Money As A Weapon System Afghanistan

(MAAWS-A)

USFOR-A Pub 1-06

***C**ommander's **E**mergency **R**esponse **P**rogram (CERP) SOP*

Updated: Dec 2009

UNITED STATES FORCES—AFGHANISTAN (USFOR-A)
COMMANDER'S EMERGENCY RESPONSE PROGRAM (CERP)
STANDARD OPERATING PROCEDURES (SOP)

CONTENTS

1. REFERENCES
2. PURPOSE
3. PROGRAM MANAGEMENT
4. PROGRAM OVERVIEW
5. APPROVAL THRESHOLDS
6. REQUESTS FOR EXCEPTION
7. SPECIAL SITUATIONS
8. REPORTING
9. ANNEXES

1. REFERENCES. The pertinent guidance in the references listed below was incorporated into this section of the MAAWS-A. This section of the MAAWS-A shall be the primary source of guidance used to manage CERP, unless overridden by higher authority.

A. Under Secretary of Defense (Comptroller) (USD(C)) memorandum, subject: Commander's Emergency Response Program (CERP) Guidance, dated January 2009.

B. United States Army Central Command (USARCENT) memorandum, subject: USARCENT Commanders' Emergency Response Program (CERP) Guidance, dated 16 July 2008

C. Department of Defense Directive 5500.7-R, Joint Ethics Regulation, dated 29 November 2007

D. Department of Defense Financial Management Regulation 7000.14-R, Volume 12, Chapter 27, January 2009, Commander's Emergency Response Program (CERP)

E. Department of Defense Financial Management Regulation 7000.14-R, Volume 5, Chapter 2, Disbursing Officer, Officers and Agents (June 2008); Chapter 3, Keeping and Safeguarding Public Funds (October 2006); Chapter 9, Supporting Documents to Payment Vouchers (January 2005); Chapter 11, Disbursements (May 2008); and Chapter 33, Accountable Officials and Certifying Officers (April 2005).

F. House of Representatives Committee on Appropriations, Defense Subcommittee, memorandum to the Secretary of Defense, Robert Gates, dated 15 July 2009.

G. United States Central Command (USCENTCOM) memorandum, subject: Concerns Regarding the Planning, Execution, and Management of the Commander's Emergency Response Program (CERP), dated 8 September 2009.

H. United States Forces-Afghanistan (USFOR-A) Fragmentary Order (FRAGO) 09-252, 031727Z Nov 09, subject: Publicizing the Changes to the USFOR-A Commander's Emergency Response Program (CERP).

2. PURPOSE

A. The purpose of the CERP program is to enable commanders to respond to ***urgent*** humanitarian relief and reconstruction requirements within their Area of Responsibility (AOR) by carrying out programs that will ***immediately assist*** the indigenous population. "*Urgent*" is defined as any chronic or acute inadequacy of an essential good or service that, in the judgment of the local commander, calls for immediate action. CERP is intended for projects that can be sustained by the local population or government and cost less than $500K per project. Projects equal to or greater than $500K are expected to be relatively few in number. Commanders are required to verify that local, national, donor nation, non-governmental organizations or other aid or reconstruction resources are not reasonably available before using CERP funds.

B. The USFOR-A Commander's intent is to establish and use more refined project evaluation and validation criteria for appropriate uses of CERP to achieve greater efficiency, economy, effectiveness, and overall project lifecycle management. The USFOR-A Commander strives to achieve focused effects while working directly with the Government of the Islamic Republic of Afghanistan (GIRoA) from project acceptance to follow-on maintenance and sustainment (as required). Commanders should be actively engaged in the CERP program; executing smaller scale projects resulting in measurable effects to meet urgent humanitarian needs and counterinsurgency (COIN) objectives. Furthermore, they should reduce their focus on larger projects, where execution is protracted, and concentrate on projects with immediate benefit to the Afghan people. Commanders should prioritize those CERP projects that focus on urgent humanitarian relief while providing significant employment opportunities for the Afghan people. National level projects are better suited for other aid organizations. Moreover, Commanders should ensure project justifications provide facts which accurately describe the current problem and then articulate how the CERP project is the solution to reach the desired end state. For significant infrastructure and development projects, Commanders should ensure the justification clearly defines and properly articulates the humanitarian **urgency**, in order to differentiate the CERP project from projects better suited for execution by other agencies. Ultimately, Commanders need to evaluate how projects can add value to the local community in order to build capacity, promote peace and hope for future generations, and build trust and lasting support for the GIRoA. Close coordination between commanders, engineers, civil affairs specialists, resource managers, judge advocates, contracting officers, and medical

professionals is vital to ensure funds are applied consistently to achieve desired effects.

C. Additionally, CERP projects need to be properly documented and continually monitored and maintained from project nomination to closure and turnover (as applicable) in the Combined Information Data Network Exchange (CIDNE) database (or any future unclassified reporting system), to include the uploading of complete project files. Finally, CERP funds must be properly accounted for and reported accurately to higher headquarters.

D. CERP **may be used** to assist the Afghan people in numerous areas *(Reference Annex B).*

E. CERP **will not be used** for the following purposes:

1. Direct or indirect benefit to U.S., coalition, or other supporting military personnel.

2. Providing goods, services, or funds to national armies, National Guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, or intelligence or other security forces (except temporary contract guards such as a Sons/Daughters of Iraq-type of initiative in Afghanistan).

3. Weapons buy-back programs or other purchases of firearms or ammunition, except as authorized by law and separate implementing guidance.

4. Entertainment (except light refreshment costs, $500 or less, purely incidental to either an approved CERP project opening ceremony or a conference (shura) in support of a CERP project).

5. Reward programs.

6. Removal of unexploded ordnance, improvised explosive devices, or any other type of explosives (unless incidental to construction or an agricultural development project).

7. Duplication of services available through municipal governments.

8. Salaries, bonuses, or pensions of Afghan military or civilian government personnel.

9. Training, equipping, or operating costs of Afghan security forces (including medical support).

10. Conducting psychological operations, information operations, or other U.S., Coalition, or Afghan Security Force operations.

11. Support to individuals or private businesses (exception: condolence, battle damage, former detainee, and Afghan hero payments, and micro-grants).

12. Purchasing goods or services from any U.S. trade-sanctioned nation.

13. Stipends for trainees of CERP-funded education or training programs.

3. PROGRAM MANAGEMENT

A. The USFOR-A Commander has theater oversight of CERP and shall publish guidance identifying objectives or goals and will coordinate reports to higher authorities.

B. Commanders will ensure that CERP projects focus primarily on:

1. Projects that can be sustained by the local population or government and cost less than $500K.

2. Reconstructing structures damaged during military operations to rapidly improve conditions such as: repairing homes, roads, and mosques.

3. Making emergency repairs on critical facilities such as: hospitals, water treatment facilities, and electrical plants.

4. Foster local economic development: micro-grants, agricultural improvements (wheat seed distribution, fruit saplings, etc.) and other Commander's small-scale projects.

5. Resolving small-scale critical infrastructure shortfalls that can be rapidly repaired, such as: bridges, clinics and irrigation systems.

6. Reducing the risk of injury to the local populace by: constructing security fences and barriers; removal of trash and sewage; and installing traffic control and other warning signs.

7. Procuring critical equipment: to replace lost, stolen, non-repairable items; and to establish critical community essential services, such as new parts for a water pump or backup generators for a hospital.

8. Employing as many Afghan people as possible.

C. The overall program coordinator is USFOR-A J9. Primary responsibilities are to ensure consistency between functional program managers, identify timelines for program updates, and act as liaison with other humanitarian assistance agencies to ensure coordination of effort. USFOR-A J9 will ensure Commanders and program managers develop tangible performance metrics to measure effectiveness of projects. Additionally, they will develop theater-wide guidance on how to appropriately manage CERP projects from initiation to

completion/transfer to the GIRoA. USFOR-A J9 will be responsible for ensuring project limitations are adhered to.

D. USFOR-A J8 will provide guidance on fiscal prudence of CERP projects, ensure fiscal compliance in accordance with applicable law, guidance, and policy. They will coordinate data calls for overall CERP requirements to build spend plans and localized budgets, and coordinate with location and functional program managers (RCs, J3/5 non-kinetic, ENG, & J9) when developing CERP distribution proposals and adjustments. They will develop theater-wide processes and procedures to ensure an accurate accounting database recording CERP expenses and maintain proper accounting and reporting for CERP expenditures. USFOR-A J8 will coordinate with J9 in program management of CERP.

E. USFOR-A will conduct a weekly CERP Review Board. The board will be chaired by USFOR-A Chief of Staff and USFOR-A J9 will be the facilitator. *(For more details on the USFOR-A CERP Review Board, see Annex H).*

4. PROGRAM OVERVIEW

A. CERP funds provide Commanders with a non-lethal weapon system for high payoff projects and services. CERP provides a quick and effective method to institute an immediate positive impact on the Afghan people. The keys to project selection are: (1) quick executability; (2) local national employment; (3) benefit to the Afghan population; (4) high visibility to the local populace; and (5) sustainability by GIRoA (for projects >$50K).

B. Commanders will coordinate and determine project needs with GIRoA, civil affairs elements, Agribusiness Development Teams (ADT), engineers, the Provincial Development Committees (PDCs), Provincial Reconstruction Teams (PRTs), and Regional Command (RC) Commanders to gain the greatest effect, ensure effect synchronization, and provide for documented GIRoA project acceptance with follow-on project maintenance and sustainment, as required. Such efforts may also include complementary programs provided by the U.S. Agency for International Development (USAID) and other non-governmental agencies operating in their AOR. Document this coordination as follows:

1. In non-U.S. Battle Spaces, all CERP projects (excluding condolence, battle damage, former detainee, and Afghan hero payments and Commander's Small-Scale projects) must be coordinated through the RC Commander and nearest PRT or Task Force for situational awareness and prioritization regardless of approval authority. Such coordination must be documented in the project file.

2. Due to the increased interest in USFOR-A's CERP program and the importance of CERP in the execution of our COIN strategy, legal reviews are required for all CERP projects, micro-grants, and humanitarian assistance requests. This includes Commander's Small-Scale projects; however,

excludes condolence, battle damage, former detainee, and Afghan hero payments.

a. For projects less than $25K, the legal review does not need to be a formal written review, but may be reflected by a judge advocate's signature, duty position, and date on the Afghan Development Report (ADR) in CIDNE.

b. Legal counsel can be provided via phone to the Commander in the field; however, a formal review must be accomplished, at the earliest date possible, in the following manner:
   1. For projects less than $25K, legal reviews can be documented by a judge advocate's signature, duty position, and date, on the ADR in CIDNE.

   2. For projects $25K or greater, the legal review must in a memorandum format and uploaded to the ADR in CIDNE.

c. All claims must be reviewed by a U.S. DoD attorney in order to determine whether CERP, Solatia, or Foreign Claims funds will be used for payment.

d. Proper oversight, justification, and documentation of our CERP projects and humanitarian assistance requests will assist USFOR-A in preserving this invaluable Commander's tool and protect our Soldiers, Sailors, Airmen, and Marines.

3. Projects of $50K or greater must be coordinated with PDCs (PRTs should be in close coordination with Provincial Development authorities). Such coordination must be noted in the project documentation.

4. Document the project cost and unavailability of other appropriate funds or inability to execute, and list the various sustainment or operating requirements identified during the project planning process.

5. For those projects that incur operating or sustainment costs (such as construction projects and/or equipment purchases) and are equal to or greater than $50K, prepare a Memorandum of Agreement (MOA) and obtain the signature of the responsible GIRoA official (either local, provincial, or national) acknowledging responsibility and his/her commitment to budget for and execute this agreement *(see Annex J for templates)*.
   a. The intent is to educate the applicable GIRoA entity on the project itself, while ensuring understanding of the project's out-year operating and sustainment costs. If the GIRoA official is not willing to fund operating costs or maintain the investment, then **<u>do not</u>** fund the project.

   b. If it is the responsibility of another donor nation or NGO to sustain the facility or equipment, then the responsible official from that donor nation or NGO must <u>also</u> sign the MOA.

c. The following two clauses need to be inserted into all MOAs that the subordinate unit commander may enter into with a GIRoA official for the follow-on sustainment of projects:
   1. "*Nothing in this Memorandum of Agreement authorizes the commitment or obligation of appropriated funds of the United States of America prior to their availability, or in violation of any applicable statute, regulation or policy of the government of the United States of America.*"

   2. "*This document expresses the participants' intent to achieve the goals of this project. The participants intend for this project to benefit the local community and its people for years to come. It is not, however, a legal instrument that binds the participants under international law. Rather, it embodies the aspirations towards which the participants strive.*"

C. The USFOR-A Commander may delegate approval authority of projects less than or equal to $1M to subordinate unit commanders. Projects greater than $1M must be submitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and approved by the USCENTCOM Commander prior to the commitment of funds.

D. Commanders must ensure that projects are properly managed to ensure that CERP funds achieve maximum results, which includes establishing performance objectives and monitoring progress. Additionally, Commanders must ensure CERP funds are commensurate with project accomplishments or performance metrics, and that projects are monitored and closed out properly upon completion, including the transfer of ownership to an appropriate authority prepared to sustain the project.

E. Effective 30 Apr 2010, USFOR-A will implement active project ceilings on all Regional Commands.
   1. "Active" projects are defined as those projects that have been approved but have not been completed and transferred (as appropriate) and properly closed out in CIDNE. "Active" equals the following CIDNE project status categories: "Committed," and "Obligated." NOTE: After obligation, all projects will remain in "Obligated" status until the project has been completed, the funds have been fully disbursed, the project has been transferred to GIRoA (as appropriate), and the project clearance letter is ready for the Commander's signature.

   2. The project ceilings are as follows:
      a. Regional Command-East (RC-E) will be limited to 500 active projects.

      b. Regional Command-South (RC-S), Regional Command-North (RC-N), Regional Command-West (RC-W), and Regional Command-Capital (RC-C) will be limited to 300 active projects each.

c. CFSOCC-A units will be limited to 200 active projects, which will be in addition to the Regional Commands' project limitations, since CFSOCC-A units are operating across RC's.

d. Humanitarian Assistance Yard requests and replenishment activities will not count against the RCs' limitations for "active projects;" however, they must be processed and managed in accordance with *Annex D* and closed out properly.

e. All other CERP projects and payments will fall under the RCs' limitations, dependent on location, no matter the owning organization. For any projects which cross two or more RC's, the project will count against the initiating command's limitation.

3. On/about 30 April 2010, USFOR-A will re-assess these project limitations and adjust them accordingly.

4. The USFOR-A Commander has waiver authority for project limitations. All waiver requests must be submitted to USFOR-A J9 for review and coordination. Waiver approvals will be contingent on the current unit's clearance progress and execution, as well as, the urgent humanitarian need of the project.

5. Project limitation management will be tracked and monitored by the Major Subordinate Commands' S9/G9/CJ9 offices. For Regional Command-West and Regional Command-North, USFOR-A J9 will track and monitor the project limitations.

F. Commanders can quickly execute projects less than $500K without a warranted contracting officer. This ability is via a USG employee (not a contractor) who is a JCC-I/A trained Purchasing Officer (PO). **Contracts for projects $500K or greater, and contract modifications which cause the total contract cost to exceed $500K, must be awarded by a warranted Contracting Officer.** The use of a warranted Contracting Officer is recommended for projects less than $500K when the technical complexity or the scope of the project exceeds the abilities of the PO. It is the PO's responsibility to ensure he/she has the necessary knowledge to monitor and ensure work is completed in accordance with the standards as mandated in the contract Statement of Work (SOW). Any non-compliance or construction issue could result in the PO being found negligent and held liable.

G. There is one currency (Afghani) and three methods of payment (EFT, Limited Depository Checking Account (LDA), and cash) authorized in theater.
   1. U.S. Dollars are not authorized to be used for CERP payments.

2. The preferred method of payment is electronic funds transfer (EFT).

3. Waiver Requirements: If the supplies and/or equipment are not available within Afghanistan and all sources of supply have been exhausted, an O-6 level U.S. Commander (or above) can authorize an EFT payment(s) in U.S. Dollars to a vendor located outside of Afghanistan. U.S. Dollar cash payments are unauthorized.

4. All CERP projects must adhere to the *Afghanistan First Program* to the greatest extent possible.

5. <u>APPROVAL THRESHOLDS</u>. These thresholds are per requirement, not per item or per project. Project splitting (separating procurements that are related to the same requirement in order to stay below the CERP approval thresholds) is prohibited.

A. The USCENTCOM Commander will approve all CERP projects greater than $1M. Reference para 4.B.1. above for Battle Space Owner coordination requirements.

1. For any cost increase to on-going projects that causes the total cost of the project to exceed $1M, the increase must be submitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and approved by the USCENTCOM Commander prior to the commitment of additional funds.

2. If a project has already been approved by the USFOR-A Commander and/or USCENTCOM Commander, any substantial changes in project scope, the statement of work, or cost increases exceeding 10% must be re-submitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and approved by the USCENTCOM Commander prior to the commitment of additional funds.

B. The Deputy Commanding General—Support, USFOR-A, has the authority to approve CERP projects up to $1M. Reference para 4.B.1. above for Battle Space Owner coordination requirements.

1. Exception: All Rule of Law (ROL) projects greater than $500K must be approved by the Deputy Commanding General—Support or the Commander, USFOR-A, prior to the commitment of funds.

C. For Regional Command-East, the responsible RC-E Commander has the authority to approve CERP projects up to $1M, if he/she has Title 10 authority.

1. For non-CFSOCC-A units operating in RC-E, all CERP projects greater than $200K must be submitted to the RC-E CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.

D. The CFSOCC-A Commander has the authority to approve CERP projects for his subordinate units up to $1M. Reference para 4.B.1. above for Battle Space Owner coordination requirements.

E. For Regional Command-South, the MEB-A Commander and USFOR-A South Chief of Staff have the authority to approve CERP projects up to $500K. Reference para 4.B.1. above for Battle Space Owner coordination requirements.
   1. All non-MEB-A CERP projects greater than $200K must be submitted to the USFOR-A South CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.

F. For the 48th IBCT and 4/82d IBCT units (and all subsequent replacement units, if they have Title 10 authority), the 48th IBCT and 4/82d IBCT Commanders have the authority to approve CERP projects up to $200K. Reference para 4.B.1. above for Battle Space Owner coordination requirements.
   1. All 48th IBCT and 4/82d IBCT CERP projects greater than $200K must be submitted to the USFOR-A CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.

G. The Combined Security Transition Command-Afghanistan (CSTC-A) Commander has the authority to approve CERP projects up to $200K (as long as he/she maintains Title 10 Authority). Reference para 4.B.1. above for Battle Space Owner coordination requirements.
   1. All CSTC-A CERP projects greater than $200K must be submitted to the USFOR-A CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.

H. The United States Army Corps of Engineers (USACE) Commanders, Trans Atlantic North (TAN) and Trans Atlantic South (TAS), have the authority to approve CERP projects up to $200K. Reference para 4.B.1. above for Battle Space Owner coordination requirements.
   1. All USACE CERP projects greater than $200K must be submitted to the USFOR-A CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.

I. O-6 level U.S. Commanders have the authority to approve CERP projects up to $200K. Reference para 4.B.1. above for Battle Space Owner coordination requirements.

J. For non-CFSOCC-A units operating in Regional Command-North, Regional Command-West, and Regional Command-Capital, all CERP projects greater than $200K must be submitted to the USFOR-A CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.

K. O-5 level U.S. Commanders have the authority to approve CERP projects up to $50K. Reference para 4.B.1. above for Battle Space Owner coordination requirements.

L. The JSC-A Commander has authority to approve CERP replenishment requests for the Humanitarian Assistance Yards at Bagram Air Field (BAF) and Kandahar Air Field (KAF) up to $200K.
   1. The JSC-A Commander has the authority to delegate this approval threshold, in writing, down to the JSC-A Chief of Staff level for KAF and to the SBDE Commander for BAF, as he sees fit.

   2. Delegation letters must be maintained on file at USFOR-A J8, USFOR-A J9, the HA yards, and the BAF and KAF Resource Management (RM) Offices.

M. All Humanitarian Assistance requirements greater than $200K will be submitted to the USFOR-A South CERP Review Board and approved at the appropriate level prior to the commitment of funds.

N. JTF 435 is required to coordinate all CERP projects through the Battle Space Owner (*reference para 4.B.1. above*) and submit them to the USFOR-A CERP Review Board for review, approval at the appropriate level, and funding.

O. No further delegation is authorized. *NOTE: In the Commander's absence, the Deputy Commander can sign on his/her behalf **only** if the approval letter is accompanied by a copy of the Deputy Commander's appointment of command. A copy of the appointment of command must be included in the project file and uploaded to the ADR in CIDNE.*

TABLE 1: CERP Approval Threshold Matrix

Item	Limit	Approval Authority	Legal Review Required	USFOR-A CERP SOP Paragraph &/or Annex
Project Approval	Greater than $1M	USCENTCOM Cdr	Yes	Para 5.A.
Project Approval	Up to $1M	USFOR-A DCG-S RC-E Cdr CFSOCC-A Cdr	Yes	Para 5.B-D.
Rule of Law (ROL) Projects	Greater than $500K	USFOR-A Cdr USFOR-A DCG-S	Yes	Para 5.B.
Project Approval	Up to $500K	MEB-A Cdr USFOR- A (S) CoS	Yes	Para 5.E.
Project Approval	Up to $200K	O-6 level U.S. Cdr CSTC-A Cdr	Yes	Para 5.F-J.
Project Approval	Up to $50K	O-5 level U.S. Cdr	Yes	Para 5.K.
Micro-Grants	Greater than $10K	USFOR-A Cdr	Yes	Para 7.G. Annex C
Micro-Grants	Up to $10K	O-6 level U.S. Cdr CSTC-A Cdr	Yes	Para 7.G. Annex C
Micro-Grants	Up to $5K	O-5 level U.S. Cdr	Yes	Para 7.G. Annex C
HA Yard Replenishment	Up to $1M	USFOR-A DCG-S	Yes	Para 5.L-M. Annex D
HA Yard Replenishment	Up to $500K	USFOR-A(S) CoS	Yes	Para 5.L-M. Annex D
HA Yard Replenishment	Up to $200K	JSC-A Cdr (or delegated authority)	Yes	Para 5.L-M. Annex D
HA Requests	*see Project Approval Thresholds above*		Yes	Para 5.L-M. Annex D
Bulk Funds	Additional $50K to limitation listed below	CoS of O-8 level U.S. Headquarters	Yes (for small-scale projects only)	Para 7.A.-E.; 7.J. Annex K
Bulk Funds	Up to $350K	O-6 level U.S. Cdr (with O-7 level approval)	Yes (for small-scale projects only)	Para 7.A.-E.; 7.J. Annex K
Bulk Funds	Up to $200K	O-6 level U.S. Cdr CSTC-A Cdr	Yes (for small-scale projects only)	Para 7.A.-E.; 7.J. Annex K
Bulk Funds	Up to $50K	O-5 level U.S. Cdr	Yes (for small-scale projects only)	Para 7.A.-E.; 7.J. Annex K
Community Defense Initiative (CDI) Program	Up to $500K	CJSOTF-A Cdr	Yes (for small-scale projects only)	Para 7.A.-F.; 7.J. Annex K
Condolence/Battle Damage (caused by U.S./coalition actions)	Greater than $10K (per person/damaged property)	USFOR-A DCG-S RC-E Cdr	No (unless it's a claim)	Para 7.B.
Condolence/Battle Damage (caused by U.S./coalition actions)	Up to $10K (per person/damaged property)	First U.S. G.O. in the Chain of Command	No (unless it's a claim)	Para 7.B.
Condolence/Battle Damage (caused by U.S./coalition actions)	Up to $5K (per person/damaged property)	O-6 level U.S. Cdr CSTC-A Cdr	No (unless it's a claim)	Para 7.B.
Condolence/Battle Damage (caused by U.S./coalition actions)	Up to $2.5K (per person/damaged property)	O-5 level U.S. Cdr	No (unless it's a claim)	Para 7.B.
Condolence/Battle Damage (caused by ANA/ANP actions)	Dollar amount of damage	USFOR-A Cdr	No (unless it's a claim)	Para 7.B.3.
Afghan Hero Payment (non ANA/ANP Civilian)	Up to $10K	First U.S. G.O. in the Chain of Command	No	Para 7.C.3.
Afghan Hero Payment (ANA/ANP)	Up to $10K	First U.S. G.O. in the Chain of Command	No	Para 7.C.
Afghan Hero Payment (ANA/ANP)	Up to $5K	O-6 level U.S. Cdr CSTC-A Cdr	No	Para 7.C.
Afghan Hero Payment (ANA/ANP)	Up to $2.5K	O-5 level U.S. Cdr	No	Para 7.C.
Former Detainee	$6/day for each day detained	O-5 level U.S. Cdr	No	Para 7.D.

6. REQUESTS FOR EXCEPTION

A. Send policy clarification requests to USFOR-A J9.

B. If a request for exception to this policy is required, submit the request to USFOR-A J9, who will route it for staffing and approval by the USFOR-A Commander, as necessary.

7. SPECIAL SITUATIONS

A. **Procedures.** *For budget execution and resource management documentation procedures, refer to Annex K*.

B. **Condolence / Battle Damage Payments**

1. CERP is authorized to be used for payments to individuals in case of death, injury, or battle damage **caused by U.S. or coalition military operations,** not compensable under the Foreign Claims Act. The payment thresholds are per person and/or per damaged property (see examples below).
   a. An O-5 level U.S. Commander can approve up to $2.5K per person or damaged property. For example, two members of the same family are killed in a car when the car is hit by U.S. forces. The head of that household could receive a maximum of $7.5K ($2.5K for each death ($5K) and $2.5K for the damage to the vehicle).

   b. An O-6 level U.S. Commander (or CSTC-A Commander) can approve up to $5K per person or damaged property. For example, two members of the same family are killed in a car when the car is hit by U.S. forces. The head of that household could receive a maximum of $15K ($5K for each death ($10K) and $5K for the damage to the vehicle).

   c. In extraordinary circumstances, a unit can pay up to $10K per person or damaged property, but it must be approved by the first U.S. General Officer in the chain of command. This authority cannot be delegated. For example, two members of the same family are killed in a car when the car is hit by U.S. forces. The head of the household could receive a maximum of $30K ($10K for each death ($20K) and $10K for the damage to the vehicle).

2. Condolence payments can be paid to express sympathy and to provide urgent humanitarian relief to individual Afghans and/or the Afghan people in general. *Commanders must verify that a claim against the USG is not a viable option under the Foreign Claims Act prior to using CERP for condolence payments*. Condolence payments are different from claims and are not an admission of fault by the USG. It is crucial to remember that when a Commander uses CERP funds, it is not an acknowledgement of any moral or legal responsibility for someone's death, injury, or damaged property. Condolence payments are symbolic gestures and are not paid to compensate

someone for a loss. NOTE: CERP condolence payments are not Solatia payments and will not be referred to as such. Solatia payments must be tied directly to a combat action and are given because it is local custom to do so. Solatia payments are paid with OMA. For information on Solatia payments, contact your supporting legal office.

a. *Foreign Claims Act (FCA) Definition*: Damage to property or person caused by U.S. or coalition partners during routine day-to-day business, not otherwise associated with a specific combat operation. FCA claims are payable for personal injury, death, personal property damage, or real property damage caused by military training, field exercises, maneuvers, or other activities distinctly military in nature. For example: A coalition convoy drives through a market area and one vehicle in the convoy hits an individual on a bicycle. The convoy was not performing a specific combat operation. This is a Foreign Claims Act incident and the individual (or family) should file a claim with the nearest U.S. legal office (or the convoy can make arrangements for the proper legal representatives to visit the family, so a claim can be made).

b. *Condolence Payment/Battle Damage Definition*: Damage to property or person caused by U.S., coalition, or supporting military organizations during a specific combat operation. For example, a Task Force enters a village to perform a clearing operation. Upon arrival at the village, one vehicle in the convoy hits an individual on a bicycle. Since the Task Force was conducting a combat operation, this is a condolence/battle damage situation.

3. Condolence/Battle Damage payments for Afghan National Army (ANA)/Afghan National Police (ANP) caused damage may be approved on a case-by-case basis by the USFOR-A Commander. <u>This authority cannot be delegated</u>.

C. **Afghan Hero Payments**

1. Afghan hero payments are defined as a payment to the surviving spouse or next of kin of ANA/ANP, or in extraordinary circumstances, government civilians (e.g. PDC employees) who were killed as a result of U.S., Coalition, or supporting military operations. Afghan hero payments are considered a subset of the OSD authorized condolence payment, but are only payable in the event of the death of one of these authorized individuals and at the same amounts as condolence payments.

2. Commanders must bear in mind that the Ministry of Defense (MoD) and Ministry of Interior (MoI) make Afghan hero payments to the families of ANA and ANP forces to provide long-term assistance. It may not be prudent to make it a standing practice to make substantial condolence payments to the families of every fallen Afghan National Security Force (ANSF) member. Full consideration must be given to the Afghan hero payment system. Afghan

hero payments to ANA/ANP families should be minimal and used to provide immediate assistance only.

3. Afghan hero payments for non-ANA/ANP casualties must be approved by the first U.S. General Officer in the chain of command and only in extraordinary circumstances and on a case-by-case basis. This authority cannot be delegated.

4. All claims must be reviewed by a U.S. DoD attorney in order to determine whether CERP, Solatia, or Foreign Claims funds will be used for payment.

D. **Former Detainee Payments**

1. Detainees released from USFOR-A detention facilities will be paid $6 per day (in Afghani) for each day they were held in the detention facility. This payment will be automatic unless there is a finding by the facility commander that payment is not appropriate in a particular case. The payments will be made to provide humanitarian relief to the family and community for time spent in detention.

2. This policy does not authorize payments to detainees upon transfer to Theater Internment Facilities.

3. Detainee payments are not compensation, but are expressions of sympathy for wages lost during detention and to provide urgently needed humanitarian relief to individual Afghans and their families. Detainee payments are not claims, are not an admission of fault by the government, and are not an acknowledgement of any moral or legal responsibility for a person's detention.

E. **Commander's Small-Scale Projects.** These projects enable the Commander to resource multiple small-scale projects that require immediate sourcing. This process should be on an exception basis and used only when operating conditions prevent immediate access to financial support. The maximum amount per project is $5K. *(Reference Annex K for additional guidance on bulk funds management).*

F. **Community Defense Initiative (CDI) Program.** In support of the Community Defense Initiative (CDI) program, the CJSOTF-A Commander can approve and draw up to $500K in bulk funds at any given time. This is in addition to the CJSOTF-A Commander's $200K bulk funds approval authority. This is a limitation per the Commander, not paying agent(s).

G. **Micro-Grants.** These payments provide financial assistance to disadvantaged entrepreneurs engaged in small and micro-business activities that can support humanitarian relief and reconstruction. **NOTE: Advance bulk funds are not authorized for Micro-Grants.** *(Reference Annex C for detailed guidance).*

H. **CERP Project ribbon cutting ceremony.** Upon completion of a CERP project, units are authorized to spend up to $500 for light refreshment costs during the ribbon cutting ceremony.

I. **Refreshments for a conference in support of a CERP project.** Prior to the start of a CERP project, it is customary for U.S. or coalition forces to have a conference/meeting/shura with the local village elders to identify the project and work out any specifics (location and land agreements, security, labor, sustainment, etc.). Also, during construction, additional conferences are customary to work through any issues that may arise. Units are authorized to spend up to $500 for light refreshment costs in support of this conference/shura. NOTE: The intent of the conference/shura must be to support a specified CERP project(s).

J. **Advance Bulk Funds**

1. Commanders are authorized to approve advance bulk funds for condolence, battle damage, former detainee, and Afghan hero payments and the Commander's Small-Scale projects. Advance bulk funds are lump sum withdrawals from the Finance Office made to a Paying Agent (PA). *(Reference Annexes G and K for additional guidance on bulk funds management).*

2. The total withdrawal of advance bulk funds is limited to $50K per O-5 level U.S. Commander. This is a limitation per Commander, not PA. Splitting total bulk funds between individual PAs to stay under the $50K threshold is not authorized. Once the PA(s) has cleared the $50K bulk funds withdrawal with the Finance Office and the PM has cleared with the RM Office, then the O-5 level U.S. Commander can approve a subsequent $50K bulk funds withdrawal.

3. The total advance bulk funds withdrawal amount is limited to $200K per O-6 level U.S. Commander. This is a limitation per Commander, not PA. Splitting total bulk funds between individual PAs to stay under the $200K threshold is not authorized. Once the PA(s) has cleared the $200K bulk funds withdrawal with the Finance Office and the PM has cleared with the RM Office, then the O-6 level U.S. Commander can approve a subsequent $200K bulk funds withdrawal.

4. With an O-7's approval (or above), an O-6 level U.S. Commander can make a one-time withdrawal up to $350K in advance bulk funds. This is a limitation per Commander, not PA. Splitting total bulk funds between individual PAs to stay under the $350K threshold is not authorized. Once the PA(s) has cleared the $350K bulk funds withdrawal with the Finance Office and the PM has cleared with the RM Office, then the O-6 level U.S. Commander can approve a subsequent $200K (or $350K—with an O-7's approval (or above)) bulk funds withdrawal.

a. This $350K advance bulk funds limitation supersedes the Commander's $200K limitation. It is not in addition to his/her $200K bulk funds limitation.

b. Each $350K advance bulk funds withdraw must be approved by an O-7 (or above).

5. The authority to draw advance bulk funds is at the discretion of the Commander, but in no case may a unit's PA have more than the unit's authorized limit in advance bulk funds at any given time. The Chief of Staff of an O-8 commanded HQs may approve up to $50K in additional bulk funds for an O-5/O-6 level U.S. Commander to meet specific operational needs.

6. Bulk fund ceilings will be reviewed quarterly. If CERP execution rates do not support this level of funding, bulk fund ceilings will be decreased until they are consistent with CERP execution and obligation rates.

7. If a unit does not comply with the bulk fund accountability requirements and reporting procedures illustrated in *Annex G* and *Annex K*, then their bulk fund ceilings will be decreased to the original thresholds until the accounting and reporting has been brought back into compliance and reinstatement has been approved by the Deputy Commanding General—Support, USFOR-A.

8. Clearing of all bulk fund accounts will be completed according to the Finance Office's guidance. (*Reference the MAAWS-A for PA processes and procedures)*. After the PA has cleared with the Finance Office and the payments are processed, the Finance Office will send the SF Form 1034(s), SF Form 44(s), and DD Form 1081(s) immediately to the RM Office. NOTE: The following is required for bulk funds to be considered cleared:
   a. All cash and vendor receipts have been turned into the Finance office.

   b. The Finance office has provided the RM office all SF Form 1034(s), SF Form 44(s), and DD Form 1081(s) totaling 100% of the bulk funds draw.

   c. The remaining obligated balance in the ODS accounting system is $0.00.

8. <u>REPORTING</u>

A. **Overview**

1. The overall success of CERP reporting is a central reporting database with checks and balances. The four main systems that track CERP information are the Combined Information Data Network Exchange (CIDNE), the CERP Checkbook, the Resource Management Tool (RMT), and the Army Standard Financial System (STANFINS). CIDNE is the Afghan Development Report (ADR) database used to document and track all CERP projects within the Afghanistan Theater of Operations. The CERP Checkbook *(Annex K)* meets OSD-C's revised reporting guidance by consolidating information from RMT, ODS, and CIDNE. RMT is the system used to commit projects and transmit

obligations into STANFINS. STANFINS tracks obligations and disbursements against these CERP projects.

2. The CERP Project Manager (PM) and/or Purchasing Officer (PO) is responsible for inputting new CERP projects into CIDNE and updating the status of these projects as changes occur, or at least monthly (no later than the 3rd of each month). The CERP Program Manager is responsible for ensuring all data inputted into CIDNE is accurate and complete prior to processing the project for approval. *(Reference Annex G for Management of Afghan Development Reports in CIDNE).* Also, no later than the 5th day of each month, the CERP Program Manager is responsible for sending a list of CERP projects closed during the previous month to USFOR-A J9. This report will only reflect projects that were closed since the last submission. *(Reference Annex J for the reporting format).*

3. CIDNE tracks project performance, provides all users an accurate status of current projects throughout the theater of Afghanistan, provides a historical project file, and enables strategic and operational planning for current and future operations. Data generated from CIDNE is also used by other GOs, NGOs, and GIRoA to synchronize projects, ensure there is no duplication of effort, and ensure the needs of the Afghan populace are met. All projects, regardless of project type, should be reviewed by the Civil Information Manager Cell (CIM) in the S9/G9/CJ9 to ensure the project is accurately and thoroughly reported by the submitting unit.

B. **Project monitoring and performance metrics.** All projects must have progress monitoring to ensure payments are commensurate with work accomplished and engineering standards are met. The PO delegation memo should note that assistance from either the organization's engineers, or another unit's engineers, may be requested to assist in determining construction progress. All projects involving grants must be monitored to ensure grant funds are fully expended on the approved initiative. *Reference Annex G for additional guidance regarding performance metrics.*

C. **CERP Resource Management Requirements.** The RM Office must maintain a document register for each DA Form 3953 (PR&C) or DD Form 1149, issued for each advance bulk funds draw by CERP category. USFOR-A RM Offices (USMC included) will maintain their own RMT records.

TABLE 2: Deliverables due to USFOR-A J8

Report	Frequency	Due Date	Reference
Current Year CERP Checkbook	Weekly	Monday	Annex K
Current Year CERP Checkbook	Monthly	3rd of Month	Annex K
Prior Year CERP Checkbook	Twice a Month	1st and 15th of Month	N/A
Commander's Narrative (Submissions required from RC-E, MEB-A, CFSOCC-A, USFOR-A South, USACE, 48th IBCT, 4/82d IBCT, CSTC-A)	Quarterly	3rd Day After End of Qtr	Annex L
Commander's In-Theater CERP Training Assessment (Submissions required from RC-E, MEB-A, CFSOCC-A, USFOR-A South, USACE, 48th IBCT, 4/82d IBCT, CSTC-A)	Quarterly	3rd Day After End of Qtr	Annex L
CERP Budget Submission	Annually	30 Jun of each FY	N/A

TABLE 3: Deliverables due to USFOR-A J9

Report	Frequency	Due Date	Reference
Closed CERP Projects	Monthly	5th of the Month	Annex J

TABLE 4: Deliverables due from USFOR-A J8 to ARCENT

Report	Frequency	Due Date	Reference
CERP Checkbook	Monthly	10th of the Month	Annex K
Commander's Narrative	Quarterly	10th Day After End of Qtr	Annex L
Commander's In-Theater CERP Training Assessment	Quarterly	10th Day After End of Qtr	Annex L

9. ANNEXES

A. Responsibilities, Project Execution, and Management
B. CERP Category Definitions and Potential Projects
C. CERP Micro-Grant Program
D. Humanitarian Assistance Yard Processes and Procedures
E. Project Manager's (PM) Guide
F. Purchasing Officer's (PO) Guide
G. Management of Afghan Development Reports (ADR) in CIDNE
H. USFOR-A CERP Review Board Processes and Procedures
I. CERP Project File Checklists
J. Templates
K. CERP Financial Management Instructions
L. Commander's CERP Narrative Quarterly Report and In-Theater CERP Training Assessment
M. List of Acronyms and Meanings

ANNEX A: RESPONSIBLITIES, PROJECT EXECUTION, AND MANAGEMENT

CONTENTS

1. OVERVIEW
2. RESPONSIBLITIES
3. PROJECT MANAGEMENT PROCEDURES
4. TURNOVER PROCEDURES

1. OVERVIEW. Commanders at all levels are responsible for the success of the Commander's Emergency Response Program (CERP) and must ensure that their personnel abide by the guidelines prescribed in this SOP and higher authority.

2. RESPONSIBILITIES

A. **USCENTCOM Commander.** The USCENTCOM Commander has oversight over CERP within the USCENTCOM AOR. He is responsible for determining the appropriate allocation of CERP funds between commands and will notify the U.S. Army of this allocation. He advocates for appropriate resources and authorities in support of the Theater's Overseas Contingency Operations mission. He reviews quarterly CERP reports submitted to SECARMY from Iraq and Afghanistan to ensure that the Commanders' uses of CERP are consistent with the intent of the program, maximize the benefits to the local populations, and best influence conditions on the ground. Finally, the USCENTCOM Commander will approve all projects greater than $1M for the Theater of Afghanistan, once reviewed and approved by the USFOR-A Commander. (*For further information on the review and approval process, please reference Annex H, USFOR-A CERP Board Process and Procedures*).

B. **USFOR-A Commander.** The USFOR-A Commander has oversight over CERP within the Theater of Afghanistan. He shall publish guidance identifying objectives and goals, and shall coordinate reports for submission to higher authorities. Annually, he will publish the Commander's CERP Guidance illustrating his priorities for humanitarian assistance within the theater. The Commander will review all CERP projects greater than $1M and approve them for submission to the USCENTCOM Commander. For projects greater than $1M, the Commander will ensure that local, national, donor nation, non-government organizations, or other aid or reconstruction resources are not reasonably available before CERP funds are used.

C. **Major Subordinate Command (MSC) Commander.** MSCs are RC-E, MEB-A, USFOR-A South, and CFSOCC-A. The MSC Commander identifies and approves CERP projects within his/her approval authority *(See the USFOR-A CERP SOP, TABLE 1, CERP Approval Threshold Matrix)*. The MSC Commander must ensure proper management, reporting, and fiscal controls are in place to properly account for CERP funding. Additionally, the MSC

Commander must appoint a CERP Program Manager, using a DD Form 577, *Appointment/Termination Record*. Copies of the DD Form 577 must be forwarded to USFOR-A J8, J9 and ENG. This program manager will be the primary POC for the MSC working directly with USFOR-A. The MSC Commander will ensure that local, national, donor nation, non-government organizations, or other aid or reconstruction resources are not reasonably available before any CERP funds are used.

D. **O-5 level – O-6 level U.S. Commander.** The Commander identifies and approves CERP projects within his/her approval authority *(See the USFOR-A CERP SOP, TABLE 1, CERP Approval Threshold Matrix).* The Commander must ensure proper management, reporting, and fiscal controls are in place to properly account for CERP funding. The Commander will ensure that local, national, donor nation, non-government organizations, or other aid or reconstruction resources are not reasonably available before any CERP funds are used. The Commander will appoint his/her CERP Program Manager, Project Manager(s) (PM), Purchasing Officer(s) (PO), and Paying Agent(s) (PA), using a DD Form 577. The appointed individuals will only be issued appointment orders upon successful completion of all applicable training provided by the functionals. *(See Annex J for templates).* The Commander will take reasonable assurances that the PM and PO are not over-extended and projects are commensurate with their skill set. The Commander will also ensure that every PA entrusted with CERP funds is provided a vault, safe, or other adequate secure facility (in accordance with DoD FMR 7000.14-R, Volume 5) for his/her exclusive use. **The Commander must ensure that no individual serves in more than one of the following positions at the same time: PM, PO, or PA (except where otherwise authorized by this SOP).**

E. **Joint Sustainment Command—Afghanistan (JSC-A).** The JSC-A Commander is responsible for the management, oversight, replenishment, and day-to-day operations of the Humanitarian Assistance Yards located at Bagram Air Field and Kandahar Air Field. *(For more information on the HA Yards, see Annex D).* The Commander must ensure proper management, reporting, and fiscal controls are in place to properly account for CERP funding. The Commander will ensure that local, national, donor nation, non-government organizations, or other aid resources are not reasonably available before any CERP funds are used. The JSC-A Commander will appoint the PMs, POs, and PAs (as required) for both yards, using a DD Form 577. This authority can be delegated, in writing, to the JSC-A Chief of Staff. The appointed individuals will only be issued appointment orders upon successful completion of all applicable training provided by the functional. If a PA is appointed for the yard, the Commander will ensure that every PA entrusted with CERP funds is provided a vault, safe, or other adequate secure facility (in accordance with DoD FMR 7000.14-R, Volume 5) for his/her exclusive use. **The Commander must ensure that no individual serves in more than one of the following positions at the**

same time: PM, PO, or PA (except where otherwise authorized by this SOP).

F. **The Resource Management (RM) Office.** The RM Office certifies the availability of funds, ensures proper resource management and fiscal controls, and will monitor unliquidated obligations (ULOs) to ensure 100% disbursement and/or the de-obligation of unexecuted funds in order to maintain an accurate accounting system. The RM Office will provide a quarterly CERP funding requirement estimate (spend plan) two months prior to the beginning of the following quarter (e.g., Aug 1 for FY 1st quarter). A consolidated budget per Account Processing Code (APC) will be due to USFOR-A J8 no later than 30 Jun of each fiscal year for incorporation into the following year's budget submission.

G. **CERP Program Manager.** A CERP Program Manager is required for every O-5 level U.S. Commander and above who is executing CERP funds. The CERP Program Manager is appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above). The program manager manages the CERP program for his/her respective unit, ensures regulations and policies are adhered to, and reviews all projects prior to approval to ensure they are accurate, complete, measurable, and meet the Commander's intent. Additionally, he/she ensures that the CERP project is in accordance with and not in violation of the CERP guidelines outlined in DoD FMR 7000.14-R, Volume 12, Chapter 27. The program manager coordinates CERP requirements through the unit's functional staff and with higher level command, as applicable. He/she manages the unit's CERP budget and the CERP checkbook. The CERP Program Manager ensures that the unit's commitments and obligations do not exceed allocated funds and he/she validates that the funds committed and obligated are only for the project for which they were approved. Additionally, the Program Manager will conduct CERP refresher training semi-annually for all appointed PMs, POs, and PAs, which will be documented by a sign-in roster and certificates presented to the attendees. *(See Annex J for templates).* Finally, the CERP Program Manager is the liaison between the subordinate units and higher headquarters in relation to all CERP projects executed under his/her Commander's authority.

H. **Project Manager (PM)**

1. The PM must be a United States Government (USG) employee. He/she must be in the rank of E-7 or above (or civilian equivalent).

(This grade requirement is not waiverable). The PM is appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above). Project Management will be a primary duty of the individual appointed and his/her supervisor will ensure the evaluation reports properly reflect project management duties and responsibilities. Commanders should allocate people as supporting staff and provide PMs with sufficient time to manage projects from project design, validation, and execution through sustainment. Every CERP project will have an assigned project manager **(except where otherwise authorized by this SOP)**. The PM is limited to 10 active projects at any given time. NOTE: For small-scale, non-construction projects (<$25K), the PO can act as the PM and accept the PM's responsibilities. In this situation, the PO is limited to a total of 20 active projects at any given time.

2. The PM serves as the Commander's representative and Contracting Officer Representative (COR) for the project assigned, so every PM must have completed COR and ethics training prior to initiating any projects *(consult with your local contracting office on COR and ethics training opportunities)*. He/she must also receive CERP project management training from the unit's CERP Program Manager *(if not received at home-station)*. He/she will be responsible for managing the project from nomination to completion, updating CIDNE as changes occur within the project's timeline, closing out active projects appropriately, and maintaining the project file in accordance with this SOP. PMs should be capable of conducting regular site visits and planning operations to accommodate regular site visits. (*Reference Annex E, Project Manager (PM) Guide, for more information).*

3. The PM should receive home station CERP training prior to deployment to become certified. A minimum requirements examination must be administered and successfully accomplished before deployment. Upon arrival in theater, project managers will "right-seat-ride" to foster continuity, practical skill set, knowledge development, and proper project turnover.

I. **Purchasing Officer (PO)**

1. The PO is a direct representative of the Contracting Officer. He/she must be a USG employee; coalition members and contractors cannot serve as POs. The PO must be the rank of an E-6 or above (or the civilian equivalent). *(This grade requirement is not waiverable).* The PO must be appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above), but can only be delegated contracting authority by the appropriate contracting office after adequate training has been received. Once delegated contracting authority has been received, the PO can procure goods and services in support of CERP operations less than $500K; however, for contracts $500K or greater, only a warranted contracting officer can award and modify the contract. The PO may be subject to pecuniary liability, and could face administrative actions or criminal prosecution for making any prohibited purchases.

2. For projects $500K or greater, a PO is **not** required. The PM will act as the COR for the contracting officer.

3. A PO may not be designated as a PM or PA during the same period of time or on the same project. For small-scale, non-construction projects (<$25K), the PO can act as the PM and accept the PM's responsibilities. The PO is limited to 20 active projects at any given time. *(Reference Annex F, Purchasing Officer (PO) Guide, for more information).*

J. **Paying Agent (PA)**

1. The PA is a direct representative of the servicing Finance Office's Disbursing Officer (DO) and makes payments to vendors/contractors for goods received or services rendered at the approval of the PM and/or PO. The PA must be appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above), but can only be delegated disbursement authority by the responsible DO, Deputy Disbursing Officer (DDO), or Disbursing Agent (DA), after adequate training has been received. PAs are trained by the servicing Finance Office. **Only the PA is authorized to disburse funds.**

2. All funds shall be delivered, transported, and safeguarded consistent with DoD FMR 7000.14-R, Volume 5, Chapter 3, and applicable finance policies and procedures. If the PA fails to abide by applicable regulations and procedures, the PA can be held liable for any losses of funds and may be subject to administrative actions or criminal prosecution. The PA is responsible for coordinating with the Finance Office prior to and after the receipt of money on the potential for any classified documents produced during the disbursement of CERP funds. A PA may not be designated as the PM or PO during the same period of time or on the same project. *(Reference the MAAWS-A for Paying Agent processes and procedures).*

3. When EFT payments are used, a PA is **not** required. PA's are only required when cash payments are being made.

K. **Contracting Officer.** All contracts will be awarded by a warranted Contracting Officer. For CERP contracts less than $500K, this authority may be delegated, in writing, to the PO. A copy of the delegation letter must be maintained by the PO and the warranted Contracting Officer and must be included in the project file for every CERP project executed by a PO. The RCC will ensure that the POs within their AO have been properly trained in CERP contracting procedures, as directed by the PARC-A. Additionally, warranted contracting officers contribute invaluable services and should aid the CERP process by: 1) assisting with vendor referrals and vendor selection, 2) preparing itemized and endorsed cost estimates, and 3) contract execution for contracts less than $500K when the procurement is for complex goods, construction or services in support of CERP projects. Finally, the respective contracting office must maintain a current list of all POs delegated

contracting authority in their AO and provide a copy of this listing monthly to the CERP Program Manager, or upon request.

L. **U.S. Military Finance Office.** The supporting DO, DDO, or DA trains PAs on their duties and responsibilities. The PA will sign a pecuniary liability statement in the presence of the DO, DDO, or DA. The Finance Office is responsible for clearing PA accounts, making EFT payments, and providing the RM Office copies of all SF Form 1034s. NOTE: When clearing bulk funds, the Finance Office must also provide the RM Office copies of the SF Form 44s and DD Form 1081s.

M. **USFOR-A J8.** USFOR-A J8 provides financial oversight for CERP. They develop annual CERP funding requirements based on the TF input and the USFOR-A Commander's guidance. USFOR-A J8 allocates funds and monitors TF's commitments, obligations, and disbursements. USFOR-A J8 will submit to USARCENT and HQDA, by the 10th day of each month, the CERP Checkbook as of the last day of the preceding month. The CERP Checkbook shall contain the information as described in *Annex K*. Quarterly, USFOR-A J8, in conjunction with USFOR-A J9, will review a sample (15%) of the completed projects listed on the CERP Checkbook and reconcile them with the project files in CIDNE. USFOR-A J8, in conjunction with USFOR-A J9, will conduct staff assistance visits (SAVs) with the MSCs at least twice a year, in accordance with the SAV schedule, which will be published at the beginning of each fiscal year.

N. **USFOR-A ENG.**

1. USFOR-A ENG is the reconstruction functional program manager responsible for coordinating reconstruction efforts, status reporting, and planning. USFOR-A ENG's Joint Program Integration Office (JPIO) is a member of the Infrastructure Working Group.

2. For all projects submitted to the USFOR-A CERP Review Board for coordination and/or approval, USFOR-A ENG will review the design schematics and Statements of Work for horizontal and vertical construction to ensure technical sufficiency and international building standards are adhered to.

3. In an effort to build Afghan capacity in project planning and execution, a percentage of CERP projects involving construction, greater than $200K, are required to have an Afghan project manager and/or project engineer. USFOR-A ENG will be responsible for tracking the number of Afghan project managers and project engineers working on CERP-funded construction projects.
   a. FY10 Requirement: 40% of new FY10 CERP-funded construction projects greater than $200K will have an Afghan project manager and/or project engineer.

b. FY11 Requirement: 60% of new FY11 CERP-funded construction projects greater than $200K will have an Afghan project manager and/or project engineer.

3. PROJECT MANAGEMENT PROCEDURES

A. CERP Program Funding

1. USFOR-A receives annual program authority and funding from USARCENT. Funds are requested on a quarterly basis, or as needed. If additional program authority is required, USFOR-A J8 will coordinate with USARCENT G8.

2. USFOR-A J8 develops a recommended funds distribution plan based on funding requirements identified by the MSC's RM Offices. The RM Offices are responsible for working with their subordinate units to determine their specific CERP requirements.

3. USFOR-A J8 distributes funding to RM Offices following the funds distribution plan as closely as possible. USFOR-A J8 will evaluate funds execution prior to distributing funds increases. If execution does not support the need for additional funds, then funds will be withheld.

B. Project Identification

1. Commanders will coordinate with GIRoA agencies, civil affairs elements, engineers, Provincial Development Committees (PDCs) and/or Provincial Reconstruction Teams (PRTs) to gain the greatest effect while meeting the urgent humanitarian and reconstruction needs of the Afghan people. Coordination with local GIRoA officials is critical to ensure that the project meets a perceived need by the population, is appropriate for the culture, and will be maintained in the future. Operations, maintenance, and staffing should be discussed before any project begins. All construction or equipment projects $50K or more require a Memorandum of Agreement (MOA) between the project sponsoring unit and the appropriate GIRoA representative with the authority to accept follow-on maintenance and sustainment requirements of the project. *(See Annex J for templates).*

2. Units scope the proposed project and develop a project proposal that describes what the project is and what it will do. Units provide this information to the Project Manager (PM) to identify it as a **planned project**. The PM is responsible for developing the independent government cost estimate (IGCE) and Statement of Work (SOW), in cooperation with subject matter experts.
   a. The SOW should be sufficiently detailed to allow the contractor to know what needs to be done and the standards that must be adhered to. At the end of the project, if there is a disagreement as to what work should have been done, the SOW will be used to determine who is correct. If the work is not spelled out in the SOW, the contractor is not obligated to do it.

b. A detailed list of the material/services being provided will be included with the SOW. This list (along with their associated costs) should be reflected in the IGCE.

c. For all construction projects, blueprints, drawings and/or maps will be provided as attachments to the SoW. To the greatest extent possible, the PM should use the standard blueprints/drawings provided by the responsible Ministry.

d. Any costs associated with another organization (e.g., Afghanistan Engineer District (AED) – USACE, USAID) performing contracting and/or project oversight will be included within the estimated project cost.

e. For samples of SOWs, IGCE formats, and some standard blueprints/drawings, please visit the USFOR-A J9 CERP folder on the USFOR-A SharePoint (SIPR).

C. **Project Approval**

1. Once the project has been identified and initiated by the Project Manager (or Purchasing Officer) with all the required documentation *(see Annex I)*, it will be submitted to the CERP Program Manager for review, who will ensure the documentation is complete, correct, and uploaded to CIDNE. The CERP Program Manager will then route the nomination package through the proper staff functionals for review (contracting, legal, engineering, resource management, USAID, etc.) and concurrence. **NOTE: During the functional review process, the judge advocate will provide his/her formal legal review.**

2. For projects/bulk fund draws up to $50K, once the package has received concurrence from all the staff functional (as applicable), the CERP Program Manager will then route the package to the O-5 level U.S. Commander for approval. The O-5 level U.S. Commander must sign the ADR and the DA Form 3953 (PR&C) (block 35). After approval, the CERP Program Manager will send the DA Form 3953 (PR&C), along with the supporting documentation, to the RM Office for certification. Once the DA Form 3953 (PR&C) has been certified, then the CERP Program Manager will upload the signed ADR and certified DA Form 3953 (PR&C) to CIDNE and notify the PM of his/her authority to proceed.

3. For projects that require higher level approval *(See the USFOR-A CERP SOP, TABLE 1, CERP Approval Threshold Matrix)*, the O-5 level approved nomination package must be sent to the O-6 level CERP Program Manager for review, coordination and/or approval (as appropriate). This process is mirrored at each level until the proper approval authority has approved or disapproved the project.

4. Every CERP nomination packet (to include bulk fund draws) must contain the following (as applicable): *(see Annex H, for information on the USFOR-A CERP Review Board Process and Procedures)*
   a. Letter of Justification (LoJ) signed by the appropriate level Commander(s) (for projects greater than $50K **only**). *(See Annex J for templates).*

   b. Regional Commander Coordination (if in a non-U.S. Battle Space; not required for bulk fund draws). *NOTE: This coordination is to ensure the RC Commander is notified of projects planned for his/her AO and he/she supports the project. This coordination can be in electronic mail format, meeting minutes, or formal memorandum. If the RC Commander wants to delegate the coordination of projects up to $200K to his/her CJ9, that is at his/her discretion, however, it must be in writing and maintained on file at USFOR-A J9.*

   c. Nearest PRT/TF Coordination Memorandum (if in a non-U.S. Battle Space and the approval authority is different from the U.S. PRT/TF Commander; not required for bulk fund draws). *NOTE: This coordination is to ensure the nearest PRT/TF is not working on or planning a similar project in the same area. This can be confirmed by the CERP Program Manager, endorsed by the PRT/TF Commander.*

   d. Afghan Development Report (ADR) documented in CIDNE (signed by an O-5 level U.S. Commander (or above) and the CERP Program Manager).
      1. For a Request for Additional Funds (RAF), the ADR must be updated to reflect the new cost estimate and must be re-signed by an O-5 level U.S. Commander (or above) and the CERP Program Manager.

      2. Storyboard slides (for all projects requiring USFOR-A review, or as required by lower-level boards). *(See Annex J for templates).*

   e. Independent Government Cost Estimate.

   f. Statement of Work (as applicable).

   g. Blueprints, Drawings, Maps, Photos (where applicable) *(Maps will be provided for all horizontal construction project, such as roads and bridges).*

   h. Land Use Agreement *(for vertical construction).*

   i. Funding Document (DA Form 3953 (PR&C), DD Form 448, or DD Form 1149—with the correct project title, project number, PM, PO and PA (as applicable), and signature blocks.
      1. For a RAF, a Funds Increase Memorandum must be submitted along with the original funding document.

j. Draft Contract (for projects less than $500K). *(See Annex J for templates).*

k. Legal Review from a U.S. DoD Attorney (required for all projects and humanitarian assistance requests).
   1. Exceptions: condolence, battle damage, former detainee, and Afghan hero payments.

   2. For projects less than $25K, the legal review can be documented by a judge advocate's signature, position title, and date, on the ADR in lieu of a formal legal memorandum.

l. Signed Sustainment Memorandum of Agreement from the responsible Ministry (required for all construction/equipment projects greater than $50K). *(See Annex J for templates).*

m. Signed DD Form 577s (for the PM, PO, and PA, as applicable) stating the period of appointment. *(See Annex J for templates).*

5. Once the PO has received bids from the contractors, if the winning bid exceeds the original approving Commander's authority level, the project must be submitted to the next higher level and re-approved by the appropriate level Commander, prior to the obligation of funds.
   a. If a project has already been approved by the USFOR-A Commander or the USCENTCOM Commander, any substantial changes in project scope, the statement of work, or cost increases exceeding 10% must be resubmitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and approved by the USCENTCOM Commander prior to the commitment of additional funds.

   b. Any project that previously had an obligation less than $1M, but now requires additional funding which will take the total cost above $1M, must be submitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and the USCENTCOM Commander prior to the commitment of additional funds.

D. **Project Funding**
1. Non-bulk funded projects
   a. Upon the appropriate level Commander's approval, the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 will be submitted to the RM Office for the line of accounting, funds certification, and the reservation of funds. Coalition members must work with the nearest U.S. RM Office. *(See Annex K for a list of documents required by the RM Office prior to the certification of funds.)*

   b. The RM Office processes the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 by issuing a standard document number, printing (clearly)

the accounting classification on the document, signing block 21, as the Certifying Officer, and committing the funds in the accounting system. Do not commit funds until the project has been approved by the proper approval authority *(See the USFOR-A CERP SOP, TABLE 1, CERP Approval Threshold Matrix).* For CERP projects, only funds appropriated specifically for CERP may be used. No other funding sources, or the co-mingling of funds, are authorized.

c. The issuance of a funded DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 authorizes the PO to begin the contracting process for the project (i.e. solicit bids from local vendors).

d. The DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 does **NOT** constitute an obligating document. The RM Office must wait until proper obligating documents have been received (contract, SF Form 44, or DD Form 448-2 CAT I (reimbursable)) prior to obligating funds in the accounting system. *(See Annex K for a list of documents required by the RM Office prior to the obligation of funds.)*

2. Advance Bulk Funds. The use of bulk funds does not change the approval process. Condolence, battle damage, former detainee, and Afghan hero payments, and Commander's Small-Scale Projects are the only instances where multiple payments can be consolidated with advance bulk funding. Note: Once any advance bulk funds are disbursed for a specific payment or project, then each individual project/payment must be identified in the CERP Checkbook. *(See Annex G on how to properly manage bulk fund disbursements in CIDNE and see Annex K on how to properly annotate bulk fund disbursements in the CERP checkbook)*. **Failure to comply with the advance bulk fund reporting procedures will result in the loss of this program.**

3. CERP Program Managers and RM Offices have the option of updating the CERP checkbook when the projects are approved and funds are committed, but projects **must** be entered into the CERP checkbook when funds are obligated. As disbursements occur, CIDNE and the CERP checkbook **must** be updated. Bulk funds are obligated only upon making disbursements. Projects will be tracked throughout the lifecycle of the project. *(For further information on proper CIDNE and the CERP checkbook management, see Annexes G and K respectively).*

E. **Project Execution**

1. The PM will maintain a project file containing copies of all documents created during the project.

2. The PO contracts for services and supplies within his/her established dollar limits and in accordance with the training received from the U.S. warranted

contracting officer and this SOP. The PO negotiates payment terms to include the price/cost and payment schedule. The PO limit is less than $500K per project. Requirements at or above the $500K limit must be contracted by a USG warranted contracting officer. The PO, when feasible, should seek multiple bids in order to encourage competition.

3. The PO, in conjunction with the PM, manages the project to completion. Lack of ability does not excuse failure to adequately supervise a project and ensure the SOW requirements are met. Failure can result in the PO being found negligent and liable for any cost, damage, or loss of life. **IT IS ABSOLUTELY ESSENTIAL THAT THE PO NOT PERFORM THIS DUTY IF NECESSARY QUALIFICATIONS TO DO SO ARE ABSENT.** The PO may use a warranted Contracting Officer as desired.

4. Advance payments are not authorized. Payments can only be made when goods or services are received. Installment or in-progress payments based upon a completion percentage are allowed and recommended and must be stated in the contract. Payments should be paid via EFT although Limited Depository Checking accounts and cash payments (in Afghani) are authorized.

5. In accordance with the payment schedule, the PO will prepare an SF Form 44 *(for cash payments only)* or a DD Form 250. This will acknowledge the receipt of goods or a percentage of work completed on the project. Total disbursements for the project will not exceed the amount on the contract or the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448. Each SF Form 44 or DD Form 250 must be complete to include a detailed description of supplies received and/or services rendered.

6. If the project costs exceed the amount on the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448, the PO will immediately contact the approving Commander and PM, who in turn, will notify the unit's CERP Program Manager. The approving Commander will either suspend work on the project or approve a Funds Increase Memorandum (FIM) (prepared by the PM) for the difference. The Commander approving the funds increase must have approval authority high enough for the total cost of the project. If not, then the FIM (and project nomination package) must be submitted to the next higher level for review and approval. NOTE: All FIMs must be routed through the RM Office for funds certification, after the cost increase has been approved, prior to any contracting modifications or disbursements being made.

7. If the project is cancelled or suspended after the funds have been obligated, the PO will immediately notify the approving Commander and PM who in turn, will notify the unit's CERP Program Manager and the RM Office.
   a. The PO will then modify the contract to de-obligate the unexecuted amount. He/she will provide copies of the contract modification to the RM

Office, the PM, and the CERP Program Manager. (NOTE: A contract cancellation doesn't always result in 100% de-obligation. Certain contracts require mobilization costs or termination fees, which must be paid in accordance with the contract terms, even if no work has been performed).

b. The RM Office will use the contract modification to de-obligate the funding in the accounting system.

c. The PM will then update the ADR in CIDNE accordingly.

d. The CERP Program Manager will update the CERP checkbook accordingly.

F. **Project Payment**

1. EFT Payment

a. Upon identification of the Vendor or Payee, the PO will obtain the banking information necessary to complete an EFT payment (in Afghani).

b. The PO will prepare the DD Form 250. Then, the PM will sign the DD Form 250 certifying that goods or services have been received. The PO will submit the following to the Finance Office:

1. The DA Form 200, Electronic Funds Transfer *(obtain an updated version from Finance)*

2. The certified funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448)

3. The basic contract and all modifications

4. The DD Form 577s for the PM, PO and PA (if applicable)

5. The vendor's invoice

6. The signed DD Form 250

c. Finance will return the DA Form 200 to acknowledge receipt of the payment request.

d. Finance will certify the payment by producing a SF Form 1034. Finance will send a copy of the SF Form 1034 to the PO and RM Office, once the payment has been sent to International Treasury Services.

e. The PO will send a copy of the SF Form 1034(s) to the PM to be added to the project file, so he/she can clear with the RM Office.

2. Limited Depository Checking Account (LDA). A LDA, per DoD FMR Volume 5 Chapter 14, can be used as a form of payment for CERP. The use of a LDA is encouraged to reduce the amount of cash on the battlefield while providing an immediate form of payment. NOTE: A LDA can only be established by the DO, DDO, or DA.

3. Cash Payment
   a. The PA will take the DA Form 3953 (PR&C) or DD Form 1149 to the local Finance Office, with copies of the PM, PO, and PA's DD Form 577s (as applicable), to draw cash for payment. Afghani is the only authorized form of cash payment. The Finance Office will issue a DD Form 1081, *Statement of Agent Accountability*, which acts as a hand receipt for the cash. NOTE: The DD Form 1081 must reference the document number recorded on the DA Form 3953 (PR&C) or DD Form 1149.

   b. The PO will prepare the SF Form 44 and contact the PA to arrange payment with the vendor. The PO and the PA will go together to make payment to the vendor.

   c. The PO will authorize payment on the SF Form 44. The PA will insert the dollar value of the goods or services and sign the SF Form 44 immediately after the certification statement: *"I certify that this account is correct and proper for payment in the amount of…"*

   d. The vendor will sign the SF Form 44 and receive copy #2 (blue). The vendor should provide an invoice or receipt, either before or at the time of payment. Both the PO and PA must be present. The PO (or designated representative) will sign as the receiver on the SF Form 44. The PA **cannot** sign as the receiver, since he/she is the certifying official. The SF Form 44 becomes an accountable document to the PA and is required to clear the PA's DD Form 1081 from the Finance Office. *(Reference Annex F, for more information on preparing a SF Form 44).*

   e. After the project has been completed and funds have been fully disbursed, the PA will clear with the servicing Finance Office.
      1. The PA will first notify his/her PO and the servicing RM Office before going to Finance. The PA will then visit the Finance Office, where the funds were drawn, and bring the following documentation: 1) the initial DD Form 1081, 2) all completed SF Form 44s, 3) all receipts/invoices, and 4) any remaining currency. The Finance Office will prepare an SF Form 1034 voucher for the total amount of all SF Form 44s submitted. The Finance Office will also provide the PA with a DD Form 1081 (Return) (annotated with the DA Form 3953 (PR&C) or DD Form 1149 document number) clearing the PA's account. NOTE: For advance bulk funds, the Finance Office will send copies of the SF Form 1034(s), SF Form 44(s), and the DD Form 1081(s) to the RM Office as soon as

the PA's account has been cleared to ensure the funds are obligated in a timely manner and prevent NULOs (negative unliquidated obligations) from occurring.

2. After clearing Finance, the PA will provide the following to the PM and PO to finalize the clearing process:
   a. A copy of the SF Form 1034 (generated by Finance)

   b. Copies of the DD Form 1081s (Initial and Return)

   c. Copies of all SF Form 44s and supporting documentation, which includes: the vendor's invoice(s)/bill(s)

3. The PM will clear the PA and provide a clearance memorandum to the PO and PA upon receipt of all disbursement and documents.

4. Disbursements are not recorded in STANFINS until the PA clears with the Finance Office, where the funds were drawn. After the PA clears every payment, the DO submits the original payment vouchers to DFAS-Rome where the disbursement is recorded in STANFINS and held for future review or audit.

4. For projects $500K or greater, the PM and warranted Contracting Officer will assume the above listed duties of the PO. The PM should work closely with his/her Contracting Officer to ensure goods are received and/or services are rendered in accordance with the contract terms and SOW and that the contractor is paid for work performed in a timely manner.

G. **Project Closure**

1. Once the project has been completed (or terminated/cancelled), all outstanding bills paid, the PO and PA have cleared with the PM, and the project has been turned over to GIRoA (as applicable), the PM will close the project in CIDNE and then notify the CERP Program Manager, who will, in turn, update the CERP checkbook accordingly *(see Annex K)*. In CIDNE, the "Project Status" field will be changed to "Completed" (or "Terminated/ Cancelled"), the "Project Closure" section will be completed, and any final disbursements will be added. If funds were de-obligated, then the "Amount Allocated (USD)" field in CIDNE should be updated accordingly.

2. The PM will consolidate all documents generated during the project. All required documents listed on the CERP project file checklist must be included in the official project file *(see Annex I)* and uploaded to CIDNE.

3. Commanders are required to review the project file, all disbursement vouchers, and supporting documentation. After review, the Commander will issue a project clearance memorandum to the PM stating: "*I have reviewed*

and approved the project file in the amount of $<enter project total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A CERP SOP and applicable FRAGOs." *(See Annex J for templates)*. The Commander will also sign the ADR, which shows the project status as "Completed" and has a completed "Project Closure" section. The PM will add the Commander's project clearance memorandum and the signed ADR to the project file and upload it to CIDNE.

4. The PM will then submit the completed project file to the RM Office for review and reconciliation. The RM Office will take appropriate action, based on the project file, to clear all unliquidated obligations in the accounting system.

5. The PM is responsible for making corrections or providing memorandums explaining lost or illegible documents (endorsed by the approving Commander).

6. After receiving all the required documentation in the project file, the RM Office must provide a print-out of the document from ODS showing that the project has been cleared in the accounting system. At the bottom of the ODS print-out, the RM Office must add the following statement: "*CERP Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system*." The RM Office will then endorse the ODS print-out. A copy of this endorsed print-out will then be placed in the project file and uploaded to CIDNE.

7. The project is now considered complete and properly closed out.

4. TURNOVER PROCEDURES

A. In order to ensure full accountability of all active CERP projects and improve program management for the lifecycle of the project, USFOR-A is implementing documented turnover procedures.

B. Prior to a unit departing theater, the outgoing and incoming unit must complete a "Transfer of Authority" review for all CERP projects. This includes projects in the following CIDNE project status:

1. **Nominated** – the project has been nominated by a unit, but has not yet been approved by the appropriate approval authority.

2. **Committed** – the project has been approved by the appropriate approval authority, the funding document has been certified, the funds have been committed in RMT, but the obligating document(s) has not been received by the PM and provided to the RM Office.

3. **Obligated**– the contract has been awarded and the funds have been obligated in RMT.

4. **Completed (>$500K)** – the project was completed by the outgoing unit during their tour, the funds have been fully disbursed, the project has been transferred to GIRoA (as applicable) and the clearance letters have been signed and uploaded to the ADR in CIDNE.

C. The "Transfer of Authority" review will be documented using the "Transfer of Authority" memorandum format *(see Annex J for templates)*. Once signed, this memorandum authorizes the transfer of all CERP projects listed to the incoming unit; however, this memorandum does not relieve outgoing unit personnel of any pecuniary liability or administrative or disciplinary actions for negligent or illegal CERP activities conducted during their tenure, to include theft, fraud, waste, and abuse.

1. All outgoing PMs and/or POs will ensure that, for all projects, the necessary documentation has been updated and uploaded into the ADR in CIDNE. *(For a complete list of documentation requirements, see the CERP Project File Checklist in Annex I).*
   a. A complete inventory of the project files should be conducted no later than 30 days prior to the arrival of the incoming unit. The outgoing unit will ensure that all files are present and complete. Any deficiencies should be identified and corrected prior to the incoming unit's arrival. Minor deficiencies and/or missing documents that cannot be corrected prior to the incoming unit's arrival will be annotated on the "Transfer of Authority" memorandum. MFRs documenting the deficiencies, attempts made to rectify them, and the circumstances in which they occurred, should be prepared and included in the project file.

   b. The outgoing PMs and/or POs will review all open documents with the incoming unit and explain the terms of each contract, specified tasks directed to the vendor, payment terms, payment schedule and a detailed record of payments made to-date, and the latest QC/QA report.

   c. The outgoing POs will introduce the incoming POs to the vendors or vendors' representatives. The incoming POs and PAs should be introduced to any agents of the vendor authorized to receive payments.

   d. To the greatest extent possible, the outgoing PM/PO should arrange site visits for the incoming PM/PO. If feasible, the vendor should accompany the USG representatives on their site visits.

   e. The outgoing PO/PA will clear with the local Finance Office and return any remaining cash-on-hand.

   f. After the turnover procedures have been completed, the outgoing and incoming PMs/POs will complete a "Transfer of Authority" memorandum *(see Annex J for templates).* The signed "Transfer of Authority"

memorandum will be submitted to the unit's CERP Program Manager for validation and then, consolidated for the unit Commander.

2. The outgoing Commander will ensure that, for all projects, the necessary documentation has been updated and uploaded into the ADR in CIDNE. *(For a complete listing of documentation requirements, see the CERP Project File Checklist in Annex I).* The outgoing Commander will review all projects listed on the "Transfer of Authority" memorandum with the incoming Commander. The Commander and CERP personnel should thoroughly review all projects obligated and/or completed (>$500k) by the outgoing unit to ensure the incoming personnel are properly prepared to answer any audit questions or Congressional inquiries of projects executed or initiated by their predecessors. During this review, the incoming CERP personnel will verify that all CERP guidelines have been met in accordance with this SOP, unless an exception to policy has been authorized and is on file.

3. The incoming Commander will ensure the appropriate personnel have received a thorough briefing from the outgoing CERP program personnel which details all projects being transferred. Also, he/she will ensure his program managers, PMs, POs, and PAs receive initial training, which is properly documented.

4. Upon a complete review of documentation, project file transfer, and satisfactory training, both the incoming and the outgoing Commander will sign the "Transfer of Authority" memorandum. The incoming Commander now accepts responsibility for maintaining all CERP project files and for representing CERP operations during any audit or investigation.

5. Files Disposition Procedures:
   a. The PM is responsible for maintaining the CERP project file until the project has been closed out in accordance with this SOP. Once the complete project file has been uploaded to CIDNE *(see Annex I)*, the PM will then notify the unit CERP Program Manager.

   b. No later than the 5th of each month, the unit CERP Program Manager is required to provide USFOR-A J9 a list of all CERP projects closed during the previous month. From this list, USFOR-A J9, in conjunction with USFOR-A J8, will conduct a CIDNE file audit on all closed projects. If missing documentation is identified, then USFOR-A will provide the CERP Program Manager with a list of action items.

   c. Once the file audit has been completed and USFOR-A has confirmed that the files are in accordance with this SOP, USFOR-A J9 will then download a hardcopy from CIDNE and maintain the hardcopy on file for one year.

d. At the end of the next fiscal year, USFOR-A J9 will send all CERP project files to ARCENT for archiving.

D. Units re-deploying without follow-on U.S. forces, or who are being replaced by a coalition or ISAF nation, should initiate a plan to complete all projects in progress prior to re-deployment.

1. For projects that cannot be completed prior to re-deployment, the outgoing unit may need to designate a stay-behind CERP team, or request assistance from their Major Subordinate Command for the assignment of U.S. liaison officers, to conduct QC/QA on the remaining open projects and to make payments to the vendor. NOTE: Designated personnel must be trained CERP PMs, POs, and PAs.

2. Prior to re-deployment, the outgoing unit must ensure all completed project files have been uploaded to their respective ADRs in CIDNE and the hard copies should be delivered to their Major Subordinate Command's CERP Program Manager. (The files must be retained in accordance with the file disposition procedures described above.)

3. For projects that are still on-going, once the project has been completed and closed out in accordance with this SOP, the designated personnel must ensure the complete project file is uploaded to the ADR in CIDNE and the hard copy file has been sent to the Major Subordinate Command's CERP Program Manager.

E. *Reference Annex K for proper CERP RM Office turn-over procedures.*

ANNEX B: CERP CATEGORY DEFINITIONS AND POTENTIAL PROJECTS

CONTENTS

1. REFERENCE
2. CERP CATEGORY DEFINITIONS AND POTENTIAL PROJECTS

1. REFERENCE. DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A

2. CERP CATEGORY DEFINITIONS AND POTENTIAL PROJECTS

A. **Agriculture.** Projects to increase agricultural production or cooperative agricultural programs. This includes irrigation systems. *(Functional Advisors: Civil Affairs, Agribusiness Development Teams)*

1. Reforestation (fruit and nut) producing trees, timber production, and general reforestation
2. Wind breaks for fields
3. Pesticide control for crops
4. Animal husbandry practices
5. Veterinary clinics, supplies, and care of animals *(not Healthcare)*
6. Seeds for planting
7. Purchase of initial, parents livestock for herds
8. Animal health
9. Animal production
10. Aquaculture
11. Fish farms
12. Conservation programs
13. Biotechnology
14. Purchase of farm equipment or implements
15. Irrigation wells *(for drinking wells, see Water & Sanitation)*
16. Irrigation ditches
17. Canal cleanup
18. Water pumps
19. Siphon tubes
20. Development and construction of terracing
21. Sprinkler irrigation
22. Dust suppression
23. Central pivot irrigation
24. Sub-irrigation
25. Aquifer development
26. Agricultural Training Facilities and Demo-Farms—ADT

B. **Battle Damage Repair.** Projects to repair, or make payments for repairs, of property damage that results from U.S., coalition, or supporting military operations and is not compensable under the Foreign Claims Act. *(Reference the USFOR-A CERP SOP for definitions and examples of the Foreign Claims Act*

versus condolence/battle damage payments). *(Functional Advisors: Local Commander, Judge Advocates)*

C. **Civic Cleanup Activities.** Projects to cleanup public areas; area beautification. *(Functional Advisor: Engineering)*
   1. Streets, roads
   2. Parks
   3. Demolition of old buildings/structures
   4. Trash removal

D. **Civic Support Vehicles.** Projects to purchase or lease vehicles by public/government officials in support of civic and community activities. *(Functional Advisor: Logistics)*
   1. Construction vehicles for public works
   2. Water and trash trucks
   3. Governmental vehicles for official duties

E. **Condolence Payments.** Payments to individual civilians for the death or physical injury resulting from U.S., coalition, or supporting military operations not compensable under the Foreign Claims Act. *(Reference the USFOR-A CERP SOP for definitions and examples of Foreign Claims Act versus condolence/battle damage payments).* *(Functional Advisors: Local Commander, Judge Advocates)*

F. **Economic, Financial, and Management Improvements.** Projects to improve economic or financial security. *(Functional Advisors: Resource Management, Civil Affairs, Engineering)*
   1. Marketing assistance programs
   2. Refurbishment of Bazaars
   3. Micro-Grants to individuals or small businesses
   4. Refurbishment of district centers

G. **Education.** Projects to repair or reconstruct schools, or to purchase school supplies or equipment. *(Functional Advisors: Civil Affairs, Engineering)*
   1. Build, repair, and refurbish schools (primary, middle, high, schools; colleges; trade schools and Centers of Educational Excellence)
   2. Tents for use as schools/classrooms
   3. School supplies, textbooks
   4. Furniture, desks, mats
   5. Sports equipment (soccer balls/goals, etc.)

H. **Electricity.** Projects to repair, restore, or improve electrical production, distribution, and secondary distribution infrastructure. Cost analysis must be conducted so the village or district may collect revenues to ensure operation and maintenance of the system for long-term use. *NOTE: The cost analysis conducted must be documented, maintained in the project file, and uploaded to the ADR in CIDNE. If the project is equal to or greater than $50K, the cost*

analysis must be documented in the sustainment MOA between the USG and the responsible Ministry. *(Functional Advisors: Engineering)*

1. Electrical production (solar, hydro, wind, and fossil) for villages and districts (not specific to individual government buildings or homes)
2. Distribution of high and low voltage to villages and districts (not specific to individual government buildings or homes)
3. Secondary distribution to individual buildings and homes
4. Generators (regardless of where used)
5. Studies

I. **Food Production & Distribution.** Projects to increase food production or distribution processes to further economic development. *(Functional Advisors: Civil Affairs, Agribusiness Development Teams)*

1. Food handling technology, including refrigeration, storage, warehousing, etc.
2. Adequate production and supply logistics, based on demand and need
3. Food labeling and packaging
4. Food production safety
5. Capacity building for production and regulation of food
6. Storage capability for pre-distribution holding

J. **Former Detainee Payments.** Payments to individuals upon release from Coalition (non-Theater Internment) detention facilities. *(Functional Advisors: Judge Advocates, JTF 435)*

K. **Healthcare.** Projects to repair or improve infrastructure, equipment, medical supplies, immunizations, and training of individuals and facilities in respect to efforts made to maintain or restore health especially by trained and licensed professionals. *(Functional Advisors: SURG CELL, TF MED, Engineering, USAID)*

1. Construction/repair of clinics
2. Ambulances/transportation for doctors in rural areas
3. Construction/repair of hospitals
4. Cooperative medical assistance (CMA) visits and supplies
5. Healthcare specific furnishings (beds, mattresses, etc.)
6. Refrigeration for medication
7. Expendable supplies
8. Durable and non-expendable equipment for medical facilities

L. **Hero Payments.** Payments made to the surviving spouses or next of kin of Afghan defense or police personnel who were killed as a result of U.S., coalition, or supporting military operations. (Previously referred to as Martyr payments in Iraq) *(Functional Advisors: Local Commander, Judge Advocate)*

M. **Other Urgent Humanitarian or Reconstruction Projects.** Projects to repair collateral damage not otherwise payable because of combat exclusions or condolence payments. Other urgent humanitarian projects not captured under any other category. For other urgent humanitarian projects, this category should be used **only** when no other category is applicable. *This category should be*

used by the Humanitarian Assistance Yards at Kandahar Air Field and Bagram Air Field (which stock HA supplies and equipment in order to meet the immediate humanitarian needs during natural disasters or emergency situations (i.e. refugee camps)). Under extraordinary circumstances, when the HA Yards state, in writing, that they cannot support the requirement, units can purchase the below items for immediate distribution (within 30 days) to meet the urgent, humanitarian needs of the local populace. Stock-piling of HA supplies is not authorized other than at the HA Yards. NOTE: CERP-funded humanitarian assistance should only be at the written request of GIRoA or UN aid organizations. Also, it can only be used for the indigenous populace, not for other countries seeking refuge in Afghanistan. *(Functional Advisors: USFOR-A J9, Joint Sustainment Command—Afghanistan)*

1. Tents
2. Tarps, plastic sheeting
3. Blankets
4. Clothes, shoes/boots, winter coats/gloves
5. Hygiene kits
6. Food (rice, beans, salt, sugar, tea, cooking oil)
7. Stoves
8. Wood for stoves
9. Coal/charcoal

N. **Protective Measures.** Projects to repair or improve protective measures to enhance the durability and survivability of a critical infrastructure site (oil pipelines, electric lines, etc.). *(Functional Advisors: Engineering, Force Protection)*

1. Fencing
2. Lights
3. Barrier materials
4. Berms over pipelines
5. Guard Towers

O. **Repair of Civic & Cultural Facilities.** Projects to repair or restore civic or cultural buildings or facilities. *(Functional Advisors: Engineering, Civil Affairs)*

1. Religious buildings such as mosques or shrines
2. Civic/community centers
3. Women's centers
4. Athletic venues
5. Libraries
6. Museums

P. **Rule of Law & Governance.** Projects to repair government buildings such as administrative offices, or court houses. *Per GEN Petraeus' memorandum, SUBJECT: Commanders' Emergency Response Program (CERP) Guidance Waiver Request, dated 11 Jun 09, CERP is permitted for "new construction projects designed to restore pre-existing elements of Afghan society, such as ROL, if the projects are otherwise in accordance with CERP guidance". In other words, CERP can be used to construct new ROL or governance facilities in a*

local community. However, before beginning the project, the Commander must verify that the community already had ROL and/or governance operations ongoing. For example, if a community did not operate a court house, a jail, or an administration office, the use of CERP is inappropriate to create that infrastructure. But, where a community was or is executing governmental operations, CERP projects are appropriate to add capacity to those operations. *(Functional Advisors: Engineering, Judge Advocates)*

1. Governmental buildings repair
2. Support for the judicial system
3. Jails or temporary holding facilities' repairs
4. Public service facilities' improvements
5. Support to divergent political party development

Q. **Temporary Contract Guards for Critical Infrastructure.** Projects including Sons/Daughters of Iraq and other projects to guard critical infrastructure, including neighborhoods and other public areas. *This includes Sons/Daughters of Iraq-type of initiatives in Afghanistan.* *(Functional Advisors: Local Commander, Judge Advocates, Civil Affairs)*

R. **Telecommunications.** Projects to repair or extend communication over a distance. The term telecommunication covers all forms of distance and/or conversion of the original communications, including radio, telegraphy, television, telephony, data communication, and computer networking. Includes projects to repair or reconstruct telecommunications systems or infrastructure. *(Functional Advisor: Communications)*

1. TV stations (including equipment purchase, repair, and maintenance)
2. Radio stations (including equipment purchase, repair, and maintenance)
3. Governmental communications systems (telephones, two-way radios, repeaters, antennas)
4. Loudspeaker systems
5. Landline point to point connections to connect systems

S. **Transportation.** Projects to repair or restore transportation to include infrastructure and operations. Infrastructure includes the transport networks (roads, railways, airways, canals, pipelines, etc.) that are used, as well as the nodes or terminals (such as airports, railway stations, bus stations, and seaports). The operations deal with the control of the system, such as traffic signals and ramp meters, railroad switches, air traffic control, etc. *(Functional Advisors: Engineering, USACE, USAID)*

1. Transportation infrastructure, including roads, railway tracks, airports, ports, etc.
2. Roads (including gravel, cobblestone, etc.)
3. Culverts
4. Bridging
5. Traffic control measures

T. **Water & Sanitation.** Projects to repair or improve drinking water availability, to include purification and distribution. Building wells in adequate places is a way to produce more water, assuming the aquifers can supply an adequate flow. Other water sources such as rainwater and river or lake water must be purified for human consumption. The processes include filtering, boiling, distillation among more advanced techniques, such as reverse osmosis. The distribution of drinking water is done through municipal water systems or as bottled water. Sanitation, an important public health measure that is essential for the prevention of disease, is the hygienic disposal or recycling of waste materials, particularly human excrement. *(Functional Advisors: Civil Affairs, Engineering, USACE, USAID)*

1. Wells (regardless of the end user, unless the end user is the security forces)
2. Water pumps
3. Water treatment facilities
4. Production or distribution of potable water and sanitation of that production capability
5. Establishing trash collection points
6. Waste disposal sites
7. Sewage treatment solutions
8. Retaining walls for flood prevention
9. Dumpsters
10. Public latrines
11. Water studies, including watershed studies
12. Water Testing

ANNEX C: CERP MICRO-GRANT PROGRAM

CONTENTS

1. PURPOSE
2. REFERENCES
3. CONCEPT OF OPERATIONS
4. PROCEDURES
5. APPROVAL THRESHOLDS
6. EXECUTION
7. LEGAL CONSTRAINTS AND REQUIREMENTS

1. PURPOSE. To provide basic guidelines and specify common procedures and restrictions to be followed by units in using CERP to fund micro-grants to support small and micro-business activities.

2. REFERENCES

A. DoD FMR 7000.14-R, Volume 12, Chapter 27, January 2009

B. USARCENT ADCON ORDER (OPORD 04-005), Appendix 6 (Resource Management and Finance Operations to Annex H (Administering)

C. USARCENT Publication 1-06 (Army Financial Management Operations in the CENTCOM AOR, 16 May 2007

3. CONCEPT OF OPERATIONS

A. The micro-grant program expands the flexibility of CERP and authorizes Commanders to provide cash, equipment, tools, or other material support (*in-kind contributions preferred*) to small businesses that lack available credit or financial resources. Micro-grants must be used with strict disciplinary measures in place to ensure the economic development objectives of the command are being advanced. The intent of the program is to increase economic activity, particularly in areas where small businesses have suffered because of insurgent or sectarian violence.

B. The purpose of this program (subject to the restrictions and implementation requirements) is to use CERP funds to provide financial assistance to disadvantaged entrepreneurs engaged in small and micro-business activities that provide humanitarian relief and/or can support humanitarian assistance operations and reconstruction. For purposes of this program, a disadvantaged entrepreneur is one lacking independent wealth or otherwise unable to access sufficient business credit at commercially reasonable terms.

C. Assistance provided is intended to allow disadvantaged individuals to grow existing businesses or re-establish disrupted enterprises which will create lasting economic activity in a community. Support to individuals without prior business

experience may be considered on a case-by-case basis, particularly with respect to recent college, university, or professional graduates who desire to start a business. NOTE: Only applicants with strong business concepts should be considered for grants in this latter category.

D. Grants provided should generally be less than $2.5K and should be made based on standardized selection criteria and processes in accordance with the guidance set forth in this SOP. Resources provided will not be repaid or returned to USFOR-A. In-kind deliveries of equipment, tools, and other material support, when practical, are preferred over cash payments. In-kind distributions help to ensure that grants will be used for intended purposes and limit the ability of criminal elements and other corrupt individuals from profiting off of grant proceeds. In certain circumstances, however, one or more cash payments to be used for working capital may be provided to a grant recipient.

E. Within the guidelines and restrictions specified in this SOP, Commanders are encouraged to be creative and adapt the micro-grant program to local conditions in order to achieve the best local results. The application guidance set forth below provides general criteria to be used in evaluating grant requests. Ultimately, however, the judgment of individual Commanders based on local circumstances will determine the relative merit of each grant request. The objective is to make high-quality grants which will have a meaningful impact in a community, not merely to make a large number of grants.

F. Grant making activities should be focused in areas underserved by other micro-credit and assistance programs.
   1. In areas where micro-lending programs are available, applicants may propose to combine program resources in order to leverage capabilities. However, under no circumstances, shall grants be provided to repay existing micro-loans or other business support programs.

   2. If a micro-lending institution is present in a community, grants should be made to leverage the aggregate economic benefit of such activities. For example, an engine repair shop might receive a piece of equipment under the micro-grant program and a loan from a micro-finance institution to use as working capital to hire one or more new employees to operate that machine.

G. Commanders are encouraged to use the micro-grant program in conjunction with other CERP projects and other Coalition Forces (CF), USG, and GIRoA economic development initiatives. For example, it may be appropriate, in certain circumstances, to require a grant applicant to employ vocational education graduates or students as a condition for receipt of a grant.

H. Commanders shall maximize the use of Afghan partners to solicit applicants to the extent practical. Potential local partners include PDCs, CDCs, NGOs, tribal leadership, college and university officials, agricultural cooperatives, business

development centers, and any other formal or informal entity supportive of GIRoA efforts with sufficient outreach in their community. Final selection of grant recipients, however, will remain with the USG and USG payment rules shall apply. Regardless of the source of the applicant and recommendations for approval, only those applications proposing viable business ideas should be approved.

4. PROCEDURES

A. Units will develop SOPs for grant solicitation, approval, implementation, and progress monitoring, including a written application to be completed for each grant application *(see Annex J for a sample application).* Procedures will incorporate the guidance and restrictions contained in this SOP.

B. Grants will be awarded based on applications submitted by potential grantees. As the target grantees are experienced, but not large entrepreneurs, application procedures should be kept as simple as practical. Formal business plans or financial projections should generally not be required.

C. The application and selection process shall be made clear to all applicants. For every applicant selected, there may be numerous disappointed non-selected applicants. By publicizing the objective criteria upon which the selection was made, it may lessen the perception that the process was pre-determined or otherwise unfair. Commanders retain full discretion, however, to deny grants to any party not deemed an appropriate recipient, for whatever reason.

D. Applications will be evaluated on the basis of the following criteria:
   1. The applicant has the necessary knowledge, skills, and experience required to undertake the proposed activity.

   2. The applicant has an understanding of the market for his/her proposed activity, to include where the product or service will be sold, for what cost, and the current level of competition.

   3. The resources required for the proposed activity are available to the applicant and realistic to the business concept.

E. The applicant's proposed plan should state:
   1. How the assistance provided will be used.

   2. How he/she will manage the activity, including the use and maintenance of resources.

   3. If the applicant has alternative resources.

   4. How the business will re-invest incomes derived from the grant back into the business.

F. Assess if:
   1. The applicant's business has been negatively impacted by military operations or extremist violence.

   2. The applicant has character references from trusted sources in the community.

   3. There will be measurable increases in production, trade, or business activity.

   4. The proposed activity will have a positive impact on the community.

   5. The proposed activity will create additional jobs for the local populace and if so, how many.

   6. The applicant is willing to contribute resources to the proposed activity, including in-kind contributions and "sweat equity".

G. Customary background checks similar to those conducted on other Afghanistan nationals who are recipients of U.S. funds will be conducted on all approved applicants prior to disbursement of grant proceeds. Consult your local Force Protection or Task Force Biometrics Office for more information.

H. Once a grant is distributed, the progress of the supported enterprise will be monitored to ensure the grant funds have been fully expended on the approved initiative. The intent is to assess the effectiveness of the grant, not to provide mentoring or other support for the enterprise. The effectiveness of prior grants should be used as a guide in subsequent grant making activities.

5. <u>APPROVAL THRESHOLDS</u>. (*Reference the USFOR-A CERP SOP, Table 1: CERP Approval Threshold Matrix)*

Item	Limit	Approval Authority	Legal Review Required	USFOR-A CERP SOP Paragraph &/or Annex
Micro-Grants	Greater than $10K	USFOR-A Cdr	Yes	Para 7.G. Annex C
Micro-Grants	Up to $10K	O-6 level U.S. Cdr CSTC-A Cdr	Yes	Para 7.G. Annex C
Micro-Grants	Up to $5K	O-5 level U.S. Cdr	Yes	Para 7.G. Annex C

6. <u>EXECUTION</u>

A. After completion of the micro-grant application(s), the unit is authorized to process one DA Form 3953 (PR&C) to draw cash for payment of multiple micro-grants at various locations; however, a separate Afghan Development Report (ADR) is required for each individual micro-grant.

1. In the description block of the DA Form 3953 (PR&C), the unit must list the applicable micro-grants being funded, their respective CIDNE project numbers, and the amount allotted per grant.

2. A copy of the certified DA Form 3953 (PR&C) will be included in each approved grant's project file.

3. The approved micro-grant application will serve as the obligating document for the RM Office.

B. Each individual micro-grant must be entered into CIDNE and the CERP Checkbook separately under the appropriate CERP category. *(See Annex B for a list of CERP categories).*

7. LEGAL CONSTRAINTS AND REQUIREMENTS

A. While an expected collateral benefit of the micro-grant program is increased employment opportunities at small businesses, the program may not be used as a general purpose job creation program.

B. Micro-grants are prohibited to enterprises which are in the following lines of business:
   1. Entertainment

   2. Equipping or training the ANSF

   3. Services duplicative of those provided by the GIRoA

   4. PSYOP or IO activities

   5. Weapons sales or service

C. Micro-grants may not be used to obtain goods or services directly for U.S., coalition, or other supporting military forces.

D. The business activities supported can have a relationship to reconstruction or humanitarian assistance activities, but it is not required. Questions regarding whether a proposed grant is sufficiently related to these efforts should be directed to the local legal office or CERP Program Manager. Example activities which have a sufficient connection to reconstruction and humanitarian assistance activities include:
   1. Construction

   2. Equipment and electronic repair

   3. Agribusiness, including production, processing, and distribution

4. Textiles, including production and alterations
5. Educational services, which are not duplicative of available GIRoA services
6. Reconstruction material supply
7. Heavy equipment
8. Transportation
9. Conflict resolution and mediation services
10. Legal services related to furthering Rule of Law
11. Medical services, which are not duplicative of available GIRoA services

E. All units will maintain records and provide financial reports. Commanders must maintain documentation that records the amount and character of each grant (for example, a list of the equipment provided and its cost) and the Commander's determination that the grant met the requirements set forth in this SOP.

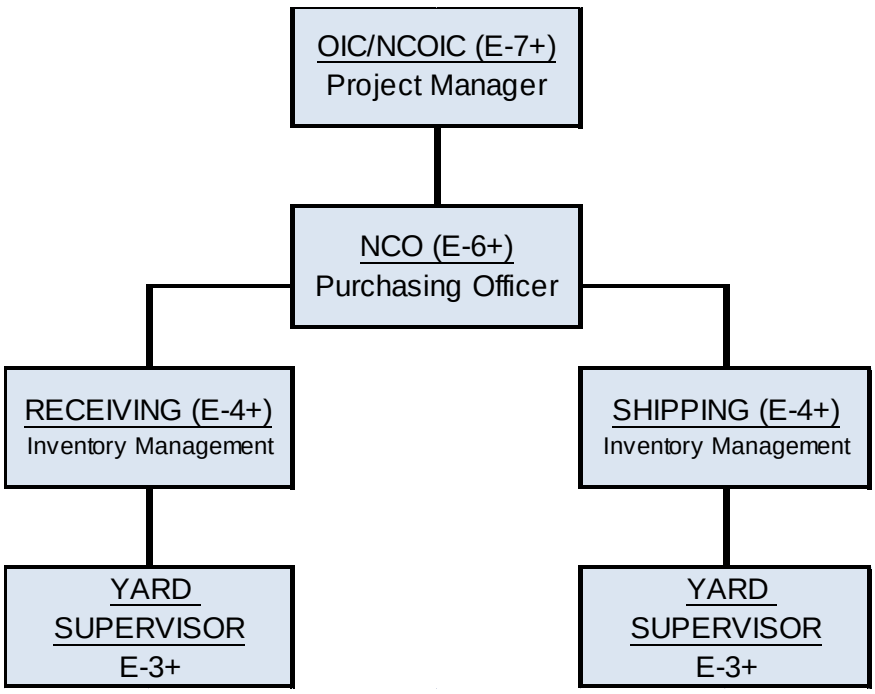
ANNEX D: HUMANITARIAN ASSISTANCE YARD PROCESSES AND PROCEDURES

CONTENTS

1. PURPOSE
2. ORGANIZATIONAL STRUCTURE OF THE HA YARDS
3. REFERENCES
4. REPLENISHMENT PROCEDURES
5. APPOINTMENTS
6. PROHIBITED PURCHASES
7. APPROVAL THRESHOLDS
8. FUNDING AND VENDOR PAYMENT PROCEDURES
9. LEGAL REVIEW
10. TASKS AND RESPONSIBILITES
11. PROJECT MANAGER FILES
12. UNIT ORDERING PROCEDURES
13. HA YARD STANDARD OPERATING PROCEDURES

1. PURPOSE. The purpose of this Annex is to codify purchasing procedures to replenish inventory stock-levels at the Humanitarian Assistance (HA) Yards at Bagram Air Field (BAF) and Kandahar Air Field (KAF) and ordering procedures for field units.

2. ORGANIZATIONAL STRUCTURE OF THE HA YARDS



3. REFERENCES

A. DoD FMR 7000.14-R, Volume 10, Chapters 7 and 8

B. DoD FMR 7000.14-R, Volume 12, Chapter 27

4. REPLENISHMENT PROCEDURES

A. Each yard will have a pre-determined list of stock items, levels, and vendors approved by the Joint Sustainment Command-Afghanistan (JSC-A). The HA OIC/NCOIC for each yard is responsible for determining the HA Yard stock levels for their respective yards, which should be based off of historical distribution rates. The maximum stock levels of supply at each yard should not exceed 60 days. Any deviation from this list must be routed through JSC-A for approval prior to procurement. A copy of this list will be submitted to USFOR-A J9 quarterly.

B. Each yard will have a dedicated Project Manager (PM) and Purchasing Officer (PO) appointed, on a DD Form 577, by the JSC-A Commander. (NOTE: This authority can be delegated, in writing, to the JSC-A Chief of Staff). If making cash payments to the vendors, then the yard will have a trained Paying Agent (PA) appointed, on a DD Form 577, by the JSC-A Commander (or JSC-A Chief of Staff, if delegated). The PM, PO, and PA will not be the same person. *(Reference Annexes E and F for PM and PO procedures respectively. Reference the MAAWS-A for PA processes and procedures).* NOTE: The PO **cannot** be the Property Book Officer or the Property Accountable Officer.

C. In order to process a HA replenishment request, the HA Yard's PM must first initiate the requirement as a CERP project in CIDNE *(see FIGURE D.1 for an example of an Afghan Development Report (ADR))*.

D. Once the ADR has been completed and published in CIDNE, the PM will then print out the ADR and process it, along with a Letter of Justification (LoJ) (*signed by the JSC-A CoS or BAF's SBDE Commander, if the ADR is greater than $50K*), the draft PR&C, and the draft DD Form 1155, *Order for Supplies and Services*, for legal review and approval by the appropriate approval authority *(see Para 7 of this Annex)*. NOTE: A separate ADR is required for each vendor and/or DA Form 3953 (PR&C). *(Reference DoD FMR 7000.14-R, Volume 10, Chapter 8, on how to properly complete the DD Form 1155).*

E. The appropriate approval authority will be responsible for signing the last page of the ADR and block 35 of the DA Form 3953 (PR&C).

F. If the total amount of the ADRs being processed for approval exceeds $200K, then the requests must be submitted to the next higher level of approval authority for review and approval at the appropriate level. For example, if the PM is processing four ADRs each for $150K (total $600K), then the nomination

package must be submitted to the USFOR-A CERP Review Board for review and approved by the DCG-S, USFOR-A prior to the commitment of funds. *(See Annex I for a list of documentation required by the USFOR-A CERP Review Board)*.

G. Once approved, the PM will then follow the process detailed in para 8 of this Annex.

5. <u>APPOINTMENTS</u>

A. The PM serves as the Commander's representative, as well as, the Contracting Officer Representative (COR), for all HA replenishment efforts. Only USG personnel can be appointed as PMs and must be in the rank of E-7 or above (or civilian equivalent). *(This grade requirement is not waiverable).* (*For additional guidance, see Annex A, Responsibilities, Project Execution, and Management, and Annex E, Program Manager (PM) Guide).*

B. A PO must receive his/her delegated contracting authority from the nearest Regional Contracting Command (RCC). Only USG personnel can be appointed as POs and must be the rank of E-6 or above (or civilian equivalent). *(This grade requirement is not waiverable).* (*For additional guidance, see Annex A, Responsibilities, Project Execution, and Management, and Annex F, Purchasing Officer (PO) Guide*).

C. If the yard is making cash payments to vendors, then a trained PA is required. For EFT payments, a PA is not required. A PA must receive his/her delegated authority from a Disbursing Officer. Please see your local Finance Office for more details. Only USG personnel can be appointed as PAs and must be the rank of an E-7 or above (or civilian equivalent). This responsibility can be delegated down to an E-6 by the JSC-A Commander (or JSC-A Chief of Staff, if delegated), if current manning precludes the yard from meeting the grade requirement. NOTE: A PA cannot be the recipient of the goods. (*For additional guidance, see Annex A, Responsibilities, Project Execution, and Management, and the MAAWS-A for PA processes and procedures*).

6. <u>PROHIBITED PURCHASES</u>. When in doubt, call the local RM Office. Reference the *USFOR-A CERP SOP, para 2.E*. for prohibited purchases.

7. APPROVAL THRESHOLDS

Item	Limit	Approval Authority	Legal Review Required	USFOR-A CERP SOP Paragraph &/or Annex
Project Approval	Greater than $1M	USCENTCOM Cdr	Yes	Para 5.A.
Project Approval	Up to $1M	USFOR-A DCG-S RC-E Cdr CFSOCC-A Cdr	Yes	Para 5.B-D.
Project Approval	Up to $500K	MEB-A Cdr USFOR- A (S) CoS	Yes	Para 5.E.
Project Approval	Up to $200K	O-6 level U.S. Cdr CSTC-A Cdr	Yes	Para 5.F-J.
Project Approval	Up to $50K	O-5 level U.S. Cdr	Yes	Para 5.K.
HA Yard Replenishment	Up to $1M	USFOR-A DCG-S	Yes	Para 5.L-M. Annex D
HA Yard Replenishment	Up to $500K	USFOR-A(S) CoS	Yes	Para 5.L-M. Annex D
HA Yard Replenishment	Up to $200K	JSC-A Cdr (or delegated authority)	Yes	Para 5.L-M. Annex D
HA Requests	*see Project Approval Thresholds above*		Yes	Para 5.L-M. Annex D

8. FUNDING AND VENDOR PAYMENT PROCEDURES

A. To request funding, the PM will submit an approved DA Form 3953 *(*PR&C), with supporting documentation, to the servicing RM Office for a line of accounting, funds certification, and reservation of funds. NOTE: For each vendor, a separate DA Form 3953 (PR&C) and ADR is required. Block 35 of the DA Form 3953 (PR&C) can only be signed by a USG employee. (*Reference para 7 of this Annex, for the level of signature required for Block 35 of the PR&C).*

B. Once the RM Office has certified the DA Form 3953 (PR&C), the PM will change the project status in CIDNE to “Committed.”

C. Once the PM has provided the certified document to the PO, the PO has the authority to sign the DD Form 1155 and place the order with the vendor. The PM and PO must ensure they do not exceed the monetary limitation on the certified DA Form 3953 (PR&C).

D. The PM will then submit a copy of the DD Form 1155 to the RM Office for funds obligation and change the project status in CIDNE to “Obligated.”

E. Once the goods have been received, the vendor must provide an invoice to the PO, who will validate all goods ordered are listed on the invoice and have been received. The PO will then prepare the DD Form 250, *Material Inspection and Receiving Report*. *(Reference DoD FMR 7000.14-R, Volume 10, Chapter 7, paragraph 070201 for criteria for a proper invoice.)* NOTE: For cash payments, the PO will complete an SF Form 44 in lieu of a DD Form 250. *(See Annex F for more guidance on the proper use and processing of SF Form 44s).*

F. The PM will reconcile the DD Form 250 and the vendor's invoice with the DD Form 1155 to ensure there were no fluctuations in the prices or quantities ordered and delivered. Once validated, the PM will sign blocks 21b and 22 of the DD Form 250 accepting the goods received. NOTE: For cash payments, the PM will sign as the receiver of the goods.

G. The PM will then submit copies of the DD Form 1155, DD Form 250, and the vendor's invoice to the local Finance Office to process the EFT payment. The PM will maintain a copy of the signed transmittal letter showing that the documents were delivered to the Finance Office for payment.
   1. Payments to individuals are strictly prohibited.

   2. Payments will only be in Afghani. U.S. dollars are no longer authorized.

H. Once the Finance Office has processed the EFT payment, they will send a copy of the SF Form 1034 to the RM Office and PM.

I. Upon receipt of the disbursement documents, the PM will ensure all documentation is accounted for in the CERP Project File *(see Annex I)*. Once the HA replenishment has been completed, and all outstanding bills paid, the PM will close the project in CIDNE by completing the "Project Closure" section and changing the "Project Status" to "Completed." The PM will also enter any final disbursements. If funds were de-obligated, then the "Amount Allocated (USD)" field in CIDNE should be updated accordingly.

J. The JSC-A CoS (for the KAF HA Yard) or BAF's SBDE Commander (for the BAF HA Yard) is required to review the project file, all disbursement vouchers, and supporting documentation. After review, either the JSC-A CoS or BAF's SBDE Commander will issue a project clearance memorandum to the PM stating: "*I have reviewed and approved the project file in the amount of $<enter HA replenishment total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A CERP SOP and applicable FRAGOs.*" The JSC-A CoS or BAF's SBDE Commander will then sign the ADR, which shows the project status as "Completed" and has a completed "Project Closure" section. The PM will add the project clearance memorandum and the signed, completed ADR to the project file and upload it to CIDNE.

K. The PM will then submit the completed project file to the RM Office for review and reconciliation. The RM Office will take appropriate action, based on the project file, to clear all unliquidated obligations (ULOs) in the accounting system.

L. The PM is responsible for making corrections or providing memorandums explaining lost or illegible documents endorsed by either the JSC-A CoS or BAF's SBDE Commander.

M. After receiving all the required documentation in the project file, the RM Office must provide a print-out of the document from ODS showing that the project has been cleared in the accounting system. At the bottom of the ODS print-out, the RM Office must add the following statement: "*CERP Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system*." The RM Office will then endorse the ODS print-out. A copy of this endorsed print-out will then be placed in the project file and uploaded to CIDNE.

N. The project is now closed.

9. LEGAL REVIEW

A. A legal review is required for every HA request and replenishment effort. The legal review must specify how the request or replenishment is within the guidelines of CERP and not prohibited by DoD FMR 7000.14-R, Volume 12, Chapter 27.

B. A copy of the legal review will be submitted to the appropriate approving authority and the RM Office with every DA Form 3953 (PR&C) and will be attached to each HA Yard ADR or HCA in CIDNE.

10. TASKS AND RESPONSIBILITIES

A. The HA Yard OIC/NCOIC:

1. Is responsible for the day-to-day operations of his/her respective yard.

2. Ensures all regulations, guidelines, and procedures are adhered to.

3. Ensures all yard personnel are accounted for and have a safe, effective working environment.

4. Is responsible for maintaining the CERP Checkbook in accordance with *Annex K*.

5. Submits the updated CERP Checkbook to the servicing RM Office by COB every Saturday.

6. Is responsible for tracking shipments to validate they have arrived at their destination. If the goods are not delivered in a timely manner, then it is the OIC/NCOIC's responsibility to work with the Movement Control Team (MCT) to determine the location of the goods and get them re-routed back to the HA yard (as necessary).

B. The PM:

1. Must comply strictly with all provisions of his/her appointment, governing regulations, and this SOP.

2. Must follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.

3. Initiates an ADR for the HA replenishment request in CIDNE *(see Annex G for CIDNE maintenance instructions)*.

4. Prepares all funding documents.

5. Coordinates with all staff functionals to get the necessary approval documentation completed for HA replenishment requests. *(See Annex I for a list of documentation required for HA replenishment requests).*

6. Processes the draft DA Form 3953 (PR&C), ADR, legal review, and LoJ through the JSC-A Commander (or his/her designee) and the appropriate approval authority (as required). *(Reference USFOR-A CERP SOP, Table 1, CERP Approval Threshold Matrix)*

7. Once approved, updates all applicable fields on the ADR in CIDNE.

8. Sends the approved DA Form 3953 (PR&C), signed ADR, legal review, and signed letter of justification to the RM Office for funds certification and commitment. Updates ADR in CIDNE (Actual Finance Date, Amount Allotted, etc.).

9. Monitors the progress of the HA replenishment requests until goods are delivered. Updates the ADR in CIDNE as changes occur (funds disbursed, percentage complete (if partial shipments received), etc.)

10. Prior to re-deployment, ensures a new PM is appointed for the yard. Provides the new PM a progress report on each open order, to include project number, funds allotted, funds disbursed, projected delivery date, and any necessary contact information for all vendors and the RM Office*. (See Annex A for turnover procedures).*

C. The PO:

1. Must comply strictly with all provisions of his/her appointment, governing regulations, and this SOP.

2. Must follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.

3. Cannot re-delegate the contracting authority.

4. Completes DD Form 1155s and orders goods less than $500K. For orders $500K or greater, a warranted Contracting Officer must be used.

5. Ensures fair competition by rotating vendors on the approved vendor list.

6. Monitors the shipments until the final shipment has been received.

7. Prepares the DD Form 250 for the PM's validation and signature.

8. Works closely with the PM.

11. PROJECT MANAGER FILES

A. The PM shall maintain an operational file, which will be organized in the following sequence. NOTE: These can be hard copy or electronic files.

1. **Tab 1:**
   a. Copy of the pre-determined list of stock items and levels

   b. The approved list of vendors

   c. Copy of the most current inventory log *(must be uploaded weekly to the USFOR-A J9 SharePoint)*

2. **Tab 2:**
   a. PM's DD Form 577 and training certificate

   b. PO's DD Form 577 and training certificate

   c. PA's DD Form 577 and training certificate (if applicable)

3. **Tab 3:**
   a. A log of all HA requests processed and the date the requestor received the items.

   b. A log of all HA replenishments processed and the date the shipments were received.

B. The following documentation is required per project file and must be uploaded to CIDNE and maintained electronically (or in hard copy) by the PM:

1. **HA replenishment requests:**
   a. Completed Project File Checklist *(see Annex I)*

   b. Signed ADR

   c. Signed Letter of Justification (if greater than $50K)

   d. Legal review

   e. Certified DA Form 3953 (PR&C)

f. Funding increase memorandums (as applicable)

g. Current Inventory Log

h. Signed DD Form 1155

i. Signed DD Form 250(s)/SF Form 44(s) (for cash payments only) (as applicable)

j. Signed SF Form 1034(s)

k. Signed project clearance letter (signed by the JSC-A CoS or BAF's SBDE Commander).

l. ODS print-out endorsed by the RM Office

m. Transfer of Authority Document *(if applicable)*

2. **Humanitarian Assistance Requests (HCA) from field units:**

a. Completed Project File Checklist

b. HCA Report from CIDNE

c. Signed Letter of Justification from the requesting unit's O-5 level U.S. Commander(or above)

d. Copy of the humanitarian assistance request from GIRoA, UNAMA, UNOCHA, or equivalent aid organization.

e. Legal review from the requesting unit's judge advocate stating how the request is in accordance with the CERP guidelines.

f. Confirmation of delivery from the requesting unit will be accomplished in CIDNE as a HA Distribution Report (linked as an association to the HA Request), see *FIGURE D.2*, with storyboards attached. *(NOTE: If distribution reports are not received from the requesting unit within 30 days of delivery, then future shipments may be delayed or withheld until the reporting requirements have been met.)*

g. Any CMO and/or KLE reports related to this HA request *(if applicable)*

h. Transfer of Authority Document *(if applicable)*

12. UNIT ORDERING PROCEDURES

A. In accordance with the principles set out in the Inter-Agency Standing Committee (IASC) "*Guidelines on the Use of Military and Civil Defence Assets to Support*

UN Humanitarian Activities in Complex Emergencies," (MCDA Guidelines or 'Oslo Guidelines') (updated Nov 2006), military assets may only be used at the request or with the consent of GIRoA, via UNAMA, UNOCHA, USAID or DoS, at the national or local level, as appropriate. In exceptional circumstances, the military may respond to or support humanitarian disaster relief operations prior to receiving a formal request/approval from GIRoA, if the local commander deems it necessary to **save lives**.

1. Military assets should only be used in the following circumstances:
   a. There are no comparable civilian alternative.

   b. The assets are needed to meet urgent humanitarian needs.

   c. To the extent possible, there is civilian control over the operations involving the assets, meaning civilian direction and coordination.

   d. To the extent possible, the assets are used only for indirect assistance or infrastructure support.

   e. Military assets are clearly distinguished from those used for military purposes.

   f. The use is limited in time and scale.

   g. There is an exit strategy defining how to achieve a civilian response in the future.

2. HA must not be used for the purpose of political gain, relationship-building, or "winning hearts and minds". It must be distributed on the basis of need and must uphold the humanitarian principles of humanity, impartiality and neutrality.

B. The requesting unit will submit an HCA Request through CIDNE *(see FIGURE D.2, for more details).*

C. All HCA Requests require the following attachments (uploaded to the Media tab in CIDNE):
   1. A letter of justification from an O-5 level U.S. Commander (or above) stating the need for urgent HA and a valid reasoning. *(See Annex J for templates)*. Units are reminded that HA requests are for emergency use and must be in accordance with all applicable CERP guidance found in DoD FMR 7000.14-R, Volume 12, Chapter 27, and this SOP. Stockpiling HA in anticipation of a natural disaster or event is not a valid justification. HA requests without valid justification letters, or not in accordance with the CERP guidance, will be rejected.

2. A letter from GIRoA, UNAMA, or an equivalent NGO requesting U.S. military humanitarian assistance. Points of contact for UNAMA can be found at:
   a. http://unama.unmissions.org/default.aspx?/.

   b. Go to "*UNAMA Regional Offices*."

3. A legal review stating that the request is in accordance with CERP guidance.

D. Natural disasters, such as earthquakes, floods, etc, will take precedence over other emergency response requests, such as displaced indigenous populace due to insurgent or drug warlord activities.

E. CERP HA is meant for immediate distribution (within 30 days of receipt). Other than the approved HA Yards at BAF and KAF, units are prohibited from stockpiling HA supplies and materials.

F. Items available at the HA Yards are:
   1. **Food:**
      a. Rice, 5 kg bag
      b. Beans, 5 kg bag
      c. Cooking Oil, 18 kg box
      d. Salt, 6 kg sack
      e. Flour, 0.8 kg bag
      f. Sugar, 5 kg bag
      g. Tea, 40 kg box

   2. **Clothing:**
      a. Clothing, Boys', 25 kg bundle
      b. Clothing, Girls', 25 kg bundle
      c. Clothing, Men's, 25 kg bundle
      d. Clothing, Women's, 25 kg bundle
      e. Sweaters, Boys', 20 kg bundle
      f. Sweaters, Girls', 20 kg bundle
      g. Sweaters, Men's, 20 kg bundle
      h. Sweaters, Women's, 20 kg bundle
      i. Coats, Boys', 14 kg bundle
      j. Coats, Girls', 14 kg bundle
      k. Coats, Men's, 40 kg bundle
      l. Coats, Women's 20 kg bundle
      m. Cap/Scarf sets, Children's, 25 kg bundle
      n. Cap/Scarf sets, Adult, 11 kg bundle
      o. Gloves, Children's, 4 kg bundle
      p. Gloves, Adult, 6 kg bundle
      q. Boots, Rubber 80 kg bag
      r. Shoes, Boys', 10 kg bundle
      s. Shoes, Girls', 10 kg bundle

t. Shoes, Men's, 10 kg bundle
u. Shoes, Men's, 10 kg bundle
v. Sandals, Children's, 21 kg bundle
w. Sandals, Men's, 100 kg bundle
x. Sandals, Women's, 85 kg bundle
y. Socks, Children's, 5 kg bundle
z. Socks, Men's, 5 kg bundle
aa. Socks, Women's, 5 kg bundle

3. **Household:**
   a. Blankets, 25 kg bundle
   b. Tents, 90 kg roll
   c. Tarps, 20 kg bundle
   d. Sandbags, 5 kg bundle
   e. Plastic Wrap, 100 kg roll
   f. Stoves, 7 kg bundle
   g. Coal, 5 kg bag
   h. Radios, 25 kg box *(will be discontinued as soon as the current stock has been depleted)*
   i. Soccer balls with pumps, 13 kg bundle *(will be discontinued as soon as the current stock has been depleted)*
   j. Snow and Ice Clearance (SNIC) Coveralls, 40 kg bundle
   k. Prayer Rugs, 10 kg roll

4. **Health and Comfort:**
   a. First Aid Kits, 11 kg bundle
   b. Dental Kits, 25 kg bundle
   c. Hygiene Kits, 21 kg bundle
   d. Teacher Kits, 15 kg bundle
   e. Student School Kits, 15 kg bundle
   f. Tool Kit, 60 kg kit

13. HA YARD STANDARD OPERATING PROCEDURES

A. The HA Yards are for the storage of HA supplies/materials only. The storage of any other section's or unit's container(s) is prohibited without written permission from the JSC-A.

B. Both the incoming HA OIC/NCOIC and outgoing HA OIC/NCOIC will conduct a wall-to-wall, physical inventory of the yard prior to RIP/TOA. This physical inventory will be documented and the incoming HA OIC/NCOIC will sign the inventory turnover sheet indicating that they have personally validated all stock items and levels and they accept full pecuniary liability for the yard.

C. Monthly, the HA OIC/NCOIC will conduct a 10% physical inventory (10% of the line items) to include at least one food line item. The inventory should be conducted between the 1st and 3rd day of every month. Discrepancies greater than 5% between the daily log inventory and the physical inventory will be documented and reported to the JSC-A via a memorandum. The HA OIC/NCOIC

will not inventory the same line items two months in a row unless a deviation greater than 5% is found.

D. The official counts during an inventory and when loading/unloading trucks shall be done by USG personnel only. The placing of the lead seal on a truck shall also be accomplished by USG personnel only.

E. The HA OIC/NCOIC will ensure damage stock items are properly identified and removed from the daily inventory listing.

F. HA materials identified as damaged or not fit for use require a memorandum, filed will the daily inventory listing and submitted to the JSC-A G9 that includes the following sections:
   1. Identify damaged item(s) with quantity lost

   2. State the cause of damage

   3. Identify the means of disposal

   4. State the dollar value lost

G. Food Safety. Food items will be stored in a clean waterproof container. Commodity management will include the First In, First Out (FIFO) method of stock rotation as measured by container. In an effort to avoid condensation build-up and/or mold, food containers will be opened for a minimum of two hours every 48 hours. Food products will be stacked inside containers to allow for airflow within the container.

H. HA Yard Security. Vehicle gate access will be closed at all times, except to allow for approved MHE, delivery or shipping vehicle traffic. Only authorized military vehicles and vendor pick-up/delivery vehicles are permitted inside the HA compound. Vehicles owned and operated by local national workers or local national vendors are not authorized in the HA compound at any time.

I. Local Nationals will only be paid for days worked. The HA OIC/NCOIC will be responsible for tracking all local nationals time and attendance and submitting the proper paperwork to the Finance Office for payment on the 15th and 30th of each month.

FIGURE D.1: Example of HA Replenishment Request ADR from CIDNE

ADR (CERP) Project Report

CLASSIFICATION:	UNCLASSIFIED	**RELEASABILITY:**	FOR OFFICIAL USE ONLY
PROJECT NUMBER:	20090805110700 (automatically generated)		Must match the CERP Checkbook.
PROJECT TITLE:	KAF HA Yard--Replenish stock		
DESCRIPTION:	KAF HA Yard—the following stock items need to be replenished: coal, tool kits, and dental kits. The KAF HA Yard was established in order to respond more expeditiously to humanitarian assistance requests in RC-S and RC-W.		
PROJECT GOALS:	The HA Yard ensures supplies and materials are on-hand and available for distribution immediately following/during a natural disaster or emergency. The availability of supplies allows the USG to act quickly to the urgent humanitarian requests of GIRoA and UNAMA (or other aid organizations) to relieve human suffering and save lives.		
CERP PROJECT CATEGORY:	Other Urgent Humanitarian or Reconstructive Projects	**PROJECT STATUS:**	Nominated
STRUCTURE TYPE:		**PRIORITY LEVEL:**	Routine
ADR PROJECT CATEGORY:	Other Urgent Humanitarian or Reconstruction	**AIMS PROJECT CATEGORY:**	Emergency Assistance
AIMS CATEGORY DESCRIPTION:	Emergency Program, Support Services		
COMMAND:	Regional Command-South	**CONTRACTOR:**	
UNIT PPO:	Name of PO	**UNIT/ORG MAKING PROPOSAL:**	143D ESC/ HA YARD
FUNDING SOURCE:	FY10 CERP	**ESTIMATED COST (USD):**	120,600.00
PAY AGENT:	Input Finance Office's office symbol (i.e. 230th FMCO)	**EFT PAYMENT:**	Mark "Yes" if using EFT payments
PLANNED START:	Date PO plans to place the order	**PLANNED END:**	Estimated date the goods will be delivered
PLANNED FINANCE DATE:	Date the funds need to be provided	**ACTUAL FINANCE DATE:**	
APPROVED THROUGH PDP:	No	**COORDINATED WITH GIROA:**	No

Update accordingly. List the items being purchased against this ADR. The Description section must match the CERP Checkbook.

Prior to approval, the project status is Nominated.

If using cash payments, input the trained PA's name/rank and the EFT payment will state "No."

Update accordingly.

FIGURE D.1: Example of HA Replenishment Request ADR from CIDNE (cont.)

PROJECT COMMENTS: Input Name of the PM

Financial Information	
AMOUNT ALLOCATED (USD):	**AMOUNT SPENT (USD):**
S44 CLEARED AMOUNT (USD):	**PERCENT SPENT:**
LAST PAYMENT DATE:	

To be completed, once funds are obligated

Lines of Operation

Location Data			
MGRS:	41RQQ7171087894	**LATITUDE (DMS):**	31.4939757175
		LONGITUDE (DMS):	65.860452635
PROVINCE:	Kandahar	**MSC:**	RC SOUTH
DISTRICT:	Kandahar	**AO:**	TFK
CITY:			
DESCRIPTION:	KAF HA YARD		

MGRS of the Yard that is ordering the supplies.

FIGURE D.1: Example of HA Replenishment Request ADR from CIDNE (cont.)

Performance Metrics

Update accordingly.

Problem Statement

HOW DOES THIS PROJECT SATISFY AN URGENT, CHRONIC, OR ACUTE HUMANITARIAN NEED:

The replenishment of the HA Yard at KAF ensures supplies and materials are on-hand and available for distribution immediately following a natural disaster or emergency. The availability of supplies allows the USG to act quickly to the urgent humanitarian requests of GIRoA and UNAMA (or other aid organizations) to relieve human suffering and save lives.

When household goods are lost due to a flood, fire, earthquake, or the act of war, coal is required to provide heat for cooking and to keep warm, tool kits are required for self-help projects and to construct/re-construct/repair shelters, and finally, dental kits are required for personal hygiene.

Immediate Benefit To The Local Population

HOW WILL THE UNIT BE ABLE TO MEASURE THE SUCCESS OF THE PROJECT:

Success will be measured by the amount of humanitarian requests fulfilled and the amount of humanitarian assistance provided. See HCA roll-up for requested versus delivered assessments.

Sustainability Of The Project

HOW DO WE PLAN TO MAKE IT LAST:

Other

EXPLAIN WHICH MINISTRY, ORGANIZATION, LEADERS, OROTHER GROUPS WILL BE SUSTAINING THIS PROJECT:

The HA Yard stock is maintained in order to quickly respond to GIRoA and UNAMA's urgent humanitarian requests when natural disasters occur within the country of Afghanistan. The HA yard maintains the supplies until distribution.

Stability Of Local Partner

HAS THE PROJECT PROPOSAL BEEN COORDINATED WITH:

GIROA	No	**IF YES, POC**
PRT	No	**IF YES, POC**
OTHER AGENCIES IN THE AOR	No	**IF YES, POC**
LOCAL POPULATION	No	**IF YES, POC**

WHO WILL THE PROJECT BE TRANSFERRED TO IN THE AFGHAN GOVERNMENT:

HA Yard stock is not transferred to GIRoA or UNAMA (or other aid organizations) until an official humanitarian assistance request has been received.

HAVE THE LOCAL LEADERS OR PROVINCIAL MINISTERS IDENTIFIED THIS AS A PRIORITY:

0

Number Of Local Population Engaged In The Project

HOW MANY LNS ARE INVOLVED IN THE EXECUTION OF THE PROJECT? NUMBER OF PEOPLE EMPLOYED:

0-50

FIGURE D.1: Example of HA Replenishment Request ADR from CIDNE (cont.)

Number Of Local Benefiting

ESTIMATED NUMBER OF LOCALS WHO WILL BENEFIT FROM THIS PROJECT:
Greater than 200

WHAT ARE THESE PRIMARY AND SECONDARY BENEFITS:
The primary benefit is the availability of HA inventory facilitating the immediacy of HA supply distribution when a natural disaster or emergency occurs. The secondary benefits are (1) the benefit to the indigenous populace who receive these humanitarian assistance supplies and (2) the yard allows for PRTs and Task Forces to quickly tap into these resources during/immediately following a natural disaster/emergency without having to store or maintain HA supplies on their FOBs and COPs.

Executability Of The Project

HOW LONG WILL THIS PROJECT TAKE TO COMPLETE:
<1 Month

ARE THERE ANY RESTRICTIONS TO THE TIME-FRAME FOR BUILDING OR EXECUTION:
0

WILL WEATHER EXPECTED TO BE A FACTOR:
0

IS SECURITY EXPECTED TO BE A FACTOR:
0

WILL THERE BE ANY CHANCE OF THE CONTRACTOR NEEDING EXTRA SERVICES TO COMPLETE ON TIME:
0

IF YES WHAT ARE THEY:

Relations To Other Similar Efforts

HOW DOES THIS FIT IN TO THE OVERALL PLAN FOR THE PRT IN THIS SECTOR:
Will meet urgent needs in community

EXPLAIN RESPONSE ABOVE, OR PROVIDE ADDITIONAL RELATIONSHIPS TO SIMILAR EFFORTS:
Humanitarian assistance is only provided at the request of GIRoA and/or UNAMA (or other equivalent aid organizations). UNAMA has spent years building capacity within GIRoA, so they can respond quickly, efficiently, and effectively to natural disasters/emergencies in order to assist the local populace. USG HA supplies/materials are meant to assist GIRoA in meeting their goals of developing a sustainable government and instilling trust and confidence among the Afghan people. Distribution will be made through GIRoA and/or other aid organizations in an effort to put an Afghan face to the assistance.

FIGURE D.1: Example of HA Replenishment Request ADR from CIDNE (cont.)

Project Closure

REASON FOR CLOSURE:
PROJECT RESULTS:

To be updated, once all the goods have been received and the vendor has been paid in full. See *Annex G* for more guidance.

ADR Prohibited Uses

IF ANY ARE TRUE, THE PROJECT DOES NOT QUALIFY FOR ADR FUNDING.

BENEFIT THE US, COALITION, OR OTHER SUPPORTING PERSONNEL DIRECTLY OR INDIRECTLY?
PROVIDE GOODS, SERVICES OR FUNDS TO NATIONAL ARMIES, NATIONAL GUARD FORCES, BORDER SECURITY FORCES, CIVIL DEFENSE FORCES, INFRASTRUCTURE PROTECTION FORCES, HIGHWAY PATROL UNITS, POLICE, SPECIAL POLICE, INTELLIGENCE, OR OTHER SECURITY FORCES?
QUALIFY AS A WEAPONS BUY BACK PROJECT (EXCEPT AS AUTHORIZED BY LAW AND SEPARATE IMPLEMENTING GUIDANCE, WEAPONS BUY BACK PROGRAMS, OR OTHER PURCHASES OF FIREARMS OR AMMUNITION)?
PROVIDE ENTERTAINMENT?
PROVIDE A REWARD PROGRAM?
PURCHASE FIREARMS, AMMUNITION, OR FUND THE REMOVAL OF UNEXPLODED ORDINANCES?
DUPLICATE SERVICES AVAILABLE THROUGH MUNICIPAL GOVERNMENTS?
PROVIDE SALARIES, BONUSES, OR PENSIONS OF HOST NATION MILITARY OR CIVILIAN GOVERNMENT PERSONNEL?
TRAIN, EQUIP, OR PROVIDE OPERATING COSTS OF HOST NATION SECURITY FORCES?
CONDUCT PSYCHOLOGICAL OPERATIONS, INFORMATION OPERATIONS, OR OTHER US, COALITION, OR HOST NATION SECURITY FORCE OPERATIONS?
SUPPORT INDIVIDUAL OR PRIVATE BUSINESS?
CO-MINGLE CERP AND OTHER FUNDS?

APPROVAL SIGNATURE BLOCKS

DATE:	**DATE:**
RECOMMENDED FOR APPROVAL (CHECK):	**RECOMMENDED FOR APPROVAL (CHECK):**
RECOMMENDED NO APPROVAL (CHECK):	**RECOMMENDED NO APPROVAL (CHECK):**
SIGNATURE BLOCK:	**SIGNATURE BLOCK:**
Input the Signature Block of the PM.	Input Signature Block of either the JSC-A CoS or BAF's SBDE Commander
OFFICE/UNIT:	**OFFICE/UNIT:**

This section must be signed by the appropriate offices for project approval and at project completion.

FIGURE D.2: HCA Request/Distribution Excerpt from CIDNE

1. To initiate a HCA Request/Distribution Report in CIDNE, go to the "Workflow" dashboard.

2. Then, in the drop-down menu next to "Draft New," choose "Transition: Humanitarian Assistance Report."

3. The below screen will appear.

If requesting HA from the HA Yard, select "HA Request."

If distributing HA supplies received from the HA Yard, select "HA Distribution."

Report | Media | Associations | Changes | Help |

HCA Report

Classification:

Releasability:

Task Force Name:

Requesting Unit

Report Title: *** Auto Generated ***

Type:

Report Number: *** Auto Generated ***

What Will Be The Immediate Disposition Of This Order:

Coordination With GiROA:

Coordination With NGO/IGO:

Type Of HA Requirement:

Comments:

Justification for the HA request. Must be in accordance with the CERP guidelines.

Detailed information on the HA distribution (who distributed the goods to what locations, etc.)

Media Interest:

Is this in support of an operation with Media or Command Interest? If so, provide the details here.

For distribution, was there media coverage or Command Interest? If so, provide the details here.

Assessment:

Enter the assessment information here. For example, there are over 1,000 refugees currently living in a camp located at (Input MGRS). Tents and blankets have been requested by UNAMA to relieve human suffering, etc.

For distribution, detail the effects (i.e. how many families benefitted from this distribution, etc.)

POC

POC Name:

POC Rank:

POC NIPR Address:

POC SIPR Address:

POC NIPR Phone:

POC NIPR Cell Phone:

POC information is mandatory for all requests and distributions.

FIGURE D.2: HCA Request/Distribution Excerpt from CIDNE (cont.)

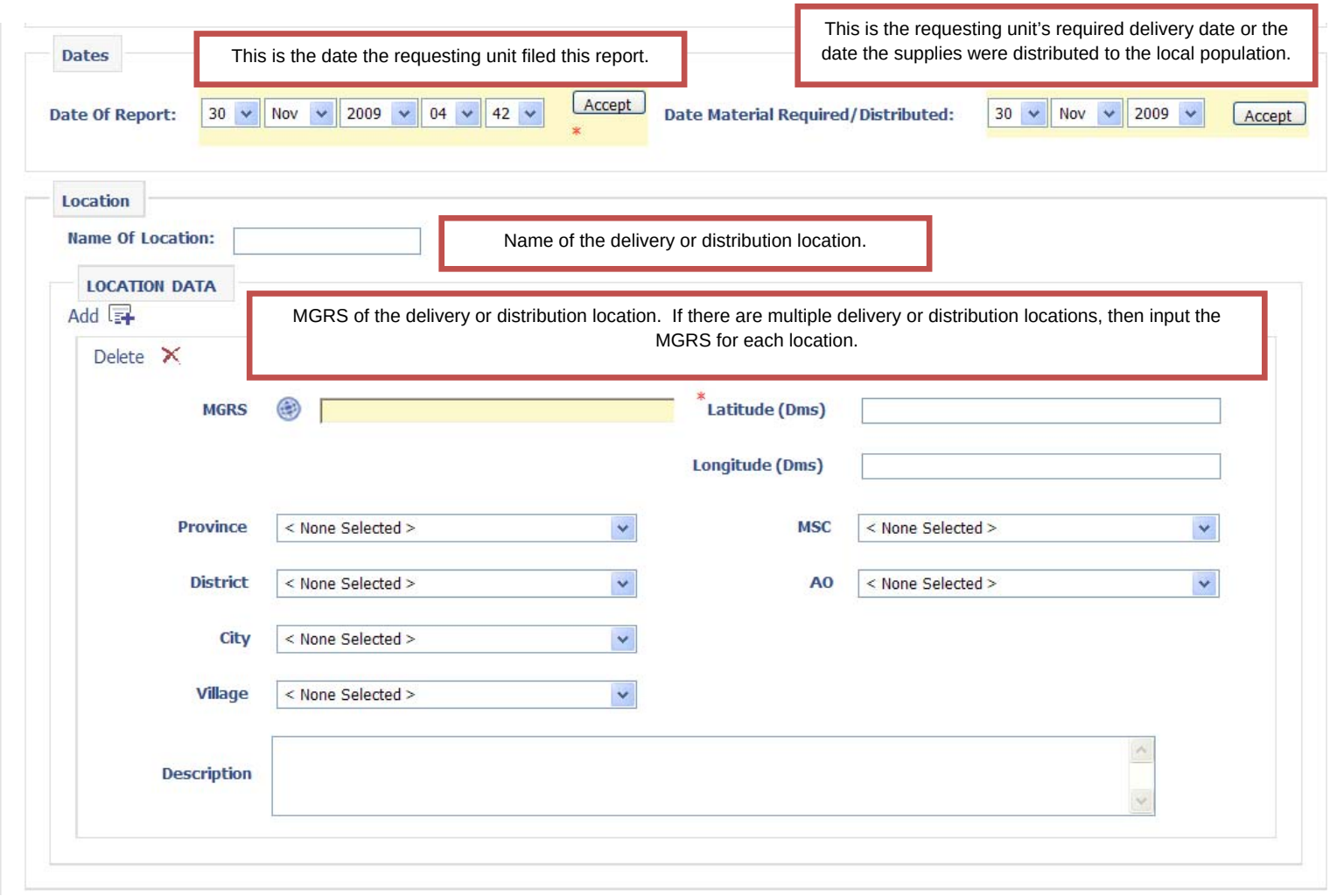


FIGURE D.2: HCA Request/Distribution Excerpt from CIDNE (cont.)

For each item requested/distributed, input the amount of the item requested/distributed (the weight will be automatically calculated for you).

Comfort

	Requested/Distributed		Delivered (HA Yard Only)	
	Amount	Total Weight (Kg)	Amount	Total Weight (Kg)
25 Kg/Bundle Dental Kits:	0	0	0	0
21 Kg/Bundle Hygiene Kits:	0	0	0	0
15 Kg/Bundle Teacher Kits:	0	0		
15 Kg/Bundle Student School Kits:	0	0	0	0
11 Kg/Bundle First Aid Kit:	0	0	0	0
60 Kg/Kit Tool Kit:	0	0	0	0

To be used by the HA Yards only. It reflects what was actually shipped.

HA Yard Only

Date Order RCVD/Processed: 30 Nov 2009 Accept

Yard Load Date: 30 Nov 2009 Accept

Estimated Delivery Date: 30 Nov 2009 Accept

MCT / Host Nation TMR#:

Total Weight Requested (Kg): 0

Number Of Trucks Required:

Total Weight Delivered (Kg): 0

Total Weight Requested (Lbs): 0

Total Weight Delivered (Lbs): 0

To be used by the HA Yards only. The HA Yards will complete this section when the supplies are shipped. The requesting unit can use this information to track the shipment.

This section is not used for distributions.

For HCA requests, before submitting this form to the HA Yard for processing, the requesting unit must upload the letter of justification, the GIRoA/UNAMA/other aid organization request for U.S. military support, and the legal review to the Media Tab. The requesting unit should also add an association to any CMO reports or KLEs documented in CIDNE that relate to this request.

For HCA distribution, the requesting unit should upload any storyboards or pictures to the Media tab. Also, the requesting unit should add an association to any CMO reports or KLEs documented in CIDNE that are related to the distribution of the HA supplies.

ANNEX E: PROJECT MANAGER'S (PM) GUIDE

CONTENTS

1. PURPOSE
2. STANDARDS OF CONDUCT
3. ROLE OF A PROJECT MANAGER
4. APPOINTMENT
5. PROHIBITED PURCHASES
6. PROJECT MANAGER'S LIABILITIES
7. FUNDING
8. PROJECT MANAGER'S TASKS AND RESPONSIBLITIES
9. PROJECT MANAGER FOLDER
10. SUBJECT MATTER EXPERTS
11. SPECIFIC REQUIREMENTS
12. UCMJ

1. PURPOSE. The purpose of this guide for CERP PMs is to consolidate the laws and policies found in all governing regulations and provide standardized guidance.

2. STANDARDS OF CONDUCT. Reference: DoD 5500.7-R, *Joint Ethics Regulation.* Due to the increased scrutiny of taxpayer's money in the theater of operations and more specifically, in the CERP program, even the appearance of impropriety can give the Coalition Forces and our mission here a negative image around the world. The PM's conduct and behavior shall be above reproach. PMs shall not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from anyone in business or seeking business from the U.S. Government (USG).

3. ROLE OF A PROJECT MANAGER. A PM serves as the Commander's representative and Contracting Officer Representative (COR) for each project assigned. A PM plays a vital role in managing urgent humanitarian assistance operations from nomination to completion.

4. APPOINTMENT. A PM must be appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above). *(Reference Annex J for templates).* Only USG personnel can be appointed as PMs and must be the rank of E-7 or above (or civilian equivalent). *(This grade requirement is not waiverable).* NOTE: The PM's DD Form 577 must be maintained on file in the servicing RM Office and Finance Office and be included in each project file he/she is assigned to.

A. PMs may not hold additional duties of PO or PA, except for small-scale, non-construction projects (<$25K).

B. A PM cannot have more than 10 active projects assigned to him/her at any given time. "Active" is defined as projects that have been approved, but have not yet been completed and closed out in accordance with this SOP.

C. Every PM must have completed COR and ethics training prior to initiating any projects *(see FIGURE E.1, and consult with your local contracting office on COR and ethics training opportunities)*. He/she must also receive CERP project management training from the unit's CERP Program Manager *(if not received at home-station)*. NOTE: All training must be documented and kept in the Project Manager's Continuity Book.

5. <u>PROHIBITED PURCHASES</u>. When in doubt, contact the RM Office.

6. <u>PROJECT MANAGER'S LIABILITIES</u>

A. References: AFARS manual No. 2; DoD FMR 7000.14-R, Volume 12, Chapter 27

B. Pecuniary and Legal Liability. PMs may be subject to pecuniary liability, and/or could face UCMJ action, for authorizing purchases prohibited by the DoD FMR 7000.14-R, Volume 12, Chapter 27, and this publication; or willfully and knowingly entering into contractual agreements with vendors. Only the PO or a warranted Contracting Officer can enter the USG into a contractual agreement.

7. <u>FUNDING</u>

A. Funding is established by submitting a DA Form 3953 (PR&C) or DD Form 1149. A separate DA Form 3953 (PR&C) will be used to pay for each project, regardless of amount; unless it is for bulk funds *(see Annex K for bulk funds procedures).* Block 35 of the DA Form 3953 (PR&C) can only be signed by a USG employee. *(Reference the USFOR-A CERP SOP, Table 1 for the level of signature required for Block 35 of the DA Form 3953 (PR&C)). (See Annex J for templates).*

B. Bulk funds are prohibited, except to pay for condolence, battle damage, former detainee, and Afghan hero payments. Advance bulk funds are not authorized for micro-grants.

C. If the project cost exceeds the amount of funding approved on the DA Form 3953 (PR&C) or DD Form 1149, the PM must submit a Funds Increase Memorandum (FIM) *(see Annex J for templates)* to the appropriate approval authority for approval and RM Office for funds certification prior to awarding/modifying the contract. NOTE: Upon notification of the need for a funds increase, the PM will update the "estimated cost" in CIDNE.

1. If the actual project costs exceed the original approving Commander's authority level, the PM must route the project through the CERP Program Manager to be approved by the next higher level U.S. Commander, prior to the commitment of funds.

2. If the project had already been previously approved by the USFOR-A Commander and/or the USCENTCOM Commander, any substantial changes

in the project scope or the statement or work, or if the cost increase exceeds 10%, the project must be resubmitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and approved by the USCENTCOM Commander prior to the commitment of funds.

8. PROJECT MANAGER'S TASKS AND RESPONSIBILITIES

A. Comply strictly with all provisions of his/her appointment, all governing regulations, and this SOP.

B. Follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.

C. Receive requirement(s) from the unit Commander.

D. Initiate an ADR (Afghan Development Report) on the project in CIDNE *(see Annex G for CIDNE maintenance instructions).*

E. Prepare the Statement of Work (SOW), Independent Government Cost Estimate (IGCE), and funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448).

F. Coordinate with all staff functionals to get the necessary approval documentation completed for project nomination *(see Annex I for a list of documentation required for project nomination).*

G. Process the requirement through the CERP Program Manager and the unit Commander for approval, or next higher level coordination, dependent on the estimated cost. (*Reference the USFOR-A CERP SOP, Table 1, CERP Approval Threshold Matrix).*

H. Once the project has been approved and a PO and PA have been assigned, update all applicable fields of the ADR in CIDNE.

I. Send the funding document to the RM Office for the line of accounting, funds certification, and commitment. Update the ADR in CIDNE (Actual Finance Date, Amount Allotted, etc.). Provide copies of the certified funding document to the PO and PA.

J. Monitor the progress of the project until completion and turnover to the GIRoA (as applicable). Update the ADR in CIDNE as changes occur (funds disbursed, percentage complete, etc.).
   1. Conduct periodic quality assurance inspections and document the results in the CIDNE database. PM's should be capable of conducting regular site visits and planning operations to accommodate regular site visits.

2. Reconcile the funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448) with the DD Form 250s, SF Form 44s, and vendor receipts to ensure cost amounts are the same and the goods or services were received or rendered. The PM should keep a payment log showing all payments made to the vendor, if partial payments are made.

3. Authorize vendor payment by signing the DD Form 250s (as required).

4. Maintain the project file to ensure all required documentation is accounted for and uploaded to the ADR in CIDNE, to include periodic QA reports for construction projects. Files are required to be retained for five years after the project has been completed.

K. Once the project has been completed, all outstanding bills paid, and the project has been turned over to the GIRoA (as applicable), the PM will then clear the PO and PA from this project *(see Annex A, para 3.F.)*. Next, the PM will close the project in CIDNE and on the CERP checkbook. The "Project Status" field will be changed to "Completed," the "Project Closure" section will be completed, and any final disbursements will be added. If funds were de-obligated, then the "Amount Allocated (USD)" field in CIDNE should be updated accordingly.

L. The PM will consolidate all documents generated during the project. All required documents listed on the CERP project file checklist must be included in the official project file *(see Annex I)* and uploaded to CIDNE.

M. The PM will then clear this project file with an O-5 level U.S. Commander (or above). After review, the Commander will issue a project clearance memorandum to the PM stating: "*I have reviewed and approved the project file in the amount of $<enter project total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A CERP SOP and applicable FRAGOs.*" The Commander will also sign the ADR, which shows the project status as "Completed" and has a completed "Project Closure" section. The PM will add the Commander's project clearance memorandum and the signed ADR to the project file and upload it to CIDNE.

N. The PM will then submit the completed project file to the RM Office for review and reconciliation. The RM Office will take appropriate action, based on the project file, to clear all unliquidated obligations in the accounting system.

O. The PM is responsible for making corrections or providing memorandums explaining lost or illegible documents (endorsed by the approving Commander).

P. After receiving all required documentation in the project file, the RM Office will provide the PM with a print-out of the document from ODS showing that the project has been cleared in the accounting system. At the bottom of the ODS print-out, the RM Office must add the following statement: "*CERP Project # (add*

14-digit CIDNE number) has been cleared and properly recorded in the accounting system." The RM Office will then endorse the ODS print-out. A copy of this endorsed print-out will then be placed in the project file and uploaded to CIDNE by the PM.

Q. The project is now considered complete and properly closed out.

R. Prior to re-deployment, ensure a new PM is assigned for all open projects. Provide the new PM(s) a progress report on each open project, to include project number, title, percentage complete, funds allotted, funds disbursed, projected end date and any necessary contact information for the PO, PA, RM Office, contracting Office, contractor, etc. (*See Annex A for turnover procedures).*

9. PROJECT MANAGER FOLDER. PMs shall maintain a project file for each project *(see Annex I for a list of documentation required for each project file).*

10. SUBJECT MATTER EXPERTS. PMs (if they are not qualified) should seek engineering support to accomplish the following general duties:

A. Conduct a thorough quality assurance (QA) assessment.

B. Determine if the project components were adequately designed before construction or installation.

C. Determine if the construction or rehabilitation meets the standards of the design.

D. Determine if the contractor and the USG's quality assurance plan are adequate.

E. Determine the adequacy of the sustainment plan.

F. Determine if the project results are consistent with the original objective.

11. SPECIFIC REQUIREMENTS

A. The QA Assessment will be conducted and documented in CIDNE either by the PM or the project engineer. Each QA assessment will be added to the ADR as a new "update." The QA assessment will document periodic visits to the construction site and include:

1. Date and weather.

2. Determination of percent complete.

3. Number of employees on the site.

4. Brief description and photographic evidence of work underway (as applicable).

5. Brief description of quality problems encountered, resolution plan, and follow up.

B. In an effort to build Afghan capacity in project planning and execution, a percentage of CERP projects involving construction, greater than $200K, are required to have an Afghan program manager and/or project engineer.
   1. The name of the Afghan PM and/or project engineer will be annotated in the "Project Comments" section of the ADR in CIDNE *(see Annex G for CIDNE maintenance requirements)*.

   2. The USG PM will work with the PO to ensure this directive is incorporated into the contract requirements.

   3. The USG PM, in cooperation with the USG engineer, will define the job requirements for the Afghan PM and/or project engineer. At a minimum, his/her requirements should include:
      a. Providing weekly progress reports submitted to the sponsoring USG PM, which identifies the percentage of work completed and potential project setbacks (similar to the periodic QA report required to be submitted by the PM). **NOTE: The presence of an Afghan PM and/or project engineer does not relieve the USG PM from his/her required site visits and independent QA assessment.**

      b. Maintaining a schedule of project deliverables, goals and milestones approved by the USG PM and/or USG engineer.

      c. Assist the USG PM in resolving project issues as they arise.

      d. Maintain technical and project documentation approved by the USG PM or USG engineer.

      e. Provide an interface between the contractor and USG PM, PO, and/or engineer.

C. Sustainability: Construction and equipment contracts greater than $50K will include the following in order to properly close out the contract:
   1. Operations and maintenance manuals, spare parts, and post construction guides.

   2. As built drawings that are signed by the recipient acknowledging their receipt and acceptance.

   3. Final punch list that includes a notice of all deficiencies have been corrected and accepted.

   4. Contractor final invoice.

5. Contractor release of claims.

6. Acceptance memorandum signed by representatives of the receiving party (local government), the USG supervising engineer, and the contractor.

7. Final inspection and completion letters.

12. UCMJ. Should there be any injury, loss of life or property as a result of not performing the above with due diligence, the PM as noted in this annex can be subject to pecuniary and legal liability, to include UCMJ action.

FIGURE E.1: COR Smartcard

Contract format: A contract is usually organized in the Uniform Contract Format and formatted into Parts I, II, III, and IV.

Section A	Section B	Section C	Section D	Section E	Section F	Section G	Section H	Part II
Contract form Contains basic information such as the issuing office, address, and contract number.	**Supplies or services and prices/costs** Contains a brief description of the supplies or services and quantity.	**Description specifications and statement of work** Contains a detailed description of the requirement. **Read this section very carefully.**	**Packaging and marking** Provides packaging, packing, preservation, and marking requirements.	**Inspection and acceptance** Contains inspection, acceptance, quality assurance, and reliability requirements.	**Deliveries or performance** Specifies the time, place, and method of delivery or performance.	**Contract administration data** Contains any required accounting, appropriation data, required contract administration information, or other instructions.	**Special contract requirements** Contains a clear statement of any special contract requirements not included in Sections I, II, or III.	**Contract clauses** **Section I:** Includes standard clauses of considerable power. Defines the rights and responsibilities of contracting parties.

Part I — The schedule

Part III
List of documents, exhibits, and other attachments
Section J:
List of attachments, documents, and exhibits in this section (i.e., illustrations and certifications).

Part IV
Representations and instructions
Section K: Representations and certifications
Section L: Instructions, conditions, and notices
Section M: Evaluation factors for award

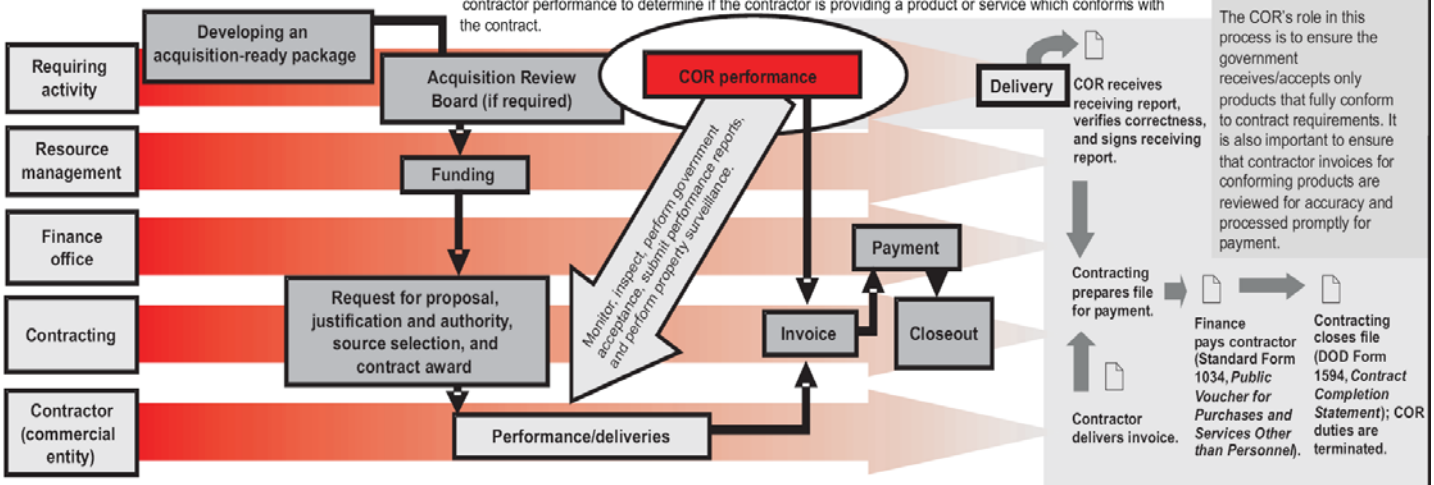
Tip: CORs should be familiar with the content for each section of the contract they are managing.

Watch Out! Do not accept any gratuities, which includes any money, credit, gift(s), anything of value, or compensation of any kind (Anti-Kickback Act of 1996 and Articles 92 and 134 of the Uniform Code of Military Justice).

Disclaimer: This Graphic Training Aid does not serve as a substitute for any law, Federal Acquisition Regulation, or any applicable DOD or Army regulation or directive. Consult your contracting officer or your organization's legal office.

Basic contracting process:

Quality assurance surveillance plan (QASP)
The QASP details how and when the government will survey, observe, test, sample, evaluate, and document contractor performance to determine if the contractor is providing a product or service which conforms with the contract.



Reminder
The COR's role in this process is to ensure the government receives/accepts only products that fully conform to contract requirements. It is also important to ensure that contractor invoices for conforming products are reviewed for accuracy and processed promptly for payment.

Know Your Basic Acquisition Team:

Contracting officer:
The contracting officer is the only individual expressly authorized to enter into, administer, change, and/or terminate contracts.

Name:_____ Phone_____ E-mail:_____

Requiring activity:
The requiring activity is usually the Army unit that has a requirement for goods or services. As the COR, you will routinely interface between the requiring activity (which is most likely your own unit), the contractor, and the supported customer(s).

Name:_____ Phone_____ E-mail:_____

Resource manager (RM):
The RM provides advice and guidance to the commander and is responsible for developing command resource requirements, identifying funding sources, determining costs, acquiring funds, distributing and controlling funds, and tracking costs and obligations.

Name:_____ Phone_____ E-mail:_____

Miscellaneous personnel:
Personnel from outside the acquisition team may also be useful (e.g., base/forward operating base mayor).

Name:_____ Phone_____ E-mail:_____

Approved for Public Release
Distribution Unlimited

GTA 90-01-016
Nov 08

The Deployed Contracting Officer's Representative (COR) Smartcard

Acquisition, Logistics, and Technology Integration Office

Commander, U.S. Army Combined Arms Support Command, ATTN. ATCL-ALT-IO, 3901 A Avenue, Suite 137, Fort Lee, Virginia 23801-1899

Approved for Public Release
Distribution Unlimited

FIGURE E.1: COR Smartcard (cont.)

COR files should include the following:

- A copy of the commander's nomination letter, copy of COR's letter of appointment from the contracting officer and any changes to that letter, and a copy of any termination letter.
- A copy of the contract or the appropriate part of the contract and all contract modifications.
- A copy of the applicable quality assurance surveillance plan.
- All correspondence initiated concerning performance of the contract.
- The names and position titles of individuals who serve on the contract.
- A record of inspections performed and the results of those inspections.
- Memorandums for record of minutes of any meetings and discussions with the contractor or others pertaining to the contract or contract performance.
- A copy of the surveillance schedule.
- Documentation pertaining to the COR's acceptance of performance of services, including reports and other data.

Remember: CORs should receive most of these files from their contracting officers during COR training. COR files should be considered confidential and safeguarded appropriately.

COR key duties: Monitor the contractor performance, perform inspections, verify corrected deficiencies, perform government acceptance, liaison with all parties, submit performance reports, and perform property surveillance. See the COR appointment letter for further details of COR duties.

Forms that CORs should know:

Typical contractual instruments:

- **Department of Defense (DD) Form 1155,** *Order for Supplies or Services*
- **Standard Form (SF) 30,** *Amendment of Solicitation/Modification of Contract* (common)
- **SF 44,** *Purchase Order-Invoice-Voucher* (pocket-sized)
- **SF 1442,** *Solicitation, Offer, and Award (Construction, Alteration, or Repair)*
- **SF 1449,** *Solicitation/Contract/Order for Commercial Items* (common)

Typical receiving report instruments:

- **DD Form 250,** *Material Inspection and Receiving Report* (common)
- **Invoices used as receiving reports**
- **SF 44**
- **SF 1442**
- **SF 1449**

Typical funding instruments:

- **Air Force Form 9,** *Request for Purchase*
- **Department of the Army Form 3953,** *Purchase Request and Commitment* (common)
- **DD Form 448,** *Military Interdepartmental Purchase Request*

Tip

See reverse side of this Graphic Training Aid (contracting flowchart) to learn how to use these forms. CORs must ensure their contracting officers explain what is required in managing these forms.

Tips

- CORs should use their understanding of the local culture for successful outcomes. It takes understanding, planning, and patience when working with foreign contractors in a deployed environment. When communicating, CORs should always ensure their language is clear and concise (avoid jargon). Above all, CORs should keep a professional working relationship. Take cultural factors into account, but discern between cultural differences and excuses.
- Each COR should have a designated alternate trained to fill in the gap when the primary COR is not available (due to mission, injury, or mid-tour leave).
- The COR should know all of the acquisition team members' names, phone numbers, and e-mail addresses.
- CORs are strongly encouraged to use a digital camera to document deliveries and/or services.
- CORs must understand local finance office procedures and requirements on proper invoicing.

Watch out!

- Never underestimate the dangers of being a COR. It is likely that CORs will be required to travel outside protective areas to inspect the progress of a contract. CORs must ensure they have adequate protection.
- Both commanders and CORs must understand they do not have contractual authority to issue directions or changes to any contract.
- CORs cannot delegate their COR duties.
- The pressures to meet mission requirements can be even more intense in a contingency contracting environment than in garrison. If a COR is not vigilant, these pressures can cloud his judgment as to the right way to conduct himself and represent the U.S. and the Department of Defense (DOD). CORs must educate their leadership on how to avoid unauthorized commitments.
- Corruption is the number one threat in contracting—be vigilant.

Reminders

- CORs must always remember that payment to a contractor implies work is progressing according to the contract; therefore, CORs must ensure the government gets what it pays for.
- COR records are vital for determining any actions for or against a contractor—document everything.
- The COR file is a part of the official contract file and must be maintained in accordance with the contracting officer's instructions.
- Mark the contract number clearly on all documents sent to the contracting officer.
- Section C (Statement of work) provides the meat and potatoes for understanding the contract. Section C is the COR's primary resource for managing the contractor. CORs should read this section very carefully.

Training, references, and online resources:

Trafficking in Persons (TIP) program:

- CORs must be aware of how contractors treat their employees. As a COR monitors (not investigates) the contractor and his employees, fighting human trafficking ranks among the COR's chief priorities. In deployed environments, CORs are too often unaware that trafficking occurs in the midst of hundreds of local nationals and third-country nationals working on their base camps. CORs are the first line of defense in the battle against human trafficking.
- All DOD military, civilian, and DOD contractors must receive mandatory TIP awareness training.
- Every COR must receive TIP awareness training. CORs must place their certificates of completion in their COR working files.
- The military has zero tolerance for human trafficking. CORs are to report all violations to their contracting officers immediately.
- TIP awareness training available at: <http://www.dodig.osd.mil/Inspections/IPO/combatinghuman.htm>.

COR training:

- Army Logistics Management College (ALMC) at <http://www.almc.army.mil>; see courses and schedules under "Academic Info"; Contracting Officers Representative Course (4-day residence course).
- Defense Acquisition University offers a COR training module at <https://acc.dau.mil/cor>; Contracting Officers Representative with a Mission Focus (8-hour online course). Additional COR-related training modules are also offered. COR nominees without any previous COR experience should also enroll in Contracting for the Rest of Us (2-hour online course).

Regardless of their experience or formal training, CORs will receive on-the-spot training from their supporting contracting officers.

Online resources

Defense Acquisition University offers a COR community of practice at <https://acc.dau.mil/cor> to provide a central clearinghouse of knowledge and learning assets and share best practices and lessons learned.

Online training for contracting basics familiarization

The Sustainment Center of Excellence offers a contracting basics familiarization course at <https://scoe.learn.army.mil/webapps/portal/frameset.jsp>; see "Course Catalogs"; select "SCOE Courses"; select Contractors Accompanying the Force (CAF).

Deployed COR Handbook

Go to the Center for Army Lessons Learned Web site at <https://call2.army.mil>; search under "Product Type" for "Handbooks"; scroll to 08-47, *Deployed COR Handbook*.

ANNEX F: PURCHASING OFFICER'S (PO) GUIDE

CONTENTS

1. PURPOSE
2. STANDARDS OF CONDUCT
3. ROLE OF A PURCHASING OFFICER
4. NOMINATION
5. PROHIBITED PURCHASES
6. PURCHASING OFFICER'S LIABILITIES
7. FUNDING
8. RATIFICATION
9. PURCHASING OFFICER'S TASKS AND RESPONSIBLITIES
10. PURCHASING OFFICER FOLDER
11. SF FORM 44, PURCHASE ORDER – INVOICE – VOUCHER
12. PREPARATION OF A STANDARD FORM 44
13. RECORD OF PURCHASES AND RECORD OF FUNDS
14. LOST OR STOLEN STANDARD FORM 44s
15. PROJECT CLOSURE PROCEDURES
16. TERMINATION FOR OTHER THAN CLOSE OUT
17. SPECIFIC REQUIREMENTS
18. UCMJ

1. PURPOSE. The purpose of this guide is to consolidate the laws and policies found in the FAR, DFAR, AFAR, and AFAR Manual No. 2 to provide direction to the CERP PO.

2. STANDARDS OF CONDUCT. Reference: DoD 5500.7-R, *Joint Ethics Regulation.* Due to the increased scrutiny of taxpayer's money in the theater of operations, and more specifically, in the CERP program, even the appearance of impropriety can give the Coalition Forces and our mission here a negative image. The PO's conduct and behavior shall be above reproach. POs shall not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from any vendor or contractor.

3. ROLE OF A PURCHASING OFFICER. The PO is an extension of the Contracting Office and is only authorized to obligate CERP funds for projects less than $500K. POs play a vital role in purchasing goods and services that assist Commanders in providing urgent humanitarian relief to the Afghan people. When contracting for services, the PO should employ as many Afghan people as possible. NOTE: For projects $500K or greater, a warranted Contracting Officer will fulfill this role. A PO is not required.

4. NOMINATION. A PO is appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above); however, must receive his/her delegated contracting authority from the nearest Regional Contracting Command (RCC). *(See Annex J for*

templates). Only USG personnel can be appointed as POs and must be the rank of E-6 or above (or civilian equivalent). *(This grade requirement is not waiverable).* POs may not hold additional duties of PM, PA, Property Book Officer, or Property Accountable Officers, unless otherwise authorized. For example, for small-scale, non-construction projects less than $25K, the PO can act as the PM and accept the PM's reponsibilites *(see Annex E, Project Manager's (PM) Guide, for more details.)*

5. PROHIBITED PURCHASES. When in doubt, contact the RM office.

6. PURCHASING OFFICER'S LIABILITIES

A. Reference: AFARS manual No. 2

B. Pecuniary and Legal Liability. POs may be subject to pecuniary liability, and/or could face UCMJ action, for making purchases prohibited by the PO appointment and this SOP. POs are responsible for informing his/her Commander of the extent and limitations of his/her authority. If in doubt, consult with a warranted Contracting Officer before making a purchase and/or initiating a SF Form 44, *Purchase Order-Invoice-Voucher*.

C. Loss of accountability of SF Form 44s. The SF Form 44 should be treated as a controlled item. The PO must be aware the SF Form 44 is a direct draft upon the U.S. Treasury and may be accepted by vendors without further proof of authority to execute. Therefore, the PO must safeguard all SF Form 44s or risk being held accountable for those forms presented for payment signed by someone other than the PO.

7. FUNDING

A. The PO will receive a certified DA Form 3953 (PR&C) or DD Form 1149 from the PM, once the project has been approved by the appropriate level U.S. Commander. If the PO is acting as the PM, he/she will submit a DA Form 3953 (PR&C) to the servicing RM Office for the line of accounting, funds certification, and reservation of funds. A separate DA Form 3953 (PR&C) will be used to pay for each project, regardless of amount, unless it is for bulk funds (*see Annex K for bulk funds procedures).* Block 35 of the DA Form 3953 (PR&C) can only be signed by a USG employee. *(Reference the USFOR-A CERP SOP, Table 1 for the level of signature required for Block 35 of the DA Form 3953 (PR&C)).*

B. Bulk funds are prohibited, except to pay for condolence, battle damage, former detainee, and Afghan hero payments. Advance bulk funds are not authorized for micro-grants.

C. When awarding contracts, the PO must ensure that he/she does not exceed the monetary limitation listed on the DA Form 3953 (PR&C).

D. Payments to individuals are strictly prohibited, with the exception of condolence, battle damage, former detainee, and Afghan hero payments, and micro-grants.

8. RATIFICATION

A. Ratification is the process of approving an improper procurement or an unauthorized commitment.

1. An **improper procurement** is making a prohibited purchase or obligating funds in excess of the available amount (potential Anti-Deficiency Act violation).

2. An **unauthorized commitment** is any agreement that is not binding solely because the Government representative who made the commitment lacked the authority to enter into that agreement on behalf of the Government (ie. If the PO exceeds his/her authority ($500K or greater) or if a non-PO enters into a contractural agreement with a vendor).

B. Ratification is a long, painful process, and not all ratifications result in approval (which means the PO and/or Paying Agent (PA) may have to personally pay for the purchase). NOTE: Prohibited purchases cannot be ratified, because there is no legal authority authorizing the purchase.

C. Ratification is accomplished using ARCENT Form 121-R. This eight-page form requires input from the PO, his/her supervisor, his/her Commander, his/her first-line O-6 level U.S. Commander (or higher depending on amount of the purchase), a legal review by a U.S. DoD attorney, and the Contracting Officer (or higher level Contracting Official, depending on the amount of the purchase). If you believe a ratification action is required, contact the Contracting Office immediately.

9. PURCHASING OFFICER'S TASKS AND RESPONSIBILITIES

A. Comply strictly with all provisions of his/her appointment, governing regulations, and this SOP.

B. Follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.

C. Do not have more than 20 active projects at any given time.

D. Do not re-delegate the contracting authority.

E. Solicit bids within the DA Form 3953 (PR&C) amount and select the best bid based on the best value criteria.

F. Award contracts to the vendor. The PO must determine if he/she is capable of safely and effectively administering the project. Awarding a project that is beyond the PO's expertise and/or ability could result in the PO incurring pecuniary or legal liability.

G. Monitor the project's progress from assignment to completion.

H. Work closely with the PM.

I. Prepare the DD Form 250 for the PM's signature.

J. Maintain a contracting file containing all documents created during the project.

K. Clear the contracting file with the PM.

L. Modify the contract to de-obligate unexecuted funds at the conclusion of the project.

10. <u>PURCHASING OFFICER FOLDER</u>. POs shall maintain a contracting file, which will be organized in the following sequence:

A. Left Side of Folder (in descending order).

1. Copy of the PA's DD Form 577 *(See Annex J)* (if applicable, PA's are only required when making cash payments)

2. The original DA Form 3953 (PR&C) or DD Form 1149

3. Any funding increases (in descending chronological order by date)

B. Right Side of Folder (in descending order).

1. PO's DD Form 577 *(see Annex J)*

2. Certification of PO Training

3. PM's clearance memorandum signed by the PM. NOTE: If the PO is acting as the PM, then this clearance letter must be signed by an O-5 level U.S. Commander (or above).

4. Copy of the SF Form 44 Record of Purchases register

5. Copy of monthly DD Form 1057 Feeder Reports

6. Copy of final SF Form 1034s

7. Copy of the completed ADR (signed by an O-5 level U.S Commander (or above))

8. After the PO's period of performance has ended, the PO's termination order (documented on the original DD Form 577)

11. <u>SF FORM 44, *PURCHASE ORDER -- INVOICE – VOUCHER*</u>

A. Reference: FAR Part 13.306; DFAR 213.306

B. Purpose. The SF Form 44, *Purchase Order -- Invoice -- Voucher*, is a multipurpose pocket-size purchase order form designed primarily for on-the-spot, over-the-counter purchases of supplies and non-personal services while away from the purchasing office or at isolated activities. The SF Form 44 can be used as a receiving report, invoice, and public voucher. NOTE: The SF Form 44 is only used for cash payments. For EFT payments, use a DD Form 250.

C. Conditions for Use. POs are responsible for ensuring that the below conditions are met before making any SF Form 44 purchases:
   1. The unit Commander deems the purchase to be an emergency or mission critical item.

   2. The amount of the purchase is at or below his/her contracting limit (less than $500K) and within his/her self-determined ability to successfully administer. The requirement shall not be split to avoid the approval limitation. Purchase requirements exceeding the approval threshold ($500K or greater) will be forwarded to the Contracting Office for procurement.

   3. Sufficient funds are available. A DA Form 3953 (PR&C), certified by the RM Office must be in place prior to the PO entering into any transactions.

   4. The supplies or services are immediately available from the local vendor.

   5. For purchases over $10K, attempt to obtain three bids in order to promote competition and area-wide economic growth.

   6. Rotate sources of supply, when possible, for fair market value.

12. <u>PREPARATION OF A STANDARD FORM 44</u>. *(See FIGURE F.1)*

13. <u>RECORD OF PURCHASES AND RECORD OF FUNDS</u>

A. Record of Purchases. The PO will maintain a record of purchases made in a register format on the inside flap of the SF Form 44 booklet (or on a separate excel spreadsheet). The register will show, at a minimum, the order number, name of the contractor, date of the purchase, and the total cost of the transaction.

B. Record of Funds. The PO will also maintain a record of remaining funds available on the back of the DA Form 3953 (PR&C). This will be maintained in checkbook register style, with each entry being subtracted, and a running balance maintained at all times.

14. <u>LOST OR STOLEN STANDARD FORM 44s</u>

A. The PO will immediately inform the Contracting Office via telephone and prepare a written statement on how the SF Form 44s were lost or stolen.

B. The Contracting Office will notify the Security Officer, Commander, and Finance Office.

C. If lost SF Form 44s are found, the individual returning the SF Form 44 must provide a statement in writing.

D. If Copy 1 (white) is lost after a purchase has been made, the PO and PA must re-create the paperwork by submitting a memorandum for record stating the circumstances, dollar amount, and purchase order number.

E. If the PO loses Copy 4 (green) he/she must obtain a copy of Copy 1 (white) from the PA.

15. PROJECT CLOSURE PROCEDURES. *(See Annexes A, E, and K)*

16. TERMINATION FOR OTHER THAN CLOSE OUT

A. By the request of the Commander who initiated the appointment.

B. As a result of making unauthorized purchases or other misconduct.

C. The Contracting Office may terminate a PO without the concurrence of the requesting Commander.

17. SPECIFIC REQUIREMENTS

A. The contractor will have a Quality Control Plan. The Quality Control Plan is used to determine if:
   1. All materials are new and meet International Building Codes.

   2. Design and construction meets International Building Codes.

   3. Electrical work meets the specified electrical standards (consult USFOR-A ENG for additional guidance).

   4. Electrical, sanitary, and drinking water installations are safe and operational upon completion of work.

   5. No items are procured from prohibited sources.

B. Sustainability: Construction and equipment contracts greater than $50K will include the following in order to properly close out the contract:
   1. Operations and maintenance manuals, spare parts, and post construction guides.

   2. As built drawings that are signed by the recipient acknowledging their receipt and acceptance.

3. Final punch list that includes a notice of all deficiencies have been corrected and accepted.

4. Contractor's final invoice.

5. Contractor's release of claims.

6. Acceptance memorandum signed by representatives of the receiving party (local government), the USG supervising engineer, and the contractor.

7. Final inspection and completion letters.

18. UCMJ. Should there be any injury, loss of life or property as a result of not performing the above due diligence, the PO can be subject to pecuniary and legal liability, to include UCMJ action.

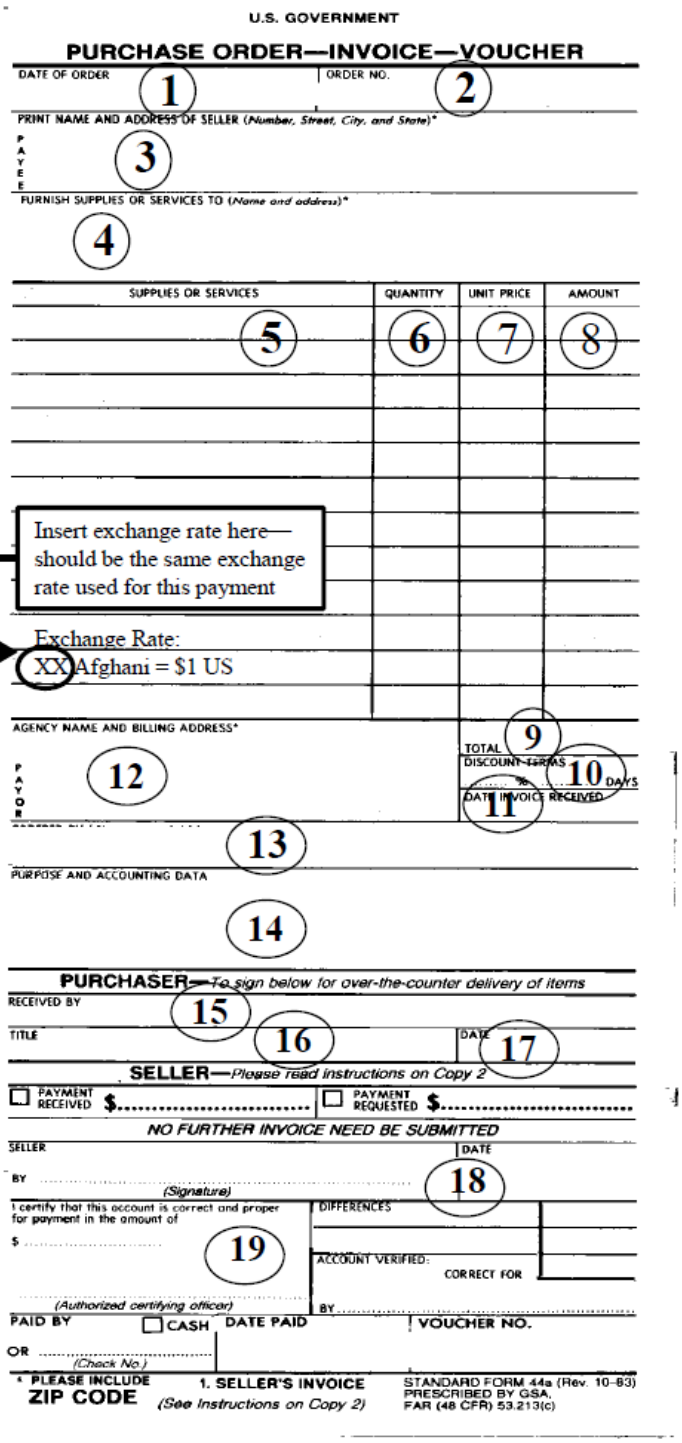
FIGURE F.1: SF Form 44 Template

Block #

1. Date (DA Form 3953 (PR&C)
2. Requisition No. (Top of DA Form 3953 (PR&C))
3. Name and address of vendor
4. Your unit name and address
5. Individually list items purchased
6. Quantity of each item purchased (use the continuation sheet if necessary)
7. Cost of each item purchased (USD)
8. Cost of items Blocks 6x7 (USD)
9. Total amount paid (USD)
10. Type "NET" (there shouldn't be any discounts)
11. Date purchase was made
12. Applicable Disbursing Office (where the cash was withdrawn).
13. Printed Name and Signature of the Purchasing Officer and printed title, "Purchasing Officer"
14. Accounting classification (Block 19 on DA Form 3953 (PR&C))
15. Person authorized to receive supplies or services (printed name and signature (i.e. Purchasing Officer or Project Manager). Cannot be the Paying Agent.
16. Print "PO", "PM" or receiver's title
17. Date purchased
18. Seller's signature and date (or thumbprint)
19. Paying Agent completes $ amount paid and signs as certifying official *(Print name above the signature)*

-Copy 1 (white--original) (Seller's Invoice)—Retained by PA.
- Copy 2 (Blue) (Seller's Copy of Invoice)
- Copy 3 (Pink) (Receiving Report—Accounting Copy)—Retained by PA.
- Copy 4 (Green) (Memorandum Copy) – Retained by PO.

*Always get a receipt/invoice indicating payment has been made.
**Purchases will be made in Afghani only. U.S. dollars are not authorized.



ANNEX G: MANAGEMENT OF AFGHAN DEVELOPMENT REPORTS (ADR) IN CIDNE

CONTENTS

1. PURPOSE
2. INITIATING A NEW ADR
3. UPDATING AN ADR FOR CERP PROJECTS
4. UPDATING AN ADR FOR BULK FUNDS

1. PURPOSE. CIDNE is the official central database for tracking all CERP projects. The ADR (Afghan Development Report) is a CERP project report completed on each project or activity that utilizes DoD CERP funds. The general concept is to establish a database of record that will eventually be the foundation for the GIRoA civil common operating picture.

2. INITIATING A NEW ADR

A. Apply for an account, if you don't have one.
B. Log into CIDNE
C. Click on "Workplace"
D. Go to "DRAFT NEW" (***drop down menu)***. Choose "*Target / Project Tracker*"
E. Complete the following sections *(See FIGURE G.1)*:

1. **ADR (CERP) Project Report**

a. Classification: **Required.** Classification level of the information ***(drop-down menu). **It is very important that projects are classified properly. ** Most projects are UNCLASSIFIED.*** *In order to ensure maximum release, non-essential personnel, unit names, and FOB names and terms such as, SOF or ODA, should not be included in the title, description or problem statement, unless absolutely necessary.*

b. Releasability: **Required.** Where or to whom the information is permitted to be released. ***(drop-down menu) **It is very important that projects are classified properly. ** Most projects are FOR OFFICIAL USE ONLY.***

c. Project Number: **Automatically Generated** *(Should match the CERP Checkbook)*

d. Project Title: **Required.** Name of the Project. The title should be specific to the project and include the general location, such as the name of the village or district (i.e. BAF HA Yard Replenishment, or Qalat 20-classroom Girl's school, Nijrab Asphalt Road—15kM, etc.)

e. Description: **Required.** Brief summary of the project. This field should accurately reflect the scope and intent of the project. There should be 2 or 3 sentences that explain what you are doing and for whom. It should be

understandable to the layman that knows nothing about the project. Do not use capital letters, acronyms, or abbreviations. *This section should be transferred verbatim into the CERP checkbook.*

f. Project Goals: **Required.** Brief summary of the project's purpose(s). What the unit believes will be the end result(s) of the project (for example, providing clean water for sanitation, access to health care facilities, improved access to centers of commerce). Define the EFFECTS of the project. Focusing on the long term effects of a project will help to transition these projects over to the GIRoA, USAID, or NGOs. These goals should be measurable upon project completion.

g. CERP Project Category: **Required.** One of the 20 approved categories for CERP as specified in DoD FMR 7000.14-R, Volume 12, Chapter 27, paragraph 270104 ***(drop-down menu)***

h. Project Status: **Required.** Current state the project is in. When initiating the project, the status should be "***Nominated***."

i. Structure Type: Kind of structure involved (if applicable) ***(drop-down menu)***

j. Priority Level: Importance of the project within USFOR-A ***(drop-down menu)***

k. ADR Project Category: **Required.** Type of project ***(drop-down menu***). It should be similar to or match the "CERP Project Category." These categories are from old OSD guidance.

l. AIMS Project Category: **Required.** Type of project (compatible with the Afghan Information Management Services (AIMS) database, which is an Afghan NGO providing information management, software development, and project management solutions to the Afghan government and to the development community.) ***(drop-down menu***)

m. AIMS Category Description: **Required.** Category description (compatible with the AIMS database) ***(drop-down menu***).

n. Command: **Required.** What regional command the project is taking place in? (i.e. RC-E, RC-S, RC-W, RC-N, RC-C)

o. Unit PPO: **Required.** The Purchasing Officer (PO) assigned to this project (full name and rank), if applicable. (*If the project is $500K or more, then input the Contracting Office that will be awarding the contract. A PO is not required).*

p. Unit Making Proposal: **Required.** The unit who is submitting the proposal for the project? PRT Zabul, TF Warrior, CJSOTF-A, PRT Lashkar Gah (British), etc.

q. Funding Source: **Required.** The fiscal year of CERP funding used (i.e. FY10 CERP, FY10-FY11 CERP, etc.)

r. Estimated Cost (USD): **Required.** An estimate of how much the project will cost in U.S. dollars *(This number should match all the supporting documentation in a nomination packet.)*

s. Pay Agent: **Required.** The Paying Agent (PA) assigned to this project (full name and rank), if applicable. *(For EFT payments, input the office symbol for the Finance Office that will be making the payments. A PA is not required for EFT payments.)*

t. Planned Start: **Required.** Day the project is scheduled to begin

u. Planned End: **Required.** Day the project is scheduled to be completed

v. Planned Finance DTG: **Required**. Day the funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448) is projected to be certified or needs to be certified in order to award the contract in time to meet the urgent humanitarian need.

w. Approved Through PDP: **Required.** Is this project on the PDP (Provincial Development Plan)? *(Must match the Performance Metrics Section)*

x. Coordinated With GIRoA: **Required**. *Must match the Performance Metrics Section.* For construction/equipment projects >$50K, the GIRoA coordination must be documented in CIDNE as an attachment to the "Media" tab.

1. Medical Facilities: To construct, refurbish, and/or equip medical facilities, a signed Memorandum of Agreement is required from the provincial-level MoPH (Ministry of Public Health) with coordination through the SURG CELL.

2. Educational Facilities: To construct, refurbish, and/or equip educational facilities, a signed Memorandum of Agreement is required from the provincial-level MoE (Ministry of Education).

3. Roads: USAID has a nationwide plan for road construction and improvement. Units may approve tertiary roads (i.e. village to market) without prior coordination; however, roads above the tertiary level must be coordinated through USFOR-A ENG with the USAID master plan prior to approval. Roads will be cross-referenced against the MoPW's (Ministry of Public Works) Standard Plan for Afghan Roads.

4. Construction Projects Not Utilizing Standardized Designs: In order to construct and/or refurbish multi-story structures, bridges (or other types of projects) not utilizing the standardized designs of the responsible GIRoA ministry, the design must be approved prior to project nomination. The responsible GIRoA ministry will be provided a copy of the non-standardized plan in order to make comments. ***NOTE: Design and build contracts should not be used if standardized plans exist***.

y. Project Comments: **Required.** Add the rank/name of the USG Project Manager appointed for this project. If utilizing an Afghan Project Manager and/or Project Engineer, add his/her name and title into this section. Add any additional information required, but do not re-state information from other sections just to fill this block.

2. **Lines of Operations. Required.** *(Click "Add" on the top left corner of this section.)*
   a. LOO: Line of Operation ***(drop-down menu)***

   b. SLOO: Supporting Line of Operation ***(drop-down menu)***

3. **LOCATION DATA. Required.** Complete all applicable blocks
   a. MGRS: Input the ten-digit Military Grid Reference System (MGRS) coordinates. (*See FIGURE G.1). NOTE: Ensure the coordinates entered correspond with the correct Province, District, and City.*
   b. For projects with multiple coordinates, add coordinates for all locations. *Click "Add Location" on the top left corner of this section.*

   c. For roads, enter the beginning MGRS and the ending MGRS (and the coordinates for any major directional changes in the road and/or bridges).

   d. In the "Description" section, provide additional information on the grid coordinate (i.e. starting point, ending point, location of the well, location of the school).

   e. It is paramount that the MGRS coordinates inputted are as accurate as possible. The MGRS coordinates are used to map projects for Congressional, OSD, and USDA reporting. Also, USAID, USACE, NGOs, and the GIRoA use the MGRS coordinates to ensure projects are properly tracked, maintained, and there is no duplication of efforts.

4. **Performance Metrics.** *(**Required** per DoD FMR 7000.14-R, Volume 12, Chapter 27)***.** Per USCENTCOM guidance, measures of effectiveness will be scrutinized for all CERP projects, regardless of dollar value. Quantifiable details and assessments are required for approval. The below questions are provided to assist PM with completing this section.

a. Problem Statement: **Required.** Justify the chronic or acute inadequacy of an essential good or service which calls for immediate action and how the project contributes to humanitarian relief and reconstruction efforts for the benefit of the Afghan people. In other words, ensure project justifications provide facts which accurately describe the current problem and then articulate how the CERP project is the solution to reach the desired end state. For large infrastructure projects, define and articulate the humanitarian urgency for the project.

b. Immediate Benefit To The Local Population: **Required.** How will the local population see a direct benefit from the project? In what ways will their lives be better because of this project? Provide as many quantifiable details as possible (such as "*approximately 5,000 gallons of water per day will be provided to 100 households*").

c. Sustainability Of The Project: **Required.** How do we plan to make it last? Cooperation with any other agencies? Does this entity have a plan for upkeep/sustainment? Why is the maintenance and upkeep of the project necessary? Who will be responsible for staffing the facility? Who will be providing the long-term maintenance/sustainment for the project? Ensure the sustainment includes recurring costs, such as generator fuel and maintenance, etc. Who will be signing the usage agreement as the appropriate receiving GIRoA authority?

d. Stability Of The Local Partner: **Required.** How has the project been coordinated with the GIRoA, the nearest PRT, other agencies in the AOR, and the local population? If so, then specify the individual and/or the organization. Who will the project be transferred to in the GIRoA? Have the local leaders or Provincial Ministers identified this as a priority?

e. Number Of Local Population Engaged In The Project: **Required.** How many local nationals are involved in the execution of the project? This can be construction-related or service/training related (if not a construction project).

f. Number Of Local Benefiting: **Required.** How many local nationals will be able to use the facility and get those direct benefits? How many will get secondary benefits? Specifically, identify both direct and secondary benefits. If unknown, use the estimated population of the district/province.

g. Executability of The Project: **Required.** How long will this project take to complete? Are there any restrictions to the timeframe for building or execution? Will weather be a factor? Are there any security concerns? What is the chance that the project will not be completed because of security concerns? Is this requirement needed within a certain time period? Will there be any chance of the contractor needing extra services

to complete on time, and if so, what are they? What is the general market (supply and demand)? What is the economic impact of the project on local national sources of supply (i.e. labor market impact, commodities market impact, etc.)? What is the likelihood that the fluidity of combat operations and changing leadership priorities will affect the project?

h. Relations To Other Similar Efforts: **Required.** How does this fit into the overall plan for the PRT in this sector? Is this the main project in the PRT's or TF's AOR? Does it supplement the other projects? Is it replicating successful projects funded with CERP or other NGO funding sources?

5. **ADR/CERP Prohibited Uses.** If you answer "Yes" to any of the 12 questions concerning prohibited uses, then CERP funding is not authorized for the project.

3. UPDATING AN ADR FOR CERP PROJECTS. *NOTE: After the project is approved, the below sections are the only ones that should be updated, unless substantial changes are made to the project, in which the project will need to be re-approved.*

A. Log into CIDNE
B. Click on "Target"
C. Click on "Find Reports"
D. Go to "Report Types" (***drop down menu)***. Choose "*Target –CERP Project*"
E. Go to "Keyword." Type in the project number or project title
F. Choose the correct project.
G. Go to "Quick Links" (far right of screen). Choose "Edit this PROJECT"
H. Update the following sections (as applicable)*. (See FIGURE G.1):*

1. **ADR (CERP) Project Report**

a. Project Status: **Required**. Current state the project is in. Updates must be timely and accurate.

1. "***Committed*"**: When the project has been approved and the funding document (DA Form 3953 (PR&C)/DD Form 1149) has been certified and received by the PM. *NOTE: CERP funds should not be in committed status for more than 60 days, except under extraordinary circumstances, which should be annotated in the "Updates" section.*

2. *"**Obligated"***: When the project has been obligated (i.e. contract awarded). *(See para 3.H.3 of this Annex) NOTE: Once obligated, ADRs should be reviewed and updated by the PM every 30 days (no later than the 3rd of each month).*

3. "***Completed***": When the project has been completed and transferred (as applicable) and can be closed in accordance with this SOP.

4. "***Terminated/Canceled*":** When the project has been terminated or canceled and can be closed in accordance with this SOP.

b. Priority Level: If changes have occurred ***(drop-down menu)***

c. Contractor: **Required.** When the project has been obligated, enter the name of the contractor the contract was awarded to. *(NOTE: If a MIPR is sent to another intergovernmental agency (USAID, USACE-AED, etc), specify the government agency that accepted and is executing the MIPR.)*

d. Estimated Cost: Required, if there are increases/decreases to the original estimate.
   1. For any requests for additional funds (RAFs), the ADR must be updated prior to the project being submitted to the board for review.

   2. Once the project has been completed and closed out, if funds were de-obligated, then adjust the estimated cost to accurately reflect the total amount of funding allotted.

e. EFT Payment: **Required.** Mark "Yes" if making EFT payments (electronic funds transfer) or mark "No" if making cash payments. ***(drop-down menu)***

f. Planned Start: If the project has been delayed.

g. Planned End: If the project has been delayed.

h. Planned Finance DTG: If the project has been delayed.

i. Actual Finance DTG: **Required.** Date the funding document (DA Form 3953 (PR&C), DD Form 1149, DD Form 448) was certified by the RM Office.

j. Project Comments: If applicable. NOTE: Only provide pertinent, additional information in this section. Do not re-state data from other sections just to fill in this block.

2. **Financial Information**
   a. Amount Allocated (USD): **Required.** Updated when funds are obligated.

   b. Amount Spent (USD): **Required.** Updated when payments are made/funds are disbursed.

   c. SF44 Cleared Amount (USD): Updated when SF Form 44s are used for payment. *(Refer to paragraph 10 for documents required to be uploaded to the "Media" tab.)* NOTE: If the *EFT Payment* block states "Yes", then

this block should remain blank. SF Form 44s are only used for cash payments.

d. Percent Spent: Amount Spent divided by Amount Allocated. NOTE: The percent spent should be in line with the partial payment schedule specified in the contract and never exceed the actual completion %.

e. Last Payment Date: **Required.** Date of last payment was made to the contractor. This is not the 'forecasted' last payment date. NOTE: This should match the date on the latest SF Form 1034.

3. **Updates. Required.** A new addition is required for each update. *(Click "Add" on the top left corner of this section.) (See FIGURE: G.1)*
   a. **The first update is required to be inputted immediately following the project being obligated.** Then, subsequent updates should be provided with each Quality Assurance Assessment and/or as the information changes.

   b. Update the following blocks:
      1. Date of Update: **Required**. Self-explanatory.

      2. RM Tracking Number: **Required.** Same as the STANFINS document number.

      3. Regional Command: Only update if changes have occurred from the "Project Report" section

      4. Sponsoring Element: Input the USG sponsor if the unit making the proposal is not an USG organization.

      5. Construction Status: **Required** for all construction projects.

      6. Starting Location: To assist with QA documentation. For road construction, when "percent complete" is updated, provide the starting location of the portion of the road completed (i.e. progress of the construction company).

      7. Ending Location: To assist with QA documentation. For road construction, when "percent complete" is updated, provide the ending location of the portion of the road completed (i.e. progress of the construction company)

      8. Actual Start: **Required.** The date the project actually started. This is not a "forecasted" start date.

9. Actual End: **Required.** When project was completed. This is not a "forecasted" completion date. *NOTE: This date should match the "Project Closure" section.*

10. Actual Completion %: **Required** for every QA update and/or when funds are disbursed.

11. Estimate Jobs Created: Only update if changes have occurred from the *Performance Metrics* section. These blocks (contract and permanent) should match the *Performance Metrics* section's estimate.

12. Actual Jobs Created: Only update if changes have occurred from the *Performance Metrics* section. These blocks (contract and permanent) should reflect the updated figures.

13. Update Comments: **Required.** This section should be used by the PM to document his/her Quality Assurance Assessments. Also, if the PM has information about the contractor, good or bad, it should be included in this comments section, to include any pertinent project progress information (as determined by the PM).

4. **Project Closure.** To be updated only when the project has been completed, completed and transferred, or terminated/canceled. NOTE: A clearance letter is required to be uploaded to the "Media" tab when this section has been updated.
   a. Reason for Closure: **Required.**
      1. If the project has been completed, state ***"Completed"*** and then, identify the closure date (the date the project was completed and closed out in accordance with this SOP).

      2. For construction/equipment projects >$50K, state ***"Completed and Transferred"*** and identify the closure date and turnover date (the date when the USG turned over control and sustainment of the project/equipment to the GIRoA, USAID, or NGO.)

      3. If the project was terminated/cancelled, state ***"Terminated/Cancelled,"*** identify the date the project was terminated/cancelled, then state why the project was terminated/cancelled (i.e. security concerns, default by the contractor, etc.).

   b. Project Results: **Required.** Identify the results of the project and articulate if/how the project goals and performance metrics were met.

5. **Media.** Click on the "***Media***" tab at the top of the page to upload the complete project file to the ADR. (*See Annex I for a list of documents that*

*are **required** to be uploaded. See FIGURE G.1 for instructions on how to upload files to the "Media" tab).*

4. <u>UPDATING AN ADR FOR BULK FUNDS</u>. *NOTE: After the bulk funds withdrawal has been approved, the below sections are the only ones that should be updated.*

A. Log into CIDNE
B. Click on "Target"
C. Click on "Find Reports"
D. Go to "Report Types" (***drop down menu***). Choose "*Target –CERP Project*"
E. Go to "Keyword." Type in the project number or project title
F. Choose the correct project.
G. Go to "Quick Links" (far right of screen). Choose "Edit this PROJECT"
H. Update the following sections (as applicable)*. (See FIGURE G.1):*

1. **ADR (CERP) Project Report**

a. <u>Project Status:</u> **Required.** Current state the project is in. Updates must be timely and accurate.

1. **"*Committed*":** When the bulk funds draw has been approved and funds have been withdrawn by the PA from the Finance Office. *NOTE: Advance bulk funds should not be in committed status for more than 60 days.*

2. **"*Obligated*":** Since bulk funds aren't obligated until disbursed and cleared through the Finance Office, this status should **<u>never</u>** be used for bulk funds.

3. **"*Completed*":** When the bulk funds have been disbursed and the PA has cleared through the Finance Office. (NOTE: A signed SF Form 1034 and DD Form 1081 (return) shows the PA has cleared through the Finance Office.)

4. **"*Terminated/Canceled*":** If no funds were disbursed from this bulk funds withdraw and 100% was returned to the Finance Office. (NOTE: A signed SF Form 1034 and DD Form 1081 (return) shows the PA has cleared through the Finance Office.)

b. <u>Priority Level:</u> If changes have occurred ***(drop-down menu)***

c. <u>Contractor:</u> Not Required.

d. <u>EFT Payment:</u> **Required.** Mark "No." ***(drop-down menu)***

e. <u>Actual Finance DTG:</u> **Required.** Date the funding document (DA Form 3953 (PR&C), DD Form 1149, DD Form 448) was certified by the RM Office.

f. <u>Project Comments:</u> If applicable

2. **Financial Information**
   a. Amount Allocated (USD): **Required.** Updated when funds are committed—total amount of this bulk funds draw.

   b. Amount Spent (USD): **Required.** Updated when payments are made/funds are disbursed. When closed out, this amount should equal the *Amount Allocated (USD)*.

   c. SF44 Cleared Amount (USD): **Required.** Update when payments are made/funds are disbursed. When closed out, this amount should equal the *Amount Allocated (USD) and the Amount Spent (USD)*. *(Refer to paragraph 10 for documents required to be uploaded to the "Media" tab.)*

   d. Percent Spent: Amount Spent divided by Amount Allocated. *NOTE: This should be 100% when the bulk funds draw has been closed out.*

   e. Last Payment Date: **Required.** Date of last payment was made. This is not the 'forecasted' last payment date. NOTE: This should match the date on the latest SF Form 1034.

3. **Updates.** A new addition is required for each bulk funds disbursement. *(Click "Add" on the top left corner of this section.) (See FIGURE: G.2)*
   a. Update the following blocks:
      1. Date of Update: **Required.** Self- Explanatory

      2. RM Tracking Number: **Required.** Same as the STANFINS document number. *NOTE: This tracking number will be the same for each disbursement.*

      3. Regional Command: Only update if changes have occurred from the "Project Report" section

      4. Sponsoring Element: Input the USG sponsor if the unit making the proposal is not an USG organization.

      5. Construction Status: **Required** for all construction projects

      6. Starting Location: **Required.** Location of the project or incident

      7. Ending Location: **Required.** State "Same" or re-input the location of the project or incident.

      8. Actual End: **Required**. Date the disbursement was made.

      9. Actual Completion %: Should be 100%.

10. Estimate Jobs Created: Only update if changes have occurred from the *Performance Metrics* section. These blocks (contract and permanent) should match the *Performance Metrics* section's estimate.

11. Actual Jobs Created: Only update if changes have occurred from the *Performance Metrics* section. These blocks (contract and permanent) should reflect the updated figures.

12. Update Comments: **Required**. Enter the following information in this section:
    a. Short description of the project/incident and the amount disbursed (USD) (i.e. Condolence Payment—loss of life (Abdul Samaad) - $2.5K; Well Construction for Zabul Hospital - $5.0K, etc.)

    b. State the approved CERP category this project/incident falls into (i.e. condolence payment, water & sanitation, etc.)

    c. Articulate how the project/incident is linked to operational objectives and how this project met the urgent, humanitarian needs of the local populace (if applicable).

    d. Identify how many people the project positively affected (if applicable).

4. **Project Closure.** To be updated only when the bulk funds have been fully disbursed and/or the PA clears with the local Finance Office. NOTE: A clearance letter is required to be uploaded to the "Media" tab when this section has been updated. *(See FIGURE: G.2).*
   a. Reason for Closure: **Required.**
      1. If the project has been completed, state ***"Completed"*** and then, identify the closure date (the date the bulk funds withdraw was cleared with the local Finance Office).

      2. If no funds were disbursed from this bulk funds draw, then state ***"Terminated/Cancelled"*** and identify the date the bulk funds draw was returned, in full, to the local Finance Office.

   b. Project Results: **Required.** List a summary of all projects completed/incidents paid using this bulk funds draw along with the amount spent. After completing this step, change the project status to "Completed" and change the *Estimated Cost (USD)* and *Allocated Amount (USD)* to match the actual amount spent.

5. **Media.** Click on the "***Media***" tab at the top of the page to upload the complete project file to the ADR. (*See Annex I for a list of documents that*

*are **required** to be uploaded. See FIGURE G.1 for instructions on how to upload files to the "Media" tab).*

FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex

Input MGRS

Upload project file and all supporting documentation

Report | Locations | Media | Remarks | Associations | LinkAnalysis | Changes | Help

NOTE: All applicable blocks must be completed prior to project approval.

ADR (CERP) Project Report

Classification: | Releasability: *

Project Number: 20091120081559

Project Title: **Should be specific to the project (i.e. "Refurbish 20-classroom school in Farah")**

Description: **Brief Description of Project (2-3 sentences—do not use capital letters, acronyms, or abbreviations)**

Project Goals: **Brief Summary of project's purpose. How will this project meet the urgent humanitarian need?**

CERP Project Category: None Selected * | Project Status: None Selected

Structure Type: None Selected | Priority Level: None Selected

ADR Project Category: None Selected * | AIMS Project Category: *

AIMS Category Description: Select Category *

Command: | Contractor:

Unit PPO: **Full Name and Rank** | Unit Making Proposal:

Funding Source: **Input FY (FY10 CERP)** | Estimated Cost (USD): *

Pay Agent: **Full Name and Rank** | EFT Payment: None Selected

Planned Start: 20 Nov 2009 Accept * | Planned End: 20 Nov 2009 Accept *

Planned Finance DTG: 20 Nov 2009 Accept | Actual Finance DTG: 20 Nov 2009 Accept

Approved Through PDP: No | Coordinated With GIRoA: No

Project Comments: **Add Rank/Name of USG Project Manager; add the name of the Afghan Project Manager and/or Project Engineer (if applicable); add additional info as needed.**

Financial Information

Amount Allocated (USD): | Amount Spent (USD): 1

S44 Cleared Amount (USD): 2 | Percent Spent: 3

Last Payment Date: 20 Nov 2009 4

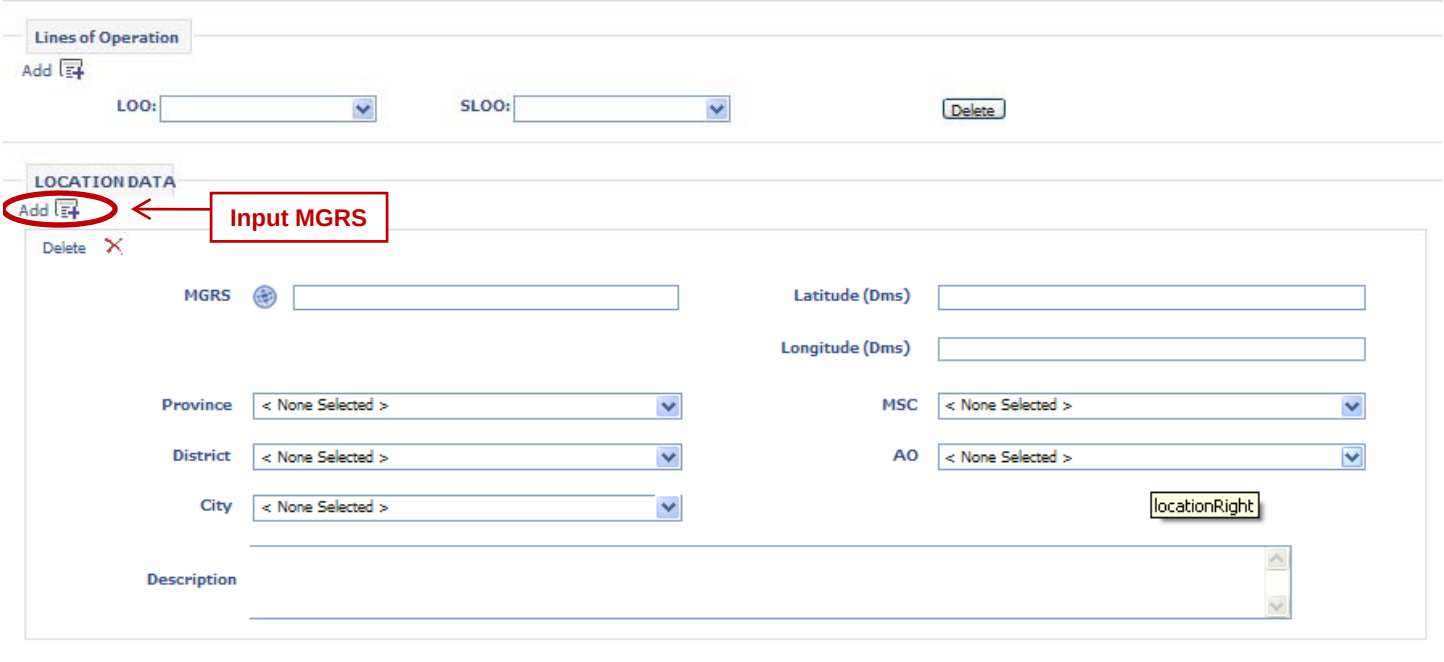
All four sections should be updated when funding is disbursed/ payments are made.
NOTE: Only update SF44 Cleared Amount (USD) when SF Form 44's are used for payment. If paying via EFT, then block 2 should remain blank.

When funding is obligated, update:
- *Amount Allocated (USD)*
- *Contractor*
- *EFT Payment*
- *Actual Finance DTG*

The *Percent Spent* should be in-line with the partial payment schedules and actual completion %

FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex



- For roads, input the MGRS for the starting location and the MGRS for the ending location (NOTE: Annotate the starting location and ending location in the "Description" block.)
  - Input the MGRS for any major directional changes along the proposed route. (Use the "Description" block to explain why the additional MGRS is required. (i.e. major directional change)).
  - If CERP is being used to construct, repair, or refurbish a bridge along the road, then input the MGRS of the bridge. (Annotate "bridge" in the "Description" block.).
  - For city street improvement projects, input the MGRS' of the city boundaries (i.e. 4 corners that surround the city improvement project).

- If multiple structures are being constructed, input a MGRS for each site location and use the "Description" block to explain what each site location represents .
  - Example: If the project is building 4 schools in Ghazni province, then there should be a MGRS for each school location. Then, the description blocks should state:
    - "School #1: Waghaz"
    - "School #2: Ab Band"
    - "School #3: Ghazni City"
    - "School #4: Nawur"

- For agriculture distribution (such as wheat seed, fruit sapling, etc.), input the MGRS of the distribution center(s) and also input the MGRS' of each district we/GIRoA will be distributing to.

- For condolence, battle damage, Afghan hero and detainee payments, input the MGRS of the location of the incident.

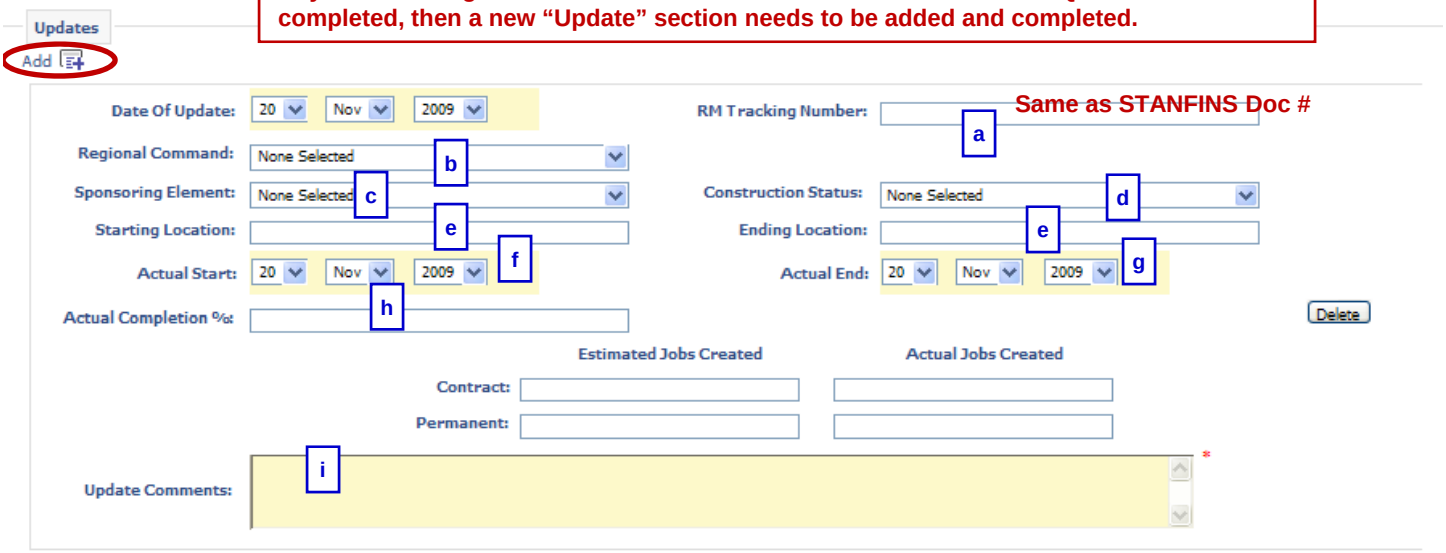
- For distribution of school, medical, humanitarian supplies/equipment, input the MGRS of the location of the school, hospital, temporary refugee camp, or city.

☆ **MGRS = Military Grid Reference System**

FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex

Any time a change occurs to one or more of the below sections or a QA Assessment is completed, then a new "Update" section needs to be added and completed.



Footnotes:

a. **RM Tracking Number: Same as STANFINS Document # and must be updated when funds are obligated.**
b. **Only make updates to "Regional Command" if it has changed from the "Project Report" Section.**
c. **Input "Sponsoring Element" if the "unit making the proposal" is not a USG organization.**
d. **For construction projects, update "Construction Status" as changes occur.**
e. **For road construction, when percent complete is updated, provide the starting and ending location of the percent complete (ie. progress of the construction company).**
f. **Actual Start: Date the project was actually started.**
g. **Actual End: Date the project actually ended.**
h. **Actual Completion %: Required for every QA Assessment and/or when funds are disbursed. The payments should be in-line with the payment schedule and the actual completion %.**
i. **Update: To be used for the QA Assessment and any other applicable data.**

FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex

Performance Metrics

Problem Statement

How does this project satisfy an urgent, chronic, or acute humanitarian need:

Ensure project justification provides facts which accurately describe the current urgent, chronic, or acute humanitarian need and then articulate how this project is the solution to reach the desired end state.

Immediate Benefit To The Local Population

How will the unit be able to measure the success of the project:

How will the local population see a direct benefit from the project? What do they have now and in what ways will their lives be improved? Provide quantitative data to the greatest extent possible.

Sustainability Of The Project

How Do We Plan To Make It Last: None Selected

Explain which ministry, organization, leaders, orother groups will be sustaining this project:

What's the sustainment plan? Is funding provided by the provincial government or from NGOs?

Stability Of Local Partner

Has the Project Proposal been coordinated with:

GIRoA	None Selected *	If Yes, POC	
PRT	None Selected *	If Yes, POC	
Other Agencies In The AOR	None Selected *	If Yes, POC	
Local Population	None Selected *	If Yes, POC	

Who will the project be transferred to in the Afghan government: *

Have the local leaders or Provincial Ministers identified this as a priority:

None Selected *

Number Of Local Population Engaged In The Project

How many LNs are involved in the execution of the project? Number of people employed:

None Selected Old Value:

*** Prior to project approval, this above section must be completed in full for every project, bulk funds draw, or Humanitarian Assistance replenishment request (no matter the dollar value).**

FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex

*** Prior to project approval, the below sections *(Number of Local Benefitting, Executability of the Project, and Relations to other Similar Efforts)* must be completed in full for every project, bulk funds draw, or Humanitarian Assistance replenishment request.**

Number Of Local Benefiting

Estimated number of locals who will benefit from this project:

None Selected Old Value:

What are these primary and secondary benefits:

Executability Of The Project

How long will this project take to complete:

None Selected Old Value:

Are there any restrictions to the time-frame for building or execution:

None Selected

Will weather expected to be a factor:

None Selected

Is security expected to be a factor:

None Selected

Will there be any chance of the contractor needing extra services to complete on time:

None Selected

If YES what are they:

Relations To Other Similar Efforts

How does this fit in to the overall plan for the PRT in this sector:

None Selected

Explain response above, or provide additional relationships to similar efforts:

FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex

*** This section is required for the bulk funds draw ADR to be properly closed out in CIDNE.**

Only to be completed when the bulk funds draw has been fully disbursed and/or the Paying Agent has cleared this draw with the servicing Finance Office.

Project Closure

Reason For Closure: a

Project Results: b

ADR/CERP Prohibited Uses

IF ANY OF THESE ARE TRUE, THE PROJECT DOES NOT QUALIFY FOR ADR/CERP FUNDING.

Benefit the US, Coalition, or other supporting personnel directly or indirectly?

Provide goods, services, or funds to national armies, national gaurd forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, intelligence, or other security forces?

Qualify as a weapons buy back project (except as authorized by law and separate implementing guidance, weapons buy back programs, or other purchases of firearms or ammunition)?

Provide entertainment?

Provide a reward program?

Purchase firearms, ammunition, or fund the removal of unexploded ordinances?

Duplicate services available through municipal governments?

Provide salaries, bonuses, or pensions of host nation military or civilian government personnel?

Train, equip, or provide operating costs of host nation security forces?

Conduct psychological operations, information operations, or other US, Coalition, or host nation security force operations?

Support individual or private business?

Co-mingle CERP and other funds?

Footnotes:.

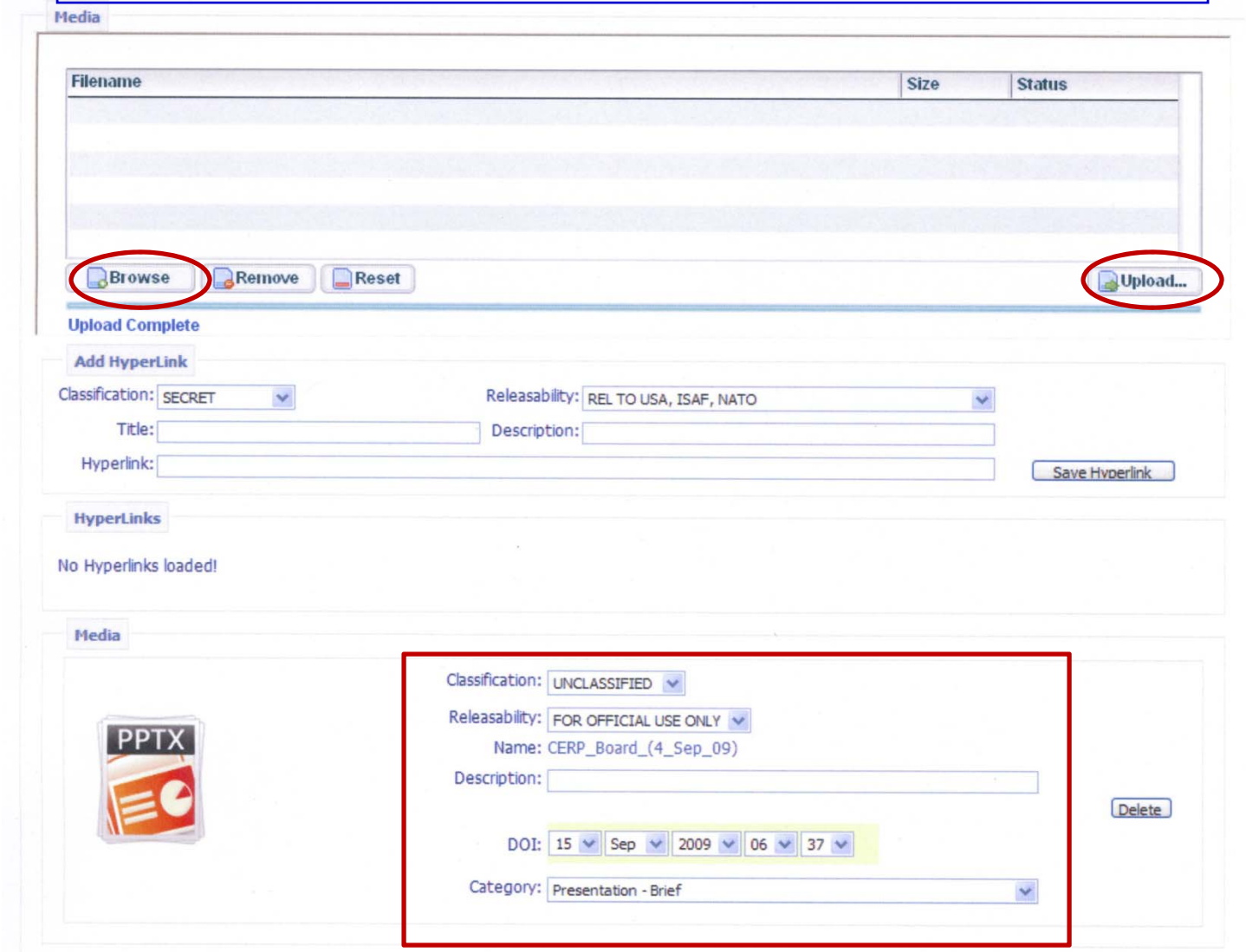
a. Reason for Closure:

1. If the project has been completed, state ***"Completed"*** and then identify the closure date (the date the project was completed and closed out in accordance with Annex B-1.)
2. For construction/equipment projects >$50K, state ***"Completed and Transferred"*** and identify the closure date and turnover date (the date when the USG turned over control and sustainment of the project/equipment to the GIRoA, USAID, or NGO.)
3. If the project was terminated/cancelled, state "Terminated/Cancelled," identify the date the project was terminated/cancelled, then state why the project was terminated/cancelled (i.e. security concerns, default by the contractor, etc.)

b. Project Results: Required. Identify the results of the project and articulate if/how the project goals and performance metrics were met.

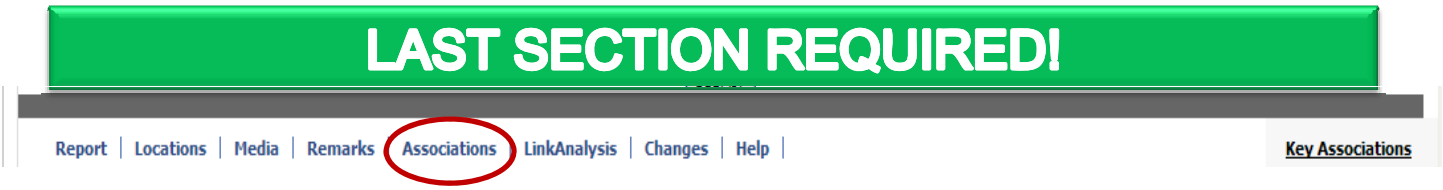
FIGURE G.1: CIDNE Excerpts

Reference step-by-step instructions in para 2 & 3 of this Annex



- To upload a file, first click "Browse" and choose the file you want to upload.
- Next click "Upload…"
- The uploaded file will appear in the "Media" section.
- Adjust the "Classification" and "Releasability" blocks to the correct classification.
  - Identifying the correct classification of the document uploaded is very important, since other organizations will review and use the data presented.
  - Also, with the need for CERP data to be shared with a multitude of NGOs and GOs, organizations should try to keep classifications as low as possible (per applicable regulations).
- If changes are made to the uploaded documentation, please be sure annotate the version number in the "Description" block for the uploaded document (i.e. Version 1, Version 2 or Change 1, Change 2)
  - Also, when revising documents (such as, SOW, IGCE, etc), be sure to: 1) revise the most current version and 2) change the date on the document (as necessary).

FIGURE G.1: CIDNE Excerpts

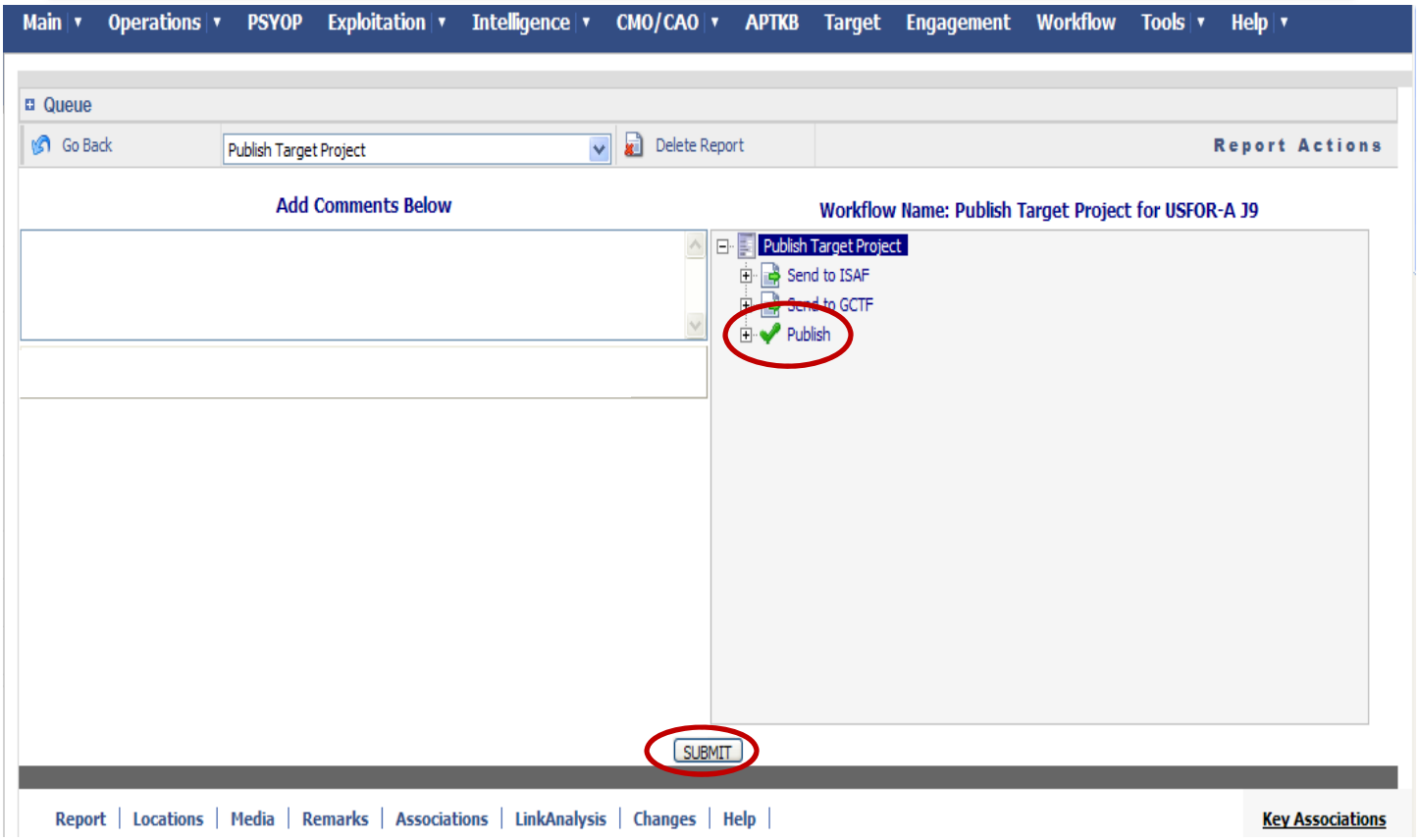


After inputting the required information and uploading the necessary documentation, the last step is to associate the project report to existing infrastructure (Target—Facility Folder), people involved in the project (Target—Person Folder), SIGACTS, or village assessments (Target—Geospatial Folder) as applicable.

Also, after contract award, you can develop a Target—Organization Folder on the contractor hired and then, associate the two reports.

FIGURE G.1: CIDNE Excerpts

IMPORTANT!! FINAL STEP!!



In order for the CERP project to be visible to others, it must be "**published.**"

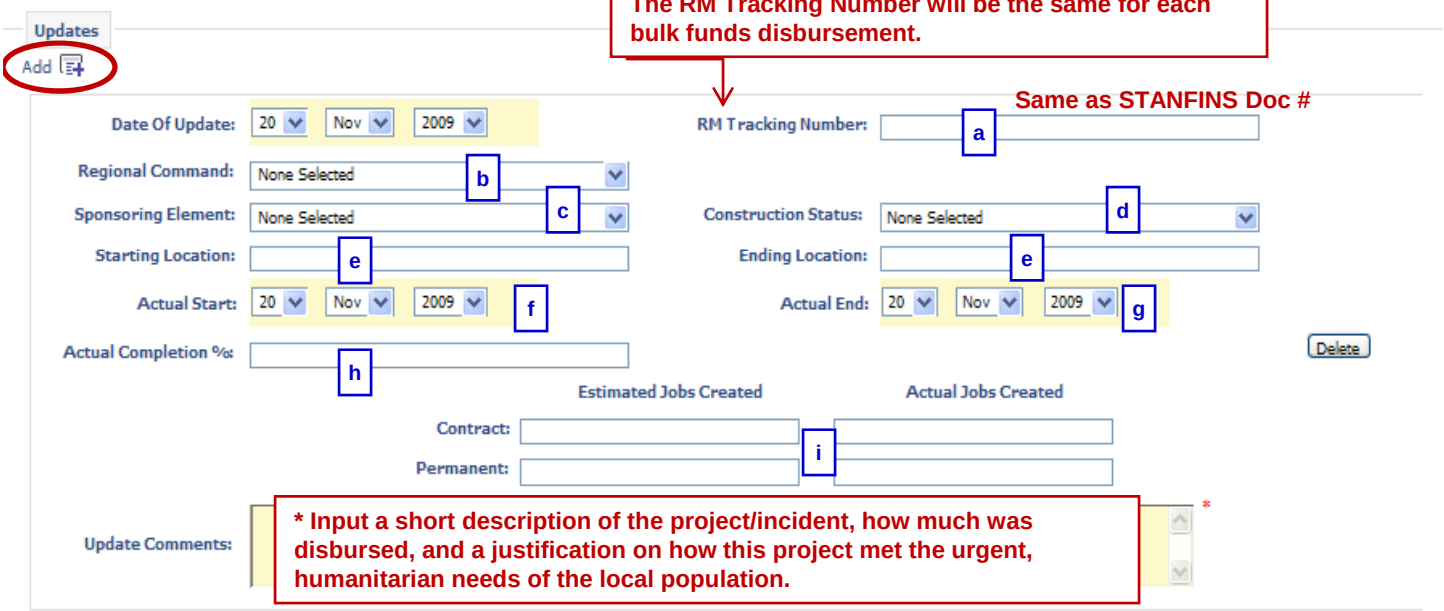
a. After completing the ADR, go to the top of the page and click on "**Report Actions**."
b. The above screen will open.
c. Add comments in the block provided. These comments will be visible to others in the ***"Changes***" section and assist with the audit trail.
d. Once your comments have been added, click on the [+] next to "Publish," then a "Public" icon will appear.
e. Click on "Public" then the "Submit" button. Your project has **now** been published. You'll be taken to the "Workflow" dashboard.
f. **NOTE**: Units have different workflows established in CIDNE, which require a CIM (Civil Information Manager) , the CERP Program Manager, and/or the CJ9 (or equivalent) to review the project prior to it being published. The current workflow procedures for publishing CERP projects in CIDNE still apply. If you believe there is an error with your workflow, please contact your CIM or USFOR-A J9 for assistance.
g. **RM Offices:** RM Offices should research the CERP project in CIDNE and ensure that it has been published prior to the certification of CERP funds. ***A print-out from CIDNE does not mean the project has been published and is visible to public users.***

FIGURE G.2: CIDNE Excerpts (Bulk Funds)

For Bulk Funds Draws Only: Reference step-by-step instructions for in para 4 of this Annex

For each bulk funds disbursement, a new "Updates" section is required.

The RM Tracking Number will be the same for each bulk funds disbursement.



Footnotes:

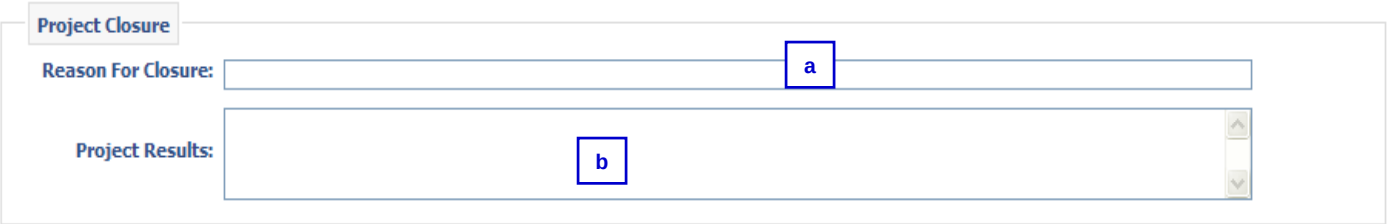
a. **RM Tracking Number: Same as STANFINS document #. It will be the same for each bulk funds disbursement.**
b. **Input the "Regional Command"**
c. **Input "Sponsoring Element" (if applicable)**
d. **For construction projects, the "Construction Status" should be "Completed" when the bulk funds are disbursed.**
e. **Input the MGRS of the incident or small-scale project.**
f. **Actual Start: Date of the incident or when the project was started.**
g. **Actual End: Date of the incident or when the project ended.**
h. **Actual Completion % should be "100%" when bulk funds are disbursed.**
i. **The jobs created section is optional, but beneficial for historical record keeping.**

FIGURE G.2: CIDNE Excerpts (Bulk Funds)

For Bulk Funds Draws Only: Reference step-by-step instructions for in para 4of this Annex

*** This section is required for the bulk funds draw ADR to be properly closed out in CIDNE.**

Only to be completed when the bulk funds draw has been fully disbursed and/or the Paying Agent has cleared this draw with the servicing Finance Office.



Footnotes:.

a. Input "Completed" or "Terminated/Cancelled" and then identify the date the bulk funds withdraw was cleared with the local Finance Office. *(NOTE: If no funds were disbursed, then the reason for closure should be "Terminated/Cancelled").*

b. List each project/reason for funds disbursement and the amount disbursed—should match the updates listed above. NOTE: If 100% of the funds withdrawn were not disbursed, then be sure to adjust the *Amount Allotted (USD)* **and** *Amount Spent (USD)* **in the** *Financial Information* **section to equal the total amount disbursed.**

- **Example:** *($10K in bulk funds withdrawn from the Finance Office)*
  - **Condolence Payment—loss of life (Abdul Samaad) - $2,500**
  - **Well Construction for Zabul Hospital - $5,000**

ANNEX H: USFOR-A CERP REVIEW BOARD PROCESSES AND PROCEDURES

CONTENTS

1. TIME & ATTENDANCE
2. REQUIREMENTS
3. REVIEW & APPROVAL PROCESS
4. FILE MAINTENANCE

1. TIME & ATTENDANCE

A. The USFOR-A CERP Review Board (CRB) will convene weekly, to review all projects greater than $1M for RC-E and CFSOCC-A, $500K for RC-S, and $200K for CSTC-A or O-6 level U.S. Commanders operating in RC-C, RC-N, and RC-W. The board will validate that all project nominations are legitimate and advisable for CERP usage. The location and time may vary dependent on operational requirements. If no complete nomination packages have been received by 0900 three days prior to the board, a cancellation notification will be sent out to all members. Emergency nomination packages will be boarded on a case-by-case basis, as determined by USFOR-A J9.

B. The board will be chaired by the USFOR-A Chief of Staff and the voting members are J8, J9, ENG, JCC-I/A, SJA, SURG CELL, USAID and U.S. Embassy. Senior advisors will consist of the Agribusiness Development Team (ADT) Advisor and IJC functional staff members.

C. Although RC-E, USFOR-A(S), MEB-A, IJC, CFSOCC-A, JTF 435, and subordinate units are not voting members, their attendance and participation are welcome and highly encouraged.

1. CERP Afghan Development Reports (ADR) and board nomination packages should be detailed enough to stand on their own; however, subject matter experts are essential to the board review process and can assist in providing additional historical information and ensure the board has all the facts required to make an informed recommendation to the USFOR-A Deputy Commander, USFOR-A Commander, and USCENTCOM Commander.

2. If outside units would like to attend the board, either in person, via telecom, or VTC, please notify the USFOR-A J9 CERP Program Manager no later than 48 hours in advance. USFOR-A J9 needs time to update the attendance slides, print hand-outs, and request technical support from USFOR-A J6.

2. REQUIREMENTS

A. In order for projects to be submitted to the USFOR-A CRB, project nomination packages must be received no later than 0900 three days prior to the board**.**

B. *For a list of documentation required in a nomination package, see Annex I*.

C. Prior to the project being presented to the USFOR-A CRB, USFOR-A J9 will assess each project and ensure all documentation has been received and completed properly and all "Performance Metrics" have been addressed prior to staffing. The complete package will then be staffed through the voting members and other staff functionals (as appropriate).

3. REVIEW & APPROVAL PROCESS

A. All projects presented to the USFOR-A CRB will be approved or disapproved pending sufficient responses to the following six questions and USFOR-A's priorities for the Afghanistan Theater of Operations.

1. Foundation:
   a. How does this project satisfy an urgent humanitarian or reconstructive need in the a) short-term and b) long-term? In other words, how does this project alleviate a chronic absence of essential goods or services in your AO?

   b. Does the project violate any of the CERP prohibitions identified in DoD FMR 7000.14-R, Volume 12, Chapter 27?

   c. Is there a capacity within the area to maintain and operate this requirement (i.e. staffing, funding for recurring operational costs, funding for equipment and supplies, etc.)?

2. Local:
   a. Is this project on the Provincial Development Plan (PDP)?

   b. If not, which GIRoA leader (local, provincial or national) has endorsed or requested this project?

3. Regional: What is significant about this project and area to the USFOR-A's four Lines of Operation strategy?

4. National: Which of the USFOR-A goals does this project align with and how will it support the four Lines of Operation?

5. Metrics:
   a. Was a preliminary assessment done to find metrics by which to measure this project's success?

   b. When and how will these results be measured?

   c. What is the target goal for the results? What end-state is this project trying to achieve?

6. Funding: Is another funding source already available?

B. After the USFOR-A CRB, USFOR-A J9 will publish board minutes detailing the status of nomination packages pending a USFOR-A decision, the status of nomination packages pending a USCENTCOM decision, and finally, the board's discussions and recommendations.
   1. For projects up to $1M, if the project is approved by the board, USFOR-A J9 will route the nomination package through USFOR-A DCG-S for final approval and signature.
      a. Once approved, USFOR-A J9 will then upload the approval letter, J9 endorsement letter, and the SJA legal review to the ADR in CIDNE. USFOR-A J9 will then notify the appropriate CERP Program Manager(s) of the approval and provide him/her an electronic copy of the approved PR&C.

      b. Once the PR&C has been certified and returned to the Project Manager (PM), the PM will then change the project status from "Nominated" to "Committed" (in CIDNE) and notify the Purchasing Officer (PO) of his/her authority to proceed.

   2. For projects greater than $1M, if the project is approved by the board, USFOR-A J9 will route the nomination package through the USFOR-A Commander for approval.
      a. Once approved by USFOR-A, USFOR-A J9 will complete the USCENTCOM storyboard slides, and then forward the nomination package and slides to USCENTCOM CCJ8 for coordination and the USCENTCOM Commander's final approval and signature.

      b. Once approved by USCENTCOM, USCENTCOM CCJ8 will email the USCENTCOM approval letter and any USCENTCOM supporting documentation to USFOR-A J9, who in turn, will upload the documentation to the ADR in CIDNE.

      c. USFOR-A J9 will then notify the appropriate CERP Program Manager(s) of the approval and provide him/her an electronic copy of the approved PR&C.

      d. Once the PR&C has been certified and returned to the PM, the PM will then change the project status from "Nominated" to "Committed" (in CIDNE) and notify the PO of his/her authority to proceed.

   3. If packages are disapproved by either board, USFOR-A J9 will route the package back to the CERP Program Manager for revision or project cancellation.

   4. If packages are deferred due to unresolved issues or funding (by either board), USFOR-A J9 will maintain the CERP nomination package and work the issues with the responsible organizations. Once the issues have been

resolved or funding has been received, USFOR-A J9 will either re-board the package or utilize the electronic voting option in MS Outlook to obtain board approval. (The steps illustrated in para 3.B.1 or 3.B.2. will then be repeated as applicable).

4. <u>FILE MAINTENANCE</u>

A. Project nomination packages will be maintained (either electronically or hard copy) by USFOR-A J9. The files will contain the following:

1. The nomination package contents *(see Annex I)*

2. CERP board slides

3. CERP board minutes

B. One year after the project has been completed and properly closed out in accordance with this SOP; the project nomination package, along with the complete project file, will be sent ARCENT for historical staging.

ANNEX I: CERP PROJECT FILE CHECKLISTS—PROJECTS

UNIT: _____ AMOUNT ($):_____
CIDNE PROJECT #: _____
CIDNE PROJECT TITLE: _____

The PM is responsible for maintaining all project documentation and uploading it to CIDNE. Once the project has been closed out, USFOR-A J9 will conduct a file audit of all documents uploaded to CIDNE. Required documentation is indicated below and is mandatory unless stated otherwise. Checklist items 3-13 are required for project nomination to the USFOR-A CERP Review Board.

1. _____ Completed CERP Project File Checklist

2. _____ Appointment Records (DD Form 577) & Training Certificates (PM/PO/PA) (as applicable)

3. _____ Letter of Justification (for projects >$50K, endorsed by the commander at each level required. *(See Annex J for templates)*

4. _____ Proof of Regional Commander & nearest PRT/TF Coordination (as applicable; not required for bulk fund draws)

5. _____ Afghan Development Report (ADR) (Including Performance Metrics and grids, in CIDNE, including at least two grid coordinates for roads, and **signed** by appropriate commander(s))

   a. _____ Updated cost estimate for RAF (Request for Additional Funds)
   b. _____ Storyboard slide (for all projects >$500K)

6. _____ Funding Documents & Funds Increase Memorandums (DD Form 3953, Purchase Request & Commitment (PR&C) or DD Form 448, Military Interdepartmental Purchase Request or DD Form 1149)--with proper signature blocks, and it must include project title, project number, and valid PM, PO and PA name (if applicable).

7. _____ Independent Government Cost Estimate (endorsed by a USG engineer for construction projects only)

8. _____ Statement of Work

9. _____ Land Use Agreement (for vertical construction)

10. _____ Contract (draft required for project nomination (if less than $500K); signed contract required for project file records after approval) (with appropriate name listed in block 31) and all modifications (to include cost increases, decreases, terminations, and change in terms.)

11. _____ Blueprints, Drawings, Maps, Photos, where applicable (maps will be submitted for horizontal construction projects, such as roads and bridges)

12. _____ Legal Review(s) (Required for all projects/HA requests) Exceptions: condolence, battle damage, former detainee, & Afghan hero payments

13. _____ Signed Sustainment Memorandum of Agreement from the responsible Ministry (>$50K) (*NOTE: The acceptance memorandum signed by the receiving representative of GIRoA is required for project clearance.)*

14. _____ Payment Documents

   a. _____ SF Form 44(s) (for cash only)
   b. _____ DD Form 250(s) (for EFTs)
   c. _____ DD Form 1081(s)
   d. _____ SF Form 1034(s)

PAYMENT # (circle)							
1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8

15. _____ Project Clearance Letter and RM Office endorsed ODS print-out

16. _____ Transfer of Authority Document (for RIP/TOA) (required for projects not completed prior to RIP/TOA)

17. _____ Final Project Report (This report articulates if and how the project met its goals and the desired effects. This can be documented in the *Project Closure* section of the ADR.)

ANNEX I: CERP PROJECT FILE CHECKLISTS—HA YARD REPLENISHMENTS

CIDNE PROJECT #: _____
LOCATION: _____
AMOUNT ($):_____

The PM is responsible for maintaining all project documentation and uploading it to CIDNE. Once the project has been closed out, USFOR-A J9 will conduct a file audit of all documents uploaded to CIDNE. Required documentation is indicated below and is mandatory unless stated otherwise. Checklist items 2-8 are required for project nomination to the USFOR-A CERP Review Board.

1. _____ Completed CERP Project File Checklist

2. _____ Letter of Justification (signed by the appropriate authority level Commander)

3. _____ Afghan Development Report (ADR) (Including Performance Metrics and grids, in CIDNE, and **signed** by appropriate approving official)

4. _____ Funding Document and Funds Increase Memorandums (DD Form 3953, Purchase Request & Commitment (PR&C))--with proper signature blocks, and it must include project title, project number, and valid PM and PO name (as applicable).

5. _____ Current Inventory Log

6. _____ DD Form 1155, *Order for Supplies and Services*, (draft required for project nomination (if less than $500K); signed DD Form 1155 required for project file records after approval) (with appropriate signatures)

7. _____ Legal Review(s) (Required for all HA replenishments)

8. _____ Appointment Records (DD Form 577) & Training Certificates (PM and PO) (see PM's operational file)

9. _____ Payment Documents

	PAYMENT # (circle)							
a._____ SF Form 44(s) (for cash only)	1	2	3	4	5	6	7	8
b._____ DD Form 250(s) (for EFTs)	1	2	3	4	5	6	7	8
c._____ SF Form 1034(s)	1	2	3	4	5	6	7	8

10. _____ Project Clearance Letter and RM Office endorsed ODS print-out

11. _____ Transfer of Authority Document (for RIP/TOA) (required for orders not received prior to RIP/TOA)

12. _____ Final Project Report (This report articulates when the goods were received and the payment voucher (SF Form 1034) number. This can be documented in the *Project Closure* section of the ADR.)

ANNEX I: CERP PROJECT FILE CHECKLISTS—HA YARD REQUESTS/DISTRIBUTIONS

CIDNE HCA #: _____
LOCATION: _____
TOTAL WEIGHT(kg): _____

The requesting unit is responsible for maintaining all project documentation and uploading it to CIDNE. Once the project has been closed out, USFOR-A J9 will conduct a file audit of all documents uploaded to CIDNE. Required documentation is indicated below and is mandatory unless stated otherwise.

1. _____ Completed CERP Project File Checklist
2. _____ Letter of Justification (signed by the appropriate authority level Commander)
3. _____ Humanitarian Assistance Request from GIRoA, UNAMA, or other equivalent aid organizations
4. _____ Humanitarian Assistance Report (HCA) from CIDNE (completed for both the HCA request and distribution)
5. _____ Legal Review (Required for all HA requests)
6. _____ Storyboard Slide (for HA distribution only)
7. _____ CMO and/or KLE Reports related to the HA request or distribution (documented in CIDNE and associated to the Humanitarian Assistance Report)
8. _____ Transfer of Authority Document (for RIP/TOA) (required for requests not received or distributions not made prior to RIP/TOA)
9. _____ Final Project Report (for HA distribution only). (This report articulates if and how the project met its goals and the desired effects. This can be documented in the *Assessments* section of the Humanitarian Assistance Report.)

ANNEX J: TEMPLATES

CONTENTS

1. PURPOSE
2. TEMPLATES
   a. FIGURE J.1: APPOINTMENT/TERMINATION RECORD (DD FORM 577)
   b. FIGURE J.2: TRAINING CERTIFICATE
   c. FIGURE J.3: SUSTAINMENT MEMORANDUM OF AGREEMENT (MOA)
   d. FIGURE J.4: LAND USE AGREEMENT
   e. FIGURE J.5: MICRO-GRANT APPLICATION
   f. FIGURE J.6: LETTERS OF JUSTIFICATION (LoJ)
   g. FIGURE J.7: STORYBOARD SLIDE
   h. FIGURE J.8: DA FORM 3953 (PR&C)
   i. FIGURE J.9: FUNDS INCREASE MEMORANDUM (FIM)
   j. FIGURE J.10: STANDARD CERP CONTRACT
   k. FIGURE J.11: EXCLUDED PARTIES LIST VERIFICATION
   l. FIGURE J.12: PROJECT CLEARANCE LETTER
   m. FIGURE J.13: TRANSFER OF AUTHORITY (RIP/TOA)
   n. FIGURE J.14: MONTHLY CLOSED PROJECT REPORT

1. PURPOSE. The purpose of this Annex is to provide templates for the CERP executors in order to expedite the approval, execution, and reporting process. The editable versions are available on the USFOR-A J9 CERP Sharepoint on both the NIPRNet and SIPRNet.

2. TEMPLATES. The following templates are provided to assist CERP program and project managers. The attached templates are not mandatory formats; however, all the information contained in the following templates must be provided in order to meet the reporting requirements of this SOP.

FIGURE J.1: Appointment/Termination Record (DD Form 577)

APPOINTMENT/TERMINATION RECORD - AUTHORIZED SIGNATURE

(Read Privacy Act Statement and Instructions before completing form.)

PRIVACY ACT STATEMENT

AUTHORITY: E.O. 9397, 31 U.S.C. §§ 3325, 3528, DoD Financial Management Regulation, Vol. 5, Chapter 33, and DoDD 7000.15, DoD Accountable Officials and Certifying Officers.
PRINCIPAL PURPOSE(S): To maintain a record of certifying and accountable officers' appointments, and termination of those appointments. The information will also be used for identification purposes associated with certification of documents and/or liability of public records and funds.
ROUTINE USE(S): The information on this form may be disclosed as generally permitted under 5 U.S.C. § 552a(b) of the Privacy Act of 1974, as amended. It may also be disclosed outside of the Department of Defense (DoD) to the the Federal Reserve banks to verify authority of the accountable individual to issue Treasury checks. In addition, other Federal, State and local government agencies, which have identified a need to know, may obtain this information for the purpose(s) identified in the DoD Blanket Routine Uses published in the Federal Register.
DISCLOSURE: Voluntary; however, failure to provide the requested information may preclude appointment.

SECTION I - FROM: COMMANDER/APPOINTING AUTHORITY

1. NAME *(First, Middle Initial, Last)*	2. TITLE	3. DOD COMPONENT/ORGANIZATION
Must be O-5 level U.S. Commander (or above)		

4. DATE *(YYYYMMDD)*	5. SIGNATURE

SECTION II - TO: APPOINTEE

6. NAME *(First, Middle Initial, Last)*	7. SSN	8. TITLE
		Input Rank/Position (CERP Program Manager, Project Manager, or Purchasing Officer)

9. DOD COMPONENT/ORGANIZATION	10. ADDRESS *(Include ZIP Code)*
11. TELEPHONE NUMBER *(Include Area Code)*	12. EFFECTIVE DATE OF APPOINTMENT *(YYYYMMDD)*

13. POSITION TO WHICH APPOINTED *(X one)*

[ ] CERTIFYING OFFICER [X] ACCOUNTABLE OFFICIAL [ ] OTHER *(Specify)*

14. YOU ARE HEREBY APPOINTED TO SERVE IN THE CAPACITY SHOWN ABOVE. YOUR RESPONSIBILITIES WILL INCLUDE:

Period of Appointment: 9 Dec 09 until 10 Jun 10.
For a list of responsibilities, reference the USFOR-A CERP SOP.
Email Address:
Home Station Unit:
Home Station Email:

The appointee will not depart Afghanistan for Re-deployment without having first been relieved of pecuniarily liability by the Finance, Contracting, and/or Resource Management Offices and the unit's CERP Program Manager.

15. YOU ARE ADVISED TO REVIEW AND ADHERE TO THE FOLLOWING REGULATION(S) NEEDED TO ADEQUATELY PERFORM THE DUTIES TO WHICH YOU HAVE BEEN ASSIGNED:

DoDFMR, Vol. 5, chapter 33; DoD FMR 7000.14-R, Volume 12, Chapter 27; USFOR-A CERP SOP (dated Dec 09)

SECTION III - ACKNOWLEDGEMENT OF APPOINTMENT

I acknowledge and accept the position and responsibilities defined above. I understand that I am strictly liable to the United States for all public funds under my control. I have been counseled on my pecuniary liability and have been given written operating instructions. I certify that my official signature is shown in the box below.

16. PRINTED NAME *(First, Middle Initial, Last)*	17. SIGNATURE

SECTION IV - TERMINATION OF APPOINTMENT

		18. EFFECTIVE DATE *(YYYYMMDD)*	19. APPOINTEE INITIALS
	The appointment of the individual named above is hereby revoked.		

20. NAME OF COMMANDER/APPOINTING AUTHORITY	21. TITLE	22. SIGNATURE

DD FORM 577, JAN 2004 PREVIOUS EDITIONS ARE OBSOLETE. Adobe Professional 7.0

FIGURE J.1: Appointment/Termination Record (DD Form 577)

APPOINTMENT/TERMINATION RECORD - AUTHORIZED SIGNATURE

(Read Privacy Act Statement and Instructions before completing form.)

PRIVACY ACT STATEMENT

AUTHORITY: E.O. 9397, 31 U.S.C. §§ 3325, 3528, DoD Financial Management Regulation, Vol. 5, Chapter 33, and DoDD 7000.15, DoD Accountable Officials and Certifying Officers.
PRINCIPAL PURPOSE(S): To maintain a record of certifying and accountable officers' appointments, and termination of those appointments. The information will also be used for identification purposes associated with certification of documents and/or liability of public records and funds.
ROUTINE USE(S): The information on this form may be disclosed as generally permitted under 5 U.S.C. § 552a(b) of the Privacy Act of 1974, as amended. It may also be disclosed outside of the Department of Defense (DoD) to the the Federal Reserve banks to verify authority of the accountable individual to issue Treasury checks. In addition, other Federal, State and local government agencies, which have identified a need to know, may obtain this information for the purpose(s) identified in the DoD Blanket Routine Uses published in the Federal Register.
DISCLOSURE: Voluntary; however, failure to provide the requested information may preclude appointment.

SECTION I - FROM: COMMANDER/APPOINTING AUTHORITY

1. NAME *(First, Middle Initial, Last)*	2. TITLE	3. DOD COMPONENT/ORGANIZATION
Must be O-5 level U.S. Commander (or above)		

4. DATE *(YYYYMMDD)*	5. SIGNATURE

SECTION II - TO: APPOINTEE

6. NAME *(First, Middle Initial, Last)*	7. SSN	8. TITLE
		Rank/CERP Paying Agent

9. DOD COMPONENT/ORGANIZATION	10. ADDRESS *(Include ZIP Code)*

11. TELEPHONE NUMBER *(Include Area Code)*	12. EFFECTIVE DATE OF APPOINTMENT *(YYYYMMDD)*

13. POSITION TO WHICH APPOINTED *(X one)*

[ ] CERTIFYING OFFICER [X] ACCOUNTABLE OFFICIAL [ ] OTHER *(Specify)*

14. YOU ARE HEREBY APPOINTED TO SERVE IN THE CAPACITY SHOWN ABOVE. YOUR RESPONSIBILITIES WILL INCLUDE:

Under provisions of DoD FMR Vol 5. para 050602. Period of Appointment: 9 Dec 09 until 10 Dec 10
Appointed as paying agent to <input Rank/Name of Disbursing Officer>, Disbursing Officer (DO). DSSN 8830
MAXIMUM ADVANCE: $50,000.00
SPECIAL INSTRUCTIONS: Paying Agent is authorized to make Official Government purchases that have been properly prepared and signed by the accompanying PO and vendor. Funds will not be entrusted to others or intermingled with other funds. Paying Agent will secure funds at all times in accordance with DoD FMR Volume 5.
Paying Agent will not depart Afghanistan for Pass, Leave, TDY, or Redeployment without having first been relieved of pecuniarily liability by the Finance, Contracting, and Resource Management Offices. Per regulation, failure to comply with this requirement will result in the automatic initiation of 15-6 investigation and potential recovery of the advanced funds from Service Member's pay without prior notification.

15. YOU ARE ADVISED TO REVIEW AND ADHERE TO THE FOLLOWING REGULATION(S) NEEDED TO ADEQUATELY PERFORM THE DUTIES TO WHICH YOU HAVE BEEN ASSIGNED:

DoDFMR, Vol. 5, chapter 33; DoD FMR 7000.14-R, Vol 12, Chp 27; USFOR-A MAAWS-A; USFOR-A CERP SOP

SECTION III - ACKNOWLEDGEMENT OF APPOINTMENT

I acknowledge and accept the position and responsibilities defined above. I understand that I am strictly liable to the United States for all public funds under my control. I have been counseled on my pecuniary liability and have been given written operating instructions. I certify that my official signature is shown in the box below.

16. PRINTED NAME *(First, Middle Initial, Last)*	17. SIGNATURE

SECTION IV - TERMINATION OF APPOINTMENT

		18. EFFECTIVE DATE *(YYYYMMDD)*	19. APPOINTEE INITIALS
	The appointment of the individual named above is hereby revoked.		

20. NAME OF COMMANDER/APPOINTING AUTHORITY	21. TITLE	22. SIGNATURE

DD FORM 577, JAN 2004 PREVIOUS EDITIONS ARE OBSOLETE. Adobe Professional 7.0

FIGURE J.2: Training Certificate

Certification of Training:

Commander's Emergency Response Program (CERP)

This certificate is presented to:

Name of Trainee

In recognition of his/her completion of CERP training

The training was conducted on: DD MMM YY

Signature block of the training administrator

Date signed

FIGURE J.3: Sustainment Memorandum of Agreement (Construction)

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

MEMORANDUM OF AGREEMENT
BETWEEN
THE COMMANDER, U.S. FORCES—AFGHANISTAN, KABUL
AND
THE DIRECTOR, MINISTRY OF PUBLIC WORKS

SUBJECT: Recurring Operation and Maintenance of the Title of the CERP Project

1. The purpose of this document is to memorialize an agreement between the Commander, USFOR-A, and the Director of the Ministry of Public Works.

2. By and through this agreement, the Director of the Ministry of Public Works agrees to be responsible for the operation and maintenance of the <Title of the CERP Project>, to include staffing, routine maintenance, and supplies, once construction has been completed and the <insert type of structure (ie. clinic, school)> has been transferred to the GIRoA. The estimated recurring operations and maintenance costs for this facility are $/Afghani.

3. Nothing in this Memorandum of Agreement authorizes the commitment or obligation of appropriated funds of the United States of America prior to their availability, or in violation of any applicable statute, regulation or policy of the government of the United States of America.

4. This document expresses the participants' intent to achieve the goals of this project. The participants intend for this project to benefit the local community and its people for years to come. It is not, however, a legal instrument that binds the participants under international law. Rather, it embodies the aspirations towards which the participants strive.

5. After the construction and transfer of authority are complete, the United States Armed Forces will return periodically to check on the condition of the facility. If the facility is not in satisfactory condition, future CERP projects may be cancelled in this area.

NAME Rank Commander, <Unit>	NAME Director Ministry of Public Works
(Date)	(Date)

Comment [J1]: Put on unit letterhead

Comment [J2]: Change the unit designator and location, as necessary

Comment [J3]: Change the Title and Ministry as necessary

Comment [J4]: Insert title of the project (as it appears in CIDNE)

Comment [J5]: Change the unit and ministry, as necessary

Comment [J6]: Change as necessary

Comment [J7]: Insert title of the project (as it appears in CIDNE)

Comment [J8]: Update accordingly

Comment [J9]: Input the type of structure

Comment [J10]: Insert estimated dollar cost and Afghani equivalent.

Comment [J11]: Required phrases from USFOR-A CERP SOP. Do not change

Comment [J12]: Input Names of responsible parties.

Once complete, delete all comment bubbles. (Right-click, then click on "Delete Comment.")

Then, print for signature. Once signed, upload to CIDNE.

FIGURE J.3: Sustainment Memorandum of Agreement (Equipment)

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

MEMORANDUM OF AGREEMENT
BETWEEN
THE COMMANDER, U.S. FORCES—AFGHANISTAN, KABUL
AND
THE DIRECTOR, MINISTRY OF PUBLIC WORKS

SUBJECT: Recurring Operation and Maintenance for the Title of the CERP Project

1. The purpose of this document is to memorialize an agreement between the Commander, USFOR-A, and the Director of the Ministry of Public Works.

2. By and through this agreement, the Director of the Ministry of Public Works agrees to be responsible for the operation and maintenance of the <Title of the CERP Project>, to include routine maintenance and fuel, once the equipment has been received and the <insert type of equipment (ie. up-armored SUV, medical equipment)> has been transferred to the GIRoA. The estimated recurring operations and maintenance costs for this equipment are $/Afghani.

3. Nothing in this Memorandum of Agreement authorizes the commitment or obligation of appropriated funds of the United States of America prior to their availability, or in violation of any applicable statute, regulation or policy of the government of the United States of America.

4. This document expresses the participants' intent to achieve the goals of this project. The participants intend for this project to benefit the local community and its people for years to come. It is not, however, a legal instrument that binds the participants under international law. Rather, it embodies the aspirations towards which the participants strive.

5. After the equipment has been transferred to the GIRoA, the United States Armed Forces will return periodically to check on the condition of the equipment. If the equipment is not in satisfactory condition (taking into account standard wear and tear), future CERP projects may be cancelled in this area.

NAME Rank Commander, <Unit>	NAME Director Ministry of Public Works
(Date)	(Date)

Comment [J1]: Put on unit letterhead

Comment [J2]: Change the unit designator and location, as necessary

Comment [J3]: Change the Title and Ministry as necessary

Comment [J4]: Insert title of the project (as it appears in CIDNE)

Comment [J5]: Change the unit and ministry, as necessary

Comment [J6]: Change as necessary

Comment [J7]: Insert title of the project (as it appears in CIDNE)

Comment [J8]: Update accordingly

Comment [J9]: Input the type of equipment

Comment [J10]: Insert estimated dollar cost and Afghani equivalent.

Comment [J11]: Required phrases from USFOR-A CERP SOP. Do not change

Comment [J12]: Input Names of responsible parties.

Once complete, delete all comment bubbles. (Right-click, then click on "Delete Comment.")

Then, print for signature. Once signed, upload to CIDNE.

FIGURE J.4: Land Use Agreement

DEPARTMENT OF THE ARMY

LICENSE
FOR
CONSTRUCTION

_____ _____
Site Name Tract No. or Property Identifier

The **GOVERNMENT OF THE ISLAMIC REPUBLIC OF AFGHANISTAN** (hereafter "**HOST NATION**") grants to the **UNITED STATES OF AMERICA** (hereafter '**UNITED STATES**"), an irrevocable right to enter upon the lands hereinafter described and consents to officers, employees, and authorized representatives (including contractors) of the United States Army entering and having continued access to said property at any time within a period of _____ (__) [***insert number of days, months, etc. from date of license***] from the date of this instrument, in order to

_____

[***insert purpose – e.g., to erect buildings or any other type of improvements and to perform construction work of any nature***] upon the following terms and conditions:

1. This License includes the right of entry and egress upon the specified area of the HOST NATION, as described in Exhibit A, provided such entry is necessary in connection with the activities being conducted under this License and are not otherwise conveniently available to the UNITED STATES.

2. All tools, equipment, and other property taken upon or placed upon the land by the UNITED STATES shall remain the property of the UNITED STATES and may be removed by the UNITED STATES at any time within a reasonable period after the expiration of this License, unless and until such property is designated for transfer to the HOST NATION.

3. The UNITED STATES shall have the right to maintain site security over the lands hereinafter described to protect all tools, equipment, and other property taken upon and placed on such lands during the period of this License and until the UNITED STATES removes its property.

4. The HOST NATION warrants that it is the rightful and legal owner of the herein described premises and has the legal right to enter into this License. If the title of the HOST NATION shall fail, or it be discovered that the HOST NATION did not have authority to issue this License the UNITED STATES shall have the option to terminate this Right-of-Entry and the HOST NATION agrees to indemnify the UNITED STATES by reason of such failure. Nothing contained in this agreement may be considered as implying that Congress will at a later date appropriate funds to remedy any latent deficiencies.

5. No notice, order, direction, determination, requirement, consent or approval under this License shall be of any effect unless it is in writing. Notice will be deemed given and received: (i) if hand delivered to a party at the location specified below, against receipted copy, or (ii) if by e mail or facsimile transmission, to the specified e mail or fax number below, with acknowledgment of receipt.

a. Written communications to the UNITED STATES shall be delivered by hand or electronic transmission such as e mail or facsimile transmission:

_____
_____
_____

b. Written communications to the HOST NATION shall be delivered by hand or electronic transmission such as e mail or facsimile transmission:

_____
_____
_____

6. It is understood and agreed that the UNITED STATES does not acquire title or any other interest in said land by means of this grant of permission and consent to enter the subject land of the HOST NATION during the term of this License, or any renewal thereof.

7. This written permission is given by the undersigned voluntarily, without coercion and without promises of any kind not herein provided for.

8. The land affected by this License is located in _____, the Government of the Islamic Republic of Afghanistan and is described in Exhibit A and depicted on the map at Exhibit B.

9. At the expiration or earlier termination or revocation of this License, the UNITED STATES will vacate the land affected by this License, remove any of its property therefrom, and perform a joint close-out inspection of said land with the HOST NATION. After performing the joint inspection, the parties will sign a release evidencing the termination of this License. The UNITED STATES will not be responsible for any restoration of said land arising from or related to the occupancy, use, and alteration of said land.

WITNESS MY HAND AND SEAL this _____ day of_____20__.

_____
GOVERNMENT OF THE ISLAMIC REPUBLIC OF AFGHANISTAN

_____
THE UNITED STATES OF AMERICA

FIGURE J.5: Micro-Grant Application

MICRO-GRANT APPLICATION FORM				
Name of Requestor: (Last Name, First Name, MI)	Rank	Unit		
CIDNE PROJECT #	Name and Rank of Purchasing Officer			
Name of Applicant (Grantee)	Total Value of Grant			
	AFGHANI		U.S.(equivalent)	

DESCRIPTION
1. Give a brief description of the proposed business:
2. What specific skill sets does the applicant have to support the proposed business?
3. In the applicant's words, how does he/she feel that they will compete with the current competition? *(Include location, price of good or service, brief description of competitors)*

DEFINE THE USE OF THE MICRO-GRANT	
4. Will the applicant be paid cash or in-kind distributions (preferred)? How will the applicant use the assistance provided?	
5. Are the resources adequate for the intended use (Yes/No)?	
6. How will the applicant manage the activity? *(Include the use of maintenance and resources)*	

DEFINE THE NEED & CHARACTER OF THE APPLICANT
7. What access to alternate resources (besides a CERP Micro-Grant) does the applicant have?
8. To what extent has the applicant's business been negatively impacted by military operations or extremist violence?

9. List 2 character references from trusted sources within the community.		
Name of Reference	Title	Remarks
1)		
2)		

FIGURE J.5: Micro-Grant Application

10. How will the applicant invest profits back into the business?

11. How will the applicant measure success in regards to an increase in production, trade, or business activity?

12. What is the expected impact of the proposed business on the community?

13. How many jobs will be created from the proposed business?	

14. What is the applicant contributing to the proposed business?

Approval Authority	Purchasing Officer Recommendation				
up to $5,000 is O-5 level U.S. Commander	APPROVE			DISAPPROVE	
up to $10,000 is O-6 level U.S. Commander					
>$10,000 USFOR-A Commander	Signature				
COMPANY COMMANDER					
Signature Block	Recommendation	APPROVE		DISAPPROVE	
	Remarks:				
Signature					
BATTALION COMMANDER					
Signature Block	Recommendation	APPROVE		DISAPPROVE	
	Remarks:				
Signature					
BRIGADE COMMANDER					
	Recommendation or	APPROVE		DISAPPROVE	
Signature Block	Approval	APPROVED		DISAPPROVED	
	Remarks:				
Signature					
TASK FORCE COMMANDER					
	Recommendation or	APPROVE		DISAPPROVE	
Signature Block	Approval	APPROVED		DISAPPROVED	
	Remarks:				
Signature					

FIGURE J.5: Micro-Grant Application

FOLLOW-UP				
Follow-up #1	Date		Inspector Name & Rank	
Findings:				
Follow-up #2	Date		Inspector Name & Rank	
Findings:				
Follow-up #3	Date		Inspector Name & Rank	
Findings:				
Follow-up #4	Date		Inspector Name & Rank	
Findings:				
Follow-up #5	Date		Inspector Name & Rank	
Findings:				
Follow-up #6	Date		Inspector Name & Rank	
Findings:				
Follow-up #7	Date		Inspector Name & Rank	
Findings:				
Follow-up #8	Date		Inspector Name & Rank	
Findings:				
Follow-up #9	Date		Inspector Name & Rank	
Findings:				
Follow-up #10	Date		Inspector Name & Rank	
Findings:				

FIGURE J.6: Letter of Justification (LoJ)

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

<UNIT> <Date>

MEMORANDUM FOR Commander, USFOR-A

SUBJECT: Letter of Justification for CERP < Project #/Title>

1. PURPOSE: This should be a short description of the project.

2. JUSTIFICATION: The justification should give a synopsis of what the project will do, how it will benefit the local population and how it will support our desired effects (this is the project goal and should not be confused as a benefit to coalition forces). The justification should clearly articulate how the project meets the URGENT AND IMMEDIATE HUMANITARIAN RELIEF standard for CERP projects and the category the project falls within. The statement: *"Reasonable measures have been taken to ensure that other aid and reconstruction funds (local, national, donor nation, non-government organization (NGO) or other resources) are not available"* should be inserted into this justification.

3. COORDINATION: All projects must be coordinated with the proper GIRoA entities and the coordination that has taken place should be listed here. The outcome of the coordination and anything that the local, provincial, or national government has committed to accomplish with respect to the project shall also be included. This section should also include a summary of the plan to transfer the project to GIRoA, as well as, the identification of any recurring operations and maintenance requirements. *(The sustainment Memorandum of Agreement from the Afghan government for construction and equipment projects $50K or more must be included with the packet).*

4. GOODS AND SERVICES: This should list all requirements placed on the contractor in order to complete the project. If a detailed Statement of Work or bill of goods/materials is attached, reference it here.

5. PERFORMANCE PERIOD: This should give the timetable for execution of the project.

6. LOCATION: Include Province, District, City and an 8 digit grid coordinate (MGRS) if applicable. Roads and bridge projects should have a starting and ending grid coordinate.

Comment [J1]: For projects of $50K or less, the O-5 level U.S. Commander's signature and typed name/position/date on the ADR may be submitted in lieu of this memorandum. The signed ADR must be uploaded to the Media tab.

This letter is required for projects greater than $50K. In addition to the nominating unit commander's signature on the ADR, this letter must be addressed to the next higher level of approval authority.

NOTE: If projects must go through multiple levels, then this letter should be addressed to the appropriate approval authority and endorsed by each level of coordination.

Comment [J2]: Insert Nominating Unit and Date

Comment [J3]: Should be addressed to the appropriate approval authority (based on $ threshold)

Comment [J4]: Insert project number and title as they appear in CIDNE.

Comment [J5]: Should match CIDNE

Comment [J6]: Should match CIDNE

Comment [J7]: For example, state: Please refer to the Statement of Work for a complete list of technical requirements placed on the contractor.

Comment [J8]: Should match CIDNE

FIGURE J.6: Letter of Justification (LoJ)

7. EMPLOYMENT: List the number of local Afghans employed during the performance period (short term) and the number employed after completion (long term).

8. PROJECTED COST: Estimated cost of the project.

9. PERFORMANCE METRICS: Using the situation that needs improvement as the baseline, state specific units of measure and methodology that will be applied to measure progress as the project develops and degree to which project achieved the intended purpose upon completion.

10. IMPACT IF NOT FUNDED: Possible negative outcomes if the project is not funded.

11. POINT OF CONTACT: All contact information of the individual who will answer questions that arise during the staffing process.

O-5 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

1st Ind, O-6 level U.S. Commander

MEMORANDUM FOR Commander, USFOR-A

I support this project and concur with its approval.

O-6 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

2nd Ind, MSC U.S. Commander

MEMORANDUM FOR Commander, USFOR-A

I support this project and concur with its approval.

MSC U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

Comment [J9]: Should match CIDNE

Comment [J10]: Should match CIDNE

Comment [J11]: Should be the Project Manager and/or Purchasing Officer.

Comment [J12]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below)

Comment [J13]: Insert Unit Designator for the next level of approval.

Comment [J14]: Insert final approval authority

Comment [J15]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below)

Comment [J16]: Insert Unit Designator for the next level of approval.

Comment [J17]: Insert final approval authority

Comment [J18]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below).

Comment [J19]: Once finished updating this letter, delete all comment bubbles. (Right-click, then click on "Delete Comment."

Then, print for signatures. Once signed, upload to CIDNE.

FIGURE J.6: Letter of Justification (LoJ)--HA Yard Request

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

Comment [J1]: Put on unit letterhead

<UNIT> <Date>

Comment [J2]: Insert Nominating Unit and Date

MEMORANDUM FOR Commander, Joint Sustainment Command--Afghanistan, Kandahar Air Field, OPERATION ENDURING FREEDOM, APO AE 09355

SUBJECT: Letter of Justification for Humanitarian Assistance Request < CIDNE HCA #>

Comment [J3]: Insert HCA number as it appears in CIDNE.

1. PURPOSE: This should be a short description of the natural disaster, emergency situation, or urgent humanitarian need we are being requested to support.

2. REQUIREMENTS: List the supplies and/or equipment we have been requested to provide.

3. JUSTIFICATION: How will these supplies and/or equipment benefit the local population and how will they support our desired effects (this is the projected goal and should not be confused as a benefit to coalition forces). The justification should clearly articulate how the project meets the URGENT AND IMMEDIATE HUMANITARIAN RELIEF standard for CERP projects and the category the project falls within. The statement: *"Reasonable measures have been taken to ensure that other aid funds (local, national, donor nation, non-government organizations (NGO), or other aid resources) are not available"* should be inserted into this justification.

3. COORDINATION: All projects must be coordinated with the proper GIRoA and United Nations aid organization(s). The coordination that has taken place should be listed here. The outcome of the coordination and anything that the local, provincial, or national government has committed to this effort shall also be included. This section should also include a summary of our exit strategy defining how we plan to achieve a civilian response in the future.

4. WHEN SUPPLIES/EQUIPMENT ARE REQUIRED: This should give a deadline for when supplies/equipment need to be delivered to the unit in order to meet the urgent, humanitarian need.

6. LOCATION: Include Province, District, City and an 10-digit grid coordinate (MGRS) if applicable.

Comment [J4]: Should match CIDNE

7. LOCAL NATIONAL BENEFIT: List the number of local Afghans projected to benefit from these humanitarian assistance supplies and/or equipment.

9. PERFORMANCE METRICS: How will we be able to measure the success of this assistance?

10. IMPACT IF NOT FUNDED: Possible negative outcomes if the humanitarian assistance is not provided.

11. POINT OF CONTACT: All contact information of the individual who will answer questions that arise during the staffing process.

O-5 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

1st Ind, O-6 level U.S. Commander

MEMORANDUM FOR Commander, USFOR-A

I support this request and concur with its approval.

O-6 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

2nd Ind, MSC U.S. Commander

MEMORANDUM FOR Commander, USFOR-A

I support this request and concur with its approval.

MSC U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

Comment [J5]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below)

Comment [J6]: Insert Unit Designator for the next level of approval.

Comment [J7]: Insert final approval authority

Comment [J8]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below)

Comment [J9]: Insert Unit Designator for the next level of approval.

Comment [J10]: Insert final approval authority

Comment [J11]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below).

Comment [J12]: Once finished updating this letter, delete all comment bubbles. (Right-click, then click on "Delete Comment."

Then, print for signatures. Once signed, upload to CIDNE.

<PROJECT # & TITLE>

LOCATION:

DESCRIPTION: Brief explanation of the project, with quantifiable details

ESTIMATED COST ($):

CERP CATEGORY:

INSERT MAP OR PICTURE

LOOs SUPPORTED: (Governance, Development, Security and/or Information Operations)

DESIRED EFFECTS: What are the tangible goals the unit is trying to achieve with this project? How long will they take to accomplish? Why are these results necessary to satisfy urgent humanitarian or reconstructive needs of the Afghan people?

PERFORMANCE METRICS: Based on the DoD FMR guidance (para 270315)

-
-
-
-
-
-
-

FIGURE J.7: Storyboard Slide

FIGURE J.8: DA Form 3953 (PR&C)

PURCHASE REQUEST AND COMMITMENT
For use of this form, see AR 37-1; the proponent agency is OASA(FM)

1. PURCHASE INSTRUMENT NO.	2. REQUISITION NO.	3. DATE	PAGE OF PAGES
CIDNE # (last 6 digits)	RM Office's Doc #	Date Prepared	

4. TO:	5. THRU:	6. FROM:
Up to $500K: Input Finance Office that will be issuing the funds $500K or Greater: Input Contracting Office that will be working the requirement	Put Resource Management Office Address	Requesting Unit's Address

It is requested that the supplies and services enumerated below or on attached list be

7. PURCHASED FOR	8. DELIVERED TO	9. NOT LATER THAN (Date)
Commander's Emergency Response Program Input: Requesting Unit's Designator	Input PO's/PM's rank/name or the individual receiving the goods/service. NOTE: The PA cannot be the recipient.	

The supplies and services listed below cannot be secured through normal supply channels or other Army supply sources in the immediate vicinity, and their procurement will not violate existing regulations pertaining to local purchases for stock, therefore, local procurement is necessary for the following reason: *(Check appropriate box and complete item.)*

10. NAME OF PERSON TO CALL FOR ADDITIONAL INFORMATION	11. TELEPHONE NUMBER
Input PO's or PM's rank/name	Input PO's/PM's DSN

☐ 12. LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FOREGOING BY

☐ 13. REQUISITIONING DISCLOSES NONAVAILABILITY OF ITEMS AND LOCAL PURCHASE IS AUTHORIZED BY

EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM

FUND CERTIFICATION

The supplies and services listed on this request are properly chargeable to the following allotments, the available balances of which are sufficient to cover the cost thereof, and funds have been committed.

19. ACCOUNTING CLASSIFICATION AND AMOUNT

Fund cite (provided by RM Office)

14. ITEM	15. DESCRIPTION OF SUPPLY OR SERVICES	16. QUANTITY	17. UNIT	18. ESTIMATED UNIT PRICE *a*	18. ESTIMATED TOTAL COST *b*
	CDR'S EMERGENCY RESPONSE PGM Input the CIDNE Project Title List Items if purchasing equipment or supplies Input CIDNE # (14-digits) PM: (Rank & Name) PO: (Rank & Name) (if applicable) PA: (Rank & Name) (if applicable)				

20. TYPED NAME AND TITLE OF CERTIFYING OFFICER	21. SIGNATURE	22. DATE
Input Certifying Official's Signature Block		

23. DISCOUNT TERMS
NET

24. PURCHASE ORDER NUMBER

25. THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE

Provide a short description about the project (should be similar, if not, verbatim from CIDNE--space allowing).

26. DELIVERY REQUIREMENTS

ARE MORE THAN 7 DAYS REQUIRED TO INSPECT AND ACCEPT THE REQUESTED GOODS OR SERVICES YES ☐ NO ☐

IF YES, NUMBER OF DAYS REQUIRED

27. TYPED NAME AND GRADE OF INITIATING OFFICER	28. SIGNATURE	29. DATE
Input PM's Rank and Name	Signature of the PM	
30. TELEPHONE NUMBER Input PM's DSN		
31. TYPED NAME AND GRADE OF SUPPLY OFFICER CERP Mgr's Rank and Name	32. SIGNATURE Signature of the CERP Mgr	33. DATE

34. TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE	35. SIGNATURE	36. DATE
Input the Approving Official's Rank and Name (in accordance with the USFOR-A CERP SOP, Table 1)	Signature of the appropriate Approving Official	

DA FORM 3953, MAR 1991 EDITION OF AUG 76 IS OBSOLETE APD PE v2.03ES

FIGURE J.9: Funds Increase Memorandum (FIM)

< USE OFFICIAL UNIT LETTERHEAD>

Date

MEMORANDUM FOR <Appropriate Approving Official>

FROM: <REQUESTING UNIT>

SUBJECT: Request for Additional Funding for CERP Project <#, Title>

1. <Unit> is requesting additional funds for document # <insert document #>. The accounting classification is:

21 0 2020.0000 8A-2084 P136198.0000 **EOR** 83**APC DRN APC**83 S09076

Initial PR&C Amount: $_____
1st Requested Amount: $_____
2nd Requested Amount:$_____
New Total Amount: $_____

2. The justification for the increase is (circle and provide explanation as appropriate):
   a. Initial estimate too low for competitive quotes
   b. Administrative mistake
   c. Change in initial PR&C requirement
   d. Change in initial PR&C quantity
   e. Other:_____

3. Explanation for the increase: <Input explanation for the increase. For example, the PPO and PRT engineer underestimated the cost of building the school. The original cost estimate erroneously left out a generator, a guard house and furniture for the students and teachers.>

_____ _____
<Input Signature Block of PO> <Input Signature Block of Approving Official>
<If contract is $500K+, use the Contracting Officer signature block>

_____ _____
<Input Signature Block of Program Manager> <Input Signature Block of CERP Resource Mgr>

Comment [J1]: Put on unit letterhead

Comment [J2]: Insert date

Comment [J3]: Should be addressed to the appropriate approval authority

Comment [J4]: Requesting Unit

Comment [J5]: Insert the project number and title as it appears in CIDNE.

Comment [J6]: Insert Unit Designator

Comment [J7]: Insert DA Form 3953 (PR&C) or DD Form 1149 document number.

Comment [J8]: Should be the accounting classification as it appears on the DA Form 3953 (PR&C) or DD Form 1149 identified in para 1.

NOTE: The EOR, APC, and DRN vary per unit and project type.

Comment [J9]: Complete as appropriate

Comment [J10]: Input all the appropriate signature blocks.

Comment [J11]: Once complete, delete all comment bubbles. (Right-click, click on "Delete Comment.")

Then, print for signatures. Once signed by all parties, upload to CIDNE.

FIGURE J.10: Standard CERP Contract

CERP CONTRACT	1. UNIT	2. TYPE OF SOLICITATION	3. DATE ISSUED (DDMMMYY)	4. PAGE OF PAGES		
		☐ SEALED BID (IFB) ☐ NEGOTIATED (RFP)		1	OF	2

IMPORTANT -- THE "OFFER" SECTION ON THE REVERSE MUST BE FULLY COMPLETED BY THE OFFERER.

5. CONTRACT NUMBER	6. INITIAL REQUISITION/PURCHASE REQUEST NUMBER	7. PROJECT NUMBER

8. ISSUED BY	CODE	9. ADDRESS OFFER TO	CODE

10. FOR INFORMATION CALL:	A. PURCHASING OFFICER/UNIT REP NAME:	B. TELEPHONE NUMBER:

SOLICITATION

NOTE: IN SEALED BIDS SOLICITATIONS "OFFER" AND "OFFERER" MEAN "BID" AND "BIDDER".

11. THE GOVERNMENT REQUIRES PERFORMANCE OF THE WORK DESCRIBED IN THESE DOCUMENTS (TITLE, IDENTIFYING NUMBER, DATE)

CIDNE PROJECT #: *(14-digits)*	
CIDNE PROJECT TITLE:	
LOCATION: *(Province/District/MGRS)*	
ESTIMATED START DATE: *(DDMMMYY)*	

The Statement of Work attached to this agreement is hereby incorporated into and made part of this contract. This contract is subject to the availability of funds.

12. THE CONTRACTOR SHALL BEGIN PERFORMANCE WITHIN _____ CALENDAR DAYS AND COMPLETE IT WITHIN _____ CALENDAR DAYS AFTER RECEIVING: ☐ AWARD, ☐ NOTICE TO PROCEED.

THE PERFORMANCE PERIOD IS : ☐ MANDATORY, ☐ NEGOTIABLE *(SEE _____)*

13A. THE CONTRACTOR MUST FURNISH ANY REQUIRED PERFORMANCE PAYMENT BONDS? *(IF "YES" INDICATE WITHIN HOW MANY CALENDAR DAYS AFTER AWARD IN ITEM 13B)*	13B. CALENDAR DAYS
YES ☐ *NO* ☐	

14. ADDITIONAL SOLICITATION REQUIREMENTS

A. SEALED OFFERS IN ORIGINAL AND _____ COPIES TO PERFORM THE WORK REQUIRED ARE DUE AT THE PLACE SPECIFIED IN ITEM 8 BY _____ *(HOUR)* LOCAL TIME _____ *(DATE)*. IF THIS IS A SEALED BID SOLICIATION, OFFERS WILL BE PUBLICLY OPENED AT THAT TIME. SEAL ENVELOPES CONTAINING OFFERS SHALL BE MARKED TO SHOW THE OFFERER'S NAME AND ADDRESS, THE SOLICITATION NUMBER AND THE DATE AND TIME OFFERS ARE DUE.

B. AN OFFER GUARANTEE ☐ IS ☐ IS NOT REQUIRED.

C. ALL OFFERS ARE SUBJECT TO THE (1) WORK REQUIREMENTS, AND (2) OTHER PROVISIONS AND CLAUSES INCORPORATED IN THE SOLICITATION IN FULL TEXT OR BY REFERENCE.

D. OFFERS PROVIDING LESS THAN _____ CALENDAR DAYS FOR GOVERNMENT ACCEPTANCE AFTER THE DATE OFFERS DUE WILL NOT BE CONSIDERED AND WILL BE REJECTED.

STANDARD FORM CERP

FIGURE J.10: Standard CERP Contract

CERP CONTRACT (CONTINUED)	PAGE OF PAGES		
	2	OF	2

15. NAME AND ADDRESS OF OFFER *(INCLUDE ZIP CODE)*	16. TELEPHONE NUMBER *(INCLUDE AREA CODE)*
	17. REMITTANCE ADDRESS *(INCLUDE IF DIFFERENT THAN ITEM 15)*
CODE / FACILITY CODE	

18. THE CONTRACTOR AGREES TO PERFORM THE WORK REQUIRED AT THE PRICES SPECIFIED BELOW IN STRICT ACCORDANCE WITH THE TERMS OF THIS CONTRACT FOR THE AMOUNT STATED:

AMOUNTS (USD) ▶ *in the equivalent amount of the legal currency of the Government of the Islamic Republic of Afghanistan*

19. THE OFFER AGREES TO FURNISH ANY REQUIRED PERFORMANCE AND PAYMENT BONDS.

20. ACKNOWLEDGEMENT OF AMENDMENTS

(The Offerer acknowledges receipt of amendments to the solicitation -- give number and date of each.)

AMENDMENT NO.										
DATE (DDMMMYY)										

21A. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN AMENDMENT	21B. SIGNATURE	21C. DATE

AWARD *(TO BE COMPLETED BY GOVERNMENT)*

22. ITEMS ACCEPTED

23. AMOUNT	**24. CONTRACT AMOUNT IN AFGHANIS/EXCHANGE RATE**
	Rate of exchange is the rate at the time of draw at the US disbursement point.

25. SUBMIT INVOICES TO ADDRESS SHOW IN ▶	**ITEM**	**28**	**26. Accounting and Appropriation Data:**

27. ADMINISTERED BY	**CODE**	**28. PAYMENT WILL BE MADE BY**

CONTRACTING OFFICER WILL COMPLETE ITEM 29 OR 30 AS APPLICABLE

29. NEGOTIATED AGREEMENT *(Contractor is required to sign this document and return_____ copies to the issuing office)*. Contractor agrees to furnish and deliver all items or perform all work requirements identified on this form and any continuation sheets fro the consideration stated in this contract. The rights and obligations of the parties to this contract shall be governed by (a) this Contract award, (b) the solicitation, (c) the clauses, representations, Certifications, and specifications incorporated by reference in or attached to this Contract.

30. AWARD. (Contractor is not required to sign this document). Your offer on this solicitation is hereby accepted as to the items listed. This award consummates the Contract, which consists of (a) the Government solicitation and your offer and (b) this Contract award. No further contractual document is necessary.

31A. NAME AND TITLE OF CONTRACTOR OR PERSON AUTHORIZED TO SIGN		32A. NAME OF UNIT CONTRACTING REPRESENTATIVE	
31B. SIGNATURE	31C. DATE	32B. UNITED STATES OF AMERICA BY:	32C. DATE

STANDARD FORM CERP

FIGURE J.11: Excluded Parties List Verification

EXCLUDED PARTIES LIST VERIFICATION
<UNIT> CERP PROJECTS

CIDNE Project Number (14-digits)	
CIDNE Project Title:	
Location (Province/District/MGRS):	
Name of Contractor:	
Name of Company:	

A search was performed on the government Excluded Parties List database to verify that the above named contractor is not banned from participation in government contracts. All known aliases and variations of company name were checked and no positive results were founds in the database.

Date Search was Performed:	
Conducted by:	

FIGURE J.12: Project Clearance Letter

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

UNIT SYMBOL DATE

MEMORANDUM FOR RECORD

SUBJECT: Clearance of Commander's Emergency Response Program (CERP) <Project #/Project Title>

1. Reference:

a. DoD Financial Management Regulation, Volume 12, Chapter 27, dated January 2009
b. USFOR-A Publication 1-06, dated XX XXX XX, Money As A Weapons System-Afghanistan.

2. I certify that all documentation required per Annex B-9 of the MAAWS-A (line items 1-13) has been accounted for in the project file and has been uploaded to CIDNE.

3. I certify that all expenditures made for this project, reference DA Form 3953 (PR&C) document number <PR&C document number> were in accordance with the DoD FMR 7000-14.R, Volume 12, Chapter 27, and the MAAWS-A publication.

4. I certify that the project has been completed and all payments have been made in full to (insert name of the vendor/contractor). Contract <insert document number> was awarded on <date> for $90,000 , <$XXXX> has been disbursed, and the remaining <$XXX> has been returned to the responsible Disbursing Officer. Also, the PO has de-obligated the remaining amount from the contract and provided the contract modification to the RM Office.

5. The following individuals were assigned to this project:
a. PM: <Insert Rank, Name, Email, DSN Number, Home Station Unit>
b. PO: <Insert Rank, Name, Email, DSN Number, Home Station Unit>
c. PA: <Insert Rank, Name, Email, DSN Number, Home Station Unit>

O-5 level U.S. Commander (or above)
Signature block

Comment [J1]: Put on unit letterhead

Comment [J2]: Insert Unit Symbol and Date

Comment [J3]: Insert the project # and project title (as it appears in CIDNE)

Comment [J4]: Date the new MAAWS-A was published.

Comment [J5]: Input the PR&C document number as assigned by the RM Office

Comment [J6]: Insert the name of the vendor or contractor.

Comment [J7]: Insert the contract number as assigned by the PO or warranted Contracting Officer.

Comment [J8]: Insert date of contract award

Comment [J9]: Insert the total amount of the contract.

Comment [J10]: Insert the total amount disbursed.

Comment [J11]: Insert the remaining amount (if the disbursed amount is less than the contracted amount).

Comment [J12]: Insert the appropriate information.

Comment [J13]: Insert the appropriate commander's signature block.

Comment [J14]: Once complete, delete all comment bubbles. (Right-click, click on "Delete Comment.")

Then, print for signature. Add to the project file and upload to the ADR in CIDNE.

FIGURE J.13: Transfer of Authority (RIP/TOA)

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

UNIT SYMBOL DATE

MEMORANDUM FOR RECORD

SUBJECT: Commander's Emergency Response Program (CERP) Transfer of Authority

1. Reference:

a. USFOR-A Publication 1-06, dated XX XXX XX, Money As A Weapons System-Afghanistan.

2. A CERP Transfer of Authority (TOA) was conducted between (outgoing unit) and (incoming unit) from (start date) to (end date). The TOA included a review of all nominated, committed, active or obligated/active, and completed projects.

3. All project files were inventoried and signed for by the incoming unit. Deficiencies or missing documentation were identified and annotated on enclosures 1 – 4 attached. The incoming unit assumes responsibility for maintaining all transferred project files.

4. The incoming unit assumes responsibility for all open projects listed on enclosures 2-3. The outgoing and incoming project managers/purchasing officers conducted a thorough review of each project.

5. Enclosure 1 lists all unapproved, nominated projects for the incoming unit's consideration and possible execution.

6. The outgoing unit remains pecuniary liable and administratively responsible for all negligent or illegal CERP operations conducted during their tour. This document does not relieve outgoing unit personnel of any pecuniary liability or administrative or disciplinary actions.

7. The outgoing purchasing officers and paying agents have cleared the local finance office and any remaining cash-on-hand has been turned in. The incoming purchasing officers and paying agents have been appointed. The incoming unit has adequate means for securing funding for the paying agents.

Outgoing Unit Commander Signature Block Or Outgoing PM's/PO's Sig. Block	Incoming Unit Commander Signature Block Or Incoming PM's/PO's Sig. Block

4 Encls
1. Nominated Projects
2. Committed Projects
3. Active Projects
4. Completed Projects

Comment [J1]: Put on unit letterhead

Comment [J2]: Insert unit symbol and date

Comment [J3]: Date the last MAAWS-A was published

Comment [J4]: Insert unit symbols for the outgoing and incoming unit.

Comment [J5]: Insert the start and end dates for turnover.

Comment [J6]: Insert the incoming unit's symbol

Comment [J7]: Insert the incoming unit's symbol

Comment [J8]: Insert the incoming unit's symbol.

Comment [J9]: Insert the incoming unit's symbol.

Comment [J10]: Insert the outgoing unit's symbol

Comment [J11]: Insert the incoming unit's symbol.

Comment [J12]: Put in the appropriate signature blocks.

NOTE: A letter and supporting enclosures are required for each outgoing project manager and /or purchasing officer.

A letter is required for each Commander, with the PM/PO's Transfer of Authority letters/enclosures as attachments.

FIGURE J.13: Transfer of Authority (RIP/TOA)

Enclosure 1: Nominated CERP Projects

1. The following projects have been nominated by (unit), but have not yet been approved.

Project Number (14-digits)	Project Title	Estimated Cost	Status	Project File Complete	Deficiencies/Missing Documents

2. Corrective action was taken to correct all deficiencies prior to the TOA; however, the items identified above could not be corrected.

I certify that the above list is a complete list of all nominated project files I am responsible for. I understand that this transfer of authority doesn't relieve me from any pecuniary liability or administrative/displinary actions for negligent or illegal CERP activites, in relations to the above listed project, while under my authority.

I certify that I have reviewed all the project files identifed above and take responsibility for these nominated projects.

<Insert Name/Rank of Individual>
Outgoing Project Manager/Purchasing Officer

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

Enclosure 2: Committed CERP Projects

1. The following projects have been committed by (unit), but have not yet been obligated.

Project Number (14-digits)	Project Title	Estimated Cost	Status	Project File Complete	Deficiencies/Missing Documents

2. Corrective action was taken to correct all deficiencies prior to the TOA; however, the items identified above could not be corrected.

I certify that the above list is a complete list of all committed project files I am responsible for. I understand that this transfer of authority doesn't relieve me from any pecuniary liability or administrative/displinary actions for negligent or illegal CERP activites, in relations to the above listed project, while under my authority.

I certify that I have reviewed all the project files identifed above and take responsibility for these committed projects.

<Insert Name/Rank of Individual>
Outgoing Project Manager/Purchasing Officer

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

Enclosure 3: Obligated CERP Projects

1. The following projects have been obligated by (unit), but have not yet been completed and transferred (as applicable).

Project Number (14-digits)	Project Title	Estimated Cost	% Complete	Project File Complete	Deficiencies/Missing Documents

2. Action was taken to correct all deficiencies prior to the TOA; however, the items identified above could not be corrected.

I certify that the above list is a complete list of all obligated project files I am responsible for. I understand that this transfer of authority doesn't relieve me from any pecuniary liability or administrative/displinary actions for negligent or illegal CERP activites, in relations to the above listed projects, while under my authority.

I certify that I have reviewed all the project files identifed above and take responsibility for these active projects.

<Insert Name/Rank of Individual>
Outgoing Project Manager/Purchasing Officer

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

Enclosure 4: Completed CERP Projects (>$500K)

1. The following projects (>$500K) have been completed and transferred to the GIRoA (as applicable) by (unit).

Project Number (14-digits)	Project Title	Estimated Cost	Project File Complete	Deficiencies/Missing Documents

2. Action was taken to correct all deficiencies prior to the TOA; however, the items identified above could not be corrected.

I certify that the above list is a complete list of all completed project files I am responsible for. I understand that this transfer of authority doesn't relieve me from any pecuniary liability or administrative/displinary actions for negligent or illegal CERP activites, in relations to the above listed projects, while under my authority.

I certify that I have reviewed all the project files identifed above and take responsibility for these completed project files.

<Insert Name/Rank of Individual>
Outgoing Project Manager/Purchasing Officer

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

FIGURE J.14: Monthly Closed Project Report

The closed project report matches the CERP Checkbook, so you can cut and paste columns B-M from the CERP Checkbook directly into this report

Monthly Closed Project Report

Month	APC	Unit/TF	STANFINS Document Reference Number	CIDNE Project Number	Project Category	Description of Project:	Location of Project Province	District within Province	Obligation Date	Committed Amount	Obligated Amount	Disbursed Amount

ANNEX K: CERP FINANCIAL MANAGEMENT INSTRUCTIONS

CONTENTS

1. GUIDANCE
2. CERP CHECKBOOK PROCEDURES
3. COMMON PROBLEMS
4. UPDATES
5. RECONCILE
6. SPECIAL INSTRUCTIONS FOR ADVANCE BULK FUNDS
7. CERP PAYING AGENT (PA) STANDARD OPERATING PROCEDURES (SOP)
8. ELEMENTS OF RESOURCE FOR CERP
9. RESOURCE MANAGEMENT OFFICE PROJECT FILE REQUIREMENTS
10. CERP RESOURCE MANAGEMENT TURNOVER PROCEDURES

1. GUIDANCE

A. CERP projects must be entered into the CERP Checkbook once the project has been approved and the funds have been obligated. The accounting systems, CERP Checkbook, and CIDNE must match. NOTE: The CJ9s (or equivalents) and the CERP Program Managers **may** enter projects and bulk fund withdraws into the CERP Checkbook as they are approved; however, it is not mandatory until funds are obligated.

B. The CERP Resource Manager must track all CERP projects via the CERP Checkbook. The CERP categories are located in *Annex B*. Resource Management (RM) Offices and CJ9s are required to update the project's status in the CERP Checkbook, as changes occur (RM Offices are responsible for the financial data *(see paragraphs 2.A.1-2, 2.A.4, and 2.A.10-15 below)* and CJ9s are responsible for the project data *(see paragraphs 2.A.3., 2.A.5-9, and 2.A.16-25 below)* in the CERP Checkbook. **NOTE: Where no CJ9 (or equivalent exists), the CERP Program Manager will assume this responsibility.** It is imperative that the CERP Checkbook reflect accurate amounts committed, obligated, and disbursed for each project, as well as, the project status. At a minimum, these numbers must be reconciled monthly with ODS, RMT, and CIDNE. Project titles, descriptions, and justifications will accurately reflect the scope and intent of the project. All entries will avoid the use of acronyms, abbreviations, or capital letters. Project title, description, and justification formatting will comply with standards for Congressional review.

C. CERP RMs are responsible for reviewing submissions from the CJ9s and CERP Program Managers and then, submitting the final approved checkbook to USFOR-A J8 in a timely manner.

2. CERP CHECKBOOK PROCEDURES

A. **CERP Checkbook Columns.** Follow the instructions below for entering/updating a project in the CERP Checkbook. Items 18-25 only apply to projects >$500K:

1. Quarter (QTR): ***(Drop Down Menu)*** Quarter in which project was obligated in accounting system.

2. Account Processing Code (APC): Unit Identification code received from Resource Management.

3. Unit/TF: Input your unit/TF. *(Must match CIDNE)*

4. STANFINS Document Reference Number: Input your STANFINS document number. *(Must match "RM Tracking Number" in CIDNE)*

5. Project Number Used to Identify Project in CIDNE: Input the 14-digit number from CIDNE.

6. Project Category (from DoD FMR 7000.14-R, Vol 12, Chp 27, Annex A): ***(Drop Down Menu).*** Input the CERP Category. You can use the list of CERP categories provided in *Annex B or DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A*. Pay close attention to this field and ensure the category identified correlates to the project description. These are heavily scrutinized by our Higher Headquarters and the Department of the Army (DA). *(Should match the "CERP Project Category" in CIDNE)*

7. Description of Project: This field will accurately reflect the scope and intent of the project. It should be 2 or 3 sentences that explain what you are doing and for whom. It should be understandable to the layman that knows nothing about the project or the military. Explain what we are doing, who we are doing it for, and why we are doing it? NOTE: It should address the chronic inadequacy of an essential good or service that requires immediate action. *(Should be similar to the "Description" and "Problem Statement" sections in CIDNE)*

8. Location of Project Province: ***(Drop Down Menu).*** Input the province that the project is executed in (i.e. Farah Province). A list of provinces is located at *paragraph 2.B.* of this Annex. *(Must match the "Province" identified in the "Location" section in CIDNE)*

9. District Within Province: Input the district within the province that the project is executed in.

10. Obligation Date: Input the date (example: 1 Mar 09) funds were obligated in the accounting system (ODS). The obligation date must be before the completion date, except for bulk fund projects/payments.

11. Committed Amount: Input the total amount of funds committed. There must be a commitment if there is an obligation. The commitment must be equal to or greater than the obligation. The DA Form 3953 (PR&C), DD Form 448 (MIPR) CAT II (direct), and DD Form 1149 are commitment documents only (***do not obligate off these documents***). *(Must match the "Estimated Cost (USD)" in CIDNE)*

12. Obligated Amount: Input the total amount of funds obligated as shown in the accounting system (ODS). The following are obligation documents: DD Form 1155, *Order for Supplies and Services*, contract, and completed SF Form 44's. This field can be updated when the obligating document has been received; however, monthly, the RM Office is responsible for ensuring this field balances with ODS prior to the submission to USFOR-A J8. *(Must match the "Amount Allocated (USD)" identified in the "Updates" section in CIDNE)*
    a. ***For advance bulk funds,*** the bulk funds draw is not obligated until the PA office has cleared with the Finance Office (see *Annex A* for payment and closure procedures). ***NOTE:*** The Finance Office will send copies of the SF Form 1034(s), SF Form 44(s), and the DD Form 1081(s) to the RM Office as soon as the PA's account has been cleared to ensure the funds are obligated in a timely manner and prevent NULOs (negative unliquidated obligations) from occurring.

    b. ***Projects using advance bulk fund draws will not be obligated when the funds are drawn***.

13. Disbursed Amount: Input the total amount of funds disbursed as shown in the accounting system (ODS). This field should be updated each time the PA clears with the Finance Office or EFT payments are processed *(a SF Form 1034 is the proper documentation showing disbursements have been processed)*; however, monthly, the RM Office is responsible for ensuring this field balances with ODS prior to the submission to USFOR-A J8. Once the PM has cleared with the RM Office and total disbursements have been inputted, then the final commitment and obligation amounts should also be updated to match this field. NOTE: The RM Office should work with the PM on the documentation required to clear unliquidated obligations (ULOs). *(Must match the "Amount Spent (USD)" identified in the "Updates" section in CIDNE)*

14. Committed Date: Date project was committed in the accounting system (RMT) (example: 1 Mar 09). *(Must match the "Actual Finance DTG" in CIDNE)*

15. Disbursement Date: The last date a payment was disbursed in accounting system (ODS) (example: 1 Mar 09). *(Must match the "Last Payment Date" identified in the "Updates" section in CIDNE)*

16. Project Status and Disposition: ***(Drop Down Menu).*** Input the project status *NOTE: The field should be associated with the project status specified in CIDNE, but it will not match.* The below listed categories are OSD reporting requirements.
    a. ***"In Progress"***: When funds are committed in the accounting system (ODS), until the project is ***"Completed, not Transferred"***, "***Completed/Transferred"***, or ***"Terminated/Cancelled"***. *(Compatible with the following CIDNE project statuses: "Committed" and "Obligated").* **NOTE:** Reimbursable DD Form 448's will remain in ***"In Progress***" status until work on the project has been ***"Completed, not Transferred"*** , ***"Completed/Transferred"***, or ***"Terminated/Cancelled"*** although funds appear as fully disbursed in the accounting system (ODS).

    b. ***"Completed, Transferred"***: To be used for **all** projects, once (1) the project has been completed in accordance with this SOP; (2) the project has been transferred to the GIRoA (if applicable); (3) the vendor/claimant has been paid in full; (4) the commitments, obligations, and disbursements have been properly recorded in the accounting system (ODS); and (5) an O-5 level U.S. Commander (or above) has signed the PM's project clearance letter. **NOTE:** Projects that are not required to be transferred to the GIRoA will still be categorized as ***"Completed, Transferred"*** once completed in accordance with this SOP.

    c. ***"Completed, not Transferred"***: Only used for projects that are required to be transferred to the GIRoA for sustainment purposes (i.e. construction or equipment projects greater than $50K). This status will be used when the project has met the criteria above (para 2.A.16.b) except that the GIRoA has not yet taken ownership of the project.

17. Actual or Projected Completion Date: Input the projected completion date (example: 1 Mar 09), or the date the project was completed or terminated. The obligation date must be before the completion date, except for bulk funds projects. In no circumstances should this date be in the past, unless the project status is ***"Completed, Transferred"*** or ***"Terminated/Cancelled."*** *(The "projected completion date" must match the "Planned End" date in CIDNE. The "actual completion date" must match the closure date identified in the "Project Closure" section in CIDNE.)*

18. Note whether project sustainment required (Y/N) and/or arranged (Y/N): *Required for projects greater than $500K.* Input Yes or No.

19. Description of plan for the transition of the project when completed & Gov's commitment to sustain it: *Required for projects greater than $500K.* Describe the plan for transitioning the project to GIRoA. Explain any commitment by GIRoA for the sustainment of the project.

20. Amount of GIRoA funds for project: *Required for projects greater than $500K.* How much did GIRoA provide toward this project?

21. Date when project is/will be transferred to GIRoA and GIRoA's Commitment to sustain it: *Required for projects greater than $500K*. Based on the transition plan, when will this project be transferred to GIRoA for sustainment (example: 1 Mar 09)? *(Must match the turnover date identified in the "Project Closure" section in CIDNE.)*

22. Justification of how the project supports the purpose of CERP: *Required for projects greater than $500K.* How does this project qualify for CERP? *(Must match the "Problem Statement" in the "Performance Metrics" section in CIDNE.)*

23. Number of Local Citizens estimated to Work: *Required for projects greater than $500K.* How many local nationals are estimated to be employed on this project? *(Must match CIDNE—same as "How many LNs [local nationals] Are Involved In The Execution Of The Project? Number of People Employed".)*

24. Number of Local Citizens estimated to Directly Benefit From The Project: *Required for projects greater than $500K.* Self-Explanatory. Use the province population if no other data is available. *(Must match CIDNE—same as "Estimated Number of LNs [local nationals] Who Will Benefit From This Project".)*

25. Is Project Expected to Benefit Internally Displaced Citizens? *Required for projects greater than $500K.* Input Yes or No.

B. **List of Provinces**

1. Regional Command-Capital
   a. Kabul Province

2. Regional Command-East
   a. Bamyan Province
   b. Ghazni Province
   c. Kapisa Province
   d. Khowst Province
   e. Konar Province
   f. Laghman Province
   g. Logar Province
   h. Nangarhar Province

i. Nuristan Province
j. Paktika Province
k. Paktya Province
l. Panjshir Province
m. Parwan Province
n. Wardak Province

3. Regional Command-South
   a. Day Kundi Province
   b. Helmand Province
   c. Kandahar Province
   d. Nimroz Province
   e. Oruzgan Province
   f. Zabul Province

4. Regional Command-West
   a. Badghis Province
   b. Farah Province
   c. Ghor Province
   d. Herat Province

5. Regional Command-North
   a. Badakhshan Province
   b. Baghlan Province
   c. Balkh Province
   d. Faryab Province
   e. Jawzjan Province
   f. Kunduz Province
   g. Samangan Province
   h. Sari Pul Province
   i. Takhar Province

3. COMMON PROBLEMS

A. Many projects are being categorized incorrectly. For additional guidance, see DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A, or *Annex B* of this guidance.

B. Do not use all CAPITAL letters.

C. CERP project descriptions must be clear, concise, and understandable to a layman.

D. Project justifications must be specific to the actual project.

E. Do not use acronyms or abbreviations.

F. Leave no required fields blank.

4. <u>UPDATES</u>. During the execution phase, the following updates will be made as they occur**:**

A. Commitment, obligation, and disbursement amounts and dates.

B. Project Status.

C. Date project is transferred to the GIRoA.

5. <u>RECONCILE</u>. The RM Offices, in cooperation with the CJ9s (or equivalents) and CERP Program Managers, must reconcile the CERP Checkbook weekly to verify all projects have been inputted to the CERP Checkbook, RMT, and ODS, and that the dollar amounts match. On a monthly basis, the units must ensure all projects are up-to-date and accurate by the 30th of each month. When the obligations between the CERP Checkbook and CIDNE do not match, the reason for the differences shall be identified and reported, and the CERP Program Managers will work diligently to reconcile differences before the next reporting period.

6. <u>SPECIAL INSTRUCTIONS FOR ADVANCE BULK FUNDS</u>. *(Reference the USFOR-A CERP SOP, Table 1, for bulk fund thresholds and approval authorities).*

A. **Funding Document Requirements and Maintenance of the CERP Checkbook**

1. It is no longer a requirement to have a separate DA Form 3953 (PR&C) or DD Form 1149 for each type of bulk funds withdrawal (condolence, battle damage, former detainee, and Afghan hero payments, and Commander's Small-Scale projects). Do not obligate bulk funds until after the PA disburses the funds and clears with the Finance Office. The CERP category type for condolence, battle damage, former detainee, and Afghan hero payments must reflect the specific type of payment that was made (in accordance with DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A) (i.e. condolence payment, battle damage repair, former detainee payments, or Hero payments). Any bulk fund payments made for Commander's Small-Scale projects must properly reflect the type of small project (for example, if $5K was paid to purchase/distribute wheat seeds, then the category would be <u>Agriculture</u>).

2. Each disbursement will have a separate line on the CERP checkbook per CERP Project Category (the DA Form 3953 (PR&C) number and CIDNE project number should be the same). For example, for a $25K bulk funds withdrawal, where five battle damage payments were made for $2.5K each and five condolence payments were made for $2.5K each, there should be 2 separate lines inputted onto the CERP Checkbook. The descriptions should read as follows:

   a. For the first line, state: "Payment #1-5/10 Bulk Funds Disbursed for battle damages (total amount of bulk fund = $25K)..." then provide the circumstance for each incident (i.e. "stray bullets from US forces broke

homeowner's windows; paid $2.5K to replace windows). If multiple battle damage or condolence payments are made on the same SF Form 44, list the number of payments made.

b. For the second line, state, "Payment #6-10/10 Bulk Funds Disbursed for condolence payments (total amount of bulk fund = $25K)…" then provide the circumstance for each incident.

c. This process will continue until all bulk fund payments are fully described and grouped by project category. Remember, the CERP Project Category for each line on the checkbook should reflect the specific type of bulk fund payment that was made (i.e. condolence payment, battle damage repair, former detainee payment, or Hero payments). Commander's small-scale projects should be categorized under the CERP Project Category that relates to the activity performed (i.e. Agriculture, Education, Healthcare, Water and Sanitation, etc.) and a specific description must be included describing what the project entailed.

3. To clear bulk funds with the Finance Office, PAs must provide the documents listed in *Annex A* of this SOP, under the "Project Payment" section.

4. Resource Managers are <u>not</u> authorized to certify funds on a new DA Form 3953 (PR&C) issuing additional bulk funds to PAs until after the PA has provided proper documentation (SF Form 1034(s), SF Form 44(s) and DD Form 1081(s)) showing he/she has cleared with the Finance Office for 100% of his/her previous bulk funds draw.

B. **RMT Input Guidance for CERP Bulk Funds.** The RMT Description will be one of the following: Bulk Funds (Commander's Small-Scale Projects), Bulk Funds (Condolence Payments), Bulk Funds (Battle Damage Repair), Bulk Funds (Former Detainee Payments), or Bulk Funds (Hero Payments). The "Comments" fields in RMT will be used in the following way:

1. Comment 1 = PA: PA Name\Rank\Phone#

2. Comment 2 = CIDNE #\Purchasing Officer (PO) Name\Rank\Unit

3. Comment 3 = Initials of individual inputting the data into RMT\Date of Input

C. **Payments to Individuals.** (i.e. condolence, battle damage, former detainee, or Afghan hero payments)

1. The PA will make disbursements using a roster that provides the name of the recipient, the amount paid, and the recipient's signature (or the signature of the head of the household). *NOTE: For condolence payments, the name of the deceased must be annotated on the roster.*

2. The PO and PA will sign each roster certifying that the actual payments were made to Afghan individuals or the heads of households.

3. The documentation for payments to individuals is required to clear the Finance Office and must be maintained in the project file and uploaded to the ADR in CIDNE for compliance review and audit purposes. The documentation will include, but is not limited to:
   a. The PA's disbursement roster

   b. The date the incident occurred

   c. District and province where incident occurred

   d. A detailed description of the incident in the form of a memorandum signed by the approver of the project.

D. **Payments for Commander's Small-Scale Projects**. Individual project expense receipts will be maintained for the Commander's Small-Scale projects, CERP conferences (shuras), and ribbon-cutting ceremonies. The expense receipts are required to be maintained in the CERP project file and uploaded to the ADR in CIDNE for compliance review and audit purposes.

7. <u>CERP PAYING AGENT (PA) STANDARD OPERATING PROCEDURES (SOP)</u>
CERP PAs are responsible for reading the PA portion of the MAAWS-A and adhering to the guidelines provided.

8. ELEMENTS OF RESOURCE FOR CERP

(Reference DFAS 37-100 for additional guidance on the use of the Elements of Resource)

Project Category	25** (see Note 1)	26**	31**	32**	42**
Agriculture	2540	26EB	31EA	3230	
Battle Damage Repair					4200
Civic Cleanup Activities	2540	26EB	31EA		
Civic Support Vehicles			31EA		
Condolence Payments					4200
Detainee Payments	258A				
Economic, Financial, and Management Improvements	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Education	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Electricity	2540	26EB	31EA	3230	
Food Production & Distribution	2540	26EB	31EA	3230	
Healthcare	2540	26ER, 26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Hero Payments					4200
Other Urgent Humanitarian or Reconstruction Projects	2540	26EB	31EA	3230	
Protective Measures	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Repair of Civic & Cultural Facilities	2540	26EB	31EA		
Rule of Law & Governance	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Temporary Contract Guards for Critical Infrastructure	2540				
Telecommunications	2540	26EB	31EL	3230	
Transportation	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Water & Sanitation	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	

Note 1: 2540 should be used for contracted labor to operate, maintain or repair buildings, land, structures, or utility systems (also see 3230).

9. <u>RESOURCE MANAGEMENT OFFICE PROJECT FILE REQUIREMENTS</u>. RM Offices must ensure proper documentation is maintained for all funded CERP projects. The items listed in Paragraphs A-C below are mandatory and are considered auditable. RM Offices are required to keep an official file plan (in accordance with USCENTCOM records maintenance guidance) that identifies where the files are located in the case of an audit. Electronic files are an acceptable alternative to hard-copy files, but the location of these files must be annotated on the file plan. NOTE: CERP projects that are closed out prior to the publication of this SOP will be grandfathered under the previous RM documentation requirements. RM Offices must maintain the documentation outlined in this SOP for all open CERP projects or projects closed after its publication date.

A. Prior to certifying funds availability and committing funds in the accounting system, RM Offices must have the following documents on file:

1. Completed/signed initial CIDNE Afghan Development Report (ADR) *(Reference Annex G)* (NOTE: The project status on the ADR should state "Nominated.")

2. The funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448) with the approval block signed by the appropriate approval authority *(Reference the USFOR-A CERP SOP, Table 1)*

3. Letter of Justification (LoJ)--for projects greater than $50K, signed by the appropriate approval authority. *(Reference Annex J for templates)*

4. PA, PO, and Project Manager (PM) Appointment/Termination Records (DD Form 577s) (as applicable). NOTE: For small-scale, non-construction projects (<$25K), the PO can act as the PM. Also, POs are not required for projects $500K or greater and PAs are not required for EFT payments.

5. Legal Review. For project less than $25K, the legal review can be documented by a judge advocate's signature on the ADR. For projects $25K or greater, the legal review must be documented in a formal memorandum.

B. Prior to obligating CERP funds in the accounting system, RM Offices must have the following documents on file:

1. All items listed in Paragraph A above

2. Contract and/or other obligating documents--the obligating document for micro-grants is the approved micro-grant application. (See *Annex J for a template*)

3. For projects greater than $50K, a Sustainment Memorandum of Agreement from the responsible GIRoA Ministry (*should match the Stability of Local Partner section in CIDNE)*

C. Prior to closing out CERP projects in the accounting system (ODS) (i.e. de-obligating remaining funds and ensuring no unliquidated obligations exist), RM Offices must have the following documents on file:

1. All items listed in Paragraph A and B above

2. A project clearance letter *(Reference Annex J)* signed by an O-5 level U.S. Commander (or above)

3. A SF Form 1034 for each disbursement and copies of all SF Form 44(s) and DD Form 1081(s) (as applicable)

4. The final/completed CIDNE ADR signed by an O-5 level U.S. Commander (or above) (NOTE: The project status on the ADR should state "Completed" or "Terminated/Cancelled".)

5. A print-out of RMT and ODS reports showing a zero balance left in obligations and commitments endorsed by the RM Office with the following statement: *"CERP Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system."*

6. NOTE: When projects are completed for less than the amount that was originally obligated, the PO must modify the contract decreasing the amount of the contract to match the actual cost of the project. RM Offices will use the contract modification to de-obligate the remaining balance in obligations.

D. Other types of records may be maintained by the RM Offices. Additions to the above list are considered optional. For example, some RM Offices require CERP Program Managers to submit a copy of their CERP Checkbook prior to having additional CERP projects approved. These RM Offices ensure the CERP Checkbook is being properly maintained before approving any additional CERP projects. Other RM Offices require pictures of the recipients of condolence, battle damage, former detainee, or Afghan hero payments to be submitted with the SF Form 44s as proof of the transaction(s).

10. CERP RESOURCE MANAGEMENT TURNOVER PROCEDURES. All resource managers, who are responsible for managing the CERP program, must ensure the turnover with their successors includes, at a minimum, the following topics:

A. A review of the MAAWS-A, USFOR-A CERP SOP, and DoD FMR 7000.14-R Volume 12, Chapter 27

B. A review of the CERP Checkbook procedures with hands-on training

C. A list of deadlines and suspenses

D. A list of CERP projects still open on the current year and prior year checkbooks and in CIDNE. This review must be a line-item by line-item review of the current

status of each project. The review should also include a review of documents maintained in the RM Office with a list of missing project files annotated on an official memorandum.

E. A review of all outstanding NULOs (negative unliquidated obligations) and ULOs (unliquidated obligations)

F. A list of contact information for subordinate CERP Program Managers

G. A list of contact information for other key CERP POCs

H. A hands-on orientation of CIDNE *(see Annex G)*

I. A memorandum signed by outgoing and incoming CERP Resource Managers' supervisors stating the turnover has been completed and the incoming CERP Resource Manager accepts responsibility for the program.

ANNEX L: COMMANDER'S CERP NARRATIVE QUARTERLY REPORT AND IN-THEATER CERP TRAINING ASSESSMENT

CONTENTS

1. PURPOSE
2. GUIDANCE

1. PURPOSE. Each Commander's CERP narrative quarterly report and in-theater CERP training assessment shall be submitted in accordance with the Office of the Secretary of Defense (OSD) CERP Guidance. These reports are due to USFOR-A J8 by the third day after the end of each quarter.

A. A Commander's narrative must be submitted to USFOR-A through the J8 by the RC-E, MEB-A, CFSOCC-A, USACE, 48th IBCT, 4/82d IBCT, and CSTC-A Commanders and the USFOR-A South Chief of Staff. At the beginning of each fiscal year, the narrative will contain the following:

1. The Commander's overall goals for CERP funding

2. At least three supporting areas of emphasis for using the funding

3. How the progress of the identified goals will be measured

B. The in-theater CERP training assessment must be submitted to USFOR-A through the J8 by the RC-E, MEB-A, CFSOCC-A, USACE, 48th IBCT, 4/82d IBCT, and CSTC-A Commanders and the USFOR-A South Chief of Staff. The training assessment may be included in the quarterly Commander's Narrative, or the assessment can be submitted as a separate memorandum. The training assessment must include (but is not limited to): 1) training on the process of choosing projects, 2) training on follow-up assessments for in-progress and completed projects, and 3) measures to improve training. The training assessment must also address the following:

1. In-theater CERP training programs available to CERP enablers (Commanders, resource managers, paying agents, project managers, contracting officers, purchasing officers, engineers, civil affairs officers, judge advocates, etc.) assigned to the Commander's area of responsibility.

2. The number of enablers who received in-theater CERP training in the past quarter.

3. An assessment of the pre-deployment CERP training CERP enablers assigned to the Commander's area of responsibility received prior to arriving in theater.

2. GUIDANCE. Each quarter the Commander's Narrative will review the goals as required above and report progress achieved against the identified goals, using the results from the performance metrics in *Annex G* and the following areas of interest:

A. Significant events/issues that have occurred since the previous quarterly report

B. Adequacy of projected funding

C. Areas anticipated being of interest to USCENTCOM, HQDA, OSD, and Congress

D. Any problems arising in the transfer of completed projects to the Government of the Islamic Republic of Afghanistan (GIRoA)

E. Impact of the security situation on monitoring of CERP funded projects

F. Newly approved projects, $500K or more, and the category of any project

G. Projects, $500K or more, that were completed during the quarter and the category of each project

H. Contributions each project, $500K or more, made to humanitarian relief and reconstruction efforts for the benefit of the Afghan people

I. Efforts made to obtain donor funding for projects and the results obtained

J. Identification of any projects or category of projects that are cost-shared and with whom

K. Date that projects were turned over to the GIRoA

L. Impacts of CERP funded projects, individually and collectively, in assisting the U.S. carry out its strategy

M. Progress made in identifying and pursuing opportunities to transition responsibility for larger economic revitalization efforts to the GIRoA including:
   1. The amount of funding from the GIRoA for CERP

   2. The amount of funding provided through other programs to meet urgent humanitarian relief and reconstruction requirements that immediately assist the Afghan people.

ANNEX M: LIST OF ACRONYMS AND MEANINGS

CONTENTS

1. PURPOSE
2. LIST

1. PURPOSE. To provide leadership and CERP enablers with a consolidated list of acronyms contained within the USFOR-A CERP SOP.

2. LIST

Acronym	Meaning	Acronym	Meaning
ADR	Afghan Development Report	MCT	Movement Control Team
ADT	Agribusiness Development Team	MEB-A	Marine Expeditionary Brigade--Afghanistan
AOR	Area of Responsibility	MOA	Memorandum of Agreement
CDC	Community Development Council	NCOIC	Non-Commissioned Officer in Charge
CERP	Commander's Emergency Response Program	NGO	Non-Governmental Organization
CFSOCC-A	Combined Forces Special Operations Component Command--Afghanistan	ODS	Operational Data Storage (Financial System)
CIDNE	Combined Information Data Network Exchange	OIC	Officer in Charge
CJTF	Combined Joint Task Force	PA	Paying Agent
COIN	Counterinsurgency	PDC	Provincial Development Committee
COMISAF	Commander, International Security Assistance Force	PDP	Provincial Development Plan
COR	Contracting Officer Representative	PM	Project Manager
CRB	CERP Review Board	PO	Purchasing Officer
CSTC-A	Combined Security Transition Command--Afghanistan	PR&C	Purchase Request and Commitment
DA	Disbursing Agent	PRT	Provincial Reconstruction Team
DCG-S	Deputy Commanding General--Support	RAF	Request for Additional Funds
DDO	Deputy Disbursing Officer	RC-C	Regional Command--Capital
DDS	Deployed Disbursing System (Financial System)	RC-E	Regional Command--East
DO	Disbursing Officer	RC-N	Regional Command--North
DoD	Department of Defense	RC-S	Regional Command--South
DoD FMR	Department of Defense Financial Management Regulation	RC-W	Regional Command--West
EFT	Electronic Funds Transfer	RM	Resource Management
FIM	Funds Increase Memorandum	RMT	Resource Management Tool (Financial System)
FRAGO	Fragmentary Order	ROL	Rule of Law
GIRoA	Government of the Islamic Republic of Afghanistan	SBDE	Sustainment Brigade
GO	Government Organization	SOP	Standard Operating Procedures
HA	Humanitarian Assistance	SOW	Statement of Work
IGCE	Independent Government Cost Estimate	STANFINS	Standard Army Finance Information System
IJC	ISAF Joint Command	UNAMA	United Nations Assistance Mission in Afghanistan
JCC-I/A	Joint Contracting Command--Iraq/Afghanistan	UNOCHA	United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan
JSC-A	Joint Sustainment Command--Afghanistan	USAID	United States Agency for International Development
JTF	Joint Task Force	USD	U.S. Dollars
LDA	Limited Depository Checking Account	USFOR-A	United States Forces--Afghanistan
MAAWS-A	Money As A Weapon System--Afghanistan	USG	U.S. Government

OPERATION ENDURING FREEDOM
USFOR
Afghanistan
U.S. FORCES, AFGHANISTAN