



COMMANDER
UNITED STATES CENTRAL COMMAND
7115 SOUTH BOUNDARY BOULEVARD
MACDILL AIR FORCE BASE, FLORIDA 33621-5101

3 September 2011

TO: USCENTCOM HEADQUARTERS PERSONNEL AND SUBORDINATE
COMMANDS IN THE USCENTCOM AREA OF RESPONSIBILITY (AOR)

SUBJECT: Command Policy Letter Number 40, Acquisition of Products and Services,
Produced in the Central Asian States (CAS), "Central Asian States
Procurement Initiative"

1. **PURPOSE.** Expand economic partnership with the CAS in support of the Command's security cooperation and engagement missions and enable access to and expansion of capacity of the Northern Distribution Network (NDN) in support of Operation Enduring Freedom (OEF).

2. **AUTHORITY**

- a. Federal Acquisition Regulation
- b. Defense Federal Acquisition Regulation Supplement
- c. Army Federal Acquisition Regulation Supplement
- d. CFC-A Memorandum, 25 Mar 06, "Afghan First Program"
- e. National Defense Authorization Act Section 801
- f. Class Deviation 2009-O0012
- g. CASA First Waiver BOPP OSD 07463-09
- h. CASA First Waiver TAA OSD 07463-09-1
- i. SC/CASA First Policy Dated 1 May 2010

3. **APPLICABILITY.** The following policy applies to all acquisition and procurement entities that are assigned, attached or otherwise provide direct support to OEF and the security cooperation and engagement mission of the combatant commander. Central Asian States (CAS) include: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan.

4. **POLICY**

a. **Intent.** Leverage the command's activities and resources to provide opportunities for economic expansion, increased entrepreneurship, and skills training for the people of CAS in order to maximize positive long-term impact on local economics and work forces while maintaining the *Afghanistan First Program* as the priority procurement activity in the region. This policy supports multiple lines of effort outlined in the United States Central Command 2011 Theater Campaign Plan by supporting interagency efforts to advance economic development, good governance, and stability across the region.

b. **End State.** A responsible, stable, and cooperative coalition of national partners in the CAS that facilitates the movement of supplies through the NDN to support OEF while promoting and supporting enduring trade and commerce in the region. This initiative is secondary to the *Afghanistan First Program* in priority.

c. To realize the desired end state, I expect Commanders at all levels throughout OEF to make every attempt, within operational, legal, regulatory, and security constraints, to procure available services and products in the CENTCOM AOR with priority to the *Afghanistan First Program* followed by the *Central Asian States Procurement Initiative*. This includes reviewing task orders for contracted services (i.e. civil augmentation programs) to determine which functions and requirements should be de-scoped and transitioned to sustainment contracts supported by CAS contractors. I understand following this policy may not always lead to the quickest or most efficient means for fulfilling requirements. I expect you to use sound judgment in balancing near term risk, increased cost and extended acquisition processes with the long-term operational dividends healthy CAS economies bring to countering extremist and Violent Extremist Organization activities.

d. OEF Sourcing. Procurement agencies, contracting officers and requirements personnel will make every attempt to seek out potential sources in CAS and, where possible, educate and develop those sources for future procurement.

e. Contracting. When products and services in Afghanistan are unavailable, all efforts will be made to complete new contracts, orders on existing contracts and purchase requests in the CAS. Contracting Officers and requirements personnel will work to develop source selection strategies that incorporate evaluation factors and sub-factors relating to the contractor's plans for use of CAS products and services. Within existing regulatory guidance, Contracting Officers and requirements personnel will utilize a total cost analysis in an effort to provide a more cost effective solution to the USG. Incentives to prime contractors and directed procurement in CAS are highly encouraged as means to increase procurement and expand the CAS supplier base while providing cost and delivery time savings to the customer. These contracting tools, in combination with other technical and past performance evaluation factors, should consider the overall impact of the award to OEF mission accomplishment and security cooperation activities in the region.

f. Surface Tenders in the CENTCOM Region (STCR). My intent is to transport locally procured goods using regional and local carriers to the maximum extent possible through use of the STCR program. The development and expansion of the STCR program is of significant importance as it provides flexible and cost effective commercial transportation solutions supporting economic development, regional trade and commerce, and long term stability.

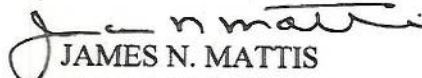
g. Reporting. In accordance with the *Afghanistan First Program* and the *Central Asia Procurement Initiative*, all acquisition and procurement entities providing support to OEF are to provide a monthly report detailing the description, total number of actions, transportation costs, and the total dollar amount awarded to CAS sourced supplies, construction, and services, as well as the total amount of suitable suppliers used for sourcing to the CCJ4-MNL.

i. I challenge our leadership at all levels to be creative and aggressive in carrying out the guidance provided in paragraphs 2d and 2e. These are powerful tools which will contribute meaningfully to our campaign end state. My expectation is that commanders will state their own CAS source goals and objectives, and clearly articulate their measures of performance and effectiveness. Beyond this, it is critical that all stakeholders develop and implement local

procurement policies for their respective organizations that incorporate this guidance, and make every effort to integrate this direction into their own campaign and campaign support plans. Any and all policies shall be forwarded to CCJ4.

5. **EFFECTIVE DATE.** This policy is effective immediately. All previous policies, same subject are hereby rescinded and superseded. This policy will expire within one calendar year (CY), unless rescinded or superseded by the Chief of Staff, USCENTCOM, or higher authority.

6. Point of contact for this policy and for assisting directorates with coordination if required is the USCENTCOM Logistics Directorate/Multinational Logistics Branch (CCJ4-MNL) at DSN 312-651-4866.


JAMES N. MATTIS
General, U.S. Marines