

Post-Conflict Reconstruction

ESSENTIAL TASKS

April 2005



Office of the Coordinator for Reconstruction and Stabilization
United States Department of State

Post-Conflict Reconstruction Essential Tasks

Contents

	PREFACE	iii
I	SECURITY	
	Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents	I - 1
	Territorial Security	I - 2
	Public Order and Safety	I - 3
	Protection of Indigenous Individuals, Infrastructure and Institutions	I - 4
	Protection of Reconstruction and Stabilization Personnel and Institutions	I - 5
	Security Coordination	I - 5
	Public Information and Communications	I - 6
II	GOVERNANCE and PARTICIPATION	
	Governance	II - 1
	National Constituting Processes	II - 1
	Transitional Governance	II - 1
	Executive Authority	II - 2
	Legislative Strengthening	II - 3
	Local Governance	II - 3
	Transparency and Anti-Corruption	II - 4
	Participation	II - 5
	Elections	II - 5
	Political Parties	II - 5
	Civil Society and Media	II - 6
	Public Information and Communications	II - 7
III	HUMANITARIAN ASSISTANCE and SOCIAL WELL-BEING	
	Refugees and Internally Displaced Persons (IDPs)	III - 1
	Trafficking in Persons	III - 4
	Food Security	III - 5
	Shelter and Non-Food Relief	III - 6
	Humanitarian Demining	III - 7
	Public Health	III - 8
	Education	III - 10
	Social Protection	III - 10
	Assessment, Analysis and Reporting	III - 11
	Public Information and Communications	III - 12

IV	<i>ECONOMIC STABILIZATION and INFRASTRUCTURE</i>	
	<i>Economic Stabilization</i>	IV - 1
	Employment Generation	IV - 1
	Monetary Policy	IV - 1
	Fiscal Policy and Governance	IV - 2
	General Economic Policy	IV - 5
	Financial Sector	IV - 6
	Debt	IV - 7
	Trade	IV - 7
	Market Economy	IV - 8
	Legal and Regulatory Reform	IV - 10
	Agricultural Development	IV - 12
	Social Safety Net	IV - 14
	<i>Infrastructure</i>	IV - 15
	Transportation	IV - 15
	Telecommunications	IV - 16
	Energy	IV - 16
	General Infrastructure	IV - 17
	Public Information and Communications	IV - 17
V	<i>JUSTICE and RECONCILIATION</i>	
	Interim Criminal Justice System	V - 1
	Indigenous Police	V - 2
	Judicial Personnel and Infrastructure	V - 3
	Property	V - 3
	Legal System Reform	V - 4
	Human Rights	V - 4
	Corrections	V - 5
	War Crime Courts and Tribunals	V - 5
	Truth Commissions and Remembrance	V - 6
	Community Rebuilding	V - 6
	Public Information and Communications	V - 8

Reconstruction and Stabilization Essential Tasks

PREFACE

This is a “living” document. It serves as a tool for planners and will continue to evolve as it is used. The tables in this document catalog the results of interagency working group discussions led by the staff of the State Department’s Office of the Coordinator for Reconstruction and Stabilization (S/CRS) about the requirements to support countries in transition from armed conflict or civil strife to sustaining stability. This document builds on the “Joint CSIS/AUSA Post-Conflict Reconstruction (PCR) Task Framework” from Winning the Peace: An American Strategy for Post-Conflict Reconstruction, edited by Robert C. Orr, and published by CSIS Press in 2004.

We want to acknowledge and reaffirm the thorough research that is reflected in Winning the Peace. It was the baseline S/CRS used at its inception to lead six interagency working groups through a discussion and amplification of the task matrix. As noted in Winning the Peace: “Countries emerge from conflict under differing and unique conditions. Therefore, the priority, precedence, timing, appropriateness, and execution of tasks will vary from case to case” (page 305). We recognize it is unlikely there will be unanimity regarding the assignment of all tasks into their respective short, mid and long-term expectations. We further recognize that while we have attempted to assign priority to the sequencing of tasks, it will greatly depend upon the local environment. Subsequent updates of this document will undoubtedly show revisions of tasks and timelines.

After several months of interagency discussion, we have divided the original CSIS/AUSA task framework into five technical sectors (security, governance and participation, humanitarian assistance and social well-being, economic stabilization and infrastructure, and justice and reconciliation) and significantly expanded the list. In addition, we have identified sectoral tasks that have an infrastructure implication with both a parenthetical (I) preceding the task and gray shading. Essential tasks are divided into *Initial Response* (short-term), *Transformation* (mid-term), and *Fostering Sustainability* (long-term) conceptual phases. While some may believe the list is overly ambitious, its purpose is to provide a menu of issues that should be considered when working in conflict-stricken countries. The task matrix is designed to be a tool for those involved in comprehensive planning, and S/CRS therefore strove for comprehensiveness and clarity in what needs to be planned.

Many tasks are cross-cutting and require planners to reference other sectors. While we have cross-referenced some of the tasks in the matrix, we have intentionally limited the cross-referencing in order to avoid creating a cumbersome planning tool. As a result, users of the framework should review tasks in other sectors to ensure issues are considered comprehensively. With experience, we trust future updates will address the interrelationships between tasks more elegantly.

Finally, although S/CRS led this process out of the State Department, the framework is a U.S. Government interagency product. Not only did we rely on interagency staff members to contribute their expertise, we also drew on the depth of experience in their respective parent agencies to bring more thoroughness to this task matrix. We are grateful to all those who contributed.

As a “living” document, we welcome suggestions to improve this tool. Please send your comments to SCRSMatrix@state.gov.

Reconstruction and Stabilization Essential Tasks

SECURITY

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	<u>Goal:</u> Establish a safe and secure environment	<u>Goal:</u> Develop legitimate and stable security institutions	<u>Goal:</u> Consolidate indigenous capacity
<i>Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents</i>			
Cessation of Hostilities	<ul style="list-style-type: none"> • Enforce ceasefires • Supervise disengagement of belligerent forces • Identify and neutralize potential spoilers • Negotiate terms for exchange of prisoners of war • Engage indigenous forces capable of promoting immediate stability 	<ul style="list-style-type: none"> • Establish and control buffers, including demilitarized zones • Monitor exchange of POWs 	<ul style="list-style-type: none"> • Transfer monitor requirements to indigenous security institutions
Enforcement of Peace Agreements and/or Other Arrangements	<ul style="list-style-type: none"> • Provide security for negotiations among indigenous belligerents • Develop confidence-building measures between indigenous belligerents • Conduct counterinsurgency operations 	<ul style="list-style-type: none"> • Investigate alleged breaches of agreements • Support and enforce political, military, and economic terms arrangements • Support confidence-building measures amongst belligerents 	<ul style="list-style-type: none"> • Transfer enforcement requirements to indigenous authorities • Support and sustain confidence-building measures
Disposition and Constitution of National Armed Services	<ul style="list-style-type: none"> • Implement plan for disposition of indigenous armed forces and other national security institutions • Identify future roles, missions and structure • Vet senior officers and other individuals for past abuses • Coordinate and integrate with DDR plans 	<ul style="list-style-type: none"> • Train and equip indigenous military forces • Establish transparent entry, promotion, and retirement systems • Establish programs to support civilian oversight of military 	<ul style="list-style-type: none"> • Provide conventional military assistance programs • Establish military-to-military programs with the host country's forces • Sustain international support
Disarmament	<ul style="list-style-type: none"> • Negotiate arrangements with belligerents • Establish and enforce weapons control regimes, including collection and destruction 	<ul style="list-style-type: none"> • Disarm belligerents • Reduce availability of unauthorized weapons • Collaborate with neighboring countries on weapons flows, including 	<ul style="list-style-type: none"> • (I) Secure, store, and dispose of weapons • Develop indigenous arms control capacity

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Establish a safe and secure environment	Goal: Develop legitimate and stable security institutions	Goal: Consolidate indigenous capacity
	<ul style="list-style-type: none"> Identify international arms dealers Provide reassurances and incentives for disarmed faction Establish monitoring regime 	<ul style="list-style-type: none"> apprehension of illegal arms dealers Cooperate with legal authorities to prosecute arms dealers 	
Demobilization	<ul style="list-style-type: none"> (I) Establish demobilization camps Ensure adequate health, food provisions, and security for belligerents 	<ul style="list-style-type: none"> Identify, gather and disband structural elements of belligerent groups Monitor and verify demobilization Ensure safety of quartered personnel and families 	<ul style="list-style-type: none"> (I) Decommission camps
Reintegration of Combatants (See <i>ECONOMIC STABILIZATION, Employment Generation</i>)	<ul style="list-style-type: none"> Design reintegration strategy, including assessment of absorptive capacity of economic and social sectors Provide jobs, pensions or other material support for demobilized forces Coordinate with overall political and economic recovery plans 	<ul style="list-style-type: none"> Provide job training, health screening, education, and employment assistance for demobilized forces 	<ul style="list-style-type: none"> Reintegrate ex-combatants into society Provide follow-up services for reintegration
Disposition and Constitution of National Intelligence Service(s)	<ul style="list-style-type: none"> Implement plan for disposition of indigenous intelligence services and other national security institutions Identify future roles, missions and structure Vet individuals for past abuses and activities Coordinate and integrate with DDR plans 	<ul style="list-style-type: none"> Assist in and monitor the rebuilding and reorganization of official national security institutions Promote civilian control Establish transparent entry, promotion, and retirement systems 	<ul style="list-style-type: none"> Establish service-to-service programs with the host country's services
Territorial Security			
Border and Boundary Control	<ul style="list-style-type: none"> (I) Establish border security, including customs regime to prevent arms smuggling, interdict contraband (i.e., drugs and natural resources), prevent trafficking of persons, regulate immigration and emigration, and establish control over major points of entry 	<ul style="list-style-type: none"> Train and equip border security personnel 	<ul style="list-style-type: none"> Begin transfer of border, port and airport control to indigenous actors Ensure air and naval freedom of movement

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Establish a safe and secure environment	Goal: Develop legitimate and stable security institutions	Goal: Consolidate indigenous capacity
Freedom of Movement	<ul style="list-style-type: none"> Establish and disseminate rules relevant to movement Facilitate internal travel of key leaders (I) Dismantle roadblocks and establish checkpoints Regulate air and overland movement Ensure freedom of movement 	<ul style="list-style-type: none"> Develop indigenous capacity to assure and regulate movement 	<ul style="list-style-type: none"> Provide full freedom of movement Transfer responsibility to indigenous actors
Identification Issues	<ul style="list-style-type: none"> Establish identification regime including securing documents relating to personal identification, property ownership, court records, voter registries, birth certificates and driving licenses 	<ul style="list-style-type: none"> Develop mechanisms for dealing with long term disputes relating to property ownership, court records, etc. 	
Public Order and Safety			
Protection of Non-Combatants <i>(See Protection of Indigenous Institutions)</i>	<ul style="list-style-type: none"> Protect vulnerable elements of population (refugees, IDP, women, children) Ensure humanitarian aid and security force access to endangered populations and refugee camps 	<ul style="list-style-type: none"> Establish and maintain order in refugee camps and population centers Provide interim security programs for at-risk populations 	
Interim Policing	<ul style="list-style-type: none"> Perform civilian police functions including investigating crimes and making arrests Supervise incarceration processes and transfer to prison facilities 	<ul style="list-style-type: none"> Maintain positive relations with indigenous population Mentor indigenous police forces 	<ul style="list-style-type: none"> Transfer public security responsibilities to indigenous police force
Controlling Crowds and Disturbances Control	<ul style="list-style-type: none"> Control crowds, prevent looting and manage civil disturbances Conduct special police operations requiring formed units, including investigations and arrests 	<ul style="list-style-type: none"> Maintain positive relations with indigenous populations 	<ul style="list-style-type: none"> Transfer public security responsibilities to indigenous police force
Clearance of UXO <i>(See HUMANITARIAN AND SOCIAL WELL-BEING, Humanitarian Demining)</i>	<ul style="list-style-type: none"> Conduct emergency de-mining and UXO removal Conduct mapping and survey exercises of mined areas Mark mine fields 	<ul style="list-style-type: none"> Initiate large-scale de-mining and UXO removal operations Promote mine awareness Train and equip indigenous de-mining elements 	<ul style="list-style-type: none"> Transfer de-mining and UXO removal operations to indigenous actors

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Establish a safe and secure environment</u>	<u>Goal: Develop legitimate and stable security institutions</u>	<u>Goal: Consolidate indigenous capacity</u>
	<ul style="list-style-type: none"> Identify and coordinate emergency requirements Establish priorities and conduct de-mining operations 		
Protection of Indigenous Individuals, Infrastructure and Institutions			
Private Institutions and Key Leaders	<ul style="list-style-type: none"> Protect key political and societal leaders (I) Protect and secure places of religious worship and cultural sites (I) Protect private property and factories 	<ul style="list-style-type: none"> Create indigenous capacity to protect private institutions and key leaders 	
Critical Facilities	<ul style="list-style-type: none"> (I) Protect and secure critical infrastructure, natural resources, civil registries, property ownership documents (I) Secure records, storage, equipment and funds related to criminal justice and security institutions 	<ul style="list-style-type: none"> Create indigenous capacity to protect critical infrastructure 	
Military Facilities	<ul style="list-style-type: none"> (I) Identify, secure and protect stockpiles of conventional, nuclear, biological, radiological and chemical materials (I) Secure military depots, equipment, ammunition dumps and means of communication 	<ul style="list-style-type: none"> Create indigenous capacity to protect military infrastructure 	<ul style="list-style-type: none"> Identify modernization needs and means to achieve them
Public Institutions	<ul style="list-style-type: none"> (I) Protect and secure strategically important institutions (e.g., government buildings, museums, religious sites, courthouses, communications, etc.) 	<ul style="list-style-type: none"> Create indigenous capacity to protect public institutions 	
Witness and Evidence Protection	<ul style="list-style-type: none"> Locate and safeguard key witnesses, documents and other evidence related to key ongoing or potential U.S. investigations and prosecutions 		

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Establish a safe and secure environment	Goal: Develop legitimate and stable security institutions	Goal: Consolidate indigenous capacity
Protection of Reconstruction and Stabilization Personnel and Institutions			
Official Civilian Stabilization and Reconstruction Personnel and Facilities	<ul style="list-style-type: none"> • (I) Protect government-sponsored civilian stabilization and reconstruction personnel • Provide logistical support to sustain them in the field 	<ul style="list-style-type: none"> • Create indigenous capacity to protect government-sponsored civilian stabilization and reconstruction personnel 	
Contractor and NGO Stabilization and Reconstruction Personnel and Facilities	<ul style="list-style-type: none"> • Protect contractor and NGO stabilization personnel and resources • Provide logistical support 	<ul style="list-style-type: none"> • Create indigenous capacity to protect contractor and NGO stabilization personnel and resources 	
Security Coordination			
International Security Forces	<ul style="list-style-type: none"> • Develop integrated command, control and intelligence (C2I) and information sharing arrangements between international military, constabulary and civilian police forces • Determine rules of engagement; clearly define roles and responsibilities, including custody/transfer of detainees 		
Intelligence Support	<ul style="list-style-type: none"> • Provide integrated intelligence support for international military, constabulary and civilian police forces 		
Coordination with Indigenous Security Forces	<ul style="list-style-type: none"> • Develop coordinated C2I arrangements between international and indigenous security forces 		
International Civilian-Military Coordination	<ul style="list-style-type: none"> • Develop coordinated military and civilian C2I and information sharing arrangements 		
Regional Security Arrangements	<ul style="list-style-type: none"> • Negotiate or modify regional security arrangements with all interested parties • Negotiate the enhancement of cross border controls and security • Consult with neighboring countries on 	<ul style="list-style-type: none"> • Establish mechanisms for implementing regional security arrangements 	<ul style="list-style-type: none"> • Monitor compliance with and reinforce arrangements

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Establish a safe and secure environment</u>	<u>Goal: Develop legitimate and stable security institutions</u>	<u>Goal: Consolidate indigenous capacity</u>
	border security plans		
Public Information and Communications			
Disseminate Security Information	<ul style="list-style-type: none"> • Identify or establish outlets for international, national, and local news media • Utilize media as public information tool to provide factual information and control rumors • Issue effective press releases and timely provision of information services as needed in local languages • Assist National Transitional Administration and/or National Government to inform public regularly 	<ul style="list-style-type: none"> • Invest in the development of indigenous capacity • Train journalists, expand capacity of outlets, and improve interaction with local population and linkages with the international community 	

Reconstruction and Stabilization Essential Tasks

GOVERNANCE AND PARTICIPATION

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	<i>Goal: Determine governance structure and establish foundation for citizen participation</i>	<i>Goal: Promote legitimate political institutions and participatory processes</i>	<i>Goal: Consolidate political institutions and participatory processes</i>
Governance			
National Constituting Processes			
National Dialogue	<ul style="list-style-type: none"> Establish process at national, regional, and/or local levels to represent views of citizenry, consider political pressures and interests 	<ul style="list-style-type: none"> Encourage dialogue at national level to define national identity (citizenship criteria, languages, etc.) 	<ul style="list-style-type: none"> Support requirements generated by national dialogue to establish and reinforce a legitimate state
Constitution <i>(See JUSTICE AND RECONCILIATION, Legal Reform)</i>	<ul style="list-style-type: none"> Work with indigenous actors to establish constitutional commission and determine method of adoption Provide technical and legal advisors with expertise on key issues in constitutional process (regional, ethnic, and religious; division of powers) 	<ul style="list-style-type: none"> Foster fair, inclusive process for drafting or reform of constitution Launch public information campaign to promulgate new/revised constitution 	<ul style="list-style-type: none"> Ensure adoption of constitution with amendment mechanism Create outlet for popular discussion of impact of new constitution
Transitional Governance			
International Transitional Administration	<ul style="list-style-type: none"> Determine need for international transitional administration Establish transitional political authority; and interim civil administration, placing advisors into key Ministries and local governments Vet indigenous officials and reconstitute leadership at multiple levels of government (I) Deliver administrative support systems 	<ul style="list-style-type: none"> Consult with indigenous leaders in designing future governance system Devolve certain functions to indigenous authorities, building indigenous capacities 	<ul style="list-style-type: none"> Transfer power to indigenous government through elections or other means (e.g., establishment of international/multinational governing body, hand-over to a transitional authority, restitution of duly elected officials)
National Transitional Administration	<ul style="list-style-type: none"> Establish rules and realistic timetable for interim national government 	<ul style="list-style-type: none"> Prepare for transition to permanent national government 	<ul style="list-style-type: none"> Phase out transitional government in favor of permanent national government

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
	<ul style="list-style-type: none"> • Work with indigenous leaders to recruit individuals to serve on and advise the national transitional government • Establish process for passing and amending interim laws and regulations 		through previously decided means
Executive Authority			
Executive Mandate and Structure	<ul style="list-style-type: none"> • Prioritize government functions • Identify unmet institutional needs • Determine structure and affordable size of civil service to meet immediate and future needs 	<ul style="list-style-type: none"> • Reform or establish ministries and independent agencies, including specifying organization, lines of authority, and mission objectives 	<ul style="list-style-type: none"> • Provide ongoing technical and financial support for institutional development of the public sector • Implement civil service reforms
Civil Service Staffing	<ul style="list-style-type: none"> • Develop transparent process to vet executive officials, civil servants and employees of state owned enterprises and to identify individuals to receive training • Encourage members of the diaspora with leadership skills to return to country 	<ul style="list-style-type: none"> • Review skills of executive officials, civil servants, and employees of state owned enterprises • Provide management, technical assistance and training 	<ul style="list-style-type: none"> • Move towards merit selection of new hires • Build indigenous capacity for ongoing professional development • Appoint and empower state employees at national and regional levels
Revenue Generation and Management <small>(See ECONOMIC STABILIZATION AND INFRASTRUCTURE, Legal and Regulatory Reform)</small>	<ul style="list-style-type: none"> • Assess mechanism for generating and managing revenue at different levels of government • Establish anti-corruption measures for sources prone to misuse, especially extractive industries and state-owned enterprises • Coordinate resources across levels of government 	<ul style="list-style-type: none"> • Implement plans for revenue generation, management and collection, banking, customs, taxation, and financial services • Create capacities to manage budget and personnel issues • Develop plan to manage revenues from extractive industries 	<ul style="list-style-type: none"> • Provide ongoing technical and financial support to ensure transparent and non-corrupt revenue generation
Government Resources and Facilities <small>(See ECONOMIC STABILIZATION AND INFRASTRUCTURE, General)</small>	<ul style="list-style-type: none"> • (I) Establish basic facilities to enable National Transitional Infrastructure Administration to function 	<ul style="list-style-type: none"> • (I) Improve physical infrastructure of executive branch (i.e., buildings, libraries, information systems, and office equipment) 	<ul style="list-style-type: none"> • (I) Establish line-items in budget to sustain physical infrastructure of executive branch

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
<i>Infrastructure)</i>			
Legislative Strengthening			
Mandate	<ul style="list-style-type: none"> Establish interim legislative process Establish authority of legislative branch to participate in national policy-making process and provide oversight of executive authority 	<ul style="list-style-type: none"> Support development of legislature's role in political system, in conflict resolution and national reconciliation processes Develop legislative process and procedures Encourage deliberative processes, coalition building, negotiation and compromise 	<ul style="list-style-type: none"> Develop mechanisms to facilitate working relations and resolve disputes between various branches and levels of government Strengthen legislative oversight
Citizen Access	<ul style="list-style-type: none"> Identify legal, institutional, and political obstacles affecting citizens' input to legislative process 	<ul style="list-style-type: none"> Promote citizen access and media coverage of the legislative process Improve communication and interactions between legislators and their constituents 	<ul style="list-style-type: none"> Guarantee public right to attend meetings, hearings, and examine records (e.g., through freedom of information acts, open-meeting rules, etc.)
Staffing and Training	<ul style="list-style-type: none"> Provide training and support for provisional lawmakers 	<ul style="list-style-type: none"> Implement training for permanent legislative officials and staff (i.e., lawmaking, representation, oversight, budget, and conflict resolution functions of legislature) 	<ul style="list-style-type: none"> Institutionalize training of legislators and staff and civic education Establish programs to assure ongoing supply of skilled legislative staff
Resources and Facilities <i>(See ECONOMIC STABILIZATION AND INFRASTRUCTURE, General Infrastructure)</i>	<ul style="list-style-type: none"> Assure the initial lawmaking process is adequately resourced 	<ul style="list-style-type: none"> Assure adequate resources for transition to a permanent lawmaking body Establish adequate administrative capacity (I) Improve physical infrastructure (i.e., buildings, libraries, information systems, office equipment) 	<ul style="list-style-type: none"> Expand administrative systems to foster monitoring and evaluation capabilities for effectiveness (I) Maintain physical infrastructure and information systems.
Local Governance			
Local Governance Mandate	<ul style="list-style-type: none"> Restore essential local public services Establish mechanisms for local level participation, taking into account history 	<ul style="list-style-type: none"> Determine whether decentralization is appropriate, and if so, its scale and form 	<ul style="list-style-type: none"> Provide for local participation in decision-making and for budgetary transparency and oversight

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
	<ul style="list-style-type: none"> and culture Establish temporary liaison process between national and local governing institutions 	<ul style="list-style-type: none"> Avoid unnecessary conflict with traditional structures 	<ul style="list-style-type: none"> Match revenues with responsibilities Institutionalize liaison process between national and local governing structures
Staffing and Training	<ul style="list-style-type: none"> Develop transparent process to vet local officials and civil servants Initiate local service delivery training and support 	<ul style="list-style-type: none"> Initiate local level strategic planning Devise training for officials and staff Establish performance-based civil service system 	<ul style="list-style-type: none"> Institutionalize training of service delivery, local government, and civil society representatives Regularize procedures and standards for staffing
Services, Resources and Facilities (See <i>ECONOMIC STABILIZATION AND INFRASTRUCTURE, General Infrastructure</i>)	<ul style="list-style-type: none"> Assure resources for personnel, supplies, and equipment to deliver essential local services (I) Identify, rehabilitate, secure, and maintain basic facilities to enable delivery of essential local services 	<ul style="list-style-type: none"> Create knowledge base and political consensus for rational fiscal policy Match revenues with responsibilities (I) Do strategic planning and develop capital improvement budgets for local infrastructure (I) Seek consensus on local role in national level infrastructure planning that affects localities 	<ul style="list-style-type: none"> Institutionalize monitoring and evaluation capabilities Fine tune revenue and disbursement assignments Ensure access by local governments to market-disciplined national sources of financing
Transparency and Anti-Corruption			
Anti-Corruption (See <i>ECONOMIC STABILIZATION AND INFRASTRUCTURE, Legal and Regulatory Reform</i>)	<ul style="list-style-type: none"> Provide legal advisors and consultants Create mechanisms to curtail corruption across government institutions Design and implement anti-corruption campaign, including education Mainstream anti-corruption efforts into other programs Develop agreement and mechanisms for dealing with past abuses Seek international cooperation to combat corruption 	<ul style="list-style-type: none"> Develop laws and administrative procedures promoting accountability and transparency across government institutions and in the private sector Identify and dismantle organized crime networks Empower legal and civil society mechanisms to monitor governmental behavior Foster transparent governing practices in public and private sectors 	<ul style="list-style-type: none"> Enforce anti-corruption laws, including removal of corrupt officials Prosecute violators and enforce standards
Oversight	<ul style="list-style-type: none"> Encourage formation of watchdog organizations in public and private sectors to monitor international and 	<ul style="list-style-type: none"> Establish legislative protections for indigenous watchdog groups Ensure adequate resources and 	<ul style="list-style-type: none"> Promote indigenous transparency monitoring presence in public and private sectors

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
	national institutions	standing for oversight mechanisms	
Participation			
Elections			
Elections Planning and Execution	<ul style="list-style-type: none"> Set realistic timetable, goals, and budget for elections Facilitate indigenous decision on the mode of representation and sequence of elections (national/local) Determine identification requirements for registration/voting Establish independent national electoral commission Establish or verify voter registry 	<ul style="list-style-type: none"> Assist national electoral commission in developing appropriate laws, procedures, and rules for election, including security of candidates and ballot box, and in promulgating rules of election Ensure secure and fair election campaign 	<ul style="list-style-type: none"> (l) Provide logistical support for elections (ballot boxes, voting stations, etc.) if required Assist national electoral commission in planning and execution of election Promote sustainable election methods and mechanisms
Elections Monitoring	<ul style="list-style-type: none"> Secure agreements for international and domestic monitoring presence 	<ul style="list-style-type: none"> Recruit and organize indigenous and international election monitoring teams 	<ul style="list-style-type: none"> Deploy monitoring teams Support development of domestic monitoring and watch dog groups
Elections Outreach	<ul style="list-style-type: none"> Enable electoral commission to publicize election timetable and encourage citizen participation Gauge public opinion through polling 	<ul style="list-style-type: none"> Disseminate information about electoral process Undertake voter education campaign 	<ul style="list-style-type: none"> Make election results widely available to avoid fraud and misperception Institutionalize process for investigation and redress of allegations of electoral malfeasance
Political Parties			
Party Formation	<ul style="list-style-type: none"> Support political competition Ensure clear legal status, protections, and regulations of political parties 	<ul style="list-style-type: none"> Encourage creation of multiple parties Require transparent and legal funding mechanisms Oversee registration of political parties in accordance with election laws Establish political party code of conduct, including the renunciation of violence and respect for human rights and fundamental freedoms 	<ul style="list-style-type: none"> Support political activities by backing democracy promotion objectives Link parties to legitimate international counterparts
Party Training	<ul style="list-style-type: none"> Identify and assess capabilities of 	<ul style="list-style-type: none"> Sponsor workshops and provide 	<ul style="list-style-type: none"> Facilitate democracy, governance,

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
	potential political party leaders and structures	assistance to develop political parties (i.e., constituency outreach, issue analysis, platform development, media relations, fundraising, voter mobilization, campaign strategy, mediation and conflict resolution)	management, and negotiation skills training for elected representatives and party leaders <ul style="list-style-type: none"> • Develop leadership skills and encourage candidacies of women and marginalized groups
Civil Society and Media			
Civil Society Environment	<ul style="list-style-type: none"> • Review existing regulations on NGOs and civil society actors • Identify and assess civil society actors, their roles in the conflict, membership and capacity 	<ul style="list-style-type: none"> • Draft or alter statutes establishing legal rights and restrictions of NGOs • Educate public officials and the public about the role of civil society 	<ul style="list-style-type: none"> • Encourage enforcement of NGO-related laws
Civic Education	<ul style="list-style-type: none"> • Establish civic education and public education campaigns to raise awareness and understanding of new political structure, human rights, tolerance and other issues 		<ul style="list-style-type: none"> • Institutionalize civic education into the formal school system
Strengthening Capacity and Partnerships	<ul style="list-style-type: none"> • Provide support to civil society to deliver services, promote democracy and tolerance, and give voice to concerns of vulnerable populations • Encourage inter-group partnerships and community building functions at the local level • Link these efforts to national governance initiatives 	<ul style="list-style-type: none"> • Provide funding, technical assistance, and training on communication skills, transparency, advocacy, tolerance, conflict resolution and capacity building to civil society groups 	<ul style="list-style-type: none"> • Develop indigenous capacity to advise, fund, and train new indigenous groups • Create and strengthen umbrella organizations of NGOs to represent civil society views to the government
Professionalism and Ethics	<ul style="list-style-type: none"> • Institute short-term training for journalists, editors, government spokespersons, and other media professionals 	<ul style="list-style-type: none"> • Upgrade university journalism depts. • Create journalism programs and internships with universities • Develop mid-career media training institutions • Add special training for conflict situations to core curricula 	<ul style="list-style-type: none"> • Improve administration of training institutions • Promote free-functioning Media through less dependence on donor or government financial support

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
Media Business Development	<ul style="list-style-type: none"> • Train media managers, advertising department staff, and business consultants • Provide small grants and low interest loans for start-ups and/or rebuilding 	<ul style="list-style-type: none"> • Develop in-country business training and consulting capacity • Enhance know-how of local businesses on how to use media ads effectively • Improve quality of audience research 	<ul style="list-style-type: none"> • Develop viable media/ad markets • Assure even playing field by privatizing state media or converting them to public service media
Media Environment	<ul style="list-style-type: none"> • Develop regulatory environment for use of access to the media • Ensure appropriate balance between government and independent media • Support monitoring of media rights violations as well as of inflammatory or unprofessional media contents 	<ul style="list-style-type: none"> • Provide media law training to lawyers, jurists, and media personnel • Build media rights advocacy groups • Pass and then enforce laws protecting the rights of the media 	<ul style="list-style-type: none"> • Raise general citizen awareness of importance of independent media
Public Information and Communications			
Disseminate Governance Information	<ul style="list-style-type: none"> • Identify or establish outlets for international, national, and local news media • Utilize media as public information tool to provide factual information and control rumors • Issue effective press releases and timely provision of information services as needed in local languages • Assist National Transitional Administration and/or National Government to inform public regularly 	<ul style="list-style-type: none"> • Invest in the development of indigenous capacity • Train journalists, expand capacity of outlets and improve interaction with local population and linkages with the international community 	

Reconstruction and Stabilization Essential Tasks

HUMANITARIAN ASSISTANCE AND SOCIAL WELL-BEING

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	<u><i>Goal: Provide for emergency humanitarian needs</i></u>	<u><i>Goal: Establish foundation for development</i></u>	<u><i>Goal: Institutionalize long-term development program</i></u>
<i>Refugees and Internally Displaced Persons (IDPs)</i>			
Prevention of Population Displacements	<ul style="list-style-type: none"> • Ensure humanitarian access to populations in need • Assess total food needs for affected populations • Determine the reliability of local market channels; assess availability of local supplies to meet needs • Be aware of local crop cycles so that local supplies can be used to feed populations and to ensure that food aid deliveries do not interfere with local purchases and markets • (I) Assess the adequacy of local physical transport, distribution and storage facilities • Estimate food aid needs for affected populations • Assess personnel requirements to facilitate the provision of humanitarian needs • Provide emergency food, water, sanitation, shelter, and medicine • (I) Maintain freedom of movement and ensure borders are open to potential refugees • Coordinate with other donors and humanitarian agencies 	<ul style="list-style-type: none"> • (I) Continue to ensure reliable and adequate supply of assistance to population centers; maintain essential services (water, health, education) 	<ul style="list-style-type: none"> • Develop and provide economic opportunities and services to support permanent populations
Refugee Assistance	<ul style="list-style-type: none"> • Urge asylum countries to keep borders 	<ul style="list-style-type: none"> • Continue to provide humanitarian 	<ul style="list-style-type: none"> • When conditions are right, assist in

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	<p>open to refugees</p> <ul style="list-style-type: none"> • Establish registration and screening mechanisms • Assess total food needs for affected populations • Determine the reliability of local market channels; assess availability of local supplies to meet needs • Be aware of local crop cycles so that local supplies could be used to feed populations and to ensure that food aid deliveries do not interfere with local purchases and markets • (I) Assess the adequacy of local physical transport, distribution and storage facilities • Assess personnel requirements to facilitate the provision of humanitarian needs • Estimate food aid needs for refugees. • (I) Provide humanitarian assistance including emergency food, water, sanitation, shelter, and medicine. Pay special attention to the needs of vulnerable groups, including women, children and the elderly • (I) Maintain freedom of movement and ensure borders are open to potential refugees • Coordinate with other donors and humanitarian agencies • (I) Where no other options exist, establish camps that recognize physical, economic, social, and security considerations 	<p>assistance as necessary</p> <ul style="list-style-type: none"> • Expand basic services to include education, health education, and, if appropriate, psycho-social programs • Create employment programs • (I) Support construction of longer-term housing if appropriate • Extend assistance to refugee hosting communities • Begin to explore possible durable solutions • Develop repatriation plans • Continue information campaign • Link activities to Sphere Project guidelines • Assist with resettlement of refugees who may be endangered by landmines in the course of their return to their homes 	<p>voluntary repatriation, local-settlement and/or resettlement of refugees</p> <ul style="list-style-type: none"> • Facilitate and monitor reintegration in country of origin; begin to reduce programs in countries of asylum

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	<ul style="list-style-type: none"> • Implement information campaign to keep refugees informed • Ensure adequate protection and monitoring in the countries of origin and asylum 		
Internally Displaced Persons (IDPs) Assistance	<ul style="list-style-type: none"> • Ensure freedom of movement to the greatest extent possible • Establish registration and monitoring mechanisms • Promote traditional coping mechanisms (e.g., homestays) • Provide assistance to families and communities hosting IDPs • (I) Establish IDP camps if necessary and provide basic humanitarian assistance • Assess total food needs for affected populations • Determine the reliability of local market channels; assess availability of local supplies to meet needs • Ensure that food aid deliveries do not interfere with local production and markets; • Track local crop cycles and to the extent feasible, produce food supplies locally • Assess the adequacy of local physical transport, distribution and storage facilities. Assess the desirability of contracting commercial facilities. • Coordinate with other donors and humanitarian agencies • Assess personnel requirements to facilitate the provision of humanitarian 	<ul style="list-style-type: none"> • Continue provision of protection and assistance to IDPs in camps, homestays and communities • (I) Ensure access to basic services, including education and health care • Begin to explore long-term solutions including return and reintegration in places of origin or resettlement within the country • Assist with resettlement of IDPs who may be endangered by landmines in the course of their return to their home 	<ul style="list-style-type: none"> • When conditions are right, facilitate and assist return and reintegration of IDPs • Support local integration where appropriate • Monitor conditions for IDPs after their return

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	<ul style="list-style-type: none"> needs Establish public information campaign to inform IDPs 		
Refugee and IDP Camp Security	<ul style="list-style-type: none"> Ensure adequate protection and monitoring Ensure humanitarian aid and security force access to endangered populations and refugee camps 	<ul style="list-style-type: none"> Establish and maintain order in refugee camps Provide interim security measures for at-risk populations 	
Trafficking in Persons			
Anti-Trafficking Strategy	<ul style="list-style-type: none"> Assess levels of forms of trafficking in persons in region, sub-regions, and country Collect and analyze data to map trafficking levels and routes Establish benchmarks for measuring trafficking Analyze supply and demand factors to gain insight into economic forces that make trafficking attractive Document the extent of trafficking and sexual exploitation in refugee and conflict situations Develop multifaceted and integrated strategy based on prevention of trafficking, protection and assistance for victims, and prosecution of traffickers 	<ul style="list-style-type: none"> Develop programs that support and reinforce direct anti-trafficking activities Conduct community education about the risks and dangers of trafficking; conduct awareness campaigns to combat violence against women and promotion of women's rights Educate the private sector about trafficking for child labor Increase income-earning and vocational opportunities for the poor and vulnerable Increase educational opportunities for children and young women within targeted regions or communities where trafficking is prevalent 	
Assistance for Victims	<ul style="list-style-type: none"> Provide assistance to victims of trafficking including rescue, shelter, and access to psychological, legal and medical assistance Establish or support victim hotlines Support programs for victims of conflict-related trafficking, including refugees and IDPs 	<ul style="list-style-type: none"> Increase access to the justice system Support repatriation, counseling, social integration, education, and income generation for trafficking victims 	<ul style="list-style-type: none"> Continue to support repatriation, counseling, social integration, education, and income generation for trafficking victims Build the capacity of NGOs and faith-based institutions to combat trafficking Link small NGOs fighting trafficking into networks

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	<ul style="list-style-type: none"> Partner with non-governmental organizations and faith-based institutions that are fighting trafficking and assisting victims of prostitution, child labor, and all forms of slavery 		<ul style="list-style-type: none"> Forge linkages with and among programs that address different aspects of the trafficking process
Anti-Trafficking Legislation	<ul style="list-style-type: none"> Assess political will to combat trafficking as evidenced by legislative reform and enforcement, prosecution of traffickers, and cooperation with NGOs, faith-based institutions, and governments to prosecute traffickers 	<ul style="list-style-type: none"> Promote development of anti-trafficking legislation and policies in source, transit, and destination countries through civil society, legislatures, national, regional and local governments, and judicial systems Educate and train judges and prosecutors, law enforcement officials, community workers, youth, and information and formal educators in combating trafficking Engage in policy dialogue with governments Incorporate anti-trafficking into human rights activities Incorporate anti-trafficking into anti-corruption efforts 	<ul style="list-style-type: none"> Continue to promote anti-corruption efforts and legislative reform Create enabling policy and legal environments that will facilitate efforts to eliminate trafficking Promote local and national public awareness of the problem
Food Security			
Famine Prevention	<ul style="list-style-type: none"> Monitor and analyze food security by conducting livelihood-based food security analyses Disseminate early warning and food security analyses through production of targeted information products Predict the effects of conflict on access to food (e.g., presence of refugees, price of food) Assess serious challenges to response 	<ul style="list-style-type: none"> Work with decision-makers to use the analyses to provide customized decision-maker support Develop local expertise and ownership through capacity building Assess policy implications on food availability and affect policy reform efforts if necessary 	
Emergency Food Relief	<ul style="list-style-type: none"> Conduct rapid food and nutrition 	<ul style="list-style-type: none"> Collaborate with international and local 	<ul style="list-style-type: none"> Phase out emergency relief

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	<p>assessments with particular attention to: (i) market prices, channels and infrastructure; and (ii) local agricultural production of basic food stuffs, including the harvest cycle</p> <ul style="list-style-type: none"> • Estimate total food needs • Coordinate with other donors and humanitarian agencies • (I) Assess the adequacy of local physical transport, distribution and storage facilities • Secure emergency food aid distribution channels • Deliver emergency food (including therapeutic feeding) to most vulnerable populations • (I) Supply adequate storage facilities to prevent food contamination 	<p>relief actors to implement distribution programs</p> <ul style="list-style-type: none"> • Prevent and punish theft and misappropriation of food resources • Re-assess distribution programs • Channel food aid to promote indigenous market activities 	<p>distributions</p> <ul style="list-style-type: none"> • Transition to traditional food aid programs (but not at the expense of domestic production)
Food Market Response	<ul style="list-style-type: none"> • Identify existing markets including market interferences, such as bottlenecks and failures (monopolies, cartels, policy interferences) • Identify crop and harvest cycles and traditional trade patterns • Conduct market surveys/assessments • (I) Assess weather conditions, transportation networks, and storage facilities 	<ul style="list-style-type: none"> • (I) Establish transportation and distribution networks • Ensure that food aid deliveries do not disturb local markets or create disincentives to local production • To the extent possible, procure locally • Assist Ministry of Trade to liberalize trade policies 	<ul style="list-style-type: none"> • Continue to use government resources to promote public needs • Consider private-public investment partnerships
Shelter and Non-Food Relief			
Non-Food Relief Distribution	<ul style="list-style-type: none"> • Conduct rapid non-food needs assessments • (I) Secure emergency non-food relief distribution channels • Deliver emergency non-food items 	<ul style="list-style-type: none"> • Collaborate with international and local relief actors to implement distribution programs • Prevent and punish theft and misappropriation of relief resources 	<ul style="list-style-type: none"> • Phase out emergency relief distributions

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	<ul style="list-style-type: none"> (plastic sheeting, sundries, blankets, etc.) to most vulnerable populations Protect non-food distribution network (I) Supply adequate storage facilities 	<ul style="list-style-type: none"> Re-assess distribution programs Channel aid to promote indigenous market activities 	
Shelter Construction	<ul style="list-style-type: none"> (I) Provide emergency shelter for immediate needs (I) Develop housing development strategy to address refugees/IDPs as well as reintegration of ex-combatants (I) Link Cash-For-Work activities to jump-start affected economies 	<ul style="list-style-type: none"> (I) Repair existing housing stock (I) Establish standards for housing construction and development using Sphere Project guidelines as appropriate (I) Clear devastated housing and assess damage (I) Provide transitional shelter that links relief and development concerns 	<ul style="list-style-type: none"> (I) Construct affordable housing
Humanitarian Demining			
Mine Awareness	<ul style="list-style-type: none"> Teach people how to recognize, avoid, and inform demining authorities of the presences of land mines. Focus efforts on children and young males Utilize a variety of materials and media to convey important messages Be sensitive to the cultural mores of the population (e.g., have women train women in Muslim societies) 		
Mine Detection	<ul style="list-style-type: none"> Conduct a landmine impact survey to determine the nature and extent of the landmine problem: identify broad areas within the country where mines exist and estimate the extent of the problem. Demarcate mined areas Note the number and types of mines found within the area 		
Mine Clearance		<ul style="list-style-type: none"> Employ a "train-the-trainer" approach to assist in clearing landmines. Train an initial team of host country personnel in 	

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
		mine clearance techniques, including medical evacuation procedures in the event of a demining accident <ul style="list-style-type: none"> • Leave mines in their location. Mark and destroy mines • Assess mine clearance operations through quality assurance processes 	
Survivor Assistance	<ul style="list-style-type: none"> • Treat initial injuries • Develop survivor assistance strategy • Assist with settlement and resettlement of refugees and IDPs who may be endangered by landmines in the course of flight from their homes and subsequent return 	<ul style="list-style-type: none"> • Assess needs for prosthetic limbs in population • Address psycho-social needs of the victim and family resulting from landmine injuries 	<ul style="list-style-type: none"> • Provide long-term treatment and prosthetics to landmine survivors
Public Health			
Potable Water Management	<ul style="list-style-type: none"> • (I) Ensure proper quantity of drinking water 	<ul style="list-style-type: none"> • (I) Evaluate water sources to meet needs and protect against contamination • (I) Construct water treatment and distribution facilities 	<ul style="list-style-type: none"> • (I) Build indigenous capacity to deliver clean drinking water, sanitation and manage wastewater
Sanitation and Waste Water Management	<ul style="list-style-type: none"> • (I) Ensure proper sanitization, purification and distribution of drinking water • (I) Provide interim sanitation, wastewater and waste disposal services 	<ul style="list-style-type: none"> • (I) Support indigenous waste and wastewater management capacity • (I) Develop geographic plan of action for waste and wastewater management • (I) Construct wastewater collection and treatment facilities 	<ul style="list-style-type: none"> • (I) Expand regular waste management activities to rural areas
Medical Capacity	<ul style="list-style-type: none"> • (I) Stockpile and distribute emergency medical supplies and drugs • (I) Set up or re-open accessible clinics to deal with emergency health problems (e.g., disease, infection, wounds) 	<ul style="list-style-type: none"> • (I) Ensure sufficient stockpile of medical equipment, supplies and drugs • Review status of medical resources • Establish ambulance service • Provide sufficient external medical support while integrating indigenous expertise 	<ul style="list-style-type: none"> • Modernize medical equipment and solidify public health sector • Build capacity for local administration of clinics; transfer administration of clinics to indigenous actors
Local Public Health	<ul style="list-style-type: none"> • (I) Evaluate need for new clinics 	<ul style="list-style-type: none"> • (I) Open clinics 	<ul style="list-style-type: none"> • (I) Maintain and enlarge new or

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
Clinics	<ul style="list-style-type: none"> • (I) Repair and rebuild clinics 		restored clinics
Hospital Facilities	<ul style="list-style-type: none"> • (I) Evaluate need for new hospitals • (I) Repair and rebuild hospitals 	<ul style="list-style-type: none"> • (I) Open hospitals 	<ul style="list-style-type: none"> • (I) Expand hospitals to provide specialized care for greater numbers • (I) Maintain and enlarge new or restored hospitals
Human Resources Development for Health Care Workforce	<ul style="list-style-type: none"> • Recruit doctors, nurses, and staff and community health workers 	<ul style="list-style-type: none"> • Train medical and public health care providers 	<ul style="list-style-type: none"> • Build capacity for local administration of clinics • Transfer administration of clinics to indigenous actors
Health Policy and Financing	<ul style="list-style-type: none"> • Evaluate cost and efficiency of health care system to ensure basic health care needs are being met 	<ul style="list-style-type: none"> • Develop strategy for the provision of effective health care to the greatest number of people, taking into account budget constraints 	
Prevention of Epidemics	<ul style="list-style-type: none"> • Prevent epidemics through immediate vaccinations 	<ul style="list-style-type: none"> • Establish vaccination and screening programs to deal with potential epidemics (especially in refugee camps) through local clinics • Establish epidemiology and surveillance programs 	<ul style="list-style-type: none"> • Institutionalize countrywide vaccination programs to prevent infectious disease
HIV/AIDS	<ul style="list-style-type: none"> • Assess HIV/AIDS prevalence especially in most vulnerable populations (e.g., IDPs, refugees, military, peacekeepers) • Consider immediate preventative measures 	<ul style="list-style-type: none"> • Develop HIV/AIDS programmatic response as necessary 	
Nutrition	<ul style="list-style-type: none"> • Assess chronic and acute malnutrition • Set up therapeutic feeding centers as necessary for most vulnerable children (e.g., under 5) • Provide vitamin A supplements to mothers and children 	<ul style="list-style-type: none"> • Continue general population assessment • Establish necessary nutrition programs 	
Reproductive Health	<ul style="list-style-type: none"> • Assess emergency care needs (e.g., transportation, birthing facilities) • Provide family planning to most vulnerable population segments 	<ul style="list-style-type: none"> • Train birth attendants • Provide antenatal and postpartum care • Focus care on neonatal health 	

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<i>Goal: Provide for emergency humanitarian needs</i>	<i>Goal: Establish foundation for development</i>	<i>Goal: Institutionalize long-term development program</i>
Environmental Health	<ul style="list-style-type: none"> • (I) Identify most dangerous public health hazards and isolate from public when possible • (I) Safeguard/eliminate most dangerous health hazards 	<ul style="list-style-type: none"> • Continue to assess for most serious environmental hazards (e.g., lead, mercury, dioxin) • Establish environmental treatment programs 	
Community Health Education	<ul style="list-style-type: none"> • Support a public information campaign to educate population about crisis-induced health risks • Obtain medical educational materials 	<ul style="list-style-type: none"> • Develop multi-sectoral community-based programs geared to identify, prevent, and reduce health risks • Build community confidence and trust in ability of government to provide services through increased community participation in civil society organizations such as PTAs and community health committees 	<ul style="list-style-type: none"> • Implement short-term and long-term health care education programs, including family planning and HIV/AIDS education • Use multi-sectoral approaches, e.g., micro-enterprise development with health education
Education			
Human Resources	<ul style="list-style-type: none"> • (I) Reopen schools as quickly as possible • Use them to reach civil populace with programs 	<ul style="list-style-type: none"> • Identify and recruit teachers and administrators • Register school-aged population; create equal opportunity education policy 	<ul style="list-style-type: none"> • Train teachers and administrators
Education—Schools	<ul style="list-style-type: none"> • (I) Evaluate need for new schools • (I) Build and repair schools • Obtain educational materials 	<ul style="list-style-type: none"> • Open schools 	<ul style="list-style-type: none"> • (I) Maintain and enlarge new or restored schools
Education—Universities	<ul style="list-style-type: none"> • (I) Evaluate need for new universities • (I) Build and repair universities • Obtain educational materials 	<ul style="list-style-type: none"> • Open universities 	<ul style="list-style-type: none"> • (I) Maintain and enlarge new or restored universities
Curriculum		<ul style="list-style-type: none"> • Develop curriculum that respects diversity 	<ul style="list-style-type: none"> • Distribute curriculum and supporting teaching materials
Literacy Campaign	<ul style="list-style-type: none"> • Survey literacy levels and linguistic groups • Develop literacy campaign 	<ul style="list-style-type: none"> • Conduct literacy campaign 	<ul style="list-style-type: none"> • Institutionalize opportunities for adult education to sustain efforts of literacy campaign
Social Protection			
Social Protection	<ul style="list-style-type: none"> • Launch program for social protection 	<ul style="list-style-type: none"> • Launch domestic violence awareness 	

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	and empowerment of vulnerable populations (women, war widows, orphans/street children, sick, elderly, veterans, etc.)	programs; program for youth (sports, culture, etc.)	
Assessment, Analysis and Reporting			
Humanitarian and Social Well-being Assessment, Analysis and Reporting <i>(Also see each subsection above for specific sectoral information needs)</i>	<ul style="list-style-type: none"> • Identify what critical information is needed, where to find it, what are major gaps, and how to share, present and disseminate the information. If possible, conduct this assessment in advance and identify the gaps in data, information and knowledge • Collect information that can provide <u>situational awareness</u> (e.g., conditions on the ground; severity indicators; who are affected populations; location and numbers of affected populations; damage assessments; security assessments) • Collect information that can provide <u>operational or programmatic</u> information (e.g., logistical access routes; "who's doing what where"; program/financial needs of organizations; who are other donors) • Collect information for <u>background</u> knowledge (e.g., history; geography; population demographics and composition; baseline health indicators; political and economic structure and status; infrastructure; and culture of the country) • <u>Analyze information</u> in context; relate to other thematic information; evaluate issues and responses; make 	<ul style="list-style-type: none"> • Continue to analyze information in context; relate to other thematic information; evaluate issues and responses; make projections about the future; recommend policies and actions 	<ul style="list-style-type: none"> • Train host country officials and build capacity of local emergency preparedness institutions

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	<u>Goal: Provide for emergency humanitarian needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	projections about the future; recommend policies and actions		
Census	<ul style="list-style-type: none"> Establish policy dialogue with national planning leaders to plan national census Establish partnership with UN agencies to garner additional donor support 	<ul style="list-style-type: none"> Provide technical and financial assistance to national government to plan, conduct, analyze and report census results 	
Land Registers	<ul style="list-style-type: none"> Establish policy dialogue with national planning leaders to develop land registration records Establish partnership with UN agencies to garner additional donor support 	<ul style="list-style-type: none"> Provide technical and financial assistance to national government to plan, conduct, analyze and report census results 	
Public Information and Communications			
Disseminate Humanitarian and Social Well-Being Information	<ul style="list-style-type: none"> Identify or establish outlets for international, national, and local news media Utilize media as public information tool to provide factual information and control rumors Issue effective press releases and timely provision of information services as needed in local languages Assist National Transitional Administration and/or National Government to inform public regularly 	<ul style="list-style-type: none"> Invest in the development of indigenous capacity Train journalists, expand capacity of outlets and improve interaction with local population and linkages with the international community 	

Reconstruction and Stabilization Essential Tasks

ECONOMIC STABILIZATION AND INFRASTRUCTURE

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	<i>Goal: Respond to immediate needs</i>	<i>Goal: Establish foundation for development</i>	<i>Goal: Institutionalize long-term development program</i>
<i>Economic Stabilization</i>			
<i>Employment Generation</i>			
Public Works Jobs <small>(See <i>SECURITY, Reintegration</i>)</small>	<ul style="list-style-type: none"> • (I) Design initiatives to provide immediate employment, soliciting projects ideas from local communities • (I) Create opportunities for young males, including food for work 	<ul style="list-style-type: none"> • (I) Implement public works projects 	<ul style="list-style-type: none"> • (I) Rationalize public works projects with long-term development program
Micro and Small Enterprise Stimulation	<ul style="list-style-type: none"> • Assess skills deficiencies 	<ul style="list-style-type: none"> • Assess market opportunities for particular skills • Create opportunities for vocational education 	
Skills Training and Counseling	<ul style="list-style-type: none"> • Assess and determine immediately employable labor force for appropriate critical and emergency needs 	<ul style="list-style-type: none"> • Organize and mobilize local and foreign assistance necessary to initiate training and development of vital skills 	
<i>Monetary Policy</i>			
Central Bank Operations	<ul style="list-style-type: none"> • Assess capability of Central Bank to conduct essential operations such as make domestic payments and settlements, make int'l payments, prepare balance sheet, issue letters of credit if Central Bank role is required, reconcile and report on Treasury accounts • Initiate immediate capacity in Central Bank to conduct essential Central Bank operations 	<ul style="list-style-type: none"> • Develop institutional capacity to perform on-going central bank operations (e.g., reserve management) • Conduct Central Bank audit • Prepare Central Bank Law to ensure central bank independence • Strengthen bank prudential and supervisory oversight using best practices. (See <i>Banking Sector</i>) 	<ul style="list-style-type: none"> • Ensure Central Bank staff have been trained and have the institutional capacity to manage on-going central bank operations • Ensure legal framework is approved

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
	<ul style="list-style-type: none"> Assess need for revising Central Bank Law Review/prepare bank licensing regulations 		
Macro-Policy and Exchange Rates <i>(See Fiscal Policy and Governance)</i>	<ul style="list-style-type: none"> Begin dialogue with policy makers to identify priorities and assess capacity to undertake basic macro and exchange rate policies Develop basic monetary policy and take needed steps to stabilize prices and manage inflation (i.e., set up currency auction) Develop credible exchange rate policy, review currency status and take needed steps to ensure credibility (i.e., prepare for new currency if needed) 	<ul style="list-style-type: none"> Develop policy instruments to manage monetary policy consistent with macro-economic program (e.g., T-Bills, currency auctions) Address issues of parallel exchange rates and black market rates if exchange rate distortions exist Introduce national currency if needed Set up staff policy unit to analyze statistics and prepare policy options for macro-economic program Initiate process to increase capacity to develop and execute macro policy 	<ul style="list-style-type: none"> Ensure that sufficient institutional capacity and trained staff exist to manage monetary policy within macro-economic policy framework Ensure there is a stable exchange rate regime and policy instruments to support it
Monetary Audit	<ul style="list-style-type: none"> Determine skill capacity of key central bank individuals, and if necessary facilitate return of diaspora Identify audit capacity of relevant institution Determine baseline for audit 	<ul style="list-style-type: none"> Enhance government ability to absorb and administer donor funds Audit Central Bank 	<ul style="list-style-type: none"> Develop funding capacity for long-term institution-building
Monetary Statistics	<ul style="list-style-type: none"> Survey statistical capabilities and begin collecting key statistics Set up statistical unit within the Central Bank 	<ul style="list-style-type: none"> Develop capabilities of statistical unit within the Central Bank and other key Ministries to ensure basic monetary, fiscal, and other economic data are available 	<ul style="list-style-type: none"> Ensure training is available to develop long-term statistical capability
Fiscal Policy and Governance			
Fiscal and Macro-Economic Policy <i>(See Macro Policy and Governance)</i>	<ul style="list-style-type: none"> Begin dialogue with policy makers to identify priorities and assess capacity to undertake basic fiscal policy Assess immediate fiscal balance and 	<ul style="list-style-type: none"> Develop capacity to manage fiscal situation within macro-economic program Set up staff policy unit to analyze 	<ul style="list-style-type: none"> Institutionalize capacity to manage ongoing fiscal situation within macro-economic program (e.g., develop long-term fiscal targets)

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
Exchange Rates)	<ul style="list-style-type: none"> financing gap • Take steps to close fiscal gap 	<ul style="list-style-type: none"> statistics and prepare policy options for macro-economic program 	
Treasury Operations	<ul style="list-style-type: none"> • Reestablish government payment mechanisms to pay recurrent and emergency expenditures • Establish simple and reliable capacity to process payments, and to record and report payments • Identify capacity to absorb and administer grants and foreign funds • Initiate simple and reliable system to manage grants and foreign assistance 	<ul style="list-style-type: none"> • Institutionalize financial management and treasury payment and budget execution system • Develop chart of accounts • Develop capacity to manage grants and foreign assistance • (I) Improve training and IT for financial reporting and management of expenditure and revenue • Strengthen government payment mechanisms • Determine appropriate distribution system 	<ul style="list-style-type: none"> • Institutionalize improvements in treasury operations, payments and budget execution • Ensure sufficient trained staff exist to implement on-going responsibilities
Budget	<ul style="list-style-type: none"> • Develop budget • Rationalize revenues and expenditures and establish priorities 	<ul style="list-style-type: none"> • Develop and implement a budgetary process, including input from line ministries • Create capacity to manage budget and personnel issues 	<ul style="list-style-type: none"> • Institutionalize process to develop budget and ensure sufficient trained staff exist to manage on-going budget processes
Public Sector Investment	<ul style="list-style-type: none"> • (I) Prioritize public investment needs • Develop a plan to allocate resources • Pay civil service arrears • Determine structure and affordable size of civil service to meet ongoing and future needs • Strengthen ethics regulations 	<ul style="list-style-type: none"> • (I) Invest in critical projects neglected by the private sector (i.e., large-scale investment in education, health care, electricity, mining, oil, and public transportation) • Select and train indigenous civil servants • Create civil service reform commission • Establish transparent entry, promotion, and retirement systems to ensure professionalism and prevent discrimination 	<ul style="list-style-type: none"> • Continue to use government resources to promote public needs • (I) Consider private-public investment partnerships • Implement civil service reforms; appoint and empower civil servants at national and regional levels • Create mechanisms to monitor and report on corruption by government officials
Revenue Generation,	<ul style="list-style-type: none"> • Identify tax structure and sources of 	<ul style="list-style-type: none"> • Implement plans for revenue 	<ul style="list-style-type: none"> • Implement strategy for improved tax

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
Tax Administration	revenue <ul style="list-style-type: none"> • Design an efficient tax structure with a clear collection policy • Manage public accounts 	generation, customs taxation	audit, collection and enforcement
Customs Reform, Enforcement (See <i>Trade</i> , Trade Structure)	<ul style="list-style-type: none"> • Assess customs revenues and efficiencies and weaknesses of customs service • Identify immediate physical and capacity barriers to import administration • Take steps to open borders in a way that reduces incentives for corruption • Review and make recommendations on tariffs 	<ul style="list-style-type: none"> • Ensure incentives in place to conduct efficient and non-corrupt customs service • Simplify the country's customs code for ease of administration for importers with low risk profile for evasion and smuggling • Assess magnitude of non-official international trade, and implications for revenues and economic activity particularly as it affects specific regions of the country or specific types of merchandise • Undertake the training of customs personnel necessary to administer customs laws consistently nationwide • Establish laws and a legal structure that ensure accountability of the customs administration and the importing community • Expand port and border crossing capabilities with a view to administering higher volumes of trade 	<ul style="list-style-type: none"> • (1) Build an integrated, nationwide customs administration capable of minimizing corruption, protecting the rights of importers and foreign exporters, collecting the expected revenue from lower—but consistently applied—customs duties, and encouraging (through greater efficiency) the routing of trade through legal rather than illicit channels
Tax Policy	<ul style="list-style-type: none"> • Determine the efficacy of alternative short-term tax policies (i.e., tax holiday) • Identify and implement ST measures to increase revenue as appropriate – cognizant of effects on war torn population 	<ul style="list-style-type: none"> • Rationalize tax policy to provide tax revenue and redraft necessary tax laws to increase efficiency in revenue collection • Determine level of tax rates • Evaluate collection rates of tax authorities 	<ul style="list-style-type: none"> • Approve and implement long-term tax policies

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
Fiscal Audit	<ul style="list-style-type: none"> Identify audit capacity of relevant institution Determine base line data for audit Create or strengthen compliance laws 	<ul style="list-style-type: none"> Create appropriate legal framework for accountable government operations (procurement, expenditures, etc.) Audit government accounts 	<ul style="list-style-type: none"> Implement a functioning and transparent auditing system Ensure sufficient trained staff to carry out sustainable audit process
General Economic Policy			
Strategy/Assessment	<ul style="list-style-type: none"> Survey economic situation (needs assessment), including assessment of absorptive capacity of economic and social sector, financial imbalances, and real sector distortions Formulate assistance strategy in close cooperation with national government /indigenous actors and international community (I) Identify priority sectors for reconstruction and rehabilitation, focusing on the most urgent requirements 	<ul style="list-style-type: none"> Finalize and implement plan to facilitate economic revival Negotiate appropriate IMF program to develop framework for economic reform and identify supporting technical assistance Develop capacity of policy units in MOF, Central Bank and in private sector to analyze situations and develop policy options 	<ul style="list-style-type: none"> Strengthen strategic planning and policy analysis capability Continue to strengthen relations with the IFIs.
Prices and Subsidies	<ul style="list-style-type: none"> Evaluate subsidized sectors, industries, and firms Prepare recommendation and timetable on elimination of subsidies and price controls 	<ul style="list-style-type: none"> Rationalize subsidies with regard to cost to government and impact on employment levels and approve a timetable for action 	<ul style="list-style-type: none"> Eliminate subsidy distortions in the economy
International Financial Assistance—Donor Coordination	<ul style="list-style-type: none"> Establish relations with international donor community Address constraints to engagement with IFI community, (i.e., USG legislative sanctions) and take steps to become a member if not already Assist national government in formulating recovery plan Develop mechanism for donor and in-country coordination 	<ul style="list-style-type: none"> Negotiate agreement between indigenous authorities and donors concerning targets of aid and terms of aid conditionality Harmonize/streamline donor reporting requirements Create monitoring and evaluation mechanisms to track delivery and measure aid impact 	<ul style="list-style-type: none"> Reschedule or forgive debts, as appropriate, and resume repayments of rescheduled and post-cut-off-date debts Monitor status of contributions and implementation Target aid to reinforce national development priorities

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
	<ul style="list-style-type: none"> • Complete needs assessment • Hold donor conferences to mobilize resources 		
Public Sector Institutions <i>(See Fiscal Policy and Governance, Public Sector Investment)</i>	<ul style="list-style-type: none"> • (I) Identify operational capacity, including physical structure and security 	<ul style="list-style-type: none"> • Establish ministries and independent agencies, including specifying organization and lines of authority 	<ul style="list-style-type: none"> • Provide ongoing technical support for institutional development of the public sector
Financial Sector			
Banking Operations	<ul style="list-style-type: none"> • If banking sector operational, start up commercial banking operations, i.e., open LOC mechanism and trade credits to reintegrate into the international financial community • If banking sector operational, ensure capacity for bank payments and settlements • (I) Evaluate condition of banks and determine medium-term strategy for operations 	<ul style="list-style-type: none"> • Implement medium-term banking strategy • Start-up or continue transparent and commercially viable bank operations • Review non-performing loan portfolio for bankrupt banks and decide how to address bank losses 	<ul style="list-style-type: none"> • If commercial banks are insolvent, address long-term banking sector problems • License new commercially viable banks
Banking Regulations and Oversight	<ul style="list-style-type: none"> • Evaluate the regulatory framework • Review and prepare bank licensing standards and procedures 	<ul style="list-style-type: none"> • Begin bank licensing process to ensure commercially viable private banks have access to the market • Set up supervisory and regulatory framework for banks • Prepare other prudential banking standards (related parties, capital/asset ratios, etc.) • Recruit and train regulators • Prepare manuals and standards for on-sight and off-sight bank inspections • Initiate inspections 	<ul style="list-style-type: none"> • Institutionalize regulatory system to govern financial transactions by banks • Enforce banking regulations • Monitor banking transactions • Emphasize transparency in banking system to prevent corruption and enhance economic stability
Banking Law	<ul style="list-style-type: none"> • Review/prepare banking law and 	<ul style="list-style-type: none"> • Revise and rewrite banking law if 	<ul style="list-style-type: none"> • Support implementation of banking law

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
	determine viability vis-à-vis international standards	needed to accommodate structure of existing banking sector	in accordance with international standards
Bank Lending	<ul style="list-style-type: none"> • Provide immediate credit including access to micro and SME lending • Ensure standard banking practices to approve loans are part of early credit programs 	<ul style="list-style-type: none"> • Develop on-going credit programs including access to micro and SME lending • Initiate savings programs as a source of funds for lending 	<ul style="list-style-type: none"> • Expand long-term savings programs as a source of funds for credit programs • Institutionalize micro enterprise financing as a part of banking system and ensure it is under umbrella of regulatory framework
Asset and Money Laundering	<ul style="list-style-type: none"> • Freeze accounts of combatants • Block international access of overseas accounts, money laundering 	<ul style="list-style-type: none"> • Trace assets and remit back to the government 	
Non-Banking Sector		<ul style="list-style-type: none"> • Evaluate the needs for insurance, equities, and non-bank credit sources • Facilitate creation of private insurance sector 	<ul style="list-style-type: none"> • Develop non-bank financial institutions as appropriate for the country
Stock and Commodity Markets		<ul style="list-style-type: none"> • Assess feasibility of equity markets as a way to increase investment resources as alternative to debt • Assess feasibility of stock markets as way to facilitate privatization 	<ul style="list-style-type: none"> • Create conditions conducive to formation of stock and commodity markets
Debt			
Debt Management	<ul style="list-style-type: none"> • Evaluate external position vis-à-vis external and domestic creditors and clear arrears, where possible • Establish short-term and MLT debt strategy 	<ul style="list-style-type: none"> • Creation of control system for effective debt management • Seek necessary Balance of Payment (BOP) support from international community 	<ul style="list-style-type: none"> • Develop long-term sustainable debt strategy
Arrears Clearance	<ul style="list-style-type: none"> • Conduct inventory of multilateral and bilateral arrears to creditors • Develop arrears clearance strategy (i.e., multilateral fund, debt forgiveness) 	<ul style="list-style-type: none"> • Make necessary payments to creditors 	
Trade			
Trade Structure	<ul style="list-style-type: none"> • Evaluate tariffs, tax structures and 	<ul style="list-style-type: none"> • Continue to evaluate viability of 	<ul style="list-style-type: none"> • Foster economic integration through

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
(See <i>Fiscal Policy and Governance, Customs Reform & Enforcement</i>)	<ul style="list-style-type: none"> barriers to trade Reduce restrictions on imports that hinder access to goods for small business and investors 	<ul style="list-style-type: none"> reducing tariffs, taxes, and barriers to trade 	<ul style="list-style-type: none"> local, regional, and global organizations
Trade Facilitation	<ul style="list-style-type: none"> Open or maintain LOC mechanisms and trade credits to trade critical goods Set trade priorities and explore new trade opportunities Initiate dialogue between country economic team and international actors responsible for granting preferential trading status 	<ul style="list-style-type: none"> Provide technical assistance to firms and trade groups to develop non-traditional export capacities Take steps to qualify for preferential market access under GSP and regional trade arrangements Meet import quality requirements of major trading partners 	<ul style="list-style-type: none"> Increase export diversification to enhance economic stability Seek accession into regional or global trade organizations
Market Economy			
Private Sector Development (See <i>Legal & Regulatory Reform, Competition Policy</i>)	<ul style="list-style-type: none"> (I) Assess the depth of the private sector, including weakness of the goods and service sector and its distribution channels (I) Identify obstacles to private sector development (i.e., barriers to entry, high import taxes, import restrictions, lack of business credit, lack of power, telecommunications or transport, non-repatriation of profits) Take immediate steps to remove or counter these obstacles where possible Jumpstart small-scale private sector entrepreneurs through grants and loans to micro-entrepreneurs and small and medium enterprises (SMEs) 	<ul style="list-style-type: none"> Encourage investment by international actors, including diaspora communities Eliminate barriers to business development Ensure no unfair or unusual restrictions on entry into (i.e., monopoly) and exit from market (i.e., bankruptcy law) Ensure non-preferential access to markets Strengthen private sector through contracting/out-sourcing Assess and make recommendations for improvements in condition of power, transport, and telecommunication sectors Provide investors with legal protections and incentives 	<ul style="list-style-type: none"> Establish a business environment for long-term growth Offer risk protection to facilitate sustained investment Promote business growth through regulatory streamlining and sound tax policy Facilitate the growth of the real sector through development of business associations, think tanks, etc. Develop a business strategy/plan for a diversified economy
Small and Micro-enterprise Regime	<ul style="list-style-type: none"> Identify constraints to small business development and take steps to remove them where possible in the short-term 	<ul style="list-style-type: none"> Develop strategy for removing obstacles to small business development and implement the 	<ul style="list-style-type: none"> Working with IFC and other institutions, explore option to develop micro-enterprise/micro credit entity

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
	(i.e., lack of credit, onerous taxes)	strategy <ul style="list-style-type: none"> • Assess need for assistance program for small development programs— (technical and financial) • Support development of business associations • Design and draft legal framework for small business development • Help identify funding sources and implement priority projects 	
Privatization	<ul style="list-style-type: none"> • Assess impact of State Owned Enterprises (SOE) on fiscal balance to determine whether fiscal drain or resource loss from unproductive firms can be offset through some type of privatization 	<ul style="list-style-type: none"> • Assessment of SOEs and their fiscal impact • Develop a strategy for privatization of loss-making enterprises, as necessary • Address how to handle losses from SOES (MOF/CB) • Assess contribution of privatization to jumpstarting new industries (the creation of new firms from resources available from closing down old firms may support job creation) • If privatizing and if results in job loss, ensure that social safety net can support transition from losing old firms to starting-up new firms 	<ul style="list-style-type: none"> • Ensure legal and regulatory frameworks support privatization
Natural Resources and Environment	<ul style="list-style-type: none"> • (I) Assess and secure access to valuable natural resources • Initiate process for addressing and resolving resource ownership and access issues • (I) Conduct national environmental survey 	<ul style="list-style-type: none"> • Prevent capture of proceeds from natural resources and commodities by faction(s) • Establish mechanism to ensure transparency in extractive industries • Stop illicit trade in natural resources and develop governance mechanisms and incentives to bring trade into market 	<ul style="list-style-type: none"> • Rationalize national resource policies with long-term economic development strategies • Diversify economy to reduce over-dependence on single commodities • Develop capacity to enforce environmental protection provisions and combat environmental crime

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
		<ul style="list-style-type: none"> • Impose penalties on those that plunder resources • (I) Conduct geological survey • (I) Promote development of natural resources to attract potential investors • Establish environmental protection and regulatory mechanisms 	<ul style="list-style-type: none"> • (I) Promote integrated watershed management • Draft and adopt specific environmental standards for industry and agriculture
Legal and Regulatory Reform			
Property Rights	<ul style="list-style-type: none"> • Evaluate existing laws pertaining to land rights, registration of the property, and collateralization of movable and immovable property • Take immediate steps where needed to establish process to resolve property rights issues 	<ul style="list-style-type: none"> • Establish procedure to resolve property rights for land and subterranean resources • Draft laws and codes to establish or strengthen property rights including customary or traditional concepts where appropriate • Establish process to reconcile and address claims of expropriations • Adopt appropriate laws, regulations, and codes 	<ul style="list-style-type: none"> • Ensure equitable implementation of laws, regulations, and codes
Business/Commercial Law	<ul style="list-style-type: none"> • Evaluate restrictions on trade, commerce, and open market operations • Evaluate existing laws pertaining to commercial and business operations 	<ul style="list-style-type: none"> • Design laws and regulations to provide incentives for economic growth and development • Streamline businesses' administrative requirements for entry • Reform business laws, accounting/reporting practices (e.g., bankruptcy, collateralization of assets) to encourage foreign and domestic investment • Evaluate and develop competition policy 	<ul style="list-style-type: none"> • Implement laws and regulations, including provisions to protect intellectual property rights • Create and initiate framework for privatization of appropriate public assets
Labor	<ul style="list-style-type: none"> • Evaluate existing laws pertaining to labor rights 	<ul style="list-style-type: none"> • Design laws and regulations to protect labor rights, including workplace safety, 	<ul style="list-style-type: none"> • Implement and enforce labor laws and regulations

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
		minimum wage, child labor and union rights provisions	<ul style="list-style-type: none"> Promote management-labor dispute mechanisms
Economic Legal Reform	<ul style="list-style-type: none"> Review civil and commercial codes Determine relevance of enforcement mechanisms Retract necessary sanctions restrictions Evaluate legal framework Evaluate contract obligations with international financial community 	<ul style="list-style-type: none"> Draft and promulgate revisions Analyze applicability of codes to foster economic growth (e.g., effectiveness of courts and enforcement) Develop codes to foster economic growth and development Determine the viability of intellectual property rights, foreign direct investment allowances and standards as they pertain to the trade laws Design laws that are conducive to an open market trade regime and a responsible tariff structure Design and revise laws to take into consideration domestic and foreign contractual agreements 	
Competition Policy	<ul style="list-style-type: none"> Assess market for obvious problems with legal and regulatory framework for free market environment 	<ul style="list-style-type: none"> Ensure regulatory framework allows free entry and exit in market, non-discriminatory pricing and access to markets, credible bankruptcy laws, etc. Assess whether certain groups receive preferential access to government contracts, licenses, whether donor funds that distort the market and develop transparent approach (i.e., war lords, military budget) 	
Public Utilities and Resources Regulation (See <i>INFRASTRUCTURE</i>)	<ul style="list-style-type: none"> (I) Assess policy, governance and regulatory framework to rebuild utilities, power, mining, and other key infrastructure and facilities 	<ul style="list-style-type: none"> Review and revise as necessary policies for pricing, distribution, concessions, etc., of sectors 	
Economic Enforcement and Anti-Corruption	<ul style="list-style-type: none"> Identify incentives to reduce corruption 	<ul style="list-style-type: none"> Design and implement anti-corruption 	<ul style="list-style-type: none"> Development and implement

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
(See <i>Fiscal Policy and Governance</i>)	<ul style="list-style-type: none"> Assess threat/existence of corruption in political system Identify drivers of corruption Develop laws promoting anti-corruption, accountability and transparency within government and private sector Create mechanisms to curtail corruption, including special prosecutors, witness and judge protection, and ethics norms 	<ul style="list-style-type: none"> campaign, including education and codes of conduct Enforce anti-corruption laws, including removal of corrupt officials Develop and implement enforcement mechanisms Combat corruption among police, border, customs, and tax collection forces/units Empower legal and civil society mechanisms to monitor governmental behavior Foster transparent governing practices in public and private sectors Revise procurement procedures 	<ul style="list-style-type: none"> enforcement mechanisms Prosecute violators and enforce standards Seek international cooperation to combat corruption Dismantle organized crime networks
Agricultural Development			
Agricultural Land and Livestock	<ul style="list-style-type: none"> (I) Secure existing post-harvest storage facilities to prevent spoilage and looting of harvested crops Establish a process to determine land ownership, if disputed (e.g., if internally displaced person (IDP) claims to own land) Estimate crop production, mix, and input adequacy Assess current land distribution, and the degree of market integration Estimate farm income and poverty level Identify constraints to production Assess health, diversity, and number of animals Keep core reproductive group alive through water and/or fodder provision 	<ul style="list-style-type: none"> (I) Identify degraded areas Improve soil fertility through use of mineral and organic fertilizers Increase usage of various soil management techniques to improve soil moisture retention and water use efficiency in irrigation (I) Develop programs to address degradation through reforestation (example: reforestation/economic development through provision of income generating activities in Afghanistan) Determine the extent to which the prevailing land tenure and/or land titling is a constraint Assess the farm labor market 	<ul style="list-style-type: none"> (I) Improve design and maintenance of rural farm-to-market roads (I) Establish and implement protocols for rural road construction near rivers (I) Establish simple methods for rural road improvement and maintenance by communities and municipalities Develop proper forest management practices Establish grades and standards and food safety procedures for livestock for domestic use and export Improve rangeland management techniques through training of ministry staff and community leaders

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
	<ul style="list-style-type: none"> • Destock if appropriate 	<ul style="list-style-type: none"> • Identify the role of women in agriculture • Provide veterinary services • Restock if appropriate • Establish sanitary practices and procedures 	
Agricultural Inputs	<ul style="list-style-type: none"> • (I) Rebuild small scale irrigation systems and use technologies for collecting rainwater • (I) Identify critical points if emergency watershed protection is needed • (I) Determine agricultural needs within a watershed • (I) Locate significant sources of sediment • (I) Determine if land is a flood risk • Identify agricultural time lines and necessary inputs according to the agricultural calendar • Supply appropriate seeds, tools and other production inputs to farmers in affected region(s) (e.g., fertilizer, fuel, pesticide, equipment, etc.) 	<ul style="list-style-type: none"> • Determine cost-effectiveness of different irrigation plans • (I) Improve irrigation engineering • (I) Provide income generating activities to rebuild watersheds and irrigation systems • (I) Promote bioengineering, such as the use of natural materials for stream bank stabilization • Select crops and pasture grasses most appropriate for seasonal water availability while still yielding financial return • (I) Protect water sources through tree planting, fencing, and community agreement on restriction of activities near water sources or managed grazing on common pasture lands 	<ul style="list-style-type: none"> • (I) Improve drainage during road construction to reduce excessive runoff • Ensure Ministry staff is trained in maintenance of irrigation systems • Use extension agents to train local farmers in soil and water management and irrigation techniques • Improve crop production through Integrated Pest Management or use of improved seeds • Follow standards for phytosanitary food crops • Support longer-term breeding programs to diversify and rebuild locally adapted lines of important food security crops
Agricultural Policy and Financing	<ul style="list-style-type: none"> • Identify policy makers in the agricultural, natural resources and the environment areas and discuss their priorities for their respective sectors • Identify existing Ministry officials in the country or who have fled and are willing to return to their home • Rehabilitate physical structures • Establish grant programs for all aspects of agricultural development 	<ul style="list-style-type: none"> • Promote diversification of agriculture and livestock as well as supporting service sectors • Increase human capacity of public sector agricultural institutions (e.g., research, extension, information and statistics, crop protection, veterinary service, food safety) 	<ul style="list-style-type: none"> • Develop land reform plan • Implement land reform measures • Ensure equal access and land (quality) distribution for minorities, women, and poor • Train Ministry staff in country and through international exchanges in the latest scientific and research data • Participate in university, private and public exchange programs

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
	<ul style="list-style-type: none"> • Ensure equal access by minorities, women and poor 		<ul style="list-style-type: none"> • Establish financial (credit) services for crop and livestock production and marketing
Agricultural Distribution (See <i>HUMANITARIAN AND SOCIAL WELL-BEING, Food Security</i>)	<ul style="list-style-type: none"> • Channel food aid to promote market activities 	<ul style="list-style-type: none"> • (I) Establish transportation and distribution networks, including farm-to-market roads • Support the provision of financial services to the domestic transport sector to facilitate movement of agricultural products to markets • Initiate collection of public good market information, commodity grading and statistics system 	<ul style="list-style-type: none"> • Re-establish and facilitate market-oriented domestic food production • Improve food safety systems to facilitate agricultural trade • Promote private sector investments in production, processing, transportation, and marketing • Establish public-private partnerships to promote agricultural trade
Social Safety Net			
Pension System	<ul style="list-style-type: none"> • Assess existing pension systems for government, and parastatal employees • Assess capability of government to pay pensions or reduce pension arrears if applicable 	<ul style="list-style-type: none"> • Design or reconfigure pension system based on agreed criteria and ability of new government to support them • Assess pension systems for private sector employees 	<ul style="list-style-type: none"> • Secure funding stream and institutionalize pension system
Social Entitlement Funds	<ul style="list-style-type: none"> • Assess availability of social entitlement funds for disabled, widows, orphans and unemployed 	<ul style="list-style-type: none"> • Rationalize funding for social safety net programs 	<ul style="list-style-type: none"> • Ensure programs are sustainable
Women's Issues		<ul style="list-style-type: none"> • Identify legal and de facto barriers to women's full participation including property rights, land tenure, etc. 	

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
Infrastructure			
Transportation			
Transportation Sector Policy and Administration <i>(See Employment Generation, Public Work Jobs; Fiscal Policy and Governance, Public Sector Investments; and, Regulatory Reform)</i>	<ul style="list-style-type: none"> Assess overall condition of national transportation infrastructure Determine and prioritize essential infrastructure programs and projects that reflect a balance of security, stabilization, and economic reconstruction Establish policies to support transportation priorities 	<ul style="list-style-type: none"> Develop regional and national transportation plans Develop partnerships with local organizations to meet community needs and increase local capacity to develop and maintain transportation critical infrastructure 	<ul style="list-style-type: none"> Develop a national transportation system that links key nodal infrastructure Implement transportation programs and projects
Airports Infrastructure <i>(See Employment Generation, Public Work Jobs; Fiscal Policy and Governance, Public Sector Investments; and, Regulatory Reform)</i>	<ul style="list-style-type: none"> Assess condition of existing airport facilities Construct expedient repairs or build new facilities to support security and stabilization and to facilitate re-establishment of commerce 	<ul style="list-style-type: none"> Develop regional and national aviation transportation plans 	<ul style="list-style-type: none"> Implement programs and projects for sustainable airport operations
Roads Infrastructure <i>(See Employment Generation, Public Work Jobs; and, Fiscal Policy and Governance, Public Sector Investments)</i>	<ul style="list-style-type: none"> Assess condition of existing roads and bridge facilities Construct expedient repairs or build new facilities to support security and stabilization and to facilitate re-establishment of commerce 	<ul style="list-style-type: none"> Develop municipal, regional, and national road transportation plans 	<ul style="list-style-type: none"> Implement programs and projects for sustainable roads, highways, bridges, and tunnels operations
Railway Infrastructure <i>(See Employment Generation, Public Work Jobs; Fiscal Policy and Governance, Public Sector Investments; and, Regulatory Reform)</i>	<ul style="list-style-type: none"> Assess condition of existing railway facilities Construct expedient repairs or build new facilities to support security and stabilization and to facilitate re-establishment of commerce 	<ul style="list-style-type: none"> Develop municipal, regional, and national railway transportation plans 	<ul style="list-style-type: none"> Implement programs and projects for sustainable intra and intercity railway and terminal operations
Ports and Waterway Infrastructure	<ul style="list-style-type: none"> Assess condition of existing coastal and inland ports, harbors, and waterways facilities 	<ul style="list-style-type: none"> Develop regional and national port and waterway transportation plans 	<ul style="list-style-type: none"> Implement programs and projects for sustainable port and waterway operations

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
(See <i>Employment Generation, Public Work Jobs; Fiscal Policy and Governance, Public Sector Investments; and, Regulatory Reform</i>)	<ul style="list-style-type: none"> • Construct expedient repairs or build new facilities to support security and stabilization and to facilitate re-establishment of commerce 		
Telecommunications			
Telecommunications Policy and Administration (See <i>Regulatory Reform</i>)	<ul style="list-style-type: none"> • Assess overall condition of national telecommunications infrastructure • Determine and prioritize essential infrastructure programs and projects that reflect a balance of security, stabilization, and economic reconstruction • Establish policies to support telecommunications priorities 	<ul style="list-style-type: none"> • Develop regional and national telecommunication plans • Develop partnerships with local organizations to meet community needs and increase local capacity to develop and maintain energy critical infrastructure 	<ul style="list-style-type: none"> • Develop national telecommunications system
Telecommunication Infrastructure	<ul style="list-style-type: none"> • Assess condition of existing telecommunications facilities 	<ul style="list-style-type: none"> • Develop regional and national telecommunications plans 	<ul style="list-style-type: none"> • Implement telecommunications programs and projects
Energy			
Fossil Fuels Production and Distribution (See <i>Employment Generation, Public Work Jobs; Fiscal Policy and Governance, Public Sector Investments; Trade; and, Regulatory Reform</i>)	<ul style="list-style-type: none"> • Assess overall condition of national energy infrastructure • Determine and prioritize essential infrastructure programs and projects that reflect a balance of security, stabilization, and economic reconstruction • Establish policies to support energy priorities 	<ul style="list-style-type: none"> • Develop regional and national energy plans 	<ul style="list-style-type: none"> • Develop national energy infrastructure system
Electrical Power Sector (See <i>Regulatory Reform</i>)	<ul style="list-style-type: none"> • Assess condition of existing power generation and distribution facilities 	<ul style="list-style-type: none"> • Develop national power grid plans that encompass generation to delivery 	<ul style="list-style-type: none"> • Implement electrical power programs and projects
Energy Infrastructure (See <i>Regulatory Reform</i>)	<ul style="list-style-type: none"> • Assess condition of existing natural resources conversion and distribution facilities, and power generation and distribution facilities 	<ul style="list-style-type: none"> • Develop energy investment plans • Develop partnerships with local organizations to meet community needs and increase local capacity to develop 	<ul style="list-style-type: none"> • Invest in energy programs and projects that support national energy priorities

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	Goal: Respond to immediate needs	Goal: Establish foundation for development	Goal: Institutionalize long-term development program
		and maintain energy critical infrastructure	
General Infrastructure			
Engineering and Construction	<ul style="list-style-type: none"> Assess condition of existing facilities that are integral for effectively implementing other post-conflict sector essential tasks (e.g., fire and police stations, border checkpoints, IDP camps and shelters) 	<ul style="list-style-type: none"> Construct facilities that restore and promote overall indigenous governance, commerce, and social well-being 	
Municipal Services	<ul style="list-style-type: none"> Assess condition of existing local, municipal facilities that provide essential services to local population. Construct expedient repairs or new facilities to support restoration of stability and normalcy to local populations (e.g., schools, medical clinics, municipal buildings) 	<ul style="list-style-type: none"> Construct facilities that restore and promote local, indigenous governance, commerce, and social well-being Develop partnerships with local organizations to meet community needs and increase local capacity to develop and maintain energy critical infrastructure 	
Public Information and Communications			
Disseminate Economic Stabilization and Infrastructure Information	<ul style="list-style-type: none"> Identify or establish outlets for international, national, and local news media Utilize media as public information tool to provide factual information and control rumors Issue effective press releases and timely provision of information services as needed in local languages Assist National Transitional Administration and/or National Government to inform public regularly 	<ul style="list-style-type: none"> Invest in the development of indigenous capacity Train journalists, expand capacity of outlets and improve interaction with local population and linkages with the international community 	

Reconstruction and Stabilization Essential Tasks

JUSTICE AND RECONCILIATION

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	<i>Goal: Develop mechanisms for addressing past and ongoing grievances</i>	<i>Goal: Initiate the building of a legal system and process for reconciliation</i>	<i>Goal: Functioning legal system accepted as legitimate and based on international norms</i>
Interim Criminal Justice System			
Interim International Criminal Justice Personnel—Judges	<ul style="list-style-type: none"> • Deploy interim justice personnel to supplement indigenous criminal justice system 	<ul style="list-style-type: none"> • Dispense justice in central or sensitive jurisdictions 	<ul style="list-style-type: none"> • Transfer responsibilities to indigenous justice institutions
Interim International Criminal Justice Personnel—Prosecutors	<ul style="list-style-type: none"> • Deploy interim justice personnel to supplement indigenous criminal justice system 	<ul style="list-style-type: none"> • Dispense justice in central or sensitive jurisdictions 	<ul style="list-style-type: none"> • Transfer responsibilities to indigenous justice institutions
Interim International Criminal Justice Personnel—Defense Advocates	<ul style="list-style-type: none"> • Deploy interim justice personnel to supplement indigenous criminal justice system 	<ul style="list-style-type: none"> • Dispense justice in central or sensitive jurisdictions 	<ul style="list-style-type: none"> • Transfer responsibilities to indigenous justice institutions
Interim International Criminal Justice Personnel—Court Administrators	<ul style="list-style-type: none"> • Deploy interim justice personnel to supplement indigenous criminal justice system 	<ul style="list-style-type: none"> • Dispense justice in central or sensitive jurisdictions 	<ul style="list-style-type: none"> • Transfer responsibilities to indigenous justice institutions
Interim International Criminal Justice Personnel—Corrections Staffs	<ul style="list-style-type: none"> • Deploy interim justice personnel to supplement indigenous criminal justice system 	<ul style="list-style-type: none"> • Dispense justice in central or sensitive jurisdictions. 	<ul style="list-style-type: none"> • Transfer responsibilities to indigenous justice institutions.
Interim International Criminal Justice Personnel—Police/Investigators	<ul style="list-style-type: none"> • Deploy interim justice personnel to supplement indigenous criminal justice system 	<ul style="list-style-type: none"> • Dispense justice in central or sensitive jurisdictions 	<ul style="list-style-type: none"> • Transfer responsibilities to indigenous justice institutions
Interim International Legal Code	<ul style="list-style-type: none"> • Enact interim legal codes and procedures permitted by international law 		

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
Organized Crime	<ul style="list-style-type: none"> Assess indigenous capacity to combat organized crime Establish multidisciplinary approach to address organized crime involving international intelligence, law enforcement and criminal justice personnel 	<ul style="list-style-type: none"> Strengthen the capacity of indigenous criminal justice institutions and personnel to combat organized crime 	<ul style="list-style-type: none"> Transfer responsibilities to permanent justice institutions Support integration with international efforts to combat organized crime
Law Enforcement Operations	<ul style="list-style-type: none"> Identify, secure and preserve evidence of war crimes, crimes against humanity, corruption, and transnational crimes, including terrorism, organized crime, financial crimes, trafficking in humans and narcotics Identify and detain perpetrators of these offences 	<ul style="list-style-type: none"> Strengthen the capacity of indigenous criminal justice institutions and personnel to handle the investigation, prosecution and adjudication of complex criminal cases Alternatively, help create new institutions to address the same 	<ul style="list-style-type: none"> Assure the full integration of specialized and non-specialized criminal justice institutions and personnel into the reinvigorated criminal justice system
Indigenous Police			
Indigenous Police Personnel	<ul style="list-style-type: none"> Vet and reconfigure existing police forces Train existing indigenous police in international policing standards Deploy police monitors/mentors/trainers 	<ul style="list-style-type: none"> (I) Establish police academies Establish transparent entry, promotion, and retirement systems for national police 	<ul style="list-style-type: none"> Provide ongoing technical support and training Encourage relationships with relevant national and international law enforcement associations
Essential Police Facilities <small>(See ECONOMIC STABILIZATION AND INFRASTRUCTURE, General Infrastructure)</small>	<ul style="list-style-type: none"> (I) Inventory police stations, police mobility capabilities, police communications systems, data management systems and police headquarters 	<ul style="list-style-type: none"> (I) Rehabilitate or construct necessary facilities 	<ul style="list-style-type: none"> Introduce better maintenance practices, police information management systems
Accountability /Oversight	<ul style="list-style-type: none"> Assess requirements to eradicate corruption in law enforcement community Reinforce oversight mechanisms 	<ul style="list-style-type: none"> Establish office of Inspector General/ombudsman to investigate police corruption and abuse 	<ul style="list-style-type: none"> Institutionalize offices of Inspector General and ombudsman by securing line-item budgetary funding

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
Judicial Personnel and Infrastructure			
Vetting and Recruitment	<ul style="list-style-type: none"> • Inventory indigenous legal professionals • Identify actual and potential leaders to incorporate into restructuring process • Establish vetting criteria 	<ul style="list-style-type: none"> • Vet existing judicial system personnel, including judges, prosecutors, defense attorneys, and court personnel 	<ul style="list-style-type: none"> • Reform law school curricula and recruit new faculty • Establish professional code for the judicial system
Training/Mentoring	<ul style="list-style-type: none"> • Educate criminal justice personnel on interim legal codes 	<ul style="list-style-type: none"> • Develop training plan closely linked to institutional reform; identify and train local professionals who can train their colleagues 	<ul style="list-style-type: none"> • Initiate training programs based upon institutional reforms and new laws. Establish mentoring programs with both international and local professionals
Judicial Support Facilities (See <i>ECONOMIC STABILIZATION AND INFRASTRUCTURE, General Infrastructure</i>)	<ul style="list-style-type: none"> • (I) Inventory courts, law schools, legal libraries, and bar associations 	<ul style="list-style-type: none"> • (I) Rehabilitate or construct necessary facilities 	<ul style="list-style-type: none"> • Introduce more transparent, efficient, and accessible court and case management
Citizen Access	<ul style="list-style-type: none"> • Establish liaison mechanism between civilians and judicial authorities on legal matters • Media campaigns to make citizens aware of rights, responsibilities and interim procedures and codes 	<ul style="list-style-type: none"> • Inform indigenous population on accessing the judicial system • Carry out public consultations on justice reform • Conduct surveys • Meet with women's groups and ethnic minorities 	<ul style="list-style-type: none"> • Extend legal representation to underprivileged community through a public defender system and legal services organizations • Conduct media campaigns on justice reforms • Support civil society organizations to monitor and provide feedback
Property			
Prevent Property Conflicts (See <i>ECONOMIC STABILIZATION AND INFRASTRUCTURE, Legal and Regulatory Reform</i>)	<ul style="list-style-type: none"> • Implement mechanisms to prevent unauthorized seizures of land/property • Publicize dispute resolution options/alternative to violence • Ensure coordination with law enforcement components to deter violence 	<ul style="list-style-type: none"> • Establish flexible but structured mechanism for resolving property disputes • Publicize procedures • Develop roster of contested property 	<ul style="list-style-type: none"> • Implement mechanism for adjudicating property disputes

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
Legal System Reform			
Legal System Reorganization	<ul style="list-style-type: none"> • Develop strategy to rebuild criminal justice system • Identify countries that can serve as models and sources of expertise 	<ul style="list-style-type: none"> • Promote laws fostering judicial independence and transparency • Review role of judge and prosecutor and promote role of defense lawyer • Foster and develop ethical and independent behavior 	<ul style="list-style-type: none"> • Institutionalize new structures and responsibilities
Code and Statutory Reform	<ul style="list-style-type: none"> • Review current laws and resolve questions of applicability • Abolish provisions incompatible with international standards of human rights 	<ul style="list-style-type: none"> • Facilitate discussions leading to new codes 	<ul style="list-style-type: none"> • Implement legal code reform through legislation • Establish consultative mechanism(s) with international organizations, governments and NGOs
Participation	<ul style="list-style-type: none"> • Create and strengthen legal aid and NGO groups • Channel citizen input into law-drafting process • Translate interim and important laws into local languages 	<ul style="list-style-type: none"> • Initiate public dialogue with all sectors of civil society on legal reform 	<ul style="list-style-type: none"> • Provide oversight and monitoring of code implementation
Institutional Reform	<ul style="list-style-type: none"> • Assess court administration capability and resources 	<ul style="list-style-type: none"> • Incorporate credible local leadership • Develop reform plan to strengthen court administration capabilities and resources 	<ul style="list-style-type: none"> • Finance and implement reform plan • Resolve backlog of cases in old system so that new system has an opportunity to take root
Human Rights			
Abuse Prevention	<ul style="list-style-type: none"> • Monitor vulnerable groups and act preemptively to deter human rights abuses; implement effective warning mechanisms 	<ul style="list-style-type: none"> • Support local capacity to resolve conflict and prevent abuses 	<ul style="list-style-type: none"> • Fold "abuse prevention" efforts into larger judicial and social programs
Capacity Building	<ul style="list-style-type: none"> • Assess capacity of indigenous communities, human rights and other groups; engage local communities, consult leaders 	<ul style="list-style-type: none"> • Foster support for/establish mechanisms and local capacity to protect human rights and resolve conflict; support citizen advocacy organizations 	<ul style="list-style-type: none"> • Create mechanisms for organizing human rights and other NGOs; design processes for government/NGO interaction on human rights

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
Monitoring	<ul style="list-style-type: none"> Establish international monitoring presence Develop indigenous human rights monitoring capacity 	<ul style="list-style-type: none"> Conduct joint human rights monitoring missions with indigenous monitors 	<ul style="list-style-type: none"> Create sustainable indigenous human rights monitoring mechanism
Corrections			
Incarceration and Parole	<ul style="list-style-type: none"> Vet corrections personnel Determine status of prisoners held (political prisoners and war prisoners) Coordinate jurisdiction and handover with military as necessary 	<ul style="list-style-type: none"> Institute standards for case review and prisoner disposition Reconfigure probations and parole system 	<ul style="list-style-type: none"> Transfer penal authority to indigenous authorities Monitor compliance with internationally accepted corrections standards
Corrections Facilities <small>(See ECONOMIC STABILIZATION AND INFRASTRUCTURE, General Infrastructure)</small>	<ul style="list-style-type: none"> (I) Refurbish prison facilities at key sites (I) Provide emergency lock-up facilities (I) Coordinate jurisdiction and handover 	<ul style="list-style-type: none"> (I) Rebuild correctional institutions, including administrative and rehabilitative capacities 	<ul style="list-style-type: none"> Ensure continued funding, oversight and management of correctional facilities
Training		<ul style="list-style-type: none"> Train officers according to internationally accepted standards 	<ul style="list-style-type: none"> Establish indigenous sustainable corrections training programs
War Crime Courts and Tribunals			
Establishment of Courts and Tribunals	<ul style="list-style-type: none"> (I) Acquire secure facilities Establish jurisdiction, composition and mandate of local and international courts and tribunals Determine ratio of international to local judges and prosecutors 	<ul style="list-style-type: none"> Recruit court staff Provide logistical/technical support to international courts and tribunals Develop intelligence-sharing agreements Second expert personnel Ensure witness protection 	<ul style="list-style-type: none"> Bring cases to trial and conclude as expediently as possible
Investigation and Arrest	<ul style="list-style-type: none"> Set up an atrocity reporting system; refugee interviews Document and preserve evidence of mass atrocities and maintain data on sites Coordinate efforts with UN, regional organization and NGOs 	<ul style="list-style-type: none"> Assist in investigation, arrest, and transfer of suspected war criminals to international courts 	<ul style="list-style-type: none"> Assist indigenous forces efforts to arrest and transfer human rights violators and war criminals

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
Citizen Outreach	<ul style="list-style-type: none"> Publicize progress and work Publish indictments and statements 	<ul style="list-style-type: none"> Broadcast court proceedings Support media access 	<ul style="list-style-type: none"> Translate and disseminate court records and decisions
Truth Commissions and Remembrance			
Truth Commission Organization	<ul style="list-style-type: none"> Solicit voluntary contributions from international donors Hire indigenous and international staff to set up commission Create indigenous dialogue on structure and mandate of commission Involve diverse groups in establishment of court 	<ul style="list-style-type: none"> Determine mandate, mission, size, duration, and enforcement powers Train international and indigenous staff Provide infrastructure and technical assistance Ensure indigenous involvement and ownership of the process Ensure compatibility and coordination of commission with national and international mechanisms 	<ul style="list-style-type: none"> Deploy investigators; hold hearings Collect testimony Prepare report and recommendations Provide restitution, reparations, and compensation
Reparations	<ul style="list-style-type: none"> Identify classes of eligibility 	<ul style="list-style-type: none"> Identify appropriate means and levels of reparations 	<ul style="list-style-type: none"> Implement reparation measures
Public Outreach	<ul style="list-style-type: none"> Establish broad public information programs to promote efforts for reconciliation Develop public access to information 	<ul style="list-style-type: none"> Dispel myths through educational curricula Support programs that publicize and raise awareness of truth and reconciliation activities Secure, classify and release information to the public 	<ul style="list-style-type: none"> Evaluate reconciliation mechanisms; widely disseminate proceedings and documents produced by commission
Community Rebuilding			
Ethnic and Intercommunity Confidence Building	<ul style="list-style-type: none"> Identify mediators with dispute resolution skills to build trust and cooperation Enhance participation through public outreach Identify and incorporate credible local leadership and others with moral authority in the process Create coordinating mechanisms 	<ul style="list-style-type: none"> Provide reconciliation training and resources Bring adversaries together where possible Incorporate a wide range of stakeholders Establish mutually beneficial resource-sharing arrangements Organize recreational and educational 	<ul style="list-style-type: none"> Foster informal, indigenous mechanisms for dispute resolution Provide resources for community development projects (including returnees, food security, housing, health, utilities, education) Publicize successful confidence building programs

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
	<ul style="list-style-type: none"> among international mission, local leaders, NGOs • Implement media campaign promoting tolerance • Insulate peace building efforts from spoilers. 	<ul style="list-style-type: none"> activities • Provide technical and financial support to local leaders 	
Religion and Customary Justice Practices	<ul style="list-style-type: none"> • Identify customary judicial practices, religious institutions and other leaders on local and national levels • Identify role religious leaders play in reducing or promoting conflict • Design community programs to support reconciliation based on religious and traditional practices • Determine refugee, religious and legal requirements in case of birth, death or marriage 	<ul style="list-style-type: none"> • Ensure participation of diverse religious elements • Rebuild places of worship and sacred sites • Implement traditional reconciliation mechanisms, such as purification rituals and reburial ceremonies 	<ul style="list-style-type: none"> • Create and implement faith-based initiatives to rebuild communities • Encourage dialogue on role of customary justice and relationship with formal systems of justice
Assistance to Victims and Remembrance	<ul style="list-style-type: none"> • Provide localized counseling to victims • Establish missing persons initiatives • Solicit funds and technical experts for identifying bodies and running missing persons programs 	<ul style="list-style-type: none"> • Implement counseling programs focusing on redress and post-violence trauma • Create citizens' councils to establish memorials, scholarship funds, performances, and other commemoration activities 	<ul style="list-style-type: none"> • Preserve memory through public activity and historical records (e.g., museums, archives, and oral histories)
Women	<ul style="list-style-type: none"> • Assess traditional role of women in society and their potential to contribute to reconciliation process • Implement rape prevention and medical treatment procedures 	<ul style="list-style-type: none"> • Support initiatives devised by women's groups • Encourage a gender-based approach in the work of civil society and government efforts • Implement laws against trafficking 	<ul style="list-style-type: none"> • Ensure women's rights and influence
Vulnerable Populations	<ul style="list-style-type: none"> • Assess needs of vulnerable populations (e.g., war-wounded, internally displaced persons (IDPs), refugees, raped, 	<ul style="list-style-type: none"> • Deploy strategies for successful reconciliation of vulnerable populations • Support local initiatives for addressing 	<ul style="list-style-type: none"> • Assist communities in devising strategies for lasting integration and progress

	INITIAL RESPONSE	TRANSFORMATION	FOSTERING SUSTAINABILITY
	Goal: Develop mechanisms for addressing past and ongoing grievances	Goal: Initiate the building of a legal system and process for reconciliation	Goal: Functioning legal system accepted as legitimate and based on international norms
	tortured, disabled, orphaned youth, minority interests)	needs, developing initiatives <ul style="list-style-type: none"> Engage all sectors to move forward 	
Evaluating and Learning		<ul style="list-style-type: none"> Debrief returned international professionals 	<ul style="list-style-type: none"> Evaluate results and compare with similar cases
Public Information and Communications			
Disseminate Justice and Reconciliation Information	<ul style="list-style-type: none"> Identify or establish outlets for international, national, and local news media Utilize media as public information tool to provide factual information and control rumors Issue effective press releases & timely provision of information services as needed in local languages Assist National Transitional Administration and/or National Government to inform public regularly 	<ul style="list-style-type: none"> Invest in the development of indigenous capacity Train journalists, expand capacity of outlets, and improve interaction with local population and linkages with the international community 	