120	250	3.015
12	174 ~ 176	3	120	250	3.015
13	177 ~ 179	3	120	250	3.015
14	180 ~ 182	3	120	250	3.015
15	183 ~ 185	3	120	250	3.015
16	186 ~ 188	3	120	250	3.015
17	189 ~ 191	3	120	250	3.015
18	192 ~ 194	3	120	250	3.015
19	199 ~ 204, 255 ~ 260	12	250	380	3.015
20	205 ~ 210, 261 ~ 266	12	250	380	3.015
21	211 ~ 216, 267 ~ 272	12	250	380	3.015
22	217 ~ 222, 273 ~ 278	12	250	380	3.015
23	223 ~ 228, 279 ~ 284	12	250	380	3.015
24	229 ~ 234, 285 ~ 290	12	250	380	3.015
25	235 ~ 240, 291 ~ 296	12	250	380	3.015
26	241 ~ 246, 297 ~ 302	12	250	380	3.015
27	247 ~ 252, 303 ~ 308	12	250	380	3.015
28	253, 309 ~ 332	25	350	480	3.015
29	254, 333 ~ 354	23	300	430	3.015
30	355 ~ 374	20	280	410	3.015
TOTAL : 30/BOXES(374CARTONS)		374	6,990KGS	10,890KGS	90.450CBM

\* CONTAINER LOAD PLAN

CNTR NO. / SEAL NO.	W/B NO. (DOOR OPEN SIDE → )										Q'TY	G.WGT	CBM
NOSU4553109/3124387(40'DC)	1	3	5	7	9	11	13	15	17	19	20	6,910	60.300
	2	4	6	8	10	12	14	16	18	20			
APLS2967690/3124385(20'DC)	21	22	23	24	25	26	27	28	29	30	10	3,980	30.150



L MAAS 566W  
L NO. APLU 00566205S

PAGE 1

-----PARTICULARS FURNISHED BY SHIPPER-----

COICA	119	WOODEN	SLAC CY CY 39750.000KG	358.785M3
DIAMOND-		994EA OF COMPUTER		
		994EA OF MONITOR		
		360EA OF PRINTER		
DE IN KOREA		994EA OF SPEAKER FOR COMPUTER		
VELOPMENT		360EA OF TONER FOR PRINTER		
PERATION		(INCLUDING TONER)		
THE		20EA OF SCANNER		
VERNMENT OF				
REPUBLIC		"FREIGHT PREPAID"		
KOREA				
KINDLY		"THE GOODS ARE IN TRANSIT TO		
WEST		BAGHDAD, IRAQ		
SWIFT		ON RECEIVER'S ACCOUNT & RISK"		
STOMS				
AVANCE OF				
IS				
DIOMATIC				
GO				
AUTHORITIES				
CONCERNED :				
DIOMATIC				
GO SUPPLIED				
THE KOREAN				
VERNMENT WE				
JUST YOU TO				
REDIT				
STOMS				
AVANCE OF				
IS CARCO				

SAMSUNG

FIRE & MARINE  
INSURANCESAMSUNG INSURANCE BUILDING  
57, EULJIRO 1GA, CHOONG-KU  
SEOUL, KOREAC. P. O. BOX 469  
FAX 02-758-7815  
www.samsungfire.com

Policy No.

90394012000120

## MARINE CARGO INSURANCE POLICY

Assured(s), etc

KOREA INTERNATIONAL COOPERATION AGENCY

Claim, if any, payable at:

KUWAIT MARITIME & MERCANTILE CO.,  
K.S.C. (PO BOX 78 SAFAT) KUWAITTEL: 965 0 2434752  
FAX: 965 0 2437956

Claims are payable in the KOREAN WON

Surveys should be approved by:

KUWAIT MARITIME & MERCANTILE CO.,  
K.S.C. (PO BOX 78 SAFAT) KUWAITTEL: 965 0 2434752  
FAX: 965 0 2437956

Local Vessel or Conveyance

Ship or Vessel called the:

MOL MAAS V-566W

Sailing on or about 2003.12.08

at and from BUSAN, KOREA

transhipped at

arrived at KUWAIT, KUWAIT

thence to

Goods and Merchandise:

- COMPUTER  
- PRINTER (INCLUDING TONER)  
- SCANNER  
TOTAL : 374 UNITS

Ref. No.

INV. NO : HI03-1127

Amount insured

KOREAN WON

\*\*\*\*\*1,596,958,000.00

CARGO: WON \*\*\*\*\*1,596,958,000.00

&lt;WON \*\*1,451,780,000.00 X 110.00 %&gt;

Conditions: Subject to the following Clauses as per back hereof.

## CARGO CLAUSES (ALL RISKS)

## TRANSIT TERMINATION CLAUSE (30 DAYS) (A)/(B)

applicable only for cargoes imported to Korea

It is specially understood and agreed that the words "60 days" in (C)/(B) of the paragraph of the Transit Clause of the Institute Cargo Clauses are substituted by the words "30 days".

Foreign Language

- Institute Classification Clause,
- Institute Radioactive Contamination Exclusion Clause,
- On-Deck Clause,
- Special Replacement Clause (applying to machinery)
- Special Replacement Clause for Secondhand Machinery (applying to used machinery)
- Label Clause (applying to labelled goods),
- Other Insurance Clause
- Computer Millennium Clause/Cargos

Place and Date signed in  
SEOUL

, KOREA ON 08 DEC 2003

THREE

For the use only with the New Marine Policy Form  
Notwithstanding anything contained herein or  
attached hereto to the contrary, this insurance is  
understood and agreed to be subject to English  
law and practice only as to liability for and  
settlement of any and all claims.

This insurance does not cover any loss or  
damage to the property when at the time of the  
happening of such loss or damage is insured by  
or would but for the existence of this Policy be  
insured by any fire or other insurance policy or  
policies except in respect of any excess beyond  
the amount which would have been payable under  
the fire or other insurance policy or policies had  
this insurance not been effected.

We, SAMSUNG FIRE & MARINE INSURANCE CO., LTD  
hereby agree, in consideration of the payment to  
us by or on behalf of the Assured of the  
premiums as arranged, to insure against loss  
damage liability or expense to the extent and in  
the manner herein provided.

In Witness whereof, I the Undersigned of  
SAMSUNG FIRE & MARINE INSURANCE CO., LTD on  
behalf of the said Company have subscribed my  
Name in the place specified as above in the  
policies, the issued numbers thereof being specified  
as above, of the same date and date, one of  
which being accomplished, the others to be void,  
as of the date specified above.

For the use only with the Old Marine Policy Form

1. Warranted free of capture, seizure, arrest, restraint or detention,  
and the consequences thereof or of any attempt thereof, also from the  
consequences of hostilities or warlike conditions, whether there be a  
declaration of war or not, but this warranty shall not exclude actions  
brought against any vessel or cargo or any person or persons, or any  
stevedores, heavy weather or fire unless caused directly (and  
independently) of the cause of the voyage or service which the vessel  
concerned is, in the case of a collision, any other vessel involved therein  
is performing by a hostile act by or against a belligerent power; and  
for the purpose of this warranty, "power" includes any authority  
maintaining naval, military or air forces in association with a power.  
Further warranted free from the consequences of civil war, revolution,  
rebellion, insurrection or civil strife between throne and people.

2. Warranted free of loss or damage:  
(a) Caused by strikes, lock-outs, work stoppages or persons taking part  
in labour disturbances, riots or civil commotions;  
(b) Resulting from strikes, lock-outs, labour disturbances, riots or  
civil commotions.

3. (a) Should the risks excluded by Clause 1 (C) & (F) Clause be  
mentioned in this Policy by deletion of the said Clause, or should the  
risks or any of them mentioned in that clause or the risks of mines,  
explosives, torpedoes or other engines of war be insured under this Policy,  
Clause 3 (a) shall have no effect and everything contained in this  
contract which is inconsistent with Clause 3 (a) shall have no effect, more  
extensive protection against the aforesaid risks than that afforded by the  
Institute War Clauses relevant to the particular form of transit covered  
by this insurance is null and void.

(b) This policy is warranted free of any claim based upon loss of, or  
frustration of, the insured voyage or adventure caused by arrests,  
detentions or detentions of Kings, Princes, Popes, Emperors or persons  
attempting to usurp power.

The descriptions to be inserted in the following clauses are shown as above:

He it known that

as well in his or their own Name, as for and in the Name and Names of all and every other Person or Persons to whom the same duty,  
may, or shall hereafter, in part or in all, duty make Assurances, and cause himself or themselves and them and every of them to be  
Assured, but not less, at and from upon any kind of Goods and Merchandise, in the good Ship or Vessel called the  
wherein is Master, for this present Voyage, to wit: wherever else shall go for Mains in the said Ship

or by whatsoever other Name or Names the said Ship or the Master thereof, is or shall be named or called, beginning the Adventure upon  
the said Goods and Merchandise from the loading thereof aboard the said Ship as above, and shall so continue and arrive during her abode  
there, upon the said Ship, Aft and further, until the said Ship, with all her Goods and Merchandise whatsoever, shall be arrived at  
and upon the said Goods and Merchandise until the same be there discharged and safely landed and it shall be lawful for the said Ship,  
Aft, in this Voyage to proceed and sail to and touch and stay at any Ports or Places whatsoever without Prejudice to this Assurances. The  
said Goods and Merchandise, Aft, for so much as concerns the Assured by Agreement between the Assured and Assurers in this Policy  
are and shall be valued at

TOUCHING the Adventures and Perils which the said Company are contented to bear and do take  
upon themselves in this Voyage, they are, of the Sums Money-of-War, Fire, Pirates, Robbers, Thieves, Jettisons, Letters of Mart and  
Counterlet, Seizures at Sea, Arrests, Restraints and Detentions of all Kings, Princes and People, of what Nation, Condition  
or Quality, arrests, Detentions of the Master and Mariners, and of all other Perils, Losses and Misadventures that have or shall come to the Hurt  
Detainment or Damage of the said Goods and Merchandise, or any part thereof, and in case of any Loss or Misadventure, it shall be lawful  
to the Assured, his or their Factors, Servants and Assigns, to sue, labour and travel for, in and about the Defence, Salvage and  
Recovery of the said Goods and Merchandise, or any part thereof, without Prejudice to this Assurances, to the Charges whereto the said  
Company will contribute. And it is mutually declared and agreed that no acts of the Assurer are allowed in recovering, saving, or  
preserving the property insured, shall be considered as a waiver or acceptance of abandonment. And it is agreed that this writing or  
Policy of Assurances shall be of as much Force and Effect as the usual Writing or Policy of Assurances made in London. And as the said  
Company are contented, and do hereby promise and bind themselves to the Assured, his or their Executors, Administrators, or Assigns, for  
the true Performance of the Premises: confessing themselves paid the Consideration due unto them for this Assurances, at and after the rate  
per Cent.

N.B. - Guns, Huls, Sails, Boats, Flour and seed are warranted free from Average, unless general, or the Ship be stranded, Sugar, Tobacco,  
Hemp, Flax, Hides and Skins are warranted free from Average, unless general, or the Ship be stranded, sunk or burnt. All  
freights are warranted free from Average, unless general, or the Ship be stranded, sunk or burnt. All  
quantities of liability arising under this policy are to be governed by the laws and customs of England.

IN WITNESS whereof, I the Undersigned of The SAMSUNG FIRE & MARINE INSURANCE CO., LTD on behalf of the said company have  
subscribed my name in to Policies of the same tenor and date, one of which being accomplished, the others to be void, as of the  
date specified as above.

\* In the event of loss or damage arising under this Policy, no claims will be admitted unless a survey has  
been held with the approval of this Company's Office or Agents specified in this Policy.

In case of loss or damage, please follow the "IMPORTANT" clause printed on the back hereof.

In case of Total Loss Clauses (Cargo), the New Marine Policy Form would be applicable.

For SAMSUNG FIRE &amp; MARINE INSURANCE CO., LTD

Lee soo Chang

AUTHORIZED SIGNATORY



IO 01404034

서-가-01, 240 X 305

# COMMERCIAL INVOICE

<b>Shipper / Exporter</b> KOREA INTERNATIONAL COOPERATION AGENCY #128, YUNKUN-DONG, CHONGRO-KU, SEOUL, KOREA		<b>No. &amp; Date of Invoice</b> HI03-1127 27 NOVEMBER, 2003	
<b>Consignee</b> COALITION PROVISIONAL AUTHORITY(CPA) C/O KELLOGG BROWN & ROOT(KBR) WAREHOUSE ATTN : <span style="background-color: black; color: black;">XXXXXXXXXX</span> APO AE 09335 TEL : <span style="background-color: black; color: black;">XXXXXXXXXX</span>		<b>No. &amp; Date of L/C</b>  <b>L/C Issuing Bank</b>  <b>Remarks :</b> TO AUTHORITIES CONCERNED DIPLOMATIC CARGO SUPPLIED BY THE KOREAN GOVERNMENT WE REQUEST YOU TO EXPEDITE CUSTOMS CLEARANCE OF THIS CARGO  "THE GOODS ARE IN TRANSIT TO BAGHDAD, IRAQ"	
<b>Notify Party</b> 1) SAME AS CONSIGNEE 2) COALITION PROVISIONAL AUTHORITY(CPA) ATTN : <span style="background-color: black; color: black;">XXXXXXXXXX</span> SENIOR ADVISOR/ MINISTRY OF JUSTICE E-MAIL : RUBINID@ORHA.CENTOM.MIL 3) KOREA INTERNATIONAL COOPERATION AGENCY(KOICA) EMBASSY OF THE REPUBLIC OF KOREA, BAGHDAD, IRAQ TEL : <span style="background-color: black; color: black;">XXXXXXXXXX</span>			
<b>Port of Loading</b> BUSAN, KOREA	<b>Final destination</b> KUWAIT, KUWAIT		
<b>Carrier</b> MOL MAAS V-566W	<b>Sailing on/or About</b> Dec. 08., 2003		

Marks and Numbers of PKGS	Description of Goods	Quantity / Unit	Unit Price	Amount
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F.C.A. INCHEON, KOREA



- COMPUTER	994 SET	₩1,270,000	₩1,262,380,000
- PRINTER(INCLUDING TONER)	360 EA	490,000	175,400,000
- SCANNER	20 EA	650,000	13,000,000

C/NO :  
 MADE IN KOREA  
 DEVELOPMENT COOPERATION  
 BY THE GOVERNMENT OF THE  
 REPUBLIC OF KOREA  
 WE KINDLY REQUEST THE  
 SWIFT CUSTOMS CLEARANCE  
 OF THIS DIPLOMATIC CARGO

<b>TOTAL</b>	<b>1,374 UNITS</b>	<b>₩1,451,780,000</b>
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Juk Hyun Lim  
 President  
 Korea International Cooperation Agency

# PACKING LIST

Shipper / Exporter KOREA INTERNATIONAL COOPERATION AGENCY #128, YUNKUN-DONG, CHONGRO-KU, SEOUL, KOREA		No. & Date of Invoice HI03-1127 27 NOVEMBER, 2003	
Consignee COALITION PROVISIONAL AUTHORITY(CPA) C/O KELLOGG BROWN & ROOT(KBR) WAREHOUSE ATTN : <span style="background-color: #cccccc;">[REDACTED]</span> APO AE 09335 TEL : <span style="background-color: #cccccc;">[REDACTED]</span>		Remarks : TO AUTHORITIES CONCERNED DIPLOMATIC CARGO SUPPLIED BY THE KOREAN GOVERNMENT WE REQUEST YOU TO EXPEDITE CUSTOMS CLEARANCE OF THIS CARGO	
Notify Party 1) SAME AS CONSIGNEE 2) COALITION PROVISIONAL AUTHORITY(CPA) ATTN : <span style="background-color: #cccccc;">[REDACTED]</span> / SENIOR ADVISOR / MINISTRY OF JUSTICE E-MAIL : RUBINID@ORHA.CENTOM.MIL 3) KOREA INTERNATIONAL COOPERATION AGENCY(KOICA) EMBASSY OF THE REPUBLIC OF KOREA, BAGHDAD, IRAQ TEL : <span style="background-color: #cccccc;">[REDACTED]</span>		"THE GOODS ARE IN TRANSIT TO BAGHDAD, IRAQ"	
Port of Loading BUSAN, KOREA	Final destination KUWAIT, KUWAIT		
Carrier MOL MAAS V-566W	Sailing on/or About Dec. 08., 2003		
Marks and Numbers of PKGS	Description of Goods	Quantity	Net-weight   Gross-weight   Measurement

F.C.A. INCHEON, KOREA



C/NO :  
 MADE IN KOREA  
 DEVELOPMENT COOPERATION  
 BY THE GOVERNMENT OF THE  
 REPUBLIC OF KOREA  
 WE KINDLY REQUEST THE  
 SWIFT CUSTOMS CLEARANCE  
 OF THIS DIPLOMATIC CARGO

CTN NO. 1- 994	COMPUTER	994 EA		
995-1,988	MONITOR	994 EA		
1,989-2,348	PRINTER	360 EA		
2,349-2,363	SPEAKER FOR COMPUTER	994 EA		
2,364-2,381	TONER FOR PRINTER	360 EA		
2,382-2,401	SCANNER	20 EA		
TOTAL : 119W/BOXES(2,401CARTONS)		24,336KGS	39,780KGS	358.785CBM
////////////////////////////////////				
SEE ATTACHED RIDER				

President  
 International Cooperation Agency

\* WOODEN PACKING LIST

W/BOX NO	CARTON NO	Q'TY	N.WGT	G.WGT	CBM
1	1~16	16	192	320	3.015
2	17~32	16	192	320	3.015
3	33~48	16	192	320	3.015
4	49~64	16	192	320	3.015
5	65~80	16	192	320	3.015
6	81~96	16	192	320	3.015
7	97~112	16	192	320	3.015
8	113~128	16	192	320	3.015
9	129~144	16	192	320	3.015
10	145~160	16	192	320	3.015
11	161~176	16	192	320	3.015
12	177~192	16	192	320	3.015
13	193~208	16	192	320	3.015
14	209~224	16	192	320	3.015
15	225~240	16	192	320	3.015
16	241~256	16	192	320	3.015
17	257~272	16	192	320	3.015
18	273~288	16	192	320	3.015
19	289~304	16	192	320	3.015
20	305~320	16	192	320	3.015
21	321~336	16	192	320	3.015
22	337~352	16	192	320	3.015
23	353~368	16	192	320	3.015
24	369~384	16	192	320	3.015
25	385~400	16	192	320	3.015
26	401~416	16	192	320	3.015
27	417~432	16	192	320	3.015
28	433~448	16	192	320	3.015
29	449~464	16	192	320	3.015
30	465~480	16	192	320	3.015
31	481~496	16	192	320	3.015
32	497~512	16	192	320	3.015
33	513~528	16	192	320	3.015
34	529~544	16	192	320	3.015
35	545~560	16	192	320	3.015
36	561~576	16	192	320	3.015
37	577~592	16	192	320	3.015
38	593~608	16	192	320	3.015
39	609~624	16	192	320	3.015
40	625~640	16	192	320	3.015
41	641~656	16	192	320	3.015
42	657~672	16	192	320	3.015
43	673~688	16	192	320	3.015
44	689~704	16	192	320	3.015
45	705~720	16	192	320	3.015

46	721~736	16	192	320	3.015
47	737~752	16	192	320	3.015
48	753~768	16	192	320	3.015
49	769~784	16	192	320	3.015
50	785~800	16	192	320	3.015
51	801~816	16	192	320	3.015
52	817~832	16	192	320	3.015
53	833~848	16	192	320	3.015
54	849~864	16	192	320	3.015
55	865~880	16	192	320	3.015
56	881~896	16	192	320	3.015
57	897~912	16	192	320	3.015
58	913~928	16	192	320	3.015
59	929~944	16	192	320	3.015
60	945~960	16	192	320	3.015
61	961~976	16	192	320	3.015
62	977~992	16	192	320	3.015
63	993~1030	38	276	410	3.015
64	1031~1070	40	280	410	3.015
65	1071~1110	40	280	410	3.015
66	1111~1150	40	280	410	3.015
67	1151~1190	40	280	410	3.015
68	1191~1230	40	280	410	3.015
69	1231~1270	40	280	410	3.015
70	1271~1310	40	280	410	3.015
71	1311~1350	40	280	410	3.015
72	1351~1390	40	280	410	3.015
73	1391~1430	40	280	410	3.015
74	1431~1470	40	280	410	3.015
75	1471~1510	40	280	410	3.015
76	1511~1550	40	280	410	3.015
77	1551~1590	40	280	410	3.015
78	1591~1630	40	280	410	3.015
79	1631~1670	40	280	410	3.015
80	1671~1710	40	280	410	3.015
81	1711~1750	40	280	410	3.015
82	1751~1790	40	280	410	3.015
83	1791~1830	40	280	410	3.015
84	1831~1870	40	280	410	3.015
85	1871~1910	40	280	410	3.015
86	1911~1950	40	280	410	3.015
87	1951~1988	38	266	400	3.015
88	1989~2004	16	176	310	3.015
89	2005~2020	16	176	310	3.015
90	2021~2036	16	176	310	3.015
91	2037~2052	16	176	310	3.015
92	2053~2068	16	176	310	3.015
93	2069~2084	16	176	310	3.015

94	2085~2100	16	176	310	3.015
95	2101~2116	16	176	310	3.015
96	2117~2132	16	176	310	3.015
97	2133~2148	16	176	310	3.015
98	2149~2164	16	176	310	3.015
99	2165~2180	16	176	310	3.015
100	2181~2196	16	176	310	3.015
101	2197~2212	16	176	310	3.015
102	2213~2228	16	176	310	3.015
103	2229~2244	16	176	310	3.015
104	2245~2260	16	176	310	3.015
105	2261~2276	16	176	310	3.015
106	2277~2292	16	176	310	3.015
107	2293~2308	16	176	310	3.015
108	2309~2324	16	176	310	3.015
109	2325~2340	16	176	310	3.015
110	2341~2350	10	188	320	3.015
111	2351~2353	3	150	280	3.015
112	2354~2356	3	150	280	3.015
113	2357~2359	3	150	280	3.015
114	2360~2362	3	150	280	3.015
115	2363~2367	5	170	300	3.015
116	2368~2373	6	180	310	3.015
117	2374~2379	6	180	310	3.015
118	2380~2389	10	140	270	3.015
119	2390~2401	12	120	250	3.015
TOTAL : 119W/BOXES(2,401CARTONS)		24,336KGS	39,780KGS	358.785CBM	

\* CONTAINER LOAD PLAN

CNTR NO/SEAL NO(40'DC)	W/B NO. (DOOR OPEN SIDE →)										Q'TY	G.WGT	CBM
ICSU1831418/3124352	2	4	6	8	10	12	14	16	18	20	20	6,400	60.300
	1	3	5	7	9	11	13	15	17	19			
APLU8900493/3124356	22	24	26	28	30	32	34	36	38	40	20	6,400	60.300
	21	23	25	27	29	31	33	35	37	39			
ICSU1656790/3124368	42	44	46	48	50	52	54	56	58	60	20	6,400	60.300
	41	43	45	47	49	51	53	55	57	59			
GSTU6451223/3124379	62	64	66	68	70	72	74	76	78	80	20	8,020	60.300
	61	63	65	67	69	71	73	75	77	79			
APZU4115780/3124363	82	84	86	88	90	92	94	96	98	100	20	6,890	60.300
	81	83	85	87	89	91	93	95	97	99			
NOSU4319810/3124371	102	104	106	108	110	112	114	116	118	119	19	5,670	57.285
	101	103	105	107	109	111	113	115	117				

[REDACTED] (CM)

**From:** [REDACTED]  
**Sent:** Friday, April 30, 2004 1:36 PM  
**To:** [REDACTED] (CIV); Steven Lusk  
**Cc:** [REDACTED]  
**Subject:** RE: Assistance Needed//Missing BOL

Sir,

Your E-mail and your BOL# have been 'forward' to [REDACTED]... he will be handling the Korean shipment while I am on R&R. you will find his E-mail above.  
 Your BOL (MOLU 373505257) is un-accounted for... we have been asking for it for sometime now from Baghdad but they have not been able to produce it... If you have it please send it down...

You will need to contact [REDACTED] Director of Logistic or [REDACTED] in Transportation... the 'Original' BOLs must be sent down ASAP... by one of them... they will contact us as to if and how we will receive it. Please reply if you have it, or even if you do not... this needs to be resolved quickly... the fees that are incurring daily are becoming a very substantial amount. We will not be able to pick up the materials without the 'Original' BOL.

Respectfully,

[REDACTED]  
 Transportation Operations,  
 Transportation Coordinator  
 TTM LNO- CPA Rear, Kuwait  
 KBR, Government Operations  
 APO AE 09366  
 Cell: [REDACTED]  
 E-mail: [REDACTED]

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Friday, April 30, 2004 11:44 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Assistance Needed

Mr. [REDACTED]

Please allow me to introduce myself, my name is [REDACTED] I am currently with the Ministry of Justice / Prisons Department. I have been referred to you in regards to the Iraqi Correctional Systems, buses that have been stored down in Kuwait. I am attempting to gain any and all information concerning these vehicles so that I may assist in any way to ensure that the buses arrive to their final destination post haste. I am also attempting to gain information regarding the perspective "Bill of Lading". (MOLU 373505257) And if there have been arrangements made for transportation into Iraq. Lastly, if there has been payment arrangements made to pay for any and all fees that may apply to get these vehicles out of storage (Who's responsibility?)

My department has been on lock-down for the past 27 days, and I am behind in many things regarding the development of the Criminal Justice System here in Iraq.  
 If you may contact me at your earliest convenience, concerning the above-mentioned, it would be greatly appreciated.

4/30/2004

(b)(6) (CIV)

**From:** (b)(6)  
**Sent:** Friday, April 30, 2004 1:36 PM  
**To:** (b)(6) (CIV); (b)(6)  
**Cc:** (b)(6)  
**Subject:** RE: Assistance Needed//Missing BOL

Sir,

Your E-mail and your BOL# have been 'forward' to (b)(6) ... he will be handling the Korean shipment while I am on R&R. you will find his E-mail above.  
 Your BOL (MOLU 373505257) is un-accounted for... we have been asking for it for sometime now from Baghdad but they have not been able to produce it... If you have it please send it down...

You will need to contact (b)(6) Director of Logistic or (b)(6) in Transportation... the 'Original' BOLs must be sent down ASAP... by one of them... they will contact us as to if and how we will receive it. Please reply if you have it, or even if you do not... this needs to be resolved quickly... the fees that are incurring daily are becoming a very substantial amount. We will not be able to pick up the materials without the 'Original' BOL.

Respectfully,

(b)(6)  
 Transportation Operations,  
 Transportation Coordinator  
 TTM LNO- CPA Rear, Kuwait  
 KBR, Government Operations  
 APO AE 09366  
 Cell: (b)(6)  
 E-mail: (b)(6)

-----Original Message-----

**From:** (b)(6)  
**Sent:** Friday, April 30, 2004 11:44 AM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** Assistance Needed

Mr. (b)(6)

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My department has been on lock-down for the past 27 days, and I am behind in many things regarding the development of the Criminal Justice System here in Iraq.  
 If you may contact me at your earliest convenience, concerning the above-mentioned, it would be greatly appreciated.

4/30/2004

Subj: Contact

Date: 4/30/2004 5:20:19 AM Eastern Daylight Time

From:

To:

Cc:

Sent from the Internet (Details)

Please make immediate contact with this gentleman with Iraqi Corrections who wants to discuss the donated Korean buses.

Thanks.

[REDACTED]

Director of Logistics

KBR-CPA Project Iraq

[REDACTED]

(local MCI cell via NY)

[REDACTED]

(local Iraqna Cell)

[REDACTED]

(local office in Iraq via Houston)

[REDACTED] (CIV)

---

**From:** [REDACTED] (CIV)

**Sent:** Thursday, May 06, 2004 10:58 AM

**To:** [REDACTED] (CIV)

**Subject:** FW: Korean Shipment SITREP for 5 May 04

Al-Rasheed  
Mr. Balg  
Ku. 965 24 36550 ext 366

[REDACTED]

**Good Evening,**

**I received all the Addendums from the Korean Embassy, but the Original BOL for MOLU 373505257 is still missing; however, [REDACTED] thinks the Copy might work now since this BOL is the only Original missing.**

**I'm expecting the quote from Super Middle East by COB tomorrow.**

**The Original BOL for the Hyundai vehicle for Major [REDACTED] is still missing. Mr. [REDACTED] was unsuccessful with his search at Camp Doha.**

**LTC [REDACTED] The vehicles for the Ministry of Transportation (not part of this shipment) were cleared by ARCENT and should be out of the Port by tomorrow. ALL OTHERS: This shipment is being handled by the Ministry of Transportation, not KBR.**

**VR,**

[REDACTED]  
**KBR - CPA Rear  
Logistics Supervisor**  
[REDACTED]

5/6/2004

**From:** Super Middle East Freight & Logistic Co. - Kuwait [superfrt@fasttelco.com]

**Sent:** Thursday, May 06, 2004 10:30 AM

**To:** [REDACTED]

**Subject:** FW: Clearance of vehicles & cargo

**Importance:** High

Dear Mr. [REDACTED]

Further to our below message, we hereby attaching the clearing and delivery charges for each shipment separately as you requested. Said charges are net / net charges not including our administrative charges, which we will charge you KD 845.000.

Transportation charges for heavy vehicle will vary if you change the mode of transport from Low bed to drive through.

We required minimum one-week time to prepare the documentations upon your confirmation.

Trust above will meet with your requirements and looking forward your confirmation.

Should you require any clarifications don't hesitate to contact me.

My Best Regards

[REDACTED]

Operations Manager

Super Middle East Freight & Logistic Co. - Kuwait

+++++

-----Original Message-----

**From:** [REDACTED]

**Sent:** Thursday, April 29, 2004 3:35 PM

**To:** [REDACTED]

**Cc:** [REDACTED]

**Subject:** RE: Clearance of vehicles & cargo

Dear Mr. [REDACTED]

Many thanks for the opportunity to offer our service to clear and deliver all vehicles and relevant cargoes mentioned in the Bill of Lading copies provided to us.

As mentioned, during our to-days meeting, we need amendment to consignee name in all Bill of Ladings to US Army in order to get exemption of 5% on CIF Invoice value concerned to each of the Bill of Lading.

Mr. [REDACTED] reading us in copy agreed to assist in this by speaking to Korean Consul, and execute the necessary instructions from load port agent of the shipping concerned shipping through the Korean Government authority.

Upon receiving these instructions by the shipping line agent in Kuwait, we will get the import customs duty exemption letter from the authority at Camp Doha, and start the clearance procedure.

Now in order to check precise arrival date of cargo mentioned in each of the Bill of Lading, and calculate the demurrage and the port storage charges that will apply upto cargo delivery estimated date of May 22, we will require minimum three working days, accordingly, we should be able to give these and our clearing and delivery charges by Wednesday the May 5th.

Following that we will exchange necessary details, just to arrange the delivery precisely to Camp Kalifa on mutually agreed that provided all relevant payments been arranged prior.

With our best assurances for very efficient service. Our Operation Manager Mr. [REDACTED] will be in touch with you with all details as detailed above.

We remain yours faithfully,

[REDACTED]

General Manager,  
Super Middle East Freight & Logistic Co.  
11th Floor, Mowash Tower, Opp. Safat Post Office,  
Kuwait City.  
P.O.Box 5061 safat, 13051 Kuwait.

Tel: [REDACTED]

Fax: [REDACTED]

Website: [www.smefreight.com](http://www.smefreight.com)

<u>S/No.</u>	<u>B/L No. &amp; Details of Charges</u>	<u>Amount (KD)</u>	<u>Amount (USD)</u>
<b>1</b>	<b>APLU005646557 - 3 x 20' FCL Cntrs</b>		
	<u>Arrived on 9th April, 2004</u>		
	Delivery Order Charges	97.500	
	Import Documentation Charges	40.000	
	Customs Duty Exception Certificate	35.000	
	Customs Inspection Charges	24.000	
	Port Demurrage Charges up to 22-5-04	618.000	
	Carrier Detentions Charges up to 22-5-04	315.000	
	<b>Total</b>	<b>1129.500</b>	<b>3815.88</b>
<b>2</b>	<b>APLU005648103 - 1 x 40 FCL Cntr</b>		
	<u>Arrived on 9th April, 2004</u>		
	Delivery Order Charges	58.000	
	Import Documentation Charges	40.000	
	Customs Duty Exception Certificate	35.000	
	Customs Inspection Charges	14.000	
	Port Demurrage Charges up to 22-5-04	339.000	
	Carrier Detentions Charges up to 22-5-04	204.000	
	<b>Total</b>	<b>690.000</b>	<b>2331.08</b>
<b>3</b>	<b>Cntr No. UACU3260420 - 1 x 20' FCL Cntr</b>		
	<u>Arrived on 16th March, 2004</u>		
	Delivery Order Charges	43.000	
	Import Documentation Charges	40.000	
	Customs Duty Exception Certificate	35.000	
	Customs Inspection Charges	8.000	
	Port Demurrage Charges up to 22-5-04	381.000	
	Carrier Detentions Charges up to 22-5-04	174.000	
	<b>Total</b>	<b>681.000</b>	<b>2300.66</b>
<b>4</b>	<b>GLSDKUW0402115 - LCL Shipment</b>		
	<u>Arrived on 30th March, 2004</u>		
	Delivery Order Charges	29.000	
	Import Documentation Charges	40.000	
	Customs Duty Exception Certificate	35.000	
	Customs Inspection Charges	8.000	
	CFS Loading Charges	12.000	
	Port Demurrage Charges up to 22-5-04	78.000	
	<b>Total</b>	<b>202.000</b>	<b>682.44</b>
<b>5</b>	<b>GLSDKUT0401120 - LCL Shipment</b>		
	<u>Arrived on 26th Feb, 2004</u>		
	Delivery Order Charges	72.000	
	Import Documentation Charges	40.000	
	Customs Duty Exception Certificate	35.000	
	Customs Inspection Charges	8.000	
	CFS Loading Charges	14.000	
	Port Demurrage Charges up to 22-5-04	113.000	
	<b>Total</b>	<b>282.000</b>	<b>952.72</b>

**6 EUKOULAE175525 - 1 Unit Hyundai Vehicle**

**Arrived on 2nd May, 2004**

Delivery Order Charges	41.800	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	8.000	
Port Demurrage Charges up to 22-5-04	42.000	
Loading Charges	10.000	
Transportation Charges up to Camp Khalifa	45.000	
<b>Total</b>	<b>221.800</b>	<b>749.32</b>

**7 MOLU373505234 - 25 Units Hyundai Vehicle**

**Arrived on 25th Feb, 2004**

Delivery Order Charges	496.050	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	200.000	
Port Demurrage Charges up to 22-5-04	4450.000	
Loading Charges	250.000	
Transportation Charges up to Camp Khalifa	1000.000	
<b>Total</b>	<b>6471.050</b>	<b>21861.65</b>

**8 MOLU207541934 - 5 Units Hyundai Vehicle**

**Arrived on 25th Feb, 2004**

Delivery Order Charges	119.000	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	40.000	
Port Demurrage Charges up to 22-5-04	890.000	
Loading Charges	50.000	
Transportation Charges up to Camp Khalifa	200.000	
<b>Total</b>	<b>1374.000</b>	<b>4641.89</b>

**9 MOLU373505257 - 20 Units Hyundai Vehicle**

**Arrived on 25th Feb, 2004**

Delivery Order Charges	457.300	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	160.000	
Port Demurrage Charges up to 22-5-04	3560.000	
Loading Charges	200.000	
Transportation Charges up to Camp Khalifa	800.000	
<b>Total</b>	<b>5252.300</b>	<b>17744.26</b>

**10 MOLU207738679 - 7 Units Heavy Vehicles**

**Arrived on 3rd April, 2004**

Delivery Order Charges	1402.685	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	84.000	
Port Demurrage Charges up to 22-5-04	1750.000	
Loading Charges	105.000	
Transportation Charges up to Camp Khalifa	1225.000	If using Low bed
<b>Total</b>	<b>4641.685</b>	<b>15681.37</b>

**11 EUKOPYKT168817 - 40 Unites KIA Vehicles**

**Arrived on 21st Feb, 2004**

Delivery Order Charges	714.000	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	320.000	
Port Demurrage Charges up to 22-5-04	7360.000	
Loading Charges	400.000	
Transportation Charges up to Camp Khalifa	1600.000	
<b>Total</b>	<b>10469.000</b>	<b>35368.24</b>

**12 KR158979 - 10 Units Trucks**

**Arrived on 20th Feb, 2004**

Delivery Order Charges	1446.584	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	120.000	
Port Demurrage Charges up to 22-5-04	4650.000	
Loading Charges	150.000	
Transportation Charges up to Camp Khalifa	1750.000	If using low bed
<b>Total</b>	<b>8191.584</b>	<b>27674.27</b>

**13 KR158976 - 5 Units Buses**

**Arrived on 20th Feb, 2004**

Delivery Order Charges	737.820	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	60.000	
Port Demurrage Charges up to 22-5-04	2325.000	
Loading Charges	75.000	
Transportation Charges up to Camp Khalifa	875.000	If using Lowbed
<b>Total</b>	<b>4147.820</b>	<b>14012.91</b>

**14 KKLUKR6000683 -1 Unit Chairman**

**Arrived on 1st April, 2004**

Delivery Order Charges	35.000	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	8.000	
Port Demurrage Charges up to 22-5-04	104.000	
Loading Charges	10.000	
Transportation Charges up to Camp Khalifa	40.000	
<b>Total</b>	<b>272.000</b>	<b>918.92</b>

**15 KKLUKR6000656 - 4 Units Chairman**

**Arrived on 20th April, 2004**

Delivery Order Charges	94.000	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	32.000	
Port Demurrage Charges up to 22-5-04	744.000	
Loading Charges	40.000	
Transportation Charges up to Camp Khalifa	160.000	
<b>Total</b>	<b>1145.000</b>	<b>3868.24</b>

**16 KKLUKR6000682 - 1 Unit Chairman**

**Arrived on 1st April, 2004**

Delivery Order Charges	35.000	
Import Documentation Charges	40.000	
Customs Duty Exception Certificate	35.000	
Customs Inspection Charges	8.000	
Port Demurrage Charges up to 22-5-04	104.000	
Loading Charges	10.000	
Transportation Charges up to Camp Khalifa	40.000	
<b>Total</b>	<b>272.000</b>	<b>918.92</b>



**COALITION PROVISIONAL AUTHORITY**  
**BAGHDAD**

To: Director General Ra'ad

From: [redacted] - CPA/MOJ Prisons Department [redacted]

Date: Monday, June 07, 2004

RE: Issuance of Donated Korean Vehicles

Sunday, May 30, 2004 thirteen (13) Hyundai vehicles were delivered to the ICS Headquarters from the Korean Government. These vehicles were in fact donated to Iraqi Ministry of Justice-Prisons Department. I have attached a detailed listing of these vehicles and am requesting signature of receipt from you in hopes to have on record that these vehicles were in fact turned over to the Iraqi MOJ/Prisons Department.

Additionally, please be advised, other vehicles have been identified at the Baghdad International Airport (BIAP) belonging to ICS that will also be signed over to your office within the next couple of weeks. As soon as these vehicles are recovered from BIAP, a similar document will be forwarded to your office for review and signature.

Please review and sign the attached document, and return to the original to the CPA/MOJ Finance Office no later than Monday, June 14, 2004. It is recommended that you retain a Xerox copy for your records. Your cooperation in this matter is appreciated. Thank you.

cc:



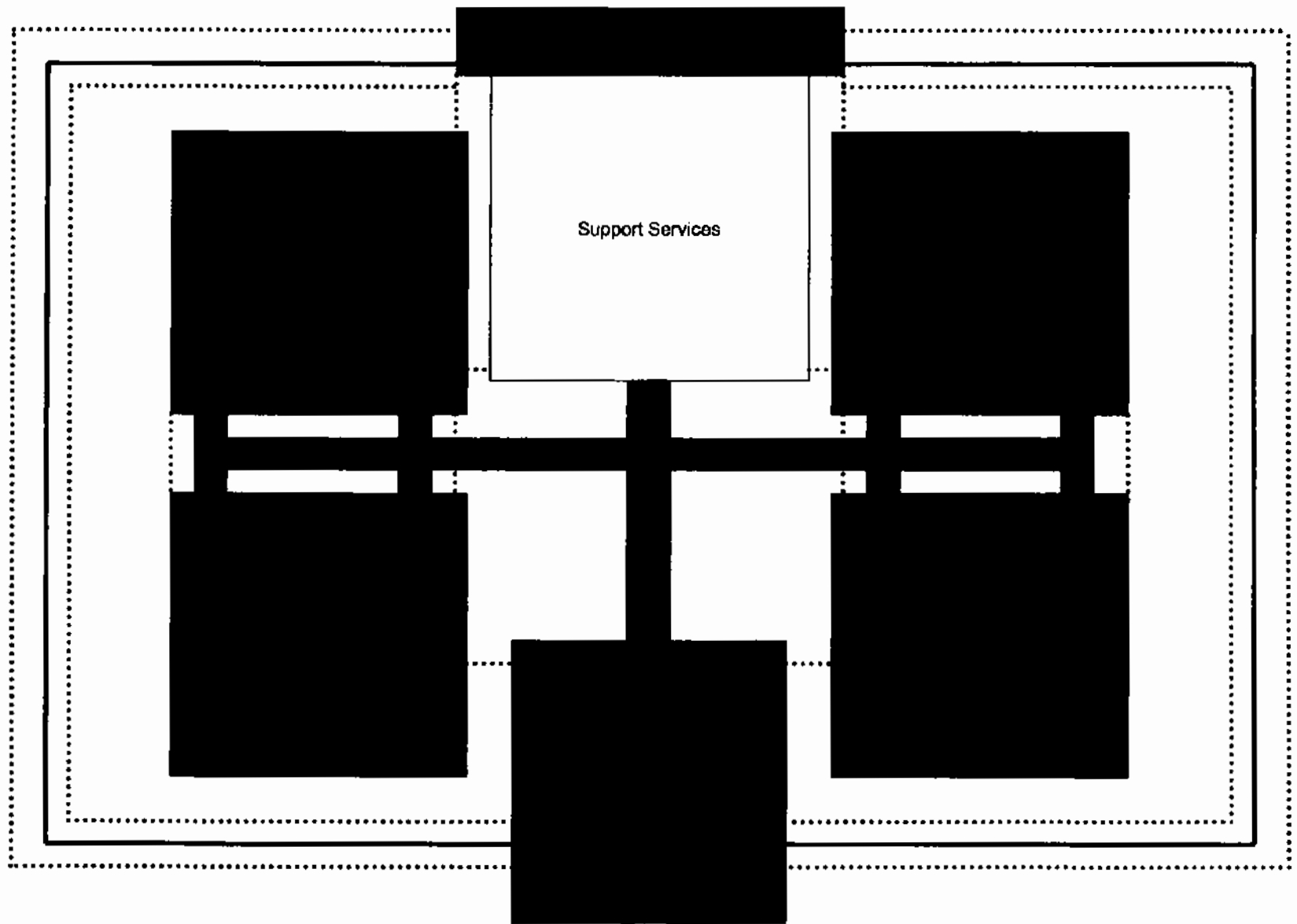
file

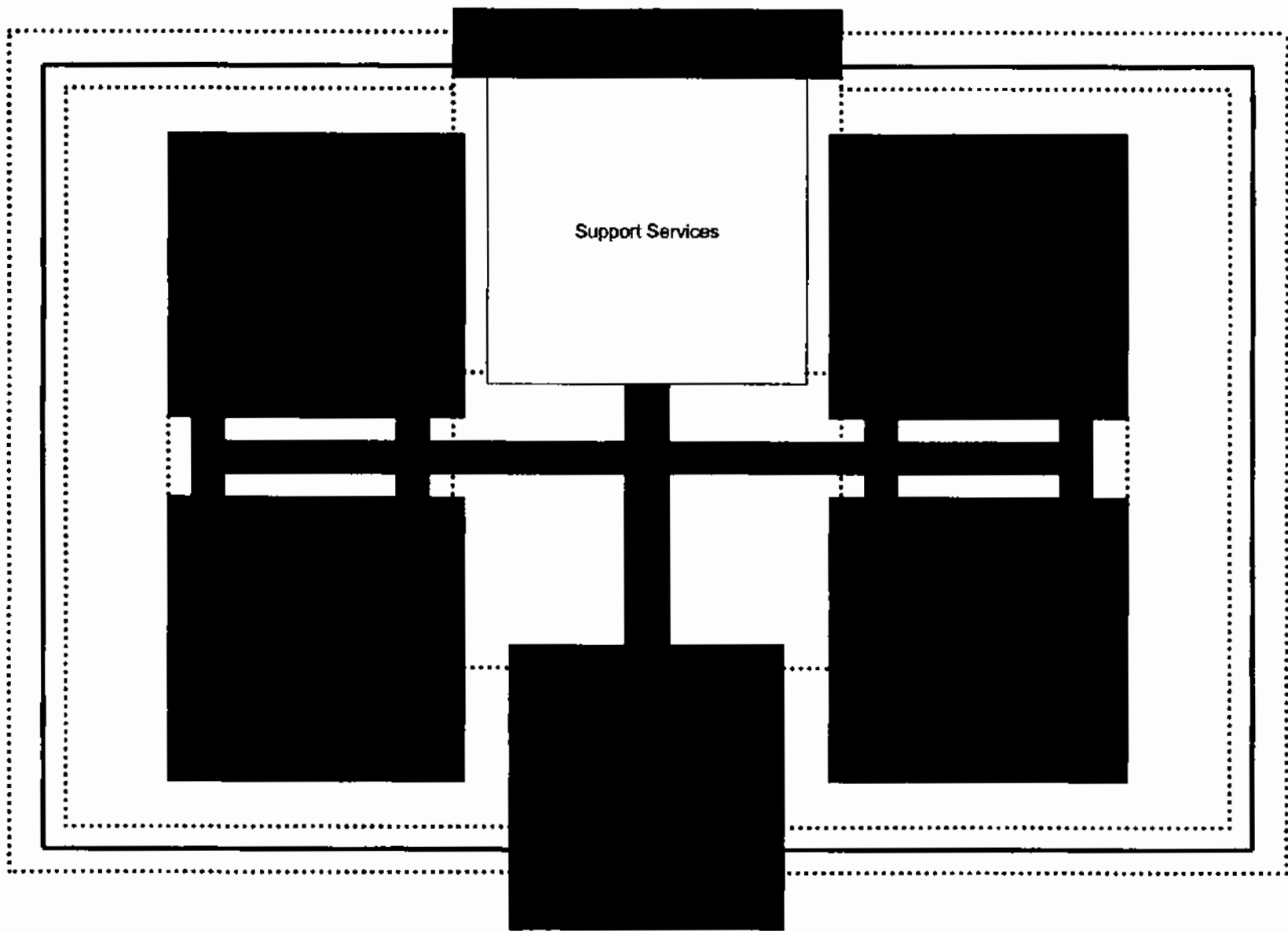
<b>REQUEST FOR ISSUE OR TURN-IN</b> Issue to Iraqi Corrections Service		<b>X</b>	<b>ISSUE</b>	<b>REQUEST NO.</b>		<b>VOUCHER NO.</b> BOL (MOLU 373505257)		
<b>SEND TO:</b> DIRECTOR GENERAL ROD IRAQI CORRECTIONS SERVICE (ICS)			<b>TURN IN</b>	<b>PRIORITY</b>		<b>ACCOUNTING/FUNDING DATA:</b> N/A		
<b>REQUEST FROM:</b> CPA / MOJ / PRISONS FINANCE DEPARTMENT		<b>DATE MATERIAL REQUIRED:</b> As Soon As Possible			<b>MODEL</b>		<b>SERIAL NO.</b>	
<b>* CODE</b>		<b>ISSUE</b> [Initials] R-Replacement	<b>TURN-IN</b> FWT-Fair Wear and Tear	<b>EX-Excess</b> SC-Stmt of Charges	<b>LT - Lateral</b> Transfer			
<b>ITEM NO</b>	<b>ITEM DESCRIPTION</b>	<b>UNIT OF ISSUE</b>	<b>QUANTITY</b>	<b>CODE</b>	<b>SUPPLY ACTION</b>	<b>UNIT PRICE</b>	<b>TOTAL COST</b>	
1	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020781	EA	1	I				
2	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020782	EA	1	I				
3	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020783	EA	1	I				
4	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020784	EA	1	I				
5	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020785	EA	1	I				
6	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020786	EA	1	I				
7	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020787	EA	1	I				
8	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020788	EA	1	I				
9	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020789	EA	1	I				
10	HYUNDAI BUS - V.IN. - KMJHD 7CP4C020780	EA	1	I				
11	HYUNDAI MINI-VAN - V.I.N. - GA 586137	EA	1	I				
12	HYUNDAI MINI-VAN - V.I.N. - GA 586141	EA	1	I				
13	HYUNDAI MINI-VAN - V.I.N. - GA 586142	EA	1	I				
14								
15								
<b>DATE:</b> (YYYYMMDD) 2004-06-07				<b>DATE:</b> (YYYYMMDD)		<b>TO:</b>		

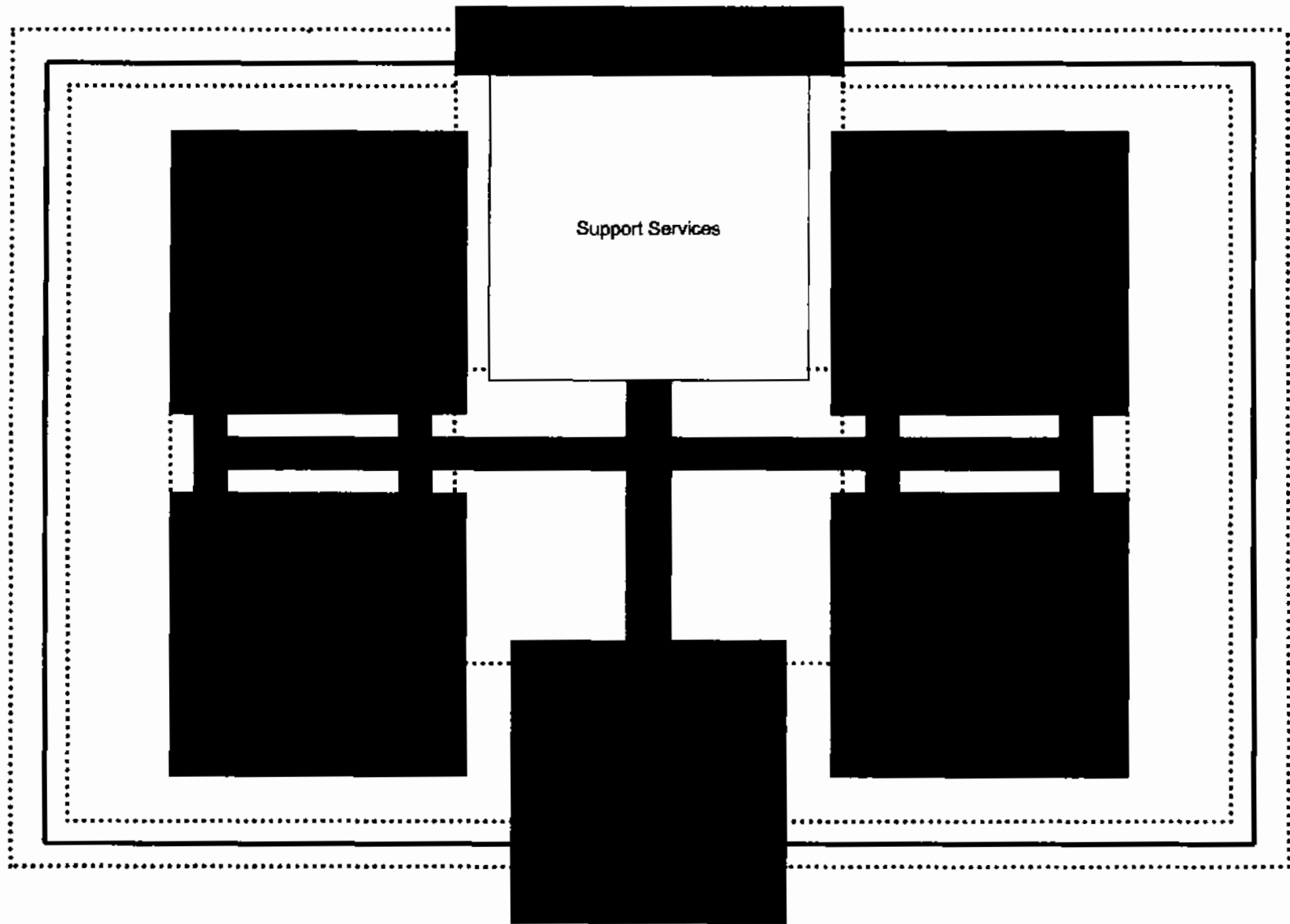












## **Program Description**

### ***ICS I Prison***

This program description shall outline the physical plant requirements for the ICS Prison. This prison facility shall consist of four thousand (4,000) "quick-build" beds and all necessary support services capabilities.

#### **Administration**

The administration area of this facility should consist of at least the following components:

- ✓ Reception/lobby area (electrical outlets)
- ✓ Designated entrance with walk-through metal detector (electrical outlet on designated emergency power supply in case of power failures)
- ✓ At least \_\_\_ offices to support administrative functions (electrical outlets, computer LAN points, computer LAN network capabilities for administration offices, telephone system points with telephone system capabilities)
- ✓ Secure file storage area (double deadbolt locking door, electrical outlets, computer LAN point, telephone point)
- ✓ Conference Room (electrical outlets, computer LAN point, telephone point)
- ✓ Staff restroom facilities (toilets, sinks, partitioned stalls, hot and cold running water, electrical outlets)
- ✓ Storage closets (electrical outlet, possible mop sink, equipment rack for brooms & mops)

#### **Control Center**

The control center for this facility should include the following components:

- ✓ Secure sallyport entrance/exits separating security perimeter with non-security areas
- ✓ Security grade locking entrance door
- ✓ Pass-through window large enough to issue restraints, documentation, keys, etc.
- ✓ Large windows on all sides of safety glass to allow for safe and secure viewing of surrounding hallways, ingress and egress points, etc. for assigned staff.
- ✓ Ample electrical outlets to support core security needs. These electrical outlets should be on designated emergency power supply in case of power failures.
- ✓ Staff restroom facilities to include one toilet and sink.
- ✓ All core security and safety components should be monitored in this area (i.e. computer server, fire detection systems, intercoms, cctv, etc. as appropriate)
- ✓ Two each computer LAN and telephone points.
- ✓ Sufficient storage space to store restraints, keys, radios, and disturbance equipment for immediate issue

#### **Officer Stations**

The control center for this facility should include the following components:

- ✓ Security grade locking entrance door
- ✓ Pass-through window large enough to issue restraints, documentation, keys, etc.
- ✓ Large windows on all sides of safety glass to allow for safe and secure viewing of surrounding hallways, ingress and egress points, etc. for assigned staff.
- ✓ Ample electrical outlets to support core security needs. These electrical outlets should be on designated emergency power supply in case of power failures.
- ✓ One computer LAN and telephone point.

### Housing Units

The designated "quick build" housing units should contain at least 25 square feet per prisoner. There shall be 60% medium custody (12 person cells-2400) and 30% minimum custody cells (6 person cells-1200) and possess the following components:

- ✓ Secure design to prohibit escapes through the dismantling of the unit.
- ✓ Slide cell doors opening to hallway that are constructed of steel bars with steel mesh wire attached to prevent prisoners from placing their arms through the bars or tampering with security locking devices. Slide doors shall have food/restraint slot.
- ✓ Appropriate locking mechanisms (i.e. locks keyed appropriately that will allow layers of security from the inside of the institution out. Keys for the interior of the prison should not open up doors of the outer security perimeter).
- ✓ Appropriate security grade lighting
- ✓ Toilet, sink, shower capabilities
- ✓ Steel bunk beds (with solid mattress pans) anchored to the floor in appropriate amounts to ensure the square footage requirements listed above.
- ✓ Limited storage capabilities either through the use of shelving or under bunk storage units
- ✓ Ventilated exhaust

### Segregation/Isolation Units

The segregation/isolation cells shall maintain a ratio of 10% of overall facility capacity (4,000 beds x 10% = 400 isolation cells. These shall be single occupancy. These units should provide at least 25 square feet of space in each cell. Isolation cells should contain the following components:

- ✓ Secure design to prohibit escapes through the dismantling of the unit.
- ✓ Slide cell doors opening to hallway that are constructed of steel bars with steel mesh wire attached to prevent prisoners from placing their arms through the bars or tampering with security locking devices. Slide doors shall have food/restraint slot.
- ✓ Appropriate locking mechanisms (i.e. locks keyed appropriately that will allow layers of security from the inside of the institution out. Keys for the interior of the prison should not open up doors of the outer security perimeter).
- ✓ Appropriate security grade lighting
- ✓ Toilet, sink, shower capabilities
- ✓ Steel bunk beds (with solid mattress pans) anchored to the floor in appropriate amounts to ensure the square footage requirements listed above.
- ✓ Limited storage capabilities either through the use of shelving or under bunk storage units
- ✓ Ventilated exhaust

### Food Service Facilities

Food service facilities shall be sufficient in size and equipment to supply three meals a day per prisoner for the entire prison capacity (4,000) and meals for staff as well. Therefore, the food service facilities should be capable of serving approximately 15,000 meals per day. There is no need of a dining hall, as residents will be fed in their assigned cells. The food service facilities shall include the following components:

- ✓ Restaurant grade equipment
- ✓ Sealed floors to allow for appropriate sanitation
- ✓ Sealed walls to allow for appropriate sanitation
- ✓ Floor drains throughout the kitchen
- ✓ Appropriate lighting and electrical outlets to allow for the support of restaurant equipment
- ✓ Fire suppression venthood system over grease-cooking components

- ✓ Secure storage for food items and supplies (30 day supply) to include doors with double locking mechanisms
- ✓ Walk-in freezers and refrigerators in sufficient size to handle the needs of the facility (30 day supply)
- ✓ Dishwashing facilities capable of handling kitchen needs
- ✓ Small office with electrical outlet, telephone point and LAN point
- ✓ Restroom area to include one toilet and one sink.
- ✓ Should be located around the back sallyport gate entrance to allow ease of unloading stock from delivery vehicles

#### **Dining Facility**

Prisoner dining facilities shall be two (2) in number located on each side of the food service facility. Each dining facility shall accommodate up to 500 prisoners at a time. Dining halls are lower priority on this design.

#### **Laundry Facilities**

Laundry facilities should be centrally located to all housing areas and consist of the following components:

- ✓ Commercial grade washers and dryers with sufficient capacity to wash clothes for 4,000 prisoners.
- ✓ Appropriate electrical outlets to serve laundry equipment.
- ✓ Storage closet with shelving
- ✓ Fencing or other mechanism to secure laundry chemicals from the general population or from unauthorized staff.
- ✓ Sufficient size to allow for prison crew to work at folding laundry and the storage of laundry carts

#### **Medical Facilities**

The medical facilities shall consist of the following components:

- ✓ Waiting area to hold up to 25 prisoners
- ✓ Receiving window that is constructed of safety glass that allows conversations between staff and prisoners in the waiting room.
- ✓ Entrance door from the waiting room into the main medical area that is able to be opened from the inside by staff only.
- ✓ Four treatment/exam rooms with sinks and hot and cold running water.
- ✓ One dentist room with appropriate electrical and water.
- ✓ Open work area for nurse usage with electrical outlets, telephone points and LAN points.
- ✓ Two offices with lockable doors, electrical outlets, telephone points and LAN points.
- ✓ Secure storage area for supplies.
- ✓ Medication storage area with double locking door and shelving.
- ✓ Secure file storage room with double locking door.
- ✓ Staff restroom with toilet and sink.
- ✓ Prisoner restroom with toilet and sink.
- ✓ Twelve bed infirmary/hospice area with electrical, and restroom facilities (sink, toilet, shower)

### **Intake/Receiving Facilities**

The Intake/Receiving facilities shall be located close to the medical department and a sallyport gate entrance to aid in the flow of receiving newly arriving prisoners. The Intake/Receiving area shall consist of the following components:

- ✓ Lobby/waiting room in front of actual intake area.
- ✓ Holding cells for newly arriving prisoners while being processed. Holding cells should be secured cells that have stationary steel benches secured throughout for prisoner seating. These holding cells should accommodate up to fifty (50) prisoners. The 25 square foot ratio per inmate does not apply in this area as it is not a living area.
- ✓ Prisoner restroom to include a toilet, sink, and shower.
- ✓ Staff restroom to include a toilet and sink.
- ✓ Three offices that include electrical outlets, telephone points and LAN points.
- ✓ Storage area with shelving to store all hygiene items, clothing items and excess stocks of linens, blankets, mattresses, cleaning chemicals, etc.
- ✓ Open general work area that has electrical outlets, telephone points and LAN points.
- ✓ Sliding window that opens from general working area to waiting area outside the actual intake room.
- ✓ Separate secure property storage room for contraband items and prisoner personal belongings storage.

### **Recreation Facilities**

The recreation facilities shall consist of the following components:

- ✓ Outdoor recreation yard that contains a soccer field, chin up bars, full court basketball, walking/running track.
- ✓ Prisoner restrooms facilities to include five toilets and sinks.
- ✓ Five water fountains in restroom area.

### **Sallyports (Ingress/Egress Points)**

There shall be secure sallyports at each exit to the facility where the security perimeter meets an unsecured area. Sallyports shall consist of a holding area between two locked barriers (either doors or gates) and only one locked barrier may be opened at a time. This prohibits prisoners from running through open gates or doors into the community. Sallyports shall be located at least in the following areas:

- ✓ Any gated entrance into the facility
- ✓ At the transition area between the administrative area and the secure corridors
- ✓ Any other transitional area between secure corridors and non-secure corridors

### **Armory**

There shall be an armory for the facility that will be located outside the secure perimeter of the facility that will house all fire arms, ammunitions, less-than-lethal components and applicators, and excess disturbance gear. This armory shall contain the following components:

- ✓ Double locking doors
- ✓ Electrical outlets and lighting
- ✓ Tempered air to prolong the life of the munitions and gas.
- ✓ It would be preferred if the interior of the building could be separated into two separate areas by secure fencing (i.e. chainlink with lockable gates) to allow the flexibility to store all items in a manner consistent with sound security practices.
- ✓ NO WINDOWS

### **Visitation Facilities**

The facility shall provide appropriate non-contact visitation areas that will include the following components:

- ✓ Secure security glazed barrier with speak through ports in which all prisoners enter the secure side of visitation from the secure perimeter area and the visitors from the unsecured perimeter area.

### **Maintenance Facilities**

The facility shall provide for appropriate facilities that will allow for the maintenance and upkeep of the entire facility grounds. The maintenance area should be located near the loading area/gate area of the facility due to the need to use power equipment and to keep such equipment out of the main facility as much as possible. The maintenance facilities shall include the following components:

- ✓ Two offices equipped with electrical outlets, telephone points and LAN points.
- ✓ Secure storage area (either room or fenced area) inside the maintenance area to store all tools. This room should be sufficient in size to house all tools. There shall be a Dutch door or pass through window on this area which will allow for this room to be secured at all times while providing the capabilities to issue tools as needed.
- ✓ Secure storage area to store supplies and replacement parts.
- ✓ Outside maintenance shed that will store items such as grounds equipment and yard tools equipped with electrical outlets.

### **Education/Vocation**

Sufficient space and resources shall be allocated to develop and implement a quality educational/vocational training program for eligible prisoners. The educational/vocational area shall consist of the following components:

- ✓ Twenty five (25) classrooms large enough to allow up to thirty (30) prisoners each the ability to attend classes in a didactic environment. These classrooms shall contain sufficient electrical outlets for computer classes.
- ✓ Two large classrooms that can accommodate auditorium style teaching for up to 100 prisoners apiece.
- ✓ Ten staff offices that contain electrical outlets, telephone points and LAN points.
- ✓ Prisoner restroom facilities that include five toilets and sinks.
- ✓ Staff restroom facilities that include toilets and sinks.
- ✓ Large open work area that includes telephone and LAN points.

### **Perimeter Fencing**

Perimeter fencing shall consist of a concrete or block wall bridged on each side with a fabric fence. There shall be razor wire atop of the block wall cascading down to the dog runs on each side of the main wall. The interior and exterior fabric fence shall also be equipped with at least 3 rows of razor wire as well.

### **Guard Towers**

Guard towers shall be located strategically throughout the compound to secure the institution from interior and exterior security threats. Each guard tower shall be enclosed and shall be weatherproof with electricity.

Transportation Depot

Officer Barracks

DRAFT

#### Article 21

Firstly: If the president or minister council or the minister or who is authorized. Thank the employee and is not punished or he is punished and his punishment has executed then he will grant an ancientness for one month for each thanks not more than three months in a year.

Second: If the employee is punished. The letter of thanks will cancel the draw attention punishment and if he got two letters the warning will be cancelled, but if he gets three letters or more the promotion delaying will be reduced a month for each letter of no more than three months per year in case he as got a severe punishment.

#### Article 22

Secondment expiry of employ's work for any reason or transportation will not prohibited his responsibility according to this law.

#### Article 23

An innocent or releasing the employee for what has done and which is committed him to the specialist court will not obstruct to impose one of the sanctions which mentioned in this law.

#### Article 24

If it appears to the minister or the head of the department who is authorized from the minister or the public discipline council that the act or the charge is contained as a crime arises his job or is committed by his official qualification he will be committed to the specialist court.

#### Article 25

Law of the states employee discipline November 69 in 1936 (amended) will council and never work with any provision which is contradicting the judgment of this law.

#### Article 26

This Law will execute after 90 days from the date published in the official gazette.

#### Positive Reasons

For simplifying the procedures of discipline and velocity of the decision and to prohibit the ministers and the head of the office for imposing the sanction to grant the work of the states institution for executing the duty according to the states planning and socialist sector to unite the sanctions and its incite to include the majority of the employee so this law is enacted.

## The fifth Charity

### Cessation of work (Hand over)

#### Article 16

If functionary stops specialist body the department will stop the functionary from his work all the stopping period.

#### Article 17

First : The minister and the head of the department has the right to hand over the functionary not more than 60 days. If he seems that his staying in the job will be damaged the public interest or effected at the investigation and be returned to his job after ending the mentioned period if there is no prohibition and appoints to another job.

Second: The committee is advised for cessation of work in any stage from investigations stages

#### Article 18

The hand over employee will receive half of his salary during the period of the hand over.

#### Article 19

First: If the functionary is dismissed or isolated he will not receive anything from the stopping salary regardless of his isolation or dismissal is relied to this law or any other law.

Second: If the hand over official has punished by diminishing the salary or reducing his degree sanction be executed from hand over date and pay him the rest of the halves salaries.

Third: If the result of an investigation or of the court is released him or punished him by another sanction not mentioned in item (2) from the article (19) and he will receive his halves stopping salaries.

Fourth: If the hand over employee is dead before issuing the final decision in the investigating or the trail, halves stopping salaries devolve to whom has the right in receiving the retired rights according to civil retirement law or receives by the inheritance.

### Final and public judgment

#### Article 20

According to this law is not allowed to impose more than on sanction at one act.



**COALITION PROVISIONAL AUTHORITY**  
**Ministry of Justice, Iraqi Correctional Services**  
**BAGHDAD, IRAQ**  
**APO AE 09302**

3 December 2003

To: Ministry of Finance  
ATTN: [REDACTED]

From: Ministry of Justice, Prisons Department

Subject: Transfer of 2003 Capital, Section 8, to Ministry of Housing and Construction  
For amount of U.S.\$400,000  
Contractor: Rashid, National Company  
Project: Al Katoul, Rusafa/Tasferat Complex

Prisons respectfully requests the transfer of \$400,000 from Section 8 of the 2003 budget of the Ministry of Housing and Construction (MoH&C) budget account. LTC [REDACTED] MoH&C, is the CPA point of contact and funds manager for the Al Katoul project.

The MoH&C has completed all assessments and bid processes for the Al Katoul project. The contractor, Rashid, National Company, has been chosen and is to begin work immediately. The project is forecast to be completed in 90 days.

Further request assurance that the funds will be ring-fenced, i.e. protected from reclamation in the event that the final invoices and project completion are not obtained prior to 31 December 2003.

POC from the MOJ, ICS is [REDACTED]

[REDACTED]  
Senior Advisor  
MoJ, Prisons Department

Cc:  
MoJ, Directorate General of Administration for Information  
MoJ, CPA Senior Advisor  
MoJ, Account Department  
MoJ, Prisons Department



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

November 29, 2003

MEMORANDUM FOR Judge Ali Hussein Al-Shimeri, the Director General for Administration at the Ministry of Justice, Lamia Adela Mahmud, Chief Accountant Ministry of Justice and Seebo Sarkis Seebo the Chief Accountant for the Prison Department

SUBJECT: Approval of Transfer of \$400,000 cash to the Ministry of Justice Dhi Qar Governorate for the reconstruction of the prison at Nasiriyah. *Approved* [redacted] *29/11/03 10:15 AM*

I approve the transfer of \$400,000 from the capital budget of the Prison Department to the Ministry of Justice Prison Department in Dhi Qar Governorate for the reconstruction of a prison in Nasiriyah.

The sum of \$400,000 is to be collected in cash on Tuesday 2<sup>nd</sup> December 2003 by Captain [redacted] United States Army on behalf of the Ministry of Justice Dhi Qar Governorate who will supervise the project.

The Department of Prisons was granted a budget of \$10 million for capital projects in the Financial Year 2003. The total capital allocation to date including this transfer is \$1,025,000. The money is essential for reestablishing a viable prison system in the Dhi Qar Governorate this year.

I would be obliged if you would ensure that the necessary formalities are completed as quickly as possible and that if there are any questions they are referred to Mr. [redacted] Finance and Administration Advisor, Prison Department, Ministry of Justice. Telephone: [redacted]

[redacted]  
Senior Advisor  
Coalition Provisional Authority  
Prison Department  
Ministry of Justice

UNCLASSIFIED





**COALITION PROVISIONAL AUTHORITY**  
**Ministry of Justice, Iraqi Correctional Services**  
**BAGHDAD, IRAQ**  
**APO AE 09302**

22 December 2003

To: Ministry of Finance  
ATTN: [REDACTED]

From: Ministry of Justice, Prisons Department

Subject: Transfer of 2003 Capital, Section 8, to Ministry of Housing and Construction  
For amount of U.S. dollar: \$1,670,524  
For amount of Iraqi Dinar: 1,010,680,500  
Contractor: Rashid, National Company  
Project: Academy and Al Katoul Annex

Prisons respectfully requests the transfer of \$1,670,524 U.S. and ID 1,010,680,500 from Section 8 of the 2003 budget of the Ministry of Housing and Construction (MoH&C) budget account. LTC [REDACTED] MoH&C, is the point of contact and funds manager for the projects.

The MoH&C has completed all assessments and bid processes for the projects. The contractor, Rashid, National Company, has been chosen and is to begin work immediately. The project is forecast to be completed in 120 days.

Further request assurance that the funds will be ring-fenced, i.e. protected from reclamation in the event that the final invoices and project completion are not obtained prior to 31 December 2003.

POC from the MOJ, ICS is [REDACTED]

//ORIGINAL SIGNED//

[REDACTED]

Senior Advisor  
MoJ, Prisons Department

Cc:  
MoJ, Directorate General of Administration for Information  
MoJ, CPA Senior Advisor  
MoJ, Account Department  
MoJ, Prisons Department



**COALITION PROVISIONAL AUTHORITY**  
**Ministry of Justice, Iraqi Correctional Services**  
**BAGHDAD, IRAQ**  
**APO AE 09302**

31 December 2003

To: Ministry of Finance, Director General for Budget  
Thru: ICS Accounts Department, Chief Accountant, Sarkies Seebo Sarkies  
From: Ministry of Justice, Prisons Department  
Subject: Transfer of 2003 Capital, Section 8, to Ministry of Housing and Construction  
For amount of U.S. \$232,421  
Contractor: Rashid, National Company  
Project: Corrections Academy, Rusafa/Tasferat Complex

Prisons respectfully requests the transfer of \$232,421 from Section 8 of the 2003 budget to the Ministry of Housing and Reconstruction (MoH&C) budget account. LTC [REDACTED] MoH&R, is the point of contact and funds manager for the Academy project.

The MoH&C has completed all assessments and bid processes for the Corrections Academy project. The contractor, Rashid, National Company, has been chosen and is to begin work immediately. The project is forecast to be completed in 60 days.

ICS additionally requests assurance that the funds will be ring-fenced or protected from reclamation in the event that the final invoices and project completion are not obtained prior to 31 December 2003.

POC from the MOJ, ICS is [REDACTED]

//ORIGINAL SIGNED//

[REDACTED]

Senior Advisor  
MoJ, Prisons Department

Cc:  
MoJ, Directorate General of Administration for Information  
MoJ, CPA Senior Advisor  
MoJ, Account Department  
MoJ, Prisons Department

Ref No. 297  
Date: December 14 2003

FOR: Iraqi Ministers  
FROM: Mr. Kamil Mubdir al-Gailani, Minister of Finance  
SUBJECT: End of the year budget considerations

Dear Colleague,

Under the current budget laws, the Iraqi budget operates on a cash basis. Spending approval for amounts allocated for a budget year are not automatically transferred to the next year if not spent by December 31. Unspent balances will remain in your Ministry's bank account and can be drawn down without interruption, but the law requires that these balances be deducted from your 2004 allocations.

One exception provided by existing budget law is made under the accruals basis amendment. This allows a Ministry to accrue budget balances for capital projects on which work has been completed but paperwork processing remains unfinished at year's end. Evidence of this project status, which will be reviewed by the Board of Supreme Audit, will be required so that these capital balances are exempt from deduction from the 2004 allocation.

The law also allows me in certain circumstances to provide additional allocations in the next year's budget where a Ministry was unable to spend it all in the budget year.

In a normal year, such exceptions would be limited, however, we all know that 2003 has been an extraordinary year. In this context, I plan to approve most requests to increase funding in 2004 that is unspent in 2003.

To do this in accordance with the law, I require your assistance. In particular, I would be grateful if your Ministry's finance department could prepare an initial trial balance and statement accounting for 2003 budget expenditures and forecast of remaining balances, as well as a brief statement on why it was not expended in 2003. I have directed my staff to help their counterparts in your Ministry in any way they can to accomplish this task.

With close cooperation we can ensure that the rebuilding of Iraq continues uninterrupted.

Sincerely,



Mr. Kamil Mubdir al-Gailani  
P.P. Minister of Finance

F. J. Rabia

14-12-2003

A. Al-Jaffar  
A 212 Jaffar  
14-12-2003





**COALITION PROVISIONAL AUTHORITY**  
**Ministry of Justice, Iraqi Correctional Services**  
**BAGHDAD, IRAQ**  
**APO AE 09302**

17 December 2003

To: Ministry of Finance, Director General  
From: Ministry of Justice, Prisons Department  
Subject: Transfer of Remaining 2003 Capital to 2004 Budget, Section 8

Prisons respectfully requests transfer of the remaining balance of the 2003 budgeted capital, section 8, into the 2004 budget.

The memorandum from the Iraq Minister of Finance outlines his intent to approve all requests for 2003 capital roll over. A copy of the memorandum is attached as a reference.

A schedule of anticipated obligations is enclosed. The balance of the capital not specifically identified, will be utilized in the reconstruction of the facilities, grounds and warehouses located in the Rusafa detention center complex. Assessment of the costs is on-going and will not be completed quickly enough to submit for this request. The project can be completed in steps. All of the steps combined will exceed the value of the remaining capital. The project will be continued using capital funds already budgeted for in the 2004 agreed upon budget.

Additional information will explain the capital surplus issues. The bulk of our work has been accomplished through the use of PRB and CERP funds, ergo the difficulty in spending the normal budget capital (which was not released until late September). The difficulty in quickly moving the processes of the Iraqi prison department compounded the problems. Although there were a small number of people working on the prison projects, great strides have been made to identify decent facilities and decent contractors. The second group of contractors from the United States made great connections with the Ministry of Housing and Construction. This relationship is resulting in more progress, more timely in nature than before, meaning that we can reasonably expect to spend the capital quickly and that a better execution of the capital in 2004 will result as well.

The Iraqi Correctional Service account department will provide the necessary balance sheets and documentation required to justify the addition of the 2003 capital funds to the 2004 capital fund budget.

We thank you for your time and consideration in this matter.

Point of contact for the MOJ, ICS is  or CPT

//ORIGINAL SIGNED//

Senior Advisor  
MoJ, Prisons Department

Cc:  
MoJ, CPA Senior Advisor  
MoJ, Account Department  
File

U.S. Dollars	Projects	Iraqi Dinar (ID)
3,690,734	OPENING BALANCE	13,942,500,000
	Dahuk	4,960,582,500
	Basrah Central	6,600,000,000
575,500	Baghdad Central	
400,000	Katoul	
1,670,524	Academy	
	Katoul Annex	1,010,680,500
625,000	Maysan - Al Amarah	
400,000	Nasiriyah	
	TBD	
	TBD	
	TBD	
	TBD	
	TBD	
19,710		1,371,237,000
0.53%	Remaining of Initial	9.83%
99.47%	Spent or Obligated	90.17%

\$1U.S.=1,500 ID: Official MOF Exchange Rate

Baghdad Central (aka Abu Ghraib)		
Contract Progression and Balance Due		
IN PROCESS	184,000	Building of Guard Towers
	196,000	Administrative and Reception Areas
	172,000	Rebuilding Cell Block C
	172,000	Rebuilding Cell Block D
	67,000	Rebuilding Sewing Factory
	195,000	Rebuilding Laundry Facility
	30,000	Cleaning of Baghdad Central grounds
	135,000	Completion of all Medical Wings
	575,500	50% payments
	575,500	Remaining Balance
PAID IN FULL	30,000	Baking Ovens
	85,000	Rebuilding of Medical Wing A
	115,000	
PAYMENT HISTORY	690,500	Total payments to date on above contracts
	172,000	First 2 Cell Blocks
	12,000	Death House Wall
	180,000	Kitchen
	5,000	Elect Switch Mvmt
	15,000	Chain Link Fence
	18,400	Generator
Total Contracts Paid:		PRB Approved:
1,668,400		175,500
		172,000
Project Savings/Overrun: 258,600		1,927,000
		Projected Final Cost at Abu
		2,243,900
		(316,900)

[REDACTED] CPT, Dept. of Prisons

---

**From:** Bartlett, Joseph T. (SES)  
**Sent:** Wednesday, December 17, 2003 2:17 PM  
**To:** [REDACTED] CPT, Dept. of Prisons  
**Subject:** FW: End of Year Budget Guidelines  
**Importance:** High

[REDACTED]  
Can you handle this for us?  
Thanks.  
Terry

-----Original Message-----

**From:** [REDACTED] (Civ)  
**Sent:** Wednesday, December 17, 2003 12:58 PM  
**To:** All Ministries  
**Cc:** OMB.Mail; CPA Ministries; Executive Secretary  
**Subject:** End of Year Budget Guidelines  
**Importance:** High

Dear Colleagues,

Please find enclosed a copy of the Arabic and English versions of the regulations governing end of year balances for Ministerial Budgets. Please present a copy of the Arabic version to your minister and your DG for Finance.

Sincerely,

[REDACTED]  
Advisor, CPA-Ministry of Finance (213-B)

Com: [REDACTED]  
[REDACTED]

12/17/2003

**CPT, Dept. of Prisons**

**From:** Bartlett, Joseph T. (SES)  
**Sent:** Monday, November 03, 2003 8:59 AM  
**To:** CPT, Dept. of Prisons  
**Subject:** CY03Remaining

Please take a quick scan of the attached listing and let me know the current status.  
Thanks.  
Terry

**CY 03 Designation for Remaining Construction Dollars**

✓ **\$ 4.4M - Basrah Central (1,200 beds) = (payment authorized by Sarkis [letter # 37])**

\$ 4.2M - Khan Bani Saad (600 beds)

✓ **\$ .6M - Alamarah (800 beds) = \$615k to British (memo approved 11/3/03)**

✓ **\$ .4M - Nasariyah (700 beds) = (still seeking POC confirmation)**

✓ **\$ .3M - Katool [Rusafa IV] (500 beds) = (\$.3M money is available)**

**\$ .1M - Administration Bldg (national HQ) = (\$.1M is available)**

\$ 10M - total

PRB and Kurdish Regional Governance funding

**\$ 2.0M - Dahuk prison (1,200 beds)**

**5,000 new beds**

11/29/2003



**COALITION PROVISIONAL AUTHORITY**  
**Ministry of Justice, Iraqi Correctional Services**  
**BAGHDAD, IRAQ**  
**APO AE 09302**

11 December 2003

To: Ministry of Finance, Director General for Budget  
Thru: Iraqi Correctional Services Accounts Department, Chief Accountant, Sarkies Seebo Sarkies  
From: Ministry of Justice, Prisons Department

Subject: Transfer of 2003 Capital, Section 8, to Dahuk Regional Treasury  
For amount of Iraqi Dinar 4,960,582,500  
Contractors: Bayan Company (Mechanical Works)  
Sarsink Company (Electrical Works)  
Tovi Company (Civil Works/General Trades/Plumbing Works)  
Project: Dahuk Central Prison

Iraqi Correctional Services, prisons department, respectfully requests the transfer of Iraqi Dinar 4,960,582,500 from Section 8 of the 2003 budget to the Dahuk regional treasury account. CPT [REDACTED] and ISG [REDACTED] of the 800<sup>th</sup> Military Police Brigade, are the responsible people and fund managers for the Dahuk Central Prison project. The account number at the bank is 6090, Rafidain Bank, Dahuk Branch and the name of the Iraqi official responsible for payment of the project is Brigadier General Nazar Rahmt Alla Azeez.

Total value of the contract awarded is equivalent to \$5,406,055 U.S. based on the official U.S. \$1:1,500 ID exchange rate. Funds already provided to start the project are \$1,000,000 from CPA Baghdad (Program Review Board), \$1,000,000 from the Kurdish Regional Treasury, and \$99,000 from the U.S. Army 101<sup>st</sup> Air Assault. The balance of money needed to complete the contract is equivalent to \$3,307,055 U.S. or the requested transfer amount of Iraqi Dinar 4,960,582,500.

The CPA North representatives have completed all assessments and bid processes for the Dahuk Central Prison project. The contractors, as listed above, have been chosen and are to begin work immediately. The project is forecast to be completed in phases of 390 days, 365 days and 360 days, respective to the order of contractors and their packages listed above.

The prisons department further requests assurance that the funds will be ring-fenced, i.e. protected, and not subject to reclamation in the event that the final invoices and project completion are not obtained prior to 31 December 2003.

Responsible person from the MOJ, Iraqi Correctional Services, prisons department, is [REDACTED] Responsible people for this CPA North project is CPT [REDACTED] and ISG [REDACTED]

//ORIGINAL SIGNED//

[REDACTED]

Senior Advisor  
MoJ, Prisons Department

Cc:  
MoF, CPA  
MoJ, CPA Senior Advisor  
MoJ, Prisons Department, File  
MoJ, CPA North



**COALITION PROVISIONAL AUTHORITY**  
**Ministry of Justice, Iraqi Correctional Services**  
**BAGHDAD, IRAQ**  
**APO AE 09316**

29 March 2004

**MEMORANDUM FOR RECORD**

**SUBJECT:** Transfer of Cash from PRB Funds

Responsibility for and custodial duty of the currency maintained in the safe located at the CPA, S103, for the purpose of funding emergency projects is here by transferred from CPT [REDACTED] outgoing military advisor to the ICS, to [REDACTED] incoming civilian advisor to the ICS

**Total currency is U.S. \$187,008.**

The money is intended for use in the following manner:

- \$181,008 for PRB #370, Security and Operating Equipment
- \$6,000, CJTF-7 CERP funds for Istakhbarat Prison (Section 5)



**MILITARY ADVISOR ICS**  
**Relieved of Accountability**

**CPA Ministry of Justice, ICS**  
**Assumes Accountability**

**Cc:**  
**ICS Files**  
**Individuals Concerned**  
[REDACTED] ICS Senior Advisor

To who is responsible of prisons department in Coalition provisional Authority. As follow the answers for the points which was in the documents issued in Oct. 5th. 2003 And it concern the accountings department, In Short.....

1. Concerning the fourth paragraph - the center of Basrah - (the industrial area) We sent a letter of credit no 37 in Oct. 6th. 2003. to ministry of justice / Administrative office. To approach ministry of finance - to have (open) account for Basrah prison in AL-Rasheed Bank, AL-Thourah branch / 88. In order to be financed with the required amount of money, And this is the proper process of addressing through ministry of justice. And we will follow out the subject until we get agreement of having (open) account. And then there will be committee from Basrah department to keep the account in action. This committee is consist of 3 persons who are 1. the director of the department 2. the accountant of the department, and another person appointed by the director of the department. They will inform us by their names through administrative order issued by Basrah department. And they will supply us with a copy.

Concerning the account of money which you refer to "8,800,000,000 (eight milliard, eight hundred millions) This amount is within the plan to built Om-Moaster prison which suggested in paragraph number four, this amount related to its cost, repair and supplying.

Concerning the employees who are going to keep in action the amount of money they are from (AL Basrah department). There are about 90 employees qualified to make the payment process, managing statement, required balance -----.

They will divided according to the suggested work to many committee (investigate committee, purchasing committee, maintenance committee, preparing plans committee). They have already practices & experiences in their field and the majority of them have served not less than (Twenty or twenty-five years).

### 3. Personal Matter

Concerning the demand of Mr. [redacted] about the numbers of employees and their official degrees. The administration of the public office still working to find the special lists of official degree and according to the lists which prepared by Planning office. Because there is no communications between the governorates, now we depend on members coming from governorates in order to send the lists of names and official degree to the correctional department in each governorate. All the informations that we had in the previous regime was burned during the spoliation process which took place in Abu-Graib prison - This is because the bad administrative of prison which is represented by the Director (in the previous regime) who is (Seyar Herik Fereq AL-Khalidy). When I told him before the war to save all the indexes of the employees in Flobi desk --- he refused. He is an ignorant person, graduated from primary school and he didn't attend even secondary school, but because he is one of the party members, he became a director. He was working in (Nograte Selman) he served more than (40) years  $\Rightarrow$  I will send you the lists later on.

### The Finance Report :-

Up till now the finance situation is very good. We can build and reconstruction the prisons according to your advices. And the budget prepared by Mr. [redacted] is very good. The Ministry of Finance didn't know or maybe doesn't want to know, who is the new Iraqi man in order to accept your ideas about the new Iraqi. So the ministry agree about the budget 2003 and the amount (24,400,00) twenty-four billion and four hundred million Iraqi dinar, fifteen billion of them for building and reconstruction and the rest is for the budget of public office taking on consideration that the amount is divided to all the prisons (prisons / juvenile, tasterat) but the work

In the administrative aspect. They will start their work immediately when they open account, preparing the maps, statements, kind of work that they want to accomplish. So you should inform us with the suggested details to prepare the amount, specific studying connected with.

## 2. AL-Hillah Branch account:

After obtaining the agreement from Ministry of Finance, according to their message issued by the account office no. 2589 in Sep. 15. 2003. AL-Hillah department opening its new current account (it is in I.D) with the name of adult correctional office in AL-Hillah / AL-Faihaa branch / AL-Rasheed Bank. no. 272 and it is different from the number that you mentioned in your message. But this didn't finance tell now. Because the security process is not settled there is no addressings, Transferring amount from Bank to bank.

They were addressing AL-Mansoor branch which belong to AL-Rafedain Bank - to finance an account - which mentioned above but it wasn't accomplished for the <sup>same</sup> reasons. For this I made another step which is - addressing ministry of justice / the administrative office / accounts with out message no. 34 issued in Sep. 30. 2003, I asked them to send message to ministry of Finance / account office to take the proper process to finance an account for the department (which mentioned above) by ministry of finance and inform us, but there was no answer till the moment of writing this report (there is a copy of the process message no. 34 in Sep. 30. 2003). And the balance will be done after finance the account.

And I think what the department need now is only the amount of feeding the inmates, money for gas, stationary and some other simple required, because it becomes a typical department after repairing / mending the building. I suggest to get fast agreement to finance an account from ministry of justice. And I ~~also~~ mentioned the department need only the requireds of daily work and we explained them above.

### 3- Personal Matter

Concerning the demand of Mr. [redacted] about the numbers of employees and their official degrees. The administration of the public office still working to find the special lists of official degree and according to the lists which prepared by Planning office. Because there is no communications between the governorates, now we depend on members coming from governorates in order to send the lists of names and official degree to the correctional department in each governorate. All the informations that we had in the previous regime was burned during the spoliation process which took place in Abo-Graib prison - This is because the bad administrative of prison which is represented by the Director (in the previous regime) who is (Seyar Herik Fereq AL-Khalidy). When I told him before the war to save all the indexes of the employees in Flobi desk --- he refused. He is an ignorant person, graduated from primary school and he didn't attend even secondary school, but because he is one of the party members, he became a director. He was working in (Nograte Selman) he served more than (40) years  $\Rightarrow$  I will send you the lists later on.

### (The Finance Report :-

Up till now the finance situation is very good. We can build and reconstruction the prisons according to your advices. And the budget prepared by Mr. [redacted] is very good. The Ministry of Finance didn't know or may be doesn't want to know, who is the new Iraqi man in order to accept your ideas about the new Iraqi. So the ministry agree about the budget 2003 and the amount (24,400,00) twenty-four billion and four hundred million Iraqi dinar. Fifteen billion of them for building and reconstruction and the rest is for the budget of public office taking on consideration that the amount is divided to all the prisons (prisons / juvenile / tasterat) but the work

that you are working in at the time is cost more than that, fortunately you have the emergency amount (O.C.P.A) which used to finance all the contracts, and it was very useful concerning the contract of feed [AL-tasferat department No1 and No2] and also AL-Salhia, which Mr. [redacted] still pay for them. The budget informations is very difficult and the agreements forms should be as contracts and tenders, the directors general are not allowed to pay the amounts in emergency cause - - - - - concerning the budget of 2003 I gave it to Mr. [redacted] according to chapters and it also include the budget for 2004, 2005, 2006. There is a copy (hand write) with this file. There is no dedicated budget for each governorate because when we prepare a budget we prepare a public one include all the prisons because the system of preparing a budget is centralized and for my knowledge I don't know the plan of the work for the coalition provisional authority concerning prisons.

In previous time the plan of the work was <sup>totally</sup> different from the current work. In the past there was public office which include Abo - Ghaib prison consist different departments (long term prison, short term prison and special term prison, forgin and Arabic prison, inmate rehabilitation center, factories department - maintenance and transportation department. In addition to the public office which include the administrative, technical committee, accounts - logistical, planing, auditing and the administrative, of the director general. And outside the prison in Baghdad the female department and the detainees (female) department in AL-Kadhimiya).

In addition to the governorates departments (AL Basrah department, AL Hella department, Diqala department and AL-Mosul department).

This is only the organizational structure of our office.

At the end of this report, I would like to explain some points :-

- You decided the number of employees to be about 13,727 while we have in Baghdad only, about 883 employee and I think it is enough.

- About the salaries there is no different between male and female, because it depend on date of starting work

- The hired of employees should be depend on the needs of the correctional office for them. And their salaries should be based on their education with the coordination of ministry of finance and according to the legal agreements.

- I suggest that the buildings of which belong to the ministry of Labour in past, And now it is belong to Ministry of Justice, taken or occupied by the employees who are working in Ministry of Justice - specially for those who have no homes -

with regard  
Serkees Sepo Serkees.

Oct. 6. 2003









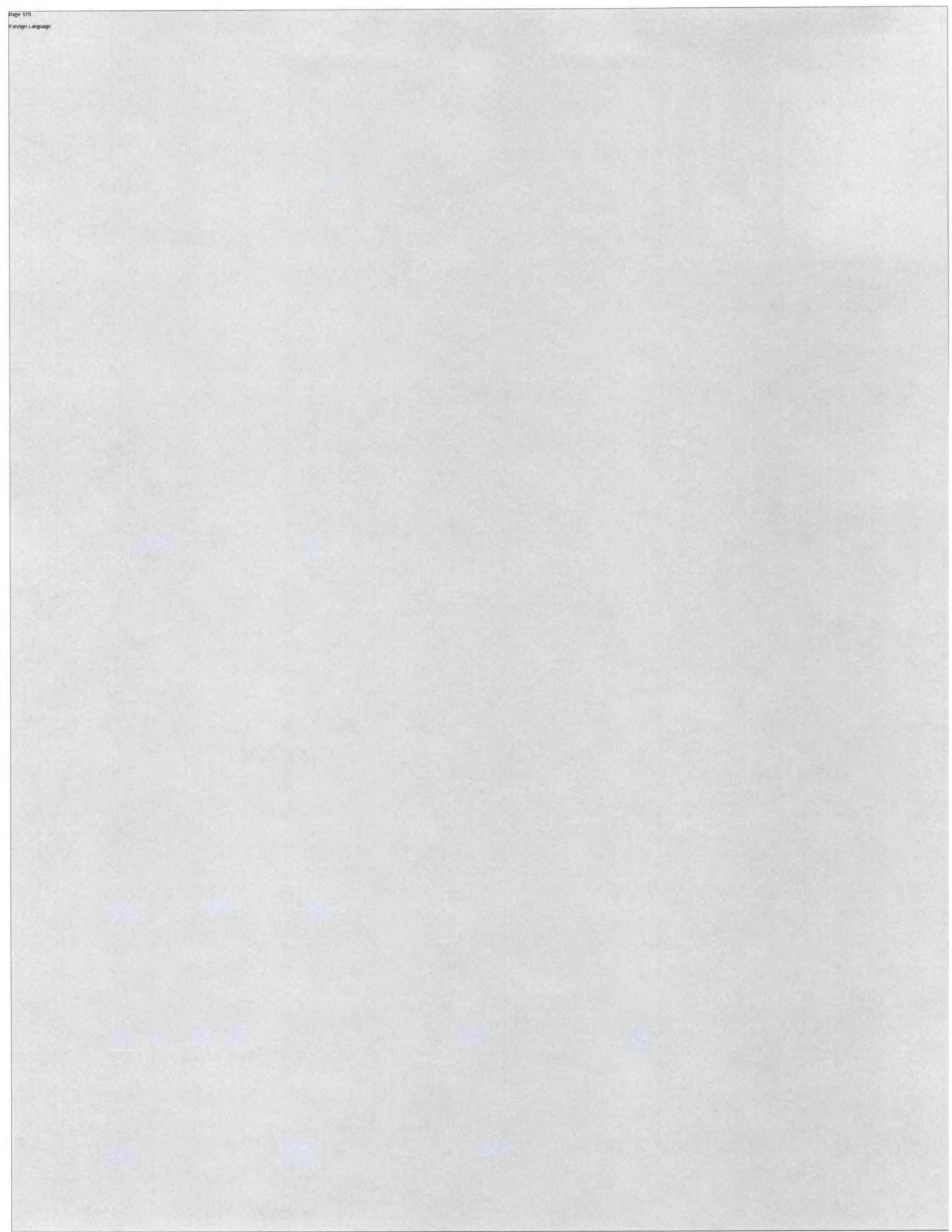














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COALITION PROVISIONAL AUTHORITY  
BAGHDAD

ACTION MEMO

DATE 28 FEB 2004

FOR: CPT [redacted] Administration, Prisons Department

FROM: [redacted] Deputy Director, Prison Operations

SUBJECT: Meal Count Discrepancy – Eisenbaret

Attached please find a memo of explanation from CPT [redacted] regarding meal accountability issues at Eisenbaret. If further discussion or clarification is required, please do not hesitate to contact me. Thanks.

CLR/s

Attachment

Cc. [redacted] Director  
Eisenbaret File

UNCLASSIFIED

NOTED: GHB  
2/25/04

To - [REDACTED] - Warden -

From - [REDACTED] - Captain - Eisenbaret

Date - February 23, 2007

Subject - Mail Counts - EISENBARET

Per your direction, I have reviewed the situation involving mail counts at the Eisenbaret Prison. As a result, I have found that discrepancy involved the Security detainees housed at this location, more staff being fed than should have been, and numbers being confused in translation.

The Army unit that had previously operated this facility told me that the number of security detainees held at Eisenbaret changed daily and contributed to the problem. Security detainees are no longer housed at this location and this is no longer an issue.

I also found that the food service contractor was on site during shift change, resulting in staff from the oncoming shift being fed. This has been resolved by bringing the contractor in earlier and escorting him out of the unit, prior to shift change.

Finally, as many of us have found to occur in this operation, there was a discrepancy with the number of meals requested and the number translated to the contractor.

NOTED: GHB  
2/25/04

I have discussed the importance of requesting and reporting the correct numbers with Warden Abdel and will continue to monitor the process.

cc: Captain [REDACTED]

File



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

ACTION MEMO

DATE 28 FEB 2004

FOR: CPT [REDACTED], Administration, Prisons Department

FROM: [REDACTED], Deputy Director, Prison Operations [REDACTED]

SUBJECT: Arabic Translation – Invoice

Attached please find an invoice or explanation of the expenditure of funds from one of the Iraqi's. Please advise accordingly what action is required, if any, from this office. Thanks.

CLR/s

Attachment

Cc: Arabic Translation File

UNCLASSIFIED

To - The administrative senior advisor of Prisons

1- On 7-16-2003 I have received the sum 3-125.754 millions dollar from CPA to specialize for emergency acts in prisons - Because there is no approval from finance ministry to open account in the above date the Rafiden bank - AL Mansur branch was not received this sum.

We have been returned this sum by me and Mr. [redacted] to a prison department in CPA and that sum was kept in a special coffier.

2. After taking the approval of finance ministry the account was opened in AL-Rafiden bank, the branch of AL-Mansura with the sum of 2-150-000 million dollars.

The part of this above sum was spend by the financial advisor for prisons in order to buy somethings to prisons and AL-Tassferrat they have had receipts of it.

3 ON 9-19-2003, I and Mr. [redacted] received another sum 326-953, it was kept by the financial advisor in prisons inside the palace and this sum is not sent to a bank.

4. On 11-6-2003, the sum of 57-180 was received by Mr. [redacted] and this sum was not sent to bank.

5. The following sums were paid; from the above sum which is mentioned in section -1- as:-

- A- The sum 36-080<sup>dollar</sup> has been paid to Mr. Ali Raji to buy
- B 253,200<sup>dollar</sup> has been paid to AL-Aadris company on 20% from contract.
- C. The sum of 35,220 has been paid to Mr. Nazar Abdul Majeed to buy materials for prisoners.
- D. The sum of 37-400 has been paid to Mr. Najah Hammzu to buy materials for prisoners etc. shoes - shirts for guards on 10-7-2003
- E The sum of 260,670 has been paid to Mr. Nazar Abdul Majeed to buy materials for prisoners.
- F The sum of 27-562 has been paid to Mr. Najah Hammzu to buy materials
- g. The sum of 90,000 has been paid to Mr Sami Fakhri to buy beds for prisoners.

The sum of 393.500 has been paid to a contractor of Abu Ghrib 30%  
[redacted]

M. Amount of 13,500 \$ Thirteen thousand \$ to Zuhair Abas maintenance of section five.

N. Amount of 17,280 seventeen thousand & two hundred & eighty \$ to Gassan Rady Abd Police Academy

O. Amount of 15,100 Fifteen thousand & hundred \$ to buy Generator to Karache Prison.

P. Amount of 7,008 seven thousand & eight \$

Q. Amount of 19,986 Nineteen thousand & nine hundred & eighty ~~sex~~ sex to Nizar Abd Al Maseed for completing prisons contract

---

Total amount 942,814 nine hundred & seventy two thousand & eight hundred & fourteen \$

The rest of emergency amount 1,177,186 one million, one hundred & seventy seven thousand \$ & one hundred & eighty sex \$

Know that there is discussion about in ministry of finance about the special ~~amount~~ emergency amount because the ministry of finance took all the amount and change it to 'raqi' denar & putting in the Bank. within the general budget It was paid amount of 510,500 five hundred ~~thousand~~ ~~thousand~~ and ten thousand & five hundred \$ to Lazer company as the amount of 10% of the contract.

→ follow behind

## ~~The~~ The Administrative Manager of prisons

It was listed different articles for the prisons from the prisons budget and we have a list of that as strategic storage as follows :-

1. Double bed (1000) thousand
2. Different kinds of cars (25)
3. (5) Generators 250kv, (2) 150kv, (2) 40kv for Najaf, (1) 160kv in Kadmiyah, (1) 250kv for Abu Graib & (1) 200kv for Rusafah
4. Computers for each depts. & still there are two of that in the storage.
5. Copy equipments " " " " " "
6. Blankets & internal clothes & uniform for inmates & guards & different furniture, tables, shampo, detergents, soap drawers & stationary.
7. Thuryah phones. (9) & 100 hoky toky
8. beds & pillows, etc.
9. ~~the~~ Fabric for screens.
10. desks for students of Academy, (500) chairs.
11. Maintenance of all detentions for security.
12. Air condition (29)
13. Refrigerators (29) & water cooler (20) and freezers (10)

Serkes, Sebo.S

Counting Manager

Translated by Hayyanli

We ~~sees~~ have suggestion to buy the following for the necessary.

1. (5) ~~vat~~ Tankers for heavy water.
2. (5) Lorryes for dungs.
3. (5) shovels for lifting the dungs.
4. (5) bus for transportation the employees.
5. weapons. (deferant) for guards & self defence.
6. special machine gun for Voluncer.
7. shejda. (besta) for guard protection
8. welding equipments (10)  
(solder)





[redacted] CPT, Dept. of Prisons

**From:** [redacted] (GBR) [redacted]  
**Sent:** Tuesday, January 27, 2004 11:46 AM

**To:** [redacted]

**Cc:** [redacted]

**Subject:** Financial and Personnel Information MoJ

[redacted]

I am going on leave today until the 12 February 2004. So here is a sitrep. Sorry it is rather bitty.

### Courts

I think that the Basrah salary information for Courts has been sent up to you by email. The summary given to me by the Court accountants interestingly has a larger number. I will check up on the progress on the balance of departments.

Attached is a breakdown of the capital projects that do not appear to have got underway. In addition to the above I think there will be a third phase to the Basrah Court House that will cost about \$1million. This will be put out to tender.

So far as the 2004 budget is concerned I have issued a letter requesting that each department in each governorate provides a budget. This includes separate office and sub office budget. This should be prepared by the time I get back. In total this is 25 departments in CPA South

The only information I have for Dhi Qar is that the Courts have a wages bill of ID 62,400,000 and other expenses of ID 500,000,000. The Land Registry have a wages bill of ID15,400,000 and expenses of ID 330,000,000.

Their expense breakdown doesn't quite add up. It is:-

Civil Defence	2,800,000
Office	8,143,170
Maintenance & Furniture	135,147,500
Office Equipment	112,052,750

I was told that Land Registry has been told is not working following a directive from Baghdad. I presume that this is anticipation of claims for confiscated properties. It is perhaps a Cinderella department and in anticipation of commerce getting started again it needs to be looked at more closely. Those that are relatively intact will need some security. Is anybody looking at this in Baghdad? It is an area that [redacted] and I are trying to get some more information on. There appears to have been quite a bit of expenditure on the Land Registry in Basrah too.

Salary information on the other governorates has by and large been obtained. We are currently waiting on Muthanna. We are going to send you a hard copy and get bilingual schedules typed up to be sent to you by email.

### Prisons

I am waiting for a more detailed budget for Maqil Prison. On reflection I feel that the estimate provided by the governor of the prison is perhaps too low because the prison is in a poor condition. It is anticipated that in another five weeks time the Maqil Docks Relief Prison will open with a capacity of 600, so excluding wages we are looking at a rough operating cost then of about 80,000,000.

We have \$125,000 for set up costs from CPA South for Maqil. This is not part of the MoJ budget. There remains \$73,000 left from the emergency money I brought down late last year.

The MLSA staff have been transferred to the MoJ budget head. I do not know if they are on the 11 point scale.

2/27/2004

The police commander is causing problems regarding the transfer of the selected staff

Nasiriyah - I have asked the MLSA prison team to provide an estimate of the start up costs for this facility. This should be produced at the end of this week. Otherwise [redacted] template produced last year to estimate costs will be suitable alternative, and would provide consistency with the other facilities being established. I have also asked for them to determine a budget.

There are at least 42 IP's who will come over to the prison. They remain on the MOI budget pro tem. Further staff need to be identified. Operating costs are likely to be about ID 70,000,000 excluding salaries.

**There remains a problem with the Mol refusing to pay for meals for prisoners in their care in Dhi Qar. I have drafted a memo for Ilario Ciardi to forward to the Mol through the Iraqi Police which hopefully explains the situation to them.(sorry Ilario can you arrange the translation) We may have to consider using the emergency funds if this situation is not resolved at the Mol end.**

I agree with the policy regarding dispersing funds to governorates, basically because it was mine when I was in Baghdad. However in Nasiriyah it looks like a few months before we will have a free standing department. A bank account will be needed as all MoJ departments have them in CPA South. In the short term how do you propose getting the funds down there in the commissioning phase? I will rely on the MLSA staff to run certain aspects of the setup. If the money is sent to Basrah we will need the MoF 's permission to use it in Dhi Qar. It helps if this is done as we will have all the control down here. We will probably use the CPA contracting system in Basrah in any event. In the alternative we can probably get some of the MLSA people to be signatories on the accounts in Dhi Qar.

Maysan has developed into a contractual dispute. More information is being sought.

That's how it is in Basrah

[redacted]

2/27/2004

*Please file "Memo Lu"*

26 Jun 03

MEMORANDUM FOR RECORD

SUBJECT: Meeting with BG (Ret) Jalal Ameen

1. Undersigned met with subject on 25 Jun 03 at Rasheed Hotel. Subject is an IRDC working with Senior Advisor to the Interior Ministry. Subject claims to be a retired BG from Iraqi army. Never was a Ba'athist. He served only in administrative assignments because of his refusal to join the party. He served in the army from 1970-1991. He is a Kurd from Irbil. He left the army in 1991 to join the Kurdish uprising. He served in the Kurdish MOD from 1991-94 and as General Director of the Police Academy in Irbil until 1996. He left for Holland when the Iraqi army came north in 1996.

2. Subject expressed a number of concerns about the Kurdish region as follows:

a. Persh Merga officers are not military school graduates and some do not have even an elementary school education. He is concerned about their integration into the NIA. He thinks that politics will push the acceptance of unqualified officers into the NIA.

b. He sees the same problem with the police. He thinks the Kurdish police are ill trained and uneducated. The academy in Irbil has graduated four classes but he thinks the training is both poor and insufficient. (Note: The undersigned met with the Interior Minister in Irbil on 17 Jun 03. the minister also expressed dissatisfaction with the education and training of police officers and wishes to upgrade both).

c. He claims there is a prison at Dahuk (Akra Prison) for political prisoners. Supposedly, an American team visited the prison. The Kurds emptied the prison before the visit, then returned the prisoners after the Americans left.

d. The police are conducting check points in Irbil in the Salah a Din area, contrary to coalition direction. (Note: the undersigned was in Irbil on 16-18 Jun 03 but did not see any check points-don't know where the noted area is, but traveled extensively thru the down town and roads south and west.

  
COL, JA  
Chief, Government Team

*please file 'Memo for'*

**COALITION PROVISIONAL AUTHORITY  
Baghdad**

To: Senior Ministry Advisors

cc: All Ministry staff

Now that the U.S. Military Public Affairs (PA) staff have left the CPA, we are in the process of restructuring the Strategic Communications Unit (SCU). As part of this restructuring, we are establishing a team within the SCU tasked with liaising with each Ministry. In order to ensure continued co-ordination, this team will need a designated point of contact in each Ministry. I would be grateful if you would therefore nominate a member of your Ministry staff as the contact officer for the Strategic Communications Unit.

The individual you nominate will help the SCU to plan announcements/events and assist press officers in answering queries regarding matters falling within the remit of the Ministry. The nominated contact needs to have a broad overview of policy.

[redacted] and [redacted] from the SCU will be coming around to collect names and details.

Many thanks.

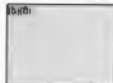
Ambassador Patrick F. Kennedy  
Chief of Staff



*How do you want to deal with this. I think ideally one of you prisons chaps should be the contact point. I am too buried in paperwork to get involved. You will all ~~then~~ have a strategic outlook that I lack.*



*will attend,*



*2/7/03*

*Please file 'Memo for'*

Colleagues:

There is now a CPA internet website. It is vital to the success of CPA's mission that this website is supplied with the information that it needs from the ministries in a timely manner.

The webmaster has directed C-6 to set up a login\c-mail account for each ministry that will have the address of, for example, [REDACTED]. Through the use of these accounts, the webmaster will communicate with each ministry. These accounts will also be the means through which the users of the website throughout the world will be able to communicate with each ministry.

In order to facilitate the uploading of information to the website, I am hereby directing a representative from each ministry to do the following immediately:

1. Call the IT helpdesk (Dial 0) and give the name(s) of the person(s) from each ministry who will be able to access this account. The helpdesk will run you through initializing the account.
2. Send the following information, **in both English and Arabic**, to [REDACTED]:
  - a. Description of Ministry
  - b. Mission statement
  - c. Current Projects
  - d. Any available fact-sheets, talking points, etc.

Please address any further questions to [REDACTED] the webmaster, at [REDACTED]

I realize that this will create some initial burden for all of you, while you are fully engaged in so many projects, but a solid web side is of great value and will save you time in the long run.

Ambassador Patrick F. Kennedy  
Chief of Staff



*- For info. - See also attached*



*2/1/03*

*Please file - 'Munro's'*

**UK Ministry of Interior**


**From:** webmaster  
**Sent:** Wednesday, July 02, 2003 7:17 PM  
**To:** All Hands  
**Importance:** High

Greetings to all ministry representatives from your friendly Internet webmaster,

In order to facilitate the process of setting up accounts, please disregard the instructions about calling the IT helpdesk. Rather, please e-mail me your name and which ministry you are with and I will e-mail you your new account info. This change will save the communications support team formerly known as "C-6" lots of time.

Additionally, it may be wise for me to clarify that this new website, live as of right now, is an internet site. This means that it is on the world-wide web and that it is accessible to the outside world. (There still is an outside world). This page is in no way related to the excellent intranet site which has been happily serving the internal CPA community for some time.

Cordially,

  
CPA WEBMASTER

7/2/2003

*Please file "Memo for"***UK Ministry of Interior**

**From:** [REDACTED]  
**Sent:** Tuesday, July 01, 2003 12:24 PM  
**To:** All Hands  
**Subject:** Strategic Planning

This e-mail is intended as forewarning to those of you within the Ministries who are dealing with the direction of policy in your area of responsibility. We in the Strategic Policy Office (Rm 239) are currently collecting data on how ministries are planning to take forward the main issues falling to them. We do not want to generate extra work for you, but would appreciate copies of any planning documents, mission statements etc which give some idea about how you intend to move forward.

We have already been to see some of you. For those we have not yet seen, either I or my colleague [REDACTED] will be round to see you in the next two to three days. Or you can come and find us in Rm 239 if you want to know more or already have a ready-formed business plan or similar.

If you wish to discuss any of this, please call. For the many of you to whom this is completely irrelevant, apologies.

[REDACTED]

[REDACTED] [REDACTED]

*copy of the report?*

7/2/2003



"Name In"

## **GUIDELINES FOR THE APPLICATION OF THE LAWS OF OCCUPATION**

### **Introduction**

These guidelines are for the use of those involved in "occupation" issues in Iraq primarily ORHA secondces.

Set out below are guidelines to assist you in applying the main principles in practice. The overall guideline is to refer all issues arising back to IPU for advice. The application of the law will often not be straightforward, and much will turn on the particular circumstances. You should treat this paper as a guide only. It does not attempt to be a definitive statement of the law. The guidelines are also subject to any changes to the authority of the Occupying Powers that may be introduced by the Security Council resolution now under negotiation.

Whether action is lawful or not will often turn on whether it is necessary on grounds of security, public order, insuring delivery of humanitarian assistance, or protection of human rights. This inevitably turns on the factual situation at the relevant time. It is important that a factual assessment of this necessity is made locally in the light of all the circumstances and referred back to IPU.

### **MINISTRIES, LOCAL GOVERNMENTAL AUTHORITIES AND OTHER OFFICIAL BODIES**

This includes central government Ministries in Baghdad, local governmental bodies, and other official bodies, such as the police, prison authorities, customs, port authorities and airport authorities.

The basic position is that existing Iraqi authorities should be allowed or assisted to carry on their functions insofar as possible.

#### **(a) Removal of officials**

Officials may be removed, although this should not be done arbitrarily. Clearly, the coalition will remove from office those who were members of Saddam Hussein's regime, and senior members of the Ba'ath Party if

any remain. Other officials may be removed where they represent an obstacle to administration by the coalition, for example because they pose a threat to security, are corrupt, unwilling to act under coalition administration, or will be intimidating for the population. In some cases, it may be necessary to remove local officials only temporarily while the security or public order situation is fragile, or for a period while the necessity of securing the safe and fair distribution of humanitarian assistance requires it.

**(b) Appointment of new officials**

There is no general authority to appoint new officials to Iraqi authorities. The coalition should assist existing officials, insofar as they remain and have not been removed as above, to carry on their functions. It is clear that ORHA officials may assist or act in an advisory capacity, or they may engage consultants or contractors to act in such capacity.

The appointment of new Iraqi officials can only go ahead in circumstances where this is necessary:

- (i) so that security can be restored or maintained; or
- (ii) so that public order can be restored or maintained; or
- (iii) for the humanitarian benefit of the population including safe and fair distribution of humanitarian assistance can be ensured; or
- (iv) so that the human rights of the population can be protected.

The necessity of doing so can only be judged in the light of all the circumstances at the time. The need may be greater, for example, where very few (or no) Iraqi officials remain because they have fled, or been removed as above.

You should in particular refer back to the IPU any proposals to appoint Coalition personnel and/or Iraqi exiles.

**(c) Reform or restructuring of governmental or administrative authorities**

As set out above, the basic rule is that existing Iraqi governmental and administrative authorities should be allowed/assisted to carry on functioning insofar as possible. Reform or restructuring is only permissible on the same grounds of necessity set out above.

So, for example, if current administrative structures are not adequate for any of the above purposes, it may be necessary to change them. Any

plans to make ministries or local governmental structures more representative, or to begin a process toward democracy, however desirable that may be, raises issues about the limits of the authority of an Occupying Power, and should be referred back to IPU.

The authorities that formed part of the security and intelligence apparatus of the State, on the other hand, will need to be dissolved or radically reformed. It is the intention of the coalition, for example, to dissolve the Ba'ath Party in Iraq. The police will require very careful assessment to determine the extent to which reform may be necessary on the above grounds.

**(d) Duties of local officials**

The Occupying Power is prohibited from altering the status of existing officials and must not apply any sanctions or take measures of coercion against them if they decide not to fulfil their functions on grounds of conscience. Any proposals which appear to run counter to this should be referred to IPU.

However this does not affect the rights of the Occupying Power to remove officials where this is necessary as per section (a) above.

**(e) The administration of justice**

The Occupying Power is under a positive obligation to ensure the restoration and maintenance of public order and safety. As and when necessary, the Occupying Power may therefore take on certain law and order functions within the occupied territory.

**(f) Existing Iraqi law**

The first basic rule is that the law already in force in Iraq must be respected, except to the extent that it is necessary to repeal or suspend it. The three main circumstances in which it may be necessary to change the law:

- (i) laws that serve the purposes of warfare (eg laws concerning conscription or recruitment to the armed forces);
- (ii) laws that constitute a threat to security;

- (iii) laws that present an obstacle to the application of international humanitarian law.

The Iraqi constitution, penal codes and criminal procedure code are undergoing review to see which aspects of them require amendment on these grounds. Any proposals for repeal or suspension of the existing law should be referred back to IPU for advice.

The Occupying Power may enact its own legislation where this is essential

- (i) to enable it to fulfil its obligations under international humanitarian law; or
- (ii) to maintain orderly government; or
- (iii) to ensure the safety and security of the members of the Occupying Power, their property, establishments and lines of communication.

Legislation introduced in these respects will not come into force until published in the local language and brought to the attention of the local population.

A further important consideration is that actions taken in relation to territory where the United Kingdom is the Occupying Power in the south of the Iraq must respect individual rights under international humanitarian law and, to some extent, human rights law. This is particular relevant in relation to the application of a law and order criminal code and its enforcement by the local courts.

In brief, the following rules apply:

- (i) the accused must receive prompt written notification in a language that he understands of the particulars of the charges against him;
- (ii) the accused must be personally present at the trial, and must have the opportunity to present necessary evidence for the defence, calling witnesses as required;
- (iii) he is entitled to assistance by a qualified advocate of his choice, who must be able to visit him freely and have all necessary professional facilities for preparation of the defence;
- (iv) he must have interpretation facilities if necessary both during the preliminary investigation and at the trial, and has the right to object to an interpreter and ask for his replacement;

(v) the accused must be brought to trial as rapidly as possible;

(vi) the court or tribunal must be independent and impartial;

Finally, in this respect, you should be aware that the UK is under an international obligation not to impose the death penalty. Therefore if any existing Iraqi laws, or any proposed new laws, provide for the imposition of the death penalty you should seek further guidance from the IPU.

**(g) The local courts and judges**

The basic requirement is that the Occupying Power should leave the administration of justice in the hands of the existing courts in so far as possible. Again, there are exceptions to this basic position on the grounds of necessity set out above. Further, where the local justice system is incapable of carrying out its duties, perhaps because there are insufficient personnel remaining, the Occupying Power may establish its own bodies for the administration of justice. Any such proposals should be referred back to IPU.

Judges, magistrates and any other relevant personnel, where they are present and capable of effectively carrying out their functions, should be permitted to do so.

The Occupying Power may, on the grounds of necessity mentioned in the introduction above, issue directions to the local judiciary, but must be careful to respect their independence and the relevant laws in force. Again, any proposals along these lines should be referred to IPU.

Judges, magistrates and other personnel may be removed from their posts where necessary on the grounds set out above.

UK forces in the areas of Iraq controlled by them apply a law and order Protocol for the maintenance of public order. This is one of the obligations of the Occupying Power.

Any questions arising regarding the application of law and order should be referred back to IPU, who will coordinate with MOD and PJHQ. It will fall to the local courts to try any offences committed under these law and order rules. They are obliged to do so but are entitled to determine whether those laws and regulations are within the competence of an Occupying Power under international law. Any questions arising in this

regard should be referred back to IPU for coordination with MOD and PJHQ.

**(h) Humanitarian needs**

Medical care and hygiene

The Occupying Power must ensure, so far as possible that existing hospitals, medical, public health and hygiene services are continued. It has a special responsibility to prevent the spread of disease.

The local medical and health authorities and personnel have a duty to assist in this.

Any problems arising should be referred to IPU.

**(h) Food and other essential supplies**

The Occupying Power has an obligation to ensure, to the fullest extent of the available means, that the civilian population are supplied with food, medical supplies, clothing, bedding, means of shelter, and other supplies essential to their survival and objects necessary for religious worship.

It follows that the Occupying Power has authority to take steps necessary to verify the humanitarian situation locally and to take whatever steps are necessary to improve it.

To the extent that there is a shortage of essential supplies, the Occupying Power must agree to humanitarian relief schemes. It has authority to take whatever steps are necessary to ensure that essential humanitarian supplies reach the population. There is an obligation to permit free passage of humanitarian supplies and to guarantee their protection.

Except where temporary and exceptional measures are required for urgent reasons of security, the Occupying Power must permit recognised national Red Cross and Red Crescent societies and other similar organisations to carry out their humanitarian activities in Iraq.

**(j) Religion and education**

Public worship must be permitted and religious convictions respected. Religious leaders must be permitted to give spiritual assistance to the local population. The Occupying Power is also obliged to accept

consignments of books and articles needed for religious worship and to enable their distribution within Iraq.

Schools and other educational establishments must be permitted to continue their normal activities. The Occupying Power must facilitate the proper working of schools and other educational institutions, and can seek the cooperation of any relevant local authorities that remain for this purpose.

Temporary closure of schools and educational institutions is, of course, permissible where there is a security necessity.

The nature of education in Iraqi schools will be a sensitive area. There may well be a need to commission studies to assess which aspects of education were connected with the support of the Ba'ath party and Saddam Hussein's regime. Changing the curriculum to remove those aspects can be necessary on security grounds.

The issue of reforming the curriculum and introducing aspects which the Occupying Power may consider desirable is a very sensitive one. In principle, such decisions should be taken by a legitimately established future Iraqi Interim Authority.

Any issues arising in this area should be referred back to IPU.

#### **(k) Protection of property**

In principle *private property* (including for these purposes property which is dedicated to religion, charity, education or the arts or sciences) must be respected by the Occupying Power. Whilst both land and goods can be requisitioned for temporary use by the Occupying Power to meet its needs. However in doing so the Occupying Power must take into account the needs of the Civilian population.

Therefore if ORHA seeks to requisition private property, it must show that it has genuine need of that property, and that it will not cause undue hardship to members of the civilian population.

As regards *public property*, Coalition forces are entitled to use Iraqi military property as they deem appropriate but should not destroy or damage it unless this is absolutely necessary for military operations. Public land and buildings of a non-military character may be used by the Occupying Power, but cannot be disposed of. The occupying forces can

seize: (a) publicly owned cash and other realisable securities; and (b) stores of arms and supplies, transport and other publicly owned goods which can be used for military purposes.

Cultural property may not be seized, damaged or destroyed.

If taxes, dues or tolls are collected by the Occupying Power in accordance with pre-existing law, such sums must be used to meet the expenses of the administering the occupied territory.

The sale of oil is currently subject to special rules under the UN "Oil for Food" programme. Further details of this can be obtained from the IPU

Any new proposals for the use of public or private property, beyond what is necessary in respect of military operations should be checked with the IPU.

*Please file - Memo in*

**Ministry of Justice, Prisons Department  
Memorandum**

**Date:** 13-July-2003

**To:**

(b)(6)  
(b)(6)

**From:**

(b)(6)

**Ref:** Status Review and Update

**Problem:**

(b)(6) contract expires 03-August-2003<sup>1</sup>, and I will be leaving soon thereafter.<sup>2</sup> From what I have seen, (b)(6) has an enormous body of knowledge about ongoing and future projects, processes, tasks remaining to be completed, available resources, and personnel assets. Unless we act quickly to capture and preserve that information, it will surely be lost. Although I have spent considerably less time in-country than (b)(6) has, it is none-the-less important that we preserve and pass on to those who will be continuing the MOJ Prison Department mission a briefing on what I have done and am doing. Additionally, now that we have the 800<sup>th</sup> MP Liaison assets on board, we need to track the assignment, progress, and completion of tasks assigned to each team member.

I would propose that no later than 15-July-2003, that we have a briefing and planning meeting involving all team members. We will need a meeting area of sufficient size to permit the entire MOJ-Prison Department and attached MP liaison group member's to attend. The meeting should identify all current projects, and for each set forth:

- A. who has overall responsibility;
- B. the objective(s) for the project;
- C. the tasks which have been accomplished;
- D. the tasks which remain to be completed, including for each:
  - 1. the specific goals/objectives which must be met to fulfill the task requirements;
  - 2. the name of the person assigned each element of the task;
  - 3. what has been done thus far toward successfully completing each element of the

<sup>1</sup>To meet the August 3 contract expiration, (b)(6) last day in Iraq will probably be about 29-July-2003.

<sup>2</sup>It was my intent to leave with (b)(6) however, with the arrival of the liaison team assigned to the MOJ-Prisons Department by Brigadier General Karpinski and the expanded capability that the team offers, I will likely stay beyond (b)(6) departure to help bring the team up to speed as quickly and effectively as possible, and to provide assistance to team members during their transition.

*Personal Staffing  
Recurrent Major  
Starting 1st September for recruitment.*

(b)(6)

- task;
- 4. what remains to be done;
- 5. remaining impediments to completing the task (e.g., actions by persons outside of our control);
- 6. the names of persons, agencies, vendors, units, or others involved in the various elements of the task;
- 7. equipment, supplies, etc., needed, ordered, remaining to be ordered; and
- 8. the schedule for completing the various elements of the task.

At a minimum, the project list should include:

- A. each identified prison and detention center:
  - 1. Bagdad-Central Prison (Abu Ghraib)
  - 2. Al-Tasferat Detention Center
  - 3. Al-Salehyia Women's Detention Center
  - 4. Al-Kadmeea (Kazamiyah; Kadimia) Women's Prison
  - 5. Karkh Juvenile Facility
  - 6. Al-Hillah Prison
  - 7. Al-Shuba Al Khamsa (Prison)<sup>3</sup>
  - 8. Kanbani Saad
- B. staffing and staff management issues:
  - 1. Recruitment and hiring
  - 2. Post orders and policy/procedure directives
  - 3. Training programs
  - 4. Personnel files/documentation
    - a. ID cards
    - b. Vetting candidates
    - c. Central personnel file
    - d. Individual facility's files
    - e. File update procedures
    - f. Discipline/termination procedures
    - g. Uniform
- C. policies, procedures, and post orders (the highest priority chapters are included below.
  - 1. Post orders
  - 2. Staff code of conduct
  - 3. Prisoner rules and regulations
  - 4. General security procedures
  - 5. Receiving prisoners
  - 6. Screening procedures

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<sup>3</sup>The Military Intelligence prison in Kazamiya district.

7. Classification procedures
8. Prisoner supervision and head counts
9. Use of force
10. Search procedures
11. Emergency procedures

In addition, we must resolve the very important issue of escorts. It is necessary that assets be committed to ensure that MOJ-Prison and liaison personnel can travel as needed without arranging escorts a day in advance. A major portion of the travel which is done is unscheduled. Planned/scheduled events often change without notice due to forces beyond the control of our team. Unanticipated needs also arise which require travel; thus, the a need for security escorts. All too often, this results in the need to cancel appointments, an inability to travel to detention facilities and prisons to meet emerging problems.

[redacted] CPT, Dept. of Prisons

**From:** [redacted] (FS01)  
**Sent:** Monday, October 06, 2003 11:26 PM  
**To:** CPA Ministries  
**Cc:** Executive Secretary  
**Subject:** Donors Conference Briefing at the 7:30 meeting Tues

Draft agenda is attached above. Other information below.

[redacted]  
Executive Assistant, CPA Administrator  
Head of CPA Executive Secretariat

**Subject:** RE: Iraq needs \$36 billion for reconstruction for 2004-2007 - UN assessment

Both [redacted] and I will be there, as well as two representatives of the Private Sector Development office to brief ministries on the Private Sector Conference in Madrid. We will be forwarding a memo to you shortly for your review on all these issues.

[redacted]

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CPA  
Council for International Coordination  
Adviser, Donor Coordination  
Republican Palace, Room M-209  
Cell: 914-822-7369

FYI....Just out. There is a noon UN briefing (NY time) on the UN Needs Assessments at which they might release the actual assessment. If not today it will be on Wednesday.

[redacted]

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CPA  
Council for International Coordination  
Adviser, Donor Coordination  
Republican Palace, Room M-209  
Cell: 914-822-7369



## **Iraq needs \$36 billion for reconstruction for 2004-2007 - UN assessment**

*3 October* – Iraq needs some \$36 billion for reconstruction for the years 2004 to 2007, according to the findings of United Nations missions to be presented at the Iraqi Donor Conference in Madrid later this month.

10/7/2003

The missions were undertaken by the UN Development Group and the World Bank Group with assistance from the International Monetary Fund (IMF) soon after major combat ended in Iraq and are in addition to the \$20 billion the United States-led Coalition Provisional Authority (CPA) has said are needed in critical sectors, including security and oil.

According to the missions' findings, Iraq's overall reconstruction needs today are vast and are a result of years of neglect and degradation of the country's infrastructure, environment and social services.

The assessment notes that not all of the identified needs may require external financing. Already in 2004, about \$1 billion of these needs are covered by ongoing contracts under the UN Oil-for-Food programme, through which the sanctions-bound regime of Saddam Hussein was allowed to sell oil for humanitarian supplies.

The Madrid conference, scheduled for 23 to 24 October, will seek funding from the donor community to address priority reconstruction and rehabilitation needs, focusing on both urgent and medium-term requirements for supporting sustainable development.

In other news, the UN Special Rapporteur on human rights in Iraq, Andreas Mavrommatis, has delayed a scheduled trip to the country because of the terrorist attack on UN headquarters there on 19 August.

The Rapporteur is to submit a report to the General Assembly focusing on newly available information about violations of human rights and humanitarian law by Saddam Hussein's government over many years.

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## **HIGHLIGHTS OF THE NOON BRIEFING**

**BY HUA JIANG  
DEPUTY SPOKESWOMAN FOR THE SECRETARY-  
GENERAL OF THE UNITED NATIONS  
UN HEADQUARTERS, NEW YORK**

**Friday, October 3, 2003**

### **UNDP: IRAQI RECONSTRUCTION NEEDS REACH \$36 BILLION OVER FOUR YEARS**

- According to needs assessment missions undertaken in Iraq soon after major combat ended, the overall stock of

reconstruction needs over the period 2004-2007 is on the order of \$36 billion. In addition, the Coalition Provisional Authority has separately estimated that there are some \$20 billion needed in critical sectors, including security and oil.

- These missions were done by the UN Development Group and the World Bank Group with assistance from the International Monetary Fund. The results will be used at the Donor Conference in Madrid on October 23-24, 2003. This conference will seek funding from the donor community to address priority reconstruction and rehabilitation needs, focusing on both urgent and medium-term needs for supporting sustainable development.
- According to the findings of the missions, needs Iraq's overall reconstruction needs today are vast and are a result of years of neglect and degradation of the country's infrastructure, environment and social services. Economic. In addition, the assessment notes that not all of the identified needs may require external financing. Already in 2004, about \$1 billion of these needs are covered by ongoing contracts under the UN oil-for-food program.
- The Assistant Administrator of the UN Development Programme, [REDACTED] will be the guest at Monday's noon briefing to go over these numbers with journalists.

*Phone file - Security*

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**COALITION PROVISIONAL AUTHORITY**

**BAGHDAD**

**SECURITY WORKING GROUP MEETING AGENDA**

August 23, 2003

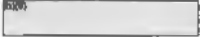
**TIME:** Monday August 25, 14:00 – 15:30

**PLACE:** CMATT Conference Room

**ATTENDEES:**



**AGENDA ITEMS**

- Review of narrative/benchmarks/metrics inputted into the 60 day Status Report – with a view to Consistency.
- Review of Traffic Lights – Final agreement on color gradings.
- Other business. 
- Questions/discussion

**POC**



**Director Strategy Concepts Planning and Policy  
National Security and Defense Affairs**



**DSN)  
Commercial)  
(Cell)**

UNCLASSIFIED

## V Corps Status of Iraqi Police Officers

Police Officers					Resources			Patrols		
City Name:	Police Officers Currently Rehired	Police Officers Rehired Actively Performing Police Duties (Desk Sgts, patrols, TAI, detectives, etc.)	MSC Determined Police Officer Endstate	% Hired vs. Endstate	Current # of Operational & Open Police Stations	Current # of Operational & Open Jails/Prisons	Current # Operational Patrol Cars	Avg # Joint Police Patrols Per Shift	Avg # Total Patrols Per Shift (Sum of Joint, IZ Only, US Only, etc.)	# Patrol Shifts Per Day
Baghdad	7,568	800	18,683		18	3	130	18	53	2.5
Dahuk	-		1,703							
Irbil	-		4,097							
Kirkuk	1,200		2,429		7	1	3	4	8	3.5
Tikrit	97	48	97		1	1	5	12	15	2
Bayji	97		83		2	0	3	2	24	2
Mosul	1,553		5,600		14	1	58	9	9	3
Sulaymaniyah	-		4,859							
Al Rutbah	25	25	60		1	0	0	5	0	3
Al Qaim	75		387							
Hadithah	12		253							
Samarah	33	33	692		3	2	8	2	2	3
Ar Ramadi	250		1,127		13	0	5	2	12	1.5
Baqubah	400	2	3,127		1	0	2	0	8	2
Fallujah	483	483	833		8	0	10	1	15	3
Al Huwayjah	116	116	553		3	1	1	0	0	2
<b>Total</b>	<b>11,999</b>	<b>1,007</b>	<b>44,583</b>	<b>27%</b>	<b>77</b>	<b>0</b>	<b>222</b>	<b>34</b>	<b>114</b>	<b>1.8</b>

As of: 29-May-03

## I MEF Status of Iraqi Police Officers

Police Officers					Resources			Patrols		
City Name:	Police Officers Currently Rehired	Police Officers Rehired Actively Performing Police Duties (Desk Sgts, patrols, TAI, detectives, etc.)	MSC Determined Police Officer Endstate	% Hired vs. Endstate	Current # of Operational & Open Police Stations	Current # of Operational & Open Jails/Prisons	Current # Operational Patrol Cars	Avg # Joint Police Patrols Per Shift	Avg # Total Patrols Per Shift (Sum of Joint, IZ Only, US Only, etc.)	# Patrol Shifts Per Day
Karbala	833	833	2,303	36%	4	4	32			
An Najaf	1,100	620	2,896	38%	8	1	21			3
All Hillah	1,750	325	1,500	19%	4	1	41			
Ad Diwaniyah	800	800	1,294	62%	2	2	7			
As Samawa	800	800	800	100%	4	1	0			
Al Kut	740	265	1,176	63%	7	1	11			
An Nasiriya	606	606	1,657	37%	1	1	0			
Al Qurnah	100	100	850	12%	3	1	18			
Al Amarah	4,000	4,000	4,000	100%	3	1	18			
Al Zubayr	150	150	580	26%	2	1	12			
Al Basarah	1,000	1,000	1,600	63%	6	1	36	15	47	3
Umm Qasr	150	150	150	100%	1	1	6			
	12,029	9,649	18,806	64%	45	16	202	15	47	

As of: 29-May-03



**Ministry of Justice**  
**Department of Prisons**



## **Mission**

To establish and develop safe and secure correctional facilities for the humane care, custody, and treatment of persons incarcerated in the Iraqi Corrections Services system as a means of enhancing the public safety for the citizens of Iraq under the rule of law.



## Goals

- To enable the transition to Iraqi sovereignty over the Iraqi Corrections Services department within the Iraqi Ministry of Justice
- To assist in the development of a functional organizational structure as a cohesive national correctional system
- To establish standard policies, procedures, and practices within the national correctional system consistent with international standards



## Goals

- To site, design, and build modern correctional facilities that conform to international standards and which are predicated upon population forecasts developed in cooperation with the other components of the criminal justice system
- To design and establish an integrated and automated information management capability for the criminal justice system to track individuals from arrest, trial, incarceration, and release



# CPA Ministry of Justice

## Prisons Department

- Senior Advisor – [REDACTED] (UK)
- Interim Director – [REDACTED] (US)
- Deputy Director – [REDACTED] (US)
- Deputy Director – [REDACTED] (US)
- Inmate Discipline – [REDACTED] (Spain)
- Facility Assessments – [REDACTED] (ROK)
- Transportation Policy – [REDACTED] (Italy)
- Finance & Admin Advisor – [REDACTED] (UK)



## 800<sup>th</sup> MP Brigade (I/R)

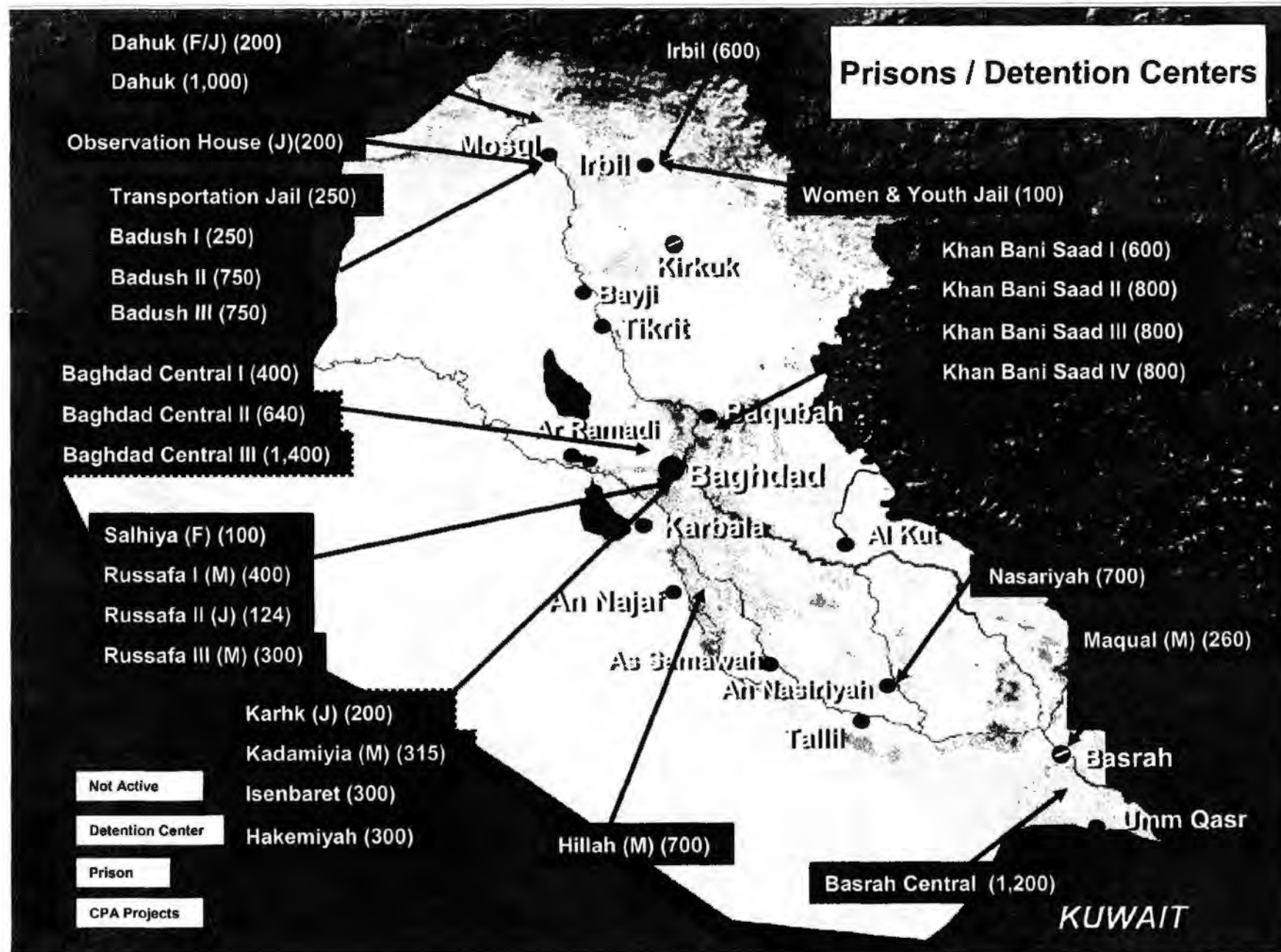
### Liaisons to Prisons Department

- LNO - [REDACTED]
- Recruiting / Hiring - [REDACTED]
- Construction / Logistics - [REDACTED]
- Finance Operations - [REDACTED]
- Training Academy - [REDACTED]
- Senior Instructor - [REDACTED]
- Instructor - [REDACTED]
- Instructor - [REDACTED]
- Instructor - [REDACTED] (352<sup>nd</sup> Civil Affairs)
- Instructor - [REDACTED]
- Instructor - [REDACTED]
- Admin / Clerical - [REDACTED]



# **Budget Execution**

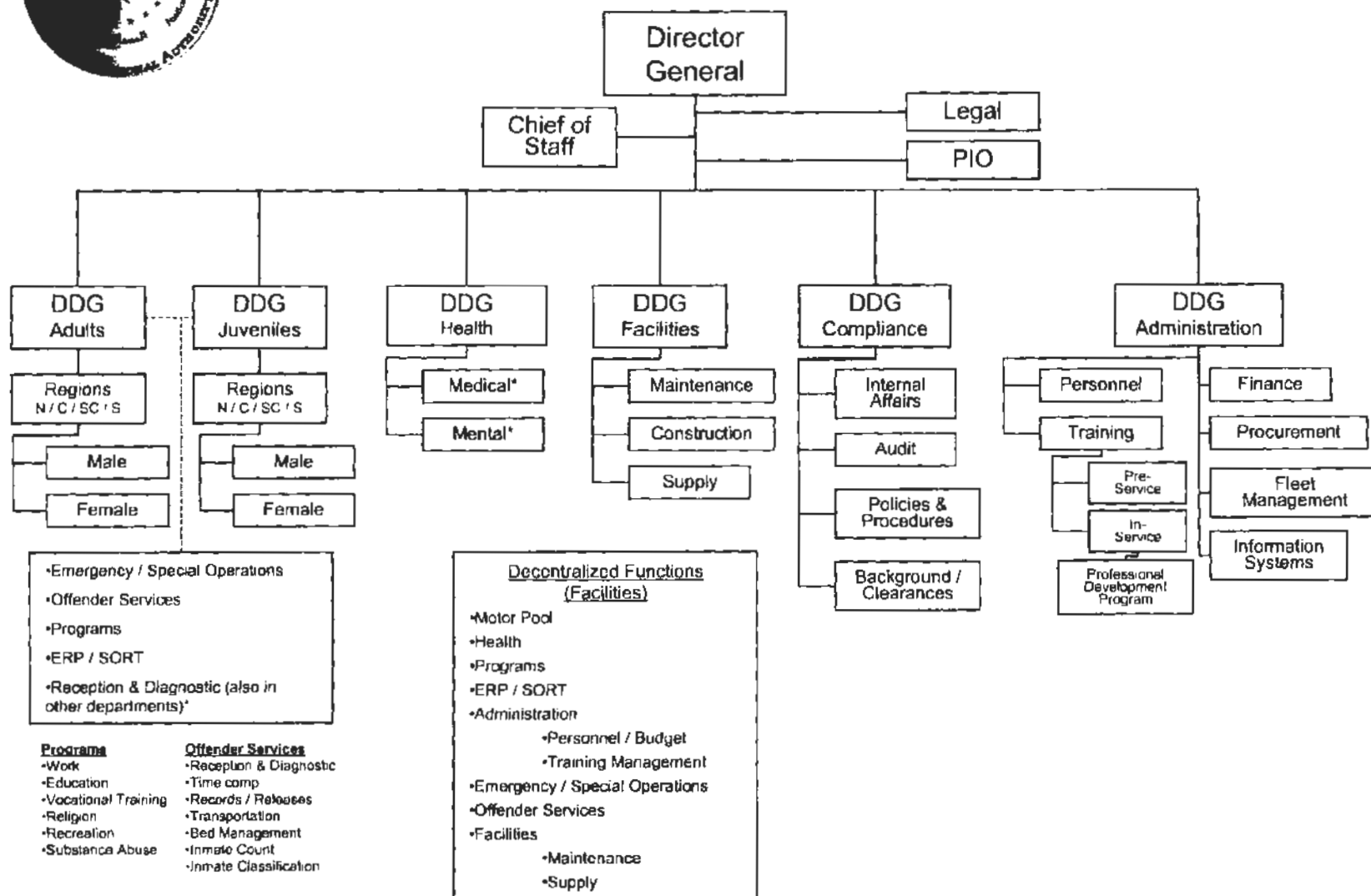
- Initial (Emergency Operations) Phase
  - Verbal Contracts
  - Cash Expenditures
  - Quick Responses
- Current (Transition / Stabilizing) Phase
  - Written Contracts
  - Negotiated by Iraqis
  - Bank Checks by Iraqis
- Endstate Phase: Iraqi Control
  - US oversight / mentorship





## **Operational Plan**

1. Military Police overseeing / operating facilities
2. Civilian prison managers at each site (\$11.5M for CY 03)
3. Civilian prison monitors at each site (\$10M for CY 04)
4. Iraqi national system self-sufficient







## Goals

- To train, develop, and mentor a professional staff at all levels of the organization
- To instill values that enhance the professional culture of the organization
- To restore portions of the remaining minimal prison infrastructure to address immediate demands of the criminal justice system



## Goals

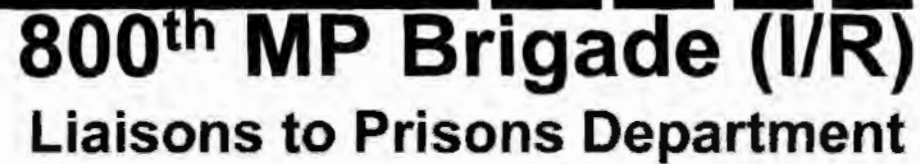
- To site, design, and build modern correctional facilities that conform to international standards and which are predicated upon population forecasts developed in cooperation with the other components of the criminal justice system
- To design and establish an integrated and automated information management capability for the criminal justice system to track individuals from arrest, trial, incarceration, and release



# CPA Ministry of Justice

## Prisons Department

- Senior Advisor - [REDACTED] (UK)
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- Finance & Admin Advisor - [REDACTED] (UK)



- LNO - [REDACTED]
- Recruiting / Hiring - [REDACTED]
- Construction / Logistics - [REDACTED]
- Finance Operations - [REDACTED]
- Training Academy - [REDACTED]
- Senior Instructor - [REDACTED]
- Instructor - [REDACTED]
- Instructor - [REDACTED]
- Instructor - [REDACTED]
- Instructor - [REDACTED]
- Admin / Clerical - [REDACTED]



## Budget Execution

- Initial (Emergency Operations) Phase
  - Verbal Contracts
  - Cash Expenditures
  - Quick Responses
- Current (Transition / Stabilizing) Phase
  - Written Contracts
  - Negotiated by Iraqis
  - Bank Checks by Iraqis
- Endstate Phase: Iraqi Control
  - US oversight / mentorship



## Initial (Emergency Operations) Phase

- \$ 3,882,104 drawn in CPA Central and South Central
- \$ 1,400,000 drawn in CPA North
- \$ 0 drawn in CPA South (using CERP funds)
- Contract inconsistencies detected and corrected within the original scope of work
- All \$ accounted for



## **Current (Transition / Stabilization) Phase**

- Conducting ongoing oversight of renovation projects
- Monitoring and deploying ongoing equipment acquisitions
- Establishing supply system for facilities
- Operational funds transferred to Iraqi control
- Small emergency funds retained by CPA



## Emergency Funds

- Judge Campbell ordered an amount retained for emergencies
- Cash on hand = \$ 363,851
- All cash fund expenditures are fully accounted for, verified, and documented



## **Budget Status**

**July – December 2003**

- Prisons allocated \$ 15M
- \$ 10M in Class VIII (Capital Construction) available within that allocation
- Projected allocation
  - \$ 4.4M to Basrah Central (1,200 beds)
  - \$ 3.1M to Khan Bani Saad (350 beds)
  - \$ 2.1M to Dahuk Prison (1,000 beds)
  - \$ .4M to Nasariyah Prison (700 beds)



## **Budget Plan**

**CY 2004**

- \$ 46,619,998 - operational
- Human Resources budgeted separately
- 2004 Supplemental Request
  - \$ 10M - Civilian Experts / Advisors
  - \$ 99M - Renovation of Facilities
  - \$ 400M - New Construction



## **Budget Issues**

- Dollar limitations on checks in Iraqi Dinar
- Non-payment of bills by Iraqi Ministry of Finance for verbally contracted emergency procurements
- Contractors report inability to cash large checks without paying the bank a significant service fee



## Donations Received

- \$ 500K from South Korea
  - 20 passenger mini-busses - 12
  - 9 passenger vans - 12
  - computers - 15
  - laser printers - 15
  - sets of office furniture - 272
    - Chair
    - Desk
    - Filing Cabinet



## Prison Population Size

- Bed capacity levels tied to international standards
- Initial estimates are refined as more specific data becomes available



# Operational Plan

## Prisons/Detention/Centers

1. Military Police overseeing / operating facilities
2. Civilian prison managers at each site (\$11.5M for CY 03)
3. Civilian prison monitors at each site (\$10M for CY 04)
4. Iraqi national system self-sufficient

Bagdad Central

Phase 1

Phase 2

Phase 3

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah (Basrah)

Al-Qadisiyah

Al-Qadisiyah

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Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah (Mosul)

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah

Al-Qadisiyah (Basrah)

Al-Qadisiyah

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