

Post-Conflict Reconstruction

ESSENTIAL TASKS

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Office of the Coordinator for Reconstruction and Stabilization
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SCRS
Post-Conflict Reconstruction Essential Tasks

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Preface

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

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

We have divided the original CSIS/AUSA task framework into five technical areas and significantly expanded the list after several months of interagency discussion. Essential tasks are divided into *Initial Response* (short-term), *Transformation* (mid-term), and *Fostering Sustainability* (long-term) conceptual phases. While some may believe the list is overly ambitious, its goal is to provide a menu of issues that should be considered when working in conflict-stricken countries. The rationale is that the task matrix is designed to be a tool for those involved in comprehensive planning. S/CRS strove for comprehensiveness and clarity in what needs to be planned.

Many tasks are cross-cutting and require planners to cross-reference other sectors. Users of the framework will recognize that more tasks could be referenced in other sectors; but, we have intentionally limited the cross-referencing in order to avoid creating a cumbersome planning tool. As a result, users of the framework should review tasks in other sectors to ensure issues are considered.

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

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

Reconstruction and Stabilization Essential Tasks

SECURITY

(Note: Tasks with implicit essential infrastructure tasks are identified with a parenthetical (I) preceding the task and are gray shaded.)

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

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

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

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	Goal: Establish a safe and secure environment	Goal: Develop legitimate and stable security institutions	Goal: Consolidate indigenous capacity
(See Humanitarian and Social Well-Being , Humanitarian Demining)	<ul style="list-style-type: none"> UXO removal Conduct mapping and survey exercises of mined areas Mark mine fields Identify and coordinate emergency requirements Establish priorities and conduct de-mining operations. 	<ul style="list-style-type: none"> removal operations Promote mine awareness Train and equip indigenous de-mining elements. 	operations to indigenous actors.
Protection of Indigenous Individuals, Infrastructure and Institutions			
Private Institutions and Key Leaders	<ul style="list-style-type: none"> Protect key political and societal leaders (I) Protect and secure places of religious worship and cultural sites (I) Protect private property and factories. 	<ul style="list-style-type: none"> Create indigenous capacity to protect private institutions and key leaders. 	
Critical Facilities	<ul style="list-style-type: none"> (I) Protect and secure critical infrastructure, natural resources, civil registries, property ownership documents (I) Secure records, storage, equipment and funds related to criminal justice and security institutions. 	<ul style="list-style-type: none"> Create indigenous capacity to protect critical infrastructure. 	
Military Facilities	<ul style="list-style-type: none"> (I) Identify, secure and protect stockpiles of conventional, nuclear, biological, radiological and chemical materials (I) Secure military depots, equipment, ammunition dumps and means of communication. 	<ul style="list-style-type: none"> Create indigenous capacity to protect military infrastructure. 	<ul style="list-style-type: none"> Identify modernization needs and means to achieve them.
Public Institutions	<ul style="list-style-type: none"> (I) Protect and secure strategically important institutions (e.g. government buildings, museums, religious sites, courthouses, communications, etc). 	<ul style="list-style-type: none"> Create indigenous capacity to protect public institutions. 	

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Witness and Evidence Protection	<ul style="list-style-type: none"> • Locate and safeguard key witnesses, documents and other evidence related to key ongoing or potential U.S. investigations and prosecutions. 		
Protection of Reconstruction and Stabilization Personnel and Institutions			
Official Civilian Stabilization and Reconstruction Personnel and Facilities	<ul style="list-style-type: none"> • (I) Protect government-sponsored civilian stabilization and reconstruction personnel • Provide logistical support to sustain them in the field. 	<ul style="list-style-type: none"> • Create indigenous capacity to protect government-sponsored civilian stabilization and reconstruction personnel. 	
Contractor and NGO Stabilization and Reconstruction Personnel and Facilities	<ul style="list-style-type: none"> • Protect contractor and NGO stabilization personnel and resources • Provide logistical support. 	<ul style="list-style-type: none"> • Create indigenous capacity to protect contractor and NGO stabilization personnel and resources. 	
Security Coordination			
International Security Forces	<ul style="list-style-type: none"> • Develop integrated command, control and intelligence and information sharing arrangements between international military, constabulary and civilian police forces • Determine rules of engagement; clearly define roles and responsibilities, including custody/transfer of detainees. 		
Intelligence Support	<ul style="list-style-type: none"> • Provide integrated intelligence support for international military, constabulary and civilian police forces. 		
Coordination with Indigenous Security Forces	<ul style="list-style-type: none"> • Develop coordinated C2I arrangements between international and indigenous security forces. 		
International Civilian-Military Coordination	<ul style="list-style-type: none"> • Develop coordinated military and civilian C2I and information sharing arrangements 		

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Regional Security Arrangements	<ul style="list-style-type: none"> • Negotiate or modify regional security arrangements with all interested parties • Negotiate the enhancement of cross border controls and security • Consult with neighboring countries on border security plans. 	<ul style="list-style-type: none"> • Establish mechanisms for implementing regional security arrangements. 	<ul style="list-style-type: none"> • Monitor compliance with and reinforce arrangements.
Public Information and Communications			
Disseminate Security Information	<ul style="list-style-type: none"> • Identify or establish outlets for international, national, and local news media • Utilize media as public information tool to provide factual information and control rumors • Issue effective press releases & timely provision of information services as needed in local languages • Assist National Transitional Administration and/or National Government to inform public regularly. 	<ul style="list-style-type: none"> • Invest in the development of indigenous capacity • Train journalists, expand capacity of outlets and improve interaction with local population and linkages with the international community. 	

Reconstruction and Stabilization Essential Tasks

GOVERNANCE AND PARTICIPATION

(Note: Tasks with implicit essential infrastructure tasks are identified with a parenthetical (I) preceding the task and are gray shaded.)

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

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

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

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

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	Goal: Determine governance structure and establish foundation for citizen participation	Goal: Promote legitimate political institutions and participatory processes	Goal: Consolidate political institutions and participatory processes
Oversight	<ul style="list-style-type: none"> Encourage formation of watchdog organizations in public and private sectors to monitor international and national institutions 	<ul style="list-style-type: none"> Establish legislative protections for indigenous watchdog groups Ensure adequate resources and standing for oversight mechanisms. 	<ul style="list-style-type: none"> Promote indigenous transparency monitoring presence in public and private sectors
Participation			
Elections			
Elections Planning and Execution	<ul style="list-style-type: none"> Set realistic timetable, goals, and budget for elections Facilitate indigenous decision on the mode of representation and sequence of elections (national/local) Determine identification requirements for registration/voting Establish independent national electoral commission Establish or verify voter registry. 	<ul style="list-style-type: none"> Assist national electoral commission in developing appropriate laws, procedures, and rules for election, including security of candidates and ballot box, and in promulgating rules of election Ensure secure and fair election campaign 	<ul style="list-style-type: none"> (1) Provide logistical support for elections (ballot boxes, voting stations, etc.) if required Assist national electoral commission in planning and execution of election Promote sustainable election methods and mechanisms
Elections Monitoring	<ul style="list-style-type: none"> Secure agreements for international and domestic monitoring presence 	<ul style="list-style-type: none"> Recruit and organize indigenous and international election monitoring teams 	<ul style="list-style-type: none"> Deploy monitoring teams Support development of domestic monitoring and watch dog groups.
Elections Outreach	<ul style="list-style-type: none"> Enable electoral commission to publicize election timetable and encourage citizen participation Gauge public opinion through polling 	<ul style="list-style-type: none"> Disseminate information about electoral process Undertake voter education campaign 	<ul style="list-style-type: none"> Make election results widely available to avoid fraud and misperception Institutionalize process for investigation and redress of allegations of electoral malfeasance.
Political Parties			
Party Formation	<ul style="list-style-type: none"> Support political competition Ensure clear legal status, protections, and regulations of political parties 	<ul style="list-style-type: none"> Encourage creation of multiple parties Require transparent and legal funding mechanisms Oversee registration of political parties in accordance with election laws Establish political party code of 	<ul style="list-style-type: none"> Support political activities by backing democracy promotion objectives Link parties to legitimate international counterparts

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

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

Reconstruction and Stabilization Essential Tasks

HUMANITARIAN ASSISTANCE AND SOCIAL WELL-BEING

(Note: Tasks with implicit essential infrastructure tasks are identified with a parenthetical (I) preceding the task and are gray shaded.)

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

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

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

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

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

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

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

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

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

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

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

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

Reconstruction and Stabilization Essential Tasks

ECONOMIC STABILIZATION AND INFRASTRUCTURE

(Note: Tasks with implicit essential infrastructure tasks are identified with a parenthetical (I) preceding the task and are gray shaded.)

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

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

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

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

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

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

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	<ul style="list-style-type: none"> Ensure standard banking practices to approve loans are part of early credit programs. 	<ul style="list-style-type: none"> lending Initiate savings programs as a source of funds for lending 	<ul style="list-style-type: none"> Institutionalize micro enterprise financing as a par of banking system and ensure it is under umbrella of regulatory framework.
Asset and Money Laundering	<ul style="list-style-type: none"> Freeze accounts of combatants Block international access of overseas accounts, money laundering. 	<ul style="list-style-type: none"> Trace assets and remit back to the government. 	
Non-Banking Sector		<ul style="list-style-type: none"> Evaluate the needs for insurance, equities, and non-bank credit sources Facilitate creation of private insurance sector. 	<ul style="list-style-type: none"> Develop non-bank financial institutions as appropriate for the country.
Stock and Commodity Markets		<ul style="list-style-type: none"> Assess feasibility of equity markets as a way to increase investment resources as alternative to debt. Assess feasibility of stock markets as way to facilitate privatization. 	<ul style="list-style-type: none"> Create condition conducive to formation of stock and commodity markets.
Debt			
Debt Management	<ul style="list-style-type: none"> Evaluate external position vis-à-vis external and domestic creditors and clear arrears, where possible Establish short-term and MLT debt strategy 	<ul style="list-style-type: none"> Creation of control system for effective debt management Seek necessary Balance of Payment (BOP) support from international community 	<ul style="list-style-type: none"> Develop long-term sustainable debt strategy.
Arrears Clearance	<ul style="list-style-type: none"> Conduct inventory of multilateral and bilateral arrears to creditors. Develop arrears clearance strategy (i.e., multilateral fund, debt forgiveness) 	<ul style="list-style-type: none"> Make necessary payments to creditors. 	
Trade			
Trade Structure (See <i>Fiscal Policy and Governance</i> , Customs Reform and Enforcement)	<ul style="list-style-type: none"> Evaluate tariffs, tax structures and barriers to trade Reduce restrictions on imports that hinder access to goods for small business and investors trying to jumpstart the economy. 	<ul style="list-style-type: none"> Evaluate viability of reducing tariffs, taxes, and barriers to trade. 	<ul style="list-style-type: none"> Foster economic integration through local, regional, and global organizations.

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

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		small business development <ul style="list-style-type: none"> • Help identify funding sources and implement priority projects. 	
Privatization	<ul style="list-style-type: none"> • Assess impact of SOEs on fiscal balance/ to determine whether fiscal drain, or whether resource loss from unproductive firms can be offset through type of privatization 	<ul style="list-style-type: none"> • Assessment of SOEs and their fiscal impact • Develop a plan and strategy for privatization of loss making enterprises, as necessary. • Address how to handle losses from SOES (MOF/CB) • Assess contribution of privatization to jumpstart of new industries. (New firms from resources available from closing down old firms may support job creation.) • If privatizing and if results in job loss, ensure that social safety net can support transition from losing old firms to start-up of new firms. 	<ul style="list-style-type: none"> • Ensure legal and regulatory frameworks support privatization
Natural Resources and Environment	<ul style="list-style-type: none"> • (I) Assess and secure access to valuable natural resources • Initiate process for addressing and resolving resource ownership and access issues. • (I) Conduct national environmental survey. 	<ul style="list-style-type: none"> • Prevent capture of proceeds from natural resources and commodities by faction(s) • Establish mechanism to ensure transparency in extractive industries • Stop illicit trade in natural resources and develop governance mechanisms and incentives to bring trade into market. • Impose penalties on those that plunder resources • (I) Conduct geological survey • (I) Promote development of natural resources to attract potential investors • Establish environmental protection and 	<ul style="list-style-type: none"> • Rationalize national resource policies with long-term economic development strategies • Diversify economy to reduce over-dependence on single commodities • Develop capacity to enforce environmental protection provisions and combat environmental crime • (I) Promote integrated watershed management • Draft and adopt specific environmental standards for industry and agriculture.

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		regulatory mechanisms	
Legal and Regulatory Reform			
Property Rights	<ul style="list-style-type: none"> Evaluate existing laws pertaining to land rights, registration of the property, and collateralization of movable and immovable property. Take immediate steps where needed to establish process to resolve property rights issues. 	<ul style="list-style-type: none"> Establish procedure to resolve property rights for land and subterranean resources. Draft laws and codes to establish or strengthen property rights including customary or traditional concepts where appropriate. Establish process to reconcile and address claims of expropriations Adopt appropriate laws, regulations, and codes. 	<ul style="list-style-type: none"> Ensure equitable implementation of laws, regulations, and codes.
Business/Commercial Law	<ul style="list-style-type: none"> Determine restrictions on trade, commerce, and open market operations Evaluate existing laws pertaining to commercial and business operations 	<ul style="list-style-type: none"> Design laws and regulations to provide incentives for economic growth and development Streamline administrative and requirements for entry for businesses Reform business laws, accounting/reporting practices (e.g., bankruptcy, collateralization of assets) to encourage foreign and domestic investment Evaluate and develop competition policy. 	<ul style="list-style-type: none"> Implement laws and regulations, including provisions to protect intellectual property rights Create and initiate framework for privatization of appropriate public assets.
Labor	<ul style="list-style-type: none"> Evaluate existing laws pertaining to labor rights. 	<ul style="list-style-type: none"> Design laws and regulations to protect labor rights, including workplace safety, minimum wage, child labor and union rights provisions. 	<ul style="list-style-type: none"> Implement and enforce labor laws and regulations Promote management-labor dispute mechanisms.
Economic Legal Reform	<ul style="list-style-type: none"> Review civil and commercial codes Determine relevance of enforcement mechanisms Retract necessary sanctions restrictions Evaluate legal framework. 	<ul style="list-style-type: none"> Draft and promulgate revisions. Analyze applicability of codes to foster economic growth (e.g., effectiveness of courts and enforcement) Develop codes to foster economic 	

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	<ul style="list-style-type: none"> Evaluate contract obligations with international financial community. 	<p>growth and development</p> <ul style="list-style-type: none"> Determine the viability of intellectual property rights, foreign direct investment allowances and standards as it pertains to the trade laws Design laws that are conducive to open market trade regime and a responsible tariff structure Design and revise laws to take into consideration domestic and foreign contractual agreements. 	
Competition policy	<ul style="list-style-type: none"> Assess market for obvious problems with legal and regulatory framework for free market treatment. 	<ul style="list-style-type: none"> Ensure regulatory framework allows free entry and exit in market, non-discriminatory pricing and access markets, credible bankruptcy law, etc. Assess whether there is preferential political or other access to government contracts, licenses, donor funds that distort the market of government allocation of resources and develop transparent approach (i.e., war lords, military budget) 	
Public Utilities and Resources Regulation (See <i>Infrastructure</i>)	<ul style="list-style-type: none"> (I) Assess policy, governance and regulatory framework and rebuilding for utilities, power, mining, and other key infrastructure and facilities 	<ul style="list-style-type: none"> Review and revise as necessary policies for pricing, distribution, concessions etc of sectors 	
Economic Enforcement and Anti-Corruption (See <i>Fiscal Policy and Governance</i>)	<ul style="list-style-type: none"> Identify incentives to reduce corruption. Assess threat/existence of corruption in political system Identify drivers of corruption Develop laws promoting anti-corruption, accountability and transparency within government and private sector Create mechanisms to curtail 	<ul style="list-style-type: none"> Design and implement anti-corruption campaign, including education and codes of conduct Enforce anti-corruption laws, including removal of corrupt officials Development and implement enforcement mechanisms. Combat corruption among police, 	<ul style="list-style-type: none"> Development and implement enforcement mechanisms. Prosecute violators and enforce standards Seek international cooperation to combat corruption Dismantle organized crime networks.

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	corruption, including special prosecutors, witness and judge protection, ethics norms	border, customs, tax collection forces/units <ul style="list-style-type: none"> • Empower legal and civil society mechanisms to monitor governmental behavior • Foster transparent governing practices in public and private sectors • Revise procurement procedures. 	
Agricultural Development			
Agricultural Land and Livestock	<ul style="list-style-type: none"> • (I) Secure existing post harvest storage facilities to prevent spoilage and looting of harvested crops • Ensure process established to determine land ownership, if disputed (e.g., if internally displaced person (IDP) claim to own land). • Estimate crop production, mix, input adequacy • Land distribution • Degree of market integration • Estimate farm income and poverty level • Identify constraints to production. • Assess health, diversity, and number of animals • Keep core reproductive group alive through water and/or fodder provision • De-stock if appropriate 	<ul style="list-style-type: none"> • (I) Identify degraded areas • Improve soil fertility through use of mineral and organic fertilizers • Improve use of various soil management techniques to improve soil moisture retention and improve water use efficiency in irrigation • (I) Develop programs to address degradation through reforestation (example: reforestation/economic development through provision of income generating activities in Afghanistan). • Determine the extent to which the prevailing land tenure and/or land titling is a constraint. • Assess the farm labor market. • Identify the role of women in agriculture. • Provide veterinary service • Restock if appropriate • Establish sanitary practices and procedures 	<ul style="list-style-type: none"> • (I) Improve design and maintenance of rural farm-to market roads • (I) Establish and implement protocols for rural road construction near rivers • (I) Establish simple methods for rural road improvement and maintenance by communities and municipalities • Develop proper forest management practices • Establish grades and standards and food safety procedures for livestock for domestic use and export • Improve rangeland management techniques through training of ministry staff and community leaders
Agricultural Inputs	<ul style="list-style-type: none"> • (I) Rebuild small scale irrigation systems and technologies for collecting rainwater 	<ul style="list-style-type: none"> • Determine cost-effectiveness of different irrigation plans • (I) Improve irrigation engineering 	<ul style="list-style-type: none"> • (I) Improve drainage during road construction to reduce excessive runoff • Insure Ministry staff is trained in

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	<ul style="list-style-type: none"> • (I) Identify critical points if emergency watershed protection is needed • (I) Determine agricultural needs within a watershed • (I) Locate significant sources of sediment • (I) Determine if land is flood risk • Identify agricultural time lines and necessary inputs needed according to the agricultural calendar • Supply appropriate seeds, tools and other production inputs to farmers in affected region (e.g., fertilizer, fuel, pesticide, equipment, etc.) 	<ul style="list-style-type: none"> • (I) Provide income generating activities to rebuild watersheds and irrigation systems • (I) Promote bioengineering—use of natural materials for stream bank stabilization • Select crops and pasture grasses most appropriate for seasonal water availability while still yielding financial return • (I) Protect water sources through tree planting, fencing, and community agreement on restriction of activities near water sources or managed grazing on common pasture lands 	<ul style="list-style-type: none"> • maintenance of irrigation systems • Extension agents train local farmers in soil and water management and irrigation techniques • Improve crop production through Integrated Pest Management or use of improved seeds • Follow standards for phyto-sanitary food crops • Support longer-term breeding programs to diversify and rebuild locally adapted lines of important food security crops
Agricultural Policy and Financing	<ul style="list-style-type: none"> • Identify policy makers in the agricultural, natural resources and the environment areas and discuss understanding of their priorities for their respective sectors.. • Identify existing Ministry officials in the country or who have fled and are willing to return to their home • Rehabilitate physical structures • Establish grant programs for all aspects of agricultural development • Ensure equal access by minorities, women and poor 	<ul style="list-style-type: none"> • Promote diversification of agriculture and livestock as well as supporting service sectors • Increase human capacity of public sector agricultural institutions (e.g., research, extension, information and statistics, crop protection, veterinary service, food safety) 	<ul style="list-style-type: none"> • Develop land reform plan • Implement land reform measures • Ensure equal access and land (quality) distribution for minorities, women, and poor. • Train Ministry staff in country and through international exchanges in the latest scientific and research data • Participate in university, private and public exchange programs • Establish financial (credit) services for crop and livestock production and marketing
Agricultural Distribution	<ul style="list-style-type: none"> • Channel food aid to promote market activities <p>(See Humanitarian and Social Well-being, Food Security)</p>	<ul style="list-style-type: none"> • (I) Establish transportation and distribution networks, including farm to market roads • Support financial services to the domestic transport sector to facilitate 	<ul style="list-style-type: none"> • Re-establish and facilitate market-oriented domestic food production • Improve food safety systems to facilitate agricultural trade • Promote private sector investments in

	<i>INITIAL RESPONSE</i>	<i>TRANSFORMATION</i>	<i>FOSTERING SUSTAINABILITY</i>
	<u>Goal: Respond to immediate needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
		movement to markets. <ul style="list-style-type: none"> Initiate collection of public good market information, commodity grading and statistics system. 	production, processing, transportation, and marketing <ul style="list-style-type: none"> Establish public-private partnerships to promote agricultural trade
Social Safety Net			
Pension System	<ul style="list-style-type: none"> Assess existing pension systems for government, and parastatal employees. Assess capability of government to pay pensions or reduce pension arrears if applicable. 	<ul style="list-style-type: none"> Design or reconfigure pension system based on agreed criteria and ability of new government to support Assess pension systems for private sector employees. 	<ul style="list-style-type: none"> Secure funding stream and institutionalize pension system.
Social Entitlement Funds	<ul style="list-style-type: none"> Assess availability of social fund for disabled, widows, orphans and unemployed. 	<ul style="list-style-type: none"> Rationalize funding for social safety net programs. 	<ul style="list-style-type: none"> Ensure programs are sustainable
Women's Issues		<ul style="list-style-type: none"> Identify legal and de facto barriers to women's full participation including property rights, land tenure, etc. 	
Infrastructure			
Transportation			
Transportation Sector Policy and Administration (See Employment Generation , Public Work Jobs; and, Fiscal Policy and Governance , Public Sector Investments)	<ul style="list-style-type: none"> Assess overall condition of national transportation infrastructure. Determine and prioritize essential infrastructure programs and projects that reflect a balance of security, stabilization, and economic reconstruction Establish policies to support transportation priorities 	<ul style="list-style-type: none"> Develop regional and national transportation plans Develop partnerships with local organizations to meet community needs and increase local capacity to develop and maintain transportation critical infrastructure 	<ul style="list-style-type: none"> Develop national transportation system that link key nodal infrastructure Implement transportation programs and projects
Airports Infrastructure (See Employment Generation , Public Work Jobs; and, Fiscal Policy and Governance , Public Sector Investments)	<ul style="list-style-type: none"> Assess condition of existing airport facilities (e.g., runways, taxiways, drainage, lighting and navigation, fueling systems, hangars and terminals, service facilities) Construct expedient repairs or new 	<ul style="list-style-type: none"> Develop regional and national aviation transportation plans 	<ul style="list-style-type: none"> Implement programs and projects for sustainable airport operations

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

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	<u>Goal: Respond to immediate needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	stabilization, and economic reconstruction <ul style="list-style-type: none"> Establish policies to support telecommunications priorities 	and maintain energy critical infrastructure	
Telecommunication Infrastructure	<ul style="list-style-type: none"> Assess condition of existing telecommunications facilities 	<ul style="list-style-type: none"> Develop regional and national telecommunications plans 	<ul style="list-style-type: none"> Implement telecommunications programs and projects
Energy			
Fossil Fuels Production and Distribution (See Employment Generation , Public Work Jobs; Fiscal Policy and Governance , Public Sector Investments; and, Trade)	<ul style="list-style-type: none"> Assess overall condition of national energy infrastructure. Determine and prioritize essential infrastructure programs and projects that reflect a balance of security, stabilization, and economic reconstruction Establish policies to support energy priorities 	<ul style="list-style-type: none"> Develop regional and national energy plans 	<ul style="list-style-type: none"> Develop national energy infrastructure system
Electrical Power Sector	<ul style="list-style-type: none"> Assess condition of existing power generation and distribution facilities 	<ul style="list-style-type: none"> Develop national power grid plans that encompass generation to delivery 	<ul style="list-style-type: none"> Implement electrical power programs and projects
Energy Infrastructure	<ul style="list-style-type: none"> Assess condition of existing natural resources conversion and distribution facilities, and power generation and distribution facilities 	<ul style="list-style-type: none"> Develop energy investment plans Develop partnerships with local organizations to meet community needs and increase local capacity to develop and maintain energy critical infrastructure 	<ul style="list-style-type: none"> Invest in energy programs and projects that support national energy priorities
General Infrastructure			
Engineering and Construction	<ul style="list-style-type: none"> Assess condition of existing facilities that are integral for effectively implementing other post-conflict sector essential tasks (e.g., fire and police stations, border checkpoints, IDP camps and shelters) 	<ul style="list-style-type: none"> Construct facilities that restore and promote overall indigenous governance, commerce, and social well-being 	
Municipal Services	<ul style="list-style-type: none"> Assess condition of existing local, municipal facilities that provide 	<ul style="list-style-type: none"> Construct facilities that restore and promote local, indigenous governance, 	

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	<u>Goal: Respond to immediate needs</u>	<u>Goal: Establish foundation for development</u>	<u>Goal: Institutionalize long-term development program</u>
	essential services to local population. <ul style="list-style-type: none"> • Construct expedient repairs or new facilities to support restoration of stability and normalcy to local populations (e.g., schools, medical clinics, municipal buildings) 	commerce, and social well-being <ul style="list-style-type: none"> • Develop partnerships with local organizations to meet community needs and increase local capacity to develop and maintain energy critical infrastructure 	
Public Information and Communications			
Disseminate Economic Stabilization and Infrastructure Information	<ul style="list-style-type: none"> • Identify or establish outlets for international, national, and local news media • Utilize media as public information tool to provide factual information and control rumors • Issue effective press releases & timely provision of information services as needed in local languages • Assist National Transitional Administration and/or National Government to inform public regularly. 	<ul style="list-style-type: none"> • Invest in the development of indigenous capacity • Train journalists, expand capacity of outlets and improve interaction with local population and linkages with the international community. 	

Reconstruction and Stabilization Essential Tasks

JUSTICE AND RECONCILIATION

(Note: Tasks with implicit essential infrastructure tasks are identified with a parenthetical (I) preceding the task and are gray shaded.)

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

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

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

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

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	presence <ul style="list-style-type: none"> Develop indigenous human rights monitoring capacity. 	missions with indigenous monitors.	rights monitoring mechanism.
Corrections			
Incarceration and Parole	<ul style="list-style-type: none"> Vet corrections personnel Determine status of prisoners held (political prisoners and war prisoners) Coordinate jurisdiction and handover with military as necessary. 	<ul style="list-style-type: none"> Institute standards for case review and prisoner disposition Reconfigure probations and parole system. 	<ul style="list-style-type: none"> Transfer penal authority to indigenous authorities Monitor compliance with internationally accepted corrections standards.
Corrections Facilities (See Economic Stabilization and Infrastructure, <i>General Infrastructure</i>)	<ul style="list-style-type: none"> (I) Refurbish prison facilities at key sites (I) Provide emergency lock-up facilities (I) Coordinate jurisdiction and handover. 	<ul style="list-style-type: none"> (I) Rebuild correctional institutions, including administrative and rehabilitative capacities. 	<ul style="list-style-type: none"> Ensure continued funding, oversight and management of correctional facilities.
Training		<ul style="list-style-type: none"> Train officers according to internationally accepted standards. 	<ul style="list-style-type: none"> Establish indigenous sustainable corrections training programs.
War Crime Courts and Tribunals			
Establishment of Courts and Tribunals	<ul style="list-style-type: none"> (I) Acquire secure facilities Establish jurisdiction, composition and mandate of local and international courts and tribunals Determine ratio of international to local judges and prosecutors. 	<ul style="list-style-type: none"> Recruit court staff Provide logistical/technical support to international courts and tribunals Develop intelligence-sharing agreements Second expert personnel Ensure witness protection. 	<ul style="list-style-type: none"> Bring cases to trial and conclude as expediently as possible.
Investigation and Arrest	<ul style="list-style-type: none"> Set up an atrocity reporting system; Refugee interviews Document and preserve evidence of mass atrocities and maintain data on sites Coordinate efforts with UN, regional organization and NGOs. 	<ul style="list-style-type: none"> Assist in investigation, arrest, and transfer of suspected war criminals to international courts. 	<ul style="list-style-type: none"> Assist indigenous forces efforts to arrest and transfer human rights violators and war criminals.
Citizen Outreach	<ul style="list-style-type: none"> Publicize progress and work Publish indictments and statements. 	<ul style="list-style-type: none"> Broadcast court proceedings Support media access. 	<ul style="list-style-type: none"> Translate and disseminate court records and decisions.

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

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	<ul style="list-style-type: none"> Insulate peace building efforts from spoilers. 		
Religion and Customary Justice Practices	<ul style="list-style-type: none"> Identify customary judicial practices, religious institutions and other leaders on local and national levels Identify role religious leaders play in reducing or promoting conflict Design community programs to support reconciliation based on religious and traditional practices Determine refugee, religious and legal requirements in case of birth, death or marriage. 	<ul style="list-style-type: none"> Ensure participation of diverse religious elements Rebuild places of worship and sacred sites Implement traditional reconciliation mechanisms, such as purification rituals and reburial ceremonies. 	<ul style="list-style-type: none"> Create and implement faith-based initiatives to rebuild communities Encourage dialogue on role of customary justice and relationship with formal systems of justice.
Assistance to Victims and Remembrance	<ul style="list-style-type: none"> Provide localized counseling to victims Establish missing persons initiatives Solicit funds and technical experts for identifying bodies and running missing persons programs. 	<ul style="list-style-type: none"> Implement counseling programs focusing on redress and post-violence trauma Create citizen's councils to establish memorials, scholarship funds, performances, and other commemoration activities. 	<ul style="list-style-type: none"> Preserve memory through public activity and historical records (e.g. museums, archives, and oral histories).
Women	<ul style="list-style-type: none"> Assess traditional role of women in society and their potential to contribute to reconciliation process Implement rape prevention and medical treatment procedures. 	<ul style="list-style-type: none"> Support initiatives devised by women's groups Encourage a gender-based approach in the work of civil society and government efforts Implement laws against trafficking 	<ul style="list-style-type: none"> Ensure women's rights and influence
Vulnerable Populations	<ul style="list-style-type: none"> Assess needs of vulnerable populations (e.g. war-wounded, internally displaced persons (IDPs), refugees, raped, tortured, disabled, orphaned youth, minority interests). 	<ul style="list-style-type: none"> Deploy strategies for successful reconciliation of vulnerable populations Support local initiatives for addressing needs, developing initiatives Engage all sectors to move forward. 	<ul style="list-style-type: none"> Assist communities in devising strategies for lasting integration and progress.
Evaluating and Learning		<ul style="list-style-type: none"> Debrief returned international professionals. 	<ul style="list-style-type: none"> Evaluate results and compare with similar cases.
Public Information and Communications			

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Disseminate Justice and Reconciliation Information	<ul style="list-style-type: none"> • Identify or establish outlets for international, national, and local news media • Utilize media as public information tool to provide factual information and control rumors • Issue effective press releases & timely provision of information services as needed in local languages • Assist National Transitional Administration and/or National Government to inform public regularly. 	<ul style="list-style-type: none"> • Invest in the development of indigenous capacity • Train journalists, expand capacity of outlets and improve interaction with local population and linkages with the international community. 	