



***Money As A Weapon System-Afghanistan
(MAAWS-A)***

***Afghanistan Reintegration Program
(ARP)***



U.S. Forces-Afghanistan Publication

Standard Operating Procedure

Updated: May 2011



INTRODUCTION

Welcome to Afghanistan and Operation Enduring Freedom (OEF). OEF is a dynamic, full spectrum operation encompassing both lethal and nonlethal operations presenting an incredibly complex and challenging fiscal environment.

The Afghanistan Reintegration Program (ARP) is a congressionally appropriated fund designed to enable local military commanders in Afghanistan to support the Afghanistan Peace and Reintegration Program (APRP) within their respective areas of responsibility. The APRP is aimed at convincing insurgents, their leaders, and their supporters to cease active and/or passive support for the insurgency and to become peaceful members of Afghan society. ARP is designed to support reintegration efforts, under APRP guidance, until the Government of the Islamic Republic of Afghanistan (GIROA) financial mechanisms mature sufficiently to sustain current projects and fund future efforts. Reintegration will complement efforts to support political, governance, social and economic opportunity within communities. The community is viewed as the center-of-gravity for successful and lasting integration. As such, reintegration efforts should benefit and be provided to peaceful members of a community as well, not just reintegrees, to avoid perverse incentives.

The Money As A Weapon System-Afghanistan (MAAWS-A) ARP Standard Operating Procedures (SOP) is the U.S. Commander's primary source of guidance to manage ARP, unless overridden by higher authority. It applies only to the use of USFOR-A Title 10 funding. This SOP outlines the processes and procedures for the execution, management, recording, and reporting of ARP in Afghanistan. The rules governing the use of this program's funding will be based on any Congressional restrictions in the legislation, and will be tailored to the needs of the particular operation. In order to most effectively accomplish the ARP, close coordination amongst commanders, International Joint Command (IJC) and International Security Assistance Forces (ISAF) reintegration cells, resource managers, judge advocates, contracting officers, and Afghan government national and local leaders is critical to ensure funds are applied appropriately to achieve the desired effects.

The policies and procedures publicized in this updated manual will assist in accomplishing the USFOR-A Commander's intent to capitalize on reintegration opportunities, taking insurgents out of the battlefield, and achieve maximum nonlethal counterinsurgency impacts. This SOP is a tool to get started on the path of obtaining financial support for mission requirements. The USFOR-A Civil-Military Operations Directorate (J9) is available to provide assistance, training and additional guidance to ensure successful mission accomplishment.

TIMOTHY P. McHALE
Major General, U.S. Army
Deputy Commander, Support
United States Forces-Afghanistan

Afghanistan Reintegration Program

Table of Contents

1. REFERENCES.....	3
2. BACKGROUND.....	4
A. Purpose.....	4
B. Definitions.....	4
3. REINTEGRATION (AUTHORIZED).....	8
A. Community Projects Supporting Reintegration.....	8
B. Reintegration Outreach, Shuras, and Establishment of District and Community-Level Administrative Procedures and Offices.....	8
C. Reintegration of Individuals.....	10
D. Reintegration of Individuals in Detention Facilities.....	13
E. Security Measures that Support Reintegration.....	13
F. Support for Reintegration Mediation.....	14
4. REINTEGRATION (UNAUTHORIZED).....	15
A. Unauthorized Uses of ARP.....	15
5. PROGRAM MANAGEMENT/RESPONSIBILITIES.....	16
A. Commander, U.S. Forces-Afghanistan (USFOR-A).....	16
B. O-7 or above U.S. Commander.....	16
C. O-6 level U.S. Commanders.....	17
D. O-5 level U.S. Commanders.....	17
E. Reintegration Program Manager (RPM).....	17
F. Warranted Contracting Officer (KO) at Regional Contracting Center (RCC).....	18
G. Project Manager (PM).....	18
H. Contracting Officer Representative (COR).....	19
I. ARP Field Ordering Officer (FOO).....	19
J. Pay Agent.....	19
K. USFOR-A J8.....	20
L. USFOR-A Joint Engineering (JENG).....	20
M. USFOR-A J9.....	20
N. Department of State (DoS).....	21

O.	U.S. Embassy-Kabul	21
6.	PROCESS OVERVIEW	22
	Figure 6.1, Process Overview	22
7.	EXECUTION OVERVIEW	26
8.	THRESHOLDS	29
	Figure 8.1, Approval Thresholds	30
9.	REQUESTS FOR EXCEPTION.	31
10.	SPECIAL CIRCUMSTANCES	32
11.	REPORTING	33
12.	ANNEXES	34
13.	POINT OF CONTACT:	35
	ANNEX A: PROJECT MANAGER’S (PM) GUIDE	36
	ANNEX B: AFGHANISTAN REINTEGRATION PROGRAM PROJECT FILE CHECKLIST	42
	ANNEX C: USFOR-A AFGHANISTAN REINTEGRATION PROGRAM (ARP) REVIEW BOARD	43
	ANNEX D: TEMPLATES / EXAMPLES	46
	ANNEX E: LIST OF ACRONYMS	47
	ANNEX F: FIELD ORDERING OFFICER PURCHASE LIST	50

UNITED STATES FORCES-AFGHANISTAN (USFOR-A)
AFGHANISTAN REINTEGRATION PROGRAM (ARP)
STANDARD OPERATING PROCEDURES (SOP)

1. REFERENCES.

The pertinent guidance in the references listed below is incorporated into this section of the Reintegration SOP. This SOP shall be the primary source of guidance used to manage ARP, unless overridden by a higher authority throughout Afghanistan:

- A. U.S. Secretary of Defense memorandum, subject: Implementation of Afghanistan Reintegration Program Authority in the National Defense Authorization Act (NDAA) for Fiscal Year 2010, dated 17 March 2010;
- B. Islamic Republic of Afghanistan Institutional Framework for Afghanistan Peace and Reintegration Program (APRP), released by the National Security Council, D&R Commission, dated April 2010;
- C. Islamic Republic of Afghanistan National Security Council Interim Guidance (full translation), AFGP-2010-ISAF4759, dated 18 April 2010;
- D. COMISAF's Initial Reintegration Guidance, 25 October 2009;
- E. International Security Assistance Force (ISAF) Fragmentary Order (FRAGO) 098-2010, subject: Afghan Interim Reintegration Direction;
- F. Department of Defense Financial Management Regulation 7000.14-R, Volume 5, Chapter 2, Disbursing Officer, Officers and Agents (June 2008); Chapter 3, Keeping and Safeguarding Public Funds (October 2006); Chapter 9, Supporting Documents to Payment Vouchers (January 2005); Chapter 11, Disbursements (May 2008); and Chapter 33, Accountable Officials and Certifying Officers (April 2005);
- G. National Defense Authorization Act (NDAA) for FY 2010, Section 1222(e), Public Law 111-84; as amended by NDAA for FY 2011, Section 1216, Public Law 111-383;
- H. USFOR-A FRAGO 10-J3-670;
- I. Senior Contracting Officer-Afghanistan (SCO-A) Field Ordering Officer (FOO) Standard Operating Procedure (SOP), dated 1 Mar 2011;
- J. SCO-A Information Memorandum #11-10, Afghanistan Reintegration Program (ARP) Contracts, dated 30 Mar 11;
- K. Under Secretary of Defense, Comptroller, memorandum, subject: Afghanistan Reintegration Program Guidance, dated 9 March 2011;
- L. Department of Treasury memorandum, Global Terrorism Sanctions Regulations, Amended License, License No. SDGT-1338a, dated 18 Feb 2011.

2. **BACKGROUND.**

A. Purpose.

The aim of reintegration is to stabilize local areas by convincing insurgents, their leaders and their supporters to cease active and/or passive support for the insurgency and to become peaceful members of Afghan society. Reintegration will supplement the continuing lethal and non-lethal activities that form a part of counterinsurgency operations. Reintegration will complement efforts to support political, governance, social and economic opportunity within communities. U.S. support for the Afghan Reintegration Programs must be attuned to Afghan culture. The guidance shall refer to a former fighter who has been accepted into ARP as a “reintegree.”

B. Definitions.

1. A formal reintegree is defined as an Afghan who has:
 - a. Recorded a pledge to cease all support for insurgency in Afghanistan, to live in accordance with the Constitution of Afghanistan, cease violence against the Government of Afghanistan and its international partners, and no longer have material ties to Al Qaeda or affiliated transnational terrorist organizations, and
 - b. Been sponsored by a responsible community member, or a government official in cases where the reintegree cannot return to their community.
2. Reintegration refers to efforts to assimilate fighters and leaders peacefully into Afghan society. Among the individuals to whom this applies are fighters who have been removed from the battlefield as well as those who are detained or incarcerated in U.S. or Afghan facilities, respectively. Although some reintegration programs involve modest stipends for relocation or compensation for services, these stipends will be subject to appropriate safeguards, and in no event will payments be made to reward insurgents for cessation of hostilities.
3. Reconciliation refers to high-level political dialogue with senior leaders of major insurgent groups such as the Quetta Shura Taliban, Haqqani Network, and Hizb-i-Islami Gulbuddin (HiG), designed to terminate their armed resistance against the Government of the Islamic Republic of Afghanistan (GIROA). Higher-level reconciliation efforts may allow relatively senior leaders to join a peaceful political process under the Afghan Constitution under the auspices of GIROA, which should continue to manage these efforts. Funding for the ARP will not be used to support reconciliation requirements.

C. Key ARP Concepts.

1. Reintegration programs are Afghan led programs that have the outward appearance of an Afghan driven program consistent with the Afghan constitution and the Afghanistan Peace and Reintegration Program (APRP).

2. Many Afghan fighters are not ideologically committed to the insurgency; rather they are motivated by grievances, issues of security and/or financial incentives. It is believed that many of these Afghans, along with their communities, will cut their ties to the insurgency, abandon violence, and accept the Afghan Constitution, including respect for human rights once being offered the opportunity to participate in a reintegration program. In addition, Afghan fighters who have been placed in detention or correction facilities may take part in reintegration programs. Motives for reintegration may include initiation of effective grievance resolution processes with the community and individual, the belief in a better life, incentives to pursue that better-life, and disincentives to participate in insurgent or terrorist acts.
3. The community is viewed as the center-of-gravity for successful and lasting reintegration. As such, the community will be responsible for accepting back reintegrees who wish to reintegrate, and will take responsibility for their progress.
 - a. Reintegration efforts should benefit and be provided to peaceful members of a community as well, not just reintegrees, in order to avoid perverse incentives. For example, measures should be taken to ensure peaceful members of a community are able to partake in the dividends of the peace process in order to avoid resentment of reintegree's who are also benefiting from the reintegration program.
 - b. Reintegrees receiving support under the ARP are sponsored by a responsible community member or government official in cases where the reintegree cannot return to their community. In addition, pledges made by reintegrees must be recorded, and the community must accept that the consequence for acts of recidivism will be discontinuation of ARP support in that community.
4. Effective support for the GIRoA reintegration program will require coordination between Afghanistan's national and sub-national levels and will require proper oversight. U.S. support must be flexible enough to allow the U.S. Government to respond quickly with resources and policy decisions to field personnel and enable the GIRoA's reintegration program to capitalize on emerging opportunities. It is imperative that both district and village leadership, as well as the local population, support the proposed project in order to increase the likelihood for success, and that GIRoA is kept informed of all such programs.
5. Material incentives in the form of transition assistance, job training, and support for grievance resolution are likely to be part of a final GIRoA led reintegration program, and will require international community support for implementation. Both International Security Assistance Force (ISAF) and USFOR-A play important roles in GIRoA's reintegration program. A robust civilian contribution from the international community of both material and political support will also be important for the overall success of the program.
6. Vetting is the process by which potential reintegrees are assessed as to whether they will be accepted back into the community. Vetting will be conducted at the community level by local elders and/or village leaders, in coordination with Ministry of Interior (MOI) and National Directorate of Security (NDS). All reintegrees seeking reintegration will have their biometric and identifying data

- collected by MOI and submitted to the Afghan National Security Force (ANSF), ISAF and UN databases to run background checks and create a record in order to prevent more than one attempt at reintegration. In cases where the reintegree will not be accepted into a specific community, the MOI will process and coordinate moving the reintegree, along with their family if applicable, to a different community within Afghanistan that will support reintegration. The MOI will be the lead agency for collecting biometric and other identifying data with the support of NDS, MOD, ISAF and UN as deemed necessary.
7. GIRoA is developing an approach to provide amnesty for reintegration candidates. GIRoA is responsible for ensuring it does so in full conformity with local law, international law, treaties and established agreements. This amnesty may be retroactive and probationary in nature. If the participant deviates from the program, the amnesty will be void. If it is determined that a reintegree has committed severe criminal acts, MOI, supported by the NDS, Ministry of Defense (MOD), and ISAF, will deal with the criminal in accordance with Afghan law. A criminal is defined as a person charged with and convicted of a crime, under Afghan law.
 8. In order to support national unity, reintegration efforts should not favor a particular ethnicity. There will be no power-sharing or other arrangements that would offer extra-constitutional governmental authority as a reward for reintegration (effectively rewarding insurgent violence and undermining constitutional processes), and there will be no arrangements that would undermine the authority of GIRoA.
 - a. Critical to attracting insurgents to participate in reintegration is a more capable and credible GIRoA, seen as effective by its people, and capable of providing effective security and justice.
 - b. The Afghan Reintegration Program, and our support to the APRP using ARP funds, must be transparent and the administrators of the program must be accountable to the Afghan people and GIRoA, and international community.
 9. Although NDAA funds in support of reintegration utilize many of the same delivery mechanisms as the Commander's Emergency Response Program (CERP), they differ in that the ARP's primary objective is to support the reintegration of reintegrees. Activities such as vocational training, works projects, education or other projects should only be funded by ARP if they are in support of the peaceful assimilation of reintegrees, leaders, their supporters and their communities who have officially renounced support for the insurgency.
 10. Reintegration does not support any deal that violates the Afghan Constitution, nor does it involve paying potential reintegrees to stop fighting.
 11. Reintegration may involve low-level political and dispute negotiations, but it should not undermine constitutional processes by establishing power-sharing or other arrangements that would offer extra-constitutional government authority as a reward for reintegration, effectively rewarding insurgent violence. Additionally, there should be no arrangements that would undermine the authority of the GIRoA.

12. Safeguards. Accountability and monitoring measures must be instituted in coordination with the Ministry of the Interior, the NDS and/or other entities as appropriate, and may include communications and other information technology equipment and training, to ensure accountability of reintegrees by GIRoA officials. This mechanism may also support activities such as accountability and licensing of personal weapons and appropriate disposal of heavy weapons and explosives. Other approved expenses include those related to assessing pre-intervention and/or post-intervention reintegration efforts to help shape high fidelity planning, risk assessments and development of mitigation strategies; tracking progress of reintegrees and their communities; and monitoring progress/activities of the overall ARP, implementing partners and GIRoA under the reintegration program.

3. REINTEGRATION (AUTHORIZED)

A. Community Projects Supporting Reintegration.

1. These projects are intended to assist reintegrees and their communities to ensure more successful reintegration of reintegrees and their supporters. Projects will be designed to remove the legacy of conflict through the clean-up, repair, and reconstruction of their war-damaged communities, in order to support the transition to sustainable peace. This includes components required to support these efforts in the field, to include, but not limited to training costs, logistical supplies needed to sustain the participants in the program and security. Efforts falling under this program may include, but are not limited to:
 - a. Infrastructure Works Initiatives (projects supporting infrastructure, i.e., emergency repair and construction). The intent of this program differs from traditional CERP construction projects in that reintegration infrastructure efforts should focus on labor intensive, somewhat mobile units of men able to support the approved initiatives. Participants may also receive skills training to build their capacity, which will make them more suitable candidates for the GIRoA Works Corps (once established).
 - b. Agricultural Works Initiatives: Projects supporting community-based efforts designed for agricultural revitalization/replanting and improvement of agrarian livelihood opportunities. Participants may also receive skills training to build their capacity, which will make them more suitable candidates for the GIRoA Works Corps (once established).
 - c. Demining Works Initiatives: Training reintegrees and funding projects to clear lands where mines and vestigial explosive devices exist, to include training reintegrees to build capacity to work in demining projects (several demining implementing partners already exist in Afghanistan and should be leveraged for this initiative). These activities will also help to remove the legacy of conflict, a key goal for assisting the reintegration of reintegrees.

B. Reintegration Outreach, Shuras, and Establishment of District and Community-Level Administrative Procedures and Offices.

1. Administrative Support & Training. APRP requires the establishment of provincial, district and community-level administrative offices, procedures and training as well as support for outreach efforts. This priority ensures officials are able to staff and manage the program on a district and provincial level, establish and execute procedures and hold appropriate meetings with key stakeholders (including targeted and appropriate provision of support such as transportation within Afghanistan, food, lodging and reasonable expenses necessary to enable dialogue with those unwilling or unable to meet with GIRoA and/or U.S. officials in a local community). Under this category, the following requirements and means are authorized:

- a. Provincial or District Joint Secretariat Teams (PJST or DJST): A service contract may be awarded to fund specific capabilities: demobilization, information messaging, finances, and outreach.
 - b. Office supplies, computer equipment (to include cell phones), furniture, and building rental/leasing may be authorized. However, rents or leases must be carefully considered and only authorized when no suitable option is available. Rents/leases are not authorized under the Field Ordering Officer (FOO) program.
 - c. Travel, food, and lodging may only be authorized for outreach activities as originally outlined in the GIRoA APRP documentation as Phase 1 and Phase 2 type activities. The intent is to facilitate outreach, negotiation, peace and grievance dialogue and shuras in support of reintegration. ARP is not authorized to be used for typical business support or sustainment purposes (see Paragraph 3.B.2 of this SOP).
 - d. If the expense is in support of the administrative office (provincial, district, and/or community-level) and is not specifically identified per this paragraph, funding will not be utilized for the expense.
2. Conference (Shura). Prior to the start of a reintegration project, or as part of outreach efforts, it is customary for GIRoA officials to have a conference (shura) with local village elders, mediators and other individuals that can encourage reintegration in their communities. U.S. or Coalition Forces can provide technical support and/or funding for these shuras.
 - a. Food and Refreshments: The use of reintegration funding is authorized to cover food and refreshment costs for either a ribbon cutting ceremony or conference (shura) when directly related to an approved reintegration project. Food and refreshment costs should be limited to \$500 per ceremony/conference; however, in rare cases where the number of attendees will make it difficult to stay within this threshold, a \$10 limit per attendee is authorized. In such cases, a memorandum signed by an O-6 U.S. commander will be uploaded in CIDNE upon completion of the event documenting the number of attendees and total value spent on food and refreshments.
 - b. Lodging: The use of reintegration funding is authorized to cover lodging costs for individuals specifically invited to attend the conference by a Provincial or District Governor. The initiating commander must approve, in writing, the individual(s) to receive shura-related lodging support. The expense is limited to one (1) night and cannot exceed \$25 per person.
 - c. Travel: The use of reintegration funding is authorized to cover travel expenses, "fuel costs only," for individuals specifically invited to attend the conference by a Provincial or District Governor. The initiating Commander must approve, in writing, the individual(s) to receive travel support. Expense is limited to \$100 per person.

- d. Ribbon Cutting Ceremony: It should be emphasized that a core element of the reintegration program is the need to link the people of a community to their government so they can see, trust, and respect the government. In many cases, ARP projects can be powerful vehicles to reinforce this link, especially when project implementation is coordinated closely with GIRoA sub-national and/or national representatives. Keep in mind that ribbon cutting ceremonies should not highlight the fact that ARP projects are funded by international donors. Such emphasis may undermine GIRoA's legitimacy. Instead, commanders should maximize the COIN/Reintegration intent and make every effort to show that events are GIRoA led. Ribbon cutting ceremonies are not discouraged, rather it is emphasized that commanders use their discretion and understanding of COIN/Reintegration intent to best make use of these opportunities.
3. Customary Offerings: In Afghan culture it is customary for leaders to exchange small offerings during shuras or ceremonies. In cases where a gift is offered by a community leader, at an approved reintegration ceremony (shura), a U.S. Commander may reciprocate with a small token of appreciation. The offering will be limited to one culturally appropriate gift per exchange, not to exceed \$25 per gift. This symbolic gift exchange is intended to encourage respect and hospitality between our U.S. Government commanders and the village leader(s) or elder(s) during an important shura or ceremony. This authority must not be abused. At no time will offerings be given to reintegrees or other non-leadership community members simply because they attend a reintegration event or as a reward for renouncing their ties to the insurgency.

C. Reintegration of Individuals.

The priority will include both preliminary and more formal programs. Preliminary programs may include community-based initiatives in which a reintegree is under the supervision of community leaders and/or Afghan government officials, as appropriate. The community should team with their government to develop and implement activities such as training, education and public works projects to improve the community so that the entire community benefits, not just reintegrees. Formal programs may include GIRoA-supported efforts to de-radicalize (called demobilization or disengagement training) reintegrees who require more extensive care, including public education, skills training and limited employment support. These programs apply equally to those populations in detention and corrections facilities. Funding of de-radicalization and assimilation programs may be required to support items such as living expenses, materials, facilities, equipment, stipends, transportation, instructor and supervisor expenses.

1. The Transition Phase. Transition, typically led by community elders and religious leaders, occurs when a potential reintegree decides to lay down arms, abide by the Afghan Constitution and peacefully rejoin Afghan society. Provincial or District-based reintegration programs will be designed to provide security, grievance resolution and economic opportunities for reintegrees, their supporters, their families, and the communities accepting them back.
 - a. Candidates for reintegration program benefits must cease all support to the insurgency, live in accordance with the Afghan Constitution, renounce

violence against the GIRoA and its international partners, and have no ties to the insurgency or any transnational terrorist organization.

- b. It is authorized to provide temporary/limited support (transportation, meals, lodging, and incidentals), for a period not to exceed 7 days, to potential reintegrees who have come forward with interest in reintegration, but have not initially committed themselves to renouncing ties to the insurgency. If after 7 days the potential reintegree is not fully committed to renouncing the insurgency, all reintegration support must cease.

2. Training (Trade Skills).

- a. Costs to employ trainers/educators to teach reintegrees a skill that will increase their opportunities to achieve self sufficiency, thus leading to a more successful assimilation into Afghan society are authorized expenses.
- b. Costs associated with training, to include materials, tools, supplies, facility rental, instructor expenses, and other logistical requirements (food, bedding, transportation, tents, gasoline, etc.) are authorized reintegration expenses.
- c. Additional costs may include stipends for reintegrees and participating community members. Funding support will be limited to a 90-day period, or the length of the training course, whichever is shorter.
- d. In most cases, the trainer/educator will be brought to, or come from the community where the training is going to take place; however, in certain circumstances reintegration funding can be used to send a reintegree to another location for training. The reintegree will be entitled to transportation, lodging, meals and incidentals while the training is taking place. Efforts should be made to optimize local training opportunities.
- e. When developing training programs, consideration should be given to include programs for women.

3. Education (De-radicalization).

- a. Costs to employ trainers/educators to teach reintegrees a skill that will increase their opportunities to achieve self sufficiency, thus leading to a more successful assimilation into Afghan society are authorized expenses.
- b. Additional costs may include stipends for reintegrees and participating community members. Funding support will be limited to a 90-day period, or the length of the training course, whichever is shorter.
- c. ARP funding may be used to support educational programs with the aim to increase literacy, especially when such literacy training is tied to improving professional livelihood opportunities.
- d. When developing education programs, consideration should be given to include programs for women.

4. Salaries/Supplemental Expenses.

- a. ARP funding may be used to pay for costs associated with educators and/or instructors, to include but not limited to, payment for services provided, transportation to and from training location, living expenses while training is being conducted and supplies associated with training (fuel, food, administrative supplies etc.). Wages and salaries should be based on average local salaries for the performance of similar work.
- b. Other incentives can be employed (housing and other living expenses - to be considered on a case-by-case basis), to ensure qualified teachers can be found to support these initiatives. Care should be taken to ensure these projects do not disadvantage or destabilize the local education system by drawing away teachers from existing posts. When considering educator expenses, remember that ARP funds are not designed for long-term commitments and GIRoA should be able to sustain the programs.
- c. Payment of salaries directly to individuals are prohibited unless executed through a contract.

5. Limited Employment Support.

- a. ARP funding may be used to cover expenses associated with job placement opportunities, to include transportation, lodging and food, if necessary. As this could potentially create a substantial burden on ARP funds, U.S. forces will carefully consider costs associated with such employment support.
- b. Initially, this funding support will be limited to a 90-day period.

6. Relocation.

- a. GIRoA reintegration initiatives and preliminary proposals to date have emphasized providing the means for reintegrees to survive economically as they peacefully rejoin society.
- b. To avoid recidivism for the special cases in which a reintegree is no longer welcome within the community, funding may be required for relocation, temporary support for training, education and initial living expenses so the reintegree can resume a peaceful and productive life. These cases may include reintegrees who have been detained and released from a U.S. or GIRoA detention and correction facility. Support may include resettlement and initial living expenses for the reintegree and immediate family members.
- c. Initially, this funding support will be limited to a 90-day period. After the initial 90-day period, an assessment must be performed on the progress of the reintegree before any extension of support is offered. An adequate assessment should be performed, at a minimum, by village elders, GIRoA and U.S. forces with emphasis on Afghan leadership.

D. Reintegration of Individuals in Detention Facilities.

1. Detainee Reintegration Program. Transferring the U.S. Detention Facility in Parwan (DFIP) over to the Afghan government is part of a strategy designed to replace the Bagram Theater Internment Facility (BTIF). Combined Joint Task Force 435 (CJIATF-435) will work closely with the U.S. Embassy-Kabul and relevant Afghan governmental bodies on detainee reintegration.
 - a. CJIATF-435, in coordination with the U.S. Embassy-Kabul, will coordinate the development of detainee reintegration, rehabilitation and de-radicalization programs within the new detention facility in Parwan and the Afghan National Detention Facility (ANDF). CJIATF-435 may partner with the Central Prison Directorate, Ministry of Justice, Ministry of Defense, Ministry of Interior, Directorate of National Security and the Attorney General's Office on these efforts.
 - b. Establishing a successful reintegration program in both the DFIP and the Afghan corrections system will be one of the key elements that will allow for the ultimate transfer of all U.S. detention operations to the Afghan government. Detainee reintegration programs may include the activities expressed in this document.
2. All detention facilities are eligible for reintegration programs. Reintegration programs conducted at detention facilities should be coordinated with CJIATF-435.

E. Security Measures that Support Reintegration.

1. Community Security. Providing for the safety and security of reintegrees and their communities is paramount to the overall success of the Reintegration program. GIRoA (Provincial and District Governors), in consultation with U.S. Commanders, community leaders and Afghan National Security Forces (ANSF) commanders, will determine whether a community is capable of effectively providing sufficient security. If available security is not sufficient, measures will be taken to identify and provide resources that will prevent potential retaliation by insurgent elements; however, until the USG and GIRoA establish guidance and policy on if, and how, future local security programs will be managed and executed, the use of ARP funding to support community security efforts in conjunction with reintegration efforts will be limited to the following:
 - a. Materials, tools, and the labor associated with erecting protective security equipment, to include, barriers, walls, guard towers, community fence lines and other physical protective measures to provide protection for reintegrees and/or approved reintegration programs is authorized.
 - b. Communication equipment to assist community members with a quick means to contact ANSF or coalition forces for security purposes at approved reintegration programs is authorized. Authorized items include walkie-talkies, two-way radios, batteries, chargers, and associated electrical support equipment (wiring, switches, etc.).

- c. Small-scale electrical generators, lighting equipment and solar panels that provide additional security measures for an approved reintegration program is authorized.
- d. Other security equipment to facilitate basic security operations, including first aid kits, bullhorns, whistles, etc. is authorized. This category does not include weapons, ammunition or individual body armor.
- e. Salaries to individuals or security companies for security purposes are not an approved reintegration expense.

F. Support for Reintegration Mediation.

- 1. Conflict Resolution. Action may be required to resolve outstanding issues within communities to facilitate an environment conducive to reintegration and to resolve grievances of particular reintegrees. These efforts may include third-party intervention and other forms of conflict resolution.
 - a. Initiating community informal grievance resolution systems to resolve legitimate grievances against local GIRoA and/or between communities, victims, and reintegrees. For example, funding for travel, lodging and salary expenses (salary must be as part of contract) for mediation personnel is authorized.
 - b. Costs associated with seeking assistance from existing local arrangements capable of assisting in grievance resolution, such as non-state peace building and conflict resolution organizations is authorized.
 - 1) These activities can be politically charged and must be coordinated through GIRoA.
 - 2) Cash payments using ARP funds are not to be used as a means to resolve a dispute.

4. REINTEGRATION (UNAUTHORIZED)

- A. Unauthorized Uses of ARP. Appropriated funds made available for the ARP will not be used for the following purposes:
1. Solely as a payment to stop fighting against GIRoA, U.S. and/or Coalition Forces.
 2. Payment of funds to a GIRoA entity to undertake reintegration activities.
 3. Providing goods, services, or funds to Afghan National Security Forces (ANSF) or other entity eligible for support from the Afghanistan Security Forces Fund.
 4. Support for reintegration of individuals who have not satisfied the requirements in Paragraph 2.B of this SOP.
 5. Payments to U.S Government or Coalition government personnel supporting the ARP.
 6. Weapons buy-back programs, or other purchases of firearms or ammunition.
 7. Provisions of weapons, ammunition, organizational clothing and individual equipment (OCIE), or individual body armor to reintegrees or other community members involved in community security efforts.
 8. Entertainment (except on-site meals and lodging incidental to an approved shura in support of an ARP project).
 9. Reward programs.
 10. Duplication of services immediately available through municipal governments.
 11. Salaries, bonuses, or pensions for Afghan military or civilian government personnel.
 12. Salaries (as opposed to temporary stipends or contracts) to individuals.
 13. Support to individuals or private businesses outside of approved ARP projects.
 14. Support for community security efforts that have not been authorized by the GIRoA and are not under its control.
 15. Conducting outreach activities not associated with activities that may be funded under this guidance.
 16. Items (e.g., Korans) to be used to promote a religion or religious ideology.

5. PROGRAM MANAGEMENT/RESPONSIBILITIES

A. Commander, U.S. Forces-Afghanistan (USFOR-A).

The Commander, USFOR-A, through this Standard Operating Procedure, will publish field-level guidance and will ensure it is distributed in theater and includes subordinate approval authority levels and details procedures as necessary to make certain that commanders carry out the ARP in a manner consistent with the intent of the program, mission requirements, applicable laws, regulations, and guidance. In addition, the Commander, USFOR-A, shall ensure that:

1. Support must be of a type described in paragraph 3 in this SOP.
2. Reintegree must satisfy the requirements in paragraph 2.B in this SOP.
3. ARP projects are coordinated with local Afghan officials and are consistent with the Afghan Constitution.
4. Mechanisms for recording and tracking rates of recidivism among reintegrees who have received support under the ARP are developed and outcomes are reported annually through USCENCOM to Office of the Under Secretary of Defense-Comptroller and Under Secretary of Defense—Policy.
5. The program provides for accountability and transparency to the Afghan people, the GIRA, and the international community.
6. Projects are coordinated with other U.S. Government departments and agencies, as appropriate.
7. Each ARP project is structured to achieve the greatest effect for the dollars expended.
8. Semi-annual ARP Reports to Congress are submitted through U.S. Army Central (ARCENT) G8, who will forward the project reports to the Assistant Secretary of the Army (Financial Management & Comptroller) and USCENCOM J5.

B. O-7 or above U.S. Commander

O-7 or above U.S. Commander will identify and approve ARP projects, up to \$500K, within their Area of Operations. The Commander must:

1. Ensure proper management, reporting, and fiscal controls are in place to properly account for ARP funding.
2. Appoint a Reintegration Program Manager (RPM) using a DD Form 577. Copies of the DD577 must be forwarded to USFOR-A J8 and J9. The assigned RPM should be the primary POC and work directly with USFOR-A regarding all reintegration issues.

3. Ensure that local, national, donor nation, non-government organizations, or other aid or reconstruction resources are not reasonably available before any ARP funds are used.

C. O-6 level U.S. Commanders

O-6 level U.S. Commanders will identify and approve ARP projects, up to \$200K, within their Areas of Operation. The Commander must:

1. Ensure proper management, reporting, and fiscal controls are in place to properly account for ARP funding.
2. The Commander will appoint a RPM using a DD Form 577. Copies of the DD577 must be forwarded to USFOR-A J8 and J9. The assigned RPM should be the primary POC and work directly with USFOR-A regarding all reintegration issues.
3. Ensure that local, national, donor nation, non-government organizations, or other resources are not reasonably available before any ARP funds are used.

D. O-5 level U.S. Commanders

O-5 level U.S. Commanders will identify and approve ARP projects, up to \$50K, within their Areas of Operation. The Commander must:

1. Ensure proper management, reporting, and fiscal controls are in place to properly account for ARP funding.
2. The Commander will appoint a RPM using a DD Form 577. Copies of the DD577 must be forwarded to USFOR-A J8 and J9. The assigned RPM should be the primary POC and work directly with USFOR-A regarding all reintegration issues.
3. Ensure that local, nation, donor nation, non-government organizations, or other resources are not reasonably available before any ARP funds are used.

E. Reintegration Program Manager (RPM)

An RPM is required for every level U.S. Commander who is executing ARP funds. The RPM is appointed, on a DD Form 577. The RPM:

1. Manages the Reintegration program for and ensures regulations and policies are adhered to.
2. Completes USFOR-A J9 ARP training prior to assumption of duties and maintains a copy of their training certificate and appointment memorandums.
3. Reviews all ARP projects prior to approval to ensure they meet the Commander's intent, and are accurate, complete, and measurable.
 - a. Projects must track the number of reintegrees enrolled and/or supported by the project.

- b. Projects must develop methods for identifying and reporting cases of recidivism, where applicable.
 4. Ensures that the ARP project is in accordance with and not in violation of the ARP guidelines outlined in this SOP.
 5. Coordinates Reintegration requirements through the unit's functional staff and with higher level command, as applicable.
 6. Ensures that unit's commitments, obligations, and expenditures do not exceed allocated funds. He/She validates that the funds committed and obligated are only for the project for which they were approved.
 7. Acts as the liaison between the subordinate units and higher headquarters in relation to all Reintegration projects executed under their Commander's authority.
- F. Warranted Contracting Officer (KO) at Regional Contracting Center (RCC)
1. KO will award all contracts over \$30K and where a Field Ordering Officer (FOO) is not authorized. Each RCC will ensure that the Contracting Officer Representatives (COR) and ARP FOOs within their area of operations have been properly trained and a delegation of authority memorandum is created for ARP project execution purposes. The KO is the only obligating authority for ARP funds. While the KO may delegate purchase authority to a FOO for ARP purchases, the obligating authority remains with the KO.
- G. Project Manager (PM)
1. Serves as the project representative and Contracting Officer Representative (COR) for each project assigned as directed by the Commander and RPM.
 2. Every PM must have completed COR and ethics training prior to initiating any projects (consult with your local contracting office on COR and ethics training opportunities).
 3. He/she must also receive Reintegration project management training from USFOR-A J9. NOTE: All training must be documented and kept in the Project Manager's Continuity Book.
 4. The PM will be responsible for managing the project from nomination to completion, updating Combined Information Data Network Exchange (CIDNE) as changes occur within the project's timeline, closing out active projects appropriately and maintaining the project file in accordance with this SOP.
 5. PMs should be capable of conducting regular site visits to ensure the project is going as planned.

H. Contracting Officer Representative (COR)

1. A U.S. Commander must nominate a COR for all ARP projects over \$30K for appointment by a KO.
2. The COR must complete all required COR training prior to being nominated IAW "DoD Standard for Certification of Contracting Officer's Representatives (COR) for Services Acquisition" memorandum, dated 29 March 2010.
3. After the COR is appointed by the KO, the COR must conduct all duties as required in the COR delegation letter to ensure the proper execution and completion of the project.
4. The COR must complete USFOR-A J9 ARP training prior to assumption of duties. The COR must maintain copies of all training certificates and appointment memorandums required by the RCC warranted Contracting Officer for assumption of duties.

I. ARP Field Ordering Officer (FOO)

1. An ARP FOO can conduct certain bulk fund payments under the micro-purchase threshold limit of \$30K.
2. The FOO must have a delegation of authority memorandum from the RCC prior to any purchases. The FOO must conduct all duties as required in the RCC FOO delegation letter to ensure the proper execution and completion of the bulk fund project.
3. The FOO must complete USFOR-A J9 ARP training prior to assumption of duties. The FOO must maintain copies of all training certificates and appointment memorandums required by the RCC FOO Manager for assumption of duties.

J. Pay Agent

1. Pay agent must team with an ARP FOO in order to properly conduct certain bulk fund payments.
2. The pay agent must have a delegation of authority memorandum from the unit commander prior to any purchases. The pay agent must conduct all duties as required by the Disbursing Officer (office providing the bulk cash advance) to ensure the proper execution and completion of the bulk fund project.
3. The pay agent must complete USFOR-A J9 ARP training prior to assumption of duties. The pay agent must maintain copies of all training certificates and appointment memorandums required by the Disbursing Officer for assumption of duties.

K. USFOR-A J8

J8 will act as the Resource Management (RM) Office for the Reintegration funds. J8 will certify the availability of funds, ensure proper resource management and fiscal controls, and monitor un-liquidated obligations (ULO) to ensure 100% disbursement and/or the de-obligation of unexecuted funds, in order to maintain an accurate accounting system. J8 will provide monthly and semi-annual Reintegration funding status reports in accordance with the OSD(C) memorandum, dated 9 March 2011. J8 will:

- a. Provide guidance on fiscal prudence of ARP projects and ensure fiscal compliance is in accordance with applicable law, guidance and policy.
- b. Develop theater-wide processes and procedures.
- c. Develop an accurate accounting database that records ARP expenses and maintains proper accounting and reporting for ARP expenditures.

L. USFOR-A Joint Engineering (JENG)

JENG is the reconstruction functional program manager responsible for coordinating reconstruction efforts. JENG also provides updates on reconstruction planning efforts. JENG's Joint Program Integration Office (JPIO) is a member of the Infrastructure Working Group. For all construction projects submitted to the USFOR-A Reintegration Review Board for coordination and/or approval, JENG will review the design schematics and Statements of Work for construction projects to ensure technical sufficiency and international building standards are adhered to.

M. USFOR-A J9

The overall program manager for ARP is the USFOR-A J9. Primary responsibilities include ensuring consistency among functional program managers, identifying timelines for program updates, facilitating the reintegration board, developing requirements baseline and acting as a liaison with other ARP agencies to ensure coordination of effort. J9 will:

- a. Ensure Commanders and program managers develop tangible performance metrics to measure the effectiveness of projects.
- b. Develop theater-wide guidance on how to appropriately manage ARP projects from initiation to completion/transfer to the GIRoA (if applicable).
- c. Be responsible for ensuring program guidelines and limitations are adhered to.
- d. Conduct ARP Review Board, as required, chaired by the USFOR-A Chief of Staff, with J9 as the board facilitator. Proposed projects requiring ARP Review Board consideration must have all documents (as outlined in paragraph 6.C of this SOP) to J9 no later than 5 calendar days prior to the

board. In time sensitive cases, a commander may request J9 to convene an out-of-cycle review board based on the urgent nature of the project.

- e. To ensure ARP projects are consistent with the Reintegration Framework approved by U.S. Secretary of Defense on March 17, 2010 with U.S. Secretary of State concurrence, USFOR-A will provide regular reports to U.S. Representatives in the Force Reintegration Cell (FRIC) and the U.S. Embassy on ARP funded reintegration projects and activities.

N. Department of State (DoS)

DoS Foreign Service Officers working in the ISAF FRIC are responsible for coordinating reintegration project proposals that require approval by the Joint-Secretariat (i.e. projects that cost more than \$500K and other national level projects) with U.S. Embassy-Kabul and other USG agencies, in accordance with the Reintegration Framework approved by SECDEF on March 17, 2010 with SECSTATE concurrence.

O. U.S. Embassy-Kabul

U.S. Embassy-Kabul will have the lead diplomatic role on interactions with GIRoA for the USG and will provide appropriate political support to ARP.

6. PROCESS OVERVIEW.

The following describes the process (projects and bulk funds) from identification of a requirement through final approval.

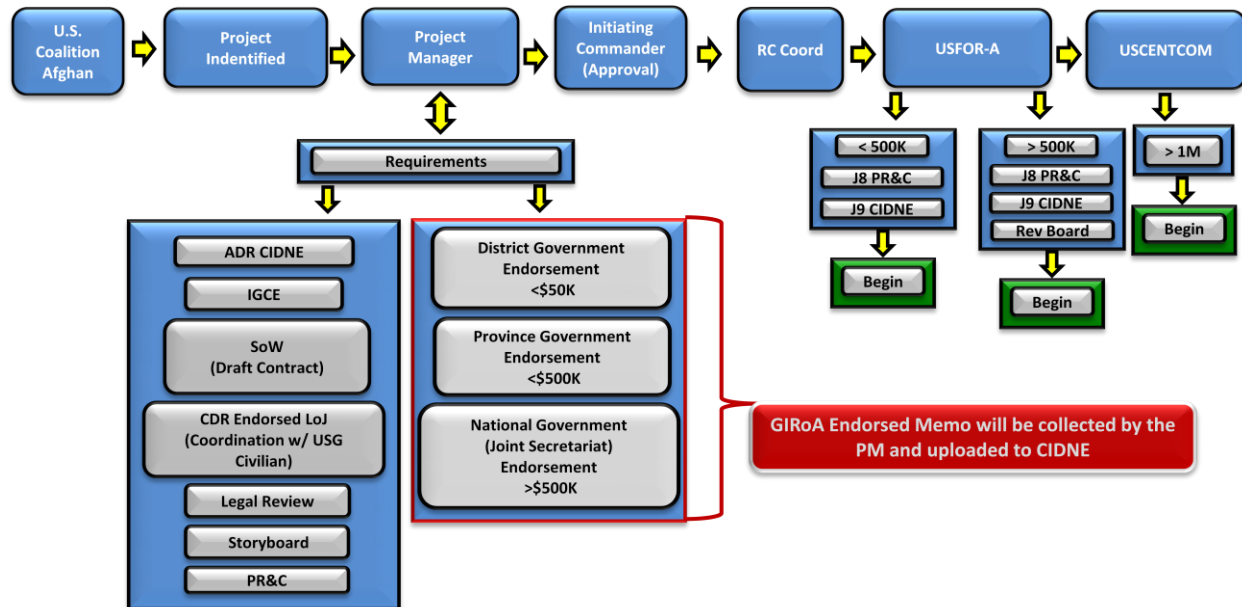


Figure 6.1, Process Overview

- A. Requirement identification: Because the Reintegration program is an Afghan led program, commanders must coordinate potential requirements with both GIROA and lower-level community leadership prior to initiating a project. U.S. civilian counterparts – at the district, provincial or regional platform level – to the Commanders should be consulted to ensure programs are in line with U.S. policy. This is critical to ensure that the proposed project meets a perceived need by the population, is appropriate for the culture, and will be maintained in the future (if applicable). This communication will likely increase Afghan support and increase the chances of completing a successful reintegration project.
- B. Project proposal: The U.S. Commander, after coordinating with GIROA officials, will direct the RPM to identify a Project Manager (PM) in order to begin processing and management of a potential project.
- C. PM Requirements: The PM will initiate an Afghan Development Report (ADR) in CIDNE (U.S. SIPR, contact USFOR-A J9 if SIPR is unavailable) under the “Transition-Project Tracker-Reintegration” category and upload the following required documents with the ADR (If the proposed project will require USFOR-A approval, all required documents must be uploaded in CIDNE no later than 5 calendar days prior to a Reintegration Review Board):

1. Letter of Justification (LoJ). Required for all proposals (bulk funds and projects).
 - a. Must clearly explain the proposed initiative (5Ws: details of the proposal, the purpose, the overall cost, why the proposal is required, how many reintegrees and locals will benefit, how recidivism will be tracked, how success/failure of the proposal will be determined, and how it will benefit GIRoA, the people of Afghanistan and reintegration efforts throughout the theater of Afghanistan). The LoJ is required to be endorsed by the initiating U.S Commander with the appropriate level of authority IAW paragraphs 8 and 10 of this SOP.
 - b. Coordination with USG Civilians, U.S. State Department Representative: The PM must coordinate all reintegration projects with an appropriate U.S. State Department Representative. If the appropriate representative is not available at the project execution level, coordination should be undertaken at the next level. Once coordination has taken place, the name, title of the coordinating representative and the date at which coordination occurred must be noted on the ADR. For projects greater than \$500K, coordination with a U.S. State Department Representative will also be achieved through the APR Board on which the U.S. Embassy-Kabul will have a representative.
2. Independent Government Cost Estimate (IGCE). Required for project proposals, but not bulk fund requests.
 - a. The IGCE is required for all reintegration projects. The IGCE should be a detailed description of what the expenses will be and what method(s) were used to determine the total cost (hourly rate, daily living expenses, etc.).
 - b. Keep in mind, the amount you pay will need to be sustained by the APRP fund and GIRoA. Paying too much for services that are unsustainable may be offensive and counterproductive.
3. Detailed Statement of Work (SoW). Required for all proposals.
 - a. For projects requiring a warranted Contracting Officer, the SoW should be sufficiently detailed, so the contractor will know exactly what needs to be done and the standards that must be adhered to. When applicable, all construction projects, blueprints, drawings and/or maps will be provided as attachments to the SoW. To the greatest extent possible, the PM should use the standard blueprints/drawings provided by the responsible Ministry.
 - b. For bulk fund requests, the SOW should contain a projection of requirements expected to be purchased and endorsed by the Regional Contracting Center (RCC) FOO Manager. The projection should be of sufficient detail to enable J9 and RCC to authorize the purchases. If an emerging requirement becomes known and is not on the SOW, the FOO must notify the RCC FOO Manager to receive authorization prior to executing the purchase.
4. Legal Coordination. Required for all proposals.

- a. For ARP requests up to \$30K, the legal coordination may be accomplished via Judge Advocate's Signature on the ADR or the PR&C.
- b. For ARP requests greater than \$30K, a formal review must be accomplished via memorandum format signed by a Judge Advocate.

5. GIRoA Coordination. Required for all proposals.

The PM is required to obtain a signed Memorandum of Agreement (MOA) by either a District or Provincial Governor. The MOA must address the following:

1. State the ARP project is acceptable and in support of the GIRoA's intent for reintegration.
2. When applicable, state the government's intent to take responsibility for the sustainment of reintegration initiatives once the GIROA Reintegration Program and supporting International Reintegration Trust Fund financial mechanisms are in place.
3. When sustainment is required, include the date that the proposal was submitted or will be submitted from the Provincial Governor to the Joint Secretariat.
4. For projects that require sustainment, the PM is also required to obtain a signed Memorandum of Agreement (MOA) from the Joint Secretariat (Joint Secretariat coordination will be done through J9 and the U.S. State Department Representative in the ISAF FRIC).
5. For ARP projects being executed at the national level, over \$500K, or when a provincial or district government official is not available or capable of endorsing the required GIRoA approval memorandum, the PM will contact J9 for follow on approval with U.S. State Department Representatives in the ISAF FRIC and Joint Secretariat.
6. In cases where coordination at the district or provincial level is not possible or the district or provincial leadership has rejected the project, the PM is authorized to seek review at the next higher-level in GIRoA. The decision to seek adjudication from a higher level must be accompanied with a letter of justification.

7. Storyboard Slides. Required for all proposals requiring USFOR-A Review Board consideration.

8. Land Use Agreement. Required for all proposals requiring an agreement by rightful owner of land for a construction project.

D. Initiating Commander. PM will forward the final project proposal to the initiating commander for final review and approval. The initiating commander with the appropriate level of authority IAW Paragraphs 8 and 10 of this SOP will endorse the

PR&C and Letter of Justification. The PM will ensure all required documents are uploaded in CIDNE for follow on review by the USFOR-A J9.

- E. USFOR-A J9. J9 will ensure the documentation uploaded in CIDNE is complete and accurate.
 - 1. If the project is under \$500K, J9 will coordinate with USFOR-A J8 to certify the PR&C, and then provide the RPM and PM a copy of the approved and certified PR&C.
 - 2. For projects greater than \$500K, provided the funding request documentation is complete and correct, J9 will present the project during a regularly scheduled USFOR-A Reintegration Review Board. The RPM and/or PM is expected to present the required information (VTC, telephone, or in person) during the review board.
 - a. J9 will route the nomination package through the proper staff functional areas for review (contracting, legal, engineering, resource management, etc.).
 - b. J9 will coordinate with USFOR-A J8 to certify the PR&C, and then provide the RPM and PM a copy of the approved and certified PR&C.
 - c. Once the project has received final approval from USFOR-A, the PM will update the ADR in CIDNE and may begin execution of the project.
- F. USFOR-A J8. J8 will ensure the documentation for approved ARP projects is provided to the Regional Contracting Center for contract award.

G. EXECUTION OVERVIEW

- A. Once the project has been started, the Commander (through the RPM) is responsible for monitoring progress until the project is completed, transitioned to a replacement PM, or turned over to GIRoA (if applicable). Monitoring progress includes periodic (at least once a month) quality assurance inspections and updating the CIDNE database.
- B. For all bulk fund efforts, the FOO and Pay Agent are responsible for ensuring proper payments have been made, and if necessary, sustainment of the project has successfully transitioned to Afghan responsibility. The FOO must:
 - 1. Properly document closure of the bulk fund as outlined in Paragraph 10.C of this SOP.
 - 2. Change project status to “Completed” for completed bulk draws.
 - 3. Document disbursements in Afghan Development Report (ADR).
 - 4. Upload the Commander’s closure memorandum. Commanders are required to review the bulk fund draw and issue a clearance memorandum stating: “I have reviewed and approved the project file in the amount of \$<enter project total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A Reintegration SOP.
 - 5. Upload all applicable documents (e.g., SF44s, SF1034, DD1081, DD250, RCC closure memo) in CIDNE.
 - 6. Notify the RM (USFOR-A J8), who will, in turn, update the ARP checkbook accordingly.
 - 7. The FOO is responsible for ensuring corrections or providing memorandums explaining lost or illegible documents (endorsed by the approving Commander). Once all corrections have been made and explanations for lost or illegible documents have been made the RPM/PM can consider the project complete and properly closed out.
- C. For all projects, the RPM and PM are responsible for ensuring proper payments have been made and, if necessary, sustainment of the project has successfully transitioned to Afghan responsibility. The RPM and PM must:
 - 1. Properly document closure of the project in CIDNE.
 - a. Change project status to “Completed” for completed projects.
 - b. Document disbursements in ADR.
 - c. Upload in CIDNE the Commander’s closure memorandum. Commanders are required to review the project and issue a project clearance memorandum stating: “I have reviewed and approved the project file in the amount of

\$<enter project total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A Reintegration SOP.”

- d. Upload all applicable documents (e.g., SF44s, SF1034, DD1081, DD250, RCC closure memo) in CIDNE.
 - e. Notify the RM (USFOR-A J8), who will, in turn, update the ARP checkbook accordingly.
 - f. Notify J9, who will coordinate with J8, of project completion to ensure all documentation requirements have been properly completed.
 - g. Make all necessary corrections and/or provide commander-endorsed memoranda explaining any lost or illegible documents. After making the corrections and explaining the lost/illegible documents, the RPM/PM can consider the project complete and properly closed out.
2. Properly document transition of a project in CIDNE.
- a. Prior to a unit departing theater, the outgoing and incoming unit must complete a “Transfer of Authority” review for all Reintegration projects. If a transition between the outgoing and the incoming unit is not feasible, the outgoing unit RPM must contact USFOR-A J9 to develop an appropriate transition plan to ensure project continuity.
 - b. The “Transfer of Authority” review will be documented in memorandum format and signed by both incoming and outgoing Commanders. Once signed, this memorandum authorizes the transfer of all Reintegration projects listed to the incoming unit. Note that, this memorandum does not relieve outgoing unit personnel of any pecuniary liability or administrative or disciplinary actions for negligent or illegal Reintegration activities conducted during their tenure, to include theft, fraud, waste and abuse.
 - c. All outgoing RPM and PMs will accomplish a complete inventory of project files no later than 45 days prior to departure to ensure that the necessary documentation has been updated and uploaded into the ADR in CIDNE for all projects.
 - 1) Any deficiencies should be identified and corrected prior to the incoming unit’s arrival. Minor deficiencies and/or missing documents that cannot be corrected prior to the incoming unit’s arrival will be annotated on the “Transfer of Authority” memorandum.
 - 2) The outgoing RPM and PMs will review all open documents with the incoming unit and explain the terms of each contract, specified tasks directed to the vendor, payment terms, payment schedule and a detailed record of payments made to-date and the latest Quality Control/Quality Assessment report.
 - 3) To the greatest extent possible, the outgoing RPM should arrange site visits for the incoming RPM.

- d. Upon a complete review of documentation, project file transfer and satisfactory training, both the incoming and the outgoing Commander will sign the "Transfer of Authority" memorandum. The incoming Commander now accepts responsibility for maintaining all Reintegration project files and for representing Reintegration operations during any audit or investigation.
- e. The incoming Commander will ensure the appropriate personnel have received a thorough briefing from the outgoing Reintegration program personnel which details all projects being transferred. Also, the commander will ensure the RPMs, PMs, CORs, FOOs, and PAs receive initial training, and ensure that the training is properly documented.

H. **THRESHOLDS.**

The following thresholds are per individual ARP project (see Paragraph 10 of this SOP for bulk fund thresholds). Project splitting (separating procurements that are related to the same requirement, in order to stay below the ARP approval thresholds) is prohibited.

- A. Deputy Secretary for Defense (DSD) is the approval authority for all ARP projects greater than \$5M.
- B. Commander, USCENTCOM, is the approval authority for all ARP projects up to \$5M. Prior to submission to USCENTCOM, projects must be endorsed by Commander, USFOR-A.
- C. Deputy Commander-Support, USFOR-A, is the approval authority for all ARP projects up to \$1M.
- D. General/Flag Officer (O-7 and above) U.S. Commanders have the authority to approve all ARP projects up to \$500K.
- E. U.S. Commanders (O-6) have the authority to approve all ARP projects up to \$200K.
- F. U.S. Commanders (O-5) have the authority to approve all ARP projects up to \$50K.
- G. All projects greater than \$500K will be presented to the USFOR-A Reintegration Review Board prior to approval.
- H. If a project has already been approved, any substantial changes in project scope, the statement of work, or cost increases exceeding 10% of the approved PR&C amount, requires re-submission for approval by the appropriate Commander based on the new total project amount. RPM and/or PM must notify J9 prior to seeking approval.
- I. No further delegation is authorized.

ARP Threshold Matrix

Item	Limit	Approval Authority
All Projects, to include Bulk Funds	>\$5M	Deputy Secretary of Defense
	>\$1M	CENTCOM CDR
	<\$1M	USFOR-A DCDR-S
	<\$500K	O-7 level U.S. CDR
	<\$200K	O-6 level U.S. CDR
	<\$50K	O-5 level U.S. CDR
Contracting Requirement	Greater Than \$30K	Warranted Contracting Officer
	Less Than \$30K	Field Ordering Officer (FOO) **

Figure 8.1, Approval Thresholds

** Where FOO purchasing authority is not granted, a warranted Contracting Officer is required regardless of the dollar amount.

I. REQUESTS FOR EXCEPTION.

- A. Send all requests to USFOR-A J9. Policy exemptions will be routed by the J9 through a U.S. State Department Representative in the FRIC (in coordination with the U.S. Embassy-Kabul) and Joint Secretariat to ensure that exception is in-line with the spirit and intent of the Afghanistan-led Reintegration Program and U.S. Policy. Final approval for exceptions to this SOP is the USFOR-A DCDR-S.
- B. Any waiver requests must be coordinated with the RCC to ensure the request does not conflict with the proper execution and completion duties as specific in Paragraph 5.H of this SOP.
- C. The office of the Secretary of Defense must approve any waivers to any guidance found in the 9 March 2011 memorandum, Subject: Afghanistan Reintegration Program Guidance.

J. SPECIAL CIRCUMSTANCES

- A. Bulk Funds are lump sum withdrawals from the Disbursing Office for execution by a Pay Agent in unison with the purchasing authority of a FOO. Submission for bulk funds utilizes the same process as outlined in paragraph 6 of this SOP.
 - 1. Reintegration is a highly politically-charged issue and activities (regardless of size or monetary value) will expose the ARP program to international, national, local and media scrutiny.
 - 2. U.S. Commanders (O-5 or higher) may request bulk funds to support small scale Reintegration projects.
- B. If a unit does not comply with the bulk fund accountability requirements and reporting procedures, their bulk fund authority may be terminated by USFOR-A DCDR-S. Reinstatement will require USFOR-A DCDR-S approval.
- C. Clearing of all bulk fund accounts will be completed as required by the Disbursing Office (Finance) issuing the Standard Form (SF) 44, SF 1034, and DD Form 1081. After the PA has cleared with the Disbursing office and payments are processed, the Disbursing office will send the SF 1034(s), SF 44(s), and DD Form 1081(s) immediately to USFOR-A J8. NOTE: The following is required for bulk funds to be considered cleared:
 - 1. All cash and vendor receipts have been turned into the Disbursing office.
 - 2. The FOO/PA team has provided USFOR-A J8 and J9 all SF Form 1034(s), SF Form 44(s), and DD Form 1081(s) totaling 100% of the bulk funds draw.

11. **REPORTING**

A. **Overview**

1. The overall success of ARP reporting is a central reporting database with checks and balances. The four main systems that track Reintegration information are the Combined Information Data Network Exchange (CIDNE), the ARP Checkbook, the Resource Management Tool (RMT) and the Army Standard Financial System (STANFINS). Regional Commands and Task Forces may require the use of other reporting systems, but these requirements are independent of the official reporting/tracking requirements for ARP. CIDNE is the program used to create the Afghan Development Report (ADR) and is the database used to document and track all ARP projects within the Afghanistan Theater of Operations. The ARP Checkbook meets Office of the Secretary of Defense-Comptroller (OSD-C) reporting guidance by consolidating information from RMT, Operational Data Stores (ODS) and CIDNE. RMT is the system used to commit projects and transmit obligations into STANFINS. STANFINS tracks obligations and disbursements against these ARP projects.
 2. The PM is responsible for inputting new ARP projects into CIDNE and updating the status of these projects as changes occur, or at least monthly. The RPM is responsible for ensuring all data inputted into CIDNE is accurate and complete prior to processing the project for approval.
- B. Project monitoring and performance metrics. All projects greater than \$50K must be monitored to ensure payments are commensurate with work accomplished and engineering standards are met. The RPM, through the PM, is responsible for updating metric data in CIDNE as changes occur, or at least monthly.
- C. ARP Resource Management Requirements. The RM Office (*USFOR-A J8*) must maintain a document register for each DA Form 3953 (PR&C) or DD Form 1149, issued.

12. ANNEXES

Annex A: Program Manager (PM) Guidance

Annex B: Project Checklist

Annex C: USFOR-A Reintegration Review Board

Annex D: Templates/Examples

Annex E: Acronyms

Annex F: Field Ordering Officer Purchase List

13. POINT OF CONTACT:

Questions regarding the Reintegration Program should be directed to the USFOR-A J9 Reintegration Team at USFOR-ACERPREIN.ORG@afghan.swa.army.mil.

ANNEX A: PROJECT MANAGER'S (PM) GUIDE

CONTENTS

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

1. **PURPOSE.** The purpose of the Reintegration PM guide is to consolidate the laws and policies found in all governing regulations and provide standardized guidance.
2. **STANDARDS OF CONDUCT.** Reference: DoD 5500.7-R, *Joint Ethics Regulation*. Due to the increased scrutiny of taxpayer's money in the theater of operations and more specifically, the Afghanistan Reintegration Program (ARP), the appearance of impropriety can give the Coalition Forces and our mission in Afghanistan a negative image around the world. The PM's conduct and behavior shall be above reproach and in accordance with the Government Accountability Office's standards: effective, efficient, equitable, economical and ethical. PMs shall not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from anyone in business or seeking business from the United States Government (USG).
3. **ROLE OF A PROJECT MANAGER.** A PM serves as the Commander's representative and Contracting Officer Representative (COR) for each project assigned. Every PM must have completed COR and ethics training prior to initiating any projects (*consult with your local contracting office on COR and ethics training opportunities*). He/she must also receive Reintegration project management training from USFOR-A J9. The PM will be responsible for managing the project from nomination to completion, updating Combined Information Data Network Exchange (CIDNE) as changes occur within the project's timeline, closing out active projects appropriately and maintaining the project file in accordance with this SOP. PMs should be capable of conducting regular site visits to ensure the project is going as planned. NOTE: All training must be documented and kept in the Project Manager's Continuity Book.
4. **APPOINTMENT.** The PM must be a United States Government (USG) employee and hold the rank of E-7 or above (or civilian equivalent). (*This grade requirement can be waived to E-6 by the initiating Commander*). A PM must be appointed, on a DD Form 577, Appointment/Termination Record – Authorized Signature, by an O-5 level U.S. Commander or above. NOTE: The PM's DD Form 577 must state the period of appointment and be maintained on file in the servicing RM Office and Finance Office and be included in each project file he/she is assigned to. Project Management will be a primary duty of the individual appointed and his/her supervisor will ensure the evaluation reports properly reflect project management duties and responsibilities. Commanders should allocate people as supporting staff and provide PMs with sufficient time to

manage projects from project design, validation, and execution through sustainment. Every Reintegration project will have an assigned project manager.

- A. PMs may not hold additional duty of Pay Agent.
- B. Commanders determine the maximum number of active projects a PM can manage. If the PM is also a COR, then the RCC can also limit the number of projects a PM may manage. "Active" is defined as projects that have been approved, but have not yet been completed and closed out in accordance with this SOP.

5. PROJECT MANAGER'S LIABILITIES

- A. References: AFARS manual No. 2; DoD FMR 7000.14-R, Volume 12, Chapter 27.
- B. Pecuniary and Legal Liability. PMs are subject to pecuniary liability, thus could face UCMJ action, for authorizing purchases prohibited by the DoD FMR 7000.14-R, Volume 12, Chapter 27, and this publication; or for willfully and knowingly entering into contractual agreements with vendors. Only a warranted Contracting Officer can enter the USG into a contractual agreement. Any other person doing so will have executed an Unauthorized Commitment which is a violation of the Federal Acquisition Regulation as codified in Title 48 of the United States Code of Federal Regulations, pursuant to the Office of Federal Procurement Policy Act of 1974 (Pub. L. 93-400 and Title 41 of the United States Code).

6. ARP FUNDING

- A. Funding is established by submitting a DA Form 3953 (PR&C) or DD Form 1149. A separate DA Form 3953 (PR&C) will be used to pay for each project, regardless of amount; unless it is for bulk funds. Block 35 of the DA Form 3953 (PR&C) can only be signed by a USG employee.
- B. If the project cost exceeds the amount of funding approved on the DA Form 3953 (PR&C) or DD Form 1149, the PM must submit a "**Funds Increase Memorandum**" (FIM) to the appropriate approval authority for approval and to USFOR-A J9 for further processing (to include forwarding through the RM Office for funds certification). Approval for the FIM must be achieved prior to awarding/modifying the contract. NOTE: Upon notification of the need for a funds increase, the PM will update the "estimated cost" in CIDNE.
 - 1. If the actual project costs exceed the original approving Commander's authority level, the PM must route the project through the Reintegration Program Manager to be approved by the next higher level U.S. Commander, prior to the commitment of funds.
 - 2. If the project has already been approved by the USFOR-A Commander and/or the USCENTCOM Commander and there are substantial changes in the project scope or the statement of work, or if the cost increase exceeds 10%, the project must be resubmitted to the USFOR-A Reintegration Review Board, approved by the USFOR-A Commander and approved by the USCENTCOM Commander prior to the commitment of funds.

7. PROJECT MANAGER'S TASKS AND RESPONSIBILITIES

- A. Comply strictly with all provisions of his/her appointment, all governing regulations and the Reintegration SOP.
- B. Follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.
- C. Receive requirement(s) from the unit Commander.
- D. Initiate an ADR (Afghan Development Report) on the project in CIDNE.
- E. Prepare the Letter of Justification (LOJ), Statement of Work (SOW), Independent Government Cost Estimate (IGCE), and funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448).
- F. Coordinate with appropriate staff to obtain the necessary approval documentation required for project nomination.
- G. Once the project has been approved, the PM updates all applicable fields of the ADR in CIDNE.
- H. Send the funding document to USFOR-A J9 for further processing, as required (to include through the USFOR-A J8 for the line of accounting, funds certification, and commitment).
- I. PM will update the ADR in CIDNE (Actual Finance Date, Amount Allotted, etc.) and provide copies of the certified funding document to the FOO and Pay Agent and RCC as applicable.
- J. Monitor the progress of the project until completion and turnover to GIRoA (as applicable). Update the ADR in CIDNE as changes occur (funds disbursed, percentage complete, etc.).
 - 1. Conduct periodic (at least once a month) quality assurance inspections and document the results in the CIDNE database. PMs should be capable of conducting regular site visits and planning operations to accommodate regular site visits.
 - 2. Reconcile the funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448) with the DD Form 250s, SF Form 44s, and vendor receipts to ensure cost amounts are the same and the goods or services were received or rendered. The PM should keep a payment log showing all payments made to the vendor, if partial payments are made.
 - 3. Authorize vendor payment by signing the DD Form 250s (as required).
 - 4. Maintain the project file to ensure all required documentation is accounted for and uploaded to the ADR in CIDNE, to include periodic QA reports for construction projects.

- K. Once the project has been completed, all outstanding bills paid, and the project has been turned over to the GIRoA (if applicable), the PM will then start closure procedures. The PM will close the project in CIDNE and contact USFOR-A J8 to close the project on the Reintegration checkbook.
 - L. Consolidate all documents generated during the project. All required documents listed on the Reintegration project file checklist must be included in the official project file and uploaded to CIDNE.
 - M. Clear this project file with an O-5 level U.S. Commander (or above). After review, the Commander will issue a signed project clearance memorandum to the PM stating: "I have reviewed and approved the project file in the amount of \$<enter project total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A Reintegration SOP and applicable FRAGOs." The PM will add the Commander's project clearance memorandum to the project file and upload it to CIDNE.
 - N. Submit the completed project file to USFOR-A J9, with coordination to USFOR-A J8, for review and reconciliation. The USFOR-A J8 will take appropriate action, based on the project file, to clear all un-liquidated obligations (ULOs) in the accounting system.
 - O. Make corrections or provide memorandums explaining lost or illegible documents; the approving Commander shall also endorse this memorandum.
 - P. Ensure the project is properly complete and closed out.
 - Q. Prior to re-deployment, ensure a new PM is assigned, in writing, for all open projects. Provide the new PM(s) with a progress report on each open project, to include project number, title, percentage complete, funds allotted, funds disbursed, projected end date and any necessary contact information for the FOO, PA, RPM, USFOR-A J8 and J9, Regional Contracting Center (RCC), etc.
8. **PROJECT MANAGER FOLDER.** PMs shall maintain a project file for each project.
9. **SUBJECT MATTER EXPERTS.** PMs should seek engineering support to accomplish the following general duties if they are not qualified:
- A. Conduct a thorough quality assurance (QA) assessment.
 - B. Determine if the project components were adequately designed before construction or installation.
 - C. Determine if the construction or rehabilitation meets the standards of the design.
 - D. Determine if the contractor and the USG's quality assurance plan are adequate.
 - E. Determine the adequacy of the sustainment plan.
 - F. Determine if the project results are consistent with the original objective.

10. SPECIFIC REQUIREMENTS

- A. The QA Assessment will be conducted and documented in CIDNE either by the PM or the project engineer. Each QA assessment will be added to the ADR as a new “update.” The QA assessment will document periodic visits (at least once a month) to the construction site and include:
 - 1. Date and weather.
 - 2. Determination of percent complete.
 - 3. Number of employees on the site.
 - 4. Brief description and photographic evidence of work underway (as applicable).
 - 5. Brief description of quality problems encountered, resolution plan, and follow up.
- B. In an effort to build Afghan capacity in project planning and execution, the unit should consider involving an Afghan project manager and/or project engineer for construction, greater than \$500K.
 - 1. The name of the Afghan project manager and/or project engineer will be annotated in the “Project Comments” section of the ADR in CIDNE.
 - 2. The PM will work with the Contracting Officer to ensure this directive is incorporated into the contract requirements.
 - 3. The PM, in cooperation with the engineer, will define the job requirements for the Afghan project manager and/or project engineer. At a minimum, his/her requirements should include:
 - a. Providing weekly progress reports submitted to the sponsoring PM, which identifies the percentage of work completed and potential project setbacks (similar to the periodic QA report required to be submitted by the PM).
NOTE: The presence of an Afghan project manager and/or project engineer does not relieve the PM from his/her required site visits and independent QA assessment.
 - b. Maintaining a schedule of project deliverables, goals and milestones approved by the PM and/or engineer.
 - c. Assist the PM in resolving project issues as they arise.
 - d. Maintain technical and project documentation approved by the PM or engineer.
 - e. Provide an interface between the contractor and PM, Contracting Officer, and/or engineer.
- C. Sustainability: Construction and equipment contracts greater than \$50K will include the following in order to properly close out the contract:

1. Operations and maintenance manuals, spare parts, and post construction guides.
 2. As-built drawings that are signed by the recipient acknowledging their receipt and acceptance.
 3. Final punch list that includes a notice that deficiencies have been corrected and accepted.
 4. Contractor final invoice.
 5. Contractor release of claims.
 6. Acceptance memorandum signed by representatives of the receiving party (local government), the USG supervising engineer and the contractor.
 7. Final inspection, to include photos and completion letters.
- 11. UCMJ.** Should there be any injury or loss of life or property as a result of failing to perform the above with due diligence the PM may be subject to pecuniary and legal liability, to include UCMJ action.

ANNEX B: AFGHANISTAN REINTEGRATION PROGRAM PROJECT FILE CHECKLIST

UNIT: _____ AMOUNT (\$): _____
 CIDNE PROJECT #: _____
 CIDNE PROJECT TITLE: _____

The PM is responsible for maintaining all project documentation and uploading it to CIDNE. Once the project has been closed out, USFOR-A J9 will conduct a file audit of all documents uploaded to CIDNE. Required documentation is indicated below and is mandatory unless stated otherwise. Checklist items 3-14 are required for project nomination to the USFOR-A Reintegration Review Board.

1. Completed ARP Project File Checklist
2. Appointment Records (DD Form 577) & Training Certificates (PM/FOO/PA) (as applicable)
3. Letter of Justification – Endorsed by the commander at each level required
4. Legal Review(s)
5. Endorsed GIRoA (District/Provincial/Joint Secretariat) Approval/Coordination memorandum
6. Afghan Development Report (ADR) (Including Performance Metrics)
 - a. Updated cost estimate for RAF (Request for Additional Funds)
 - b. Storyboard slide (for all projects >\$500K)
7. Funding Documents & Funds Increase Memorandums (DD Form 3953, Purchase Request & Commitment (PR&C) or DD Form 448, Military Interdepartmental Purchase Request or DD Form 1149)--with proper signature blocks, and it must include project title, project number, and valid PM, FOO and PA name (if applicable).
8. Independent Government Cost Estimate (*endorsed by a USG engineer for construction projects only*)
9. Statement of Work (endorsed by FOO Manager)
10. Land Use Agreement (construction projects)
11. Blueprints, Drawings, Maps, Photos, where applicable.
12. Signed Sustainment (Or Memo of transfer to the APRP agreed with the Joint Secretariat) Memorandum of Agreement from the responsible Ministry (>\$500K) (*NOTE: The acceptance memorandum signed by the receiving representative of GIRoA is required for project clearance.*)

CLOSURE DOCUMENTS

13. Payment Documents
 - a. SF Form 44(s) (for cash only)
 - b. DD Form 250(s) (for EFTs)
 - c. DD Form 1081(s)
 - d. SF Form 1034(s)
14. Clearance Memos (in order)
 - a. Commander's Closure Memo
 - b. FOO Manager
 - c. RC (USFOR-A J8)

PAYMENT # (circle)							
1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8

15. Transfer of Authority Document (for RIP/TOA) (required for projects not completed prior to RIP/TOA)
16. Final Project Report (This report articulates if and how the project met its goals and the desired effects. This can be documented in the *Project Closure* section of the ADR.)

ANNEX C: USFOR-A AFGHANISTAN REINTEGRATION PROGRAM (ARP) REVIEW BOARD

CONTENTS

1. TIME & ATTENDANCE
2. REQUIREMENTS
3. REVIEW & APPROVAL PROCESS
4. FILE MAINTENANCE

1. TIME & ATTENDANCE

- A. The USFOR-A ARP Review Board (ARB) will convene weekly, or more often if deemed necessary, to review all projects greater than \$500K. The Board will validate that all project nominations are legitimate and advisable for reintegration. The Board location will be the USFOR-A McKiernan Conference Room unless operational requirements dictate otherwise. If no complete nomination packages have been received by 5 calendar days prior to the Board, a cancellation notification may be sent out to all board members. Emergency nomination packages will be boarded on a case-by-case basis, as determined by USFOR-A J9.
- B. The ARB will be chaired by the USFOR-A Chief of Staff and the board voting members will be J8, J9, U.S. State Department Representative from the FRIC, U.S. Embassy-Kabul representative, CCC, SJA, USAID, and JENG (If Applicable).
- C. Although RC-E, RC-N, RC-W, RC-C, RC-S, RC-SW, IJC, CFSOCC-A, CJIATF 435, and subordinate units are not voting members, their attendance and participation are welcome and highly encouraged. For projects being boarded the respective RPM and/or PM is expected to present (via VTC or in person) their project and answer questions from the board members.
 1. Reintegration Afghan Development Reports (ADR) and Board nomination packages should be detailed enough to stand on their own; however, subject matter experts are essential to the Board review process and can assist in providing additional historical information and ensure the Board has all the facts required to make an informed recommendation to the USFOR-A Deputy Commander, USFOR-A Commander, and USCENTCOM Commander.
 2. If outside units would like to attend the Board, either in person, via telecom, or VTC, please notify the USFOR-A J9 Reintegration Program Manager no later than 48 hours in advance. USFOR-A J9 needs time to update the attendance slides, print hand-outs, and request technical support from USFOR-A J6.

2. REQUIREMENTS

- A. In order for projects to be submitted to the USFOR-A ARB, project nomination packages must be received no later than 5 calendar days prior to the Board.
- B. *For a list of documentation required in a nomination package, see paragraph 6.C of this SOP.*

- C. Prior to the project being presented to the USFOR-A ARB, USFOR-A J9 will assess each project and ensure all documentation has been received and completed properly and all “Performance Metrics” have been addressed prior to staffing. The complete package will then be staffed through the voting members and other staff members (as appropriate).

3. REVIEW & APPROVAL PROCESS

- A. All projects presented to the USFOR-A ARB will be recommended for approval or disapproval pending sufficient responses to the following questions and USFOR-A’s priorities for the Afghanistan Theater of Operations.

- 1. Foundation:

- a. How does this project support Afghan-led Reintegration?
 - b. How does this project support/promote U.S. policy In Afghanistan? Does it duplicate, contradict or in any way undermine U.S. efforts in Afghanistan?
 - c. Does the project violate any of the Reintegration prohibitions?
 - d. If applicable, is there a capacity within the area to maintain and operate this requirement (i.e. staffing, funding for recurring operational costs, funding for equipment and supplies, etc.)?

- 2. Local:

- Has GIRoA (local, provincial or national) endorsed or requested this project?

- 3. Metrics:

- a. Was a preliminary assessment done to find metrics by which to measure this project’s success?
 - b. When and how will these results be measured?
 - c. What is the target goal for the results? What end-state is this project trying to achieve?

- 4. Funding: Is another funding source available and more appropriate for this project?

- B. After the USFOR-A ARB, USFOR-A J9 will publish board minutes detailing the status of nomination packages pending a USFOR-A decision, the status of nomination packages pending a USCENTCOM decision, and the Board’s discussions and recommendations.

- 1. For projects up to \$1M, if the project is recommended for approval by the Board, USFOR-A J9 will route the nomination package through USFOR-A DCDR-S for final approval and signature.

- a. Once approved, USFOR-A J9 will then upload the approval letter, J9 endorsement letter, and the SJA legal review to the ARP in CIDNE. USFOR-A J9 will then notify the appropriate Reintegration Program Manager(s) of the approval and provide him/her an electronic copy of the approved PR&C.
 - b. Once the PR&C has been certified and returned to the Project Manager (PM), the PM will then change the project status in CIDNE and notify the RCC and/or FOO of their authority to proceed.
2. For projects greater than \$1M but less than \$5M, if the project is recommended for approval by the Board, USFOR-A J9 will route the nomination package through the USFOR-A Commander to the USCENTCOM Commander for final approval.
 - a. Once endorsed by USFOR-A, USFOR-A J9 will forward the nomination package to USCENTCOM CCJ8 for coordination and the USCENTCOM Commander's final approval and signature.
 - b. Once approved by USCENTCOM, USCENTCOM CCJ8 will email the USCENTCOM approval letter and any USCENTCOM supporting documentation to USFOR-A J9, who in turn, will upload the documentation to the ADR in CIDNE.
 - c. USFOR-A J9 will then notify the appropriate Reintegration Program Manager(s) of the approval and provide him/her an electronic copy of the approved PR&C.
 - d. Once the PR&C has been certified and returned to the PM, the PM will then change the project status in CIDNE and notify the RCC of their authority to proceed.
3. If packages are disapproved, USFOR-A J9 will route the package back to the Reintegration Program Manager for revision or project cancellation.
4. If packages are tabled or deferred due to unresolved issues or funding, USFOR-A J9 will maintain the Reintegration nomination package and work the issues with the responsible organizations. Once the issues have been resolved or funding has been received, USFOR-A J9 will re-board the package.

ANNEX D: TEMPLATES / EXAMPLES

CONTENTS

A. The following templates are available on the USFOR-A J9 SharePoint:

1. DD577 Appointment/Termination Record
2. Letter of Justification
3. GIRoA Memorandum of Agreement
4. Clearance Memorandum
5. Land Use Agreement
6. Bulk Fund Clearing Document
7. Storyboard
8. PR&C
9. Contract
10. Transfer of Authority

ANNEX E: LIST OF ACRONYMS

CONTENTS

1. **PURPOSE.** To provide leadership and ARP enablers with a consolidated list of acronyms contained within the USFOR-A ARP SOP.
2. **LIST**

ADR	Afghan Development Report
ANSF	Afghan National Security Forces
AO	Area of Operations
AOR	Area of Responsibility
APC	Account Processing Code
ARCENT	Army Central Command
ARP	Afghanistan Reintegration Program
APRP	Afghanistan Peace and Reintegration Program
CCC	CENTCOM Contracting Command
CERP	Commander's Emergency Response Program
CFSOCC-A	Combined Forces Special Operations Component Command-- Afghanistan
CIDNE	Combined Information Data Network Exchange
CJIATF	Combined Joint International Assistance Task Force
COR	Contracting Officer Representative
CSTC-A	Combined Security Transition Command--Afghanistan
DA	Disbursing Agent
DCDR-S	Deputy Commander-Support
DDO	Deputy Disbursing Officer
DDS	Deployed Disbursing System (Financial System)
DO	Disbursing Officer
DoD	Department of Defense
DoD FMR	Department of Defense Financial Management Regulation
EFT	Electronic Funds Transfer
FIM	Funds Increase Memorandum
FOB	Forward Operating Base
FOO	Field Ordering Officer
FRAGO	Fragmentary Order
FRIC	Force Reintegration Cell (ISAF)
FY	Fiscal Year
GIRoA	Government of the Islamic Republic of Afghanistan

GO	General Officer
HQDA	Headquarters Department of the Army
IGCE	Independent Government Cost Estimate
IJC	ISAF Joint Command
ISAF	International Security Assistance Force
JENG	Joint Engineering (USFOR-A)
JPIO	Joint Program Integration Office
JSC-A	Joint Sustainment Command--Afghanistan
JTF	Joint Task Force
LOJ	Letter of Justification
LN	Local National
MAAWS-A	Money As A Weapon System--Afghanistan
MFR	Memorandum for Record
MGRS	Military Grid Reference System
MOA	Memorandum of Agreement
MOD	Ministry of Defense
MOI	Ministry of Interior
MSC	Major Subordinate Command
NDS	National Director of Security
NULO	Negative Un-liquidated Obligation
NGO	Non-Governmental Organization
ODS	Operational Data Storage (Financial System)
OSD	Office of the Secretary of Defense
PA	Paying Agent
PARC-A	Principal Advisor Contractor-Afghan
PDC	Provincial Development Committee
PDP	Provincial Development Plan
PM	Project Manager
PO	Purchasing Officer
PR&C	Purchase Request and Commitment
QA/QC	Quality Assurance / Quality Control
RCC	Regional Contracting Center
PRT	Provincial Reconstruction Team
RAF	Request for Additional Funds
RC-C	Regional Command--Capital
RC-E	Regional Command--East
RC-N	Regional Command--North
RC-S	Regional Command--South
RC-SW	Regional Command--Southwest
RC-W	Regional Command--West
RM	Resource Management
RMT	Resource Management Tool (Financial System)

RPM	Reintegration Program Manager
RRB	Reintegration Review Board
SBDE	Sustainment Brigade
SOF	Special Operations Force
SOP	Standard Operating Procedures
SOW	Statement of Work
STANFINS	Standard Army Finance Information System
TF	Task Force
UCMJ	Uniformed Code of Military Justice
ULO	Un-liquidated Obligations
UN	United Nations
USAID	United States Agency for International Development
USACE-AED	U.S. Army Corp of Engineers – Afghanistan Engineering Division
USCENTCOM	United States Central Command
USFOR-A	United States Forces-Afghanistan
USG	United States Government

ANNEX F: FIELD ORDERING OFFICER PURCHASE LIST

1. **PURPOSE.** To provide leadership and Field Ordering Officers with a consolidated list of pre-approved and prohibited purchases available under the ARP.
2. **LIST**

Afghanistan Reintegration Program (ARP)	
ITEM	AUTHORIZATION TO PURCHASE
Class II (uniform Items)	None
Class III - Petroleum, Oil, and Lubricants (POL)	None; except as part of approved vehicle maintenance project
Class IV - Construction Materials	None
Class V - Ammunition of all types	None
Class VI - Personal demand items	See below
Alcohol/Tobacco	None
Health and Hygiene Products	Only to Reintegree's as part of approved ARP project
Computer Equipment	See below
Computer Hardware (desktops, laptops, monitors)	for Joint Secretariat Team support only (Provincial/District)
Copiers (buy or lease)	for Joint Secretariat Team support only (Provincial/District)
Software	for Joint Secretariat Team support only (Provincial/District)
Servers, switches, routers, and network equipment	None
Communications Equipment	See below
Cell Phones, SIM cards, Minutes	for Joint Secretariat Team support only (Provincial/District)
Walkie-talkie, Two-way radios	for Security Measures only
COMSEC Equipment	None
Satellite Communications (Phones, Dishes, Service, Communications Systems)	None
MWR Items	See below
Gym/Sports Equipment	None
Video Systems (DVD Players, Video Game Machines, etc)	None
TV's	None
Surround Sound Systems, Audio Systems	For Approved Shura's only (rent or lease only)
Internet Related Services	None
Vehicles (rent, lease, or purchase)	See below
Vehicle Maintenance	Only in direction support of ARP efforts (outreach, PJST)
Vehicle rent, lease, or purchase	With USFOR-A CDR approval only
Equipment Maintenance and Repairs	None
Labor	See below
Salaries	None
Services	IAW RCC contract rules
Lodging	See below
Reintegree	Only while engaged in reintegration activity, such as demobilization, training, etc (max 90 days)
Village elders, mullahs	Only while attending approved Shura (max 1 day)
Reintegree family members	Only as a result of approved relocation effort
All other expenses	None
Bibles/Qurans -- any religious items	None
Lease/Rent Land or Buildings	Only authorized through USACE contract

Afghanistan Reintegration Program (ARP)	
ITEM	AUTHORIZATION TO PURCHASE
Gifts	US CDR may exchange a small offering with attending leaders as a reciprocate only, \$25 per gift max
<i>Souvenirs</i>	None
Rations and Subsistence	See below
<i>Reintegree</i>	Only while engaged in reintegration activity, such as demobilization, training, etc (max 90 days)
<i>Village elders, mullahs</i>	Only while attending approved Shura (\$500 max per event)
<i>All other expenses</i>	None
Shura	See below
<i>Food/Refreshment</i>	Limited to \$500 per event or \$10 per attendee, which ever is greater; must provide letter with names of attendees signed by US Commander (O-6 or above)
<i>Lodging</i>	Invited attendees only; maximum 1 night
<i>Gifts</i>	US CDR may exchange a small offering with attending leaders as a reciprocate only, \$25 per gift max
<i>Equipment, supplies (audio, chairs, tables, rugs, etc)</i>	1 day rental costs only
<i>Gas for travel expenses</i>	Invited attendees only; must provide letter with names of attendees signed by US Commander and GIRoA official
<i>All other expenses</i>	None
Joint Secretariat Teams (Provincial/District)	See below
<i>Salaries (individuals specified in Joint Order)</i>	None
<i>Facility Rent/Lease</i>	None
<i>Food/Refreshment</i>	None
<i>Transportation/Travel</i>	None
<i>Vehicles (rent, lease, or purchase)</i>	With USFOR-A CDR approval only
<i>Minor building repairs/grounds maintenance</i>	Initial setup costs only
<i>All other expenses</i>	See specific line item for guidance
Class VII - Major end items	None
Class VIII - Medical material	None
Class IX - Repair parts and components required for maintenance support of all equipment	None
Construction of Real Property	None
Live Animals	None
Stockpiling	None
Personal Comfort Items (refrigerators, microwaves, coffee makers, other kitchen appliances)	None
Any support or equipment for Afghan Security Forces	None
Any direct support or equipment to GIRoA officials	None
Battle damage, condolence payments, and/or micro-grants	None
Any direct support or equipment for US and/or Coalition Forces	None
NOTE: If category reflects "none", then the FOO <u>is not</u> authorized to purchase this item. Maximum single purchase limit is \$30K. Project may not be split to stay under the limit. Where not authorized, the use of a warranted Contracting Officer is required. Waivers or exceptions must be submitted through the RCC to USFOR-A J9 for approval.	

