TRANSITIONAL LAW ENFORCEMENT PROJECT

Considerations for the Employment of Transitional Law Enforcement Capabilities

Noetic Corporation

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Authors

Role	Name
Principal	Ben Fitzgerald
Primary Author	Scott Brady
Contributor	LTC Anthony Johnson

Noetic Corporation
1325 G Street, NW Suite 500
Washington DC 20005
United States

Phone +1 202 449 7668
Fax +1 202 449 7701
Web www.noeticgroup.com

Noetic Corporation (Noetic) was contracted by the Emerging Capabilities Division within the Rapid Reaction Technology Office of the United States Office of the Secretary of Defense to prepare this paper as a part of a project that aims to inform United States Government (USG) agencies about issues relevant to Transitional Law Enforcement (TLE).

The information and concepts presented in this paper are the products of research and liaison with relevant agencies conducted by Noetic over the period March-July 2008. The major themes have been presented to representatives of the relevant agencies at workshops held in June and July. Represenatives of the following U.S. Government stakeholder agencies contributed to and were consulted in this project:

- **Department of State.** Office of the Coordinator for Reconstruction and Stabilization (S/CRS); Bureau of Political-Military Affairs; and Bureau of International Narcotics and Law Enforcement Affairs (INL).

- **United States Agency for International Development (USAID).**

- **Department of Justice.** International Criminal Investigative Training Assistance Program (ICITAP); and the United States Marshals Service (USMS).

- **Department of Defense.** Office of the Secretary of Defense – Policy (Special Operations/Low-Intensity Conflict and Interdependent Capabilities) (SO/LIC&IC); Headquarters Department of the Army, Office of the Provost Marshal General (OPMG); U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) and the Institute for Defense Analyses (IDA).

- **Department of Homeland Security (DHS).** Office for State and Local Law Enforcement (OSLLE).

Input obtained from these representatives has been critical in the preparation of this document; however, the views expressed here are Noetic's, are not official government statements and are not the official views of the USG. Any errors in this paper are the responsibility of the authors and not any representative of the USG.

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EXECUTIVE SUMMARY

The focus of this project is Transitional Law Enforcement (TLE). TLE is the use of law enforcement or policing units, agencies, individuals, skills, techniques and/or capabilities (including necessary administrative support and bureaucratic oversight) to support the United States Government (USG) during reconstruction and stabilization operations, as well as contributing to peace operations and in support of US forces on combat operations (including counter-insurgency). Although there are divergent perspectives on TLE, an underlying theme is maximizing the potential advantages that can be gained by utilizing characteristics of law enforcement in the realm of international operations.

Two major themes of this TLE project are: the use of a "functional" approach to understanding what law enforcement can do to contribute to a reconstruction and stabilization mission; and the importance and value of inter-agency cooperation in TLE. Both of these themes are detailed in this document and expanded upon in subsequent papers. Together, these will serve as a baseline of knowledge to support subsequent work to develop (with representatives from across the inter-agency) a whole-of-government concept for TLE and an analysis of the technology that may be required to support this.

Any attempt to rationalize an inter-agency approach to TLE will be complicated by the lack of a common lexicon for the relevant components of TLE. To address this deficiency, this paper (in Annex A) outlines a compendium of terms and definitions that will be used in the course of this project.

There is broad consensus amongst USG agencies that there is an increasing need to leverage extant law enforcement skills for use in reconstruction and stabilization operations. However, an important obstacle to progress is that various stakeholders have different understandings of what appears to be the same debate when in fact they are talking about different aspects within a broader framework. Depending on their perspective, different stakeholders approach the problem with different ideas of the issue and seek different (and sometimes divergent) end states. Agencies and bureaus within Departments of State, Defense, Justice and Homeland Security have involvement in TLE. The perspectives and endstates sought by these stakeholders can vary markedly. Motivations for being involved with TLE vary between agencies with responsibilities for reconstruction and stabilization operations; law enforcement agencies; and military services which need to maintain readiness to deploy to situations that may involve law enforcement aspects. Given the divergence of viewpoints, an uncoordinated approach to TLE has the potential to undermine effectiveness of TLE efforts by other agencies. It is important for the USG to develop a comprehensive approach that maximizes mutual benefits from TLE capabilities. As an initial step in the process, this document attempts to outline the perspectives of relevant agencies with respect to TLE. The following stakeholder agencies contributed to and were consulted in this project:

- **Department of State.** Office of the Coordinator for Reconstruction and Stabilization (S/CRS); Bureau of Political-Military Affairs; and Bureau of International Narcotics and Law Enforcement Affairs (INL).

- **United States Agency for International Development (USAID).**

- **Department of Justice.** International Criminal Investigative Training Assistance Program (ICITAP); and the United States Marshals Service (USMS).

- **Department of Defense.** Office of the Secretary of Defense – Policy (Special Operations/Low-Intensity Conflict and Interdependent Capabilities) (SO/LIC&IC); and Headquarters Department of the Army, Office of the Provost Marshal General (OPMG).

- **Department of Homeland Security (DHS).** Office for State and Local Law Enforcement (OSLLE).

The perspectives of these TLE stakeholders are summarized in Annex B.

Law enforcement professionals and organizations possess certain characteristics that make them particularly suitable to operate in environments where there is a "security gap": a need for coercive force to enforce law and maintain order but where military force is inappropriate, provocative or counterproductive. Yet any attempt to investigate the contribution that law enforcement can make needs to be able to distinguish between various law enforcement agencies based on the different functions that they can contribute to an operation. In the absence of a previously available comprehensive breakdown of law enforcement functions, a codification of functions was produced for use by this project (this is included at Annex C).

In order to allow a more precise understanding of how law enforcement is able to contribute to reconstruction and stabilization mission objectives, the list of law enforcement functions was analyzed against the S/CRS Post-Conflict Reconstruction Essential Tasks Matrix[1]. This matrix was used because it was useful for assessing the breadth of tasks on a reconstruction and stabilization mission and there is no other known comprehensive typology of these tasks. The methodology and summary of results is provided in Annex D. While these results do not claim to show a comprehensive list of the law enforcement functions that are essential for all elements of all reconstruction and stabilization missions, they do detail where different law enforcement functions can best contribute to mission aims. As expected, the majority of contributions by law enforcement functions are made towards Security tasks, with substantial contributions also made to Justice and Reconciliation tasks. These contributions were from across the spectrum of law enforcement functions, which underscores the requirement for a broad suite of functions within TLE. Furthermore, certain law enforcement functions (especially neighborhood safety, specialist investigation, border security and protective security) make important contributions to elements within the Governance and Participation, Humanitarian Assistance and Social Well-Being, and Economic Stabilization and Infrastructure task types.

The themes and analysis of TLE presented in this paper are valuable for developing a common understanding of how TLE contributes to reconstruction and stabilization operations as well as to peace operations and in support of combat operations. Specifically, it describes the interest of key stakeholders in TLE, how TLE functions contribute to wider mission objectives, and suggests a common lexicon of key terms and concepts relevant to TLE. As well as providing a common reference point for discussion

[1] Office of the Coordinator for Reconstruction and Stabilization, US Department of State*, Post Conflict Reconstruction Essential Tasks Matrix* (April 2005), http://www.state.gov/s/crs/rls/52959.htm, accessed on July 20, 2008

and planning of TLE issues, it also directly supports further development of these ideas in subsequent elements of the TLE project of which this paper forms a part.

INTRODUCTION

Background

Transitional Law Enforcement (TLE) is the use of law enforcement or policing units, agencies, individuals, skills, techniques and/or capabilities (including necessary administrative support and bureaucratic oversight) to support the United States Government (USG) during reconstruction and stabilization operations, as well as contributing to peace operations and in support of US forces during combat operations (including counter-insurgency). TLE is currently in focus amongst elements of the USG due to the recognition of the role that could have been played by international policing forces in the stabilization of Iraq and Afghanistan following the initial military interventions there. TLE brings two important aspects to the immediate stability of an operational area:

+ First, it offers techniques suitable for application to military operations in an irregular threat environment, such as population control and specific techniques for the management of intelligence data (urban surveillance, forensics, sensitive site exploitation).

+ Second, it offers USG options in a theater of operations for the application of law and maintenance of order beyond the use of lethal force.

This paper is the first in a series of deliverables in a project that seeks to detail a range of approaches to TLE. These can serve as the basis for examination of how a capability for TLE could be further developed within the USG. This paper describes the overarching concepts that have been used throughout this project and outlines the approach taken for analysis of TLE. In this way, this paper also unifies all other elements of the project. The other papers in the first stage of the project will be:

+ **International TLE Environment:** an analysis of the demand for TLE contributions on multilateral deployments as well as international capabilities for providing TLE.[2]

+ **Australian Federal Police International Deployment Group Capability Study:** a detailed analysis of the Australian approach to TLE.[3]

+ **United States Government Authorities Relevant to Transitional Law Enforcement:** an analysis of the authorities (including legislation and policies) relevant to development of TLE by the USG.[4]

Together, these documents serve as a baseline of knowledge to support subsequent work to develop (with representatives from across the inter-agency) a whole-of-government concept for TLE and an analysis of the technology that may be required to support this. Figure 1 is a representation of the relationship between the various elements.

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[2] Noetic Corporation, *International Transitional Law Enforcement Environment: TLE Capabilities for International Operations(DRAFT)*, Prepared for Emerging Capabilities Division (OSD), August 2008
[3] Noetic Corporation, *Australian Federal Police International Deployment Group Capability Study (DRAFT)*, Prepared for Emerging Capabilities Division (OSD), August 2008
[4] Noetic Corporation, *United States Government Authorities Relevant to Transitional Law Enforcement (DRAFT)*, Prepared for Emerging Capabilities Division (OSD), August 2008

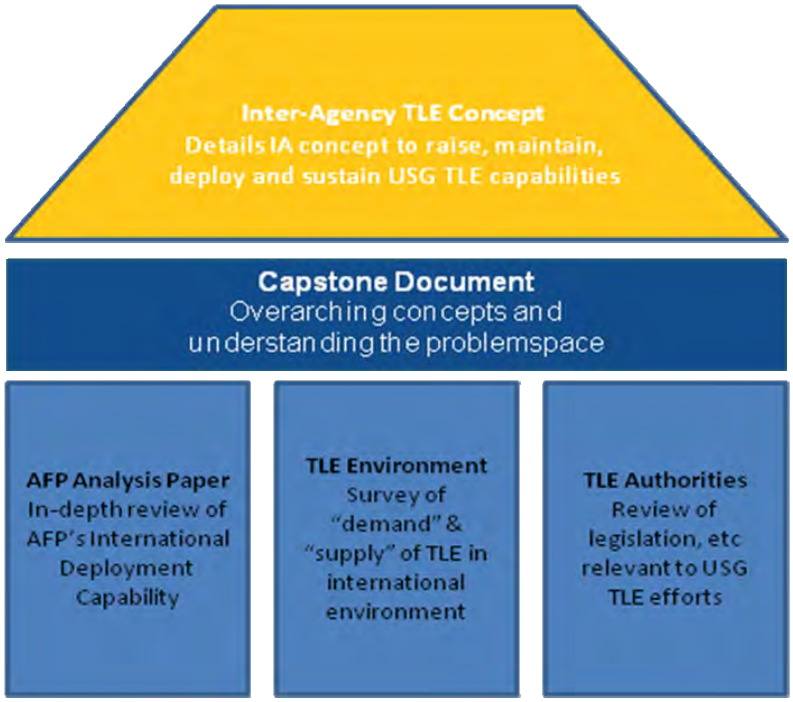

Figure 1: Relationship between TLE project deliverables

Aim

The aim of this document is to outline the parameters of the Transitional Law Enforcement (TLE) problem space and the characteristics of TLE contributions to reconstruction and stabilization operations.

Scope

This paper is intended to support other elements of this TLE project by providing a framework for understanding the problem space. It will cover the following specific areas:

+ Provide definitions for TLE and other related terms that will be used throughout the project.
+ Describe the various institutional approaches to TLE taken by agencies within the USG.
+ Outline a framework for discussing various law enforcement functions.
+ Describe the possible contributions that can be made on reconstruction and stabilization missions by different law enforcement functions.
+ Introduce the other elements of this project.

TRANSITIONAL LAW ENFORCEMENT

Transitional Law Enforcement

There are substantial variations in approaches toward TLE amongst various stakeholders. These differences will be will be discussed later in this paper; but an implicit underlying common theme is maximizing the potential advantages that can be gained from utilizing characteristics of law enforcement in the realm of international operations. As a result of recent experiences, such as the failure to take advantage of the "Golden Hour" of opportunity after the fall of the Ba'ath regime in Iraq, the insurgency in Afghanistan and a growing focus on reconstruction and stabilization operations, agencies across the USG have been investigating the role of TLE for current and future missions. This is also congruent with the higher profile of stability operations in the 2008 edition of the Army's FM 3-0 Operations, FM 3-07 Stability Operations and the population-centric COIN operations advocated in FM 3-24. In all cases, this reflects the recognition that, in many operational environments in which the US may become involved, there needs to be the ability to apply law and maintain order in addition to the ability to employ lethal force. This will help set the conditions for a return to or development of civil society in the host nation.

As recognition of the value of law enforcement on international deployments, police officers are being utilized in increasing numbers on international stability operation missions. As at March 2008 there were 11,000 police officers from various nations deployed with the United Nations on missions around the world (this figure does not include officers deployed on international or multinational missions under non-UN mandates). This also represents a shortfall of more than 5000 officers required to meet the current mandated UN Police strength of 16,900[5]. The United States already contributes police to multilateral missions, including 291 US police personnel deployed with the UN and currently more than 1000 US police officers contracted to support US operations in Iraq, Afghanistan and other locations.

Some other nations have also organized or earmarked forces specifically for TLE deployments. Different approaches to this have included: the retraining of military troops, use of MPs or Gendarmerie forces or preparation of civilian police contingents. Five European nations (France, Italy, the Netherlands, Portugal and Spain) have even collaborated in raising the European Gendarmerie Force (EGF) to support European Union and NATO operations. This also highlights the demand for this type of capability to deploy alongside (or in lieu of) traditional contingents of military forces.

TLE as a part of Security Sector Reform

Law enforcement cannot be pursued without regard to the other elements of the security sector, namely the justice and corrections systems. Any attempt to impose the rule of law may be ineffectual if, despite the effectiveness of the USG or Host Nation security forces in investigating crime and detaining offenders, there is no mechanism for detainees to receive a fair and timely trial and (if found guilty) to be punished in a secure and humane manner. Development of the security sector and establishment of the rule of law are important elements in the establishment or restoration of civil society.

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[5] Presentation given by UN DPKO Police Department to National Defense University, Washington DC, March 12, 2008

The detailed analysis of the requirements for justice and corrections in reconstruction and stabilization missions is beyond the scope of this project. Yet there are areas in which law enforcement provides operational support to the justice and corrections systems (such as court security and prisoner transportation); as these are law enforcement roles, they will be considered in this project.

Definitions

The lack of a common lexicon for the relevant components complicates any attempt to rationalize an approach to TLE. To address this deficiency, Annex A outlines a compendium of terms and definitions that will be used in the course of this project. These have been derived from official sources where available and compiled in consultation with inter-agency stakeholders and adapted to suit both the project and the wider TLE discourse. In many cases, there are no agreed inter-agency definitions for these terms; "Reconstruction and Stabilization" is one important example[6]. The list at Annex A is not intended to be a definitive statement of these terms; rather this is an attempt to provide a common frame of reference for all readers and participants in this project.

Perspectives on TLE

There is broad consensus amongst USG agencies that there is an increasing need to leverage law enforcement skills for use in reconstruction and stabilization. However, the specific approach to TLE is the subject of debate amongst stakeholders. Partly, the debate is a result of inconsistencies in language used by members of the TLE community. The inclination of agencies to promote/preserve their own specialized capabilities and the existence of wider inter-departmental rivalries are other factors. Another important obstacle to progress is that the respective stakeholders can have different understandings of what appears to be the same debate.

Depending on their perspective, different stakeholders approach the problem with different ideas of the issue and seek different (and sometimes divergent) end states. Based on discussion with interagency participants, this project sees the TLE problem space as marked by three major perspectives.

Military capability focus. The first perspective on TLE requirements focuses on the use of policing/law enforcement skills and capabilities by deployed military forces to improve the effectiveness of their military operations. This may see the potential for direct application of certain policing skills (investigations, crowd control, etc) by service police agencies. There are also potential applications of police investigative, command and control and intelligence techniques to support military operations in counterinsurgency operations. Finally, at the lowest level, soldiers deployed on a stability operation can make use of certain "beat" skills (basic questioning, incident management, application of law) that are common to police organizations. Essentially, there are three variations on this support: skills/training for use by individual soldiers/ Marines (urban patrolling skills, etc); techniques for adoption by military units

[6] United States Government Accountability Office, *Testimony Before the Subcommittee on Oversight and Investigations, Committee on Armed Services, House of Representatives; Stabilization and Reconstruction: Actions Needed to Improve Government wide Planning and Capabilities for Future Operations,* GAO-08-228T dated October 30, 2007

(police command and control, etc); and police technical support (forensics, etc). Success in this area would only have a direct impact on the USG ability to influence events in the host nation for the duration of a US military presence in the country.

Deployable police forces. The second perspective on TLE is focused on raising and/or cultivating policing capabilities/units from across the USG that can support a reconstruction and stabilization operation. This would be able to provide policing skills alongside, in support of or in the absence of host nation police forces, in accordance with the mandate of the mission. The focus here is drawing on the capabilities from across the inter-agency (including Defense) to offer a wider suite of options for the USG, either within, alongside or in place of a military deployment. This may be achieved by reallocating tasks and resources amongst extant agencies or units or by raising entirely new organizations. As this is not exclusively linked to military capability, this would allow USG to retain a TLE presence beyond the withdrawal of military forces, but still relies on the maintenance of a USG deployment within the country.

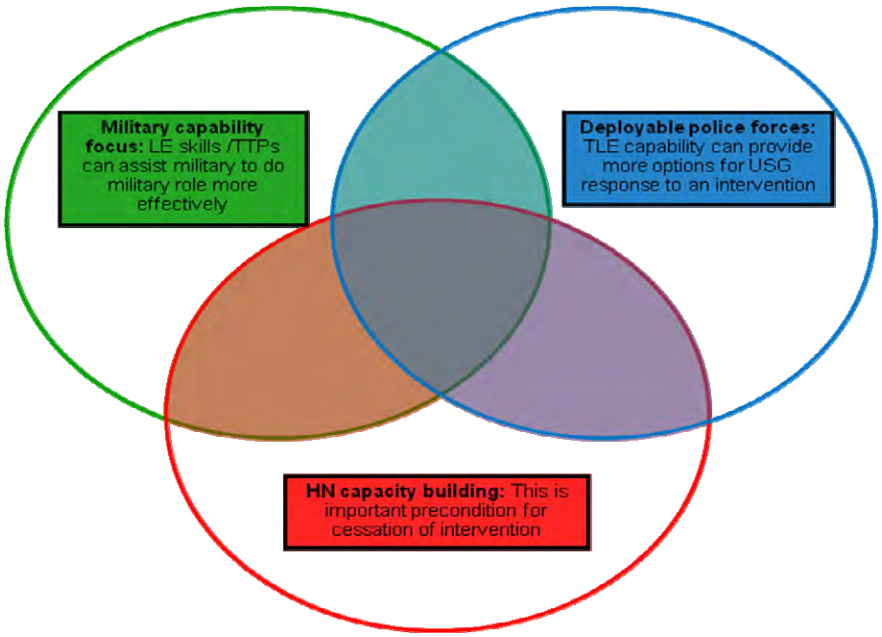

Figure 2: Representation of the various USG perspective on TLE

Host Nation capacity building. The final perspective on TLE focuses on the need for building capacity within host nation security forces. As the ultimate aim of any reconstruction or stabilization operation should be to set the pre-conditions for the withdrawal of the international intervention once the host nation no longer needs assistance, some degree of capacity building will be necessary in any reconstruction and stabilization mission. The existence of an effective and professional law enforcement community in the host nation will help ensure stability in the nation and help preclude the requirement for a subsequent reconstruction and stabilization operation. There is also an imperative for the US law enforcement community to be able to cooperate post-deployment with the host nation on matters relevant to US national security (such as transnational criminal issues, extradition of US fugitives, etc); the quality of the host nation police services will contribute to the effectiveness of this cooperation. If effective, the value of the capacity building effort should endure beyond the duration of the USG deployment. Figure 2 is a graphical representation of these three perspectives on TLE.

These three perspectives are not mutually exclusive and investment of resources into any one perspective would likely have at least a tactical, short-term benefit to the conduct of a reconstruction and stabilization operation. Nonetheless an uncoordinated approach focused on one area without accounting for the other perspectives has the potential to undermine effectiveness of measures in either or both of the other areas. Thus it is important for USG to develop a comprehensive approach to TLE that seeks to maximize mutual benefits for all three perspectives.

USG Stakeholders in TLE

Agencies and bureaus from across several major USG Departments (including the Departments of State, Defense, Justice and Homeland Security) have an interest in TLE, but with specific priorities that are reflective of the wider responsibilities of each organization. The model described above is useful for understanding these various perspectives. Annex B is included as an attempt to understand how each stakeholder agency relates to the TLE problem space. This is provided not as a definitive statement of each agency's intent, but does serve to promote common appreciation of the issues related to TLE.

THE RECONSTRUCTION AND STABILIZATION ENVIRONMENT

Characteristics of Law Enforcement

The rationale for law enforcement involvement on reconstruction and stabilization operations is driven by the need to address the "security gap"[7]. This gap occurs in situations where there is a need for coercive force to enforce law and maintain order to allow reconstruction efforts and humanitarian support to operate, but where the traditional application of military force is inappropriate, provocative or counterproductive. Note that this gap is not unique to reconstruction and stabilization missions and can occur in peace operations and in situations occurring alongside combat operations.

Police can offer certain characteristics that make them particularly suitable to operate in this gap. Firstly, the focus of policing should always be on application of the law (rather than use of violence) to resolve situations. In this approach, force is only intended to be used by police for self-defense or when required to restore public safety. In environments short of conventional war, violent incidents are often better treated as criminal (rather than political or military) acts, so application of the rule of law, where possible, is the most appropriate response. Secondly, in situations where it is necessary to use force in order to apply law, law enforcement entities will usually be better suited to a graduated use of such force than their military counterparts. Thirdly, law enforcement agencies (particularly those focused primarily on the prevention and detection of crime, rather than the restoration of order) have engagement with the civilian community as an important part of their repertoire. This gives more options in dealing with outbreaks for dealing with community unrest. Finally, police are expected to act towards building the case for an offender to face justice, rather than merely to restore stability. Thus the establishment of stability enforced by police (and supporting the Rule of Law) is an important step toward the de-militarization of a post-conflict or failing state and the return of civil primacy.

Codification of Law Enforcement Functions

It is insufficient to consider "law enforcement" as a single capability. Different law enforcement agencies, both within the US and internationally, have different approaches, jurisdictions and capabilities. Any attempt to investigate the contribution of law enforcement needs to account for the opportunities and limitations that the broad spectrum of functions within the law enforcement profession can present. Likewise, categorizing police merely as formed units or individual officers is also unsatisfactory for this purpose. Although there are certain law enforcement tasks that need to be performed by unit action (such as riot control) or are based on individual expertise (such as investigation), the formed/individual police distinction is essentially about organization. What is required is a distinction based on function.

In the absence of a comprehensive breakdown of law enforcement functions, a codification was developed for use by this project (see Annex C). This list is not drawn from an authoritative source, but

[7] Robert M. Perito, *U.S. Police in Peace and Stability Operations*, United States Institute of Peace Special Report 191, August 2007

was developed in consultation with representatives from stakeholder agencies and other subject matter experts. These are not all expected to be fulfilled by a single organization and some functions are not considered law enforcement in some countries.

Several of the functions (such as administration and bureaucratic oversight) are not specifically related to law enforcement itself, but are critical for the raising, training and sustaining of a law enforcement agency; considering the importance of capacity-building to the reconstruction and stabilization mission, it was essential to include them on the same codification. It also includes "Observation and Reporting"; this is a traditional peacekeeping function and not one that has direct application to law enforcement in its domestic setting. This has been included because it will continue to be important in post-conflict environments and draws on law enforcement expertise and experience.

Reconstruction and Stabilization Essential Tasks

Law enforcement does not operate in a vacuum. The context of the environment in which a particular reconstruction and stabilization mission occurs affects both the way in which TLE can operate and what it is required to do. Most of these operations are mounted in failed and failing states or in an immediate post-conflict environment in which the host nation institutions of state are in substantial need of support or rehabilitation. The scale and extent of state failure will not only shape the security environment, but also the justice and governance sectors which law enforcement both supports and relies upon. There may also be the need for rehabilitation of the economic, electoral and humanitarian sectors. Once again, TLE, as a part of a wider reconstruction and stabilization mission, may be able to support these efforts.

In order to understand the full requirements for and utility of TLE, it is necessary to consider it as a part of the broader whole-of-government reconstruction and stabilization mission. To do this, the project has drawn on a compendium of post-conflict reconstruction tasks prepared by S/CRS in 2005, the Post-Conflict Reconstruction Essential Tasks Matrix[8]. Despite the focus in the title on "post-conflict" and "reconstruction" elements of reconstruction and stabilization, an inspection of the tasks within the matrix shows that it adequately accounts for the stability aspects that are necessary before reconstruction can commence and that the tasks are equally applicable for states before, during or in avoidance of a conflict. This matrix is useful for assessing the breadth of tasks on a reconstruction and stabilization mission and there is not another known available typology of tasks that is as comprehensive.

The *Post Conflict Reconstruction Essentials Tasks Matrix* [9] identifies five major types of tasks (first-order tasks) that are necessary on a reconstruction and stabilization mission. These are:

+ Security.

+ Governance and Participation.

+ Humanitarian Assistance and Social Well-Being.

[8] Office of the Coordinator for Reconstruction and Stabilization, US Department of State, *Post Conflict Reconstruction Essential Tasks Matrix* (April 2005), http://www.state.gov/s/crs/rls/52959.htm, accessed on July 20, 2008
[9] Office of the Coordinator for Reconstruction and Stabilization, US Department of State, *Post Conflict Reconstruction Essential Tasks Matrix* (April 2005), http://www.state.gov/s/crs/rls/52959.htm, accessed on July 20, 2008

+ Economic Stabilization and Infrastructure.

+ Justice and Reconciliation.

These five task types are broken down into a hierarchy of three subordinate levels of tasks (second-, third- and fourth-order tasks)[10] as well as being expressed in a manner that describes the temporal dimension of when the impact of each specific task is intended to take effect (Initial Response, Transformation, Fostering Sustainability). By focusing on the lowest level of these tasks, an assessment can be made of the breadth of contributions (beyond the obvious Security and Justice roles) that can be made toward mission success and capacity-building by law enforcement assets.

Relationship between Law Enforcement Functions and Reconstruction and Stabilization Essential Tasks

Bringing together these two elements (the Post-Conflict Reconstruction Essential Tasks Matrix and the List of Law Enforcement Functions) allows a more precise understanding of how law enforcement is able to bring its capabilities to bear in ways that contribute to the overall mission objectives. This was conducted by cross-referencing each reconstruction essential task with the law enforcement functions that can contribute to it. The methodology and a summary of results, showing law enforcement functions cross-referenced with third-order essential tasks, is included in Annex D. While these results do not claim to show a comprehensive list of law enforcement functions that are essential for all elements of all reconstruction and stabilization missions, they do illustrate where different law enforcement functions can contribute to mission aims; this is useful when considering the design of TLE elements of a mission.

As can be seen from the results presented, as expected, the majority of contributions (both operational and capacity-building) by law enforcement functions are made towards Security tasks, with all functional groups except one (search and rescue) represented. Substantial contributions (again both operational and capacity-building) are made to Justice and Reconciliation tasks. These contributions were from across the spectrum of law enforcement functions (less search and rescue) and this underscores the requirement for a broad suite of functions within TLE.

[10] The *Post Conflict Reconstruction Essential Tasks Matrix* actually contains five matrices, one each for Security, Governance and Participation, Humanitarian Assistance and Social Well-Being, Economic Stabilization and Infrastructure, and Justice and Reconciliation (for the purposes of this paper, these will be referred to as first-order tasks). Each matrix then sets out a hierarchy of three subordinate levels of task; for example “Security” (first-order task) has “Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents” as one subordinate element (second order task), which in turn has “Cessation of Hostilities” as an element of it (third-order). Below that are the most specific elements of the task (fourth-order), such as “Enforce Ceasefires”. Fourth-order tasks relate both to a third-order task and a temporal dimension (Initial Response, Transformation and Fostering Sustainability) which describes when the impact of each fourth-order task is intended to take effect.

Investigation of the other three task types (Governance and Participation, Humanitarian Assistance and Social Well-Being, and Economic Stabilization and Infrastructure) yields some interesting conclusions:

+ Neighborhood safety functions were represented in all but five tasks that had a law enforcement contribution. This is a reflection of the ability of the “beat policeman” to act as a key representative of the government at the lowest level and to detect unrest and resolve civil disputes at the lowest level.

+ Specialist investigation functions (investigation of “crisis” crimes) contribute not just to the justice sector, but also to rehabilitation of Governance and Economic sectors due to the need to vet host nation personnel and to target corruption in these areas.

+ Border security functions, which also made a broad range of Security contributions, are an important part in facilitating refugee returns (Humanitarian Assistance) and restoring host nation customs revenue capability (Economic Stabilization).

+ Protective security functions make contributions to election security (Governance and Participation), in dealing with refugees/IDPs and in security for emergency relief operations (Humanitarian Assistance).

The process of completing this exercise also revealed how some of the law enforcement functions operate in an enabling role. This means that while they may not directly contribute to the task, they are required for other law enforcement functions to operate correctly. These specific enablers are not included against each task on the annex, but are identified below:

+ Police leadership and supervision includes staff functions and communications, both of which are essential to support any deployed law enforcement capability and to contribute to inter-agency control and planning. Furthermore, an operations center is required to control subordinate units conducting special tactical operations, maintenance of public order, dispersed protective security, neighborhood safety, traffic control and border patrolling functions. Within this category, professional standards (which includes internal affairs) works in two ways. It is an enabler to ensure standards and discipline are maintained by deployed police, but it also provides direct operational support and expertise to anti-corruption efforts.

+ Police intelligence (including crime analysis) supports the conduct of all operational police functions, including investigations.

+ Forensics capabilities operate in support of investigative functions.

+ Administrative functions form a special case. These functions are enablers that are vital to support any deployed law enforcement element. They also contribute directly to essential tasks that involve staffing, equipping or re-organizing host nation law enforcement agencies.

CONCLUSION

The "functional" approach to understanding law enforcement outlined above is one of the main themes of this project. This helps illuminate what law enforcement can contribute to achieving the essential tasks of a reconstruction and stabilization mission. Thus, it can inform decisions about what is required or expected from TLE. This approach also contributes to providing a common frame of reference or lexicon that is essential for the various elements of the inter-agency in their collective consideration of these issues.

The model for linking specific law enforcement functions to reconstruction essential tasks presented in this paper (Annex D) can now be utilized to help understand the contribution that TLE can make to specific missions with differing mandates. Additionally, the list of law enforcement functions described in Annex C can be used to illustrate how various nations in the international realm contribute law enforcement to support multilateral peace or reconstruction and stabilization missions. These two analyses are the subject of the project paper titled *International Transitional Law Enforcement Environment: TLE Capabilities for International Operations* .[11] The international deployment capability available to the Australian Federal Police (AFP) is furthermore investigated in greater detail in the third project paper, titled *Australian Federal Police International Deployment Group Capability Study*[12]. It is not suggested that the AFP model is suitable for direct application to US requirements, but it is worthy of detailed investigation as it offers several solutions that may be considered by USG.

Another major theme of this project is the importance and value of inter-agency cooperation in TLE. Accounting for the divergence and commonalities in perspectives amongst the agencies is an essential step toward capitalizing on the potential resident across the USG. This cooperation needs to be in accordance with the network of authorities (legislation, policies, directives, etc) that set the limitations and responsibilities for the agencies. The fourth paper in this project, *United States Government Authorities Governing Transitional Law Enforcement*[13], will inform understanding of these authorities and their effects.

The overall aim of TLE is to contribute to a whole-of-government approach to reconstruction and stabilization efforts. This should be the common theme that connects development of the various elements of TLE. There are currently no models of whole-of-government TLE cooperation that are directly applicable to the USG; hence the importance of taking an expansive view of the problem space, the international environment and the opportunities resident in extant TLE authorities. This approach should support a broader perspective to the task of coordinating comprehensive USG concepts for TLE. This later stages of this project will, using the initial work as a basis, assist USG agencies to cooperate in this process of whole-of-government concept development and of determining the priorities for technology to support the concept.

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[11] Noetic Corporation, *International Transitional Law Enforcement Environment: TLE Capabilities for International Operations(DRAFT)*, Prepared for Emerging Capabilities Division (OSD), August 2008
[12] Noetic Corporation, *Australian Federal Police International Deployment Group Capability Study (DRAFT)*, Prepared for Emerging Capabilities Division (OSD), August 2008
[13] Noetic Corporation, *United States Government Authorities Governing Transitional Law Enforcement (DRAFT)*, Prepared for Emerging Capabilities Division (OSD), August 2008

ANNEX A

DEFINITIONS USED IN THE TLE PROJECT

+ **Capacity Building**

  - Capacity building is the process of creating an environment that fosters host-nation institutional development, community participation, human resources development, and strengthening managerial systems. It includes efforts to improve governance capacity, political moderation, and good governance—ethos as well as structure—as part of broader capacity-building activities within a society. Supported by appropriate policy and legal frameworks, capacity building is a long-term, continuing process, in which all actors contribute to enhancing the host nation's human, technological, organizational, institutional, and resource capabilities. Capacity building in TLE may include administrative advice, provision of equipment and/or facilities, specialist technical/operational support as well as training and on-the-job mentoring of local staff and organizations.

+ **Civil Policing**

  - Policing approaches focused on law enforcement through detection and prevention of crime, primarily through presence in and partnership with the community.

+ **Counterinsurgency**

  - Those political, economic, military, paramilitary, psychological, and civic actions taken by a government to defeat an insurgency.

+ **Deployable Law Enforcement**

  - The complete suite of national law enforcement units, individuals and capabilities that are deployed in support of a USG Reconstruction and Stabilization operation.

+ **Formed Police Unit (FPU)**

  - A company sized unit of police officers (approximately 120-140 personnel) from a single nation and under a unified command; in the UN context, these are intended primarily to provide and maintain public order.

+ **Integrated Police Unit (IPU)**

  - A formed body of police officers under unified command providing a suite of policing capabilities that covers both stability and civil policing.

+ **Multinational Specialized Unit (MSU)**

- A unit (usually 300-600 personnel) staffed from police forces with military status (such as Gendarmerie) that is formed to bridge the gap between traditional military forces and civil police units. They are organized along military lines and equipped to carry out a wide range of police and military tasks including civil disturbance operations. This type of force focuses on the civilian population, employs minimum and often employs small units to accomplish the mission. The term is associated with NATO; NATO uses MSUs within the military command structure of its missions.

+ **Peace Operations**

- A broad term that encompasses multiagency and multinational crisis response and limited contingency operations involving all instruments of national power with military missions to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding and facilitate the transition to legitimate governance. Peace operations include peacekeeping, peace enforcement, peacemaking, peace building, and conflict prevention efforts.

+ **Reconstruction**

- The process of rebuilding degraded, damaged or destroyed political, socioeconomic and physical infrastructure of a country or territory to create the foundation for longer term development. This is likely to be a civilian-led effort and includes addressing the root causes of the conflict to achieve sustainable peace.

+ **Reconstruction and Stabilization Operation**

- Any international intervention of an operational nature that seeks to achieve Reconstruction and Stabilization (see associated definitions) assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife. The United States should work with other countries and organizations to anticipate state failure, avoid it whenever possible, and respond quickly and effectively when necessary and appropriate to promote peace, security, development, democratic practices, market economies, and the rule of law. Such work should aim to enable governments abroad to exercise sovereignty over their own territories and to prevent those territories from being used as a base of operations or safe haven for extremists, terrorists, organized crime groups, or others who pose a threat to U.S. foreign policy, security, or economic interests.

+ **Stabilization**

- Activities undertaken to manage underlying tensions; to prevent or halt the deterioration of security, economic and/or political systems; to create stability in a nation or region; and to establish the preconditions for reconstruction efforts.

+ **Stability Operations**

- Stability operations (SO) is an overarching DoD term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

+ **Stability Police Unit (SPU)**

- A formed body of police officers under unified command providing stability policing in support of USG.

+ **Stability Policing**

- Policing approaches focused primarily on provision and maintenance of public order and tactical operations relying on unit-based action.

+ **Transitional Law Enforcement**

- Transitional Law Enforcement (TLE) is the use of law enforcement or the use of policing units, agencies, individuals, skills, techniques and/or capabilities (including necessary administrative support and bureaucratic oversight) to support the United States Government (USG) during reconstruction and stabilization operations, as well as contributing to peace operations and in support of US forces during combat operations (including counter-insurgency).

ANNEX B

USG STAKEHOLDER PERSPECTIVES ON TLE

The following is a summary of the perspectives and interest in TLE of the USG agencies that have an interest in TLE. This is not intended to be an authoritative statement of their respective responsibilities and capabilities for TLE, but rather intended to illustrate which elements of the TLE problem space each agency has interest in.

Department of State

Office of the Coordinator for Reconstruction and Stabilization (S/CRS). S/CRS is the USG lead office for coordination of all aspects of reconstruction and stabilization missions (including TLE) conducted by USG [14]. TLE is an important part of a wider reconstruction and stabilization operation. Thus for S/CRS, TLE needs to be considered as one critical element in the suite of capabilities (military or otherwise) required for reconstruction and stabilization. S/CRS has a specific immediate focus on enhancing SPU capability (as a part of the working group on stability policing), either through the development of USG capability or supporting international SPU capabilities.

Bureau of Political-Military Affairs. This office provides policy direction in the areas of international security, security assistance, military operations, defense strategy and plans, and defense trade. Their interest in TLE is primarily in the provision and maintenance of international capabilities to deploy formed police units (FPUs) on multinational operations under the Global Peace Operations Initiative (GPOI).

Bureau of International Narcotics and Law Enforcement Affairs (INL). INL is the lead USG entity responsible for the development of policies and programs to combat international narcotics and crime. It provides policy direction and program management in international law enforcement development, corrections and judicial assistance, counter-narcotics, and anti-money laundering. INL's primary focus is on international law enforcement, of which TLE (as a part of reconstruction and stabilization) is currently a prominent component. INL is also involved in coordinating the deployment of individual US police officers to support multilateral missions (including UN).

United States Agency for International Development (USAID)

USAID's mission is to advance democracy, prosperity and human well-being in developing countries. Thus the Agency is involved in operational capacity building programs in many nations, including support to USG reconstruction and stabilization missions. Rule of Law programs, including police assistance and development programs, are a significant part of USAID's capacity building mission and USAID will be involved in these aspects of a reconstruction and stabilization mission.

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[14] The White House, *National Security Presidential Directive 44 (NSPD-44),* December 07, 2005

Department of Justice

International Criminal Investigative Training Assistance Program (ICITAP). ICITAP works with foreign governments to develop effective, professional and transparent law enforcement capacity that protects human rights, combats corruption and reduces threat of transnational crime and terrorism in support of US foreign policy and national security objectives. The capacity building aspects of TLE contribute to long-term relationships with the US Department of Justice (DoJ) and DoJ's interest in US national security.

United States Marshals Service (USMS). USMS is the law enforcement arm of the US Federal Government with responsibilities centered on the security of the Federal judicial system. The service is capable of providing LE expertise (including support to judicial and corrections systems) and some operational capability to a TLE mission.

Department of Defense

Office of the Secretary of Defense – Policy (Special Operations/Low-Intensity Conflict and Interdependent Capabilities) (SO/LIC&IC). SO/LIC&IC has overall supervision (to include oversight of policy and resources) within Defense of special operations and low-intensity conflict activities. This includes shaping policy and overseeing development of DoD capabilities required to conduct stability, security, transition and reconstruction operations successfully across the spectrum from peace to conflict, with interagency and international partners in support of national security objectives. The primary interest is in coordination of DoD's cooperation with the rest of the inter-agency on reconstruction and stabilization missions of which TLE is a significant element.

Headquarters Department of the Army, Office of the Provost Marshal General (OPMG). Provides executive oversight of PMG resources, and leads and directs policy for all matters relating to Army LE, police intelligence, physical security, corrections and internment, criminal investigations, provost marshal activities and Military Police (MP) support throughout the full range of military operations. As the main provider of policing support to Army operations, MP resources are likely to be used to support TLE on reconstruction and stabilization missions.

Department of Homeland Security (DHS)

Office for State and Local Law Enforcement (OSLLE). OSLLE acts as advocate for State and Local law enforcement within the DHS. OSLLE has a domestic focus and no direct role in reconstruction and stabilization operations. However, OSLLE provides professional links to the State and Local law enforcement community, from which a substantial proportion of civilian TLE resources would be drawn.

ANNEX C

LIST OF LAW ENFORCEMENT FUNCTIONS

The following is the list of law enforcement functions that used for analysis of Transitional Law Enforcement. This was developed over the course of TLE workshops and in separate consultation with US Government agency representatives.

TYPES OF FUNCTIONS	SPECIFIC/SUPPORTING FUNCTIONS
Administration functions	Communications/IT
	Personnel
	Supply/logistics
	Transportation
Border security functions	Border patrolling (land, air and/or water)
	Checkpoint security
	Contraband seizure, handling and disposal
	Customs enforcement
	Immigration enforcement
Bureaucratic oversight/control functions	Acquisitions
	Logistics planning
	Personnel planning
	Policy
	Legal advice
Corrections security functions	Fugitive investigations
	Prisoner care, custody and control
	Prison design and operation
	Prisoner transportation
Court/judicial security functions	Court design and operation
	Courthouse security
	Investigative support to prosecutors
	Protection of judges, prosecutors and witnesses
	Witness security (ongoing)
	Serve and enforce court orders
Firearms and ordnance control functions	Explosive device detection and disposal
	Firearms record and control
Forensics functions	Crime scene investigations
	Evidence analysis, storage and handling
	Evidence collection
	Evidence presentation

Intelligence functions[15]	Police intelligence (including crime analysis)
Investigation of crime functions[16]	First measures at crime scene
	Conduct of investigation
Investigation of "crisis" crimes functions[17]	Drug investigation
	Financial investigation
	Firearms/explosives investigation
	Investigation of human rights violations
	Missing persons/victim identification
	Organized crime investigation
	Sex crimes investigation
	War crimes investigation
Liaison functions	Liaison with host nation security forces
	Liaison with international military forces
	Liaison with local media
Maintenance of public order functions	Riot control
	Curfew enforcement
	Control of public movement
Neighborhood safety/Order maintenance functions	Arrest and detention
	Community response/engagement (neighborhood liaison)
	Police patrolling
Observation and reporting functions	Observation and reporting
Police leadership and supervision functions	Communications
	Operations center
	Professional standards
	Records management
	Staff functions
Protective security/Force protection functions	Escorts (convoy/VIP)
	Personnel protection
	Security of site or facility
Search and rescue functions	Search and rescue
Special tactical operations functions	Conducting high risk arrests
	Critical incident response and tactics
	Hostage negotiations

[15] Includes analysis and reporting, collection management and intelligence collection (covert, source management, source management, surveillance, technical)
[16] These are concerned with crimes occurring in the civil environment
[17] These are specialized investigations focused on events directly related to the purpose of the Reconstruction and Stabilization mission

	Quick reaction force
Traffic control functions	Traffic control
Training functions	Formal training/education
	Mentoring (on the job)

ANNEX D

CONTRIBUTION OF LAW ENFORCEMENT TO POST-CONFLICT RECONSTRUCTION ESSENTIAL TASKS

Bringing together these two elements (the Post-Conflict Reconstruction Essential Tasks Matrix and the List of Law Enforcement Functions) allows a more precise understanding of how law enforcement is able to bring its capabilities to bear in ways that contribute to the mission objectives. This was conducted by cross-referencing each specific fourth-order (lowest-level) essential task against law enforcement functions that can contribute towards achieving each task.

The attached appendices present the results of the analysis of the functional law enforcement contributions made toward achieving each element of a wider reconstruction and stabilization mission. These are presented as Operational or Capacity-Building contributions.

+ **Operational contribution**. The law enforcement function itself operates as a part of the task.

+ **Capacity-building contribution**. Expertise in a particular law enforcement function is employed to a task that involves establishing, organizing, supporting and/or training host nation law enforcement organizations

The results are useful for consideration of the breadth of functions required within TLE. However, it should be noted that these results do not indicate the relative importance of each function; that can only be determined for a particular mission by an assessment of the relative importance of each reconstruction essential task and the criticality of the law enforcement function towards achieving it. The results also do not relate to the size of each function as a component of the TLE suite. Some tasks (such as those that rely upon unit-based action or patrolling) are manpower-intensive, while some specific functions can be performed by the same entity responsible for performing a number of the other functions (for example, a unit responsible for special tactical operations may also provide site/facility security). The specifics of the environment and the mission will determine the size and composition of each function. Finally, the results do not imply that a specific function needs to be fulfilled by a *law enforcement* entity; roles such as protective security may be best provided by other means (military, contractors, etc), but it does indicate areas in which law enforcement units/personnel could be considered based on the duration and composition of the force conducting the reconstruction and stabilization mission.

Note that inclusion of a particular law enforcement function against a particular essential task does not necessarily imply that the essential task cannot be achieved without the law enforcement function, rather it shows that this function *can contribute directly* toward task success. Neither does it imply that the function must be conducted exclusively by a law enforcement entity (for example, military forces could alternatively be used for Critical Incident Response and Tactics functions).

Methodology

This data is drawn from a cross-referencing of the law enforcement Functions[18] against each task on the Post-Conflict Reconstruction Essential Tasks Matrix[19].

A series of fifteen matrices were established, one for each of the three temporal dimensions (Initial Response, Transformation, Fostering Sustainability) for each of the first-order task types (Security, Governance and Participation, Humanitarian Assistance and Social Well-Being, Economic Stabilization and Infrastructure, and Justice and Reconciliation). One axis on all of these matrices was populated with the law enforcement Functions. The other axis was populated with the second-, third- and fourth-order essential tasks relevant to the respective dimension and task type being considered. Each fourth-order task was considered individually for the types of contribution (operational or capacity-building) that could be made by each law enforcement function.

For clarity, this data is presented only at the level of third-order essential tasks and compiling contributions across the three temporal dimensions[20].

Appendices:

1. Contribution of Law Enforcement Functions to Security Tasks
2. Contribution of Law Enforcement Functions to Governance and Participation Tasks
3. Contribution of Law Enforcement Functions to Humanitarian Assistance and Social Well-Being Tasks
4. Contribution of Law Enforcement Functions to Economic Stabilization and Infrastructure Tasks
5. Contribution of Law Enforcement Functions to Justice and Reconciliation Tasks

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[18] See Annex C

[19] Office of the Coordinator for Reconstruction and Stabilization, US Department of State, Post Conflict Reconstruction Essentials Tasks Matrix (April 2005), http://www.state.gov/s/crs/rls/52959.htm, downloaded on July 20, 2008

[20] The *Post Conflict Reconstruction Essential Tasks Matrix* actually contains five matrices, one each for Security, Governance and Participation, Humanitarian Assistance and Social Well-Being, Economic Stabilization and Infrastructure, and Justice and Reconciliation (for the purposes of this paper, these will be referred to as first-order tasks). Each matrix then sets out a hierarchy of three subordinate levels of task; for example “Security” (first-order task) has “Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents” as one subordinate element (second order task), which in turn has “Cessation of Hostilities” as an element of it (third-order). Below that are the most specific elements of the task (fourth-order), such as “Enforce Ceasefires”. Fourth-order tasks relate both to a third-order task and a temporal dimension (Initial Response, Transformation and Fostering Sustainability) which describes when the impact of each fourth-order task is intended to take effect.

APPENDIX 1 TO ANNEX D

CONTRIBUTION OF LAW ENFORCEMENT FUNCTIONS TO SECURITY TASKS

Essential Tasks		Operational Contribution		Capacity Building Contribution	
Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents	Cessation of hostilities	Special Tactical Operations	Critical incident response & tactics	Bureaucratic oversight/control	Policy
			Conducting high risk arrests		Legal advice
		Border security	Border patrolling	Training	Formal trg/education
		Liaison	Liaison with host nation security forces		Mentoring (on the job)
			Liaison with international military forces	Border security	Border patrolling
		Observation & reporting	Observation & reporting		Checkpoint security
		Traffic control	Traffic control		
		Intelligence	Police intelligence		
		Corrections security	Prisoner care, custody & control		
			Prisoner transportation		
			Prison design & operation		
		Investigation of "crisis" crimes	Financial investigation		
			War crimes		
			HR violations		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
	Enforcement of Peace Agreements and/or Other Arrangements	Intelligence	Police intelligence	Bureaucratic oversight/control	Policy
		Protective Security/Force Protection	Escorts (convoy/VIP)		Legal advice
			Personnel protection	Border security	Border patrolling
			Security of site or facility		Checkpoint security
		Special Tactical Operations	Critical incident response & Tactics	Neighborhood safety/Order Maintenance	Community response/engagement
			Conducting high risk arrests		Police patrolling
			Quick reaction force		Arrest & detention
			Hostage negotiations		
		Maintenance of Public Order	Riot control		
			Curfew enforcement		
			Control of public movement		
		Neighborhood safety/Order Maintenance	Police patrolling		
			Community response/engagement		
			Arrest & detention		
		Firearms & ordnance control	Explosive device detection & disposal		
			Firearms record and control		
		Traffic control	Traffic control		
		Border security	Border patrolling		
			Checkpoint security		
		Investigation of "crisis" crimes	Drug investigation		
			War crimes		
			HR violations		
			Firearms/explosives investigation		
			Organized crime investigation		
		Liaison	Liaison with host nation security forces		
			Liaison with international military forces		
	Disposition and Constitution of National Armed Services	Bureaucratic oversight/control	Personnel planning		
			Policy		
			Legal advice		
		Investigation of "crisis" crimes	Financial investigation		
			War crimes		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
			Sex crimes investigation		
		Liaison	Liaison with host nation security forces		
			Liaison with international military forces		

Disposition of Armed and Other Security Forces, Intelligence Services and Belligerents (cont)	Disarmament	Police leadership & supervision	Records management	Bureaucratic oversight/control	Policy
		Intelligence	Police intelligence		Legal advice
		Protective Security/Force Protection	Personnel protection	Border security	Border patrolling
			Security of site or facility		Checkpoint security
		Firearms & ordnance control	Firearms record and control		Customs enforcement
			Explosive device detection & disposal		
		Border security	Contraband seizure, handling & disposal		
			Customs enforcement		
		Investigation of "crisis" crimes	Firearms/explosives investigation		
			Organized crime investigation		
		Liaison	Liaison with host nation security forces		
			Liaison with international military forces		
		Observation & reporting	Observation & reporting		
		Special Tactical Operations	Critical incident response & Tactics		
			Conducting high risk arrests		
			Quick reaction force		
		Court/judicial security	Investigative support to prosecutors		
	Demobilization	Protective Security/Force Protection	Escorts (convoy/VIP)		
			Personnel protection		
			Security of site or facility		
		Intelligence	Police intelligence		
		Special Tactical Operations	Critical incident response & tactics		
			Conducting high risk arrests		
		Liaison	Liaison with host nation security forces		
	Reintegration of Combatants	Neighborhood safety/Order Maintenance	Community response/engagement	Bureaucratic oversight/control	Policy
					Personnel planning
					Legal advice
				Training	Formal trg/education
					Mentoring (on the job)
	Disposition and Constitution of National Intelligence Service(s)	Bureaucratic oversight/control	Personnel planning		
			Policy		
			Legal advice		
		Investigation of "crisis" crimes	Financial investigation		
			War crimes		
			HR violations		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
			Sex crimes investigation		
Territorial Security	Border and Boundary Control	Intelligence	Police intelligence	Administration	Personnel
		Border security	Border patrolling		Transportation
			Checkpoint security		Supply/logisitcs
			Immigration enforcement		Communications/IT
			Customs enforcement	Bureaucratic oversight/control	Logistics planning
			Contraband seizure, handling & disposal		Personnel planning
		Investigation of "crisis" crimes	Financial investigation		Acquisitions
			Drug investigation		Policy
			Firearms/explosives investigation	Border security	Border patrolling
			Organized crime investigation		Checkpoint security
			Sex crimes investigation		Immigration enforcement
		Liaison	Liaison with host nation security forces		Contraband seizure, handling & disposal
		Observation & reporting	Observation & reporting		Customs enforcement
				Training	Formal trg/education
					Mentoring (on the job)
	Freedom of movement	Bureaucratic oversight/control	Policy	Administration	Personnel
			Legal advice		Transportation
		Traffic control	Traffic control		Supply/logisitcs
		Administration	Transportation		Communications/IT
		Protective Security/Force Protection	Escorts (convoy/VIP)	Bureaucratic oversight/control	Logistics planning
			Personnel protection		Personnel planning
		Special Tactical Operations	Critical incident response & tactics		Acquisitions
			Conducting high risk arrests		Policy
			Quick reaction force	Training/capacity-building	Formal trg/education
		Neighborhood safety/Order Maintenance	Police patrolling		Mentoring (on the job)
			Community response/engagement	Border security	Immigration enforcement
		Maintenance of Public Order	Control of public movement		Customs enforcement
					Contraband seizure, handling & disposal
				Traffic control	Traffic control
				Maintenance of Public Order	Control of public movement
	Identification Issues	Police leadership & supervision	Records management	Bureaucratic oversight/control	Legal advice
				Court/judicial security	Serve & enforce court orders

Public Order and Safety	Protection of Non-Combatants	Protective Security/Force Protection	Escorts (convoy/VIP)		
			Personnel protection		
			Security of site or facility		
		Special Tactical Operations	Critical incident response & tactics		
			Hostage negotiations		
		Maintenance of Public Order	Control of public movement		
			Riot control		
			Curfew enforcement		
		Neighborhood safety/Order Maintenance	Police patrolling		
			Community response/engagement		
		Traffic control	Traffic control		
	Interim Policing	Police leadership & supervision	Staff Functions	Police leadership & supervision	Staff Functions
			Operations center		Operations center
			Communications		Communications
			Records management		Records management
			Professional standards		Professional standards
		Administration	Personnel	Administration	Personnel
			Transportation		Transportation
			Supply/logisitcs		Supply/logisitcs
			Communications/IT		Communications/IT
		Special Tactical Operations	Critical incident response & tactics	Special Tactical Operations	Critical incident response & tactics
			Conducting high risk arrests		Conducting high risk arrests
			Quick reaction force		Quick reaction force
		Maintenance of Public Order	Control of public movement	Maintenance of Public Order	Control of public movement
			Riot control		Riot control
			Curfew enforcement		Curfew enforcement
		Neighborhood safety/Order Maintenance	Arrest & detention	Neighborhood safety/Order Maintenance	Arrest & detention
			Police patrolling		Police patrolling
			Community response/engagement		Community response/engagement
		Firearms & ordnance control	Firearms record and control	Firearms & ordnance control	Firearms record and control
			Explosive device detection & disposal		Explosive device detection & disposal
		Investigation of crime	First measures at crime scene	Investigation of crime	First measures at crime scene
			Conduct of investigation		Conduct of investigation
		Corrections security	Prisoner care, custody & control	Corrections security	Prisoner care, custody & control
			Prisoner transportation		Prisoner transportation
		Traffic control	Traffic control	Traffic control	Traffic control
				Training	Mentoring (on the job)
					Formal trg/education
	Controlling Crowds and Disturbances Control	Special Tactical Operations	Critical incident response & Tactics	Bureaucratic oversight/control	Policy
			Conducting high risk arrests		Legal advice
			Quick reaction force	Administration	Personnel
		Maintenance of Public Order	Control of public movement		Transportation
			Riot control		Supply/logisitcs
			Curfew enforcement		Communications/IT
		Neighborhood safety/Order Maintenance	Arrest & detention	Maintenance of Public Order	Control of public movement
			Police patrolling		Riot control
			Community response/engagement		Curfew enforcement
		Traffic control	Traffic control	Training	Mentoring (on the job)
		Investigation of crime	First measures at crime scene		Formal trg/education
			Conduct of investigation		
		investigation of “crisis” crimes	Financial investigation		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
			Sex crimes investigation		
			HR violations		
			War crimes		
		Observation & reporting	Observation & reporting		
	Clearance of UXO	Firearms & ordnance control	Explosive device detection & disposal	Firearms & ordnance control	Explosive device detection & disposal
		Liaison	Liaison with host nation security forces	Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT

Protection of Indigenous Individuals, Infrastructure and Institutions	Private Institutions and Key Leaders	Protective Security/Force Protection	Personnel protection	Administration	Personnel
			Security of site or facility		Transportation
		Liaison	Liaison with host nation security forces		Supply/logisitcs
					Communications/IT
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
				Protective Security/Force Protection	Personnel protection
					Security of site or facility
					Security for mission personnel
				Training/capacity-building	Mentoring (on the job)
					Formal trg/education
	Critical Facilities	Protective Security/Force Protection	Security of site or facility	Administration	Personnel
		Court/judicial security	Courthouse security		Transportation
		Liaison	Liaison with host nation security forces		Supply/logisitcs
					Communications/IT
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
				Protective Security/Force Protection	Security of site or facility
				Court/judicial security	Courthouse security
				Training	Mentoring (on the job)
					Formal trg/education
	Military Facilities	Intelligence	Police intelligence	Administration	Personnel
		Protective Security/Force Protection	Escorts (convoy/VIP)		Transportation
			Security of site or facility		Supply/logisitcs
		Firearms & ordnance control	Firearms record and control		Communications/IT
			Explosive device detection & disposal	Bureaucratic oversight/control	Logistics planning
		Liaison	Liaison with host nation security forces		Personnel planning
			Liaison with international military forces		Acquisitions
					Policy
				Protective Security/Force Protection	Security of site or facility
				Training	Mentoring (on the job)
					Formal trg/education
	Public Institutions	Protective Security/Force Protection	Security of site or facility	Administration	Personnel
		Liaison	Liaison with host nation security forces		Transportation
					Supply/logisitcs
					Communications/IT
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
				Protective Security/Force Protection	Personnel protection
					Security of site or facility
				Training	Mentoring (on the job)
					Formal trg/education
	Witness and Evidence Protection	Court/judicial security	Courthouse security		
			Protection of judges, prosecutors & witnesses		
			Witness security		
			Investigative support to prosecutors		

Protection of Reconstruction and Stabilization Personnel and Institutions	Official Civilian Stabilization and Reconstruction Personnel and Facilities	Protective Security/Force Protection	Escorts (convoy/VIP)	Administration	Personnel
			Security of site or facility		Transportation
			Personnel protection		Supply/logisitcs
		Liaison	Liaison with host nation security forces		Communications/IT
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
				Protective Security/Force Protection	Personnel protection
					Security of site or facility
					Escorts (convoy/VIP)
				Training	Mentoring (on the job)
					Formal trg/education
	Contractor and NGO Stabilization and Reconstruction Personnel and Facilities	Protective Security/Force Protection	Escorts (convoy/VIP)	Administration	Personnel
			Security of site or facility		Transportation
			Personnel protection		Supply/logisitcs
		Liaison	Liaison with host nation security forces		Communications/IT
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
				Protective Security/Force Protection	Personnel protection
					Security of site or facility
					Escorts (convoy/VIP)
				Training	Mentoring (on the job)
					Formal trg/education
Security Coordination	International Security Forces	Police leadership & supervision	Staff Functions		
			Operations center		
			Communications		
		Administration	Communications/IT		
		Intelligence	Police intelligence		
		Bureaucratic oversight/control	Policy		
			Legal advice		
		Corrections security	Prisoner care, custody & control		
			Prisoner transportation		
		Liaison	Liaison with international military forces		
	Intelligence Support	Police leadership & supervision	Communications		
		Intelligence	Police intelligence		
		Liaison	Liaison with international military forces		
	Coordination with Indigenous Security Forces	Police leadership & supervision	Staff Functions		
			Operations center		
			Communications		
		Administration	Communications/IT		
		Bureaucratic oversight/control	Policy		
			Legal advice		
		Liaison	Liaison with host nation security forces		
	International Civilian-Military Coordination	Police leadership & supervision	Staff Functions		
			Operations center		
			Communications		
		Administration	Communications/IT		
		Bureaucratic oversight/control	Policy		
			Legal advice		
		Liaison	Liaison with international military forces		
	Regional Security Arrangements			Bureaucratic oversight/control	Policy
					Legal advice
				Border security	Border patrolling
					Checkpoint security
					Immigration enforcement
					Customs enforcement
					Contraband seizure, handling & disposal
Public Information and Communications	Disseminate Security Information				

APPENDIX 2 TO ANNEX D

CONTRIBUTION OF LAW ENFORCEMENT FUNCTIONS TO GOVERNANCE AND PARTICIPATION TASKS

Essential Tasks		Operational Contribution		Capacity Building Contribution	
Governance					
National Constituting Processes	National Dialogue				
	Constitution				
Transitional Governance	International Transitional Administration	Intelligence	Police intelligence		
		Investigation of "crisis" crimes	War crimes		
			HR violations		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
			Sex crimes investigation		
	National Transitional Administration				
Executive Authority	Executive Mandate and Structure				
	Civil Service Staffing				
	Revenue Generation and Management			Police leadership & supervision	Professional standards
				Bureaucratic oversight/control	Personnel planning
					Acquisitions
					Policy
					Legal advice
	Government Resources and Facilities				
Legislative Strengthening	Mandate				
	Citizen Access				
	Staffing and Training				
	Resources and Facilities				
Local Governance	Local Governance Mandate	Neighborhood safety/Order Maintenance	Arrest & detention		
			Police patrolling		
			Community response/engagement		
	Staffing and Training	Investigation of "crisis" crimes	War crimes		
			HR violations		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
			Sex crimes investigation		
		Bureaucratic oversight/control	Personnel planning		
	Services, Resources and Facilities				
Transparency and Anti-Corruption	Anti-Corruption	Police leadership & supervision	Professional standards		
		Intelligence	Police intelligence		
		Bureaucratic oversight/control	Legal advice		
		Neighborhood safety/Order Maintenance	Arrest & detention		
		Court/judicial security	Investigative support to prosecutors		
		Corrections security	Prisoner care, custody & control		
		Special Tactical Operations	Conducting high risk arrests		
		Investigation of "crisis" crimes	Financial investigation		
	Oversight				

Participation				
Elections	Elections Planning and Execution	Police leadership & supervision	Staff Functions	
		Maintenance of Public Order	Riot control	
			Control of public movement	
		Protective Security/Force Protection	Personnel protection	
			Security of site or facility	
		Neighborhood safety/Order Maintenance	Police patrolling	
			Community response/engagement	
	Elections Monitoring			
	Elections Outreach			
Political Parties	Party Formation			
	Party Training			
Civil Society and Media	Civil Society Environment			
	Civic Education			
	Strengthening Capacity and Partnerships			
	Professionalism and Ethics			
	Media Business Development			
	Media Environment	Neighborhood safety/Order Maintenance	Community response/engagement	
Public Information and Communicati	Disseminate Governance Information			

APPENDIX 3 TO ANNEX D

CONTRIBUTION OF LAW ENFORCEMENT FUNCTIONS TO HUMANITARIAN ASSISTANCE AND SOCIAL WELL-BEING TASKS

Essential Tasks		Operational Contribution		Capacity Building Contribution	
Refugees and Internally Displaced Persons (IDPs)	Prevention of Population Displacements	Protective Security/Force Protection	Escorts (convoy/VIP)		
		Neighborhood safety/Order Maintenance	Community response/engagement		
			Police patrolling		
		Traffic control	Traffic control		
		Border security	Border patrolling		
			Checkpoint security		
			Immigration enforcement		
			Customs enforcement		
	Refugee Assistance	Neighborhood safety/Order Maintenance	Community response/engagement		
			Police patrolling		
		Traffic control	Traffic control		
		Border security	Border patrolling		
			Checkpoint security		
			Immigration enforcement		
			Customs enforcement		
		Protective Security/Force Protection	Security of site or facility		
		Firearms & ordnance control	Explosive device detection & disposal		
	Internally Displaced Persons (IDPs) Assistance	Neighborhood safety/Order Maintenance	Police patrolling		
			Community response/engagement		
		Traffic control	Traffic control		
		Protective Security/Force Protection	Security of site or facility		
			Escorts (convoy/VIP)		
		Maintenance of Public Order	Riot control		
			Control of public movement		
		Firearms & ordnance control	Explosive device detection & disposal		
	Refugee and IDP Camp Security	Protective Security/Force Protection	Escorts (convoy/VIP)		
			Security of site or facility		
		Maintenance of Public Order	Riot control		
			Control of public movement		
		Neighborhood safety/Order Maintenance	Police patrolling		
			Community response/engagement		
Trafficking in Persons	Anti-Trafficking Strategy	Intelligence	Police intelligence		
		Neighborhood safety/Order Maintenance	Police patrolling		
			Community response/engagement		
		Investigation of "crisis" crimes	Missing persons/victim identification		
			HR violations		
			Organized crime investigation		
			Sex crimes investigation		
	Assistance for Victims	Neighborhood safety/Order Maintenance	Community response/engagement		
		Investigation of "crisis" crimes	Missing persons/victim identification		
	Anti-Trafficking Legislation	Investigation of "crisis" crimes	HR violations	Training	Formal trg/education
			Missing persons/victim identification		Mentoring (on the job)
		Liaison	Liaison with host nation security forces		
Food Security	Famine Prevention				
	Emergency Food Relief	Protective Security/Force Protection	Escorts (convoy/VIP)		
			Security of site or facility		
		Neighborhood safety/Order Maintenance	Arrest & detention		
		Liaison	Liaison with host nation security forces		
	Food Market Response				

Shelter and Non-Food Relief	Non-Food Relief Distribution	Protective Security/Force Protection	Escorts (convoy/VIP)		
			Security of site or facility		
		Neighborhood safety/Order Maintenance	Arrest & detention		
			Police patrolling		
			Community response/engagement		
	Shelter Construction				
Humanitarian Demining	Mine Awareness	Firearms & ordnance control	Explosive device detection & disposal	Training/capacity-building	On the job mentoring
	Mine Detection	Neighborhood safety/Order Maintenance	Community response/engagement		
		Firearms & ordnance control	Explosive device detection & disposal		
	Mine Clearance	Firearms & ordnance control	Explosive device detection & disposal	Firearms & ordnance control	Explosive device detection & disposal
		Liaison	Liaison with host nation security forces	Training	Formal trg/education
					Mentoring (on the job)
	Survivor Assistance				
Public Health	Potable Water Management				
	Sanitation and Waste				
	Medical Capacity				
	Local Public Health				
	Hospital Facilities				
	Human Resources Development for				
	Health Policy and Financing				
	Prevention of Epidemics				
	HIV/AIDS				
	Nutrition				
	Reproductive Health				
	Environmental Health				
	Community Health Education				
Education	Human Resources				
	Education— Schools				
	Education— Universities				
	Curriculum				
	Literacy Campaign				
Social Protection	Social Protection				
Assessment, Analysis and Reporting	Humanitarian and Social Well-being				
	Census				
	Land Registers				
Public Information and Communications	Disseminate Humanitarian and Social Well-Being Information				

APPENDIX 4 TO ANNEX D

CONTRIBUTION OF LAW ENFORCEMENT FUNCTIONS TO ECONOMIC STABILIZATION AND INFRASTRUCTURE TASKS

Essential Tasks		Operational Contribution		Capacity Building Contribution	
Economic Stabilization					
Economic Stabilization	Public Works Jobs				
	Micro and Small				
	Skills Training and Counseling	Neighborhood safety/Order Maintenance	Community response/engagement		
Monetary Policy	Central Bank Operations				
	Macro-Policy and Exchange Rates				
	Monetary Audit				
	Monetary Statistics				
Fiscal Policy and Governance	Fiscal and Macro-Economic Policy				
	Treasury Operations				
	Budget				
	Public Sector Investment			Police leadership & supervision	Professional standards
				Bureaucratic oversight/control	Personnel planning
				Investigation of "crisis" crimes	Financial investigation
	Revenue Generation, Tax Administration				
	Customs Reform, Enforcement			Police leadership & supervision	Professional standards
				Bureaucratic oversight/control	Personnel planning
					Policy
					Legal advice
				Border security	Checkpoint security
					Immigration enforcement
					Customs enforcement
					Contraband seizure, handling & disposal
				Training	Formal trg/education
					Mentoring (on the job)
	Tax Policy				
	Fiscal Audit			Investigation of "crisis" crimes	Financial investigation
General Economic Policy	Strategy/ Assessment				
	Prices and Subsidies				
	International Financial Assistance—Donor Coordination				
	Public Sector Institutions				
Financial Sector	Banking Operations				
	Banking Regulations and Oversight			Investigation of "crisis" crimes	Financial investigation
	Banking Law				
	Bank Lending				
	Asset and Money Laundering			Investigation of "crisis" crimes	Financial investigation
					Organized crime investigation
	Non-Banking Sector				
	Stock and Commodity Markets				
Debt	Debt Management				
	Arrears Clearance				
Trade	Trade Structure				
	Trade Facilitation				
Market Economy	Private Sector Development				
	Small and Micro-enterprise Regime				
	Privatization				
	Natural Resources and Environment	Intelligence	Police intelligence	Bureaucratic oversight/control	Policy
		Neighborhood safety/Order Maintenance	Community response/engagement		Legal advice
		Investigation of "crisis" crimes	Organized crime investigation		

Legal and Regulatory Reform	Property Rights				
	Business/ Commercial Law				
	Labor				
	Economic Legal Reform			Bureaucratic oversight/control	Policy
					Legal advice
				Neighborhood safety/Order Maintenance	Community response/engagement
				Investigation of crime	Conduct of investigation
				Investigation of “crisis” crimes	Organized crime investigation
	Competition Policy				
	Public Utilities and Resources Regulation				
	Economic Enforcement and Anti-Corruption	Intelligence	Police intelligence	Police leadership & supervision	Professional standards
		Neighborhood safety/Order Maintenance	Arrest & detention	Bureaucratic oversight/control	Personnel planning
		Border security	Immigration enforcement		Policy
			Customs enforcement		Legal advice
			Contraband seizure, handling & disposal		
		Investigation of “crisis” crimes	Organized crime investigation		
Agricultural Development	Agricultural Land and Livestock				
	Agricultural Inputs				
	Agricultural Policy and Financing	Intelligence	Police intelligence		
		Neighborhood safety/Order Maintenance	Community response/engagement		
		Protective Security/Force Protection	Escorts (convoy/VIP)		
			Personnel protection		
	Agricultural Distribution				
Social Safety Net	Pension System				
	Social Entitlement Funds				
	Women’s Issues				
Infrastructure					
Transportation	Transportation Sector Policy and Administration				
	Airports Infrastructure				
	Roads Infrastructure				
	Railway Infrastructure				
	Ports and Waterway Infrastructure				
Telecommunications	Telecommunications Policy and Administration				
	Telecommunication Infrastructure				
Energy	Fossil Fuels Production and Distribution				
	Electrical Power Sector				
	Energy Infrastructure				
General Infrastructure	Engineering and Construction			Police leadership & supervision	Staff Functions
					Operations center
					Communications
					Records management
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
				Neighborhood safety/Order Maintenance	Community response/engagement
	Municipal Services				
Public Information and Communications	Disseminate Economic Stabilization and Infrastructure Information				

APPENDIX 5 TO ANNEX D

CONTRIBUTION OF LAW ENFORCEMENT FUNCTIONS TO JUSTICE AND RECONCILIATION TASKS

Essential Tasks		Operational Contribution		Capacity Building Contribution	
Interim Criminal Justice System	Interim International Criminal Justice Personnel—Judges	Court/judicial security	Protection of judges, prosecutors & witnesses	Court/judicial security	Protection of judges, prosecutors & witnesses
			Investigative support to prosecutors		Investigative support to prosecutors
			Courthouse security		Courthouse security
				Training	Mentoring (on the job)
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
	Interim International Criminal Justice Personnel—Prosecutors	Court/judicial security	Protection of judges, prosecutors & witnesses	Court/judicial security	Protection of judges, prosecutors & witnesses
			Investigative support to prosecutors		Investigative support to prosecutors
			Courthouse security		Courthouse security
				Training	Mentoring (on the job)
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
	Interim International Criminal Justice Personnel— Defense Advocates	Court/judicial security	Protection of judges, prosecutors & witnesses	Court/judicial security	Protection of judges, prosecutors & witnesses
			Investigative support to prosecutors		Investigative support to prosecutors
			Courthouse security		Courthouse security
				Training	Mentoring (on the job)
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
	Interim International Criminal Justice Personnel—Court Administrators	Court/judicial security	Protection of judges, prosecutors & witnesses	Court/judicial security	Protection of judges, prosecutors & witnesses
			Investigative support to prosecutors		Investigative support to prosecutors
			Courthouse security		Courthouse security
				Training	Mentoring (on the job)
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
	Interim International Criminal Justice Personnel—Corrections Staffs	Corrections security	Prisoner care, custody & control	Corrections security	Prisoner care, custody & control
			Prisoner transportation		Prisoner transportation
			Prison design & operation		Fugitive investigations
					Prison design & operation
				Training	Mentoring (on the job)
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
	Interim International Criminal Justice Personnel—Police/Investigators	Court/judicial security	Investigative support to prosecutors	Court/judicial security	Investigative support to prosecutors
		Investigation of "crisis" crimes	Financial investigation	Investigation of "crisis" crimes	Financial investigation
			War crimes		War crimes
			HR violations		HR violations
			Drug investigation		Drug investigation
			Firearms/explosives investigation		Firearms/explosives investigation
			Organized crime investigation		Organized crime investigation
			Sex crimes investigation		Sex crimes investigation
		Investigation of crime	Conduct of investigation	Investigation of crime	Conduct of investigation
				Training	Mentoring (on the job)
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
	Interim International Legal Code				

Interim Criminal Justice System (cont)	Organized Crime	Investigation of “crisis” crimes	Organized crime investigation	Investigation of “crisis” crimes	Organized crime investigation
				Liaison	Liaison with host nation security forces
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
				Intelligence	Police intelligence
				Special Tactical Operations	Critical incident response & Tactics
					Conducting high risk arrests
					Quick reaction force
				Training	Formal trg/education
					Mentoring (on the job)
	Law Enforcement Operations	Investigation of crime	First measures at crime scene	Investigation of crime	First measures at crime scene
		Forensics	Evidence collection		Conduct of investigation
			Evidence analysis & handling		Crime scene investigations
		Investigation of “crisis” crimes	Financial investigation	Forensics	Evidence collection
			War crimes		Evidence analysis & handling
			HR violations	Court/judicial security	Protection of judges, prosecutors &
			Drug investigation		Investigative support to prosecutors
			Firearms/explosives investigation		Courthouse security
			Organized crime investigation		Serve & enforce court orders
			Sex crimes investigation		Witness security
		Liaison	Liaison with host nation security forces	Training	Formal trg/education
		Special Tactical Operations	Conducting high risk arrests		Mentoring (on the job)
		Court/judicial security	Serve & enforce court orders	Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
Indigenous Police	Indigenous Police Personnel	Liaison	Liaison with host nation security forces	Police leadership & supervision	Staff Functions
					Operations center
					Communications
					Records management
					Professional standards
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
				Intelligence	Police intelligence
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
					Legal advice
				Maintenance of Public Order	Riot control
					Curfew enforcement
					Control of public movement
				Neighborhood safety/Order Maintenance	Arrest & detention
					Police patrolling
					Community response/engagement
				Firearms & ordnance control	Firearms record and control
				Traffic control	Traffic control
				Investigation of crime	First measures at crime scene
					Conduct of investigation
					Crime scene investigations
				Forensics	Evidence collection
					Evidence analysis & handling
				Court/judicial security	Protection of judges, prosecutors &
					Investigative support to prosecutors
					Courthouse security
					Serve & enforce court orders
					Witness security
				Training	Formal trg/education
					Mentoring (on the job)
	Essential Police Facilities	Liaison	Liaison with host nation security forces	Police leadership & supervision	Staff Functions
					Operations center
					Communications
					Records management
					Professional standards
				Administration	Personnel
					Transportation
					Supply/logisitcs
					Communications/IT
				Bureaucratic oversight/control	Logistics planning
					Personnel planning
					Acquisitions
					Policy
	Accountability /Oversight			Police leadership & supervision	Professional standards
				Bureaucratic oversight/control	Personnel planning
					Policy
					Legal advice
				Investigation of crime	Conduct of investigation

Judicial Personnel and Infrastructure	Vetting and Recruitment	Bureaucratic oversight/control	Personnel planning		
			Policy		
			Legal advice		
		Investigation of "crisis" crimes	Financial investigation		
			War crimes		
			HR violations		
			Drug investigation		
			Firearms/explosives investigation		
			Organized crime investigation		
			Sex crimes investigation		
	Training/Mentoring				
	Judicial Support				
	Citizen Access				
Property	Prevent Property Conflicts	Neighborhood safety/Order Maintenance	Arrest & detention		
			Police patrolling		
			Community response/engagement		
		Observation & reporting	Observation & reporting		
Legal System Reform	Legal System Reorganization				
	Code and Statutory Reform				
	Participation				
	Institutional Reform				
Human Rights	Abuse Prevention	Neighborhood safety/Order Maintenance	Arrest & detention		
			Police patrolling		
			Community response/engagement		
	Capacity Building				
	Monitoring				
Corrections	Incarceration and Parole	Liaison	Liaison with host nation security forces	Bureaucratic oversight/control	Personnel planning
					Policy
					Legal advice
				Corrections security	Prisoner care, custody & control
					Prisoner transportation
					Prison design & operation
				Investigation of "crisis" crimes	Financial investigation
					War crimes
					HR violations
					Drug investigation
					Firearms/explosives investigation
					Organized crime investigation
					Sex crimes investigation
	Corrections Facilities	Liaison	Liaison with host nation security forces	Bureaucratic oversight/control	Personnel planning
					Policy
					Legal advice
				Corrections security	Prisoner care, custody & control
					Prisoner transportation
					Prison design & operation
	Training	Liaison	Liaison with host nation security forces	Corrections security	Prisoner care, custody & control
					Prisoner transportation
					Prison design & operation
				Training	Formal trg/education
					Mentoring (on the job)
War Crime Courts and Tribunals	Establishment of Courts and Tribunals	Bureaucratic oversight/control	Policy		
			Legal advice		
		Court/judicial security	Courthouse security		
			Court design & operation		
			Protection of judges, prosecutors & witnesses		
			Witness security		
	Investigation and Arrest	Intelligence	Police intelligence	Investigation of crime	First measures at crime scene
		Neighborhood safety/Order Maintenance	Arrest & detention		Conduct of investigation
		Investigation of crime	First measures at crime scene	Corrections security	Prisoner care, custody & control
			Conduct of investigation		Prisoner transportation
		Corrections security	Prisoner care, custody & control		Prison design & operation
			Prisoner transportation	Investigation of "crisis" crimes	Financial investigation
			Prison design & operation		War crimes
		Investigation of "crisis" crimes	Financial investigation		HR violations
			War crimes		Drug investigation
			HR violations		Firearms/explosives investigation
			Drug investigation		Organized crime investigation
			Firearms/explosives investigation		Sex crimes investigation
			Organized crime investigation	Special Tactical Operations	Critical incident response & Tactics
			Sex crimes investigation		Conducting high risk arrests
	Citizen Outreach				
Truth Commissions and Remembrance	Truth Commission Organization	Court/judicial security	Investigative support to prosecutors		
	Reparations				
	Public Outreach				

Community Rebuilding	Ethnic and Intercommunity Confidence Building	Protective Security/Force Protection	Personnel protection	
			Security of site or facility	
		Neighborhood safety/Order Maintenance	Community response/engagement	
	Religion and Customary Justice Practices			
	Assistance to Victims and Remembrance	Intelligence	Police intelligence	
		Neighborhood safety/Order Maintenance	Community response/engagement	
		Investigation of crime	First measures at crime scene	
			Conduct of investigation	
			Crime scene investigations	
		Forensics	Evidence collection	
			Evidence analysis & handling	
		Investigation of "crisis" crimes	Missing persons/victim identification	
	Women	Neighborhood safety/Order Maintenance	Community response/engagement	
			Arrest & detention	
		Investigation of "crisis" crimes	Missing persons/victim identification	
			Organized crime investigation	
			Sex crimes investigation	
	Vulnerable Populations			
	Evaluating and Learning			
Public Information and Communications	Disseminate Justice and Reconciliation Information			