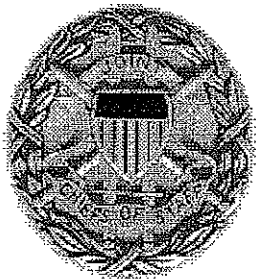# DSLOC

OPEN RECOMMENDATIONS REVIEW

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Deputy Director for War on Terrorism

03 Aug 05

Overall Classification of this Briefing is:

~~SECRET//NOFORN~~

1

EXAMPLE – CLOSED ITEM TRACKING SLIDE

Zebra Report – Closed Items

Z-014 to Z-016

Closed recommendations will be highlighted throughout the briefing as depicted above.

Ryder Report

160 Findings

Issue Title (Prison Responsibility): R-001 Ryder Near-term, Item 1a, pg 13

(U) RECOMMENDATION / OBSERVATION:

CPA MOJ Prisons Department identify clearly which facilities are or will be a part of the MOJ vice the MOI Include in this plan staffing instructions specifically identifying levels of authority, duties and pay scales for all confinement personnel. Establish memorandums of agreement between MOI and MOJ delineating each ministry's ability to utilize the other's facilities and which clearly identifies each other's responsibilities.

(S//NF) CURRENT ASSESSMENT:

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

(U) FIX / ACTION / CHANGE:

Fix: Identify prisons and correctional facilities.

Action: ID proper facility and authority.

Change: Ends uncertainty.

OPR: OSD
OCR: OSD - DOJ

4

Ryder Report – Closed Items

R-002

Issue Title (Location of the Iraqi Correctional System HQ and the
CPA Prisons Department):
R-003 Ryder Near-term, Item 1c, pg 14

(U) RECOMMENDATION / OBSERVATION:

The Iraqi Correctional System HQ and the CPA Prisons Department need to be co-located or together more than periodically to facilitate training of the Iraqi leadership as much as possible, involving them in the restoration process. Sending the highly recruited Iraqi Correctional System Director to training in management, ethics, accounting and strategic planning will assist in the transition process, increase the perceived importance and make the position more desirable.

(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: Co-locate correctional HQ and Prisons Department.

Action: Justice incorporated a similar finding as part of grand strategy – DOJ working with MOJ in Iraq.

Change: Recruitment ongoing.

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.

(U) FIX / ACTION / CHANGE:

Fix: Need national plan.

Action: Develop a comprehensive plan.

Change: National plan to address varying needs of regions.

OPR: OSD
OCR: OSD – DoJ/State

Ryder Report – Closed Items

R-005 to R-007

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

(U) <u>RECOMMENDATION / OBSERVATION</u>:

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) <u>CURRENT ASSESSMENT</u>:

Justice disagrees with keeping a "personnel registry," but is working with Iraqi MOI (Corrections) to address "records" issue and other administrative matters associated with operating facilities. Force training is being handled by Army and the COCOM.

OPR: OSD

OCR: PWG/CENTCOM

(U) <u>FIX / ACTION / CHANGE</u>:

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

10

(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.

Ryder Report – Closed Items

R-010 to R-012

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.

(S) FIX / ACTION / CHANGE:

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

(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

12

UNCLASSIFIED

(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.

(S) FIX / ACTION / CHANGE:

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

(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

13

Ryder Report – Closed Items

R-015 to R-020

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

16

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) 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.

(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

17

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

19

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) FIX / ACTION / CHANGE:

Fix: Need better oversight over contracting.

Action: Exercise oversight.

Change: Justice reviewing all contracts.

(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

21

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.

(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.

OPR: OSD
OCR: OSD - Justice

22

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.

(S) FIX / ACTION / CHANGE:

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

(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

Ryder Report – Closed Items

R-049 to R-054

24

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)

25

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:

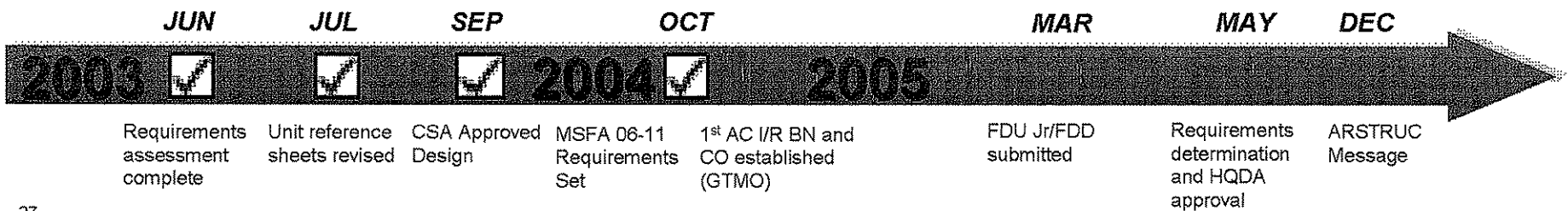Fix: Provide forces in accordance with theater detainee operations requirements

Action: Source adequate I/R units

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

(x) CURRENT ASSESSMENT:
OPR: Army
OCR:

JUN	JUL	SEP	OCT	MAR	MAY	DEC
✔	✔	✔	✔			

2003 — 2004 — 2005

Requirements assessment complete	Unit reference sheets revised	CSA Approved Design	MSFA 06-11 Requirements Set	1st AC I/R BN and CO established (GTMO)	FDU Jr/FDD submitted	Requirements determination and HQDA approval	ARSTRUC Message

27

Ryder Report – Closed Items

R-062 to R-066

28

UNCLASSIFIED

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

29

JS GHOST DOCS 454

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

30

(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.

(S) FIX / ACTION / CHANGE:

Fix: TBD

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

Change: TBD

OPR: OSD
OCR: OSD - Justice

31

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.

32

(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.

(U) FIX / ACTION / CHANGE:

Justice addressing in national strategy.

OPR: OSD
OCR: OSD - Justice

34

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

35 **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

38

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

39

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) FIX / ACTION / CHANGE:

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

(U) CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR:

40

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) FIX / ACTION / CHANGE:

None at this time.

(U) CURRENT ASSESSMENT:

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

OPR: OSD
OCR: OSD - Justice

(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) FIX / ACTION / CHANGE:

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

(S) CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR:

43

Ryder Report – Closed Items

R-094 to R-095

(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)

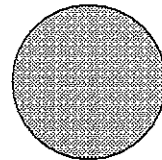## (S) FIX / ACTION / CHANGE:

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

OPR: CENTCOM
OCR:

45

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
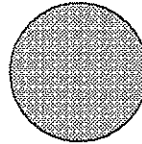
Ryder Report – Closed Items

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) FIX / ACTION / CHANGE:

None at this time.

(U) CURRENT ASSESSMENT:

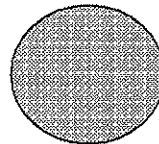USD(P) disputes validity of finding and employing this program. Believe this is a nation building issue that must be addressed best addressed by the ITG.

OPR: USD(P)

OCR: USD(P)

51

R-109

OPR: Policy Working Group

Ryder Report – Closed Items

R-110 to R-111

(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

UNCLASSIFIED

R-115

OPR: Policy Working Group

UNCLASSIFIED

JS GHOST DOCS 481

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.

(U) FIX / ACTION / CHANGE:

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

OPR: OSD
OCR: OSD

57

Ryder Report – Closed Items

R-117 to R-123

UNCLASSIFIED

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

(U) <u>RECOMMENDATION / OBSERVATION</u>:

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) <u>CURRENT ASSESSMENT</u>:

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

(U) <u>FIX / ACTION / CHANGE</u>:

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

OPR: OSD
OCR: OSD - Justice

59

Ryder Report – Closed Items

R-125

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:

● Justice working with MOJ to address.

(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

UNCLASSIFIED

JS GHOST DOCS 486

UNCLASSIFIED

Ryder Report – Closed Items

R-127

62

UNCLASSIFIED

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) FIX / ACTION / CHANGE:

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

(U) CURRENT ASSESSMENT:

● The National Strategy to rebuild the Iraqi criminal justice system includes a program for dealing with juvenile offenders.

OPR: OSD
OCR: OSD

63

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

(U) <u>RECOMMENDATION / OBSERVATION</u>:

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) <u>CURRENT ASSESSMENT</u>:

● Part of the National Strategy to rebuild the Iraqi criminal justice system includes a program for dealing with juvenile offenders.

(U) <u>FIX / ACTION / CHANGE</u>:

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.

OPR: OSD
OCR: OSD - Justice

64

UNCLASSIFIED

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) FIX / ACTION / CHANGE:

Justice national strategy.

(U) CURRENT ASSESSMENT:

⬤ National Strategy – Justice is
addressing.

OPR: OSD
OCR: OSD – DoJ/State

UNCLASSIFIED

JS GHOST DOCS 490

Issue Title (Failure of Bond/Bail Process):
R-131 Ryder Mid-term, Item h, pg 52

(U) RECOMMENDATION / OBSERVATION:

Consider revising the current "bond"/"bail" procedures in order to facilitate the release of Criminal Detainees awaiting appearance before the Investigative Courts or awaiting trial when their risk of flight is minimal and they pose no real threat to the community. This would decrease the detainee population.

(U) FIX / ACTION / CHANGE:

Justice working with the Iraqi MOJ to determine necessity of having bail bondsmen. National Strategy and Plan will address this recommendation if needed.

(U) CURRENT ASSESSMENT:

● To the extent Justice believes bail-bondsmen are appropriate, they will address in their development efforts.

OPR: OSD

66 **OCR: OSD – DoJ/State**

Ryder Report – Closed Items

R-132 to R-138

R-139

OPR: Policy Working Group

JS GHOST DOCS 493
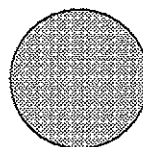
Ryder Report – Closed Items

R-140 to R-145

Issue Title (Reinforce NDRS Standards): R-146 Ryder Near-term, Item 1a, pg 62

(U) RECOMMENDATION / OBSERVATION:

Reinforce NDRS guidelines regarding who is entered into the NDRS and enforce reporting standards.

(S) FIX / ACTION / CHANGE:

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

(S) CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR: DA/Biometric Working Group/J7

70

Issue Title (Update SOPs):
R-147 Ryder Near-term, Item 1b, pg 62

(U) RECOMMENDATION / OBSERVATION:

Establish an SOP and TTPs for the proper operation and data sharing of BATS. Training should accompany the SOP and TTPs to ensure personnel are aware of the requirements that are established.

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

OPR: CENTCOM
OCR: J7/Biometrics Working Group

71

(S) FIX / ACTION / CHANGE:

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

Issue Title:
R-148 Ryder Near-term, Item 1c, pg 62

(U) RECOMMENDATION / OBSERVATION:

Establish courier runs to update the central server database from those sites that do not have SIPRNET connectivity. Courier runs that occur either daily or every other day should be sufficient.

(S) FIX / ACTION / CHANGE:

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

(S) CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR:

72

Ryder Report – Closed Items

R-149 to R-151

Issue Title (Monitor Data Entered into NDRS): R-152 Ryder Mid-term, Item a, pg 62

(U) RECOMMENDATION / OBSERVATION:

Continue to carefully monitor the detainee categories that are entered into NDRS

(S) CURRENT ASSESSMENT:

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

(S) FIX / ACTION / CHANGE:

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

OPR: CENTCOM

OCR:

74

Issue Title (Telecommunications Infrastructure):
R-153 Ryder Mid-term, Item b, pg 63

(U) RECOMMENDATION / OBSERVATION:

Establish connectivity to all detainee camps
through tactical means or commercialization of
the telecommunications infrastructure.

(S) FIX / ACTION / CHANGE:

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

(S) CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR:

75

Ryder Report – Closed Items

R-154 to R-156

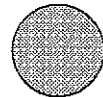# R-157 /ONS/Programming

(x) RECOMMENDATION/OBSERVATION

• Department of the Army should consider implementing Biometrics in NDRS for positive EPW identification.

• HQDA DODOIP Task: M1

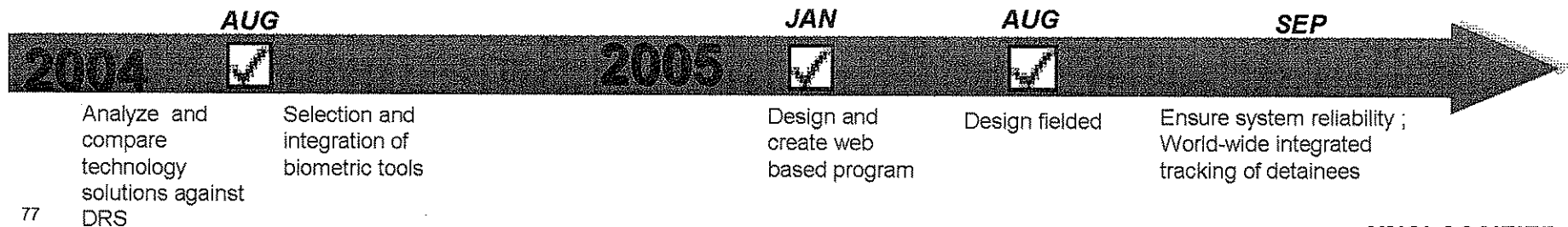## (x) CURRENT ASSESSMENT:

OPR: Army

OCR:

(x) FIX/ACTION/CHANGE:

Fix: Improve positive EPW identification capabilities

Action: Field improved EPW identification systems ICW DRS and other detainee identification systems

Change: Developed a web-based version of DRS

AUG	JAN	AUG	SEP
2004 ✓	2005 ✓	✓	

Analyze and compare technology solutions against DRS	Selection and integration of biometric tools	Design and create web based program	Design fielded	Ensure system reliability ; World-wide integrated tracking of detainees

77

Issue Title (Central Server): R-158 Ryder Mid-term, Item b, pg 63

(U) RECOMMENDATION / OBSERVATION:

CPA should commercialize the connectivity between the detainee facilities and the central server.

~~(S)~~ **Fix/Action/Change**

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

(U) CURRENT ASSESSMENT:

● Coordination needs to continue per Council.

OPR: OSD
OCR: OSD - Justice

78

R-159

OPR: Policy Working Group
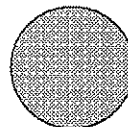
Issue Title (Criminal System):
R-160 Ryder Mid-term, Item d, pg 63

(U) RECOMMENDATION / OBSERVATION:

Continue to use BATs for the criminal system until CPA/IRAQ decides which system they will implement.

(U) CURRENT ASSESSMENT:

● USDP continues to request closure. Not in policy's purview to tell Iraqi government which tracking system to use for criminal justice system.

(S) FIX / ACTION / CHANGE:

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

OPR: OSD
OCR: OSD - Justice

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Miller Report

21 Findings

(U) RECOMMENDATION / OBSERVATION:

Establish a robust coordinating authority to direct and coordinate all HUMINT collection and analysis in Iraq. Supplement this authority with a collection management operation focused to support the needs of the Global War on Terrorism (GWOT), the Theater Commander and CJTF-7 Commanders' intelligence and targeting objectives. Additional resources are required for the CJTF-7 CJ2X to sustain effort.

(S) CURRENT ASSESSMENT:

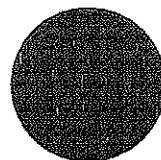(b)(1),(b)(5)

(S) FIX / ACTION / CHANGE:

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

OPR: CENTCOM

OCR:

Miller Report – Closed Items

M-02

M-003

OPR: Policy Working Group

Miller Report – Closed Items

M-04

(U) RECOMMENDATION / OBSERVATION:

Expedite the exchange of Counterterrorism information and analysis between collectors in the field and the national intelligence community by integrating the Interrogator Tiger Teams with analysts at the CJTF-7 CJ2X and national intelligence community through JITF-CT. Energize the analysis-collection feedback loop of the intelligence cycle with robust, timely, GWOT oriented, collection management planning and execution.

~~(S)~~ CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR:

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

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

Miller Report – Closed Items

M-06 to M-07

M-008 Conditions for Successful Interrogation

(U) RECOMMENDATION/OBSERVATION:
- Dedicate and train a detention guard force subordinate to the JIDC Commander that sets the conditions for the successful interrogation and exploitation of internees/detainees.

(U) CURRENT ASSESSMENT:
- This issue is addressed in doctrinal publications currently under revision and development.
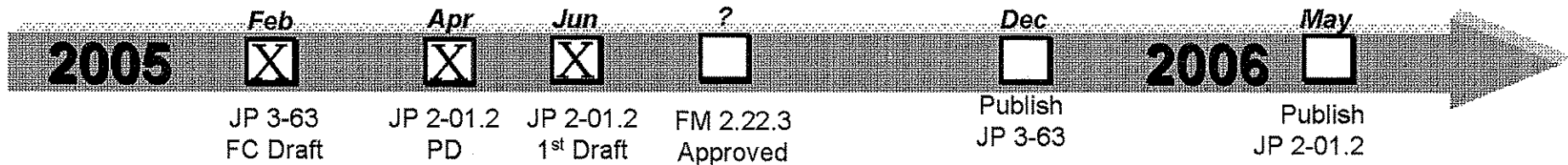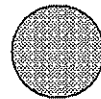
OPR: Joint Staff J-7
OCR: Joint Staff J-5, Army, JFCOM

(U) FIX/ACTION/CHANGE:
Fix: Review and Revise Doctrine

Action: ICW the Joint Staff, update Army and Joint doctrine to address concept, organization and operations, and procedures for the JIDC

Change: Doctrine and Organizations

Feb	Apr	Jun	?	Dec	May
2005 [X]	[X]	[X]	[ ]	[ ] 2006	[ ]
JP 3-63 FC Draft	JP 2-01.2 PD	JP 2-01.2 1st Draft	FM 2.22.3 Approved	Publish JP 3-63	Publish JP 2-01.2

88

Miller Report – Closed Items

M-09

(U) RECOMMENDATION / OBSERVATION:

Provide the necessary systems and bandwidth to enable direct analytical support to interrogation operations. See paragraph 6 (Information Technology).

(S) FIX / ACTION / CHANGE:

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

(S) CURRENT ASSESSMENT:

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

OPR: CENTCOM
OCR:

90

Miller Report – Closed Items

M-011 to M-020

(U) RECOMMENDATION / OBSERVATION:

Create a robust automated knowledge center, incorporating information and documents currently located in diverse data stores to allow for sharing of all information on internees: OPTIONS (ref pg 11)

-- Implement a theater level network that supports folder, file, and document sharing.

- Ensure bandwidth is adequate to support the network traffic and all the users.

- Ensure that all units have access to the network with adequate number of workstations to support the mission, especially for those units that capture and/or initially process internees and those units that conduct analysis and interrogations.

-- Develop a database that incorporates the various data stores, from the time of capture and through the intelligence analysis and interrogation process.

- The web-based Joint Detainee Information Management System (JDIMS) developed for and currently utilized by JTF Guantanamo, with some tailoring and modifications, will be adequate to meet this need of a consolidated internee database. This database also contains a collection management and dissemination module that manages all requirements and reporting on internees. It also contains an online reports writing feature, which allows the analysts and interrogators to create reports and immediately share information.

- The Detention Information Management System (DIMS) also developed for and utilized by JTF Guantanamo to capture initial detainee information as well as operational data gathered by the military police, will allow for input of internee information from the time of capture and throughout their stay at the detention facilities when not being interrogated.

- A Joint Detainee Information Management System-Iraq will share data with JTF Guantanamo detainee database and make it available to the intelligence community. By sharing detainee information, the intelligence community will benefit from a web-based single source of detainee information readily available to them via the SIPR network.

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(U) <u>RECOMMENDATION / OBSERVATION:</u>

- A similar system should be implemented in Afghanistan for the detainee operations conducted there.

--The goal of a worldwide-integrated detainee database is to address the needs of detainee interrogation operations and to share information regardless of location. It is the tool to bridge intelligence and technology in order to achieve information dominance and efficient operational control over the detainee/internee population and allow for near-real time data mining, information visualization, and intelligence exploitation to combat the Global War on Terrorism.

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

<u>(S) FIX / ACTION / CHANGE:</u>

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

OPR: CENTCOM
OCR: DA

UNCLASSIFIED

JS GHOST DOCS 518

Taguba Report

35 Findings

JS GHOST DOCS 519