



Guidelines Note for the Implementation of The African Union Post-Conflict Reconstruction and Development Policy

Peace and Security Department



Foreword



The African Union (AU) Guidelines Note for the implementation of the Post-Conflict Reconstruction and Development (PCRD) Policy has been developed within the Commission's framework on peace and security, which includes the Constitutive Act, the Protocol for the Establishment of the Peace and Security Council, the Memorandum of Understanding between the AU Commission (AUC) and the Regional Economic Communities and Regional Mechanisms (RECs/RMs), among others, to address the challenges of post-conflict countries and countries in relatively unstable situations.

The PCRD Policy framework provides the broad strategic outline for assisting countries to recover from conflict and/or difficult transitions. In addition, specific policies and Guidelines have been developed to guide the operational implementation of various aspects of the six pillars. It is therefore imperative that the implementation of the policy is undertaken in conjunction with the relevant guides and vice versa. This Guidelines Note provides the various actors engaged in PCRD efforts with a single document that draws together the legal and policy frameworks of PCRD and processes for undertaking PCRD interventions.

The Guidelines Note provides practical information to AU Member States, RECs/RMs and other key stakeholders for the design, implementation, monitoring and evaluation of AU PCRD programmes, projects and activities in a cooperative and collaborative manner that facilitates coordination and thereby enhances the opportunity for effectiveness and efficiency. Designed to guide the operationalization of key initiatives, it is aimed at supporting countries emerging out of conflict or difficult transitions in a manner that respects and promotes the five core principles of the PCRD Policy.

This Guidelines Note contributes to enhancing African capacity to deal with the complex recovery efforts in post-conflict and unstable situations in our Member States. I am therefore delighted to present this Guidelines Note for the implementation

of the PCRD Policy. I encourage AU Member States, RECs, RMs, Civil Society Organisations (CSOs), institutions and individuals that want to play a positive role in consolidating the capacity of the continent in addressing post-conflict recovery and development to support its implementation.

A handwritten signature in black ink, appearing to read 'S. Chergui', with a stylized flourish at the end.

Ambassador Smail Chergui

Commissioner for Peace and Security

African Union Commission

October 2018

The Crisis Management and Post-Conflict Reconstruction and Development Division

The Crisis Management and Post-Conflict Reconstruction and Development (CMPCRD) is one of the Divisions in the Peace and Security Department that supports the efforts of the AUC to prevent, manage and resolve conflicts as well as support the reconstruction and development endeavours of countries emerging from conflicts and/or difficult transitions.

The CMPCRD comprises two Units, namely; Crisis Management and Post Conflict Reconstruction and Development. Under the Crisis Management Unit, the Division manages conflicts through monitoring of political, security and humanitarian situations across the continent, and implements decisions adopted by the Peace and Security Council (PSC). Through the Unit, the Division oversees all AU-led and/or supported mediation efforts including providing backstopping support to the High Level Representatives and Special Envoys of the Chairperson of the Commission. In order to enhance the effectiveness of the African Peace and Security Architecture (APSA), the Crisis Management Unit also supports the operationalization of the recently established AU Mediation Support Unit (MSU).

The PCRD Unit, which is responsible for the implementation of the AU's PCRD policy, initiates the development of frameworks for the implementation of the policy, leads Post-Conflict Needs Assessments and implements Quick Impact Projects (QIPs) and Peace Strengthening Projects (PSPs). Through the African Solidarity Initiative (ASI), the Division also supports efforts of the Commission to mobilize in-kind and financial contributions, in collaboration with concerned countries and other Member States, Regional Economic Communities, as well as the relevant African institutions, to support post-conflict reconstruction activities and efforts in the African countries concerned. CMPCRD liaises with the RECs/RMs, multilateral institutions including the United Nations system, the African Development Bank, bi-lateral development agencies and African and non-African Civil Society Organizations on the implementation of the AU's mandate for crisis management and reconstruction efforts.

The Division also supervises and coordinates the activities of the AU Liaison Offices in Member States emerging from Conflict or those undergoing difficult transitions thereby contributing towards effective stabilization that lays the foundation for social justice and sustainable peace, in line with Africa's vision of renewal and growth. Through the implementation of its mandate, the CMPCRD supports the overall vision of the Commission to Silence the Guns by 2020 and assist in the effective implementation of Agenda 2063.

Guidelines Note for the Implementation of the PCRD Policy

A. Introduction

- I. In 2006, in recognition of the need for a comprehensive framework to address the seemingly distinct but interrelated challenges of post-conflict countries and countries in relatively unstable situations, the Executive Council of the African Union called for the development of a Post-Conflict Reconstruction and Development Policy.
- II. The PCRD Policy, which was promulgated in Banjul, The Gambia, in July 2006, is a distillation of provisions from the AU's main legal frameworks on peace and security, which include the Constitutive Act and the Protocol for the Establishment of the Peace and Security Council. The Policy, which provides strategic guidance for planning and implementing integrated strategies and programmes in relevant countries, envisages collaboration between all relevant actors – AUC, RECs/RMs, Member States, CSOs and the international community.
- III. The PCRD Policy is based on the following principles: African Leadership, National and Local Ownership, Inclusiveness, Equity and Non-Discrimination, Cooperation and Coherence, and Capacity Building for Sustainability.
- IV. The AUC has developed a number of Guidelines on various aspects of PCRD. These include the Operational Guidelines on Disarmament, Demobilization and Reintegration Capacity Program (national DDR frameworks; Detention and DDR, Reintegration, DDR for Women, and DDR and Children) as well as Gender and Security Sector Reform, among others. In addition, there is the Draft AU Transitional Justice Policy, the Guidelines on the African Standby Force (ASF) in Humanitarian Assistance and Natural Disaster Support, as well as the AU Guidelines on Quick Impact Projects.

- V. In addition to the above, Guidelines on ways to enhance cooperation and coordination between the AUC, RECs/RMs, Member States and CSOs in the areas of peace and security is provided in a number of documents. These include the Protocol on Relations between the AU and the Regional Economic Communities, the Memorandum of Understanding on Cooperation in the areas of Peace and Security between the African Union, the Regional Economic Communities and the Coordinating Mechanisms of the Regional Standby Brigades of Eastern Africa and Northern Africa [hereinafter referred to as the MoU], the Livingstone Formula and the Common African Position (CAP) on Humanitarian Effectiveness.
- VI. Notwithstanding, there is no comprehensive guidance on the implementation of post conflict reconstruction and development initiatives.

Purpose

- VII. This Guidelines Note therefore provides practical information for the design, implementation, monitoring and evaluation of AU PCRD programmes, projects and activities. Designed to guide the operationalization of key initiatives aimed at supporting countries emerging out of conflict or difficult transitions in a manner that respects and promotes the five core principles of the PCRD Policy, it must be applied in conjunction with the PCRD Policy and complemented by the various thematic instruments on PCRD developed by the Commission, some of which are listed in preceding paragraphs. It offers guidance on ways to address some of the practical challenges associated with planning, designing, implementing, monitoring and evaluating PCRD activities in collaboration and coordination with RECs/RMs, CSOs and Member States.

What is PCRD?

Post-Conflict Reconstruction and Development (PCRD) is a comprehensive set of measures that seek to: address the needs of countries emerging from conflict, including the needs of affected populations; prevent escalation of disputes; avoid relapse into violence; address the root causes of conflict; and consolidate sustainable peace. PCRD is conceived within the African

vision of renewal and sustainable development and while its activities are integrated, and many must be pursued simultaneously, they are envisaged in the emergency (short-term), transition (medium-term) and development (long-term) phases. The scope of these activities encompasses six indicative elements, namely: security; humanitarian/emergency assistance; political governance and transition; socio-economic reconstruction and development; human rights, justice and reconciliation; and women and gender.

Scope

The Guidelines Note provides direction in the following areas:

- a. Legal and institutional framework of PCRDR
- b. PCRDR contexts: Who, when, what and how
- c. Interventions by key actors
 - i. Intervention by AUC
 - ii. Intervention by RECs/RMs
 - iii. Intervention by MS
 - iv. Intervention by CSOs

B. Legal and Institutional Framework of PCRDR

The Constitutive Act of the African Union

VIII. The Constitutive Act envisages PCRDR as part of the repertoire of measures for the promotion and protection of peace and security on the continent. As such, PCRDR efforts are anchored in Articles 3(f), (g), (h) and (k) as well as 4(m), (n) and (o)¹ of the Act.

1. 3(f) promote peace, security, and stability on the continent; 3(g) promote democratic principles and institutions, popular participation and good governance; 3(h) promote and protect human and peoples' rights in accordance with the African Charter on Human and Peoples' Rights and other relevant human rights instruments; 3(k) promote co-operation in all fields of human activity to raise the living standards of African peoples; 4(m) respect for democratic principles, human rights, the rule of law and good governance; 4(n) promotion of social justice to ensure balanced economic development; 4(o) respect for the sanctity of human life, condemnation and rejection of impunity and political assassination, acts of terrorism and subversive activities.

The Protocol for the Establishment of the Peace and Security Council

- IX. The Protocol for the Establishment of the Peace and Security Council [hereinafter referred to as the Protocol], which expands on the measures for guaranteeing peace and security, makes specific reference to PCRD. Article 3(c) of the Protocol states that one of the objectives for the establishment of the PSC is “to promote and implement peacebuilding and post-conflict and reconstruction activities to consolidate peace and prevent the resurgence of violence”. Similarly, Article 6(e) stipulates “peacebuilding and post-conflict reconstruction” as part of the functions of the PSC.
- X. PCRD is integrated as a cross-cutting issue in the African Peace and Security Architecture (APSA) because of its multiple roles and functions. In defining entry points and modalities for action, Article 9(1) provides clarity on PCRD by stating, “... The Peace and Security Council shall also take all measures that are required to prevent a conflict for which a settlement has been reached from escalating.” The provision of all measures refers to both immediate and short-term measures. However, since PCRD interventions facilitate the provision of longer-term measures for the resolution of conflicts, it is imperative for both the immediate and short-term measures to have a long-term focus.

The Executive Council Decision on the Report of the Chairperson of the Commission on Conflict Situations in Africa (EX.CL/191(VII))

- XI. The Executive Council Decision on the Report of the Chairperson of the Commission on Conflict Situations in Africa in July 2005 provides the justification and basis for the Policy on PCRD. The Decision emphasizes the linkage between PCRD and the attainment of sustainable peace in crises and conflict-affected countries.

Policy on Post-Conflict Reconstruction and Development

- XII. The Policy on Post-Conflict Reconstruction and Development [hereinafter referred to as the PCRD Policy] is the strategic framework that guides

the design, development and implementation of PCRDR. The Policy rests on six main pillars: security; humanitarian/emergency assistance; political governance and transition; socio-economic reconstruction and development; human rights, justice, reconstruction and development; and women and gender.

MoU between AUC and RECs

XIII. The 2008 MoU sets out the operational framework for collaboration and coordination between the AU and RECs/RMs. Specific mention of cooperation in the area of PCRDR is made in Article V (iv) and Article IX of the MoU. Both articles call for combined efforts between the AU and RECs for the implementation of PCRDR and, particularly in Article IX, for the implementation of the AU PCRDR policy.

Agenda 2063, Roadmap On Practical Steps for Silencing the Guns by 2020 and the APSA Roadmap 2016–2020

XIV. Agenda 2063 provides clear guidance on processes, indicators and outcomes that are expected to be achieved by AU PCRDR. These include critical guidance not only on the identification of areas of engagement for the AUC but also on entry points in terms of where AU PCRDR needs to be strengthened and avenues for increased coordination, collaboration and complementarity.

XV. Similarly, the African Union Master Roadmap of Practical Steps to Silence the Guns in Africa by 2020 (Lusaka Master Roadmap 2016) provides specific provisions, including institutional capacity strengthening for PCRDR, stabilization, peacebuilding and reconstruction.

XVI. Strategic priority 3 of the APSA Roadmap 2016–2020 focuses on post-conflict reconstruction and development. Acknowledging that the lack of clear definitions and operational Guidelines for the implementation of the Policy on PCRDR is problematic, the APSA Roadmap provides, among others, indicators of the prerequisites for the effective implementation of the Policy on PCRDR.

African Governance Architecture

XVII. The African Governance Architecture (AGA) provides important entry points for AU PCRD and the various components of the governance agenda towards achieving the mandate of APSA for the prevention and management of conflicts on the continent. It indicates an important role played not only by the AU Peace and Security Department but also by the Department of Political Affairs. A key entry point for integration between the two architectures (namely AGA and APSA) relates to the creation and implementation of the Interdepartmental Task Force on PCRD.

C. Rationale

XVIII. This Guidelines Note has been developed to collate, enhance and consolidate the various policy documents developed for implementing the various aspects of the PCRD Policy, so as to ensure that the AUC, RECs/RMs, Member States and other actors are able to effectively address the PCRD needs of countries in a comprehensive, coordinated and efficient manner. The PCRD landscape tends to be filled with a multiplicity of actors and interventions that are not always coordinated. However, the ability of the PCRD policy to “enhance complementarities and coordination between and among diverse actors engaged in PCRD processes” is dependent on having a common basis for engagement. The Guidelines Note, without being prescriptive, provides a common premise for engagement, coordination and collaboration.

D. Key Considerations for Successful Implementation of PCRD

XIX. PCRD actions aim to influence the dynamics of crises, with the objective of supporting states to prevent a relapse into conflict or the escalation of conflict into crises and to develop mechanisms that promote sustainable peace. Timing, type and sequencing of PCRD efforts are therefore essential considerations to ensure the success of PCRD efforts. PCRD initiatives also provide opportunity for the mobilization of needed resources, including, where relevant, the activation of partnership agreements for support. The legitimacy and effectiveness of PCRD efforts lie in getting all the above-mentioned considerations (timing, type and sequencing) right.

XX. PCRD comprises processes to assist countries in creating a modicum of security that allows for diplomatic and political resolution of crises. The interventions must therefore be designed to contribute to the immediate and short-term needs of the affected country, while putting in place the framework for longer-term engagements that address the root causes of the crisis. PCRD considerations must be part of conflict needs assessments for countries in crises, conflict or post-conflict. The integration of PCRD considerations into conflict needs assessments informs when and what type of interventions will be required at the various stages of the conflict/crisis/post-conflict stages of a given situation.

E. PCRD Contexts

XXI. PCRD efforts may be undertaken within three main contexts: 1) when there is settlement to a crisis; 2) when there is a peace agreement; and 3) when an internationally recognized government, or a party that is considered to be legitimately in control of an affected territory, cooperates with the AU, a REC/RM, the United Nations and/or an ad-hoc security initiative to promote stability.

Timing

- i. PCRD efforts commence in the period when armed violence is stopped at least in the areas where interventions are implemented. Even though context will determine the timing of PCRD interventions, PCRD must be part of the assessment, analysis and planning process of conflict management and peace support operations from the earliest opportunity. This will ensure that the strategic and operational considerations of PCRD are duly considered and integrated in the AU's strategic and operational processes from the onset, and thereby move the AU away from a linear conflict management model.

Types of Intervention

- i. A cardinal rule of PCRD is that it needs to be context specific. It must be owned nationally, societally and communally. Interventions must

therefore be designed to suit the particular situation at all levels, within a given country. This implies that even when a country has been a prior beneficiary of PCRD interventions, new interventions must be tailored to address the situation at hand and not be a mere replication of past interventions.

- ii. PCRD interventions may be technical, humanitarian or infrastructural support, a combination of two types of support, or all three types of support. Even though all three are critical, the AU, RECs and CSOs have stronger capabilities in technical support and the provision of targeted emergency infrastructure, while international partners such as the United Nations (through mechanisms such as the Peacebuilding Fund), the European Union and international financial institutions have capabilities for humanitarian and larger infrastructural support.

Gender Mainstreaming²

- i. Men, women, the aged, children, youth and persons with disabilities experience conflicts and crises differently. Although the strategic needs of populations are applicable to all persons irrespective of sex, gender, age and abilities, there are also distinct needs that pertain to the different categories of persons. PCRD interventions should therefore be gender responsive by ensuring the following:
 - The utilization of gender responsive tools for needs analysis, planning, programme design, implementation, monitoring and evaluation of PCRD;
 - The physical participation of the various categories of persons in PCRD;
 - Inclusion of the needs of the various categories of persons in the Needs Analysis Report;
 - Gender sensitive reporting with gender-disaggregated data in PCRD reports; and
 - Gender-sensitive monitoring and evaluation.

2. Gender mainstreaming is used in an expansive sense to refer to the inclusion of the needs of persons whose needs are often excluded, such as women, girls, boys, the aged, youth and persons with disabilities.

Planning for PCRD

- i. All PCRD interventions must be demand-driven and should therefore be preceded by a needs assessment and conflict analysis. To ensure that there is a comprehensive picture of PCRD needs in a given situation, it is best to undertake the needs assessment as part of a larger assessment. The advantage of undertaking a PCRD needs assessment as part of a larger conflict needs assessment is that it ensures that the requirements for PCRD are factored into the strategic decision-making processes for conflict prevention or peace support operations.
- ii. A Needs Analysis must follow the needs assessment to identify the immediate, short- and medium-term needs and to develop an evidence-based sequence for interventions. Conflict analysis and needs assessments allow for the identification of the best intervention, most suitable actor(s) to undertake the intervention and the most appropriate entry points for intervention at the various levels. It also provides an opportunity to identify challenges and spoilers to the PCRD efforts.
- iii. Planning for PCRD utilizes the information obtained from the needs assessment and conflict analysis to identify entry points, specific goals, processes and indicators, for the short and long terms. This ensures that PCRD plans are more effective and are able to be monitored, measured and evaluated.
- iv. Planning for PCRD must be done for all levels even through the design and implementation of the various PCRD activities may be staggered. Planning for all levels is useful for two reasons. First, it guarantees that critical issues are identified. Second, it makes it easier for other entities that come on board at a later stage to join the PCRD effort with ease and with minimal interruptions to ongoing efforts.

- v. Planning considerations should include the following:
 - a. Type and nature of need;
 - b. Resources needed and their likely sources;
 - c. Political acceptance;
 - d. Modalities for negotiating political difficulties; and
 - e. Efficient and value-for-money interventions.The considerations should assist in the sequencing of interventions (which must be purely context driven).

- vi. Planning for PCRD must employ a “whole-of-system” approach so that it can optimize and utilize some of the capabilities that may be available in the affected country. For example, in a post-conflict or partially post-conflict country with a Peace Support Operation (PSO) where road inaccessibility hinders the implementation of PCRD, it may be possible to use the air assets of the PSO for PCRD purposes if this is factored into the overall mission plan.

Sequencing

- i. Sequencing is a critical success factor for PCRD interventions. The interrelated nature of PCRD interventions makes the success of one dimension interdependent on the success of others. Having the proper sequencing ensures that minimum conditions are set to enhance success, identify potential shortfalls and support realistic planning, design and implementation of PCRD efforts. This means that some interventions may have to be made simultaneously whilst others may be consecutive. Sequencing also assists with identification of the right entry points, and is a critical element for increased coordination among actors. The failure of proper sequencing can jeopardize PCRD efforts and limit their transformative effect.

- ii. There are different levels of engagement under PCRD responses.
 - First, although the situation is nuanced, the interventions by the AU as well as RECs and Member States begin with engagements with the state. PCRD interventions at this level seek to influence strategic changes at the highest levels. These may include negotiations for

the provision of emergency assistance, for the deployment of human rights observers, or for constitutional and institutional reforms, among others.

- Second, interventions may focus on state institutions, duty bearers, and community and faith-based leaders. Some of these PCRD interventions, such as the provision of humanitarian and emergency assistance, are dependent on successful top-level interventions.
- Third, interventions may focus on communities and individuals to deliver the provision of basic human needs such as shelter, food and medical assistance and other services. Such interventions may also deal with confidence-building measures in the immediate to short term, as a precursor to medium- to long-term reconciliation efforts.

F. Coordination and Complementarity of Interventions

XXII. Coordination is the central role of the AU, and should begin through an operational and functional Interdepartmental Task Force. The Interdepartmental Task Force on PCRD is responsible for effective coordination at the level of the AUC. The structure of the Task Force should be replicated at the operational level in missions and, as appropriate, should include Member States, the RECs/RMs, CSOs and other relevant international organisations operating in the country.

To enhance coordination with other stakeholders, the following processes are recommended:

a. Design and Implementation:

To ensure that the PCRD efforts are demand driven and tailored to specific contexts and prevailing conditions, the AU and RECs/RMs working closely with MS and CSOs should:

- i. Be responsive to the needs of the affected community in terms of reconstruction and development;
- ii. Create an enabling environment to foster a partnership between officials, CSOs and community representatives, and for them to interact;

- iii. Widely communicate the programs being implemented to enhance knowledge and accessibility; and
- iv. Ensure the integration of PCRD efforts into national action plans.

b. Communication

- i. Communication should be dedicated to strengthening interaction between the actors, and to ensure that all actors have a full understanding of the paradigm being applied. Communication at the strategic and implementation levels ensures the right decisions at all levels lead to joint or coordinated actions that have the expected results and impact on the desired PCRD goals.

G. Monitoring and Evaluation

XXIII. As a context- and demand-driven effort, PCRD must meet the needs of the target beneficiaries at all times. Monitoring and evaluation should be part of the planning for PCRD. A monitoring and evaluation team must be comprised of PCRD experts from the AUC/REC/RM, Member States' experts and CSOs. The monitoring and evaluation of PCRD interventions must be gender sensitive. As general rule, especially when the security situation permits, members of the beneficiary community must be included in the monitoring and evaluation teams.

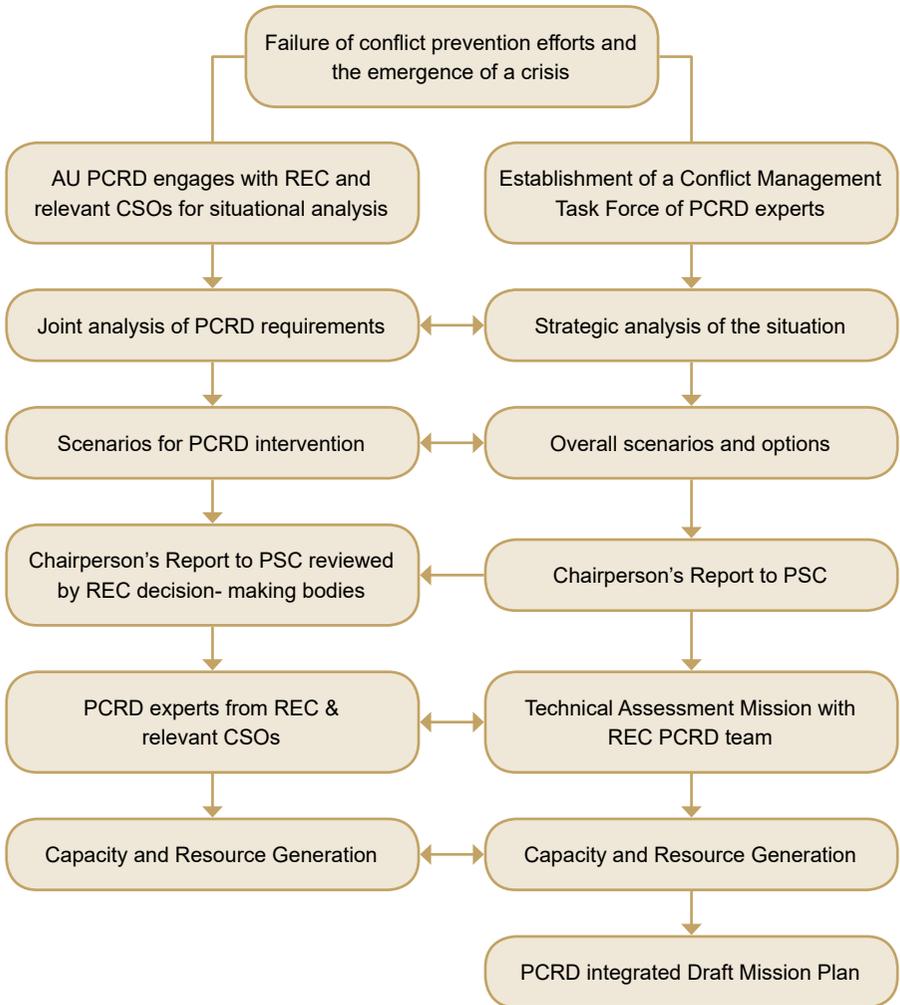
H. Guidance to Key Actors

Interventions by the AU

1. Following the deterioration of conflict situations, PCRD reaches out to the REC and relevant CSOs for the PCRD-relevant analysis of the situation.
2. Once a needs analysis is conducted, a PCRD-specific plan is developed for possible inclusion in future initiatives.
3. A Conflict Management Task Force (CMTF), which includes PCRD experts, is constituted.
4. PCRD participates in and gives inputs on the strategic analysis of the situation.

5. PCRD scenarios are developed and inputted into the overall scenarios and options presented.
6. PCRD considerations are reflected in the Chairperson's recommendations to the PSC.
7. PSC directive integrates PCRD considerations.
8. PCRD considerations integrated into the Chairperson's Directive.
9. Commissioner's planning guidance reflects PCRD needs.
10. Initial Draft Mission Plan includes recommendations for PCRD.
11. PCRD requirements form part of the overall efforts for capacity generation, logistics, finance and deployment.
12. PCRD experts form part of the Technical Assessment Mission.
13. PCRD requirements are reflected in the Draft Mission Plan.
14. Required resources for PCRD are included in the Mission's budget.
15. PCRD requirements are included in the Chairperson's report to the PSC. This should include a summary of the PCRD needs and resource requirements, as well as the clear inclusion of PCRD in the mandate.
16. PCRD experts are included in the Integrated Mission Planning Team.
17. PCRD considerations are included in the Integrated Mission Plan.
18. PCRD experts are recruited as part of force generation and deployed as part of the Mission at the appropriate time.
19. Progress on PCRD included in Mission reports.
20. PCRD to develop a Knowledge Management Base to document lessons learned and best practices.
21. Monitoring and Evaluation Mechanism established to monitor progress.
22. Resource mobilization strategy is developed and including through the African Solidarity Initiative (ASI).

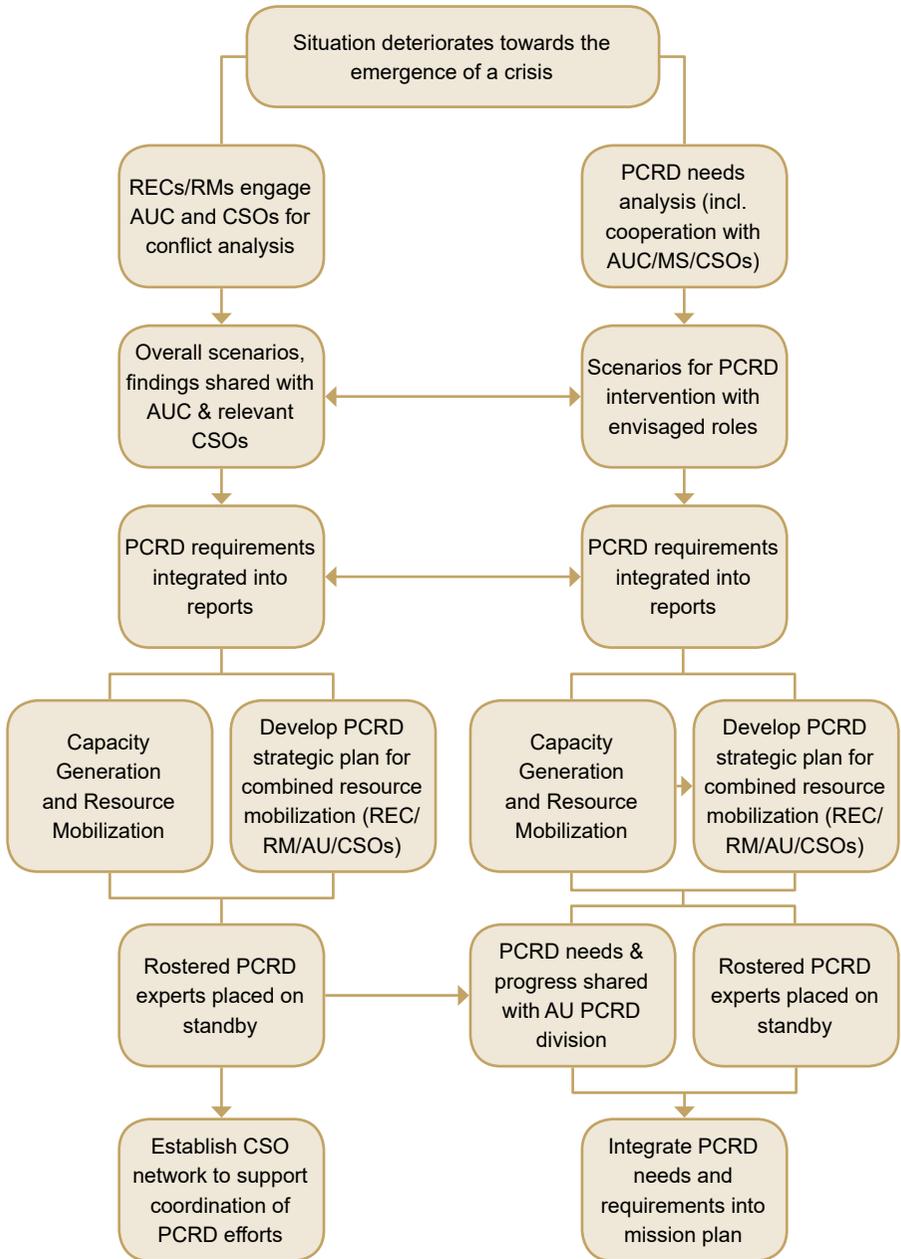
Outline of Interventions by the AUC



Interventions by RECs/RMs

1. Following the deterioration of a crisis in a given region, the PCRDR division/unit/desk in the region reaches out to relevant stakeholders, including the AU, Member States and CSOs.
2. Using the AU PCRDR needs assessment guide (which may be modified to suit the circumstances), identify and analyse the PCRDR needs in the situation, including potential cooperation with other stakeholders (e.g. the AU, Member States and CSOs) in utilizing harmonized needs assessments.
3. Map out the PCRDR requirements, identifying what is essential, and provide an indicative division of labour.
4. Develop possible PCRDR scenarios for the given conflict.
5. Share a copy of the needs analysis, scenarios and requirement mapping with the AUC and, potentially, with identified CSOs.
6. Engage with the roster focal person to place PCRDR experts on standby for possible deployment. In the event that there are no rostered PCRDR experts, the roster focal person begins the processes of identifying qualified experts.
7. Place one or two PCRDR experts in strategic headquarters on notice for possible deployment. Where this is not possible, request support from the AUC.
8. In the event that the REC/RM undertakes an assessment prior to the AUC, share the PCRDR findings with the AUC and, potentially, identified CSOs.
9. PCRDR requirements are integrated into all reports of the decision-making bodies.
10. PCRDR requirements incorporated into capacity generation, logistics and finance.
11. PCRDR strategic plan developed for combined resource mobilization by REC/RM, AU and, potentially, identified CSOs.
12. Bi-annual reports on PCRDR needs and progress shared with AU PCRDR Division.
13. Where possible, establish an ad hoc CSO network to help coordinate PCRDR efforts.

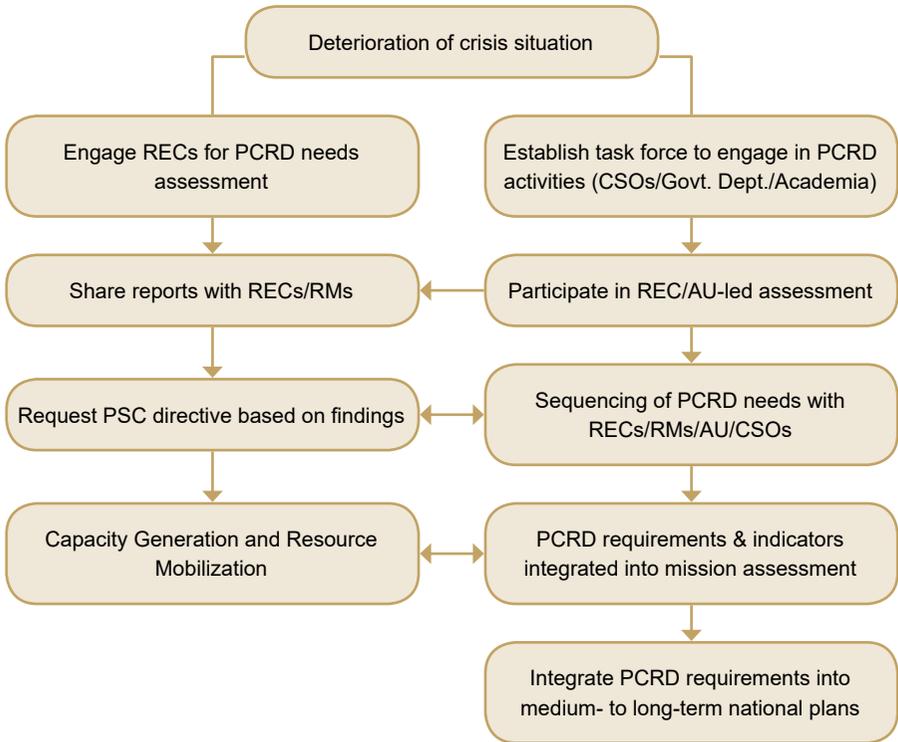
Outline of Interventions by RECs/RMs



Interventions by Member States

1. Following the deterioration of a crisis in a given region, utilize the AU PCRD needs assessment guide to identify the PCRD needs of the country, where possible (the Member States may invite the REC of which it is a member and/or the AUC to participate in the needs assessment).
2. Identify relevant national and local stakeholders (e.g. government departments, academia, CSOs) engaged in PCRD activities to join the needs assessment or provide inputs into the report of the needs assessment.
3. Share report of the needs assessment with REC.
4. Identify potential national contributions to interface with REC and AU in the implementation of PCRD responses.
5. Participate in REC/RM/AU-led assessments and ensure that PCRD requirements are duly reflected.
6. Reflect PCRD needs to the PSC and ensure that these are integrated in the PSC Directive.
7. Participate in the sequencing of PCRD needs with REC/RM/AU and CSOs.
8. PCRD requirements integrated into requests for emergency assistance.
9. PCRD indicators integrated into mission assessments to measure progress.
10. Medium- to long-term PCRD requirements integrated into national development plans.
11. Where possible, establish an ad hoc CSO network to help coordinate PCRD efforts.

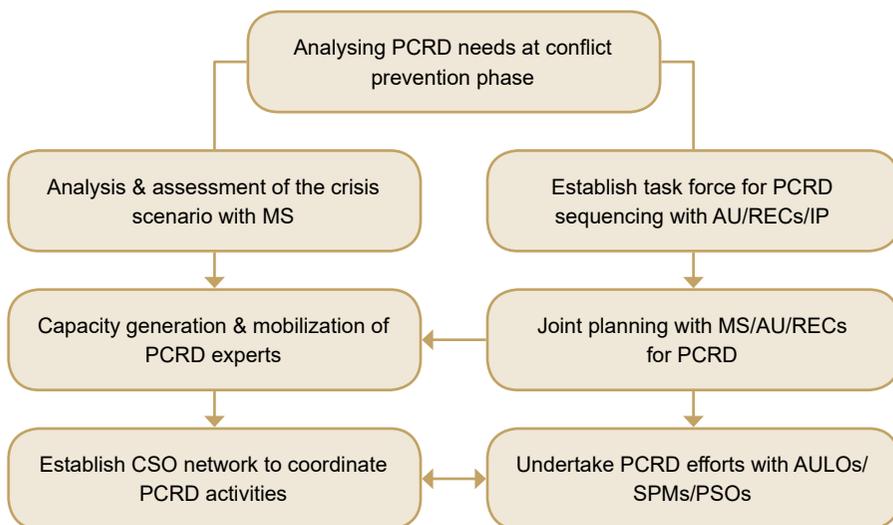
Outline of Interventions by Member States



Interventions by CSOs

1. Identify potential PCRD needs during conflict prevention phase.
2. Review and identify PCRD requirements (where feasible, this should be done with the affected state) if situation deteriorates into conflict.
3. Develop a sequence of PCRD needs and propose a division of labour between the AU, RECs and the international community.
4. Upon invitation by the Member States and REC/RM, participate in PCRD needs assessment.
5. Upon invitation, participate in/provide inputs into the needs assessment of member states' /RECs/RMs and the AU.
6. Undertake an internal capacity needs assessment to identify areas of strength and comparative advantage for the purposes of undertaking PCRD.
7. Where possible, establish an ad hoc CSO network to coordinate PCRD efforts.
8. Work with AU Liaison Offices (AULOs), Special Political Missions (SPMs) and PSOs where they exist to design and implement PCRD in relevant Member States.

Outline of Interventions by CSOs



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