



*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:

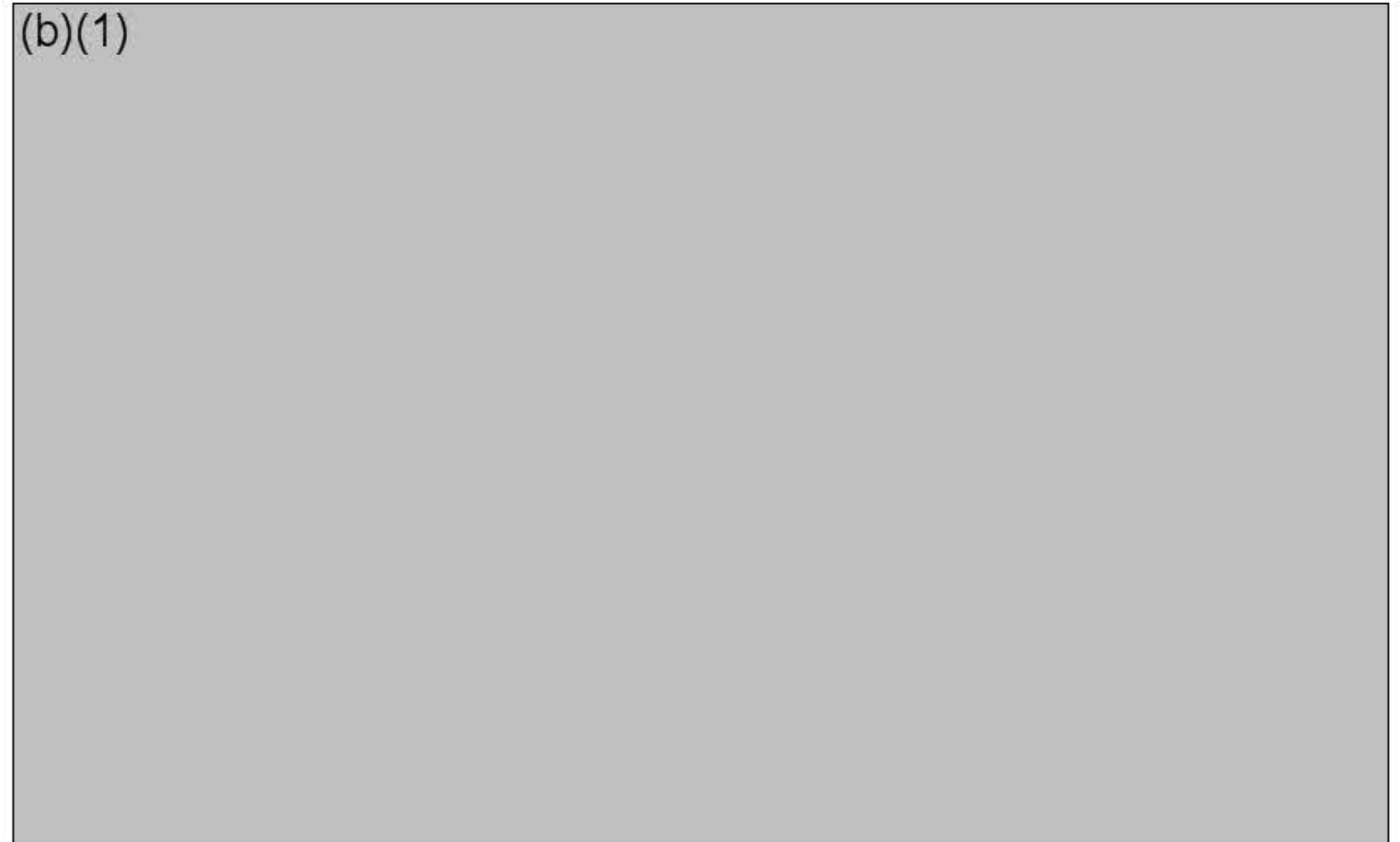
● The main focus of Justice's national plan is to achieve this goal. Interagency actively working to develop Justice reforms. ODA has developed timeframe and milestones for NSC.

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

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

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

(b)(1)



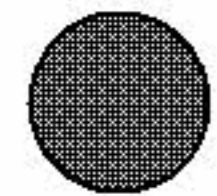


*Issue Title (Unified Facility):
R-014 Ryder Long-term, Item 3c, pg 15*

(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:



Justice rejects as their responsibility. Cite that DoD primarily responsible for construction projects in Iraq. Request reassignment to COCOM.

OPR: OSD

OCR: OSD – DoJ/State

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

(b)(1)



*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:

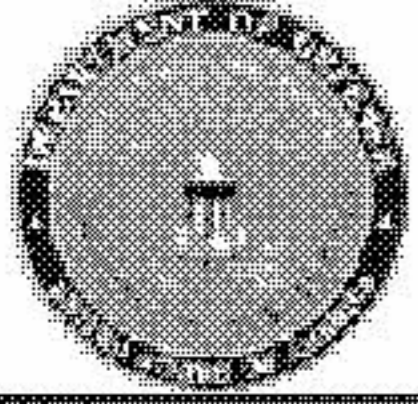
● Justice is handling this as part of it's national strategy. Recommend Closure.

(S) FIX / ACTION / CHANGE:

(b)(1)

OPR: OSD

OCR: OSD – DoJ/State



Issue Title : R-023 Lack of Judicial Process for Detainees

(U) RECOMMENDATION / OBSERVATION:

CPA MOJ must direct the court to go to the facilities to expedite the judicial process, temporarily.

(U) CURRENT ASSESSMENT:

● Justice has developed its own plan for expediting criminal prosecution. Recommend closure.

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

(b)(1)

OPR: OSD

OCR: OSD – DoJ/State



*Issue Title (Hardware for BATS):
R-028 Ryder Mid-term, Item 2a, pg 21*

(U) RECOMMENDATION / OBSERVATION:

CPA with MOJ should purchase the necessary badge printers, card readers and additional hardware for the SATS or similar system, and positively identify contractors and workers as they enter the facilities. The system can also be used to bar personnel from the facilities. Annex E has a draft screening SOP. BATS Fielding Plan, and Badging Matrix that can be adapted for this theater.

(U) CURRENT ASSESSMENT:

- Money is allocated – ID cards are being issued. Request Closure.

OPR: OSD
OCR: OSD – Justice

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

(b)(1)



*Issue Title (Facility SOPs/Visitation):
R-029 Ryder Mid-term, Item 2b, pg 21*

(U) RECOMMENDATION / OBSERVATION:

CPA with MOJ should further develop each facility SOP to delineate all procedures for visitation to include literature to be given to the families of the detainees explaining the rules of the facility during visitation to help expedite this process as well as significantly reduce the amount of contraband being trafficked during visitation.

(U) CURRENT ASSESSMENT:

● Request closure. Justice believes problem resolved and effective SOP's are in place.

(U) FIX / ACTION / CHANGE:

Fix: MOJ should develop each facility SOP to delineate all procedures for visitation

Action: DOD has addressed this issue and fixed same for DOD facilities. MOJ should do same for the Iraqi facilities.

Change: Ensure appropriate visitation procedures in place for Iraqi detention facilities

OPR: OSD
OCR: OSD – DoJ/State

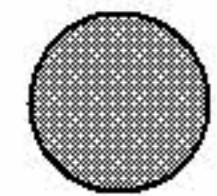


*Issue Title (Emergency Action Plan):
R-030 Ryder Mid-term, Item 2c, pg 21*

(U) RECOMMENDATION / OBSERVATION:

CPA and MOJ should work hand in hand with the current MP units within the facilities to develop an Emergency Action Plan (EAP) that not only delineates where weapons are stored but how they will be employed during an emergency within the facility.

(U) CURRENT ASSESSMENT:



Request closure. Justice has own civil action team for crises at detention facilities operated by Iraqis.

OPR: OSD

OCR: OSD – DoJ/State

(S) FIX / ACTION / CHANGE:

(b)(1)





*Issue Title (Iraqi Run Programs):
R-034 Ryder Mid-term, Item 2g, pg 22*

(U) RECOMMENDATION / OBSERVATION:

With the assistance of the CPA allow the National Public Safety Training Academy and Regionalized In-Service Training Programs to transition more towards exclusively Iraqi run and continue to develop a more comprehensive tiered training Program of Instruction.

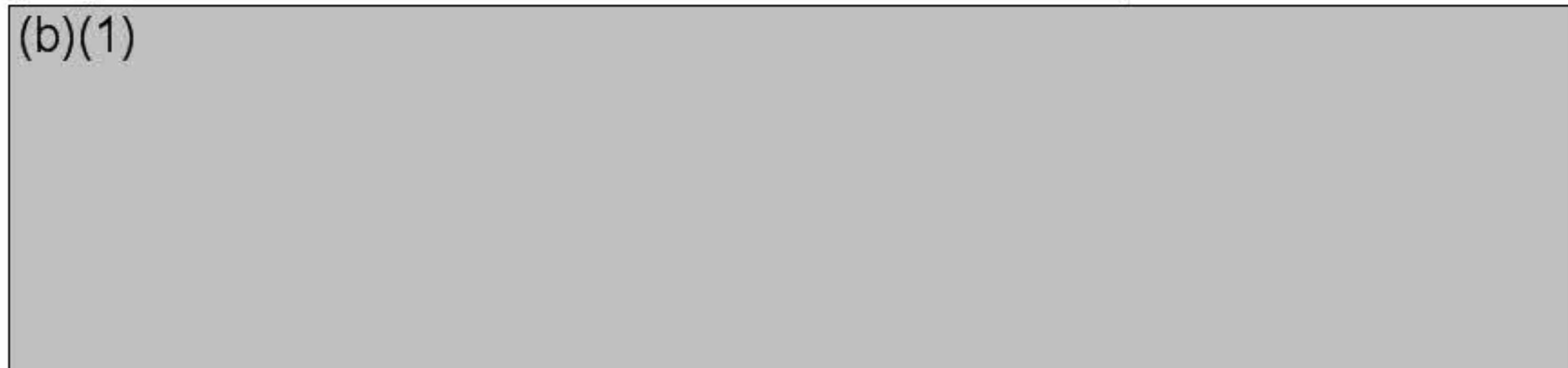
~~(S)~~ FIX / ACTION / CHANGE:

(b)(1)



~~(S)~~ CURRENT ASSESSMENT:

(b)(1)



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:

● Justice & DoD training correctional personnel.

(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:

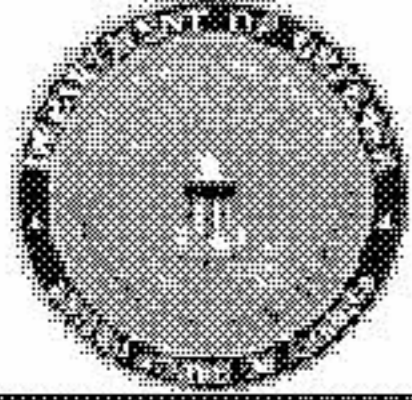
● This recommendation is OBE. DoD is dealing with reconstruction costs/building projects for both AF and IZ. Justice is working with DoS and DoD on this issue through the NSC. DC decision to build PEC IV in AF moving forward and in final decision stage. Construction in Iraq is next item and will need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

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

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

OPR: OSD

OCR: OSD – DoJ/State



Issue Title (Clarity in Visitation Policy): R-039 Ryder Long-term, Item 3a, pg 22

(U) RECOMMENDATION / OBSERVATION:

CPA with MOJ should work together with the families of the detainees to identify any questions they may have regarding visitation this will facilitate a better relationship between the Iraqi Department of Corrections and the local community.

(U) CURRENT ASSESSMENT:

● Request closure. Justice is working with MOJ to develop policy similar to DoD visitation policy for Iraqi run facilities.

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

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

OPR: OSD
OCR: OSD - Justice



Issue Title (SOPs Translated into Arabic/Correctional Training in the ICS): R-043 Ryder Long-term, Item 3e, pg 23

(U) RECOMMENDATION / OBSERVATION:

Through the combined effort of the CPA and the MOJ they should continue to work conjointly to continue the further development of a more comprehensive and consistent method of running all of the facilities by having all SOPs translated into Arabic and added as part of the In-Service portion of the correction training program to assist in the transformation of control of each facility to the Iraqi Correctional System.

(U) CURRENT ASSESSMENT:

● Part of Justice development of SOP's for Iraqi facilities. Request closure.

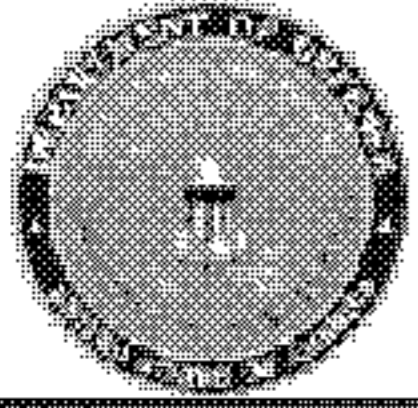
OPR: OSD
OCR: OSD - Justice

(U) FIX / ACTION / CHANGE:

Fix: Need SOP's.

Action: Develop SOP's.

Change: Justice developing a national strategic plan, including the development of facility SOP's.



*Issue Title (Application versus Training ICS):
R-044 Ryder Long-term, Item 3f, pg 23*

(U) RECOMMENDATION / OBSERVATION:

Conduct an annual assessment of the quality of training provided by the National Public Safety Training Academy and Regionalized In-Service Training Programs to identify any trends in application verses training that may be beneficial to future trainees.

(U) CURRENT ASSESSMENT:

● Annual assessment completed by Justice. Recommend closure.

(U) FIX / ACTION / CHANGE:

Fix: Need annual assessment.

Action: Conduct assessment.

Change: Justice has conducted necessary assessments to identify trends and is updating training as they believe appropriate.

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



*Issue Title (Quality of Training ICS):
R-045 Ryder Long-term, Item 3g, pg 23*

(U) RECOMMENDATION / OBSERVATION:

Conduct an annual assessment of the quality of training programs to identify any trends in application verses training that may be beneficial to future trainees. And make the necessary adjustments to the training programs to ensure that not only the initial training is of quality but also the mid-level and upper level management training programs are consistent with the ever changing Iraqi Correctional System.

(U) CURRENT ASSESSMENT:

● 24/7 oversight in place by Justice.
Request closure.

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

(U) FIX / ACTION / CHANGE:

Fix: Need SOP's.

Action: Develop SOP's.

Change: Justice developed national plan – included as part is SOP's for facility operation.



*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:

● Request closure. Justice believes problem solved – Contracting oversight conducted by DoJ in Washington.

**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:

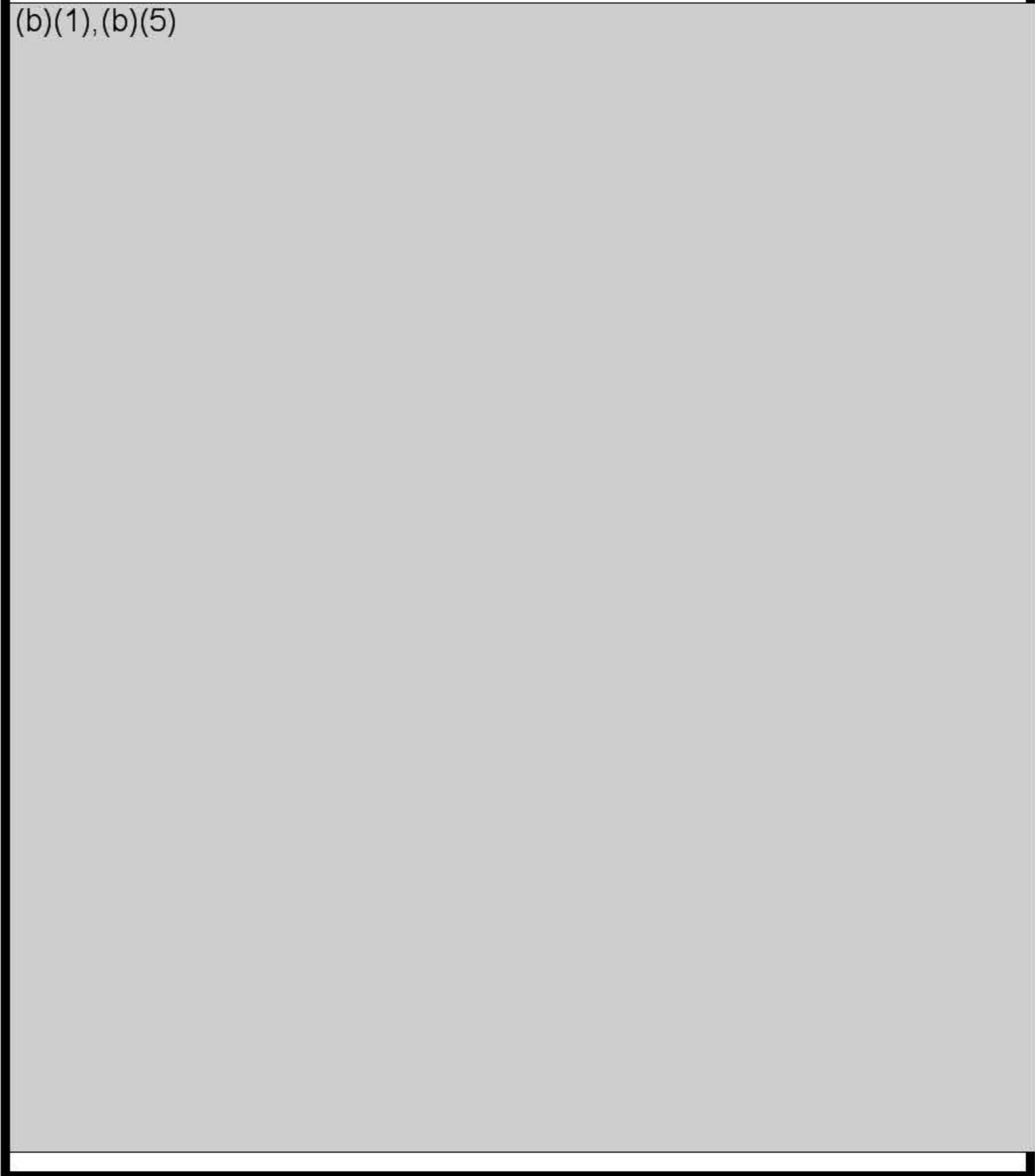
- Justice believes it is being done by DoD. Need more information as to who is responsible for appropriating the funds and overseeing the construction projects.

OPR: OSD

OCR: OSD – DoJ/State

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

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





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. 23120.1 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)



*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:

○ Similar finding part of National Strategy.

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

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

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

[Redacted content]



*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.

~~(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 (fore 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



*Issue Title (Self-Sustainment by ICS):
R-071 Ryder Near-term, Item 1d, pg 35*

(U) RECOMMENDATION / OBSERVATION:

Facility supervisory transitions cannot be driven by when a facility is "certified ready," but military necessity provides the first benchmark from which all other points of transition (training pace, facility renovation schedule and Iraqi prison personnel employment within the facilities) flow. There will be a natural tendency towards extended reliance on the military assets, however, planning must be accomplished on pace with the rotation rhythm of the military assets. To do otherwise creates potential for a lethargic dependency and gaps in coverage, both of which will slow the progress of the emerging system. CPA MOJ Prisons Department and 800th MP BDE planners should meet weekly, following the general Prison meeting, to integrate transition plan away from the military presence to CPA and an independent self-sustaining system.

(U) CURRENT ASSESSMENT:

- OBE. Military conducting force protection operations outside the facilities and DOJ is operating inside the facilities.

OPR: OSD

OCR: OSD - Justice

(U) FIX / ACTION / CHANGE:

OBE.



*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**