

*Issue Title (Operations and Budget Policy based on National Plan):
R-004 Ryder Near-term, Item 1d, pg 14*

(U) RECOMMENDATION / OBSERVATION:

Policy both operational and budget should be based on a national plan, which is centrally developed and managed, but locally administered to fit the needs of the region where it is being employed.

(U) CURRENT ASSESSMENT:

- Initial intent met. OSD continues to work with Justice on greater rule of law and judicial sector development/reforms.

**OPR: OSD
OCR: OSD – DoJ/State**

(U) FIX / ACTION / CHANGE:

Fix: Need national plan.

Action: Develop a comprehensive plan.

Change: National plan to address varying needs of regions.

Issue Title (Develop Standard for Training to Ensure for Safe and Secure Operations):R-008 Ryder Mid-term, Item 2b, pg 14

(U) RECOMMENDATION / OBSERVATION:

Develop a standard issue for safe and secure operations of prison facilities. Take into account that the current threat environment may necessitate a more robust arsenal that may not be required once the country stabilizes. Training on all weapons and tactics to be used must be a substantial block of instruction at the corrections academy. Training records for employees should be developed with copies sent to the facility where a cadre is assigned and one maintained in a central personnel repository.

(U) CURRENT ASSESSMENT:

● Initial intent met. OSD continues to work with Justice on greater rule of law and judicial sector development/reforms.

OPR: OSD

OCR: OSD-DOJ/STATE

(U) FIX / ACTION / CHANGE:

Fix: Develop standards.

Action: Assess threat and develop appropriate force to mitigate. Training records for employees should be monitored.

Change: Justice is developing program for monitoring employee training.

*Issue Title (Monitoring Pay Issues and Contracts):
R-009 Ryder Mid-term, Item 2c, pg 15*

(U) RECOMMENDATION / OBSERVATION:

Within the budget cycle, each of the ministries should submit a validated budget to MOF who would then fund the appropriate portions of the individual Ministry budgets. The funding should go to the specific ministry to be managed by that ministry and sent to the regional MOJ areas to achieve the objectives of the ministries national plan. In this way pay issues can be avoided and contracts can be monitored and paid in such a way as to provide contractor accountability to the MOJ.

(U) CURRENT ASSESSMENT:

● Emb. Baghdad addressing the issue; Justice believes that corruption is endemic to Iraq Gov't. Justice reviews contracts in Washington, D.C.; action item for PC/DC level for solution.

OPR: OSD

OCR: OSD-DoJ/State

(U) FIX / ACTION / CHANGE:

Fix: Improve accountability.

Action: Better accountability mechanisms to ensure money allocated to ministries are properly appropriated.

Change: Being addressed by the DC/PC level.

*Issue Title (Transfer of Detention Operations to the ICF):
R-013 Ryder Long-term, Item 3b, pg 15*

(U) RECOMMENDATION / OBSERVATION:

Transition operations at all Iraqi detention/prison facilities to the Iraqi Correctional Force with oversight by CPA MOJ Prisons Department.

(U) CURRENT ASSESSMENT:

● Initial intent met. MOJ stood up and in charge of Iraqi correctional facilities with DOJ ICITAP training and mentoring Iraqi correctional services.

**OPR: OSD
OCR: OSD-DoJ/State**

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

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

*Issue Title (Unified Facility):
R-014 Ryder Long-term, Item 3c, pg 15*

(U) RECOMMENDATION / OBSERVATION:

Complete construction of the 4 regional prisons is necessary to provide initial post trial capacity. A strategic plan for additional prison construction is required.

(U) CURRENT ASSESSMENT:

● Initial intent met. DOJ is working with MOJ on greater rule of law and judicial sector development/reforms including Prison construction.

**OPR: OSD
OCR: OSD – DoJ/State**

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

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

*Issue Title (Training for Iraqi Correctional Officers):
R-021 Ryder Near-term, Item 1g, pg 20*

(U) RECOMMENDATION / OBSERVATION:

Continue to conduct training for the Iraqi correctional officers in basic confinement tasks, both in Baghdad and at remote locations.

(U) CURRENT ASSESSMENT:

● Initial intent met. DOJ ICITAP is the lead and is working day to day with MOJ.

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

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

OPR: OSD

OCR: OSD – DoJ/State

*Issue Title (Lack of Instruction for Correctional Officers):
R-035 Ryder Mid-term, Item 2h, pg 22*

(U) RECOMMENDATION / OBSERVATION:

CPA and the MOJ must continue to further develop a more comprehensive tiered training Program of Instruction. This plan should include a method of increasing the graduation rate to meet the system cadre requirements. Allow the CPA and MOJ to plan a more comprehensive training program with input from the Iraqi Correctional Officers currently employed to help the Iraqi people feel that they are apart of the building of their future as well as what the follow-up training requirements should be. This plan should allow for a reduced estimated timeline for the end-state of the in-service training requirement to encompass more than the original 30,000 correctional employees.

(U) CURRENT ASSESSMENT:

● Initial intent met. DOJ ICITAP training plan underway since the end of 2004. This is a major part of the greater rule of law and judicial sector development/reforms.

(U) FIX / ACTION / CHANGE:

Fix: Iraqi's run their own prisons.

Action: Train Iraqis to run their prisons.

Change: Justice developed national strategy for training more corrections personnel.

OPR: OSD

OCR: OSD – DoJ/State

Issue Title:
R-038 – Lack of Emergency Funds

(U) RECOMMENDATION / OBSERVATION:

Lack of Emergency Funds for each of the facilities to ensure adequate construction. Identify emergency funds to complete construction of regional facilities for sentenced detainees. Conduct a survey of current facility capacities to determine future facility housing requirements.

(U) CURRENT ASSESSMENT:

- DoD considers this requirement complete. DOJ is working with MOJ regarding ongoing prison construction projects underway in Iraq. Recommend closure.

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

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

OPR: OSD
OCR: OSD – DoJ/State

*Issue Title (Contract Oversight):
R-046 Ryder Long-term, Item 3h, pg 23*

(U) RECOMMENDATION / OBSERVATION:

CPA and MOJ must establish statements of work (written contracts) for the contractors and effectively manage the work that is contracted.

(U) CURRENT ASSESSMENT:

● Initial intent met. Current contracting practices are being managed by US Embassy Baghdad with oversight from Justice and Congress. Recommend closure.

OPR: OSD

OCR: OSD – DoJ/State

(U) FIX / ACTION / CHANGE:

Fix: Need better oversight over contracting.

Action: Exercise oversight.

Change: Justice reviewing all contracts.

*Issue Title (Hearings/Transportation of Detainees):
R-047 Ryder Long-term, Item 3i, pg 23*

(U) RECOMMENDATION / OBSERVATION:

The MOJ must develop a plan with the CPA that will allow for the hearings to be conducted at or near the correctional facilities to decrease transportation requirements and speed up the legal process. Furthermore, where possible, establish future court buildings adjacent to these facilities to decrease the transportation requirements. Establish a transportation section within the Iraqi, Department of Corrections with the sole purpose of transportation of detainees.

(U) CURRENT ASSESSMENT:

● OSD has taken this issue as far as it will go in the inter-agency. Plan to expand CCCI into 11 Provinces is underway. Recommend Closure.

OPR: OSD

OCR: OSD - Justice

(U) FIX / ACTION / CHANGE:

Fix: Need hearings conducted in closer in proximity to correctional facilities.

Action: Need dedicated corrections transportation.

Change: Justice assessing this recommendation on a daily basis.

*Issue Title (Allocation of Funds):
R-048 Ryder Long-term, Item 3j, pg 23*

(U) RECOMMENDATION / OBSERVATION:

CPA along with the MOJ must develop a plan that will allocate funding for the construction of additional Regional facilities to meet capacity requirements.

(U) CURRENT ASSESSMENT:

● OSD has taken this as far as it will go with the interagency. Issue being worked through State and Government of Iraq. DoJ monitors development of MOJ programs and facilities in Iraq. Recommend closure.

OPR: OSD

OCR: OSD – DoJ/State

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

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

Issue Title (Policy):
R-055 Align the Release Process of Security Internees

(U) RECOMMENDATION/OBSERVATION

The release process for security internees is not consistent with DoD Policy.

(U) CURRENT ASSESSMENT:

- DSD issued on Sept 16, 2005 Policy Guidance on Iraq Detention Ops. Policy covers all aspects of detention and release of SI's. Recommend change to green.

(U) FIX/ACTION/CHANGE:

OPR: USD(P)
OCR: USD(P)

*Issue Title (Iraqi Criminals to ICS):
R-067 Ryder Long-term, Item 3, pg 31*

(U) RECOMMENDATION / OBSERVATION:

Ultimately all criminal detainees should be handed over to the Iraqi criminal system with monitoring and oversight performed by representatives from the CPA advisory staff. U.S. forces will solely be responsible for the internment of high value detainees and security internees until such a time as they have all been screened and released or other determination is made as to their status.

~~(S)~~ CURRENT ASSESSMENT:

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

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

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

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

*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:

● GOI operates their own court system, it is functioning, they operate their own courts. Recommend closure.

OPR: OSD**OCR: OSD - Justice****~~(S)~~ FIX / ACTION / CHANGE:**

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

*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:

- GOI operates their own court system, it is functioning, they operate their own courts. Recommend closure.

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

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

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

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. Recommend closure.

(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

*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 assisting Iraqi government. Iraqis are running their justice/criminal system. Recommend closure.

**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:

- Brought to the attention of the interagency. GOI (assisted by ICITAP/DOJ) responsible for determining their vetting processes for employment. Recommend closure.

(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:

- GOI is running their own justice facilities. ICITAP/Justice supporting. Recommend closure.

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

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

OPR: OSD
OCR: OSD - Justice

*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) CURRENT ASSESSMENT:

● OBE. GOI running own MOH. Emb. Baghdad and military supporting. Recommend closure.

**OPR: OSD
OCR: OSD**

(U) FIX / ACTION / CHANGE:

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

*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:

● OBE. GOI running own MOH. Emb. Baghdad and military supporting. Recommend closure.

(U) FIX / ACTION / CHANGE:

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

OPR: CENTCOM
OCR:

*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:

- OBE. GOI running own MOH. Emb. Baghdad and military supporting. Recommend closure.

(U) FIX / ACTION / CHANGE:

None at this time.

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

R-093 / Force Protection/Facility Design

(U) RECOMMENDATION/OBSERVATION

- Obtaining adequate supplies of functional fire extinguishers and fire suppression systems is a top safety issue for all in facilities. Evacuation plans and emergency operations drills need to be developed immediately.
- HQDA DODOIP Task: F3/T5.3

(U) CURRENT ASSESSMENT: ●

OPR: Army

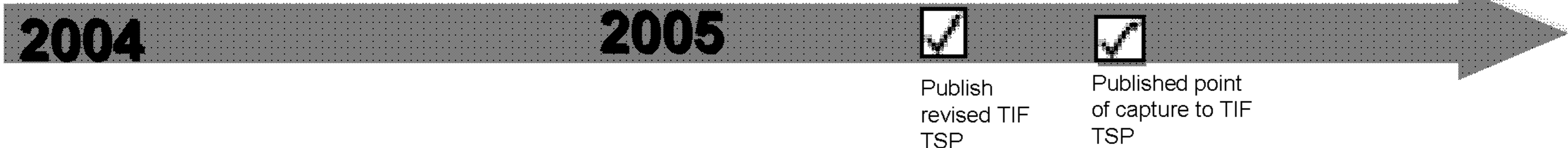
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(U) FIX/ACTION/CHANGE:

Fix: Obtain adequate fire suppression systems and establish appropriate safety procedures and drills.

Action: Adequate air and ground evacuation coverage provided as well as adequate safety/fire supplies. Permanent fire detection and suppression are being installed, fire drills are planned and being accomplished. Both Abu Ghraib and Camp Bucca now have fire departments. CFC-A continues to work fire suppression systems.

Change: Safety programs and plans implemented at DoD detention facilities



*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. GOI runs their own correctional system. USG supporting – must recognize that they have their own government and will decide what is best for incarceration of juveniles. Recommend closure.

OPR: OSD

OCR: OSD

(U) FIX / ACTION / CHANGE:

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

*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:

● Iraqi government functioning their own court administration. Justice is working with USAID, State INL to develop it with GOI. Recommend closure.

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.

***Issue Title (Establish a Technology TF):
R-126 Ryder Mid-term, Item c, pg 52***

(U) RECOMMENDATION / OBSERVATION:

Establish a Technology Task Force composed of the Court Administrator or his representative, a representative or representatives from the Iraqi Judges, from among the Iraqi Prosecutors, from the Juvenile Division, from the Bureau of Prisons, and any other interested stakeholders to determine the short term and long term technology needs of the courts and their interface with the jails and prisons and to move the Iraqi Criminal Courts from typewriters and carbon copies to computers and docket management systems. The danger of delaying this process will result in different courts being at different stages with different resources and systems. There is no problem with development being at different stages, given a gatekeeper.

(U) CURRENT ASSESSMENT:

● GOI has their own justice/court system. ICITAP/Justice supporting – but this is an issue for the GOI, not the USG. Recommend closure.

(U) FIX / ACTION / CHANGE:

Justice working closely on a daily basis with Iraqi MOJ to improve all aspects of court, MOJ (Judges, Prosecutors, etc), and prison operational functioning.

OPR: OSD

OCR: OSD – Justice/State

*Issue Title (Educational Requirements):
R-128 Ryder Mid-term, Item e, pg 52*

(U) RECOMMENDATION / OBSERVATION:

Establish educational requirements for all Juvenile Detention Facilities and secure appropriate educational services.

(U) CURRENT ASSESSMENT:

● Initial intent met. GOI runs their own correctional system. USG supporting – must recognize that they have their own government and will decide what is best for incarceration of juveniles. Recommend closure.

OPR: OSD

OCR: OSD

(U) FIX / ACTION / CHANGE:

Justice working with MOJ to address all aspects to improve the Iraqi Juvenile Justice System.

Issue Title (Amend Iraqi Juvenile Law)
R-129 Ryder Mid-term, Item f, pg 52

(U) RECOMMENDATION / OBSERVATION:

Consider amending Iraqi Juvenile law to allow for the transfer or waiver of juveniles accused of serious offenses into the adult criminal court. Once established this could serve as an alternative disposition to trying Iraqi juveniles for committing serious crimes against coalition forces in a Commission forum.

(U) CURRENT ASSESSMENT:

● Initial intent met. GOI runs their own correctional system. USG supporting – must recognize that they have their own government and will decide what is best for incarceration of juveniles. Recommend closure.

OPR: OSD

OCR: OSD - Justice

(U) FIX / ACTION / CHANGE:

Justice discussing all aspects of the Iraqi Juvenile Justice System (i.e., improvements, changes, needs, etc.) with the Iraqi MOJ. National Strategy to address all aspects of Iraqi Juvenile Justice.

Issue Title (Lack of Adult Probation Service):
R-130 Ryder Mid-term, Item g, pg 52

(U) RECOMMENDATION / OBSERVATION:

Establish an Adult Probation Services Division within the Prison Department with a liaison with the Courts.

(U) CURRENT ASSESSMENT:

● Initial intent met. GOI runs their own correctional system. USG supporting – must recognize that they have their own government and will decide what is best for incarceration or probationary procedures. Recommend closure.

OPR: OSD

OCR: OSD – DoJ/State

(U) FIX / ACTION / CHANGE:

Justice national strategy.