APPLICABILITY

- The primary purpose of the MAAWS-A is to guide members on the use of USFOR-A NSE Title 10 OCO funds. It does not cover:
  - Other Title 10 OCO funds provided directly to AFCENT, MARCENT, NAVCENT, and SOCOM
  - Afghanistan Security Forces Fund (ASFF)
  - Drug Interdiction and Counter-Drug Activities Fund
  - NATO Trust Fund

- The primary users are U.S. Forces performing Title 10 activities in theater:
  - Combined Security Transition Command – Afghanistan (CSTC-A) and HQ Resolute Support (HQ-RS) **(Only in support of U.S. Forces)**
  - USFOR-A Command Group and Staff, National Support Element (NSE)
  - Train, Advise and Assist Commands (TAAC)
  - Special Operations Joint Task Force – Afghanistan (SOJTF-A)
  - Resolute Support Sustainment Brigade (RSSB)
  - Area Support Group (ASG)
  - U.S. Task Forces

- Generally excludes:
  - Other Government Agencies
  - NATO and Coalition Forces
  - Government of the Islamic Republic of Afghanistan (GIRoA)
  - Afghanistan National Defense Security Forces (ANDSF)

- Primary requirements include (examples):
  - Commodities – Office supplies, Medical equipment, MWR
  - Services – Life Support, Private Security Contracts
  - Minor construction – Facility repairs, work orders, utility projects
  - Courtesies to authorized guests (ORF) – Gifts, SHURAs
  - Exchange of services (MIPRs / ACSA):
    - Government Agencies – USACE, DIA, AFCENT
    - Coalition Partners and NATO – NSPA, Germany, Italy, Turkey
  - Urgent operational capabilities (ONS / JUONS)
  - Inter- and intra-theater, mission essential travel
  - Capture of High Value Individual or weapons caches (DoD Rewards)
  - Civil affairs projects (CERP) – Condolence / Hero Payments,
    Humanitarian Aid
  - Recognition for individual accomplishments – Coins
SUMMARY OF MAJOR CHANGES

1) Overview & Chapter 1 – Introduction to Validation: Replaced Resource Quick Guide with Roadshow Presentation (p. 5)
2) Chapter 2 – Spend Plans – Requires monthly updates (p. 12)
3) Chapter 3 – Joint Requirements Review Board (JRRB)
   a. Letter of Lateness when period of performance has started (PoP) (p.17)
   b. Increases validation threshold for USFOR-A J4 Director to $1M (p. 18)
   c. New JRRB thresholds – OCS FRAGO 16-307 (p. 18)
      i. New authority to Commanders subject to caps
   d. General guidance for new RRBs (at subordinate units) (p. 21)
      i. SOP must be approved by OCS
      ii. USFOR-A may audit RRBs at any time
4) Chapter 4 – Joint Facilities Utilization Board (JFUB)
   a. Increases DCDR-S validation to from $3M to $5M for Maintenance & Repair (in line with ARCENT validation change) (p. 27)
   b. Letter of Justification signed by O-6 from operational chain of command (p. 30)
   a. Check availability across theater – PBO & TPE review (J4) (p. 33)
   b. All ONS / JUONs must receive USFOR-A DCDR-S approval (p. 33)
   c. Equipment / capabilities must remain in theater as accountable TPE (p. 34)
6) Chapter 6 – Special Programs
   a. Reduces DoD RAO authority from $100,000 to $10,000 (p. 40)
   b. Adds J9 CERP SOP as Appendix 8 (p. 41 and p. 147)
   c. Coins and Retention Items aligned w/ ARCENT policy dated 09MAY16 (p. 42)
      i. Purchase authority at Brigade level or higher
      ii. Battalion commanders require approval at Brigade level or higher
      iii. No staff / section, regardless of level, are authorized to purchase coins
7) Chapter 7 – Travel
   a. COMAIR ETP approval process (p. 46)
      i. R&R: DCDR-S authorizes and ARCENT approves
      ii. TDY: DCDR-S approves
      iii. Only from DFS Bagram or Terminal 2 at HKIA
   b. All travel (except for emergency leave) must process thru USFOR-A J1 (p. 46)
   c. USFOR-A does not fund pre-deployment training or deployment travel (p. 47)
   d. TDY ICW R&R: First GO in the chain of command may approve (p.51)
   e. TDY orders to the PDS location could include lodging and per diem (p. 50)
8) Chapter 8 – End of Fiscal Year Closeout
   a. Provides FY16 end of year timeline / process (p. 59)
9) Chapter 10 – Multinational Logistics & ACSA
   a. Emphasizes J4 coordination for ACSA and Coalition Partners (p. 69)
10) Chapter 11 (NEW CHAPTER) – Government Purchase Card (GPC)
    a. Option to use GPC (RCC-Q) for micro-purchases below $30,000 (p. 80)
    b. Requirement must be validated by the proper board
11) Chapter 12 – Field Ordering Officer (FOO) Funds
    a. Food purchases not authorized except for ORF events (p. 86)
12) Chapter 14 (NEW CHAPTER) – Civilian Expeditionary Workforce (p. 94)
    a. Describes reimbursement process
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INTRODUCTION

1. The primary purpose of Money As A Weapon System-Afghanistan (MAAWS-A) is to provide Commanders and their units a comprehensive, user-friendly guide to source requirements necessary for mission accomplishment in the Combined Joint Operations Area, Afghanistan (CJOA-A). It is the Standard Operating Procedure (SOP) that outlines the policies and processes for executing USFOR-A NSE Title 10 OCO funds, in accordance with fiscal law and Department of Defense (DoD) regulations.

2. As we work daily to conduct operations and to sustain, posture, and synchronize the force, we must always remain audit-ready through vigilant stewardship of government resources. This requires clear guidance and accountability at all levels. The MAAWS-A is written to assist all US Forces toward that end.

3. Across the CJOA-A, we will continue to focus our efforts on optimization. We must properly size contract services, eliminate redundancies and duplication of efforts, and reassess periods of performance based on the latest mission requirements. We must continually seek to improve, innovate, and streamline where we can.

4. As Commanders, approvers, and users of DoD resources, we will ensure the responsible stewardship of taxpayer funds. In doing so, we continue to uphold our nation’s highest trust as we strive to maximize mission effectiveness and capabilities in support of the Theater Commander.

JOHN C. THOMSON III
Major General, U.S. Army
Deputy Commander, Support
United States Forces-Afghanistan
Overview – Roadshow Presentation

1.1. Means of procuring a requirement:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Program / Method</th>
<th>Owning Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Contract/Commodity</td>
<td>JRRB</td>
<td>OCS</td>
</tr>
<tr>
<td>Facilities</td>
<td>JFUB</td>
<td>JENG</td>
</tr>
<tr>
<td>Supply</td>
<td>GCSS-A</td>
<td>J4 S&amp;S</td>
</tr>
<tr>
<td>Operational Capability</td>
<td>ONS/JUONS</td>
<td>J3 FM</td>
</tr>
<tr>
<td>Local Support (Cash)</td>
<td>FOO</td>
<td>RCC-A</td>
</tr>
<tr>
<td>Other Nation Support</td>
<td>ACSA</td>
<td>J4 MNL/J8</td>
</tr>
<tr>
<td>Civil Affairs</td>
<td>CERP</td>
<td>J9/J8</td>
</tr>
<tr>
<td>Incentives</td>
<td>DoD Rewards</td>
<td>J3/J8</td>
</tr>
<tr>
<td>Official Representation</td>
<td>ORF</td>
<td>J8</td>
</tr>
<tr>
<td>Travel</td>
<td>ODTA/DTS</td>
<td>J1/J8</td>
</tr>
<tr>
<td>Afghan Support</td>
<td>ANDSF (ASFF)</td>
<td>CSTC-A CJ8</td>
</tr>
</tbody>
</table>

1.2. Joint Requirements Review Board (JRRB):

- **Purpose:** Validate/approve contract support for services or commodities not in supply system
- **Owner:** USFOR-A OCS
- **Examples:** Private Security Contract, MWR equipment, Basic Life Support (LOGCAP/NSPA)
- **Package:** LOJ, IGCE, funding document, legal review, headlights/taillights (optional)
- **Approximate Timeline:** 21 days for Validation; recommend submission 180 days prior
- **FYSA:** ACSA transactions and GPC purchases are not exempt from JRRB
1.3. **Joint Facilities Utilization Board (JFUB):**

- **Purpose:** Minor construction (<$1M) and real property repair (<$5M)
- **Owner:** USFOR-A JENG
- **Examples:** Billeting, RLB and small facility constructions, utility systems projects
- **Package:** LOJ, SOW, IGCE, site plans, designs drawings, safety approval
- **Approximate Timeline:** 21 days for approval; 3 months+ for contracting or procurement
- **FYSA:** Cost sharing with coalition forces is a point of discussion
1.4. **Travel:**
- **Purpose:** Inter- and intra-theater, mission essential travel
- **Owner:** USFOR-A J1 (all Travel except Emergency Leave – USFOR-A J8)
- **Examples:** Conference attendance, assistance visits
- **Package:** DD Form 1610 or DTS orders, MOJ
- **Approximate Timeline:** 14 days
- **FYSA:** If supporting USFOR-A mission, USFOR-A funded

1.5. **Global Combat Support System-Army (GCSS-A):**
- **Purpose:** Order stock number items from the Army supply system (GCSS-A or G-Army)
- **Owner:** USFOR-A J4
- **Examples:** Office supplies, 550 cord, general supplies and equipment
- **Package:** Account and access required to place order
- **Approximate Timeline:** 2 days for submission or approval; wide range of delivery dates
- **FYSA:** Supply credits and cancellations
  - Automated restricted item list managed by RSSB; review at TOA
1.6. **Operational Needs Statement (ONS):**
- **Purpose:** Urgent need for nonstandard capability to enhance mission accomplishment
- **Owner:** USFOR-A J3 FM
- **Examples:** RQ-11a/B Raven UAS, PTDS, medical equipment/defibrillator monitors
- **Package:** Submission through Equipment Common Operating Picture (ECOP) with O-6 signature
- **Approximate Timeline:** 15 days at USFOR-A; 6-9 months at higher headquarters
- **FYSA:** Lateral transfers; not for items on Mission Essential Equipment List

1.7. **Field Ordering Officer (FOO):**
- **Purpose:** Mission-essential, locally procured supplies, equipment or services
- **Owner:** ECC-A
- **Examples:** Lumber, short-term basic life support services
- **Package:** FOO appointment/training, paying agent appointment/training, clearance memos, SF-44, receipts, purchase log
- **Approximate Timeline:** 5 days to nominate, train and appoint; can purchase immediately thereafter; clearing accomplished when all documentation is provided to RCC-A and disseminated
- **FYSA:** $30,000 limit; E-6, O-2 or GS-7 and above only
1.8. **Acquisition and Cross-Service Agreement (ACSA):**
- **Purpose:** Exchange logistics, supplies, support or services with other countries or international organizations
- **Owner:** USFOR-A J4, MNL
- **Examples:** Basic Life Support provided to or from other nations
- **Package:** Form 1-3A; requires JRRB or JFUB approval
- **Approximate Timeline:** Varies
- **FYSA:** Must be coordinated with Coalition Support Cell or USFOR-A J4 MNL; JRRB validation required

![](image)

1.9. **Commanders’ Emergency Response Program (CERP):**
- **Purpose:** Allow commanders to engage local populations in the civil affairs realm
- **Owner:** USFOR-A J9
- **Examples:** Education center improvements, hospital equipment, condolence payments
- **Package:** Legal review, CIDNE ADR, PR&C, LOJ, ETP
- **Approximate Timeline:** 3 – 28+ days
- **FYSA:** NSOCC-A vs. conventional; J9 provides training

![](image)
1.10. **DoD Rewards:**
- **Purpose:** Monetary or in-kind reward for providing Allied Forces with information or lethal assistance
- **Owner:** USFOR-A J3, Information Operations
- **Examples:** High Value Individuals (HVIs), weapons caches
- **Package:** Legal review, PR&C, no spillage memo, commander’s memo
- **Approximate Timeline:** Varies
- **FYSA:** Available to all units, with justification; not an intelligence program
Section 1: Validation of Requirements

Chapter 1: Introduction to Validation

Acronyms
DIJA – Defense Information Systems Agency  
KO – Contracting Officer  
MWR – Morale, Welfare and Recreation  
OCS – Operational Contract Support  
Also see Commonly Used Acronyms (Section 3)

General Guidance

1.1. In order to balance efficiency with proper oversight, USFOR-A combines a mixture of validation boards and expenditure thresholds (see Table 3-1) in order to minimize risk and ensure taxpayer funds are being responsibly expended on mission requirements.

1.2. The most common validation boards are the JRRB, JFUB, and ARCENT SuperCRRB. Requirements that require exchanges of logistic support, supplies, and services between the United States and other NATO forces or international organizations are covered under ACSA agreements detailed in and administered by the USFOR-A J4 - Multinational Logistics Team.

1.3. The JRRB, JFUB, and SuperCRRB validate requirements for certain projects, services, purchases and leases depending on the nature of the requirement and dollar threshold. The USFOR-A OCS administers the JRRB process and ensures impartiality. The JFUB validates facilities and construction requirements and is administered by USFOR-A JENG. SuperCRRBs are conducted by USARCENT and are mandatory for requirements greater than or equal to $10,000,000 in value.

1.4. The requirements validation process is facilitated by the JRRB and JFUB Program Managers, but ultimately, the unit is responsible to identify the requirement, build support packages, seek validation, and oversee throughout execution. This process is customer-driven with staff assistance.

1.5. ECC-A can provide initial assistance and review of PWS/SOWs before a JRRB/JFUB. However, once a validated and funded requirement is received by contracting, ECC-A will continue to work with the Requiring Activity to finalize a PWS or SOW. A PWS or SOW may require edit and re-draft to to ensure the Requiring Activity’s requirement is clearly and correctly conveyed.

1.6. When a requirement is JRRB/JFUB validated, the executing contracting officer will determine the acquisition strategy most appropriate for contract award.
**Chapter 2: Spend Plans**

**Acronyms**
See Commonly Used Acronyms (Section 3)

**General Guidance**

2.1. Commanders, Staff Agencies (J1, J2, etc.), Task Forces, and TAACs determine requirements for their units.

2.2. Unit must determine if the requirement requires validation board approval (see Validation of Requirements section).

2.3. **Units should place requirements pending validation on their monthly spend plans to provide visibility for planning.** These requirements must first be validated to be considered for funding. If the requirement needs validation board approval, a package is submitted for validation. Once validated, the requirement stays on the unit spend plan to compete for funding. **Keep in mind that validation does not equal funding.**

2.4. Commanders, Staff Agencies (J1, J2, etc.), Task Forces, and TAACs will submit spend plans to the Plans Officer at USFOR-A J8 OTH on the 15th day of each month covering the next 12 months’ worth of requirements.

2.5. Based on funding availability and changes in operating conditions, USFOR-A J8 may have additional cyclical spend plan data calls. This will provide units an opportunity to submit unforeseen requirements based on emerging missions.

**Spend Plan Checklist**

2.6. Use the Spend Plan Template provided by USFOR-A J8 OTH.

2.7. Ensure that your organization’s submission has been prioritized by unit leadership. All requirements may not be funded depending upon availability of funds. Your prioritization must be reflected in the “priority” column of your spend plan. Funding will follow unit prioritization to the greatest extent possible. Priority will begin at 1 and will end at the total number of requirements, e.g., 1,2,3,4,5,...27.

2.8. Provide amplification and justification in the “justification and impact” sections for all requirements. Do not assume that USFOR-A J8 or the CoS understands your requirements as well as you do. Add any information you feel is necessary to justify funding your requirement.
   - If a contract is of special tactical or strategic importance, please do not assume the board knows this.
Provide a requested Period of Performance for your contracts by timeframe and number of months. Coordinate with procurement agency on realistic acquisition timeline. As an example: PoP – OCT 15 - APR 16 (6 months).

Be explicit as to how a contract is phased for funding (monthly vice quarterly vice yearly). Specify whether the amount you are requesting is a month’s worth, quarter’s worth, or year’s worth.

Specify the minimum amount you need to continue execution of the contract or to initiate the contract. If your contract is incrementally funded, provide the amount that has been funded to date as well as how much can be funded (ceiling) based on your acquisition board validation.

2.9. Include the validation package number (JRRB or JFUB Number) if applicable. Add validation information into the “Approve SuperCRRB/JRRB/JFUB” column. Requirements not yet board-validated will normally be deferred until approved and will not receive funding until validated by the requisite acquisition review board.

Emergency Requests/Walk through Validation (JRRB/JFUB) Requests

2.10. These requests occur when a unit has an emergency requirement that was not submitted on the current spend plan and/or it cannot wait until the next spend plan cycle.

2.11. Because the request was not on the spend plan, funding must be offset by existing, validated, unit requirements or sourced by USFOR-A J8. Therefore an out-of-cycle request must actually be a time sensitive, emergency requirement. Do not submit routine items that can wait until the next spend plan. Those requests that do not warrant emergency funding will be returned to the unit without action.

2.12. A justification memo should be submitted to the USFOR-A OCS (JRRB) or JENG (JFUB) and signed by the TAAC Commander, CoS or the first O-6 in the chain of command. Units should include all pertinent documentation with the request—validation paperwork, legal review, funding document, etc. The memorandum should include a no-later-than date for funding if applicable.

2.13. Units will first attempt to re-prioritize current requirements to accommodate emergent requests. The requirements owner will work with USFOR-A J8 to rebalance priorities on their current spend plan to fund their emergency requirement. Newly arriving units without an approved spend plan can use an emergency request to secure funds if needed.

Reference

Chapter 3: Joint Requirements Review Board (JRRB)

Acronyms
APL – Approved Products List
CHESS – Computer Hardware Enterprise Software and Solution
COA – Course of Action
D&F – Determination and Findings
DISA – Defense Information Systems Agency
FAR – Federal Acquisition Regulation
J&A – Justification and Approval
KO – Contracting Officer
MWR – Morale, Welfare and Recreation
OCS – Operational Contract Support
PSC – Private Security Contract
RFF – Request for Forces
SME – Subject Matter Expert
Also see Commonly Used Acronyms (Section 3)

General Guidance

3.1. The purpose of the JRRB is to determine if a requirement is valid. The USFOR-A JRRB recommends approval and disapproval of specified projects, purchases, services, and leases for time, purpose, and amount. Final approval authority resides with the USFOR-A DCDR-S. Any requirements greater than or equal to $10,000,000 will be forwarded to the ARCENT SuperCRRB for validation. See Table 2-1 for authorized validation thresholds. All requirements and special interest items identified in the ROE/SII section 3.14, regardless of their value, must be submitted to the JRRB for approval. Also read FRAGO 16-307 JRRB Process Improvement (and future versions / modifications).

3.2. Approval of all requirements will occur at the USFOR-A JRRB with the exception of delegated authorities designated by DCDR-S under their validation threshold. Commanders who are delegated this validation authority will manage the validation process for requirements using the guidance stated in USFOR-A FRAGO 16-307 JRRB Process Improvement (and future versions / modifications). Commanders will ensure proper documentation, oversight, and records keeping through use of the cASM website.

Note: At any time, USFOR-A Voting Board Members may request an audit of any requirements validated under this delegated authority.

3.3. Certain acquisition processes may require additional documents, to include a Justification and Approval (J&A) or Determination and Findings (D&F). JRRB validation does not constitute approval of these documents. Only the designated Contracting Officer has the authority to approve the acquisition strategy and process. USFOR-A may,
however, direct pursuance of alternate courses of action (COAs) to fulfill the stated requirement.

3.4. The USFOR-A OCS is responsible for the overall administration and impartiality of the process. The USFOR-A JRRB Chief or OIC chairs and secretariats the JRRB. The USFOR-A J3, J4, J6, J8, JENG, SJA, and OCS are voting members. ECC-A, J2, J5 or their respective delegates participate as non-voting advisors.

3.5. It is the customer's sole responsibility to understand their requirements and develop/submit the JRRB package for validation. It is important to plan accordingly to meet requirement validation, funding, and contractual timelines. **The proponent assumes risk if requirements are submitted late.** JRRB submission timelines are below:

3.6. **Table 3-1 Package Submission Timelines**

<table>
<thead>
<tr>
<th>Funding Level</th>
<th>Complete JRRB Package Due (assessed against Period of Performance start date)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existing Contract</td>
</tr>
<tr>
<td>Above $2M</td>
<td>6 Months</td>
</tr>
<tr>
<td>$500K - $2M</td>
<td>4 Months</td>
</tr>
<tr>
<td>Below $500K</td>
<td>3 Months</td>
</tr>
</tbody>
</table>

3.7. Details of the JRRB process to include templates, examples, and cASM instructions are available on the JRRB SharePoint Portal NIPR site at: [http://usfora.afghan.swa.army.mil/sites/JARB/default.aspx](http://usfora.afghan.swa.army.mil/sites/JARB/default.aspx)

3.8. In the event the JRRB SharePoint Portal is unavailable, the cASM main page can be found at: [https://www.casm.csd.disa.mil/casmportal/](https://www.casm.csd.disa.mil/casmportal/)

3.9. At any point, customers may e-mail the USFOR-A JRRB team for additional instructions and clarifications. The USFOR-A JRRB team can be reached at centcom.bagram.usfor-a.mbx.jrrb@mail.mil.

**General Board Concept**

3.10. **Identify the Requirement.** The unit must determine if they can fill the requirement through the supply system, excess inventory, or use of organic assets. If the item cannot
be procured through Global Combat Support System – Army (GCSS-A), then the requirement must be validated via the JRRB process.

3.11. **Build the requirements package.** Some board or requirement specific documents may be required, but a standard package includes:

- IGCE – prepared by requirement owner
- LOJ – requires O6 or delegated O5 signature
- SOW/PWS – coordinated with KO
- Legal Review – required if ≥ $10,000; local or USFOR-A OSJA
- PR&C – prepared by requirement owner
- Cost Analysis

3.12. **Submit the requirements package to the appropriate board for validation.** The USFOR-A JRRB Chiefs will facilitate the process to put the requirements package in front of the board members for a vote. All documents must be complete (including answers to RFIs from board members) by the annotated suspense date in order to be validated in a timely manner. JRRB requirements must be submitted via the cASM website. Options packets are intended to exercise contractually agreed upon prices for a forthcoming option period. The customer is encouraged, though not required, to provide current market place pricing for an option period and assist contracting with the required Determinations and Findings to exercise a contract option.

3.13. **Review/validation.** After all required staff members and subject matter experts have reviewed the package, the board members make a recommendation. The board secretariat then prepares the package for presentation to the appropriate validation authority IAW thresholds identified in Table 1-1. **After validation, the requirement owner will be notified of the decision and sent a copy of all signed approval documents. The next steps process will be included in the communication.**

3.14. **Funding.** The customer must forward the validated requirements package to the USFOR-A J8 OTH office for funding. It is not the responsibility of the JRRB Chief to forward the requirements package to the resource manager. **Note that a validated requirement does not necessarily equal a funded requirement.**

3.15. **Acquisition.** During the acquisition process, the customer will work with the respective contracting agency to determine the most appropriate acquisition strategy. The contracting agency executing the award will determine the most appropriate acquisition strategy or sourcing solution. The unit commander or O-5 will nominate individuals to perform COR duties to help ensure that the contract is executed according to the contract specifications (purpose, scope, time, and amount). The nomination and subsequent COR training (contact ECC-A for training) must be accomplished prior to award of a USFOR-A contract, as the COR documentation is part of the requirement package. **COR nominations must be submitted online via DoD’s web-based “CORT”, to include supervisor approvals.**
3.16. **Emergency/Out-of-Cycle Requirement Validation Package.** If a requirement validation package is submitted within 30 days of the need date, a Letter of Lateness must accompany the package. The Letter of Lateness must be signed/endorsed by an O-6 (or higher) or DoD civilian equivalent and provide sufficient rationale for emergency consideration; otherwise, the package will be processed per the normal processing cycle. Typically, only packages that may result in health and safety issues to personnel or absolute mission failure will be considered for board acceleration. A Letter of Lateness is required for all requirement packages that have an expired period of performance (PoP). **Procurement timelines and regulations will still need to be followed if a contract PoP has expired. An expired PoP is not basis for limiting of competition or shortening of contract/procurement timelines.**

3.17. Units may request cancellation of a package at any stage by sending a memorandum to the appropriate board coordinator. This can also be done through email and will be also uploaded in cASM by the Requiring Activity.

3.18. Contractors shall not start work on a project until it is properly validated, funded, and the contractor is issued an official Notice to Proceed (NTP) by a warranted contracting officer. This includes troop labor construction of facilities that will later require OMA. This is required to prevent unauthorized commitments or violations of the Anti-Deficiency Act. **Offenders may incur personal fiscal risk and/or adverse action to include criminal prosecution.**

3.19. **Revalidation.** Approved JRRB requirements must be revalidated when:

3.19.1. Any cost increase exceeding 10% over the most recent validated cost.

3.19.2. There is a change in approved scope. Examples include:
   - A change in the number of items purchased regardless of whether there is a change in cost
   - A change in the type of services provided.
   **NOTE: Even if the change in scope costs less than 10%, the change requires revalidation.**

3.19.3. The approved Period of Performance (PoP) will expire and the requirement is still necessary. The JRRB may not validate a PoP exceeding 12 months. If you have excess funds from a previously validated PoP, you must revalidate your requirement for the next PoP prior to using any carry-over funding.

3.19.4. A contract supporting the requirement has not been awarded within 90 days of its PoP start date. Exceptions may be granted by the J8, in consultation with ECC-A or the lead contracting agency, if the contract was not awarded as a result of delays that were not within the control of the requesting unit.

3.19.5. **Location change.** If the project location changes after a JRRB package is submitted, the unit must submit a new location map, environmental review, and mayor's
endorsement with a memo explaining why the change was made. If the project location changes after validation, the requirement must be revalidated.

Table 3-2 Validation Thresholds

<table>
<thead>
<tr>
<th>Validation Thresholds</th>
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<tbody>
<tr>
<td>All authorities pertain to U.S. Title 10 Missions/Positions only</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Construction Service and Commodity Approval Authority</th>
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</thead>
<tbody>
<tr>
<td>Organization</td>
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<tr>
<td>---------------</td>
</tr>
<tr>
<td>ARCENT</td>
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<tr>
<td>USFOR-A DCDR-S</td>
</tr>
<tr>
<td>USFOR-A CoS</td>
</tr>
<tr>
<td>USFOR-A Director of Logistics, J4</td>
</tr>
</tbody>
</table>

See FRAGO 16-307 JRRB Process Improvement or future versions/modifications

Special Interest Items

3.20. All requirements for the commodities or services listed below require additional consideration or verification by the USFOR-A staff prior to submission to the appropriate JRRB/JFUB, regardless of cost or organizational threshold approval levels:

3.20.1. Appliances. Appliances such as washers, dryers, microwaves, and refrigerators should not be purchased without prior approval. Do not purchase these items without SJA and J8 endorsement.

3.20.2. Private Security Companies (PSC). Private Security Company (PSC) contract requests must be reviewed and validated by USFOR-A J3 to validate the means of fulfilling the requirement prior to submission to the JRRB. Note that a contractor’s ability to subcontract PSC services is limited by Afghan law.

3.20.3. Automations / Communications Equipment / Signals Equipment. The following automations / communications / signals equipment must be validated by the appropriate JRRB regardless of cost, and requires an approval memorandum, email or vote at the JRRB AO Board by USFOR-A J6.

- Satellite Phone/Radios (e.g., Iridium, INMARSAT, BGAN)
- COMSEC Equipment (e.g., KG-175, KIV-19)
- Internet Related Services (e.g., MWR, Commercial Services)
- Radios (e.g., hand-held, vehicle mounted) not on the SEL
- Modified Table of Organization and Equipment Items (e.g., AN/PRC-150, RT-1523)
- Cisco Call Managers (software and hardware)
- Network Equipment that is not on the DISA Approved Products List (APL) https://aplits.disa.mil/processAPList.do
- Software, not included on the DoD image for Afghanistan, intended to run on government equipment
- IT equipment warranty extensions

Proponents shall research all IT requirements through the U.S. Army Computer Hardware Enterprise Software and Solutions (CHESS) website at: https://chess.army.mil.

IAW the Federal Acquisition Regulation (FAR) all requirements indicating a specific brand name for a given product will require a memorandum requesting “BRAND NAME DETERMINATION FOR OTHER THAN FULL AND OPEN COMPETITON.” An example of which can be located on the JRRB Sharepoint Portal at http://usfora.afghan.swa.army.mil/sites/JARB/SOPINFO/Forms/AllItems.aspx

3.20.4. Base Life Support Requirements. All Base Life Support service requirements must be reviewed by the USFOR-A J4 to validate the means of fulfilling the requirement prior to submission to the JRRB. Units are required to attach coordination documentation to the JRRB package upon completion of coordination with the USFOR-A representative.

3.20.5. Electrical Generation Equipment. Electrical Generation Equipment requires verification from Task Force Power for safety and compatibility with the intended use. The Task Force Power lead resides in USFOR-A JENG.

3.20.6. Fire Prevention/Firefighting Requirements. All fire prevention and firefighting requirements must be reviewed by the USFOR-A Fire Chief.

3.20.7. Information Operations Requirements. All information operations requirements must be reviewed by the USFOR-A J3 Information Operations Officer, USFOR-A Staff Judge Advocate, and USFOR-A J8 for validation of authority to conduct operations and availability of designated funding.

3.20.8. Information Technology Service Requirements. All Information Technology Service requirements must be reviewed by the USFOR-A J6 to validate the means of fulfilling the requirement prior to submission to the JRRB.

3.20.9. Intelligence Requirements. All intelligence requirements must be reviewed by the USFOR-A J2.

3.20.10. Land Lease. U.S. Army Corps of Engineers-Real Estate (USACE-RE) is the lead on land leases in Afghanistan. Requiring activities shall coordinate with the USACE-RE prior to submitting JRRB validation request to ensure title to the land is adequately identified and not in dispute, and to obtain concurrence and assistance on land lease instruments. In most cases, USACE-RE will execute and administer the land
leases. All real estate Land Acquisition Request Forms are signed by an O-6 or higher who has decided the lease is a mission essential requirement. Land leases are not considered a recurring service requirement.

3.20.11. Long-Haul Communications. IAW DISA Circular 310-130-4, 05 May 2006: Only DISA and Defense Information Technology Contracting Organization (DITCO) are authorized to acquire long haul telecommunications services for the DoD pursuant to DODD 5105.19, DODD 4640.13, DODD 4640.14, and ASD (C31) Policy Memorandum of 5 May 1997. To further provide clarification, acquisition of telecommunications is point-to-point leased services/circuits whether or not they touch the Defense Information System Network (DISN).

3.20.12. Medical Requirements. All medical requirements must be reviewed by the Task Force Medical Commander or their delegate.

3.20.13. NTV/ATV/MHE Lease. Prior to going to the JRRB, the proponent is required to complete a Vehicle Management Allocation Review Board (VMARB) to determine whether the NTV requirement can be fulfilled using existing government owned vehicles. This requirement also applies to service contracts in which the contractor is asked to provide or operate vehicles. If a vehicle cannot be found to meet the need, the VMARB will validate the requirement and the proponent will be directed to forward the request to their USFOR-A JRRB and local Contracting Integration Cell. An accurate lease vs. purchase analysis with cost figures that can be validated is required.

3.20.14. RLBs. RLBs, also known as containerized buildings, regardless of cost, require JFUB board validation and approval by ARCENT.

3.20.15. MWR Requirements. Proponents must coordinate all MWR requirements with the USFOR-A J1 MWR program manager for approval. Some examples include:
- Internet Café Services
- Gym Equipment
- MWR Facility Furniture, Supplies, and Equipment

3.21. The following items are exempt from USFOR-A requirements validation boards:

3.21.1. Judgment Fund Reimbursements. Requirements to reimburse the Judgment Fund are excused from any board review or validation.

3.21.2. Contract Litigation Expenses. Requirements to fund litigation costs arising from contracts awarded in support of USFOR-A operations are excused from any board review or validation when the USFOR-A Chief, Contract and Fiscal Law determines, in writing, that funding the submitted requirement is necessary for the best representation of the government.
3.21.3. Cost Increases Due to Currency Exchange Rate Variability. Additional costs incurred due to exchange rate variability are not required to be revalidated.

3.21.4. Defense Base Act (DBA) Rate Variability. Additional costs incurred due to DBA rate variability are not required to be revalidated.

3.21.5. Afghanistan Bi-Lateral Security Agreement (BSA) derived visa costs. Costs incurred due to the United States’ BSA agreement with Afghanistan, which requires all contractors to maintain valid visas while working in Afghanistan do not need to be revalidated if the following criteria are met.
   - The contractor must validate that no visa expenses were accounted for in the initial cost estimate and contract proposal.
   - The total cost increase between the previously validated cost and all cost increases (to include visa and non-visa related) must be less than the 10 percent required to meet the Letter of Increase criteria.

3.21.6. Coins. Coins do not require JRRB validation as long as the stipulations in Chapter 6 – Section IV of the MAAWS-A have been met.

3.21.7. Travel. Travel Expenses do not require JRRB validation as long as the thresholds defined in Table 7-1 of the MAAWS-A are not exceeded.

3.21.8. Stock Fund Items. Stock Fund Items, i.e. those items procured through GCSS-A, do not require JRRB validation.

3.22. General Guidance for lower-level RRBs:

3.22.1. Ensure compliance with all governing policies to include the mandatory USFOR-A JRRB process for all special interest items identified above. Lower-level RRBs shall implement a formal process to track and record all documents associated with each requirement using cASM. Prior to start of the lower-level RRBs, the units must get their SOP approved by OCS. At any time, USFOR-A may audit lower-level RRB documentation.

3.22.2. Letters of Justification may be signed by an O-4 or above (RRB’s SOP). A staff review through the respective unit’s S3, S4, S6, and Engineering is required prior to validation.

3.22.3. The PR&C/MIPR for validated requirement and a JRRB approval document must be signed by the Chief of Staff or higher in the TAAC or O-6 equivalent CoS or higher in a unit outside a TAAC. The approval must include all required documentation listed in the preceding sections.

3.22.4. A cost analysis is not required for the lower-level RRB, but may be requested at the requirement owner’s discretion. The requirement owner must still

3.22.5. Maintain a log of CORs associated with service contracts. New CORs may be nominated, however they must have at least 90 days remaining on station after contracts begin. Contracting shall ensure continuity through replacement of CORs in advance of the redeployment of the incumbent COR.

3.22.6. The USFOR-A OCS JRRB Team is available as a resource to the lower-level RRBs and can assist with developing workflows in cASM, cASM administration, RRB SOP development, cost analysis, and any other topics related to RRBs and RRB execution.

3.22.7. Validated requirements must follow the process outlined in sections 3.13 and 3.14.

3.23. USFOR-A Voting Board Members.

3.23.1. The senior ranking individual (O-6 minimum) of each organization listed below is the official voting member. Representation for the organization may be delegated to a military member or DoD civilian of a lower grade, as needed, by memorandum signed by the respective Director and endorsed by the Chief of Staff.

3.23.2. All voting board members should review submissions for completeness, validity, and efficiency, regardless of the directorate they are representing:

   - Serve as the functional expert for force protection efforts, Information Operations, and requests for additional forces.
   - Review all requests for government personnel to determine if request can be fulfilled using a Request For Forces (RFF).

   - Serve as a functional expert to review requirements for:
     - Base Life Support (BLS) service contracts to include those provided under Acquisition Cross Servicing Agreements (ACSA)
     - LOGCAP requests for expansion of current services, new services, and service enablers.

3.23.5. J6 – Communications.
   - Serve as a functional expert to review requirements for:
     - Communications equipment
     - Communications security equipment
     - Computers and peripherals
     - Data storage devices
- Network-related equipment or services
- Software
- Information Technology (IT) support

3.23.6. **J8 – Resource Management.**
- Review JRRB packages to ensure compliance with fiscal guidance and spending policies.
- Provide analysis of previous requirements, budgeted amounts and any concerns with funds availability.

3.23.7. **Joint Engineers.**
- Serve as a functional expert to review requirements and disposition recommendation of:
  - Force protection items (e.g., sidewalls, T-walls, HESCO barriers, and overhead cover not requiring ground prep).
  - Electrical power generation equipment, electrical service contracts, and fire protection commodities and service contracts (including LOGCAP). Validate compatibility with existing services and safety compliance.
  - All RLBs, trailers, and Containerized Housing Units (CHUs).
  - Construction and repair projects.
  - All land leases and other packages that require access to land/right-of-entry such as demining packages.
  - Mine clearance services.

3.23.8. **Operational Contract Support (OCS) / OCS Integration Cell.**
- Act as the USFOR-A staff lead for JRRB policies and procedures.
- Provide an O-5 or O-4 to serve as the JRRB Chief.
- Ensure that all JRRB requests have required documentation before staffing to board members, SMEs, and/or non-voting JRRB members.
- Conduct cost analysis of all JRRB packages to ensure cost realism and reasonableness.
- Administer validation board; accept, process, and prepare packages for review; lead board package review and reviews votes from members; present requirements and board recommendations to the USFOR-A J4 Director, CoS or Deputy Commander for Support. Record J4 Director, CoS, and DCDR-S decisions, upload and/or disseminate the results of the JRRB process to stakeholders and ensure historical JRRB package files are maintained in the cASM system.
- Assist proponents through the SuperCRRB process.
- Develop JRRB training materials and conduct periodic training for end users and lower-level RRBs; develop a CJOA-A JRRB inspection program and conduct periodic compliance self-inspections and inspections of subordinate RRBs.
- Process all requests for JRRB SharePoint Portal Access. The USFOR-A SharePoint firewall exemption request can be found at:

- Process requests for cASM Access.
- Review and assess requirements to identify opportunities to synchronize common contracting requirements for efficiencies and/or operational unity of effort.
- Assess requirements to determine if existing contract vehicles may be leveraged.

3.23.9. **Staff Judge Advocate (SJA).**

- Provide a Judge Advocate to the JRRB to review proposed requirements from a legal, fiscal, and business perspective.

3.24. **USFOR-A Non-Voting JRRB Members and Advisors.**

3.24.1. Non-voting JRRB Members and Advisors may include J1, J2, ECC-A, TF MED (Surgeon’s Office), Safety, and the Fire Protection and Emergency Program Manager. Non-voting members serve as functional advisors to the board and review and endorse valid requirements within the purview of their respective staff sections as follows:

- **ECC-A** - Ensure use of proper contracting vehicles and strategic sourcing of requirements. Provide a contracting functional expert to review acquisition packages (PWS, COR nomination packages, and Service Contract Approval (SCA) forms), AT/OPSEC coversheets, and IGCEs for completeness and thoroughness. Ensure appropriate contracting organization has been identified and coordinated to execute the requirement. The Contracting Officer is the only agent who can approve the contracting vehicle and acquisition strategy.

- **J1** - Provide a subject matter expert to review and make recommendations for disposition of all civilian personnel and MWR items and service contracts.

- **J2** - Provide a SME to review and make recommendations for disposition of all intelligence-related packages.

- **J5** – Provide a SME to review and make recommendations for requirements in support of USFOR-A Plans and Policies.

- **TF MED** - Provide a SME to review and make approval recommendations on all medical requirements packages.

3.24.2. In addition to a general analysis, functional experts should consider whether there are more cost effective alternatives available to fulfill the requirement, and whether the requirement is right-sized and properly scoped to support the future basing strategy for the affected FOB(s). The JRRB voting members and subject matter experts review initiatives from both their functional perspective as well as from an overall benefit to the command. Members and subject matter experts are expected to apply seasoned military judgment in making a recommendation to the approving official.

**References**

- USFOR-A FRAGO 16-307 JRRB Process Improvement
- USARCENT-DCG Memorandum, Subject: USARCENT Coalition requirements review Board (CRRB) Policy and Procedures, March 2013
- Automation Standardized Equipment Listing (located on USFOR-A JRRB Sharepoint)
- USFOR-A FRAGO 12-252, Issues USFOR-A Non-Tactical Vehicle Policy and Describes General Services Administration, August 14, 2012
- COL Mark T. Simerly, USFOR-A J4, USFOR-A Memorandum for All Joint Requirements Review Boards (JRRBs) within the Combined Joint Operations Area-Afghanistan (CJOA-A), December 1, 2013
- Afghanistan Theater Property Book Office, Standard Operating Procedures, Ch. 12
- Delegation of Authority for Relocatable Buildings in the USARCENT Area of Responsibility Memo, March 12, 2015
Chapter 4: Joint Facilities Utilization Board (JFUB)

Acronyms
IPL – Integrated Priority List
KO – Contracting Officer
MWR – Morale, Welfare and Recreation
OCS – Operational Contract Support
Also see Commonly Used Acronyms (Section 3)

General Guidance

4.1. The purpose of the JFUB is to provide a validation avenue for all military construction, repair and maintenance projects within USFOR-A Headquarters and subordinate units. This process is not applicable to construction and repair projects inside the Air Force “Blue Line” as they have a separate funding stream.

4.2. Scopes of work for Contingency Locations will primarily be determined by established standards included in Chapter 5 of USCENTCOM Regulation 415-1, CONSTRUCTION IN THE USCENTCOM AREA OF RESPONSIBILITY, “THE SAND BOOK”, but consideration should also be given to risk assessments and other mitigating factors. For Enduring Locations, construction standards will be IAW DoD, Joint Chiefs of Staff, and Lead Service policies unless directed otherwise by USCENTOM. MILCON will be based on theater basing plans, prioritized through the Integrated Priority List (IPL), and programmed through the DoD program using Service procedures.

4.3. The JFUB evaluates and reconciles component requirements for real estate, the use of existing facilities, inter-service support, and construction/repair projects when conflicting or competing requirements materialize.

4.4. The JFUB will review all facility requirements to include MILCON-level projects. The USFOR-A JENG, with assistance from other selected JFUB members, is responsible for coordination and completion of the JFUB’s work and issues.

4.5. Currently, USFOR-A hosts a JFUB and JFUB working group (WG). External participants may attend in person, or participate by VTC or teleconference. The JFUB’s composition varies depending on the nature of the contingency and the forces, organizations, and agencies involved.

4.6. For definitions of repair, maintenance, construction, and sustainment, refer to DA PA/M 420-11, pg. 2-3.
Table 4-1 USFOR-A Construction Project Approval Authority

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>THRESHOLDS</th>
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<tbody>
<tr>
<td>ACSIM, HQDA</td>
<td>Construction &gt; $1M</td>
</tr>
<tr>
<td></td>
<td>Maint/Repair &gt; $5M; or repair-to-replacement ratio &gt; 75%</td>
</tr>
<tr>
<td>CDR, USFOR-A</td>
<td>Construction ≤ $1M</td>
</tr>
<tr>
<td></td>
<td>Maint/Repair ≤ $5M, and repair-to-replacement ratio ≤ 75%</td>
</tr>
<tr>
<td>DCDR-S, USFOR-A</td>
<td>Construction ≤ $1M</td>
</tr>
<tr>
<td></td>
<td>Maint/Repair ≤ $5M, and repair-to-replacement ratio ≤ 75%</td>
</tr>
</tbody>
</table>

General Board Process

4.7. The USFOR-A JFUB is chaired by the USFOR-A JENG Director and consists of voting members from J3, J4 J6, J8, ECC-A, JENG, OSJA, and others as directed. Non-voting members from the Force Protection Office, Safety, and other organizations shall be present as requirements dictate.

4.8. The USFOR-A JENG JFUB Program Manager receives completed packages from Garrison JFUBs and other USFOR-A subordinate units. The JFUB Program Manager will assign the next available tracking number from the USFOR-A JFUB project number tracker to each requirement submitted and disseminate the packages to the USFOR-A JFUB members on the NIPR or SIPR network as requirement classification dictates. Board members then present any RFIs and resolve those issues to the greatest possible extent prior to the JFUB. During the board, the voting members will vote to recommend one of the following for each project:

- Concur: Was validated by JFUB voting members. Project will move forward for approval signatures.
- Conditionally Concur: Was validated by most JFUB voting members. RFIs need to be answered for MMR, design, cost, or legal before funding is approved.
- Non-Concur: Project was not validated by JFUB voting members.

4.9. If a package is considered an emergency that cannot wait for the normal JFUB cycle, USFOR-A JENG will conduct an out-of-cycle JFUB or ‘walk’ the package through the JFUB coordination/approval process. Emergency packages are defined as those requirements that must be expedited by all parties involved because their delay would constitute an unacceptable level of risk to the mission. The LOJ in the package should state that the project is an emergency and why.

4.10. Following the JFUB, USFOR-A JENG presents the validated JFUB packages to the DCDR-S for approval.
4.11. **Approval of a submission does not mean funding has been approved or made available for obligation, only that the requirement has been validated.** Once a package is approved, funding must be coordinated with the USFOR-A J8 OTH team (see next steps instructions in the JFUB approval communication). Any project validated through the JFUB process requiring funds may NOT begin prior to validation, funding, and warranted contracting officer issuing a Notice to Proceed (NTP) to the contractor.

**Responsibilities**

4.12. **J3-Operations.** Ensures the requirement meets operational needs of the mission and that the project does not impede the needs of other ongoing missions.

4.13. **J4-Logistics.** Serves as a functional expert to review requirements from an overall logistics perspective.

4.14. **J6-Communications.** Serves as a functional expert to review requirements for validity and whether another alternative might provide the same capability with more efficiency. Also determine whether the request meets the theater standard for that facility type or provide a solution at a lower cost.

4.15. **J8-Resource Management.** Serves as a functional expert to review requirements from an overall fiscal and budgetary perspective.

4.16. **JENG-Engineers.**
   - Ensures all construction projects are validated by the JFUB. This includes MILCON and Unspecified Minor Military Construction-Army (UMMCA).
   - Staff lead and manager of JFUB policies, standards and procedures. Presents requirements to the DCDR-S for approval.
   - Serves as a functional expert to review requirements from an overall engineering perspective. This includes not only the validity of the requirement, but whether another alternative might provide the same capability with more efficiency, at a lower cost, or more closely conforms to the MMR initiative.
   - Ensures work classifications are in accordance with Army regulations. Verifies that OMA threshold is not exceeded. If requirement exceeds OMA threshold and requires MILCON funding, reviews the requirement for validity and sends the validated requirement to USFOR-A MILCON program manager for action.
   - Serves as a functional expert to review requirements for:
     - LOGCAP requests for expansion of current services and all new services equal to or greater than $250,000 (i.e., new DFAC services).
     - Cross leveling of Container Housing Units (CHU) and other RLBs between bases will be validated at the JFUB regardless of funding requirement.

4.17. **SJA.** Reviews proposed initiatives from an overall legal and fiscal perspective and provides a legal opinion.
4.18. **Force Protection Office (FPO).** Upon request, reviews all anti-terrorism and force protection requests and all other requests in adherence to OPORD 05-02.

4.19. **ECC-A.** ECC-A IAW JP 4-10 is the Lead Service for Contracting in Afghanistan. ECC-A, while not the only contracting activity in Afghanistan, can provide guidance and assistance to requiring activities, and advise on contracting solutions.

4.20. **Fire Protection.** Reviews designs to ensure plans are within compliance of fire protection regulations.

4.21. **Prime Power.** Reviews designs to ensure plans have proper electrical or generator requirements.

4.22. **Safety.** Reviews project to ensure applicable safety regulations are met to include explosive safety.

4.23. **Units Submitting JFUB packages.** Upon JFUB approval, units will track and report status of the project to USFOR-A JENG via the project status tracker on the USFOR-A JENG JFUB Sharepoint site. Units will provide status updates from JFUB approval through project completion.

**Revalidation**

4.24. JFUB requirements that have been approved must be revalidated when:

- **4.24.1.** Funding required for the project exceeds the approved funding limit in the Delegation of Authority (DOA) letter by 10% or more.

- **4.24.2.** There is a change in approved scope or deviation of the requirement from when it was originally validated. Even if the change in scope costs less than 10% of the original validation, the JFUB package requires revalidation.

- **4.24.3.** If the Delegation of Authority (DOA) for the project is older than 1 year.

- **4.24.4.** If the project location changes after a JFUB package is submitted, the unit must submit a new location map, legal review, and mayor’s endorsement with a memo explaining why the change was made. If the project location changes after validation, the requirement must be revalidated.

**Special Considerations**

4.25. The following communications equipment cannot be purchased through the JFUB: Encryption devices (TACLANE), data switches, servers, telephones, terminals, keyboards, monitors, peripheral equipment, wireless LAN (WLAN), etc. See AR 420-1 for additional items.
4.26. Any project requiring new OMA fund authorization for construction, repair, or maintenance may NOT begin prior to validation, funding, and the warranted contracting officer issuing a Notice to Proceed (for contracted work). This also applies to material procurement for self-help or troop labor projects that fall into this category of work.

4.27. All RLB purchase requests must be submitted to ARCENT for approval, NO EXCEPTIONS. An RLB is defined in DA Pam 420-11.

4.28. Force protection components are considered personal property, unless they are tied-in to a facility or built into the ground.

4.29. Purchase of personal property that has an individual unit cost or system cost equal to or greater than the expense/investment threshold must use OPA funding. Consult SJA and J8 to determine appropriate types and availability of different funding types.

**Defense Base Act (DBA) Insurance**

4.30. DBA insurance is an overseas workman’s compensation. All government service/construction contracts contain a provision that requires bidding contractors to obtain the necessary insurance. It is imperative that the requiring activity inquire about a vendor’s DBA insurance coverage while conducting market research for pricing data. DBA will be awarded as a separate cost reimbursable CLIN on the contract. Check with your servicing contracting agency for DBA pricing related to any specific requirement. No revalidation necessary for project amount increases due to DBA insurance regardless of percentage of increase.

**JFUB Package Standards and Requirements**

4.31. A JFUB package will not be considered by the board until it has a completed checklist and the following items:

- **Letter of Justification (LOJ)** with project title, location of project, name and contact information of person(s) who prepared the document, detailed project justification including the need for the project, how this need is currently met, if at all, impact if not provided, expected start date of construction, need by date. The LOJ must be signed by a U.S. O-6 in the operational chain of command.

- **Independent Government Cost Estimate (IGCE)** submission in Excel utilizing the standardized JFUB cost estimate template. Include a detailed cost breakout for electrical, communications, personnel property, and any government furnished materials. Bulk purchases of cement, rock, and similar requirements that are used for multiple projects must be included in individual construction project costs. For MILCON-level projects, a DD Form 1391 is required in lieu of the IGCE, unless the facilities are already complete and useable. When developing an IGCE, quotes and estimates should never be requested from a contractor for use in the IGCE nor may any formal proposals from offers be requested prior to the IGCEs.
completion. The IGCE must contain sufficient detail to substantiate the estimate, and be signed, dated, and include respective organization, position, title, and telephone number of both the preparer and the preparer’s immediate supervisor.

- Include with the IGCE or DD1391 a DA Form 4283, **Facilities Engineer Work Request** completed by the work classification authority for the installation. The work classification authority will properly account for “Funded” or “Unfunded” work. These costs determine approval authorities and not funds required or available. Clearly identify the Work Classification, and Funded or Unfunded dollar amounts.

- **Site Map and Location Map**: The site must be approved by the Installation Facilities Utilization Board (IFUB), base planning board or Base/Camp Mayor if a sitting board does not exist. The board must be able to tell where on base this project is located. The site map is a close-up of the site to show the project footprint in relation to its surroundings.

- **JFUB Quad Chart** to use during the JFUB.

- **Legal Review**: Include legal opinion from requesting unit’s JA.

- **COR Nomination Memorandum and COR Training Certificates**: A COR Nomination Memorandum and COR Training Certificates are required for most JFUB projects. CORs for construction projects should be nominated by unit commanders based on the COR’s prior construction experience and knowledge. COR nominations must be submitted online via DoD’s web-based system “CORT,” to include supervisor approvals.

- The following items are submitted with the JFUB on an as-required basis (if applicable):
  - Relocatable Building (RLB) Analysis.
  - Repair versus Replacement Ratio.
  - Land Acquisition Request Form (LARF): If project requires land outside the existing land use agreement, attach a copy of the LARF submitted IAW USFOR-A FRAGO 09-265.

- **Statement of Work (SOW)**.
  - The installation Safety Officer will evaluate the project site for proximity to explosive safety arcs or review the project for any explosive safety arcs that it may produce. When an evaluation process is not available at the installation level, the USFOR-A Safety Officer will evaluate the project site for proximity to explosive safety arcs or review the project for any explosive safety arcs that it may produce.

**References**

- USARCENT-DCG Memorandum, Subject: USARCENT Coalition requirements review Board (CRRB) Policy and Procedures, March 2013
- Automation Standardized Equipment Listing (located on USFOR-A JRRB Sharepoint)
• USFOR-A FRAGO 12-252, Issues USFOR-A Non-Tactical Vehicle Policy and Describes General Services Administration, August 14, 2012
• COL Mark T. Simerly, USFOR-A J4, USFOR-A Memorandum for All Joint Requirements Review Boards (JRRBs) within the Combined Joint Operations Area-Afghanistan (CJOA-A), December 1, 2013
• MG John Murray, USFOR-A DCDR-S, USFOR-A Common High-Value Services Memo, January 22, 2015
• Afghanistan Theater Property Book Office, Standard Operating Procedures, Ch. 12
• Delegation of Authority for Relocatable Buildings in the USARCENT Area of Responsibility Memo, March 12, 2015
Chapter 5: Operational Needs Statement (ONS) & Joint Urgent Operational Needs Statement (JUONS)

Acronyms
ASCC – Army Service Component Command
ECOP – Equipment Common Operating Picture
PBO – Property Book Officer
TPE – Theater Provided Equipment
Also see Commonly Used Acronyms (Section 3)

Procedure to Submit an ONS/JUONS for Units within the CJOA-A

5.1. The initial step to requesting capability support through the ONS/JUONS process per AR 71-9 Materiel Requirements, is to conduct thorough mission analysis and determine if capabilities are available in theater through cross-leveling and lateral transfer directives of higher commands. Unit level PBO and TPE specialists can verify availability of equipment available within theater. USFOR-A J4 Material Management Branch and Supplies and Services Branch can further assist in locating capability available in theater.

5.2. ONS: Units within the Combined Joint Operational Area – Afghanistan (CJOA-A) may use an Operational Needs Statement (ONS) to document capability shortfalls within their commands and the need for a materiel solution to correct that shortfall or to improve an existing capability. An ONS is a request for HQDA validation/authorization and sourcing of a perceived requirement not satisfied with current on hand equipment.

5.3. Units in the CJOA-A with an O-6 or higher in their chain of command, may submit a Letter of Justification through USFOR-A DCG-S and ARCENT, to HQDA G-3 for an ONS. Units will submit at the division level into the ECOP database. The unit should then inform the J3 FM Force Integration POC that the ONS has been submitted for review by USFOR-A DCG-S staff. If a unit does not have an O-6 in their immediate chain to approve the Letter of Justification (LOJ), the unit may contact the J3 FM Force Integration Officer to initiate the LOJ.

5.4. Units within Afghanistan who have a need to submit an ONS for additional capability, and have access to a SIPR terminal, may designate an ONS POC within their organization and request access to the Equipment Common Operating Picture (ECOP) database. The database is designed to help facilitate, track, staff, validate, and source ONSs. When requesting access to ECOP, the POC should know the contact information to the POCs listed on ECOP requesting the account to be placed under USFOR-A management. If units deploy to the CJOA-A, and already have an ONS POC with an ECOP account, that individual should request to be moved under USFOR-A management. ECOP contacts are listed on the initial page of the ECOP website.
5.5. All ONS requests within the CJOA-A must be submitted with DCDR-S review. No unit or command within the CJOA-A is authorized to submit an ONS directly to ARCENT or HQDA G-3. Ensure that the chain of command list in ECOP for your ONS includes USFOR-A as the Army Forces Command (ARFOR) and ARCENT as the Army Service Component Command (ASCC).

5.6. **JUON:** A Joint Urgent Operational Need (JUON) is an urgent operational need identified by a combatant commander involved in an ongoing named operation. A JUON’s main purpose is to identify and subsequently gain Joint Staff validation and resourcing of a solution. The scope of a combatant commander JUON will be limited to addressing urgent operational needs that: (1) fall outside of the established Service processes; and (2) most importantly, if not addressed immediately, will seriously endanger personnel or pose a major threat to ongoing operations.

5.7. USFOR-A NSE is the only unit authorized to submit a JUON from CJOA-A. USFOR-A DCG-S will make a determination if a requirement needs to be submitted as a JUON instead of an ONS. J3 FM Force Integration with then work with the unit to staff and approve the proposed JUON for submission to USCENTCOM.

5.8. **Equipment or capabilities sourced and resourced due to theater operational requirements are intended to remain in theater and therefore must be accounted as theater provided equipment. Units are not to redeploy with capabilities unless pre-approved through USFOR-A and higher commands.**

5.9. **The ONS process can be found in USFOR-A FRAGO 13-030.** See the USFOR-A J3 FM ONS/JUONS point of contact for additional information.

**References**
- AR 71-9, Materiel Requirements
- USFOR-A FRAGO13-030, Clarifies ONS Staffing Process and Roles and Responsibilities
- CJCSI 3170.01H, Joint Capabilities Integration and Development System
Chapter 6: Special Programs

Section I – Official Representation Funds (ORF)

Acronyms
AR – Army Regulation
DRMO – Defense Reutilization and Marketing Office
FOO – Field Ordering Officer
ICO – Inventory Control Officer
PA – Paying Agent
RFC – Representation Funds Custodian
Also see Commonly Used Acronyms (Section 3)

General Guidance

6.1. ORF may be used to extend official courtesies, on a modest basis, to authorized guests. DODI 7250.13 and AR 37-47 authorize the use of ORF for the following reasons:
   ▪ Hosting authorized guests to maintain the standing and prestige of the United States at home and abroad.
   ▪ Luncheons, dinners, receptions, and participation at General Officer sponsored events held in honor of authorized guests.
   ▪ Entertaining local authorized guests to maintain civic and community relations.
   ▪ Receptions for local authorized guests to meet with newly assigned Commander(s).
   ▪ Official functions, floral wreaths, decorations, and awards in observance of foreign national holiday and similar occasions taking place in foreign countries.
   ▪ Official Representation Funds may be used to purchase gifts and mementos for presentation to authorized guests in connection with official courtesies.

Approval Authority

6.2. Management and authority of ORF will be retained by the Commander, USFOR-A. Authority may be delegated by the Commander, USFOR-A, to General Officers in subordinate U.S. units within USFOR-A commands to staff and approve their own ORF requests. It cannot be further delegated. See ORF Delegation Memo for the list of Commanders authorized to approve and use ORF within associated thresholds.

Appointed Positions

6.3. Each subordinate unit with a commanding general authorized to staff and approve their own ORF Requests will appoint the following positions:
- Representation Funds Custodian (RFC)
- Inventory Control Officer (ICO)
- Paying Agent (PA)

6.4. Representation Funds Custodians and Inventory Control Officers may be appointed by memorandum which must be signed by the delegated commanding general. The RFC should be at a minimum an E-7/O-3/GS-11.

6.5. At no time will a RFC be designated simultaneously as any category of paying agent or inventory control officer.

6.6. The ORF Budget Analyst from the USFOR-A J8 OTH office will be appointed by memorandum signed by the J8 Execution Chief and will be appointed by the J8 Director on a DD577 for their Funds Certifying Official duties.

6.7. All Appointment documents will be kept on file with the USFOR-A J8 ORF Budget Analyst.

**Duties of Appointed Individuals**

6.8. **Representation Funds Custodian:**
- Receives ORF requests and verifies the request is in concurrence with the ORF Regulations.
- Works with the ICO to ensure items requested are not already procured.
- Obtains all documents required in ORF request packet
- Maintains RFC, ICO, and PA appointment documents.
- Maintains completed ORF packet requests and logs on their personal tracker.
- Verifies the request is in concurrence with ORF regulations
- After verification is complete, RFC will submit packet to their commanding general for approval

6.9. **Inventory Control Officer:**
- Works with RFC on validating if request has already been procured.
- Maintains an accurate inventory of their gift locker which will be tracked on an excel spreadsheet with each type of purchase annotated on a different tab. Each tab must include: Item Description, Vendor Purchased From, Purchase Date, Presented To, Recipient Partner Nation, Purpose of Presentation, Presented From, Date Presented, Inventory Date, Inventoried By, Date DRMO Turn-In.
- Conducts a monthly reconciliation and submits to USFOR-A/J8 on a quarterly basis no later than the 15th of the month following the end of the quarter. Example: Oct-Dec report will be due on 15 Jan. Report should be exported as a PDF file and digitally signed by the ICO.

6.10. **Paying Agent:**
- Paying Agents conduct all transactions using the SF 44. This document serves as a contract, receiving report, and invoice after being signed by the FOO, the vendor,
the receiver, and the PA. The amount of local currency disbursed will be recorded on an SF 44 for each transaction. When the Paying Agent clears his draw with the Disbursing Agent, the Disbursing Agent will consolidate all SF 44 transactions on a single SF 1034 using local currency at the current business day’s exchange rate.

6.11. **J8 Budget Analyst/Funds Certifying Official:**
- Centrally manages ORF funds for the commanders outlined in the ORF Delegation Memo.
- Maintains appointment documentation IAW AR 37-47, paragraph 3-1b.
- Receives and validates ORF packets are in accordance with ORF regulations and certifies PR&C as funds certifying official.
- Receives and validates quarterly reconciliation report from ICO.

**Packet Requirements**

6.12. To open an ORF request, the packet must contain the following:

For Activities and Functions:
- Letter of Justification (must have the signature of the AUTHORIZED GO – See ORF Delegation Memo)
- Legal Review
- DA 3953 Purchase Request and Commitment (same signature as LOJ)
- DA Form 4843 (Guest/Invitation Sheet)
- Vendor Quote(s)
- FOO/PA DD 577’s and certificates if purchase will be made by paying agent

For Gifts and Mementos:
- Letter of Justification (must have the signature of the AUTHORIZED GO – See ORF Delegation Memo)
- Legal Review
- DA 3953 Purchase Request and Commitment (same signature as LOJ)
- Vendor Quote(s)
- Intended Recipient List
- FOO/PA DD 577’s and certificates if purchase will be made by paying agent

6.13. To close an ORF request, the RFC must provide the following documents in addition to the requirements outlined in paragraph 2.48

If payment is made by Paying Agent:
- SF44 (Purchase Order-Invoice-Voucher)
- SF1034 (Public Voucher)
- Opening DD 1081
- Closing DD 1081
- DA 4843 (Guest/Attendance Sheet) (For events)

If payment is made with GPC:
- Copy of Receipt

If payment is made by contract:
- Copy of Contract

6.14. Both the J8 ORF Budget Analyst and the RFC will maintain a copy of the completed ORF packet.

**Limitations**

6.15. ORF events are normally hosted and attended by a general officer, but this can be delegated down to an O-6 or GS-15 when the situation warrants and when approved in writing by the requesting general officer (GO signature required on the LOJ).

6.16. The minimum ratio of authorized guests to DoD personnel must be met before ORF funds can finance the total cost of the official courtesy. For parties of less than 30 total persons, a ratio of 1 authorized guest to 4 DoD personnel (20 percent) is required. For parties of 30 or more persons, a ratio of 1 authorized guest to 1 DoD person (or 50 percent) is required. If these minimum ratios are not met, see AR 37-47, para. 2-5b for additional guidance.

6.17. Funds cannot be used solely for the entertainment of, or in honor of, DoD personnel except as specifically authorized by AR 37-47.

6.18. Funds will not be used for the presentation to or acceptance by DoD personnel of mementos/gifts of any kind except as provided by AR 37-47.

6.19. Total value of gifts presented during official courtesies will not exceed $350 per authorized guest. Mementos, such as coins, paperweights, lapel pins, and plaques, must cost less than $50. Individual meals will not exceed $25 for breakfast, $35 for lunch, and $50 for dinner.

6.20. Funds cannot be used to purchase items not authorized in AR 37-47 unless an exception to policy is requested and approved by the Administrative Assistant to the Secretary of the Army prior to purchasing the gift. AR 37-47, paragraph 2-10b lists items for which no exception will be made.

**Gifts/Mementos (See AR 37-47)**

6.21. Property of the U.S. Government (GOREX jackets, boots, uniforms, or other equipment and supplies) may not be presented as a gift or memento.

6.22. Gifts may not be purchased with appropriated funds unless authorized by statute.

6.23. Presentation of a gift or memento to DoD personnel is prohibited except for those DoD personnel listed in AR 37-47 para 2-3b(2).

6.24. “Total gift cost” includes the basic purchase price, plus preparation costs for presentation (e.g., affixing logos, engraving, mounting in shadow boxes, gift-wrap, etc.).
6.25. Giving unauthorized gifts, mementos, souvenirs or tokens of appreciation is considered to be a personal expense.

6.26. Presentation of duplicate gifts or mementos to the same authorized guest or multiple gifts to the same individual at an event should be avoided.

6.27. Gifts of alcohol or tobacco products may only be purchased for presentation to civilian or military dignitaries and officials of foreign governments.

6.28. Gift and memento inventories are governed by the bona fide need rule and will be held to a minimum.

6.29. Excess or damaged inventory will not be taken out of the AOR. Excess or damaged inventory will be turned into in accordance with local supply procedures.

6.30. ORF will be identified on the USFOR-A Internal Control Plan as an assessable item. It will be scheduled for a formal evaluation IAW AR 11-2. The Internal Control Sections of tenant units will conduct and document an internal audit of their respective program annually. Results will be provided to USFOR-A J8 OTH NLT 1 July each year.

References
- Department of Defense Instruction (DoDI) 7250.13, Use of Appropriated Funds for Official Representation Purposes.
- AR 37-47, Official Representation Funds of the Secretary of the Army, 18 September 2012.

Section II – DoD Rewards Program

Acronyms
HVI – High Value Individual
RAO – Rewards Approving Officials
Also see Commonly Used Acronyms (Section 3)

General Guidance
6.31. Under 10 U.S.C. § 127b, the DoD Rewards Program authorizes the payment of monetary funds or in-kind payments to persons as a reward for providing United States Government personnel with information or non-lethal assistance that is beneficial (1) to an operation or activity of the Armed Forces conducted outside the U.S. against international terrorism or (2) for the force protection of the Armed Forces.
6.32. The DoD Rewards Program makes available incentives that can be used to encourage this cooperation. 10 U.S.C Section 127b is broad in scope in order to provide maximum flexibility for commanders to implement the Rewards Program in the field. This allows units to pay rewards for information helpful and is not limited only to information leading to the capture of a High Value Individual (HVI) or seizure of weapons. The program’s scope is, however, limited for specific pre-nominations and pre-approved categories in which reward payments are restricted to instances where the information leads to the “capture of wanted individuals or weapons.” The DoD Rewards Program is not an intelligence program and is not intended to replace any existing programs.

6.33. Afghan culture does not view rewards the same way that Americans do. Higher reward amounts do not necessarily create greater incentives in the local population to “turn in their neighbors.” Large reward amounts for the Afghan people primarily provide an expeditious means to leave the country, and an average citizen and their family are at risk if they come into a sizeable amount of U.S. dollars. An Afghan culture focus group has advised that Afghans believe that an insurgent is “well connected” and therefore dangerous to them when a large reward for his capture/kill is posted. Therefore, they hesitate to provide the target’s location for fear of retaliation and death. Advertising without listing specific dollar amounts can mitigate against this perception. Indiscriminately raising advertised reward amounts on lesser HVIs can therefore be counterproductive to achieving the intended effect of the DoD Rewards Program. Very little is paid out over the $10,000 threshold, and lower rewards limit notoriety for insurgents. In the past, units have effectively reduced advertised rewards in order to send the message that a particular individual is not a significant “HVI celebrity.” In-kind payments are authorized under the Rewards Program, and may be an effective method of rewarding cooperation while limiting risk to individuals, especially when using communal rather than individual rewards. In-kind rewards may include, but are not limited to, food, household items, projects, or other non-monetary items that benefit either the individual or the local community.

6.34. For additional guidance and procedures, refer to USFOR-A DoD Rewards Program SOP, dated January 2016.

Authorization Levels

6.35. USFOR-A Commander delegates authorization approval levels under $10,000 to Rewards Approving Officials (RAOs). The authorization levels for program management and payment are:

- USFOR-A Commander is the appointment authority for all Rewards Authorization Officers (RAOs); RAOs have an approval authority not to exceed $10,000.
- USFOR-A Commander must approve all rewards between $10,001 and $100,000.
- CENTCOM Commander must approve all rewards between $100,001 and $1,000,000.
- CENTCOM Commander is pre-approved to pay up to $200,000 for information or assistance leading to the recovery of kidnapped U.S. Service members, DoD
contractors, or U.S. federal civilian employees or the capture of individuals responsible for their kidnapping.

- Rewards above $1,000,000 and up to $5,000,000 must be approved by the Secretary of Defense.

References

- Department of Defense Financial Management Regulation, Volume 12, Chapter 17, January 2012.
- Secretary of Defense Message, delegation of authority to subordinate commanders, December 15, 2006
- Under Secretary of Defense Memorandum for Director, Joint Staff, waiver authorizing payment of rewards to members of the Afghan National Security Forces, December 29, 2014

Section III – Commander’s Emergency Response Program (CERP)

6.36. CERP is generally used for any effort to help the Afghan population that does not have a direct benefit to the Afghanistan National Security Defense Forces or coalition forces.

6.37. Projects are generally small scale but can go as high as $2,000,000.

6.38. The CERP SOP provides greater detail on the capabilities, limitations, and regulations on the program.

References

- See CERP SOP (Appendix 8)
Section IV – Coins and Retention Items

Acronyms
NAF – Non-Appropriated Funds

Policy

6.39. Unit coin medallions are custom minted and emblazoned coins (typically with unit insignia on one side and an inscription on the reverse side). The coins are presented by command teams as an on-the-spot award to show recognition for accomplishment to U.S. military members or Department of Defense Civilians.

6.40. Brigade and higher level commanders and their equivalents are delegated authority to expend a reasonable amount of Operations and Maintenance, Army (OMA) funds to purchase unit coins under their awards program. This authority may not be further delegated below the 0-6 Command level. For the purposes of this policy, staff officers and staff sections are not permitted their own coins using OMA funds.

6.41. Battalion level unit commanders (0-5) and higher, who are Summary Court Martial Convening Authorities, are authorized a unit coin although they are not delegated authority to approve the purchase of coins. For the purposes of this policy, staff officers and staff sections are not permitted their own coins using OMA funds.

6.41.1. Battalion level units desiring a unit coin will make a request to the next higher Headquarters which has been delegated authority to approve the purchase of coins. Commanders are authorized to purchase only one coin design for their unit.

6.42. Units may make a one-time request to purchase unit coins and Retention Items respectively with OMA funds during their deployment, subject to the guidance in this chapter, without any need for JRRB validation.

6.43. Requests for an exception to policy (ETP) to exceed the number or spending limits (See 6.48) must be authorized by the USFOR-A CoS.

Limitations

6.44. Coins may only be presented to U.S. Military and DoD civilian employees on a one-time basis for performance where the achievement is unique and clearly contributes to increased effectiveness. Unit coins will not be given away as mementos and should not be presented merely for an individual’s normal performance of regularly assigned duties.
6.45. No coins will be purchased that are "personalized" with the presenter's name or anything similar to represent personalization inscribed on the coin.

6.46. Authorized individuals will not present coins purchased with OMA funds to the following:

- Superiors or peers.
- Non-appropriated funds (NAF) employees. Coins for NAF employees may only be purchased with NAF money.
- Unaffiliated individuals or employees of non-Federal government agencies.
- Contractors. Contractors are defined as private citizens or entities in a profit-making or commercial relationship with DoD or its components. Contractors or contractor employees are not DoD employees; therefore, they are not to be considered or treated as such.
- Military members and civilians from countries other than the United States. (Official representation funds (ORF), not OMA, would be the appropriate funding source for coins provided to personnel from other countries.)

**Purchasing Procedure**

6.47. Submit One time per deployment.

6.48. Purchase cannot exceed 20% of their Unit End Strength and $7 per coin including setup, artwork, die fees, and shipping.

6.48.1. **Unit End Strength is defined as the number of personnel the unit as Administrative Control (ADCON) over. This includes U.S. Military and DoD Civilians.**

6.48.2 **Unit End Strength does not include** Contractors, NAF Employees, Unaffiliated individuals, Employees of non-Federal government agencies or Military Members and Civilians from other nations.

6.49. **USFOR-A Coin Purchase Request Package:** USFOR-A requires coin purchase requests to include the following information:

- Picture of the Coins (front and back)
- 3 Quotes
- PR&C (blocks 27-36 filled out and signed)
- Letter of Justification (signed by O-6 or above); include Unit End Strength

6.50. Submit request to centcom.al-udeid.usfor-a-j8.mbx.nsf@mail.mil
References

- USARCENT Policy Memorandum 2016-09, Unit Coin Acquisition and Use Policy, 9 March 2016
- AR 672-20, Incentive Awards, 1 April 2014.
- Department of the Army Pamphlet 672-20, Incentive Awards Handbook, 1 July 1993.
- Department of the Army Memorandum, Procurement and Presentation of Coins by Headquarters, Department of the Army Principal Officials, 11 February 2004.
- Memorandum, SNCSA, Subject: Resumption of Authority to Purchase Coins for Award and Recognition Purposes, 10 December 2013.
- AR 37-47, Official Representation Funds of the Secretary of the Army, 18 September 2012.
Section 7: Travel

Acronyms

AEA – Actual Expense Authorized
AO – Approving Official
ASI – Additional Skill Identifier
BAF – Bagram Air Field
CBA – Centrally Billed Account
CDR – Commander
CTO – Commercial Travel Office
COMAIR – Commercial Air
DFS – Diplomatic Freight Service
DO – Disbursing Officer
DTMO – Defense Travel Management Office
DTS – Defense Travel System
ETP – Exception to Policy
GDS – Global Distribution System
GTCC – Government Travel Credit Card
GTO – Group Travel Order
HKIA – Kabul International Airport
JTR – Joint Travel Regulation
KAF – Kandahar Air Field
MILAIR – Military Aircraft
MOS – Military Occupation Specialty
NATO – North Atlantic Treaty Organization
NDEA – Non-DTS Enter Agent
PDTATAC – Director, Per Diem, Travel, and Transportation Allowance Committee
PME – Professional Military Education
PNR – Passenger Name Record
RO – Reviewing Official
SNA – Statement of Non Availability
TCS – Temporary Change of Station
TDY – Temporary Duty
TO – Transportation Official
TR – Transportation Request

Also see Commonly Used Acronyms (Section 3)

7.1. This chapter discusses the established policies, procedures, duties and responsibilities, and internal controls for the execution of travel funded by USFOR-A. While travel can be a necessary operational requirement, all commands should do an internal assessment to balance their need for travel against their related operational mission requirements while deployed to the CJOA-A.
DCDR-S authorization is required for any Exception to Policy (ETP) requesting COMAIR for R&R travel in or out of Afghanistan. ARCENT is the approval authority.

The DCDR-S is the approval authority for all TDY via COMAIR in or out of Afghanistan.

COMAIR means Diplomatic Freight Services (DFS) or Commercial Air Transportation operation from any terminal or location in Afghanistan. Commercial Air Transportation means an aircraft operation involving the transport of passengers, cargo or mail for remuneration or hire.

ETPs for COMAIR are required regardless of the source of funding. Self-procurement of COMAIR out of Afghanistan is not authorized.

Section I – Proponent

7.2. The USFOR-A J1 is the proponent for all travel policies and procedures within the CJOA-A when utilizing Title 10 funds. In addition, USFOR-A J1 processes all requests for TD1Y for approval in/out of the theater, regardless of whether USFOR-A is funding the TDY travel (see USFOR-A FRAGO 16-269 TDY Approval Procedures, dated 1SEP16). The USFOR-A J8 retains the authority to seek guidance from the USFOR-A Chief of Staff for any TDY related issues not covered in this section, or if there is the perception that command operations are not consistent with the spirit of this document.

Section II – Policy

APPROVAL THRESHOLDS

7.3. The following personnel have the authority to approve travel based on the total costs per person:

<table>
<thead>
<tr>
<th>Travel Authority Threshold</th>
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</thead>
<tbody>
<tr>
<td>USFOR-A CoS or CSTC-A CDR</td>
</tr>
<tr>
<td>Brigade Commanders (O-6 and above)*</td>
</tr>
</tbody>
</table>

*If travel exceeds $3K and the TF does not fall under CSTC-A, TAACs, or SOJTF-A, the request must be sent to USFOR-A CoS

*ALL ETP’S MEMOS REQUIRING DCDRS AUTHORIZATION/APPROVAL/SIGNATURE MUST HAVE AN O-7 OR HIGHER APPROVAL/SIGNATURE *

All TDY travel into Afghanistan requires approval by the USFOR-A CoS

7.4. Supporting documentation validating the travel mission, and signed by the appropriate approval authority, must be uploaded to the DTS orders. Special
circumstances such as award presentations or medical procedures will require USFOR-A CoS approval.

**TYPES OF TRAVEL**

7.5. **Pre-deployment training** is the Service required training to get a unit or individual prepared for deployment. Pre-deployment training is the responsibility of the home station for military units and personnel. Home station units requesting support from deployed personnel for pre-deployment training support must fund the travel of the deployed individual. **USFOR-A is not responsible for funding pre-deployment training.**

7.6. **Deployment and redeployment** of personnel is funded by the respective military Service that issued the original deployment orders. **USFOR-A is not responsible for funding deployment or redeployment.** Personnel should arrange travel through their unit movement coordinator using their deployment orders.

7.7. TDY travel to **conferences** should be limited to conferences in direct support of the USFOR-A mission. Travel or attendance to conferences, if funded with USFOR-A funds, must comply with the most recent Army Conference Policy (currently Army Directive 2016-14, Army Conference Policy).

7.8. For U.S. personnel assigned to a NATO organization (i.e., RS) and conducting TDY, NATO will fund transportation costs (e.g., airfare and rental vehicle) and USFOR-A will fund per diem only.

7.9. **Emergency Leave** and associated travel/transportation expenses are authorized in accordance with the Federal Travel Regulation 301-30.1 and JTR, Chapter 7, Section 7010-7025.

7.9.1. **Emergency Leave can only be arranged by USFOR-A J8.**

7.9.2. **USFOR-A will fund all Emergency Leave.** The Accounting Citation in TCS orders should not be used to arrange Emergency Leave.

7.9.3. Emergency leave may be appropriate when an individual of a member's household or immediate family has died; the member's presence would contribute to the welfare of a dying individual of the household or immediate family; serious illness of an individual of the household or immediate family imposes a demand on the member that must be met immediately and cannot be accomplished from the duty station or by any other means; or the member's failure to return home places a severe or unusual hardship on the member, his or her household, or immediate family.

7.9.4. Emergency Leave will be authorized via DA Form 31, Request and Authority for Leave or service equivalent leave form and TCS orders. **DA Form 31 must be signed**
by the Company Commander or higher level commander (i.e., Battalion, Brigade, and Corps).


7.9.6. Completed Emergency Leave packets shall be submitted to the following e-mail org box for processing: USFOR-A-J8_Emergency_Leave@afghan.swa.army.mil or centcom.al-udeid.usfor-a-j8.mbx.emergency-leave@mail.mil.

7.9.7. USFOR-A J8 will assign the Accounting Citation funding commercial transportation only. Per Diem, while in a travel status and at the emergency leave location or any time classified as leave or administrative absence (DOD 1327.06, Leave and Liberty, 16 June 2009) is not authorized. It is mandatory commercial transportation be arranged through the Commercial Travel Office (CTO), Alshamal Travel.

7.9.8. USFOR-A J8 will submit the approved Emergency Leave package to the CTO, the service member or designated POC is responsible for arranging commercial transportation directly with the CTO. Ramstein Air Base, Kuwait, and Qatar are all appropriate points of debarkation to the U.S. regardless of the location annotated on the traveler’s deployment orders.

7.9.9. DoD civilians and U.S. service members are authorized emergency travel and leave. For approval authorities, see USFOR-A policy letters 10.3, 15.3 and 30.


7.10.1. R&R requests for all eligible U.S. Military and DoD Civilians will be managed by USFOR-A J-1.

7.10.2. All eligible R&R participants will use existing processes and travel through the Theater Gateway in Kuwait to proceed from Kuwait City International Airport to their leave destinations IAW processes and procedures established by USFOR-A J1 and ARCENT. Eligible R&R participants may travel through Qatar if their duty station is Qatar or they are on temporary duty to Qatar in transit to and/or from R&R.

7.10.3. DCDR-S authorization is required for any Exception to Policy (ETP) requesting COMAIR for R&R travel in or out of Afghanistan. ARCENT is the approval authority.

7.10.4. Self-procurement of commercial flights out of Afghanistan, including Diplomatic Freight Service (DFS), is not authorized for U.S. Military or DoD Civilians.
CJOA-A SPECIFIC REQUIREMENTS & LIMITATIONS

7.11. Every effort must be made to accomplish the mission without requiring TDY and incurring reimbursable expenses. Commands should exhaust all other options to execute the mission using video teleconferences (VTCs) and/or phone conferences. Funded travel should be utilized only after all other options are ruled out as a viable means of supporting the mission.

7.12. All travel within the CENTCOM AOR will be accomplished using U.S. MILAIR. U.S. MILAIR is the primary mode of travel for departing and returning to Afghanistan. U.S. contracted rotator flights are available out of Kuwait and Qatar. Commercial air travel is not authorized in/out of Afghanistan without an approved ETP. The DCDR-S is the approval authority for all TDY via COMAIR in or out of Afghanistan.

7.13. If traveling on COMAIR outside the CENTCOM AOR all personnel must meet all entry/exit requirements for all countries visited IAW the DoD Foreign Clearance Guide (FCG). A VISA exemption form can be obtained from the local OSJA office.

7.14. The military installation must be listed as the TDY location in DTS if that is the location where the military mission will be conducted. Use of government quarters and mess is required when available. A SNA is required for commercial lodging exceptions.

7.15. Exact TDY location and interim stops must be reflected in the traveler’s itinerary. The authorization for travel variations should not be used in place of adequate advance planning, nor shall it be used to grant an open travel authorization. Variations shall be authorized on a case-by-case basis and are permitted only when considered mission essential. Leave/passes are not mission essential and not authorized IAW CENTCOM regulation 600-21.

7.16. TDY must be conducted in the most economical method available. Only the minimum number of travelers required to accomplish the mission will be authorized. IAW JTR Ch.3, Part C: Transportation, para D: DTMO (i.e. CTO/DTS) contracted rental automobile is the first resource for short term automobile rental by a TDY traveler. This applies to a traveler who travels to a destination by common carrier (e.g., plane, train, or bus) and is authorized a vehicle for local area transportation. When approved for a rental car, there will be one rental car per three (3) travelers. The rental car authorization must be annotated on the approved travel request. If an individual procures a rental car or upgrades the size of the car without prior approval, the traveler will be held responsible for the associated charges.

7.17. In case of an urgent/unusual situation that may require official travel begin/be performed before a written order can be issued. An oral order, conveyed by any medium, may be given. When this occurs, the AO must promptly issue a written order.
7.18. Per Diem (M&IE and lodging) may be authorized when a member (DoD Civilian or service member) is ordered to perform Temporary Duty at their Permanent Duty/Home Station. If a traveler on TCS orders is returning to their PDS location and has access to their home, no lodging or M&IE is paid. If access to the home is available but would detract from the spirit of the mission (for example, escort duty that requires a specific location) then per diem is authorized.

7.19. Blanket Travel Orders are not authorized for personnel traveling on USFOR-A funded travel orders.

7.20. Component commanders are reminded that CENTCOM policy prohibits escorts from the CENTCOM AOR. Requests for an escort from the AOR to Dover Port Mortuary will not be considered; however, component commanders may send Unit Representatives from the CENTCOM AOR pursuant to the CENTCOM policy. Contact USFOR-A J1 Casualty Affairs for further details and clarification.

Section III – Procedures

ROUTINE TRAVEL

7.21. Commands must ensure that requests for USFOR-A funding are directly related to U.S. mission requirements in support of RS IAW HQDA Financial Management Guidance for Contingency Operations. Memorandum to request TDY out of AOR must be received by USOFRA J8 for approval, no less than 14 days prior to departure date. TDY memo templates can be found on the J8 NIPR Portal:

    http://usfora.afghan.swa.army.mil/sites/j8site/Pages/DashBoard.aspx

7.22. Before requesting TDY, the first step each unit/traveler should take is to determine the correct source of funding. While USFOR-A is the proponent for all Title 10 TDY funding, there are multiple TDY missions that may not be appropriate for USFOR-A to fund. Each TDY mission stands on its own merits for determination of funding. Contact the USFOR-A J8 for any questions if unclear as to the correct source of funding.

7.23. Once a traveler/unit identifies a TDY mission requirement, written approval is required from the delegated authority. Written approval must be in the form of a Travel Authorization Approval Memo. Travel Authorization Approval Memo must be uploaded into DTS as a substantiating document.

7.24. If commands require government personnel (military or civilian) from outside the CJOA-A come TDY into the CJOA-A, then that must be annotated on the Individual Travel Authorization Approval Memo with an explanation as to why the TDY is mission essential.

7.25. DTS is the DoD-mandated electronic travel system that must be used for all official travel missions by U.S. military and DoD civilians that incur a cost.
7.26. DoD policy mandates that all DoD personnel use their issued GTCC for all expenses arising from official government travel and may only pay for their own expenses. They are not permitted to pay for or claim expenses for other travelers. It is the responsibility of the individual traveler to coordinate with their home station unit to ensure their GTCC is active and ready for use. The USFOR-A J8 does not have the ability to access individual GTCCs. Travel orders shall contain a statement notifying the traveler whether mandatory use of the travel card is required or whether the traveler is exempt from the mandatory use provision. Failure to use the travel card shall not be a basis for refusing to reimburse the traveler for otherwise appropriate charges.

**TDY IN CONJUNCTION WITH REST & RECOVERATION (R&R)**

7.27. **Combining R&R leave with other official travel requires an Exception to Policy (ETP) approval from the first GO/SES in the chain of command.**

7.28. USFOR-A J-1 will route the ETP Packet.

7.29. The USARCENT R&R Cell in Kuwait is the proponent for all R&R travel in the CENTCOM AOR, and is responsible for all R&R travel funding.

- When official travel occurs before R&R leave, USFOR-A (or NATO) funds the travel to the TDY location and USARCENT funds the onward travel to the R&R leave location and return to the CENTCOM AOR.
- When official travel occurs after R&R leave, USARCENT funds travel to the R&R leave location and USFOR-A (or NATO) funds the onward travel to the TDY location and return to the CENTCOM AOR.
- When official travel occurs during R&R leave, USARCENT funds travel to and from the R&R leave location and USFOR-A (or NATO) funds travel to the TDY location and return to the R&R leave location.

7.30. Once the TDY is approved in DTS, submit a TDY ICW R&R ETP packet for staffing to USFOR-A J1 at least 14 days prior to travel. The staffing packet submitted to USFOR-A J1 will consist of:

- Individual Travel Order Memo
- Approved DD Form 1610 printed from DTS
- Approved Leave document
- ETP memo with endorsement from the first O-6 in the traveler’s chain of command

7.31. Service members will be paid per diem and will be charged leave in accordance with their TDY orders and leave document. Service members who report to their TDY location earlier than the date specified on the DD Form 1610 will not be paid additional per diem.

7.32. After completion of TDY/R&R leave, the traveler must upload the approved TDY memo as a substantiating document in DTS to settle the travel voucher.
Section IV – Other Issues

GROUP TRAVEL ORDERS (GTOs)

7.32. GTOs are authorized for 10 or more individuals traveling in a group for which transportation will be furnished by government conveyance or TR. All individuals will travel from the same point of origin and return to the same destination under one order.

7.33. GTOs will not be issued via DTS. GTOs will be processed manually through the USFOR-A J8 OTH.

ACTUAL EXPENSE ALLOWANCE (AEA)

7.34. AEA requests will only be approved in cases where it is demonstrated to be essential for accomplishment of the mission. Situations may arise where normal per diem (lodging only) is not sufficient for TDY. AEA may be requested to recoup cost over the published maximum lodging rates. This situation should be a rare event; travelers need to plan trips in advance to keep expenses within the established limits. AEA will not be used as a blanket authority.

7.35. The delegated approving official is the approval authority and can approve AEA up to 150%. The Individual Travel Order Memo must provide justification for AEA by addressing the following:
   - What efforts have been made to stay within the JTR allowances
   - What circumstances require AEA
   - The breakout of requested lodging showing cost versus the authorized lodging rate
   - What the effect on mission is if AEA is not approved

7.36. Requests above 300% must be submitted to USFOR-A J8. They will forward the AEA request to the PDTATAC for approval. Approval must be in advance of travel. Traveler will not send AEA requests over 300% directly to the PDTATAC.

7.37. In DTS, before the approving official digitally signs the travel order, the requestor of travel must annotate actual lodging under the per diem tab for the days requested and annotate the statement, “Actual Expense Authorized not to exceed 150 percent of authorized lodging rate” in the pre-audit block.

7.38. Requests for AEA after travel completion will only be processed on an exceptional basis. A LOJ must be approved by the USFOR-A CoS for approval and an amendment in DTS must be generated and approved prior to submitting a voucher requesting reimbursement.
COMMERCIAL TRAVEL OFFICE (CTO)

7.39. **DoD policy states that all DoD travelers must use a CTO when available.** The CTO for USFOR-A is Alshamel Travel they can be reached at DSN 318-430-1467 or www.alshamel.com. The benefits to USFOR-A under the contractual agreement with ASTT include: airfares that are significantly discounted from comparable commercial fares, reimbursement for cancelled tickets, and reduced transaction charges.

7.40. **It is mandatory that travelers arrange commercial transportation and rental cars (if authorized) through USFOR-A’s designated CTO.** Alshamel Travel books travel arrangements when travel requirements are reserved through DTS. Alshamel Travel will make all reservations at the least costly fare available to satisfy mission requirements.

7.41. When Alshamel Travel is available, but the traveler arranges transportation through a non-contract travel agent or common carrier direct purchase, reimbursement is limited to the amount the Government would have paid if the arrangements had been made directly through a CTO. This includes the price of the airline ticket, rental car, and applicable service fees.

7.42. The USFOR-A CoS is the sole approval authority for travel orders seeking to travel on arrangement not made through Alshamel Travel. When the CoS certifies that a CTO was/is not available to arrange transportation, reimbursement is paid for the actual cost of the authorized or approved transportation not to exceed the least expensive unrestricted commercial coach fare that meets mission requirements.

7.43. Travelers escorting non-U.S. personnel who need to be booked on the same flight are still required to use Alshamel Travel. Flight information can be provided to Alshamel Travel in order to book travel in conjunction with the request.

DEFENSE TRAVEL SYSTEM (DTS)

7.44. DTS is the DoD-mandated, electronic travel system, that must be used for all funded official travel functions by U.S. military and DoD civilians in theater. DTS allows travelers to create authorizations, book reservations, receive approval, generate vouchers for reimbursement, and direct payments to their bank accounts and the GTCC vendor, all via a single web portal. DTS is available 24 hours a day, seven days a week. Implementation of DTS allows travelers to be paid in 2-3 days, as opposed to weeks.

7.45. Travelers using DTS for the first time must self-register.

7.46. DTS users are DoD personnel who, in any role, interact with DTS. DTS does not manage travel for contractors; it is for DoD personnel traveling on official business. A DTS traveler is a traveler who interacts with DTS on their own behalf. Travelers prepare their own authorizations and vouchers.
7.47. DTS will not be used for the following types of travel orders. These types of travel orders will continue to be completed using the manual DD1610 method:
- TDY in conjunction with deployment/redeployment
- TDY with no cost
- Intra-Theater Travel with no cost
- Group Travel Orders
- DoD Civilian Emergency Leave

7.48. User roles include LDTA, ODTA, AO, RO, CO, CBA Specialists, TO, DO, NDEA, and agents within the CTO. Anyone who interacts with DTS on behalf of another person is also a user.

**DTS Authorization Process Flow**

7.49. **Individual traveler/user.**
- Creates itinerary, selects air, hotel, and rental car reservations or uses the Full CTO Assistance Request button if needed
- Enters reimbursable expense estimates and per diem entitlements to create an estimated cost
- Digitally signs the authorization.

7.50. **CTO.**
- If the travel feature is used, DTS routes the authorization to the CTO via the PNR Gateway
- DTS then places the PNR in the CTO's inbound queue
- The travel agent located at the CTO accesses the PNR in the GDS, performs quality checks, and confirms reservations or makes reservations if assistance is requested
- The travel agent directs the PNR through DTS for further routing.

7.51. **RO.**
- DTS routes the request to the RO.
- The RO reviews the authorization by affixing a digital signature
- DTS updates the status of the authorization and routes it through to the AO for approval.

7.52. **AO.**
- DTS routes the request to the AO.
- The AO reviews and approves the authorization by affixing a digital signature
- DTS updates the status of the authorization to inform the traveler of the approval and routes it through the PNR gateway to the CTO’s ticketing queue for ticketing.

7.53. **DFAS.**
- DTS routes the transaction via the Global Exchange Services (GEX) to the appropriate financial accounting system
The document is stamped POS ACK RECEIVED to serve as acknowledgement that an obligation has been posted in the accounting system. Advances and Scheduled Partial Payments (SPPs) are scheduled for payment.

7.54. To avoid late fees on the GTCC, a travel voucher must be filed within 5 days of completion of the TDY and routed electronically to the appropriate officials for approval, then to the Defense Finance and Accounting Service (DFAS) for payment.

7.55. The DoDFMR 7000.14-R, Volume 9, based on an IRS requirement, requires that each traveler produce each lodging receipt (if travel is less than 30 days and flat rate per diem is not being used), and each receipt for any individual official travel expense of $75 or more. Lodging reimbursement is authorized for hotel lodging obtained through an online booking agent only when the traveler can provide a documented itemized receipt for room costs from the hotel or online booking agent showing the following charges (CBCA 2431-TRAV, 13 September 2011):
- Daily hotel room costs
- Daily hotel taxes
- Daily miscellaneous fees, if applicable.

DTS TRAINING RESOURCES

7.56. The Defense Travel Management Office (DTMO) Training and Resource Center is a gateway to a number of resources that will help improve skills in using the system and finding answers to questions about DTS. DTMO can be accessed at: http://www.defensetravel.dod.mil/.

7.57. DTMO provides useful travel resources, tools, and training opportunities via the Traveler Explorer (TraX). To access TraX, users must register through Passport, DTMO's Web portal at https://www.defensetravel.dod.mil/Passport/bin/Passport.html?CFID=28100833&CFTOKEN=60559512#. Passport Users that do not have an existing account must register for a new account by selecting the Register button and following instructions.

7.58. After registration, login:
1. Select the ‘Training’ tab
2. Select the ‘View All’ radio dial
3. Select ‘Launch’ of the desired course
4. The required training for AO/RO is listed as
   - AO/RO – Approval Process
   - AO/RO – Training for Accountable and Certifying Officer (COL)

Section V – Duties and Responsibilities

- Each command must appoint a primary and secondary ODTA and NDEA to coordinate, field questions, route, and process all travel within their command.
- Appointees must coordinate with USFOR-A J8 for required ODTA/NDEA training.

7.60. Individual traveler/user responsibilities:

- Ensure their issued GTCC is active and ready for use. Traveler must also contact J8 to check on the status of his/her DTS profile.
- Get released in DTS from home station unit by contacting home station ODTA, or request Cross Organizational Funding from the USFOR-A J8.
- Once received into DTS, the traveler will log on to DTS and update personal profile to include banking info, GTCC, duty station, time zone (must be GMT +3, Iraq, Madagascar), and email address.
- Create and update travel documents.
- Update travel preferences in a traveler’s personal profile.
- Upload required documents for travel as outlined in the MAAWS-A for travel prior to signing authorization.
- Create a voucher by using information from an authorization.
- Digitally sign and submit travel requests and vouchers for review and approval.
- Determine the status of a travel document at any time.
- Receive travel reimbursements normally within 72 hours of AO approval.
- Within five days after returning from travel, users/traveler logs submits voucher in DTS by updating estimated expenses with the actual cost, uploading all substantiating documentation, and submitting the claim for reimbursement.

7.61. ODTA responsibilities:

- Complete AO/RO Approval Process and Certifying Officer Legislation (COL) Training (see instructions at DTS Training Resources starting at para 8.65 above).
- Complete a DD Form 577 requesting appointment as an ODTA and submit it with appointment letter from unit commander to USFOR-A OTH.
- If also designated as a NDEA on appointment orders, the ODTA will be able to digitally sign travel orders and vouchers for other travelers.
- Ensure successful implementation and administration of DTS at their respective level.
- ODTAs will receive person in DTS and add them in USFOR-A routing list.
- Establish document routing based on the organization and type of action.
- Perform all administrative setup and maintenance necessary to use DTS.

7.62. RO responsibilities:

- Complete AO/RO Approval Process and Certifying Officer Legislation (COL) Training (see instructions at DTS Training Resources starting at para 8.65 above).
Complete a DD Form 577 requesting appointment as an authorizing or reviewing official and submit to USFOR-A OTH.

Preview and review travel requests and vouchers.

Digitally sign travel requests and vouchers for approval routing.

Ensure travel requests and vouchers have all required supporting documentation and are consistent with provisions of this document.

Cancel an authorization.

Return travel requests and vouchers to user/travelers for changes or corrections.

Edit travel documents for a user/traveler.

Ensure provisions of this document are enforced and adhered to.

7.63. AO responsibilities:

Complete AO/RO Approval Process and Certifying Officer Legislation (COL) Training (see instructions at DTS Training Resources starting at para 8.65 above).

Complete a DD Form 577 requesting appointment as an authorizing or reviewing official and submit to DTS-AFG@afghan.swa.army.mil.

Preview, review, and approve travel requests and vouchers.

Digitally sign travel requests and vouchers for approval.

Cancel an authorization.

Return travel documents to user/travelers for changes or corrections.

Edit travel documents for a user/traveler.

Apply correct funding label and certify funds availability.

Ensure provisions of this document are enforced and adhered to.

7.64. Delegated Approval Authority responsibilities:

Validate TDY mission for personnel within their command by signing the Individual Travel Order Memo when total cost of TDY per person is less than $5K.

Ensure TDY mission is directly in support of a USFOR-A mission.

Authorize only the minimum number of personnel required to complete the TDY mission.

Approve AEA expenses prior to travel.

7.65. USFOR-A J8 responsibilities:

Ensure the effective use of TDY for Title 10 funded organizations.

Monitor execution to ensure obligations are recorded correctly.

Provide DTS training to ODTA, RO, and AO.

Ensure appropriate personnel have completed required training and have adequate appointment orders (i.e., DD Form 577) before assigning DTS roles and granting applicable DTS privileges.

Develop and monitor compliance to Internal Controls prescribed under the Management Internal Control Program (MICP).

7.66. USFOR-A CoS responsibilities:

Approval authority for travel matters for all personnel on the USFOR-A staff and O-5 formations without an O-6 Commander.
Approve all TDY when total cost exceeds $5K per person or when there are extenuating TDY circumstances involved (e.g., medical travel, award presentations, etc.)
Approve TDY when TDY location is within 50 miles of the travelers PDS and lodging expenses are requested
Approve AEA expenses after travel has occurred and AEA expenses were not previously approved
Approve travel claims for commercial air when not booked through the designated CTO
Arbitrates TDY compliance issues and approve all TDY into Afghanistan

7.67. USFOR-A DCDR-S responsibilities:
- Authorize all ETPs for R&R commercial air in/out of Afghanistan for ARCENT approval
- Approve all ETPs for non-R&R commercial air in/out of Afghanistan
- Approve TDY ICW R&R for service members with no other GO in their chain of command
- Approve any exceptions to the MAAWS-A

References
- USFOR-A FRAGO 16-269 TDY Approval Procedures
- CCR 55-2 Official Travel Within CENTCOM AOR, 1 August 2016
- CENTCOM Reg 55-2, 11 May 2016
- Intra-Theater Airlift LOI, 19 April 2016
- Policy Letter 10.1 TDY Assignment of Military Personal to Afghanistan, 24 March 2016
- DoD Instruction 4515.13 Air Transportation Eligibility, 31 March 2016
- Policy Letter 8.1 Delegation of Authority for Travel Approval Officials (AO), 24 March 2016
- AR 95-1 Flight Regulations
- CCR 55-1 Transportation Policy and Management, 13 November 2015
- CCR 55-5 Travel, 1 September 2015
- CCR 55-3 CENTCOM Operational Support Airlift Procedures, 3 August 2015
- DoD FMR 7000.14-R, Volume 9, Chapters 2 and 3, Travel Policy, June 2013
- Defense Finance and Accountability System (DFAS)-IN 37-1, Finance and Accounting Policy Implementation, 7 August 2013
- Joint Travel Regulation (JTR), Volume 2, Official Travel, 1 October 2014
- Defense Travel System (DTS) Document Processing Manual, 1 October 2014
- OMB Circular A-126, 22 May 1992
Chapter 8: End of Fiscal Year Closeout

Acronyms
AED – Afghanistan Engineer District
MIPR – Military Interdepartmental Purchase Request
OPFUNDS – Operational Funds
PA – Paying Agent
Also see Commonly Used Acronyms (Section 3)

General Guidance

8.1. Each fiscal year ends on 30 September. All current year obligations must be recorded in the financial system by midnight 30 September. Contracts must be awarded prior to this time, reimbursable/direct cite MIPRs accepted, and FOO/PA accounts cleared/closed. Preparation for closeout takes place throughout the year with active management of financial accounts. Detailed planning begins in June and actual year-end procedures normally begin in July.

8.2. Initial guidance will be published by the USFOR-A J8 in June to explain the concept of operations and event timelines. Some of the dates that will be published are cut-off for clearing paying agents and ordering supplies through GCSS-Army. (See example timeline in figure 8-1).

8.3. ECC-A will publish a timeline with each suspense for contract submission based on type and dollar threshold. It is important that this timeline be adhered to. Otherwise, high priority contracts may risk not being awarded in time due to volume of workload placed on contracting officers. J8 OTH should conduct continual reconciliations with ECC-A to ensure all PR&Cs are being processed. It is the requiring activity’s responsibility to monitor their PR&C through the contracting process.

8.4. “Fiscal Triad” meetings (Comptroller, Finance, and Contracting representatives) will increase in frequency from monthly to weekly as year-end approaches. Units will brief their open document status during these meetings. One Triad meeting (early September) will be used as a year-end close rehearsal to familiarize all involved parties with actions to expect during the final 72 hours of the fiscal year.

8.5. Closing MIPRs. J8 OTH and requirement owners must engage agencies that accepted MIPRs in order to receive obligating documents and/or MIPR acceptances returning unused funds. Getting funds returned early enables them to be applied to other unfunded requirements. Be aware that the Afghanistan Engineer District (AED) may attempt to return unobligated funds in the last 24 – 48 hours of the fiscal year. Coordinate with them ahead of time for any projects with open documents.

8.6. Units with open commitments will be present for duty on 30 September or designated closeout date until released by USFOR-A J8.
References
- USARCENT Yearly Fiscal Year-End Guidance
- USFOR-A Yearly Fiscal Year-End Guidance

**Figure 8-1**

<table>
<thead>
<tr>
<th>Dates</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-Aug</td>
<td>Cut-off date for prior year funding requests to USFOR-A J8</td>
</tr>
<tr>
<td>8-Sep</td>
<td>Submission of CC-35/Form 1-3a forms to USFOR-A J8</td>
</tr>
<tr>
<td>11-Sep</td>
<td>NLT All travel/TDY requirements remaining for must be loaded into DTS.</td>
</tr>
<tr>
<td>16-Sep</td>
<td>Validate all undeliverable supplies older than 90 days.</td>
</tr>
<tr>
<td>16-Sep</td>
<td>Cut-off date for GPC purchases.</td>
</tr>
<tr>
<td>19-Sep</td>
<td>All MIPRs accepted and/or funds returned</td>
</tr>
<tr>
<td>19-Sep</td>
<td>NLT FOO/PA teams clear all active OPFUND accounts.</td>
</tr>
<tr>
<td>26-Sep</td>
<td>All contracts awarded</td>
</tr>
<tr>
<td>26-Sep</td>
<td>Cut-off date for orders on ZPARK. Coordinate walk-throughs for AOGs with USFOR-A J8.</td>
</tr>
</tbody>
</table>
Chapter 2 Section 2: Sourcing Solutions

Chapter 9: Logistics Civil Augmentation Program (LOGCAP)

Acronyms
ACO – Administrative Contracting Officer
CO – Contracting Officer or Change Order
KTR – Performance Contractor
LSO – LOGCAP Support Officer
M&E – Material and Equipment
MSOW – Master Schedule of Work
NTE – Not to Exceed
PCO – Procuring Contracting Officer
PEB – Pre-Engineered Buildings
PMO – Program Management Office
PPE – Project Planning Estimate
PPR – Project Proposal Request
ROM – Rough Order of Magnitude
SSS – Small Shelter Systems
TFS – Tensioned-Fabric Structure

9.1. There are several aspects of the LOGCAP contract that make it unique when it comes to the MAAWS-A validation process. This chapter outlines the policies and procedures for the conduct of the MAAWS-A validation process for LOGCAP requirements.

9.2. The LOGCAP contract in Afghanistan provides contracted life support and sustainment services (LSSS) to U.S. Forward Operating Bases (FOBs). The contract is a cost-plus-fixed-fee (CPFF) contract with two competitively awarded Task Orders that cover Northern and Southern Afghanistan. All pre-award activities and regulatory requirements have been satisfied for both the parent contract and the competitively awarded Task Orders. Under this program, civilian contractors perform select services to support U.S. forces.

9.3. The contract and the specific task orders for Afghanistan contain terms and conditions intended to support contingency operations and to rapidly respond to dynamic conditions on the ground and emerging battlefield logistics requirements. As stated above, all pre-award requirements of the Federal Acquisition Regulation (FAR) and the Defense FAR Supplement (DFARS) were satisfied during the source selection process. In addition, the Change Management procedures in the contract allow for the use of rapid contracting authorities that allow the ECC-A Administrative Contracting Officer (ACO) in theater to direct commencement of work using an Unpriced Change Order in accordance with DFARS 243.2 after receiving (1) a Not-to-Exceed (NTE) ceiling price estimate from the contractor, and (2) MAAWS-A validation of the requirement, and (3) the associated funding to be committed pending definitization. As it is not the full proposal, this NTE will not contain full proposal details sufficient for cost analysis, but will include selected details
only as necessary to assess whether equipment should be leased or purchased, and perform a systems analysis to evaluate the type of funding required pending later definitization

9.4. Although the full NTE amount must be committed initially once the requirement is approved in the validation process, it is not yet a definitive “fair and reasonable” price nor is it what the Government will ultimately pay.

9.5. Under the LOGCAP contract, no one in theater has the responsibility or the authority to determine what will be considered a fair and reasonable price for new work that was not pre-negotiated in the contract.

9.6. The purpose of the NTE is to set a ceiling price limiting the Government’s liability, providing sufficient detail to assess compliance with lease vs. purchase requirements, OMA/OPA investment/expense/system thresholds, and military construction thresholds. The NTE provides authority to commence work immediately, upon validation by an acquisition review board and/or facilities utilization board via an Unpriced Change Order.

9.7. As a result, the JRRB/CRRB/JFUB review of LOGCAP Unpriced Change Orders will be much more focused and limited than for other contracting actions. There is a difference between LOGCAP requirements and any other requirements in theater appearing before the JRRB/CRRB/JFUB for review. LOGCAP requirements are already a part of an awarded contract and pre-award regulatory requirements have been met. Prior to validation, the JRRB/CRRB/JFUB will review the request for LOGCAP requirements and NTE values and need only address the following:

- Validity and priority of the requirement against competing requirements in theater.
- Compliance with fiscal law for purpose, time and amount for the types of funding to be committed against the NTE amount.

9.8. For LOGCAP requirements packages, the JRRB/CRRB/JFUB review should not address the following:

- Cost analysis on the NTE ceiling price amount to ascertain how much of NTE represents a fair and reasonable price.
- Pre-award regulatory requirements such as advertising, competition, market research, acquisition plans, required sources of supplies or services, procedures for Government Furnished Property.

9.9. Requirement packet should include:

- JFUB/JRRB validation memo & Coordination doc
- Letter of Justification – LOJ
- Legal Review – LR (>10K)
- Statement of Work – SOW
- Project Planning Request – PPR
- Project Planning Estimate - PPE

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- Technical Evaluation – TE
- COR appointment & Certificates- COR
- Funding Request – FR (funds cannot be approved until all the above documentation have been received by J8 LOGCAP Execution)
- Change Order – After funding request approved by J8, ACO issue CO

Figure 9-1 Unpriced Change Order Process Flow

9.10. Figure 9-1 depicts the process flow in theater to reach the goal of 60 days from LoJ Signature to a signed Unpriced Change Order.

Section I – Requirements and Restrictions

9.11. All LOGCAP requirements must follow all MAAWS-A threshold requirements and follow all validation procedures.

9.12. In addition, every new requirement under LOGCAP that requires a contractual change should be reviewed on its own merits by the MAAWS-A process. ECC-A ACOs
will not authorize commencement of work for new requirements that were not clearly and independently considered for approval by the MAAWS-A process.

9.13. LOGCAP contractors cannot provide materials to a unit to circumvent the Army supply system, nor can units request the LOGCAP contractor to do so. LOGCAP is not a supply contract.

9.14. A legal review is required for all LOGCAP requirements equal to or greater than $10,000. At a minimum, the JA for the requesting unit will conduct a legal review so that they can identify any issues prior to review by an acquisition review board.

9.15. LOGCAP can only be used for obtaining services and minor construction done in the course of providing LOGCAP services. Units cannot normally use LOGCAP to procure investment items. Investments are the costs that result in the acquisition of major end items that benefit future periods and are needed for long-term use. Investments are usually funded through OPA or MILCON. Therefore only work that is considered an “expense” should be performed. The contractor must be put on notice in the Unpriced Change Order that they will not be reimbursed for costs exceeding legal thresholds for OMA funds without express written authority of the ACO or PCO.

Section II – Validation Process

9.16. LOGCAP requirement packages can be processed in one of the following means:

Emergency requests

9.17. Emergency requests are highly scrutinized and discouraged whenever possible; however processes are in place to address emergency situations that pose an imminent danger to life, health, or safety (LHS). A true LHS is likely to cause immediate injury, death or catastrophic equipment failure if not mitigated. Failure to plan does not constitute an emergency. If a requirement does not meet the LHS criteria, but is Urgent, use the Out-of-Cycle process below.

9.18. In the event of a Life, Health, Safety, (LHS) emergency requirement, the ACO may issue a written Emergency Change Order (ECO). ECOs should be limited to actions required to mitigate the LHS or restore basic LHS needs. The requesting unit must provide written justification (LOJ) as to why it is an emergency and cannot be addressed by the normal Change Order process. An ECO does not require a Rough Order of Magnitude (ROM) from the contractor at the time of J8 funding request, but does require confirmation of funding from J8 (e-mail will suffice) for an amount of $50,000 or less. Once funding is confirmed, the ACO shall issue an ECO authorizing the contractor to begin work immediately pending a receipt of the ROM estimate from the contractor. The LOGCAP contractor will return the ROM to the ACO within 2-3 days.

9.19. If the ROM estimate exceeds $50K, the LSO and ACO are required to assist the
requesting unit complete a requirements packet to obtain the additional required funding through the established change management process. The complete packet will include the original LOJ, J8 funding authorization, ROM, and the ECO in addition to the remaining required documents. The packet will follow the same process as any other requirements packet. Upon receipt of the PPR, the contractor shall develop a PPE within the time frame directed by the ACO.

9.20. An ACO is not authorized to issue a Change Order (notice to proceed) without first obtaining funding from the J8 office. Anytime a ROM is returned that exceeds the approved $50K emergency funding, units must seek validation process. Pending validation and funding approval, the ACO will issue a Revised Change Order (CO) to adjust the approved funding.

9.21. ECO Requirements:
- Letter Of Justification - LOJ
- J8 Funding Authorization
- Emergency Change Order – ECO
- Rough Order of Magnitude - ROM

Figure 9-2 LOGCAP Emergency Requirements Timeline
Out-of-Cycle Requests

9.22. Units, with the help of the LSO, are required to complete the normal PPR and PPE process and must submit the request through their respective J4, and Engineers who must review and sign approving the urgent request, then obtain funding from the J8 OTH office.

Work Order/Service Order

9.23. Work orders allow new work (minor construction) under $5,000 as a stand-alone project without the need for an individual requirement packet. However, work order projects are only for work on facilities already on the LOGCAP Master Schedule of Work (MSOW) (AKA density list) and require approval by the ACO. LOGCAP work orders cannot be used to accomplish work necessary to bring a facility up to required standards for placement on the LOGCAP Density List.

9.24. Service orders are pre-funded under the LOGCAP contract and allow the performance of minor maintenance or repair of facilities on the density list at no additional cost. Service orders are not to be used to bring a facility to LOGCAP O&M standards.

Change Orders

9.25. All LOGCAP construction requirements that exceed $5,000 require a change order and must be validated by a JFUB and must be linked to an interdependent LOGCAP service requirement that has been validated by a JRRB if required. Funded JRRB services consist of labor and enablers only, not construction. However, in many cases, for the LOGCAP contractor to provide these services, construction must precede delivered services.

9.26. The LSO/LMS will assist the unit in preparing a LOGCAP requirements packet, consisting of a LOJ, SOW, COR documents and Project Planning Request (PPR). LOGCAP is not the requiring activity. It is the unit’s responsibility to produce the LOJ, SOW, and provide a COR.

9.27. The unit will seek a legal review for all requirements greater than or equal to $10,000. The LSO forwards the packet to the Administrative Contracting Officer (ACO), ECC-A, who reviews the packet and directs the contractor to provide a Project Planning Estimate (PPE) to establish a NTE ceiling price.

9.28. A separate Independent Government Cost Estimate (IGCE) is NOT required, but can be used to help the ACO, the LSO/LMS, the Unit, and the contractor ensure there is a clear understanding of the scope of the requirement. Sufficient details are provided with the PPE/NTE to evaluate the appropriate type of funds required (OPA vs. OMA, OMA vs. Unspecified Minor Military Construction, etc.) and/or to perform lease vs. purchase analysis.

9.29. Since JFUB packets require drawings, designs, and extensive coordination with the supported unit, a working group is required to validate the need for both construction
(JFUB) and service (JRRB) requirements at the time a JRRB packet is reviewed. Besides validating service requirements and processing for funding, the working group must also validate construction requirements to secure initial funding for contractor mobilization as quickly as possible to avoid additional costs from having to expedite performance. A follow-on JFUB will conduct a technical evaluation with applicable LOGCAP support personnel to comply with established OMA thresholds and process requirement for additional funding, if necessary.

9.30. Units are not allowed to modify SOWs or designs when a standard has been established.

**Relocatable Buildings**

9.31. All LOGCAP construction requirements utilizing containers for billeting, latrines, offices, or other uses must be accompanied by an RLB Analysis, also known as the “80/20 Analysis,” or the “20% Rule”, though a waiver may be in place. Additionally, any tensioned-fabric structure (TFS) must follow the same policies and procedures as containers as they can both be considered Relocatable Buildings (RLBs). The requesting unit will utilize the information in the PPE to accomplish the 80/20 Analysis. Containers can be classified as either a funded construction cost or as an unfunded cost as personal property equipment. The RLB policy and templates for the 80/20 Analysis are located on the JFUB Portal (SIPR): [http://portal.usfora.oneteam.centcom.smil.mil/sites/JENG/PIMP/Shared%20Documents/Forms/AllItems.aspx](http://portal.usfora.oneteam.centcom.smil.mil/sites/JENG/PIMP/Shared%20Documents/Forms/AllItems.aspx).

9.32. RLB Definition: “An arrangement of components and systems designed to be transported over public roads with a minimum of assembly upon arrival and a minimum of disassembly for relocation. A relocatable building is designed to be moved and reassembled without major damage to floor, roof, walls, or other significant structural modification” (Relocatable Building Delegation of Authority Memorandum, 22 Feb 2011). RLB examples include: ISO Containers, CONNEXs, and Tensioned Fabric Structures. Non-RLB examples include: Alaskan Small Shelter Systems (SSS), Pre-Engineered Buildings (PEBs).

9.33. The validation board will either approve or disapprove the packet. When the board returns an approved packet, will electronically forward the entire package, along with a Funding Request form (found on the USFOR-A J8 Sharepoint Portal/Shared Documents) to the USFOR-A LOGCAP budget analyst at centcom.al-udeid.usfor-a-j8.mbx.logcap@mail.mil. Validation does not guarantee funding. The J8 OTH office will fund the requirement based on priority and availability of funds.

9.34. USFOR-A J8 OTH does not fund material and equipment (M&E) procured from the Global Combat Support System-Army (GCSS-A). Contractors are required to procure M&E already in the Army inventory to the maximum extent possible and shall consider commercial procurement as a last resort. J8 OTH will not fund commercially procured equipment/material unless adequate supporting documentation proves the M&E (or a reasonable substitute) was not available or the GCSS-A delivery schedule prevents critical mission completion. Also, USFOR-A J8 OTH will not fund air freight unless
specifically justified in the requirements package due to compelling needs.

9.35. USFOR-A J8 OTH returns funded packets to the unit and ACO, who directs the contractor to proceed.

9.36. In the event the LOGCAP contract vehicle has exhausted the base period and option periods of the contract. USFOR-A will conduct advance planning in order to ensure the pre-planning for LOGCAP services is scheduled accordingly with the LOGCAP PMO to ensure continuity of services.
Chapter 10: Multinational Logistics (MNL) & Acquisition and Cross-Servicing Agreements (ACSA)

Acronyms
AGATRS – Acquisition & Cross-Servicing Agreement
AOA – Acquisition-only Authority
ASA – Ammunition Supply Activities
CPE – Coalition Provided Equipment
CRSP – Coalition Readiness Support Program
EVE – Equal Value Exchanges
EDA – Excess Defense Articles
FMS – Foreign Military Sales
LRMC – Landstuhl Regional Medical Center
LSSS – Logistics Support Supplies and Services
NDAA – National Defense Authorization Act
RIK – Replacements in Kind
SME – Significant Military Equipment
UMMCA – Unspecified Minor Military Construction Army
Also see Commonly Used Acronyms (Section 3)

General Guidance:

10.1. Managing Multinational Logistics operations in Afghanistan is complex due to the constraints and limitations of the various programs used to facilitate exchanges of Logistics, support, supplies and services LSSS). There are generally four types of programs utilized in Afghanistan to facilitate multinational operations and they are referenced below. The J4 Multinational Logistics was established in order to facilitate the exchange LSSS with multinational partners throughout the CJOA-A and to aid and advise commanders on the programs that would be most effective to achieve their goals. This is done through training, education and certification to ensure that all compliance goals are met while providing reimbursement to any contributing nation that incurs cost to support coalition operations. Each U.S. Sponsoring activity must consult with the TAAC J4 Multinational Logistics office and receive training and instruction to ensure compliance with listed references and directives before accepting sponsorship or receiving or providing support to a coalition partner. Training is compartmentalized to the specific roles within the operations of the CJOA-A and designed to successfully complete the designated mission while adhering to the intent of complying to the directives established by Congress in order to effectively operate in a multinational operation.

10.2. Key Elements of an ACSA: ACSAs are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in 10 U.S.C. §§ 2341-2350. They are governed by the DoD Directive 2010.9, Acquisition and Cross-Servicing Agreement. ACSAs are intended to provide an alternative acquisition
option for logistics support in support of exercises or exigencies. ACSA transactions can
only be implemented by USFOR-A J4 Multinational Logistics members. Any individual
that requires the use of ACSA should contact J4 Multinational Logistics in their
respective TAAC for guidance and training on its use before proceeding.

10.3. All transactions must be cash reimbursement, equal value exchange (EVE), or
replacement in kind (RIK) and must be entered into AGATRS for processing using
AGATRS form 1-3a. Individuals conducting ACSA transactions must be trained, certified
and designated in writing to do so IAW CJCSI 2120.01.

10.4. DoD units may not provide logistic support, supplies, or services through
ACSA without receiving reimbursement under the ACSA. If an item is loaned to a
coalition nation see reference for coalition loans, then the item must be returned within
the timeframe of the loan (typically one year) or it will revert to a cash transaction
processed IAW the ACSA agreement

10.5. Equal value exchanges (EVE) or replacements in kind (RIK) automatically revert
to cash payments if the coalition nation does not provide the exchange or replacement
within one year.

10.6. ACSAs must not circumvent Foreign Military Sales (FMS), Excess Defense Articles
(EDA) or other established processes. In addition, may not be used to circumvent funding
thresholds except when used to support contingencies affecting humanitarian and
foreign disaster assistance efforts.

- All requirements as well as special interest items identified in Section 3.20,
  regardless of their value, must be submitted to the applicable JRRB for approval.
- All construction projects or those including RLBs are validated by the JFUB. This
  includes MILCON, Unspecified Minor Military Construction-Army (UMMCA), and
  Air Force P-341 projects.

10.7. Increasing the inventory levels of DoD components in anticipation of requests
made for LSSS under cross servicing agreements is PROHIBITED.

10.8. **Types of ACSA Authorities:** Title 10 of the United States Code provides two
legal authorities for foreign logistic support, supplies, and services: Acquisition-only
Authority and Cross-Servicing Authority.

**Acquisition-Only Authority.** 10 U.S.C. § 2341, "Authority to acquire logistic
support, supplies, and services for elements of the armed forces deployed outside
the United States," authorizes elements of the U.S. Armed Forces, when deployed
outside the United States, to acquire logistic support, supplies, and services from
eligible foreign entities on a reimbursable basis. The authority is not reciprocal and
does not require an approved ACSA. Acquisition-Only Authority (AOA) may be
used with the governments of NATO members, NATO and its subsidiary bodies, the
United Nations Organization, any regional organization of which the United States is
a member, and any other countries which meet one or more of the following criteria:
• Has a defense alliance with the United States;
• Permits the stationing of members of the armed forces in such country or the home porting of naval vessels of the United States in such country;
• Has agreed to preposition materiel of the United States in such country; or
• Serves as the host country to military exercises which include elements of the armed forces or permits other military operations by the armed forces in such country.

Cross-Servicing Authority. 10 U.S.C. § 2342, "Cross–servicing agreements," authorizes the Department of Defense, upon coordination with the Secretary of State, to conclude reciprocal agreements with foreign countries and regional and international organizations for the provision of LSSS. A current listing of these agreements and countries and organizations eligible to negotiate them is maintained by the Director for Logistics, The Joint Staff (J-4). DoD Directive 2010.9 provides the official process for nominating countries for eligibility for such agreements as well as for concluding them.

Note: The ability to negotiate ACSA transactions is delegated down from the Secretary of Defense. Only individuals delegated in writing can negotiate ACSA agreements.

10.9. Permitted and Prohibited Uses of ACSA: ACSA is for the transfer of LSSS only. Per Section 4.5 of DoD Directive 2010.9, items that may not be acquired or transferred under ACSA authority include weapons systems; the initial quantities of replacement and spare parts for major end items of equipment covered by tables of organization and equipment, tables of allowances and distribution, or equivalent documents; and major end items of equipment. See paragraph 13.11 for complete list. General purpose vehicles and other items of non-lethal military equipment not designated as Significant Military Equipment on the United States Munitions List promulgated pursuant to 22 U.S.C. § 2778 may be leased or loaned for temporary use. Specific questions on the applicability of certain items should be referred to the Combatant Command's legal office for review and approval.

10.10. Types of LSSS permitted under the ACSA program: The following list is intended to give a general overview of the types of LSSS that can be provided or received by U.S. forces.
• Food/Water
• Billeting
• Transportation
• POL
• Communications Services
• Medical Services
• Ammunition (see restrictions)
• Base Operations Support
• Storage Services
• Use of Facilities
- Training Services
- Spare Parts and Components
- Repair Parts and Components
- Port Services

10.11. **Types of LSSS EXCLUDED under the ACSA Program:**
- Major weapons systems.
- Initial Quantities of replacement and spare parts for major end items or equipment covered by tables of organization and equipment, tables of allowance, and distribution or equivalent documents.
- Major end items of equipment (except for the lease or loan of general purpose vehicles and other non-lethal items of military equipment that are not designated as significant military equipment in the U.S. Munitions List).
- Guided missiles.
- Naval Mines and torpedoes.
- Nuclear ammunition and included items, such as warheads, warhead sections and projectiles.
- Guidance kits for bombs or other ammunition.
- Chemical ammunition (other than riot control agents).

10.12. **Repayment of ACSA Obligations:** In addition to the use of cash and subject to the agreement of the parties, ACSA obligations may be reconciled by either Replacement-in-Kind or Equal Value Exchange. ACSA obligations not repaid by Replacement-in-Kind or Equal Value Exchange automatically convert to cash obligations after one year. Reimbursement must be sought from the foreign partner under ACSA.

10.12.1. **Replacement-in-Kind (RIK):** RIK allows the party receiving supplies or services under the ACSA to reconcile their obligation via the provision of supplies and services of an identical or substantially identical nature to the ones received. As an example, a country may provide 100 gallons of drinking water to US Forces during a training exercise with the condition that the United States will be provided the same amount of water during a future exercise. The RIK must be settled within one-calendar year. If not satisfied within a one year time period, reimbursement becomes ACSA cash transaction chargeable to the Coalition Force’s government. Significant Military Equipment loans conducted under the 1202/1207 Authority are done as RIK.

10.12.2. **Equal Value Exchange (EVE):** EVE enables the party receiving supplies or services under the ACSA to reconcile their obligation via the provision of supplies or services that are considered to by both parties to be of an equal value to those received. As an example: a country may provide the United States with bottled water during a training exercise in exchange for the US providing approved ammunition equal to same nominal value of the bottled water received. The EVE If not satisfied within a one year time period, reimbursement becomes ACSA cash transaction chargeable to Coalition Force’s government. If not satisfied within a one year time period, reimbursement becomes cash.
10.12.3. **Cash:** Self-explanatory; ACSA transaction payable by the Coalition Partner’s Government

10.13. **ACSA Implementation:** DoD Directive 2010.9 and CJCS Instruction 2120.01 provide management guidance on initiating ACSA orders, receiving support, reconciling bills, and maintaining records. As this is a Combatant Command-managed program, organizations interested in acquiring logistics, support, supplies and services should work through the TAAC USFOR-A Multinational Logistics Office to receive further guidance on this topic.

10.14. **ACSA Classes:**
- Class I ................................................. Food and Life Support
- Class II ............................................... Clothing and Equipment
- Class III ............................................. Fuels and Lubricants
- Class IV ............................................. Fortification Material
- Class V ................................................ Ammunition and Explosives
- Class VI ............................................. Personal Items
- Class VII ........................................... Major End Items
- Class VIII ......................................... Medical Supplies, Minimum Amounts
- Class IX ............................................. Repair Parts
- Class X .............................................. Miscellaneous Supplies

10.15. **Key Elements of a Coalition Loan:** An extension of the ACSA program was authorized in section 1207 of the National Defense Authorization Act (NDAA) for FY2007, other public laws and further clarified in Reference 4. This extension allows the loan of Equipment, identified in Reference 4, to be loaned to eligible nations for a period of not more than one year. This authority has been delegated to the Commander, U.S. Central Command and is temporary in nature and limited in scope. This authority is set to expire on September 30, 2019.
- Coalition Loans have the same requirements as ACSA except that SME can be loaned for up to one year.
- All loans are governed by the Coalition Operational Needs Statement (CONS) or Letter of Justification (LOJ) process and the TAAC USFOR-A J4 Multinational Logistics Office receives and validates all requests.
- Accountable cold weather gear (i.e. fleece jackets, gortex rain jackets, cold weather parkas, etc.) are provided as 1207 loans and will be processed as a RIK transaction in AGATRS using the AGATRS form 1-3a.
- USFOR-A Multinational Logistics OIC is the approving authority for LOJ requests including accountable cold weather items.

10.16. **Types of SME that can be loaned:**
Military Vehicles designed to accommodate crew-served weapons for convoy security operations.
- Up Armored HMMWVs.
- Add-on armor kits.
- Command, control and communications systems, including Blue Force Trackers and radios (N.B. Some classified technology must be removed before issue).
- Crew-served weapons (.50 caliber and below) for convoy/base camp security operations.
- Counter-improvised explosive device equipment (other than classified systems).

10.17. **Key Elements of Lift and Sustain:** Section 9008 of the FY2007 Defense Appropriations Act authorized, and Section 9006 of the FY 2012 Consolidated Appropriations Act renewed, authority for the DoD to provide airlift and sustainment support at no cost to coalition partners participating in U.S. military operations in Afghanistan. L&S transactions are funded from Title 10 OMA funds, recorded, and reimbursed at the end of the fiscal year based on funds availability. This authority exists outside of ACSA and was intended to account for Title 10 resources used by certain coalition partners. A definitive list is available in reference 4.
- The L&S program allows the United States to provide and account for logistics support, supplies, and services (LSSS) to an eligible nation at no cost to them.
- The list of eligible L&S countries is different than the list of eligible ACSA and CRSP authorized Countries.
- All transactions will be recorded as “Cash”.
- Only specific support can be provided and must be accounted for on the appropriate form. Available support can be identified in reference 4.
- If the type of support is outside the guidance of reference 4 then other means of support must be sought. Other types of support could be provided through the CRSP or ACSA. Contact your TAAC USFOR-A J4 Multinational Logistics for further details.
- Can only be provided in areas where LOGCAP is present.

10.18. **Types of Support eligible under Lift and Sustain:**
- Transportation
  - Airlift – including aeromedical evacuation
  - Sealift
  - Movement of personnel, equipment and petroleum
  - Temporary use of general purpose vehicles
- Repatriation of Human Remains
- Sustainment
  - Food
  - Class I
- Base operations / Life support
- Organizational Clothing and Individual Equipment
- Hot and Cold weather clothing items
- Protective clothing
- Communications services
  - Field radio operator support
  - Access to satellites, translation, interpretation services
  - Information technology below the investment threshold
- Spare parts and components and other similar supplies
- Petroleum, oil and lubricants
- Linguist Support

10.19. **Types of Support NOT eligible under Lift and Sustain:**
- Durable end items or systems that exceed the investment-expense threshold.
- Training programs or attendance at formal training schools.
- SME other than ammunition (See Coalition Loans for this type of equipment).
- Medical care outside the United States Central Command AOR except when provided at Landstuhl Regional Medical Center (LRMC).
- Rehabilitative/convalescent medical care.
- Medical care in Iraq or Afghanistan or LRMC beyond stabilization.
- Equipment that exceeds the investment expense threshold. Contact TAAC USFOR-A J4 Multinational Logistics for clarification.

10.20. **Key Elements of (CRSP):** Officially known as the Defense Security Cooperation Agency (DSCA) Coalition Readiness Support Program (CRSP). This authority is included within the Department of Defense’s appropriation for Coalition Support Funds and as such subject to financial management procedures established by the Under Secretary of Defense (Comptroller). This provision authorizes the Department of Defense to provide specialized training, procure supplies, and specialized equipment for loan on a non-reimbursable basis to eligible coalition forces supporting U.S. military operations in Afghanistan.

- The CRSP program allows the United States to provide certain specialized equipment, supplies, and training to an eligible nation on a non-reimbursable basis.
- The list of eligible CRSP countries is different than the list of eligible ACSA and L&S authorized Countries.
- An LOJ must be provided and approved by the Multinational Logistics OIC before any equipment, supplies or training can be provided.
- Uses Title 22 Funds.
- Equipment (loaned to a coalition partner) is identified as CPE (Coalition Provided Equipment) not TPE (Theater Provided Equipment)
- Must be documented on an AGATRS form 1-3a and marked as “Cash” or “RIK” as appropriate.
10.21. **Coalition Support Procedures:** Based on the LSSS being requested, determine which program to use. Many times, L&S, CRSP and ACSA will overlap, and if the country has both an ACSA and an L&S agreement, the L&S agreement will usually take precedence. If the equipment or supplies are available through the CRSP then the U.S. sponsoring unit will submit an LOJ to the TAAC USFOR-A Coalition LNO requesting the equipment. If equipment is to be loaned to a Coalition Partner, then document the loan on an AGATRS form 1-3a as a RIK.

**NOTE:** Always consult with your TAAC USFOR-A Multinational Logistics Office concerning Coalition Support. Some support may require a Coalition Operational Needs Statement (CONS) or Letter of Justification (LOJ). Only designated TAAC USFOR-A Multinational Logistics personnel can conduct ACSA transactions.

10.22. **Coalition Partner requesting LSSS through an approved ACSA** The Coalition Partner requesting the use of ACSA is referred to their TAAC USFOR-A ACSA coordinator for guidance.

10.22.1. **Coalition Partner requesting ammunition through an approved ACSA.**

- The U.S. Supporting Unit will:
  - Add the units’ class V account and the Ammunition Specialist’s contact information to the request.
  - Consult with SJA to ensure the transaction is legal.
  - Consult with J8 to ensure funds are available.
  - The unit Ammunition Specialist will coordinate with the TAAC USFOR-A ACSA LNO to prepare and obtain the ACSA Authorized signature on the AGATRS form 1-3a.
  - Route Ammo request through USFOR-A Joint Munitions Office for approval. The Ammunition Supply Activities (ASA) will not issue munitions without this validation and approved e581 processed through the Total Ammunition Management Information System (TAMIS).
  - Once received and the Ammo is inventoried, the signed AGATRS form 1-3a along with supporting documentation are uploaded into the AGATRS system by the TAAC USFOR-A Coalition LNO. Forward the transacted document to J8 Finance Officer for processing.

10.22.2. **United States requesting LSSS through an approved ACSA:** The Unit requiring the support will contact their TAAC Coalition LNO to request support. Warning: You must have an established LOA before committing or requesting any LSSS. The TAAC ACSA coordinator will:

- Consult with the theater ACSA Manager to ensure it is within the scope of the ACSA program.
- Create the ACSA 1-3a request in AGATRS.
- Follow procedures outlined in Chairman of the Joint Chiefs of Staff Instruction.
- Enters pertinent tracking data into his/her log and contact the requesting U.S. unit to let them know the order is on order.

10.22.3. If the Coalition Nation and TAAC ACSA Coordinator agree to the availability and price, the TAAC ACSA Coordinator will create the ACSA 1-3a request in AGATRS.

10.22.4. In situations where the TAAC does not have an ACSA coordinator assigned, the TAAC Coalition LNO will inform USFOR-A ACSA Manager of the LSSS need. An ACSA 1-3a form is completed in AGATRS and submitted to USFOR-A J8 OTH for fund certification. The fund citation will be entered on the form 1-3a and returned to the ACSA Manager for signatures.

10.23. **Coalition Nation requesting LSSS under L&S:** The procedure is quite different using the Lift and Sustain Program. Delegated Authority does not apply outside of ACSA. Sponsor Units of Countries using the Lift and Sustain authority will contact the TAAC Coalition LNO for assistance in documenting all transactions of LSSS on the form 1-3a and forward the form to ARCENT VIA AGATRS for processing. The form will be annotated in the remarks section “9008 – Lift and Sustain”. For maintenance action, the UIC from the maintenance invoice will be provided along with the maintenance work order to support the transaction.

**Responsibilities:**

10.24. **ACSA Theater Program Manager:** Provides oversight to all units in the CJOA-A and ensures the program is administered correctly. Ensures all ACSA coordinators in Afghanistan are appropriately trained. Monitors and validates. All transactions submitted into AGATRS systems by the TAAC ACSA coordinators.

10.25. **TAAC ACSA Coordinators:** Ensures that all subordinate units understand this policy and are appropriately trained. Tracks each FOB/COP/OP, etc., in their AOR to ensure ACSA transactions are being recorded each month, on a timely basis. This includes U.S. bases with coalition nation forces living/eating onboard and NATO bases with U.S. forces (including civilians and contractors) living/eating onboard. The ACSA coordinator will coordinate with all applicable offices to ensure all categories of shared cost expenses for base operations are captured and recorded in AGATRS.

10.26. **TAAC Lead ACSA Logistics Officers:** Ensures all Sponsor Units are trained. Verify all CONS and LOJ request are properly filled out and appropriate before going to the theater ACSA manager and Commander of the Coalition Support. Verify Inventories and LSSS requests before going to the TAAC ACSA for input into AGATRS. Aid and assist Sponsor Units in determining which program to use and provide advice on implementing programs at tactical level. Mediate any issues that arise between Sponsor Units and Coalition Partner.

10.27. **JSC-A Munitions Section:** Reviews all requests for munitions by coalition nations. If sufficient munitions are not available either physically or due to demand by U.S. forces, disapproves the ACSA transaction.
10.28. **All U.S. Units**: Understand that any equipment or service either provided to or received from a coalition nation is authorized only by public law and must be strictly controlled by following these procedures.

10.29. **USFOR-A J8 OTH**: Provide oversight on Financial Transactions as well as process through ARCENT or DFAS as appropriate. Aid in interpretation of financial policy and provide guidance on limitations and legal aspects of any financial matters as they pertain to ACSA.

**References**

- 10 U.S.C. §§ 2341-2350
- DoD Directive 2010.9, Acquisition and Cross-Servicing Agreements
- Chairman, Joint Chiefs of Staff (CJCS) Instruction 2120.01, Acquisition and Cross-Servicing Agreements
- Deputy Secretary of Defense Memo SUB: Approval and Delegation of Authority to transfer Personnel Protection Equipment and Other Survivability Significant Military Equipment to Certain Foreign Forces Using Acquisition and Cross-Servicing Agreement Authority, November 25, 2011
- USFOR-A Policy in Support Agreements with Coalition Forces, May 8, 2010
- 22 U.S.C. § 2778
- Army Directive 2012-12 (Interim Army Acquisition & Cross-Servicing Agreements, Lift and Sustain, and Foreign Assistance Act authorities)
- DoD FMR Volume 11A, Chapter 8, International Acquisition and Cross-Servicing Agreements
- Under Secretary of Defense Memo Subj: Revised Guidelines on the Use of Funds for Coalition Readiness Support, dated May 19 2014”CRSP (Coalition Readiness Support) guidelines May 19, 2014
This BD was developed to address the receivables process in GFEBS:
1. AGATRS: ACSA Global Automated Tracking System
2. All ACSA receivables increase the buying power of the fund center when funds from partner nations return to treasury. USARCENT GB will validate BD periodically with DFAS.
3. Advance is defined as: A situation where the partner nation has paid for services in advance of G4 processing Form 1.3.
4. G8, G4, and DFAS agrees that the box under Finance in AGATRS should be checked after DFAS validates that payment was received.
**Chapter 11: Government Purchase Card (GPC)**

**Acronyms**
- BO – Billing Official
- FOO – Field Ordering Officer
- GFEBS – General Fund Enterprise Business Systems
- RA – Requiring Activity
- RCC-Q – Regional Contracting Command Qatar
- TPE – Theater Provided Equipment

*Also see Commonly Used Acronyms (Section 3)*

**General Guidance**

11.1. GPC is not issued, managed or authorized for use in theater for individual units.

**NOTE:** Prior to contacting RCC-Q or USFOR-A J8, the requirements must be validated through the appropriate board.

11.2. The RCC-Q GPC Program may provide an alternate means for procuring commodities below the micro-purchase threshold of $30,000 for non-emergent needs that are not subject to one of the restrictions of the MAAWS-A (if emergent, check applicability of FOO purchase). If eligible, the Requiring Activity (RA) may utilize the GPC request form* and ensure the following:

- The S4 or requesting official validates the items are not available through the GCSS-Army to include GSA (unless items are on backorder). S4/requesting official will notify the unit G4 or certifying official of intent to use the GPC program to satisfy need and send the GPC request form and three quotes to the ECC-A Billing Official (BO). The BO will verify the intended purchase meets GPC eligibility, sign and return to RA for continued staffing.
- The RA sends the GPC request form to TPE to verify if items require property book accountability and TPE provides a requisition number and returns to RA.
- The RA submits request to the JRRB for approving official signature to validate unit need.
- RAs send validated requirements package (to include GPC request form, quotes, letter of justification, and legal review (if required)) to USFOR-A J8 OTH for funding.

11.3. Army requiring activities and J8s will submit GPC funding in GFEBS coded for "Single Charge Card Master Record (CRS2)". Air Force Resource Manager’s will submit funding on AF Form 9. All validated requirements packages for GPCs are sent to the supporting RCC email inbox.

11.4. Upon receipt of goods or completion of services or construction, the RA will reconcile the invoices and validate and sign for receipt of goods/services on section 14
of the GPC Purchase Request form provided to the RA at the time of purchase. Return of the GPC Purchase Request Form to the RCC is imperative.

11.5. With all micro purchases, Requiring Activities may NOT split purchases to stay below the single purchase limit.

11.6. Prohibitions:
- Telecommunication services without written approval from USFOR-A J6.
- Repetitive janitorial or grounds maintenance services.
- Personnel clothing or footwear items except in emergency situations or when authorized by the USFOR-A JRRB.
- Printing or copying services.
- Items with a delivery/completion time that exceeds 30 days.
- Any monthly re-occurring purchase is prohibited.
Chapter 12: Field Ordering Officer Funds (FOO FUNDS)

List of Acronyms
BPA – Blanket Purchase Agreement
CVS – Commercial Vendor Services
DFARS - Defense Federal Acquisition Regulation Supplement
FMSU – Financial Management Support Unit
FOB – Forward Operating Base
FOO – Field Ordering Officer
GFEBS – General Fund Enterprise Business System
IDIQ – Indefinite Delivery/Indefinite Quantity
JRRB – Joint Requirements Review Board
LOGCAP – Logistics Civil Augmentation Program
OMA – Operation & Maintenance
OPFUND – Operational Funds
ORF – Official Representation Funds
PA – Paying Agent
RM – Resource Manager
RPL – Restricted Purchase List
SOF – Special Operation Forces
TPBO – Theater Property Book Officer
Also see Commonly Used Acronyms (Section 3)

Understanding Field Ordering Officer (FOO) Funding

12.1. This section provides FOO program guidance and outlines the duties and responsibilities for the ECC-A contracting officers, FOO Managers, and FOOs.

12.2. FOOs are not a way to circumvent the JRRB process, however, they provide their commands the purchasing vehicle to quickly make local purchases for mission-essential requirements. ECC-A appoints FOO Managers at the local level, who must be warranted Contracting Officers. The FOO Managers then appoint FOOs to make over-the-counter purchases in accordance with the DFARS up to the micro-purchase threshold (currently $30,000).

12.3. FOO accounts are funded with ‘bulk’ funds. Bulk funding refers to the process of advancing a lump sum of funds to the PA, who works closely with an assigned FOO. The FOO and the PA then spend the advanced funds for small purchases – keeping track of the receipts – and then clear the account by turning in the receipts and excess cash.

12.4. The FOO and the PA are a team, and have different duties. This creates a separation of duties which is a key element of a good internal control system.
12.5. The PA is the representative of the Disbursing Officer, and the FOO is the representative of the KO. The FOO must keep track of the ledger account balance, and the cash is physically kept by the PA.

12.6. The FOO, acting under the authority of the KO, makes AUTHORIZATIONS for the expenditure of funds. The PA, acting under the authority of the disbursing officer, keeps track of the cash and makes the PAYMENTS authorized by the FOO.

12.7. The amount and type of funds the PA will draw will be specified by the RM on a certified form DA3953 (PR&C). In Afghanistan, the most commonly used type of FOO funding is Operation & Maintenance (OMA) funding, which is used to support U.S. Forces.

Nomination, Training, and Appointment

12.8. **FOO:** Commanders (O-5 or above) may nominate DoD military or civilian personnel to be appointed as a FOO. Service members in the grade of E-7 or above (or E-6 with a waiver approval by the FOO Manager) and Civilians GS-6 or above (or GS-5 with a waiver approval by the FOO Manager) are eligible for appointment. Non-DoD personnel, Foreign Nationals, and contractor personnel may never be appointed as a FOO.

12.9. **PA:** PAs are extensions of the Finance/Disbursing office and are authorized to receive and disburse cash for official business. They are pecuniary liable for any cash, negotiable instrument, and/or paid vouchers entrusted to them. Commanders (O-5 or above) may nominate DoD military or civilian personnel to be appointed as PAs. Service members E-6 or above and Civilians GS-6 or above are eligible for appointment. Waivers for rank and grade are made at the discretion of the Financial Management Support Unit Commander. Non-DoD personnel, Foreign Nationals, and contractor personnel may never be appointed as PAs.

12.10. **Training:** Standardized FOO training will be conducted by ECC-A. Formal training is mandatory prior to appointment. Personnel will be trained on acquisition policies and procedures applicable for the type of purchases authorized to execute, and given clear guidance for making determinations on non-standard items. The Finance Office will conduct PA training. The FOO and PA will attend both training sessions. FOOs inactive for longer than 90 days are required to take refresher training.

12.11. **Appointment:** ECC-A will appoint in writing a KO (minimum $30,000 warrant) as a FOO manager. FOO managers will appoint FOOs in writing upon successful completion of mandatory training. This is a non-delegable appointment. The appointment is effective until the FOO is reassigned to another unit, redeployment, or the individual’s duties are terminated by ECC-A/FOO manager. The FOO is never authorized to handle funds on behalf of the PA. The team must be together when opening a new account.

12.12. By signing the appointment documentation commanders and FOOs accept responsibility for ensuring that the purchases are mission essential, appropriate, and
consistent with all applicable policies, and regulations. FOOs, PAs and Commanders can be held pecuniary liable (responsible for paying out of their own pocket) for losses or improper purchases.

**Drawing Funds**

12.13. All FOO requests must first go through the unit’s supporting TPBO for review, signature, and assignment of document number in Block 2 (Requisition Number) on the PR&C before funding approval.

12.14. After nomination, training and appointment the FOO/PA team will provide the following documents to the J8 in order to receive a certified DA3953 (PR&C) required for drawing funds:

- Letter of Justification (signed by O-6 or above)
- DA3953 (PR&C) with blocks 27-36 signed accordingly
- Appointment letters for the FOO and PA
- FOO and PA training certificates
- DD Forms 577 (for FOO and PA)
- PIIN Issue Memo
- Spend Plan (if request is over $10,000)

12.15. Upon receipt of the above documents, the J8 will place the applicable line of accounting on the PR&C, certify and return the document. The FOO/PA will take this to the disbursing office and draw funds.

12.16. The PA must draw funds from the disbursing office within 14 days of fund certification or the DA Form 3953 will be decertified.

12.17. A PR&C that is cancelled by the unit or RM must also be cancelled at the TPBO, and a cancellation memorandum is required to reflect this action.

12.18. FOOs co-located on FOBs with both a Contracting Offices and a Disbursing Office are limited to draw funds on PR&Cs of no more than $10,000.00. The FOO Manager for each Contracting Office will determine what locations are authorized FOO draws in excess of $10,000.00.

**FOO Operations**

12.19. Transactions may not exceed $30,000. The price may include delivery charges for supplies. FOO transactions (NTE $30K) can include delivery costs; delivery costs must be factored into the overall price and clearly detailed on the invoice. Typically, supply costs incorporate delivery to destination in the quoted cost per item; FOOs must ensure clear identification of costs before the start of the transaction.
12.20. Services can be procured for 14 days and may be extended up to 30 days with a letter of justification from an O-5 Commander. Supplies should be immediately available, if not, then use normal contracting procedures. Labor may be authorized up to 5 days.

12.21. The purchase does not require detailed technical specifications or technical inspections.

12.22. The purchase must be in support of a contingency operation.

12.23. May not be used for foreseeable or recurring requirements.

12.24. Segregation of Responsibilities. To prevent a conflict of interest, FOOs shall never act as PAs, and should not be the individual receiving the products or services. In addition, a FOO and PA should only have one open PR&C at a time. This is to prevent the co-mingling of funds that would likely result in a loss of funds. However, exceptions to this can be coordinated through the local Disbursing Agent, as there may be instances when a FOO/PA must have more than one open account, i.e., SOF community.

12.25. FOO purchases of products or services from Afghan firms can result in higher employment, economic growth, and increased support of Afghans for their government. However, if you suspect a vendor engages in corrupt activities, or is linked to those who do, report the vendor to your FOO manager.

12.26. The FOO shall determine whether the PA is authorized to purchase the requested item. Authorizations or limitations may be found in the FOO SOP, FOO letter of appointment, RPL, and/or special instructions. The FOO is not authorized to make a purchase if the item is available through government supply channels or government sources in a timely manner. Additionally, the FOO is not authorized to make a purchase if the items are available on contract or BPA. In cases where the item is urgently needed but is normally acquired from a government supply system or contract vehicle, the FOO Manager (as a warranted contracting officer) may authorize the FOO a one-time exception. This exception should be documented in writing and kept by the FOO for audit purpose and proof of approval.

12.27. Prior to purchasing an item, the FOO must determine the price to be fair and reasonable. The FOO should consider the market environment and use sound business judgment when obligating government funds. The FOO should rotate vendors to the maximum extent practicable.

12.28. The FOO should ask the vendor if an on-the-spot prompt payment will result in a discounted price. The FOO may also ask if any Afghan tax has been imposed on the transaction. Purchases for U.S. Forces in Afghanistan are exempt from the payment of taxes. If the vendor identifies a tax as part of the sales price and refuses to exclude the tax from the transaction, complete the transaction, document the circumstances, and forward the information to ECC-A for evaluation.
12.29. If the FOO considers the price fair and reasonable he completes the buy and vendor’s portion of the SF44, and the PA purchases the item. If the goods and services are acceptable, the FOO annotates the receiver’s sales document “received and accepted,” dates the document, and signs the document. The requestor, supply OIC/NCOIC, or technical person will sign as the receiver. The PA completes the SF44 after he/she pays the vendor. Completing the SF44 includes adding a statement that cash payment was received in full, the amount paid, the date of the payment, and the signature and title of the vendor. The Paying Agent will retain the original SF 44s for turn-in at the Disbursing Office when clearing the account. The SF 44 is a paid voucher and must be secured and accounted for by the Paying Agent in a manner similar to cash.

12.30. The FOO shall obtain a purchase receipt from the seller and maintain it with the FOO’s records as proof of purchase. If the seller will not or cannot provide a purchase receipt, the FOO shall create a receipt and both the FOO and PA will sign.

12.31. The FOO shall maintain a record of purchases including the purchase order number, the date of transaction, the description of the supply/service purchases, amount of obligation, and the balance of unobligated funds. An electronic form is preferred and may be in the form of a spreadsheet.

12.32. If the FOO makes purchases under an unusual circumstance, special circumstance, or as a regulated purchase, they shall document their file with the date, description of the circumstance, and any other relevant information.

12.33. Unauthorized Expenditures. ECC-A will provide a RPL to FOOS. The RPL contains a list of items that, in general, cannot be purchased. If a prohibited item is deemed mission critical, contact ECC-A to determine if there are conditions under which such a purchase may be approved.

12.34. Purchase Limitations. In general, FOOS should not use funds to pay for equipment or services already provided by another source. Prior to making any purchase, the FOO should check for availability of the requirement from existing sources, such as within the unit, TPE PBO, LOGCAP, Contractor, GCCS-Army and ECC-A. When in doubt, call your local contracting office. Violations of the below guidance as to prohibited/regulated purchases will result in immediate termination unless an exception to policy is granted by the supporting ECC-A representative or FOO Manager.

- Accountable Property. Items which are non-expendable/accountable must follow property book procedures and be approved by the unit PBO or Installation PBO.
- Automation/Communications Equipment. All automation/communications equipment, regardless of cost, requires an approval memorandum or email from the unit S6 or USFOR-A J6.
- Rations and subsistence. The purchase of food is not authorized to be funded with OMA funds unless the food is for a Shura, which would be paid with ORF Funds. Contact your local contracting and RM office for assistance.
Live Animals. Buying live animals (not for consumption) if used as a training aide or for cargo/personnel transportation is authorized. Purchase of food/ subsistence strictly for these live animals is also authorized.

12.35. Other Prohibited Actions.
- Stockpiling. Since the FOOs responsibility is to purchase urgently needed items, purchasing items for stockpiling or to have on hand "just-in-case" is not authorized.
- "Getting well". A unit deploying with equipment which is non-mission capable and using the deployment as a reason to obtain the parts necessary to repair the equipment is not authorized. This is an attempt to circumvent the supply system and is known as "getting well".
- Split purchases. When a requirement exceeds the FOO’s single purchase authorization, the request shall be forwarded to ECC-A for procurement. Splitting the requirement into two or more purchases to maintain each purchase amount under the single purchase authorization is not authorized and is considered fraud, for which the FOO may be held personally liable.

12.36. There may be special situations whereby regulated or prohibited purchases may be authorized. ECC-A and the FOO manager will establish procedures at the local level to cover these special situations. FOOs should contact ECC-A prior to the purchase if there are any questions.

12.37. It is prevalent in many countries to conclude an agreement or contractual understanding with nothing more than a handshake. This may occur at the outset of the contingency, but the agreement should be quickly followed by completing an SF44. Official-looking documents written in English may be viewed with suspicion and sometimes anger due to a lack of trust with other governments. Obtaining signatures can be challenging. If a local business person or vendor refuses to sign the SF44, annotates the seller’s signature block on the SF44 “refused to sign” and continue with the transaction.

12.38. Bottom Line: If the FOO has questions concerning a purchase, he or she should seek guidance from ECC-A prior to expending funds. In some cases, ECC-A may have already established a BPA or contract for the requirement. The general rule is that FOOs should not purchase commodities or services already under contract or BPA by the supporting ECC-A office. In all cases the FOO should document the circumstances and reasons for their actions.

Standards of Conduct

12.39. The FOO may not authorize anyone to act on his or her behalf, to include the Commander.

12.40. KOs appoint FOOs to purchase supplies and services in Afghanistan. They must conduct business in accordance with applicable U.S. laws, regulations, and policies.
Afghan business and cultural norms may differ from U.S. practices, which requires FOOS to remain vigilant in this area. FOOS must strive to eliminate any potential for misunderstanding or any appearance of impropriety. The actions of a FOO must be above reproach at all times.

12.41. FOOS may not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from anyone who:

- Has sought or is seeking to obtain Government business.
- Conducts activities that are regulated by a KO or FOO; or
- Has an interest that may be affected by the performance or nonperformance of his/her official duties.

12.42. FOOS must consider whether their actions fall within the bounds of ethical rules and criminal law, and also how the appearance of favoritism or wrongdoing may inhibit their ability to conduct FOO duties and responsibilities.

12.43. FOOS should foster positive relationships with the local populace without violating ethical guidelines and compromising the acquisition process. It is important for FOOS to respect important cultural, tribal, and religious customs.

12.44. Failure to follow these standards of conduct may result in FOO appointment termination, personal liability, and/or punishment under the Uniform Code of Military Justice (UCMJ).

**Clearing**

12.45. The FOO will clear accounts every 30 days. The 30-day period starts the date the PA draws funds from the Disbursing Office. FOOS in remote areas can submit an extension request (up to an additional 30 days, not more than 60 days total) to the FOO manager, who will coordinate with the RM for an extension. If a FOO does not expend any funds during a 30-day period, they will notify the FOO Manager in writing and document the file accordingly. Once the records have been reconciled and the FOO has cleared with contracting, the PA shall clear with the Finance Office. The FOO will acknowledge receipt and document corrective action(s) taken. Copies of the MFR will be sent back to the ECC-A FOO Manager and a copy sent to the FOO’s Commander.

12.46. The following documents shall be required in order to clear the Finance Office:

- Reconciliation/Clearing memo from the first O-5 commander in the chain of command (Commander’s clearance memo)
- Funding document (DA 3953) with TPBO requisition number and signature
- TPE/PBO clearance memo
- PIIN/purchase ledger
- SF44s and invoices
- Receipts
- LOJs /special reviews/approvals (if applicable)
Supply Requisition Documents (if Applicable)
Other documentation as required by the local FOO Manager

12.47. The FOO will then clear with J8. They will send electronic copies of the below documents to J8 for clearing:
- DD 1081 showing a zero balance
- SF 1034
- SF 44s
- Invoices/receipts
- O-5 unit commander clearing memorandum
- TPE/PBO clearance memo
- Contracting clearance memo (FOO Manager)
- PIIN/Purchase Ledger
- LOJs from unit/special reviews/approvals and ETPs from Contracting when necessary

12.48. Once J8 has received all clearing documents, they will create a Purchase Order in U.S. dollars. J8 will then send the Purchase Order number and electronic copies of the clearing documents to the theater FMSU’s Commercial Vendor Services section (CVS).

12.49. CVS will then create an Invoice Receipt referring to the Purchase Order number. Invoices for Paying Agents are marked as “blocked for payment” in GFEBS because the actual payment already occurred in cash.

Termination

12.50. ECC-A terminates a FOO when:
- The unit that nominates the appointed FOO leaves the AOR
- The FOO’s appointment term expires (normally after one year)
- Upon recommendation of the FOO’s unit commander
- If the FOO fails to properly execute his or her duties

12.51. The FOO shall submit the following documents to ECC-A upon termination:
- Conduct clearing procedures if money is drawn
- SF 44s in their possession
- Copy of commander termination request letter
- DD Form 577, Appointment/Termination of Record

12.52. ECC-A shall issue a Letter of Clearance, termination, or both. ECC-A does not have to issue a Letter of Clearance if an outstanding matter is unresolved, regardless of redeployment, or relocation within theater.

12.53. Two or more violations by a unit may result in termination of all FOO privileges for the unit.
ECC-A FOO Manager Responsibilities

12.54. The FOO Manager will oversee all the appointed FOOs in his or her local area. Each respective ECC-A office and FOO will maintain files, which will include the following documents:

- Nomination letters for the FOO and PA
- Appointment letters for the FOO and PA
- FOO and PA training certificates
- DD Forms 577 (for FOO and PA)
- DA Form 3953 (PR&C)
- Copies of the SF44s and Seller’s Receipts (filed by month)
- Procurement Instrument Identification Number (PIIN) Ledger
- Letters of Justification
- Copy of clearance/termination memorandum(s)
- Special instructions, if applicable

12.55. ECC-A will conduct a monthly analysis of their FOO program and make recommendations to convert high volume FOO purchases to more traditional contract vehicles such as Blanket Purchase Agreements (BPAs) or Indefinite Delivery/Indefinite Quantity (IDIQ) contracts.

12.56. Once a month, FOOS files shall be physically inspected or reviewed through examination of purchase documents and records by the ECC-A FOO manager.

12.57. Inspection findings shall be retained by ECC-A for three years. They will be written and should include specific comments as to whether the FOO is:

- Operating within the scope and limitations of authority
- Maintaining the standards of conduct as prescribed in DoDD 5500.7R, Joint Ethics Regulation
- Not exceeding funding authorization
- Not delegating authority to others
- Submitting correct and timely information for procurement reporting purposes
- Not making unauthorized or prohibited purchases of items
- Maintaining adequate documentation for each purchase
- Using good business judgment.

12.58. ECC-A, Commanders, FOO Managers, designated KOs, or higher authority may revoke FOO appointments for any violations of regulations, orders, or statutory authority. These violations include, but are not limited to:

- Unauthorized purchases
- Split purchases
- Purchases made over the FOO’s dollar limitation
- Delinquent reconciliation with the FOO Manager
- FOO Managers or designated KOs may also revoke appointments for any other operational reasons deemed appropriate, whether or not a violation has occurred
12.59. Disciplinary measures for any FOO violations shall be at the discretion of ECC-A.

**Paying Agent/FOO Guidance for Resource Management and Finance Units**

12.60. USFOR-A J8 commits funds for FOO operations using Purchase Requisitions in GFEBS. These purchase requisitions are denominated in U.S. dollars. J8 will annotate the line of accounting and the amount on validated PR&Cs.

12.61. Disbursing Agents will only fund bulk draws that have validated PR&Cs. Disbursing Agents will fund Paying Agents in local currency equivalent to the U.S. dollar amount on the PR&C, using the current business day’s exchange rate. Disbursing Agents should never fund more than the U.S. dollar equivalent authorized on the PR&C.

12.62. Paying Agents conduct all transactions using the SF 44. This document serves as a contract, receiving report, and invoice after being signed by the FOO, the vendor, the receiver, and the PA. The amount of local currency disbursed will be recorded on an SF 44 for each transaction. When the Paying Agent clears his draw with the Disbursing Agent, the Disbursing Agent will consolidate all SF 44 transactions on a single SF 1034 using local currency at the current business day’s exchange rate.

**References**

- FAR 13.2, Actions at or below the micro-purchase threshold
- FAR 13.306, SF44, Purchase Order-Invoice-Voucher
- FAR 18.201, Contingency Operation
- DFARS 213.306, SF44, Purchase Order-Invoice-Voucher
- DFARS 218.201, Contingency Operation
- AFARS 5113.306, Standard Form 44, Purchase Order-Invoice-Voucher
- Contingency Contracting-A Joint Handbook, Air Force Logistics Management Agency
- DoD 5500.7-R Joint Ethics Regulation
- DoD 7000.14-R Financial Management Regulation, Vol. 5, Ch. 3, “Keeping and Safeguarding Public Funds”
- Center for Army Lessons Learned (CALL) 09-16, Field Ordering Officer and Paying Agent Handbook
- AFARS 5101.602-2-90 Appointment of Ordering Officers
- USFOR-A FRAGO 10-208 Implements E-commerce and Reduction of Cash in the CJOA-A
- SCO-A Field Ordering Officer Standard Operating Procedure, February 5, 2012
- SCO-A Memorandum for FOO Managers and Field Ordering Officers, March 16, 2011
- FOO TPE Memorandum, November 19, 2010
Chapter 13: Letter of Increase and Ratification

Acronyms
See Commonly Used Acronyms (Section 3)

LETTER OF INCREASE

13.1. Letters of Increase (LOI) are occasionally required when a unit needs funding in excess of what was initially validated due to unforeseen price increases. If an increase is due to a change in Period of Performance, a change in scope, or causes the entire requirement cost to exceed a specified threshold or it must be revalidated.

- If increase is below 10% of the most recent validated amount:
  - Per FAR Par 33.210 Contracting Officer can approve without revalidation
  - An approved Contracting Officer Final Determination (COFD) or Determination and Findings (D&F) is required.
  - Must be Funded after COFD and D&F is complete

- Increase due to Defense Base Act (DBA)
  - Can go above 10% of the most recent validated amount without getting revalidated.
  - If the most recent validated amount exceeds the $10 million threshold will need to be revalidated by the SuperCRRB.

13.2. In cases where prior year (PY) funding is required, submissions must flow from the requirement owner, through USFOR-A J8, to ARCENT for sourcing. PY funding requests require additional documentation (see section 6.3, below).

13.3. For PY LOI requests, J8 OTH amends the existing funding document accordingly upon receiving the appropriate documentation. The required PY LOI documentation is as follows:

- **LOJ.** Submit a memorandum explaining the details of the original contract and the reason for the increase. This letter should also provide details regarding whether the increased amount is due to an in-scope or out-of-scope change in the contract.
- **LOI.** Ensure the original MIPR or PR&C information is included. Provide a brief synopsis of the reason for increase.
- **DD Form 448, MIPR or PR&C.** When original funding document was a MIPR or PR&C, submit the original document with the LOI.
- **Legal Review.** Must address the requirement for additional funding, the appropriate FY and appropriation for the funding request, and must also balance with the amount requested on the funding document.
- **Contract(s).** Include with all modifications associated with the funding request.
RATIFICATION

13.4. Ratification is the process of validating an unauthorized commitment (UAC), after the fact. The ratification process is owned by the contracting commands and follows their internal procedures. Requiring Activities are encouraged to discuss with the contracting agency for what signatures, reviews and information is required. For a ratification following an Unauthorized Commitment (UAC), the following documents are required:

- **ECC I/A Form 715-1:** Completed and signed by the appropriate approval authority
- **Funding document:** The type of funding document required is based on if a contract pre-existed prior to the UAC
- **PR&C:** When a contract did not exist prior to the UAC, prepare a UAC IAW the MAAWS-A.
- **LOI:** When a contract existed prior to the UAC, additional funds must be added to the LOA specified on the contract. Prepare the LOI IAW the MAAWS-A.
- **Invoices:** Copies of all invoices
- **Contract(s):** Include them and all modifications obligated associated with the ratification.
- **Legal review:** The legal review must address the requirement for additional funding, the appropriate FY and appropriation for the funding request, and must also balance with the amount requested on the funding document.

13.5. Ratifications are charges against the funds that would have been charged had the obligation been valid from its inception
Chapter 14: Civilian Expeditionary Workforce

Acronyms

CEW - Civilian Expeditionary Workforce
DHS – Department of Homeland Security
OCO – Overseas Contingency Operations
OMB – Office of Management and Budget
TCS – Temporary Change of Station
TDY – Temporary Duty
VA – Veteran’s Affairs

Also see Commonly Used Acronyms (Section 3)

General Guidance

14.1. The purpose of the Civilian Expeditionary Workforce program is to reimburse a civilian’s home station for civilian deployment costs.

14.2. DoD civilian positions are typically funded by the home station of the deployed civilian. The home station may request reimbursement of incremental costs incident to the deployment, to include premium pay, travel, TDY/TCS, pre-deployment training, etc.) The home station may also request reimbursement of salary expenses for a temporary backfill for the deployed civilian. The USFOR-A J8 OTH receives and processes these requests for reimbursement, directly from the home station or their command. Payment of these expenses is mandatory, per OMB policy, 9 September 2010 and Army Financial Management Guidance for Contingency Operations, 28 June 2012.

14.3. In addition to routine reimbursement of OCO incremental expenses, there are two other types of reimbursements that may be appropriate for DoD civilian positions:

- When a CEW employee is newly hired and not on the rolls of a DoD-activity (such as VA, DHS, etc.) or from a DoD activity that requires fully reimbursable project-funds (such as Corps of Engineers), USFOR-A J8 may be required to pay the full cost of the CEW hire, to include base salary and overhead costs.

- When a particular service cannot be provided within the existing DoD Civilian workforce and/or not contained within the duties of approved CEW positions.

14.4. Reimbursements will only be accomplished after USFOR-A J1 has verified the hiring action is mission essential, the position is authorized, and it cannot be filled in a reasonable period of time through other means.
### Section 3: Commonly Used Acronyms

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Appendices

Appendix 1: Resourcing Quick Start Guide

The purpose of this guide is to assist you in understanding the requirements process from beginning to end.

Figure 1-1 Overarching Process

Section I – Resourcing Quick Start Introduction

1.1. The Resourcing Quick Start Guide is intended to provide the overall concept of operations from requirement inception to payment of the vendor. This guide contains specific and general guidance on processes and procedures for the Combined Joint Operations Area-Afghanistan (CJOA-A).

1.2. Requiring activities are encouraged to seek business advice from the Expeditionary Contracting Command Afghanistan (ECC-A) during the requirements generation phase of the project. When working with multinational logistics operations, the requiring activities must work with TAAC J4 Multinational
Logistics. In addition, coordinating with the Operational Contract Support (OCS) cell to determine if contracts exist that meet the Requiring Activity’s need.

Section II – Planning and Preparation

1.3. The ultimate and timely success of a requisition is heavily influenced by the planning and preparation stage. If the right foundation is developed, the successful conclusion of every other step is enhanced. If planning and preparation fail, subsequent steps will fail or be prolonged.

1.4. In this rapidly changing theater, emergency requirements will arise. This does not eliminate the steps, it simply requires each step to be accomplished more rapidly.

1.5. The requirement must be reviewed by OCS to determine the most suitable method to meet the need. ECC-A can help plan the best strategy to meet requirements, and the contracting officer will determine the proper acquisition strategy.

1.6. Step 1: Identify the requirement. What needs to be accomplished? Requiring Activities should apply deliberate and long term planning to ensure mission needs are met.
   - Monitor current operations to anticipate requirements up to 18 months out.
   - Gather information from planning meetings to anticipate longer-term needs.
   - Review old contracts to learn when periods of performance expire – OCS is invaluable in this process.

1.7. Step 2: Define the requirement. Determine the 5 “Ws” (who, what, where, when, and why), and analyze the requirement to develop a sufficiently detailed requirement packet. Keep in mind, a contract may not be the only solution to the requirement.

1.8. Step 3: Prepare your spend plan – A spend plan consists of the data elements outlined in the USFOR-A J-8 template. Key considerations for the spend plan are:
   - The spend plan for the next 12 months of forecasted requirements is due the 15th of every month to USFOR-A J8 OTH.
   - Submit spend plan with sufficient time to allow for procurement lead time and funding.
   - Afghanistan is a requirement-driven theater, and funding is received from the Army Budget Office via ARCENT for validated requirements.

1.9. Step 4: Prepare the requirement for validation and funding. Generally a requirements package consists of:
   - Appropriate Cover Sheet (e.g., USFOR-A JRRB)
   - Completed funding document
   - Letter of Justification (LOJ) describing the 5 “Ws”
   - A Statement of Work (SOW) or Performance Work Statement (PWS) for services – contact ECC-A for templates
• AT/OPSEC Cover Sheet for requirements ≥$150K (other than commodities) signed by a AT/OPSEC Officer Level II – see ECC-A for details
• Contracting requires an IGCE and market research estimates—contact ECC-A for guidance
• Nomination memorandum for COR and COR training certificates. This is required for services, construction, and certain supply. COR nominations must be submitted online via DoD’s web-based system “CORT,” to include supervisor approvals.
• Legal Review – Obtained from your local Judge Advocate (JA) for requirements costing ≥ $10,000
• Request for Services Contract Approval (SCA) Form for all services contract work. Worksheet A of the SCA is designed to help determine whether or not a function is inherently governmental in nature. The most up-to-date SCA form can be found here: http://www.asamra.army.mil/scra/documents/ServicesContractApprovalForm.pdf

Section III – Supply

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<tr>
<th>Supply – J4</th>
<th>Funding – J8 OTH</th>
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<tbody>
<tr>
<td>• Provide Requisition # depending on local procedures</td>
<td>• Reviews Pkg for Completeness</td>
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<tr>
<td>• Provide Supply Officer Signature</td>
<td>• Matches Against Spend Plan</td>
</tr>
<tr>
<td>• Follow Theater Provided Equipment SOP</td>
<td>• Provides Line of Accounting (LOA/Fund Cite)</td>
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<td>• Certifies documents</td>
</tr>
<tr>
<td></td>
<td>• Commits Funds in accounting system</td>
</tr>
<tr>
<td></td>
<td>• Forwards to Contracting or performing activity</td>
</tr>
</tbody>
</table>

Resourcing Quick Start Guide
Supply / Funding / Procurement

Procurement: Contracting

• Awards contract – Purchase Request and Commitment (PR&C)
• Performs requested action
• Provides copy of contract to requesting organization **
• Provides obligation documents to the RM Office**
• Coordinates with requesting organization with any follow-on questions.

Figure 1-2 Supply/Funding/Procurement
1.10. The Global Combat Support System - ARMY (GCSS) allows units to purchase items with National Stock Numbers (NSN). Units access GCSS via PBUSE at the company level.

1.11. Units and organizations must first use GCSS for all requisitions. Units and organizations in theater have the highest priority for fills and, as such, should receive items requisitioned through this system in a shorter period of time.

1.12. To obtain NSN items outside of GCSS, a requested items list must reflect a backorder code of “BB”. A memorandum signed by the supply officer must accompany the PR&C to order the commodities. Proper preparation of the PR&C ensures Theater Provided Equipment (TPE) is properly identified, tracked, and accounted for after receipt.

1.13. Supply requirements vary according to location.

1.14. The Restricted Item List is managed by the Sustainment Brigade General Supply Section and should be validated during each changeover. The Restricted Item List must contain NSNs of items the command wishes to restrict as well as a dollar limit and quantity as determined by ARCENT. Exceptions may be granted with an approved Letter of Justification.

**PR&Cs (DA Form 3953) for Commodities Purchases**

1.15. A Letter of Justification will be included with all PR&Cs for items that are not being procured through the supply system. Additionally, the DA Form 3953 will be provided to the Theater Property Book Team (TPBT) to request a document number (Block 2) and the Theater Property Book Officer (TPBO) signature (Blocks 32-33).

1.16. PR&Cs that have been disapproved by Resource Management (RM), Contracting, and/or the Joint Requirements Review Board (JRRB) will be returned to the servicing TPBT for document number closure NLT 72 hours after disapproval. The disapproving agency should provide the reasons for disapproval.

1.17. A PR&C that is cancelled by the unit must also be cancelled at the TPBO by the requiring activity sending an email or memorandum to the TPBO.

**PR&Cs (DA Form 3953) for Leases**

1.18. Procedures for requirements involving All-Terrain Vehicles (ATV), Material Handling Equipment (MHE), and Non-Tactical Vehicle (NTV) leases follow the same processes, but NTVs obtained through commercial lease additionally will be accounted for by the TPBT IAW DA PAM 710-2-1
NOTE: Vehicle requests must be processed through the Vehicle Management Allocation Review Board (VMARB) at Area Support Group (ASG). Listed below are the procedures to obtain commercial lease vehicles.

1.19. Submit a PR&C (DA Form 3953 – request for NTV) and a Letter of Justification (LOJ) through the proper channels (TPBT, RM, etc...) to obtain the required signatures and document number prior to submission to the JRRB.

1.20. Once the requirement is validated by the JRRB and the PR&C is certified by J8, the contracting office will award the contract to a vendor and coordinate delivery of the vehicles to the installation TMP.

1.21. The TPBT accounts for the vehicles on the unit’s TPE hand-receipt using a DD Form 250 prepared by the contracting office.

1.22. All commercial vehicles/NTVs with leases over four months, or purchased through GSA/contracting, will be posted to the TPE Property Book IAW DA PAM 710-2-1, Chap-4, para. 4-37.

1.23. Blanket Purchase Agreement (BPA)/Bulk Funds will obtain a document number from the servicing TPBT for all PR&C processing.

1.24. Requisition numbers are required on any funding document to be processed (PR&C or MIPR). A Property Book Officer (PBO) signature is required on block 31-33 of PR&Cs.

1.25. Requisition numbers tie local requirements to the accounting system and ultimately the contracting system. Requisition numbers are a 14-digit number broken down as follows:

- Positions 1–6: Unit DODAAC (Department of Defense Activity Address Code)
  The DODAAC is a six-position code that uniquely identifies a unit, activity, or organization that has authority to requisition and/or receive materiel. Contact your unit G/J/S4 for details/assignment.
- Position 7: Last digit of current year or fiscal year depending on local practice
- Positions 8-10: Julian Date
- Positions 11-14: Sequential number of requirement as defined by local practice

Section IV – Validation

1.26. All funding requirements are subject to the force of U.S. law. In order to balance efficiency with proper oversight, USFOR-A combines a mixture of signature thresholds and validation boards to minimize risk.

1.27. Additionally, specific instructions are provided in their respective sections of the MAAWS-A.
Section V – Funding

1.28. USFOR-A is a requirements-driven command although Overseas Contingency Operations (OCO) funding is limited to Congressional appropriation levels on an annual basis. Funding is received from ARCENT based on requirements submitted on the monthly spend plan. Each TAAC, Directorate, or Task Force collects a monthly spend plan from its supported units/organizations.

1.29. ARCENT only funds validated requirements. This means only those requirements that have been approved by the JRRB/JFUB/SuperCRRB receive funding consideration.

1.30. Some requirements will emerge as urgent and not have the opportunity to be listed on the spend plan prior to need. USFOR-A J8 OTH, through its Budget Officers, will support to the extent that funding is available. Units should understand that these emerging requirements may take funds from other validated/funded requirements in order to meet mission priorities.

General Process:

1.31. Unit identifies a requirement and puts known requirement on the spend plan submitted monthly. This may occur prior to JRRB/JFUB requirement validation.

1.32. Unit obtains proper validation from the JRRB/JFUB board. The board Action Officer will provide a requirement validation memorandum to the unit. It is the unit’s responsibility to forward the requirement to J8 for funding.

1.33. When ready, the unit forwards the package to J8 OTH Office for funding via NIPR email. A package generally includes:

- Complete JRRB or JFUB approved package with appropriate funding documents which include:
  - Funding document – signed by appropriate authority
  - Legal review if ≥ $10,000
  - Letter of Justification detailing requirement/need
  - Statement of Work or Performance Work Statement if construction and/or service
  - COR documentation as necessary
  - IGCE and Market Research Estimates as necessary

1.34. USFOR-A J8 OTH will validate the line of accounting and certify funds. The J8 OTH will then forward to the indicated Contracting office (if a PR&C) or to the servicing activity (if a MIPR).

Funding Responsibilities

1.35. USFOR-A J8 administers Title 10 funding for the entire CJOA-A. USFOR-A funding is executed through the USFOR-A J8 OTH Office supporting FM functions throughout Afghanistan.
Section VI – Procurement

1.36. For specific questions, contact ECC-A.

Micro Purchase

1.37. Micro-purchase is a means of processing validated supplies or services below $30,000 in a contingency environment. All service contracts will be sent to the supporting Regional Contracting Office and all construction projects will be reviewed by the JFUB. All service contracts using USFOR-A funding will submit their micro-purchases through RCC-A (BAF). All commodity contracts using USFOR-A funding will submit their micro-purchases through RCC-Q (Qatar) located in Camp As Sayliyah. Since this entails remote processing, effective written communication is critical.

1.38. The Budget Officer at USFOR-A J8 OTH office will coordinate with the responsible ECC-A RCC for micro-purchases.

1.39. RM offices will enter the requirement into the requirements tracker and upload all the supporting documentation.

1.40. Units may contact ECC-A for assistance with requirements sent to the Regional Contracting centers.

Section VII – Post Procurement

Resourcing Quick Start Guide

Critical Action – Vendor will not get paid without this

• Receive goods or services
• If property book, work w/J4 and PBO to coordinate receipt
• If not property book; take necessary actions to receive the goods or services (escorts/delivery schedule, etc....)
• Obtain invoice – should be given to you upon delivery or it can be emailed to you – Hard copy at delivery is preferred
• Complete DD 250 Receiving Report
• Match DD 250 with invoice and send to Contracting (vendor invoice data must be 100% match to get the vendor paid expeditiously)

Figure 1-3 Post Procurement
Appendix 2: Types of Funding

2.1. There are several types of funding available to support the mission within theater which will be discussed below. JRRB/JFUB should identify the correct funding source but legal opinion in conjunction with J8 make determination on the appropriate funding source.

2.2. **Operation and Maintenance, Army (OMA)** funding is used to provide resources required to conduct daily operations of U.S. Forces. Overseas Contingency Operations (OCO) funding is a separate authorization of OMA funding and is what we execute in theater. OMA is for U.S. Forces only and should not be used to fund HQ RS, NATO, or other non-DoD missions (unless reimbursement sought). Some common restrictions are listed below:

- Investment items, personal property or systems in excess of $250,000
- Constructions projects of $1,000,000 or more
- Repair projects $1,000,000 when repair to replacement ratio is $75% without ARCENT approval
- Subsistence of military personnel (food, bottled water, ice, etc.)
- Military Table of Equipment (MTOE) items
- Gifts or individual awards unless specifically authorized

2.3. **Afghanistan Security Forces Fund (ASFF)** is appropriated by Congress as a means to help Afghanistan transition toward self-governance and improved security. ASFF is used to build, train, equip, partner, mentor, and sustain the Afghanistan National Defense Security Forces (ANDSF). The Commanding General of the Combined Security Transition Command - Afghanistan (CSTC-A) has primary U.S. responsibility for administering ASFF. USFOR-A does not have any authority to approve or execute ASFF monies.

2.4. **Other Procurement, Army (OPA)** is used to fund major end-item investments, systems and centrally managed items costing ≥ $500,000 as authorized annually by SECDEF. USFOR-A does not maintain discretionary OPA, but is issued the funding for the purchase of specific items.

2.5. **Military Construction (MILCON)** funding is required to execute military construction projects and infrastructure improvements supporting current operations. MILCON is for projects classified as "construction" where the funded costs exceed the $1,000,000 limitation for OMA or any project, regardless of cost, approved by Congress as a specific line item in the Military Construction Authorization budget request. Exceptions to exceed $1,000,000 in OMA funds must be approved under Contingency Construction Authority (CCA).

2.6. **Official Representation Funds (ORF)** may be used to extend official courtesies, on a modest basis, to authorized guests. Authority for this funding is retained by the
Commander, USFOR-A and may be delegated to other General Officers within USFOR-A. DODI 7250.13 and AR 37-47 authorize the use of ORF for the following reasons:

- Hosting authorized guests to maintain the standing and prestige of the United States at home and abroad.
- Luncheons, dinners, receptions, and participation at General Officer sponsored events held in honor of authorized guests.
- Receptions for local authorized guests to meet with newly assigned Commander(s).
- Official functions, floral wreaths, decorations, and awards in observance of foreign national holidays and similar occasions taking place in foreign countries.
- Purchase of gifts and mementos for presentation to authorized guests in connection with official courtesies.

2.7. **Commander’s Emergency Response Program (CERP)** is a U.S. commanders’ program to spend Title 10 funds to carry out small-scale projects designed to provide an immediate and direct benefit to the people of Afghanistan.

- CERP is generally used for any effort to help the Afghan population that does not have a direct benefit to the Afghanistan National Security Defense Forces or coalition forces.
- Projects are generally small scale but can go as high as $2,000,000.00. The CERP SOP provides greater detail on the capabilities, limitations, and regulations on the program.
Appendix 3: Forms Overview

Purchase Request & Commitment (PR&C)

3.1. The DA Form 3953, or PR&C, is used to obtain local purchase of contract services and supplies. Completion of the PR&C is the customer's (requiring element's) responsibility. It is critical that the customer identifies and describes the item of support needed in detail. It is also critical that the PR&C matches what has been validated by the JRRB. Requiring element will update the PR&C, when necessary, if amounts change after the validation process.

3.2. To the greatest extent possible, utilize digital signatures and retain the original PR&C’s integrity. Multiple scanning and sending degrades quality and slows the process.

3.3. NOTE: All PR&C requests for accountable items must first go through the unit’s supporting Theater Property Book Team (TPBT) for review, signature, and assignment of document number in Block 2 (Requisition Number) on the PR&C before funding will be provided.

3.4. The use and completion of this form is governed by DFAS 37-1, Army Financial Management, Chapter 8. The following will provide block by block instruction on preparing DA 3953.

- Block 1 - PURCHASE INSTRUMENT NUMBER. Leave blank. This will be completed by the USFOR-A J8
- Block 2 - REQUISITION NUMBER. Document number from requiring element which includes is made up of the unit DODAAC, Fiscal Year + Julian date, and serial number. This number varies depending on unit. TPE will assign this number.
- Block 3 - DATE. Date Prepared
- Block 4 - TO. Name/address of the Contracting Office making the purchase. Be careful if you are using templates provided by others. Identify the specific Contracting Office you intend to accomplish the procurement action.
- Block 5 – Complete according to local procedures
- Block 6 - FROM. Name/address of the unit of the individual submitting this form.
- Block 7 - PURCHASED FOR. Specific name of organization for which supplies/services are being purchased. “OFS” is not acceptable
- Block 8 - DELIVERED TO. Complete Organization/address of the SSA unless otherwise directed by contracting. Should include building number; pad number, etc. of actual location. Where do you want this delivered? Include correct organizational DODAAC. (See J4)
- Block 9 - NOT LATER THAN (Date). Latest date when delivery / performance is required. Must be realistic in order to have credibility.

- Block 10 and 11 – NAME, EMAIL ADDRESS AND TELEPHONE NO. OF PERSON TO CALL FOR ADDITIONAL INFORMATION. Point of contact concerning the requirements. This person must be knowledgeable and have the ability to provide clarification on the PR&C.

- Blocks 12 and 13 - LOCAL PURCHASE AUTHORIZED... OR REQUISITIONING DISCLOSES NONAVAILABILITY... OR EMERGENCY SITUATION PRECLUDES... Authority (governing regulation) for local purchase. The Supply Support Activity (SSA) must check and complete the appropriate block.

- Blocks 14 thru 18 - ITEM-DESCRIPTION OF SUPPLY OR SERVICES/SUGGESTED SOURCE OF SUPPLY-QUANTITY-UNIT-ESTIMATED Unit Price & Total Cost-DISCOUNT TERMS-PURCHASE ORDER NO. This section must be logically organized to ensure correct procurement of your requirements. Ordering information: by item number, describe the item/service requested including quantity, number of units, unit price, and total cost. Includes data needed for preparation of procurement document, discount terms, purchase order (if contract modification), and delivery schedule. For multiple items do not merely state “see attached”. Must state the nature of the attached list (e.g., “see attached list of automation equipment”).

- Block 25 - THE FOLLOWING ITEMS ARE REQUIRED NO LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE. State purpose and use of the items being requested.

- Block 26 - DELIVERY REQUIREMENTS. Check or fill-in appropriate blank.

- Blocks 27 thru 30 - DATE-TYPED NAME AND GRADE OF INITIATING OFFICER-SIGNATURE-DATE. In appropriate block, date, name, title and grade of initiating officer, and signature.

- Blocks 31 thru 33 - DATE-TYPED NAME AND GRADE OF SUPPLY OFFICER-SIGNATURE. In appropriate block, date, name, title and grade, and signature of responsible supply officer is required if purchasing a commodity. For services – put “N/A”.

- Blocks 34 thru 36 - DATE-TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE-SIGNATURE. Name, grade, and signature of the Approving Officer and date signed. This can be delegated by the Validation Authority via the Validation Memorandum produced by the JRRB.
### PURCHASE REQUEST AND COMMITMENT

**For use of this form, see AR 37-1, the proponent agency is OASA/PRC**

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<th>2. REQUISITION NO.</th>
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<td>PBO Assigns</td>
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<td>Specific and complete address of requesting unit here</td>
<td>Supporting RM Office Here</td>
<td>Supporting Contract Office Here</td>
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It is requested that the supplies and services enumerated below or on attached list be

**PURCHASED FOR**  | 8. DELIVERED TO  | 9. NOT LATER THAN  |
Specific Requesting Unit Address Here | Requiring Activity Address Here | (Date) |

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.)

**X** LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FOREGOING BY

**X** REQUISITIONING DISCLOSES NONAVAILABILITY OF ITEMS AND LOCAL PURCHASE IS AUTHORIZED BY

Check 13 if request is not available from a military source

**EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM**

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**THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE**

**ACCOUNTING CLASSIFICATION AND AMOUNT**

**ACCIDENTAL CLASSIFICATION PROVIDED BY RM OFFICE**

**CERTIFYING OFFICIAL BLOCK**

**SIGNATURE**

**DATE**

25. THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE:

Explain: Who, what, where, when and why the requirement is needed

- May attach a signed letter of justification for further details

26. DELIVERY REQUIREMENTS

ARE MORE THAN 7 DAYS REQUIRED TO INSPECT AND ACCEPT THE REQUESTED GOODS OR SERVICES

YES [ ] NO [ ]

27. TYPED NAME AND GRADE OF INITIATING OFFICER

INITIATING OFFICER NAME HERE

28. SIGNATURE

29. DATE

30. TELEPHONE NUMBER

Initiating Officer Phone Number Here

31. TYPED NAME AND GRADE OF SUPPLY OFFICER

SIGNATURE OF INITIATING OFFICER

32. SIGNATURE

33. DATE

34. TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE

APPROPRIATE

APPROVAL AUTHORITY SIGNATURE BLOCK HERE

35. SIGNATURE

36. DATE

PROPERTY BOOK OFFICE OFFICIAL

SIGNATURE OF PBO OFFICIAL
Military Interdepartmental Purchase Request (MIPR)

General Guidance

3.5. The DD Form 448, or MIPR (Figure 3-2), is used to transfer funds to other federal agencies and departments.

3.6. **Accepting reimbursable MIPRs.** The DD Form 448-2, Acceptance of MIPR (Figure 3-3), is used to accept MIPR funds. A MIPR may be accepted as Category II (direct cite) or Category I (reimbursable) or both. If accepting as a ‘direct cite’, the receiving activity’s RM will cite the MIPR’s line of accounting on all obligating documents. Accepting a MIPR as ‘reimbursable’ requires the RM to set up a reimbursable account and customer number and use his own or reimbursable fund cite on all obligating documents.

3.7. MIPRs sent under the authority of the Economy Act must have a Determination and Findings (D&F) statement. Reimbursable support agreements between DoD Components that are signed by both the supplier and the receiver can serve as the determination and findings (D&F).

3.8. An Interagency Support Agreement (DD Form 1144) signed by the servicing agency and the requesting agency is required for assisted acquisitions (see Chapter 14). A Support Agreement is required to ensure reimbursement of funds unless the party providing the support has completed a memorandum of agreement or memorandum of understanding (MOA/MOU) verifying the acceptance of a voluntary exchange reimbursement.

Completing DD Form 448

3.9. The requirement owners must ensure the information they provide in the MIPR is both complete and current. It is the responsibility of the requiring organization to obtain the exact contact information and to coordinate details of acceptance in advance of funding. It is critical that the customer identify and describe the item of support needed in detail.

- Block 1 – Page __ of __
- Block 2 – FSC – Leave Blank
- Block 3 – CONTROL SYMBOL NO. – Leave Blank
- Block 4. – DATE PREPARED – Self explanatory
- Block 5 – MIPR NUMBER – This will be provided by your servicing RM office (USFOR-A/J8) upon submission.
- Block 6 – AMEND NO – Amendment number of MIPR. Initial MIPR will state “BASIC”. Subsequent changes to the same MIPR will be numbered 1-N in sequence.
- Block 7 – TO: - Provide full accurate information in this block
- Name of receiving agency and symbol
- Full address
- Name, email and phone number of individual who will “accept” this MIPR. Generally a financial POC at the destination organization.
- DSN phone number of financial POC
- Block 8 – FROM: - This will be your servicing RM office information.
- U.S. Forces Afghanistan RB Det, APO AE 09303
- DSN 318-436-7748
- DODAAC: W90ZEL
- Block 9
  - 9. ITEMS – Leave blank unless you know these are applicable
  - 9.a. ITEM NO – Number 1-N the items being procured.
  - 9.b. DESCRIPTION - Detail should be sufficient for each line item to ensure proper execution of your requirement. Please be sure to include the validated JRRB number.
  - 9.c. Period of Performance-For service related MIPRs, include the POP.
  - 9.d. Technical POCs-Include program manager name, DSN and e-mail for the organization receiving the MIPR, and the program manager in theater.
  - 9.e. QTY – Number of items being procured.
  - 9.f. UNIT – Unit of measure if applicable. (i.e. pounds, dozen)
  - 9.g. ESTIMATED PRICE – Estimated price of each unit from 9.d.
  - 9.h. ESTIMATED TOTAL PRICE - Multiply 9.c. by 9.e
- Block 10 – Attach supporting documentation as necessary
- Block 11 – Total of items in column 9.f.
- Block 12 – TRANSPORTATION ALLOTMENT: As applicable – contact your J4
- Block 13 – MAIL INVOICES TO & PAY OFFICE DODAAD: - This information will be provided by your servicing RM office upon submission.
- Blocks 14 – 17: Leave Blank – this will be completed by your servicing RM office
**MILITARY INTERDEPARTMENTAL PURCHASE REQUEST**

**Figure 3-2 Sample DD Form 448 (MIPR)**

<table>
<thead>
<tr>
<th>FIELD NO.</th>
<th>DESCRIPTION</th>
<th>QTY</th>
<th>UNIT</th>
<th>ESTIMATED PRICE</th>
<th>ESTIMATED TOTAL PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Place a brief description of what is being procured or what is being reimbursed here.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Fund increase are not authorized without prior approval from MNC-I Resource Management Office. Exceeding funds provided, without approval, may result in recipient accepting the burden of the amount in excess of MIPR.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>Submit DD448-2 within 3 working days and provide all copies of all billing or obligating documents to the address in block #8. Please ensure the accounting classification, MIPR number and APC are annotated on all obligating documents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>MNC-I C8 BUDGET POC: Your C8/G8 representative here DSN: (312) 123-4567 E-mail: C8/G8 email address here</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e</td>
<td>Technical POC: UNIT SUBJECT MATTER EXPERT HERE DSN: (xxx) XXX-xxxx E-mail: <a href="mailto:xxx@xxxxx.xxxx">xxx@xxxxx.xxxx</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f</td>
<td>These funds will not be used in excess of OMA thresholds: investment - $250,000 (per 10 USC 2245), construction - $500,000 (per 10 USC 2245), or for centrally managed items, or for maintenance &amp; repair in excess of $1,000,000 (AR 420-1, DA Pam 420-1, &amp; per delegation from USARCENT).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g</td>
<td>FY09 FUNDS EXPIRE 30 SEPTEMBER 2009 This is an Economy Act order IAW Chp 12, DFAS IN REG 37-1 &amp; USC 1535</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. TRANSPORTATION ALLOTMENT (Check for contractor's plant)

13. PAY BEGINS (Payment will be made by)

14. FUNDS FOR PROCUREMENT ARE PROPERLY CHARGEABLE TO THE ALLOTMENTS SET FORTH BELOW. THE AVAILABLE BALANCES OF WHICH ARE SUFFICIENT TO COVER THE ESTIMATED TOTAL PRICE.

Your accounting classification will be placed here by C8/G8

15. AUTHORIZING OFFICER (Type name and title) C8/G8 certification authority here

16. SIGNATURE

17. DATE

DD Form 448, JUN 72

PREVIOUS EDITION IS OBSOLETE

Adobe Designer 7.0
**Figure 3-3 Sample DD Form 448-2 (MIPR Acceptance)**

<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>QUANTITY</th>
<th>ESTIMATED PRICE</th>
<th>ITEM NO.</th>
<th>QUANTITY</th>
<th>ESTIMATED PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$500.00</td>
<td></td>
<td></td>
<td>$500.00</td>
</tr>
</tbody>
</table>

d. TOTAL ESTIMATED PRICE  
10. ANTICIPATED DATE OF OBLIGATION FOR CATEGORY I ITEMS  
11. GRAND TOTAL ESTIMATED PRICE OF ALL ITEMS  
$1,000.00

12. FUNDS DATA (Check if Applicable)  
a. ADDITIONAL FUNDS IN THE AMOUNT OF $   

b. FUNDS IN THE AMOUNT OF $   

13. REMARKS

14. ACCEPTING ACTIVITY (Complete Address)  
COMPLETE ADDRESS OF ACCEPTING ACTIVITY

15. TYPED NAME AND TITLE OF AUTHORIZED OFFICIAL  
AUTHORIZED OFFICIAL AT ACCEPTING ACTIVITY

16. SIGNATURE  
17. DATE
References

- DoD Instruction (DODI) 4000.19, Support Agreements

DD Form 250: Material Inspection and Receiving Report

No procurement action is complete until the DD Form 250, Material Inspection and Receiving Report, is properly completed. The form must include specific item nomenclature and serial numbers (if applicable) in order for payment to be made and for TPE to accurately post equipment to the unit’s property book. The Vendor Pay Section of the Defense Finance and Accounting Service (DFAS) cannot make payment for goods or services, nor can TPE accurately account for items purchased, unless a receiving report is properly completed and completely matches the invoice.

Steps:

1. Receive the services or products from the vendor. Do not complete DD Form 250 if only partial services are rendered, if goods are damaged, or if all requested products are not provided. If this should occur, immediately inform your ECC-A POC so your Contracting Officer can review and take appropriate corrective action.
2. If these are property book items, work with your TPBO to coordinate receipt.
   a. For property book items, the authorized unit representative (i.e., S-4, Commander, supply sergeant) is responsible for closing out suspense documents provided to the TPBT by submitting the signed DD Form 250.
   b. The DD Form 250 is to be submitted with an assigned document number within 72 hours.
   c. The TPBT will file the DD Form 250 over the original PR&C in the supporting document file. The TPBT will review the PR&C files monthly to ensure unit compliance with current procedures.
   d. The unit representative will conduct a monthly face-to-face reconciliation of all open transactions with their servicing TPBT.
   e. The TPBT will not support any PR&C requests from units with delinquent hand receipts. Failure to comply with the above procedures will result in no clearance documents for RIP/TOA. NOTE: Suspended accounts will not stop a PR&C dealing with Life Support or Force Protection from being processed.
3. Obtain an invoice from the vendor/service supplier.
4. Complete the DD Form 250 according to the information provided on the invoice and/or contract provided to you.
5. Match the DD Form 250 to the invoice and send to your servicing ECC-A POC.
6. Upon receipt of the DD Form 250, ECC-A will verify information and forward to the servicing finance office (Vendor Pay Section) or to DFAS for payment.
7. In some cases, the DD Form 250 can be used as both the vendor invoice and the receiving report. In such a case, the contracting officer will complete the DD Form 250 at the time of contract award and will send it to the contractor along with the contract documents. This DD Form 250 will then be submitted by the contractor as an original invoice. In this case, the end user merely needs to verify receipt of the goods or services listed in blocks 15-20, then compete blocks 21 and 22 IAW instructions and forward to ECC-A for further processing.

**DD Form 250 completion instructions: (Underlined blocks are key to an expeditious vendor payment)**

- **Block 1**: Enter the contract number, BPA Call #, and order number as applicable
- **Block 2**: n/a
- **Block 3**: n/a
- **Block 4**: n/a
- **Block 5**: Enter “NET 30”. All theater contracts are “Net 30”
- **Block 6**: Enter the invoice date and invoice number – these must match the invoice
- **Block 7**: Page number(s) as applicable
- **Block 8**: n/a
- **Block 9**: Enter the company name and address from the invoice/contract
- **Block 10**: Enter the address of the contracting office (ECC-A) awarding the contract
- **Block 11**: Use only if different than block 9
- **Block 12**: Enter the address of the finance office making the payment. This must match what is on the contract i.e., DFAS Rome or Camp Eggers Finance Office
- **Block 13**: Enter the name of the unit accepting the goods or services and their address
- **Block 14**: n/a
- **Block 15**: Enter the CLIN (Contract Line Item) from the contract and invoice. Do not roll up into a lump sum unless reflected on the invoice
- **Block 16**: Enter the description of items/services rendered and any associated payment information (prior payments, totals, remaining payments, PoP) as applicable
- **Block 17**: Indicate how many of the items are being purchased
- **Block 18**: Enter unit of measurement or time being purchased/serviced
- **Block 19**: Price (specified in USD or AFN) for every item/unit being purchased/provided
- **Block 20**: Enter total amount for every line item with a grand total at the bottom
- **Block 21**: Block b must be signed by an authorized person in a position to have all the pertinent requirement information and ability to confirm acceptable delivery
- **Block 22**: Same as Block 21

Note: the same person can sign both blocks 21 and 22
**Figure 3-4 DD Form 250 (Receiving Report)**

The public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection to the Department of Defense, Executive Services and Communications Directorate (0704-0248). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

Please do not return your completed form to the above organization. Send this form in accordance with the instructions contained in the DFARs, Appendix F-401.

<table>
<thead>
<tr>
<th>21. CONTRACT QUALITY ASSURANCE</th>
<th>22. RECEIVER'S USE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. ORIGIN</strong></td>
<td><strong>B. DESTINATION</strong></td>
</tr>
<tr>
<td>![CQA]</td>
<td>![CQA]</td>
</tr>
<tr>
<td><img src="#" alt="ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents." /></td>
<td><img src="#" alt="ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents." /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATE</th>
<th>SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TYPE NAME</td>
<td></td>
</tr>
<tr>
<td>TITLE</td>
<td></td>
</tr>
<tr>
<td>MAILING ADDRESS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATE</th>
<th>SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TYPE NAME</td>
<td></td>
</tr>
<tr>
<td>TITLE</td>
<td></td>
</tr>
<tr>
<td>MAILING ADDRESS</td>
<td></td>
</tr>
</tbody>
</table>

COMMERICAL TELEPHONE NUMBER:

If quantity received by the Government is the same as quantity shipped, indicate by (X) mark; if different, enter actual quantity received below quantity shipped and encircle.
DD Form 1354: Transfer and Acceptance of DoD Real Property

1. The DD Form 1354, Transfer and Acceptance of DoD Real Property, is an instrument used by Military Services and WHS to accept new construction or capital improvements, to transfer real property assets between Services, or to document inventory adjustment (found on site) assets into the real property inventory. NOTE: For full guidance of the DD Form 1354 and Real Property acceptance, see Unified Facilities Criteria 1-300-08, Criteria for Transfer and Acceptance of DoD Real Property.

2. Different acquisition methods may require multiple submissions of the DD Form 1354. The requirement for completion of each submission type (see, block 8a) of the DD Form 1354 is illustrated in the table below.

<table>
<thead>
<tr>
<th>Acquisition Type</th>
<th>Draft</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Construction</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Capital Improvement</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Transfer Between Services</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Inventory Adjustment</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

3. In general, the following parties play a role in the DD Form 1354 process: Construction Agent, Sponsoring Entity, Real Property Accountable Officer (RPAO) or Approved Accepting Official, Realty Staff, Directorate of Public Works/Facilities Management Office/Base Civil Engineer (DPW/FMO/BCE).

4. The participants listed are key in the transfer and acceptance process. In some instances, the same person may perform more than one of the roles. Other participants, such as safety and fire inspectors, contracting officers, and construction contractors, may also play a role in the transfer and acceptance process.

5. When a new construction project is awarded, the COR should draft the DD1354. The construction agent, in most cases the COR, has responsibility to ensure that the appropriate DD Forms 1354 are prepared and furnished to the sponsoring entity and/or RPAO/approved accepting official. When the construction is substantially complete, the construction agent notifies the sponsoring entity and schedules an inspection. The inspection for quality workmanship with the contractor, the facility acceptance inspection by the RPAO/approved accepting official, and the facility review with the sponsoring entity, typically occur simultaneously.
6. Once the construction agent, sponsoring entity, inspection engineers, RPAO and other approving parties attending the inspection have agreed that the construction is acceptable, the construction agent accepts the construction from the contractor on behalf of the government using contract procedures (In the CJOA-A, these procedures may include the DD Form 250).

7. The construction agent then provides the DD Form 1354 and other supporting documentation to the RPAO or approved accepting official for acceptance into the federal inventory. This date is the placed-in-service date.

8. The construction agent shall include a copy of contractual deficiencies as an enclosure to the DD Form 1354 and reference it in block 26.

9. Government liability starts upon occupancy or formal acceptance of the real property asset, whichever comes first. Occupancy of new construction or improvements should not occur prior to government acceptance of the real property asset.

10. After acceptance of the real property asset, the construction agent operates in an oversight capacity to ensure contract deficiencies, if any, are corrected.

11. Upon contract completion, the final DD Form 1354 is completed and signed and DD Form 1594, Contract Completion Statement, is attached. This form is the contract community’s document that indicates all contract requirements have been met (all invoices have been paid, all claims resolved, etc.) and the files are ready to be retired.

**DD Form 1354 completion instructions:**

- **Block 1:** Name of the transferring agency
- **Block 2:** Date of actual preparation: Enter all dates in YYYYMMDD format (Example: March 31, 2010 = 20100331)
- **Block 3:** Project number on a DD Form 1391 or Individual Job Order Number
- **Block 4:** Sequential serial number assigned by the preparing organization (e.g., 2010-0001)
- **Block 5:** Name and address of the receiving installation, activity, and Service of the Real Property Accountable Officer (RPAO)
- **Block 6:** Real Property Site Unique Identifier and Site Name or Installation Code and Installation Name where the constructed facility is located
- **Block 7:** Contract number(s) for this project
- **Block 7a:** RPA Placed-In-Service Date: This is the date the asset is actually placed-in-service
- **Block 8:** Transaction Details
  - **Block 8a:** Method of Transaction: Mark (X) as many boxes as apply
  - **Block 8b:** “When/event” causing preparation of DD Form 1354: Mark only one box
  - **Block 8c:** Draft, interim, or final DD Form 1354: Mark only one box
Block 9: Use a separate item number for each facility, no item number for additional usages
Block 10a: Assigned in accordance with the Installation/Base Master Numbering Plan
Block 10b: Real Property Unique Identifier - Identified in Real Property Inventory
Block 11: The category code describes the facility usage
Block 12: The category code name which describes the facility usage
Block 13: Construction Type Code - Type of construction: P for Permanent; S for Semi-permanent; T for Temporary
Block 14: Area unit of measure; use the unit of measure associated with the category code selected in 11
Block 15: The total area for the measure identified in Item 14. Use negative numbers for demolition
Block 16: Secondary Unit of Measure is the capacity or other measurement unit (e.g., LF, MB, EA, etc.)
Block 17: The total capacity/other for the measure identified in Item 16
Block 18: Cost for each facility; for capital improvements to existing facilities, show amount of increase only. If there is no increase for the capital improvement, enter N/A
Block 19: Enter the Fund Source Code for this item
Block 20: Enter the code for the organization responsible for acquiring this facility
Block 21: Enter the code that reflects government interest or ownership in the facility
Block 22: Remarks pertaining only to the item number identified in Item 9; show cost sharing
Block 23: Typed name, signature, title, and date of signature by the responsible transferring individual or agent
Block 24: Typed name, signature, title, and date of signature by the RPAO or accepting official
Block 25: Next sequential number assigned by the RPAO in voucher register
Block 26: List construction deficiencies in project during contractor turnover inspection
### DD Form 1354 (Transfer and Acceptance of Real Property)

**Figure 3-5** DD Form 1354 (Transfer and Acceptance of Real Property)

<table>
<thead>
<tr>
<th>Item</th>
<th>Category Code</th>
<th>Description</th>
<th>Area</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**23. STATEMENT OF COMPLETION.** The facilities listed herein are in accordance with maps, drawings, and specifications and change orders approved by the authorized representative of the using agency except for the deficiencies listed on the reverse side.

<table>
<thead>
<tr>
<th>Item</th>
<th>Code/Description</th>
<th>Quantity</th>
<th>Cost</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.a.</td>
<td>Accepted by</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Date Signed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.b.</td>
<td>Date Signed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**24. Accepted By (Typed Name and Signature)**

**25. Property Voucher Number**
Appendix 4: JFUB Reference Documents

Attachments

4-1 JFUB Smart Card
4-2 LOJ Example
4-3 JFUB IGCE (with RLB Analysis) Template
4-4 DD Form 1391 Example
4-5 JFUB Quad Chart Template
4-6 Repair/Replacement Ratio Example
4-7 Land Acquisition Request Form (LARF) Example
4-8 Statement of Work Template
4-9 Safety Memorandum
4-10 DA Form 4283 Facilities Engineering Work Request
Attachment 4-1 JFUB Smart Card

JFUB Package Smart Card

As of 15 Oct 15

Purpose:
This smart card provides necessary information to create a complete JFUB package with all mental USC/USO EA requirements. The smart card should be used as a checklist before sending a package to USC/USO.

Minimum Requirements:
- Quad Chart
- Letter of Justification
- Cost Estimate (to include separate line of cost)
- Electrical
- Communications
- DA Form 4293
- Statement of Work
- Design floor plans & layout

 carriage

Quad Chart: To be used both for your project and the board. Include a copy of the Quad Chart with your solicitation, which is a document that outlines the project and its requirements. The Quad Chart should contain the project name, project number, project description, project schedule, and project location.

Letter of Justification: The Letter of Justification should include a brief description of the project, including the scope of the project, the project's benefits, the project's cost, and the project's schedule. This information should be clear and concise, and should be easy to understand.

Cost Estimate: The Cost Estimate should include a detailed breakdown of the project's costs, including labor, materials, equipment, and other expenses. This information should be accurate and up-to-date.

Electrical: Include electrical plans and specifications for the project.

Communications: Include communications plans and specifications for the project.

DA Form 4293: Include this form with your solicitation.

Statement of Work: Include a detailed statement of work that outlines the scope of the project and the tasks that will be performed.

Design: Include plans and specifications for the project, including floor plans, electrical plans, and mechanical plans.

Location Plan: Include a map showing the location of the project.

COCP: COCPs (Code of Conduct for Public Officials) should be included with your solicitation. COCPs are guidelines that help ensure that government officials act in the best interests of the public.

Any other documents that may be important to the project.
Attachment 4-2 Sample Letter of Justification

Unit Letter Head

Date
MEMORANDUM FOR DEPUTY COMMANDER-SUPPORT, USFOR-A
SUBJECT: LETTER OF JUSTIFICATION FOR (Project Title and JFUB Number, if known)

1. PURPOSE: (Insert your TF or Unit name) requests approval for (project title) in support of Operation Freedom Sentinel. Please spell out ALL acronyms.

2. DISCUSSION:
   a. Articulate true project requirement and intent. These questions must be answered - who, what, when, where, why. **Who** is the project for and **number of personnel, what** is their mission, **when** do you need it, **why** do you need it, **how often** will it be used (frequency), is climate, dust, sand, rain, or terrain a factor? **Is** there an existing facility? **If yes, what** is the current status? Also, if you any additional information please include in the LOJ.
   b. **Are there any other viable options?** Is it possible to accomplish the mission with any other alternatives?
   c. **Estimated start and completion dates:**

3. IMPACT IF NOT SUPPORTED. What is the impact if not supported? What part of the unit’s mission will fail/be hindered without the requested project? Do NOT simply state that your mission will be negatively impacted, tell us HOW it will be negatively impacted, and provide facts. A good example is: we currently have 500 personnel sharing two tents as office space, which is inefficient and insecure. We need this new facility to provide proper office space and...

4. RECOMMENDATION. Brief summary of exactly what the unit would like the JFUB to do (examples: Recommend project approval and funding of request, or Recommend approval of request).

5. CERTIFICATION: This project is in accordance with the Master Plan and the site has been coordinated with/approved by the appropriate agencies. This is a complete and usable project and is not part of another project that has been split or incrementally submitted to avoid an approval threshold. There are no other interrelated projects to this fulfill this requirement —or- Other projects related to this requirement are (list any projects that are interrelated). (If project contains electrical, also state): This project will be in compliance with NEC 2011 standards.

6. POINT OF CONTACT. Who should be contacted for any additional information that may be required? Be sure to include name, rank, title, phone number, and SIPR email address.

SIGNATURE BLOCK
O-6 or Higher
## Independent Government Estimate (IGE)

LXXX: Fence, (4) 1-Story Admin/Classroom 18’x40’ B-Huts and Prime Power, FOB XXXXXXX

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**BLDG TOTAL:** $0

**Force Protection**

| T Wall - 7 ft. high, 5 ft. wide | EA | 25 | $531.00 | $5,310.00 | Personal Property | GFP | 40% |
| End Wall - 6 ft. Type C | EA | 4 | $506.00 | $2,024.00 | Personal Property | Contract |
| Bunker - Type F | EA | 2 | $526.00 | $1,052.00 | Personal Property | Contract |

**Force Protection TOTAL:** $8,386.00

**Electrical, Mechanical & Misc.**

| 800 Amp I-line Panel | EA | 1 | $40.00 | $40.00 | Construction | Contract |
| High Voltage Cable (direct burial) | FT | 500 | $45.00 | $22,500.00 | Construction | Contract |
| Excavation | FT | 500 | $20.00 | $10,000.00 | Construction | Contract |
| 100 Amp I-line Breaker | EA | 4 | $1,500.00 | $6,000.00 | Construction | Contract |
| Cables, 4/C #2 AWG, with GND, burial rated | EA | 500 | $35.00 | $17,500.00 | Construction | Contract |
| 5/8 x 8’ ground rod | EA | 4 | $30.00 | $120.00 | Construction | Contract |
| NEMA 3R, 100 amp Panel 3 Phase | EA | 4 | $1,000.00 | $4,000.00 | Construction | Contract |
| 20 Amp, 2 Pole Breakers | EA | 100 | $30.00 | $3,000.00 | Construction | Contract |
| EMT ¾" | FT | 8000 | $1.00 | $8,000.00 | Construction | Contract |
| Cables, 1/C #12 AWG, 600V, THHN or Eq | FT | 8000 | $0.25 | $2,000.00 | Construction | Contract |
| Red Wire Nuts 100 per box | BX | 16 | $20.00 | $320.00 | Construction | Contract |
| Description                                                                 | Description                                                                 | Description                                                                 | Description                                                                 |
|                                                                              | Description                                                                 | Description                                                                 | Description                                                                 |
| Black Electrical Tape 3M-33                                                   | Switches w/ Covers, 20 Amp                                                  | Receptacles w/ Covers, 20 Amp, 125V                                         | 4' Two Lamp Fixtures                                                       |
| 40 EA $5.00                                                                  | 16 EA $15.00                                                                | 56 EA $18.00                                                                | 40 EA $150.00                                                             |
| $200.00                                                                       | $240.00                                                                    | $1,008.00                                                                  | $6,000.00                                                                 |
| Construction                                                                 | Construction                                                                | Construction                                                                | Construction                                                                |
| Contract                                                                     | Contract                                                                    | Contract                                                                    | Contract                                                                    |
| Switches w/ Covers, 20 Amp                                                  | Receptacles w/ Covers, 20 Amp, 125V                                         | 32 Watt Fluorescent Lamps                                                  | Exterior Lights                                                            |
| 16 EA $15.00                                                                | 56 EA $18.00                                                                | 40 EA $15.00                                                                | 8 EA $200.00                                                             |
| $240.00                                                                    | $1,008.00                                                                  | $600.00                                                                    | $1,600.00                                                                 |
| Construction                                                                | Construction                                                                | Construction                                                                | Construction                                                                |
| Contract                                                                    | Contract                                                                    | Contract                                                                    | Contract                                                                    |
| Exterior Lights                                                             | HVAC Units (Chigos)                                                         | Labor to install electrical in B-Hut (4 Man Crew)                           | Escorts (3 Man Crew)                                                      |
| 4 EA $200.00                                                                | 20 EA $600.00                                                               | 450 EA $200.00                                                             | 1,200 EA $5.00                                                           |
| $1,600.00                                                                  | $12,00.00                                                                  | $90,00.00                                                                  | $6,000.00                                                                 |
| Construction                                                                | Construction                                                                | Labor                                                                      | Labor                                                                      |
| Contract                                                                    | Contract                                                                    | Contract                                                                     | Contract                                                                    |
| HVAC Units (Chigos)                                                         | Labor to install electrical in B-Hut (4 Man Crew)                           | Smoke alarms                                                               | Escorts (3 Man Crew)                                                      |
| 20 EA $600.00                                                               | 450 EA $200.00                                                             | 4 EA $100.00                                                               | 1,200 EA $5.00                                                           |
| $12,00.00                                                                  | $90,00.00                                                                  | $400.00                                                                    | $6,000.00                                                                 |
| Construction                                                                | Labor                                                                       | Personal Property                                                          | Labor                                                                      |
| Contract                                                                    | Contract                                                                     | Contract                                                                    | Contract                                                                    |
| Labor to install electrical in B-Hut (4 Man Crew)                           | Smoke alarms                                                               | Escorts (3 Man Crew)                                                      | Labor (Provided by Contractor - 3 Man Crew)                                |
| 450 EA $200.00                                                             | 4 EA $100.00                                                               | 1,200 EA $5.00                                                             | 360 EA $25.00                                                            |
| $90,00.00                                                                  | $400.00                                                                    | $6,000.00                                                                  | $9,000.00                                                                 |
| Labor                                                                       | Personal Property                                                          | Labor                                                                       | Labor                                                                      |
| Contract                                                                     | Contract                                                                     | Contract                                                                     | Contract                                                                    |
| Smoke alarms                                                               | Escorts (3 Man Crew)                                                       | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 4 EA $100.00                                                               | 1,200 EA $5.00                                                             | 360 EA $25.00                                                              | 360 EA $25.00                                                            |
| $400.00                                                                    | $6,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
| Personal Property                                                           | Labor                                                                        | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| Contract                                                                     | Contract                                                                     | Contract                                                                    | Contract                                                                    |
| Labor                                                                        | Contract                                                                     | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| Contracts                                                                    | Electrical & HVAC TOTAL: $231,488.00                                         | Electrical & HVAC TOTAL: $231,488.00                                         | Electrical & HVAC TOTAL: $231,488.00                                         |
| Communications                                                               | Communications                                                              | Communications                                                              | Communications                                                              |
| CAT-5e Cable (1,000 FT/Box)                                                 | Panduit                                                                     | Surface Mount Boxes                                                        | Pull Box                                                                    |
| BX 4 $900.00                                                                | 2,00 FT $2.00                                                              | 64 EA $15.00                                                               | 4 EA $4,500.00                                                           |
| $3,600.00                                                                  | $4,000.00                                                                  | $960.00                                                                    | $18,00.00                                                                  |
| Construction                                                                | Construction                                                                | Construction                                                                | Construction                                                                |
| Contract                                                                    | Contract                                                                    | Contract                                                                    | Contract                                                                    |
| Communications                                                              | Communications                                                              | Communications                                                              | Communications                                                              |
| Panduit                                                                     | Surface Mount Boxes                                                        | Pull Box                                                                    | Labor (Provided by Contractor - 3 Man Crew)                                |
| 2,00 FT $2.00                                                              | 64 EA $15.00                                                               | 4 EA $4,500.00                                                            | 360 EA $25.00                                                            |
| $4,000.00                                                                  | $960.00                                                                    | $18,00.00                                                                  | $9,000.00                                                                 |
| Construction                                                                | Construction                                                                | Labor                                                                      | Labor (Provided by Contractor - 3 Man Crew)                                |
| Contract                                                                    | Contract                                                                    | Contract                                                                     | Contract                                                                    |
| Surface Mount Boxes                                                        | Pull Box                                                                    | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 64 EA $15.00                                                               | 4 EA $4,500.00                                                             | 360 EA $25.00                                                             | 360 EA $25.00                                                            |
| $960.00                                                                    | $18,00.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
| Construction                                                                | Construction                                                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| Contract                                                                    | Contract                                                                    | Contract                                                                     | Contract                                                                    |
| Pull Box                                                                    | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 4 EA $4,500.00                                                             | 360 EA $25.00                                                              | 360 EA $25.00                                                             | 360 EA $25.00                                                            |
| $18,00.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
| Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 360 EA $25.00                                                              | 360 EA $25.00                                                              | 360 EA $25.00                                                             | 360 EA $25.00                                                            |
| $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
| Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 360 EA $25.00                                                              | 360 EA $25.00                                                              | 360 EA $25.00                                                             | 360 EA $25.00                                                            |
| $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
| Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 360 EA $25.00                                                              | 360 EA $25.00                                                              | 360 EA $25.00                                                             | 360 EA $25.00                                                            |
| $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
| Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                | Labor (Provided by Contractor - 3 Man Crew)                                |
| 360 EA $25.00                                                              | 360 EA $25.00                                                              | 360 EA $25.00                                                             | 360 EA $25.00                                                            |
| $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                  | $9,000.00                                                                 |
Notes:
1. This IGCE was developed independently and prior to seeking any formal proposals from contractors or vendors.
2. This IGCE was prepared using OEF Historical Pricing Data, TCMS, FEDLOG and personal property classifications.
3. Time and Rates were derived from TCMS, past Projects and Engineer’s experience.
4. Quantities were determined from site visits, measurements, customer requirements and applied engineer knowledge.
5. Zero cost GFE items, were excess or reclaimed items with no cost.
6. Guidance used to determine the GFE value was found in DOD 4160.21-M, Chapter 9-4 (Defense Material Disposition Manual).

Prepared by:

Mr. Jeremiah Lemonjelo
Civil Engineer
553rd EN DET (FEST-A)
DSN: (318) 481-xxxx

Reviewed by:

MAJ Brett Medsker
Commander
553rd EN DET (FEST-A)

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<th>FUNDED COSTS</th>
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<td>$20,086.00 TOTAL UNFUNDED COSTS</td>
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## Attachment 4-4  DD Form 1391 Example

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<td>Information systems</td>
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<td>Antiterrorism measures</td>
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| Estimated Contract Cost | 1,633 |
| Contingency (5%) | 82 |
| Subtotal | 1,715 |
| SHOH (7.7%) | 132 |
| Design Cost (4%) | 69 |
| Total Request | 1,916 |
| Total Request (Rounded) | 1,900 |

### 10. DESCRIPTION OF PROPOSED CONSTRUCTION

Construct an Administration Building on Camp Brown at Kandahar Airfield, Afghanistan. This project will provide planning, living, and administrative space to conduct operational, logistical, and administrative support for decentralized CJSTOF forces throughout Afghanistan. Cost includes hardening of walls and roof to mitigate AT/FP setbacks.

### 11. REQ: 1,075 m2  ADQT: 1,075 m2  SUBSTD: XXX m2

**PROJECT:** Construct an Administration Building on Camp Brown at Kandahar Airfield, Afghanistan.

**REQUIREMENT:**
This project is required to provide space for 37 administrative personnel, needed to support current and future decentralized CJSTOF operations throughout Afghanistan, and consolidate support staffs into a central location.

**CURRENT SITUATION:**
Support staff currently reside and work in multiple rapidly degrading expeditionary structures throughout the camp. The dispersed footprint and deteriorating facilities significantly restrict the unit's ability to plan, execute, and support continuous operations throughout Afghanistan.

**IMPACT IF NOT PROVIDED:**
If this facility is not provided, the current facilities will continue to degrade. This degradation will result in more frequent maintenance, which will disrupt the unit's ability to conduct its sensitive mission. (Replacement Project)

**ADDITIONAL:**
All required physical security and antiterrorism/foros protection measures will be incorporated. Joint use potential will be incorporated where feasible.
## Attachment 4-5 JFUB Quad Chart Template

### J11-XXXX: Project Title & Location

<table>
<thead>
<tr>
<th>Scope:</th>
<th>Project Site/Plan/Drawing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief description of scope, i.e. 30’ by 50’ brick and mortar, fencing, concrete, etc….</td>
<td><img src="image1" alt="Project Site/Drawing" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL:</td>
<td>$XXX,XXX</td>
</tr>
<tr>
<td>Construction:</td>
<td>$XXX,XXX</td>
</tr>
<tr>
<td>Personal Prop:</td>
<td>$XXX,XXX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Method of Contract:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- RCC, LOGCAP, Troop Labor, MILCON</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Justification:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide brief justification of project need</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coordination/Issues:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Site Approved By……….FOB Mayor</td>
<td></td>
</tr>
<tr>
<td>- Interrelated Projects………..NO</td>
<td></td>
</tr>
<tr>
<td>- Comms Required………..N/A</td>
<td></td>
</tr>
<tr>
<td>- Force Protection………..YES</td>
<td></td>
</tr>
<tr>
<td>- Prime Power………..N/A</td>
<td></td>
</tr>
</tbody>
</table>

![Map of Shindand](image2)
### Attachment 4-6 Repair / Replacement Ratio Example

#### JAF / Fenty Runway Repair vs. Replacement Calculation

<table>
<thead>
<tr>
<th>Description</th>
<th>Units</th>
<th>QTY</th>
<th>Cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replacement of Existing Runway Surface</td>
<td>m²</td>
<td>62086</td>
<td>$122.40</td>
<td>$7,599,326.40</td>
</tr>
<tr>
<td>Demolition of Existing Runway</td>
<td>m³</td>
<td>46,450</td>
<td>$15.30</td>
<td>$710,685.00</td>
</tr>
<tr>
<td>Base Course</td>
<td>m³</td>
<td>23,886</td>
<td>$20.40</td>
<td>$487,274.40</td>
</tr>
<tr>
<td>Concrete Work</td>
<td>m³</td>
<td>5840</td>
<td>$93.84</td>
<td>$548,025.60</td>
</tr>
<tr>
<td>Construction Work</td>
<td>Lump sum</td>
<td></td>
<td>$261,800.00</td>
<td>$261,800.00</td>
</tr>
<tr>
<td>Pavement Marking</td>
<td>Lump sum</td>
<td></td>
<td>$15,000.00</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Mobilization</td>
<td>Lump sum</td>
<td></td>
<td>$20,000.00</td>
<td>$20,000.00</td>
</tr>
</tbody>
</table>

| Supervision, Inspection, Overhead (7.7%) |       |     | $742,442.58 |
| Design/build (4%)                  |       |     | $385,684.46 |

| Total Replacement Cost            |       |     | $10,770,238.43 |
| Repair Cost                       |       |     | $4,202,517    |

| Repair vs. Replacement Ratio      |       |     | **39.02%**    |

Note: This cost is based off the attached 1391 for runway replacement at JAF; the current runway is approximately 55% of the proposed MILCON replacement project.
LAND ACQUISITION REQUEST FORM
AES-REAL ESTATE

Date of Request: 16 Oct 10  
Received: ______________________

Province: Tehran  
District Name:  
Nearest Village: Tehran

Unit Name:  TF 5-35

Site Name:  
Is this a new Site? (Yes) or (No)  

1. List 10 digit coordinates of proposed perimeter (include stand-off) (minimum of three):
   41°15'28''00"E  
   41°15'08''39"06"E  
   41°15'30''83''13"E  
   41°15'30''83''835"E

2. Circle Land type: Agricultural: rain fed  irrigated  pasture  arid  orchards
   Industrial  Residential  Vacant  Desert  Other

   Government Land – Ministry of Interior
   Private Land – Name of owner: ______________________

3. Date land required or Beneficial Occupancy Date (if already occupied): n/a

4. Duration (if known): n/a

5. Prior site names (if known) n/a

6. Is an existing site being expanded? (Yes) (No) (circle one)

7. Was the site occupied? (Yes) (No) (circle one)

8. What will land be used for?  

9. List any individuals with their contact information claiming ownership of the land. Attach copies of deed(s), ID card/paper(s) or tax records if available.

10. Will land be occupied by greater than 50% U.S. Forces? (Yes) (No) (circle one)

11. Has the Governor or a local district government official agreed to use this location? (Yes) (No) (circle one) If yes, provide official’s name below.

   Officials Name: ______________________
   Title: ______________________
12. Has there been any interaction or meetings with local community members about the site and its ownership? (Yes) (No) (Circle one) If yes, please attach a short narrative indicating:
Name of Village Elder: ___________; Name of District Governor: __________.

13. Has the local PRT Commander and/or RC been informed of and agreed to use of this location? (Yes) (No) (Circle one) If yes, provide name of officials below.

Official’s Name: ___________________________
Title: _______________________________________
Official's Name: ___________________________
Title: _______________________________________

Phone: _______________________________________
E-mail: _______________________________________

14. Please initial next to the following statements.

☐ No promises regarding compensation have been made regarding this transaction.
☐ Yes. Action inquiries regarding compensation from landowners will be directed to the Ministry of Defense.
☐ Yes, the coordinates as listed in 1. Above includes ingress and egress to the site, and any required standoff. USCINCENT OPORD 97-01B requires 600 feet perimeter standoff, and prefers 1,200 feet. Perimeter Standoff is the distance between the outermost perimeter fence and all facilities on the site.
☐ Yes, the unit will not occupy areas outside the polygon as listed with coordinates in 1.
☐ Yes, the unit will not occupy land until written approval is obtained.

15. POC this action is: Chad Krichan
   Date: 16 Oct 10
   Email: Chad.Krichan@ defence.mil

16. This document must be signed by an O-6 or above.

[Signature: Ricardo Ramirez]

Notes: All leases are written for one year and paid in advance in six month intervals unless otherwise requested. If structure(s) or dwelling(s) exist on site prior to occupation attach rough sketch w/dimensions of structures/dwellings. (Sketch does not have to be to scale.) USACE-AES-RE POC
Attachment 4-8 Statement of Work Example

Division of Work

- Troop Labor: None
- LOGCAP: None.
- Inglett & Stubbs: None.
- Local National Labor – All work

Section 1. General:

The project site is located at Camp Vance. The Contractor shall furnish all equipment and coordinate with the Contracting Officer Representative (COR) to deliver the equipment to Camp Vance. The Contractor shall layout the site as indicated per the written direction of the COR. The design and installation of all facilities will be in accordance with (IAW) design specifications, drawings, and design instructions per this statement of work (SOW).

The Contractor’s proposal shall include detailed breakout and costs of all labor, equipment, materials, and transportation required to complete the project IAW this SOW. This SOW includes:

- Construct two story wet Distinguished Visitor Quarters (DVQ)
  - Provide 12 8’ x 40’ CONEX
    - 8 CONEX will be DVO (2 living areas with a shared restroom; see drawings)
    - 4 CONEX will be DVQ (2 CONEX placed together with a single restroom; see drawings)
      - No furniture is to be included in the design / project or quote
  - Construct 10,000 gal concrete septic tank
  - Furnish & Install 10,000 gal fresh water storage tank with pump system
  - Metal roof / truss system shall be placed per the drawings
  - Connect existing sidewalks to new concrete slab
- Demo existing Distinguished Visitor Quarters

Any deviation from the specification not specifically stated in the SOW must be explicitly approved by the contracting officer (KO).

Period of Performance: Contractor will have 30 calendar days upon receipt of Notice to Proceed (NTP) to complete the entire project.

Section 2. General Requirements

Overall Project Requirement – The contractor will provide all labor, material and equipment in order to conduct, furnish and install all items in this SOW, except that specifically specified in this SOW.
The contractor shall be responsible for design of the project described above and explained in detail in the following specifications. Drawings included with the project documents are to illustrate to the COR and the contractor the intent of this SOW. The contractor shall compile the design concepts included in project drawings into his final design, which shall be reviewed by the CJSOTF-A J7.

The COR is responsible for QA/QC to ensure that the contractor completes the project IAW this SOW.

The COR shall ensure that all BOS-I authorities at the location of the project have approved the site location of this project according to local policies and procedures.

The contractor has the responsibility for the following special considerations:

- Transportation of workers, equipment and materials to and from the construction site.
- Housing, feeding and securing his workers, equipment and materials off the camp compound (no housing and material support will be afforded the contractor or his personnel, equipment or materials).
- Workers don’t leave construction site without security escort.
- Coordination between his suppliers and base security to ensure that all materials and equipment arrive at the construction site in order to meet construction timeline.
- Provide an English speaking site foreman who will be onsite whenever workers are present.
- Cleaning the entire work site each day and hauling all debris to an approved disposal site. At the completion of the work the contractor shall remove all contractor owned equipment and materials and restore any disturbed area. The contractor is responsible to repair or replace any equipment or material damaged by the contractor during the performance of the work. The contractor is responsible for clean-up of any hazardous material spills to the extent required by the government.
- Changes in scope must not be approved without CJSOTF-A KO approval.

Section 3. Project Progress and Milestones
The contractor shall be paid for the work performed after completion of 50%, 90% and 100% of the entire project after submission of an accurate invoice for the completed work.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>As determined by COR.</td>
</tr>
<tr>
<td>90%</td>
<td>As determined by COR</td>
</tr>
<tr>
<td>100%</td>
<td>Upon final inspection and acceptance by COR.</td>
</tr>
</tbody>
</table>

Section 4. Government Furnished Property and Services
U.S. Government shall provide coordination for contractor’s vehicles, personnel and equipment to enter ANA/ETT Base. U.S. Government shall not be responsible for providing material or workers, unless otherwise specified below:

U.S. Government provided materials: NONE

U.S. Government provided equipment: NONE

Section 5. Specifications

Adequate means sufficient to accomplish the purpose for which something is intended and to such a degree that no unreasonable risk to health or safety is presented. Any item installed, maintained, designed and assembled, an activity conducted, or act performed, in accordance with generally accepted standards, principals or practices.

Submittals:

Required submittals are identified below. The submittal list is not all inclusive. Required submittal may also be identified in other documents. Submittals identified as “required with contractor’s proposal MUST BE PROVIDED or the contractor’s proposal may be considered “Technically Non-Responsive”.

All materials and designs to be used shall be approved by the COR prior to the start of work. The contractor shall verify all dimensions prior to the start of any construction.

Installation procedures and requirements for all mechanical equipment shall be IAW the original equipment manufacturer (OEM). A copy of these requirements shall be available at the job site at all times during work. A technical representative of the contractor shall be available at the job site at all times during construction/repair/installation. The contractor must submit the technical representative qualification (i.e. resume) for approval demonstrating the technical representative is qualified and experienced with the equipment being installed. All information shall be presented in English unless otherwise specified by the COR.
Attachment 4-9 Safety Memorandum

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
BAGRAM, AFGHANISTAN
APO AE 09354

USFOR-A Safety

17 August 2015

MEMORANDUM FOR RECORD

SUBJECT: Explosives Safety Coordination for Joint Facilities Utilization Board (JFUB) Project # XXXX, Grid Coordinates: XXXX

References:


1. Purpose: In accordance with (IAW) references a) thru c), this memorandum documents the coordination of the subject project with the United States Forces-Afghanistan (USFOR-A) Explosives Safety Manager.

2. Requirement: No further action required. This project does not create an explosives safety arc and is not within a planned or existing explosives safety arc.

2. Requirement: No further action required. Although this project is within a planned or existing explosives safety arc, it is either not “new” construction or the construction cost does not exceed 15% of the current facility cost and it does not increase the hazards on personnel, facilities or equipment.

2. Requirement: This project creates an explosives safety arc. IAW references a) thru c) an Explosives Safety Site Plan approved by the Department of Defense Explosives Safety Board or a Certificate of Compelling Reasons approved by the Assistant Secretary of the Army for Installations, Environment and Energy is required before beginning construction. This approval shall be routed through the USFOR-A Safety Manager.
USFOR-A Safety

SUBJECT: Explosives Safety Coordination for Joint Facilities Utilization Board Project XXXX

2. Requirement: This project is within a planned or existing explosives safety arc. IAW references a) thru c) an Explosives Safety Site Plan approved by the Department of Defense Explosives Safety Board or a Certificate of Compelling Reasons approved by the Assistant Secretary of the Army for Installations, Environment and Energy is required before beginning construction. This approval shall be routed through the USFOR-A Safety Manager.

2. Requirement: No further action required. This projects is exempt from references a) thru c) based on paragraph 4-1.d.(1)(b) of reference c).

3. Recommendation: Approval/Dissapproval of the subject JFUB.

4. Point of contact for this information is the undersigned, DSN 318-421-4212, esther.m.santos@afghan.swa.army.mil

SANTOS, ESTHER MARIE
1184829947
ESTHER M. SANTOS
USFOR-A Explosive Safety Manager
USATCES
Attachment 4-10 DA Form 4283 Facilities Engineering Work Request
Appendix 5: Performance Work Statement (PWS) and Statement of Work (SOW)

5.1. A PWS is used when it is desired to give the contractor maximum flexibility to devise the best method to accomplish the required result. The PWS states requirements in general terms of what (result) is to be done, rather than how (method) it is to be done. The PWS describes the required results. The SOW specifies in clear, understandable terms the work to be done in developing or producing the goods to be delivered, services or construction to be performed by a contractor. The SOW defines the requirements.

5.2. The following handbook is an excellent reference for creating a PWS:  

5.3. The following SOW sample format is meant to be a guide and should be tailored to the specific requirement. Consult your contracting office for additional guidance. The SOW includes the following:

**STATEMENT OF WORK**

1.0 Background  
2.0 Scope  
3.0 Objectives  
4.0 Tasks  
5.0 Delivery  
6.0 Government-Furnished Property  
7.0 Security  
8.0 Place of Performance  
9.0 Period of Performance

5.4. **Background.** May also be identified as the “Introduction,” this section provides information needed to acquaint the reader with the basic acquisition situation. The background information should:

- Identify the requirement in general terms;
- Describe why the project is being pursued and how it relates to other projects;
- Summarize any statutory authority or regulations affecting the overall requirement;
- Identify any background materials attached to the SOW.

5.5. **Scope.** Provide a statement of what the government expects to accomplish under the contract—the breadth and limitations of the contract effort. It should not include specific work tasks or a description of deliverable products.

5.6. **Objectives.** This section should provide a concise overview of:
The contract effort goals and objectives; and
How the results or end products will be used.

5.7. Tasks. Sometimes identified as “Requirements” or “Work Requirements,” this section defines the specific tasks that the contractor must complete during contract performance. The description of task requirements will depend on the approach that is selected to describe the required effort.

- For a detailed SOW, this section describes how the effort must be accomplished. It may include precise measurements, tolerances, materials, quality control requirements, and other government requirements that control the processes of the contractor.
- For a Performance-Based Work Statement, this section describes requirements in terms of results required rather than the methods for completing the work. This latitude will permit the contractor to develop new and innovative ways to complete those tasks.
- For a Level of Effort SOW, this section identifies all tasks that must be performed and the hours to be devoted to each task.

5.8. This section must describe requirements in a way that permits contractor personnel to perform the effort without direct government supervision. Contractor personnel must not be subject to the type of supervision and control usually prevailing between the government and its employees. For example, an SOW may permit the government to approve key personnel, but may not permit the government to approve all personnel performing the service. The SOW also should not include words that appear to indicate that the government is managing day-to-day operations.

- Specify requirements clearly so that all readers can understand them.
- Reference the applicable specifications and standards needed.
- Tailor specifications and other documents for the specific effort.
- Separate general information from direction.

5.9. Delivery. This section should clearly state:

- What the contractor must deliver (e.g., service, reports, and items). If different tasks have different delivery requirements, they must be clearly identified.
- When the contractor must deliver. This may be stated using actual dates, days after contract award, or using some other method that clearly marks the required delivery date.
- Where the contractor must deliver the service. This may be stated as a location, an organization, a person identified by position (e.g., Contracting Officer’s Representative, a person identified by name or using some other description.
- What documentation (if any) the contractor must obtain from the government to verify government receipt of the delivery.

5.10. Government Furnished Property. This section identifies any government-furnished property provided to the contractor, such as government-furnished material, equipment,
or information. Before offering to provide any property, make sure that it will be available when required, where required, and in the condition required by the contract. Failure to meet government-furnished property requirements often leads to a contractor claim for an equitable adjustment to contract price, delivery, or other requirements. Specific requirements about providing government-furnished property can be found in FAR 45, Government Property, and related agency and bureau policy.

5.11. Security. This section identifies any unique security requirements associated with contract performance (when applicable). These requirements may include, but are not limited to, such items as:

- Special pass or identification requirements;
- Special security clearance requirements; or
- Special escort requirements.

5.12. Place of Performance. This section identifies where the contract effort will be performed. If performance will occur at multiple government locations, this section must indicate which tasks must be completed where. If performance will be at the contractor’s facility, the SOW need only state that the effort will be accomplished at the contractor’s facility.

5.13. Period of Performance. The period of performance may be stated using actual dates, days after contract award, or using some other method. If different periods of performance will apply to different tasks, the tasks and related periods of performance should be clearly identified.

5.14. SOW Language Tips. A variety of people with different perspectives and life experiences will read your SOW. Readers typically include government and industry contracting personnel, managers, technical experts, accountants and lawyers. All these readers need to understand the SOW in a clear and concise manner; therefore, language selection is very important. Below are tips that you should consider when developing the SOW:

- Use simple words, phrases, and sentences whenever practical.
- Be concise, precise, and consistent. Keep sentences short and to the point. Normally the longer the sentence, the harder it is to understand.
- Use verbs in the active voice. A verb is in the active voice when it expresses an action performed by its subject. For example, “The contractor shall report contract progress quarterly.”
- Avoid using verbs in the passive voice. A verb is in the passive voice when it expresses an action performed upon its subject or when the subject is the result of the action. For example, “Contract progress shall be reported quarterly by the contractor.”
- Use “shall” or “must” when writing a requirement binding on the contractor. Avoid “should” or “may” because they leave the decision on appropriate action up to the contractor.
- Use “will” to indicate actions by the government.
- Be consistent when using terminology. Use the same word to mean the same thing throughout your SOW. Avoid using different words to indicate the same type of action.
- Avoid redundancy. At best, requiring the contractor to do the same thing in different parts of the SOW will add needless words to the SOW. At worst, there may be subtle differences in the requirements that will lead to a dispute during contract performance.
- Avoid vague or inexact phrases and generalizations.
- Avoid catchall and open-ended phrases, such as, “is common practice in the industry,” “as directed,” or “subject to approval.” If you want to give the contractor an opportunity to use their standard commercial practices, require each offeror to identify its commercial practices in a proposal and then include that proposal as part of the order/contract.
- Define technical terms.
- Avoid using government jargon. Assure that it is clearly defined whenever jargon must be used.
- Only use “any,” “either,” “and/or,” “etc.” when allowing the contractor to select an alternative.
- Use abbreviations or acronyms only after spelling them out the first time they are used (e.g., National Aeronautics and Space Administration (NASA)). Spell them out even if they are commonly used by the user’s agency because a commercial contractor may not be familiar with them.
- Identify the date or version of any document referenced in your SOW.
Appendix 6: Managers’ Internal Control Program (MICP)

General Guidance

6.1. An effective Managers’ Internal Control Programs (MICP) provides management with accountability and when properly executed, assists management in discharging its responsibilities to provide reasonable assurance on the design and operating effectiveness of internal controls. The USFOR-A MICP is designed to ensure that programs operate as intended, that areas in need of improvement are identified and reported, and that timely corrective action is taken.

6.2. Management controls are any rule, method, procedure, or device designed to ensure that what should happen does happen. In general, the MICP is implemented by scheduling, conducting, and documenting assessments of management internal controls. Based on the results of these assessments, management must identify and correct any material weaknesses, and must submit an Annual Statement of Assurance (SOA) through their chain of command. The USFOR-A Managers’ Internal Control Program is established to provide reasonable assurance that:

- Obligations and expenditures are in compliance with applicable laws;
- Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation;
- Funding and expenditures are properly recorded and accounted for; and
- Programs are efficiently and effectively carried out according to applicable laws and management policies

6.3. To perform an orderly, systematic evaluation of USFOR-A’s system of internal controls, the Command should be segmented into “assessable units.” An assessable unit is an organizational segment or function with a defined purpose that aids in the accomplishment of USFOR-A’s mission.

Responsibilities

6.4. **USFOR-A MICP** is the USFOR-A Commander’s program as evidenced by the USFOR-A MICP “tone-at-the-top” memorandum, dated 31 Dec 2014, signed by the USFOR-A Commander. This program incorporates the proactive self-identification of issues and self-reporting of internal control deficiencies to identify risk and to apply substantive corrective actions plans to prevent a problem before it occurs instead of after the mission has been negatively impacted.

6.5. **USFOR-A MICP Coordinator** is responsible for the overall program management, facilitator of applicable training, and assistance to Assessable Unit Managers Coordinators and Assessable Unit Coordinators. As part of a formal communication framework, the USFOR-A MICP Coordinator meets on as needed basis with the USFOR-A DCDR-S, as well as monthly with the MICP Coordinators appointed for each USFOR-A staff element to ensure consistent and thorough review of assessable units and the
identification and prioritization of risk deficiencies. All material weaknesses and related corrective actions are reported in the USFOR-A SOA.

6.6. **Staff Element MICP Coordinator** is the MICP point-of-contact formally appointed by the staff element Director to: 1) Manage and interface with the appointed Assessable Unit Managers assigned to each major functional requirement in the Directorate/staff element, 2) Review and prioritize MICP documentation to include process maps, narratives, risk matrixes, prioritization of risk and recommendations of internal control deficiencies and related recommendations for corrective actions, and 3) Meets with the USFOR-A MICP Coordinator to document material internal control deficiencies, to include risk to the mission of the organization, as well as, recommendations to mitigate risk through detailed corrective action plans. Also, they ensure the unit Assessable Unit Managers receives MICP training, and provide certification that a required internal control evaluation has been conducted.

6.7. **Assessable Unit Managers:** Assessable Unit Managers (AUMs) review the processes and procedures, related internal controls and potential risk for specific functional areas embedded in the staff element/directorate. These individuals are typically the “resident experts” for specific functional processes and procedures. AUMs must be appointed “in writing” and complete appropriate AUM training on the AKO website.

**Internal Control Evaluation Plan (ICEP)**

6.8. ICEP is simply a schedule of management control evaluations for each fiscal year. The schedule must clearly communicate to subordinate managers what areas are to be evaluated along with when and who will conduct the evaluation. The schedule should reflect the following types of evaluations. ICEP’s are typically required over a 5 year period but due to eventual departure, the ICEP will only cover through FY16.

6.9. The Army has an inventory of management control evaluations. ICAs can locate this inventory on the DA Managers’ Internal Control Program website (http://asafm.army.mil/Documents/OfficeDocuments/FinancialOps/Guidances/ic/eval/amceec.xls). Evaluations listed in this inventory must be conducted at least once every five years but as mentioned in para 15.8, adjusted to align with FY 16 departure. ICAs should first determine which evaluations from the inventory are applicable to their assessable unit.

6.10. Command oversight processes such as staff assistance visits, internal and external audits, command inspections, and internal reviews are considered evaluations of internal controls.

6.11. ICAs should seek senior leader involvement to determine which functions need to be evaluated. Managers should focus on unique processes that are critical to their operations and are not already covered by the Army’s inventory of evaluations. Keep in mind that all leaders and managers perform internal controls. These controls range from the simple to the complex and from locking a door at the end of the day to formal audits.
of financial records. When these internal controls are significant and recurring, managers should document them and place them on the Manager’s Internal Control Plan.

6.12. The initial determination of whether a weakness in internal controls is material can be made at any level of command. If the weakness is considered material and reported, the determination of materiality is then reevaluated at each successive level of command. Material weaknesses are reported to higher headquarters either because that level must be aware of the weakness or because it must take corrective action. In the case of material weaknesses reported for awareness, reporting organizations are responsible for tracking the weakness to ensure that corrective actions are completed and that the weakness is effectively resolved. In the case of material weaknesses reported for corrective action, tracking of the weakness will depend on the higher headquarters' disposition of the issue. The system established to track material weaknesses should not duplicate the normal tracking functions of internal review organizations. Tracking of an audit finding may well meet the requirement for tracking of a reported material weakness.

**Annual Statement of Assurance (SOA)**

6.13. An SOA is a report that provides a broad assessment of internal controls within the command or agency and identifies any material weaknesses in these internal controls. An SOA from reporting organizations consists of the following.

6.14. A cover memorandum signed by the head of the reporting organization. This memorandum includes the actual statement of assurance: either an unqualified statement ("I have reasonable assurance ....") or a qualified statement ("I have reasonable assurance except for ...."). The cover memorandum may also be used to address significant issues or concerns that relate to the effectiveness of internal controls.

6.15. DA Form 11-2-R, which will provide a description of how the internal control process was conducted in the reporting organization and the basis for the determination of reasonable assurance. You should describe how your determination of reasonable assurance was reached.

6.16. When writing the SOA, the Commander must determine which of the following is true:

- **Reasonable Assurance**: A satisfactory level of confidence that internal controls are adequate and are operating as intended. Inherently a management judgment and reasonable assurance recognizes that there are acceptable levels of risk that cannot be avoided because the cost of absolute control would exceed the benefits derived.

- **Internal Control Weakness**: The absence or ineffectiveness of internal controls (e.g., internal controls are not in place, or are in place but are not being used, or are in place and being used but are not effective).

- **Material Weakness**: An internal control weakness that warrants reporting to the next level of command, either for their action or for their awareness. To be considered material, a weakness must meet two conditions: it must involve a
deficiency in internal controls (i.e., internal controls are not in place, are not being used or are inadequate), and it must warrant the attention of the next level of command, either because that next level must take action or because it must be aware of the problem.

References

- Department of Defense Federal Managers’ Financial Integrity Act Statement of Assurance Fiscal Year 2014 Guidance
- Army Regulation 11-2, “Managers’ Internal Control Program (MICP),” September 2, 2012
Appendix 7: Memoranda of Understanding / Agreement (MOU/ MOA) and Interservice / Intergovernmental Support Agreements

**General Guidance**

7.1. Generally, MOUs are agreements between two or more parties that define general areas of understanding. It explains what each party plans to do but the defined actions are not dependent on the actions of the other (e.g., it will not require reimbursement or support). Agreements can be inter-agency or intra-agency. MOAs define general areas of conditional agreement between two or more parties and the actions of each party are dependent on the other. MOAs that establish responsibilities for recurring support should be supplemented with an annex that defines the support, basis for reimbursement, and billing payment process. MOAs must be staffed through OSJA, J5, J8, and the subject matter experts for the support prior to endorsement by the USFOR-A DCDR-S.

7.2. Generally, MOAs describe recurring inter-service and intra-governmental support that requires reimbursement shall be documented on a DD Form 1144, ‘Support Agreement’. The DD Form 1144 will be prepared by the supplier’s financial management staff. Funds cannot be sent to the supplying agency by USFOR-A without the signed Support Agreement.

7.3. Provision of a single item or one-time service may be accomplished on the basis of an order or requisition without preparing a support agreement.

7.4. All other provisions for validating theater requirements apply (e.g., JRRB, JFUB).

7.5. There are times when USFOR-A units will be in a position to receive support from inter-agency partners subject to USFOR-A reimbursement. In these cases, the USFOR-A unit will comply with the inter-agency agreement protocol (i.e., DoD International Cooperative Administrative Support Services (ICASS) agreement). Before signing agreements that will obligate USFOR-A in any manner units will staff the requirement through USFOR-A J8 OTH to preclude unauthorized commitments or Anti-Deficiency Act (ADA) violations.

**References**

- Title 31, U.S.C. § 1535, Agency Agreements
- Title 31, U.S.C. §§ 1301(a) and 03302(b)
- Public Law 103-160, Section 844, Department of Defense Purchases through Other Agencies
- DODI 4000.19, Interservice and Intergovernmental Support, April 2013
- DFAS-IN Manual 37-100-11, Army Management Structure, August 2012
- USFOR-A MESSAGE 12-009, March 27, 2012
Appendix 8: Commanders’ Emergency Response Program (CERP) SOP
Commanders’ Emergency Response Program (CERP) SOP

USFOR-A Pub 1-06.2 Money as a Weapon System-Afghanistan (MAAWS-A)

Updated: 5 November 2016

Overall Classification of this document: UNCLASSIFIED
Summary of Major Changes

1. Changed publication number to 1-06.2 to distinguish the CERP SOP from the overall MAAWS-A and mirror the publication number of ATP 1-06.2, Commanders’ Emergency Response Program.
2. Updated the reference list
3. Restructured to mirror ATP 1-06.2
4. Changed CERP training requirements from J9-provided to ALMS online courses.
5. Added Certifying Officer Legislation training for Certifying Officer’s in order to bring program into compliance with FMR.
6. Added reporting requirements from the CERP guidance issued 28 Jan 2016.
7. Redundant information removed and paragraphs reformatted to make document more succinct, such as removal of the program manager, project manager, and project purchasing officer guides and moving the pertinent information into the main requirements.
8. References and examples moved to the appendices, adding the CIDNE and CRRT guides, changing the SOP from 150 pages to 128 total pages.
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Chapter 1. Program Overview

A. Definition

1. CERP is defined by the NDAA as the program that “authorizes United States military commanders in Afghanistan to carry out small-scale projects designed to meet urgent humanitarian relief requirements or urgent reconstruction requirements within their areas of responsibility [which] provide an immediate and direct benefit to the people of Afghanistan.”

2. The DoD FMR builds upon this definition of CERP by clarifying the words urgent and small-scale. Urgent is defined as “any chronic or acute inadequacy of an essential good or service that, in the judgment of a local commander, calls for immediate action.” Small-scale would “generally be considered less than $500,000. (NOTE: The Consolidated Appropriations Act restricts all CERP projects exceeding $2,000,000.)

3. Additionally, this SOP further refines the definition of both small-scale and immediate for the purposes of CERP in Afghanistan. Within Afghanistan, small-scale is defined as generally less than $50,000. Immediate is defined as generally less than 90-days between approval and project completion.

B. Purpose

1. The USFOR-A Commander strives to achieve focused effects while working directly with GIRoA from project acceptance to follow-on maintenance and sustainment.

2. In order to maximize the effects and optimize the use of funding for the program, commanders are required to verify that local, national, donor nation, non-governmental organizations (NGO) or other aid or reconstruction resources are not reasonably available before using CERP funds. Because it is a commander’s program, commanders should be actively engaged in the execution of the CERP.

3. Unit commanders without approval authority should develop requirements within their area of responsibility and staff them through their next higher-level CERP Manager.

C. Project Selection

1. CERP funds provide commanders with a non-lethal weapon system for high payoff projects and services and a quick and effective method to institute an immediate positive impact. Commanders should reduce their focus on larger projects, where execution is protracted, and concentrate on projects with immediate benefit to the local population; national-level projects are better suited for other aid organizations. Commanders should also prioritize those CERP projects that focus on urgent humanitarian relief while providing significant employment opportunities for the general population. After a baseline assessment is conducted that identifies needs or sources of instability, the keys to a project’s selection are its ability to:

   I. Provide an immediate and measurable benefit to the local population.

   II. Incorporate GIRoA and other Afghan entities throughout the life of the project, from inception to turnover.

   III. Promote Afghan employment.
IV. Be highly visible to the local populace.
V. Be sustained by GIROA or the local populace after turnover.
VI. Accepted as beneficial by local Afghans.

2. While the primary beneficiary of CERP projects are Afghans, commanders have a responsibility to ensure the projects they execute support the U.S. and GIROA strategy within Afghanistan. Additionally, they should ensure that their project selection is well-informed by their targeting cycle in order maximize the positive effects of projects and minimize unintended consequences such as legitimizing local leaders who do not support GIROA. In support of these objectives, commanders should ensure their CERP projects:
   I. Support Operation FREEDOM’S SENTINEL’s strategic objectives for Afghanistan.
   II. Support GIROA’s National Development Strategy.
   III. Support the Department of State’s Integrated Country Strategy for Afghanistan.
   IV. Support the legitimacy of GIROA and its officials.
   V. Utilize the Afghan-First contracting authority and policy when issuing contracts for CERP projects.

D. Authorized Uses of CERP
   1. U.S. Commanders are authorized to execute the following categories of CERP projects as defined in the DoD Financial Management Regulation:
   I. Agriculture/Irrigation
   II. Battle Damage Repair
   III. Civic Cleanup Activities
   IV. Civic Support Vehicles
   V. Condolence Payments
   VI. Economic, Financial, and Management Improvements
   VII. Education
   VIII. Electricity
   IX. Food Production & Distribution
   X. Governance
   XI. Healthcare
   XII. Hero Payments

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1 DoD 7000.14-R, Vol. 12, Ch. 27, Annex A.
XIII. Internally Displaced Person (IDP) Payments

XIV. Other Urgent Humanitarian Projects

XV. Protective Measures

XVI. Repair of Civic & Cultural Facilities

XVII. Telecommunications

XVIII. Transportation

XIX. Water & Sanitation

2. In addition to the above categories, SOJTF-A is authorized to utilize CERP to conduct “Temporary Contract Guards for Critical Infrastructure” projects as defined in the DoD FMR.²

3. Examples and authorized uses for these categories can be found in Appendix G.1, CERP Categories and Uses.

E. Unauthorized Uses of CERP

1. The DoD FMR specifically prohibits using CERP funds for the following purposes:³

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

   II. 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.⁴

   III. Except as authorized by law and separate implementing guidance, weapons buy-back programs, or other purchases of firearms or ammunition.

   IV. Entertainment (except light refreshment costs purely incidental to either an approved CERP project opening ceremony or a conference in support of a CERP project).

   V. Rewards programs.

   VI. Removal of unexploded ordnance (unless incidental to construction or an agricultural development project).

   VII. Duplication of services available through municipal governments.

   VIII. Salaries, bonuses, or pensions for Afghan military or civilian government personnel.

   IX. Training, equipping, or operating costs of Afghan security forces.

   X. Conducting psychological operations, information operations, or other U.S., coalition, or Afghan Security Force operations.

² DoD 7000.14-R, Vol. 12, Ch. 27, Annex A.
³ DoD 7000.14-R, Vol. 12, Ch. 27, Sec. 270301.
⁴ The only exception is for contract guards employed by a “Temporary Contract Guards for Critical Infrastructure” project.
⁵ The micro-grant program discussed in the DoD FMR is specifically prohibited by this SOP.
XI. Support to individuals or private businesses (except for condolence, former detainee, hero, or battle damage payments). This prohibition includes stipends for trainees of CERP-funded education or training programs as well as funding support for international and non-governmental organizations.

2. In addition to the above restrictions, USFOR-A prohibits using CERP funds for the following:

I. Temporary contract guards (except for SOJTF-A as stated above).

II. Maintaining or repairing a previous CERP project which has a signed agreement stating the Afghans would sustain the project.

III. Completing a CERP project by performing work that Afghans agreed in writing to accomplish.

IV. The withdrawal of bulk funds not associated with an identified and approved project.

F. Reporting Requirements
1. Quarterly CERP Reports:

I. The USFOR-A DCDR-S must submit quarterly reports about CERP in Afghanistan to USCENTCOM on behalf of the USFOR-A Commander. These reports are the primary source documents for OSD and USCENTCOM’s mandatory reports to the U.S. Congress.

II. NLT seven days after the end of each fiscal quarter, the SOJTF-A, TAAC-E, and TAAC-S Commanders as well as the TAAC-C, TAAC-N, and TAAC-W Deputy Commanders will submit an unclassified quarterly report through the USFOR-A J9 to the USFOR-A DCDR-S. These reports will directly support the USFOR-A DCDR-S’ quarterly report to USCENTCOM.

III. All quarterly reports will use the format provided in Appendix 1-1. Quarterly Report Format.

2. Monthly Project Reports: PMs will submit written assessment of all their active projects on a monthly basis and upload it to CIDNE. While there is no specified format for these assessments, they must focus on the project’s progress, direct benefit to Afghan people, and any unintended consequences, or benefits, over the previous month. CERP Managers are responsible for reviewing these reports.

3. Final Project Assessments: PMs will submit a final written assessment for every completed or terminated project and upload it to CIDNE. While there is no specified format for these assessments, they must cover the entire life of the project and focus on the effectiveness of the project and lessons learned. For projects tracked by the USFOR-A CERP Working Group, the CERP Manager is responsible for briefing the assessment at the next meeting in order to develop and share best practices across CJOA-A.

G. Waivers
1. Requests for a waiver from, or exception to, this SOP must be submitted in writing through the USFOR-A J9 and USFOR-A OSJA to the USFOR-A DCG-S. All requests should sufficiently justify why an exception is required and establish clear control measures to mitigate any fiscal, legal, or physical risks created by the exception. See Appendix 1-2. Waiver Request Template for an example.
Chapter 2. Personnel

A. Roles & Responsibilities

1. **Commander, USFOR-A**: The USFOR-A Commander is responsible for the use of CERP within Afghanistan. The USFOR-A Commander reviews all CERP reports to USCENTCOM to ensure the use of CERP funds are consistent with the intent of the program, maximize the benefits to the local population, and best influence conditions on the ground.

2. **Deputy Commander – Support (DCDR-S), USFOR-A**: The USFOR-A Commander has delegated authority over CERP to the USFOR-A DCDR-S. On the commander’s behalf, the DCDR-S publishes guidance, provides oversight, and submits reports concerning CERP in Afghanistan. At least annually, the DCDR-S publishes CERP guidance which illustrates priorities for humanitarian assistance within Afghanistan. Finally, the DCDR-S is responsible for submitting the Commander’s Narrative and quarterly report through the USFOR-A Commander to the USCENTCOM Commander.

3. **Director, Civil Military Operations (J9), USFOR-A**: The J9 is the office of primary responsibility for overseeing and managing the execution of CERP within Afghanistan and acts as the CERP Manager (see below) for USFOR-A. It develops guidance for how to appropriately manage CERP projects from nomination to closure and transfer and advise the DCDR-S on the prioritization and monitoring of expenditures allocated to CERP. The J9 facilitates the CERP Review Board and Working Group. The J9 ensures subordinate units understand the movement, security, and control of funds and coordinates with the J8 to meet the commander’s objectives for CERP. The J9 is responsible for ensuring subordinate units upload all appropriate documentation into the CIDNE and that the data complies with USFOR-A standards. The J9 is responsible for providing CERP training to all subordinate CERP managers and project managers. They have overall responsibility to review and submit accurate reports required by the DoD FMR.6

4. **Director, Financial Management (J8), USFOR-A**: The J8 provides guidance on fiscal matters related to CERP projects and ensures fiscal compliance in accordance with applicable law and the USFOR-A MAAWS-A. It certifies the availability of funds, ensure proper resource management and fiscal controls, and monitor unliquidated obligations to ensure 100% disbursement or the de-obligation of unexecuted funds in order to maintain an accurate accounting system. The J8 will generate mid-year review budget projections from 1 March to 30 September for submission to the Army Budget Office (ABO) no later than 25 March. The J8 develops annual CERP funding requirements based on input from the J9 and subordinate units and guidance from the DCDR-S.

5. **Director, Joint Engineers (JENG), USFOR-A**: The JENG serve as the subject matter experts for technical projects. They are responsible for ensuring the design schematics and statements of work for technical CERP projects are technically sufficient and adhere to international building standards. The JENG is responsible for ensuring subordinate CERP managers have sufficient engineer support to review project management plans to validate risk mitigation plans and execution timelines. The JENG is also responsible for ensuring subordinate units have sufficient engineer support to conduct quality assurance and quality control inspection of both in-progress and completed projects to identify potential deficiencies in contracted work.

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6 DoD 7000.14-R, Vol. 12, Ch. 27, Sec. 270402.
6. **Commander, Subordinate Commands:**

   I. The TAAC-E and TAAC-S Commanders and the TAAC-C, TAAC-N, and TAAC-W Deputy Commanders have command authority over CERP within their areas of responsibility. For the purposes of CERP, the Commander of Bagram Airfield has the same level of authority and responsibilities as a TAAC commander for projects within the Bagram Airfield BGDA. The SOJTF-A Commander has command authority over CERP projects managed by SOJTF-A forces but must coordinate projects involving physical or real property with the CERP manager for the appropriate TAAC.

   II. All commanders using CERP funds will develop a utilization plan for their unit and provide guidance and intent to their CERP manager. They will appoint in writing a CERP manager for their unit and will appoint all project managers and pay agents working on projects they nominate. Additionally, they will nominate in writing project purchasing officers (PPOs) and contracting officer representatives (CORs) for consideration and appointment by a contracting officer assigned to Expeditionary Contracting Command – Afghanistan. Commanders are responsible for ensuring PPOs and CORs under their command have sufficient time and skill to perform their contracting duties. Additionally, commanders must ensure every PA entrusted with CERP funds has a vault, safe, or other adequate secured facility available for their exclusive use. Commanders will ensure that local, national, donor nation, non-governmental organization, or other aid or reconstruction resources are not reasonably available using before CERP funds.

7. **CERP Manager:** The CERP Manager administratively assists commanders with CERP requirements and is required for every battalion-level U.S. commander and above who participates in CERP. CERP Managers should have sufficient time and the necessary skills to properly oversee the unit’s CERP activities. The CERP Manager oversees all project managers and is responsible for integrating staff support for CERP projects. The CERP Manager is responsible for CERP projects and associated personnel comply with this SOP, the DoD FMR, and other applicable laws and regulations and also provides liaison between subordinate units and higher headquarters on CERP-related matters. The CERP Manager manages the unit’s CERP budget, ensures commitments do not exceed allocated funding, and validates that funds only went towards the project for which they were approved. They are also responsible for training all of the project purchasing officers, contracting officer representatives, and pay agents involved with CERP on the purpose, processes, and restrictions of the program. Finally, the CERP Manager is responsible for ensuring all project data is entered into CIDNE in accordance with USFOR-A standards.

8. **Judge Advocates (JAs):** The JA advises the commander and staff on matters of law (including contract and fiscal law). JAs conduct legal reviews, which are an important component of any CERP project proposal. Though coordination with a JA does not grant relief from a potential Anti-Deficiency Act violation, they are nonetheless invaluable in navigating the maze of fiscal law. A JA will review project nominations to ensure compliance with established theater guidelines and orders and may receive, investigate, and recommend adjudication of civilian claims for battle damage of personal property and civilian claims for condolence payments due to civilian deaths or injuries from multinational operations.

9. **Project Manager (PM):**
I. The PM is responsible for all aspects of a project from nomination to completion. The PM must have the time and skills to monitor their project and validate that it is meeting the original intent and standards. The PM is responsible for the monthly and final project reports and for entering data and documents into CIDNE. In an effort to build Afghan capacity and sense of ownership, PMs are encouraged to identify and work with a GiRoA representative while developing and executing the project. Because of their oversight responsibilities, the PM cannot be a pay agent, handle physical cash, or make payments to a vendor.

II. If a PM cannot see a project through to completion, they must conduct a proper handover of the project to a new PM. The outgoing PM is solely responsible for uploading all documentation for a project to CIDNE prior to departure and must write a detailed status report of the project. The incoming PM should be fully qualified and appointed in writing prior to the outgoing PM’s departure.

10. Contracting Officer (KO): A KO will be responsible for the award of all CERP contracts. KOs may utilize project purchasing officers (PPOs) under the guidelines of the USFOR-A MAAWS-A and other applicable laws and regulations. KOs are responsible for training, appointing, and clearing PPOs. Because KOs receive in-depth training on contracting procedures, they are also responsible for assisting and ensuring PPOs comply with contract law, executive orders, regulations, and other applicable procedures. When a KO does not use a PPO for a CERP project, they must have a contracting officer’s representative.

11. Certifying Officer (CERTO): The CERTO is responsible for ensuring the legality, propriety, and correctness of special payments. The CERTO has pecuniary liability for special payments that they certify that are not appropriate with CERP funds. They have the right to refuse to certify any payment they believe may be illegal, improper, or incorrect and also have the right to request advance decision on a payment from the DFAS Office of General Counsel prior to certifying a payment. A CERTO cannot be a pay agent, handle physical cash, or make payments to vendors.

12. Project Purchasing Officer (PPO): The PPO performs some of the duties of the KO at the unit level. The PPO is a U.S. employee who the KO has trained to make contracts in limited scope with local vendors and places order for goods or services and whose contracting threshold is determined by theatre contracting policies. The PPO is under the technical supervision of the KO in all matters concerning the administration of contracts with vendors. PPOs may also be a PM; however, because of their contracting role, they cannot be a pay agent, handle physical cash, make payments to vendors, or hold other accountable positions such as property book officer or property accountability officer.

13. Contracting Officer’s Representative (COR): The COR assists the KO in the administration of a contract. The KO is someone who can provide subject matter expertise for the oversight of a contract and that the KO has trained. CORs may also be a PM; however, because of their contracting role, they cannot be a pay agent, handle physical cash, make payments to vendors, or hold other accountable positions such as property book officer or property accountability officer.

14. Deputy Disbursing Officer (DDO)/Disbursing Agent (DA): The disbursing officer (DO) holds an account with the U.S. Treasury and is responsible for all the government funds (cash and negotiable instruments) within a specific area of responsibility. They appoint DDOs and DAs, who are responsible for training, funding, and clearing PAs. The DO and his agents are charged with complying with existing
FMRs, policies, and procedures regarding the management of these funds. The DDO/DA makes electronic funds transfer (EFT) or limited depositary checking account (LDA) payments to vendors at the request of the PPO or KO.

15. **Pay Agent (PA):** The PA is an extension of the DO at the unit level. The PA is an individual who is trained by the DDO/DA to account for government funds and make payments in relatively small amounts to local vendors. The PA is under the exclusive supervision of the DDO/DA in all matters concerning custody and disposition of funds advanced to them. The PA is paired with a PPO, COR, or PM and cannot be appointed as one of these positions, order or request goods or services, or hold other accountable positions such as PBO or property accountability officer. Most importantly, the PA will not make payments without the express authorization from the PPO, COR, or PM. The PA interacts with the DDO/DA on a routine basis.

![Figure 2-1. CERP relationships](image)

**B. Administrative Preparation**

1. Prior to performing the duties listed below, personnel assigned to these duties must meet the listed requirements.

2. **Commanders:** Although not required, commanders using CERP funds are encouraged to complete the **CERP Commanders Course** on ALMS (https://www.lms.army.mil).
3. **CERP Manager**
   I. Appointed in writing by the unit commander (see Appendix 2-1. *Example Appointment Memorandum*)
   II. Be in the grade of E7 or above (not waiverable)
   III. Has sufficient time and skills to properly administer CERP for the unit
   IV. Cannot be a pay agent
   V. Completed the *CERP Foundation Course* on ALMS (https://www.lms.army.mil)
   VI. Received in-theatre training from the USFOR-A J9

4. **Project Manager (PM)**
   I. Be an employee of the U.S. Government
   II. Be appointed in writing by the unit commander (see Appendix 2-1. *Example Appointment Memorandum*)
   III. Be in the grade of E7 or above (waiverable by unit commander for an E6 in an E7 billet)
   IV. Has sufficient time and skills to properly oversee and manage the assigned project
   V. Cannot be a pay agent
   VI. Completed the following courses on ALMS (https://www.lms.army.mil):
      a. *CERP Foundation Course*
      b. *CERP Project Managers Course*
   VII. Completed CLM 003 (*Overview of Acquisition Ethics*) in DAU (https://learn.dau.mil/)
   VIII. Completed the *Combating Trafficking in Persons (CTIP-J3TA-US030) for Acquisition and Contracting Professionals Course* on JKO (https://jkodirect.jten.mil/)

5. **Certifying Officer (CERTO)**
   I. Be an employee of the U.S. Government
   II. Be appointed on a DD Form 577 by an O5 commander or higher (see Appendix 2-2. *DD Form 577 for CERTO*)
   III. Be in the grade of E7 or above (waiverable by unit commander for an E6 in an E7 billet)
   IV. Cannot be a pay agent
   V. Be knowledgeable in the preparation of a voucher for payment, payment process, and regulations and restrictions on the use of CERP funds
   VI. Completed the *CERP Foundation Course* in ALMS (https://www.lms.army.mil)
VII. Completed the Certifying Officer Legislation Foundations course (https://dfas4dod.dfas.mil/training/courses/COLBasics)

VIII. Should read the Treasury Department’s “Now That You’re a Certifying Officer” (http://tfm.fiscal.treasury.gov/v1/CertifyingOfficer.pdf)

6. Project Purchasing Officer (PPO)
   I. Be an employee of the U.S. Government
   II. Be appointed in writing by a warranted contracting officer
   III. Meet the grade requirement of the servicing contracting command
   IV. Has sufficient time and skills to conduct their contracting duties
   V. Cannot be a pay agent
   VI. Cannot be the CERP Manager for a unit commanded by an O-6 or above
   VII. Completed the following courses in ALMS (https://www.lms.army.mil):
       a. CERP Foundation Course
       b. CERP Purchasing Officers Course
   VIII. Completed the following Defense Acquisition Courses (https://learn.dau.mil/):
       a. CLC 106 – Contracting Officer’s Representatives with a Mission Focus
       b. CLC 206 – Contracting Officer’s Representatives in a Contingency Environment
       c. CLM 003 – Overview of Acquisition Ethics
   IX. Completed the Combating Trafficking in Persons (CTIP-J3TA-US030) for Acquisition and Contracting Professionals Course on JKO (https://jkodirect.jten.mil/)
   X. Completed other requirements as directed by the warranted contracting officer and the servicing contracting command.

7. Contracting Officer’s Representative (COR)
   I. Be an employee of the U.S. Government
   II. Be appointed in writing by a warranted contracting officer
   III. Meet the grade requirement of the servicing contracting command
   IV. Has sufficient time and skills to conduct their contracting duties
   V. Cannot be a pay agent
   VI. Cannot be the CERP Manager for a unit commanded by an O-6 or above
VII. Completed the following courses in ALMS (https://www.lms.army.mil):
   a. CERP Foundation Course
   b. CERP Purchasing Officers Course

VIII. Completed the following Defense Acquisition Courses (https://learn.dau.mil/):
   a. CLC 011 – Contracting for the Rest of Us
   b. CLC 106 – Contracting Officer’s Representatives with a Mission Focus
   c. CLC 206 – Contracting Officer’s Representatives in a Contingency Environment
   d. CLC 222 – Online Training for Contracting Officer’s Representative (COR)
   e. CLM 003 – Overview of Acquisition Ethics

IX. Completed the Combating Trafficking in Persons (CTIP-J3TA-US030) for Acquisition and Contracting Professionals Course on JKO (https://jkodirect.jten.mil/)

X. Completed other requirements as directed by the warranted contracting officer and the servicing contracting command.

8. Pay Agent (PA)

I. Be an employee of the U.S. Government

II. Be appointed in writing by a disbursing officer, deputy disbursing officer, or disbursing agent.

III. Meet the grade requirement of the servicing finance office

IV. Has sufficient time and skills to conduct their duties

V. Cannot perform any other CERP role.

VI. Completed the following courses in ALMS (https://www.lms.army.mil):
   a. CERP Foundation Course
   b. CERP Paying Agent Operations Course

VII. Completed the Certifying Officer Legislation Foundations course (https://dfas4dod.dfas.mil/training/courses/COLBasics)

VIII. Should read the Treasury Department’s “Now That You’re a Certifying Officer” (http://tfm.fiscal.treasury.gov/v1/CertifyingOfficer.pdf)

IX. Completed other requirements as directed by the disbursing officer, deputy disbursing officer, or disbursing agent and the servicing finance office.

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7 Per DoD 7000.14-R, Vol. 12, Ch. 27, Coalition Forces members may serve as a pay agent if they have been granted a waiver. Waiver requests must be endorsed by the servicing D00/DA and include both a justification of the operational necessity and a plan to mitigate fiscal risk. Waiver requests will be submitted through the J9, J8, and OSJA to the DCDR-S.
Chapter 3. Processes

A. Individually-Funded Requirements

1. Overview: This is the most common method for funding CERP projects and is the required process for projects over $5,000 and projects that will take longer than 30 days from approval to completion.

<table>
<thead>
<tr>
<th>Total Cost to CERP</th>
<th>Approval Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; $2,000,000</td>
<td>Prohibited by CAA</td>
</tr>
<tr>
<td>$1,000,000 to &lt; $2,000,000</td>
<td>USCENTCOM Commander</td>
</tr>
<tr>
<td>$500,000 to &lt; $1,000,000</td>
<td>USFOR-A DCDR-$</td>
</tr>
<tr>
<td>To &lt; $500,000</td>
<td>USFOR-A CoS</td>
</tr>
</tbody>
</table>

Table 3-1. Approval thresholds for individually-funded requirements

Projects costing $500,000 or more require Congressional Notification

U.S. deputy commanders have authority in TAACs with non-U.S. commanders

2. Process (see Figure 3-1. Individually-funded CERP requirement flowchart)

   a. Commanders and their staff coordinate and determine project needs to gain the greatest effect, ensure effects synchronization, and provide for documented host nation project acceptance with follow-on project maintenance and/or sustainment while seeking to meet urgent humanitarian and reconstruction needs. To accomplish this, they coordinate with local officials and U.S. and foreign governmental and nongovernmental agencies that operate in their AOR to prevent duplication of efforts and resources.\(^8\)

   b. One of the most important parts of coordinating a CERP project is the coordination that occurs with the local, district, and provincial government officials. One of the major objectives for the U.S. Embassy in Kabul, USAID, and USFOR-A is to build confidence in GIRoA and support their legitimacy as a sovereign state. In order to support this objective, government officials at one of these levels, and preferably multiple levels, should be involved in and have a sense of ownership of each CERP project. While each unit’s situation is unique and there are multiple ways to achieve this effect, some methods of building a sense of ownership are letting government officials assist in prioritizing possible projects, obtaining agreements from government officials to partially fund the project as a “partner,” and through deliberate cooperation on oversight and execution.

   c. Another important part of project coordination is identifying the PM as well as the PPO, COR, and PAs needed to execute the project. Because these personnel will perform crucial functions concerning the oversight and documentation of the project, they should be thoroughly involved in the development and scoping of the project, and preferably have enough longevity to see the project through to completion.

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\(^8\) ATP 1-06.2, pg 3-1
II. Nomination & Approval

a. The approval process for projects under the SOJTF-A or TAAC Commanders’ authority is determined by that CDR. These commanders may require additional documentation, establish an internal review board, or any other control measure. However, they may not waive any of the requirements discussed in the “Packet Requirements” paragraph below.

b. Any project going before the USFOR-A Chief of Staff, DCDR-S, or Commander will be reviewed by the USFOR-A CERP Review Board for a recommendation prior to a decision by the approval authority. This process is discussed in par. F.

c. Packet Requirements: Prior to funding any CERP project, the USFOR-A J9 will validate that the following documents are correct and stored in CIDNE.

i. Letter of justification (LoJ) (see Appendix 3-1. Letter of Justification)

ii. If the commander signing the LoJ does not have the authority to approve the project, letter of authorization (see Appendix 3-2. Letter of Authorization)

iii. Afghan Development Report (ADR) (see Annex D. CIDNE)

iv. Independent government cost estimate (IGCE) (see Appendix 3-3. Independent Government Cost Estimate)

v. DA Form 3953, purchase request and commitment (PR&C) (see Appendix 3-4. DA Form 3953 – PR&C)

vi. Certificates and appointment documentation for the CERP Manager and PM as well as the PPO, COR, and PA if applicable to the project.

vii. If the project involves a contract, statement of work (SOW) (see Appendix 3-5. Statement of Work)

viii. If the project involves construction or repairs of any structure,9 signed letter by a professional engineer stating the design and/or plan is structurally sound (see Appendix 3-6. Engineer Review)

ix. If the project involves access to a non-U.S. controlled area, right of entry letter (see Appendix 3-7. Right of Entry Letter)

x. If the PR&C amount is greater than $30,000, written legal review; projects below $30,000 only require legal concurrence on the Afghan Development Report

xi. If the PR&C amount is greater than $50,000, sustainment memorandum of agreement (see Appendix 3-8. Sustainment Memorandum of Agreement)

xii. If the PR&C amount is greater than $50,000, project management plan (see Appendix 3-9. Project Management Plan)

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9 Excluding payments to individuals for damage caused by Coalition Forces. For damage caused by Coalition Forces, commanders should consult their supporting OSJA to determine the appropriate funding source. If CERP is appropriate, see “Special Payments” below.


iii. Any other documents which show the work done by U.S. forces to coordinate and develop the project such as a request letter from a local official or pictures of the proposed project site.

III. **Funding**

a. Prior to allowing the USFOR-A J8 to fund a project, the USFOR-A J9 is responsible for ensuring a subordinate unit has sufficient funds allocated to them for the project and that all required documentation for nomination and approval is correct and stored in CIDNE. If the unit has insufficient funds, the USFOR-A J9 will notify them of the situation and provide them a summary of uncommitted CERP funds across Afghanistan. It is then the unit’s responsibility to submit a formal request for additional funds through the USFOR-A J9 to the USFOR-A Chief of Staff. Additionally, packet validation includes verifying the unit is no more than 10 days delinquent on documentation for any project and is not delinquent on documentation for two or more projects. If the unit does not meet these requirements, the USFOR-A J9 will notify the new project’s approval authority of the projects and their associated deficiencies, and hold the approved packet until all the delinquent documents are correct and uploaded into CIDNE.

b. Once USFOR-A J9 has validated the approval packet is correct and that the unit is within their allocated budget for CERP, the USFOR-A J9 will send the packet to USFOR-A J8 for funding. The USFOR-A J8 will not accept any funding requests that have not been validated by the USFOR-A J9. The USFOR-A J8 is responsible for ensuring the funds are certified and recorded in accordance with their SOP and applicable laws and regulations.

c. Contingency operations are outlined in Appendix F-1 for solutions to issues with the project approval and submission processes.

IV. **Execution**

a. **Contract Solicitation and selecting a vendor:** The PPO or COR assigned to a project is responsible for following all policies, regulations, and laws issued by the KO, servicing RCC, ECC-A, and higher echelons. The PPO or COR’s supervising KO must certify in writing that there is no Afghan company capable of providing technically-acceptable work at a competitive price before a non-Afghan company receives a contract related to a CERP project. All documents related to the contract must be uploaded into CIDNE as they become available. This includes the base contract, any contract modifications, and any certifications for using non-Afghan companies.

b. **Monitoring progress:** The PM is responsible for writing and storing monthly reports of every project in CIDNE (see Chapter 1. F.2 for details). This does not relieve the PPO or COR of any reporting requirement required by the KO or servicing contracting command as the two reports have different purposes (project effects versus contract compliance).

c. **Paying in-progress invoices:** Without exception, U.S. forces will not pay for goods or services before the contractor delivers them. The PPO or KO may, in accordance with the terms of the contract, authorize interim payments to the contractor in proportion to the amount of work performed. Payments will be made in accordance with the servicing RCC and ECC-A contracting policy as well as the policies of the servicing finance office. PMs will upload all documentation associated with each payment into CIDNE and update the “Financial Tab” for the project.
V. Acceptance & Final Payment

a. The PPO or COR must conduct an inspection of the final product of each contract, document the inspection in writing (see Appendix 3-10. Final Inspection Memorandum), and ensure the documentation is uploaded into CIDNE. At a minimum this inspection must document any discrepancies between the final product and the contract requirements as well as the corrective measures taken and any areas of concern because compliance could not be assessed (such as quality of components not accessible in the final project). This requirement is in addition to any documentation required by the KO, servicing RCC, and ECC-A.
b. Final payments for a contract will not be made until the terms of the contract have been completed and the PPO, KO, or COR has authorized payment in accordance with applicable contracting policies, regulations, and laws. This ensures the PPO or KO has the flexibility to hold the contractor responsible for meeting the contract requirements or negotiate corrective measures for non-compliance as necessary.

VI. **Clearance, Closure, & Turnover**

a. For projects paid for with cash, the PA must clear the servicing finance office in accordance with that office’s policies and procedures prior to the PM seeking a resource management memorandum from USFOR-A J8. Once all payments have been made (cash) or requested (EFT), the PM submits all SF 44s, SF 1034s, SF 1081s, and the DA Form 3953 to the USFOR-A J8. The USFOR-A J8 will then ensure all documentation is complete, GFEBS is accurate, and any excess funds are de-obligated. The USFOR-A J8 will then issue a resource management memorandum (see Appendix 3-11. *Resource Management Memorandum*) to the PM.

b. Any project that involves the acquisition or repair of property, both personal and real property, must have an official letter of transfer that documents an Afghan official’s acceptance of the property and the responsibilities to sustain and maintain the property (Appendix 3-12. *Letter of Transfer*). The accepting official must have the authority and resources to reasonably meet these responsibilities. For example, a local representative of the Ministry of Education or the local district or provincial governor would be an appropriate official to sign for property associated with a school because of their ability to oversee and influence government spending. In contrast, the local malik may not be an appropriate official because they likely do not have any direct control over funding and operations at the school.

c. **Packet Requirements:** In addition to the documentation required for approval, the USFOR-A J9 will validate that the following documents are correct and stored in CIDNE prior to considering a project closed.

   i. All associated contract documents (see par. IV.a)
   
   ii. All monthly reports (see par. IV.b)
   
   iii. Final inspection memorandum (see par. V.a)
   
   iv. *If project involved the acquisition or repair of property*, letter of transfer (see par. b)
   
   v. Resource management memorandum and all supporting documentation (see par. a)
   
   vi. Final project assessment (see Chapter 1. F.3)
   
   vii. Closure ADR (see Annex D)
   
   viii. Any other documents which support any of the reports above such as pictures of the project both in-progress and completed, official communications with local government officials, etc.
B. Bulk-Funded Requirements

1. **Overview:** Bulk-funding allows multiple projects to be grouped together into one action in order to reduce administrative overhead and allow units to focus more on the effects of small projects than the administration. Units can only use bulk-funds on projects that cost less than $5,000, take less than 30 days from approval to complete, and are paid for in cash. Bulk-funding a project does not change the approval authority for the project, with SOJTF-A being the only exception (see Table 3-1); it only lets a commander approve and process multiple projects as one action. No more than five projects can be combined into a single bulk-funded requirement, meaning that all commanders, O-5 and above, are allowed to conduct a bulk-draw for $25,000 with no individual project within the bulk-draw exceeding the $5,000 threshold (5 projects at $5,000 for a total of $25,000). The approval authority for all bulk-funded requirements is the USFOR-A CoS.

2. **Process:** The process is the same as individually-funded projects except that the projects will have one PM and share the same approval, funding, and clearance documents. It is essential that the pay agent supporting a bulk-funded requirement creates and maintains a separate SF 44 for each project. The PM is responsible for ensuring the financial tab in CIDNE reflects the correct number, type, and description of each project.

3. **Advanced Bulk-Funds:** Advanced bulk-funds are bulk-funds drawn without identified and approved requirements for the use of the funds. The SOJTF-A Commander has the authority to authorize advanced bulk-fund draws up to $250,000 and may delegate this authority in writing to a specific individual in the grade of O-6 or above. Additionally, the SOJTF-A Commander may delegate subordinate commanders in the rank of O-5 and above the authority to make advanced bulk draws of up to $50,000. SOJTF-A units may not draw advanced bulk-funds for more than 90 days at a time. Conventional units are not allowed to draw advanced bulk-funds except as outlined in Chapter 4.

D. Special Payments (Condolence, Battle Damage Repair, and Hero Payments)

1. **Overview:** Special payments, such as condolence, battle damage, and hero payments, are usually made using bulk funds. The process is specifically intended to minimize the time between an incident and making a payment because the sympathy and financial support it conveys is time sensitive in nature. Because they are not procurement-related, there is no acceptance of goods and services and a loss can only occur due to combat action. These payments require a CERTO to certify that payments are proper with CERP funds. CERTOs have pecuniary liability (personal responsibility) when certifying payments made from appropriated funds.

2. **Process** *(see Figure 3-2. Bulk-funded special payment flowchart)*

   I. **Funding:**

   a. Seeking funding for a special payment is essentially a condensed version of the approval process for individually-funded requirements. The primary difference between the two processes is that special payments will not go before the CERP Review Board, and the approval packet does not require an IGCE, sustainability plan, or project management plan regardless of the total cost.
b. Requests for individual payments at the USFOR-A CoS approval level and above will be routed through the USFOR-A J9. It is important that the LoJ for these projects is well written because it is the primary source of why the intended recipient should be paid that amount. After USFOR-A J9 validates the packet is correct, pending approval, they will notify the requesting unit and provide them an opportunity to present the request themselves to the USFOR-A CoS and higher approving authorities.

Table 3-2. Approval thresholds for special payments

<table>
<thead>
<tr>
<th>Amount of individual payment</th>
<th>Approval Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; $2,000,000</td>
<td>Prohibited by CAA</td>
</tr>
<tr>
<td>≥ $500,000</td>
<td>CENTCOM CDR</td>
</tr>
<tr>
<td>&gt; $25,000</td>
<td>USFOR-A CDR</td>
</tr>
<tr>
<td>≤ $25,000</td>
<td>USFOR-A DCDR-S</td>
</tr>
<tr>
<td>≤ $15,000</td>
<td>USFOR-A CoS</td>
</tr>
<tr>
<td>≤ $10,000</td>
<td>SOJTF-A or TAAC CDR(^1,2)</td>
</tr>
<tr>
<td>≤ $5,000</td>
<td>SOJTF-A or TAAC CDR(^1,3)</td>
</tr>
<tr>
<td>≤ $2,500</td>
<td>SOJTF-A or TAAC CDR(^1)</td>
</tr>
</tbody>
</table>

1 U.S. deputy commanders have this authority in TAACs with non-U.S. commanders
2 Authority can be delegated in writing to a named U.S. officer in the grade of O-6 or above
3 Authority can be delegated in writing to U.S. commanders in the grade of O-5 or above

c. Packet Requirements

i. Letter of justification (LoJ) (see Appendix 3-1. Letter of Justification)

ii. If commander signing LoJ does not have authority for the requested payment amount, letter of authorization (see Appendix 3-2. Letter of Authorization)

iii. Afghan Development Report (ADR) (see Annex D. CIDNE)

iv. DA Form 3953, purchase request and commitment (PR&C) (see Appendix 3-4. DA Form 3953 – PR&C)

v. Certificates and appointment documentation for the CERP Manager as well as the PM, CERTO, and PA for the project.

vi. Written legal review (must explain why the Foreign Claims Act does not apply)

II. Approval: Special payments often involve a deliberate operation to bring the intended recipient onto a Coalition base or send a pay team to a location which may or may not be within a BGDA. While the amount of the CERP payment is approved during the funding process, this should not be confused with approval of the operational plan for payment. The overall plan for conducting special payments is an operational consideration and must be coordinated through operational channels for planning and approval.
Figure 3-2. Bulk-funded special payment flowchart
III. Certification & Payment: Before the PA pays the intended recipient, the assigned CERTO is responsible for verifying that the Afghan present is the intended recipient. If the Afghan present is there as a legal representative of the intended recipient, they must provide an Afghan equivalent of a power of attorney and a copy of identification for the intended recipient. Only if the CERTO is satisfied that the person present is either the intended recipient or the legal representative of the intended recipient will he/she authorize the payment by signing as the certifying official on the SF 44. Once the payment is certified the PA will issue the payment and sign the SF 44. The recipient will then sign or fingerprint as the recipient of the payment. While the only required document is the completed SF 44 and, if applicable, the power of attorney, the PA and CERTO should acquire additional documents such as a photo of the recipient and a copy or photograph of their identification if possible.

IV. Clearance & Closure:

a. Prior to closing the project, the PA must clear finance and the PM must clear the USFOR-A J8 (see par. A.2.VI.a for details). If the recipient will not complete the project, the unit must terminate the project rather than following the standard closure procedures (see Chapter 4. B).

b. Packet Requirements: In addition to the documentation required for approval, the USFOR-A J9 will validate that the following documents are correct and stored in CIDNE prior to considering a project closed.

i. Resource management memorandum and all supporting documentation (see par. A.2.VI.a)

ii. If applicable, a copy of the Afghan power of attorney (see par. III)

iii. Final project assessment (see Chapter 1. F.3)

iv. Closure ADR (see Annex D)

v. Any other supporting documents such as pictures of the recipients, copies of a form of identification for the recipient and/or casualty, official communications with local government officials, etc.

E. Establishing CERP at a Unit

1. Overview: Mission requirements are constantly changing, and new units may need to leverage CERP to accomplish their mission even though their predecessors did not. When establishing CERP at a unit, commanders should determine the intent of their program prior to standing it up and then shape the program accordingly.

2. Personnel requirements:

   1. Special Payments: A unit CERP capable of conducting special payments requires a minimum of two personnel. One person would be the CERP Manager, PM, and CERTO while the other would be the PA. If necessary, the unit can scale this program up by training additional CERTOs and PAs.
II. **Contracting Actions:** A unit CERP capable of conducting contracting actions requires a minimum of two personnel. One person would be the CERP Manager while the other would be the PM and PPO / COR as appropriate. If the unit plans on paying for the contract with Afghan cash rather than an EFT, then they will require a third person to serve as the PA.

III. **All CERP Actions:** A unit CERP capable of conducting both special payments and contracting actions requires a minimum of three personnel. One person would be the CERP Manager; another person would be the PM, CERTO, and PPO / COR; and the third person would be the PA.

3. **CIDNE:** In addition to the personnel requirements above, every unit must have their unit added into CIDNE, and their CERP Manager must have read/write access to projects for the unit.

**F. USFOR-A CERP Review Board & Working Group**

1. **Overview:** The USFOR-A Review Board & Working Group is USFOR-A’s oversight mechanism on the use of CERP in Afghanistan. The review board consists of the voting board members and is chaired by the USFOR-A Chief of Staff and reviews large projects and makes recommendations to the approval authority. In contrast, the working group is a less formal body which reviews a wider range of projects and provides feedback to the unit in order to share best practices and minimize potential issues.

   I. **CERP Review Board:** Reviews projects for approval by the USFOR-A Chief of Staff, DCDR-S, or Commander and makes a recommendation to the approval authority based off of their expertise and perspective. The suspense for submitting a project nomination for the next CERP Review Board is 7 days prior to the next board.

   II. **CERP Working Group:** Monitors all projects with an anticipated cost over $10,000 to provide oversight and assistance to subordinate units. The intent of the working group is to identify potential risks so that subordinate commanders can make informed decisions and maximize each project’s effects. The suspense for submitting updates for the CERP Working Group is 72 hours before the meeting.

2. **Participants**

   I. **Voting board members**

   a. **USFOR-A Chief of Staff:** The USFOR-A Chief of Staff chairs the CERP Review Board and is responsible for representing the command team during the review of proposed CERP projects from subordinate elements. The chief of staff does not participate in the CERP Working Group.

   b. **USFOR-A J9:** The J9 facilitates and manages the agenda of both the CERP Review Board and the CERP Working Group. The J9 is responsible for providing subject matter expertise for civil-military matters as they relate to CERP. Additionally, the J9 is the primary advisor for the appropriate use of CERP within Afghanistan.

   c. **USFOR-A J2:** The J2 is responsible for representing the intelligence perspective during the CERP Review Board and the CERP Working Group. Specifically, the J2 assesses
whether proposed and on-going projects would have a positive, neutral, or negative impact on
the threat environment.

d. **USFOR-A J5:** The J5 is responsible for ensuring proposed and on-going projects
support USFOR-A’s long-term plans.

e. **USFOR-A J8:** The J8 is responsible for identifying and addressing fiscal concerns
with proposed and on-going projects.

f. **USFOR-A JENG:** The JENG is responsible for evaluating and advising participants on
the technical merits and risks of proposed and on-going projects.

  g. **USFOR-A OSJA:** The OSJA is responsible for evaluating and advising participants on
the legal considerations and impacts of proposed and on-going projects.

  h. **USFOR-A Senior Civilian Advisor:** The senior civilian advisor is responsible for
assessing the political considerations of proposed and on-going projects. The senior cultural
advisor is also responsible for representing the command team’s perspective on on-going
projects during the CERP Working Group.

  i. **USFOR-A Cultural Advisor:** The cultural advisor provides expert advice on the
cultural perspective and impact of proposed and on-going projects. In the absence of a
cultural advisor, the J9 is responsible for providing this perspective.

  j. **ECC-A:** The ECC-A is responsible for providing contracting expertise during the
discussion and evaluation of proposed and on-going projects.

II. **Other attendees**

  a. Civil Information Managers

  b. Subordinate CERP Managers

  c. Project Managers (for projects before the board for approval)

  d. Subordinate Commanders (invited, but not required)

  e. Subject matter experts, as required

3. **Process**

   I. **Developing Projects:** Any project which needs the approval of the Chief of Staff should
be socialized with the USFOR-A Working Group during its development. The unit nominating the
project should present it at the working group at least once prior to the project going before the
CERP Review Board. Units may elect to present any project under development, regardless of
expected cost, to the working group if they want the working group’s feedback and assistance in
developing the project. Developing projects will use the format for submission as nominated
projects (see Appendix 3-13. *CERP Working Group Slide - Developing*)

   II. **Nominating Projects:** Units will submit nominated projects to the USFOR-A J9 no less
than 7 days prior to the board. This provides the board members time to review the submissions.
and request additional information prior to the board. If there are significant concerns with a project, any board member may require a nominated project to go through at least one working group prior to official review by the board. Project nominations will include all of the documents required for an approved project (see par. A.2.II.c); the letter of authorization will have the correct signature block but no signature. Units will use the same standardized slide as developing projects in order to help the Review Board quickly visualize the project (see Appendix 3-14. CERP Working Group Slide - Developing).

III. Approving Projects. After the review board votes on a project, the J9 will staff the nomination packet with a summary of the board’s votes and comments to the approving authority. Unless a unit withdraws the nomination after the review board, all packets reviewed by the board will be staffed to the approval authority for an official decision.

IV. In-Progress Projects: Units will present any project that costs more than $10,000 to CERP Working Group while it in-progress. The Working Group monitors these projects to ensure they maintain momentum and to identify common lessons learned and best practices across Afghanistan. Units will use a standardized format for reporting on in-progress projects at the CERP Working Group (see Appendix 3-14. CERP Working Group Slide - In-Progress).

V. Completed Projects: Units will present a final assessment of every completed project. Bulk-funded projects conducted under one draw may be presented as a single effort as long as the unit still highlights the observed impact of individual projects. Units will use a standardized format for reporting their final assessments to the working group (see Appendix 3-15. CERP Working Group Slide - Final Assessment).
Chapter 4. Transition

A. Transfer of Authority

1. Commander or CERP Manager: If the commander or CERP Manager of a unit (to include unit RIP/TOAs), the current commander must submit a memorandum to the USFOR-A J9 listing all of the open projects under that command’s authority and whether each project will be completed, reassessed, or terminated (see Appendix 4-1. Commander or CERP Manager Transfer of Authority). This includes list must include all open projects from subordinate units. The CERP Manager for the unit is responsible for ensuring the memorandum is uploaded into each project’s CIDNE file.

2. Project Personnel: If the PM, PPO, COR, or PA on a project changes, the commander responsible for the project must sign a memorandum for record which explains the reason for the change and certifies a proper transfer has occurred (see Appendix 4-2. Project Personnel Transfer of Authority). This requirement is in addition to any requirements leveraged by the KO, servicing RCC, ECC-A, or servicing finance office. The CERP Manager is responsible for ensuring this memorandum as well as all of the required training documents for the new person are uploaded into the project’s CIDNE file.

B. Termination

1. Commanders should monitor approved projects to ensure they are having the desired effects. If it becomes clear that an approved project is going to fail to achieve the desired effects or will have negative effects, commanders should consider terminating the project. When doing the cost/benefit analysis for terminating an underperforming project, commanders should only consider the cost of completing the project and impacts of completing or terminating the project. Time and money already spent on the project should not influence whether it is worth completing it.

2. Only the authority who approved the project, or a higher approval authority, can terminate an approved project. The person terminating the project will write an unclassified letter of termination (see Appendix 4-3. Letter of Termination) and immediately send it the USFOR-A J9. The CERP Manager and PM are then responsible for coordinating with USFOR-A J8 and the supporting contracting command to terminate the contract and close-out the financial requirements. Once the finances are completely closed out the unit will complete the signed termination ADR and final project assessment and upload all documents into CIDNE. All terminated projects, regardless of cost, will be briefed at the next CERP Working Group to share lessons learned from the project.

C. Troop Drawdown & Base Closures

1. Base Closures: CERP can be a valuable asset to during the base closure process to provide valuable economic relief to the local area as Coalition Forces reduce their footprint which includes laying off contractors and reducing interaction with the local populace. However, the reduced presence as Coalition Forces prepare to depart increases certain risks associated with CERP. In order to provide BGDA commanders’ flexibility to leverage CERP while limiting USFOR-A’s risk, the following guidance applies specifically to closing bases.

   I. Bulk-Funds: No earlier than 45 days prior to a base closure, the unit responsible for defense until the closure date may request bulk-funds without identified requirements. The USFOR-A Chief of Staff can approve requests up to $50,000 and the USFOR-A DCDR-S can approve
requests up to $100,000. The commander and CERP Manager will receive additional training from a member of the USFOR-A J9 on the documentation and accounting requirements involved. No less than three days after base closure, the unit must have cleared finance and have closed out all CERP requirements with the USFOR-A J9.

II. Project Limits:

a. **180 days prior to closure**: All new projects must require 30 days or less to complete and must cost less than $50,000. The BGDA commander must review and provide a written decision on whether to complete, transfer to a non-DoD organization, or terminate every open project with more than 30 days left to completion.

b. **90 days prior to closure**: All new projects must require 15 days or less to complete and must cost less than $15,000. The BGDA commander must review and provide a written decision on whether to complete, transfer to a non-DoD organization, or terminate every open project with more than 15 days left to completion.

c. **45 days prior to closure**: All new projects must require 7 days or less to complete and will use bulk-funds. The BGDA commander must review and provide a written decision on whether to complete, transfer to a non-DoD organization, or terminate every open project with more than 7 days left to completion.

d. **15 days prior to closure**: Only special payments are authorized, and they will use bulk-funds. The BGDA commander must review and provide a written decision on whether to complete, transfer to a non-DoD organization, or terminate every open project with more than 7 days left to completion.

e. **7 days prior to closure**: Special payments are still authorized. However, the BGDA Commander must terminate any other projects still open.

2. Drawdown Considerations

I. **Subject Matter Expertise**: Commanders at all levels should consider the availability of subject matter experts, both external and organic, prior to starting projects certain projects. Specifically, a commander considering a project that will involve complex contracting or engineering requirements should ensure that their source of support (e.g. ECC-A and USACE) will continue to have sufficient capacity throughout the project’s lifecycle. This will become increasingly difficult as U.S. forces drawdown.

II. **Available Personnel**: CERP projects involve contract and financial actions that place the personnel involved liable for mistakes that cost the government. Commanders should ensure that when they initiate a project both the unit and the individuals selected to run the project have sufficient time and longevity to oversee its execution.

III. **Reach**: The drawdown and changing guidance may reduce a unit’s ability to consistently visit places within the assigned area of responsibility. Commanders should be proactive in identifying areas where this may be the case. While there are legitimate reasons for executing projects in difficult to reach areas, commanders must understand the serious risks this entails to their oversight responsibilities.
Annex A. References

(a) Public Law 114-113, Consolidated Appropriations Act, 2016, Sec. 9005.


(i) Army Technique Publication (ATP) 1-06.2, The Commanders’ Emergency Response Program (CERP), April 2013.

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<th>Definition</th>
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<tr>
<td>ADR</td>
<td>Afghan Development Report</td>
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<tr>
<td>AOR</td>
<td>area of responsibility</td>
</tr>
<tr>
<td>ASCOPE</td>
<td>areas, structures, capabilities, organizations, people, and events</td>
</tr>
<tr>
<td>BGDA</td>
<td>base ground defense area</td>
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<tr>
<td>CAA</td>
<td>the Consolidated Appropriations Act</td>
</tr>
<tr>
<td>CERP</td>
<td>Commanders’ Emergency Response Program</td>
</tr>
<tr>
<td>CERTO</td>
<td>certifying officer</td>
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<tr>
<td>CIDNE</td>
<td>Combined Information Data Network Exchange</td>
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<tr>
<td>CJOA-A</td>
<td>Combined Joint Operational Area – Afghanistan</td>
</tr>
<tr>
<td>COR</td>
<td>contracting officer’s representative</td>
</tr>
<tr>
<td>CoS</td>
<td>chief of staff</td>
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<tr>
<td>CRRT</td>
<td>CERP Review and Reporting Tool</td>
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<tr>
<td>DA</td>
<td>disbursing agent</td>
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<tr>
<td>DA Form</td>
<td>Department of the Army Form</td>
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<tr>
<td>DCDR-S</td>
<td>deputy commander for support</td>
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<tr>
<td>DDO</td>
<td>deputy disbursing officer</td>
</tr>
<tr>
<td>DD Form</td>
<td>Department of Defense Form</td>
</tr>
<tr>
<td>DO</td>
<td>disbursing officer</td>
</tr>
<tr>
<td>DoD</td>
<td>U.S. Department of Defense</td>
</tr>
<tr>
<td>ECC-A</td>
<td>Expeditionary Contracting Command – Afghanistan</td>
</tr>
<tr>
<td>EFT</td>
<td>electronic funds transfer</td>
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<tr>
<td>FMR</td>
<td>Financial Management Regulation</td>
</tr>
<tr>
<td>FY</td>
<td>fiscal year</td>
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<tr>
<td>GFEBS</td>
<td>General Fund Enterprise Business System</td>
</tr>
<tr>
<td>GIroA</td>
<td>the Government of the Islamic Republic of Afghanistan</td>
</tr>
<tr>
<td>IGCE</td>
<td>independent government cost estimate</td>
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<tr>
<td>KO</td>
<td>contracting officer</td>
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<tr>
<td>LoJ</td>
<td>letter of justification</td>
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<tr>
<td>MAAWS-A</td>
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</tr>
<tr>
<td>NDAA</td>
<td>the National Defense Authorization Act</td>
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<tr>
<td>OFS</td>
<td>Operation FREEDOM’S SENTINEL</td>
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<tr>
<td>PA</td>
<td>pay agent</td>
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<tr>
<td>PM</td>
<td>project manager</td>
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<tr>
<td>PPO</td>
<td>project purchasing officer</td>
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<tr>
<td>PR&amp;C</td>
<td>purchase request and commitment (DA Form 3953)</td>
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<tr>
<td>PWS</td>
<td>performance work statement</td>
</tr>
<tr>
<td>RCC</td>
<td>regional contracting command</td>
</tr>
<tr>
<td>RIP/TOA</td>
<td>relief in place / transfer of authority</td>
</tr>
<tr>
<td>RS</td>
<td>Resolute Support</td>
</tr>
<tr>
<td>SDN</td>
<td>standard document number</td>
</tr>
<tr>
<td>SF</td>
<td>Standard Form</td>
</tr>
<tr>
<td>SOJTF-A</td>
<td>Special Operations Joint Task Force – Afghanistan</td>
</tr>
<tr>
<td>SOP</td>
<td>standard operating procedure</td>
</tr>
<tr>
<td>SOW</td>
<td>statement of work</td>
</tr>
<tr>
<td>SWEAT-MSO</td>
<td>sewage, water, electricity, academics, trash, medical, safety, and other</td>
</tr>
<tr>
<td>TAAC</td>
<td>Train, Advise, Assist Command</td>
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<tr>
<td>TAAC-C</td>
<td>TAAC – Capital</td>
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<tr>
<td>TAAC-E</td>
<td>TAAC – East</td>
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<td>TAAC-N</td>
<td>TAAC – North</td>
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<td>TAAC-S</td>
<td>TAAC – South</td>
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<tr>
<td>TAAC-W</td>
<td>TAAC – West</td>
</tr>
<tr>
<td>UCMJ</td>
<td>Uniformed Code of Military Justice</td>
</tr>
<tr>
<td>USCENTCOM</td>
<td>U.S. Central Command</td>
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<tr>
<td>USFOR-A</td>
<td>United States Forces – Afghanistan</td>
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Annex D. CIDNE

A. Overview of CIDNE

CIDNE is the system of record for recording and managing all information related to CERP projects. It is important that the J9, CERP Managers, and PMs keep it accurate and updated because it is the primary reference for inspector general data requests and historical data mining. Unit CERP Managers are responsible for data entry and oversight of their units’ projects and the USFOR-A J9 is responsible for overall quality assurance and quality control of the data. Appendix D-1. CIDNE Guide for CERP provides instructions on how to use the database.

B. Data Entry Standards

1. **Report:** The “Report” tab is the main source of information for the printed ADR and contains important information about a project. CERP Managers and PMs must periodically review this tab during nomination and execution to ensure that the information remains accurate and up-to-date. Unless otherwise marked, all fields listed require an entry.

   I. **Nominating Phase:** This section of the report tab contains most of the information required to nominate a new project. However, it must remain up-to-date throughout the project’s lifecycle.

      a. **Classification & Releasability:** Must be UNCLASSIFIED or UNCLASSIFIED // FOR OFFICIAL USE ONLY.

      b. **Project Status:** Must always match the current status of the project. Cancelled will only be used for projects that were never approved. (i.e. ‘nominated’ when first submitted; ‘in-progress’ when funded PR&C received; ‘complete transferred’ when clearing or ‘terminated’ if project terminated.)

      c. **Project Title:** Should be a descriptive enough to accurately summarize the project but should not be more than five or six words.

      d. **Short Project Description:** Two to three sentences that provide a quick summary of the project. This field is important for individually-funded projects because it will be included verbatim in the data summary provided to Congress each quarter.

      e. **Project Details and Justification:** An expanded summary of the project (longer than the “Short Project Description” but less than 15 sentences) that provides the initial humanitarian need, what the project will accomplish, and the commander’s primary justification for requesting the project.

      f. **Projected Project Category:** Choose the authorized category which fits the project (see DoD FMR for descriptions). Note: “Education” is specifically for projects impacting a school and does not include executing training.

      g. **Bulk Fund Project:** Select “Yes” for bulk-fund draws or if more than one special payment will be made.

      h. **Project Manager / COR:** Provide the name of the PM or CERTO for the project.
UNCLASSIFIED

i. **PO/Contracting Office:** Provide the name of the PPO or servicing RCC; whichever is appropriate. This can only remain blank for special payments.

j. **Funding Fiscal Year:** Ensure it matches the fiscal year funds committed by the PR&C.

k. **Pay Agent:** Provide the name of the pay agent. If using EFT, put “EFT” in this field.

l. **Estimated Cost (USD):** Must match the LoJ.

m. **STANFINS Document No.:** Must match the SDN on the PR&C. Leave blank for nominated projects.

n. **Is Project >= $500,000:** Must be consistent with the “Estimated Cost (USD)”.

o. **Planned Start Date:** Enter the expected contract award date.

p. **Estimated or Actual End Date:** For nominated projects, this should be the planned start date plus the period of performance. For in-progress projects, this should be the most accurate estimate at the time, including previous or anticipated delays. For completed or terminated projects, this should be the actual date of completion or termination.

q. **Unit Making Proposal:** Use the task force name (i.e. “TF Wolverine” instead of “1-89 CAV SQDN”).

r. **Regional Command:** The geographic region in which the project lies. For special payments, use the geographic region in which the incident occurred.

s. **Project Updates:** Document any changes to the details above in this field. Do not delete previous updates and format new updates as the date (formatted as “YYYY-MM-DD”) followed by a colon (“:”) and a brief summary of the change (example “2016-04-17: PM changed from CPT John Smith to 1LT Jane Doe”).

II. **Bulk Fund Details:** If “Bulk Fund Project” (par. l.g, above) is marked “yes,” then there will be the option to add details here. Every bulk-fund project and special payment planned or executed must be listed as its own item in this field. It is important that this is filled out prior to requesting a normal bulk fund. For advanced bulk funds, this field may be left blank when requesting the funds but should be kept up-to-date as funds are spent.

a. **Classification & Releasability:** Must be UNCLASSIFIED or UNCLASSIFIED // FOR OFFICIAL USE ONLY.

b. **STANFINS/DRN:** For nominations, leave this field blank. Otherwise, use the SDN on the PR&C and replace the “ZZ” at the end with “01”, “02”, etc.

c. **Project Category:** Choose the authorized category which fits the project (see DoD FMR for descriptions). Note: “Education” is specifically for projects impacting a school and does not include executing training.

d. **Short Description:**
i. Two to three sentences that provide a quick summary of the project. This field is important for individually-funded projects because it will be included verbatim in the data summary provided to Congress each quarter.

ii. For special payments, this field must include the sentence “[Type of payment] made to [name of recipient] son/daughter of [name of recipient’s father] for [reason for payment] which occurred in [district], [province], on [date of incident].” Replace all of the fields marked with brackets (“[]”) with the appropriate information. If the special payment is a condolence payment or hero payment, the “reason for payment” must include the casualty’s name, his/hers father’s name, and whether they were wounded or deceased.

e. **Province:** The province in which the project is located (location of where the recipient received payment for special payments).

f. **District:** The district in which the project is located (location of where the recipient received payment for special payments).

g. **USD Spent:** The estimated cost in USD of the project/payment. This does not need to match GFEBS, but should reflect what the PPO or commander intended to pay.

h. **Completion Date:** The date on which the project or payment was completed.

III. **Completed / Terminated:** This section should be left blank until the project has been closed-out and transferred, or it has been terminated. This section must be filled out prior to the commander printing and signing the close-out ADR to ensure that it appears on the signed document.

a. **Project Completion Date:** The date that work on the project ended.

b. **Last Payment Date:** The date of the last payment made to the contractor

c. **Actual Contract Jobs Created:** The number of local nationals employed over the course of the contract.

d. **Actual Permanent Jobs:** The number of local nationals who will have full-time or part-time jobs either operating or sustaining the project.

e. **Actual Completion Percentage:** “100” for completed projects and the PM’s best estimate of work completed for terminated projects. This number should never be less than the percentage of the contract cost that was paid to the contractor.

f. **Additional Explanation for Closure/Termination:** Provide two to three sentences that briefly summarize why the project was terminated. Ensure the explanation remains UNCLASSIFIED. Leave this blank for completed projects.

g. **Project Results:** Describe how the project demonstrably achieved (or failed to achieve) the desired effects listed in the “Problem Statement” of the nomination ADR.

IV. **Additional Information**
a. **Problem Statement (How does this project satisfy an urgent, chronic, or acute humanitarian need?):** This must clearly explain what the existing urgent humanitarian need is and how the proposed project will have effects that improve the underlying problem.

b. **Immediate Benefit to the Local Population (How will the unit be able to measure the success of the project?):** This must clearly articulate how the commander will measure the desired effects provided in the “Problem Statement,” above.

c. **Sustainability of the Project**
   i. **How do we plan to make it last?** The unit should include a brief statement of what they expect the long-term operating and maintenance expenses are and what steps they have taken to best prepare the locals to sustain it. If the project is not expected to last, either by its nature or the situation, then the unit should state this and provide a brief justification of why a temporary solution is appropriate.
   
   ii. **Explain which ministry, organization, leaders, or other groups will be sustaining this project.** The unit should briefly who has agreed to take responsibility for the long-term operations and maintenance of this project. If there is no sustainability plan for the project, the unit should write a statement to that effect.

d. **Stability of the Local Partner**
   i. **Has the project proposal been coordinated with:** For each of the following categories, indicate whether or not the unit has coordinated with someone by selecting “yes” or “no.” If “Yes,” provide as much information as possible.
      
      1. **GIRoA:** Any representative of the national, provincial, or district governments
      2. **Other agencies in the AOR:** Any interagency, intergovernmental, or non-governmental partner (e.g. USAID, UNAMA, Afghan Red Crescent Society, etc.)
      3. **Local population:** Any village elders or unofficial representatives of the local population
   
   ii. **To who in the Afghan government will the project be transferred?** The organization, title, and name of the person who will receive any property created by the project.

   iii. **Have the local leaders or provincial ministers identified this as a priority?** Answer “yes” or “no” as appropriate.

e. **Number of Local Population Engaged in the Project (How many LNs are involved in the execution of the project?):** The estimated number of people that will be employed by the project during the period of performance.

f. **Number of Locals Benefitting**
i. **Estimated number of locals who will benefit from this project?** This should include people who benefit through employment and through the use of new or improved services.

ii. **What are the primary and secondary benefits?** Units should outline their desired first and second order effects for the local population. Listed benefits should be measurable or observable such as “improved access to potable water” and not vague such as “increased quality of life.”

**g. Executability of the Project:** If the unit answers yes to any of the questions in paragraph ii through v below, they must provide a brief explanation in the field provided.

i. **How long will it take to complete?** This should match the period of performance on the statement of work as well as the “Planned Start Date” and “Estimated Completion Date” from the “Nominating Phase” section.

ii. **Are there any restrictions for the time-frame for building or executing?** Answer “yes” if seasonal trends such as flooding or cultural events such as Ramadan would prevent execution if the project is delayed.

iii. **Is weather expected to be a factor?** Answer “yes” if rain, temperature, or other weather would delay the project or adversely impact the unit’s ability to oversee execution. For special payments, this includes effects on transportation assets required to move to and from the proposed payment site.

iv. **Is security expected to be a factor?** Answer “yes” if there is a significant chance, insurgent activity could interfere with project execution or the unit’s ability to oversee the project.

v. **Will there be any chance of the contractor needing extra services to complete on time?** Answer “yes” if there were significant assumptions used to create the statement of work that cannot be clarified until after work has begun.

**h. Relations to Other Similar Efforts**

i. **How does this project fit in to the overall plan for the PRT/landowner in this sector?** Provide a brief description of how this project contributes to the landowner’s operational plan for the area of responsibility.

ii. **Explain above response or provide additional relationships to similar effort.** Highlight if this is part of a larger effort to address issues in a specific village or repeat a successful project in a new location.

**2. Financial:** The “Financial” tab allows CIDNE data to be merged with data from the financial systems of record such as GFEBS. It is the unit CERP Manager’s responsibility to ensure data is properly entered on this tab for each of their projects. Failure to enter data properly on this tab will directly impact the accuracy of USFOR-A’s reports to USCENTCOM and Congress.

i. **Project:** This section provides information for the overall CIDNE entry.
a. **Commitment DRN**: This must match the DRN on the certified PR&C. Leave this blank for nominated projects.

b. **Date committed**: This is the date that J8 certified the PR&C. Leave this blank for nominated projects.

c. **Funding Fiscal Year**: This is the fiscal year funds which provide project’s funding. This should match the PR&C for approved projects and should be the anticipated source of funding for nominated projects (i.e. a project nominated 30 Sep 2016 will likely use 2017 fiscal year funds if it will be approved after 1 October 2016).

II. **Obligation**: This section is applicable to all three categories of projects but is most important for bulk-fund projects and special payments. For these two categories of projects, this data populates the CRRT (see Annex E) for accurate CERP reporting to USCENTCOM and Congress. Additionally, units must ensure that the “Bulk Fund Details” section of the “Report” tab are consistent with this section.

a. **STANFINS**: For nominations, leave this field blank. Otherwise, use the SDN on the PR&C and replace the “AA” or “ZZ” at the end with “01”, “02”, etc.

b. **Project Category**: Choose the authorized category which fits the project (see DoD FMR for descriptions). Note: “Education” is specifically for projects impacting a school and does not include executing training.

c. **Description of Purchase**: For bulk-fund projects and special payments, this field will be included verbatim in the CERP summary that is sent to Congress twice per year. It is essential that this field remains UNCLASSIFIED and does not contain any personally identifiable information (PII).

d. **Contract Number**: Provide the contract number, if one exists.

e. **Date Obligated**: This should be the date of contract award or the date the unit informed a special payment recipient we would pay them.

f. **Date Disbursed**: This is the date the payment was made.

3. **Remarks**: Remarks allow USFOR-A and subordinate units to record discussions about a project that may not belong in another field of CIDNE. This includes the results of the CERP Review Board or another review of the project as well as classified information relevant to the project such as intelligence that led to the termination of the project. Any formal vote on the project such as by the CERP Review Board or formal request for information such as one from the CERP Working Group will be recorded as an entry under remarks. Responses to formal requests will also be recorded here. Units may make further use of this feature as they deem appropriate. Special payments must include a remark explaining the incident that caused the damage or casualties and when it occurred.

I. **Classification & Releasability**: There is no restriction on the classification level of individual remarks. However, it must match the actual classification level of the entered remarks otherwise the information may be disseminated incorrectly resulting either in spillage (under
classified) or incomplete dissemination (over classified). It is the sole responsibility of the person entering the information to verify that the classification is marked appropriately.

II. **Remark Type:** Always select “Remark”

III. **Date of Information:** The date the information was obtained or created. This may not always be the same date as data entry.

IV. **Remarks:** Field for the remarks. Remarks should be concise but contain all relevant details.

4. **Locations:** The “Location” tab is for storing geolocation data, and every project must have accurate locational data. If work locations for a project are spread out more than 100 meters, then there must a data point for every work location. If the project involves a linear feature such as a road, fence line, or waterway, the unit must supply a start location, an end location, and any intermediate waypoints required for clarity.

I. **Classification & Releasability:** Must be UNCLASSIFIED or UNCLASSIFIED // FOR OFFICIAL USE ONLY.

II. **MGRS:** Use the most precise coordinates that are still UNCLASSIFIED // FOR OFFICIAL USE ONLY (must be at least a 6-digit grid coordinate).

III. **Name:** Use “SITE” for projects that occur at a single location. Use “CORNER” followed by a number for a project that spans an area more than 100 meters across. Use “START”, “STOP”, and as necessary “WAYPOINT” followed by a number for projects that follow a linear feature. For bulk-funded projects and special payments, add a colon (“:”) followed by the associated STANFINS to clearly mark locations for individual items (example: “SITE: CERPRCE6A00101”). If several projects or payments occur at one location, a unit can provide locations for all of the other projects and payments and use “All others” to mark the projects at the same location (example “SITE: All others”). “All others” can only be used once per CIDNE document so if a bulk fund draw has two projects at one site and two at another, the unit must have a minimum of three locations entered: two, labeled by STANFINS, for one site and an “All others” for the other site.

5. **Media:** The “Media” tab allows units to upload or link to substantiating documents associated with a CERP project.

I. **Media:** Uploading substantiating documentation is required for all of the documentation required by this SOP or by the DoD FMR. This ensures the documents are always available through CIDNE and do not rely on the stability of a third-party server not directly associated with CERP.

a. **Classification & Releasability:** There is no restriction on the classification level of individual remarks. However, it must match the actual classification level of the entered remarks otherwise the information may be disseminated incorrectly resulting either in spillage (under classified) or incomplete dissemination (over classified). It is the sole responsibility of the person entering the information to verify that the classification is marked appropriately.
b. **Name (filename):** This field is fixed to the name of the file when it was uploaded and cannot be changed later. Files that have an associated appendix (see Annex B) must be named with the title of the appendix as the start of the filename. Beyond this requirement units may develop their own naming conventions that suit their information management requirements.

c. **Description:** Every file must have an accurate and useful description. If several documents were combined into one document for upload, then the unit must include a descriptive list of the documents inside. For example, if the unit uploaded all of the SF 44s for bulk-fund projects as a single document, then the description should read “SF 44s for the following projects: CERPRCE6A04201 through CERPRCE6A04205” or something equally descriptive that clearly identifies the contents.

II. **Hyperlinks:** While authorized, hyperlinks should be used very cautiously. Because CERP documents are archived, relevant information should be uploaded as media often as possible to ensure that links to other servers do not become broken. However, hyperlinks are appropriate for linking to intelligence reporting that relates to a project but is outside of that units authority to upload into CIDNE.

a. **Classification & Releasability:** There is no restriction on the classification level of individual remarks. However, it must match the actual classification level of the entered remarks otherwise the information may be disseminated incorrectly resulting either in spillage (under classified) or incomplete dissemination (over classified). It is the sole responsibility of the person entering the information to verify that the classification is marked appropriately.

b. **Title & Description:** There is no USFOR-A standard for these fields but units utilizing hyperlinks should ensure they are standardized within their unit and are descriptive enough that other personnel can readily understand their relevance.

c. **Hyperlink:** The uniform resource locator (URL) for the link (example: http://www.us.army.mil/)

6. **Associations:** Units should create associations between related CIDNE entries. This can be linking a new project that is trying to repeat an earlier success to the original project or linking a special payment to the contact report of the incident that led to the special payment.

C. **Help Desk (Technical Assistance)**
1. Email (SIPR): cidne-afg@afghan.swa.army.smil.mil
2. SVOIP: 308-431-0067
3. DSN: 318-481-6850
Annex E. CRRT

A. Overview

The CRRT is the system of record for merging CIDNE and GFEBS data to create the quarterly and semi-annual CERP reports for Congress. It is important that J8 and J9 are synchronized when entering data into CIDNE and GFEBS. The J8 and J9 should regularly check the latest data in the CRRT to identify mistakes and potential errors as early as possible (see Appendix E-1. CRRT User Guide).

B. CIDNE – GFEBS Crosswalk

1. Individually- vs Bulk-Funded Projects: One of the most crucial parts of the CIDNE – GFEBS crosswalk is properly identifying bulk-funded projects. Because DoD must report the individual bulk-funded projects to Congress, the CRRT tracks bulk-funded projects differently than individually-funded projects. The CRRT accomplishes this by relying on the format of the SDN (see next paragraph) provided to each CIDNE project number. If USFOR-A uses the wrong format when assigning the SDN, an individually-funded project may appear to be several projects or a bulk-funded project may appear to be a single project.

2. Standard Document Number (SDN): The SDN is the identifier that uniquely identifies a CIDNE file in GFEBS and links individual payments to the payments in GFEBS. It is essential that the financial tab in CIDNE matches the transactions in GFEBS because the CRRT relies on this to merge the two data sources and create the Congressional reports. The most important part of the SDN is the two-character pay code at the end of the overall accounting code which identified individually- vs bulk-funded projects.

   I. Four-letter program code: “CERP”

   II. Three-letter region code:
   a. TAAC-C: “RCC”
   b. TAAC-E and AAC-SE: “RCE”
   c. TAAC-N: “RCN”
   d. TAAC-S and AAC-SW: “RCS”
   e. TAAC-W: “RCW”

   III. One-digit fiscal year code: last digit of the fiscal year (e.g. 2016 is “6”)

   IV. One-letter Month Code:
   a. October: “A”
   b. November: “B”
   c. December: “C”
   d. January: “D”
   e. February: “E”
   f. March: “F”
g. April: “G”
h. May: “H”
i. June: “J”
j. July: “K”
k. August: “L”
l. September: “M”

V. Three-digit sequence: counting up from “000”

VI. Two-character pay code
   a. Overall accounting code:
      i. Individually-funded project: “AA”
      ii. Bulk-funded project: “ZZ”
   b. Individual payment code: two-digit code counting up from “00”