

*Issue Title (Effective Judicial System):
R-068 Ryder Near-term, Item 1a, pg 34*

(U) RECOMMENDATION / OBSERVATION:

The success of the Iraqi prison system (IPS) is dependent upon the integrated and strategic planning through several phases of transition from military to Coalition Provisional Authority, to a self-sufficient Iraqi system. There are several main themes essential to the effective strategic planning for these transformations. System capacity, personnel plans and requirements, among these central themes. Attention to each of the interactive parts of the justice system is required for eventual effective transfer of the prison operations to an independent system.

(U) CURRENT ASSESSMENT:

- OSD Continues to track.

OPR: OSD
OCR: OSD - Justice

~~(S)~~ FIX / ACTION / CHANGE:

Fix: TBD

(b)(1),(b)(5)

Change: TBD

*Issue Title (Magistrate Hearings):
R-069 Ryder Near-term, Item 1b, pg 34*

(U) RECOMMENDATION / OBSERVATION:

The courts must begin processing larger numbers of magistrate hearings. These initial hearings could be conducted at the prison sites. Transportation and security requirements are greatly reduced and attendant force protection and security requirements can be better identified.

(U) CURRENT ASSESSMENT:

● Part of Justice national strategy. Working to improve capability of justice system to process cases. OSD continues to track.

OPR: OSD
OCR: OSD - Justice

(S) FIX / ACTION / CHANGE:

Fix: TBD

(b)(1),(b)(5)

Change: TBD

Issue Title (Integration of IZ Leadership in Corrections System): R-070 Ryder Near-term, Item 1c, pg 34

(U) RECOMMENDATION / OBSERVATION:

Full integration of the Iraqi leadership in the planning and development of the corrections system and other areas of the Justice System is essential to comprehensive strategic planning. The weekly meeting should consider refocusing their discussions on policy, budget, planning, benchmarking and quality checks related to those benchmarks. Attendance should include only the stakeholders from the Prisons Department, Courts, Juvenile System Police, and their Iraqi counterparts. Weekly reports from the facility locations could be sent the day prior for discussion as part of a specific agenda. Educating the Iraqi system's eventual leadership in areas of system management, operations, security, custody, and control techniques is also necessary. There are several very good international corrections management-training locations available (for example, Kings College of England or the National Institute of Corrections). The system leadership should become involved in national and international corrections associations as a resource for information and future assistance. Planning and implementation must be an integrated process between the military, CPA and the emerging Iraqi Prison System.

(U) CURRENT ASSESSMENT:

● Continual process. Senior advisors to MOI in country and working to resolve training issues. Justice has included similar finding as part of national strategy.

(U) FIX / ACTION / CHANGE:

Fix: Need weekly meetings on strategic development of justice sector issues.

Action: Having meetings as needed.

Change: Justice developing national strategy – has advisors in Iraq to address issue directly.

OPR: OSD

OCR: OSD - Justice



Ryder Report – Closed Items

R-071 & R-072

*Issue Title (Required Number of ICS Officers):
R-073 Ryder Mid-term, Item 2b, pg 35*

(U) RECOMMENDATION / OBSERVATION:

CPA MOJ should conduct a staffing analysis, based upon the Iraqi cultural patterns. Once a required number of correctional officers is established, CPA should prioritize staff efforts to recruit and train, similar to those actions being taken with the Iraqi police. This becomes critical as the reconstruction projects are completed at the larger regional correctional facilities.

(U) CURRENT ASSESSMENT:

- Justice national strategy. Conducting necessary evaluation to determine appropriate staffing.

OPR: OSD

OCR: OSD - Justice

(U) FIX / ACTION / CHANGE:

Justice addressing in national strategy.

*Issue Title (Training Capacity for IIG Corrections):
R-074 Ryder Mid-term Item 2c, pg 35*

(U) RECOMMENDATION / OBSERVATION:

Background checks are a critical aspect of the prison employment process. The potential for abuse, corruption and threat to public safety is such that extreme attention must be paid. Due to the high number of cadre required, the length of the vetting process and the comprehensive training it is recommended that the training program must increase its graduation pace (i.e., greater capacity, not a shorter course). The training academy program should soon move from dependency upon military assets to a robust CPA program or consideration of a contract training program through one of the many companies who specialize in corrections training in order to meet present and future needs.

(U) CURRENT ASSESSMENT:

- To the extent training programs require, justice is conducting necessary checks and managing training programs.

(U) FIX / ACTION / CHANGE:

Justice addressing in national strategy.

OPR: OSD

OCR: OSD - Justice

*Issue Title (Anticipated Criminal Population):
R-075 Ryder Item 3, pg 35*

(U) RECOMMENDATION / OBSERVATION:

We cannot overstate the importance of strategic planning in relation to anticipated criminal population trends and facility needs. The experience within the current CPA MOJ Prisons Department is clearly capable of accomplishing a prospectus of needs and a proposed strategic 10-30 year plan. The Iraqi Prison System leadership must be involved in the development process so that they may undertake the task independently upon the CPA's transition of authority to the new Iraqi government. The CPA MOJ Prisons Department should assist the Iraqi Prison System leadership to establish its own professional organization and relationships with other nations' corrections associations (e.g., The American Correctional Association, International Corrections and Prisons Association, etc.).

(U) CURRENT ASSESSMENT:

- National Justice Strategy.

(S) FIX / ACTION / CHANGE:

(b)(1),(b)(5)

**OPR: OSD
OCR: OSD - Justice**



Ryder Report – Closed Items

R-076 to R-077

*Issue Title (Medical Advisor):
R-078 Ryder Near-term, Item 1c, pg 39*

(U) RECOMMENDATION / OBSERVATION:

Retain the services of the military advisor to the MOH charged with overseeing the corrections health care system.

(U) FIX / ACTION / CHANGE:

Army Surgeon General and ASD(HA) are reviewing – final report pending.

(U) CURRENT ASSESSMENT:

● Being reviewed by Army OTSG, ASD(HA), final report pending.

**OPR: OSD
OCR: OSD**

*Issue Title (MOH Health Care System):
R-079 Ryder Near-term, Item 1d, pg 39*

(U) RECOMMENDATION / OBSERVATION:

Conduct a hiring action retaining the services of a process action team (PAT) as discussed above. (MOH Health Care System)

(U) FIX / ACTION / CHANGE:

Army Surgeon General and ASD(HA) are reviewing – final report pending.

(S) CURRENT ASSESSMENT:

(b)(1),(b)(5)

**OPR: OSD
OCR: OSD**

*Issue Title (Health Care Consultant):
R-080 Ryder Near-term, Item 1e, pg 40*

(U) RECOMMENDATION / OBSERVATION:

Hire a full time corrections health care consultant to provide a correctional framework for the provision of health care, safety, and sanitation of the facilities. This individual would serve on the senior leadership team for the Department of Prisons.

(U) CURRENT ASSESSMENT:

● Being reviewed by ASD(HA), Army OTSG, final report pending.

OPR: CENTCOM

OCR:

(U) FIX / ACTION / CHANGE:

Army Surgeon General and ASD(HA) are reviewing – final report pending.



Ryder Report – Closed Items

R-081 to R-091

*Issue Title (Report/Review Program Progression):
R-092 Ryder Long-term, Item 3c, pg 41*

(U) RECOMMENDATION / OBSERVATION:

Annual review and report of program progression to the Ministry of Justice Department of Prisons and the Ministry of Health.

(U) CURRENT ASSESSMENT:

- Army and ASD(HA) reviewing, final report pending.

(U) FIX / ACTION / CHANGE:

None at this time.

**OPR: OSD
OCR: OSD - Justice**



*Issue Title (Fire Suppression System):
R-093 Ryder Near-term, Item 1a, pg 44*

(U) RECOMMENDATION / OBSERVATION:

Obtaining adequate supplies of functional fire extinguishers and fire suppression systems is a top safety issue for all facilities. Evacuation plans and emergency operations drills need to be developed immediately.

~~(S)~~ CURRENT ASSESSMENT:

(b)(1),(b)(5)

~~(S)~~ FIX / ACTION / CHANGE:

(b)(1),(b)(5)

OPR: CENTCOM
OCR:



Ryder Report – Closed Items

R-094 to R-095



*Issue Title (Inadequate Equipment):
R-096 Ryder Near-term, Item 1d, pg 44*

(U) RECOMMENDATION / OBSERVATION:

The hospital at Baghdad Central must be equipped immediately to manage the chronically ill and special needs detainees. This will require hospital beds, diagnostic equipment, and training for paraprofessionals in how to provide appropriate custodial care.

~~(S)~~ CURRENT ASSESSMENT:

(b)(1), (b)(5)

~~(S)~~ FIX / ACTION / CHANGE:

(b)(1), (b)(5)

OPR: CENTCOM
OCR:



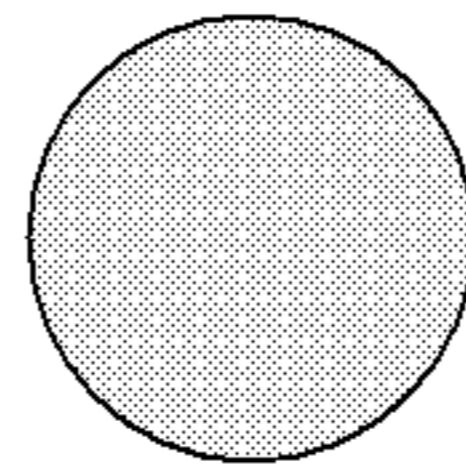
Ryder Report – Closed Items

R-097 to R-100



R-101

OPR: Policy Working Group





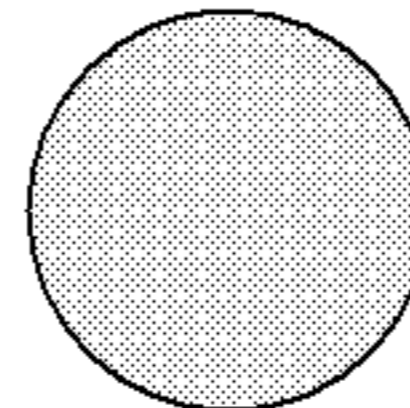
Ryder Report – Closed Items

R-102



R-103

OPR: Policy Working Group





Ryder Report – Closed Items

R-104 to R107

*Issue Title (Detainee Training Program):
R-108 Ryder Long-term, Item 3a, pg 45*

(U) RECOMMENDATION / OBSERVATION:

Vocational and educational training programs should be initiated to assist detainees gain marketable skills and their transition back into society.

(U) CURRENT ASSESSMENT:

● USD(P) disputes validity of finding and employing this program. Believe this is a nation building issue that must be addressed best addressed by the ITG.

OPR: USD(P)

OCR: USD(P)

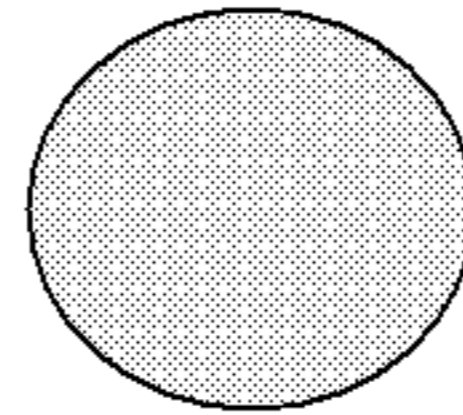
(U) FIX / ACTION / CHANGE:

None at this time.



R-109

OPR: Policy Working Group





Ryder Report – Closed Items

R-110 to R-111



*Issue Title (Recognition for Noteworthy Accomplishments):
R-112 Ryder Near-term, Item 9, pg 49*

(U) RECOMMENDATION / OBSERVATION:

Recommendation of noteworthy recognition for work started/completed.

~~(S)~~ CURRENT ASSESSMENT:

(b)(1), (b)(5)

~~(S)~~ FIX / ACTION / CHANGE:

(b)(1), (b)(5)

OPR: CENTCOM
OCR:



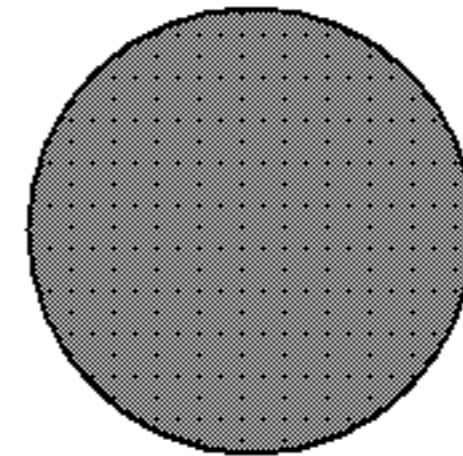
Ryder Report – Closed Items

R-113 to R-114



R-115

OPR: Policy Working Group



*Issue Title (Hire Juvenile Programs Expert):
R-116 Ryder Near-term, Item d, pg 50*

(U) RECOMMENDATION / OBSERVATION:

CPA should hire a Juvenile Probation/Programs consultant/expert to assist in the development of a model juvenile probation program, placement program, placement options, treatment options and other related services and training therein.

(U) CURRENT ASSESSMENT:

● Initial intent met. OSD continues to track.

**OPR: OSD
OCR: OSD**

(U) FIX / ACTION / CHANGE:

Justice is addressing in it's National Strategy for Iraq.



Ryder Report – Closed Items

R-117 to R-123

*Issue Title (Develop Court Admin Dept.):
R-124 Ryder Mid-term, Item a, pg 52*

(U) RECOMMENDATION / OBSERVATION:

Develop a Court Administration Department within the Ministry of Justice, with sufficient assets to serve as a liaison between the courts and the Ministry of Justice with respect to all court administration.

(U) CURRENT ASSESSMENT:

● Justice is working with USAID, State INL to develop a solution.

**OPR: OSD
OCR: OSD - Justice**

(U) FIX / ACTION / CHANGE:

Justice addressing in it's national strategic plan to improve the overall functioning of the Iraqi Criminal and Civil Court systems.