

# EUJUST LEX - IRAQ

The European Union Integrated Rule of Law Mission for Iraq



*Experientia docet: Experience teaches*

## *The BASRA Antenna*



*Haider Malik, Governor of Al Maqil Prison, Basra, with Alison Stables, Rule of Law expert*

So far this newsletter has focussed on the EUJUST LEX-Iraq Head Office in Baghdad and its Field Office in Erbil. Most of the 70 or so personnel of the mission are located in those places. But this issue is dedicated to those staff members who spend their time in what is called the “Basra Antenna”.

An “antenna” is defined as “a device to transmit and/or receive signals” and so the EUJUST LEX antenna in Basra is there with the intent of disseminating information. But as you will see, the staff members there do far more

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than that. To date their instruction and mentoring have had significant and far-reaching effects which could, if properly exploited, have an important influence throughout the rest of Iraq, and even beyond. These achievements have been made by a very small group of experts to whom I will introduce you in a moment, but I will leave the descriptions of the effects of those achievements to those who are benefitting: the Iraqis themselves. So in this issue we have interviews with senior Iraqi officers from both the Police and the Correctional Service: they will describe how their relationship with EUJUST LEX-Iraq is bearing fruit for both them and their establishments; and it will become clear, I believe, that the success they have enjoyed can be replicated across Iraq.

I visited Basra in the last week of August 2012. Only two staff members of EUJUST LEX were present: Dave Bramley, from the UK, senior Rule of Law expert, and Alison Stables, from the UK, another expert in Penitentiary. German policeman Ulrich (Uli) Schiefelbein had just left to act as head of Operations in the Baghdad Head Office; an Italian security officer, Maurizio Carmini, had also moved to Baghdad; and his replacement, Steven Murphy from Austria/UK, was on leave.

Alison and Dave made me very welcome. Dave Bramley is a Senior Operational Manager with the United Kingdom National Offender Management Service. He has been with the mission since November 2009. In May 2010, the then Director General of the Iraqi Correction Service requested operational advice from EUJUST LEX to commission a new prison: Basra Central. Dave was the ideal choice because he had been the Senior Prison Advisor for the UK Government in Iraq from 2005-2008. He already knew all of the senior Rule of Law actors in the South of Iraq. Prior to 2005, Dave had governed three prisons in the UK, and led teams inspecting security standards in UK prisons. Between 2008 and 2009, he spent a year in East Timor as a Senior Ministerial Advisor to the Minister of Justice.

Alison Stables has been working as a Rule of Law Expert Penitentiary in EUJUST LEX located in the Basra Antenna since January 2012. Originally from the United Kingdom, Alison began her career as a prison officer with HM prison Service in Holloway prison, which is the largest female prison in the UK. She later moved on to work for the Swedish Prison and Probation service. Alison has worked for the United Nations Mission in Liberia (UNMIL) as a Correctional Advisory unit planner and as an Expert in Security for the Correctional Unit in EULEX- Kosovo.

Ulrich (Uli) Schiefelbein was seconded to the EUJUST-LEX mission since January 2011. He started his tour of duty as a Rule of Law (Police Expert) in Basra. He became the mission's "Head of Planning and Operations" in July 2012 and moved to Baghdad. Uli served in the German police in the Federal State of North-Rhine Westphalia for 32 years. In the last 13 years of his police career he worked in various leadership positions in international missions and projects.



The EUJUST LEX personnel based in the Basra Antenna have made many and varied contributions to the Rule of Law in Basra city and province. Many of these are the normal, routine ones: conducting courses in Tactical Investigation, Prison Management and so on. But two of these contributions in particular are worth highlighting: EUJUST LEX's International Standards Audit Programme (ISAP) and its Rule of Law Committee. Read on and you will see the tremendous effects these are having on the Iraqis: and also how significant tactical success could have profound strategic impacts.



### *Alison Stables and Dave Bramley*

To say that the team in Basra is a “happy crew” is an understatement. It is obvious from how they work together that they have high morale. When Alison, Yakoub (the interpreter) and I were getting into the security escort vehicles to visit Al Maqil prison, I noted that Dave and Nour (the second interpreter) had come out of the building to see us off. “Why are they doing that,” I asked Alison, “We’re not going far, I guess?”

“No, we’re not,” she answered me. “But we always see each other off, especially for red zone moves. Don’t ask me why; it’s just something that we do.”

I left Basra with a strong impression of a team with an excellent *esprit de corps*.

*Interview with Colonel Bassim Ghanim Al-Maliki, Head of Research and Development, Shaiba Police Academy, Basra*



*Colonel Bassim Ghanim Al-Maliki*

EUJUST LEX-Iraq: Good morning, Col. Bassim, and thank you for agreeing to have this interview with us. Can you please tell us a little bit about your background and your career?

Col. Bassim: Good morning. I am a native of Basra. In 1994 I qualified as a civil engineer from university in Basra and in 1995 I qualified from the police training academy. Since then, I have specialised in conducting research into our police training methods and have written papers on how these methods can be improved. Some of my papers have received awards from our headquarters in Baghdad.

I have been especially involved with EUJUST LEX-Iraq from the beginning of its involvement in Basra. Specifically, I have been involved in its Tactical Investigation and its Train-the-Trainer courses, to the extent that I am now able to participate in delivering these courses with my EUJUST LEX colleagues. My particular involvement is that I adapt the EU models used in the training methods to Iraqi conditions, so that our students are fully able to understand what is intended.

EJL-I: Can you give us any concrete examples of these adaptations?

Col. B.: Yes. For example, EUJUST LEX instructors refer a lot to “communication” in their instruction. For an Iraqi police officer, “communication” has meant only the use of a radio or a cellphone; we did not initially consider communication to include the establishing of relationships and the passing of information between an instructor and his students, or between the police establishment and the community. Now we do. Also, we have learned a great deal from the EU methods of instruction of their teachers and visiting experts: so, instead of just giving a lecture, we now involve a great deal more class participation than we have done up till now. This is having a good impact on the quality of our training, and a good effect on our students.

EJL-I: Are there any problems associated with the training?

Col. B.: Unfortunately there are some problems. One, which is beyond our control, is our environment. The conditions in the EU classrooms are very good, but in our academies and classrooms, we suffer from, for example, a lack of power so that we cannot always depend on our computers and our IT support. We also suffer from a lack of capacity: whereas an EUJUST LEX class has normally between 12 and 15 students, we have been under pressure to conduct classes for up to 30 persons and this is not as effective. One our problems is our lack of administrative support which means that much of the background work, in selecting students for courses, for example, is not being done to a sufficiently high standard.

EJL-I: What are you doing to address these problems?

Col. B.: Well, the first thing is to acknowledge them. I have researched this issue and have prepared a report which I have submitted to higher headquarters in Baghdad. As a result, action is being taken and our problems are gradually being addressed. These things take time!

EJL-I: May I ask you about the Rule of Law Committee that is functioning here in Basra?

Col. B.: This is a very effective committee which was set up with the support and initiative of the EUJUST LEX team in Basra; especially Ulrich Schiefelbein and Dave Bramley. It works at a realistic level to bring together representatives from the Police, the Judiciary and the Penitentiary services to solve problems that were causing us difficulties up to now. For example, in the past we have had misunderstandings between the judiciary and the police. The judge dealing with a case might have such a backlog of cases that he would put severe time pressure on the police to produce their evidence by a certain time: this would lead to the police either taking shortcuts, or rushing their investigation, meaning the case would either be thrown out or put back indefinitely. This problem was discussed in detail at the Rule of Law Committee and the system is working much better now. Also, prisoners would be condemned to prisons which, due to overcrowding, had no room for them. This problem was also discussed and there is now a much better understanding between the judiciary, the police and the prison service.



This committee has been functioning since Spring 2011 and it has shown itself to be a valuable forum for solving problems. I think it is a model which could be used to good effect elsewhere in Iraq.

EJL-I: Can you tell us about another of your initiatives: Community Policing?

Col. B.: Yes, this is an area in which I have a particular interest and I wrote a research paper on the subject. I especially examined the *Kōban* and the *Hashutsusho* systems that are used in Japan. These are based on one community policeman for every 500 families in a district. Well, I started with five community policemen, and we have now built it up to 50 dedicated community policemen who can look after 25,000 families. My paper has so far been well received in Basra; there is no response so far from Baghdad, but again, this has only been working for three months. So, *shwoya, shwoya!* (Slowly, slowly!)

EJL-I: Is your Community Radio programme part of the same initiative?

Col. B.: Yes. We need to persuade the people that the whole community policing initiative is for their benefit, so in order to get our point across, we broadcast an hour's community radio programme every Wednesday where I or one of my representatives answer questions live on air, both from studio guests or from listeners phoning in. We just started this programme last month so it's probably too early to measure its effect, but we have had a lot of interest so far.

At some point we could consider a programme to inform people about what EUJUST LEX is doing and how its activities are benefitting the people of Basra.

EJL-I: Finally, Col. Bassim, are you facing any particular challenges in what you are trying to achieve?

Col. B.: Well, I have already mentioned the main problems we have: those of our training environments, and our lack of administration for training courses. But I can honestly say that, with the help of EUJUST LEX, standards are rising. Where we have had problems in the past of supervising and monitoring the subsequent performance of students who have been trained in, for example, the Tactical Investigation courses, we know that the situation regarding preservation of a scene of crime has improved greatly. This awareness of the importance of forensic evidence is a direct result of EUJUST LEX's instruction. Also, as I have said, the Rule of Law committee has been very effective in helping to solve our problems at the tactical level between the Judiciary, the Police and the Iraqi Correctional Service.

EJL-I: Thank you very much.



*Interview with Haider Malik,  
Governor of Al Maqil Prison, Basra*



*Governor Haider Malik in his office*

EJL-I: Please tell us about yourself and your background.

Haider: My background is really in training. I began in the Iraqi Correctional service (ICS) in 2005 as a trainer in Camp Bucca Prison. Since then I have completed many courses including ICS courses, EU Train-the-Trainer and emergency planning courses, and FTO (American) courses. I think the training that had the greatest impact on me was EUJUST LEX's International Standards Audit Programme (ISAP) which was introduced to me by Dave Bramley. He has mentored me for about seven years (so far) and was responsible for sending me on an in-country Work Experience Secondment (WES) training in Erbil and an Emergency Planning and Response course in Sweden. I have used what I learned on those courses to good effect, I think. As a result of all my training I have myself been responsible for training ICS officers until they graduate.

EJL-I: Can you tell me how the EUJUST LEX courses – in Sweden and Erbil – have benefitted you?

Haider: I'll be honest – I wouldn't be sitting here now, as Governor of this prison, if it wasn't for what I learned from the EU courses. They were comprehensive and covered all aspects that I needed to know about running a prison. The impact of the course in Sweden, in particular, was that I learned that you need to have proper systems in place – not, as was the case during and after Saddam's time, just locking people up and leaving them behind bars. With the EU's help, and according to the direction of our Ministry, we have been able to make big improvements in our systems.

EJL-I: Can you explain how?

Haider: In a few moments I'll take you on a tour of the prison and show you what we have accomplished according to the direction of the Ministry. It hasn't been easy, but I learned from the EU that you must set goals and work to achieve them. Sometimes you have to "work around" obstacles: for example, we receive a limited budget from our ministry in Baghdad but I also work closely with NGOs to ensure that we can acquire adequate resources to ensure our projects are successful.

EJL-I: I understand that you also have women prisoners here – how do you manage them?

Haider: Again, EUJUST LEX has been a great help to me in this situation. In particular I should mention Alison Stables whom I regularly call to ask for advice. As a Swedish/British prison officer, she has tremendous experience and her advice has always been exactly what we need here.

EJL-I: I understand you may not want to go into detail about numbers of prisoners or staff, but can you please tell us what you can about the staff/prisoner ratio here?

Haider: Although this is quite a small prison, you never have enough staff! But over the years I have learned from Dave and Alison that in order to make the system work, you have to be flexible in how you deploy the staff you have available. For example, I had an administrator who I discovered was a good trainer and so is now working with prisoner rehabilitation. I also believe that our social researchers and legal advisors are among our most important staff members, and so I deploy them as economically as I can.

We have also developed a very good cooperative relationship between the two main prisons in Basra: for example, I recently ran an emergency response exercise in this prison, and fire-fighting teams from Basra Central prison came here to exercise. This also works *vice versa*. But the point is that no one member of our staff, including me, knows everything, so we have to work as a team – as a unit – to make the system work.

EJL-I: You mentioned International Standards Audit Programme (ISAP) earlier. Can





you please elaborate?

Haider: Yes, as I said, EUJUST LEX's ISAP was introduced to me by Dave Bramley. It is a pilot project for us and it is assisting in the development of the main tool I use to run the prison. It is a system of auditing whereby you examine every aspect of the prison: the accommodation, bedding, food, security, and medical care, exercise, visitors and discipline – I could go on – and identify gaps which need to be filled and problems that need to be solved. It covers all standards that we need to maintain, particularly with regards to human rights and administration. The audit examines areas all aspects of the prison regime, including security; administration; and rehabilitation and reintegration. It looks at all elements of our staff up to and including the Governor. Only when you have found all the gaps and have filled them can you relax. I believe that ISAP is a really fantastic tool for running a prison and I strongly recommend it to all my colleagues. I have met with the NGO “War Child” which looks after juvenile offenders and I have told them all about the ISAP programme; they were very impressed.

EJL-I: Are you also involved with the Rule of Law Committee?

Haider: Yes, I was the first ICS Prison Governor to be involved with this committee which was established in spring 2011. Set up by EUJUST LEX, it brings together the Police, the Judiciary and the Penitentiary services to solve problems that had been causing us difficulties. There are many benefits. I would like to give two examples: first, we as prison officers were aware of several prisoners whose cases had been delayed for a long time. At the RoL Committee, I could speak directly to judges and get these cases speeded up. Secondly, because of the good relations we established with the police, I was able to get many of my prison officers trained in Control and Restraint (C+R) techniques by the police in their training centre in Shaiba: in three weeks, the police trained 60 prison officers. The main impact of the RoL Committee is that the judges, police and prison officers who attend are now good friends and that means that we can solve our problems together.

*Haider now accompanied the EJL-I team on a tour of the prison where we saw concrete examples of the work he is implementing following the training and mentoring he has received from EUJUST LEX-Iraq and the direction of the Ministry and the Iraqi Correction Service (ICS). We saw improved security, with a new women's wing and a men's exercise yard being built; rooms dedicated to art and electrical repair classes; a medical centre; and a renovated reception centre which allowed for proper registration of incoming prisoners. The work which is going on in this former clinic built by the British was most impressive; and a credit to a forward-thinking and progressive Governor who is making the most of what he has learned from EUJUST LEX-Iraq and its staff. He has, through his contacts with the EU and the direction of the Ministry and ICS and by maintaining continuous contact with the Ministry, succeeded in developing all aspects of Al Maqil prison from administration, staffing and improving conditions for prisoners.*





*This photo shows the Rule of Law Committee which meets monthly in Basra, under the guidance of EUJUST LEX-Iraq, to deconflict and solve problems between the Judiciary, the Police and Penitentiary officers. Colonel Bassim Ghanim Al-Maliki Head of R & D at Shaiba Police Academy, Basra is at the back on the left; beside him is Anton Girginov, Head of EJJL-I's Judiciary team. Uli Schiefelbein, Head of Operations and Planning, is centre back (wearing the red tie). Haider Malik, Governor of Al Maqil Prison, Basra, is in front wearing sunglasses and a pale shirt.*

*EUJUST LEX-Iraq is the EU's first integrated rule of law mission. Following the fourth extension of its mandate, the Council of the EU agreed that EUJUST LEX-Iraq would be extended until 31 December 2013. Since October 2011, EUJUST LEX-Iraq's Head of Mission is Brigadier General László HUSZÁR (Hungary). He succeeded Carl Törnell (Sweden), Francisco Díaz Alcantud (Spain) and Stephen White (UK).*

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