

*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. OSD continues to work with Justice on greater rule of law and judicial sector development/reforms.

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

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

OPR: OSD

OCR: OSD – DoJ/State



# Ryder Report – Closed Items

**R-022 to R-034**

***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. OSD continues to work with Justice on 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**



# Ryder Report – Closed Items

**R-036 to R-037**

*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 is dealing with reconstruction costs/building projects for both AF and IZ. Justice is working with DoS and DoD on this issue through the NSC. DC decision to build PEC IV in AF moving forward and in final decision stage. Construction in Iraq is next item and will need to interface with Justice plan.

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

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

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



# Ryder Report – Closed Items

**R-039 to R-045**

*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. 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 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:**

● Continuing concern – part of the national strategy for Justice.

**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.

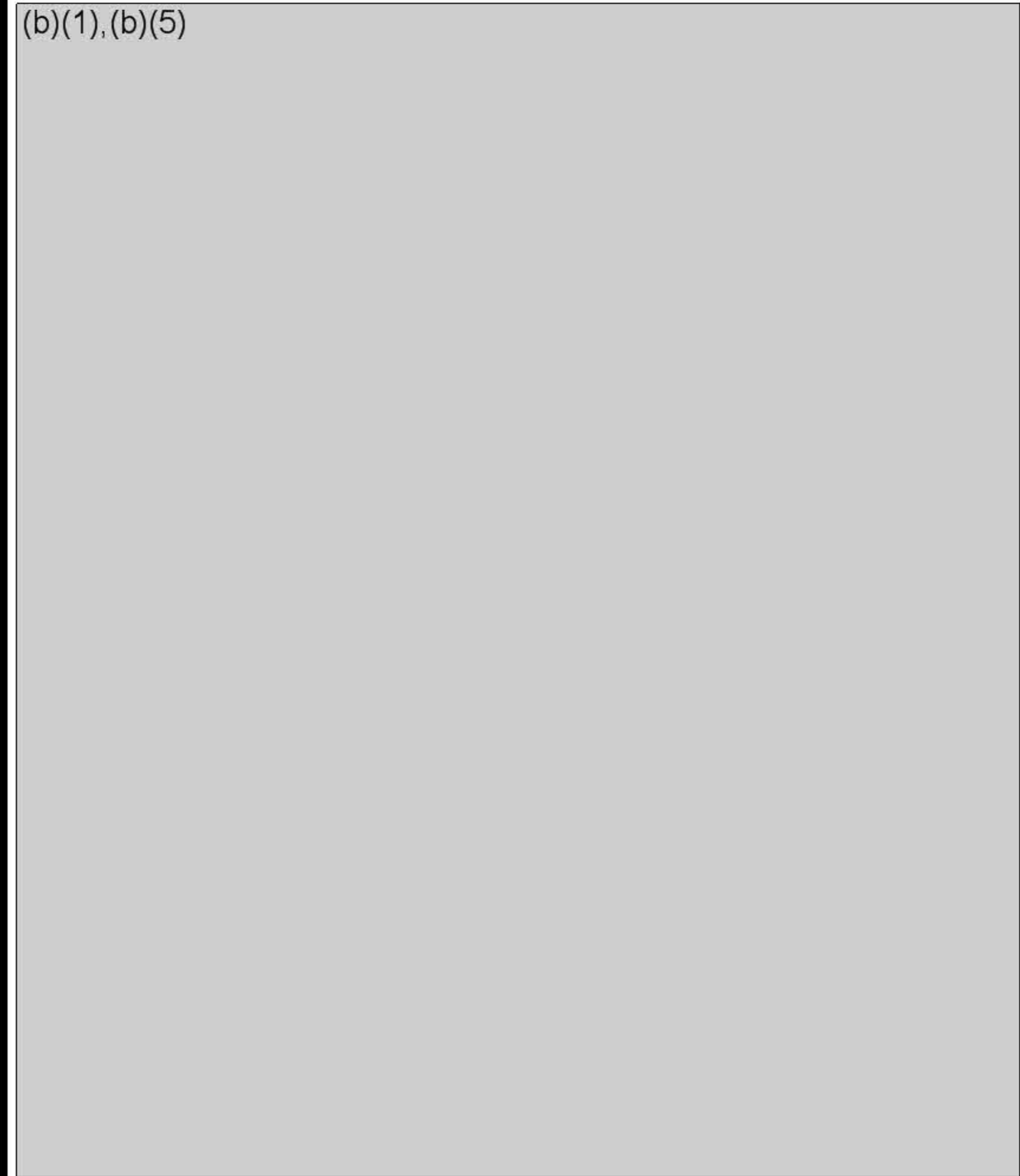
**(U) CURRENT ASSESSMENT:**

● Justice believes it is being done by DoD. Need more information as to who is responsible for appropriating the funds and overseeing the construction projects.

**OPR: OSD  
OCR: OSD – DoJ/State**

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

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





# Ryder Report – Closed Items

**R-049 to R-054**

*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:**

● USD (P) will coordinate with OSD, Army and other service components to harmonize policies and issue new guidance viz. 2310.1 and AR 190-8.

**(U) FIX/ACTION/CHANGE:**

**Fix:** Policy alignment required

**Action:** Align policy

**Change:** Issue new DoDD directives and rewrite 190-8 to reflect changes

**OPR: USD(P)**

**OCR: USD(P)**



# Ryder Report – Closed Items

**R-056 to R-060**

# R-061 /Unit Activation/Acceleration of RFF/JMD

**(x) RECOMMENDATION/OBSERVATION**

- Request that one of two MP Detachments (IR Brigade Liaison Detachment) be replaced with a MP Detachment (IR Camp Branch Liaison Team). The I/R Camp Branch Liaison Team includes MOS 95C/31E soldiers not included in the I/R Brigade Liaison Detachment. The special corrections skills of these soldiers will add technical expertise in confinement operations. Attached one MP Detachment Brigade Liaison Team to plan and coordinate the security internee mission and one Camp Branch Liaison Team to provide the subject matter expertise in confinement operations lacking in a Combat Support Military Police Brigade
- HQDA DODOIP Task: O1.2/O1.4

**(x) FIX/ACTION/CHANGE:**

Fix: Provide forces in accordance with theater detainee operations requirements

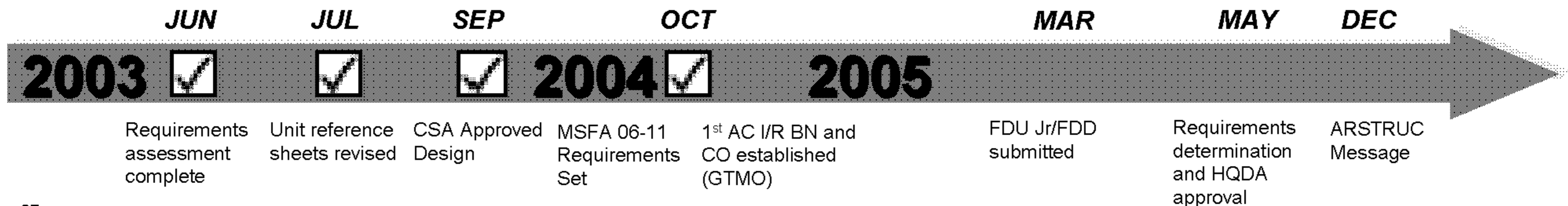
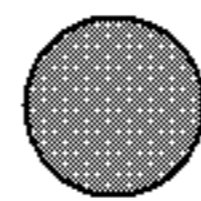
Action: Source adequate I/R units

Change: Update MP I/R force structure (FDU)

**(x) CURRENT ASSESSMENT:**

OPR: Army

OCR:





# Ryder Report – Closed Items

**R-062 to R-066**

*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:**

- 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:**

**Justice addressing as part of its national strategy in Iraq.**

OPR: OSD

OCR: OSD - Justice

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# 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:**

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

**OPR: OSD  
OCR: OSD**