CJTF PHOENIX
ANSF LOG CELL

AFGHAN NATIONAL POLICE
LOGISTICS
MENTOR HANDBOOK

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Chapter 1 – Introduction from the CJTF Phoenix Commander

20 June 2009

Afghan National Security Forces Logistics Mentors,

Welcome to Afghanistan and congratulations on your selection as a Logistics Mentor.   You are joining a team of experienced logisticians from all the services, Coalition nations, and contracted logistics experts.   Our goal is to ensure the rapid growth and development of the Afghan National Security Forces so that Afghanistan can be free and prosperous allowing the United States to disengage.

Being a logistics mentor in Afghanistan will be one of the most challenging and important duties you will perform in your career. The challenges you will face range from geographical separation, poor communications, culture differences, along with the challenges that come from operating in a joint and coalition environment. The scope of your job as a Logistics Mentor is very broad and complex. Here are a few points to give you a sense of what I expect:

> *- Demonstrate appropriate values - moral, ethical, and professional attributes of character*
> *- Demonstrate tactical and technical competence - understand how to best integrate the limited assets available to you*
> *- Establish and enforce high standards - assist your team in enforcing them.*
> *- Supply accountability. Maintenance and accountability of supplies and equipment, especially sensitive items and high value items*

This handbook has been designed to assist you in your mission and provide you with the necessary tools to be an effective logistics mentor. The information included in this book has been gathered from experienced Logistics Mentors at all levels throughout the Afghanistan logistics system, ranging from the Police Department to the Ministry of Interior.

Afghanistan's logistics processes are still being developed and refined, but I am confident that as we continue to mentor and build relationships with our Afghan counterparts and that we will win the Global War on Terrorism while helping the Afghans to live and thrive without fear.

STEVEN P. HUBER
Brigadier General, USA
Commanding

CJTF Phoenix Log Cell Introduction to Mentors

Introduction

The mission of CJTF Phoenix is to train and mentor the Afghan National Security Forces (ANSF) to conduct independent, self-sustained Counter Insurgency (COIN) and Security Operations in order to defeat terrorism and provide a secure, stable environment within the borders of Afghanistan. The ANSF is primarily composed of the Afghan National Army (ANA), Afghan Uniformed Police (AUP), Afghan National Police (ANP), Afghan Border Patrol (ABP) and Afghan National Civil Order Police (ANCOP).

CJTF Phoenix J4 ANSF Logistics [LOG] Cell supports the growth and development of the logistical readiness of ANSF by providing CJ4 staff oversight and assistance to CJTF Phoenix Logistics Mentors at the Regional-level and below. Specifically, the ANSF Log cell is responsible for

- *Training assigned ANSF logistics mentors at the Regional level and below*
- *Collecting, analyzing, and reporting logistical data from reporting units in the field*
- *Facilitating the mentoring mission by advocating for the logistics mentors in the field*
- *Advising on ANSF national logistics policy development.*

Training

In order to be effective in the field, it is essential for logistics mentors to get the appropriate training in ANSF logistics policy. The ANSF logistics system, still in the early developmental phase, is vastly different than those utilized by Coalition Forces as it reflects the Afghan culture and lacks many of the traditional tools and resources of developed militaries. Therefore, mentors will need to study and understand the logistics processes before arriving at their duty locations and continue training while mentoring in the field. OEF logistics training is designed to occur in four phases:

Phase I - Pre Deployment Training

Ideally, all Logistics Mentors will have pre-deployment training in ANSF logistics prior to arriving in theatre. This training is in addition to COIN, Cultural Familiarization, and other general information training. The logistics training should include a general overview of the logistics processes, challenges, and goals of the ANSF logistics system.

Phase II - CJTF Phoenix In-Processing Training

While in-processing at Camp Phoenix and waiting for transportation to their final deployed locations, the ANSF Log Cell at Phoenix will provide the mentors additional training on the logistics processes and their duties through Logistics Mentor training courses. The objective is to orient new Logistics Mentors on how to structure the mentoring plan and to ensure they have a working knowledge of the tools included in their training books. Additionally, the mentor plan will provide information and alternative POCs in the absence of ANSF Log Trainers.

Phase III - On-the-Job Training

On-the-Job training is the most important, and often, the most neglected part of the new mentors' overall training plan. Continued self-learning and evaluation will reinforce the mentors' ongoing knowledge and understanding. Furthermore, it is important for the outgoing mentors to take the time to prepare and train their replacements, as "right seat" training is essential for success. If a good transition is not given, the spin up time for the new mentors will take much longer than necessary and valuable training time for their ANP counterparts will be lost.

Phase IV - Mobile Training Teams (MTT)

CJTF Phoenix and Combined Security Transition Command-Afghanistan (CSTC-A) Log ETT conduct regular site visits to the Regions, and in some cases, out to Provincial and District areas. The purposes of these visits are to further the training of the mentors down range and gather data on how we can better support the mentors. Mentors should notify CJTF Phoenix of any logistics conferences that are being held at their respective Commands, as MTT visits are often scheduled with those conferences.

The Logistics Mentor Training Book

The Logistics Mentors Training Book is the *"Teachers' Edition"* of what is supposed to be taught to ANP counterparts. It is the responsibility of the mentors to continuously update the mentor training book, in order to correctly reflect the constantly changing Afghan logistics environment. Resources for updating the training book can be found on the CJTF Phoenix SharePoint J4/ANSF Log Branch/Training intranet site. Emails will be periodically sent out by the ANSF Log Cell to notify mentors down range of changes to the site's contents.

Keeping in Contact

It is the responsibility of every Logistics Mentor to keep in contact with both their chain of command and with the ANSF Log Cell. This can be done through four primary means: utilizing the CJTF Phoenix email address to email any changes to your location or duties; contacting the CJTF Phoenix DSN lines at 237-2058 or 237-2137; ensuring that you are on the CJTF Phoenix Log Mentor distribution list; and ensuring your information is included on all monthly Weapons Serial Number Inventories. More training on the Weapons Serial Number Inventory will be provided in the PMT Required Reporting section of chapter 6.

Getting Started

For the first several weeks, mentors will be in a training mode. It is expected that they will spend a great deal of time reading and asking questions. The information included in this Mentor Training Handbook and on the ANSF Log Cell website will be the primary source of information for mentors. Additional information can be found on the CSTC-A Log ETT and CSTC-A CJ4 SharePoint site at
https://tfphx.oneteam.centcom.mil/sites/j4/ANSF%20Log%20Branch/.
If you have any questions, please contact the CJTF Phoenix ANSF Log Cell at 237-2058 or 237-2137 or email tfphx.j4.anp@afghan.swa.army.mil for Afghan National Police

(ANP). Outgoing mentors should provide the necessary "right seat /left seat" training while maximizing overlap time, and turn over a well organized logistics mentorship program to their replacements.

Please note: The CJTF Phoenix ANSF Log Cell currently has an ANA version of the Logistics Mentoring Handbook. If you have any questions regarding Afghan National Army (ANA) issues, please contact us via email: tfphxj4.ana@afghan.saw.army.mil or 237-2058 and 237-2137.

About Afghanistan

Afghanistan is bordered by Pakistan in the South and East, Iran in the West, Turkmenistan, Uzbekistan and Tajikistan in the North, and China in the far Northeast. The borders are generally not well controlled and in some areas are not even well defined.

Afghanistan is administratively divided into thirty-four provinces and a capital is located in each province. Each province is then divided into many districts, and each district normally covers a city or several townships. The Governor of each province is appointed by the President and provincial district officials will be appointed by the provincial Governor. The provincial Chief of Police is appointed by the Ministry of Interior, who works together with the Governor on law enforcement for all the cities or districts of that province. There is an exception in Kabul, where the Mayor is selected by the President, and is completely independent from Kabul Province.

Figure 1-1 Map of Afghanistan
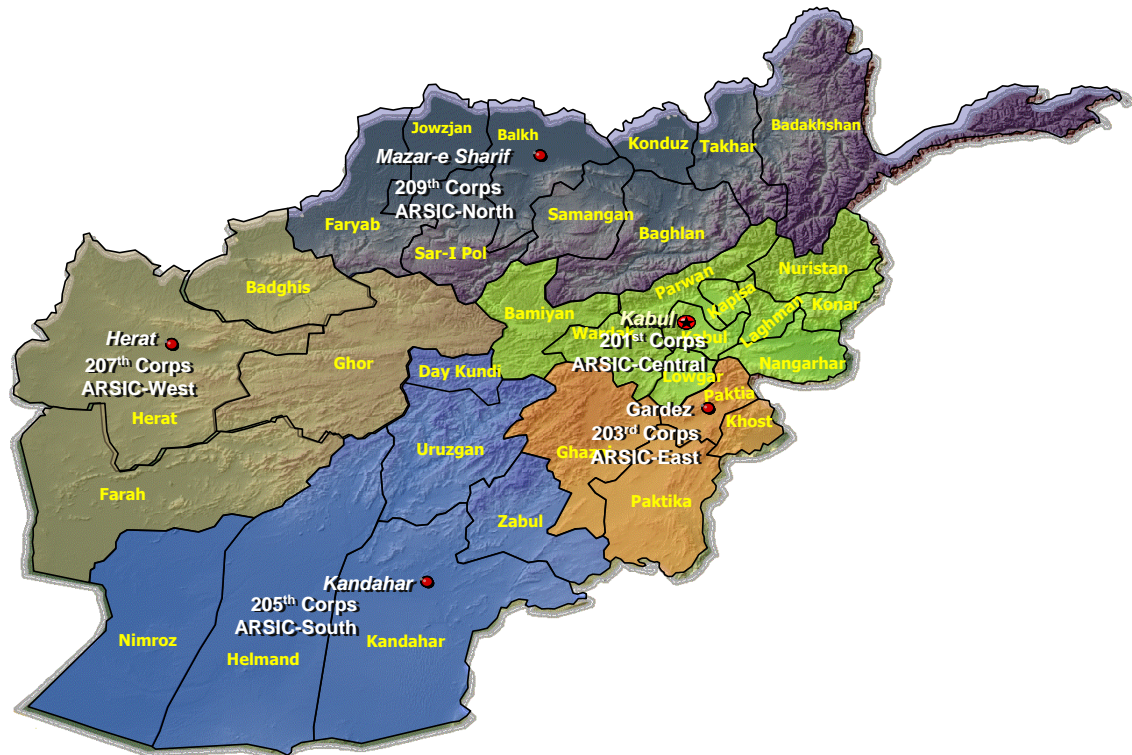
Figure 0-2 Afghanistan Provinces

Afghan History

Though the modern state of Afghanistan was founded in 1747, the land has an ancient history. Excavation of prehistoric sites suggest that humans were living in what is now Afghanistan at least 50,000 years ago, and that farming communities of the area were among the earliest in the world.

During the nineteenth century, Afghanistan saw much of its territory and autonomy ceded to Britain. The British exercised a great deal of influence and it was not until King Amanullah Khan acceded to the throne in 1919 that Afghanistan regained complete independence over its foreign affairs. During the period of British intervention in Afghanistan, ethnic Pashtun territories were divided by the Durand Line. This would lead to strained relations between Afghanistan and British India—and later the new state of Pakistan—over what came to be known as the Pashtunistan debate.

The longest period of stability in Afghanistan was between 1933 and 1973, when the country was under the rule of King Zahir Shah. In 1973, Zahir Shah's brother-in-law, Sardar Daoud Khan, launched a bloodless coup. Daoud Khan and his entire family were later murdered in 1978, when the communist People's Democratic Party of Afghanistan launched a coup known as the Great Saur Revolution and took over the government.

In 1979 as part of its Cold War strategy, the U.S. government (under President Jimmy Carter) began to covertly fund and train anti-government Mujahedeen Forces with the help of the Pakistani secret service known as Inter Services Intelligence (ISI). In order to bolster the Afghan Communist Forces, the Soviet Union—citing the 1978 Treaty of Friendship, Cooperation and Good Neighborliness that has been signed between the two countries—intervened on December 24, 1979. Over 100,000 Soviet troops took part in the invasion. The Soviet occupation resulted in the killings of an estimated 2 million Afghan civilians. Over 5 million Afghans fled their country to Pakistan, Iran and other parts of the world. Faced with mounting international pressure and a great number of casualties on both sides, the Soviets withdrew in 1989. The Soviet withdraw was seen as a great victory in Afghanistan and gave rise to the Mujahedeen Victory Day celebrated annually on the 28th of April.

The Soviet withdrawal from Afghanistan was seen as an ideological victory in the U.S. which backed the Mujahedeen through three U.S. presidential administrations in order to counter Soviet influence in the vicinity of the oil-rich Persian Gulf.

Following the withdrawal of Soviet Forces, the U.S. strategic interests in the region changed and offered little help to rebuild the war-ravaged country or influence events there. The USSR continued to support President Najibullah (former head of the Afghan secret service, KHAD) until 1992 when the new Russian government refused to sell oil products to the Najibullah regime.

The result of years of fighting was that the vast majority of Afghan elites and intellectuals escaped to take refuge abroad, and a dangerous leadership vacuum came into existence. Fighting continued among the Mujahedeen factions, eventually giving rise to a state of warlordism. The most serious fighting during this period occurred in 1994, when over 10,000 people were killed in Kabul alone. The chaos and corruption that dominated post-Soviet Afghanistan in turn spawned the rise of the Taliban. The Taliban developed as a politico-religious force, and eventually seized Kabul in 1996. By the end of 2000, the Taliban were able to capture 95% of the country, aside from the opposition (Afghan Northern Alliance) strongholds primarily found in the Northeast corner of Badakhshan Province. The Taliban sought to impose a very strict interpretation of Islamic law.

During the Taliban's seven-year rule, much of the population experienced restrictions on their freedom and violations of their human rights. Women were banned from jobs, girls forbidden to attend schools or universities. Opponents were systematically eradicated and thieves were punished by amputating one of their hands or feet. At the same time, the Taliban managed to eradicate the majority of the opium production by 2001.

Following the September 11, 2001 attacks, the United States launched Operation Enduring Freedom which includes a military campaign to destroy the Al-Qaeda terrorist training camps inside Afghanistan. The U.S. military also worked to overthrow the Taliban government for refusing to hand-over Osama bin Laden and his Al-Qaeda followers. The U.S. allied with the Afghan Northern Alliance to achieve its ends. In December of the same year, Afghan leaders of anti-Taliban groups met in Germany, and

agreed on a plan for the formation of a new democratic government that resulted in the inauguration of Hamid Karzai, an ethnic Pashtun from the southern city of Kandahar, as Chairman of the Afghan Interim Authority.

After a nationwide *Loya Jirga* (Council of Elders) in 2002, Karzai was chosen by the representatives to assume the title as Interim President of Afghanistan. In 2003, the country convened a Constitutional Loya Jirga and a new constitution was ratified in January 2004. Following an election in October 2004, Hamid Karzai won and became the President of the Islamic Republic of Afghanistan. Legislative elections were held in September 2005.   The National Assembly—the first freely elected legislature in Afghanistan since 1973—sat in December 2005, and was noteworthy for the inclusion of women as voters, candidates, and elected members.

Chapter 2 – Coalition Mentor Command Structure

Operation Enduring Freedom (OEF) Relationships

U.S. Forces-Afghanistan (USFOR-A) is currently commanded by General Stanley McChrystal, who also serves as the NATO/International Security Assistance Force (ISAF) Commander. USFOR-A Headquarters enables the most efficient command and control of U.S. Forces in Afghanistan and ensures effective integration and coordination between U.S. and Coalition Forces operating under NATO/ISAF.

USFOR-A Commander, GEN McChrystal, is responsible for the overall training mission to ensure Afghan Forces are best prepared to operate with ISAF Forces and provide security and stability to the nation of Afghanistan. The majority of U.S. resources and personnel not dedicated to ISAF are committed to training the Afghan National Security Forces through Combined Security Transition Command-Afghanistan.

U.S. Forces, operating as part of Operation Enduring Freedom, are under the operational control of USFOR-A. The ISAF and OEF chain of command will remain separate and distinct, while U.S. Central Command will continue to oversee U.S. counterterrorism and detainee operations.

USFOR-Afghanistan C²
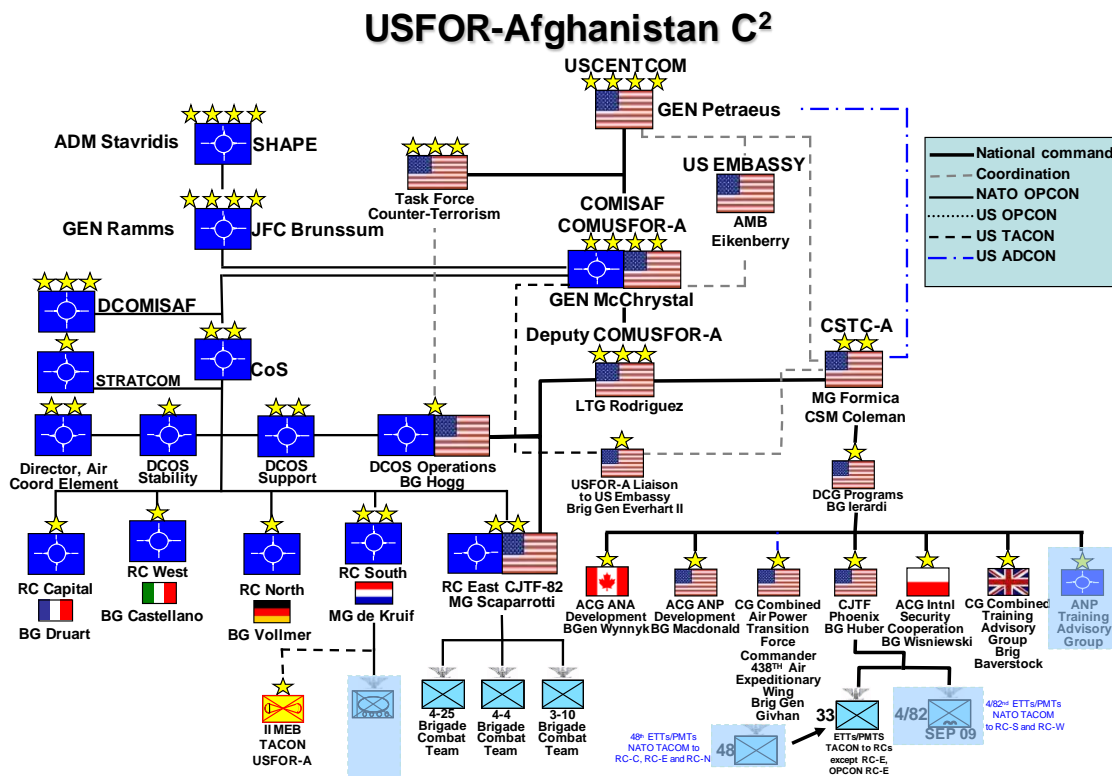
Figure 0-1 USFOR-A Command and Control

International Security Assistance Force (ISAF)

Through the UN-mandated ISAF, NATO is assisting the Afghan government in extending and exercising its authority and influence across the country, creating the conditions for stabilization and reconstruction.

The mission of the ISAF is to conduct military operations in the assigned area of operations to assist the Government of the Islamic Republic of Afghanistan (GIRoA) in the establishment and maintenance of a safe and secure environment with full engagement of the ANSF, in order to extend government authority and influence, thereby facilitating Afghanistan's reconstruction and enabling the GIRoA to exercise its sovereignty throughout the country.

ISAF's key military tasks include: assisting the Afghan government in extending its authority across the country; conducting stability and security operations in coordination with the Afghan National Security Forces; mentoring the Afghan National Police and Army; and supporting Afghan government programs to disarm illegally armed groups.

Operational Mentor and Liaison Teams (OMLTs) and Provincial Reconstruction Teams (PRTs) are crucial to ISAF's mission. In order to accomplish its mission, ISAF has divided Afghanistan into 5 Regional Commands (RCs). Starting from the top – RC North is made up of Norway, Sweden and Germany. The U.S. has the lead in RC Capital and RC East. In RC South, the British and Canadians are in charge. RC West is led by Italian and U.S. Forces and RC Kabul is led by the U.S. and the French.
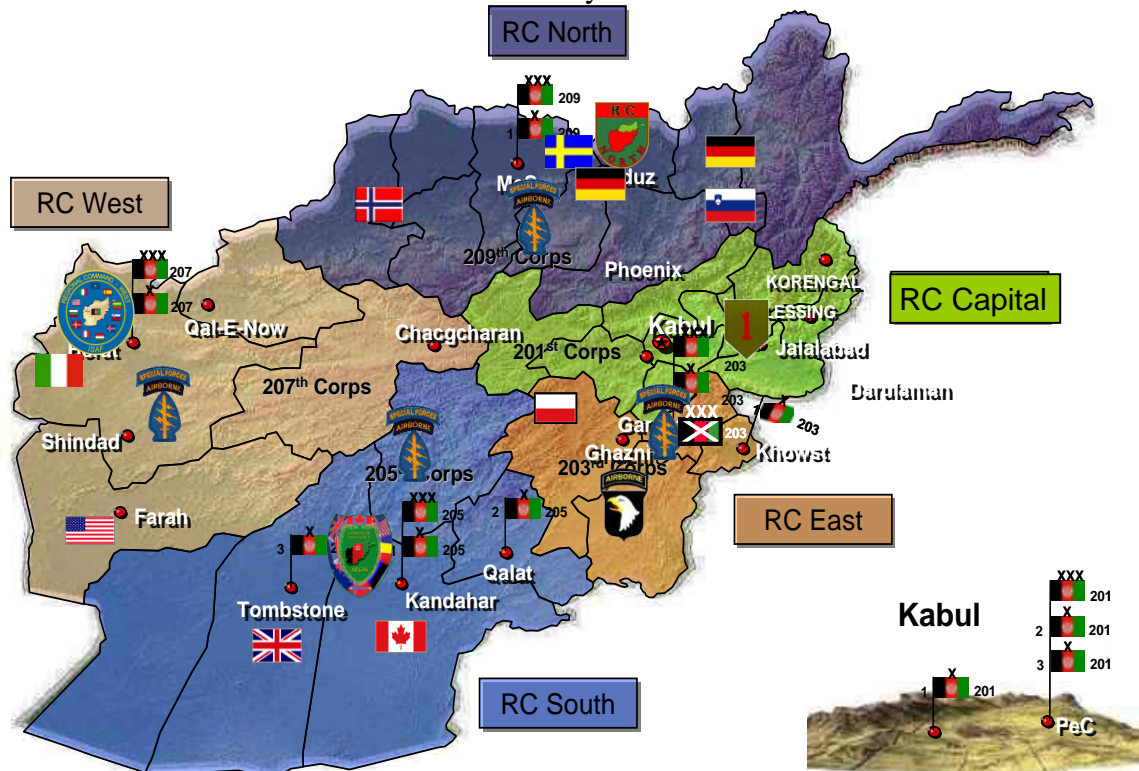
Figure 0-2 Coalition Partners

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Combined Security Transition Command-Afghanistan (CSTC-A)

The mission of the CSTC-A, in partnership with the Government of the Islamic Republic of Afghanistan (GIRoA) and the international community, is to plan, program, and implement structural, organizational, institutional and management reforms of the ANSF in order to develop a stable Afghanistan, strengthen the rule of law, and deter and defeat terrorism within its borders.

CSTC-A provides advisors, mentors, and trainers to help both the Ministry of Defense (MoD) and Ministry of Interior (MoI) to organize, train, equip, employ, and support the ANSF in order to defeat the insurgency, provide internal security, extend and enforce the rule of law, set conditions for economic development, and gain the trust and confidence of the citizens of Afghanistan.

Mission success for CSTC-A is defined as fielding an ANSF that is professional, literate, ethnically diverse, tactically competent, and capable of providing security throughout Afghanistan.
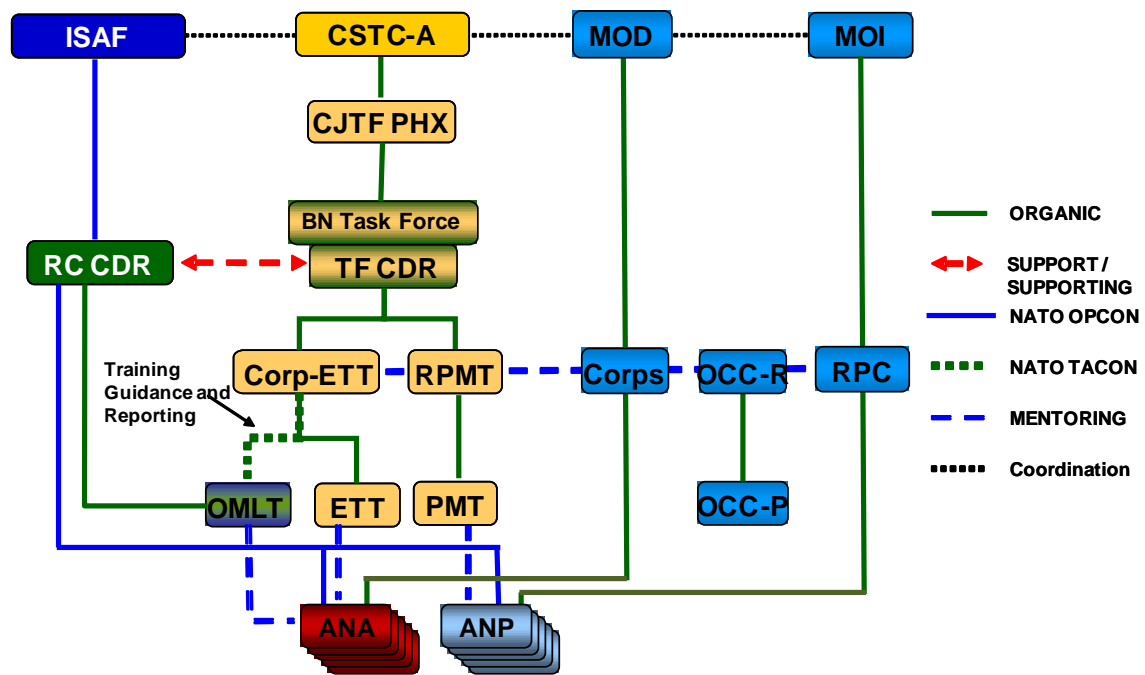
Figure 0-3 ISAF, CSTC-A and Afghan Relationships

Combined Joint Task Force (CJTF) Phoenix

CJTF-Phoenix trains and mentors the ANSF to conduct independent, self-sustained COIN in the CJOA-A in order to defeat terrorism and provide a secure, stable environment within the borders of Afghanistan.

CJTF Phoenix Task Organization
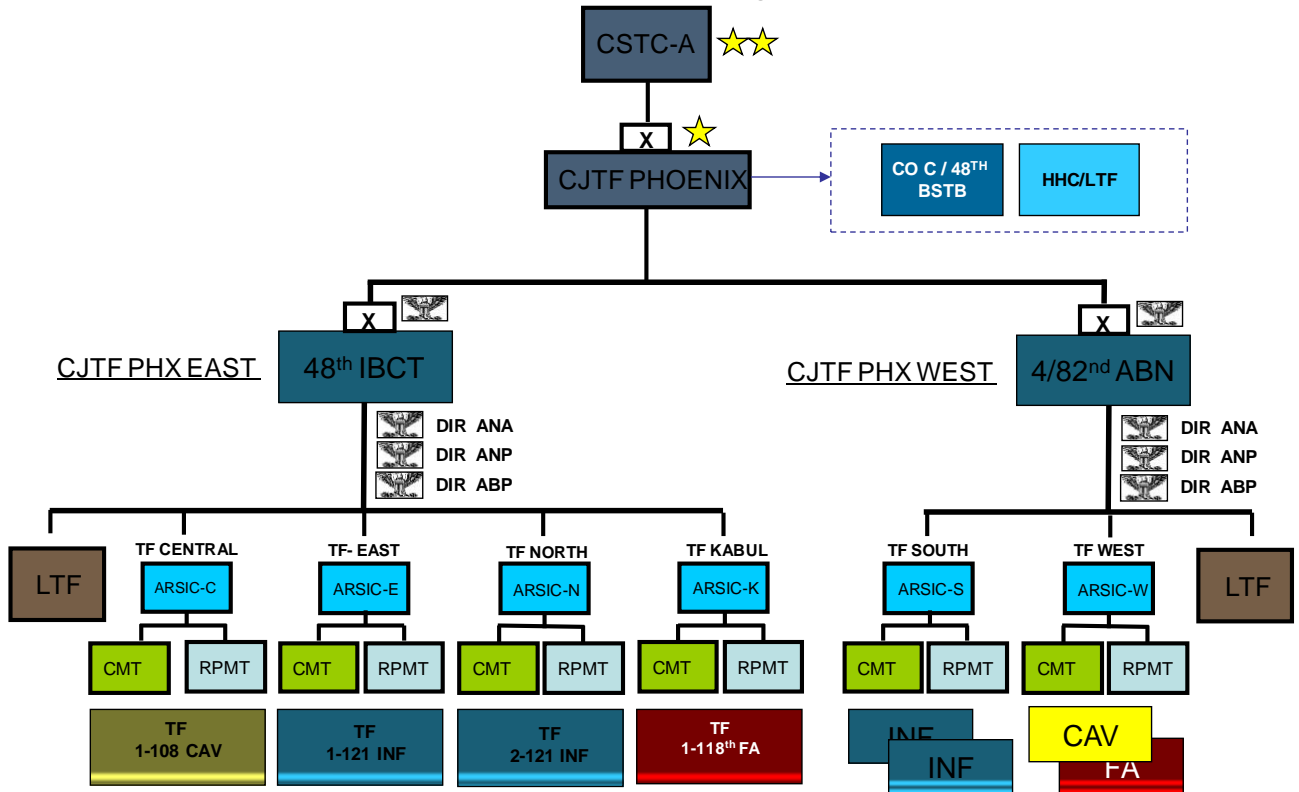
Figure 0-4 CJTF Phoenix IX Organization

CJTF-Phoenix's goal is to generate a trained, self-sustaining and well respected multi-ethnical Afghan National Security Force. The ANSF must be capable of effectively conducting law enforcement, counterinsurgency and securing its nation's interior and borders while operating efficiently within the MoI Policies. Current end strength plans are 134,000 for the ANA and 82,000 for the ANP by December 2011.

BN Task Force Regional Command Structure

Each BN Task Force is aligned with an Afghan Regional Command. They are responsible for mentoring the ANSF up to the Regional Police Commander for the ANP and the Corp Commander for the ANA.

BN Commander
Director of ANA (O-6)
Director of ANP (O-6)
Director of ABP (O-6)
- Corp ETT Corps Mentor Team (ANA)
- RPMT Regional Police Mentor Team (ANP)

BN Task Force Command Structure
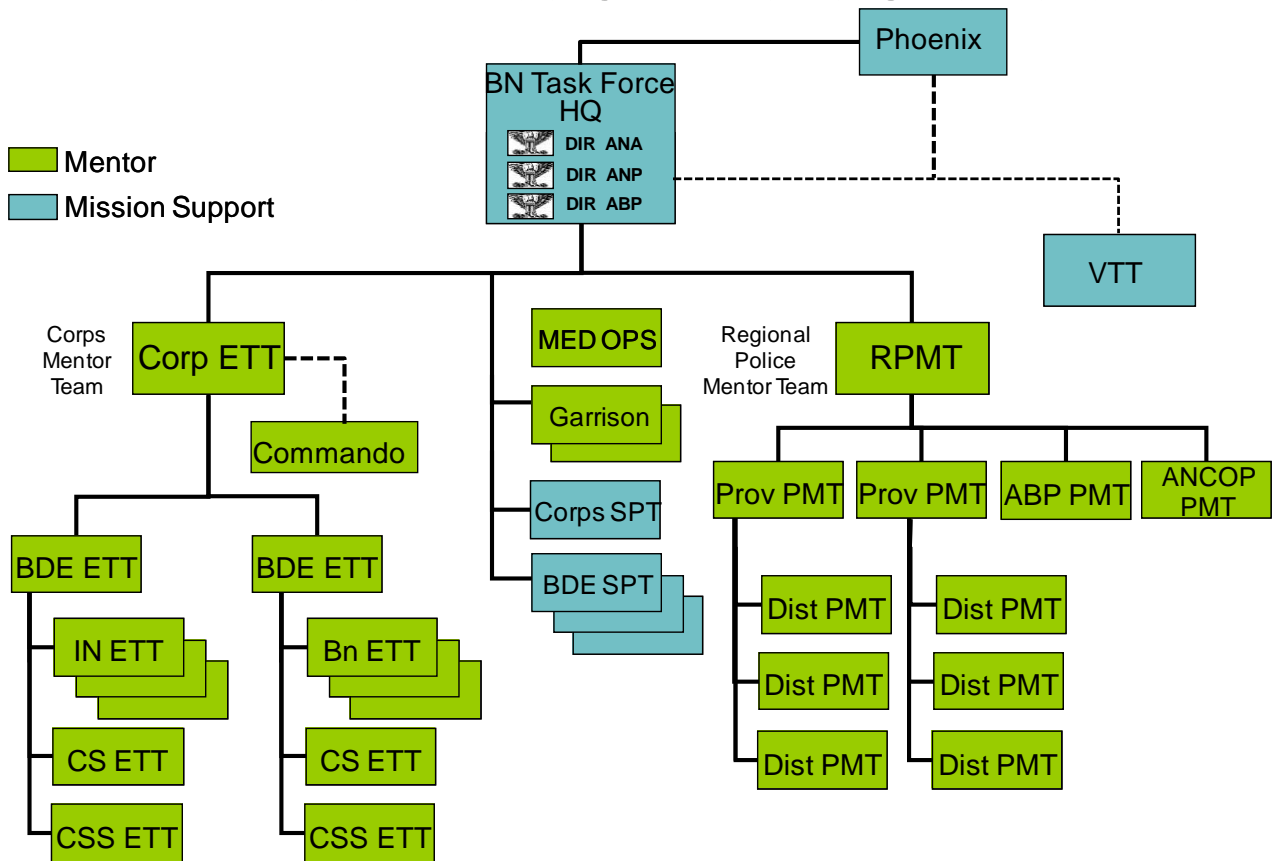
Figure 0-5 BN Task Force Organization

CJTF Phoenix Supporting Organizations

1. CJTF Phoenix ANSF Log Cell
   - The CJTF Phoenix Log Cell is the direct point of contact for BN Task Forces when dealing with Title 22 logistic issues.

2. FDD (Focused District Development) Team
   - Focused District Development is the training cycle for Afghan Police Units. The CJTF Phoenix J-7 in coordination with CSTC-A facilitate the Focused District Development cycles.

3. VTT (Validation Training Teams)
   - VTT's support the BN Task Forces and their PMT/ETT/OMLT's by facilitating the Assessment and Validation Program for ANSF units.

4. Mentoring Forces

In the broad sense, all personnel that perform in a mentoring role are considered Embedded Training Teams (ETT), Advisors/Mentors (U.S. Personnel) or Operational Liaison Mentor Teams (OMLTs) (Coalition Partner Forces).

   Other Mentor Teams:
   - Embedded Training Team (ETT) – US Forces - Advise/Mentor ANA
   - Operational Mentor Liaison Team (OMLT) - Coalition Forces - Advise/Mentor ANA
   - Logistics Support Team (LST) / Logistics Training Team (LTT) – Primary role is for support (OMLT) and to facilitate ANSF logistics
   - Police Mentor Team (PMT) – Advise/Mentor ANP
   - Training Assistance Group (TAG) – Train/Mentor at KMTC and other ANA training sites
   - Consolidated Fielding Center (CFC) - Advise/Mentor ANA Fielding Center
   - Operational Coordination Center (OCC) – provides required ANSF coordination capability in support of the Afghan Government.

5. Civilian / Contractor Support Agencies:

   - Interpreters
   - Kellogg Brown & Root (KBR) – Life support
   - Military Professional Resources Incorporated (MPRI) – Provide support to the Ministry of Interior (ANP) and Ministry of Defense (ANA) for doctrine development
   - DYNACORP– Contracted Civilian Police Mentors (CPM)/Trainers
   - BLACKWATER – Supports mostly Afghan Border Patrol (ABP)

Chapter 3 - Afghan National Security Forces (ANSF)

Afghan National Security Forces (ANSF) are composed of the Afghan National Police (ANP) and the Afghan National Army (ANA). The ANA is primarily made up of the Army soldier and a few special units such as the Commandos. The ANP consists of 14 different sections to include the MoI headquarters. Listed below is a look at the main units which comprise the majority of the ANSF. The Afghan Uniformed Police (AUP), Afghan National Police (ANP), Afghan National Auxiliary Police (ANAP), Afghan Border Patrol (ABP), the Afghan National Civil Order Police (ANCOP) and the Afghan National Army (ANA). A brief description of each ANSF is given below:

Afghan National Army (ANA)

The ANA is the army of Afghanistan that is being trained by the Coalition Forces to ultimately take the lead in land-based military operations. The basic unit in the ANA is the Battalion (known as a Kandak in the ANA), consisting of 600 troops. Although the vast majority is infantry, at least one mechanized and one tank Battalion has been formed; more may be planned. An elite Special Forces unit modeled on the U.S Army Rangers is also being formed. Plans are for it to include 3,900 men in six Battalions under French and U.S guidance. Every ANA Corps will be assigned a Commando Battalion with the sixth designated as a special national unit.
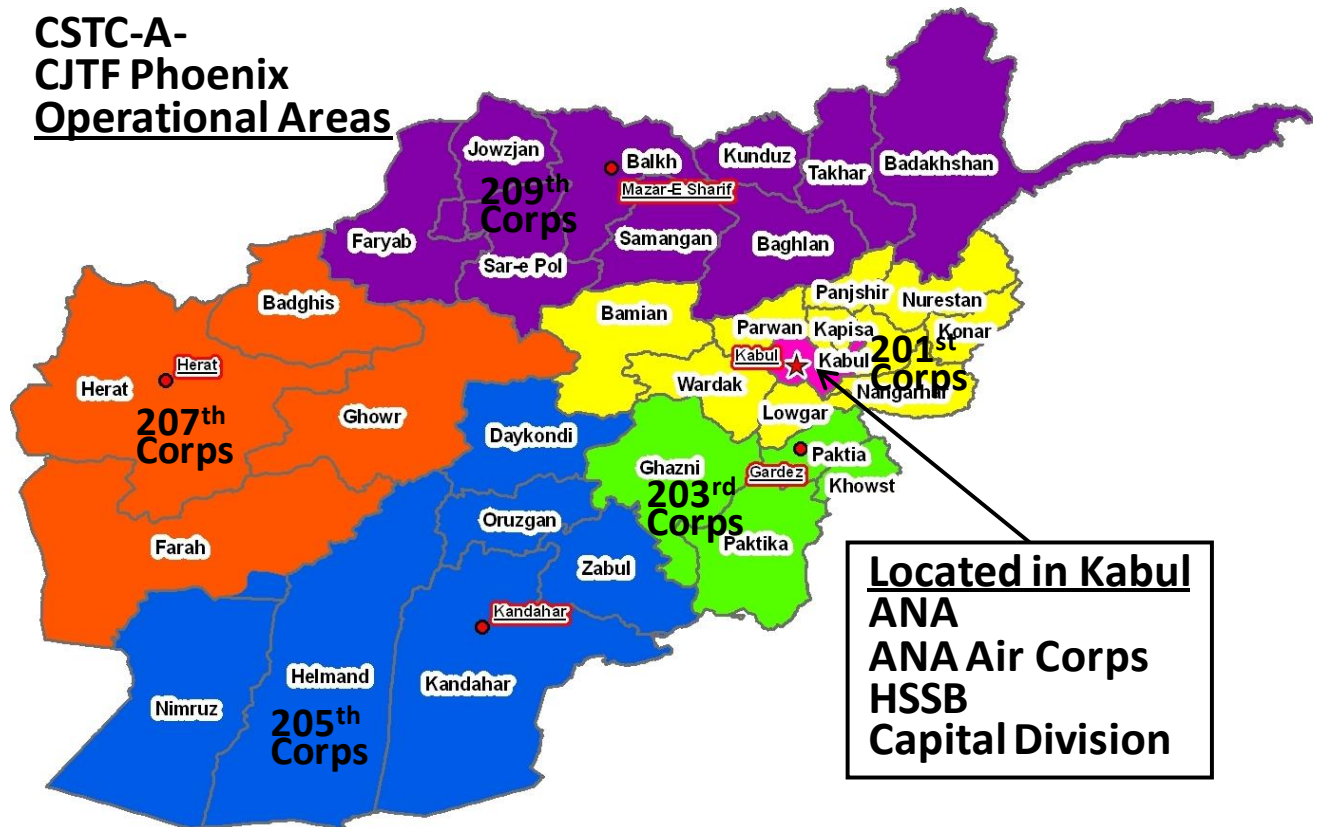
Figure 3-1 Regional Corps Locations

The ANA is organized into six Corps. Five Corps serve as regional commands for the ANA: the 201st Corps based in Kabul, the 203rd Corps based in Gardez, the 205th Corps based in Kandahar, the 207th Corps based in Herat, and the 209th Corps based in Mazari E Sharif. The sixth Corps is the "Air Corps", which is the old Afghan Air Force. Plans exist to separate this Corps again and reclaim the old Afghan Air Force role as a separate branch of the Afghan military. In addition to the constitutionally mandated 6 Corps, an ANA Division (Capital Division) is headquartered in Kabul.

Afghan National Police (ANP)

Afghan Uniform Police (AUP)

AUP provides law enforcement, public safety and internal safety to enforce the rule of law throughout the provinces and districts of Afghanistan. CJTF Phoenix has been working in partnership with other nations and civilian police mentors in training the AUP.

Afghan National Auxiliary Police (ANAP)

The ANAP is located at the regional level and below providing reinforcing law enforcement capabilities as an interim program The ANAP program is a temporary program to help stabilize the security situation in 124 high risk districts within Afghanistan. The ANAP program is intended to rapidly provide local auxiliary police that will provide security at fixed sites thus enabling ANP to execute more complex police tasks.

Recruits must meet the same entry requirements as ANP with the exception that they cannot be older than 35 years of age. They are vetted by Ministry of Interior Recruiters (MoI), sign a one-year contract and receive 2 weeks of Basic training (Ten Days).

These ANAP graduates are then required to complete 3 weeks of sustainment training taught by Afghan instructors with oversight by DynCorp.

Upon completion of their 1 year commitment those ANAP that meet the requirements of 2 week basic, 3 week sustainment and receive a favorable recommendation from their district Chief of Police will be encouraged to join the regular ANP and offered enlistment to the AUP and or Border Police program.

Afghan Civil Order Police (ANCOP)

The Afghan National Civil Order Police is configured into two separate functions. First, they are a tactical response organization responsible for civil disorder and national emergencies.   Second, ANCOP has a patrolling organization with the mission of

maintaining a robust police presence in the high threat remote areas. Along with these two primary functions the ANCOP are also used to stabilize an area as regular ANP units go through the Focused District Development (FDD) process. When the ANP police units pick up and move to their RTC (Regional Training Center) for the initial issue and training that FDD provides, it is the ANCOP who move into the area to help deliver a professional police presence. More information on the FDD process is described in the PMT responsibilities section.

Afghan Border Patrol (ABP)

The ABP are structured into 5 border zones (see Figure 2-8 below) with the same areas of responsibility as the ANA (Afghan National Army) These zones will be co-located with Regional Commands. These co-locations will make collaboration of efforts much easier and effective between the ABP, AUP, and ANCOP. It also guarantees mutual cross support and communication within the RCs. Additionally, the ABP's area of responsibility includes the border area and 50KM inland.
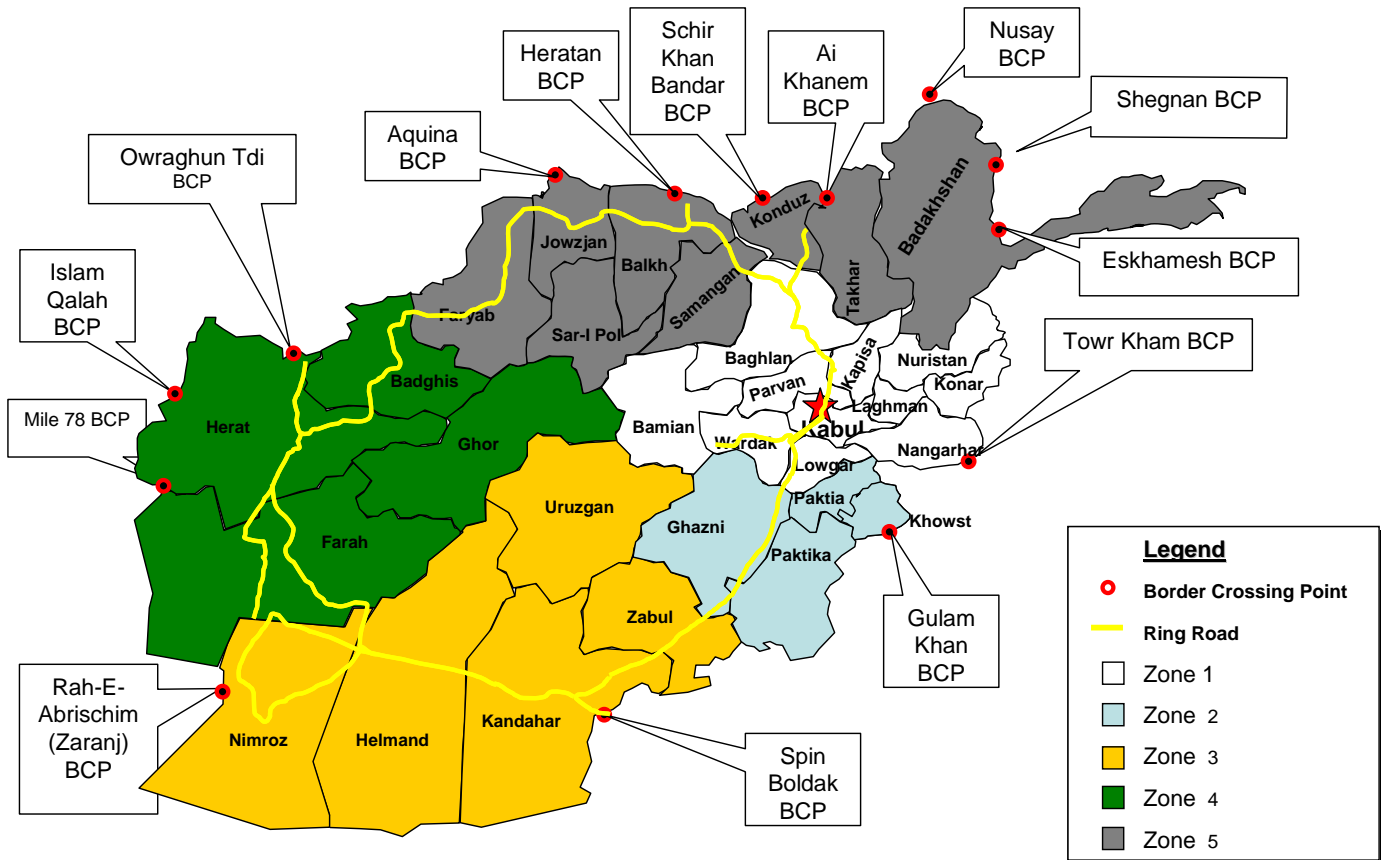
Figure 3-2 ARSIC Organization Afghan Border Crossings

Afghan Public Protection Police (AP3)

The Afghan Public Protection Police was initiated as a pilot program in May of 2009. The AP3 is designed to function as a Neighborhood Watch program; increasing security, empowering local residents and encouraging them to play a larger role in protecting their villages. The AP3 does not have arresting authority, the program focuses on integrity, ethics, discipline, the use of force and the laws of Afghanistan. Qualifications for acceptance into the AP3 program are less than that of the Afghan National Police, however, after a year of exemplary service, members may be asked to consider joining the Afghan National Police.

The AP3 program is in the early stages and currently supported by CJSOTF. For this reason, detailed information regarding locations, numbers of personnel and future plans are not publically available. Recruiting takes place only within the local area to ensure the personnel have a vested interest in strengthening their community.

Chapter 4 - Afghan National Police Organizational Structure

Ministry of Interior (MoI)

The Minister of Interior serves as the senior civilian commander of the civilian and uniformed Police force of Afghanistan. The Ministry of Interior creates policy and oversees all functions of the ANP, to include ensuring that detailed logistics management policies and procedures are developed, implemented, and enforced.
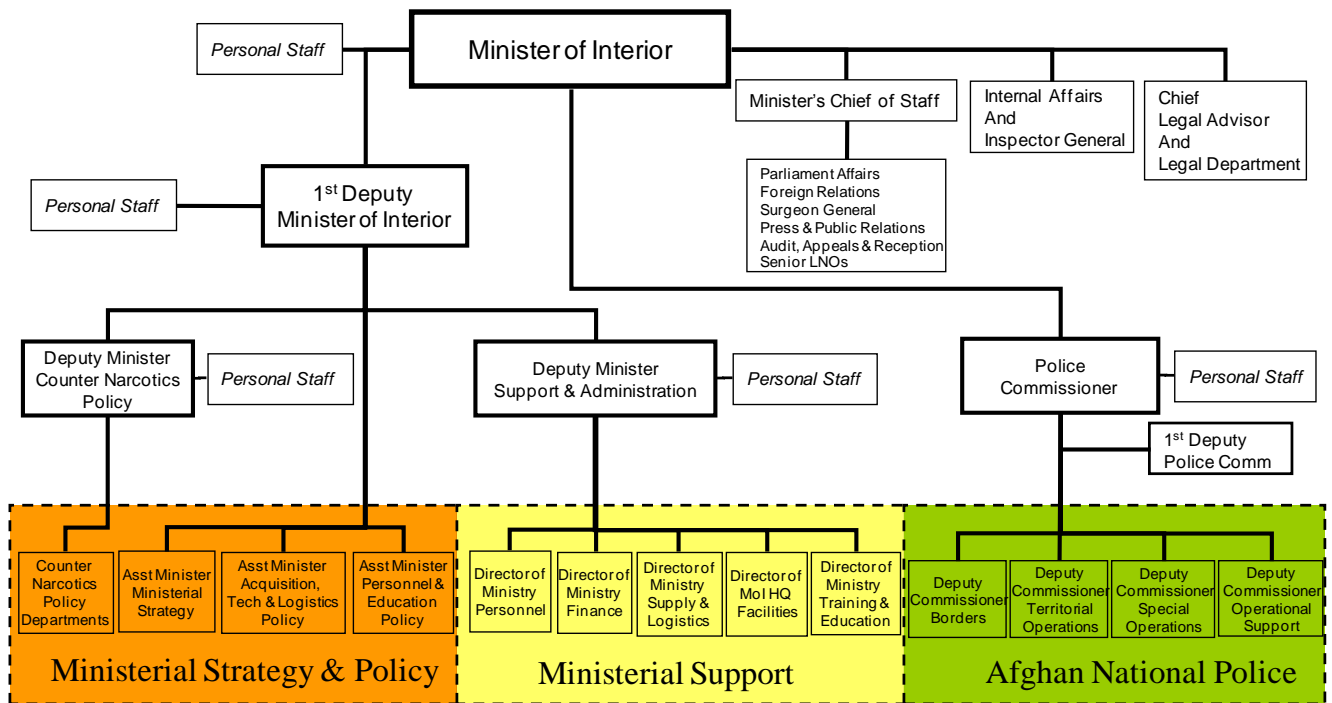
Figure 4-1 Ministry of Interior Organization

Afghan National Police Branches

Including the Ministry of Interior Headquarters, there are 14 different branches of the Afghan National Police. The following is a look at the different branches and the total authorized number across Afghanistan.

- MoI HQ's   2,615
- Uniform Police   47,384
- Border Police   17,621
- Afghan Civil Order Police   5,365
- Counter Narcotics   2,519
- Training Centers   1,960
- Special Police   1,108
- Fire Department   882
- Logistics Department   626
- Customs Police   600
- Public Protection   524
- Medical Department   393
- Anti Crime HQ's   303
- Major Crimes   <u>100</u>
    *Total Authorized   82,000

Figure 4-2 MoI Branch Personnel Authorizations

*Note that this is the total number authorized on the Tashkil set forth by the MoI. The Tashkil is a document similar to a US Army MTOE. An MTOE (modified table of organizational equipment) or the Tashkil, as it is known to the Afghans, lists in complete detail the number of personnel, their position and rank as well as the authorized equipment for each unit. More information regarding the Tashkil can be found in chapter 7 on PMT responsibilities. Currently the MoI has an approximate total of **74,000** Afghan National Police across all 14 branches.

MoI level Organizational Charts
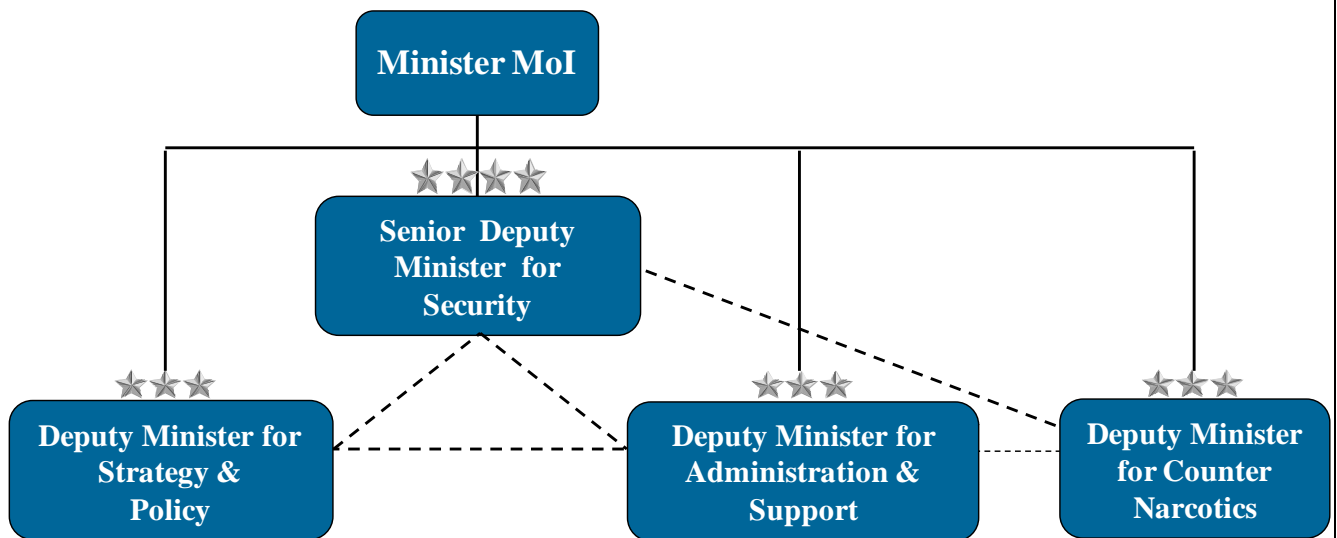
Figure 4-3 MoI Minister and Deputy Ministers
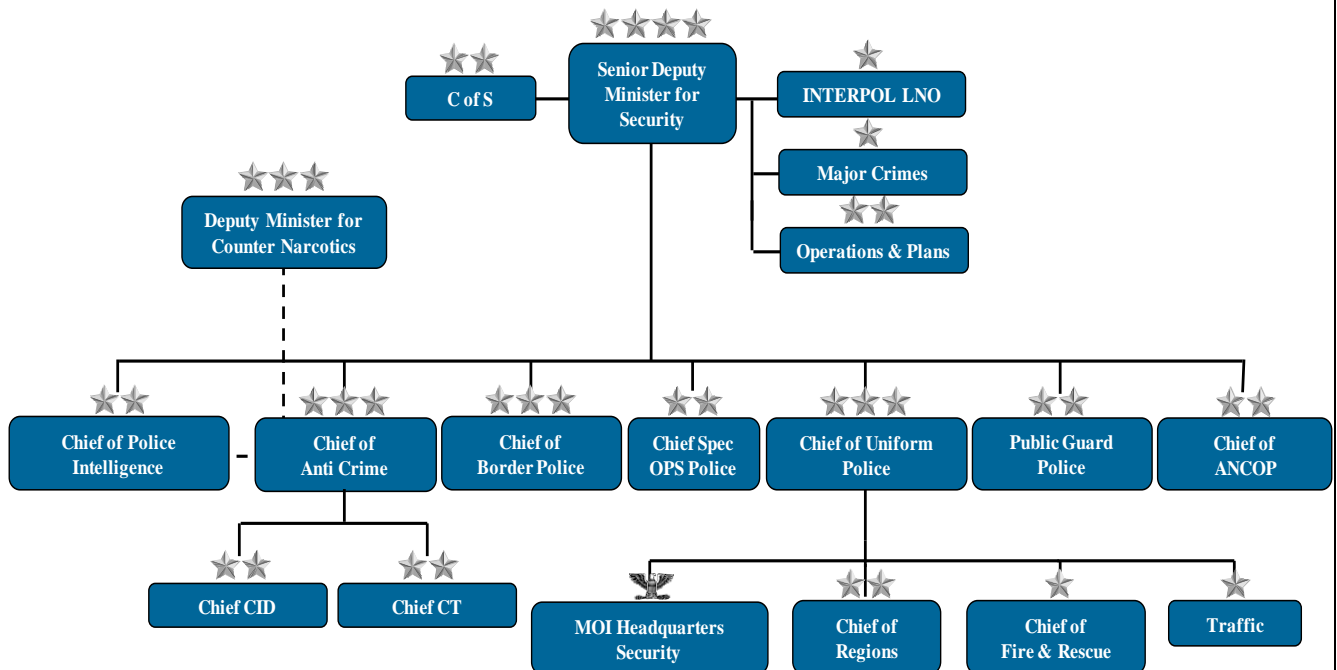
Figure 4-4 Senior Deputy Minister for Security Org Chart
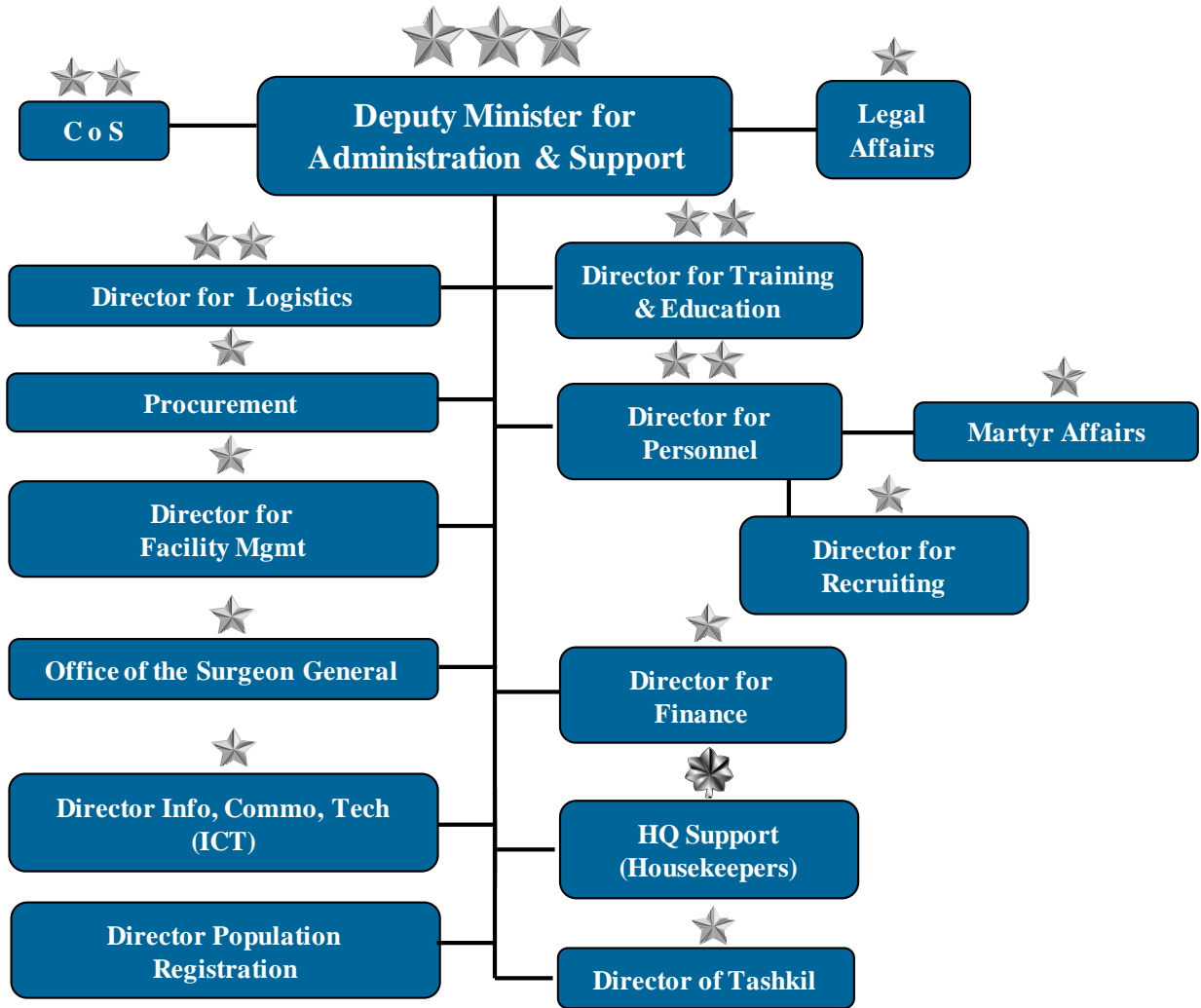
Figure 4-5 Deputy Minister for Administration and Support Org Chart
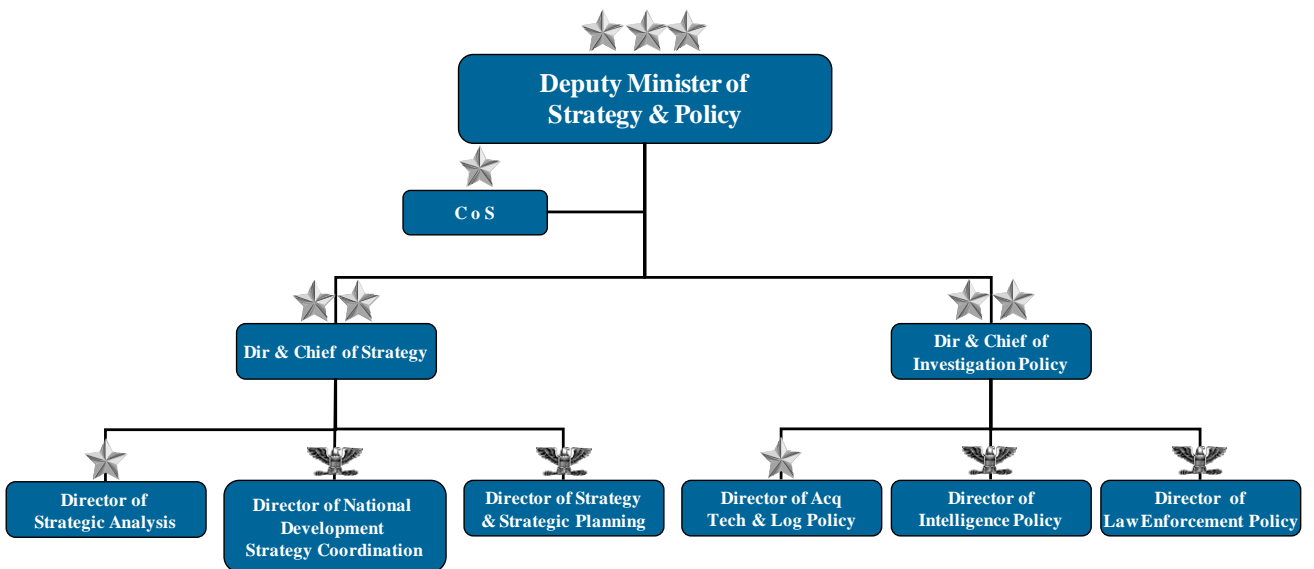
Figure 4-6 Deputy Minister of Strategy and Policy Org Chart

ANP Provincial Breakdown by Regional Command

<u>Provincial Breakdown</u>

RC West HQ: 197 Personnel
x3 RC West Provinces: 85 Personnel ea (255)
x1 RC West Type A Province (No OCC): 98 ea

RC North HQ: 197 Personnel
x6 RC North Provinces: 85 Personnel ea (510)
x1 RC North Province Type A (No OCC): 98 ea
x2 RC North Province Anti Crime Type A: 113 ea (226)

RC Central HQ: 197 Personnel
x9 RC Central Provinces: 85 Personnel ea (765)
x1 RC Central Province Type A (OCC): 111 ea

RC South HQ: 203 Personnel
x5 RC South Provinces: 85 Personnel ea (425)
x1 RC South Province Type A (OCC): 113 ea

RC East HQ: 197 Personnel
x4 RC East Provinces: 85 Personnel ea (340)

RC Kabul HQ: 232 Personnel
x4 Kabul Provincial HQs: 55 Personnel ea (220)
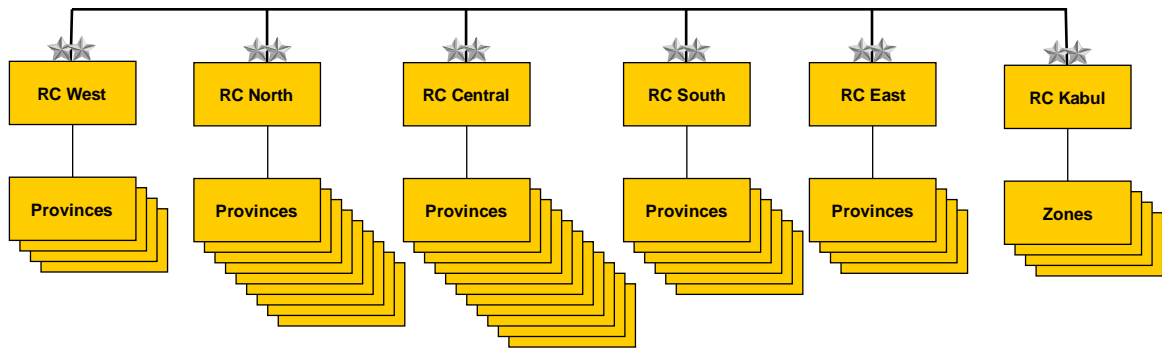
Figure 4-7 ANP Provincial Breakdown

Each of the 6 Regional Commands; North, South, East, West, Central and Kabul are comprised of Provinces. The country of Afghanistan has 34 Provinces and each has a Provincial Police Headquarters. The Provincial Police Headquarters report directly to their respective Regional Headquarters. Within each Province there are Districts, as many as 27 in the Badakshan Province in the North and as few as 4 in the Laghman Province in the Central Region. Kabul is the exception to this pattern. Kabul is a Province but being very densely populated and the Capital area of Afghanistan, it is broken up into 4 Zones and utilizes the KCPC (Kabul City Police Command) as the headquarters.

The MoI classifies each District based on the size and threat level in the area. This classification determines the number of ANP authorized to work in that District.

D1 = Large District
D2 = Medium District
D3 = Small District
D4 = Large District w/ threat
D5 = Medium District w/ threat
D6 = Small District w/ threat

Figure 4-8 Classification of Police Districts

Afghan Uniform Police (AUP)

The AUP provide law enforcement, Public Safety and internal security to enforce the rule of law throughout the provinces and districts of Afghanistan. AUP total nearly 60% of the total Afghan National Police Force. In addition to law enforcement and tactical training, their high visibility requires mentoring to help project a positive public image.

ANP District Breakdown by Regional Command

RC Kabul

The Regional Headquarters for RC Kabul is located within the capital city of Kabul. RC Kabul is a more specialized Regional Command, functioning much like Washington DC in the United States. In addition to being the most densely populated area of Afghanistan with 4.4 million people, RC Kabul has the added responsibility of ensuring the safety of the national government and its personnel. Kabul City Police Command (KCPC) serves as the headquarters location. RC Kabul is also unique in that it does not have Districts. RC Kabul is broken up into 4 Zones. Currently all of the ANP mentor teams are from the US and the Zones in Kabul are classified from D1 to D5.
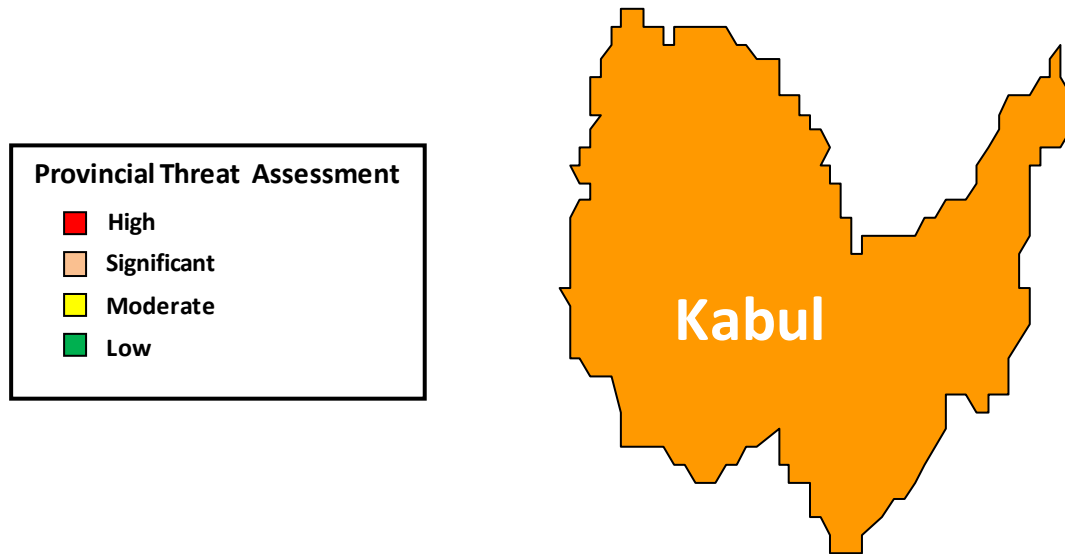
Figure 4-9 RC Kabul Map
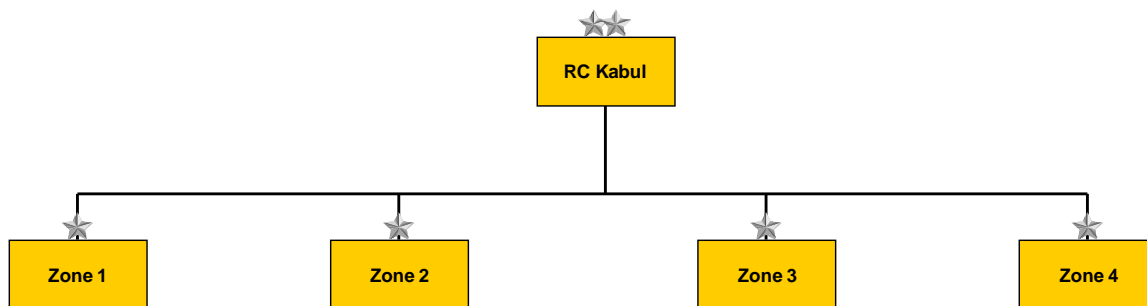
Figure 4-10 RC Kabul Zone Breakdown

24

RC Kabul PMT Manning

OCCs

OCC-R Kabul

ARSIC-Kabul

KCPC HQ	RPAC
AUP	Zone 1
AUP	Zone 2
AUP	Zone 3
AUP	Zone 4
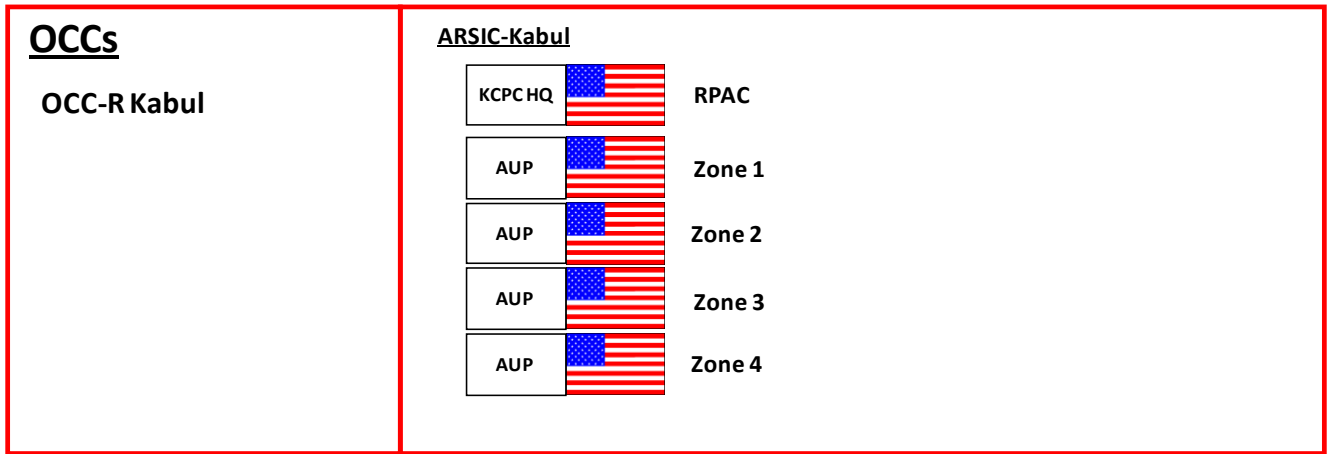
Figure 4-11 PMT Manning RC Kabul

Zone 1		Zone 2		Zone 3		Zone 4	
City Station 3	122	City Station 11	222	City Station 1	122	City Station 8	222
City Station 5	222	City Station 17	122	City Station 2	122	City Station 12	122
City Station 6	222	Estalif	D2	City Station 4	222	City Station 16	122
City Station 7	222	Farza	D3	City Station 9	222	Bagrami	D2
City Station 13	222	Guldara	D3	City Station 10	222	Khak Jabar	D3
Char Asiab	D2	Kalakan	D3	City Station 15	222	Sarobi	D5
Mosahi	D3	Mirbacha Kot	D1	Dah Sabz	49		
Paghman	D1	Qarabagh	D1				
		Sahakrdara	D1				

Zone 1
x1 Operational Reserve
 BN w / 4 COs: 389

Zone 2
x1 Operational Reserve
BN w / 4 COs: 389

Zone 3
x1 Operational Reserve
BN w / 4 COs: 389

Zone 4
x1 Operational Reserve
 BN w / 4 COs: 389

Figure 4-12 RC Kabul Police by Zone

RC North

The Regional Police Headquarters for RC North is located in Mazar e Sharif which has the largest airport in the North. It is run by the German Army of the International Security Assistance Force (ISAF). All Districts in the North are classified between D1 to D3. Police Mentor Teams in the North are primarily made up of US Mentors with help from the Germans.
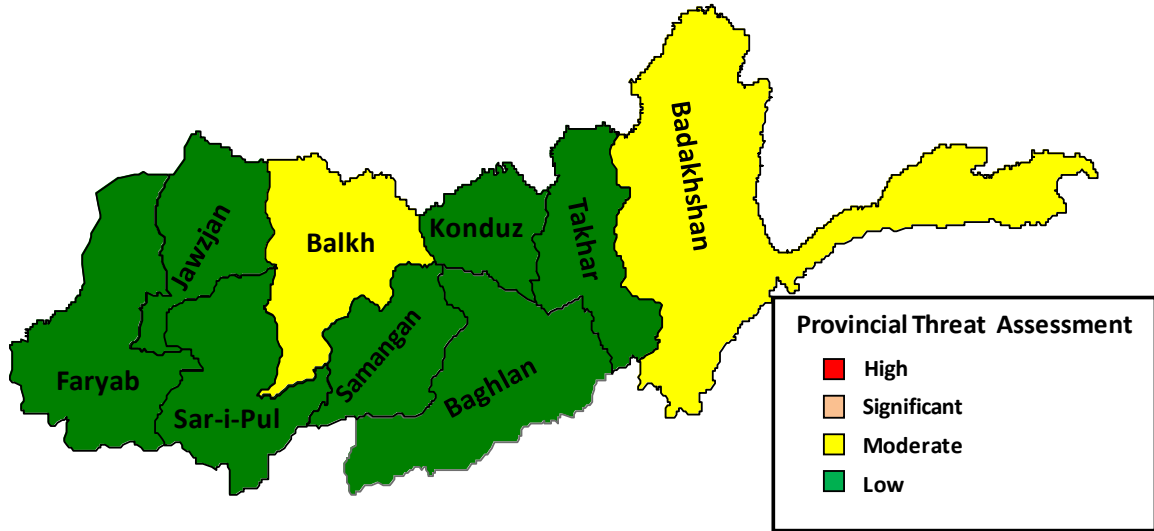
Figure 4-13 RC North Provincial Map
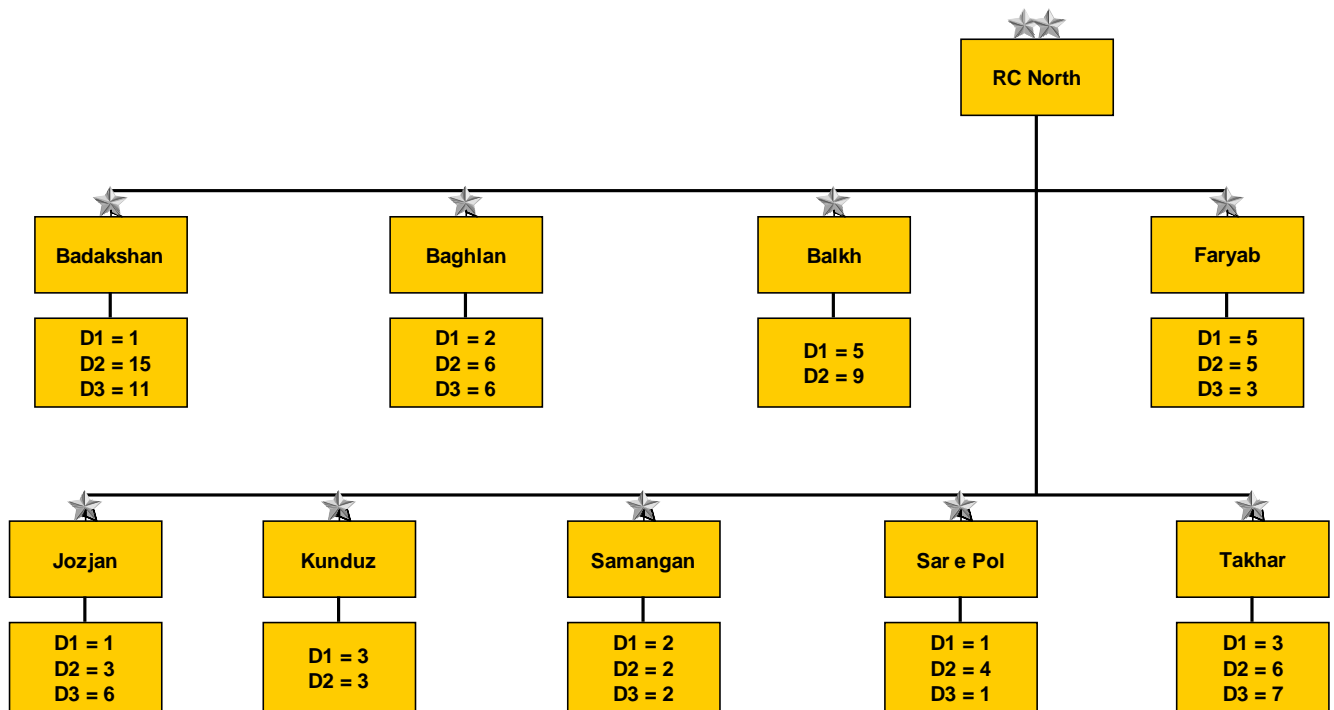
Figure 4-14 RC North Provincial District Breakdown

RC North PMT Manning
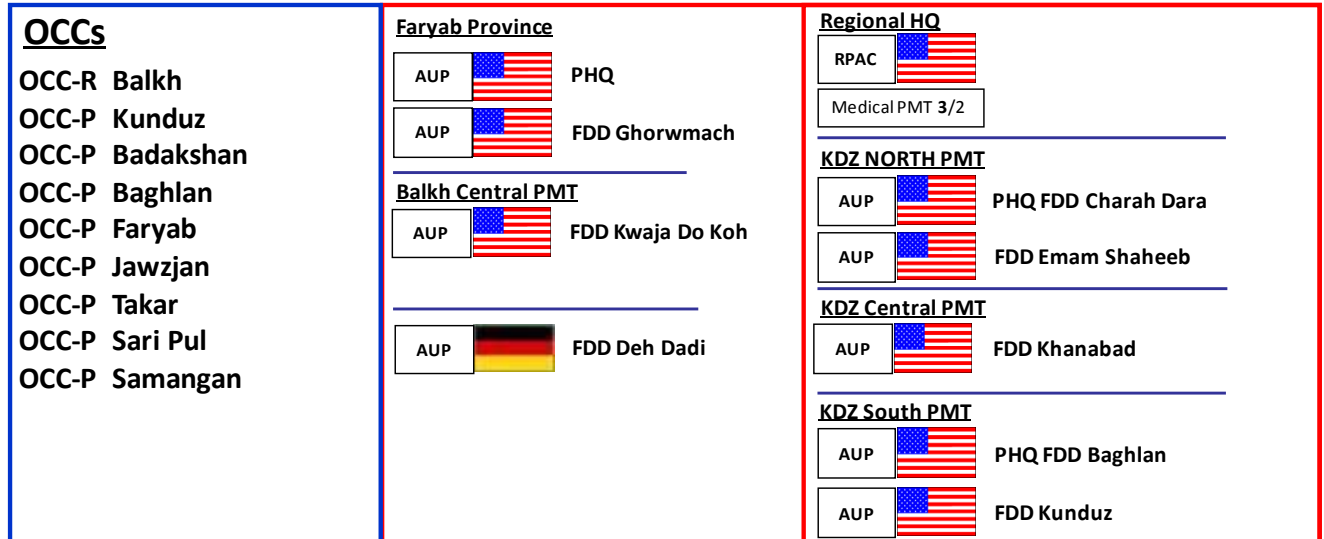
Figure 4-15 PMT Manning RC North

RC North Districts by Province

Badakshan

Aebak	D3
Arghnj Khwah	D3
Argoon	D2
Baharak	D2
Daraim	D2
Darwaz (BCP)	D2
Darwaz Bala	D3
Eshkashem (BCP)	D2
Jurm	D2
Keran Manjan	D3
Keshm	D1
Khash	D3
Khwahan	D2
Kofab	D3
Kohestan	D3
Raghestan	D2
Shaghnan (BCP)	D2
Shahr Buzurg	D2
Shaki	D2
Shuhada	D3
Tagab	D3
Tashkan	D2
Wakhan	D2
Wardooj	D3
Yaftal Safli	D2
Yamgan	D3
Yawan	D2

Baghlan

Andarab	D3
Baghlan Jadeed	D1
Borka	D2
Dahna Ghori	D2
Dehsalah	D3
Doshi (Washi)`	D2
Farang o Gharo	D3
Guzargah Noor	D3
Khenjan	D2
Khoja Hejran	D3
Khost o Farang	D2
Nahrain	D1
Pul Hesar	D3
Tala o Barfak	D2

Kunduz

Ali Abad	D2
Char Dara	D2
Dasht Archi	D1
Emam Saheb (BCP)	D1
Khan Abad	D1
Qala Zal	D2

Jozjan

Aqcha	D1
Drazab	D3
Faizabad	D3
Khamyab (BCP)	D3
Khaneqa	D2
Khoja Dokoh	D3
Mangjak	D2
Mardban	D3
Qarqeen	D2
Qosh	D3

Balkh

Balkh	D1
Char bolak	D2
Char Kanas	D2
Chemtal	D2
Daulat abad	D1
Dehdadi	D2
Kaldar	D2
Khelem	D1
Kushenda	D2
Marmal	D2
Nehr Shahi	D1
Sholgara	D1
Shor Teepa (BCP)	D2
Zari	D2

Samangan

Dara Soof Bala	D1
Dara Soof Paeen	D1
Fairoz Nakhcheer	D3
Hazrat Sultan	D3
Khuram Sar Bagh	D2
Rooy Do Aab	D2

Sar e Pul

Belkhab	D2
Gosfandi	D2
Kohestanat	D2
Sancharak	D1
Sayyad	D3
Sozma Qala	D2

Faryab

Almar	D2
Andkhoy	D1
Ba Cheragh	D1
Daulat Abad	D2
Farghan	D2
Gurzeewan	D2
Khan Cahr Bagh(BCP)	D3
Khoja Sabz Posh	D2
Kohestan	D3
Pashton Kott	D1
Qeesar	D1
Qur Maqool	D3
Shirren Tagab	D1

Takhar

Ashkmesh	D2
Baharak	D1
Bangi	D3
Chah Aab	D2
Chal	D3
Darqad	D3
Dasht Qala	D3
Farkhar	D2
Hazar Samooj	D3
Kalafgan	D2
Khoja Bahaudin	D3
Khowja Ghar	D1
Namak Aab	D3
Rustaq	D1
Warsej	D2
Yangi qala (BCP)	D2

Figure 4-16 RC North Districts by Province

RC South

The Regional Police Headquarters for RC South is located in Kandahar. Kandahar Air Field, run by Canada of the International Security Assistance Force, is the largest airport in the South and serves the 2nd most densely populated city behind only Kabul. The Afghan National Police in RC South are mentored largely by the US with supporting teams from France, Great Britain and Canada. Districts in the South fall into every classification, D1 to D6.
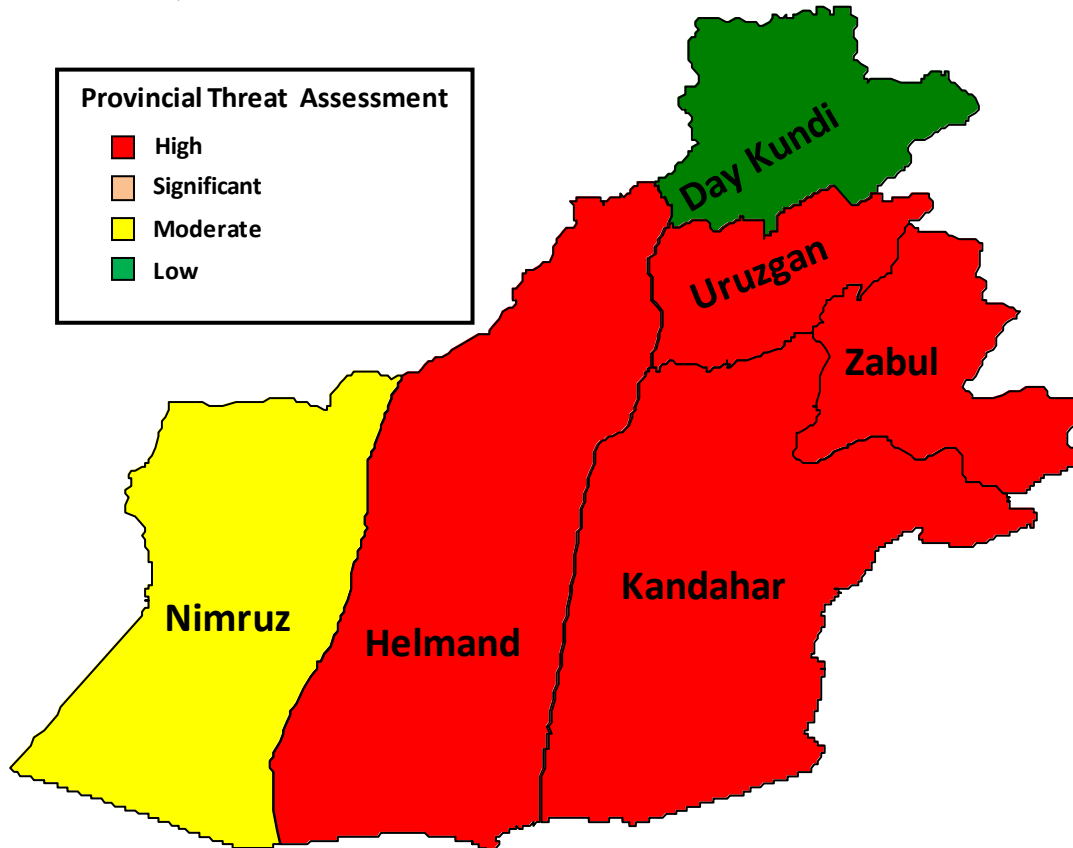
Figure 4-17 RC South Provincial Map
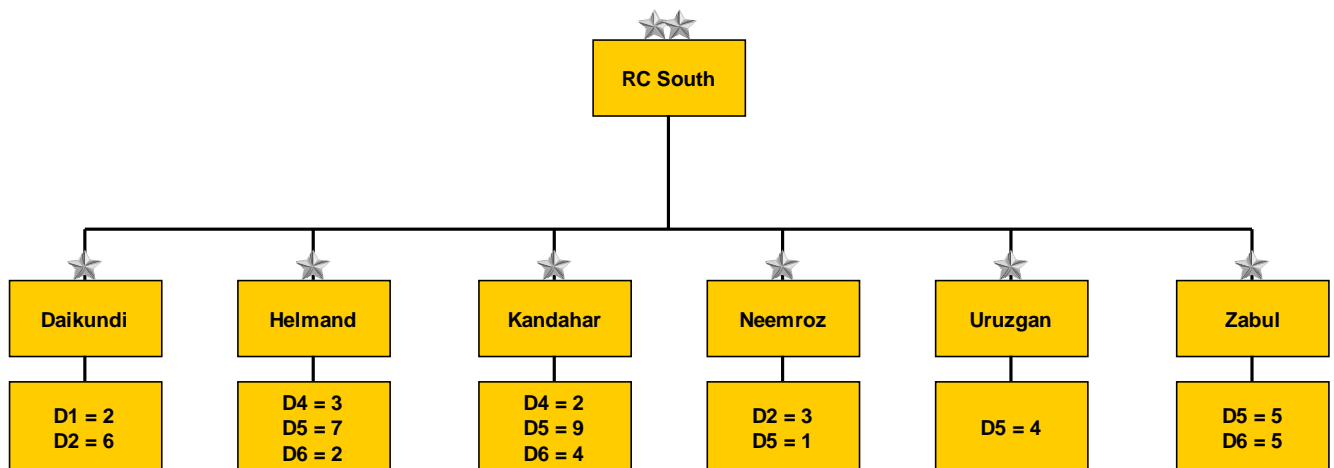
Figure 4-18 RC South Provincial District Breakdown

RC South PMT Manning

Regional HQ (RPAC)

| RPAC | 🇺🇸 |

MTT (RTC-Kandahar)

| RTC | 🇺🇸 |

MTT (PTC Tarin Kowt

| TSS | 🇳🇱 |

MTT (TSS Costall)

| TSS | 🇺🇸 |

OCCs
OCC-R Kandahar
OCC-P Zabul
OCC-P Dai Kundi
OCC-P Uruzgan
OCC-P Helmand
OCC-P Nimruz

Zabul Province

AUP	🇺🇸	PHQ
AUP	🇺🇸	Arghendab
AUP	🇺🇸	Qalat
AUP	🇺🇸	Shah Joy
AUP	🇺🇸	Tarnak va Jaldak

Uruzgan Province

AUP	🇺🇸	PHQ, TK
AUP	🇺🇸	Tarin Kowt
AUP	🇺🇸	Deh Rahwood
ANCOP		Chowreh
AUP	🇳🇱	Tarin Kowt
AUP	🇳🇱	Deh Rahwood
AUP	🇳🇱	Chowreh

Kandahar Province

AUP	🇺🇸	PHQ
AUP	🇺🇸	Arghendab
AUP	🇺🇸	Daman
AUP	🇺🇸	Precinct 3,4,5,10
AUP	🇺🇸	Precinct 6,8
AUP	🇨🇦	Precinct 9
AUP	🇺🇸	Precinct 1,2,7
AUP	🇺🇸	Maywand
AUP	🇺🇸	Zhari
AUP	🇺🇸	Panjiway
ABP	🇺🇸	Spin Boldak

Helmand Province

AUP	🇺🇸	PHQ and Prov Res
ANCOP	🇺🇸	Nad Ali/ LKG
AUP	🇬🇧	Gereshk
AUP	🇬🇧	Lashkar Gah City
AUP	🇬🇧	Nad Ali
AUP	🇬🇧	Sangin
AUP	🇬🇧	Musa Qaleh
ABP	🇺🇸	Garmsir

Farah Province (MEB)

AUP	🇺🇸	Bakwa
AUP	🇺🇸	Delaram
AUP	🇺🇸	Golistan

Figure 4-19 PMT Manning RC South

RC South Districts by Province

Daikundi		Helmand		Kandahar		Neemroz		Uruzgan		Zabul	
Ashtarli	D2	Baghran	D5	Arghandab	D5	Asel Chakhansoor	D3	Choorah	D5	Anghar	D6
Geeti	D2	Desho	D5	Arghestan	D5	Charbar Jak	D3	Dahraood	D5	Arghandab	D5
Gezab	D2	Garmser	D5	Daman	D5	Kang	D3	Khas Uruzgan	D5	Daichopan	D5
Kajran	D2	Kajaki	D5	Ghorak	D6	Khashrod	D5	Shaheed Hasas	D5	Kakar	D6
Khadeer	D2	Moosa Qala	D5	Khakrez	D5					Meezan	D6
Mir Umoor	D1	Nad Ali	D4	Maiwand	D4					Naw Bahar	D6
Sang Takht	D2	Nawa Barakzai	D4	Maroof	D5					Shah Joy	D5
Shahrestan	D1	Nawzad	D5	Mianeshin	D6					Shamal Zaee	D6
		Nehr Saraj	D4	Nesh	D6					Sheenkai	D5
		Raig	D6	Panjwaee	D4					Tarang-o-Juldak	D5
		Sangeen	D5	Raig	D6						
		Washer	D6	Shah Walikot	D5						
				Shorabak	D5						
				Spin Boldak(BCP)	D5						
				Zharay	D5						

Figure 4-20 RC South Districts by Province

RC East

The Regional Police Headquarters for RC East is located in Gardez. RC East is a very mountainous region and considered to be the most porous border area in Afghanistan. A common border with Pakistan and the terrain make the region difficult to secure. For this reason, RC East has the highest concentration of Afghan Border Police and the most mentors of any Region. With the exception of the Polish in Muqor and Ghazni City, the US provides all of the mentor teams in the East. Unlike most of Afghanistan where the majority of mentor teams are provided by CJTF Phoenix, mentor teams in RC East are a mix between CJTF Phoenix and the 25th ID. Districts in the East fall into every classification, D1 to D6.
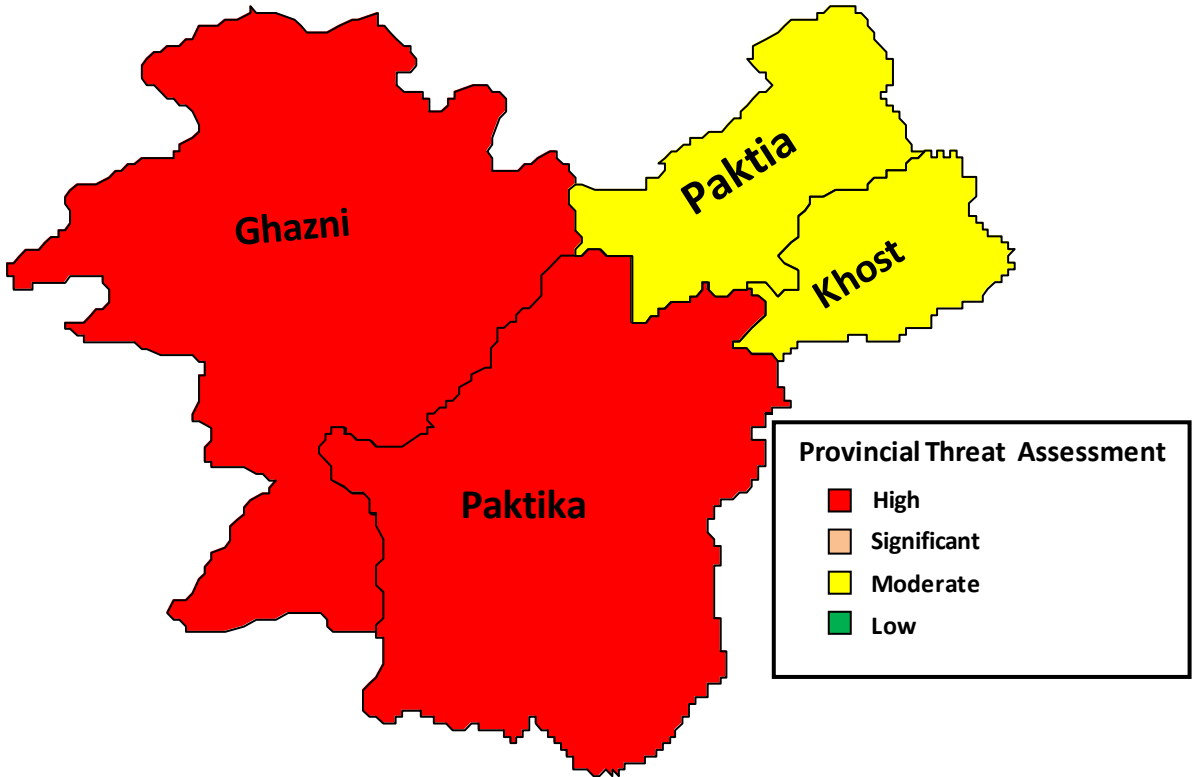
Figure 4-21 RC East Provincial Map
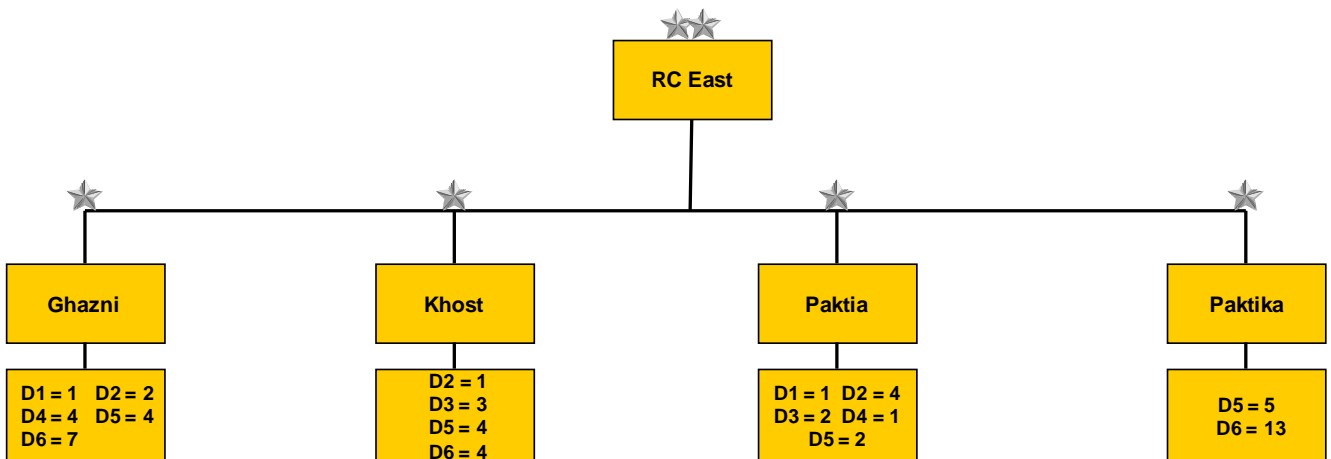
Figure 4-22 RC East Provincial District Breakdown

RC East PMT Manning

OCCs
- OCC-R Paktya
- OCC-P Khowst
- OCC-P Ghazni
- OCC-P Paktika

505th Zone
- AUP — HQ (Gardez)

TSS School Cadre
- AUP — TSS Sites

Khowst Province
- AUP — HQ
- FDD 8 — Spera
- AUP — Besmil
- AUP — Nadar Shah Kot
- AUP — Mandozai
- AUP — Tani
- AUP — Garboz
- AUP — Terazai
- AUP — Bak
- AUP — Jaji Maiden
- AUP — Khowst
- AUP — Sabari
- AUP — Musa Kheil
- AUP — Qalanda

ABP

Paktya Province
- ABP — Gardez RBAC HQ

Paktya Province
- ABP — COP Herrira (1st KANDAK)
- ABP — Chamkani (2nd KANDAK)

Khowst Province
- ABP — QRF
- ABP — Camp Clark (3rd KANDAK)
- ABP — Camp Clark (4th KANDAK)

Paktika Province
- ABP — O-E 5th KDK
- ABP — Gomal 6th KDK
- ABP — WK 7th KDK

Paktika Province
- AUP — HQ
- AUP — Urgoon
- AUP — Sar Hawza
- AUP — Mota Khan

Ghazni Province
- AUP — HQ
- AUP — Andar Deh Yak
- AUP — Waghez
- AUP — Qarabagh
- AUP — Gelan
- AUP — Muqor
- AUP — Ghazni City

Paktya Province
- AUP — HQ
- AUP — Gerda Serai Shawak
- AUP — Dand Patan Jani Kheil
- CRM — Zormat
- CRM — Wazi Zardan
- AUP — Jaji
- AUP — Chamkani
- AUP — Lija Mangal
- AUP — Ahmad Abad
- AUP — Sayed Karam
- AUP — Gardez

Figure 4-23 PMT Manning RC East

RC East Districts by Province

Ghazni		Khost		Paktia		Paktika	
Abband	D6	Bak	D6	Jaji	D5	Argoon	D5
Ajrestan	D3	Esmail Khel Mandozai	D6	Janikhel	D2	Barmal	D6
Andar	D4	Gurbaz	D6	Laja Ahmadkhel	D2	Deela	D6
Deh Yak	D6	Jaji Maidan	D5	Miakaram	D1	Gayan	D6
Geero	D6	Moosa Khel	D2	Patan	D5	Gomal	D5
Gelan	D5	Nader Sha Kot	D3	Road Ahmadabad	D3	Jani Khel	D5
Jaghori	D4	Qalandar	D3	Samkani	D2	Mata Khan	D6
Jaghtoo	D5	Sabri	D5	Shawak	D3	Neeka	D6
Khoja Omari	D6	Shamal	D3	Wazi Zadram	D2	Omana	D6
Malestan	D2	Spera	D5	Zarmat	D4	Sar Roza	D6
Moqur	D4	Tanai	D5			Saroobi	D6
Nawa	D5	Teerzai (BCP)	D6			Taroo	D6
Nawar	D1					Warmami	D6
Qarabagh	D4					Waza Khwa	D5
Rasheedan	D6					Yahya Khel	D6
Waez	D5					Yusef Khel	D6
Wali Mohammad Shaheed	D6					Zarghoon Shar	D5
Zana Khan	D6					Zeerok	D6

Figure 4-24 RC East Districts by Province

RC West

The Regional Police Headquarters for RC West is located in Herat. Herat Air Field, run by the Italian Army, is the largest airport in the West. RC West is very large geographically and is more difficult to support because of its geographic separation from Kabul and Kandahar. Currently all of the Afghan National Police mentors in RC West are from the US. It is anticipated that in the future, the Italians will provide some ANP mentor teams for RC West.
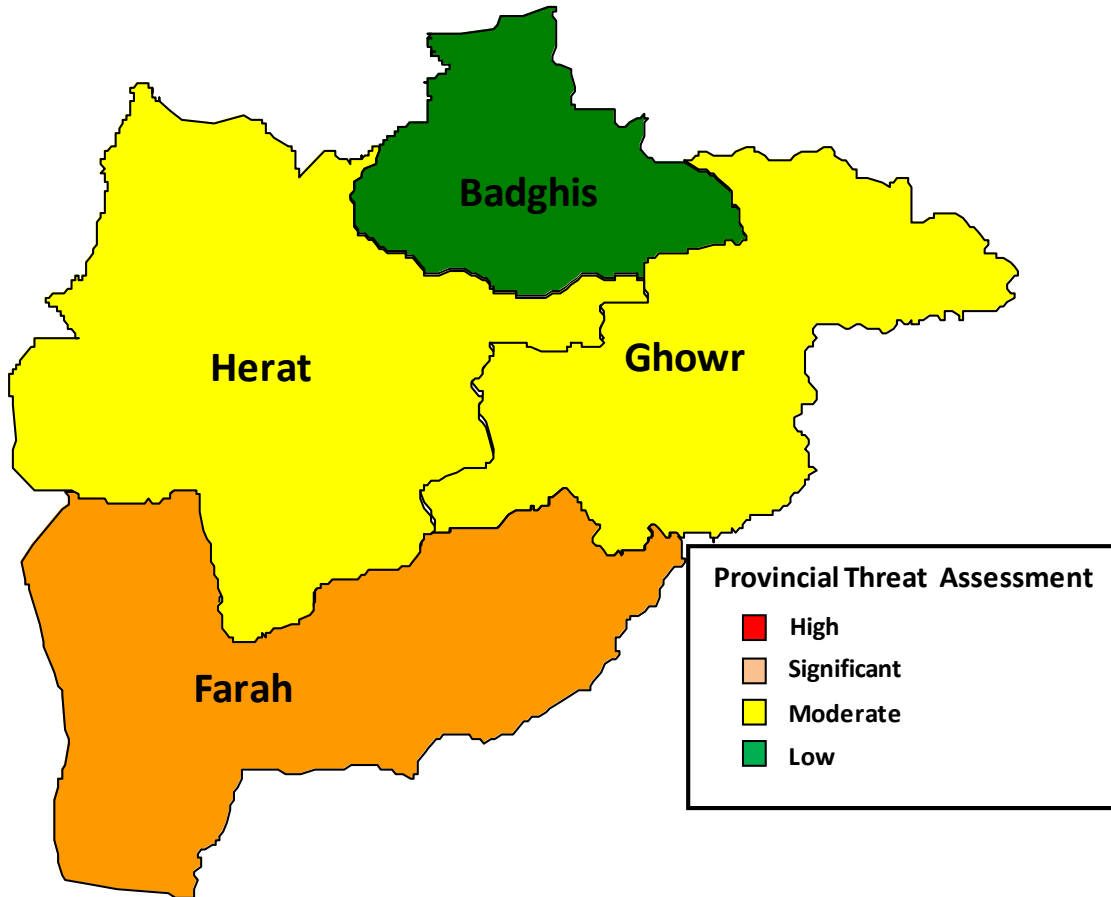
Figure 4-25 RC West Provincial Map
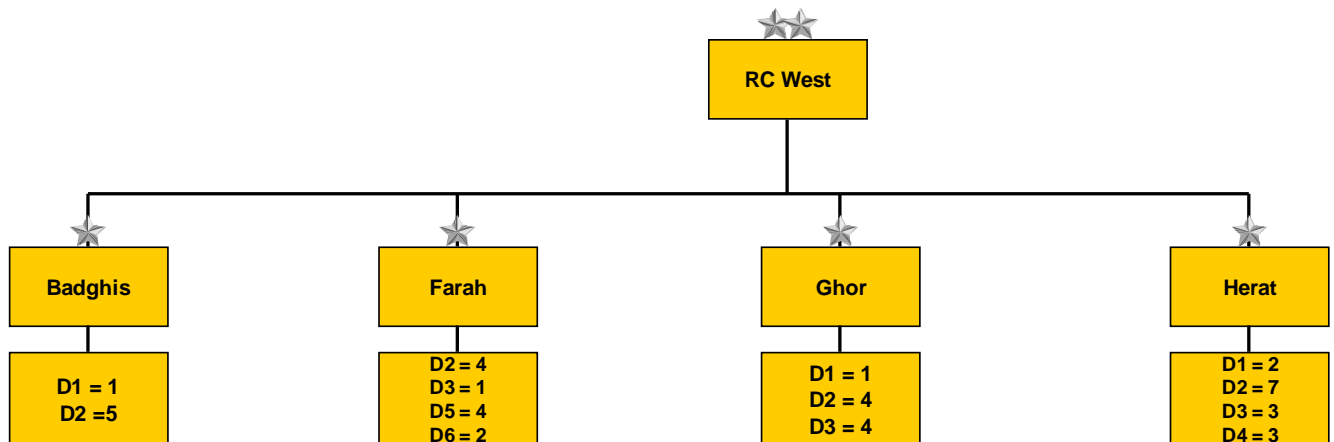
Figure 4-26 RC West Provincial District Breakdown

RC West PMT Manning
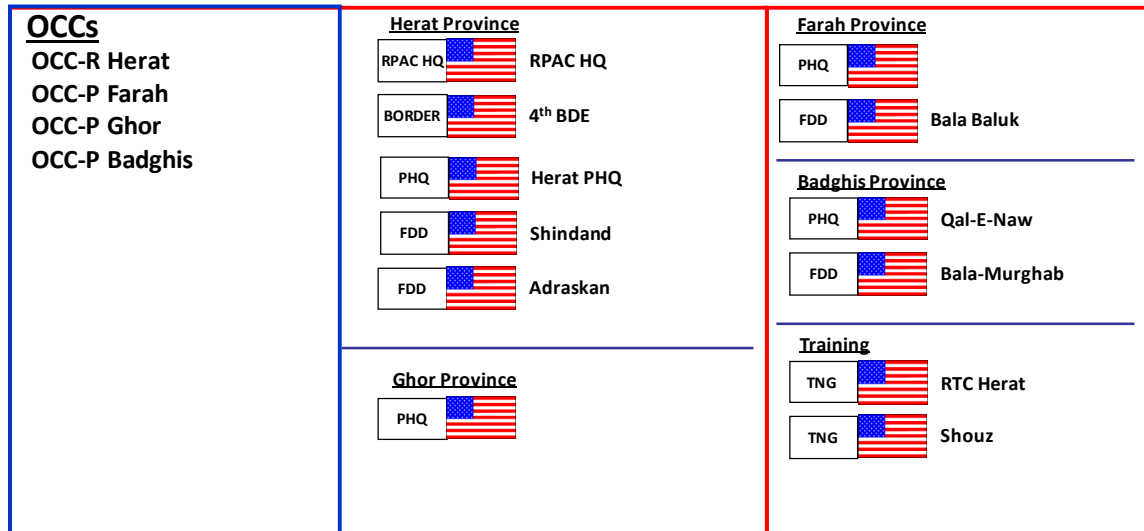
Figure 4-27 PMT Manning RC West

RC West Districts by Province

Badghis		**Farah**		**Ghor**		**Herat**	
Aab Kamari	D2	Anar Dara (BCP)	D2	Char Sadra	D3	Adraskan	D2
Ghormach	D2	Bakwa	D5	Dolina	D3	Chesht Sharif	D3
Jawand	D2	Bala Bawak	D5	Dolitar	D3	Engeel	D4
Muqor	D2	Delaram	D6	Lal o Sarjangal	D1	Farsi	D3
Murghab	D1	Gulestan	D5	Pasaband	D2	Garan	D2
Qades	D2	Khak Safaid	D6	Saghar	D3	Ghorian	D1
		Lash Joeen	D2	Shahrak	D2	Guzra	D4
		Pur Chaman	D2	Theora	D2	Karakh	D2
		Pushtrod	D5	Tolak	D2	Keshk (BCP)	D2
		Qala Kah	D2			Keshk Kohna	D3
		Sheb Koh	D3			Kohsan (BCP)	D2
						Oba	D2
						Pashtoon Zarghoon	D1
						Shindand	D4
						Zenda jan	D2

Figure 4-28 RC West Districts by Province

RC Central

The Regional Police Headquarters for RC Central is located in Kabul. Kabul International Airport (KIA), run by the International Security Assistance Force, serves this region. RC Central is unique in that it encompasses RC Kabul and stretches East to the border with Pakistan. At 6 million people, not including Kabul, it is the second most populated Regional Command. Most are concentrated in areas to the East near cities such as Jalalabad. Currently all of the PMT mentors in the Central Region are from the US and the Districts fall into every category, D1 to D6.
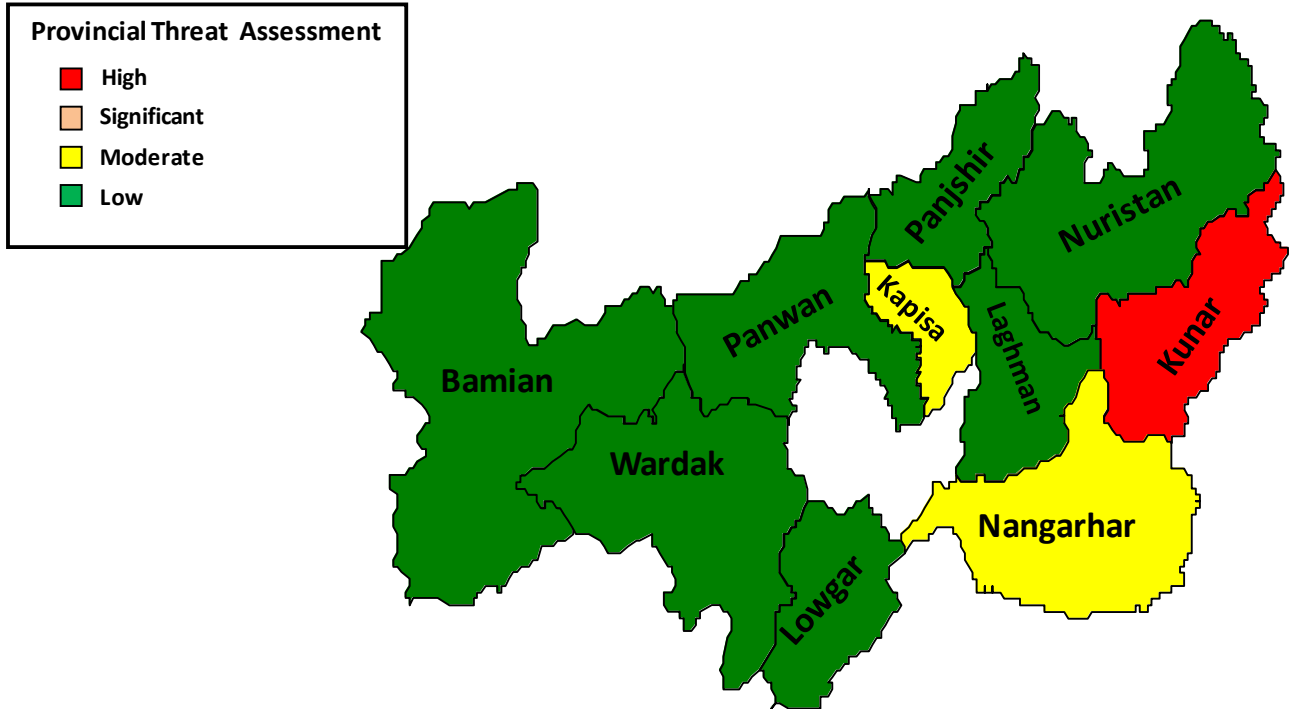
Figure 4-29 RC Central Provincial Map
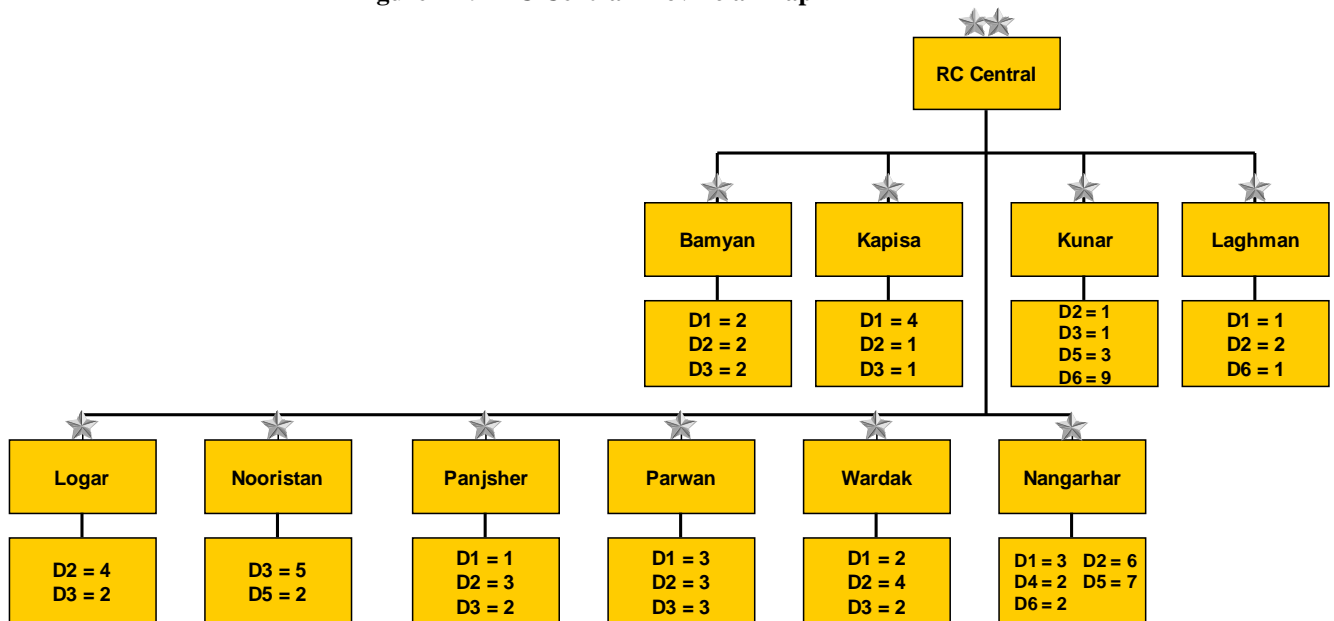
Figure 4-30 RC Central Provincial District Breakdown

RC Central PMT Manning

Figure 4-31 PMT Manning RC Central

RC Central Districts by Province

Bamyan		Kapisa		Kunar		Laghman		Logar	
Kohmard	D2	Ala Sai	D3	Asmar	D6	Alinegar	D2	Azra	D2
Punjab	D2	Hesa Dom Kohestan	D2	Bar Kunar	D3	Alisheng	D2	Baraki Barak	D2
Seeghan	D3	Koh Band	D1	Chapa Dara	D6	Daulat Shah	D6	Charkh	D2
Sher	D3	Hesa Awal Kohestan	D1	Chauki	D2	Qarghaee	D1	Khrrwar	D3
Waras	D1	Nejrab	D1	Dara Pech	D5			Khoshi	D3
Yakwlang	D1	Tagab	D1	Ghazi abad	D6	**Nangarhar**		Mohammad Agha	D2
				Khas Kunar	D5				
				Marwar	D6	Achin	D5	**Wardak**	
Parwan		**Nooristan**		Narang	D6	Bati Kot	D2		
				Nari	D6	Behsood	D5	Chak	D2
Bagram	D1	Bargmatal	D3	Noor Gul	D6	Chaparhar	D6	Daimeerdad	D3
Ghorband	D1	Do Aab	D3	Sar Kani	D5	Dara-e Noor	D2	Hesa Awal Behsood	D2
Jabal Saraj	D1	Kamdesh	D5	Shegul wa Shelton	D6	Deh Bala	D5	Jaghtoo	D2
Koh Safi	D3	Mandol	D3	Wata Poor	D6	Dur Baba	D6	Jelrez	D2
Salang	D2	Noor Gram	D3			Goshta	D2	Markaz Behsood	D1
Sar Kharparsa	D2	Waigal	D5			Hesarak	D5	Nerkh	D3
Sheikh Ali	D3	Wama	D3	**Panjsher**		Kama	D1	Syed Abad	D1
Shinwari	D3					Khogiani	D4		
Syed Khel	D2			Dara	D2	Kot	D2		
				Enaya	D2	Koz Konar	D2		
				Hesa Awal	D1	Lal Pur	D3		
				Paryan	D3	Mohmand Dara (BCP)	D2		
				Rokha	D2	Nazian	D5		
				Shatal	D3	Pacheera Gam	D5		
						Rodat	D1		
						Sherzad	D5		
						Shinwar	D1		
						Surkhrod	D4		

Figure 4-32 RC Central Districts by Province

Afghan Border Police (ABP)

The Afghanistan Border Police mission is to secure the borders of Afghanistan against the illegal entry of persons and the smuggling of contraband. The Border Police provides protection for its citizens by working together with Customs Authorities in detecting and preventing the illegal entry of terrorist and their weapons into the country 24 hours a day.

The Border Police specific duties include the following:

- Provide border security patrols within a security zone that extends 55 km into the territory of Afghanistan.
- Provide immigration / visa services and investigate immigration violations.
- Establish and maintain Border Crossing Points, to include Airports.
- Provide perimeter, building, aircraft and passenger security of international airports.

The ABP falls under the command of the Ministry on Interior and organised as follows:

- Border Police Headquarters, located in Kabul is responsible for (1) Quick Reactionary Force – a battalion sized unit, and the Kabul Airport Security Force, and provides the Command and Control for (5) subordinate Zone Headquarters with a regional area of responsibility. The Zone Headquarters are located in the North, South, East, West and Central Regions of the country.

- ABP Headquarters North is located in Mazar-e-Sharif. It consists of (1) Airport Security Force, (1) Border Crossing Unit, a Quick Reactionary Force and (7) Battalions, located as follows:

   1. Fayyab, (1) Battalion of (4) Companies.
   2. Jawzjan, (1) Battalion of (4) Companies.
   3. Balk, (1) Battalion of (4) Companies.
   4. Kunduz, (1) Battalion of (3) Companies.
   5. Takhar, (1) Battalion of (3) Companies.
   6. Badakhshan,(1)Battalion of (3) Companies. (1) Battalion of (4) Companies.

- ABP Headquarters South is located in Kandahar. It consists of (1) Airport Security Force, (1) Border Crossing Unit, (1) Quick Reactionary Force and (9) Battalions, located as follows:

   1. Kandahar, (2) Battalions of (4) Companies per BN and (1) Battalion of (5) Companies per BN.
   2. Zabul, (2) Battalions of (4) Companies per BN.
   3. Helmand, (2) Battalion of (4) Companies per BN
   4. Nimroz, (2) Battalions of (4) Companies per BN.

- <u>ABP Headquarters East</u> is located in Gardez. It consists of (1) Border Crossing Unit, a Quick Reactionary Force and (7) Battalions, located as follows:
    1. Paktya, (2) Battalions of (4) Companies per BN.
    2. Khost, (1) Battalion of (5) Companies per BN and (1) Battalion of (4) Companies per BN.
    3. Paktika, (3) Battalions of (4) Companies per BN.
- <u>ABP Headquarters West</u>, is located in Herat. It consists of (1) Airport Security Force, (1) Border Crossing Unit, a Quick Reactionary Force and (4) Battalions, located as follows:
    1. Herat, (2) Battalions of (5) Companies per BN.
    2. Farah, (1) Battalion of (4) Companies per BN.
    3. Badghis, (1) Battalion of (4) Companies per BN.
- <u>ABP Headquarters Central</u>, is located in Kabul. It consists of (1) Border Crossing Unit, a Quick Reactionary Force and (6) Battalions, located as follows:
    1. Nuristan, (1) Battalions of (5) Companies per BN.
    2. Kundar, (2) Battalions of (4) Companies per BN.
    3. Nangahar, (3) Battalions of (4) Companies per BN.
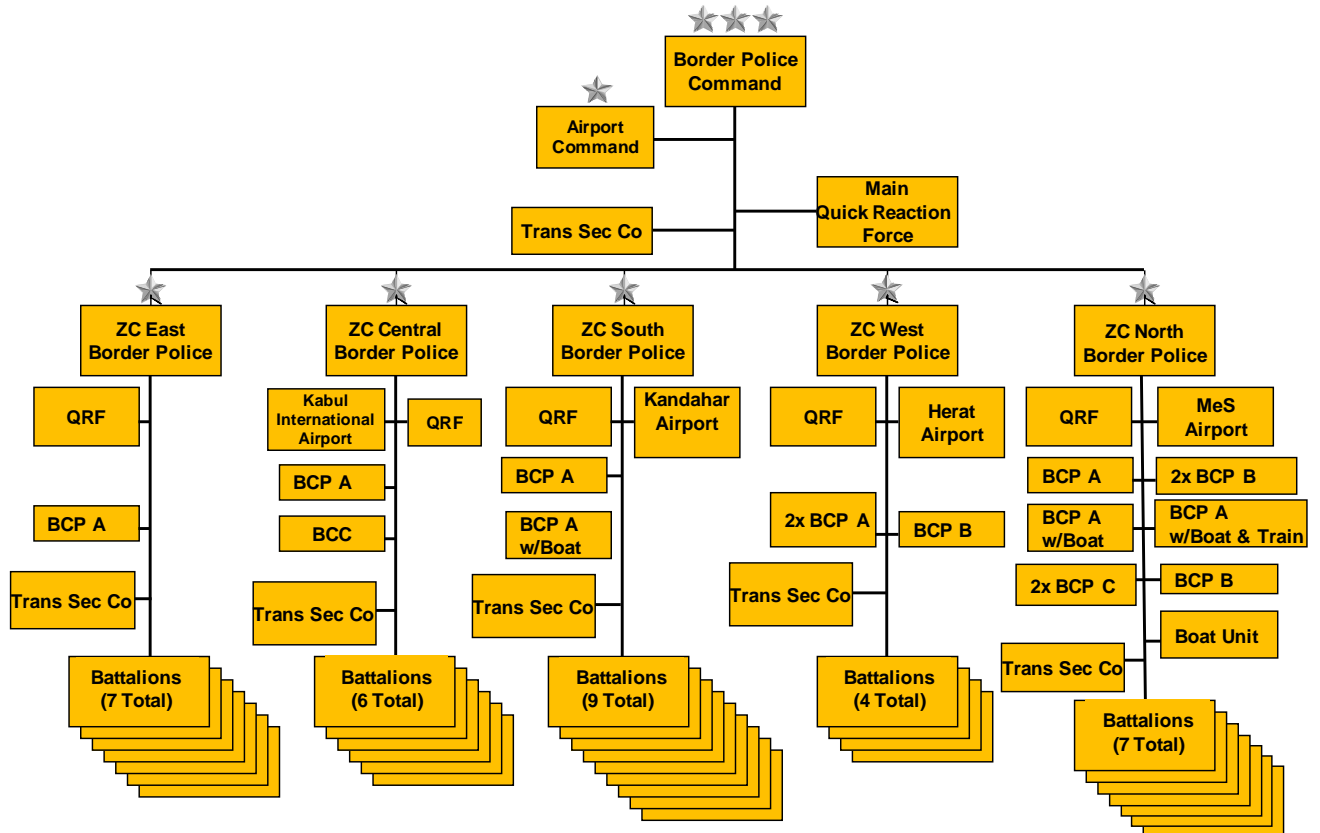
Figure 4-33 Afghan Border Patrol Org

Afghan National Civil Order Police (ANCOP)

The Afghanistan National Civil Order Police (ANCOP) mission is to provide civil order capability within urban and metropolitan areas, and to provide a police patrol presence throughout the entire country of Afghanistan. The ANCOP will be specially equipped and trained to deal with advanced police situations including: urban civil disorder/looting, drug smuggling within the borders of Afghanistan, hostage situations, insurrection and other advanced crisis management situations that are properly a police function, but require a highly trained, highly mobile, quick reaction police presence.

The ANCOP specific duties include the following:

- Provide police presence patrols within the territory of Afghanistan
- Provide a civil order capability to deal with civil disorder and protests that become violent
- Provide a crisis capability to deal with hostage situations, kidnapping and other similar situations requiring highly trained, mobile, technological advanced police force
- Provide a police force capable of dealing with organized crime, armed militia conducting criminal activities and drug traffic/movement within Afghanistan

The ANCOP falls under the command of the Ministry of Interior and is organized as follows:

- <u>Afghan National Civil Order Police Headquarters</u>, located in Kabul is responsible for providing the tactical and operational control of (1) Civil Order Maintenance and (3) Constabulary Patrol Brigades. Subordinate battalion headquarters will be located throughout the country, but with the majority currently planned to be located in the South, West and East Regions of the country.

- <u>Urban Headquarters</u> is located in Kabul. It consists of (1) Brigade Headquarters unit, (5) battalion headquarters, and (10) Urban companies, located as follows;
    1. Mazar-E-Sharif, (1) Battalion of (2) Companies.
    2. Konduz, (1) Battalion of (2) Companies.
    3. Kabul, (2) Battalions of (2) Companies each.
    4. Jalalabad, (1) Battalion of (2) Companies.
- <u>Patrol Headquarters West</u>, is located in Adraskan. It consists of (1) Brigade Headquarters unit, (4) battalion headquarters, and (10) companies located as follows:
    1. Herat, (1) Patrol Battalion of (3) Companies.
    2. Adraskan, (1) Patrol Battalion of (2) Companies.
    3. Camp Shouz, (1) Patrol Battalion of (3) Companies.
    4. Herat, (1) Urban Battalion of (2) Companies.

- Patrol Headquarters East/Central is located in Zurmat. It consists of (1) Brigade Headquarters unit, (5) battalion headquarters, and (12) companies located as follows:
    1. Sharana, (1) Patrol Battalion of (2) Companies.
    2. Zurmat, (1) Patrol Battalion of (2) Companies.
    3. Shiwzad, (1) Patrol Battalion of (3) Companies.
    4. Ghazni, (1) Patrol Battalion of (3) Companies.
    5. Gardez, (1) Urban Battalion of (2) Companies
- Patrol Headquarters South is located in Kandahar.   It consists of (1) Headquarters unit, (5) battalion headquarters, and (13) companies located as follows:
    1. Lashkar Gah, (1) Patrol Battalion of (3) Companies.
    2. Garm Seir, (1) Patrol Battalion of (3) Companies.
    3. Kandahar, (1) Patrol Battalion of (3) Companies.
    4. Panjway, (1) Patrol Battalion of (2) Companies.
    5. Kandahar, (1) Urban Battalion of (2) Companies.
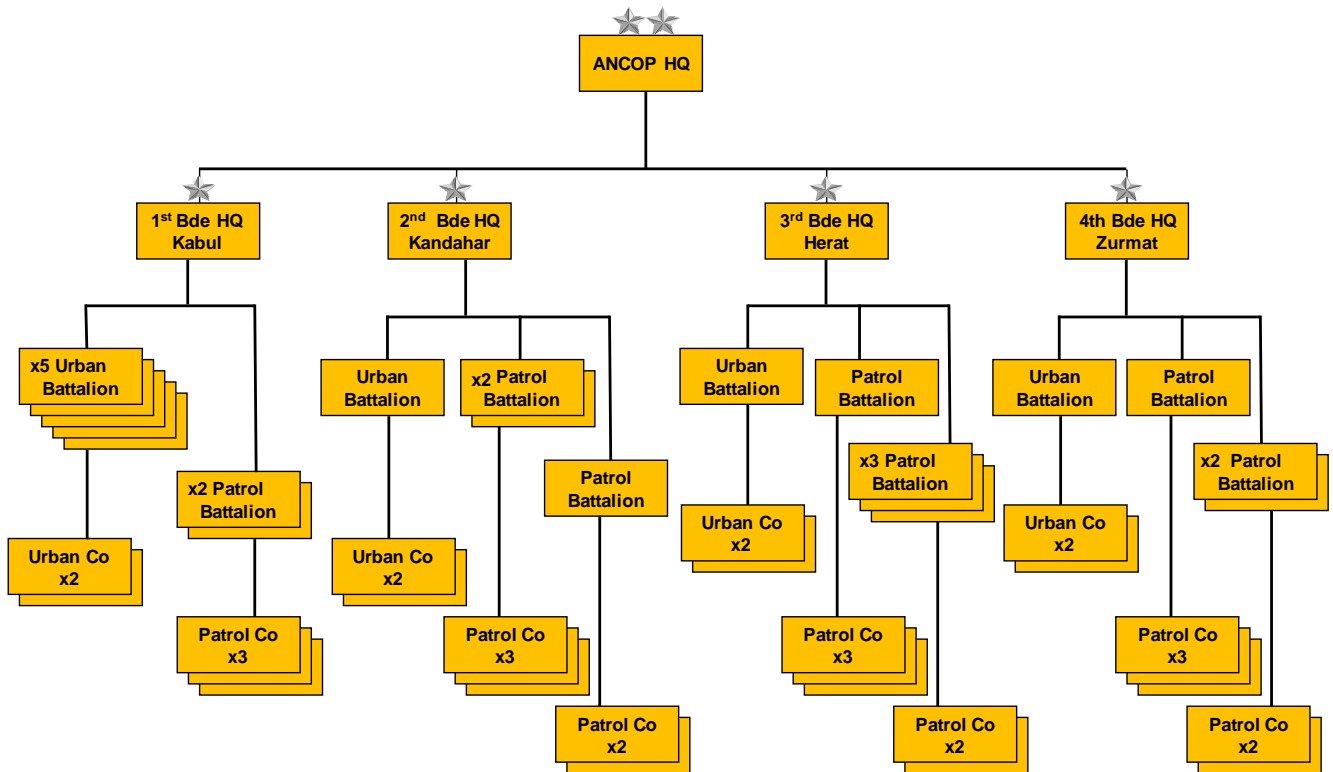
Figure 4-34 ANCOP Org

Counter Narcotics

The Government of Afghanistan and President Hamid Karzai are determined to address the issue of the cultivation, production and trafficking of opiate drugs in Afghanistan. Law Enforcement is a corner stone of this work with the Counter Narcotic Police of Afghanistan (CNPA) providing the enforcement.

The CNPA, aligned under the Deputy Minister of Interior for Counter Narcotics, has been designated as the lead drug enforcement agency in Afghanistan. Structurally, the CNPA headquarters is based in Kabul with seven key provincial offices located in Herat, Mazar, Kunduz, Faisabad, Jalalabad, Kandahar and Lashkargah. CNPA is built upon three main pillars: **intelligence, investigation, and interdiction**. Corporate development of the CNPA will require that other departments are given the capability to address issues such as administration and human resources, management of provincial offices, and technical support.

The CNPA is a law enforcement organization capable of:

- Fulfilling its role as the lead agency for counter narcotics law enforcement in Afghanistan
- Becoming a trustworthy international partner for counter narcotics
- Commanding the above mentioned seven Provincial Offices, in conjunction with the other departments of the MoI

The Counter Narcotics Police of Afghanistan has the following tasks and responsibilities:

- Acting as the lead Afghan law enforcement organization to combat drug traffickers and narcotics producers.
- Investigating and developing narcotics-related cases for high-quality prosecution through the implementation of a range of measures, to include the establishment of a Criminal Justice Task Force of Prosecutors to work with the CNPA on developing quality cases for prosecution, providing additional capacity for pro-active money laundering investigation activities, and establishing a Special Investigation Unit to carry out investigations into Level 3 Targets
- Providing suitable intelligence models and structures that will support effective intelligence gathering, collation, assessment and exploitation. This includes establishment of a central intelligence unit that will be responsible for assessment and dissemination of all incoming intelligence to the CNPA with links to the Coalition Fusion Cell, establishment of a strategic intelligence unit to support decision makers, and also a special unit of analysts who will be supported by an intelligence database and analytical tools. The provision of budget and payment system for informers will be an early key activity
- Supporting technical and forensic investigators and intelligence staff in the field of Counter Narcotics through special forensic science, photography, interception, technical operations, covert operations, surveillance and witness protection units

- Providing nationwide law enforcement in narcotics-related matters through the training and equipping of a National Interdiction Units (NIU) and a 10 Mobile Detection Teams (MDTs)
- Developing a Provincial capability focused on key drug trafficking areas through establishment of seven key Provincial Offices with an interdiction capability for locally based Level 1 and Level 2 targets
- Developing the core skills and competences of a drug law enforcement agency through the implementation of a comprehensive training curriculum, the establishment of a dedicated counter-narcotics training function, and robust human resource systems that link training with reward
- Eliminate corruption within the organization. A Professional Standards Unit will be established within the administration department of the deputy minister. PSU will have responsibility for setting standards across the organization and investigating internal affairs cases.
- Adequately operating budgets for informers. An interim system is being developed to ensure that the CNPA has access to an adequate operating budget
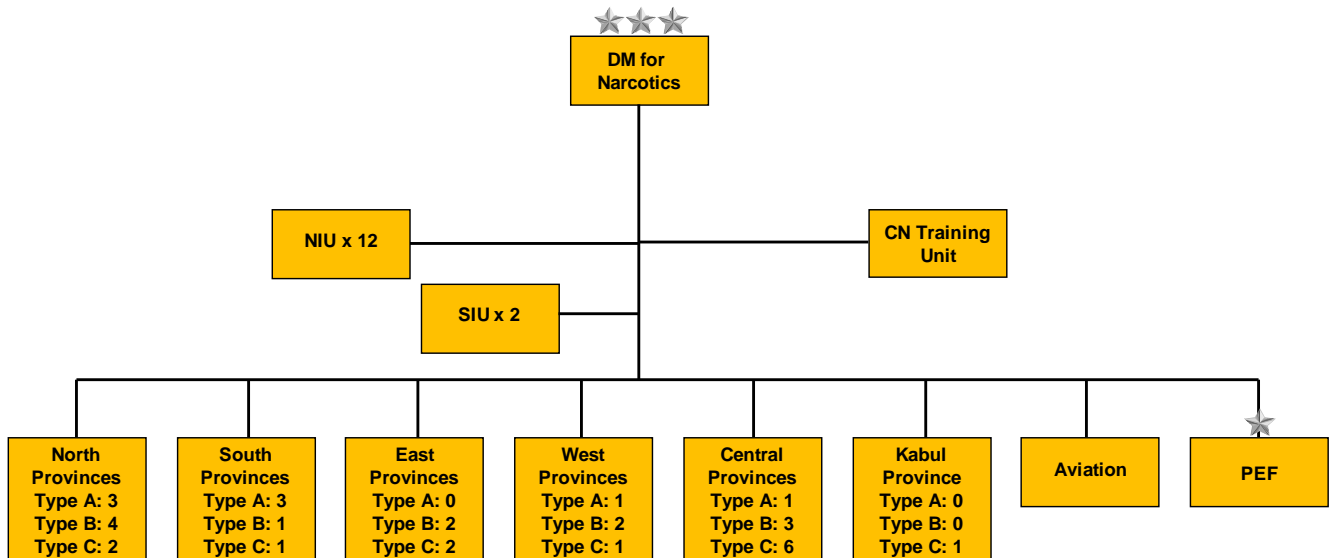
Figure 4-35 Counter Narcotics Org

Training Centers

The Training Department at the MoI is subdivided into the Directorate, Police Academy, Central Training Center (CTC)/Regional Training Centers (RTC), and Recruitment and Education Planning Sub-departments. The sub-departments contribute to the work of the Department and are run by it. The Department coordinates the sub-departments' work and ensures a synchronized development and compatibility of police training. The general tasks of the Training Department are:

- Providing overviews for subordinate departments

- Providing information and reports for subordinate departments

- Providing staff with advice on current operations

- Allocating personnel and equipment

- Developing policies, systems, processes and standard procedures

- Implementing quality management

- Working on statistical reports reflecting training figures

In cooperation with the other departments of the police sector, the General Department of Training and Education analyzes basic and advanced training requirements in the various police sectors. The Department refers the preparation and implementation of appropriate advanced training concepts to its own sub-departments.

General Directorate

The General Directorate is responsible for cross-section tasks within the Department of Training and Education. It is sub-divided into offices dealing with:

- Personnel

- Supply

- Female affairs

- Public affairs

- Library

The Police Academy Sub-department

The Police Academy Sub-Department of the MoI is responsible for basic and advanced training courses for senior officers at Kabul Police Academy. It identifies equipment requirements and staff distribution requirements at the Police Academy and, within the Police Department of the MoI, negotiates the provision of necessary resources. General working and training standards are drafted for its subordinate units and directly implemented into practice. It submits expert proposals on legislation, decrees, and official and training instructions and/or makes contributions to these projects.

Statistics are maintained on the training situation at the Police Academy. Appropriate advanced training concepts are developed whose implementation can be a task which is given to the Police Academy. The Police Academy Sub-department exercises the administrative and supervisory control over staff at the Police Academy. The Director of the Police Academy exercises administrative and supervisory control of the trainees at the Police Academy.

CTC/RTC Sub-Department

The CTC/RTC Sub-department of the MoI is responsible for basic and advanced training courses for Satunkai at Kabul Central Training Center and the seven Regional Training Centers in the provinces. It identifies equipment requirements and personnel distribution requirements in the field of individual training institutions and, within the MoI Police Department, negotiates the provision of the necessary resources. General working and training standards are drafted for subordinate units and are directly implemented. It submits expert proposals on legislation, decrees, and official instructions concerning the training sector. Appropriate advanced training concepts are developed, and statistics are maintained on the training situation in the field of the CTC/RTCs. The CTC/RTC Sub-Department exercises the administrative and supervisory control over personnel at the CTC and RTCs. The respective Director of the CTC and the RTCs exercises the administrative and supervisory control over trainees at the CTC and RTCs.

Education Sub-Department

The Education Sub-Department of the MoI is responsible for the drafting and implementation of literacy programs for the police sector. It develops training programs for police officers intending to improve their education. The Education Sub-Department maintains close contacts to the Ministries for Education and Higher Education.

This sub-department develops proposals on legislation, decrees, and service instructions concerning education programs of the police and makes contributions to these projects. In particular, it uses the services of staff at the Regional Commands employed at the relevant Department for Training for the implementation of measures. It identifies funding requirements, the requirements on staff use for the implementation of education concepts, and within the Police Academy at the MoI, and negotiates the provision of necessary resources.

Afghan Uniformed Police are taught following courses at the CTC & RTCs:

- Afghan Constitution

- Penal Code Procedure

- Penal Code

- Human Rights

- Non-discrimination

- Principle of Non-discrimination

- Police Values and Ethics

- Police Values and Ethics II

- Community Policing

- First Aid

- Defensive Baton

- Soft Hand Control Techniques

- High Risk Vehicle Stops
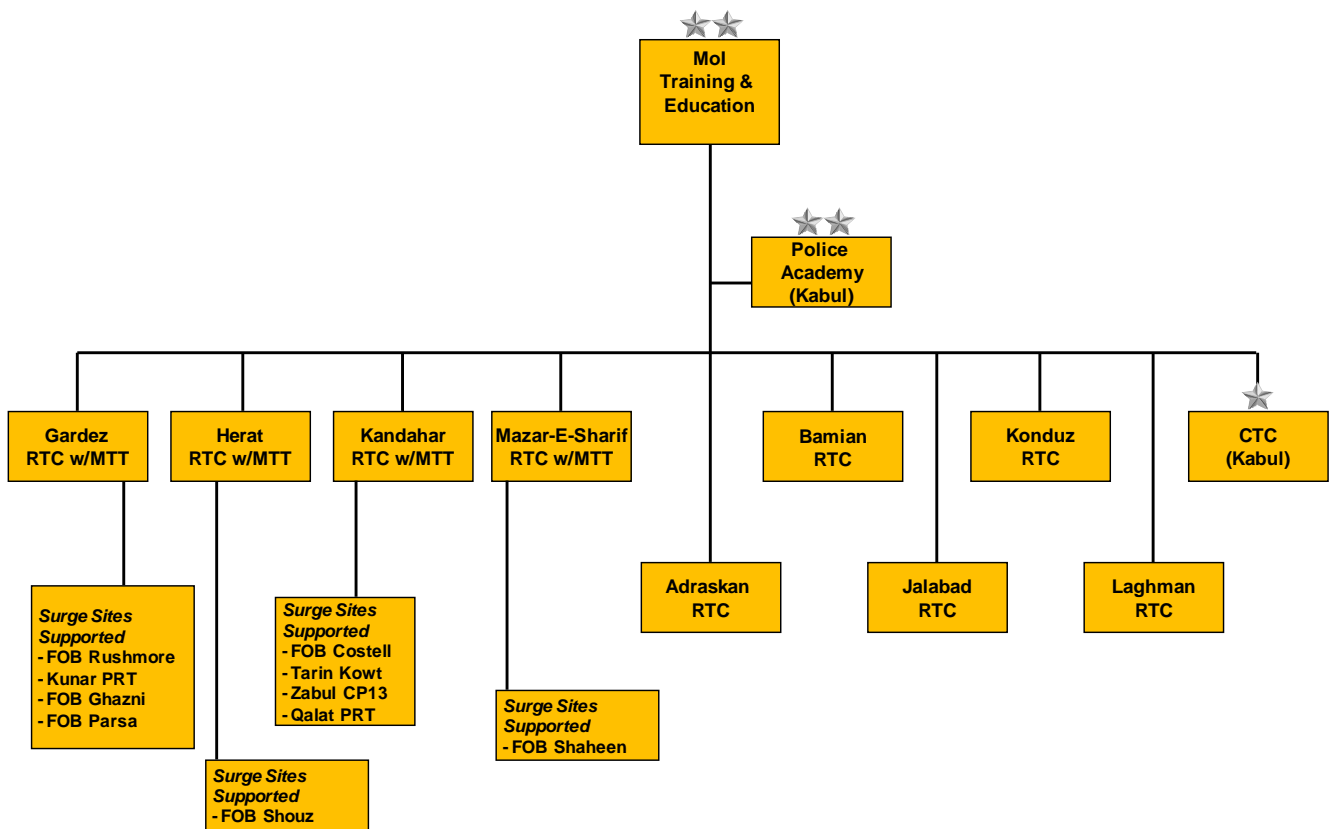
Figure 4-36 MoI Training and Education Org

Special Police

The Ministry of Interior has added 1108 positions for a Special Police Force. This force is afforded with special capabilities in order to provide national level investigations. In addition, they have an enhanced ability to respond and strike if needed.
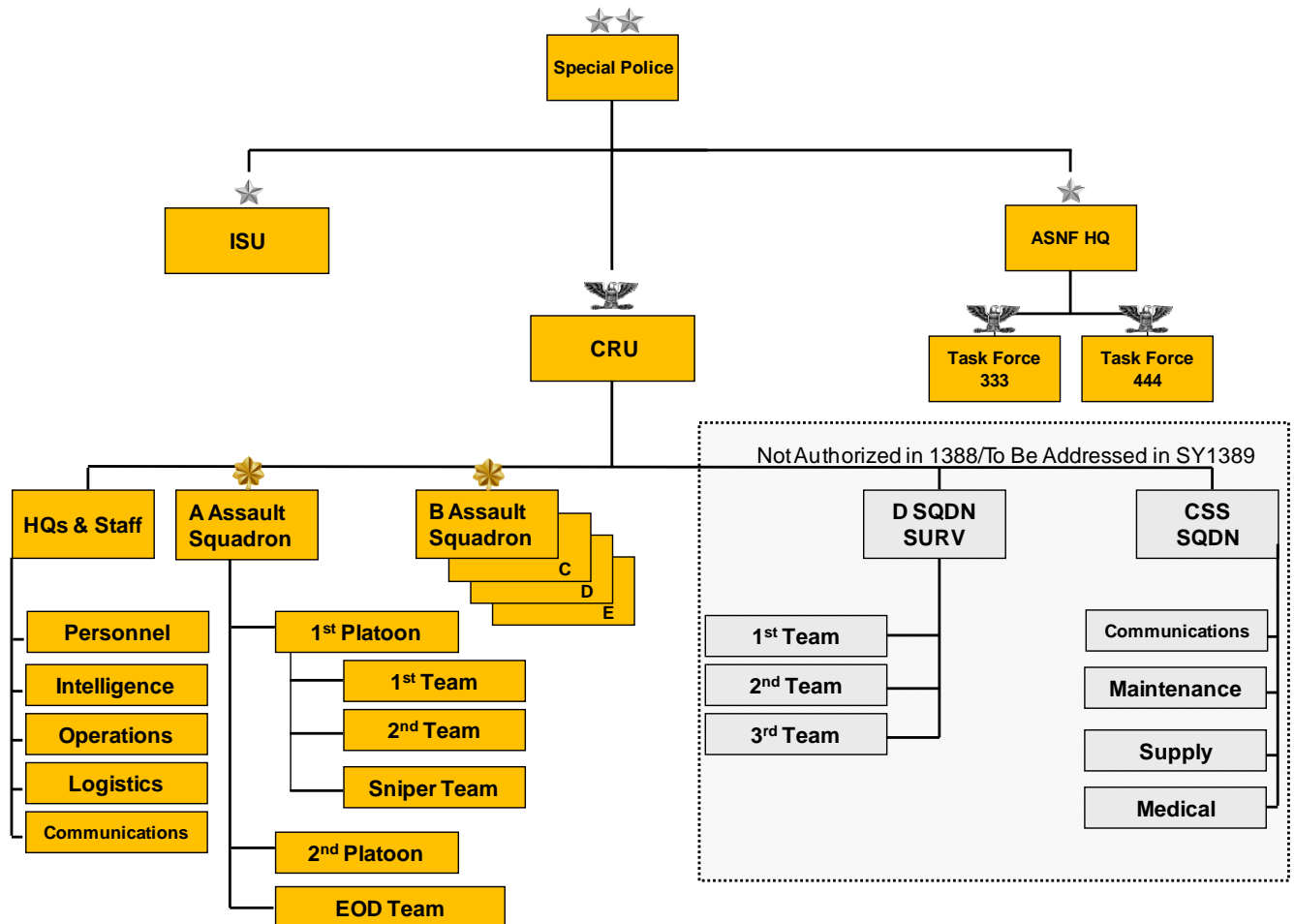
Figure 4-37 Special Police Org

Fire Departments

The Ministry of Interior is responsible for forming Fire Departments across Afghanistan. The current Tashkil authorizes 882 fire fighters throughout the 6 Regional Commands. The Afghanistan National Fire Department prevents and extinguishes fire incidents nationwide. The Department inspects buildings and facilities, issues infraction citations, and provides recommendations to prevent or reduce the likelihood of fires in urban and rural areas of the country. All logistic coordination for the Fire Units is the same as the Police.
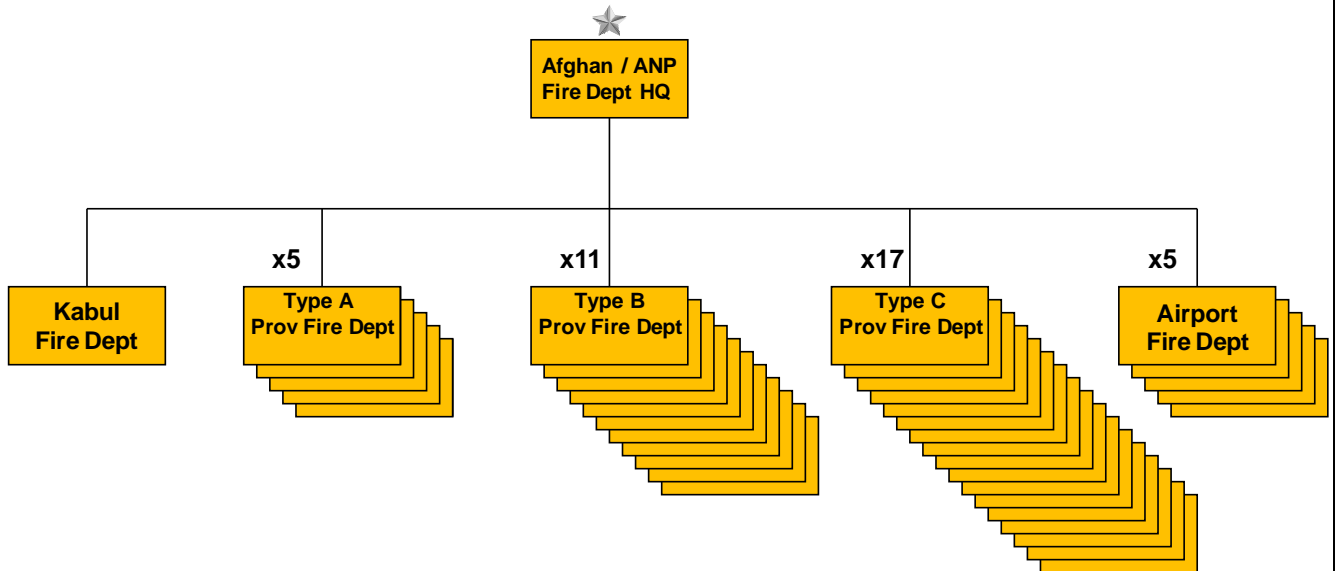
Figure 4-38 Afghan Fire Department Org

Customs Police (CP)

The Afghan Customs Police (CP), created jointly by the MoI and the Ministry of Finance (MoF), is organizationally part of the MoI police force. Selection, employment, dismissal, payment, equipment and basic training are in the responsibility of the MoI. The MoF may recommend selection and dismissal. MoF has the responsibility for advanced training, identifying both locations and scope of authority. Under Tashkil 1388, all 600 of the Customs Police have been allocated to the Afghan Border Patrol (ABP) by Presidential Decree.

Customs Police (CP) shall have responsibility in the customs area for the following activities under the direction of Customs Authorities (CA):

- Assisting CAs in the detection, reporting and prevention of smuggling
- Detecting and evaluating other violations of the Customs Law
- Stopping and arresting suspected smugglers and other violators of the Customs Law throughout the Customs Territory of the State
- Assisting in carrying out customs decisions, the collection of customs debt, and applying customs control measures, as and when requested by customs
- Assisting in maintaining security of customs warehouses
- Assisting mobile customs verification teams
- Seizing smuggled goods or the implements (wassaiel) of smuggling, and assisting in the seizure of other goods.
- Submitting to customs required reports for violations of customs legislation
- Cooperating with state or non-state domestic or foreign, organizations, for exchanging information in connection with its duties, when authorized.
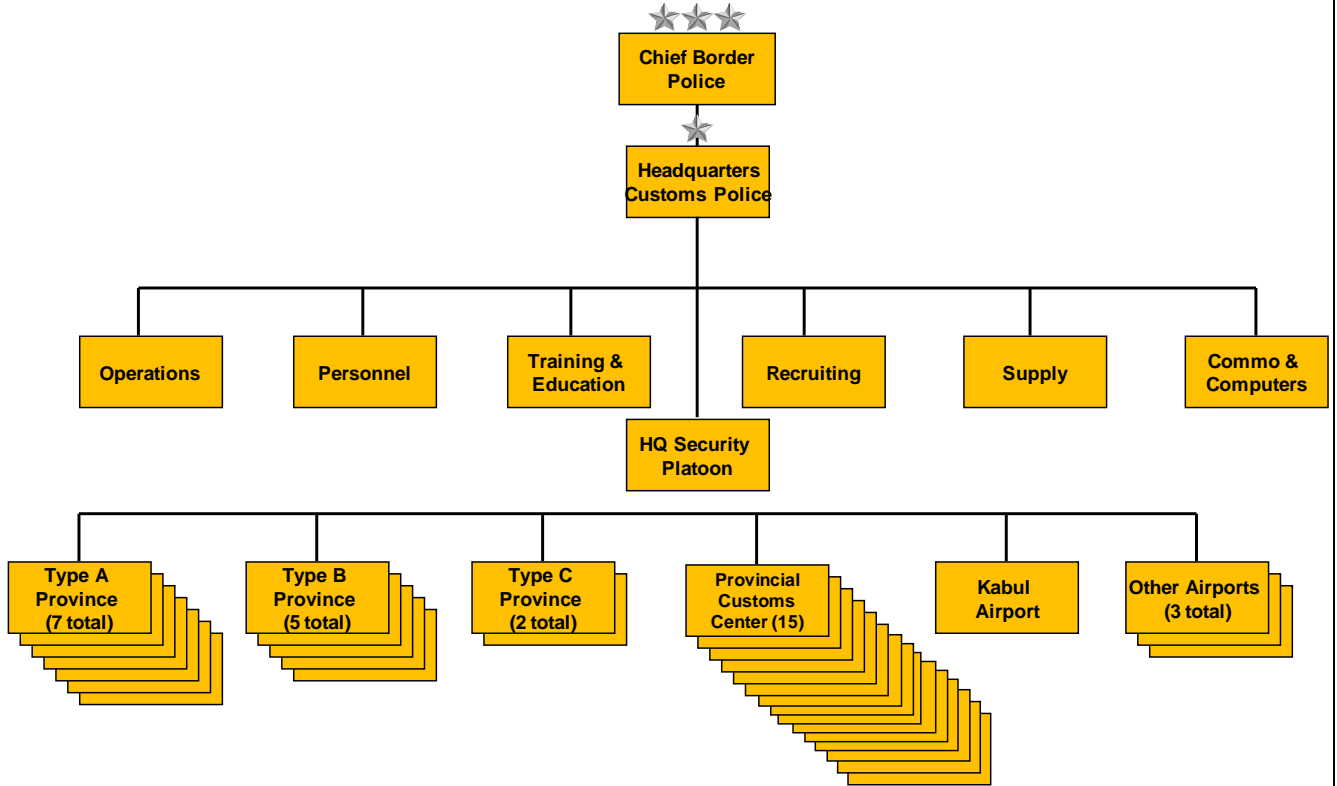
Figure 4-39 Customs Police Org

Public Protection

Public Protection Police are utilized for the safety and security of Afghan Government officials and high profile personnel from other nations, to include the United Nations and embassy officials.   Under the 1388 Tashkil there are 524 Public Protection Police authorized, the majority working in the capital city of Kabul.
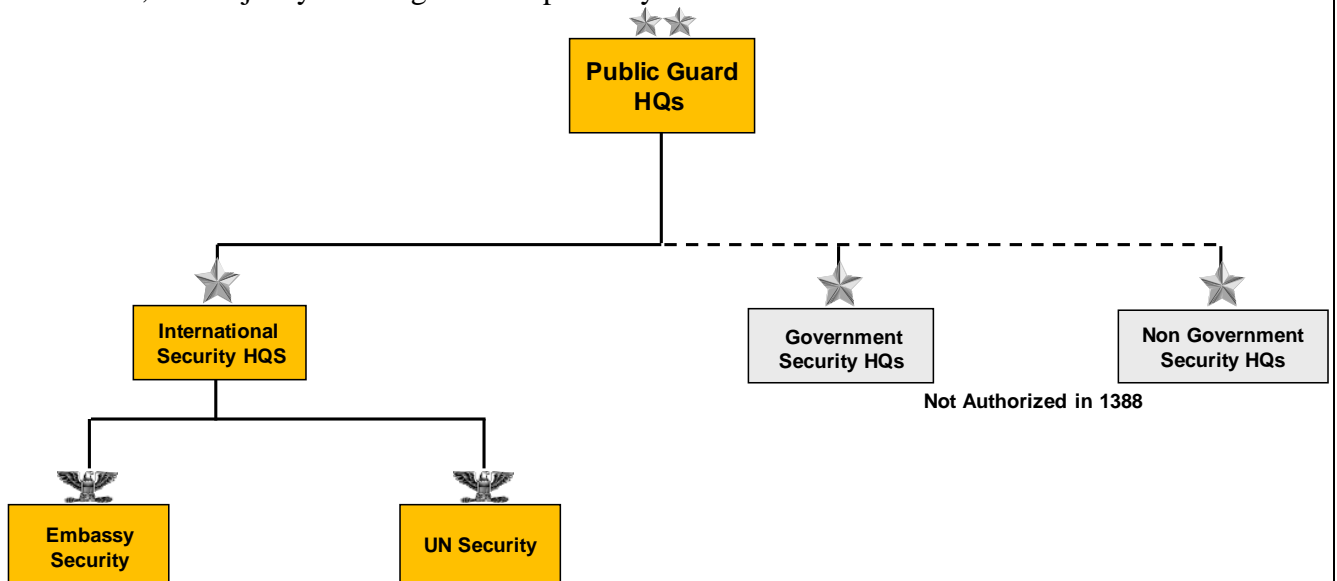
Figure 4-40 Public Protection Org

Medical Department

The Medical Department falls under the control of the Ministry of Interior. The Medical Department provides preventive, trauma, and follow on medical care to all MOI forces. Health care is provided through National, Provincial, Training Center, and unit level clinics and individuals. Service is also provided in coordination with the Ministries of Defense and Health. In the past all medics for the ANP have fallen under control of the Medical Department but under the new 1388 Tashkil, the medics have be reassigned to the Tashkil's of ANCOP and the ABP. They utilize the same MoI logistics structure as the ANP.
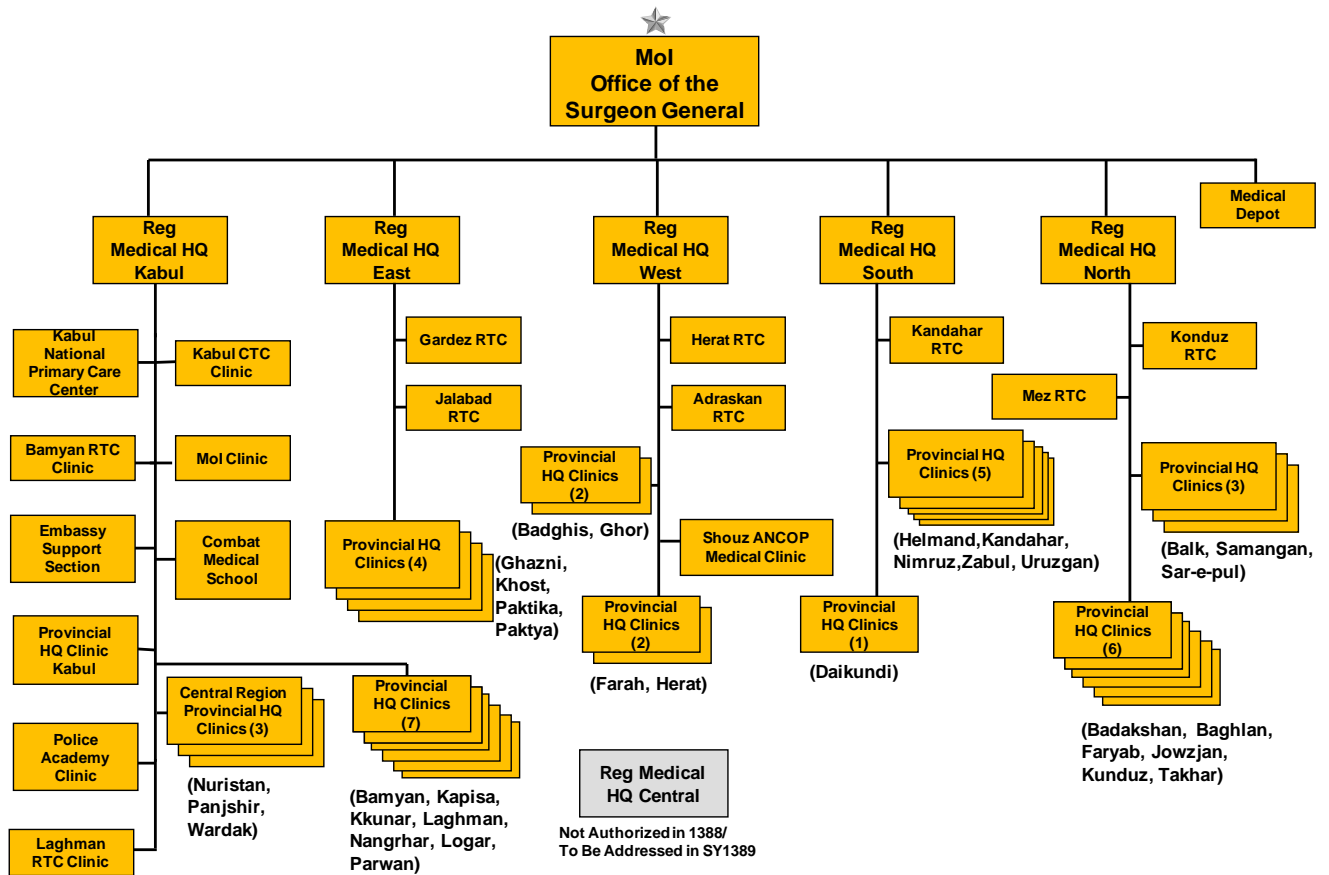
Figure 4-41 MoI Medical Department Org

Anti Crime HQ

There are 303 assigned personnel to the Anti Crime HQ. They provide national level criminal and terrorism investigation and surveillance capabilities.

Major Crimes Task Force

The Major Crimes Task Force is authorized 100 personnel which provide a capability to investigate and build cases for kidnapping, corruption, organized and financial crime.

<u>MoI Logistics</u>

All 626 jobs in the MoI Logistics department are new to the 1388 Tashkil. The Logistics branch is responsible for establishing the MoI Support Command, the MoI Material Management Command, the 4 Regional Logistics Centers and 17 Provincial Logistics Companies. The Department of Logistics is also responsible for equipping, supplying, and servicing the MOI. The department is responsible for maintaining logistics facilities, and in coordination with the AUP, providing security for logistics installations and transportation. MoI Logistics coordinates with the Department of Procurement for new equipment acquisition. To help staff these new demands the MoI Logistics branch is authorized to hire 1002 civilians. It is the responsibility of the Logistics branch to ensure that the logistics centers are adequately staffed and trained.
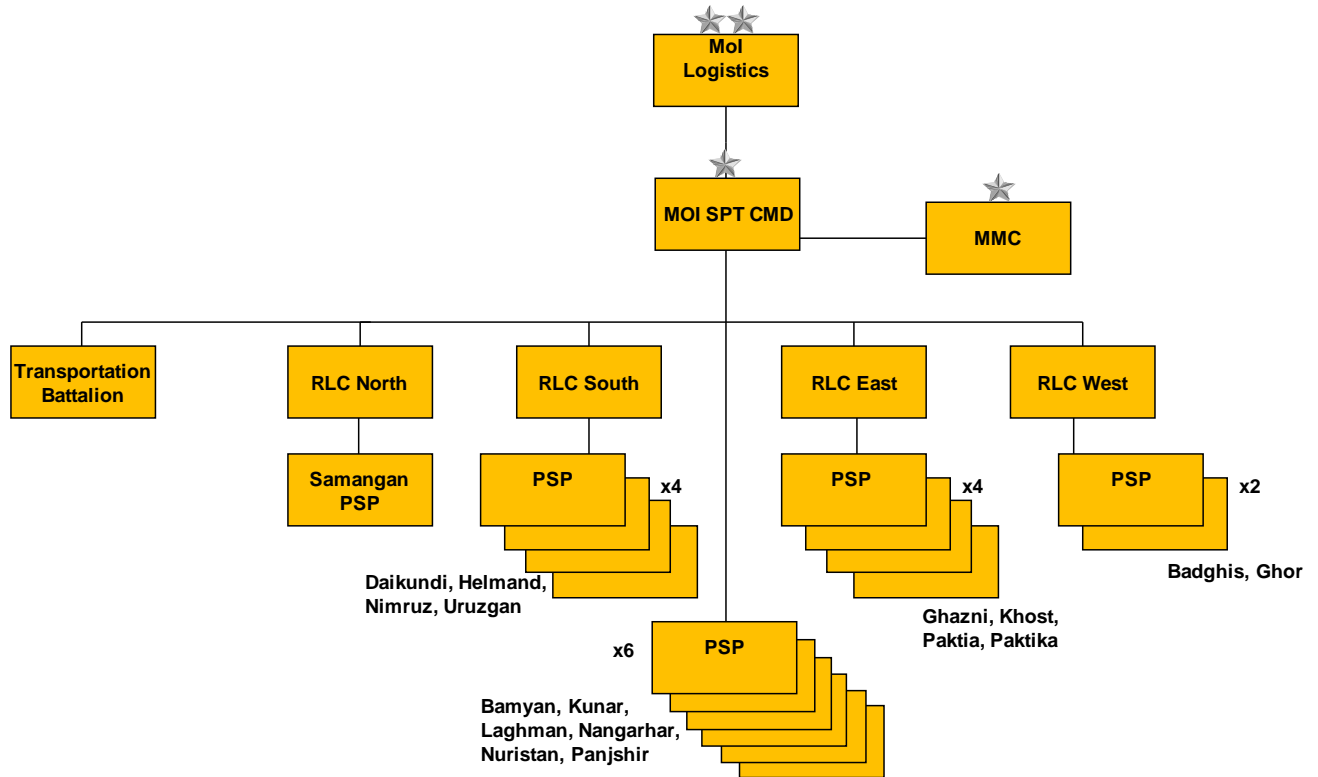
Figure 4-42 MoI Logistics Department Org

Operational Coordination Centers (OCC's)

Operational Coordination Centers have been established in an effort to help the Afghan National Army, Afghan National Police and the National Directorate of Security coordinate in a more effective manner. Unforeseen situations such as natural disaster, mass casualty, extreme violence and others can cause agencies to require help or be at odds over who needs to handle a situation. The OCC's have been established to help coordinate efforts and alleviate tensions between the Police, Army and National Security Agency.

Each agency retains its own chain of command. The centers are used as a means of coordination, starting at the Provincial level and working up through the Regional level. Each Regional Command, North, South, East, West, Central and Kabul has an Operational Coordination Center. Because they are at the regional level they are called an OCC-R (OCC-Regional). There are also 31 Provincial level OCC's (OCC-P). There are 3 Provinces that will not have an OCC-P; Kabul, Kandahar and Paktya. Each of these OCC-R locations will function as the OCC-P as well for coordination.

OCC- R/P REPORTING STRUCTURE
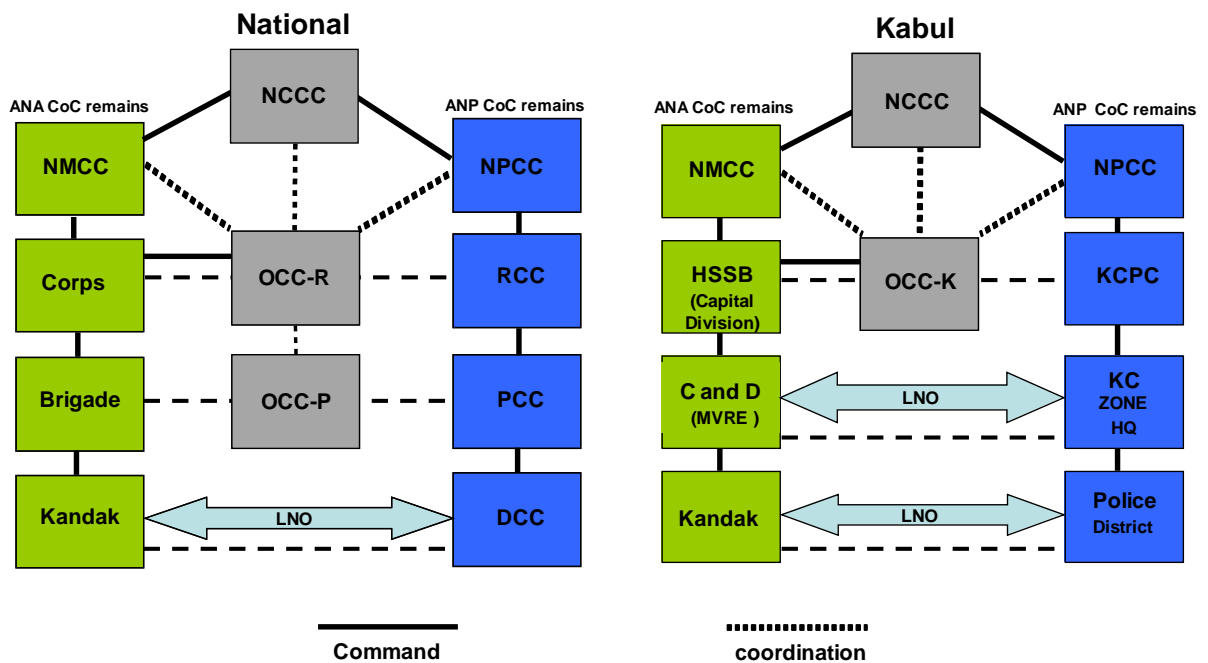
Figure 4-43 Operational Coordination Center Reporting Chain

Issues are worked at the Province level and moved up to the Regional level if they cannot be handled. If coordination at the Regional level cannot cover the situation, the ANA Regional Commander (HSSB Commander in Kabul) will have command authority and the issues will be worked up through the National Police Command Center and the National Military Command Center where the National Communication Command Center will have the final authority.

MoI Transportation Battalion
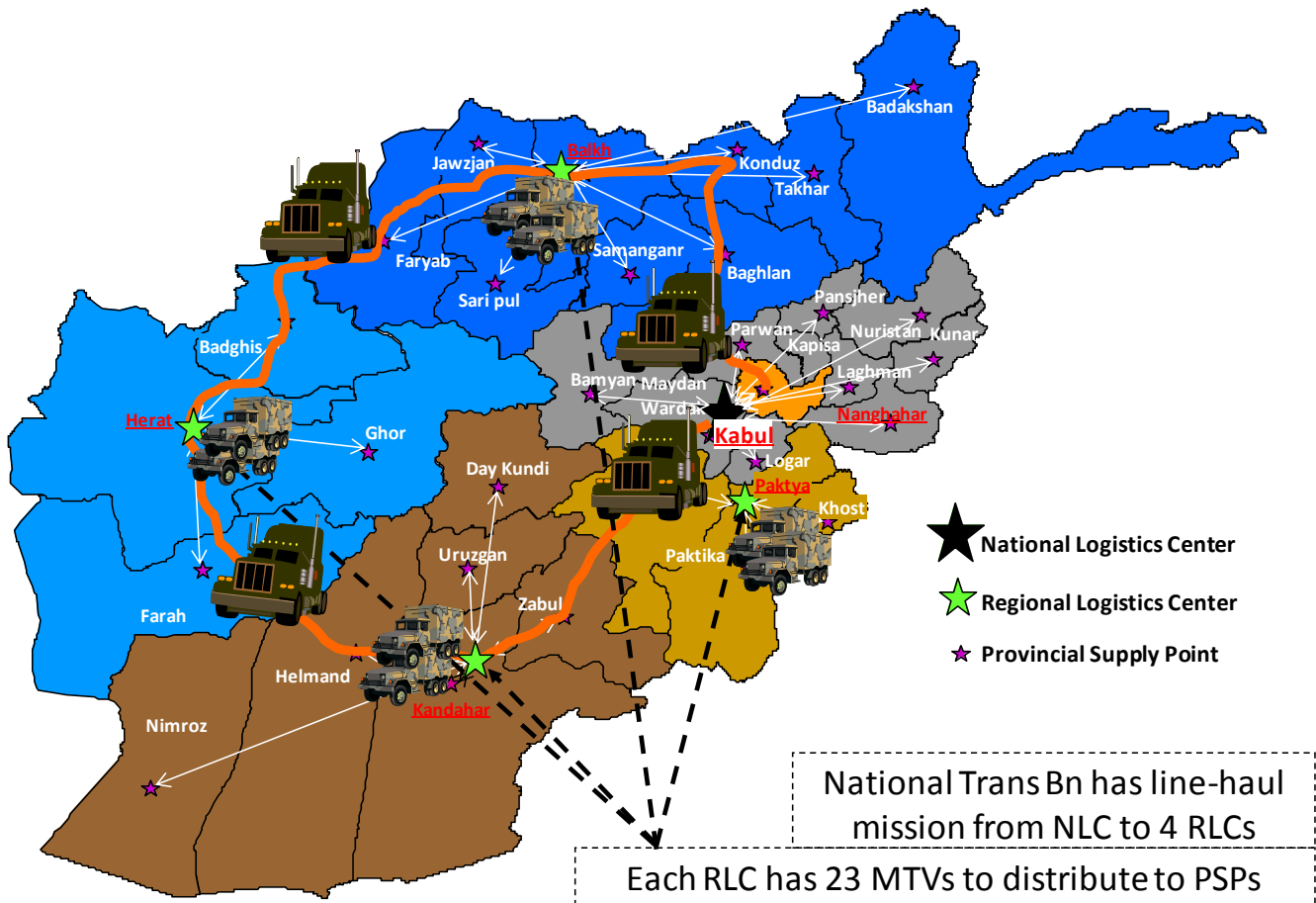
Figure 4-44 MoI Trans BN Plan

Currently, the MoI has only one transportation battalion. The Trans BN is responsible for approximately 10% of the ANP cargo requirements. The remaining 90% of logistic movements are contracted through local trucking companies, often referred to as "Jingle Trucks," because of the ornate decorations each driver adds to his vehicle.

The Trans BN is authorized 156 personnel, although only 90 to 100 are working for the BN at any given time. Many of the personnel are often tasked with Ministerial Duties.

The cost of contracted trucking is very high for the Coalition Forces, averaging over 750K dollars a month, and it puts added pressure on the ANP because it is difficult to track shipments performed by contractors.

Units request utilization of the MoI Trans BN through the ANP chain of command. Often times the request cannot be supported and the second option is contracting a company to transport items for the unit.

MoI systems should always be attempted first and this is the case with trucking. If a request for the MoI Trans BN is denied, the ANP push the information up their chain of command and it will lead to the MoI Department of Logistics and CSTC-A. At this time, they will be able to contract a trucking company to transport items.

The desired end-state for the MoI is a transportation BN fully capable of sustaining the needs of the ANP. CSTC-A mentors are working hard to help the MoI develop a sustainable plan. The National Logistics Center will utilize the Trans BN to deliver goods to the RLC's and the RLC's will have a fleet of vehicles to deliver goods to the PSP's.

Chapter 5 - MoI Logistics Structure

Ministry of Interior

The MoI is the Department responsible for the protection of the country's international borders and the enforcement of the rule of law. Its responsibilities require it to formulate policy and oversee operations spanning a wide range of internal and protective security, law enforcement and public safety functions.

In support of the Government's aims and the Ministry's priorities, the MoI must also work with others to build a safe, just and tolerant society; a society in which rights and responsibilities go hand-in-hand with the delivery of public safety, security and the Rule of Law. Effective implementation and delivery of policies and services will allow the Department to discharge its functions in a fair, efficient and effective manner. To achieve this, continuing reform of the organization and its management structures will be necessary. In order to deliver the outcomes envisaged within this Campaign Plan in respect of establishing an effective Ministry and developing enduring police forces, the MoI must manage, organize, train, equip, staff and accommodate itself and the ANP to be operationally capable. Specifically, the MoI will:

• Develop the strategic Ministerial level capabilities required to manage the MoI and ANP including budgeting, personnel management, training, acquisitions, facilities, policy development and professional education.

• Recruit and train personnel to generate the force structure mandated by current and projected statutory requirements, specified by the Tashkil.

• Build the required capability of the MoI and ANP through equipping, engineering, mentoring, sustainment training and professional and leadership education initiatives.

• Put in place effective mechanisms to allow the ANP to transition from a counterinsurgency oriented posture to focus on traditional policing tasks, when the security environment permits.

• Through effective ANP deployment and the implementation of strategies coordinated across the Government of Afghanistan, reduce crime and the fear of crime (including organized and international crime, youth, violent, sexual, and drug-related crime as well as trafficking in drugs, people, and weapons), prevent disorder and increase public safety.

• Develop ANP capability to provide law enforcement support to efforts to combat insurgency, terrorism and other threats to national security.

• Support the Ministry of Justice (MoJ) to deliver effective justice by: implementing efficient investigatory, detection, prosecution and court procedures; minimizing threats

to, and intimidation of, witnesses; and engaging with, and providing appropriate support to, victims.

• Assist the MoJ's delivery of effective custodial and community sentences.

• Develop effective methods for inter-ministerial coordination, particularly with the MoD, in order to exploit common systems, implement best practice, achieve economies of scale and make best use of resources and personnel to achieve maximum operational effectiveness while achieving the Government's strategic goals.

In broad terms, the MoI will perform its roles and tasks through its three principal components: the Ministry itself; sustaining departments; and fielded ANP forces.

Deputy Minister for Support and Administration

The Deputy Minister for Support and Administration is responsible for the conduct of all support operations in the MoI. He oversees the development and execution of logistics management policy, processes and procedures within the entire Ministry and its subordinate organizations/units and activities.

Logistical Support Organizations

The MoI structure is unique in that it does not have logistics support units within the ANP which provide logistical support to the police organizations operating in the field. The MoI uses area support, fixed installations and contract support to provide logistical support for all the organizations/units and activities of the MoI.

The MoI Logistics Department and Support Command, along with the Chief of Supplies/Material Management Center (MMC), Interim Logistics Facility (ILF), 22-Bunkers, National Logistics Center and the Regional Logistics Centers (RLC) and Provincial Supply Points (PSP) provide direct and general support to organizations and activities of the MoI. The National Logistics Center provides direct support to organizations of the Kabul Capital and Central Regions. All other Regions have been organized with a Regional Logistics Center providing general support back up to all Provinces and direct support to elements within the Regional Headquarters. Provincial Supply Points will provide direct support to the Provincial Headquarters and all units/organizations within the Districts. *As of publication, mid 2009, the MoI is in a transitional mode meeting the new structure set forth below. Please continue reading to familiarize yourself with the current logistics chain and how it is currently operating as it moves towards the new structure.

MoI	**Ministry of Interior**
NLC	**National Logistics Center**
MMC	**Material Management Center**
RLC	**Regional Logistics Center**
PSP	**Provincial Supply Point**
District Police	
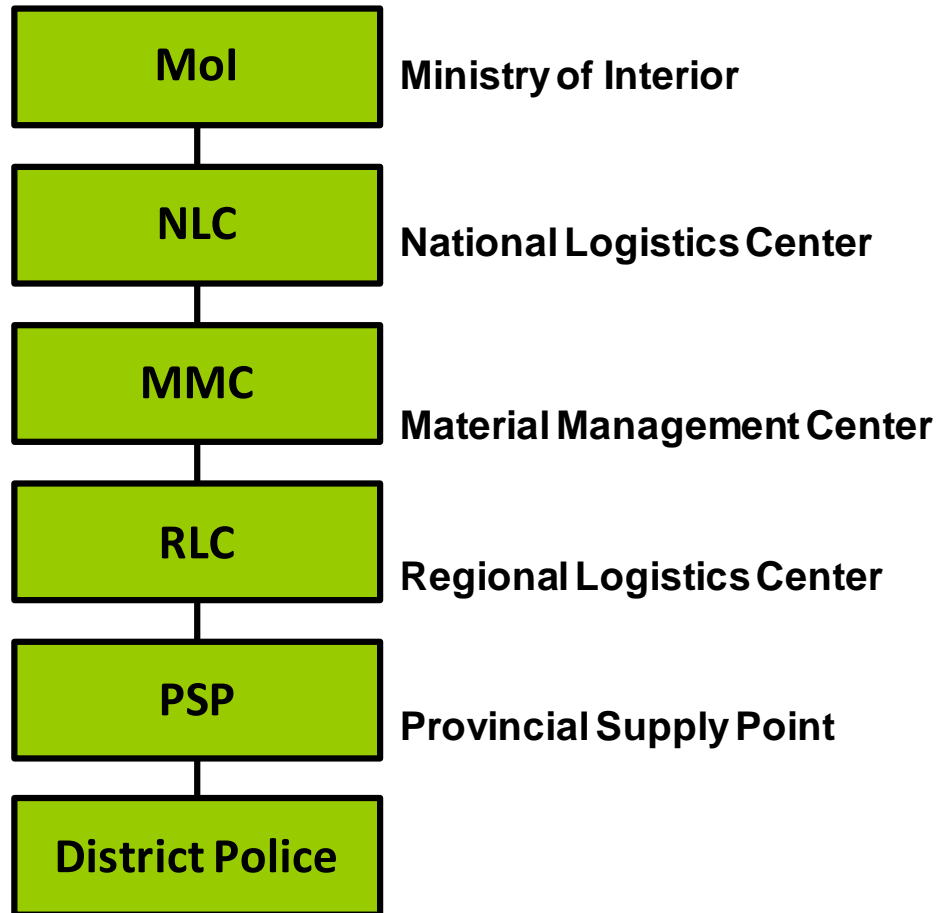
Figure 5-1 New MoI Support Chain

Logistics Department

The Logistics Department is responsible for equipping and sustaining the ANP in a cost effective and sustainable manner. In addition, it integrates strategy requirements and ensures, where appropriate that interoperability and compatibility is achieved with MoD systems and equipment. It is also responsible for national maintenance logistic sustainment bases, establishing and maintaining relationships with leading developers of relevant technology and developing a sustainment capability for all MoI and ANP elements down to Regional level.

Logistics support for the Ministry of Interior is based on strategic plans, missions, and requirements developed through the Force Management Process and the modern principles of logistics operations. There is an aspiration that MoD and MoI will consolidate certain ANA / ANP logistics and procurement capabilities in due course. In the interim, the Logistics Department conducts national level, centralized logistics planning, and materiel management at the Ministry of Interior Headquarters. Direct logistics support to police units and other MoI elements permanently located or temporarily deployed throughout Afghanistan is provided by decentralized supply,

maintenance, and transportation activities located at Regional Logistics Centers and Provincial Supply Points; these are under the command of the Regional and Provincial Commanders.

The Logistics Department:
• Coordinates logistics plans within MoI HQ and coordinates logistics support to police units and ministry offices through the five Regional Commanders.
• Provides policy guidance and staff direction to Regional Logistics Centers and Provincial Supply Points.
• Procures, stores, transports, maintains and provides for the salvage and disposal of all MoI/ANP materiel.
• Provides for the arming, equipping, fixing, fuelling, transporting and sustaining of police and ministry offices at the regional and provincial level.
• Manages subordinate departments including: supply, facilities, medical, radio/computers, technical/weapons, procurement, and transportation.

The General Department of Supply, Logistics and Transportation provides logistics support (Supply, Maintenance, Procurement, Medical, Communications, Transportation, Facilities, Services, Acquisition and Procurement) to all organizations and elements assigned to the Ministry of Interior (MoI).
Required Capability:

-Provide logistics support (Supply. Maintenance, Procurement, Medical, Communications, Transportation, Facilities, Services, Acquisition and Procurement) to all organizations in the Ministry of Interior (MoI).

-Operate and maintain national, regional and provincial logistics and maintenance facilities.

-Develop and implement doctrine, decrees, processes and procedures.

-Establish and maintain accountability for and public visibility of all infrastructure, real property, materiel and equipment in MoI.

-Facilitate the development of logistics education and training programs and institutions within the MoI.

-Develop and implement audit, inspection and assistance programs.

-Facilitate, monitor accomplishment of MoI command decisions.

-Provide timely and accurate logistics related information to the Minister and Ministry organizations and elements.

-Determine courses of action and recommend courses of action to the Ministry which will best accomplish Ministry logistics missions, functions and tasks.
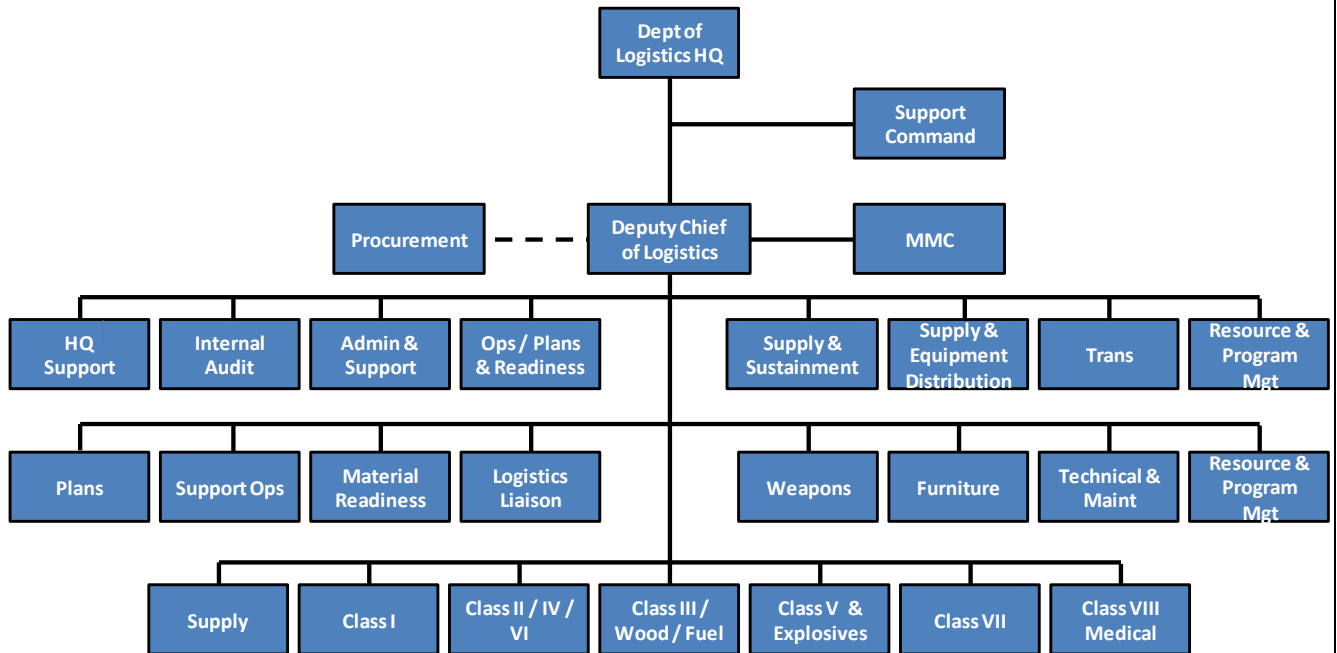
Figure 5-2 Dept of Logistics Org

MoI Support Command

Mission: Provide command and control to all transportation, PSP, RLC, NTC, and national warehouse organizations and elements assigned or attached to the General Department of Logistics.

Required Capability:
-Provide operational logistics support for all organizations and elements in the Ministry of Interior (MoI), given over all guidance from elements in the MMC.

-Provide command and control, operate and maintain national, regional and provincial logistics and maintenance facilities.

-Establish and maintain accountability for and public visibility of all infrastructure, real property, materiel and equipment assigned to all operational elements of the General Department of Logistics.

-Facilitate and monitor the accomplishment of General Department of Logistics command decisions.

-Provide accurate logistics information to the operational organizations and elements of the General Department of Logistics, particularly the MMC.

-Help determine courses of action and recommend courses of action to the Chief of the General Department of Logistics which will best accomplish department logistics missions, functions and tasks.
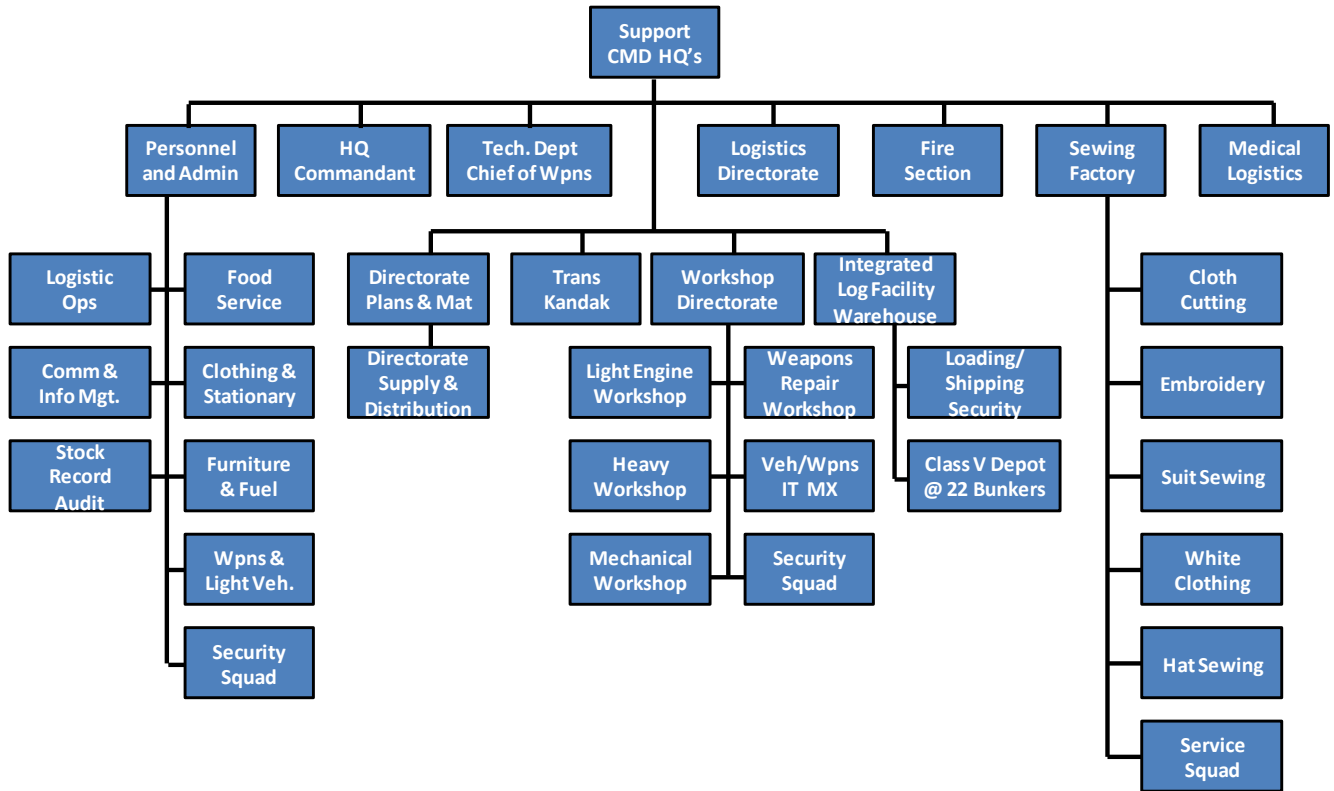
Figure 5-3 MoI Support Command Org

Logistics Department/MoI Support Command and the National Logistics Center

The Logistics Department and the MoI Support Command will eventually be consolidated into the MoI National Logistics Center (NLC). The planning and requirement duties of the Logistics Department and the command and control of the MoI Support Command have many areas that overlap. In an effort to consolidate functions and make the ANP more efficient, the MoI will consolidate the two branches under the control of the National Logistics Center. Units in the field and mentors will not likely see any effects of this upper level consolidation. However, it is important to understand when the transition takes place in the event answers from the national level or interactions with mentors at the national level are needed.

Material Management Center (MMC)

The MMC provides a single point of contact for information pertaining to all materiel and maintenance activities within the MoI. The MMC includes the administrative spectrum of logistics as well as being co-located with the National Logistic Center warehouse. It

receives the requirements from the logistics department staff, processes and initiates procurement requests, and manages distribution of materiel. It develops and supervises the MoI Authorized Stockage Lists (ASLs). It maintains the MoI property book and MoI equipment readiness status (ERS) reporting data, as well as collecting and forwarding the Logistics Readiness Assessment Tool (LRAT) Report. It provides instructions (IAW approved regulation, when approved) for evacuation of items that cannot be repaired by direct support maintenance activities. Day-to-day technical supply customer assistance and support is provided by the MMC to the Afghan National Police (ANP), Regions, Provinces and Districts of the MoI. Current status information will be provided to the MMC by these organizations on their day-to-day supply transactions. The MMC also provides day-to-day Class 9 item management direction to the maintenance activities and maintenance contractors such as No Lemon. Maintenance activities return information to the MMC on their day-to-day Class 9 transactions. It works in close coordination with the National Police Command Center (NPCC) to manage, assess and report logistics readiness status. The MMC, through its component the Movement Control Center, performs the movement control functions for the movement of equipment and material within the MoI.

Material Management Center (MMC) and Interim Logistics Facility

The MMC is a new facility for the MoI, the result of a restructuring process to make the ANP more efficient by offering better logistics capabilities and eliminating duplicate work efforts. The MMC, currently, is not fully operational in all areas. As the process to integrate the MMC continues, the MoI is utilizing the Interim Logistics Facility to keep logistics issues functioning and materials moving. The ILF serves a dual role in that it helps to manage the logistics issues while the MMC is being integrated and it serves as a National Depot for items.

Currently, the Commander of the MMC holds the title of Chief of Supplies. In addition to the Commander of the MMC, the MoI has designated Item Managers. Item managers are each responsible for a specific class of supply. These personnel will transition into their roles at the MMC when it is fully operational. Until that time, they work the same roles and responsibilities utilizing the ILF as the warehouse.

As a mentor, this is an important issue to keep track of because it lets you know where to seek help if needed. Ultimately, where an item was warehoused may not seem to be important but when items do not arrive as they should it is helpful to understand the initial location, the ILF or the MMC, in order to track down an issue. If the ILF is still functioning it will be necessary to keep in contact with those who mentor at the ILF to receive help on issues. Over time, when the process moves to control of the MMC and a National Logistic Center, it will be important to contact other Coalition mentors at those locations for help.
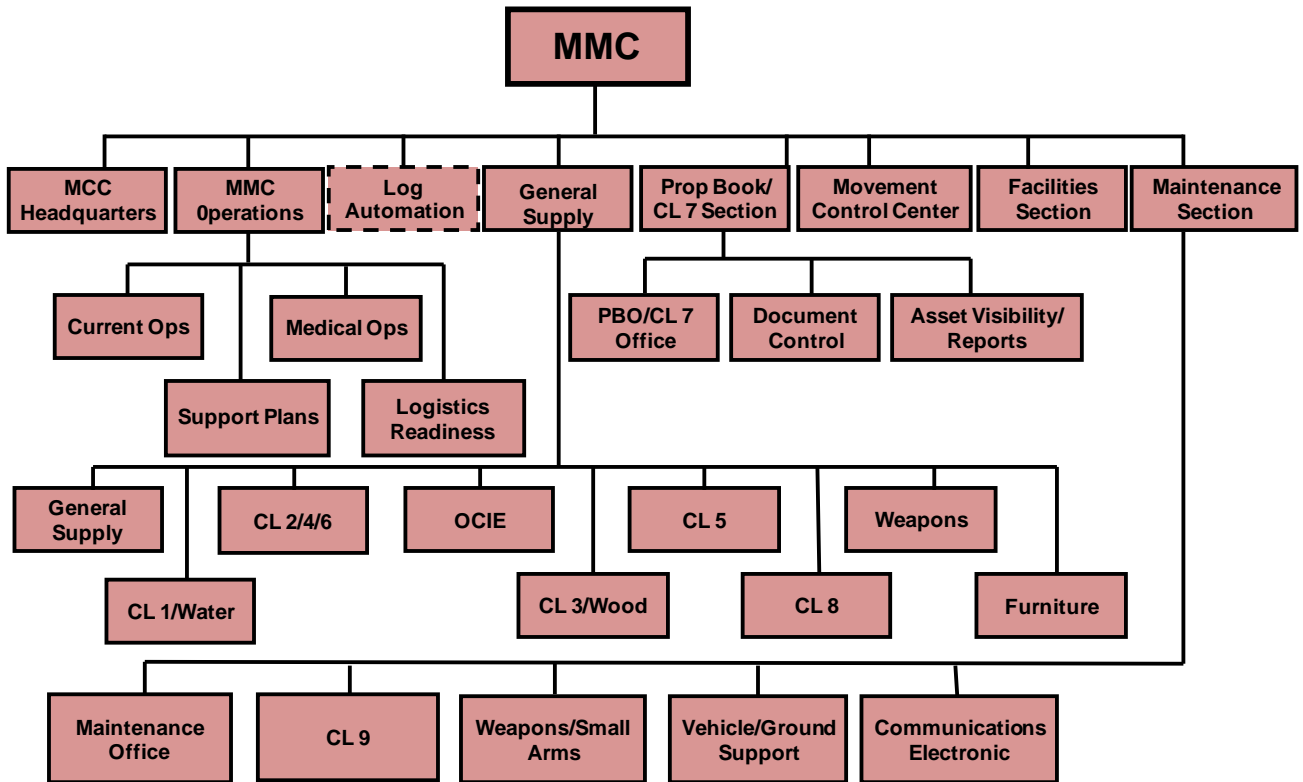
Figure 5-4 Material Management Center Org

22-Bunkers

22-Bunkers is the national level facility that the MoI uses to store and issue weapons and ammunition. 22-Bunkers is a US facility and offers the security needed to store weapons and ammunition and for this reason, it is also the facility used to receive weapons returned by ANP units. Requests for ammunition and weapons will automatically make their way over to 22-Bunkers through the MoI 14 request process if approved.

As the ANP are fielded NATO weapons, such as the M-16A2 rifle, the MoI has ordered that the Warsaw Pact weapons, like the AK-47, be returned to the MoI. The weapons are inventoried and a MoI Form 14 paperwork is prepared for return. 22-Bunkers will be listed as the supported unit on the paperwork and the unit returning the weapons will be listed as the supporting unit. 22-Bunkers is listed as the supported unit because they are receiving the weapons onto their property books.

The same procedure takes place for weapons that are not repairable at the unit level or through the HEB weapons repair contract. This secure warehouse area is responsible for inventorying and housing all of the MoI weapons not allocated to a specific unit's property books.

Regional Logistics Centers (RLC)

The MoI does not have embedded logistics units with the ANP forces. The logistics system is structured around area support. Under the direction of the National Logistics Center in Kabul there will be 4 Regional Logistics Centers across Afghanistan to support MoI units. The locations are RC North (Mazar a Sharif), RC South (Kandahar), RC East (Gardez) and RC West (Herat). RC Central and Kabul will utilize direct coordination with the national logistics centers. The RLC's are tasked to provide overall logistic support for their entire region, including vehicle/weapon/communication maintenance, uniforms, facility maintenance, medical supply, storage capacity for fuel, ammo and other supplies. Each RLC will be staffed by a Regional Supply Kandak (Kandak is the Afghan equivalent of a battalion) and civilian workers hired by the MoI. RLC's are not in the same chain of command as the police units in the field. The Regional Chief of Police does not have authority over the RLC. There are guidelines set by the MoI for the supply and logistics system functions. If issues arise between high ranking ANP commanders in a Region and the supply system, and they cannot be solved through immediate level mentoring, it is advised that mentors help the Afghan logistics personnel seek people at the national level to help resolve issues.

Similar to the relationship between the MMC and the ILF, RLC's are not fully functional in all locations. In the interim, the Regional Police Headquarters is responsible for approving or denying orders. Items are not stocked at the Regional Headquarters, it is only used as a throughput from the national level depot to lower level units. Orders approved at the Regional Headquarters are forwarded to the Chief of Supplies and the Item Managers work to validate the order. If approved, the items will be filled and forwarded back down to the Regional Police Headquarters for movement on to the original requesting unit. Most often this means the items make their way down to the Provincial Headquarters for disbursement to the original requesting District.

Provincial Supply Points (PSP)

The Provincial Supply Points function as a subordinate unit to the Regional Logistics Centers. Currently there are 17 Provincial Supply Points in some stage of development. Some are currently operational and some are just beginning construction. As the restructuring plan concludes there will be 34 Provincial Supply Points across Afghanistan for the police. The focus of the PSP's is to provide provincial level logistic coordination and support, acting as a conduit to the RLC's. They will receive and process district level requests for logistics and provide maintenance and repair capability. They are tasked with storage and supply distribution to include fuel, ammo, medical and other general supplies.

Each PSP will be staffed with a Provincial Supply Coy (Coy is the Afghan equivalent of a company) and civilian workers hired by the MoI. PSP's are similar to the RLC's in that they are not in the ANP chain of command. Province and district level commanders do not have authority over the PSP's. Issues arising between high ranking ANP commanders in a province or district and the supply system should be worked through the mentors and the RLC if needed.

Similar to the Regional Headquarters and RLC's, the Provincial Supply Points are not all fully functional. In the interim, the Provincial Police Headquarters is responsible for approving or denying orders from the district level. Items are not stocked at the Provincial Headquarters, it is only used as a throughput from the Regional Headquarters or RLC's. Orders approved at the Provincial Headquarters level make their way to the Regional Police Headquarters or the RLC if it is functional. As items make their way back down from the national level through the regional level, the Provincial Headquarters is responsible for ensuring the goods are disbursed to the original unit that placed the order.

Logistics Officers

At every level of the Afghan National Police there will be someone assigned to the duty of logistics. They are appointed by the Chief of Police at the respective level and issued a 1687 Delegation of Authority to perform the necessary tasks. At the police department level, the person responsible for logistics will place orders, track orders, receive goods and track items received. They will also be responsible for keeping the property book. These functions are basic to the logistic system's success. In addition, effective mentor teams will help teach the value of looking ahead to see what will be needed in the future. Many Afghan units are not accustomed to looking ahead because they are not used to a supply system that is designed to "pull" goods when needed. In the past items were "pushed" down and arrived whenever they got there. There was never a need to plan ahead because items arrived only when the national level decided to push them down to the units. Often times the items never made it to the smallest level of units. Not knowing when items would arrive again, many headquarters would "hoard" the goods. Many of the most effective mentor teams have been able to expand the timeframe in which the Afghans think. Instilling proper planning makes the logistics run much smoother than units who are constantly trying to get supplies at the last minute.

Transitional Period of MoI Logistic Structure

The supply chain; ANP unit to the PSP to the RLC and to the MMC is currently in a state of transition. As noted, the RLC's and PSP's are not all functional. The Provincial Police Headquarters assume the approval and denial duties of the PSP's if the PSP is not functional. The Regional Police Headquarters assume the approval and denial duties of the RLC's if the RLC in that area is not functional. At the national level, the Commander for the MMC and the Item Managers for each class of supply are working in a location separate from the warehouse. Whereas the MMC will house all of the administrative personnel and the warehouse together, currently they work in separate facilities. The Chief of Supplies and the Item Managers work the orders that come up from the RLC's and Regional Police Headquarters. The Interim Logistics Facility serves as the warehouse for items that will fill the orders for the police units.

Interim Authority

MoI

Dept of Logistics

NLC

MoI Support Command

Chief of Supplies*

MMC

Interim Logistics Facility*

*warehousing and shipment of orders

*approval and sourcing of orders

RLC

Regional Police Headquarters

PSP

Provincial Police Headquarters

District Police
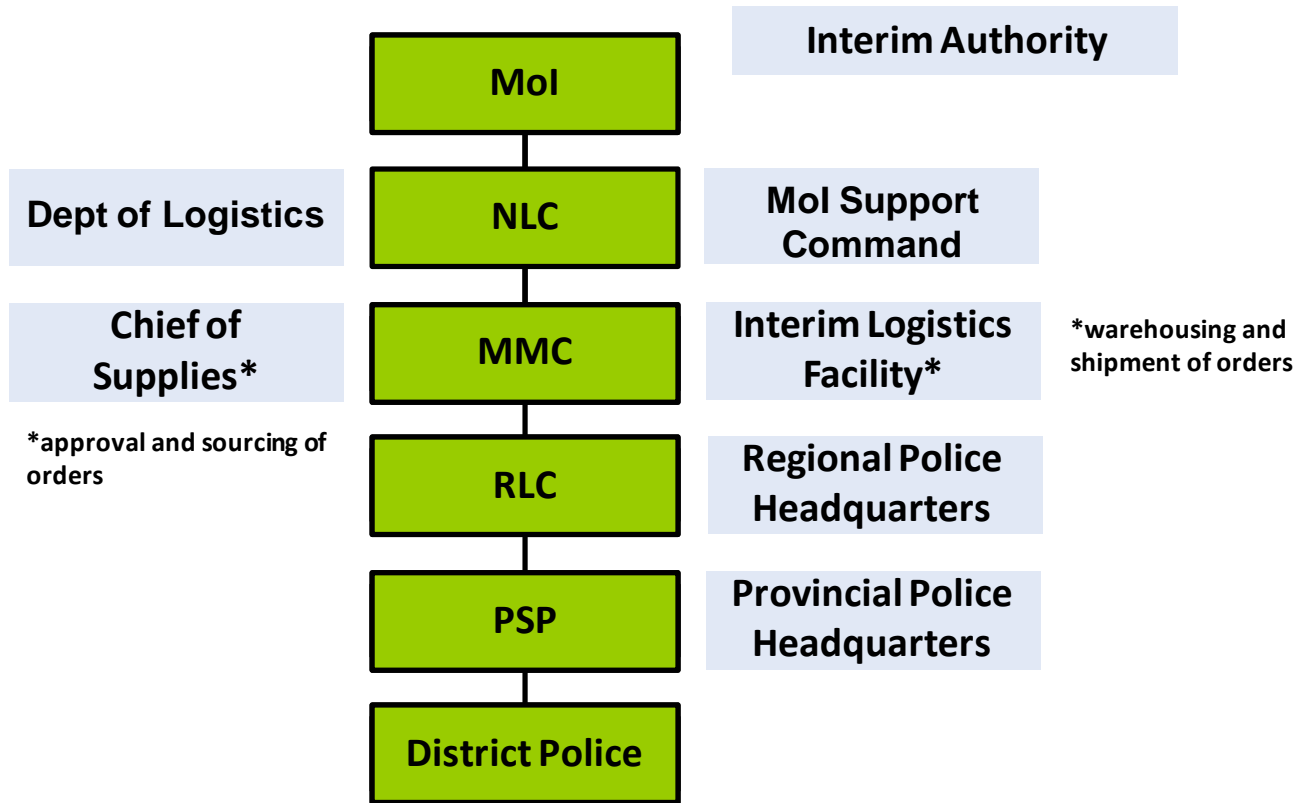
As the MoI transitions to the new logistic structure, the commands in blue will have authority until the locations in green are functioning. As the process moves forward some areas will utilize the RLC/PSP structure while other areas utilize the headquarters structure. As the transition concludes all units will be utilizing the structure in green.

Figure 5-5 Current MoI Support Chain

Chapter 6 – Logistic Mentoring

CSTC-A

OEF Logistics

Building ANSF logistics capabilities can be summarized in two phases: Force Sustainment and Force Generation. Force Sustainment involves equipping Afghanistan with the military and security forces equipment needed for self defense purposes. The process of Force Generation is ongoing, but scheduled to end once the initial requirements have been met.

Force sustainment includes creating the policies and procedures required to ensure the continued viability of ANSF to maintain the defense capabilities independent of Coalition support. Logistic Mentors are the primary trainers and implementers of the Force Sustainment mission. They must ensure critical materiel resources are used for their intended purpose, as they are provided by the government in the name of Afghanistan's citizens. The following chapter will outline the rules and responsibilities of the OEF organizations responsible for both Force Sustainment and Force Generation.

CSTC-A CJ4

CSTC-A CJ4 provides logistics oversight and development of plans, policy, and procedures for the procurement, equipping, and sustainment of the ANSF in order to promote stability and security in Afghanistan through the creation of respected and competent security Forces dedicated to the rule of law and accountable to civilian authority.

OPERATIONS (Current Operations)
 Manage receipt, storage, and initial issue & sustainment equipment
 Manage equipment distribution
 Manage vehicle and weapons maintenance
 Manage CL III & CL V
PLANS & REQUIREMENTS (Plans)
 Plan equipping and sustainment concepts
 Identify equipping & sustainment requirements
 Program Afghan Security Forces Funds for equipping and sustainment
TRANSFORMATION (Policy)
 Develop ministerial logistics institutions and policy
 MoD & MoI Force Modernization
 Oversee CSTC-A's Title X Property Book
SECURITY COOPERATION (Foreign Military Sales)
 Procure material
 Oversee equipping and sustainment budgets

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                          │   CJ 4 Directorate   │
                          │  and Administration  │
                          └─────────────────────┘
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Plans & Requirements Division	Operations Division	Transformation	Security Cooperation Division
ANA Branch	Support Branch	Ministerial Development	SAO Branch
ANP Branch	Transportation Branch		Local Procurement Branch
Title X Branch	Maintenance Branch		
	Property Accountability Branch		
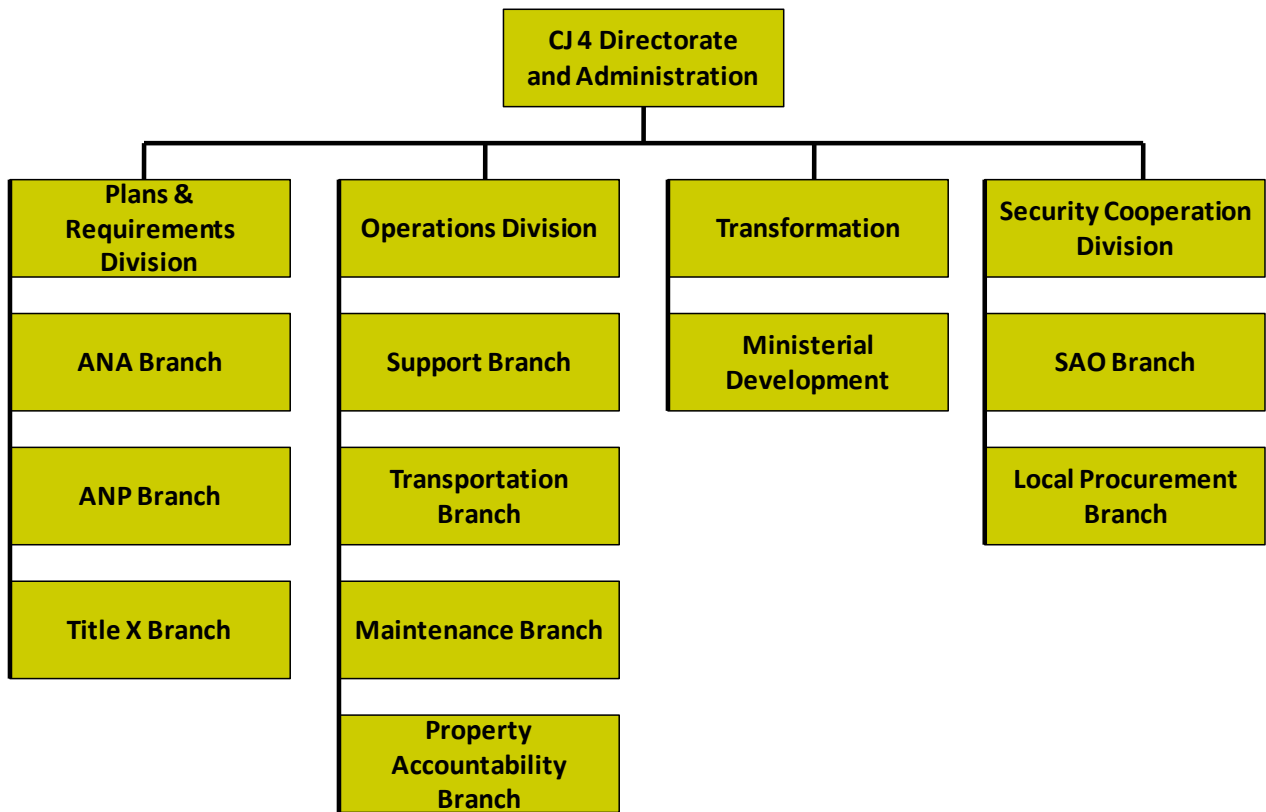
Figure 6-1 CSTC-A CJ4 Organization

CSTC-A Logistics Embedded Training Team (Log ETT)

LOG ETT is responsible to the Commander, CSTC-A for directing, planning, execution, and assessment of logistics activities for the Afghanistan Ministries of Interior and Defense. The unit leads personnel from all services and partner nations to develop the Afghanistan National Police and Army with sustainable systematic logistics by maintaining command and control, infrastructure, and operational capabilities across the full spectrum of national development and international assistance to provide peace and stability, security and economic growth; as well as ensures each Logistics Embedded Training Team is trained and equipped to lead their Afghanistan counterparts in the development of ANA and ANP logistical systems, infrastructure, and national capabilities.

Under the direction of the Minister of Interior, Deputy Minister and the Logistics Department, the Log ETT will:
1. Provide national-level support for supply, maintenance, and transportation of the ANP
2. On order, provide support to all security sector forces
3. Request, receive, store and issue all operational materiel stocks and police reserve stocks for the ANP

4. Accomplish national-level maintenance programs for all materiel commodities to restore, rebuild, rehabilitate and restore to category one condition as directed.
5. Maintain sufficient technological skills to maintain and sustain equipment of the ANP
6. Coordinate military transport system by establishing priorities within MoI and the Transportation Battalion regulations
7. Budget for the logistical support of the ANP and MoI units to support operational and sustainment requirements as established by decree, regulation and instructions from the MoI

Log ETT Organization
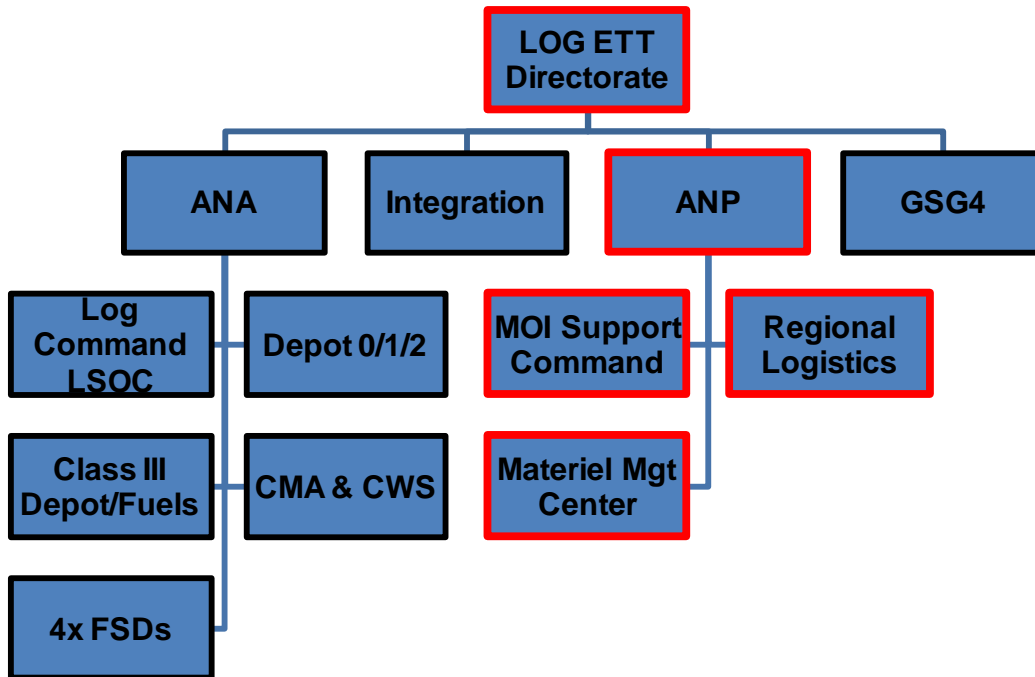
Figure 6-2 Logistics Command Organization

CSTC-A CJ7

The CJ7, in partnership with the government of Afghanistan, mentors, synchronizes, coordinates, and executes operational and strategic planning and production to build ANSF capability in Force Development and Integration, and Training and Education, in order to develop a self reliant, self sustaining ANSF capable of conducting independent operations to ensure a stable Afghanistan, strengthen the rule of law and deter and defeat terrorism within its borders.

In conjunction with MoI and MoD, CJ7:

1. Synchronizes development of ANSF Forces across their government security capability which is made up of the following *(Commonly referred to as* DOTMLPF)

Doctrine
Organization
Training
Materiel
Leadership
Personnel
Facilities

2. Program and prioritize requirements to execute all aspects of ANSF fielding and development
3. Build force structure for ANSF
4. Develop, coordinate, and manage training programs for ANP
5. Develop, coordinate, and manage education programs, to include literacy programs for ANP
6. Develop, coordinate and provide oversight of the ANCOP program
7. Integrate, coordinate, and provide oversight of the Commando program
8. Mentor the ANA G3 (Force Management) office and the ANA G3 (Training) office
9. Mentor the MoI Office of Force Management and the Office of Training and Education
10. Mentor the ANA G3 (Doctrine) office in the development of doctrine for the ANA
11. Mentor the ANP and ANA Training Command
12. Assist the command in transition from the PRD/DRD staff to the functional J-staff

CSTC-A ANSF Logistics Structure

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                    ┌─────────────────┐
                    │     CSTC-A      │
                    │      ANSF       │
                    └─────────────────┘
                             │
         ┌───────────────────┼───────────────────┐
┌─────────────────┐ ┌─────────────────┐ ┌─────────────────┐
│      CJ4        │ │    LOG ETT      │ │  CJTF Phoenix   │
│     ANSF        │ │  Above Corps    │ │ Corps and below │
│ Force Generation│ │Mentoring/Support│ │Mentoring/Support│
└─────────────────┘ └─────────────────┘ └─────────────────┘
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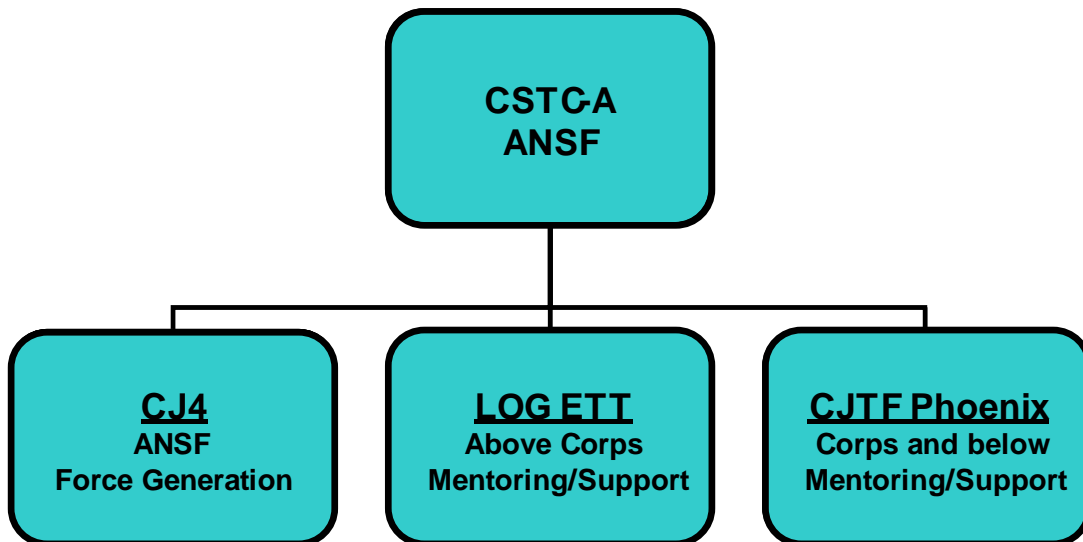
Figure 6-3 CSTC-A ANSF Log Structure

CJTF Phoenix

CJTF Phoenix trains and mentors ANSF to conduct independent, self-sustained COIN and security operations in the CJOA-A (Combined Joint Operations Area-Afghanistan) in order to defeat terrorism and provide a secure and stable environment within the borders of Afghanistan. The CJTF Phoenix staff is the link between the mentors in the field and policy made at CSTC-A. CJTF Phoenix plays a vital role in advising CSTC-A on issues that directly affect mentors.

CJTF Phoenix J4

The CJTF Phoenix J4 is responsible for coordinating the overall logistics functions and requirements of the task force CJOA. J4 advises senior leaders on a range of logistics issues; formulates policy for operational plans (OPLAN), operational orders (OPORD), and campaign plans. In addition to planning, J4 monitors critical classes of supply support capabilities in support of CJTF Phoenix's mentor and training mission as well as maintaining accountability of all T10, T32 and theater provided equipment (TPE) while allocating necessary resources to mentoring teams.   J4 is also instrumental in coordinating inter-service agreements and local procurement; allocates necessary resources. Finally, J4 provides a Concept of Support for incoming and outgoing units along with planning and executing reception, staging, onward movement and integration (RSOI) activities.
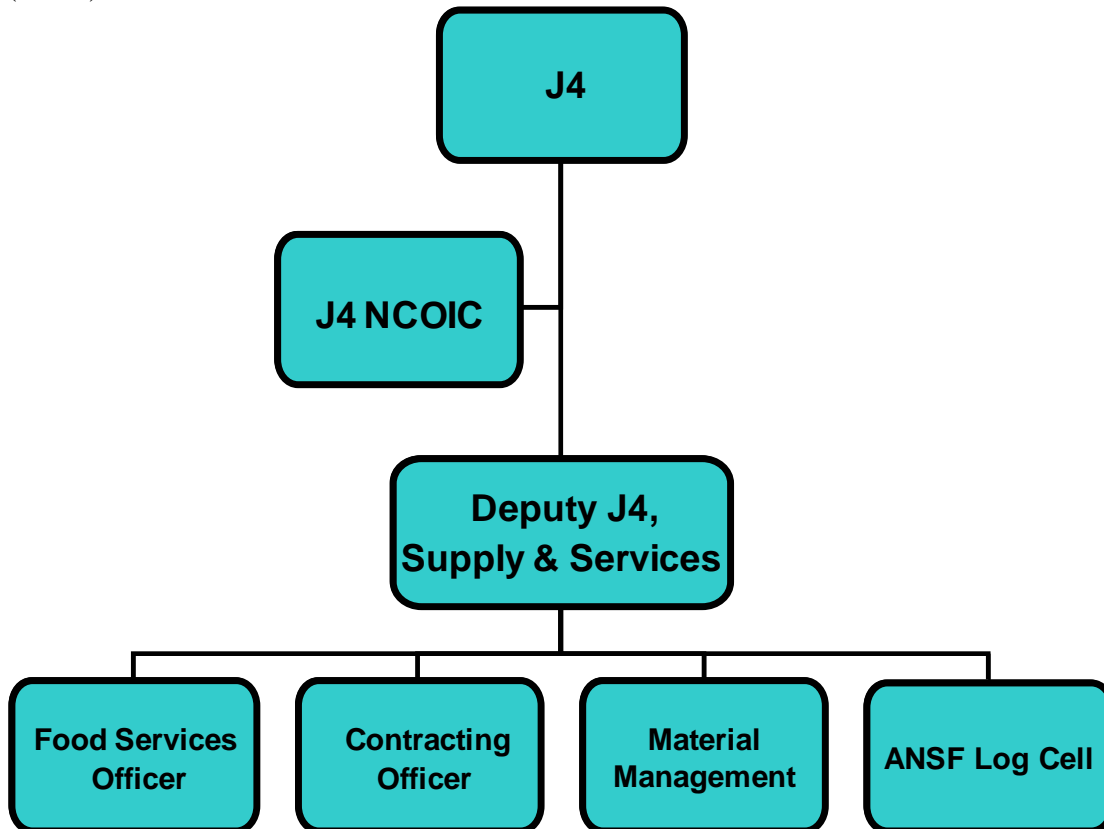
Figure 6-4 CJTF Phoenix J4 Org

CJTF Phoenix J4 ANSF Logistics Cell

The CJTF Phoenix ANSF Log Cell supports the growth and development of the logistical readiness of ANSF by providing advocacy, oversight, and assistance to logistics mentors at the Corps-level and below.

The CJTF Phoenix ANSF Log Cell roles and responsibilities are listed below:

1. Train mentors on the ANSF logistic systems and promote proper use
2. Filter problems and priorities between the national level and Corps and below logistic mentors
3. Produce analysis and reports on ANSF accountability and equipment readiness
4. Maintain a clear mentor chain for communication

The CJTF Phoenix ANSF Log Cell is the direct link to the National level mentors at CSTC-A. As the Regional Police Mentor Teams and BN Task Forces encounter issues that need to be dealt with on a national level, the information should come directly to the ANSF Log Cell. The direct working relationship between the ANSF Log Cell and the mentors at CSTC-A is beneficial in two key areas.
1. The ANSF Log Cell knows which personnel to contact at CSTC-A in any logistic situation if national level assistance is needed and this will speed up the response time.
2. It is vital that the national level situations come through the ANSF Log Cell because systemic issues are compiled and forwarded to the Commanding General of CJTF Phoenix who will in-turn make the Commanding General of CSTC-A aware of the issues so they may be corrected on the national level. Without knowledge of these issues from the Regional level and below, the systemic problems cannot be identified and corrected.
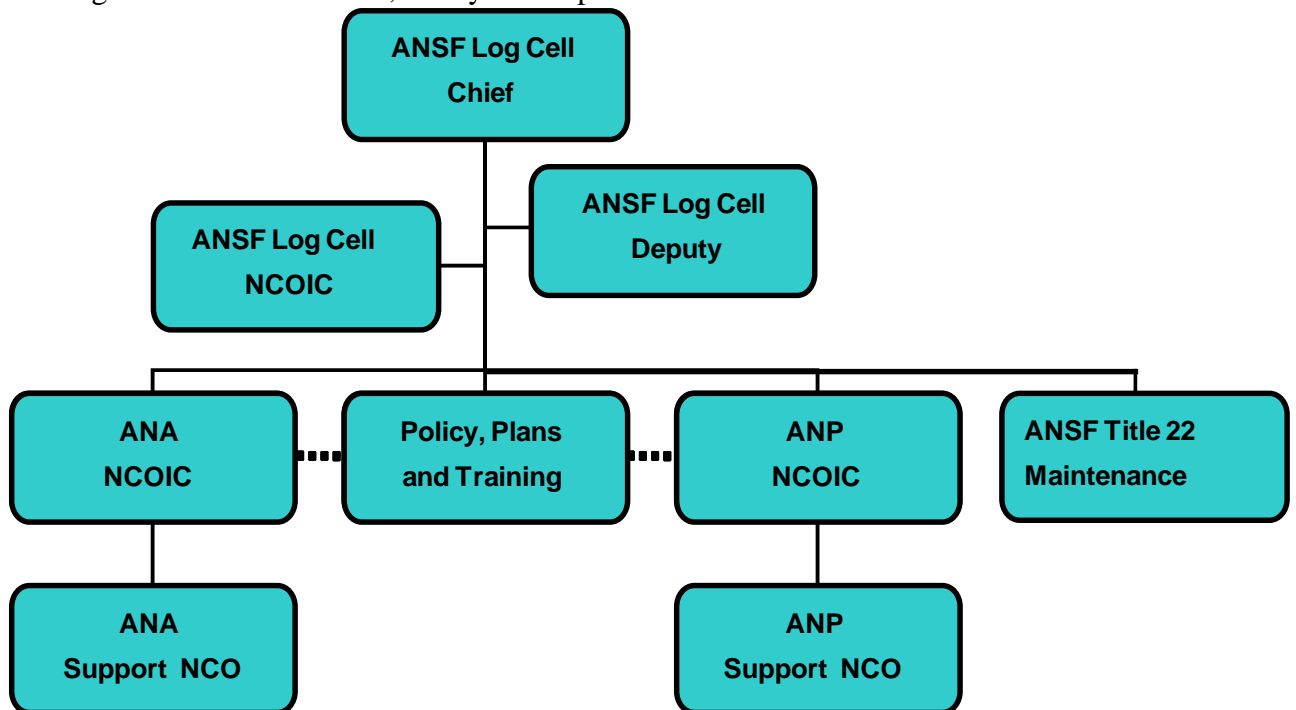
Figure 6-5 CJTF Phoenix J4 Org

Kabul Regional Contracting Center (KRCC)

The KRCC is located at Camp Eggers with a satellite office on Camp Phoenix and Kandahar Airfield. KRCC is responsible for soliciting and awarding contract requests that are submitted from the field. KRCC works closely with Phoenix J4, Eng and J8 to complete contract requests and manage contracts. The KRCC works very closely with Afghan businesses to provide contracted services to U.S., Coalition and ANSF Forces whenever possible.

CJTF Phoenix CJ3

CJTF Phoenix J3 is responsible for the planning and support operations for all Task Force Phoenix mentors at Corps level and below. One of the primary responsibilities of the J3 training section is to present the Training Readiness Assessment Tool (TRAT) brief every month to CSTC-A and CJTF Phoenix leadership. J3 Training coordinates with the ANSF Log Cell, CJTF Phoenix J7, ARSICs and CSTC-A in order to gather data to present at the TRAT. For additional information regard CJTF Phoenix mentors, please see J3's Mentor Handbook.

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Other Coalition Organizations

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Coalition Military Police

Coalition countries, such as Germany, offer assistance to the Afghan National Police in the form of qualified police trainers. Members of the German Polizi teach tactics as well as administrative roles at Regional Training Centers and the Central Training Center in Kabul. Germany is also providing Police Mentor Teams in RC North and the Italians are scheduled to provide PMT's in RC West.

Contracted Police Trainers

The US Department of Defense has contract agreements with companies to provide technical police training and advice. The two largest companies are Military Professional Resources Incorporated (MPRI) and DynCorp. DynCorp contracts are geared more towards the technical training and evaluation of the Afghan National Police. MPRI, while they do have tactical mentors, also employs highly qualified police logistics representatives to assist the MoI and CSTC-A with writing and updating policies for the MoI.

Chapter 7 - Responsibilities and Required Reporting of a PMT

Police Mentor Team

PMT Manning

A standard PMT consists of 17 people from 3 separate entities. Typically there are 13 military soldiers, 2 civilian police mentors and 2 interpreters on each Police Mentor Team, although the numbers may vary slightly based on the number of available soldiers, civilian contractor help and availability of interpreters. The US provides the majority of Police Mentor Teams across Afghanistan. However, more Coalition nations are committing forces to the Afghan Police mission. On each team there is a security force of 9 military soldiers to help provide security for the 4 specialized mentors, contractors and interpreters during movement and while they are devoting attention to the Afghans at the police station/headquarters. While it is every soldier's responsibility to help mentor the police, 4 troops are assigned with specialties; the team chief, operations mentor, personnel mentor and a logistics mentor. Each PMT also has civilian police mentors to assist with the tactical training and evaluations. The civilian mentors are tactically proficient policemen that signed a contract with a Department of Defense approved company, MPRI or DynCorp, to assist the ANP with assessment of tactical training. Interpreter support is also required. Typically, a PMT will take at least 2 interpreters with them. If more are available they will take as many as possible. Communication is a difficult barrier and more interpreters help make a team more efficient during the mentoring process.

Standard PMT Composition

9 Additional Security Team members

```
M1114 x 4
CIV U/A SUV x 2
MK-19 x 1
M240B x 2
M2 x 1
M249 x 4
M4/M9 x 14
SINCGARS x 8
CELL PHONES x 14
WARLOCK (R/G) x 4
BFT x 4
SIPR LAPTOPS x 2
NIPR LAPTOPS x 2
```

MILITARY

1 x Team Chief

1 x Operations

1 x Personnel

1 x Logistics

Police Advisor

1 x Police Chief

1 x Training Off

2 x Linguist
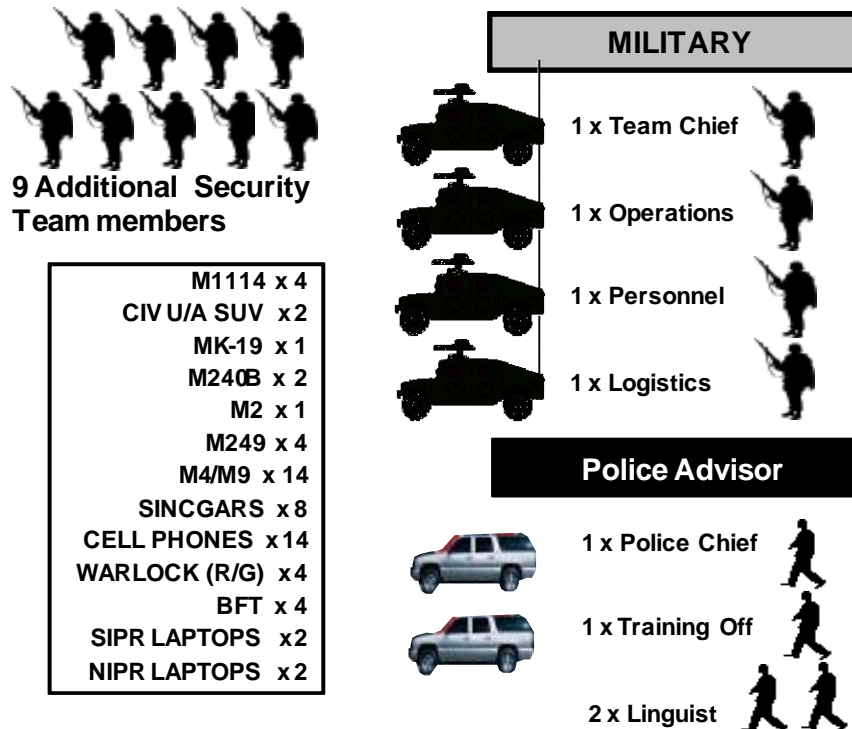
Figure 7-1 PMT Personnel

PMT Functions

The mentoring role of a PMT is based largely on the skill level of the Afghan Police unit they are helping. While some police units are very advanced, others are just being formed and it is likely that a Police Mentor Team will deal with units at both ends of the spectrum. Under the MoI system, as police units are trained and able to function independently in a geographical area, new units are formed and eventually sent through initial training. Where it may be most important to gain initial accountability of personnel and a general sense of tactical abilities in a new unit, established units may require more attention in learning to plan ahead and correctly applying MoI logistics policies. The goal of mentoring the Afghan Police is to get every unit fully capable of self sustained operations.

Unlike ANA mentor teams who most often reside near the units they are mentoring, the PMT's have to travel out to the police districts and headquarters to mentor. PMT's also have to mentor more than one police district or headquarters. This restricts the amount of time a team can be with their Afghan counterparts. Average PMT's have 4 to 5 locations where they mentor the Afghan Police. When you factor in the travel time and number of locations, most Afghan Police units see their mentors once or twice a week. Making it more difficult, in higher threat areas, the PMT's cannot disclose when they are going to return due to the threat of ambush. The Afghan Police, just as a normal police department, have days off from work which means that their logistics officer is not always guaranteed to be there when a PMT shows to mentor. All of these factors make it very important to maximize the time you do have with the ANP.

A Logistics Mentor's primary responsibility is to mentor and train the ANP, not to accomplish the ANP mission. In some cases the distinction between the two can become blurred, but mentors should understand that it may be necessary to allow the ANP to fail in order for them to gain experience and learn from their mistakes. The following is a list of items that mentors <u>ARE NOT</u> responsible for (*for clarification purposes only)*. This list is not all inclusive and in some cases mentors can be directed by Coalition Forces leadership to take a more active role in accomplishing them.

1. **Mentors are not** responsible to ensure that the ANP mission is accomplished unless directed by leadership to do so
2. **Mentors are not** responsible for ensuring ANP support logistics are in place and sustainable
3. **Mentors are not** responsible for the conditions of the ANP work environment
4. **Mentors are not** responsible for compensating ANP for performing their mission
5. **Mentors are not** responsible for transmitting or transporting personnel information or supplies for the ANP

You are not supposed to be 'doing' logistic for the ANP. Your job is to mentor, watch, and ensure that the ANP know how to do their logistics duties.

In a broad sense, PMT's mentor the ANP by assuring they utilize the systems available to them in the correct manner. Similar to dealing with our own military forces, checking on

personal welfare, asking about problems and checking on performance are the initial cornerstones of gaining trust when mentoring.

- Ask about personnel and check to see if they are correctly accounted for
- Check to see that all the Afghans are getting paid
- Ask to see the status of orders that have been placed
- Make sure that the units are performing all of their assigned duties such as the 100% weapons serial number inventories
- Check on the status of their facility and advise on improvements
- Always ask the Afghans what problems they are having

Once a unit is proficient in these basic areas, a mentor team can proceed to more in-depth methods of mentorship.

PMT Responsibilities

Police Mentor Teams have a number of responsibilities to both the Afghan Police and their own chain of command. This section will provide insight into these responsibilities and identify the actions needed to successfully accomplish each.

Learning the Mentor Teams at Levels Above and Below

It is very important that each mentor team gains a relationship with the mentor teams at a level above and below their own. The Coalition Forces have zero control over the Afghan Police and cannot order anything to be done. Contrary to some beliefs, Coalition forces did not enter Afghanistan by force. NATO and US forces were asked to be here by the Afghan Government, to mentor the Afghan Army and Afghan Police. The only effective way to force an Afghan Police officer to do something is to get his boss/commander to order the action. For this reason, it is very important to have a relationship with the people that mentor at the level above yours. Through effective mentoring they can have the Afghan that they mentor, order the Afghan you mentor, to do something. This process works in reverse as well. You may find yourself on a team that is mentoring at a higher level and another mentor team may need your help. It takes an effort much larger than just a single team to be effective.

Learning the MoI Logistics Process

The Afghan National Police are inherently very brave. Many have been around war and turmoil for years, experiencing more than their mentor counterparts. Fighting skills and proper police actions, while inherently important to the job, are not the largest obstacles that the ANP face. Logistic capability is the largest factor holding back the ANP. They will fight and protect but they are often times incapable of sustaining themselves. Every position on a PMT will deal with logistic issues and it is extremely important that each PMT learn the MoI logistics system so they are able to effectively mentor their police units. The system of area support being put in place is a very foreign concept to the Afghans. For many years they did not have a logistics system. Items were "pushed" down to units without much reason and they did not know when more supplies would

arrive. When the new system seems to fail, the Afghans want to reject it completely. The system is not broken, it functions well but it takes the help of PMT's to solve problems. The system must be understood so proper mentoring can take place. Helping the Afghans to locate where the system has stalled and fixing the problem is paramount to the mentoring process. Without proper knowledge of the system, mentors can also think the system does not work and no progress is made.

Gaining Compliance with the New Logistics Policies

The MoI has revised some of the logistics policies. It is the responsibility of the PMT's to make sure the ANP units are aware of the changes and to help get them implemented. After finalizing a new policy, the Ministry of Interior writes a order (sometimes referred to as a "Decree") to explain that the new policy is to be implemented. This seems like a smooth process except Afghan culture can make it difficult. The ANP have a tremendous amount of respect for rank, especially those that they have to work for everyday. Even if the logistics officer at a police unit reads a Decree from the Minister of Interior, he will hesitate to implement the changes until his boss/commander orders the change. This behavior is mirrored up through the ranks of the police structure. It can be very difficult to affect change among the ANP. It is important to stay consistent with mentoring the new policies; do not give in because it is easier. Contact those that mentor the units above yours and try to have them implement the change. If that is unsuccessful, they will have to do the same until a level is reached that will order the implementation of the new policy. Units can also work up their chain of command and try to arrange for personnel from the MoI to meet with high ranking officials in their area. In effect, this will have higher ranking officials from the MoI ordering the commanders in your area to action and this should trickle down to the lower units.

In certain instances it is the commanders that are reluctant to change. Some may be partial to a particular system. Some may stand to benefit from the way a certain system used to be run and they don't want to change. If instances such as this are occurring, after knowledge that higher MoI officials have personally ordered the change, there are a few options. First, if you feel that it may be tied to a form of corruption, the information needs to be passed up your chain of command on a Commanders Critical Information Requirement (CCIR). These reports make their way to a special anti-corruption team at CSTC-A for review. A second option is to consider removing items that the Afghan Commanders desire but do not hamper the mission. Threatening to withhold FOO money (Field Ordering Office funds used to help assist the ANP) can be a very effective technique. Most Afghan Commanders want the help that FOO money provides and will be called to action to keep the funds available. It is not easy to get the ANP to change but it is very necessary to think outside the box in order to keep them moving forward.

Corruption and Bribery Reporting

While it is not a mentor's job to seek out corruption, there will be times that it is apparent. CSTC-A and CJTF Phoenix have issued a FRAGO directing the steps to follow when encountering corruption or bribery and it is very important that the process be followed. In the past, corruption and bribery were taken on a case by case basis, sometimes mentors would even try to deal with the situation themselves. Remembering

that the mentors do not have any control over their Afghan counterparts, trying to fix the corruption can often lead to problems. Corruption and bribery are habits long engrained into the history of Afghanistan. You cannot change 1000 years of thinking by yourself. The information needs to arrive at the CSTC-A office dedicated to dealing with these issues. The office has direct access to the Government of the Islamic Republic of Afghanistan (GIRoA) and they work with the highest level government officials to solve the issues in a manner that does not undermine your mentor relationship.

The Commanders Critical Information Requirement (CCIR) form is utilized for both confirmed cases of corruption and bribery as well as areas that you suspect are corrupt. You are not limited to reporting what you can prove. The purpose of the anti-corruption group is not only to help the Afghans solve proven corruption, but to help look into those that are suspected. They work to identify trends and can offer advice on how what to look for and how to deal with a situation.

1. (U/FOUO) SITUATION. THE PERCEPTION OF CORRUPTION AT ALL LEVELS IN THE AFGHAN GOVERNMENT AND AMONG THE AFGHAN NATIONAL SECURITY FORCES (ANSF) CORRODES POPULAR SUPPORT AND UNDERMINES THE NATION'S POTENTIAL FOR GROWTH AND PROSPERITY, TO INCLUDE UNDERMINING THE EFFECTIVE UTILIZATION OF CSTC-A RESOURCES. AS GOOD STEWARDS OF OUR NATION'S RESOURCES, ALL CSTC-A ELEMENTS WILL REPORT SUSPECTED/ALLEGED CORRUPTION AND BRIBERY ACTIVITIES CONCERNING AFGHAN GOVERNMENT OFFICIALS AND/OR ANSF./

3.A. (U/FOUO) COMMANDER'S INTENT. IN ACCORDANCE WITH CSTC-A OPERATIONS ORDER 09-001, ALL CSTC-A PERSONNEL, ESPECIALLY MENTORS, EMBEDDED TRAINING TEAMS (ETTS) AND POLICE MENTOR TEAMS (PMTS) WHO WORK CLOSELY WITH AFGHAN COUNTERPARTS, WILL REPORT ALL SUSPECTED CORRUPTION AND BRIBERY ACTIVITIES OF GOVERNMENT OFFICIALS AND THE ANSF TO THE CHAIN OF COMMAND AS A COMMANDER'S CRITICAL INFORMATION REQUIREMENT (CCIR). ADDITIONALLY, IN ORDER TO ENHANCE CSTC-A EFFORTS AT REDUCING CORRUPTION AND IMPROVING OVERALL ACCOUNTABILITY FOR U.S. GOVERNMENT SUPPLIED FUNDS AND MATERIEL, A JOINT OPERATIONS PLANNING GROUP (JOPG) WILL BE INITIATED TO REVIEW/STUDY, REFINE AND PROVIDE RECOMMENDED COURSES OF ACTION (COAS)

Figure 7-2 Corruption and Bribery FRAGO excerpts

Click here for link to CSTC-A FRAGO 09-067 Corruption and Bribery CCIR Reporting

Field Ordering Officer (FOO) and Pay Agents (PA)

Police Mentor Teams will have a representative designated to deal with FOO money. FOO/PA teams provide CJTF Phoenix and the ARSIC commanders the ability to make emergency, over-the-counter, and non-reoccurring purchases in support of PMT teams and units downrange. It allows deployed units to purchase mission critical requirements that cannot be obtained by the unit through military supply systems or higher headquarters. The monthly draw of Title 22 funds for a PMT is $10,000. The single largest purchase is limited to $3000. If the PMT needs to purchase an item for more than $3000, they will have to go through the chain of command and have the issue addressed with the J8 FOO office at CJTF Phoenix. There are two types of FOO money-

-Operations and Maintenance (O&M) funds are for the use of the PMT's to help ensure safety and emergency operating expenses. This money CANNOT be used to assist the Afghans. (Referred to as Title 10 money)

-Afghanistan Security Forces Funds (ASFF) may be utilized to help the Afghan National Security Forces (ANSF) but CANNOT be used for the benefit of mentor teams. (Referred to as Title 22 money)

These funds each come out of a different "bag" of money allocated through the US Government and the Department of the Army. Funds dedicated to one entity cannot be used to fund another. A decision must be made on the type of funds required for the month. A PMT can only draw funds from one or the other, not both in a month.

ARSIC Commanders (or designated representative) must sign off on the FOO or PA nomination letter to appoint a FOO or PA representative for a team. Once the FOO has drawn the money, they have the authority to use the money to meet mission requirement as long as they are authorized purchases. The designated money is drawn once a month. At the end of the month, the FOO must reconcile the remaining funds and the receipts to exactly total the amount drawn. Once this is done, the FOO draws for the next month.

**It is very important to note that FOO money can often lead to poor mentoring. The Afghan logistics system is set up to provide the necessary goods for the ANP and their system, except in extreme cases, MUST be tried first. Teams that rush to fix situations by utilizing the FOO money are often making the Afghan logistics system worse. There is a fine line between mentoring a process while allowing the Afghans fail and mentoring a process and knowing when it is appropriate to utilize FOO funds to help in an emergency. Most uses of FOO money could have been avoided if the teams pushed the concerns up the BN Task Force to CJTF Phoenix. Not only is this fiscally responsible, but it helps CJTF Phoenix and CSTC-A work systemic issues that need to be addressed.

Helping ANP in an Emergency

As a mentor team it is a part of your responsibilities to help the ANP in emergency situations. While this does mean helping to secure an area and possibly fighting alongside the ANP when necessary, this more commonly refers to helping them in a logistic manner. There will be times when missions for the ANP come down from the Ministry of Interior on very short notice and the ANP have not planned ahead. Unforeseen problems may arise such as theft of goods or unexplained breakdown of vehicles. The possibilities are endless and where as the PMT is proficient at adapting to the situation and resolving issues, the ANP are not. It is the PMT's relationships with other mentors teams and their higher headquarters that need to be utilized to help the ANP. The Afghan logistic system MUST always be utilized first to resolve an issue for the ANP. However, when faced with a lack of time or a very large need, it should be apparent that the ANP system will not be capable of handling the request in the timeframe allotted. In these extreme cases it is important to utilize the chain of command and alert higher headquarters of impending problems or needs. The overall goal of the mentoring mission is to help the Afghans become a self-sustaining police force but your BN Task Force, CJTF Phoenix and CSTC-A realize the need for quick action. They have the resources to assist and will always work to ensure that a PMT is safe and the ANP are capable of completing their mission.

Mentor the ANP - Do Not Do Their Job

The definition of mentoring is to assist another in learning to perform a function on their own. This is exactly the mission of a PMT, to assist the ANP in learning the processes and applying them so that the ANP become a fully functional, self sustained force. Often times it is harder to mentor than to resolve a situation and PMT's will utilize their own resources to solve a problem. Sometimes people have a great work ethic that fosters a desire to solve situations for others. In any case, it is paramount that a PMT does not perform the functions of the ANP for them. The ANP need to learn that they are capable of performing their duties. As with any anybody, they feel pride in accomplishing things correctly, they take pride in the job that they perform. They are busy, just like the mentor teams, and like most people they will let another do their job for them if it is occurring. Teaching organizational skills and priority of work should be a focus of mentoring, not jumping in to help finish a project or doing some of their work so the information you can take back to headquarters is correct. BN Task Force leaders, as well as those of CJTF Phoenix and CSTC-A realize that the information from the ANP will not always be perfect. The goal is not to do their work so that the information is correct. The goal is to assess the information that they provide and help mentor on how to make it correct.

Tashkil

The Tashkil is the Afghan equivalent to a US Army Modification Table of Organization and Equipment (MTOE). This document is specific to each unit and describes the authorizations for number of personnel, the rank structure, what type of equipment and how much of each type of equipment. This is the first piece of information a PMT should attain once they know which specific units they will mentor.

# OF UNITS	TYPE UNIT	SENIOR RANK						HIGH RANK			MIDDLE RANK			ORDINARY	
		LTG	MG	BG	COL	LTC	MAJ	CPT	1LT	2LT	SR SGT	S SGT	SGT	1PAT	2PAT
CHIEF OF UNIFORM POLICE															
1	UNIFORM POLICE HEADQUARTERS (130)	1		2	3	6	17	13	7	5	10	5	29	19	11
	128														
REGIONAL HQ															
1	HEADQUARTERS SOUTH (203)		1	2	4	11	14	34	15	11	28	12	6	44	21
4	HEADQUARTERS (197)		4	8	16	44	56	136	60	44	112	48	24	152	84
1	KABUL HEADQUARTERS (232)		1	2	4	13	17	40	21	11	29	20	14	39	21
	1223														

Figure 7-3 ANP Tashkil Picture

Figure 4-3, depicting an ANP Tashkil, is only showing a portion of the document. Copies of the Tashkil are in Microsoft Excel format. (click this link for copies of the ANP Tashkil) You will need to scroll down and to the right to see the remainder of the information. The ANP Tashkil starts with personnel and moves across to the right showing authorized equipment. All ranks of personnel and types of equipment are listed. If the unit is authorized a particular position or piece of equipment, it will be identified by a number representing the total amount authorized. There is a Tashkil for every police unit, however, many units share the same basic Tashkil structure. ANP units are broken down into certain sizes based on the population and threat level in a certain area. Units of common size and threat level have been set up the same by the MoI so it is not uncommon for more than one Tashkil to look the same for units you are mentoring.

Understanding how to read the Tashkil and knowing what the unit is authorized is an important part of the mentor process. Often times the ANP unit will say that they should have more people or more equipment. In some cases the ANP Commander will request that he be given more people or equipment. Knowing what is authorized by the MoI is the first step in dealing with these issues. If they are authorized more personnel you can help the ANP work that issue with their higher ANP headquarters. If the unit is at 100% strength on personnel and equipment then the mentors must assess the situation. More may not be needed and you need to mentor on the proper use of the equipment and personnel. Help the ANP identify where the resource are going and correct the usage. In some cases there may be a legitimate need for more personnel or equipment. It is then the mentor's job to assist the ANP in filling out the proper forms to request a change in the Tashkil authorizations for that particular unit. Similar to our military system, if additions are required, the higher headquarters needs to know this information. Letters of justification from the ANP unit should be submitted to their higher headquarters. If the PMT deems it to be a very important request, they can help the process along by getting in contact with the mentor team at the level above them and detailing the situation. Those mentors should in turn work with their Afghan counterparts to help explain what is needed. More detailed information regarding the Tashkil and how to help mentor the process to alter the document can be found in the chapter dealing with MoI Policies.

Focused District and Focused Border Development Cycles

Ensuring that the ANP and ABP are properly trained and equipped is a primary focus of the mentor process. It is likely that at least one of the units you mentor will be put through the FDD or FBD program during the team's rotation.

Focused District or Focused Border Development is a process the MoI uses to train and equip uniformed and border police units. The process usually takes 5-6 months to complete and the MoI has been putting 8-9 districts through each "cycle." As of mid 2009, the MoI has completed 8 FDD cycles. Rather than having the police districts travel a large distance to a consolidated training facility, the training takes place at Regional Training Centers. For the AUP, the sites are Konduz (North), Jalalabad (Central & East), Kandahar (South) and Herat (West). For the ABP the sites are Spin Boldak (South), Gardez RTC (East), FOB Lonestar (Central) and Sherbergan (North). The MoI will be putting 20 districts through each "cycle" starting in mid 2009.

6 FDD Phases

- Phase 1 - **Assessment**- A District Assessment and Reform Team (DART), composed of experts from the Afghan Government and NATO nations will enter a district and observe the police district for a period of 8 weeks. Minimal training takes place during this phase. The purpose is to thoroughly assess the police unit in order to custom tailor training when they move to the Regional Training Facility (RTC).

- Phase 2 - **RIPTOA**- A unit of Afghan Civil Order Police (ANCOP) moves into the district and conducts a relief in place with the district police. This RIP usually lasts for 1 1/2 weeks. The ANCOP unit is very well trained and professional. The goal is to gain the respect of the people on behalf of the police and restore/maintain security of the district as the Afghan Uniform Police (AUP) move to the RTC for training.

- Phase 3 - **Reconstitution**- The district police spend 8 weeks at the RTC undergoing specific training determined by the DART assessment. Those police that have already had the basic training will go through an advanced course. New recruits will receive the initial training. Throughout the training period the district chain of command stays in place in order to hone their leadership skills.

- Phase 4 - **RIPTOA**- After training, the district police conduct a reverse RIP with the ANCOP unit. This process usually takes 1 1/2 weeks to complete.

- Phase 5 - **Focused Mentoring**- The Police Mentor Team is embedded with the district police and will conduct focused mentoring and validation of the AUP in the District.

- Phase 6 - **Overwatch (QPM)**-Final phase, transferring the responsibility of oversight and sustainment training from the PMT's to the battle space commander with the oversight of DynCorp Qualified Police Mentors (QPM). Once this phase is complete, they are graduated from the FDD program.

PMT's will have to assist in the FDD cycle by facilitating the initial district assessment team, coordinating police movement to and from the RTC and by providing the overwatch and evaluation after training. , will need to be completed for each district prior to leaving the RTC.

Directed District Development (D3)

Directed District Development is a training strategy similar to FDD, only the police district does not leave their location for training. The police force remains and continues to function in the area. Half of the district remain policing the area and half are given the development training locally. Midway through, the police from the district will alternate focus and those from training will go back to policing and those who were policing the area will be moved into training.

CSTC-A will train the PMT's with the embedded Civ/Pol mentors.

Phase 1- **Assessment and Accountability**- For 2 weeks the PMT's will assess the district performance and judge their level of accountability.

Phase 2 - **Recruiting/Registration/Equipping**- Full registration of personnel will occur (biometrics, background checks, ID cards) and the unit will receive a full initial fielding of equipment.

Phase 3 - **Training Phase**- This is the 6-8 week period where all deficient areas identified in the Assessment phase will be trained, with an emphasis on COIN.

Phase 4 - **Monitoring and CE Reporting**- PMT's will mentor the police district, focusing on reinforcement of weak areas and evaluate their performance based on the CE reporting checklist. CE reporting can be found in chapter 7.

Return of Excess Weapons to the National Depot (22-Bunkers)

PMT's need to be aware of the authorized number of weapons for each Afghan unit based on their Tashkil. By order of the MoI, excess weapons should be returned to the national depot. Excess weapons may be the result of many different actions. The Afghan culture and previous logistics systems promote an atmosphere of "hoarding." In the past it was not known when items would be pushed down to units and as a result many resorted to hording goods such as weapons to make sure they had sufficient quantity if needed. In some cases, the ANP will gain extra weapons via confiscation from criminals or Anti-Afghan Forces. Regardless of how the ANP come to have excess weapons, the MoI has ordered that the excess be returned to the MoI Tech Center or 22-Bunkers, the national armory and ammo facility for the police.

When dealing with excess weapons it can be very difficult to mentor the ANP to give them away. They are still new to the "pull" system of logistics that the MoI is trying to instill for the ANP. Many decades or more of the hoarding mentality is a difficult behavior to alter. By utilizing effective mentoring, such as working with mentors at higher levels and having the ANP Commanders order the return, there process will be smoother. The following steps must be taken to return the weapons:

- A complete serial number inventory needs to be taken on all weapons being returned
- MoI Form 9 (lateral transfer document for depots) paperwork needs to be filled out laterally transferring the weapons to the 22-Bunkers facility. (Click for link to MoI Form 9 information)

**Important note on MoI Form 9 and Form 14 as a lateral transfer document. The MoI Form 9 is used as the lateral transfer document when there is a depot involved. From a depot to depot, depot to unit or unit to depot, the Form 9 is utilized. When equipment is laterally transferred from one unit to another, the MoI Form 14 is used.

- Once the weapons transfer has been arraigned and the transportation set-up, the ANP need to take the necessary steps to remove the weapons from their Property Book. Even

though the weapons were excess or confiscated, they still need to be added to the Property Book until they are laterally transferred to another unit/depot.

Helping to mentor the ANP through this process is very important. They need to understand how to remove items from the Property Book once they have completed a lateral transfer. This also helps show the logistics officer that the unit is only responsible for the items they currently have listed as their property. Removing the excess weapons will help the ANP keep accountability of the weapons they are authorized and prevent any corrupt activities that may put those weapons into the hands of the enemy.

PMT Required Reporting

Police Mentor Teams have a minimum of (2) and up to (4) required reports that need to be sent once a month through the BN Task Forces and CJTF Phoenix that make their way to CSTC-A.

1. A 100% "eyes on" serial number inventory of all ANP weapons for <u>all ANP units</u>.
2. The establishment of a Property Book for <u>all ANP units</u>.
3. As of publication mid 2009, there is a third requirement being developed. A Logistics Status Report (LOGSTAT) which will show the combat/policing power and capabilities of each ANP unit will be filled out once a month and be reported to higher command.
4. Specific to select units that have been through an FDD cycle, there is a Capability Endorsement Report that needs to be filled out once a month. If you have a unit that has been through a FDD cycle, see details on the CE Report later in this chapter.

100% Serial Number Inventory of All ANP Weapons

Weapons accountability is one of the most difficult mentor tasks for Coalition Forces. In many cases, accountability is a new concept to the people and police of Afghanistan. This accountability, however, is vital to sustaining a viable police force. Afghan and Coalition policy makers have worked to develop a system that maintains accountability while addressing the limited resources and cultural challenges.

Each month the ANP will conduct a 100 percent serial number inventory for all weapon types. This policy first took effect on March 1, 2009.

The Logistics Department of the MoI, (subsequently the NLC as restructuring concludes) will reconcile the on-hand weapons serial numbers of each unit with their receipt records (MoI Form 9) and the Property Book.

<u>ANP leadership and property book officers will allow mentor observation of the 100 percent weapons serial number inventory</u> (ordered by the MoI) and the ANP property book officers will provide copies of the serial number inventories to the mentors monthly.

CSTC-A has issued a FRAGO to all of the Police Mentor Teams ordering the verification of the ANP weapons serial number inventory. This is a difficult task for PMT's given the fact that they do not work side by side everyday with the ANP units. If the PMT is not capable of visual verification, they are expected to obtain the serial number records for the month from the ANP units and provide the information to CJTF Phoenix.

CJTF Phoenix has provided a template for filling in the serial numbers of weapons. A copy of this spreadsheet is available on the CJTF Phoenix Sharepoint website under the Afghan National Security Forces (ANSF) Log Cell. Click here for a copy of the 100% Serial Number Inventory Sheet located on the Log Mentor Handbook CD

PMT's will keep a record of the serial numbers for each weapon type and submit a copy to their higher command at the BN Task Force level. The BN Task Force will then reconcile the inventories and forward the data to CJTF Phoenix and CSTC-A.

CJTF Phoenix will keep track of the received serial numbers and place into one of three categories: Reconciled, Newly Identified or Redundant Data. This information is used to create and maintain a baseline database on weapon serial numbers for the Police Training Readiness Assessment Tool (TRAT).

1.A. (U/FOUO) GENERAL// THE COMMANDER, CSTC-A, IN AN EFFORT TO IMPROVE ANSF WEAPONS ACCOUNTABILITY AND INCORPORATE RECOMMENDATIONS BY THE GAO AND DODIG AUDIT TEAMS, DIRECTS ALL SUBORDINATE ELEMENTS TO IMPLEMENT MEASURES TO ENSURE IMPROVED ANSF SUPPLY DISCIPLINE./

2. (U/FOUO) MISSION. ALL ELEMENTS OF CSTC-A WILL ENSURE THE ANSF CONDUCT MONTHLY 100 PERCENT SERIAL NUMBER INVENTORIES OF ALL WEAPONS AND ASSIST THE ANSF IN ITS EFFORTS TO ACCOUNT FOR, CONTROL, AND PHYSICALLY SECURE WEAPONS.//

3.B.1.D. (U/FOUO) MENTORS WILL OBSERVE ANSF CONDUCTING 100 PERCENT BY WEAPON SERIAL NUMBER INVENTORIES AND REPORT NUMBER OF UNITS OBSERVED AND THE SERIAL NUMBERS/RESULTS OF THE INVENTORIES TO THEIR APPROPRIATE RCAC/RPAC./

3.B.1.E. (U/FOUO) MENTORS WILL REPORT ESTABLISHMENT OF UNIT PROPERTY BOOKS TO THEIR APPROPRIATE RCAC/RPAC./

Figure 7-4 CSTC-A Weapons Accountability FRAGO Key Excerpts

Above are a few key points from the Weapons Serial Number Inventory FRAGO. For more information regarding this requirement, please see the complete CSTC-A FRAGO 09-043 located on the CD that accompanied this handbook.

Establishing and Maintaining ANP Property Books

Weapons serial number inventories tell the ANP and mentors what weapons are present at the time of counting, but the Afghans need a method to track weapons, ensuring that true accountability is taking place. Property Books establish the accountability needed to account for a unit's equipment. Referring to line 3.B.1.E. in Figure 4-4 above, you will see that mentoring the ANP to establish and maintain a Property Book at unit level is a requirement from higher headquarters. Property Books are an extremely important task for the ANP. It is inherent in the Afghan culture to shy away from responsibility if possible. Most do not want to incur the responsibility of controlling equipment that is being tracked. It can add more stress to their job and in extreme cases, it may prevent a less than honest person from continuing to sell, trade or deal with ANP weapons. Property Book establishment has been ordered by the MoI through the ANP Logistics Decree and will help significantly reduce corruption and lost or hoarded items. The difficult mentoring task will be getting the ANP to adopt the MoI policy and initiating a Property Book. Influence from the top of the Afghan Command may be needed to ensure compliance.

Property Book establishment is a special focus of the MPRI police mentors. They have a specific course and teams available to train the ANP. This is a part of their contract and should be utilized as much as possible to assist the PMT's. Identify the MPRI mentors in your area. If you are having problems locating the MPRI mentors or dealing with them, work through the chain of command and the CJTF Phoenix ANSF Log Cell will help facilitate compliance.

Units that have a district in the FDD cycle, enlisting the help of the MPRI mentors will be crucial. The FDD cycle completes the initial issue of all Tashkil items to the police district. All accountable items issued at the Regional Training Center must be logged into the Property Books. If the district currently has a Property Book established they will need to add the accountable items issued. If the district does not have a Property Book established, this is the opportune time to begin the process. Since the PMT's do not usually accompany the police to a FDD cycle, it is very important to contact an MPRI training team to help the ANP establish a Property Book and gain accountability for all of the items as they are issued.

There is a large benefit to establishing the Property Book. Aside from the general accountability a Property Book provides, the Afghans have a great deal of pride. Once they are responsible for something, they work very hard on the actions related to that responsibility. As a unit commander learns that he is responsible for the equipment, his actions to retain accountability will increase greatly. It is very beneficial as a mentor to relate to this pride and help emphasize the importance and what a great job they are doing as they establish and grow the Property Book.

PMT's will report up through their BN Task Force chain of command on the establishment of property books at each unit they mentor and the completeness of each. The BN Task Forces will then compile the data and forward to CJTF Phoenix and CSTC-A. Assessments must be made at the PMT level to ensure adequate time is devoted to

establishing a Property Book at each location. Any resistance met in establishing a Property Book at a certain unit should prompt the PMT to confer with other PMT's that work at the Afghan unit's higher level. Efforts must be made to ensure that the ANP use their chain of command working down to order the establishment and maintenance of Property Books.

ANP Property Book Officer (PBO)

The PBO at any level is responsible for providing sourcing solutions, disposition of property and assistance to appropriate personnel on property book items in order to enhance unit/team readiness through resource management and procurement activities. He ensures 100 percent property accountability is maintained, all authorized equipment is on hand, on valid requisition, or redistribution order. PBO also acts as a liaison to Provincial, Regional and MoI Property Book Office on property accountability matters and ensures records are maintained and ready for inspection/audit by various agencies.

Appointing the PBO

The PBO is appointed by the unit's commander. He will be appointed in writing and the appointment memorandum must identify the property books he will maintain by the Tashkil organizational title (unit and MoISAC...A MoI Supply Address Code is similar to a US DODAAC, a Dept. of Defense Address Acquisition Code). In addition to an appointment memorandum, the commander must fill out a MoI Form 1687, delegation of authority, describing the authority he is granting to the PBO. In the event the PBO is absent for a period of 30 days or more, a replacement may be required to fulfill PBO duties and maintain property accountability. The replacement must be appointed and assigned duties by the commander in the same manner as the original PBO.

Responsibility of the PBO

The PBO is the primary advisor to the command and supported units on all property accountability and organizational level supply matters. He is responsible for locating and acquiring standard and nonstandard equipment and supplies through military and non-military supply sources to meet unit readiness and operational requirements. The officer will determine equipment funding requirements and coordinates for funds availability with supported units and resource management activities. They train, develop, and mentor supply and non-supply personnel on supply policies, processes, and procedures.

The PBO must establish a property book account for their respective units (organized with a designated commander) by using the below guidance.

Establishing Property Books

A Property Book is used to account for government police or military material in the control of a unit or being held for issue. Each unit is assigned a unique identification code (MoISAC) to identify the Property Book. A MoISAC, Ministry of Interior Supply Address Code, is a 6 digit alpha-numeric code issued by the MoI to each unit and specific to that unit only. For a complete listing of unit MoISAC's on the CD, click here

The property book only requires two forms; the MoI Form 3328 (property book page), and the MoI Form 3328-1 (serial number page). Click Here for MoI Forms 3328 and 3328-1 Data will be obtained from verified visual inspections of equipment and property. Items that require property book accounting include:

1. All weapons and all serial numbered supporting equipment
2. All items having a serial number
3. Information Management Processing Equipment and Cryptographic Items
4. All property listed in the Tashkil.
5. All equipment on hand or on request of continuing value associated with Tashkil
6. Clothing and individual equipment, except individual issue
7. Furniture and office equipment
8. Medical equipment
9. Special tools and test equipment
10. Consumables and any item of significant value

MoI Form 3328

Figure 7-5 MoI Form 3328 Property Book Page
*(See the CD for the printable/writeable Form)

The 3328 is used to identify what item is being accounted for and the overall quantity the unit has in its possession. EVERY different item will get its own MoI 3328 page. If the unit has 387 AK-47 rifles, there will be one 3328 page with the Stock Number for the AK-47 listed on the bottom. The date of the initial inventory is listed in the column on the right and the total number (387 in this example) is listed in the balance column.

If there is a specific vehicle and the unit only has 1, then the sheet will list the Stock Number on the bottom of a new sheet and there will be the initial date and the quantity of (1) in the balance column.

There are many rows listed on the sheet to account for changes in inventory. If during a battle the unit loses 2 weapons, the correct paperwork is filled out and then they can be removed from the Property Book. Mark down the date and then use the appropriate column, turned-in or received. In this instance, put the 2 weapons in the "turned-in" column and subtract that from the previous total to arrive at the unit's new overall amount on the Property Book. If 3 days later the MoI forwards the unit 5 new AK-47's to help replace those lost in battle, simply use the next available line. Write in the date, use the column "received" and place the number given to the unit (5) in that column. Add the 5 new weapons to the existing total to come up with the new total for the unit.

MoI Form 3328-1

سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER	سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER	سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER	سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER
						Serial #'s	
کودشناساى جزوتام UIC	نمبر جنس STOCK NUMBER		تشریح عینیات ITEM DESCRIPTION				

Stock Number

Figure 7-6 MoI Form 3328-1 Property Book Serial # Page
*(See the CD for the printable/writeable Form)

The 3328-1 is used to capture all of the serial numbers for a specific Stock Number. EVERY item that has a serial number must have a 3328-1 filled out to record that serial number. If a unit has 387 AK-47 rifles listed on the 3328, then there must be 387 serial numbers listed on a 3328-1 specific to that Stock Number. The sheet is broken into 4 columns that are exactly the same, the same is carried over onto the back of the page.

There are spaces for 26 serial numbers in each column, giving 104 spaces to each side of the paper. If there are more than 208 items of a certain Stock Number, simply attach another 3328-1.

Every Stock Number will have a dedicated 3328 Form that will tell what the item is and how many the unit has total. Also, for each 3328 there must be a 3328-1 that lists all of the corresponding serial numbers for that Stock Number. The number of items should match the number of serial numbers listed.

Property Book

The actual Property Book is very simple. Each 3328 and 3328-1 should be stapled or attached together in the upper left hand corner. This will keep the two pages together. The Property Book is nothing more than a large 3-Ring Binder. Each set of 3328 and 3328-1's from the corresponding Stock Number, after stapling together, will get a 3-hole punch and they are added into the binder in Stock Number order. Over time, as more items get inventoried, the Property Book will grow until eventually all items have been accounted for. The top page of the Property Book will always be the Delegation of Authority sheet denoting who the commander has given authority to keep the Property Book.

*The weapons serial number inventory and the Property Books are mentor requirements that mirror MoI orders. They are tools to help the ANP. The following two requirements, Capabilities Endorsement Ratings and the LOGSTAT are Coalition tools used to assess the status of the ANP.

Capability Endorsement (CE) Rating and Validation Process

The primary mission for Logistics Mentors is to train and mentor the ANP until they can perform their duties independently and sustain their units independent of coalition guidance. The tool used to measure the progress of the ANP is the Capability Endorsement rating system.

Currently, the Capability Endorsement process only occurs for ANP units that have gone through Focused District Development. In the future, as more Police Mentor Teams are available to help the ANP, the system will change to assess all units regardless if they have attended a FDD cycle. Every unit that has been through the FDD cycle will be evaluated monthly by the PMT. The CE assessments are made at the District level. In some areas of Kabul and Kandahar, the ANP are broken out into Precincts instead of Districts.

Defined in FDD OPORD 07-455 and summarized below

- **CM1: >=85%.** Capable of basic law and order operations and leadership tasks appropriate to local circumstances without external assistance (except specific operations such as counter-insurgency and counter narcotics)

- **CM2: 70-84%.** Capable of basic law and order operations and leadership tasks appropriate to local circumstances with routine advisor assistance.

- **CM3: 50-70%.** Capable of basic law and order operations and leadership tasks appropriate to local circumstances, with International Community assistance.

- **CM4: <50%.** Not capable of basic law and order operations and leadership tasks appropriate to local circumstances, without significant external assistance from the International Community.

*CM stands for Capabilities Milestone, each level in the Capabilities Endorsement Process

Figure 7-7 MoI Capability Endorsement Ratings

After an ANP unit has gone through the FDD cycle, Police Mentor Teams and contractors are responsible for the validation assessments of ANP units. The PMT's along with MPRI/DynCorp personnel assess each team based on the Capability Endorsement Checklist. The goal is to move an ANP unit up to a CE Rating of 1. At this time the ANP unit moves into Phase 6 of the FDD cycle. After the "Overwatch" period, phase 5, if the unit is fully capable of sustaining themselves, the PMT's pull away completely. For a period of 45 days, DynCorp contracted personnel will check up on the ANP unit to make sure all is functioning smoothly. At the end of the 45 day period, if the DynCorp contractors, along with the BN Task Force, CJTF Phoenix, CSTC-A and the MoI agree that the unit is fully capable on their own, the unit "Graduates" the FDD cycle. At this point the unit is no longer evaluated. At the time of publication, 1 ANP unit has already reached this status. A complete instruction manual for the ANP Capability Endorsement Rating System can be found in the Logistics Mentor Training CD by clicking this link.

Capability Endorsement Checklist

The Capability Endorsement Checklist is located on the CJTF Phoenix SharePoint. This is accessible through the NIPR computer system. Once logged onto a NIPR computer, locate the Microsoft Internet Explorer button and click to see the CJTF Phoenix homepage.
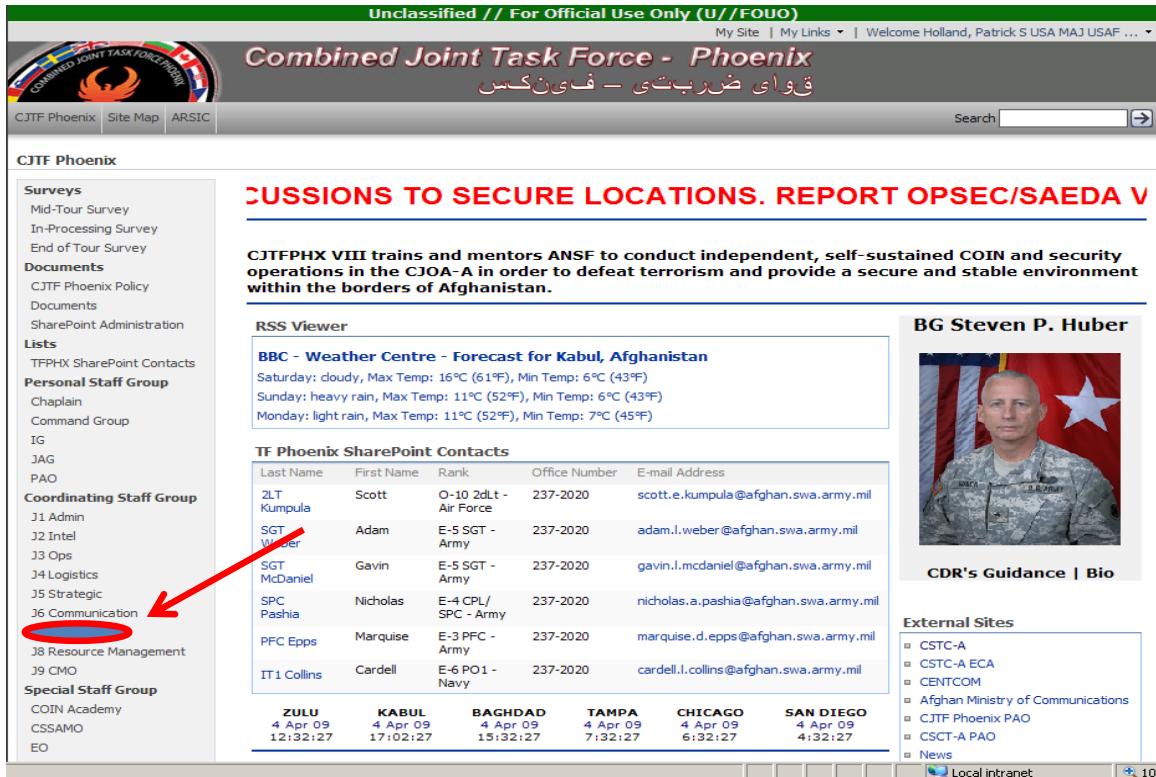
Figure 7-8 CJTF Phoenix Home Page Screen Shot

Locate the tab that says, "J7 ANSF" and click to enter the site. On the right hand side of the screen there will be a tab that says, "ANP Capability Endorsement Page". Click this to fill out the assessment and forward to the BN Task Force.

Reg Cmd			Province:				District:		
Report as of:			FDD Cycle:				RTC Graduation Date:		
Unit ID Code (UIC):						Authorized:		Assigned	
Assessment TmLdr:					Organization:				
Telephone:						Email:			

PMT Guidance	Capability Milestone Standards:
ANP district police mission is to maintain law and order and to support ANSF security operations: **1.** PMT's will mentor/train/assist district police to achieve the standards set forth in the Capability Endorsement portion of this assessment. **2.** For any standards not achieved, and any overall CM level below CM1, PMTs will summarize the plan and advancement timeline. **3.** Part I assesses reformed police capabilities (manned, equipped, trained). Overall CM Rating is automatically calculated based on results from Part I. Part II provides a performance based snapshot of district environment at the time of the assessment, but is not included in the calculation. PMT may incorporate the results of Part II in their recommendation for CM level upgrade/downgrade.. **4.** Guidance is contained in FDD OPORD 07-455 base document, Annexes, and associated FRAGOs, CSTC-A/CJ7 T&E Programs of Instruction (POI), and "**Instruction Manual for Afghan National Police (ANP) Capability Endorsement – Version 4 and Capability Endorsement Receiving Form – Version 4**"	Defined in FDD OPORD 07-455 Annex A, Appendix 3 and summarized below: • **CM1: >= 85%.** Capable of basic law and order operations and leadership tasks appropriate to local circumstances without external assistance (except specific operations such as counter-insurgency and counter-narcotics). • **CM2: 70-84%.** Capable of basic law and order operations and leadership tasks appropriate to local circumstances with routine advisor assistance. • **CM3: 50-70%.** Capable of basic law and order operations and leadership tasks appropriate to local circumstances, with International Community assistance. • **CM4: <50%.** Not capable of basic law and order operations and leadership tasks appropriate to local circumstances, without significant external assistance from the International Community.

CAPABILITY BASED ASSESSMENT SUMMARY			CM RATING				ONE-LINER BULLET COMMENTS
			CM1	CM2	CM3	CM4	
To clear PMT Performance Based Upgrade / Downgrade, select button below.		MANNING					
		EQUIPPING					
		TRAINING					
		ALL CM RATING					
	BASED UPGRADE/DOWNGRADE						
GOVERNANCE/RULE OF LAW/JUSTICE SECTOR							

Months to next CM		Key	
		Key	
The Following items/issues			
Necessary Actions/Resources in			

RPAC Commander	Comments →		
Name:		Concur	Space reserved for RPAC Commander's input.
Phone:			
Email:			
ARSIC Commander	Comments →		
Name:		Concur	Space reserved for ARSIC Commander's input.
Phone:			
Email:			

APPROVAL FOR CERTIFICATION	CAPABILITY ENDORSEMENT AUTHORITY
AFGHAN MINISTRY OF THE INTERIOR	CSTC-A
NAME MOI Minister	NAME BG MacDonald
SIGNATURE	SIGNATURE

Figure 7-9 Capability Endorsement Checklist

This is the administrative portion of the checklist. Most fields are drop down menus. The "Capability Based Assessment Summary" section will automatically populate based on the responses in the later sections of the checklist. The "issues" section and the "resources" section need to be filled out as accurately as possible for the chain of command to assist the PMT.

PART I - CAPABILITIES ASSESSMENT

#	PERSONNEL						Drill-Down						
	MANNING												
1	The district is manned												
2	Are solutions in place to fill vacant critical positions	Yes	No	NOT									
3	Is an active recruiting plan in place to maintain	Yes	No	NOT									
4	Are only those personnel assigned against	Yes	No	NOT									

MANNING - CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	**Personnel**
Facilities	**Other**

#	PERSONNEL RECORDS						Drill-Down						
5	Is there a personnel records system in place that	Yes	No	NOT									
6	Are personnel files maintained with copies of	Yes	No	NOT									
7	Are personnel files received from the training	Yes	No	NOT									
8	Are copies of rank-reformed orders in officer's	Yes	No	NOT									
9	Are disciplinary actions, performance evaluations	Yes	No	NOT									
10	Do ANP personnel have ID cards and/or	Yes	No	NOT									
11	Are ID Cards retrieved from personnel who are	Yes	No	NOT									

PERSONNEL RECORDS - CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	**Personnel**
Facilities	**Other**

#	PAY REFORM						Drill-Down						
12	Are police paid according to pay reform policy?	Yes	No	NOT									
13	Are police being paid on time?	Yes	No	NOT									
14	Are police paid by direct deposit?	Yes	No	NOT									
15	Are police receiving all pay due to them? (i.e	Yes	No	NOT									
16	Is pay discontinued for personnel discharged or UA	Yes	No	NOT									

PAY REFORM - CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	**Personnel**
Facilities	**Other**

#	PERSONNEL ACTIONS						Drill-Down						
17	Are daily PERSTAT reports submitted to provincial	Yes	No	NOT									
18	Are unauthorized absentees reported?	Yes	No	NOT									
19	Are AWOLs (absent more than 21 days) properly	Yes	No	NOT									
20	Is disciplinary action taken when appropriate?	Yes	No	NOT									
21	Are personnel actions taken when appropriate?	Yes	No	NOT									
22	Is appropriate paperwork forwarded to Provincial	Yes	No	NOT									

PERSONNEL ACTIONS - CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	**Personnel**
Facilities	**Other**

PERSONNEL OVERALL	CM1	CM2	CM3	CM4	BE SURE TO TYPE YOUR NARRATIVE COMMENTS BELOW!!!!!!

PERSONNEL NARRATIVE COMMENTS

Figure 7-10 Capability Endorsement Checklist (cont)

#	EQUIPPING					Drill-Down						
	TASHKIL EQUIPMENT LIST											
1	District has __% of											
2	District has __% of											
3	Does the district have a copy of the current Tashkil	Yes	No	NOT								
4	Does the district have equipment required to	Yes	No	NOT								
5	Has the unit established a Critical Equipment	Yes	No	NOT								

TASHKIL EQUIPMENT LIST CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	Personnel
Facilities	Other

#	EQUIPMENT ACCOUNTABILITY					Drill-Down						
6	Is the district maintaining property accountability (i.e	Yes	No	NOT								
7	Are Form 14's routinely properly submitted	Yes	No	NOT								
8	Is a system in place to turn in battle damaged or	Yes	No	NOT								
9	Is there a system to account for lost or destroyed	Yes	No	NOT								
10	Are audits/inventories conducted periodically or	Yes	No	NOT								

EQUIPMENT ACCOUNTABILITY CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	Personnel
Facilities	Other

#	SUPPLY SYSTEM					Drill-Down						
11	Do police order and receive fuel, ammunition and	Yes	No	NOT								
12	Are fuel and supply expenditure/usage reports	Yes	No	NOT								
13	Are proper MOI forms used for supply requisitions	Yes	No	NOT								

SUPPLY SYSTEM CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	Personnel
Facilities	Other

#	MAINTENANCE					Drill-Down						
14	Do police conduct daily PMCS on vehicles and	Yes	No	NOT								
15	Do police conduct regular cleaning and functions	Yes	No	NOT								
16	Does the district take their vehicles to "No Lemon"	Yes	No	NOT								

MAINTENANCE - CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	Personnel
Facilities	Other

#	FACILITIES					Drill-Down						
17	Is there a district headquarters or a plan for	Yes	No	NOT								
18	Is there a humane 72 hour lock-up facility or	Yes	No	NOT								
19	Are there suitable facilities at	Yes	No	NOT								
20	Does the district have an operational DFAC?	Yes	No	NOT								

FACILITIES - CROSS FUNCTIONAL LINKAGES

Training	Materiel
Leader Development	Personnel
Facilities	Other

EQUIPPING OVERALL	CM1	CM2	CM3	CM4	BE SURE TO TYPE YOUR NARRATIVE COMMENTS BELOW!!!!!!

EQUIPPING NARRATIVE COMMENTS

Figure 7-11 Capability Endorsement Checklist (cont)

#					TRAINING								
	FORMAL TRAINING					**Drill-Down**							
1	The district is trained at __ %?												
	In other words, __% of police are trained to conduct basic law enforcement												
2	Is there a plan to train new personnel on basic law	Yes	No	NOT									
3	Are training records received from training center	Yes	No	NOT									
4	Are criminal investigators trained to conduct basic	Yes	No	NOT									
5	District police have communications with a trained	Yes	No	NOT									
6	Do the police comply with the law (i.e. police do not	Yes	No	NOT									
7	Do foot and mobile patrols take place and are they	Yes	No	NOT									

FORMAL TRAINING - CROSS FUNCTIONAL LINKAGES	**Training**	**Materiel**
	Leader Development	**Personnel**
	Facilities	**Other**

#					CRIME HANDLING PROCEDURES								
	CRIME HANDLING PROCEDURES					**Drill-Down**							
8	Do police and investigators maintain	Yes	No	NOT									
9	Do police detect crimes and report them to the	Yes	No	NOT									
10	Do police inform arrested persons of their rights:	Yes	No	NOT									
11	When responding to crimes, do police secure the	Yes	No	NOT									
12	Do police document arrests by preparing an arrest	Yes	No	NOT									
13	Do investigations include statements, identification	Yes	No	NOT									
14	Do police account for and safeguard evidence until it	Yes	No	NOT									
15	Do police retain records regarding crimes (arrest	Yes	No	NOT									

CRIME HANDLING PROCEDURES - CROSS FUNCTIONAL LINKAGES	**Training**	**Materiel**
	Leader Development	**Personnel**
	Facilities	**Other**

#					USE OF FORCE								
	USE OF FORCE					**Drill-Down**							
16	Do police comply with Afghan rules and use	Yes	No	NOT									

USE OF FORCE - CROSS FUNCTIONAL LINKAGES	**Training**	**Materiel**
	Leader Development	**Personnel**
	Facilities	**Other**

#					COMMAND AND CONTROL								
	COMMAND AND CONTROL					**Drill-Down**							
17	Does the district leadership task organize	Yes	No	NOT									
18	Do police have communications with higher police	Yes	No	NOT									
19	Do police communicate/coordinate with investigators	Yes	No	NOT									
20	Do police follow guidance of the Chief of Police and	Yes	No	NOT									
21	Do police resolve communication and inter-agency	Yes	No	NOT									

COMMAND AND CONTROL - CROSS FUNCTIONAL LINKAGES	**Training**	**Materiel**
	Leader Development	**Personnel**
	Facilities	**Other**

TRAINING OVERALL	CM1	CM2	CM3	CM4	**BE SURE TO TYPE YOUR NARRATIVE COMMENTS BELOW!!!!!!**

TRAINING NARRATIVE COMMENTS

Figure 7-12 Capability Endorsement Checklist (cont)

PART II - EFFECTS BASED ASSESSMENT															
#	GOVERNANCE/RULE OF LAW/JUSTICE SECTOR														
	SUPPORTING EFFORTS						**Drill-Down**								
1	Does the Provincial Headquarters provide oversight	Yes	No	NOT											
2	Does Provincial Police headquarters provide logistic	Yes	No	NOT											
3	Do Provincial/Regional Headquarters provide	Yes	No	NOT											
4	Does Provincial Police Headquarters provide admin	Yes	No	NOT											
5	Does ANA lead security and counter-insurgency	Yes	No	NOT											
6	Do prosecutors, locally or remotely, investigate	Yes	No	NOT											
7	Do prosecutors and judges, locally or remotely,	Yes	No	NOT											
8	Does the Bureau of Prisons accept prisoners from	Yes	No	NOT											
9	Do provincial or other higher police headquarters	Yes	No	NOT											
10	Can police accomplish their mission without	Yes	No	NOT											

SUPPORTING EFFORTS - CROSS FUNCTIONAL LINKAGES		
Training	**Materiel**	
Leader Development	**Personnel**	
Facilities	**Other**	

#	RULE OF LAW						Drill-Down								
11	Are all persons held equally accountable under the	Yes	No	NOT											
12	Are laws publically promulgated?	Yes	No	NOT											
13	Are citizens rights widely known by the public?	Yes	No	NOT											
14	Is the legal process applied the same to all	Yes	No	NOT											
15	Is the law applied fairly?	Yes	No	NOT											
16	Is there a corruption free environment within the	Yes	No	NOT											
17	Are police utilized for their intended purpose? (i.e.	Yes	No	NOT											

RULE OF LAW - CROSS FUNCTIONAL LINKAGES		
Training	**Materiel**	
Leader Development	**Personnel**	
Facilities	**Other**	

#	CITIZEN SUPPORT FOR GIRoA AND ANP						Drill-Down								
18	Do citizens report crimes to ANP?	Yes	No	NOT											
19	Do citizens help to identify criminals?	Yes	No	NOT											
20	Do local Shuras support district police?	Yes	No	NOT											
21	Do citizens report misconduct bypolice or other	Yes	No	NOT											
22	Do citizens consider ANP to be lawful	Yes	No	NOT											

CITIZEN SUPPORT FOR GIRoA AND ANP - CROSS FUNCTIONAL LINKAGES		
Training	**Materiel**	
Leader Development	**Personnel**	
Facilities	**Other**	

...ERNANCE/RULE OF LAW/JUSTICE SECTOR OVE...	CM1	CM2	CM3	CM4	BE SURE TO TYPE YOUR NARRATIVE COMMENTS BELOW!!!!!!
GOV'T/LAW/JUSTICE COMMENTS					

Figure 7-13 Capability Endorsement Checklist (cont)

Executive Summary Worksheet

The Executive Summary (ExSum) Worksheet is utilized to provide senior leaders with a one-page summary to evaluate each ANP District. It covers the entire scope of large scale relevant data on the District. The majority of the ExSum looks identical to the top portion of the actual worksheet. The lower portion, however, provides a consolidated roll-up of all Percentage Questions, "Yes" responses, "No" responses, "NOT" responses, and Cross Functional Linkages.

The PMT will not be able to input any data into this worksheet. All information in the worksheet is drawn from the data the PMT inputs into the "CE Checklist V-4" worksheet.

The upper portion of the ExSum is identical to the first 27 Rows of the "CE Checklist V-4" worksheet with the exception of Row 7 which has been removed. The lower portion of the ExSum will look similar to the example below when it is fully filled out.

Figure 7-14 Executive Summary Worksheet for Capability Endorsements

LOGSTAT Reporting

A LOGSTAT (Logistical Status Report) is used to show the combat/policing power and capabilities of a particular unit. As of mid 2009, the time of publication on this ANP Mentor Handbook, the ANP do not have a LOGSTAT to report. CJTF Phoenix and CSTC-A, working with the MoI, are in the process of initiating a LOGSTAT for the ANP. The premise behind a LOGSTAT is to identify the authorized quantity of critical items and input the actual number of items that a unit has. In addition, the report tracks how many of the items on hand are fully mission capable (FMC). This information provides the leadership with an accurate account of the unit's capabilities.

*Note- The following examples are for reference only. They depict the LOGSTAT used by the Afghan National Army units. It is assumed that the ANP LOGSTAT will be in a similar format and reporting structure, but the intent is to familiarize you with a LOGSTAT in general. Details of the final ANP LOGSTAT and how to report the information will be available through the CJTF Phoenix ANSF Log Cell. This information will be pushed down to the BN Task Forces when the reporting format is finalized.

فیصدی اکمال Rating	غیر فعال # NMC	فعال # FMC	موجود On Hand	مجوز Authorized	واحد قیاسی LIN	فهرست اقلام Nomenclature
52%	2	113	115	222	FW0002	تفنگچه 9 ملی متری (9mm) 9M Pistol
-					NO LIN	تفنگ /M-14
1318%	22	123	145	11	FW0001	تفنگ تعرضی 7.62ملی متری نوع کلاشینکوف / (7.62mm) Assault
32%		90	90	285	R95035	سلاح M16 امریکائی/ M16A2 Rifle Assault (5.56mm)
-		24	24		FW0013	کلاشیکنوف نارنجک انداز /GP-30, uncher mtd on AK-47
-					L44595	نارنجک یا بمب انداز ام 203 ای 2 40 ملی متر /nade M203
-					FW0012	تفنگ های میل دراز - سنایپر / (7.62mm) VD Sniper Rifle
-					NO LIN	سلاح سنایپر ام 24 امریکائی /(M24 Rifle Sniper (7.62mm
-		20	20		FW0003	ماشین دار ار پی کا 7.62 ملی متری /chine Gun (7.62mm)
-					M09009	ماشیندار /squad Automatic Weapon (5.56mm)/ M249
533%		16	16	3	CS0004	/VT Machine Gun, Coaxial,mtd on BTR (7.62mm)
-					CS0005	ماشیندار 7.62 پیکا /PKM Machine Gun (7.62mm)
-					NO LIN	ماشیندار M240B /M240B Machine Gun (7.62)
-					FW0014	ماشیندار 12.7 ملی متری دهشکه /Machine Gun (12.7mm)
0%				3	CS0003	ماشین دار 14.5 ملی متر کا پی /Machine Gun (14.5mm)
-					No LIN	ام M2 (M2 Machine Gun (50 cal.

Class VII: (Shoot) دیپوی مهما

Figure 7-15 ANA LOGSTAT Page

The critical items associated with a LOGSTAT commonly fall into 4 main categories:

- **Shoot** representing the weapons systems
- **Move** representing the vehicles
- **Communicate** representing the radios and communications equipment
- **See** representing any special optic devices such as night vision or long range binoculars

Any other special equipment utilized by a unit and tracked on a LOGSTAT will fall into a miscellaneous category.

Figure 4-7 above shows a portion of the "Shoot" page on an ANA LOGSTAT. The descriptions are listed from right to left and also written in Dari so the Afghans can help with filling in the information.

The "Authorized" column is already filled in and cannot be altered. The authorized numbers for each item are taken directly from the MoI Tashkil for that unit and do not change.

The "On Hand" column is the number of each item that is verified to be in the possession of the unit. This number should correspond with the total number on the Property Book.

The "# FMC" (Fully Mission Capable) column is the number of each item that is fully functioning. If the unit owns 350 AK-47's and 30 of them are broken, the # FMC will be 320. This is very important because it tells the higher commands exactly what the unit has to operate with. If a substantial number of items are not functional and the command does not know this information, they are not able to act on fixing the situation and making the unit fully mission capable.

The "# NMC" (Non Mission Capable) column automatically populates on the ANA LOGSTAT. It is simply the difference between total number and the amount that is fully functional. This column is another tool for the higher headquarters to see how many items are not operational.

The "Rating" column is used to help assess the Capabilities Endorsement (CE) Rating for the logistics portion of evaluating a unit; it automatically populates on the ANA LOGSTAT.

The information gathered in the 100% Weapons Serial Number Inventory and the Property Books all tie into the LOGSTAT. An initial inventory is necessary to compile information for the Property Book, which establishes a baseline of items. The monthly inventories help to ensure accountability against the Property Book. The LOGSTAT will use this data to give the higher headquarters an accurate measure of capabilities.

TRAT Brief

The information compiled in the LOGSTAT will feed into a brief called the TRAT (Training and Readiness Assessment Tool). The TRAT is a monthly brief that is given by CJTF Phoenix leadership to the CSTC-A Commander on the progress of Afghan Forces towards self sustaining operations. At this meeting, BN Task Force commanders present the status of ANSF for both ANP and ANA units within their Regional Command. The TRAT is oriented around the Capability Milestone (CM) rating system. BN Task Force commanders brief the status of personnel, training, equipment and any other relevant issues that affect the CM rating and the ANSF units ability to perform its mission. The TRAT is populated by multiple sources of information. Personnel

information comes from the MoI and MoD through CSTC-A CJ1 shop. Equipment information is populated via the LOGSTAT reporting tool for ANP units.

Accessing the LOGSTAT

Final details are being set for accessing the ANP LOGSTAT. The format and location will be similar to the ANA version. What follows is a general look at the location and access for the ANA LOGSTAT. Details will be available through the CJTF Phoenix ANSF Log Cell who will disseminate the information down to the BN Task Forces.
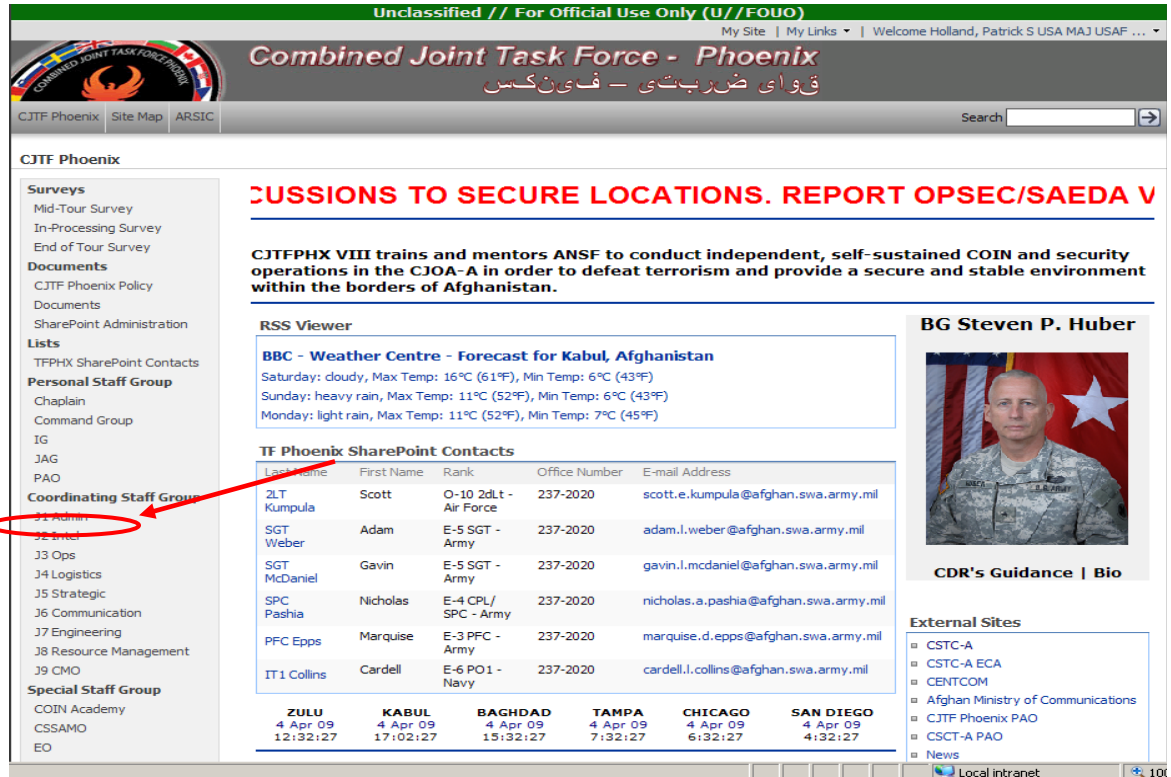
Figure 7-16 CJTF Phoenix SharePoint Homepage

Log onto a NIPR computer and locate the CJTF Phoenix Homepage. Locate the "J4 Logistics" link and click for access.
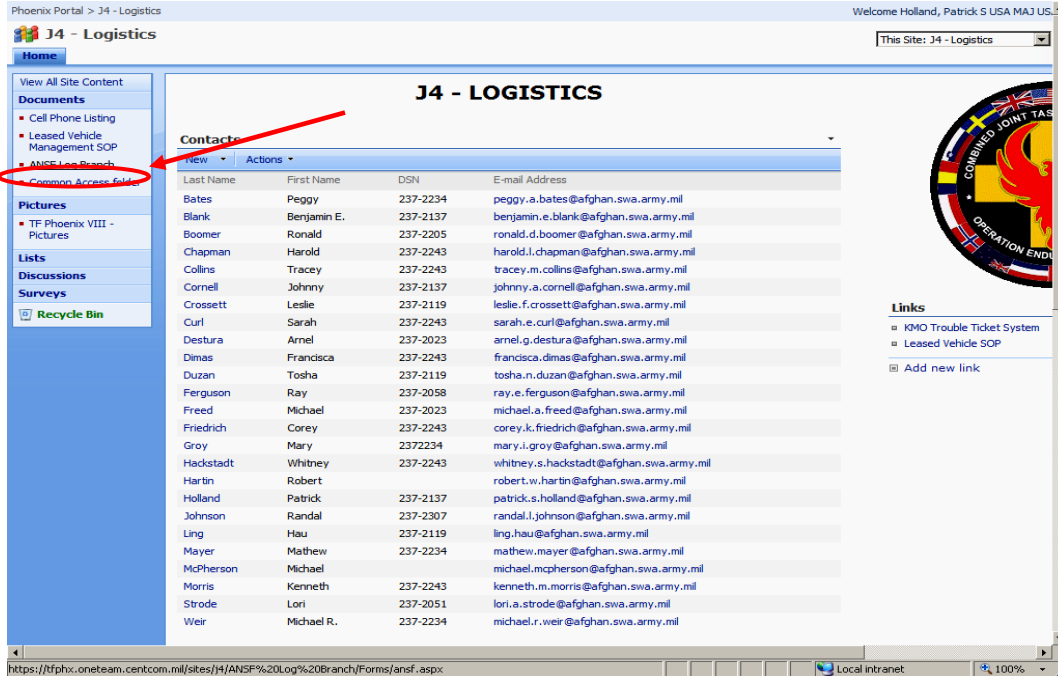
Figure 7-17 J4 Logistics Page

Click on the "ANSF Log Branch" link
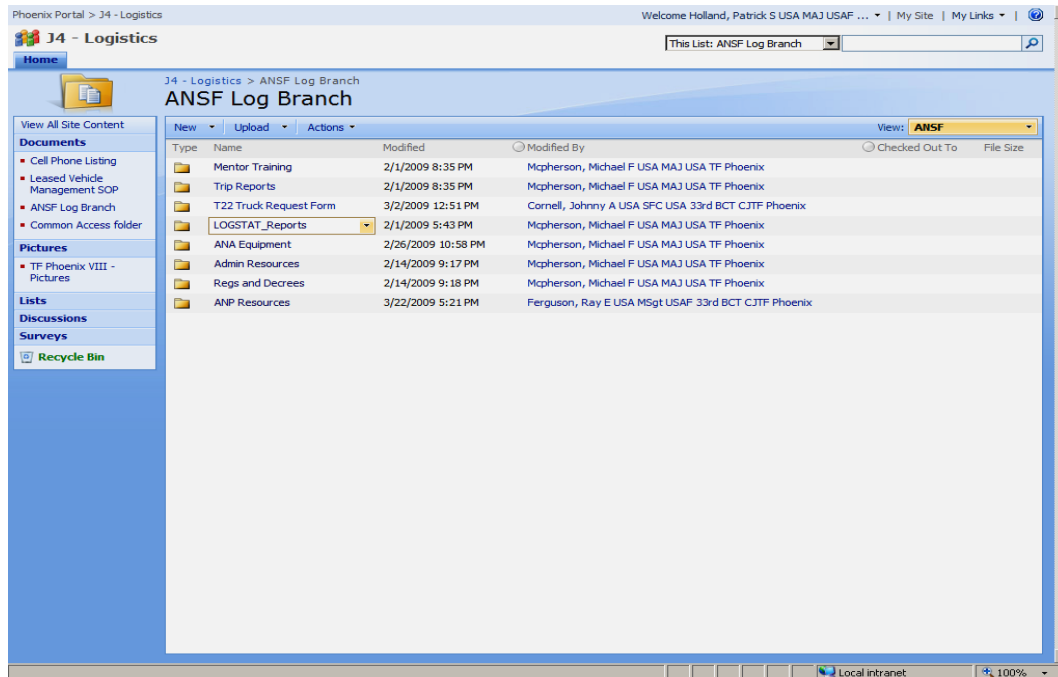
Figure 7-18 ANSF Log Branch Page

This is the page where the ANA LOGSTAT folder is kept. The ANP version will most likely follow this model. There will be an ANP LOGSTAT folder, inside you will see a spreadsheet with all units represented. Click on your unit to open and fill in the appropriate information.

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Chapter 8 - Mentor Lessons

The following are some key areas to remember as you prepare for, and undertake, the role of mentoring the Afghan National Police. The information comes from the experience of many who have come before you and will still be pertinent after your rotation has concluded. Remember, the more effective we are as mentors, the sooner the Afghans will be able to sustain themselves.

Utilizing the Proper Chain of Command

As noted in the very first sentence of this book, the mission of CJTF Phoenix is to train and mentor the Afghan National Security Forces (ANSF) to conduct independent, self-sustained Counter Insurgency (COIN) and Security Operations in order to defeat terrorism and provide a secure, stable environment within the borders of Afghanistan. CJTF Phoenix provides mentors to the field and has a support chain to facilitate their mission. Combined Security Transition Command - Afghanistan (CSTC-A) is the higher headquarters of CJTF Phoenix. CSTC-A mentors the Afghans at the Ministerial level and helps the MoI and MoD set policy.
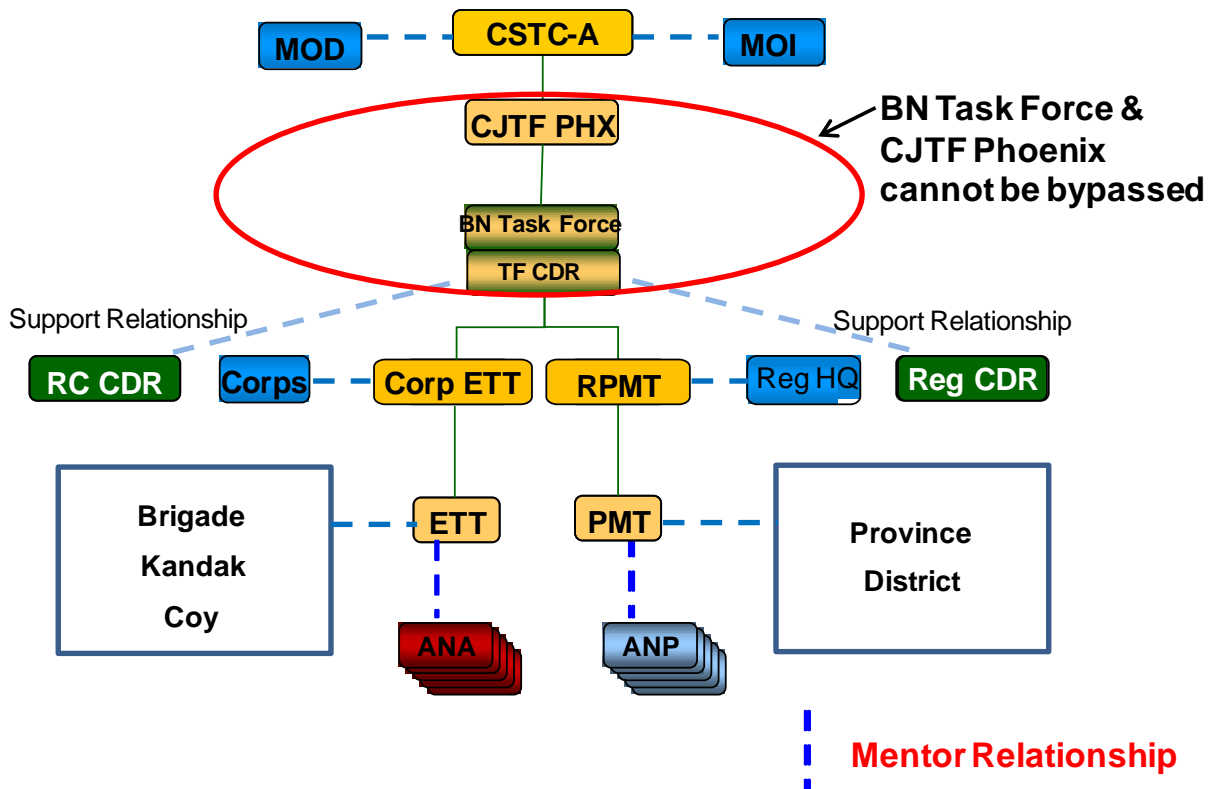
Figure 8-1 Command Relationships

There is a natural divide between the CJTF Phoenix mentors and the CSTC-A mentors. PMT's mentor at the District and Provincial levels. The BN Task Force has an element to mentor the Regional Headquarters and the Regional Chief of Police. The next level of

mentors are at CSTC-A. CSTC-A mentors the national level police leaders and the Ministry of Interior. It would seem intuitive for the BN Task Force level mentors to bypass the chain of command in the Task Force and CJTF Phoenix to deal with the next higher mentor at CSTC-A. This, however, is very detrimental to the overall mentoring mission. The BN Task Force and CJTF Phoenix have a very large role in the overall mentoring process.

When a PMT bypasses the Task Force and CJTF Phoenix, there is no mechanism to assess systemic problems in the mentoring system. This becomes magnified when dealing with logistic issues. As problems arise, they are not taken into consideration across the CJOA (Combined Joint Operations Area). This is the primary mentor function of the Task Force Headquarters and CJTF Phoenix. As situations arise, the CJTF Phoenix Commanding General makes the CSTC-A Commanding General aware of issues so they may be dealt with on a national level.

It is absolutely imperative that this chain of command be followed for the entire Task Force Phoenix mission to function correctly.

Do Not Abuse FOO Money

It is very important to note that FOO money can often lead to poor mentoring. The Afghan logistics system is set up to provide the necessary goods for the ANP and their system, except in extreme cases, MUST be tried first. Teams that rush to fix situations by utilizing the FOO money are often making the Afghan logistics system worse. There is a fine line between mentoring a process while allowing the Afghans to fail and mentoring a process and knowing when it is appropriate to utilize FOO funds to help in an emergency. Most uses of FOO money could have been avoided if the teams pushed the concerns up the BN Task Force to CJTF Phoenix. Not only is this fiscally responsible, but it helps CJTF Phoenix and CSTC-A work systemic issues that need to be addressed.

Learning the ANP Mentality

Do Not Do the ANP's Job
The Afghan people are no different than anybody else. They work hard and take pride in the work that they perform. They have cultural behaviors that guide most of their actions just as the mentors do.

The first key trait to learn is that the Afghans are like most people, <u>if someone is willing to do their job, they will let them do it</u>. As mentors we have vast resources at our disposal and the ability to affect change in a very short period of time. The ANP know this and are more than happy to allow the mentors to solve problems for them when they arise.

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Mentors have to be fully aware of each situation and understand the Afghan logistics process. Doing work that the ANP should be doing is one of the most counterproductive actions a mentor team can take. Not only does this hinder the Afghan's ability to learn the process, it makes them feel as though the mentors will do everything. It robs them of the desire/need to learn and the feeling of accomplishment. If the ANP are low on fuel, yes, you can have some delivered quickly and look like the "good guy," but that is doing nothing to help the ANP in the long run. If a unit is short on cold weather boots and the temperature gets very cold, it may seem admirable to make a few phone calls or e-mails and show up with cold weather boots. Again, mentors must resist their natural urges to help in this manner.

Take time to assess each situation and use mentoring skills to resolve situations. Stand fast on not providing fuel but do all that you can to oversee the ANP ordering their own. Mentor the need to communicate with other ANP headquarters, explaining the situation and helping the emergency order through the system. Make sure that they are using the proper MoI Forms. Do not make the phone calls or fill out the forms for them. Help explain to the ANP why these actions are necessary. You can contact the mentor team at the level that will approve or disapprove the order, let them know the situation and have them explain it to the Afghan who makes the decision. Mentor the process, don't do it.

The same would go in the case of cold weather boots. Mentors do not want to see the Afghans in a difficult situation, but they will always be in difficult situations until they learn to sustain themselves. The mentoring process on the boots should have started long before the temperature dropped outside, but if a situation such as this arises you need to mentor the ANP to place the orders and handle the situation.

Do not be afraid to let the Afghans fail. A failure of the Afghan Logistics System is not a direct reflection on the mentor team. How the situation is handled and the lessons the Afghan's learn are a reflection on the mentor team. With the exception of cases where loss of life will result or a critically important mission must take place, it is better to let the ANP fail and learn.

Afghan Respect for Chain of Command

The second key point to learn and remember when mentoring is the amount of respect that the ANP have for their chain of command, especially the person that they directly work for. <u>The ANP will very often NOT do anything unless they have been directed to do so by their chain of command</u>. This would seem to be a normal trait given the military structure of a police force but it goes to extremes in many cases. Logistics policy is set by the MoI and changes from time to time as the ANP grow and mature. Mentors learn the changes and try to teach the information but this is not always effective.

When changes occur, the Minister of Interior, or one of the Deputy's, will draft an Order requiring the implementation of the changes. Mentors will have access to copies of these Orders in both Dari, to present to the ANP if they have not already seen the Order, and in

English so the mentors know what is written on the Order. After seeing the Order, the Afghan may agree that the change is a good thing but will not implement the change until his boss says to do so. Some ANP are scared of their immediate command and in some cases it's a matter of respect for their boss. In any case, actions are dictated by their boss. This is a ripple effect up the ANP chain of command. The commander will not authorize the change because his District Chief has not said to change. The District Chief will not order a change because the Provincial Chief has not ordered a change. This can become a very serious issue because the ANP do not have very effective means of communication.

Mentors have zero authority over the ANP. The Coalition Forces are in Afghanistan on the request of the Government of the Islamic Republic of Afghanistan (GIRoA). We are here as mentors to help the Afghans but cannot order anybody from the ANP to do something. This leads to a difficult situation at times. Reluctance to change and the inability to order the change can cause a stalemate. Fortunately, mentors have a great tool to affect the change; other mentors.

<u>Just as the ANP work "down" their chain of command to affect change, the mentors teams need to work "up" their chain to affect change</u>. When you encounter a situation where the person or police department you mentor is reluctant to change, the answer to resolving the situation lies in the mentor teams at the level above you. Just because a mentor team works at a higher ANP level doesn't make them better than your team, it's simply the job they were given. The benefit is that they mentor the Afghan who is in charge of the person that you mentor. If the mentor team above you is effective, it is the ANP leader who will order the person you mentor to change.

It is imperative that each mentor team learn the teams above and below them as soon as they get into the field. The relationship between teams and utilizing this as a means to work the ANP chain of command is one of the most important lessons that can be learned. This is, effectively, how mentors are able to "order" the ANP to do the right thing.

Tips for Motivating the ANP

It is important to remember that the Police Mentor Teams do not have any authority over the ANP. In addition to good mentor skills and knowing the logistic processes, there are, however, ways to help motivate the ANP.

The following examples are accounts of motivation that have been used successfully in the process of mentoring the ANP. This does not mean that each method will specifically work or that they should be used. The objective is to grasp the overall idea of how to effectively motivate the ANP and apply those ideas in a tailored manner to suit your situation.

The first example came from a unit that had fuel stolen on a monthly basis. The PMT would try to mentor as best as possible on the issue and observe every month as the ANP

would to requisition emergency fuel. On the third consecutive month of this occurring, the PMT worked with another PMT at the higher level and the ANP they mentor to come up with a solution. Instead of continuing to push more fuel down each month when the gas was allowed to be stolen or given away, the PMT took all the gas remaining in the tanks for the generators and hot water heaters. This gave them the fuel needed for the vehicles and just enough fuel for a very brief bit of light at night and none for hot water for the remainder of the month. The ANP were not very happy taking cold showers and missing the light at night; but neither was detrimental to their survival or the mission. It was effective at showing the ANP that there were consequences for actions and was effective at making them more aware of the fuel. They have not had a problem since.

The idea of forcing others to take cold showers is not the key to this mentoring success. It was the way that the PMT utilized their other teams and got the ANP in charge of the fuel to see that they had a problem with the gas being stolen/given away. This type of effort, thinking in a different manner, to work the issue showed a great deal of thought on the specific situation and yielded great results.

A second example came from a unit trying to establish a Property Book. The PMT worked "up" their mentor chain and got the ANP leadership to emphasize the need for establishing a Property Book. At one particular police station the commander still balked at signing for the Property Book. He did not want the responsibility and claimed that although he was instructed, it had not been told to him in person by his boss. Knowing that communication and distance is an issue, it's understandable that the District Chief was unable to order the commander in person to sign for the Property Books. The PMT, working through the next higher PMT, confirmed that the District Chief notified the commander to sign for the property. To speed up this situation, the PMT Chief sat down with the commander and talked about the need to sign the book. Knowing the District Chief wanted the Property Book signed, the commander still balked at the responsibility. As this occurred, the PMT Chief then told the commander that he would have no other choice but to stop all FOO funds for the police department. The commander understood how important the emergency funds are and at that point agreed to sign the Property Book.

Again, as with the issue over fuel, the idea here is not to try and find ways to withhold FOO money to motivate the ANP. The important thing to note is that the PMT looked at the entire situation, utilized other mentor teams and found a way to motivate the ANP in a manner that was not dangerous to life or critical missions.

-Always use the BN Task Force and CJTF Phoenix chain of command

-Fully understand the logistic processes so you can mentor effectively

-Do not perform the duties for the ANP, mentor them so they become self-sufficient

-Understand that the ANP have a very high regard for those they work for and it is very important to work "UP" the mentor chain to affect change "DOWN" the ANP chain

-Take a moment to look at situations, working with other mentor teams and the knowledge of the higher ANP, find ways to motivate the ANP that do not threaten life or mission

Chapter 9 - MoI Logistics Policies

The MoI sets forth a uniform policy for all ANP units to follow. Each order is known as a Decree and goes through a yearly review with the assistance of CSTC-A. As the ANP grow and mature, the Decree's are improved and updated as necessary.

The Tashkil is the MoI policy that sets the authorizations for personnel and equipment. The MoI has consolidated many smaller Decree's from previous years into one main logistics Decree, keeping only separate policies for transportation and maintenance.

MoI Tashkil

The Tashkil, as discussed on page 74, is a document similar to a US MTOE. It is a modification table of organization and equipment. Specific for each unit, it shows the authorized number of personnel and their rank structure, as well as what types of equipment and how much of each equipment is authorized for the unit.

# OF UNITS	TYPE UNIT	SENIOR RANK عالی رتبه						HIGH RANK بلند رتبه			MIDDLE RANK متوسط رتبه			ORDINARY عادی	
		LTG	MG	BG	COL	LTC	MAJ	CPT	1LT	2LT	SR SGT	S SGT	SGT	1PAT	2PAT
CHIEF OF UNIFORM POLICE	حمایت وزارت داخله														
1	UNIFORM POLICE HEADQUARTERS (130)	1		2	3	6	17	13	7	5	10	5	29	19	11
128	قرار گاه های پولیس یونیفورم دار														
REGIONAL HQ	قرارگاه ساحوی														
1	HEADQUARTERS SOUTH (203)		1	2	4	11	14	34	15	11	28	12	6	44	21
	قرارگاه های جنوب (203)														
4	HEADQUARTERS (197)		4	8	16	44	56	136	60	44	112	48	24	152	84
	قرارگاه ها (197)														
1	KABUL HEADQUARTERS (232)		1	2	4	13	17	40	21	11	29	20	14	39	21
1223	قرارگاه های کابل(232)														

TABLE OF DISTRIBUTION AND ALLOWANCES (TDA) AUP COMMAND TASHKIL ROLL-UP
جدول مجوز توزیع و تخصیصات (تی،دی،ای) مجموعه تشکیل قوماندانی پولیس یونیفورمدار افغان
AFGHANISTAN NATIONAL POLICE
DOCUMENT NUMBER : 1388 001 — پولیس ملی افغانستان — شماره اسناد : 001 1388
EFFECTIVE DATE: 21-Mar-09 — تاریخ موثر : 1حمل سال 1388
This Tashkil Supersedes All Other Copies. — این تشکیل جاگزین کاپی های گذشته است.
Other Editions are Obsolete and Illegal. — و دیگر کاپی های آن (که بدون از شماره یا کود باشد) غیر مجاز شمرده میشود.
REPORTS TO SR DM FOR SECURITY PARA 3000
راپور ده به معین امنیتی

Figure 9-1 ANP Tashkil

This is the first piece of information a PMT should attain when they learn which unit or units they are mentoring. It offers the authorizations for each specific unit and helps to

determine courses of action while mentoring. Many times an ANP unit will claim they need more equipment or personnel. A PMT needs to know what the authorized numbers are before mentoring the situation. Many times the unit will have the authorized number of personnel or equipment but the ANP are utilizing them incorrectly. At times, the unit will have less than the authorized amount. Other times the unit will have a justifiable need for additional personnel or equipment. Knowing the authorizations that the MoI has set forth is the first step in correctly mentoring each situation.

Amending the Tashkil
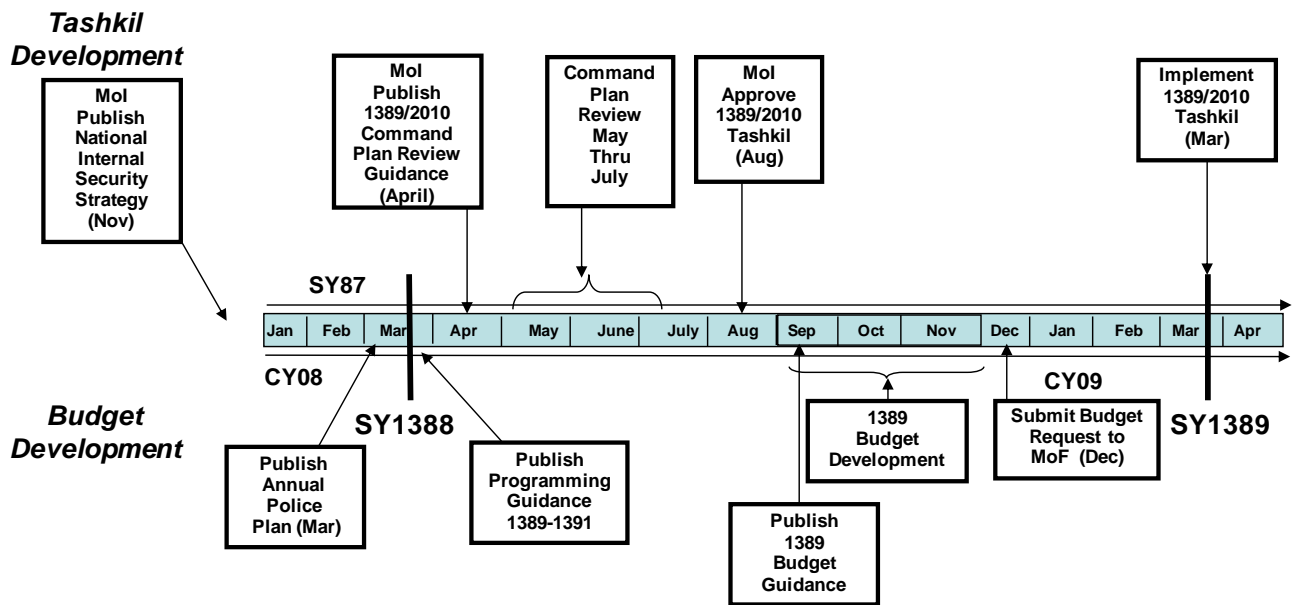
Figure 9-2 Tashkil Programming Timetable

In our calendar year 2009, the Afghans are currently in their year 1388. Figure 6-2 shows the planning cycle for the 1389 Tashkil. As mentors, it is very important that the ANP are aware that they have input on the Tashkil. When you notice a situation that might dictate a change on the Tashkil, mentoring the ANP through the process is very beneficial. The Tashkil is a MoI level policy and they are not always cognizant of what occurs at the unit level. It takes input from ANP units, with the help if the PMT's, to affect positive changes.

The process is known as the Command Plan Review (CPR). The CPR has 4 phases:

-Preparation
-CPR Review (Tashkil Commission)
-Approval
-Publication

The preparation phase is where mentors and units in the field are critical. The MoI cannot make informed decisions about unit level actions unless they get proper feedback from the field. This occurs in three steps:

-Step 1- Unit Commanders, with the help of mentors, submit a formal proposal (Form 2028) to change the Tashkil based on the unit's capabilities and the mission.

فورم تغییرات ساختار قوت ها
فورم 2028پولیس ملی افغانستان

TO: (Forward to Proponent and to Force Management) به: (ارسال به مراجع مربوط و به تنظیم واداره قوت ها)			FROM: (Activity and Location) از : (مرجع ومحل)
Tashkil Office, BG Noori, MoI HQ			Engineering Department, MoI HQs, Kabul
NAME OF TASHKIL:			اسم تشکیل:
MOI Tashkil Paragraph 300 (Logistics); 400 (MTT Support)			
TASHKIL UIC: کود معینه قطعه :		DATE PREPARED: تاریخ ترتیب:	DATE RECEIVED: تاریخ تسلیمی:
TBD		3 April 09	

ITEM NO. شماره	PARAGRAPH بخش	LINE NO. ردیف	RECOMMENDED CHANGES AND REASON (Provide exact wording of recommended changes) تغییرات و دلایل پیشنهاد شده (فراهم نمودن متن دقیق برای تغییرات پیشنهاد شده)
EXAMPLE ENTRY 1	390 – 398		(For changes requiring reorganization and/or external billpayers submit Concept Plan and proposed Tashkil) REORGANIZE: Paragraphs 390 – 398. Remove from Paragraph 300. Establish new MOI Headquarters Department: Engineering. JUSTIFICATION: See attached Concept Plan & 1388/2009 Tashkils. Current Organization performs local repair functions. The new design performs National Level Planning, Programming, Budgeting, Contracting, Leasing, Facility Management, and Modification/Repair functions. Core Functions are resourced within available Tashkil end strength.
EXAMPLE ENTRY 2	200	05	(For internal changes with internal billpayers/offsets with less than 10% change to the organization only 2028 with proposed changes required (concept plan and proposed tashkil not required). CHANGE duty title FROM Professional Member TO Counter Narcotics Detective Rationale: Clarifies scope of duty and facilitates proper training required. ADD (1) Light Tactical Vehicle, current (1) new total (2) Rationale: This paragraph has 13 personnel which exceed capacity of the single vehicle currently authorized.

TYPED NAME, GRADE AND TITLE اسم، رتبه، اسم بست:	TELEPHONE NO. شماره تیلفون:	SIGNATURE امضاء :
C. D. Ahmazulah, COL, Commander	123-4567	Xxxx
Submitting Organization Address (Optional: Internal Control Number for Multiple ANP Form 2028 Requests) آدرس ارگان ارسال کننده(انتخاب: شماره کنترول و تنظیم داخلی فورم های 2028 متعدد پولیس ملی افغانستان)		

فورم 2028 پولیس ملی افغانستان، مارچ سال 2007(جاگزین تمام فورم های قبلی میباشد)   شماره صفحت بدی (MS Word)
شماره صفحت بدی(MS Power Point)

Figure 9-3 MoI From 2028

The MoI Form 2028 is the only form necessary if the change in manpower or equipment is less than 10% of the currently authorized levels.

The Form 2028 must answer **what** the situation is, **why** the change is necessary and **how much** it will take to correctly address the mission of the unit. A Form 2028 must be filled out in both Dari and English.

-Step 2- If the change requested is more than 10% of the authorized levels or if the request is of an operational nature, the Unit Commander, with the help of mentors, will need to submit a Concept Plan (CONPLAN). The CONPLAN will provide the same information as is listed on the Form 2028, but go into greater detail. The same principles apply. The CONPLAN must answer **what** is occurring, **why** the change will help and **how much** it will take to implement the improvement.

-Step 3- The ANP unit will submit the Form 2028/CONPLAN through their chain of command up to the MoI Tashkil Department.

MoI Logistics Policy

The MoI Logistics Policy, as it is most commonly referred to, is technically named the, "Logistics Management System Policy, Processes and Procedures Decree." This Order is highly recommended, if not required, reading for the ANP logistics mentor. Knowing the Afghan logistics system is a main priority to ensure proper mentoring and this is the definitive policy on ANP Logistics.

The MoI Logistics Policy explains the processes and procedures of the following areas:

-Material and Property Accountability
-The Organization for Logistical Support
-The Concept of Logistical Support
-Roles and Responsibilities of MoI agencies and units
-Logistic Processes and Procedures
        -Processes and Procedures include all 10 classes of supply, stock levels, weapons, and the supporting chain between units.

Common processes and procedures will be explained in depth during chapter 7. [Click here for the complete MoI Logistics Policy on the CD]

MoI Maintenance Policy

The MoI Maintenance Policy explains in detail the structure and desired end-state for ANP Maintenance. The final goal is for the ANP to provide their own maintenance,

process battle damage and battle loss vehicles, ensure weapons readiness at all times and ensure a consistent stock of repair parts are available.

The MoI Maintenance Policy explains the processes and procedures of the following areas:

-Maintenance Basics
-Maintenance Organizations
-Maintenance Support Operations
-Repair Parts Supply Operations
-Recovery and Other Supporting Maintenance Operations
-Test, Measurement and Other Diagnostic Equipment

Common processes and procedures for the maintenance of weapons and vehicles will be explained in chapter 7. Click here for the complete MoI Maintenance Policy on the CD

MoI Transportation Policy

The Transportation Policy explains the structure set by the MoI and needed to sustain the police force. The desired state is to achieve a police force that is self-sustaining and at the heart of the sustainment is the ability to logistically move items from one location to another efficiently.

The MoI Transportation Policy explains the processes and procedures of the following areas:

-Fundamentals of Transportation Operations
-Unit Movement Roles and Responsibilities
-Movement Planning at the Unit Level
-Convoy Operations
-Movement Control
-Transportation Request Procedures

Click here for the complete MoI Transportation Policy on the CD

Chapter 10 – MoI Processes and Procedures

Prior to 2002, Afghan logistics, for the most part, did not exist. Since then, Coalition Forces have steadily been building programs and processes to create a sustainable defense logistics network that is capable of managing the continuous logistics needs for the ANSF. The task of rebuilding the ANSF logistics capabilities requires both 'Force Generation' and 'Force Sustainment' operations.

Force Generation

Force generation requires building a logistics network and equipping the ANSF with a logistics network to support the weapons and equipment to defend Afghanistan from its enemies. Force Generation is the responsibility of CSTC-A CJ4. CSTC-A CJ4 is responsible for coordinating plans, building capacity and the distribution of weapons and equipment to the ANSF. The force generation phase of logistics support will end once the fielding and infrastructure goals have been met.

Force Sustainment

Force Sustainment requires developing a logistics system that is independent of coalition support. Force Sustainment focuses on refining and teaching the processes required for the ANSF to procure, resupply, repair, maintain, and transport equipment and supplies to ANSF throughout the country. CSTC-A Log ETT is the lead organization for mentoring the ANSF leadership to develop policies and processes to sustain the ANSF. The CJTF Phoenix ANSF Log Cell is responsible for mentoring and training the ANP on logistics processes at the tactical level (Regional Police Chief and below).

MoI Form 1687 Delegation of Authority

Although a Delegation of Authority form is neither a process or a procedure, it bears mention prior to descriptions of the MoI logistic processes and procedures. A Delegation of Authority Form is used when the commander authorizes a person in the unit to perform a function on the unit and commander's behalf. The property manager (PBO) will need a Delegation of Authority to maintain the Property Book. Supply personnel will need a Delegation of Authority to order items on behalf of the unit. Any action that involves an ANP member affecting change or tracking information on behalf of their unit will require a Form 1687 Delegation of Authority from the commander. The Form 1687 will detail the task they are performing and the limitations of their power.
Click this link to see a Form 1687 and a detailed description of each block in chapter 12.

MoI 14 Request Process

The MoI 14 Process is the backbone of the ANSF logistics system. The MoI Form 14 is used as a **request and lateral transfer document**. *(MoI Form 14 is only used as a lateral transfer document at the unit level. Any items laterally transferred, ie…turned in, to a depot requires the use of a MoI Form 9) Although, the MoI Form 14 is primarily used to initiate any request dealing with the 10 classes of supply. When requirements are identified, the supply officer at the unit level will initiate a MoI 14 and start the routing and approving process to request the supply. MoI 14's can be filled at the Provincial Supply Point (PSP), the Regional Logistics Center (RLC) or at the Material Management Center (MMC) portion of the National Logistics Center (NLC) located in Kabul. The complete MoI 14 process is outlined in the MoI Logistics Policy and correct procedures to complete the form are referenced in Chapter 8 of this handbook.

(PSP) Provincial Supply Point
(Provincial Headquarters) Interim

(RLC) Regional Logistics Center
(Regional Headquarters) Interim

District HQ

(NLC) National Logistics Center MMC
(Chief of Supplies)

CSTC-A

(NLC) National Logistics Center Warehouse
(Interim Logistics Facility)

MoI   Issued Items

Police Unit Initiates Request
Starting Point
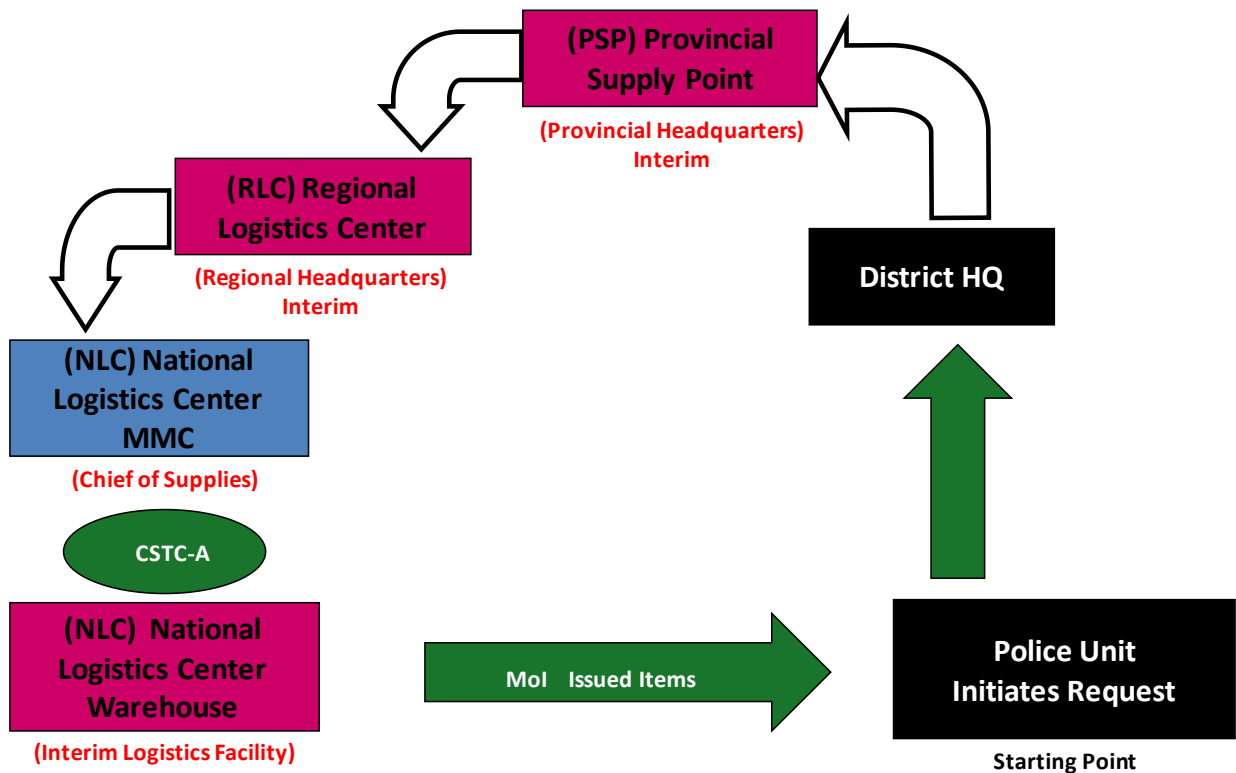
Items filled to unit   - sent with a MoI Form 9 Issue Receipt -

Before going any further to learn about the MoI 14 process, make sure you have read pages 56-66 that discuss the roles of the Regional and Provincial Police Headquarters when a PSP or RLC has not been established. Also, familiarize yourself with the relationship between the "Chief of Supplies" and the "Interim Logistics Facility" as it relates to the MMC and NLC while they are being developed.

-Provincial Headquarters will have the authority to accept or deny orders in areas where the PSP is not up and functioning yet, but the Provincial HQ's do NOT warehouse any items. The PHQ will only forward the request to the RLC or RHQ.

-Regional Headquarters will have the authority to accept or deny orders in areas where the RLC is not up and functioning yet, but the Regional HQ's do NOT warehouse any items. The RHQ will forward the request to the NLC. (Chief of Supplies and ILF)

-Chief of Supplies (the MMC Commander) and the Interim Logistics Facility (Warehousing capability) will function as the MMC and National Depot portions of the National Logistics Center until it is completed and functional.

There is no change in the process for a MoI 14 request. The chain of approval is the same, only the warehousing capabilities are affected as the MoI progresses through its transformation.
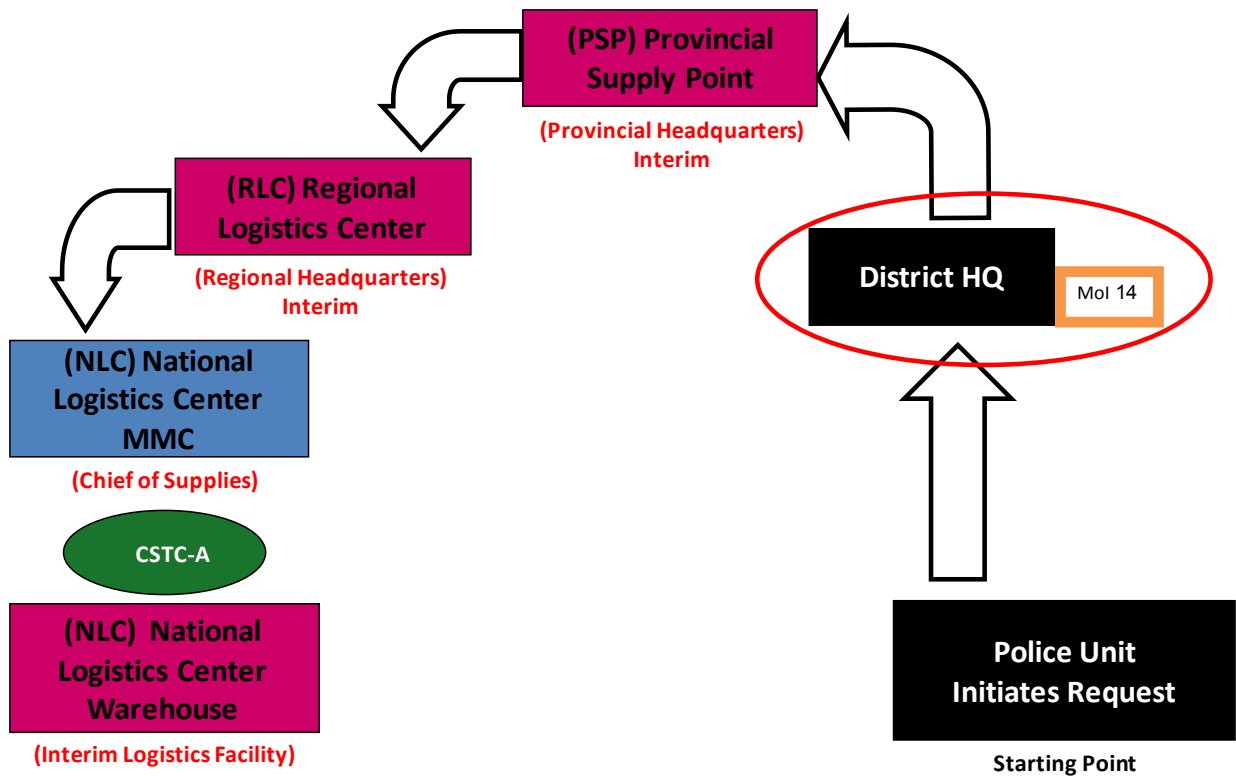
The police unit prepares a MoI 14 to request items. The supply officer/NCO will prepare the paperwork and have the commander sign the MoI 14 request. The request goes to the District Headquarters for approval. District HQ's do not stock items, they validate the request and keep situational awareness.
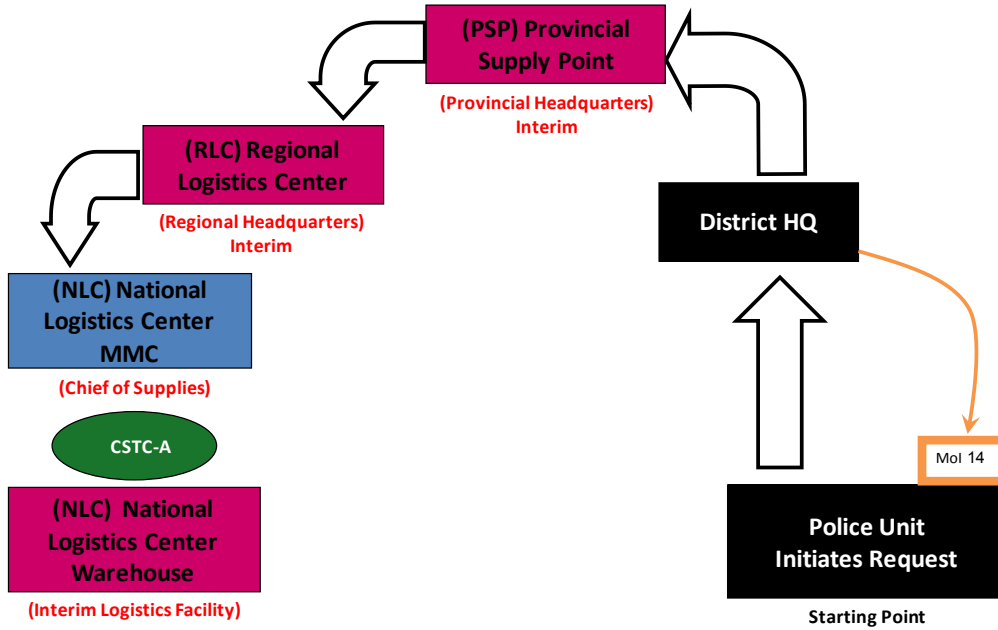
The District Police Chief has authority to deny an order. If a MoI 14 request is denied, the District (as with every level of the ANP) is required to return the MoI 14 to the originating unit WITH an explanation of why it was denied. The logistics system is new to the ANP and it can be difficult for them to believe in the system if they do not understand why orders do not arrive. As a mentor, check with the ANP to ensure they are receiving the denied MoI 14's <u>and</u> that they have an explanation. If they do not receive the denied 14's or they do not have an explanation, make contact with higher mentor units to resolve the problem.
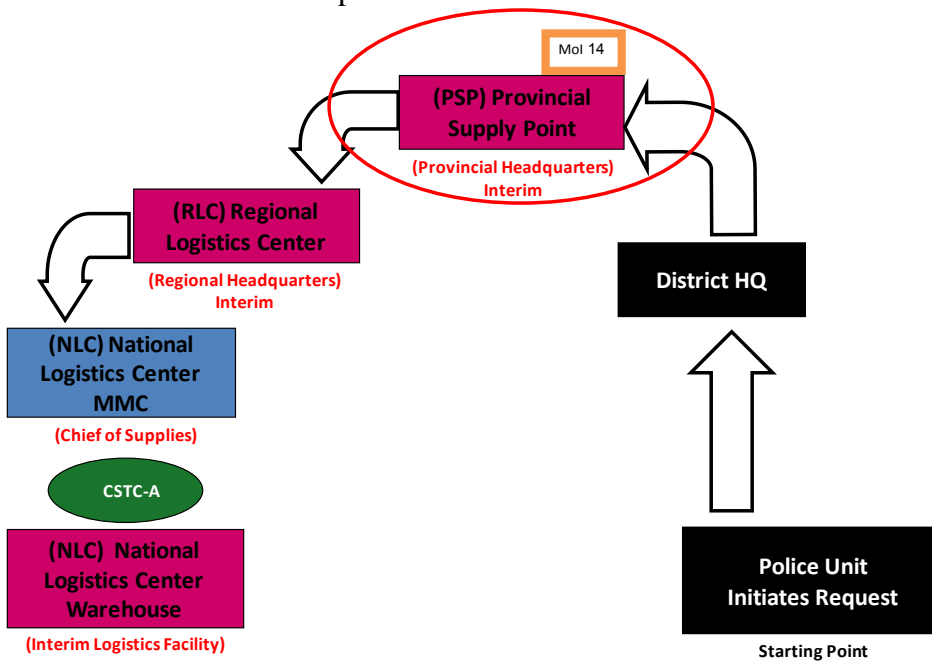
If the order is approved at the District Headquarters level, the MoI 14 request is moved to the Provincial Supply Point (PSP).
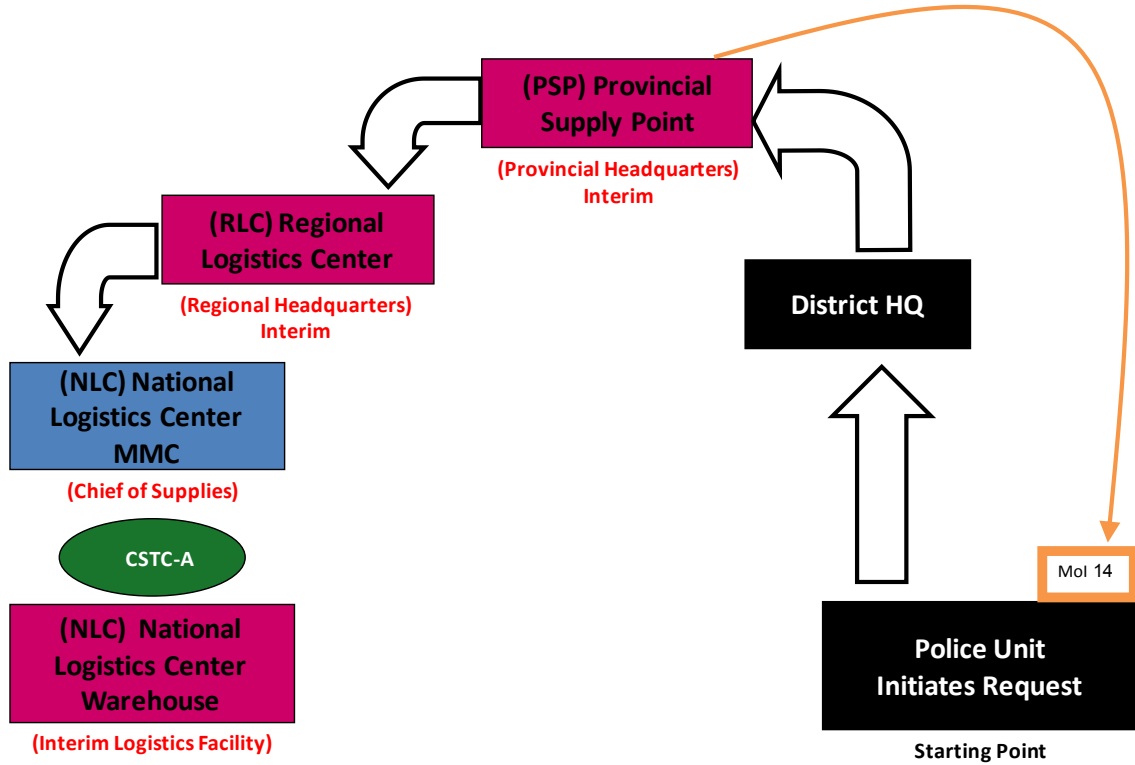
If the PSP denies the order, they must return the MoI 14 with an explanation to the originating unit.
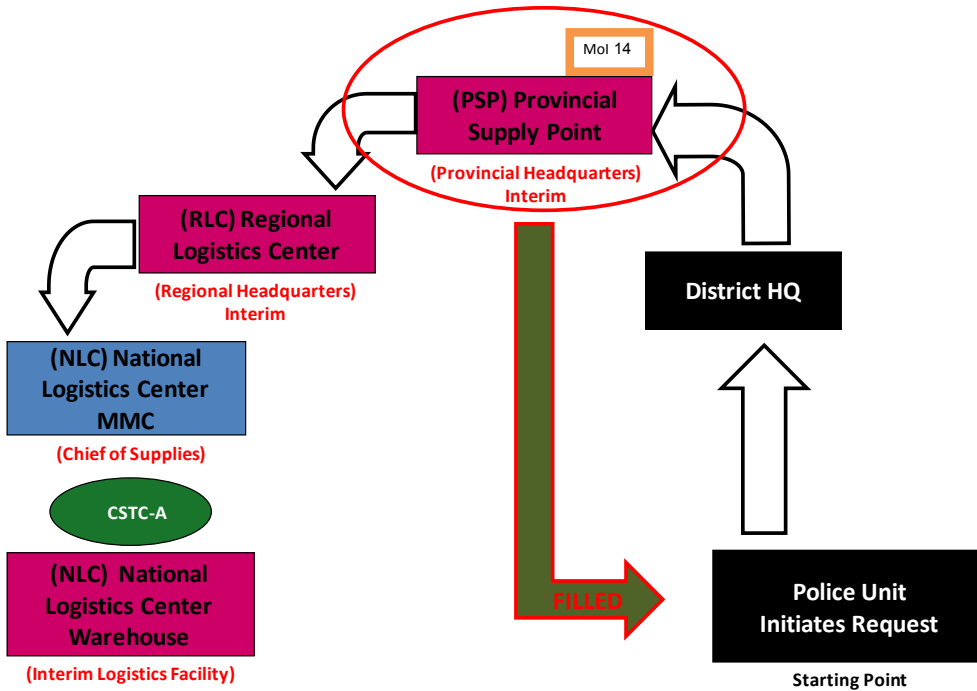
Items filled to unit   - sent with a MoI Form 9 Issue Receipt -

If the PSP can fill the order, it will forward the items to the unit with a MoI Form 9 as a receipt. (Information on the MoI Form 9 process will be discussed later in the chapter)
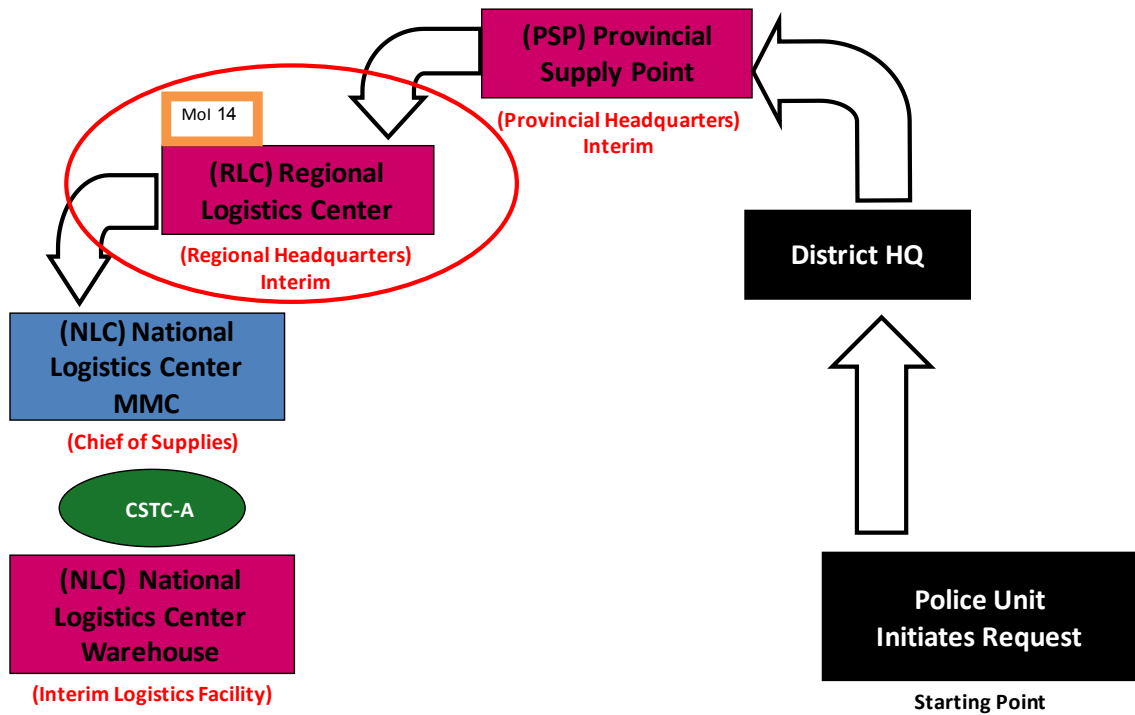
If the PSP approves the order but cannot fill the items for the police unit, they will move the MoI 14 request up to the Regional Logistics Center
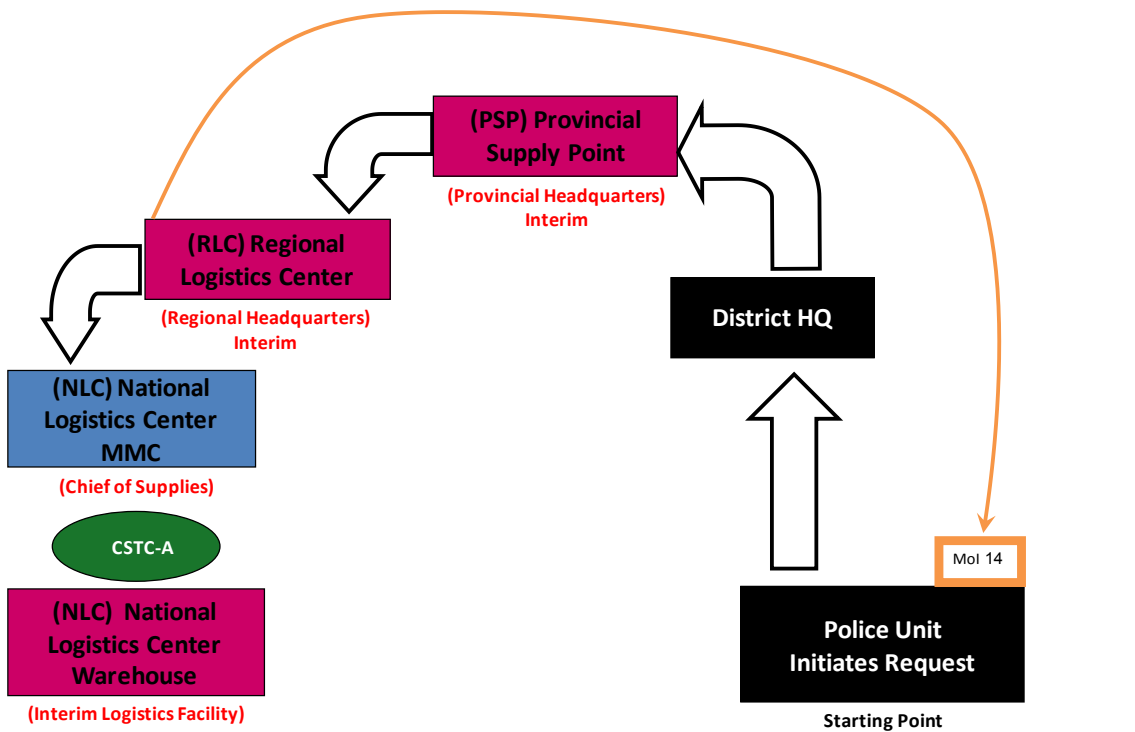
If the RLC denies the order, they must return the MoI 14 with an explanation to the originating unit.

**(PSP) Provincial
Supply Point**

**(Provincial Headquarters)
Interim**

MoI 14

**(RLC) Regional
Logistics Center**

**(Regional Headquarters)
Interim**

District HQ

**(NLC) National
Logistics Center
MMC**

(Chief of Supplies)

CSTC-A

**(NLC) National
Logistics Center
Warehouse**

(Interim Logistics Facility)

FILLED

**Police Unit
Initiates Request**

Starting Point
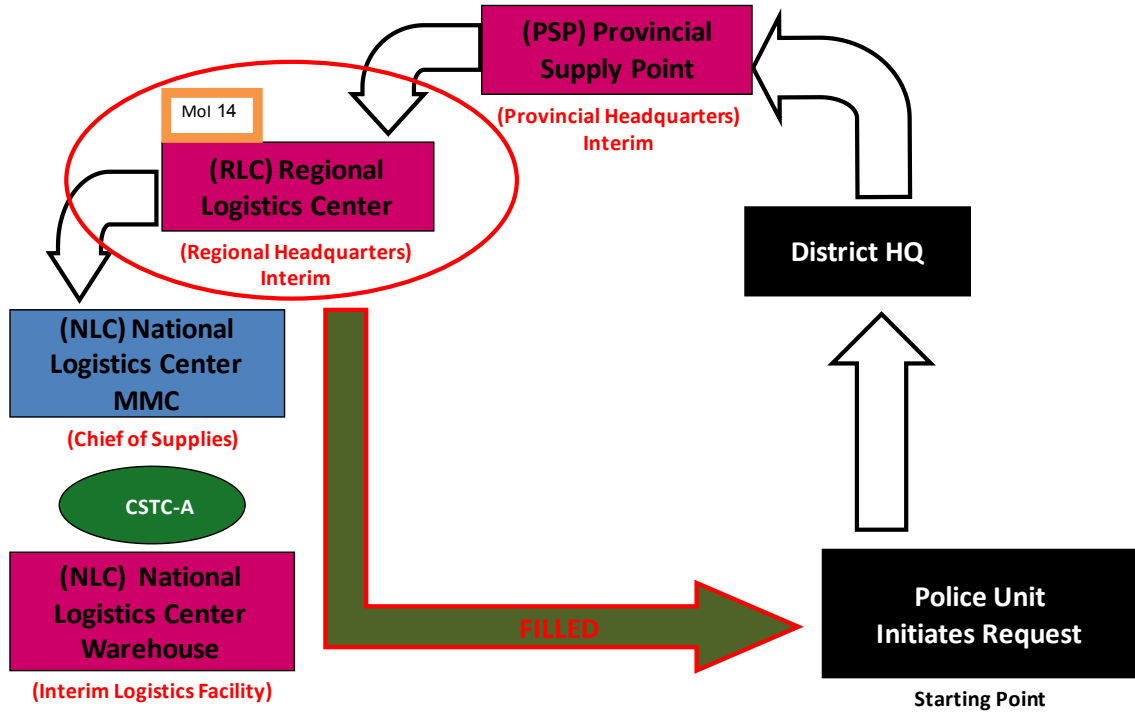
Items filled to unit   - sent with a MoI Form 9 Issue Receipt -

If the RLC can fill the order, it will send the items to the unit with a Form 9 as a receipt.

**(PSP) Provincial
Supply Point**

**(Provincial Headquarters)
Interim**

**(RLC) Regional
Logistics Center**

**(Regional Headquarters)
Interim**

District HQ

**(NLC) National
Logistics Center
MMC**

MoI 14

(Chief of Supplies)

CSTC-A

**(NLC) National
Logistics Center
Warehouse**

(Interim Logistics Facility)

**Police Unit
Initiates Request**

Starting Point
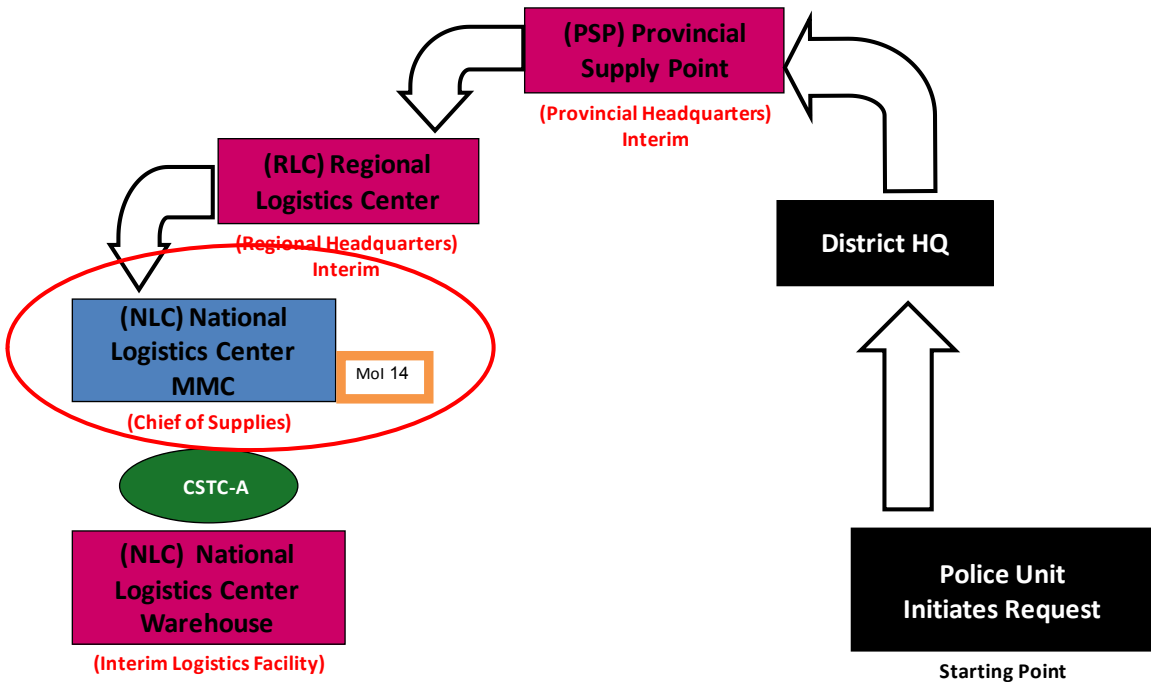
If the RLC approves the order but is unable to fill, the RLC will send to the MMC branch of the NLC

If the NLC denies the order, they must return the MoI 14 with an explanation to the originating unit.

Items filled to unit   - sent with a MoI Form 9 Issue Receipt -

If the order is approved at the Material Management Center, they will check the stock available at the National Warehouse (currently the ILF). If there is stock available, the NLC will ship directly from the National Warehouse.

Items filled to unit   - sent with a MoI Form 9 Issue Receipt -

If the MMC approves the order but the National Warehouse does not have any of the items available, the Afghans often look to CSTC-A for help. CSTC-A mentors have a direct working relationship with the MoI personnel at the NLC level. CSTC-A has the ability to contract goods and services for the ANP when the MoI system is inadequate. If CSTC-A approves an order that cannot be filled by the MoI, they will procure the item and place into the MoI system for disbursement to the original requesting unit.

Important Notes on the MoI 14 Process

-A denied MoI 14 should always have the reason for denial written on the MoI 14 before it is routed back to the original unit. MoI 14's that are not returned or come back denied with no explanation should prompt a PMT to work with teams that mentor at the level where the explanation should have been provided. Have that team mentor their ANP counterpart to include the reason for denial.

-ANP should always provide, and have signed, 4 copies of the MoI 14 request. The Afghan system is not automated so accountability is more difficult. Every level of the process needs a copy of the MoI 14 signed by the requesting commander and the Afghan that receives the request. Copy's will continue up the supply chain and one signed copy of the MoI 14 is kept for that unit's records. This proves that the request was placed and provides accountability for the order.

-Limit each MoI 14 request to (1) class of supply. The MoI logistics system is set up around item managers that specialize in only one class of supply. When orders make

their way to the national level, they get routed to the appropriate item manager. In the past it was difficult to get orders with multiple classes of supply on the same Form 14 filled because each class of supply was handled in different locations by different people. To mitigate this issue, orders on a MoI Form 14 will only contain one class of supply.

Each order may contain as many lines as necessary so long as they are of the same class of supply. For example, if the unit needs to request 6 boots, 20 t-shirts and a tent. That may all be noted on the same MoI Form 14. They are all class 2 items. If a unit needed to order 4 M16A2 rifles and 500 rounds of 5.56 ammunition, this would require 2 separate Form 14's. The first would be for the 4 M16A2 rifles (class 7) and another Form 14 for the 500 rounds of ammunition (class 5).

-<u>ANP must fill out the MoI Form 14 completely</u>. It is important that the MoI Form 14 be filled out completely because the system is new and the Afghans are not adept at understanding what is needed. Too often a request is denied simply because the Form 14 is not filled out completely. Coalition supply systems and personnel often know what is needed (the intent of the order) just by experience. When a small piece of information is left out, the supply person will often fill in the information or contact the original requester to verify the intent and then keep the order moving up the system. This is not the case with the Afghan supply chain. The ANP need to make sure the Form 14's are filled out completely. Help the ANP understand what is happening when the MoI 14 is not filled out properly and mentor on the overall intent of orders. Encourage the ANP to contact others in the logistics chain when they have questions. Helping the ANP to communicate amongst each other will greatly benefit the MoI's progress.

-<u>When an ANP unit turns-in or laterally transfers an item, they need to fill out a Form 14</u>. The MoI Form 14 is primarily used as a requesting document, however, it is also used as a turn-in and lateral transfer document. This action will annotate what is being transferred from their unit to another unit's control. The Form 14 will list all of the items, their quantity and the serial numbers for each. This use of a Form 14 necessitates action be taken with the Property Book. In the case of turning-in items, they will have to be <u>removed</u> from the unit's Property Book. The gaining unit will be prompted by the Form 14 lateral transfer to <u>add</u> the items to their Property Book.

MoI Form 9 Process

The MoI Form 9 is a material issue order. When items are sent from a warehouse to the requesting unit, the orders will be accompanied by a MoI Form 9. The Form 9 will reference the original order that it is filling so the requesting unit is able to track the orders being filled. The From 9 lists all the items sent to the unit as well as their serial numbers or lot numbers. It is filled out in multiple copies to give situational awareness of the transaction to more than just the locations that requested and filled the order. For this reason, the Form 9 plays a large role in the accountability of equipment.

*Important note- <u>The MoI Form 9 is used as a lateral transfer document when there is a depot/warehouse involved in the transaction</u>. Items that are laterally transferred to a

depot, ie…items that are returned such as excess weapons or equipment, will utilize the MoI Form 9 because it is essentially a material issue order back to the warehouse. The MoI Form 14 is only used as a lateral transfer document at the unit level.

 ANP units will see MoI Form 9 documentation tied to two primary functions;

-<u>When supporting units fill a MoI 14 request, the items will always be sent with a MoI Form 9</u>. The Form 9 will serve as a receipt of issue and fully detail all of the items given to the requesting unit. This includes type of items, number of items and serial numbers for items. It also serves as a record for the issuing unit. A MoI Form 9 prompts the need to adjust information on the Property Books of both the issuing unit and the receiving unit.

-<u>When the MoI is "pushing" items to individual units</u>. This is most commonly seen when the Warsaw Pact weapons (AK-47's and the like) are being replaced with NATO weapons. As CSTC-A and the MoI "push" the items down to the units, the shipments will be accompanied by a MoI Form 9. This will detail the items, quantity and serial numbers pushed down. There will not be a corresponding order placed by the unit to reconcile the receipt of goods, but the Form 9 triggers the need to adjust the Property Books.

As a logistics mentor for the ANP, spot checking the MoI Form 9's is a great tool to ensure that the ANP logistics officer understands, and is correctly utilizing, the MoI Logistics Process. Asking to see copies of recent Form 9's and checking them against the entries in the Property Book will help the logistics officer understand that all items under the control of his unit are to be annotated on the Property Book.
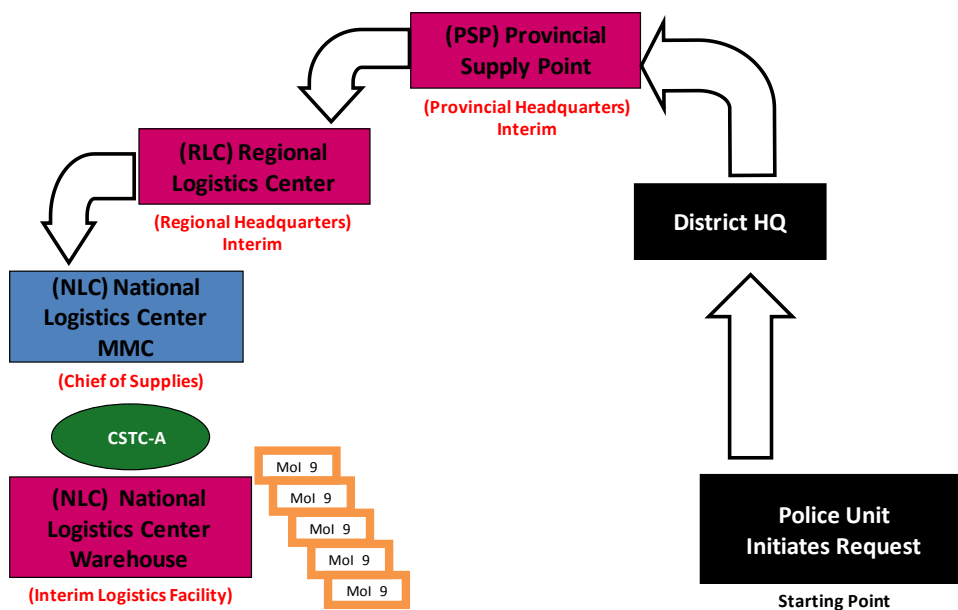
As the warehouse prepares the equipment for delivery to the requesting unit they prepare 5 copies of the MoI Form 9 Material Issue Order.

(PSP) Provincial Supply Point

(Provincial Headquarters) Interim

(RLC) Regional Logistics Center

(Regional Headquarters) Interim

District HQ

(NLC) National Logistics Center MMC

(Chief of Supplies)

CSTC-A

MoI 9

MoI 9   MoI 9

MoI 9

(NLC) National Logistics Center Warehouse

FILLED

Police Unit Initiates Request

(Interim Logistics Facility)

MoI 9

Starting Point
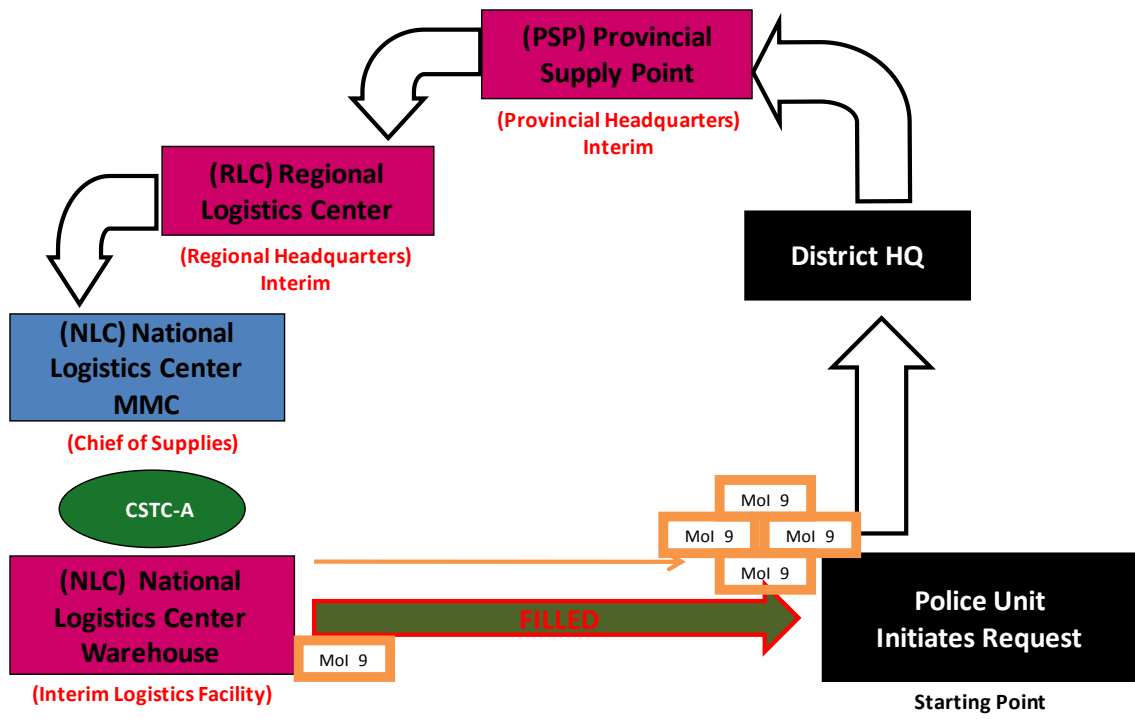
When items are sent directly from the NLC Warehouse to the end unit, four copies of the MoI Form 9 are sent with the equipment. This can be an order that is filled or equipment being pushed out to units by the MoI such as NATO weapons or cold weather items, which did not originate on a MoI Form 14 order.

(PSP) Provincial Supply Point

(Provincial Headquarters) Interim

(RLC) Regional Logistics Center

(Regional Headquarters) Interim

District HQ

(NLC) National Logistics Center MMC

(Chief of Supplies)

CSTC-A

MoI 9

MoI 9   MoI 9

MoI 9

(NLC) National Logistics Center Warehouse

FILLED

Police Unit Initiates Request

(Interim Logistics Facility)

MoI 9

Starting Point

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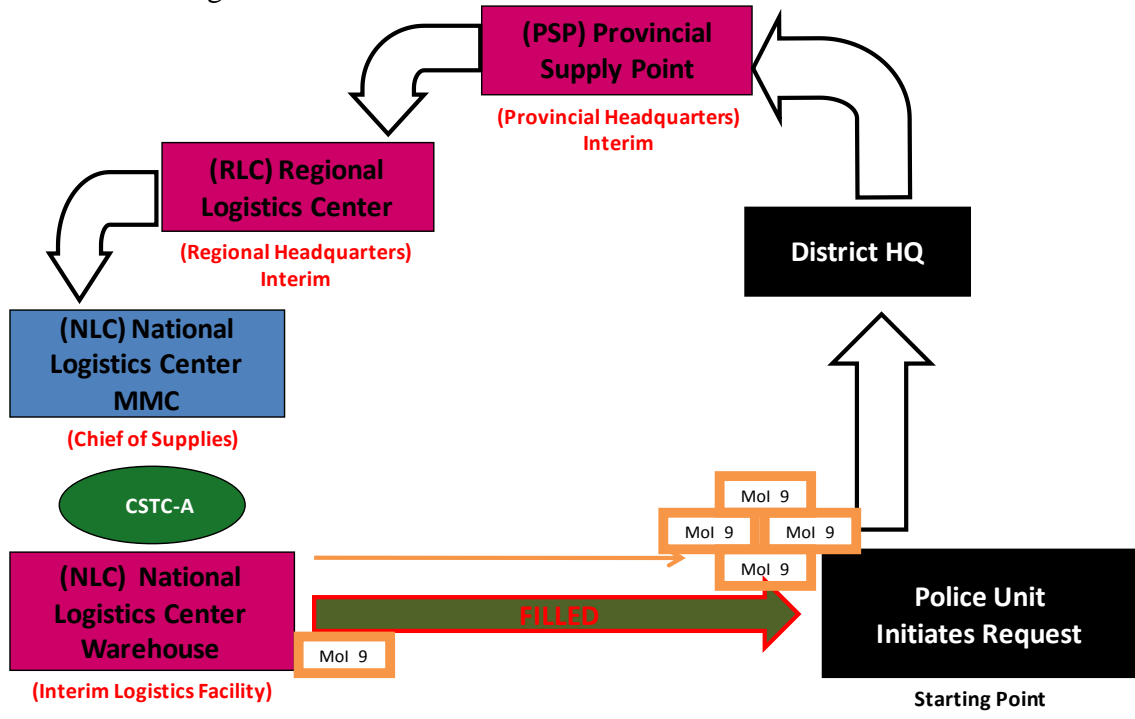
The warehousing facility retains a copy of the Form 9 for records until a signed copy of the Form 9 from the supported unit is returned to the warehouse.
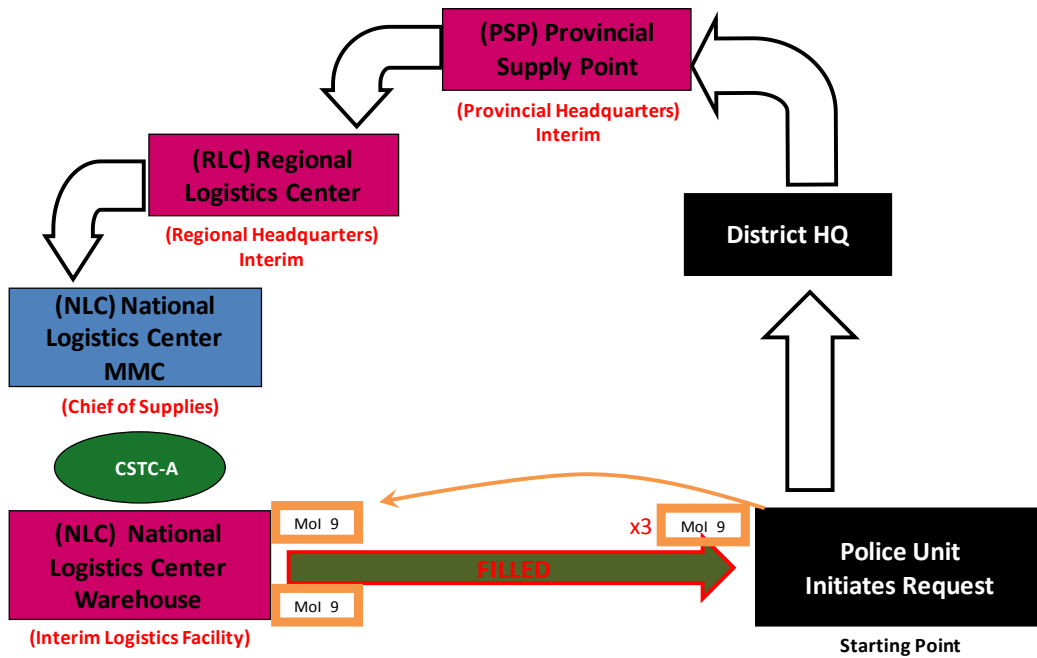
The receiving unit will now be in possession of (4) Form 9 Material Issue Orders. One copy is for the unit. It is used to inventory the items that have arrived. The unit must reconcile all item quantities and their serial numbers to ensure accuracy. This copy is then used to update the Property Book. The second copy of the Form 9 is a receipt for the issuing unit. After reconciliation of the items, the receiving unit will sign the second Form 9 and return it to the supporting location that shipped the items. The remaining two Form 9's are extra in the case of items shipping directly from the NLC.

(PSP) Provincial Supply Point

(Provincial Headquarters) Interim

(RLC) Regional Logistics Center

(Regional Headquarters) Interim

(NLC) National Logistics Center MMC

(Chief of Supplies)

District HQ

CSTC-A

(NLC) National Logistics Center Warehouse

(Interim Logistics Facility)

MoI 9
MoI 9
MoI 9
MoI 9
MoI 9

Police Unit Initiates Request

Starting Point
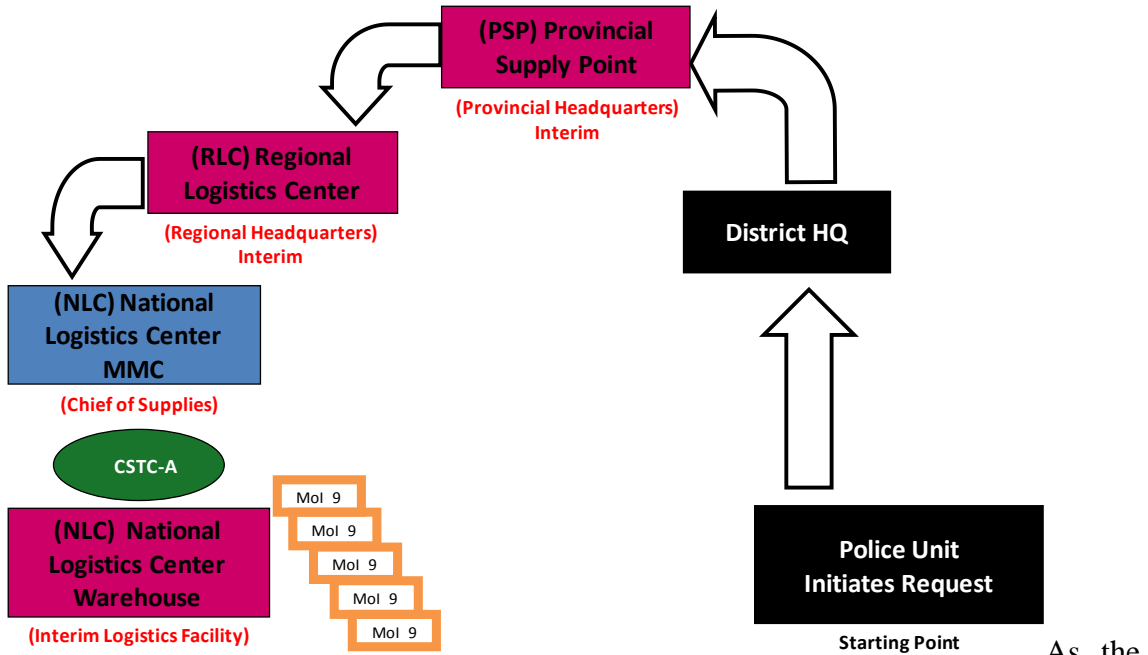
As the MoI logistics system matures, the distribution of items will go from the National Warehouse to the Regional and/or Provincial Logistics Centers. In this case, the NLC will still prepare 5 copies of the MoI Form 9.

(PSP) Provincial Supply Point

(Provincial Headquarters) Interim

(RLC) Regional Logistics Center

MoI 9
MoI 9
MoI 9
MoI 9

(Regional Headquarters) Interim

(NLC) National Logistics Center MMC

(Chief of Supplies)

District HQ

CSTC-A

(NLC) National Logistics Center Warehouse

FILLED

MoI 9

(Interim Logistics Facility)

Police Unit Initiates Request

Starting Point
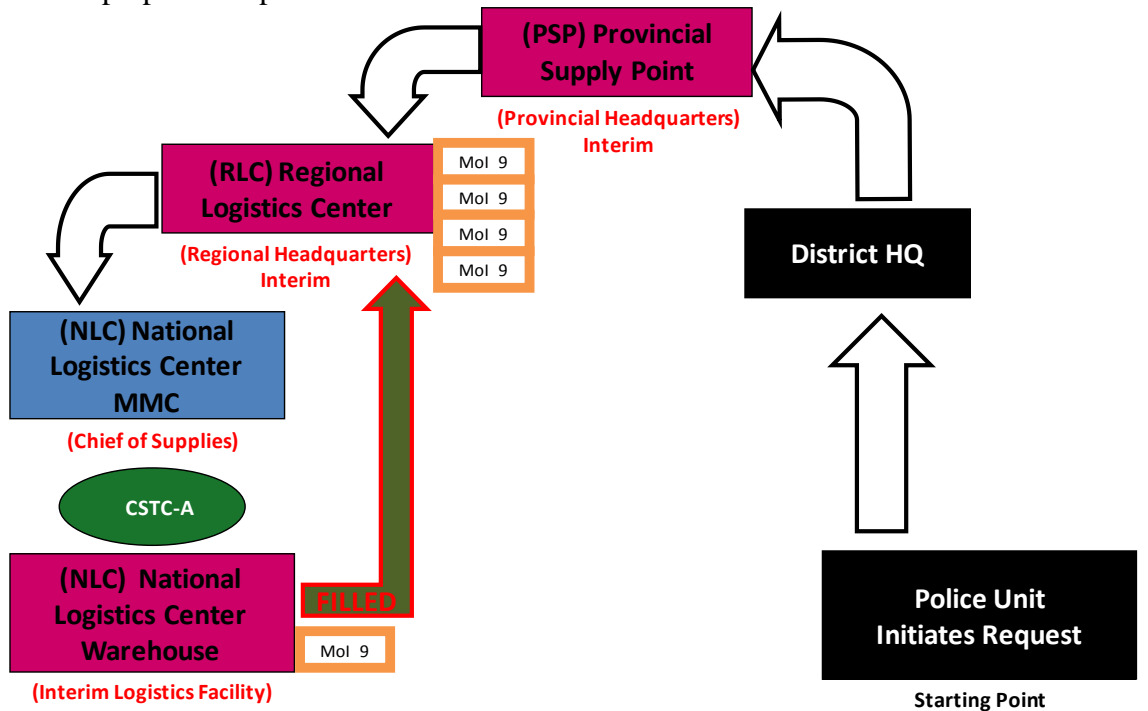
The order is filled at the warehouse and sent to the Regional or Provincial Center with 4 copies of the MoI Form 9. The warehouse keeps one copy for records until a signed copy is returned from the location the items were shipped.

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(PSP) Provincial Supply Point

(Provincial Headquarters) Interim

(RLC) Regional Logistics Center

MoI 9
MoI 9
MoI 9

(Regional Headquarters) Interim

District HQ

(NLC) National Logistics Center MMC

(Chief of Supplies)

CSTC-A

(NLC) National Logistics Center Warehouse

FILLED

MoI 9   MoI 9

(Interim Logistics Facility)

Police Unit Initiates Request

Starting Point
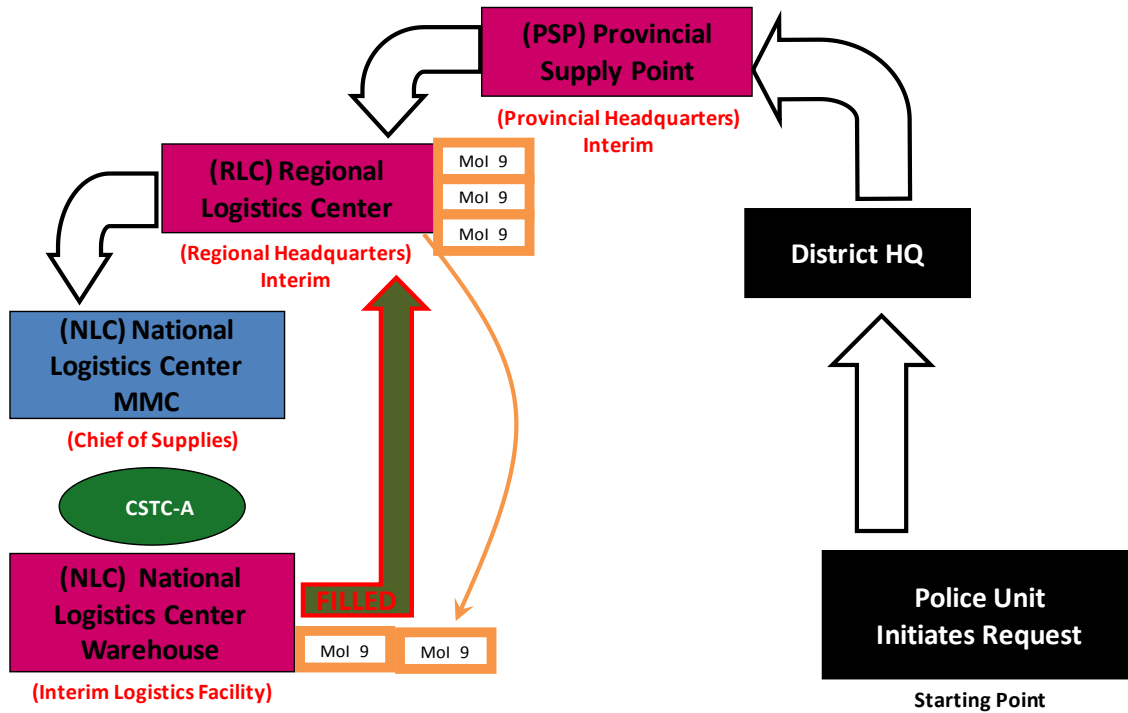
The Regional or Provincial Logistics Center will inventory the items to ensure accuracy. Once accuracy is verified, they will sign one copy and return it to the location that issued the items.

(PSP) Provincial Supply Point

(Provincial Headquarters) Interim

(RLC) Regional Logistics Center

MoI 9

(Regional Headquarters) Interim

District HQ

(NLC) National Logistics Center MMC

(Chief of Supplies)

CSTC-A

(NLC) National Logistics Center Warehouse

MoI 9   MoI 9

(Interim Logistics Facility)

FILLED

MoI 9
MoI 9

Police Unit Initiates Request

Starting Point
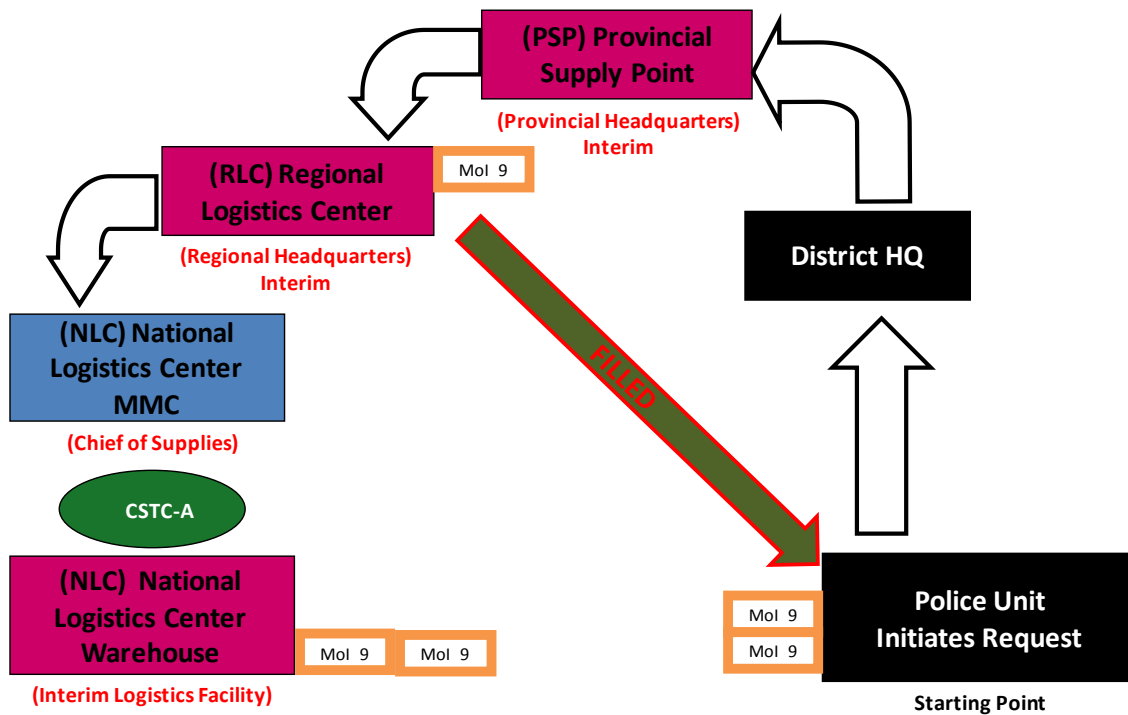
The Regional or Provincial Logistics Center will then retain one copy of the MoI Form 9 for records and issue the items to the unit that placed the initial request along with the final (2) copies of the MoI Form 9.
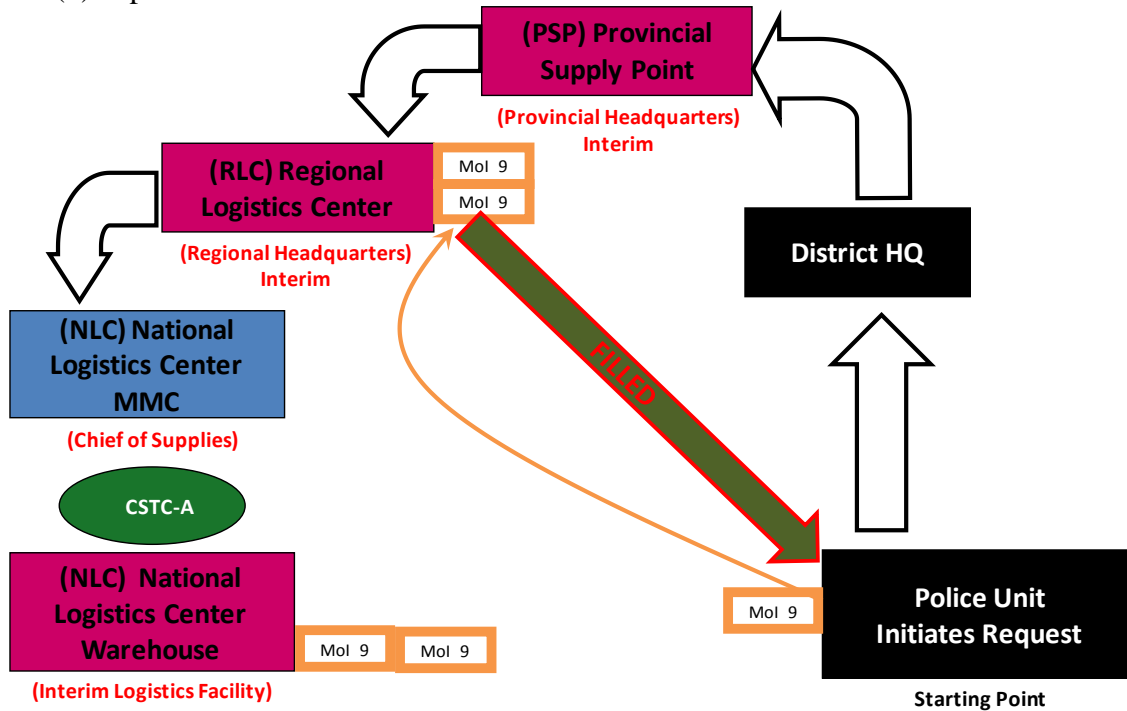
The ANP unit will receive the items along with the (2) copies of the MoI Form 9. The unit will reconcile all the items and serial numbers against the information on the Form 9. After accuracy is verified, the unit will sign the second copy of the Form 9 and return it to the Regional or Provincial Logistics Center, which ever sent the items. The Form 9 triggers a need at the unit level to update the Property Book. After updating the Property Book, file the MoI Form 9 in the appropriate location. Forms are generally filed by type and then by date among the same forms. Form 9's need to be kept for a minimum of 2 years.

Important Notes on the MoI 9 Process

-Receipt or use of a MoI Form 9 will always prompt a change in the Property Book. A Form 9 is transferring the ownership of accountable items from one unit to another. The receiving unit will always have additions to make in the Property Book and issuing units will always have subtractions to make in their Property Book. Looking at a unit's MoI Form 9's is a great tool to assess their understanding of property accountability.

-The signed copy of a Form 9 is a receipt and acknowledgement of ownership. It is important that mentor teams help the ANP to realize that accurate inventories need to occur when receiving items. A copy of the Form 9 must be returned, and if the unit signs the Form 9, they are responsible for the items listed on the page. Ensure that the totals and the serial numbers for each item are 100% correct.

-<u>When a unit receives a MoI Form 9 that does not match the items delivered, the receiver only needs to sign for the items present.</u> If there is a discrepancy between the Form 9 and the item quantity, the receiver will neatly cross through the amount on the Form 9 and write in the amount received. After adjusting the quantity, they will sign and return the Form 9 to issuing warehouse. This will alert the warehouse that the order was received and those items accounted for. The discrepancy will be worked out at a later time.

MoI Property Book Process

Information on Property Books is described in the PMT Responsibilities section of this book. In brief, the ANP Property Book consists of two forms, the MoI Form 3328 and the MoI Form 3328-1. The 3328 identifies the specific item, how many are on hand and the tracking document number that necessitated a change in the Property Book. The 3328-1 is a page that accompanies each specific 3328. It is where all the serial numbers for a particular stock number are written.

MoI Form 3328

<div dir="rtl">ثبت املاک</div>
PROPERTY RECORD

میزان / BALANCE	مقدار استرداد شده / QUANTITY TURN-IN	مقدار دریافت شده / QUANTITY RECEIVED	شماره سند / DOCUMENT NUMBER	تاریخ / DATE POSTED	میزان / BALANCE	مقدار استرداد شده / QUANTITY TURN-IN	مقدار دریافت شده / QUANTITY RECEIVED	شماره سند / DOCUMENT NUMBER	تاریخ / DATE POSTED
						میزان قبلی / BALANCE BROUGHT FORWARD			
						QTY -	QTY +		Date
		Starting balance							
	میزان انتقال یافته شده / BALANCE CARRIED FORWARD								

| واحد قیاسی / UNIT OF ISSUE | | نمبر جنس / STOCK NUMBER Stock Number | | نمبرتشکیل یا جزوتام مافوق / AUTHORITY | | | شفر شناسای جزوتام / UIC | | |
| استحقاق تعین شده / AUTH ALW | | | استحقاق لازمی اضطراری / REQUIRED ALW | | | | سطر نمبر اقلام / LIN | | |

Figure 10-1 MoI Form 3328

The Form 3328 gives a look at the quantity of a specific type of item. Each item is broken down into a stock number and only one specific stock number is used per page. In the first column the PBO will put the date of the change. The second column is for the unique document number from the MoI Form 9 (The unique document number is described in the next section of this chapter). The third column is the number of items that are being added to the unit's property. Fourth column is used if the unit is removing items from the Property Book. The fifth column is the new balance after the Property Book has been adjusted.

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MoI Form 3328-1

سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER	سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER	سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER	سریال نمبر/ نمبر راجستر SERIAL/REG NUMBER	نمبر فایل FILE NUMBER
						Serial #'s	
						↓	
			تشریح عینیات ITEM DESCRIPTION		نمبر جنس STOCK NUMBER	کودشناسای جزوتام UIC	
					Stock Number		

Figure 10-2 MoI Form 3328-1

The Form 3328-1 is used to keep track of the serial numbers for all accountable items. Each 3328 will have a corresponding 3328-1. The stock number from the 3328 is also written on the 3328-1 at the bottom of the page. The serial numbers are entered onto the sheet in the first column. The second column is not mandatory. Some mentors have suggested using this as a place to denote which squad the weapon is in. Many use the policeman's badge number to identify who has that particular item.

The Property Book Binder

The actual Property Book is a 3-inch 3-ring binder. Each 3328 has the corresponding 3328-1 stapled to the back. A three hole punch is then used along the right side of the sheets (they read from right to left) and each set of 3328 and 3328-1's are inserted into the three ring binder in stock number order.

How Property Book Accountability Functions in the MoI System

The MoI 14 process and the MoI 9 process were discussed earlier in this chapter. As the MoI 14 requests items, the MoI 9 is used as a receipt to transfer ownership. Any time a MoI Form 9 is received with goods or a MoI 14 is used as a lateral transfer form to turn-in items, it triggers a need to alter the Property Book.

There are times when items will not come from the MoI system. These items all have to be added to the Property Book. All items, whether purchased with MoI contracting funds, presented as a gift or seized, become the property of the Government of the Islamic Republic of Afghanistan (GIRoA).

<h2 style="text-align:center">Unique Document Numbers</h2>

As you learn how to request items and update the Property Book with the material receipts, it is important to know how each order placed is unique from others. The MoI logistics system uses a combination of three data sources to create a unique document number for every transaction.   The three key fields are:

-The unit's Ministry of Interior Supply Address Code (MoISAC)

-The solar chronological date of the transaction

-The specific order number (serial number) assigned to that transaction, on that particular day, by the unit

MoISAC

The MoISAC is a unique code given to every ANP unit. The MoISAC's describe who the unit is and tells where the unit is located. MoISAC's are derived by using the following structure:
-The first digit denotes the Region
0-Central Warehouse
1-Kabul Region
2-Central Region
3-North Region
4-East Region
5-South Region
6-West Region

-Digits 2,3 and 4 denote the specific Province the unit is located
Examples are BAM-Bamian Province, KAB-Kabul Province, LAG-Laghman Province

Digits 5 and 6 are a two letter code assigned to each district or precinct

An example MoISAC is 1KABAX. This is in the Kabul Region, Kabul Province, Precinct/District 10. <u>For a complete list of MoISAC's on the CD, click this link</u>

Solar Chronological Date

The solar chronological date is similar to a Julian date. The Afghan new year starts on March 21st of our year and currently, at the time of publication in 2009, they are in the year 1388. The solar chronological date is a 4 digit number beginning with the last number from the year. In this case an <u>8</u> (138<u>8</u>). The next three numbers come from the day of their year in chronological order. March 21st of our year is the first day of their calendar making that chronological date 001. Example; on March 21st of 2009, the solar chronological date for the Afghans was 8001. <u>Click here for a complete Afghan Solar Chronological Calendar</u>.

Serial Number - Specific Order Number

For every order placed, there is a specific order number assigned for that particular day. The first order of the day will always start with 0001. The second order will be 0002 and so forth. It does not matter what class of supply, nor does it matter if the order numbers are entered in perfect chronological order on the MoI request form. The important part of this process is assigning each line item that is ordered a specific order number.

See the following examples.

		Issue ☒	درخواست	
		Turn-in ☐	استرداد	
Mol ANP Form 14 for Request or Turn-in	ـم 14 پولیس ملی وزارت داخله برای درخواست	Lateral Transfer ☐	انتقال جانبی	

ملاحظات	اقلام عمده	اسم و محل تولید کننده	نمبر شناسائی جنس/ شماره ستوک ملی	تاریخ نیاز تحویل دهی	مقدار	واحد قیاسی	شرح جنس/ اسم جنس	اولویت	نمبر مسلسل
Notes 14	End Item 13	Name/Location Manufacturer 12	Item Number 11	Date Require 10	Qty 9	U.I. 8	Item Name/Description 7	Priority 6	Serial # 5
							Boots		0001
							T-Shirts		0002
							Socks		0003

Header fields above table:

کود آدرس جزوتام اکمال کننده	کود آدرس جزوتام اکمال شونده	تاریخ هجری شمسی:	تاریخ مسلسل شمسی:
	1KABAX		8056
Mol SAC Supporting Unit 4	Mol SAC Supported Unit 3	Solar Date 2	Solar Chronological Date 1

فورم 14 پولیس ملی وزارت داخله برای درخواست یا استرداد
Mol ANP Form 14 for Request or Turn-In
February 2009

18	17	16	15
(Supporting Units Signature and Date) امضای قوماندان دیپوی حمایوی وتاریخ		**(Delegated Requester's Signature and date)** امضای درخواست کننده و تاریخ	

Figure 10-3 Serial Number Example 1 (Form 14)

The example in Figure 7-3 shows the first three orders of the day for an ANP unit. All 3 of the items are of the same class of supply so it is permissible to use the same MoI Form 14 to request the items. Each line item is assigned a unique serial number based on the chronological order the request was placed. The first request of the day was for boots so it is assigned 0001. The second request on this particular day is for t-shirts so the serial number is 0002. The third request of the day is for socks so it is assigned 0003.

درخواست	Issue	X
استرداد	Turn-in	
انتقال جانبی	Lateral Transfer	

MoI ANP Form 14 for Request or Turn-in · م. ۱۴ پولیس ملی وزارت داخله برای درخواست

کود آدرس جزوتام اکمال کننده	کود آدرس جزوتام اکمال شونده	تاریخ هجری شمسی:	تاریخ مسلسل شمسی:
	1KABAX		**8056**
MoI SAC Supporting Unit 4	**MoI SAC Supported Unit** 3	**Solar Date** 2	**Solar Chronological Date** 1

ملاحظات	اقلام عمده	اسم و محل تولید کننده	نمبر شناسائی جنس/ شماره ستوک ملی	تاریخ نیاز تحویل دهی	مقدار	واحد قیاسی	شرح جنس/ اسم جنس	اولویت	نمبر مسلسل
Notes 14	**End Item** 13	**Name/Location Manufacturer** 12	**Item Number** 11	**Date Require** 10	**Qty** 9	**U.I.** 8	**Item Name/Description** 7	**Priority** 6	**Serial #** 5
							HESCO		0004

فورم ۱۴ پولیس ملی وزارت داخله برای درخواست یا استرداد

MoI ANP Form 14 for Request or Turn-In

February 2009

18	17		16	15
امضای قوماندان دیپوی حمایوی وتاریخ **(Supporting Units Signature and Date)**			امضای درخواست کننده و تاریخ **(Delegated Requester's Signature and date)**	

Figure 10-4 Serial Number Example 2 (Form 14)

Figure 7-4 shows the same unit supply who ordered the boots, t-shirts and socks then needs to order some HESCO barriers. Since this is a different class of supply, there needs to be a separate MoI 14 filled out. He adds the HESCO's to the order and assigns the serial number 0004 because it is the 4th order of that particular day.

	Issue	X	درخواست
	Turn-in		استرداد
Mol ANP Form 14 for Request or Turn-in	م 14 پولیس ملی وزارت داخله برای درخواست.	Lateral Transfer	انتقال جانبی

کود آدرس جزوتام اکمال کننده		کود آدرس جزوتام اکمال شونده		تاریخ هجری شمسی:		تاریخ مسلسل شمسی:	
		1KABAX				**8056**	
Mol SAC Supporting Unit	4	**Mol SAC Supported Unit**	3	**Solar Date**	2	**Solar Chronological Date**	1

ملاحظات	اقلام عمده	اسم و محل تولید کننده	نمبر شناسائی جنس/ شماره ستوک ملی	تاریخ نیاز تحویل دهی	مقدار	واحد قیاسی	شرح جنس/ اسم جنس	اولویت	نمبر مسلسل
Notes 14	**End Item** 13	**Name/Location Manufacturer** 12	**Item Number** 11	**Date Require** 10	**Qty** 9	**U.I.** 8	**Item Name/Description** 7	**Priority** 6	**Serial #** 5
							Boots		0001
							T-Shirts		0002
							Socks		0003
							Rucksack		0005

فورم 14 پولیس ملی وزارت داخله برای درخواست یا استرداد

Mol ANP Form 14 for Request or Turn-In

18		17	**February 2009**	16	15
(Supporting Units Signature and Date)	امضای قوماندان دیپوی حمایوی وتاریخ			**(Delegated Requester's Signature and date)**	امضای درخواست کننده و تاریخ

Figure 10-5 Serial Number Example 3 (Form 14)

The same ANP supply person then has a need to order a rucksack. Since the original MoI 14 with the boots, t-shirts and socks has not been placed, he is able to add to the MoI 14 request because the rucksack is also a class 2 item. He adds the rucksack to the Form 14 and assigns the serial number 0005. This is the 5th line order of the day behind the boots, t-shirts, socks and the HESCO barriers. The order on a particular form is not important, the fact that each line order has a specific serial number assigned is the important factor.

The process of starting with 0001 and continuing with each successive order lasts for the entire day. The next day starts over with serial number 0001.

									Issue X	درخواست
									Turn-in	استرداد
Mol ANP Form 14 for Request or Turn-in				ـم **14** پولیس ملی وزارت داخله برای درخواست					Lateral Transfer	انتقال جانبی

ملاحظات	اقلام عمده	اسم و محل تولید کننده	نمبر شناسائی جنس/ شماره ستوک ملی	تاریخ نیاز تحویل دهی	مقدار	واحد قیاسی	شرح جنس/ اسم جنس	اولویت	نمبر مسلسل
Notes 14	End Item 13	Name/Location Manufacturer 12	Item Number 11	Date Require 10	Qty 9	U.I. 8	Item Name/Descriptio 7	Priority 6	Serial # 5
							Boots		0001
							T-Shirts		0002
							Socks		0003
							Rucksack		0005

Mol SAC Supporting Unit 4 — کود آدرس جزوتام اکمال کننده — 1KABAX — **Mol SAC Supported Unit** 3 — کود آدرس جزوتام اکمال شونده — **Solar Date** 2 — تاریخ هجری شمسی: — 8056 — **Solar Chronological Date** 1 — تاریخ مسلسل شمسی:

Unique Document Serial Number (boots)

Unit MolSAC   Solar Chronological Date   Unique Serial Number
1KABAX   8056   0001

1KABAX80560001

فورم **14** پولیس ملی وزارت داخله برای درخواست یا استرداد
Mol ANP Form 14 for Request or Turn-In
February 2009

18	17	16	15
(Supporting Units Signature and Date) امضای قوماندان دیپوی حمایوی وتاریخ		**(Delegated Requester's Signature and date)** امضای درخواست کننده و تاریخ	

Figure 10-6 Unique Document Number (Form 14)

The unique document number for the boots being ordered is 1KABAX80560001. The unique document number for the t-shirts is 1KABAX80560002. The number is unique because it is specific to that unit, that date and the order on that date. The following day, as the serial numbers start over, will have a different solar chronological date.

The unique document number is built by the three fields on the MoI 14. When the MoI logistics system fills an order, this unique document number information is listed on the MoI Form 9. This enables a unit to track which specific orders have been filled and which still remain open.

The next section discussing the MoI Form 3 will show how all of the orders placed on a MoI Form14 and received on a MoI Form 9 are tracked by the unit.

MoI Form 3 - Document Register Process

The MoI Form 3 Document Register is the key form for keeping track of all MoI forms and processes. It is, essentially, the Afghans computer without a cord. It offers the ability to track orders and items received, keep records of partial shipments, track individual orders by the unique document number and reference original Forms by date so they are easily found in the filing cabinet. Correct use of this form is most often what makes an ANP logistics officer efficient or not.

2. Page Number ___		MoI ANP FORM 3							MoISAC:					Register of Supply Actions
نمبر صفحه ____		فورم 3 پولیس ملی وزارت داخله									کود آدرس اکمالاتی:			راجستر امور اکمالاتی
19. Additional Data معلومات اضافی	18. Concluded تاریخ تکمیل	17. Follow-Up Date تاریخ برای تعقب	Quantity مقدار / تعداد		14. Turn In to Depot تعداد استرداده دیپو	13. Requested مقدار درخواست شده	12. Initials of clerk امضاء کاتب	11. Who Requested (Position) شخص درخواست کننده	10. Priority اولویت	9. Item Description (Nomenclature from Tashkil/Catalog) شرح جنس (از روی کتلاک)	8. Item Number NSN and LIN نمبر شناسائی جنس شماره ستوک ملی و شماره شناسائی سطر	7. MoISAC sent to کود آدرس اکمالاتی ارگانیکه به آن فرستاده میشود	6. Form Number نمبر فورم	4. Solar Chronological Date تاریخ مسلسل شمسی / 5. Solar Date تاریخ شمسی	3. Serial Number نمبر مسلسل
			16. Due-In تعداد باقیمانده	15. Received تعداد اخذ شده											
Mol ANP Form 3 Register of Supply Actions			June 2008								فورم 3 ثبت و قید امور اکمالاتی پولیس ملی افغانستان			

Figure 10-7 MoI Form 3 Document Register

Filing of MoI Forms

The ANP logistics officer is ordered to keep copies of all MoI Forms for 2 years. Since the ANP do not use computers below the national level, every ANP unit has a great deal of paper files. To keep the records straight, the ANP should file forms first by the type of form. This will mean many different folders and drawers to store the paperwork. Second, within each file that contains a specific form, the forms should be filed by date. Even with all of the forms filed away in order, it is very difficult to remember when an

order was placed, for how many items and how many items from the order were received. Also, it is difficult to remember when items arrived, how many and from whom. Even the most meticulous filing of forms is difficult to keep track of without a properly filled out Form 3 Document Register.

Use of the Form 3 Document Register

We know the Form 14 process for ordering items and the Form 9 process for transferring the ownership of items and how this triggers updates to the Property Book. Knowing how to correctly apply serial numbers to orders will create a unique document number that keeps every order distinguishable from others. The Form 3 is used to keep track of all the requests and received items. The Form 3 is meant to be kept on the top of the property manager/logistic officer's desk for reference.

-Every request submitted on a MoI Form 14 is written down, line by line, on the Form 3.
-Every item received is accounted for line by line on the Form 3
      -This includes items that are received from a "push" (not requested, just received)

There are spaces on the Form 3 to fill in the individual serial number given to a particular order. A space for the chronological date the order was placed and the unit's MoISAC is listed on the top of the Form 3. With all of this information you can track the unique document number for each request.

The entries are made at the same time as the original order so the Form 3 will be in chronological order. If the ANP unit needs to look up a certain order and has an idea of when it was placed, they simply go to back through the Form 3 register to the date of those transactions and look for the order information. With the specific date found, they can then go to the filing cabinet and find a copy of the original order very quickly.

The same principle applies for orders received. If they have an idea of when items arrived, they can look on the document register and find information on the Form 9, then go to the filing cabinet and locate a copy of the Form 9 quickly.

Information Recorded on the MoI Form 3

The Form 3 does much more than help identify when transactions took place. Below is a list of each line on the Form and the information is contains-

Block 1 Identifies the ANP unit's MoISAC
Block 2 Is the consecutive page number. As a Form 3 is full, they add another page
Block 3 Is the serial number given to that specific line item on the original order
Block 4 Is the Solar Chronological Date
Block 5 Is the Solar Date such as March 5th. This helps when looking back for dates
Block 6 Is the MoI Form # used in the transaction
Block 7 Is the MoISAC that the document was sent to

Block 8 Is the National Stock Number (NSN) of the item
Block 9 Is a description of the item ordered or received
Block 10 Is the priority of the order that was placed
Block 11 Is who at the ANP unit requested the item or is to receive the item
Block 12 Is the initials of the clerk that entered the info on the Form 3
Block 13 Is the quantity requested if an order
Block 14 Is the quantity turned-in if transferring items to another unit
Block 15 Is the amount received
Block 16 Is the amount that is still due-in
Block 17 Is a space to write a follow up date
Block 18 Is a space to indicate the date that the transaction is completed
Block 19 Is available for any additional data such as contact info on the particular order

This information will enable an ANP unit to quickly identify many aspects of their logistics process.

Tracking Items Received on Placed Orders vs. Pushed

Form 3 for Pushed Items

When the ANP unit receives items from the MoI that were "pushed down," not originally ordered, each line item is entered onto a separate line on the Form 3; to include the date received and the Form number of the receipt that accompanied the items. In most cases it will be a Form 9 but there may be other specific receipt forms used for special items as well. The key is to write down the Form number so after a quick reference on the Form 3, the ANP can go to the correct folder or file and retrieve the original paperwork quickly.

Form 3 for Placed Orders

When the unit receives items from a previously placed order they use the Form 9 to identify the information. The solar chronological date of when the order was placed and the specific serial number for each line item is on the Form 9. With this information, the unit can go back through the Form 3 and locate that specific date. Once on that date, the unit can then find the original order that corresponds with the specific serial number used on the order. At this point, the unit will then fill in how many of the items arrived for the order. If all items for the particular line item arrive, they note that in the received column and write in the date on line 18. Line 18 is used when the order has been completed and alerts the unit that it requires no more follow-up. If it is only a partial shipment, the unit will note the number received on line 15 and then calculate how many are still due in on line 16. This alerts the unit to continue tracking that order until all items have arrived or until notice is given that the rest of the order has been killed. Once the Form 3 is filled in for all of the line items, the Form 9 is then filed with the other Form 9's in date order. The Form 9 is filed by the date of the original order. This is shown in block 5 on the MoI Form 9.

19. Additional Data معلومات اضافی	18. Concluded تاریخ تکمیل	17. Follow-Up Date تاریخ برای تعقیب	16. Due-In تعداد باقیمانده	15. Received تعداد اخذ شده	14. Turn In to Depot تعداد استرداده دیپو	13. Requested مقدار درخواست شده	12. Initials of clerk امضاء کاتب	11. Who Requested (Position) پست شخص درخواست کننده	10. Priority اولویت	9. Item Description (Nomenclature from Tashkil/Catalog) شرح جنس (از روی کتلاک)	8. Item Number NSN and LIN نمبر شناسائی جنس شماره ستوک ملی و شماره شناسائی سطر	7. MoISAC sent to کود آدرس اکمالاتی ارگانیکه به آن فرستاده میشود	6. Form Number نمبر فورم	4. Solar Chronological تاریخ مسلسل شمسی / 5. Solar Date تاریخ شمسی	3. Serial Number نمبر مسلسل
		Jadi 22			-	3	JF	PBO	3	Boots	01-3839-14	1KABAX	14	8097 / Jadi 12	0007

2. Page Number ___   نمبر صفحه | **MoI ANP FORM 3** — فورم 3 پولیس ملی وزارت داخله | MoISAC: کود آدرس اکمالاتی: | Register of Supply Actions راجستر امور اکمالاتی

Quantity / مقدار / تعداد

MoI ANP Form 3 Register of Supply Actions   June 2008   فورم 3 ثبت و قید امور اکمالاتی پولیس ملی افغانستان

Figure 10-8 MoI Form 3 Example 1

In the above example, the unit placed an order for 3 same size pairs of boots on Jadi 12th. (Jadi is an Afghan month) The serial number for the order is 0007. The unit adds the information to the Form 3 to track the order.

19. Additional Data معلومات اضافی	18. Concluded تاریخ تکمیل	17. Follow-Up Date تاریخ برای تعقیب	Quantity مقدار / تعداد				12. Initials of clerk امضاء کاتب	11. Who Requested (Position) پست شخص درخواست کننده	10. Priority اولویت	9. Item Description (Nomenclature from Tashkil/Catalog) شرح جنس (از روی کتلاک)	8. Item Number NSN and LIN نمبر شناسائی جنس شماره ستوک ملی و شماره شناسائی سطر	7. MoISAC sent to کود آدرس اکمالاتی ارگانیکه به آن فرستاده میشود	6. Form Number نمبر فورم	4. Solar Chronological تاریخ مسلسل شمسی 5. Solar Date تاریخ شمسی	3. Serial Number نمبر سلسل
			16. Due-In تعداد باقیمانده	15. Received تعداد اخذ شده	14. Turn In to Depot تعداد استرداد دیپو	13. Requested مقدار درخواست شده									
PBO @ PSP		Jadi 22	2	1	–	3	JF	PBO	3	Boots	01-3839-14	1KABAX	14	8097 Jadi 12	0007

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Figure 10-9 Form 3 Example 2

On Jadi 15th the unit receives 1 pair of boots. This is noted in black print on the Form 3. The unit marks in block 15 that they have received 1 pair of boots from the order. In block 16 they do the math and note that they are still waiting for 2 pairs of boots. In block 19, the logistics officer remarks that the boots are due in from the PBO at the PSP.

19. Additional Data معلومات اضافی	18. Concluded تاريخ تكميل	17. Follow-Up Date تاريخ برای تعقب	Quantity مقدار / تعداد				12. Initials of clerk امضاء كاتب	11. Who Requested (Position) پست) شخص درخواست كننده	10. Priority اولويت	9. Item Description (Nomenclature from Tashkil/Catalog) شرح جنس (از روی كتلاك)	8. Item Number NSN and LIN نمبر شناسائی جنس شماره ستوک ملی و شماره شناسائی سطر	7. MoISAC sent to كود آدرس اكمالاتی ارگانيكه به آن فرستاده ميشود	6. Form Number نمبر فورم	4. Solar Chronological Date تاريخ مسلسل شمسی / 5. Solar Date تاريخ شمسی	3. Serial Number نمبر سلسل
			16. Due-In تعداد باقيمانده	15. Received تعداد اخذ شده	14. Turn In to Depot تعداد استداينه دهو	13. Requested مقدار درخواست شده									
PBO @ PSP	Jadi 19	Jadi 22	0	3	-	3	JF	PBO	3	Boots	01-3839-14	1KABAX	14	8097 Jadi 12	0007

2. Page Number ___ نمبر صفحه ___ | MoI ANP FORM 3 فورم 3 پوليس ملی وزارت داخله | MoISAC: | Register of Supply Actions راجستر امور اكمالاتی كود آدرس اكمالاتی:

Mol ANP Form 3 Register of Supply Actions　　　June 2008　　　فورم 3 ثبت و قيد امور اكمالاتی پوليس ملی افغانستان

Figure 10-10　Form 3 Example 3

On the 19th of Jadi, the unit receives two more pairs of boots. They look on the Form 9 and see that the 2 boots are for the order on the line above. They have already received one pair, these two pairs complete the order. The logistics officer then changes the amount received to quantity 3 in block 15. In block 16 the number due-in is changed to zero and in block 18 the date is written in to denote that the order was completed on that day. By seeing the date in column 18, this alerts the ANP that the order is filed and no longer needs to be tracked. <u>The Form 9 is then filed based on the date the order was placed</u>. In this instance, the original order was placed on the 12th of Jadi and this is the date noted on the Form 9. The Form 9 goes to the file with the other Form 9's and is filed in date order.

All Transactions Are Tracked Using the Form 3

The majority of items tracked on the Form 3 are orders that originated with a MoI Form 14 but the Form 3 Document Register is used for all transactions. Forms filled out when weapons are seized, from contracted items, delegation of authority sheets; any transaction that has a form with it should be noted in the Form 3 Document Register. The Form 3 gives a quick reference for all logistic matters at the unit and provides immediate reference for locating original forms that have been filed.

MoI Form 2062 - Individual Level Accountability

As the ANP progress with Property Book accountability, units need to delegate the responsibility of ownership on Property Book items down to the individual police officers who utilize the specific equipment. This is done by using a MoI Form 2062 Hand Receipt. When a unit has responsibility for items, they need to keep track of who is currently using the items and assign them responsibility for the equipment.

The Form 2062 Hand Receipt is used in two ways to delegate responsibility for ownership of items. First, the Form 2062 may be used at the property manager level. Items issued to a person in charge of a certain section will sign for all equipment in order to keep track of items on from the Property Book. Second, a Form 2062 Hand Receipt may also be from the person who holds the original 2062 and then "sub hand receipts" the items to each individual user.

Form 2062 Hand Receipt

Using the Form 2062, the property manager assigns responsibility for all items used by section, platoon etc. This is accounting for items on the Property Book and establishing their general location. The difficult part in the process was getting the ANP Commander to sign for Property Book. Once the Property Book is signed for, it is easier to mentor commanders to implement the Form 2062 Hand Receipts. He will understand that it is shifting the direct responsibility from him to another person in his unit.

						13. AUTH QUANTITY	12. UNIT OF ISSUE	11. LOCATION/ ANNEX NUMBER	10. ITEM DESCRIPTION	9. NSN OR MANUFATURER'S IDENTIFICATION NUMBER
F.	E.	D.	C.	B.	A.					
					10	55	EA	District 11	Machine Gun: 7.62, RPK ser #: W32083, W32082, W32098, W32075, W32054	1005-57-X91-0173
					55	241	EA	District 11	Rifle: 7.62mm AMD 65 ser#'s attached sheet	1005-01-X91-2493
						55	EA		Pistol: Smith & Wesson	1005-47-X91-5483
						12	EA		Launcher: Grenade, RPG 7	1005-57-X90-3597

MoI ANP Form 2062 Hand Receipt   February 2008   Page ____ of _____pages

Figure 10-11 MoI Form 2062 Hand Receipt Example 1

Above is an example of a Form 2062 filled out from the property manager to a supporting unit or person in charge of the unit. It shows each item by NSN, description, lists the serial numbers for each, the authorized quantity and how many of each item was issued to that unit or person in charge.

فورم رسید HAND RECEIPT	X	شماره رسید	به (نام و کود آدرس جزوتام):	از (نام و کود آدرس جزوتام):		
لست موجودی INVENTORY LIST						
ضمیمه ANNEX		W94AP1		W91AP0		
لست اجزاء COMPONENT LIST		3. HAND RECEIPT #	2. TO (UNIT NAME AND MoIAAC):	1. FROM (UNIT NAME AND MoIAAC):		
بها برای **ضمیمه** یا **لست اجزاء** استفاده شود FOR **COMPONENT LIST** OR **ANNEX** USE ONLY	شماره ستوک ملی یا شناسایی اجناس بزرگ 4. END ITEM NSN OR IDENTIFICATION NUMBER	شرح اجناس بزرگ 5. END ITEM DESCRIPTION	کتاب رهنما برای استفاده کننده 6. PUBLICATION	تاریخ نشر کتاب رهنما 7. PUB. DATE	مقدار 8. QUANTITY	

شماره ستوک ملی و یا تولید کننده 9. NSN OR MANUFATURER'S IDENTIFICATION NUMBER	شرح جنس 10. ITEM DESCRIPTION	موقعیت/شماره ضمیمه 11. LOCATION/ ANNEX NUMBER	واحد قیاسی 12. UNIT OF ISSUE	مقدار منظور شده 13. AUTH QUANTITY	A.	B.	C.	D.	E.	F.
				14. QUANTITY مقدار						
1005-57-X91-0173	Machine Gun: 7.62, RPK ser #: W32083, W32082, W32098, W32075, W32054	District 11	EA	55	10	10				
1005-01-X91-2493	Rifle: 7.62mm AMD 65 ser#'s attached sheet	District 11	EA	241	55	100				
1005-47-X91-5483	Pistol: Smith & Wesson		EA	55		20				
1005-57-X90-3597	Launcher: Grenade, RPG 7		EA	12						

صفحه _____ اوراق _____   فورم 2062 پولیس ملی وزارت داخله افغانستان   February 2008   Page ____ of _____pages

MoI ANP Form 2062 Hand Receipt

Figure 10-12 MoI Form 2062 Hand Receipt Example 2

Figure 7-12 uses the same unit as the previous Form 2062. This shows that over time, as more items are issued or turned-in, the same Form 2062 may be used. In this case, the unit received 45 more 7.62mm Rifles, so the number in column B went from the original 55 to a total of 100. The unit was also issued 20 Pistols. The From 2062 is a running total of what the unit/person in charge has responsibility for and where the items are located.

Form 2062 as a Sub-Hand Receipt

As the chain of responsibility moves from the Property Book to sections, the Form 2062 is also utilized to move the responsibility to each individual. Section personnel who are signed on a Form 2062 will also use a Form 2062 Hand Receipt to keep track of items issued down to the individual level. This is often called a "sub" hand receipt. The Form is filled out in the same manner using the section or person who is signed for the equipment in the "FROM" block and putting the name of the individual who is now in possession of the items in the "TO" block.

It is possible that the Property Book Manager will use a Form 2062 directly to the end user. This is most common in the case of weapons and items that are always in the possession of the policeman. The intent is to mentor the Afghans on accountability and help to develop a good awareness of where all of the equipment is located.

MoI Form 3645 - Organizational Clothing and Individual Equipment (OCIE)

Organizational Clothing and Individual Equipment (OCIE) is clothing and equipment developed for the policemen to use in the performance of their duties. Examples of OCIE are uniforms, footwear, gloves, holsters, body armor, helmets and much more. This equipment is the property of the MoI and on "loan" to the members of the ANP. Because the equipment is owned by the MoI and the people of Afghanistan, the items are accountable and need to be tracked.

The MoI Form 3645 is used to track the issue of OCIE to each member of the ANP. The Form 3645 is similar in function to a Form 2062 Hand Receipt. Since the basic issue of OCIE is standard across the ANP, they have developed a form that has all of the information filled in with the exception of quantities. This helps standardize the distribution process and makes it easier to track issue when a member of the police moves from one unit to another. All items on a Form 2062 stay with the previous unit but the OCIE moves with the policeman.

The Form 3645 serves as a historical record of the OCIE issued to that policeman. Any additions of OCIE or loss of OCIE will prompt the supply person filling the Quarter Master roll to adjust the Form 3645. As with the Form 2062, there are multiple columns, running from right to left, to make changes without the need for a new form. Changes are made and the remaining items are carried over from the previous column. After the form is filled out, it is up to the policeman to verify that all information and changes are correct. At this point, the policeman will sign the appropriate column or if not able to write, they will provide a thumb print on the bottom right of the form in the box that corresponds with the column.

The Form 3645 is prepared in three copies. The OCIE issuing point will retain one copy for their records. The second copy goes to the policeman's unit for records. The third copy is for the policeman.

Each policeman is responsible for the proper custody, care and safekeeping of all OCIE issued to them. It is also the individual's responsibility to ensure the his OCIE is kept in a serviceable condition.

Units are authorized to maintain a stock of OCIE at the rate of 25% of the assigned strength. The OCIE items the unit keeps in reserve must be noted on the Property Books. It is the direct responsibility of the unit property manager until it is issued out and noted on a Form 3645.

It is the commander's responsibility to schedule OCIE inspections and inventories. The clothing and equipment is part of a policeman's readiness and should be accountable at all times. If ANP in the unit are missing basic clothing and gear, the commander needs to know this information. Specifically, if the shortages affect the mission capability of any policeman.

3. جزوتم Unit	1. اسم پولیس Policeman's Name
	2. شماره کارت Badge Number

سند البسه و تجهیزات انفرادی
ORGANIZATIONAL CLOTHING AND INDIVIDUAL EQUIPMENT RECORD

10	9	8	7	6	5	4	3	2	1	منظور شده AUTH	سایز SIZE	شماره ستوک ملی NSN	انگلیسی ENGLISH	دری DARI
													ANP CORE	
										3			BLACK BOOT SOCKS, SUMMER	جراب، بوت سیاه تابستانی
										1			BOOTS, SUMMER (JUNGLE HW)	بوت های تابستانی
										1		5965-OA-101-	HELMET	کلاه آهنی
										1			IBA	آی بی ای
										1			FEMALE UNIFORM	یونیفورم زنانه
										1			POLICE SERVICE AND PISTOL BELT	کمربند تفنگچه
										2			T-SHIRT, BLACK	پیراهن سیاه
										1			UNIFORM CAP	کلاه یونیفورم
										1			UNIFORM TROUSER BELT	کمربند پطلون یونیفورم
										3			WHITE SOCKS	جراب های سفید
										1			BACKPACK-DUFFLE-GYM BAG	بیک پشته کی
										1		6240-OA-405-0100	BATON	ننده برقی
										1		6240-OA-405-0200	BATON HOLDER	پوش ننده
										1		8465-OA-448-0100	BELT, UNIFORM BLACK	کمربند یونیفورم سیاه
										1		8465-OA-448-0110	BELT, UNIFORM GREEN	کمربند یونیفورم سبز
										2			BLOUSE FEMALE SUMMER	بلوز تابستانی زنانه
										1		8465-OA-062-0100	CANTEEN	بتک آب
										1		8465-OA-062-0101	CANTEEN COVER	پوش بتک آب
										1		6515-OA-137-0400	EARPLUGS	محافظ گوش
										1		6230-OA-926-0100	FLASHLIGHT	چراغ دستی
										1//10		9910-OA-070-0103	FLEX CUFF CUTTERS	قطعه کن اول چک پلاستیکی
										4		9910-OA-070-0102	FLEX CUFFS	اول چک پلاستیکی
										1		9910-OA-070-0100	HAND CUFF	دست بند
										1		9910-OA-070-0101	HAND CUFF HOLDER	پوش دست بند
										1			HAT, UNIFORM SUMMER	کلاه یونیفورم تابستانی
										1		8884-OA-100-6550	MAGAZINE POUCH	برطه
										1			RAINCOAT	کورتی بارانی
										1		8465-OA-446-0120	SERVICE BELT	کمربند سیاه
										2			SHIRT, MALE SUMMER	بلوز تابستانی مردانه
										2			SHIRT, MALE SUMMER	بلوز تابستانی مردانه
										2			SKIRT, FEMALE SUMMER	دامن تابستانی زنانه
										2			SLACKS, FEMALE SUMMER	پطلون تابستانی زنانه
										2			SLACKS, MALE SUMMER	پطلون تابستانی مردانه
										1		8465-OA-220-0010	SLEEPING BAG	بستره خاب چریکی
										2		8440-OA-508-0100	SOCKS, SUMMER	جراب بهاری
										1		8415-OA-515-	SUMMER, BOOTS	بوت بهاری گیتسدار
										1		8415-OA-340-0080	TACTICAL GLOVES	دست کش تکتیکی
										1		4240-OA-200-0100	TACTICAL GOGGLES	عینک تکتیکی
										2			TROUSER, MALE SUMMER	ورزو تابستانی مردانه
										2			TROUSER, MALE SUMMER	ورزو تابستانی مردانه
										2			T-SHIRT, BLACK	زیر پیراهی سیاه
										1		8415-OA-521-0056	WATCH CAP	کلاه زمستانی سیاه
										1		8465-OA-254-8803	WHISTLE	سوسل (شیلاک)
													WINTER CLOTHING	**البسه زمستانی**
										1			POLY PRO	روی جانی
										1			SWEATER WINTER	جاکت زمستانی
										2			SHIRT, MALE WINTER	بلوز زمستانی مردانه
										2			SKIRT, FEMALE WINTER	دامن زمستانی زنانه
										1		8415-OA-320-	INSERT, GLOVES	دست کش چرمی سیاه
										2			SLACKS, MALE WINTER	پطلون زمستانی مردانه
										2			TROUSER, MALE WINTER	ورزو زمستانی مردانه
										2			SLACKS, FEMALE WINTER	پطلون زمستانی زنانه
										2		8440-OA-598-0014	SOCKS, WINTER	جراب زمستانی
										1		8455-OA-640-0567	BLANKET, WINTER	کمبل زمستانی
										1		8415-OA-515-006	BOOTS, WINTER	بوت زمستانی گیتسدار
										2			BLOUSE FEMALE WINTER	بلوز زمستانی زنانه
										1		8415-OA-470-002	COAT, WINTER	کورتی زمستانی
										1			WINTER GLOVE INSERT	زیر دستکش
										1			GLOVES, WINTER	دست کش زمستانی
										1			HAT, UNIFORM WINTER	کلاه یونیفورم زمستانی
										1			COACHES/WIND BREAKER JACKET	جاکت زمستانی
										1			WIND, BREAKER	جمپر فراشوتی نازک
										1			WINTER WATCH CAPS	کلاه زمستانی
													PT CLOTHING	**البسه سپورتی**
										2			PT UNIFORM (JACKET/PANT)	یونیفورم سپورتی(جمپر و پطلون)
										1		8430-OA-445-	SHOES, PT	بوت ورزشی
										3			PT SOCKS, ATHLETIC	جراب های سپورتی
										1			TROUSER, PT	پطلون ورزشی
										1			JACKET PT	جمپر ورزشی
										2			T-SHIRT, PT, GREY	زیرپیراهن ورزشی خاکستری
										3			PT UNIFORM (SHIRT/SHORTS)	یونیفورم سپورتی(پیراهن و نیکر)
													AFGHAN BORDER POLICE	**پولیس سرحدی افغان**
										2			Tactical Field Uniform	یونیفورم تکتیکی
										1			Tactical Field Jacket	جاکت تکتیکی
										1			Extreme Cold Sleeping Bag	بستره چریکی برای هوای سرد
													CRIMINAL INVESTIGATION DIVISION	**جرایم جنائی**
										0			TBD Uniform	البسه ملکی
													COUNTER NARCOTICS	**ضد مواد مخدر**
										2			Tactical Field Uniform	یونیفورم تکتیکی
										1			Tactical Field Jacket	جاکت تکتیکی
													COUNTER TERRORISM	**ضد تروریزم**
										2			Tactical Field Uniform	یونیفورم تکتیکی
										1			Tactical Field Jacket	جاکت تکتیکی
													TRAFFIC DIVISON	
												8405-OA-157-	YELLOW RAIN COATS	بالاپوش های زرد

Figure 10-13 MoI Form 3645 OCIE Front

Qty	NSN	Item	(Dari)
1		YELLOW/REFLECTIVE SASHES	لباس شب بون دار
		ORGANIZATIONAL EQUIPMENT	تجهزات تشكيلاتي
	9930-OA3330100	BINOCULARS	دوربين دو تيليره
		COMPASS	قطب نما
		GPS	جي پي اس
		TRAINING UNIFORM	يونيفورم تمرينى
		WORK GLOVE	دوكش هاي كار
		FIRE DIVISION	اطفائيه
		BUNKER BOOTS	بوت
		BUNKER COAT	كورتى
		BUNKER PANTS	پطلون
		FIRE GLOVES	دوكش هاي ضد حريق
		FIRE HELMET (RED, YELLOW, WHITE)	كلاه ضد حريق(سرخ، زرد، سفيد)
		FIRE HOODS (FLASH HOOD)	دوبكش
		FIRE SUITS	لباس ضد حريق
		FIREFIGHTER SUSPENDERS	طناب هاي اطفائيه
		PASS DEVICE	اله عبورى
2		JUMP SUITS (100% COTTON)	البسه (100% پنبه‌ئى)
		ANCOP SPECIFIC (NOT INCL. SWAT)	نظم عامه
		RIOT HELMETS	كلاه
		RIOT SHIELD	سپر
		CBRN GAS MASK	ماسك ضد گاز
		DYNAMIC GUNSHOT TRAUMA KIT	
		DYNAMIC TRAUMA KIT	
1		9mm HOLSTER	پوش تفنگچه 9ملى مترى
1		ASSUALT VEST	زره
1		CAMELBACK HYDRATION SYSTEM	بوك پشتى
1		GAS MASK CARRIER	ماسك جهت انتقال گاز
1		GAS MASK FILTER/CANISTER	فلتر ماسك
1		MK-7 PEPPER SPRAY	سپرى اشك آور
1		PISTOL BELT	كمر بند تفنگچه
		SWAT (ANCOP) SPECIFIC	
		COMBAT LIFE SAVER KITS	وسايل نجات دهنده
		DOOR RAM	
1		ELBOW PADS (BLACK)	آرنج بند
1		KNEE PADS (BLACK)	زانو بند
1		DROP LEG HOLSTER	پوش تفنگچه كه در پا بسه ميشود
1		KNIFE	چاقو
		MULIT-TOOL SETS	وسايل چندين قسمته

Signature and Date امضا و تاريخ

.6

4	3	2	1
8	7	6	5
		10	9

5. محل نشان انگشت
Thumb Print Area

MoI ANP FORM 3645 (June 2008)   فورم 3645 پوليس ملى وزارت امور داخله

Figure 10-14 MoI Form 3645 OCIE Back

MoI Form 4697 - Material Investigation

Accountability is a primary focus of both the Afghan Government and Coalition Forces. The Afghan National Police were not previously required to take personal responsibility for equipment, and the lack of a logistics policy led to a system that was devoid of accountability. As the ANP mature and the Coalition Forces source large quantities of valuable equipment, it has become very important to accurately account for all items. The logistic system set forth in the MoI Logistics Policy has given the ANP a solid foundation to request, receive and account for equipment. Material Investigations, utilizing the MoI Form 4697, are the first step in making individual ANP accountable for property that belongs to the people of Afghanistan.

Admittedly, material investigations have not been widely utilized within the ANP to date. Gaining accountability for items at the unit level is the first step in the process. As the ANP develop better logistic skills through effective mentoring, more units will have accurate Property Books. At this point, units and their commanders can start to hold the individuals more accountable and material investigations will play a larger role in the overall effectiveness of property accountability.

The MoI Form 4697 is a way to document the circumstances concerning the loss, damage or destruction of ANP material. It is used to assess the liability of a person or group of people. The form also is used as supporting documentation for adjusting the Property Book.

Material Investigations are normally initiated by the hand receipt holder or the accountable officer, although this is not mandatory. If another person is more knowledgeable they may serve as the initiator. The intent is to gather all the facts behind the loss or damage of an item. It is from these facts that a determination can be made regarding liability. If a policeman runs over an IED and his patrol bag is burned, they need to have a Form 4697 filled out to explain the incident. If a unit conducts an OCIE inspection and a policeman does not have his patrol bag, the unit will need to fill out a Form 4697. Both instances utilize a Form 4697 to gather facts and investigate why the patrol bags are missing, but the outcome is likely to be different. In the case of the IED, the commander will most likely "relieve" the policeman of any financial reliability. In the case of the policeman that did not have his patrol bag during the inspection, the information provided on the 4697 will be reviewed by an approving authority. If sufficient cause is found for negligence, the policeman will be "assessed financial liability."

[Click this link for a full description of filling out a Form 4697 in the MPRI Property Management Course](#)

MATERIEL LOSS, DAMAGE or DESTRUCTION INVESTIGATION REPORT گزارش تحقیق مواد تخریب شده یا خساره گم شده	1. Date Prepared تاریخ تهیه شده		
	2. Investigation Report Number شماره گزارش تحقیق۱			

3. Type of Materiel نوع جنس	4. Unit/Accountable Officer and Account Number افسر محاسب جزوتام و شماره محاسب		
5. Intiated by (Accountable Officer or Hand Receipt Holder توسط افسر محاسب یا دارنده فورم تسلیم دهی آغاز میشود			

6. Item Number شماره شناسای تولید	7. Item Description شرح جنس	9. Qty مقدار	10. Unit Price قیمت واحد	11. Total Cost قیمت مجموعی
			Grand Total: "مجموعا	

12. Date and Circumstances: تاریخ ووضعیت

13. I stated that to the best of my know ledge and belief the articles of government materiel show n above and or unattched sheet w ere not lost, destroyed, damaged or w orn out in the manner stated w hile in Governemnt use. من بیان کردم فهم و دانایی و باور دارم به مقالات اجناس دولت که در بالا نشان داده شده ویا ورق گم نشده تخریب نشده خساره نشده یا کهنه نشده در طریقه بیان زمانیکه در استفاده دولت باشد	13a. Signature and Date
	13b. Subscribed and affirmed before me of_____,_____year. تصویب و تصدیق نمود قبل از من تاریخ _____ سال _____
	13c. Typed/print Name ب اسم چاپ شده تایپ شده	13d. Name, Rank and Police Identification Number ب اسم رتبه و شماره کارت نظامی

14. Date تاریخ	15. Name, Rank and Signature of accountable officer اسم رتبه و امضآ افسر محاسب	16. Document Number (assigned by PBO) شماره سند

17.   Apointing Authority: مقام تعین کننده
I have received the evidences pertaining to the lost, damage or destroyed materiel and havedetermined that the following action is required:
من مدارک که متعلق به اجناس گم شده ، خساره شده ، تخریب شده دریافت نمودم و مشخص نمودن عمل

A.___   No further action is required. There is not positive evidence of negligence.
I do not suspect misconduct or deliberate unauthorized use.
الف عمل بیشتری لازم ندارد شواهد مثبت از غفلت وجود نداشته باشد
I forward the document to the approving authority for final action (proceed to block 37)
من اجرا نکردن یا انجام ندادن استفاده غیر تشکیل را متهم نمکیتم من سند را به مقام (تصویب کننده میریم برای   37)
B.___   The circumstances surrounding the lost damaged or destruction justifies further investigation (proceed to block 21).
ب اوضاع احاطه از دست داده خساره شده یا تخریب شده به تحقیق قضاوت بیشتر به (خانه خالی 21 پیش
C.___ Conduct a board investigation, attch this document as an attachment to the board proceeding and forward to the approvingauthority.
د اجرای یک بورد همین ضمیمه را به قسم الحاق به پیش برد پروسه بورد و پیش برد مقام تصویب کننده

18. Date تاریخ	19.Typed or print Name, Rank and Title of Appointing Authority اسم یا رتبه و مقام تعین کننده را بنوسید	20. Date تاریخ

MoI ANP Form 4697 (front) Material Loss, Damage, or Destruction Investigation Report	March 2009	گزارش وراحستر تحقیق مواد کم شده وتخریب شده فورم 4697 پولیس ملی وزارت امورداخله

Figure 10-15 MoI Form 4697 Front

21. Appointing Authority مقام تعیین کننده	22. Location or Installation موقیعت یا تاسیسات	23 Date تاریخ
24. Investigating officer Name, rank and organization اسم ، رتبه تشکیل وافسر تحقیق کننده		

25. You are appointed investigating officer by order of: شما توسط امر افسر تحقیق کننده تعیین شده اید

_____
 Typed or print Name, rank of aapointing authority   اسم ، رتبه مقام تعیین کننده

26. Finding and recommendation: I have examined all available evidence as show n in exhibit ____to___ and indicated below , have personally investigated the reported loss, damage, destruction and it is my belief that the items listed in this report and / or attached sheets, total cost

26پیشنهاد و کشفیات:من تمام سند موجود قسمیکه در نمایش نشان داده شده امتحان نمودیم____به _____و دلالت به ذیل دارد ، من شخصاً گزارش خسازه ، گم شده گی ، تخریب را تحقیق نموده و باور دارم که اقلام لست شده در این راپور و / یا در صفحات ضمیمه شده به قیمت مجموعی _____دالر میباشد

28. Date تاریخ	28a. Type or print name,rank, unit of investigating officer الف اسم ، رتبه جَزوتام افسر تحقیق را بنوسید	30b. Signature ب امضآ

29 I have examined the findings and recommendation of the investigating officer on this report of investigation and the exhibits _____to____ and   Desire to make s statement w hich is attached: Do not w ant to make a statement. I am aw are of my right to legal advice in preparing this statement and if a monetary charge is finally approved, to make an appeal and my right to request remission of indebtness. I am/am not the accountable officer for the lost, damage, destroyed materiel. The Property w as/w as not my personal Arms and Equipment

29   من پیشنهاد و کشفیات افسر تقیش را راجع به این راپور تفتیش امتحان و بَزدید کردم و نمایش که _____به _____و آزو مندم که توضیحات یا شرح را   که ضمیمه شده   است آماده کنم : نمیخواهم که یک شرح یا بیانیه را طرح کنم . من به مشوره حقوقی در آماده کردن این گزارش از حق خود آگاه هستم اگر بالاخره جریمه ملی یا پولی جهت آماده نمودن یک   درخواست   منظور میشود و حق من اینکه از بدهکاری یا اشتعال ذمه برای بخش تقاضا نمایم . من افسر یک افسر محاسبه برای ،خسارت ، تخریب شده هستم / نیستم . املاک اسلحه و   تجهیزات شخصی من   نبود تجهیزات گشده گی

30a. Date الف تاریخ	30b. Typed or print Name, rank of individual being charged ب اسم و رتبه شخصی که جریمه میشود بنوسید	30c. Signature د امضآ
31. Recommendation by the appointing authority: پیشنهاد توسط مقام تعیین کننده مطابقت ____ Concur _____نامطابقت ____ Nonconcur		32. Comments نظریات و ملاحظات
33a. Date الف تاریخ	33b. Typed or print, Name, Rank and title of investigating officer ب اسم یا رتبه و عنوان افسر تحقیق کننده را بنوسید	33c. Signature د امضآ

34. Approving authority:	35. Monetary Charge جریمه پولی
A. Rejected investigation is required. Appoint an investigating officer Date_____initials_____	35a. Actual Loss الف گم کردن واقعی
B. Rejected investigation incomplete. Additional information is required. Date_____initials_____	35b. Amount Charge ب مقدار حر بمه
C. Approved by authority of the Minister of Defense. 34الف مقام تصویب کننده تحقیق رد شده لازم است.یک افسر تحقیق کننده را تعیین کنید _____ب تاریخ_____آغاز تحقیق ناتکمیل را رد نماید معلومات اضافی لازم است تاریخ_____آغاز دتوسط مقام باصلاحیت وزارت دفاع تصویب میشود	35c. Loss to Government د خسار ه ه ده دولت

36a. Date الف تاریخ	36b. Typed or printed, Name, Rank and Title of approving authority ب اسم یا رتبه و مقام تصویب کننده را بنوسید	36c. Signature د امضآ
MoI ANP Form 4697 (back) Material Loss, Damage, or Destruction Investigation Report	March 2009 گزارش وراحستر تحقیق مواد کم شده وتخریب شده فورم 4697 پولیس ملی وزارت امورداخله

Figure 10-16 MoI Form 4697 Back

Class V - Ammunition Ordering

The MoI has designated 22-Bunkers in Kabul as the national ammunition supply point (ASP). The ammo is distributed to the Regional Logistics Centers and the Provincial Logistics Centers based on controlled supply rates set by the MoI.

The RLC's, PSP's and individual units request resupply based on unit expenditures or projected requirements and the controlled supply rate. The designated organizational/unit ammunition officer or commander validates the request. The ammunition is then picked up and transported to the organization/unit storage area, where it remains until needed. It may be distributed as required during daily operations or delivered to the subordinate elements during operations as part of a logistical package (LOGPAC).

--Class 5 is, or may be pre-positioned at, ammunition transfer points (ATPs) for Border Police in Zone operations or for other isolated operations. Emergency resupply may be delivered directly to the using organization.

There are two categories for ordering ammunition; initial issue and replenishment.

-Initial issue of ammunition requires a MoI Form 581. This form is used to request and turn-in ammunition. When a police unit stands up and needs their initial ammunition basic load (ABL), they will need to fill out the Form 581 request. If a unit has a change in personnel and requires more ammo to complete their initial ABL, use the Form 581.

-Replenishment of ammunition requires the Form 581 and MoI Form 5692. Form 5692 is an ammunition consumption report. Units must account for the expended ammunition to request replacement. Replenishment requests should be made to get a unit back to ABL levels, a full ABL should not be requested. It is important to make sure ANP units are ordering resupply of ammo in a timely manner. Do not wait until a unit is black on ammo, the MoI suggests that a unit replenish when they hit amber status.

Green – Status is 80-100% or greater fill of ABL requirements.

Amber – Status is 60-79% fill of ABL requirements.

Red – Status is 40-59% fill of ABL requirements.

Black – Status is <40% fill of ABL requirements.

ANP units are required to send up a Class V logistics status report to CSTC-A on a monthly basis. This helps the LTF plan for LOGPAC movements in support of the MoI Transportation Battalion.

Class 5 basic loads are maintained on the property book in a separate section designated as Class 5. All transfers of Class 5 between organizations, commercial and MoI, will be documented in writing after receipt, issue and inventory, through use of a MoI Form 9.

Property Books and other documentation required by the MoI logistics management processes need to be updated. Organizations need to maintain accountability at all times and will prepare and provide inventory and consumption data through their chain of command to the MMC and other MoI staff activities for reporting and reconciliation.

Individual units and their PSP have records of the class V basic load authorizations. If more detailed information is need on ammunition basic loads,

Figure 5-1 (Example)

REQUEST FOR ISSUE AND TURN-IN OF AMMUNITION تقاضای صدور و برگشت برای مهمات	1. ISSUE صدور X 2. TURN-IN برگشت	3.DOCUMENT NO. نمبر فایل 5205-0001	4. LOCAL USE استفاده درست	5. PAGE صفحه پنج 1 OF 1	6. FOR LOCAL USE برای استفاده درست
7. SEND TO: فرستادن به CJTF PHOENIX Attn: Ammunition Mgr Camp Phoenix, AFGH	8. REQUEST FROM: تقاضا از طرف 1/1/201 Kandak Jalabad, Afghanistan	9. DATE MATERIAL REQUIRED (YYYYMMDD) ریخ تقاضای اشیا (سال ماه روز) 13a. REQUESTED BY: تقاضا از طرف 14a. APPROVED BY: ملاحضه توسط	10. PRIORITY موقعتی 13b. DATE تاریخ 14b. DATE تاریخ	11. ALLOCATION PERIOD دوره محدود 13c. SIGNATURE امضا 14c. SIGNATURE امضا	12. DODACC کود

15. ITEM اشیا	16. MODIC کود	17. NSN نمبر گدام	18. NOMENCLATURE اسم نظامی	19. UI	20. QTY REQ/ TURN-IN مقدار تقاضا / برگشت	21. TEC	22. ACTION CODE	23. QTY ISS/RCVD مقدار اشیا	24. LOT/ SERIAL # شماره بسته	25 CC	26. POSTED BY نشر توسط	27. DATE تاریخ (YYYYMMDD) سال ماه روز
1	Z02	1305-	7.62mmX39 Ball	EA	75480	ABL						
2	Z03	1305-	7.62mmX39 Trac	EA	17760	ABL						

28. REMARKS ملاحضات	29. RELATED DOCUMENT SERIAL NOS. نمبر مسلسل سند مربوطه
Ammunition requested is for initial issue of ABL/UBL. Request Issue at 22 bunker complex at 1300 27Aug05 Point of Contact: MAJ Habal (999-999-999) AK-47 Weapons density is 444	

30a. ISSUED BY صدور توسط	30c. DATE تاریخ (YYYYMMDD)	31a. RECEIVED BY گُرفته شده توسط	31c. DATE تاریخ (YYYYMMDD)	32. TAMIS CONTROL NO. نمبر کنترول تیمز
30b. SIGNATURE امضا	سال ماه روز	31b. SIGNATURE امضا	سال ماه روز	

ANP FORM 581, NOVEMBER 2003

Figure 10-17 MoI Form 581 Ammunition Request/Turn-in

AMMUNITION CONSUMPTION CERTIFICATE

UNIT			RANGE OR LOCATION OF USE	
DOCUMENT NO.		**DATE**		

ITEM	MODIC	NOMENCLATURE	LOT NUMBER	QUANTITY CONSUMED

CERTIFYING OFFICIAL

I certify that I saw the items above consumed during training on *(indicate date)*	DATE
NAME *(Typed or Printed)*	**SIGNATURE**
UNIT	**POSITION**

ANP FORM 5692 Sep 2005

Figure 10-18 MoI Form 5692 Ammunition Consumption Report

MoI Fuel Policy

The MoI places class III (Petroleum, oils and lubricants) into 3 categories. The first is packaged products-greases, oils, lubricants and anti-freeze. The second is wood. The third is bulk fuels - motor gasoline (MoGas), diesel fuel (DF), and aviation turbine fuel. The Class 3 and Wood Branch of the MMC controls and manages the supply of packaged products, wood and bulk fuels for ANP elements. It determines fuel requirements and recommends priorities, allocations, and other controls for bulk fuels, packaged and wood products. Fuel is purchased from and delivered by local contractors. The contracted companies provide bulk fuel delivery to storage tanks established for retail (issued into vehicles for consumption by the ANP) fuel distribution. They deliver to MoI fixed installations and support activities that do not have organic fuel transportation assets.

Packaged class III, oils, lubricants etc... are ordered through the MoI 14 process. When placing the request the unit must also provide a consumption report. The packaged class III is added to the Property Books on a separate page. This page is used to track the current levels for the unit. For items that are consumable, such as motor oil, it is not necessary to provide any formal accountability beyond unit level.

Wood is used as fuel in cooking and heating, and orders are placed through the MoI 14 request process. However, wood is scarce in Afghanistan and at the time of publication, there is no formal process set forth by the MoI regarding supplies of wood. Most ANP units, although not ordered through the MoI, treat a stock of wood as a sensitive item. In the winter months it is one of the only forms of heating available.

Bulk Fuels, MoGas and Diesel, are the main focus of ANP units and mentors. Since the country of Afghanistan does not have the capability to refine fuel, it is contracted by the MoI and distributed to RLC's, PSP's and District Fuel Points. Requesting fuel is done through the MoI 14 process. The requests need to be submitted by the Regional Logistics Center no later than the 20th of the month (20th of the Afghan month, not by US calendar), so the units must submit their orders accordingly. Fuel from the MoI will be delivered to the RLC's, PSP's and District Fuel Points on or before the 5th of the month.

Any unit that has a fuel point at their location is required to keep track of the fuel it is issuing and ordering. This is accomplished on a MoI Form 3643. The person in charge of the fuel will additionally keep a MoI Form 3644. The Form 3643 is a daily log of fuel received and issued. The Form 3644 is a roll up of the daily Form 3643's so a total for the month may be assessed.

When a fuel point issues fuel to a unit in a large quantity, it does so using a MoI Form 28. This Form is used to track how much fuel is given to specific units.

When fuel is issued to an individual vehicle, the ANP use a MoI Form 30. This will record the amount of gas and the type of vehicle the fuel was issued to.

Each individual vehicle is required to maintain a MoI Form 27. This form is required to be filled out every day the vehicle is used. As the driver's log, it tells who was using the vehicle, how far the vehicle went on each day and if the vehicle was issued fuel and how much.

At the end of each month, all Form 27's for the unit will be reconciled and rolled up onto a MoI Form 32. This is the form that shows how much fuel was used and how far the vehicles traveled throughout the month. These numbers must fall within acceptable limits for the unit to receive more fuel the following month.
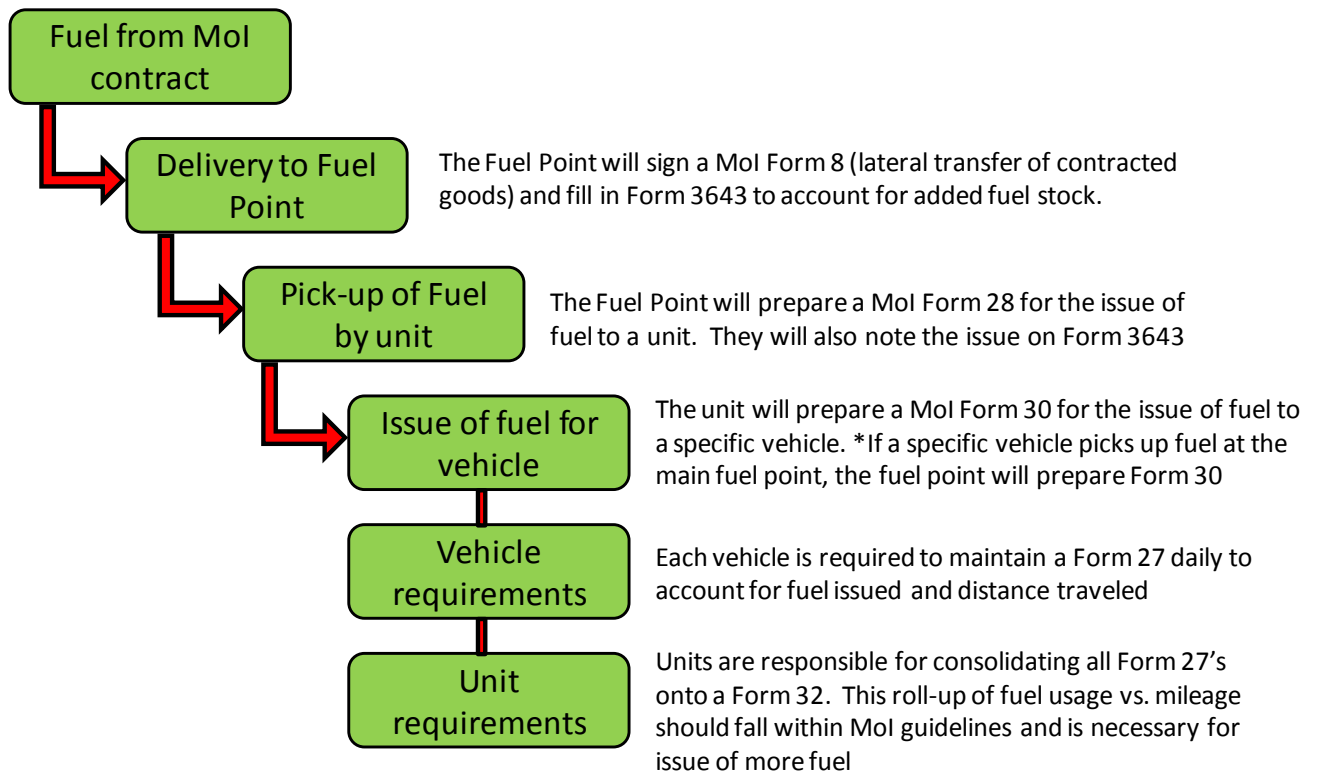
Fuel from MoI contract

Delivery to Fuel Point
The Fuel Point will sign a MoI Form 8 (lateral transfer of contracted goods) and fill in Form 3643 to account for added fuel stock.

Pick-up of Fuel by unit
The Fuel Point will prepare a MoI Form 28 for the issue of fuel to a unit. They will also note the issue on Form 3643

Issue of fuel for vehicle
The unit will prepare a MoI Form 30 for the issue of fuel to a specific vehicle. *If a specific vehicle picks up fuel at the main fuel point, the fuel point will prepare Form 30

Vehicle requirements
Each vehicle is required to maintain a Form 27 daily to account for fuel issued and distance traveled

Unit requirements
Units are responsible for consolidating all Form 27's onto a Form 32. This roll-up of fuel usage vs. mileage should fall within MoI guidelines and is necessary for issue of more fuel

Figure 10-19 MoI Fuel Pattern

توزیع استرداد

Order No Issue or Turn-in

به اساس

Accordance to

| | | | اسم | رتبه | وظیفه | اخــــــــذ کننده ویا استرداد کننده |
| Picked by or turn-in by | | | Name | rank | Job | |

شماره	نومگلاتور	اسم عینیات	واحدمقیاسUnite	توزیع شود			توزیع شودIssued		ملاحظات Remarks
No	Coagulator	Materials	of issue	To be issued					
				کتگوری Category	تعداد quantity	کتگوری Category	تعداد quantity		

Item manger (signature)   (امضأ)امر خدمات   Service clerk   امضأ کاتب خدمات

Issued by (signature)   date: /   /   /

توزیع کننده

Picked by (signature)   date: /   /   /

اخــــذ کننده

MOI form 28 for order No turn-in or issue   فورم نمیر 28 توزیع واسترداد وزارت امورداخله

Figure 10-20 MoI Form 28

فورم نمیر 30 جهت توزیع روزانه مواد محربه وسایط نظلیه ثابت و سیار Form (30) daily consumption of fuel for the transportation vehicles

شماره No	نوعیت وسایط Type of vehicles	نمبر پلیت ویا شاسی واسط Mark &Model	نمبرکیلومتر واسط Km.No of the vehicle	مقدارتیل به لیتر Quantity of fuel for per liter		اسم راننده Driver name	نمبر کارت هویت ID no	مهر ویا شصت راننده Signature of driver
				Petrol پطرول	Diesel دیزل			

میزان Balance

اسم اجناس Name of items	مقدار اخـــذ شده Picked quantity	مـــقدار توزیــع شده Issue quantity		Due-in quantity	مقدار باقیــــمانده
Diesel دیزل					
Petrol پطرول					

امضا   امضا

Trust agency name   Unit Commande name

(Signature)   (Signature)

Figure 10-21 MoI Form 30

No. شماره	Type of Vehicle نوع واسطه	Chassis No. شاسی نمبر	Starting km No. فعالیت کیلومتر	Ending km No. ختم فعالیت کیلومتر	Total KMs traveled گردش عمومی	Fuel Consumption					Total		Number of Form (27), Travel Form	Remarks
						Actual Norm نورم اصلی	Additional fuel for City Roads تیل اضافه بخاطر سرک شهری	Travel on unpaved Road سفردرسرکها بخاطری خامه	Engine Operational انجن فعال		Diesel دیزل	Petrol پترول		

Form (27) Vehicle's Travel Form   Unit: (   ) For the Month of (   ) Year: (   )
فورم توحیدی نمبر(27) بخاطر سیر و سفر   جزوتام(   ) برای ماه (   ) سال(   )

میزان Balance

Accountant   **Fuel Chief**

Figure 10-22 MoI Form 27

Fuel Monthly Consumption Sheet   Form 32

Name of Unit: اسم جزوتام
Location: موقیعت جزوتام   For the Mont Year: (   )

Type of Fuel نوع تیل	Amount brought forward from the previous Month (Cycle) بلانس ماه قبلی	Actual Amount of fuel received during current month مقدار اصلی رسید تیل در جریان ماه جاری	Total مجموع	Fuel Consumed in current month مصارف تیل که در جریان ماه مصرف شده	Amount remained at the end of the current month (carried to the next month) مصارف که از ماه جاری باقی مانده وبه ماه آینده انتقال شده	Amount received in liter رسید فی لیتر	Amount Spent in liter مقدار که مصرف شده با لیتر محاسبه شود	Remarks ملاحظات

Herewith the consumption report has been submitted for clearing out the reported amount due against Mr. (   ) Rank (   ) as Trust Agent.

Custodian   **Accountant**   **Fuel Chief**   **Logistic**   **Commander of Provincial Police HQ**

Figure 10-23 MoI Form 32

MoI Maintenance

As the ANP logistic system matures, the maintenance policy is evolving. The desired end state is for the units of the MoI to perform their own maintenance and preventive measures to keep the ANP fully capable. Currently, the MoI and Coalition Forces have issued contracts to private companies to assist with maintenance functions. The MoI has a National Tech Center to provide maintenance and fabrication capabilities. In the future the RLC's will have a fully staffed and supported maintenance section and the PSP's will also have maintenance capabilities. This will include mobile maintenance teams capable of assisting at District locations and on-site if a vehicle breaks down while out on patrol.

Currently the MoI is relying heavily on the contracted support. "No Lemon" is the company contracted to provide maintenance and support for vehicles. "HEB" is the company responsible for maintenance and support of weapons. Both companies are instrumental in the future of the ANP. In addition to providing maintenance, they are both responsible for educating the ANP so the force can become self-sustaining.

Initiating a Repair

When an ANP unit has an item to be repaired, they need to have their completed MoI Form 2404. The Form 2404 is a maintenance and inspection sheet that accompanies every piece of equipment. As preventive maintenance checks are performed, any deficiencies are noted on the Form 2404. If the deficiency is a user level repair, such as filling the oil to the correct level, the individual will repair or maintain the item and note the actions on the 2404. If the maintenance or repair requires parts, they need to be ordered through the MoI 14 process.

General maintenance items such as oil are stocked by the units. Through the MoI Fuel Policy, units are authorized a small stock of general maintenance POL. Repair parts are currently being stocked at the No Lemon and HEB facilities. If the unit has a qualified person to do a repair, the request for the repair parts will be submitted to No Lemon or HEB on a MoI Form 14.

Once the repairs have been made, the unit will note the repairs on the 2404.

فورم بازرسی چک وقاوی حفظ و مراقبت	
Checking Inspection and Maintenance Form	

Model type :	2- نوع وموبل	: Unit	1-قطعه

6-نوع چک بازرسی Type of inspection checking	5-تاریخ Date	ساعت Hour	4- مایل مټر Mile meter	3-شماره ثبت Record No

7-منول تخنیکی Technical Manual				
نمبرمنول تخنیکی واسطه Technical vehicle number of manual	تاریخ Date	نمبرمنول تخنیکی واسطه Technical vehicle number of manual	تاریخ Date	

وضیعت سمبول Condition Symbol	

10خرورت وقت Time needed		9-امضا سرپرست ترمیم Signature of officer in charge	9-وقت Time	8- وقت Time	8-امضا چک کننده Signature of inspection officer
نمبر قلم منول تخنیکی-a Technical vehicle number of manual	وضیعت-b Condition	نواقص و کمبودی-c Defects and shortage	ترمیم صورت گرفته-d Repaired	شخص ترمیم کننده-a Mechanic	

Figure 10-24 MoI Form 2404

If the repair process requires a higher level, the ANP will need to utilize the Form 2404 <u>and</u> fill out a MoI Form 63 Request for Maintenance. As mentors, you will need to stay informed about the maintenance in your location. As the RLC's and PSP's are becoming functional and the contracted companies are teaching the ANP to repair items, the maintenance structure will shift. The Forms process however, will remain the same. No Lemon and HEB require the same MoI Forms be submitted as if they were the RLC or PSP to help make the process smoother throughout the transition.

vehicle receiver's address ادرس اخذ کننده واسطه Date: Signature : تاریخ امضاء	Number of pages Nomeglator نومگلاتور تعداد اوراق	Mark type technical نوع مارک تیپ تخنیکی
Repairing type and details نوع ترمیم توزیع مختصر کار تقاضا شده		Military repairing shop ترمیم خانه مرکزی حربیاجرا میگردد
		Request is approved درخواست اجراء شود Chef of logistic ریس لوژستیک Vehicle date: / / turned واسطه بتاریخ / / سپرده شد
		Vehicle date for repairing تاریخ تحویل واسطه برای ترمیم For repairing برای ترمیم For repairing برای ترمیم
Problems were identified and signed after proper processing Problems عوارض آن تثبیت و بعد از طی مراحل اصولی امضاء شد inspection team هیات تثبیت عوارض Chef of inspection team member member ریس هیات عضو عضو		Prepare in (2) copies بصورت (2) نقل تهیه و ترتیب شد Copy No 2 نقل نمبر 2 Copy No 3 نقل نمبر 2

Figure 10-25 MoI Form 63

If the repaired items return from the RLC or PSP maintenance facility (No Lemon or HEB currently) the unit will sign the work order and continue preventive maintenance as prescribed. If the equipment is not repairable, the unit will have to initiate paperwork to remove the item from the Property Book and utilize the MoI 14 turn-in process to request a replacement.

Returning Non-Repairable Weapons

-Weapons that are beyond repair will be laterally transferred HEB at the 22-Bunkers facility with the following information-

-MoI Form 14 transferring the broken weapons to 22-Bunkers
-Copy of the HEB repair order showing that the weapon is beyond repair
-Completed MoI Form 72* (Condemn Letter) proving the weapon has been removed from the Property Book
-A second MoI Form 14 requesting a replacement weapon

Returning Non-Repairable Vehicles

-Vehicles that are beyond repair will be transferred to the MoI Tech Center in Kabul with the following information-

-MoI Form 14 transferring the broken vehicle to the Tech Center
-Copy of the No Lemon work order showing that the vehicle is beyond repair
-Completed MoI Form 72* (Condemn Letter) proving that the vehicle has been removed from the Property Book
-A second MoI Form 14 requesting a replacement vehicle

Figure 10-26 MoI Form 72

*Note- MoI Form 72 has the title, "Permission Letter for Records" which may seem confusing. This is the Condemn Letter, the translation of giving permission to remove an item from the Property Book is misleading to mentors at times.

Chapter 11 - Title 22 Contracting Proceedures

The CJTF Phoenix J4 Contracting Office is responsible for accepting and approving all J4 function Contract Request Form (CRF) packets from ARSICs under CJTF Phoenix. Phoenix J4 CRF packets encompass services such as operation & maintenance (O&M), septic, non-potable water, food service, and maintenance on vehicles and electronics. Phoenix J4 CRFs also include purchase items such as equipment unavailable through normal supply channels.

There must be a valid need and proof that there are no other means to obtain these items such as a backorder log or cancelation report from P-BUSE or Logistics Information Warehouse (LIW) parts tracker. Such items include unit patches, leased equipment, maintenance equipment, and new build or expansion furniture. If it is a J6 (communications) or CJ Eng (construction) item, the CRF will go to those staff functions.

Phoenix J4 accepts contract requests for BPAs, T10 (U.S. Forces) and T22 (Afghan Forces) funding. For the purposes of this handbook only the Title 22 requests are mentioned. For a complete look at the Title 10 contract procedures, click this link to see the information on the CD.

Blanket Purchase Agreements (BPAs)
CJTF Phoenix has the following BPAs established to assist U.S. forces in accomplishing their mentor mission. Procedures for each are as follows:

Furniture Requests

A Furniture Request Form (FRF) is the form utilized to request furniture for replacing old or damaged furniture or requesting furniture for a new facility. POC can access the furniture request found either on the CD or at the CJTF Phoenix SharePoint website. Once the form is filled out, POC will need to hand deliver or email the form to the BPA Manager.

When the BPA Manager receives a FRF he/she will enter it into the J-4 share drive and begin processing the request. After the request is processed, the vendor is notified of the new order and date it was placed.

Key items to keep in mind about the furniture BPA are:
- Do not accept any Furniture Requests by "Word of Mouth", post-it notes or any other means but the Official Furniture Request Form.
- The vendor needs to contact the POC on the CRF to inform them the order is ready and to coordinate a time when they will be available to receive their order.

Lumber

A Lumber Request Form (LRF) is the form utilized to request lumber for facility improvements, new construction projects, etc. POC can access the lumber request found on the CD. Once the form is filled out, POC will need to hand deliver or email the form to the BPA Manager (OIC, Class I/IV Supply) in the HHC LTF SPO, Camp Phoenix.

When the BPA Manager receives a lumber request form, he /she will process the request and coordinate with CJTF Phoenix Eng for concurrence. After receiving CJ Eng approval, the BPA manager will notify the vendor and date order was placed for the lumber.

Gravel

Unit's requesting gravel for such reasons as FOB improvement, construction, winterization, etc will need to fill out a Gravel Request Form (GRF). POC can access the gravel request found on the CD. Once the form is filled out, POC will need to hand deliver or email the form to the BPA Manager (OIC, Class I/IV Supply) in the HHC LTF SPO, Camp Phoenix.

Once the BPA Manager receives the gravel request form, he /she will process it and run the request through CJTF Phoenix Eng for concurrence. Once the BPA Manager receives approval from CJ Eng, he/she will notify the vendor and date order was placed for the gravel.

Transportation-Crane

Unit's requesting trucking or crane support will email a copy of the Host Nation Trucking (HNT) request form to the CJTF Phoenix ANSF Log Cell.   The form must be completely filled out. Click this link to see an electronic copy of the HNT form on the CD. Once the ANSF Log Cell receives the request, they will coordinate with KRCC for approval and then notify the requestor of the status.

Printer/toner requests

A printer/toner request forms (PTCRF) is the form used for ordering printing toner. POC can access the PTCRF found either on the CD or at the CJTF Phoenix SharePoint website. Once the form is filled out, POC will need to hand deliver or email the form to the BPA Manager. PTCRs are turned into the KRCC the 15th of every month.

Printing Requests

A Print Request Form (PRF) is the form utilized to request the production of printed material. Ex: brochures, manuals, posters, business cards, signs. There are two types of print requests: T10 (U.S. Forces) and T22 [ANA & ANP (Afghan National Army & Afghan National Police] Forces. The J4 Office accepts only T-10 Print requests**. All T-22 Print Requests go through the IO Office.**

Next, the POC (point of contact) needs to create a print request found either on the CD or at the CJTF Phoenix SharePoint website. POC will fill out all necessary sections except for the Request # line located at the top right of the form. Once the form is filled out, POC will need to hand deliver or email the form to the BPA Manager.

When the BPA Manager receives a PRF he/she will enter it into the J4 share drive and begin processing the request. After the request is processed, the vendor is notified of the new order and date it was placed.

Some key items to keep in mind regarding printing BPAs:
- The vendor must send back a quote before production has been started on the order. This is done to ensure there are enough funds.
- Tracking of spending plan must be done so the BPA Manager has knowledge if the funds are getting low.
- If funds are getting down to the bare minimum a LOI (Letter of Increase) must be done.
- Make sure all information is filled out correctly

Tent purchases

Request for tents come to the BPA Manager from the CO (contracting officer) at the KRCC (Kabul Regional Contracting Center). An e-mail from the CO (contracting officer) will then be sent to the BPA Manager.

The Tent request will come in the form of a Transmittal Letter. The BPA Manager needs to name the order form before saving otherwise it will overwrite the transmittal letter.

If the total is less than $25,000.00 then you can forward the letter to the designated vendor selected, the vendor will then do the rest. If it exceeds 25K the BPA Manager will then have to send the letter to the CO at the KRCC.

Requests for tents usually come from the J4s at the various ARSICs in Afghanistan. J4s should consolidate their requirements before sending them to the CJTF Phoenix J4 Contracting Officer.

With regards to tent delivery, many of the FOBs that will be dealt with are in very dangerous and serious places, so the BPA Manager will have to support the vendor by often filling out their DD250's for received items. Many times when a delivery is made it's an Afghan driver dropping off to an Afghan acceptor, so DD250's often get incorrectly filled out.
The BPA Manager will call the POC on the phone, confirm delivery, and complete the DD250, then bring all the collected DD250's to the CO in the KRCC office at the end of the month with the filled out transmittal letter.

Title 22 Authorization

GENERAL

1. Purpose. This Standard Operating Procedure (SOP) describes J4 Contracting Operations that provides support to all U.S., Coalition, and ANA/ANP forces within CJTF Phoenix.

2. The CJTF Phoenix J4 Contracting Representative is responsible for accepting and approving all J4 function Contract Request Form (CRF) packets from all ARSICs under CJTF Phoenix.

   a. CJTF Phoenix J4 CRF packets encompass services such as Operation & Maintenance (O&M), septic, non-potable water, food service, and maintenance on vehicles and electronics. CJTF Phoenix J4 CRFs also include purchase items such as equipment unavailable through normal supply channels. There must be a valid need and proof that there are no other means to obtain these items such as a backorder log or cancelation report from P-BUSE or Logistics Information Warehouse (LIW) parts tracker. Such items include unit patches, leased equipment, maintenance equipment, and new build or expansion furniture. If it is a J6 (communications) or J7 (construction) item, the CRF will go to those staff functions.

   1. T22 request packets do <u>not</u> need a letter of justification or JARB coversheet

   2. There are account numbers that must be filled in on a T22 CRF which are as follows:
      - UAL-5 ANA Logistics Life-support Sustainment
      - UAL-6 ANP Logistics Life-support Sustainment
      - UAL-8 ANA ENG Facilities Infrastructure
      - UAL-9 ANP Facilities Sustainment/equipment
      - UAL-12 FEE ENG Facilities Infra-Sust-Equip

   3. G/L codes also are required to be filled out on a T22 CRF by the contract requester. See Enclosure Q for the full listing of G/L codes.

   4. MOD/MOI 14 - support or failure verification must be noted at the bottom of a T22 CRF before the contract begins and again 6 months before the contract is completed.

3. CRF

   a. Completing a CRF

In order to process a CFR, the form has to be filled out correctly and with the correct information.   Version 4.0 is the current CRF (Version 3.1 will also be accepted). See Enclosures G.

b. Date Requested and Required
The Date Requested and the Date Required are critical for tracking and awarding purposes. CRFs take up to 120 days to process from the date the CRF is submitted to the date the service begins or material is delivered, so submitting them in a timely manner is critical. If the current contract has an option that needs to be exercised, the CRF must be submitted 120 days prior to end of the current contract. Please note that it needs to be checked off whether this is a new contract, an extension to the current contract, or an option to be exercised (with current contract number).

c. Project Number
Project numbers will be assigned and tracked at the ARSIC level. These project numbers will follow the request up through the J8 level. Each CRF submitted (new, extensions, and options) will have a unique project number based on the following format, outlined in Tasking Update 08-238:

Format: ARSIC Letter Code + Funding Type + Fiscal Year + Sequential Number
Example: N   -   T22   -   09   -   001

d. General Description / Total Requested Amount
In the General Description block an informative but brief description needs to be written. Indicate the goods or service you are requesting and a brief justification statement. Next to General Description you will place the total amount of money you are requesting for the contract—this amount must match the amount you put in the "Contract Request Information" block.

e. Location / Contract For
Location will be the location where the goods or services will be delivered or performed for Afghan Forces. When T22 is selected, check which Afghan Forces are being supported: ANA or ANP.

NOTE: You cannot choose both types of funding for one CRF. If your FOB/Camp encompasses both T10 and T22, two separate CRFs must be submitted.

f. Requestor/COR Blocks
These blocks need to be filled in with the originator of the contract (the requestor) and Contracting Officer's Representative's (COR) information.

NOTE: The COR must be present at delivery location to receive contracted items or services.

g. Staff Approval

These are the approval blocks to be completed by the J4, J6, or J7.

h. Contracting/Materials/Equipment Contract Request
In this block, individual items need to be listed by quantity and price. This list must match the provided quote from the preferred vendor. (If the more expensive vendor is chosen as the preferred vendor, the requestor should make this known and give good reasoning.) The total price must match the "Total Requested Amount" Block at the top of the CRF.

i. Service Contract Request Information
Provide a detailed description of the service that will be provided: who, what, when, where and why. How many personnel are going to be supported? What kind of support is being asked to be provided? When does the service need to be initiated? Where will the service be implemented? Also include the length of time the service is required and justification for that length of time. The unit of issue will be month, each, lump sum, etc. The quantity will be the number of units the contract will encompass. When the unit cost is filled in, the sheet will compute the total cost. This should match the "Total Requested Amount" block at the top of the CRF.

NOTE: Statement of Work (SOW) must be attached to the CRF packet before submittal. (See paragraph 5)

j. Construction Project Request
This is for a J7 request.

k. Vendor Quotes
It is preferred to have three vendor quotes at the time of submittal, but only one is required. Fill in all necessary information such as name and contact info for each vendor, location of vendor, and price quote for each. For each vendor listed on the CRF, the actual quote (email or scanned hard copy) must be included in the CRF packet (see paragraph 3). The preferred vendor should be listed first, and the quoted price must match the "Total requested Amount" listed above on the CRF.

4. Vendor Quote

a. All items and services must first be sourced from local Afghan vendors. Also, ensure delivery costs and maintenance costs are listed on the quote. See Enclosures Y and Z for examples.

5. Contracting Officer Representative (COR)

a. COR Information
Each contract request must have a COR assigned to it. The COR is responsible for the receiving of all items or services specified in the contract. The COR is also responsible to make sure the vendor/contractor is paid in a timely manner. See

Enclosure E, COR Power Point Presentation, for details on the roles and responsibilities of a COR

b. COR Certification
The COR will be required to complete the official COR training provided by the DAU website stated in the COR training requirements memo (Enclosure D). This website offers a certificate of completion at the end of the training. If internet connectivity is a problem, the KRCC office on Camp Phoenix offers the alternative of a 261 slide presentation (DAU CLC 106: COR with a Mission Focus). After reviewing this slideshow, an oral exam is given by the KRCC Contracting Officer. The COR will have a COR Certificate signed by a contracting officer here on Phoenix. See enclosure C for template.

c. COR Nomination Memo
In order to process a CFR, a COR Memo appointing a COR to a specific contract is required. The COR memo must be signed and approved by an O5. This memo must also state the anticipated RIP date of the COR. See Enclosure D for an example of a COR nomination memo.

d. Trafficking in Persons Certificate
The COR must also complete a Trafficking in Persons course. The following websites provide Trafficking in Persons training:
    1. www.dodig.osd.mil/inspections/IPO/combatinghuman.htm (Click on the "TIP Briefing" link on the left side of the website)
    2. http://www.dodig.mil/TIPtraining/index.htm

    After completing the training, print out the certificate provided by the website, or fill out Enclosure X: TIP Certificate.

6. Statement of Work (SOW)

a.   The SOW needs to be extremely detailed. The SOW must include period of performance, frequency, duration, requirements, and responsibilities. Any service contract over $25,000 must also include a Quality Assurance Surveillance Plan (QASP) within the SOW. See Enclosure R which has a QASP section.

7. Letter of Justification (LOJ)

a. Justification
In the Letter of Justification (LOJ) the justification must be clear and concise with as much detail as possible. Write the LOJ as if it will be reviewed by someone that knows nothing about your location and your needs. This will enable Higher to get an idea of where you are coming from and why the service or item is critical to mission success. Ensure the LOJ has a straight-forward impact statement. See Enclosure O.
NOTE: LOJ will have to be scanned in to be attached to the CRF packet.

8. **LOJ Signing Authority**

   a. **Approving authority levels for LOJs**
      1. O-4 level and above up to $2,500.00
      2. Task force commanders or designated representatives at the O-5 level up to $9,999.00
      3. Task force commanders or designated representatives at the O-6 level up to $199,999.00
      4. Chief of Staff up to $999,999.00
      5. First O-7 up to $9,999,999.00
      6. SUPER CARB $10M and above

      The LOJ signing authority is attached as Enclosure P.

9. **Emergency Funding Request (EFR)**

   a. If an unforeseen and immediate need for mission essential goods or services arises, an emergency funding request (EFR) coversheet can be submitted with a contract request. An EFR should only be used in extreme situations, as an approved EFR takes funding from a contract that has already been awarded. See enclosure J for example.

10. **Letter of Increase (LOI)**

   a. If it is determined that the original quoted amount submitted with a contract or the original awarded amount has increased, a Letter of Increase (LOI) must be submitted. Title 22 LOIs must include the PR&C number (begins with "CJT"), and Title 10 LOIs must include the line of accounting (LOA) (begins with "TFP"). All LOIs must contain the "applicable funds cite" information, an alpha-numeric code which can be found in the "Accounting and Appropriation Data" towards the bottom of the contract. LOIs will be signed at the Task Force level—ARSICs need only draw up the LOI with the J8 Resource Manger's signature block. The J8 has this memo signed by their OIC and then send it up to Eggers Finance to have the Comptroller block signed off on. Then it is sent to KRCC so the contract can be amended. See Enclosure M and N for examples of LOIs.

11. **The Contracting Trail for T22**

   a. After a CRF packet has been Quality Controlled (QC'd), the J4 forwards the request up to the J8 where it is assigned a Purchase Request and Commitment (PR&C) number. From here it can take several routes:
      1. T22: J8 inputs the request into the NAV system and sends the packet to CSTC-A for approval.

b. The final step of the T22 processes is performed at the Phoenix Kabul
    Regional Contracting Center (KRCC) where they put the bid out for the
    contract to find the best contractor. Once the contractor is chosen, the
    contract is drafted and awarded.
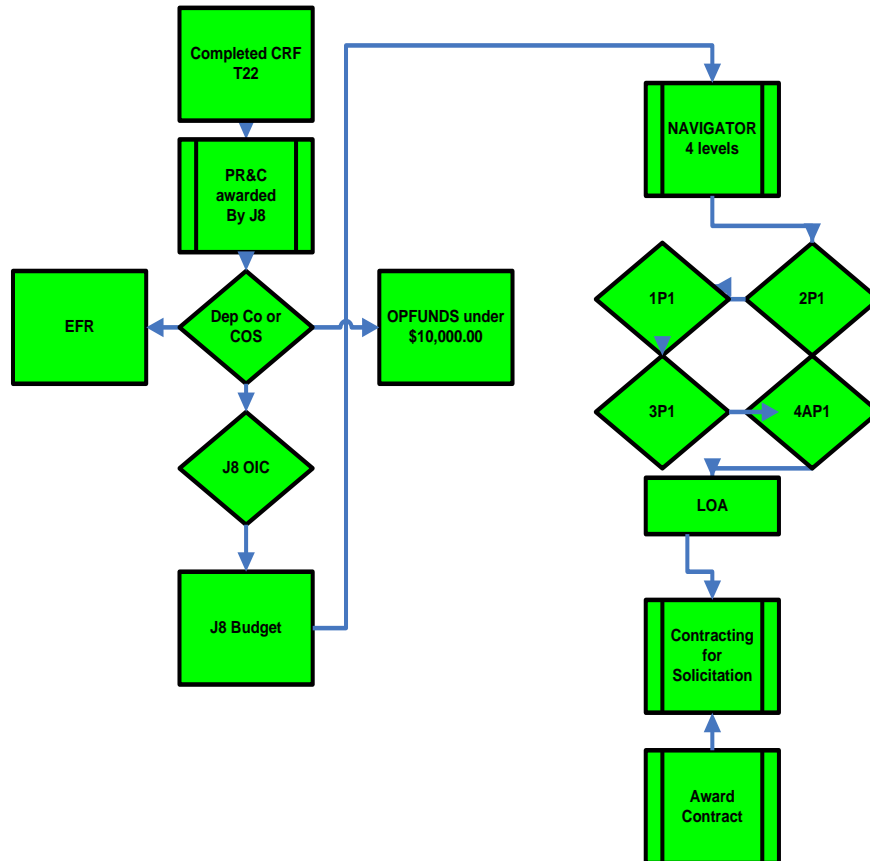
Figure 11-1 Title 22 Process Overview

Chapter 12 – MoI Forms

FORM TITLE	MoI FORM NUMBER	
Warehouse receipt and issue	**MoI Form**	**1**
Stock Accounting Record	**MoI Form**	**2**
Register of Supply Actions	**MoI Form**	**3**
Document Register	**MoI Form**	**4**
Materiel Receiving Report	**MoI Form**	**8**
Material Issue Order	**MoI Form**	**9**
Request, Turn-in or Lateral Transfer	**MoI Form**	**14**
Work-Order Form	**MoI Form**	**63**
Due-Out Log	**MoI Form**	**1298**
Due-In Log	**MoI Form**	**1299**
Delegation of Authority	**MoI Form**	**1687**
Hand Receipt	**MoI Form**	**2062**

Figure 12-1 MoI Forms

Note: Only the forms with explanations found in this chapter are listed above. The handbook references other forms, i.e. fuels. The forms on the CD are printable. A list of the forms can be found in Appendix C.

MoD Form 1 - Warehouse Receipts and Issues

MoI ANP form 1, Warehouse Receipts and Issues Record, will be used to record all materiel that physically enters or departs warehouse storage. Each receipt and issue should be documented by either a form 8 or form 9. It provides linkage for significant information provided by either form 8 or form 9. The form also provides an inventory check after the warehouse completes the action indicated with the balance physically on hand in the warehouse recorded.

Figure 12-2 MoI Form 1, Warehouse Receipts and Issue

Figure 12-3 MoI Form 1, Warehouse Receipts and Issue (cont)

In order to calculate the Solar Chronological Date for Block#4, mentors will need to use the Solar Perpetual Calendar found in Appendix E of this handbook.

Figure 12-4 MoI Form 1, Warehouse Receipts and Issue (cont)

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2. Supported Unit MoI DAC-Corps/Brigade/Kandack/Company or Agency				1. Supporting Unit MoI DAC-Corps/Brigade/Kandack/Company or Agency			5. Solar Date	4. Solar Julian Date	3. Sequential Number
قطعه اکمال شونده: قول اردو / لوا / کندک / تولی				قطعه اکمال کننده: قول اردو / لوا / کندک / تولی					
12. Additional Data	11. Balance on Hand	10. Quantity Issued	9. Quantity Received	8. Item Number or Manufacturer	7. Form Document Name/Serial Number	6. Document Number	تاریخ هجری شمسی:	تاریخ مسلسل شمسی:	نمبر مسلسل
ملاحظات	موازنه به قید	اخراج	ادخال	نمبر اقلام یا تولید کننده	نمبر ونوع سند	نمبر اسناد			

Block 10: Quantity Issued (Exit): Enter the physical count quantity issued by the warehouse. Caution is needed to insure the unit of issue matches the Form 9.

Block 11: Balance On Hand: Enter the balance physically in the warehouse.

Block 12: Additional Data: Enter additional data that adds to the understanding of the transaction.

MoI ANP Form 1 Warehouse Reciepts and Issues (December2008)　　　فورم 1 اخذوتوزیع گدام پولیس ملی وزارت امور داخله

Figure 12-5 MoI Form 1, Warehouse Receipts and Issue (cont)

MoD Form 2 – Stock Record Account

MoI ANP Form 2, Stock Accounting Record, provides a document to manage the stocks of a logistics Support Activity functioning above the unit level. It provides a basis for stock accountability for those charged with materiel accountability and management while providing logistics support to external organizations. It records increases and decreases to stocks on hand, assists in predicting necessary stock levels to satisfy demands, establishes the balance on hand, records stock identification data for purposes of accountability, issue, and ordering.

Figure 12-6 MoI Form 2, Stock Record Account

Figure 12-7 MoI Form 2, Stock Record Account (cont)

Block 8: Part number: Enter the national stock identification or part number of the item.

Block 7: Item Description or Name: Enter the common or directed name or description of the item of materiel.

Block 6: Reparable: Enter yes or affirmative if this item should be returned for repair or final categorization by a supporting unit before disposition.

Block 5: Unit of Issue: Enter the identification of the issue size; such as each, package, dozen, box, pair, etc.

Figure 12-8 MoI Form 2, Stock Record Account (cont)

Block 9: Month of Year: Enter the solar month of the year.

Block 10: Requests during the Month: Enter the total number of requests/ demands received during the month.

Block 12: Document Number: Solar Chronological Date: Enter the Solar Chronological date of the request received.

Block 11: Date Entry Made: Enter the solar date the entry is being made to the Form 2.

Block 16: Supported and Supporting units: Enter the supported unit and the supporting organization's Ministry of Interior Supply Address Code.

Block 15: Form Number: Enter the form number of the units request and serial number of the unit's form.

Block 14: Serial Number: Enter the serial number of the units' request from Form 14.

Block 13: Document Number-Unit Identification: Enter the Ministry of Interior Supply Address Code of the organization/units' request from Form 14.

Figure 12-9 MoI Form 2, Stock Record Account (cont)

Block 20: Quantity Due In to Depot: Enter the quantity that has been requested from a supporting Support Activity.

Block 19: Quantity Issued / Exit: Enter the quantity issued to the supported / requesting unit, this is a decrease to Support Activity stocks balance from Form 9.

Block 18: Quantity Received / Entrance: Enter the quantity received / Entrance into the depot stocks. This is an increase in Support Activity stock balance from a supporting unit Form 9 or Form 14 Turn-In by a supported unit.

Block 17: Quantity Requested: Enter the quantity requested by the supported unit, the origin of the request from Form 14.

Figure 12-10 MoI Form 2, Stock Record Account (cont)

Block 21: Quantity Due Out from the Support Activity Enter the quantity that is owed to supported units.

Block 23: Balance of Categories: Enter the total quantity for stocks in categories 1, 2, 3, 4, and 5. Remember only Serviceable materiel can be issued and category must be designated on the Form 9.

Block 22: Quantity Current On Hand Balance: Enter the total of stocks by category in the Support Activity. Only stocks in the Support Activity are available for issue and are counted.

Figure 12-11 MoI Form 2, Stock Record Account (cont)

Block 28-24: Quantity by category 5, 4, 3, 2, and 1 as follows: Enter the number for each category. Receipts and Issues must accurately adjust the correct category:
1= New Material
2=Like New Material
3=Serviceable/Needs Repair
4=Unserviceable/Repairable
5=Unserviceable/Not Repairable

Block 29: Reparable Balance Owed Supporting Support Activity: Enter the balances of blocks 30-38 of category 1-5 reparable items that the unit is required to return to the supporting supply organization (MoI ANP Form 9) for repair or further categorization or evacuation to another supporting Support Activity or workshop.

Figure 12-12 MoI Form 2, Stock Record Account (cont)

Figure 12-13 MoI Form 2, Stock Record Account (cont)

MoI Form 3 – Register of Supply Actions

MoI ANP Form 3, Register of Supply Actions, is used by both supported and supporting units. Supporting units use it as a voucher register for a Stock Record Account. Supported Units use it as a register of supply actions. For all units this Form provides a record of requests/demands and turn-ins, a basis to audit for materiel accountability, distribution for arriving materiel due-in, a means to periodically validate due-in demands with each supporting organization, a means to determine elapsed time to receive materiel, and a way to validate promptness of communicating needs to the supporting organization.

Figure 12-14 MoI Form 3, Register of Supply Actions

Block 8: Manufacturer and Part Number or Identification Number: Enter the part number and manufacturer of the materiel needed. This may be a code for the manufacturer or the name of the manufacturer. Drawing numbers and number on the drawing may substitute for a unique part number. In some instances a National Identification Number may be available, it should be used over all other identification means.

Block 7: Document Sent to / Supporting Unit: This block establishes the identification of the supporting logistic Support Activity. Enter the MoI Supply Address Code of the supporting depot that the Form 14 is delivered to the supporting logistics organization. Each supporting logistics organization's MoI Supply Address Code is used to route materials and requests properly.

Block 6: Form Number: Enter the form number associated with the action. This block is split with a diagonal. The left top portion are for entry of Type form associated with the request of materiel and the right lower portion is associated with the serial number issued from Form 4.

Figure 12-15 MoI Form 3, Register of Supply Actions (cont)

Block 12: Stock Record Clerk's Initials: Enter the initials of the person entering the data onto the form.

Block 11: Name of Requestor: Enter the MoI Supply Address Code assigned the requestor.

Block 10: Priority: Enter the priority of need for the item

Block 9: Item description: Enter the name of the item or description of the item that can be used to identify the materiel.

Figure 12-16 MoI Form 3, Register of Supply Actions (cont)

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Figure 12-17 MoI Form 3, Register of Supply Actions (cont)

Block 13: Quantity Requested: Enter the number corresponding to the unit of issue being requested.

Block 14: Quantity turned In to supporting supply organization: Enter the number corresponding to the unit of issue being returned to the Support Activity. Enter the category in the "Additional Data Column provided".

Block 16: Quantity Due In: Enter the quantity that is owed by the supporting depot to the requesting Supply Activity.

Block 15: Quantity Received: Enter the number received as indicated on Form 1 and Form 9. If less than the full amount requested, make this entry in pencil until the remaining balance arrives that fulfills the original requested quantity.

Figure 12-18 MoI Form 3, Register of Supply Actions (cont)

Block 17: Follow up Date: Enter in pencil the solar date the requesting unit must verify this record of due in with the supporting depot's due-out record for the requestor or Supply Activity. Normally this date will be (2) two weeks after the most recent receipt.

Block 18: Concluded: Enter the date the request is completed. If the order is complete, erase the earlier pencil entry in block 15 and enter the full quantity received in ink.

Block 19: Additional Data: Enter any additional data that may be significant to the supply transaction.

MoI Form 4 - Document Control Register

MoI ANP Form 4, Form Controlling Register, provides a method of control in addition to the Form 3, Register of Supply Actions, to insure completed forms are traceable from the time of initiation until completed. As a form is delivered and signed for, the person should also sign this register, providing proof that the initial form was delivered and received.

امضای تسلیم شونده Reciever's Signiture	تعداد اوراق Number of Copies	تاریخ اسناد Document Date	نمبر اسناد Form Document Serial Number	اسم فورم Form Name	تاریخ شمسی Solar Date	تاریخ شمسی مسلسل Solar Julian Date	نمبر مسلسل Consecutive Sequence Number

Block 4: Name of Form: Enter the numerical designation of the form.

Block 3: Solar Date: Enter the Solar date of the entry into the register.

Block 2: Solar Chronological Date: Enter the Solar Chronological date of the entry into the register.

Block 1: Serial Number: Enter the sequence number of the entry into the register. Sequence numbers are consecutive from the first entry of the calendar year through the last entry of the calendar year.

MOI ANP Form 4 Document Control Register(December2008)   فورم 4 ثبت وقید اسناددفاتروزارت امور داخله

Figure 12-19 MoI Form 4, Document Control Register

امضای تسلیم شونده Reciever's Signiture	تعداد اوراق Number of Copies	تاریخ اسناد Document Date	نمبر اسناد Form Document Serial Number	اسم فورم Form Name	تاریخ شمسی Solar Date	تاریخ شمسی مسلسل Solar Julian Date	نمبر مسلسل Consecutive Sequence Number

Block 5: Number of Form: Enter the consecutive number for the particular form being entered.

Block 7: Number of Copies: Enter the number of copies of the form.

Block 8: Receiver's Signature: Receiver signs for the completed forms.

Block 6: Date of Document: Enter the date of the form was initiated.

MOI ANP Form 4 Document Control Register(December2008)   فورم 4 ثبت وقید اسناددفاتروزارت امور داخله

Figure 12-20 MoI Form 4, Document Control Register (cont)

MoD Form 8 – Process Material Receiving Reports

MoI Form 8 is used to record the receipt of materiel from outside sources such as contractors, manufacturers, foreign military sales, confiscated turn-in materiel, etc. Form is also used for transaction of items between depots and finance offices to enable contractors to get their money. For items not in the unit's property book, a MoI Form 8 is used to record those items. The MoI Form 8 must be filled out by the organization that has found or is accepting the equipment.

Figure 12-21   MoI Form 8, Material Receiving Report

Form header (Figure 12-22):

Authorizing Agent of Depot Signature and Date:	تصدیق نماینده دیپو امضاء وتاریخ ان	اعضای نماینده گان تولید کننده / تهیه کننده	اسم و موقف/ رتبه هئیت معاینه	به اساس کدام سند	ازکجا امده	ذریعه کدام نوع وسایط	بکدام آدرس	نوع عئنیات
Sequential Number of this Form:	النمبر مسلسل این فورمه 9.	Manufacturer or Provider on Site Representative	Rank and Name of Inspectors	Date	Shipping Form	Shipped From	Means of Transport	Shipped To	Type or Kind of Item or Materiel
Name of Person Issuing this Form:	اسم شخص که صادره کننده این فورمه است			6.	5.	4.	3.	2.	1.
Condition of Shipping Containers:	چگونگی وضعیت خارجی	Materiel Receiving Report							
Number of Shipping Containers:	های منتقل شده	ملاحظات	تفاوت وکمبود	موجودیت مقدار مواد حساب شده	مقدار که نوع مورد وارد شود نظر به	واحد	پارت نمبر	نام یا توضحیات عئنیات	نمبر قرارداد یا درخواست	نمبر مسلسل
Security of Shipping Containers:	تنیی خاندینر شده	Addition Data 19.	Discrepancy + Over / - Short	Quantity Inventoried 17.	Quantity Expected or Due-in 16.	Unit Issue	Part Number			Sequence Number 11.

Annotation boxes (Figure 12-22):

Block 6: Solar Date. Enter the solar date from the vendor's documentation.

Block 7: Rank and Names of Inspectors. Enter the name and rank of MoI inspectors validating this shipment of materiel.

Block 8: Manufacturer or Provider on Site Representative. Enter the name of the vendor's or manufacturer's agent making the delivery.

Block 9: Authorizing Agent of Center or Supply Point, Signature, Date, Sequential number of this form, and name of person issuing form. Enter the depot's authorizing agent for this form, their signature, date of signature, and sequential number from Form 4 for this form.

Rank			
Name			
Signatu...			
	28.	27.	26.

MoI Form 8 Materiel Receiving Report — فورمه راپور اخذ عئنیات .فورم 8وزارت دغاع ملی اردوی ملی افغانستان (برقی)

Figure 12-22 MoI Form 8, Material Receiving Report (cont)

Form header (Figure 12-23):

Authorizing Agent of Depot Signature and Date:	تصدیق نماینده دیپو امضاء وتاریخ ان	اعضای نماینده گان تولید کننده / تهیه کننده	اسم و موقف/ رتبه هئیت معاینه	به اساس کدام سند	ازکجا امده	ذریعه کدام نوع وسایط	بکدام آدرس	نوع عئنیات
Sequential Number of this Form:	النمبر مسلسل این فورمه 9.	Manufacturer or Provider on Site Representative	Rank and Name of Inspectors	Date	Shipping Form	Shipped From	Means of Transport	Shipped To	Type or Kind of Item or Materiel
Name of Person Issuing this Form:	اسم شخص که صادره کننده این فورمه است	8.	7.	6.	5.	4.	3.	2.	1.
Condition of Shipping Containers:	چگونگی وضعیت خارجی کانتینر ها	Materiel Receiving Report							
Number of Shipping Containers:	10. تعداد کانتینر های منتقل شده	ملاحظات	تفاوت فاضل وکمبود(+)/(-)	موجودیت مقدار مواد حساب شده	مقدار که نوع مورد وارد شود نظر به	واحد	پارت نمبر	نام یا توضحیات عئنیات	نمبر قرارداد یا درخواست	نمبر مسلسل
Security of Shipping Containers:	وضعیت های منتق کانتینر	Addition Data 19.	Discrepancy + Over / - Short 18.	Quantity Inventoried 17.	Quantity Expected or Due-in 16.	Unit of Issue 15.	Part Number 14.	Item Name or Description 13.	Procurement Number 12.	Sequence Number 11.

Annotation boxes (Figure 12-23):

Block 13: Item Name or Description. Enter the name or description from the vendor's documentation.

Block 12: Procurement Number: Enter the contract number from the vendor's documentation.

Block 10: Condition of shipping container, Number of shipping containers, Condition of Security of shipping containers. Describe the condition of the shipping container or packaging, number of containers or packaging, and general security condition.

Block 11: Sequence number on this form. Number each line used beginning with 1. This form may be used to receive several types of materiel all on the same contract from the same vendor. Enter each different item or type materiel on a separate line, numbering each line sequentially from line 1 until complete or the form is filled.

Number of Copies and Required Distribution:	تعداد کاپی توزیع ان ه 20.		
Distribution:	توزیع 21.		
Attachments:	ضمایم 22.		
Additional Data by Inspectors:	ملاحظات و هئنات معای		
امضاء	تاریخ وامضاء هئیت سومی		
	28.	27.	26.

MoI Form 8 Materiel Receiving Report — فورمه راپور اخذ عئنیات .فورم 8وزارت دغاع ملی اردوی ملی افغانستان (برقی)

Figure 12-23 MoI Form 8, Material Receiving Report (cont)

Figure 12-24 MoI Form 8, Material Receiving Report (cont)

Figure 12-25 MoI Form 8, Material Receiving Report (cont)

Block 22: Attachments: Record the description of any attachments, for example: vendor's invoice 22 pages.

Block 23: Additional Data by Inspectors. Space for entering any additional information necessary or additional space to complete other blocks.

Block 24: Date of signature or completion. Enter the signature of person completing this form and the date completed.

Block 25: Receiver and Provider: Enter the name of the Support Activity's receiving agent and signature of vendor's agent.

Block 26: Signatures of Chief Inspector and date, Signature of 2nd Inspector and date, and Signature of 3rd Inspector and date.

Figure 12-26 MoI Form 8, Material Receiving Report (cont)

Block 28: Rank/Title, Name, and Signatures. Requirement to enter the Name, Rank, and Signature of Receiver.

Block 27: Rank/Title, Name, and Signatures. Requirement to enter the Name, Rank, and Signature of Provider.

Figure 12-26 MoI Form 8, Material Receiving Report (cont)

MoI Form 9 – Material Issue Order

MoI ANP Form 9 is used to release supplies and materiel from a national warehouse, regional logistics center or supply point stockage. It transfers accountability from the supporting warehouse, regional logistics center or supply point to the recipient / receiver. It triggers shipping / transportation documents preparation. It acts as a receipt for the receiving unit and provides a means to notify the issuing warehouse, center or supply point that the intended receiver did in fact receive their materiel requested.

کود آدرس اکمالاتی جزوتام حمایه کننده: نام جزوتام حمایه کننده: کود آدرس اکمالاتی جزوتام حمایه کننده: کود آدرس اکمالاتی جزوتام حمایه شونده:

3. Supporting Unit Name:				2. MoISAC (Supporting Unit):			1. MoISAC (Supported Unit):			
معلومات اضافی	تاریخ اخذ	توزیع شده Issued		باید توزیع شود To Be Issued		واحد قیاسی	شماره ستوک (دیپو) ملی و شماره شناسائی سطر	شرح جنس	تاریخ مسلسل شمسی	شماره مسلسل
		مقدار	نام اخذ کننده	مقدار	موقعیت	8. Unit of Issue	7. Item Number/ NSN and LI	Item Description		
14. Addition Information	13. Picked Date	Quantity	11. Picked By	10. Quantity	Location				5. Solar Chronological Date	4. Serial Number
(Serial/Lot No.)			(At WH)		(BIN No.)					

Block 1: MoISAC of Supported unit. Enter the supported unit's MoISAC

Block 2: MoISAC of Supporting unit. Enter the MoISAC of the supporting unit.

Block 5: Solar chronological date. Enter the solar chronological date from the MoI 14 request.

Block 3: Supporting unit's name. Enter the name of the supporting unit.

Block 4: Serial number. Enter the serial number of item requested from the MoI 14.

امضاء شخص توزیع کننده: تاریخ:

17. Issued By (Signature):	Date:	15. Received By (Signature):	D

اسم/ ارگان/ شماره کارت ویا تیلفون:

18. Printed Name/ Organization/Badge or Telephone Number:	16. Printed Name/ Organization/Badge or Telephone

کاپی اصلی را توزیع کننده نگهمیدارد

Original Copy Retained by Issuer   Copy to Requesting Unit

MoI ANP Form 9 Materiel Issue Order   June 2008   فورم 9 (امر نامه توزیع) پولیس ملی و زارت داخله

Figure 12-27 MoI Form 9, Material Issue Order

Figure 12-28 (MoI Form 9, Material Issue Order)

Form header (top):

کود آدرس اکمالاتی جزوتام حمایه کننده: نام جزوتام حمایه کننده: کود آدرس اکمالاتی جزوتام حمایه شونده:

3. Supporting Unit Name: 2. MoISAC (Supporting Unit):   1. MoISAC (Supported Unit):

معلومات اضافی	تاریخ اخذ	توزیع شده Issued		باید توزیع شود To Be Issued		واحد قیاسی	شماره ستوک (دیپو) ملی و شماره شناسائی سطر	شرح جنس	تاریخ مسلسل شمسی	شماره مسلسل
		مقدار	نام اخذ کننده	مقدار	موقعیت	8. Unit of Issue	7. Item Number/ NSN and LIN	6. Item Description	5. Solar Chronological Date	4. Serial Number
14. Addition Information	13. Picked Date	12. Quantity	11. Picked By	10. Quantity	9. Location					
(Serial/Lot No.)			(At WH)		9. (BIN No.)					

Callout boxes:
- Block 9: Location. Enter the location in the warehouse (Bin #) for each item.
- Block 8: Unit of issue. Enter the unit of issue for each line item filled.
- Block 7: Item number/NSN. Enter the item number or national stock number and LIN
- Block 6: Item description. Enter the item description

Form footer:

17. Issued By (Signature):   تاریخ: 15. Received By (Signature):   امضاء شخص تسلیم گیرنده:

18. Printed Name/ Organization/Badge or Telephone Number: 16. Printed Name/ Organization/Badge or Telephone Number: اسم/ ارگان/ شماره کارت وی یا تیلفون:

کاپی اصلی را توزیع کننده نگهمیدارد   یک کاپی برای جزوتام تسلیم گیرنده داده میشود

Original Copy Retained by Issuer   Copy to Requesting Unit

MoI ANP Form 9 Materiel Issue Order   June 2008   (فورم 9 (امر نامه توزیع) پولیس ملی و زارت داخله

Figure 12-28 MoI Form 9, Material Issue Order (cont)

Figure 12-29 (MoI Form 9, Material Issue Order)

Form header (top):

کود آدرس اکمالاتی جزوتام حمایه کننده: نام جزوتام حمایه کننده: کود آدرس اکمالاتی جزوتام حمایه شونده:

3. Supporting Unit Name: 2. MoISAC (Supporting Unit):   1. MoISAC (Supported Unit):

معلومات اضافی	تاریخ اخذ	توزیع شده Issued		باید توزیع شود To Be Issued		واحد قیاسی	شماره ستوک (دیپو) ملی و شماره شناسائی سطر	شرح جنس	تاریخ مسلسل شمسی	شماره مسلسل
		مقدار	نام اخذ کننده	مقدار	موقعیت	8. Unit of Issue	7. Item Number/ NSN and LIN	6. Item Description	5. Solar Chronological Date	4. Serial Number
14. Addition Information	13. Picked Date	12. Quantity	11. Picked By	10. Quantity	9. Location					
(Serial/Lot No.)			(At WH)		9. (BIN No.)					

Callout boxes:
- Block 10: Quantity. Enter the quantity of each item authorized to be shipped.
- Block 11: Picked by. Enter the initials of the person who picked the order at the warehouse
- Block 12: Quantity. Enter the quantity of items picked to be shipped.
- Block 13: Picked date. Enter the date the items were picked at the warehouse.
- Block 14: Additional information. Add an additional information such as lot #'s or serial numbers in this box. Affix an additional sheet if needed.

Form footer:

17. Issued By (Signature):   کننده: 15. Received By (Signature):   امضاء شخص تسلیم گیرنده: تاریخ: Date:

18. Printed Name/ Organization/Badge or Telephone Number: 16. Printed Name/ Organization/Badge or Telephone Number: اسم/ ارگان/ شماره کارت وی یا تیلفون:

کاپی اصلی را توزیع کننده نگهمیدارد   یک کاپی برای جزوتام تسلیم گیرنده داده میشود

Original Copy Retained by Issuer   Copy to Requesting Unit

MoI ANP Form 9 Materiel Issue Order   June 2008   (فورم 9 (امر نامه توزیع) پولیس ملی و زارت داخله

Figure 12-29 MoI Form 9, Material Issue Order (cont)

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کود آدرس اکمالاتی جزوتام حمایه شونده:

کود آدرس اکمالاتی جزوتام حمایه کننده: نام جزوتام حمایه کننده:

| 3. Supporting Unit Name: | | | 2. MoISAC (Supporting Unit): | | 1. MoISAC (Supported Unit): |

معلومات اضافی | تاریخ اخذ | توزیع شده | باید توزیع شود | واحد قیاسی | (دیپو) ملی

		Is			Num		شماره مسلسل شمسی	تاریخ مسلسل شمسی	شماره مسلسل

| 14. Addition Information | 13. Picked Date | 12. Quantity | | | | | 5. Solar Chronological Date | 4. Serial Number |

مقدار

(Serial/Lot No.) | (At WH) | 9. (BIN N

Block 16: Name and organization. The person who signs the Form 9 will print their name and fill in the unit information.

Block 17: Issues by. The person who shipped the items will sign and date the Form 9.

Block 18: Name and organization. The person who issues the items and signs the Form 9 will print their name and fill in the unit information

Block 15: Received by. The receiving unit will sign and date the Form 9 and return to Issuer.

امضاء شخص توزیع کننده: تاریخ:

امضاء شخص تسلیم گیرنده: تاریخ:

| 17. Issued By (Signature): | Date: | 15. Received By (Signature): | Date: |

اسم/ ارگان/ شماره کارت ویا تیلفون:

اسم/ ارگان/ شماره کارت ویا تیلفون:

| 18. Printed Name/ Organization/Badge or Telephone Number: | 16. Printed Name/ Organization/Badge or Telephone Number: |

کاپی اصلی را توزیع کننده نگهمیدارد

یک کاپی برای جزوتام تسلیم گیرنده داده میشود

| Original Copy Retained by Issuer | Copy to Requesting Unit |

| MoI ANP Form 9 Materiel Issue Order | June 2008 | فورم 9 (امر نامه توزیع) پولیس ملی و زارت داخله |

Figure 12-30 MoI Form 9, Material Issue Order (cont)

MoI Form 14 – Request for Material

The sustainment process begins when materiel needs of a supported organization or unit are identified to its logistics support activity and the supply system by completely describing the materiel needed as a request/ demand. The unit identification of the description and quantity of materiel needed, the urgency of need (Priority), and the date it is required (RDD = Required Delivery Date) is communicated to the supply system using MoI Form 14 Materiel Request. This form is used to provide the needed information to all levels above the supported unit, including contracting / purchasing, if necessary. All information is significant and critical for correctly and timely satisfaction of the requesting unit. The materiel request Form 14 is normally completed in four (4) copies and can be used to identify multiple individual requests for materiel.

> ## Priority Explanation
> 1. <u>High Urgency of Need</u>. Unit in Combat or in receipt of Orders to enter Combat
> 2. <u>Moderate</u>. Needed to restore inoperative mission significant equipment, restore unit or mission preparedness, remove impediments limiting training, unit less than assigned readiness level due to materiel readiness
> 3. <u>Routine</u>. For Stockage, does not impact on mission preparedness, nor unit readiness, facilitates current military activities, enhances unit capability

Figure 12-31 MoI Form 14, Request for Material

Figure 12-32 MoI Form 14, Request for Material (cont)

Figure 12-33 MoI Form 14, Request for Material (cont)

Figure 12-34 MoI Form 14, Request for Material (cont)

Figure 12-35 MoI Form 14, Request for Material (cont)

MoI Form 63 - Work Order Form

The MoI Form 63 is the work form request for a repair or service on any piece of equipment serviced by the ANP maintenance facilities to include contracted services such as No Lemon and HEB.   The MoI Form 63 helps maintenance offices approve, track and analyze maintenance and repair data.

ورقه درخواستی برای ترمیم سلاح و تجهیزات تخنیکی   شماره مسلسل ورقه درخواستی _____

Work Order #: Enter the work order number.

Work Request Letter for Equipment & Weapons Repair MoD Form (63)

WO # _____

نوع / مدل تجهیزات ویا سلاح: اداری/ لیست سریال: آدرس اخذ کننده سلاح ویا تجهیزات :

Model/ Type of Equipment or Weapon: Admin/ Serial Number: Maintenance Organization:

Admin/Serial #: Enter the admin/serial #

Type of Repair/ Service: نوع ترمیم/سرویس.   تعداد تجهیزات:

سطح نوع ترمیم اجرا شده توسط یکی ازکمپنی ترمیم کننده:
(یکی حلقه کنید)
1. قطعه
2. حمایت کننده (قراردادی)
3. ملی سازمان

Level of Repairs performed by Maintenance Organization (Circle One)
1. Unit
2. Support
3. National

# of Equipment: Enter the number of equipment

Number of Equipment:

مرجع مربوطه:

Owning Organization:

Level of Repair: Enter level of repair performed by maintenance section

قوماندانی مربوطه:

Commander of Organization:

پرزه جات که در ترمیم سلاح ویا تجهیزات استفاده گردیده:
Parts Used to Repair Equipment or Weapon:

تاریخ تحویل ترمیم/ سرویس

Model/Type of Equipment or Weapon: Enter weapon model/type or equipment item

Date Submitted

بصورت سه نقل تهیه و ترتیب شود

نقل 1- قطعه مربوطه (نقل رسید)

نقل 2- مدیریت حفظ و مراقبت

نقل 3- بخش حفظ و مراقبت

سوپروایزر/افسر مسئول   مکانیک/ترمیم کننده
Supervisor/ manager   Mechanic/ Repairer

Three Copies Minimum:

Copy 1 – Owing Unit (Hand Receipt Copy)
Copy 2 – Maintenance Organization
Copy 3 – Maintenance Organization

افسر حفظ و مراقبت جزوتام   قوماندان قطعه   افسر حفظ و مراقبت تامینات معاینات تخنیکی
Unit Maintenance Officer   Unit Commander   CSS Maintenance Officer/ Higher Level Maintenance Officer

Figure 12-36 MoI Form 63, Work Order Form

ورقه درخواستی برای ترمیم سلاح و تجهیزات تخنیکی   فورم (63)   شماره مسلسل ورقه درخواستی _____

Work Request Letter for Equipment & Weapons Repair MoD Form (63)

WO # _____

آدرس اخذ کننده سلاح ویا تجهیزات :   اداری/ لیست سریال: نوع / مدل تجهیزات ویا سلاح:

Maintenance Organization: Admin/ Serial Number: Model/ Type of Equipment or Weapon:

نوع ترمیم/سرویس: تعداد تجهیزات: سطح و نوع ترمیم اجرا شده توسط یکی ازکمپنی ترمیم کننده:
(یکی را حلقه کنید)
1. قطعه
2. حمایت کننده (قراردادی)
3. ملی
Level of Repairs performed by Maintenance Organization (Circle One)
1.   Unit
2.   Support
3.   National

Type of Repair/ Service:

Number of Equipment:

Maintenance Organization: Enter the name of the maintenance organization.

مرجع مربوطه:

Owning Organization:

Owning Organization: Enter name of Owning Organization who requested repair

قوماندان مرجع مربوطه:

Commander of Organization:

پرزه جات که در ترمیم سلاح ویا تجهیزات استفاده گردیده:
Parts Used to Repair Equipment or Weapon:

Commander of Owning Organization: Enter name of Owning Organization's Commander

تاریخ تحویل برای ترمیم/ سرویس

Date Submitted for Repair/ Service:

بصورت سه نقل تهیه و ترتیب شود

نقل 1- قطعه مربوطه (نقل رسید)

نقل 2- مدیریت حفظ و مراقبت

نقل 3- بخش حفظ و مراقبت

Date submitted: Enter date work order was submitted

سوپروایزر/افسر مسئول   مکانیک/ترمیم کننده
Supervisor/ manager   Mechanic/ Repairer

Note minimum of 3 copies required:
1. **Owning Unit**
2. **Maint Organization**
3. **Maint Organization**

Three Copies Minimum:

Copy 1 – Owing Unit (Hand Receipt Copy)
Copy 2 – Maintenance Organization
Copy 3 – Maintenance Organization

افسر حفظ و مراقبت جزوتام   قوماندان قطعه   افسر حفظ و مراقبت تامینات معاینات تخنیکی
Unit Maintenance Officer   Unit Commander   CSS Maintenance Officer/ Higher Level Maintenance Officer

Figure 12-37 MoI Form 63, Work Order Form (cont)

ورقه درخواستی برای ترمیم سلاح و تجهیزات تخنیکی   فورم (63)   شماره مسلسل ورقه درخواستی _____

Work Request Letter for Equipment & Weapons Repair MoD Form (63)   **WO #** _____

آدرس اخذ کننده سلاح ویا تجهیزات :	اداری/ لیست سریال: نوع / مدل تجهیزات ویا سلاح:
Maintenance Organization:	Admin/ Serial Number: Model/ Type of Equipment or Weapon:

Type of Repair/ Service: نوع ترمیم/سرویس: تعداد تجهیزات: سطح و نوع ترمیم اجرا شده توسط یکی ازکمپنی ترمیم کننده:
(یکی را حلقه کنید)
1. قطعه
2. حمایت کننده (قراردادی)
3. ملی
Level of Repairs performed by Maintenance Organization (Circle One)
1. Unit
2. Support
Number of Equipment: 3. National

Explanation of repair type: Enter a description of the repair needed on the item.

مرجع مربوطه:

Owning Organization:

قوماندان مرجع مربوطه:

پرزه جات که در ترمیم سلاح ویا تجهیزات استفاده گردیده:
Parts Used to Repair Equipment or Weapon:

Commander of Organization:

تاریخ تحویل برای ترمیم/ سرویس

Parts used for Repairs: Enter list of parts used to repair item.

/ Service:

بصورت سه نقل تهیه و ترتیب شود

نقل 1- قطعه مربوطه (نقل رسید)

نقل 2- مدیریت حفظ و مراقبت

سوپروایزر/افسر مسئول   مکانیک/ترمیم کننده   نقل 3- بخش حفظ و مراقبت
Supervisor/ manager   Mechanic/ Repairer

Three Copies Minimum:

Copy 1 – Owing Unit (Hand Receipt Copy)
Copy 2 – Maintenance Organization
Copy 3 – Maintenance Organization

افسر حفظ و مراقبت جزوتام   قوماندان قطعه   افسر حفظ و مراقبت تامینات معاینات تخنیکی
Unit Maintenance Officer   Unit Commander   CSS Maintenance Officer/ Higher Level Maintenance Officer

Figure 12-37 MoI Form 63, Work Order Form (cont)

ورقه درخواستی برای ترمیم سلاح و تجهیزات تخنیکی   فورم (63)

شماره مسلسل ورقه درخواستی _____

WO # _____

Work Request Letter for Equipment & Weapons Repair MoD Form (63)

آدرس اخذ کننده سلاح ویا تجهیزات :

اداری/ لیست سریال: نوع / مدل تجهیزات ویا سلاح:

Maintenance Organization:

Admin/ Serial Number: Model/ Type of Equipment or Weapon:

Type of Repair/ Service: نوع ترمیم/سرویس:

تعداد تجهیزات: سطح و نوع ترمیم اجرا شده توسط یکی از کمپنی ترمیم کننده:
(یکی را حلقه کنید)
1. قطعه
2. حمایت کننده (قراردادی)
3. ملی
Level of Repairs performed by Maintenance Organization (Circle One)
1. Unit
2. Support
3. National

Number of Equipment:

مرجع مربوطه:

Owning Organization:

قوماندان مرجع مربوطه:

Commander of Organization:

پرزه جات که که در ترمیم سلاح ویا تجهیزات استفاده گردیده:

Parts Used to Repair Equipment or Weapon:

تاریخ تحویل برای ترمیم/ سرویس:

Mechanic / Repairer Signature: Person who repaired item will sign here.

Supervisor / Manager Signature: Have Supervisor or Manager sign this block.

te Submitted for Repair/ Service:

بصورت سه نقل تهیه و ترتیب شود

نقل 1- قطعه مربوطه (نقل رسید)

نقل 2- مدیریت حفظ و مراقبت

نقل 3- بخش حفظ و مراقبت

سوپروایزر/افسر مسئول   مکانیک/ترمیم کننده
Supervisor/ manager   Mechanic/ Repairer

Three Copies Minimum:

Copy 1 – Owing Unit (Hand Receipt Copy)
Copy 2 – Maintenance Organization
Copy 3 – Maintenance Organization

Unit Maintenance Officer signature: UMO will sign here.

افسر حفظ و مراقبت جزوتام   قوماندان قطعه   افسر حفظ و مراقبت تامینات معاینات تخنیکی
Unit Maintenance Officer   Unit Commander   CSS Maintenance Officer/ Higher Level Maintenance Officer

Unit Commander: Unit Commander will sign here.

RLC/PSP Maintenance Officer (No Lemon/HEB) Higher level Maintenance Officer: Maintenance Officer will sign their name here

Figure 12-38 MoI Form 63, Work Order Form (cont)

MoD Form 1687 - Delegation of Authority

All supported units must establish themselves with their assigned supporting logistic center or supply point to get needed support. This is done by presenting a valid MoI ANP Form 1687 (Delegation of Authority) with a copy of the appointing instruction as the unit commander's representative. The authority delegated is very specific. When a completed Form 1687 allows the supported unit to request materiel on Form 14 and receive materiel on Form 9 from that single Support Activity who holds the Form 1687, it is only valid for supplies and materiel from that designated center or supply point.

Figure 12-39 MoI Form 1687, Delegation of Authority

معرفی نامه و تفویض صلاحیت به نماینده اکمالاتی
Certificate/Authorization

:کود شناسائی جزوتام
1. UIC and Unit Name

:کود آدرس اکمالاتی وزارت داخله
2. MoISAC

نماینده های قوماندان
Commander's Representatives

امضا 9. Signature	شماره کارت هویت پولیس 8. Police Id Number	موقف 7. Position	رتبه 6. Rank	ولد 5. Father's Name	تخصص 4. Last Name	اسم 3. First name

فوتوهای نماینده های قوماندان (همراه با (بالای آنها
10. Photograph(s) (with seal) of Commander's Representative(s)

11. Representative's Names

Photo   Photo   Photo   Photo

حدود صلاحیت:

MoISAC of Supporting Activity:

اکمالاتی جزوتام اکمال :کننده

امضاء قوماندان

اسم قوماندان

15. Date

16. Expiration Date

13. Commander's Signature

14. Commander's Name

Mol ANP Form 1687
Delegation of Authority (June 2008)

فورم 1687 تفویض صلاحیت پولیس ملی وزارت اخله

Block 9: Signature

Block 8: Enter the person's police ID number.

Block7: Enter the position the person holds in the unit

Block 6: Enter the rank of the person being delegated authority

Block 5: Enter the name of the person's father.

Figure 12-40 MoI Form 1687, Delegation of Authority

معرفی نامه و تفویض صلاحیت به نماینده اکمالاتی
Certificate/Authorization

:کود شناسائی جزوتام
1. UIC and Unit Name

:کود آدرس اکمالاتی وزارت داخله
2. MoISAC

نماینده های قوماندان
Commander's Representatives

امضا 9. Signature	شماره کارت هویت پولیس 8. Police Id Number	موقف 7. Position	به 6. Rank	Father's Name	Name	Name

Block 10: Add a photograph of the person being delegated authority and authenticate with the commander's seal

Block 12: Written description of the limitations for the delegation of authority. Give the parameters of what the representative can and cannot do

فوتوهای نماینده های قوماندان (ه مهر (بالای آنها
10. Photograph(s) (with seal) of Commander's Representative(s)

11. Representative's Names

Photo   Photo   Photo   Photo

12. Authorization limited to: حدود صلاحیت:

MoISAC of Supporting Activity:

کود آدرس اکمالاتی جزوتام اکمال :کننده

امضاء قوماندان

اسم قوماندان

15. Date

16. Expiration Date

13. Command

14. Commar

فورم 1687 تفویض صلاحیت پولیس ملی وزارت اخله

Mol ANP Form 1687
Delegation of Authority (June 2008)

Block 11: Write the name of each person being delegated authority under their respective picture.

*When the authority is tied to a specific location, such as ordering, write the MoISAC of that location here.

Figure 12-41 MoI Form 1687, Delegation of Authority

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معرفی نامه و تفویض صلاحیت به نماینده اکمالاتی
Certificate/Authorization

	:کود آدرس اکمالاتی وزارت داخله			:کود شناسائی جزوتام	
2. MoISAC			1. UIC and Unit Name		

Block 15: Enter the date the delegation of authority is signed by the Commander

Block 14: Print the Commander's name here

نماینده های قوماندان
mmander's Representatives

امضا	شماره کار	موقف	رتبه	ولد	اسم
9. Signature	d Number	7. Position	6. Rank	5. Father's Name	3. First name

Block 13: The Commander will sign here.

Block 16: Enter the date the Commander wants the delegated authority to end. If there is no projected end date, use one year out. A delegation of authority is valid for one year from the date of the Commander's signature or until the Commander leaves.

فوتو		فوتو های نماینده های قوماندان (همراه با (بالای آنها
Photo	Photo	0. Photograph(s) (with seal) of mmander's Representative(s)
		1. Representative's اسامی نماینده Names ها

12. Authorization limited   صلاحیت:

MoISAC of Suppo tivity:

کود آدرس
اکمالاتی
جزوتام اکمال
:کننده

15. Date	تاریخ	13. Commander's Signature	امضاء قوماندان
16. Expiration Date	تاریخ انقضاء	14. Commander's Name	اسم قوماندان

MoI ANP Form 1687
Delegation of
Authority (June 2008)

فورم **1687** تفویض صلاحیت پولیس ملی
وزارت اخله

Figure 12-42 MoI Form 1687, Delegation of Authority

MoI Form 1298 – Due-Out Record

MoI Form 1298 Due-Out Log establishes a record of the materiel / stocks owed to a supported unit until all requests are completed / completely filled with stock as requested. This form, when initiated, is retained with the Form 2 Stock Accounting Record that it is associated with use: MoI Logistic Support Organizations use the Form 1298 as the Authorized Stockage List back-ordered or due-out record. It is also used for non stockage list items when required. All entries will be made in un-erasable ink unless otherwise indicated.

Figure 12-43 MoI Form 1298, Due-Out Record

Block 8: Enter the Priority from the request.

Block 5: Enter the Solar chronological date of the request.

Block 6: Enter the document serial number of the request from Form 14.

Block 7: Enter the initial due-out quantity (This is the amount that was not provided / issued of the quantity requested and is the balance owed the requestor).

MoI ANP Form 1298 Due Out Record (December2008)

Figure 12-44 MoI Form 1298, Due-Out Record (cont)

Blocks 9 /10, 11/12, 13/14: Issued / Balance Columns: For subsequent issues enter the quantity issued in the upper half of the block. Subtract this quantity from the previous balance due-out quantity. Enter the result in the lower half of the block as the new balance due-out quantity. Three columns are provided for recording 3 partial issues. When more than three partial issues must be made to satisfy totally the request, repeat the due-out posting process for the balance still due out. Repeat the procedures above on the next available line on the Form 1298.

MoI ANP Form 1298 Due Out Record (December2008)

Figure 12-45 MoI Form 1298, Due-Out Record (cont)

MoI Form 1299 – Due-In Record

Use Form 1299 to record Authorized Stockage List (and Non Stockage List when required) request actions, other than stock replenishment, that have not been totally received. Enter the data from Form 2. It is used by logistic support organizations. All entries are in non-erasable ink unless otherwise stated.

Figure 12-46 MoI Form 1299, Due-In Record

Part Number or Item Identification Number   نمبر مشخصه و پارت نمبر جنس (عینیات)

1.

| Received 2. دریافت شده | Received 0. دریافت شده | Received 8. دریافت شده | Quantity Requested | Solar Chronological Date تاریخ مسلسل شمسی درخواست 5. | کود نمبر قطعه اکمال شونده: قول اردو / لوا / کندک / تولی | Solar Chronological Date تاریخ مسلسل شمسی 2. |
| Balance 13. میزان | Balance 11. میزان | Balance 9. میزان | مقدار درخواست شده 7 | Document Serial Numbe نمبر مسلسل اسناد 6. | MoIDAC of the Supported Unit Corps Brigad /Battalion/ company / 4. | Solar Date شمسی 3. |

Block 7: Enter the initial due-in quantity (This is the amount that was not provided / issued of the quantity requested and is the balance owed).

Block 6: Enter the document serial number of the request.

Block 5: Enter the Solar Chronological date of the request.

Block 4: Enter the MoI Supply Address Code for the requesting/ supported Unit.

MoI ANP Form 1299 Due In Record(Decmeber2008)   فورم1299 ثبت باقیمانده پولیس ملی وزارت امور داخله

Figure 12-47 MoI Form 1299, Due-In Record (cont)

Part Number or Item Identification Number   نمبر مشخصه و پارت نمبر جنس (عینیات)

1.

| Received 2. دریافت شده | Received 0. دریافت شده | Received 8. دریافت شده | Quantity Requested | Solar Chronological Date تاریخ مسلسل شمسی درخواست 5. | کود نمبر قطعه اکمال شونده: قول اردو / لوا / کندک / تولی | Solar Chronological Date تاریخ مسلسل شمسی 2. |
| Balance 3. میزان | Balance 11. میزان | Balance 9. میزان | مقدار درخواست شده 7 | Document Serial Numbe نمبر مسلسل اسناد 6. | MoIDAC of the Supported Unit Corps Brigad /Battalion/ company / 4. | Solar Date شمسی 3. |

Blocks 8/9, 10/11, 12/13: Received / Balance Columns: Enter the quantity received in the upper half of the block. Subtract the result in the lower half of the block as the new balance due-in quantity. Three columns are provided for recording 3 partial issues. When more than three partial issues must be made to satisfy totally the request, repeat the due-out posting process for the balance still due out. Repeat the procedures above on the next available line on the Form 1298.

MoI ANP Form 1299 Due In Record(Decmeber2008)   فورم1299 ثبت باقیمانده پولیس ملی وزارت امور داخله

Figure 12-48 MoI Form 1299, Due-In Record (cont)

MoI Form 2062 - Hand Receipt

MoI Form 2062 is a Hand Receipt form used to assign unit property to individual levels. Each ANP unit is responsible for the equipment provided by the MoI. The equipment is tracked by the unit Property Book. Unit property managers utilize the MoI Form 2062 to track unit equipment at the small group and individual level. By signing a Form 2062, the individual assumes direct responsibility for the equipment.

Figure 12-49 MoI Form 2062, Hand Receipt

Block 5: Enter a description of the end item if used as a component list.

Block 6: Enter the publication name if used for reference

Block 4: Enter the end item or NSN and LIN if used as a component list.

Figure 12-50 MoI Form 2062, Hand Receipt (cont)

Block 7: Enter the date of the publication if reference used.

Block 10: Enter a description of each item.

Block 8: Enter the quantity if used as an inventory list or component list

Block 9: Enter the item number or NSN and LIN for each line item.

Figure 12-51 MoI Form 2062, Hand Receipt (cont)

فورم تسلیم گیری	HAND RECEIPT	☐
لست موجودی	INVENTORY LIST	☐
ضمیمه	ANNEX	☐
لست اجزاء	COMPONENT LIST	☐

| شماره تسلیم گیری | به (نام و کود آدرس اکمالاتی): | از (نام و کود آدرس اکمالاتی): |
| 3. HAND RECEIPT # | 1. TO (UNIT NAME AND MoISAC): | 1. FROM (UNIT NAME AND MoISAC): |

| مقدار | تاریخ نشر کتاب رهنما | کتاب رهنما برای استفاده کننده | شرح اجناس بزرگ | شماره ستوک (دیپو)ملی/ نمبر شناسایی اجناس بزرگ و شماره شناسائی سطر | تنها برای ضمیمه یا لست اجزاء استفاده شود |
| 8. QUANTITY | 7. PUB. DATE | 6. PUBLICATION | 5. END ITEM DESCRIPTION | 4. END ITEM NUMBER/NSN & LIN | FOR COMPONENT LIST OR ANNEX USE ONLY |

| 14. QUANTITY | | | | | | مقدار منظور شده | مقدار | واحد قیاسی | موقعیت/شماره ضمیمه | شرح جنس | شماره ستوک (دیپو)ملی/نمبر شناسایی جنس و شماره شناسائی سطر |
| F. | E. | D. | C. | B. | A. | 13. AUTH QUANTITY | 12. UNIT OF ISSUE | 11. LOCATION/ ANNEX NUMBER | 10. ITEM DESCRIPTION | 9. ITEM NUMBER/NSN & LIN |

Block 13: Enter the authorized quantity for each line item.

Block 12: Enter the unit of issue for each line item.

Block 11: Enter the location of the item such as a PD location or squad.

| فورم 2062 پولیس ملی وزارت داخله افغانستان | June 2008 | صفحه _____ اوراق _____ |
| MoI ANP Form 2062 Hand Receipt | | Page ____ of ____pages |

Figure 12-52 MoI Form 2062, Hand Receipt (cont)

فورم تسلیم گیری	HAND RECEIPT	☐
لست موجودی	INVENTORY LIST	☐
ضمیمه	ANNEX	☐
لست اجزاء	COMPONENT LIST	☐

| شماره تسلیم گیری | به (نام و کود آدرس اکمالاتی): | از (نام و کود آدرس اکمالاتی): |
| 3. HAND RECEIPT # | 1. TO (UNIT NAME AND MoISAC): | 1. FROM (UNIT NAME AND MoISAC): |

| مقدار | تاریخ نشر کتاب رهنما | کتاب رهنما برای استفاده کننده | شرح اجناس بزرگ | شماره ستوک (دیپو)ملی/ نمبر شناسایی اجناس بزرگ و شماره شناسائی سطر | تنها برای ضمیمه یا لست اجزاء استفاده شود |
| 8. QUANTITY | 7. PUB. DATE | 6. PUBLICATION | 5. END ITEM DESCRIPTION | 4. END ITEM NUMBER/NSN & LIN | FOR COMPONENT LIST OR ANNEX USE ONLY |

| 14. QUANTITY | | | | | | مقدار منظور شده | مقدار | واحد قیاسی | موقعیت/شماره ضمیمه | شرح جنس | شماره ستوک (دیپو)ملی/ نمبر شناسایی جنس و شماره شناسائی سطر |
| F. | E. | D. | C. | B. | A. | 13. AUTH QUANTITY | 12. UNIT OF ISSUE | 11. LOCATION/ ANNEX NUMBER | 10. ITEM DESCRIPTION | 9. ITEM NUMBER/NSN & LIN |

Block 14 A-F: Mark the quantity of each item issued. Items with no issue will receive a slash through the box to prevent accidentally filling in an amount. Utilize a specific column for each time of issue starting with A and working to F. The sheet can be used for 6 issues. Each time items are added, previous information is transferred to the next column and additions or subtractions are made to account for all items still in the possession of the unit or person. Any remaining lines without an item will be left blank and the person responsible for the items will sign their name in the empty portion that column.

* Mark the page number and total number of pages to indicate if there are other sheets attached to the Form 2062

| فورم 2062 پولیس ملی وزارت داخله افغانستان | June 2008 | صفحه _____ اوراق _____ |
| MoI ANP Form 2062 Hand Receipt | | Page ____ of ____pages |

Figure 12-53 MoI Form 2062, Hand Receipt (cont)

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Chapter 13 – MoI Equipment

Classes of Supply

Units of the MoI are supported through a chain of depots. The National Logistics Center will have a central depot that provides all classes of supply to the RLC's and PSP's. Currently, as the MoI is going through the transformation of standing up the NLC, some classes of supply are stored in different depots prior to issue. The following chart shows the different locations and the classes of supply they <u>currently</u> handle. This information is useful when requesting items with a MoI 14. Items located at a higher level depot, will require a longer deliver time. It is also useful in tracking MoI 14 requests. If there seems to be a problem in the chain, mentors can contact other mentors at the depot locations to assist the ANP in fixing issues.

Support Activities	Materiel Groups or Class of Supply
MoI Central Warehouse Regional Logistics Centers Provincial Supply Points	Class 1/Food Class 2/4/6/General Supplies Clothing Equipment Packaged Petroleum Products Construction Materiel
Commercial Contract	Class 3/Bulk Fuel
22 Bunkers Ammunition Storage Facility	Class 5/Ammunition and Explosives
22 Bunkers Ammunition Storage Facility	Class 7/End Items / Controlled Items
MoI Technical and Weapons Facility	Class 9/Spares
MoI Class 8 Medical Warehouse	Class 8/Medical Supplies

Figure 13-1 MoI Depots Responsible for Classes of Supply
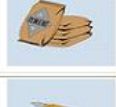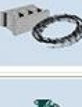
CLASSES	SYMBOLS			SUBCLASSES
Class I - Subsistence				A - Nonperishable C - Combat Rations R - Refrigerated S - Other Non refrigerated W - Water
Class II - Clothing, Individual Equipment, Tools, Admin. Supplies				A - Air M - Weapons B - Ground Support Materiel G - Electronics E - General Supplies T - Industrial Supplies F - Clothing
Class III - Petroleum, Oils, Lubricants				A - POL for Aircraft W - POL for Surface Vehicles P - Packaged POL
Class IV - Construction Materials				A - Construction B - Barrier
Class V - Ammunition				A - Air Delivery W - Ground
Class VI - Personal Demand Items				
Class VII - Major End Items:Racks, Pylons,Tracked Vehicles, Etc.				A – Air L - Missiles M – Weapons K - Tactical Vehicles N - Special Weapons X - Aircraft Engine B - Ground Support Materiel D - Admin. Vehicles J - Racks, Adaptors, Pylons G - Electronics
Class VIII - Medical Materials				A - Medical Materiel B - Blood / Fluids
Class IX - Repair Parts				A - Air L - Missiles B - Ground Support Materiel K - Tactical Vehicles D - Admin. Vehicles M - Weapons G – Electronics N - Special Weapons X - Aircraft Engines
Class X - Material For Nonmilitary Programs				

Figure 13-2 Classes of Supply

In addition to understanding which Depot is responsible for each class of supply, it is important to learn the classes because the MoI 14 process allows for only 1 class of supply on any particular request.

Catalogue of Equipment

Mentor and Afghan logisticians must be able to identify the equipment that they encounter on a daily basis. The following is a sample of the equipment catalogue contained on the CD and available on the ANSF Log Cell website.

| FW0003 | LAUNCHER: Grenade, GP30, 40mm | |
| **FW0014** | MACHINE GUN: 12.7mm | |

Figure 13-3 Example of Catalogue of Equipment

National Stock Number Listing

The National Stock Number list contains a description of most of the items in the national supply system. The example list below is not all in inclusive. A full list of stock numbers can be found on the CD and is available on the ANSF Log Cell website.

Item #	Description
1000-0X-000-0006	هاوان 60 ملی متر / Mortar, 60mm System, LIN H57005
1005-00-X90-0067	کلا شینکوف / Rifle, AK-47, With Wood Stock LIN FW0001
1005-00-X90-0069	های میکانیزه کلاشینکوفs/ Rifle, AKM, AK-47 W/ Folding Stock LIN FW0001 فقد به جزتام قنداغ قعطکی
1005-01-127-7510	ماشیندار Machine Gun, 5.56mm M249 LIN M09009 /5.56mm M249
1005-01-128-9936	سلاح ام 16 /Rifle 5.56 MM M16A2 LIN R95035
1005-01-231-0973	سلاح ام 4 /Rifle 5.56 MM M4 LIN R97234

Figure 13-4 Example of National Stock Number List

Appendix A – Additional Tools in Mentor Handbook CD

- ARMY Mentorship Handbook

- Capabilities Endorsement Form Instructions

- MoI 14 Process

- MoI 9 Process

- MoI Property Book Process

- CSTC-A 100% Weapons Inventory FRAGO

- Afghan NSN Listing (01 JAN 2009)

- ANP/ANA Inventory Catalog with Pictures

- MoI Weapons Serial Number Inventory Order (Dari)

- MoI Weapons Serial Number Inventory Order (English)

- Host Nation Trucking Request Form

- CJTF Phoenix ANSF Log Cell – J4 Contacts

- MoI Logistics Policy

- MoI Maintenance Policy

- MoI Transportation Policy

- MoI Tashkil

- CSTC-A Corruption and Bribery Reporting FRAGO

- ANP Mentor Training Brief

- MoI Accountability Training Book

Appendix B – J4 Points of Contact Listing

CJTF PHOENIX J-4 CONTACT ROSTER as of 27 Jun 09					
RNK	**NAME**	**DUTY POSITION**	**AREA OF CONCENTRATION**	**OFFICE PHONE**	**CELL PHONE**
LTC	Strode, Lori A.	CJ4		237-2051	
CW2	Duzan, Tosha N.	Transporation Branch Chief	Container Mgt, ULN Moves, TPFDD	237-2119	070-739-1742
MAJ	Collins, Tracey	Dep CJ4, Supply and Services		237-6871	070-617-0145
LT	Wong, Cormick	Contracting Officer	Oversight on all T10 & T22 Contracts	237-6871	
SSG	Hackstadt, Whitney	Ttile 10 Contract Management	T 10 Contracts	237-2243	
SPC	Curl, Sarah	T22 Contract Mangement/ BPA Manager	Printing, Furniture, Toner, Tents BPAs	237-2243	070-617-0174
SFC	Freed, Michael A.	Material Manager	New Equip Fielding, Conops	237-2023	
SSG	Johnson, Randal L.	FLIPL Manager	FLIPLs	237-2307	
LTC	McCall, Amy	ANSF Log Cell Chief	T22 LOGSTAT	237-2137	
SMSgt	Davis, Andy	ANSF Log Cell Superintendent	Training Policies & Procedures	237-2137	
SFC	Mayer, Mathew	ANSF Log Cell, Plans, Policy and Training	Training Policies & Procedures	237-2058	
SFC	Cornell, Johnny	ANSF Log Cell, ANA NCOIC	ANA Support NCO	237-2137	
		ANSF Log Cell, LOGSTAT/TRAT	ANA Reporting NCO	237-2137	
MSgt	Ferguson, Raymond E.	ANSF Log Cell, ANP NCOIC	ANP Support NCO	237-2058	
		ANSF Log Cell, LOGSTAT/PTRAT	ANP Reporting NCO	237-2058	
CW2	Ling, Hau	Maint Off (both T10 and T22 issues)	TPER Program	237-2426	070-739-1767
SGM	Crossett, Leslie F.	Maint NCOIC (both T10 and T22 issues)	Battle Loss/ Battle Damage	237-2426	
LTJG	McCoy, Brad	J3 Plans	ONS, MEEL, New equpt fielding	237-2312	070-739-1739
MSG	Morris, Kenneth M.	NCOIC CJ4	Force Projection/Reset/IL Log LNO	237-6871	070-617-0166
CW2	Bates, Peggy A.	PBO OIC		237-2234	070-600-8809
SFC	Groy, Mary	PBO NCO	Central, East, West	237-2234	
SGT	Weir, Michael R.	PBO NCO	Kabul, North, South	237-2234	
WO1	Boomer, Ronald D.	Food Service Officer	DFAC/ KBR Oversight, MWR	237-2205	
SGT	Destura, Arnel G.	Food Service NCO	DAFC/ KBR Oversight	237-2205	

Email Addresses:
    ANP Issues – tfphx.j4.anp@afghan.swa.army.mil
    ANA Issues – tfphx.j4.ana@afghan.swa.army.mil

CJTF Phoenix SharePoint Websites
    NIPR – https://tfphx.oneteam.centcom.mil/Pages/default.aspx
    SIPR – https://tfphx.oneteam.centcom.smil.mil/Pages/default.aspx

Appendix C – MoD Forms

The following forms are located on the CD found in the back of the logistics mentoring handbook.

MoI Form 1 – Warehouse Receipt and Issue
MoI Form 2 – Stock Accounting Record
MoI Form 3 – Register of Supply Actions
MoI Form 4 –Document Control Register
MoI Form 8 – Material Receiving Record
MoI Form 9 – Material Issue Order
MoI Form 14 – Material Request or Turn-in
MoI Form 27 –Daily Fuel Consumption
MoI Form 28 – Unit Fuel Issue Form
MoI Form 30 – Depot Daily Fuel Issue
MoI Form 32 – Monthly Fuel Consumption Roll-up
MoI Form 63 – Work Order Form
MoI Form 72 – Permission Letter (Removing Items from Property Book)
MoI Form 1298 – Due-Out Record
MoI Form 1299 – Due-in Record
MoI Form 1687 – Delegation of Authority
MoI Form 2062 – Hand Receipt
MoI Form 2404 – Equipment Inspection and Maintenance Worksheet
MoI Form 3328 – Property Record (front)
MoI Form 3328-1 – Property Record Serial Number Sheet
MoI Form 3645 – OCIE Record
MoI Form 4697 – Material Loss, Damage, or Destruction Investigation Report

Appendix D – T10/T22 Contracting Enclosures

Location	Usage	Description
Enclosure A	Both	Armada Quotes
Enclosure B	T10	Contracting Flow Chart
Enclosure C	Both	Contracting Officer Representative Certificate (template)
Enclosure D	Both	Contracting Officer Representative Nomination Memo (example)
Enclosure E	Both	Contracting Officer Representative Power Point Presentation
Enclosure F	Both	Contracting Officer Representative Training Requirements Memo
Enclosure G	Both	Contracting Request Form (CRF) Version 4.0 Template
Enclosure H	Both	DAU CLC 106
Enclosure I	Both	Emergency Funding Request (template)
Enclosure J	T10	JARB Coversheet (example)
Enclosure K	T10	JARB Coversheet (template)
Enclosure L	T10	Letter of Increase (LOI) (T10 example)
Enclosure M	T22	Letter of Increase (LOI) (T22 example)
Enclosure N	Both	Letter of Justification (example)
Enclosure O	Both	Letter of Justification Signing Authority
Enclosure P	T22 only	LOCAL PURCHASE PR&C G/L Code Selection Tool
Enclosure Q	Both	Quality Assurance Surveillance Plan (QASP)
Enclosure R	Both	Statement of Work 1(maintenance example)
Enclosure S	Both	Statement of Work 2(linguist meal example)
Enclosure T	Both	Statement of Work 3(security guard force example)
Enclosure U	Both	Trafficking in Persons Certificate (template)
Enclosure V	Both	Vendor/Contractor Quote for Material (example)
Enclosure W	Both	Vendor/Contractor Quote for Service (example)

Appendix E – Solar Perpetual Calendar

SOLAR PERPETUAL CALENDAR 1386

DAY	Hamal 1	Saur 2	Jawza 3	Saratan 4	Assad 5	Sunbula 6	Mezan 7	Aqrab 8	Qaus 9	Jady 10	Dalwa 11	Hoot 12
1	001 21-Mar	032 21-Apr	063 22-May	094 22-Jun	125 23-Jul	156 23-Aug	187 23-Sep	217 23-Oct	247 22-Nov	277 22-Dec	307 21-Jan	337 20-Feb
2	002 22-Mar	033 22-Apr	064 23-May	095 23-Jun	126 24-Jul	157 24-Aug	188 24-Sep	218 24-Oct	248 23-Nov	278 23-Dec	308 22-Jan	338 21-Feb
3	003 23-Mar	034 23-Apr	065 24-May	096 24-Jun	127 25-Jul	158 25-Aug	189 25-Sep	219 25-Oct	249 24-Nov	279 24-Dec	309 23-Jan	339 22-Feb
4	004 24-Mar	035 24-Apr	066 25-May	097 25-Jun	128 26-Jul	159 26-Aug	190 26-Sep	220 26-Oct	250 25-Nov	280 25-Dec	310 24-Jan	340 23-Feb
5	005 25-Mar	036 25-Apr	067 26-May	098 26-Jun	129 27-Jul	160 27-Aug	191 27-Sep	221 27-Oct	251 26-Nov	281 26-Dec	311 25-Jan	341 24-Feb
6	006 26-Mar	037 26-Apr	068 27-May	099 27-Jun	130 28-Jul	161 28-Aug	192 28-Sep	222 28-Oct	252 27-Nov	282 27-Dec	312 26-Jan	342 25-Feb
7	007 27-Mar	038 27-Apr	069 28-May	100 28-Jun	131 29-Jul	162 29-Aug	193 29-Sep	223 29-Oct	253 28-Nov	283 28-Dec	313 27-Jan	343 26-Feb
8	008 28-Mar	039 28-Apr	070 29-May	101 29-Jun	132 30-Jul	163 30-Aug	194 30-Sep	224 30-Oct	254 29-Nov	284 29-Dec	314 28-Jan	344 27-Feb
9	009 29-Mar	040 29-Apr	071 30-May	102 30-Jun	133 31-Jul	164 31-Aug	195 1-Oct	225 31-Oct	255 30-Nov	285 30-Dec	315 29-Jan	345 28-Feb
10	010 30-Mar	041 30-Apr	072 31-May	103 1-Jul	134 1-Aug	165 1-Sep	196 2-Oct	226 1-Nov	256 1-Dec	286 31-Dec	316 30-Jan	346 29-Feb
11	011 31-Mar	042 1-May	073 1-Jun	104 2-Jul	135 2-Aug	166 2-Sep	197 3-Oct	227 2-Nov	257 2-Dec	287 1-Jan	317 31-Jan	347 1-Mar
12	012 1-Apr	043 2-May	074 2-Jun	105 3-Jul	136 3-Aug	167 3-Sep	198 4-Oct	228 3-Nov	258 3-Dec	288 2-Jan	318 1-Feb	348 2-Mar
13	013 2-Apr	044 3-May	075 3-Jun	106 4-Jul	137 4-Aug	168 4-Sep	199 5-Oct	229 4-Nov	259 4-Dec	289 3-Jan	319 2-Feb	349 3-Mar
14	014 3-Apr	045 4-May	076 4-Jun	107 5-Jul	138 5-Aug	169 5-Sep	200 6-Oct	230 5-Nov	260 5-Dec	290 4-Jan	320 3-Feb	350 4-Mar
15	015 4-Apr	046 5-May	077 5-Jun	108 6-Jul	139 6-Aug	170 6-Sep	201 7-Oct	231 6-Nov	261 6-Dec	291 5-Jan	321 4-Feb	351 5-Mar
16	016 5-Apr	047 6-May	078 6-Jun	109 7-Jul	140 7-Aug	171 7-Sep	202 8-Oct	232 7-Nov	262 7-Dec	292 6-Jan	322 5-Feb	352 6-Mar
17	017 6-Apr	048 7-May	079 7-Jun	110 8-Jul	141 8-Aug	172 8-Sep	203 9-Oct	233 8-Nov	263 8-Dec	293 7-Jan	323 6-Feb	353 7-Mar
18	018 7-Apr	049 8-May	080 8-Jun	111 9-Jul	142 9-Aug	173 9-Sep	204 10-Oct	234 9-Nov	264 9-Dec	294 8-Jan	324 7-Feb	354 8-Mar
19	019 8-Apr	050 9-May	081 9-Jun	112 10-Jul	143 10-Aug	174 10-Sep	205 11-Oct	235 10-Nov	265 10-Dec	295 9-Jan	325 8-Feb	355 9-Mar
20	020 9-Apr	051 10-May	082 10-Jun	113 11-Jul	144 11-Aug	175 11-Sep	206 12-Oct	236 11-Nov	266 11-Dec	296 10-Jan	326 9-Feb	356 10-Mar
21	021 10-Apr	052 11-May	083 11-Jun	114 12-Jul	145 12-Aug	176 12-Sep	207 13-Oct	237 12-Nov	267 12-Dec	297 11-Jan	327 10-Feb	357 11-Mar
22	022 11-Apr	053 12-May	084 12-Jun	115 13-Jul	146 13-Aug	177 13-Sep	208 14-Oct	238 13-Nov	268 13-Dec	298 12-Jan	328 11-Feb	358 12-Mar
23	023 12-Apr	054 13-May	085 13-Jun	116 14-Jul	147 14-Aug	178 14-Sep	209 15-Oct	239 14-Nov	269 14-Dec	299 13-Jan	329 12-Feb	359 13-Mar
24	024 13-Apr	055 14-May	086 14-Jun	117 15-Jul	148 15-Aug	179 15-Sep	210 16-Oct	240 15-Nov	270 15-Dec	300 14-Jan	330 13-Feb	360 14-Mar
25	025 14-Apr	056 15-May	087 15-Jun	118 16-Jul	149 16-Aug	180 16-Sep	211 17-Oct	241 16-Nov	271 16-Dec	301 15-Jan	331 14-Feb	361 15-Mar
26	026 15-Apr	057 16-May	088 16-Jun	119 17-Jul	150 17-Aug	181 17-Sep	212 18-Oct	242 17-Nov	272 17-Dec	302 16-Jan	332 15-Feb	362 16-Mar
27	027 16-Apr	058 17-May	089 17-Jun	120 18-Jul	151 18-Aug	182 18-Sep	213 19-Oct	243 18-Nov	273 18-Dec	303 17-Jan	333 16-Feb	363 17-Mar
28	028 17 apr	059 18-May	090 18-Jun	121 19-Jul	152 19-Aug	183 19-Sep	214 20-Oct	244 19-Nov	274 19-Dec	304 18-Jan	334 17-Feb	364 18-Mar
29	029 18 Apr	060 19-May	091 19-Jun	122 20-Jul	153 20-Aug	184 20-Sep	215 21-Oct	245 20-Nov	275 20-Dec	305 19-Jan	335 18-Feb	365 19-Mar
30	030 19 Apr	061 20-May	092 20-Jun	123 21-Jul	154 21-Aug	185 21-Sep	216 22-Oct	246 21-Nov	276 21-Dec	306 20-Jan	336 19-Feb	366 20-Mar
31	031 20-Apr	062 21-May	093 21-Jun	124 22-Jul	155 22-Aug	186 22-Sep						

SOLAR DATE EXAMPLE: **27-5-86** (or 27 Assad 1386) EQUALS **18 AUG 07**

SOLAR CHRONOLOGICAL DATE FOR **18 AUG** EQUALS **6151** (6 FOR THE YEAR 1386 AND 151 FOR THE CHRONOLOGICAL DATE)

Figure E-1 Afghan Solar Chronological Calendar

Appendix G – Glossary of Acronyms

A/DACG Arrival/Departure Airfield Control Group
A/L   Administrative/Logistics
A/SPOD Aerial/Sea Ports of Debarkation
AAA   Afghan Aid Association
AACA   Afghanistan Assistance Coordinating Authority
AAEA   Afghan Agriculture and Engineering Agency
AAH   Action Against Hunger
AAIP   Allied Command Europe Accession and Integration Plan
ABC   Afghan Bureau for Consultancy
ABP   Afghan Border Police
AC   Afghanistan Compact (aka London Compact)
ACA   Accommodation Consignment Agreement
ACA   Afghan Customs Authorities
ACAG   Air Corps Advisory Group
ACBAR   Agency Coordinating Body for Afghanistan Relief
ACBL   Afghan Campaign to Ban Landmines
ACLU   Afghan Construction and Logistics Unit
ACM   Anti-Government and Anti-Coalition Militia
ACO   Afghan Customs Official
ACP   Afghan Customs Police
ACSA   Acquisition Cross Servicing Agreement
ACSP   Afghanistan Country Stability Program
ACT   Allied Command Transformation
ACT   Advanced Combat Training (ANA term)
ACU   Army Combat Uniform
ADA   Afghan Development Association
ADZ   Afghanistan Development Zone
AEA   Actual Expense Authorization
AECA   Arms Export Control Act
AED   Afghanistan Engineer District
AED   Afghan Engineering Division
AETF   Afghan Emergency Trust Fund
AFP   Annual Funding Program
AFS   Afghanistan Food Security
AFSA   Afghan Freedom Support Act
AGE   Anti-Governmental Elements
AGGC   Army Global Command and Control System
AGP   Afghanistan General Police
AHDS   Afghan Health and Development Services
AHP   Afghan Highway Police
AIA   Afghan Interim Administration
AICRC   Afghan Independent Human Rights Commission
AIOG   Afghan Interagency Operating Group
AIT   Advanced Individual Training
AJOA   Afghanistan Joint Operations Area
AK   Avtomat Kalashnikova (Soviet assault rifle)
ALO   Authorized Level of Organization
ALTA   Acquisition, Logistics, and Technology Agency
AMF   Afghan Military Forces
ANA   Afghan National Army
ANAAC Afghan National Army Air Corps
ANAP   Afghan National Auxiliary Police

ANAREC Afghan National Army Recruiting Command
ANATEC Afghan National Army Training and Education
              Command
ANBP   Afghan New Beginnings Program
ANBP   Afghan National Border Police
ANCOP Afghan National Civil Order Police
ANDF   Afghan National Detention Facility
ANDS   Afghan National Development Strategy
ANG   Afghan National Guard
ANP   Afghan National Police
ANPREC Afghan National Police Recruiting Command
ANSF   Afghan National Security Forces
ANUP   Afghan National Uniform Police
AO   Area of Operation
AOR   Area of Responsibility
AQ   Al Qaeda
AQAM   Al Qaeda and Associated Movements
ARC   Afghan Relief Committee
ARCS   Afghan Red Crescent Society
ARDU   Afghan Reconstruction and Development Unit
ARF   Afghanistan Rebuilding/Relief Foundation
ARG   Afghanistan Reconstruction Group
ARLO   Afghan Rehabilitation and Logistical Organization
ARSIC   Afghan Regional Security Integration Command
ASCG   Afghan Security Coordination Group
ASF   Afghanistan Security Forces
ASFF   Afghan Security Forces Fund
ASP   Afghan Standby Police
ASSESSREP   Assessment Report
AST   Ammunition Survey Team
ATA   Afghan Transitional Authority/Administration
ATC   Afghan Technical Consultants
ATC   Anti Terror Coalition
ATG   Afghan Transitional Government
ATV   All Terrain Vehicle
AUP   Afghan Uniformed Police
AWDA   Afghan Women Development Association
AWO   Afghan Welfare Organization
BAF   Bagram Air Field
BAG   Basic Activity Group
BANA   Battalion Afghanistan National Army
BANG   Battalion Afghanistan National Guard
BCA   Baseline Capabilities Assessment
BCP   Border Checkpoint
BCT   Brigade Combat Team
BCU   Border Control Unit
BDOC   Base Defense Operations Center
BDZ   Base Defense Zone
BGF   Border Guard Region
BHR   Bureau for Humanitarian Response
BILAT   Bilateral Meeting
BITF   Bagram Internment Transfer Facility

BMD   (Boyevaya Mashina Desantnya) Soviet Airborne Personnel Carrier
BMEA   Border Management Executive Agent
BMI   Border Management Initiative
BMP   (Boevaya Mashina Pekhoty) Soviet Personnel Carrier
BN   Battalion
BNAOR   Beyond NATO's Area of Responsibility
BOLO   Be On the Look Out
BP   Border Police
BPT   Be Prepared To
BPT   Border Police Training
BRO   Budget Review Officer
BSA   Brigade Support Area
BSB   Base Support Battalion
BSP   Border Security Point
BST   Brigade Support Team
BTA   Baseline Target Assessment
BUB   Battle Update Brief
BUDFIN   Budget and Finance
BUDFOR   Budget and Accounting Program
BZ   Border Zone
C/JIACG Coalition/Joint Interagency Coordination Group
C/JPOTF Combined / Joint PSYOP Task Force
C2   Command and Control
C2PC   Command and Control Personal Computer
C2W   Command and Control Warfare
C4I   Command, Control, Communications, Computers, and Intelligence
C4ISR   C4I Surveillance and Reconnaissance
CA   Civil Affairs
CA   Cooperating Agency
CAA   Center for Army Excellence
CABN   Civil Affairs Battalion
CAESAR   Coalition Aerial Surveillance and Reconnaissance
CAFTT-A Coalition Air Forces Transition Team-Afghanistan
CAG   Command Action Group
CAOC2   Combined Air Operation Command and Control
CAOL   Coalition Air Operation Center
CAPTF   Combined Air Power Transition Force
CAS   Close Air Support
CASEVAC Casualty Evacuation
CASREP   Casualty Report
CAT   Crisis Action Team
CAT   Civil Affairs Team
CAU   Civil Affairs Unit
CAX   Computer Assisted Exercise
CCA   Cooperation Center for Afghanistan
CCAD   Coordination Council of Afghanistan Development
CCATF   Commander Combined Amphibious Task Force
CCIR   Commander's Critical Information Requirements
CCIRM   Collection Co-ordination and Intelligence Requirements Management
CCIS   Command, Control Information Systems
CCS   CSTC-A Corporate Structure (budget monitor)
CCSR   Contingency Collection Support Requirement
CCT   Corps Combat Team

CCT   Combat Camera Team
CDA   Central Distribution Agency
CDA   Cubic Defense Applications (Group)
CDC   Centers for Disease Control
CDO   Civil Disturbance Operations
CDO   Commando (special commando Kandaks)
CDS   Containerized Delivery System
CDS   Civil Disturbance Situations
CE   Camp Eggers
CECOM   Communications Electronic Command
CEMIS   Case Execution Management Information System
CENTCOM Central Command
CENTRIXS Combined Enterprise Regional Informational Exchange System
CEOI   Communications Electronic Operating Instructions
CERP   Commanders Emergency Response Program
CF   Coalition Forces
CFACC   Combined Forces Air Component Commander
CFC-A   Combined Forces Command – Afghanistan
CFLCC   Combined Forces Land Component Command
CFLCC   Coalition Forces Land Component Command
CG   Commanding General
CGS   Chief of the General Staff
CGSC   Command and General Staff College
CHA   Coordination for Humanitarian Assistance
CHOD   Chief of Defense
CHS   Center for Health Services
CID   Criminal Investigation Division
CIED   Counter Improvised Explosive Device
CIMICREP Civil Military Cooperation Report
CIS   Communication Information Systems
CISSITREP Communications Information System Situation Report
CJCMOTF Coalition Joint Civil Military Operations Task Force
CJFACC   Combined Joint Forces Air Component Command
CJFLCC   Combined Joint Forces Land Component Command
CJOA   Combined Joint Operations Area
CJOA-A   Combined Joint Operations Area-Afghanistan
CJOC   Combined Joint Operations Center
CJOTF   Combined Joint Operations Task Force
CJPG   Combined Joint Planning Group
CJPOTF   Combined Joint Psychological Operations Task Force
CJSOTF   Combined Joint Special Operations Task Force
CJTF   Combined Joint Task Force
CLC   Central Regional Command
CLS   Contract Logistics Support
CM   Capability Milestone
CMA   Central Movement Agency
CMAOC   Casualty Mortuary Affairs Operations Center
CMCC   Combined Movement Coordination Center
CMCC   Corps Movement Control Center
CMO   Civil Military Operations
CMOC   Civil Military Operations Center
CMTF   Civil-Military Task Force
CN   Counter Narcotics
CNIK   Counter Narcotics Infantry Kandak

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CNPA	Counter Narcotics Police of Afghanistan	DCSINT	Deputy Chief of Staff for Intelligence
CO	Company	DCU	Desert Combat Uniform
COA	Course of Action	DDR	Disarmament, Demobilization, and Reintegration
COC	Change of Command	DDTC	Director for Defense Trade Controls
COFS	Chief of Staff	DET OPS	Detainee Operations
COG	Center of gravity	DET	Detainee Collection Point
COIN	Counter Insurgency	DEU	Germany
COLT	Combat Observation and Lasing Team	DF	Direct Fire
COM-C	Civil Order Maintenance Constabulary	DFID	Department For International Development
COMCJTF	Commander Combined Joint Task Force	DGR	Designated Government Representative
COMMZ	Communication Zone	DIA	Defense Intelligence Agency
CONOPS	Concept of Operations	DIAG	Disbandment of Illegal Armed Groups
CONOPS	Contingency Operations	DIASC	Directorate for Interagency Security Cooperation
CoP	Chief of Police	DIRLAUTH	Direct Liaison Authority
COP	Common Operational Picture	DISA	Defense Information Systems Agency
CoS	Chief of Staff	D-JFLCC	Deployable-Joint Forces Land Component Command
COTS	Commercial of the Shelf	DMZ	Demilitarized Zone
CP	Customs Police	DNBI	Disease and Non-battle Injury
CPG	Commander's Planning Guidance	DNVT	Digital Non-secure Voice Telephone
CPR	Commander's Program Review	DOE	Department of Energy
CPT	Central Planning Team	DoS	Department of State
CRA	Cultural, Religious Advisor	DOS	Days of Supply
CRC	Central Replacement Center	DOTMLPF	Doctrine, Organization, Material, Leadership, Personnel, Facilities
CREST	Contingency Real Estate Support Team		
CRO	Crisis Response Operation	DPI	Comptroller Contracting (Directorate of Program Integration)
CS	Combat Support		
CSA	Corps Storage Area	DPSR	Department of Police Sector Reform
CSAR	Combat Search and Rescue	DRD	Defense Reform Directorate
CSARTF	Combat Search And Rescue Task Force	DRRS	Defense Readiness Reports System (ANSF)
CSB	Corps Support Battalion	DRS	Defense Resource Sector
CSDP	Command Supply Discipline Program	DRT	District Reform Team (related to FDD process)
CSH	Combat Support Hospital	DSA	Division Support Area
CSO	Central Statistical Office	DSAMS	Defense Security Assistance Management System
CSS	Combat Service Support	DSCA	Defense Security Cooperation Agency
CST	Communication Support Team	DshK	Soviet 12.7mm heavy machine gun
CST	Coalition Support Team	DSIT	Data Systems Interoperability Team
CSTC-A	Combined Security Transition Command - Afghanistan	DSM	Decision Support Matrix
CT	Counter-terrorism	DSN	Defense Switched Network
CTC	Central Training Center	DST	Decision Support Template
CTF	Combined Task Force	DZ	Drop Zone
CTG	Commander Task Group	EA	Expenditure Authority
CUB	Commander's Update Briefing	EAC	Echelons Above Corps
CUI	Controlled Unclassified Information	EC	Enemy Combatant
CWS	Central Work Shops	ECB	Echelons Corps and Below
DACO	Departure Airfield Control Officer	ECD	Estimated Completion Date
DACOS	Deputy Assistant Chief of Staff	ECM	Electronic Countermeasures
DARPA	Defense Advanced Research Projects Agency	ECOA	Enemy Course Of Action
DART	District Assessment Reform Team (ANP)	ECP	Entry Control Point
DCG	Deputy Commanding General	EDA	Excess Defense Articles
DCI	Director of Central Intelligence	EEFI	Essential Elements of Friendly Information
DCINC	Deputy Commander-in-Chief	EFT	Electronic Fund Transfer
DCJS	Director Combined Joint Staff	EFTG	Effective Date-Time-Group
DCOS	Deputy Chief of Staff	EHC	Evacuation Handling Center
DCP	Deployable Command Post	EHO	Evacuated to Home of Origin
DCS	Direct Commercial Sales	EOD	Explosive Ordnance Disposal

EOT	End of Tour
EPG	Exercise Planning Group
EPL	ELINT Parameters Limits
EPM	Electronic Protective Measures
ESF	Economic Support Fund
ESN	English Speaking Nations
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
ETR	Estimated Time of Return
ETT	Embedded Training Team
EU	European Union
EUC	End Use Certificate
EUM	End Use Monitoring
EUPOL	European Police
EWAM	Electronic Warfare Approved Message
EWO	Electronic Warfare Officer
EXCON	Exercise Control
EXFIL	Exfiltrate
EXOPORD	Exercise Operation Order
EZOS	Extended Zone of Separation
FA	Focus Area
FAA	Foreign Assistance Act of 1961
FAADEZ	Forward Area Air Defense Zone
FAC	Forward Air Controller
FAM	Friendly Air Movement
FAR	Foreign Acquisition Regulation
FARP	Forward Arming and Refueling Point
FASCAM	Family of Scatter able Mines
FB	Fire Base
FCE	Forward Command Element
FCL	Force Composition List
FCP	Forward Command Post
FCZ	Forward Combat Zone
FDD	Focused District Development (ANP program)
FDO	Foreign Disclosure Officer
FEA	Facility and Engineering Agency
FEO	Facility and Engineering Office
FEO	Forcible Entry Operations
FEST	Forward Engineer Support Team
FEWG	Force Enablers Working Group
FEZ	Force Enforcement Zone
FFD	Food For Distribution
FFE	Food For Education
FFIR	Friendly Forces Information Requirements
FFW	Food For Work
FID	Foreign Internal Defense
FIS	Foreign Intelligence Service
FLB	Forward Logistics Base
FLE	Forward Logistic Element
FLIPL	Financial Liability Investigation of Property Loss (US Army)
FLIS	Federal Logistics Information System
FLPT	Forward Liaison and Planning Team
FM	Fund Manager
FMCS	Foreign Military Construction Services
FMF	Foreign Military Funding

FMFP	Foreign Military Financing Program
FMS	Foreign Military Sales
FNS	Foreign Nation Support
FO	Field Office
FOB	Forward Operating Base
FOC	Full Operational Capability (or Fully Operational Capable)
FOL	Forward Operating Location
FOM	Freedom of Movement
FOO	Field Ordering Officer
FP	Force Protection
FPCON	Force Protection Condition
FPG	Functional Planning Guide
FRA	Fire Release Authority
FRAGO	Fragmentary Order
FRG	Federal Republic of Germany
FRTG	Functional Review Task Group
FRTM	Functional Review Task Matrix
FRWG	Functional Review Working Group
FSB	Forward Staging Base
FSB	Forward Support Battalion
FSD	Foreign Supply Depot / Forward Support Depot
FSG	Forward Support Group
FSN	Foreign Service National
FSO	Field Security Office
FSP	Forward Supply Point
FSS	Forward Storage Site
FST	Forward Surgical Teams
FSU	Former Soviet Union
FTO	Foreign Terrorist Organization
FW	Fixed Wing
FWP	Former Warsaw Pact (as in weapons or munitions)
GARFCOM	German Army Forces Command
GCCS	Global Command and Control System
GCTF	Global Counter Terrorism Force
GFC	Ground Force Commander
GFST	Geographic Field Survey Teams
GHT	Government Health Team
GLOC	Ground Line of Communication
GMT	Greenwich Meridian Time (Zulu-Time)
GO	Governmental Organization
GoA	Government of Afghanistan
GoP	Government of Pakistan
GPPO	German Police Program Office
GPPO	German Police Project Office
GS	General Staff
GSU	Garrison Support Unit
GWOT	Global War on Terrorism
HA	Humanitarian Assistance
HACC	Humanitarian Assistance Coordination Center
HAO	Humanitarian Assistance Operation
HAPA	Humanitarian Action for People of Afghanistan
HE	High Explosive
HFAC	Human Factors
HG	Host Government
HHC	Headquarters & Headquarters Company

HIC	Headquarters In Command	IEDD	Improvised Explosive Device Disposal
HICFA	Humanitarian Information Center for Afghanistan	IEF	Initial Entry Forces
HiG	Hezb-e-Islami Gulbuddin	IETG	Islamic Extremist Terrorist Groups
HIWF	High Intensity War Fighting	IFRC	International Federation of the Red Cross
HLD	Homeland Defense	IFV	Infantry Fighting Vehicle
HMIS	Health Management Information System	IG	Implementation Group
HMMWV	High Mobility Multipurpose Wheeled Vehicle	IG	Inspector General
HMO	Health Maintenance Organization	IHSAN	Independent Humanitarian Service Association
HN	Host Nation	IIRO	International Islamic Relief Organization
HNS	Host Nation Support	IIS	Independent Islamic State
HOA	Horn of Africa	ILPC	Initial Logistics Planning Conference
HOC	Humanitarian Operations Center	ILS	International Logistics Support
HQN	Haquanni Network (Same as JHQN)	ILSP	Integrated Logistic Support Plan
HRCC	Human Rights Coordination Centre	IM	Installation Management
HRD	Human Resources Division	IMET	International Military Education and Training
HSSB	Headquarters Security & Support Brigade	IMF	International Military Forces
HSSC	Headquarters Service Support Command	IMO	Information Management Officer
HT	Hostile Taliban	IMO	Information Manager Office
HTB	Hostile Taliban	IMP	International Military Police
HTML	Hyper Text Marking Language	IMS	Integrated Management System
HUMINT	Human Intelligence	IMSD	ISAF Military Security Directive
HUMRO	Humanitarian Relief Operations	IMU	Islamic Movement of Uzbekistan (bad guys)
HVT	High Value Target	INCLE	International Narcotics and Law Enforcement
HWC	Heavy Weapons Cantonment	INCLEN	International Clinical Epidemiology Network
HWR	Humans Rights Watch	INFO OPS	Information Operations
I&R	Interment & Resettlement	INFOSEC	Information Security (Electronic)
I&S	Intelligence and Surveillance	INGO	International Non-Governmental Organization
IA	Interim Agreement	INL	International Narcotics & Law Enforcement Affairs Bureau
IAA	Inter-Agency Agreement		
IACP	International Armaments Cooperation Program	INLCO	International Logistics Control Organizations
IAEA	International Atomic Energy Agency	INS	Indirect NICS Subscriber
IAG	Illegally Armed Group	IO	International Organization
IAM	International Assistance Mission	IO	Information Operations
I-ANDS	Interim- Afghan National Development Strategy	IO	Intergovernmental Organization
IASC	Inter-Agency Standing Committee	IOB	Interoperability Operations
IBA	Individual Body Armor	IOC	Initial Operational/Operating Capability
IBS	Integrated Booking System	IOT	In Order To
IBSC	Integrated Border Security Zone	IPB	Intelligence Preparation of the Battlefield
IBS-CMM	IBS- Container Management Module	IPC	Initial Planning Conference
IC	International Community	IPCAG	Interagency Police Coordination Action Group
ICASS	International Cooperative Administrative Support System	IPCB	International Police Coordination Board
ICC	Islamic Coordination Council	IPE	Individual Protection Equipment
ICG	International Crisis Group	IPP	Individual Partnership Program
ICITAP	International Criminal Investigative Training Assistance Program (DoJ)	IPR	In Progress Review
		IPTF	International Police Task Force
ICP	Intelligence Collection Plan	IPW	Interrogation Prisoner of War, Military Intelligence Interrogation
ICRC	International Committee of the Red Cross		
ICS	Immunochromatographic Strip	IRC	International Red Cross
ID	Infectious Disease	IRNA	Islamic Republic News Agency
IDAD	Internal Defense and Development	IRoA	Islamic Republic of Afghanistan
IDC	Instructor Development Course	ISAF	International Security Assistance Force (UN)
IDF	Indirect fire	ISAN	International Security Assistance Network
IDLI	International Development Law Institute	ISCA	International Security Cooperation - Afghanistan
IEC	Information, Education & Communication	ISE	Intelligence Support Element
IED	Improvised Explosive Device	ISID	Inter-Services Intelligence Directorate

ISM	Info Strategy Meeting	JRC	Judicial Reform Commission
ISM	Intelligence Synchronization Matrix	JRCC	Joint Regional Coordination Center
ISO	In Support Of	JSAT	Joint Security Assistance Training
ISOPREP	Isolated Personnel Report	JSB	Joint Service Board
ISP	Individualized Salary Payment	JSM	Joint Security Mission
ISRA	Islamic Relief Agency	JSOA	Joint Special Operations Area
ISSM	Information Systems Security Manager	JTF	Joint Task Force
IT	Information Technology	JTL	Joint Target List
ITAR	International Traffic in Arms Regulations	JTLS	Joint Theatre-Level Simulation
ITAS	Intra-Theatre Air Transport System	JTMDC	Joint Tactical Missile Defense Cell
ITGA	Islamic Transitional Government of Afghanistan	JVB	Joint Visitors Bureau
ITO	International Terrorists Organization	K-2	KARSHI KAHNABAD- UZBEKISTAN
ITT	In-Theatre-Training	KAF	Kandahar Air Field
IVO	In vicinity of	KAIA	Kabul AFGHANISTAN International Airport
IZOS	Initial Zone of Separation	KANDAK	Battalion Size Unit
JAC	Joint Analysis Center	KBR	Kellogg, Brown, and Root
JACC	Joint Airspace Coordination Center	KCP	Kabul City Police
JAG	JAG Judge Advocate General	KG	Kabul Garrison
JARB	Joint Acquisition Review Board	KIA	Kabul International Airport
JC	Joint Commission	KMHS	Kabul Military High School
JCB	Joint Coordination Board	KMI	Kabul Medical Institute
JCMIC	Joint Civil Military Information Center	KMNB	Kabul Multi National Brigade
JCMOC	Joint Civil Military Operations Center	KMT	Key Military Task
JCO	Joint Coordination Order	KMTC	Kabul Military Training Center
JCS	Joint Chiefs Of Staff	KRCC	Kabul Regional Contracting Center
JCTL	Joint Coordination Target List	LAB	LAB Logistics Assault Base
JDDOC	Joint Deployment and Distribution Operation Center	LAN	Local Area Network
JEWG	Joint Effects Working Group	LCC	Land Component Commander
JFACC	Joint Force Air Component Commander	LCC	Logistic Coordination Center
JFC	Joint Force Commander	LCH	Local Civilian Hire
JFC-B	Joint Forces Command-Brunssum	LCIC	Logistics Coordination Center
JFHQ	Joint Force Headquarters	LEA	Law Enforcement Agency
JFLCC	Joint Force Land Component Commander	LFA	Lead Federal Agency
JFSOCC	Joint Force Special Operations Component Commander	LFEZ	Large Force Enforcement Zone
JHQN	Jalaluddin Haquanni Network (Same as HQN)	LIVEX	Live Exercise
JIC	Joint Implementation Commission	LN	Lead Nation
JIHAD	Muslim Holly War	LN	Local Nationals
JIMC	Joint Information Management Center	LNE	Liaison Element
JINT	Joint Intelligence	LNH	Local National Hire
JIOC	Joint Information Operations Center	LNL	Local National Linguist
JIOC	Joint Intelligence Operations Center	LNO	Liaison Officer
JLC	Joint Logistics Center	LO	Liaison Officer
JLMC	Joint Logistics and Movement Control	LOA	Letter of Acceptance
JMCC	Joint Military Commission	LOA	Letter of Assistance
JMCC	Joint Movement Control Centre	LOAC	Laws of Armed Conflict
JMD	Joint Manning Document	LOCAAS	Low-Cost Autonomous Attack System
JMRC	Joint Multinational Readiness Center	LOG	Logistics
JOA	Joint Operations Area	LOGASRESP	Logistics Assistance Report
JOC	Joint Operations Center	LOGASSESSREP	Logistic Assessment Report
JOG	Joint Operations Graphic	LOGCAP	Logistic Civilian Augmentation Program
JOIIS	Joint Operations Intelligence Information System	LOGCC	Logistic Coordination Cell
JOPES	Joint Ops Planning and Execution System	LOGDEFREP	Logistics Deficiency Report
JOPG	Joint Operations Planning Group	LOGDET	Logistics Detachment
JPCC	Joint Provincial Coordination Centers	LOGREP	Logistics Reporting
JPG	Joint Planning Group	LOGUPDATE	Logistics Update
JRAC	Joint Rear Area Coordinator	LOI	Letter of Increase

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LOI	Letter of Intent
LOO	Line of Operation
LOTFA	Law and Order Trust Fund of Afghanistan
LOTS	Logistics Over-The-Shore
LOU	Letter Of Understanding
Loya Jirga	Afghan Council of Ancients (elected)
LP	Linkup Point
LP	Local Police
LPB	Local Power Brokers
LRP	Logistics Release Point
LRRP	Long Range Reconnaissance Patrol
LRS	Long Range Surveillance
LRSD	Long Range Surveillance Detachment
LRSU	Long Range Surveillance Unit
LS	Landing Site
LS/RS	Left Seat/Right Seat
LSA	Logistic Support Area
LSC	Logistics Support Change
LSD	Logistic Support Detachment
LSOC	Logistics Support Operations Center
LST	Logistics Support Team
LT	Liaison Team
LTD	Laser Target Designation
LTF	Logistics Task Force
LTHF	Long Term Holding Facility
LTV	Light Terrain Vehicle
LWS	LAN Workstation
LZ	Landing Zone
MA	Marshalling Area
MA	Military Assistant
MA	Mortuary Affairs
MA	Mutual Assistance
MAB	Mission Analysis Brief
MAC	Mine Action Center
MACA	Mine Action Clearance for Afghanistan
MACC	Media Advisory Coordinating Committee
MACR	Military Airlift Command Regulation
MAP	Master Attack Plan
MAP	Membership Action Plan
MAPA	Mine Action Program for Afghanistan
MAPAD	Military Assistance Program Address Directory
MARFOR	Marine Corps Forces
MASCAL EX	Mass Casualty Exercise
MASCAL	Mass Casualty
MASCAS	Mass Casualties
MASF	Mobile Aeromedical Staging Facility
MAT	Mine Awareness Training
MBC	Military Budget Committee
MBT	Main Battle Tank
MC	Movement Control
MCC	Manpower Coordination Conference
MCC	Movement Control Center
MCC	Movements Co-ordination Centre
MCE	Mission Control Element
MCI	Mercy Corps International

MCM	Mine Countermeasures
MCP	Military Cooperation Program
MCP	Mobile Check Point
MCPA	Mine Clearance Planning Agency
MCS	Mobility, Counter Mobility, Survivability
MCT	Maintenance Contact Team
MCT	Movement Control Team
MCTF	Mine Clearance Task Forces
MDB	Ministerial Development Board
MDC	Military District Command
MDE	Major Defense Equipment
MDMP	Military Decision Making Process
ME	Main Effort
MEDCAP	Medical Civil Affairs Patrol
MEDEVAC	Medical Evacuation
MEDSITREP	Medical Situation Report
MEEL	Mission Essential Equipment List
MEL	Master Event List
MEPS	Military Entrance Processing Station
MEPS	Medical Equipment for Military Entrance Processing Station
MeS	Mazar-e-Sharif
MET	Mobile Education Team
METL	Mission Essential Task List
MEU	Marine Expeditionary Unit
MEWSS	Marine Electronic Warfare Support System
MF	Maneuver Force
MGRS	Military Grid Reference System
MHE	Materiel Handling Equipment
MHT	Media Handling Team
MI	Military Intelligence
MI	Military Intelligence
MIB	Military Intelligence Brigade
MICV	Mechanized Infantry Combat Vehicle
MILDEP	Military Department
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MIP	Military Information Program
MIPR	Military Interdepartmental Purchase Request
MJO	Major Joint Operation
MKT	Mobile Kitchen Trailer
MLPC	Main Logistics Planning Conference
MLT	Military Liaison team
MMC	Multinational Management Center
MMCC	Multinational Movement Control Center
MMR	Minimum Military Requirements
MN	Multinational
MNC	Major NATO Command/Commander
MNC	Multinational Corps
MNLC	Multinational Logistic Command/Center
MNS	Mission Needs Statement
MNT	Media News Team
MNTN	Mountain
MOA	Memorandum of Agreement
MOA	Military Operating Area

MOB   Main Operating Base
MoC   Ministry of Commerce
MOC   Movement Operations Centre
MOD   Modification
MoD   Ministry of Defense (ANA)
MOE   Measures of Effectiveness
MoF   Ministry of Finance
MOG   Maximum On the Ground
MoH   Ministry of Health
MOI   Memorandum of Instructions
MoI   Ministry of Interior (ANP)
MoJ   Ministry of Justice
MOOTW Military Operations Other Than War
MoPH   Ministry of Public Health
MoPW   Ministry of Public Works
MOR   Memorandum of Request
MOU   Memorandum of Understanding
MoWA   Ministry of Women's Affairs
MP   Military Police
MPA   Maritime Patrol Aircraft
MPC   Main Planning Conference
MPC   Major Press Conference
MPC   Movements Planning Conference
MPL   Material Price List
MPMS   Mission Planning and Monitoring System
MPRI   Military Professional Resources Incorporated
MRC   Military Region Command
MRD   Motorized Rifle Division
MRE   Mission Rehearsal Exercise
MRP   Motorized Rifle Platoon
MRR   Minimum-Risk Route
MRR   Motorized Rifle Regiment
MSA   Mutual Support Agreements
MSAG   Media Support Advisory Group
MSC   Major Subordinate Command/Commander
MSD   Minimum Safe Distance
MSE   Mobile Subscriber Equipment
MSL   Mean Sea Level
MSL   Missiles
MSL   Mission Secret LAN
MSR   Main Supply Route
MSU   Major Subordinate Unit
MSU   Multinational Specialized Unit
MTA   Military Technical Agreement
MTF   Medical Treatment Facility
MTF   Message Text Format
MTL   Mobile Target List
MTMC   Military Traffic Management Center
MTOE   Modified Table of Organization and Equipment
MTT   Mobile Training Team
MTV   Medium Tactical Vehicle
MW   Mine Warfare
MWR   Morale, Welfare, Recreation
MWSP   Mission Wide Security Plan
N2K   Nuristan, Nangarhar, and Konar
NABS   NATO Air Base Systems

NAC   North Atlantic Council
NACC   North Atlantic Cooperation Council
NADR   Nonproliferation, Anti-Terrorism, Demining, and
        Related Programs
NAI   Named Areas of Interest
NAOCC   NATO Air Operation Coordination Center
NAPCE   National Assembly & Provincial Council Elections
NATO   North Atlantic Treaty Organization
NAV   National Asset Visibility
NAVC   National Army Volunteer Center
NAVFOR Naval Forces
NAVSOUTH Naval Forces Southern Europe
NBI   Non Battle Injury
NCA   National Command Authority
NCA   NATO Command Arrangements
NCC   National Coordination Center
NCC   National Contingent Command
NCO   Non-Commissioned Officer
NCOES   Non Commissioned Officer Education System
NCOIC   None Commission Officer in Charge
NCR   National Capital Region
NCS   NATO Command Structure
NCS   Net Control Station
ND   Negligent Discharge
NDF   National Development Framework
NDMP   National Disaster Management Plan
NDP   National Development Program
NDP   National Disclosure Policy
NDPC   National Development Program Committee
NDS   National Directorate of Security
NEO   Non-combatant Evacuation Operation
NET   New Equipment Training
NFI   No Further Information or Not Further Identified
NFZ   No Fly Zone
NGO   Non-Governmental Organization
N-HOUR Notification Hour
NIC   National Intelligence Cells
NIPR   Non-Classified Internet Protocol
NIPRNET Non-Secure Internet Protocol Router Network
NISS   National Internal Security Strategy
NIST   National Intelligence Support Team
NIU   National Investigation Unit
NLA   National Logistics Agency
NLC   National Logistics Center
NLC   National Logistics Cell
NLT   NATO Liaison teams
NLW   Non-Lethal Weapons
NMAA   National Military Academy of Afghanistan
NMAA   National Military Academy Of Afghanistan
NMC   NATO Military Committee
NMCC   National Military Command Center
NMH   National Military Hospital
NMJIC   National Military Joint Intelligence Center
NMR   National Military Representative
NMS   National Military Strategy
NOA   Notice of Availability

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NOC	Naval Oceanography Command		OMC-A	Organization for Military Cooperation – Afghanistan
NOIS	NATO Operational Interoperability Standard		OMC-A	US Office of Military Cooperation - Afghanistan
NOK	Next Of Kin		OMD	Office of the Minister of Defense
NOS	NATO Office of Security		OMD	Operations / Maintenance / Defense Budget
NOS	NATO Open Systems		OMF	Opposing Military Force
NOTAM	Notice to Airmen		OMG	Operational Maneuver Group
NOTS	NATO Off-The-Shelf		OMLT	Operational Mentoring and Liaison Team
NP&TC	NATO Procedural and Technical		ONS	Operational Needs Statement
NPCC	National Police Command Center		OO	Operations Order
NPCC	National Police Coordination Center		OOA	Out of Area
NPT	Network Planning Tool		OOB	Order of Battle
NR	NATO Restricted		OOTW	Operations Other Than War
NR	Northern Region		OPCOM	Operational Command
NRF	NATO Response Force		OPCON	Operational Control
NRIC	Northern Region Intelligence Conference		OPG	Operations Planning Group
NRT	Near Real Time		OPLAN	Operation Plan
NS	NATO Secret		OPORD	Operational Order
NSA	National Security Agency		OPORDER	Operations Order
NSA	National Security Advisor		OPTEMPO	Operations Tempo
NSDD	National Security Decision Directive		ORF	Operational Readiness Float
NSDM	National Security Decision Memorandum		ORP	Operational Rally Point
NSE	National Support Element		OSC	Operational Strategic Command
NSP	National Solidarity Party		OSC	Operations Support Command
NSP	National Strategic Plan		OSC-A	Organization for Security Cooperation
NSP	NATO Standardization Program		OSC-A	Office for Security Command - Afghanistan
NSPD	National Security Presidential Directive		OSD	Office of the Secretary of Defense
NSS	NATO School SHAPE		OSI	Other Security Interests
NSSE	National Special Security Event		OSINT	Open Sources Intelligence
NSTR	Nothing Significant to Report		OST	Operational Support Team
NTC	National Training Center		OT	Operational Task
NTL	Nominated Target List		OTF	Operational Task Force
NTM	Notice to Move		OTIE	Operational Training, Inspection, and Evaluation
NTR	Nothing to Report		OTSG	Office of the Surgeon General
O/A	On or About		P&C	Purchasing & Contracting
O/O	On Order		P2K	Paktika, Paktia, and Khowt
OA	Obligation Authority		PA	Public Affairs
OA	Operational Analysis		PAG	Policy Action Group
OC	Operational Commander		PAG	Public Affairs Guidance
OC	Operations Center		PAKMIL	Pakistan Military
OCHA	Office for the Coordination of Humanitarian Affairs		PAL	Priority Asset List
OCI	Office of Criminal Intelligence		PAO	Public Affairs Officer
OCIE	Organizational Clothing and Individual Equipment		PAO	Property Accounting Officer
OCIE	Organization Clothing and Individual Equipment		PAS	Presidential Airlift Squadron
ODA	Operational Detachment Alpha		PB	Peace building
OEF	Operation ENDURING FREEDOM		PBAC	Program Budget Advisory Committee
OEG	Operational Exposure Guidance		PBD	Program Budget Decision
OEIW	Operational Emergency In War		PDD	Presidential Decision Directive
OF	Officer		PDSS	Post Deployment Site Survey
OFDA	Office of Foreign Disaster Assistance		PDSS	Pre Deployment Site Survey
OGA	Other Government Agency		PDY	Present for Duty
OHA	Organization for Humanitarian Assistance		PeC	Pol-e-Charki
OHDACA	Overseas Humanitarian Disaster and Civilian Assistance		PEP	Poppy Elimination Program
			PERSREP	Personnel Report
OMAR	Organization for Mine clearance and Afghan Rehabilitation		PfP	Partnership for Peace
			PG	Provincial Governor

PGM	Precision Guided Munitions	PTAT	Police Technical Assistance Team
PHC	Primary Health Care	PTL	Prioritized Target List
PHC	Public Health Care	PTRAT	Police Training Readiness Assessment Tool (ANP)
PHR	Partnership for Health Reform	PTREF	Police Training and Recruiting Entrance Facility
PHT	Public Health Team	PTTI	Police Tactical Training Initiative
PI	Public Information	PVO	Private Voluntary Organization
PIC	Press Information Center	PWP	Partnership Work Program
PIFWC	Persons Indicted for War Crimes	PWR	Peacetime Working Relationships
PIR	Priority Information Request	QA	Quality Assurance
PKM	Pulemyot Kalashnikova Modernizirovanniy (Soviet Light Machine Gun)	QASAS	Quality Assurance Specialist, Ammunition Surveillance
		QQPRI	Qualitative/Quantitative Personnel Requirements
PKO	Peace Keeping Operations	QRC	Quick Reaction Capability
PLS	Palletized Loading System	QRF	Quick Reaction Force
PLT	Partnership Liaison Team	QTT	Quality, Training and Transformation
PM	Provost Marshal	R & D	Reconstruction & Development
PMCS	Preventative Maintenance Checks and Services	R&R	Rest and Recreation
PME	Political Military Estimate	R&S	Reconnaissance and Surveillance
PMI	Political Military Integration	R3P	Rearm, Refuel, and Resupply Point
PMO	Provost Marshal Office	RA	Rear Area
PMR	Period Mission Review	RAA	Rear Assembly Area
PMT	Police Mentor Team	RAC	Regional Air Commander
PN	Partner Nation	RADC	Regional Air Defense Commander
PNF	Project Nomination Form	RAFA	Reconstruction Authority For Afghanistan
PO	Provincial Office	RAOC	Rear Area Operation Center
POD	Port of Debarkation	RASP	Replenishment At Sea
POD/E	Port of Debarkation/Embarkation	RAT	Recruiting Assistance Team
POE	Point of Entry	RBF	Russian Border Forces
POI	Program of Instruction	RBWT	Regional Based Warrior Training
POL	Petroleum, Oil, and Lubricants	RC	Regional Command
POLAD	Political Advisor	RC NORTH	Regional Command North
POM	Preparation for Overseas Movement	RC SOUTH	Regional Command South
POO	Point of Origin	RC	Regional Center
POS	Priority of Support	RC	Regional Command
POTUS	President Of The United States	RC	Reserve Components
POW	Program of Work	RC	Response Cell
PPAG	Provincial Policy Action Group	RCA	Religious and Cultural Affairs
PPI	Political Policy Indicators	RCA	Riot Control Agents
PR	Personnel Recovery	RCAC	Regional Corps Advisory Command
PR&C	Purchase Request and Commitment	RCAG	Regional Command Advisory Group
PRD	Police Reform Directorate	RCC	Regional Coordination Center
PRMS	Personnel Recovery Mission Statement	RCC	Regional Command Center
PRRF	Program Requirements Request Form	RCC	Route Clearance Company (ANA unit)
PRSG	Police Reform Steering Group	RCN	Regional Command North
PRT	Provincial Reconstruction Team	RCO	Regional Contracting Office
PRWeb	Purchase Request Web	RCS	Regional Command South
PS	Personnel Services	RCZ	Rear Combat Zone
PSA	Politically Sensitive Area	RDA	Reconstruction and Development Association
PSC	Principal Subordinate Command/Commander	RDD	Resource Distribution Document
PSD	Personal Security Detachment	RDS	Reconnaissance Drone System
PSOSITREP	PSO Situation Report	REAP	Recovery and Employment Afghanistan Program
PSPA	Peace Support Psychological Activities	RECCE	Reconnaissance
PSR	Personnel SPOT Report	REDPL	Redeployment
PSR	Project Submission Request	REFNA	Rapid Emergency Food Needs Assessment
PSS	Personnel Service Support	RF	Reaction Forces
PSYOPS	Psychological Operations	RFA	Request For Assistance
PSYREP	Psychological Operations Report	RFA	Restrictive Fire Area

RFF	Request For Forces		RTC	Regional Training Center
RFI	Request For Information		RTD	Return To Duty
RFIMS	Request For Information Management System		RTE	Route
RFL	Restricted Frequency List		RTF	Reconstitution Task Force
RFL	Restrictive Fire Line		RTF	Road Task Force
RHQ	Regional Headquarters		RTG	Regional Task Group
RI	Relief International		RTNC	Returned to National Control
RI	Request for Information		RTO	Research and Technology Organization
RII	Requests for Intelligence Information		RTS	Rapid Targeting System
RIL	Reportable Items List		RVT	Remote Video Terminal
RIMS	Requested Information Management System		RW	Rotary Wing
RIO	Regional Infrastructure Office		RWR	Radar Warning Receiver
RIP	Relief in Place		RZ	Recovery Zone
RIPL	Relief in Place		S&S	Supply and Service Branch
RIR	Repatriation Information Reports		SA	Situational Awareness
RISTA	Reconnaissance, Intelligence, Surveillance, and Target Acquisition		SA	Staging Area
			SAAM	Special Assignment Airlift Mission
RLC	Regional Logistics Center		SAARMS	Security Assistance Automated Resource Management Suite
RLC	Regional Logistics Center			
RM	Requirements Management		SAC	Special Agent in Charge
RMO	Regional Movement Office		SACEUR	Supreme Allied Command/Commander Europe
RO/RO	Roll-on/Roll-Off		SACLANT	Supreme Allied Commander/Command Atlantic
ROAD	Relief Organization for Afghanistan Development		SACO	Supreme (Strategic) Allied Command Operations
ROCC	Rear Operations Coordination Cell		SAC-T	Supreme Allied Command – Transformation
ROE	Rules Of Engagement		SAEDA	Subversion And Espionage Directed Against U.S. Forces
ROM	Refuel on the Move			
RON	Remaining Overnight		SAG	Security Assistance Group
ROO	Reconnaissance Operations Officer		SAG	Special Activity Group / Sub-activity group
ROS	Reports of Survey		SAMM	Security Assistance Management Manual
ROZ	Restricted Operations Zone		SAN	Security Assistance Network
RP	Release Point		SAO	Security Assistance Office/Organization
RPAC	Regional Police Advisory Command		SAO	Special Activities Office
RPAT	Regional Police Advisory Team		SAPI	Small Arms Protective Inserts
RPAT	Regional Property Accountability Team		SAR	Search And Rescue
RPG	Regional Planning Guide		SAR	Synthetic Aperture Radar
RPOD	Rail Point of Debarkation/Disembarkation		SARA	Southern Afghanistan Reconstruction Agency
RPRA	Reconstruction of Peace & Rehabilitation Association of Afghanistan		SARTF	Search and Rescue Task Force
			SASO	Stability and Support Operations
RPV	Remotely Piloted Vehicle		SAT	Security Assistance Team
RQA	Return of Qualified Afghans Program		SATCOM	Satellite Communications
RRF	Rapid Reaction Forces		SATFA	Security Assistance Training Field Activity
RRI	Response to Request for Information		SATO	Service Ammunition Technical Officer
RS	Reconnaissance Squadron		SATRAN	Satellite Reconnaissance Advance Notice
RSAC	Regional Security Assistance Cell		SAV	Security Assistance Visit
RSAT	Regional Security and Arms Transfer		SAW	Squad Automatic Weapon
RSC	Rear Support Command		SC	Strategic Command
RSC	Reinforcement Support Category		SC	Support Component
RSD	Regional Support Depot		SC	Supporting Commander
RSI	Rationalization, Standardization, and Interoperability		SCARF	Standardized Collection Asset Format
RSO	Regional Security Office		SCC	SHAPE Command Center
RSOI	Reception, Staging, Onward Movement, and Integration		SCEPC	Standing Civil Emergency Planning Committee
RSOM	Reception, Staging, and Onward Movement		SCF	Save the Children Foundation
RSTA	Reconnaissance, Surveillance, and		SCI	Sensitive Compartmented Information
RT	Regional Teams		SCIF	Sensitive Compartmented Information Facility
RTA	Road Traffic Accident		SCIP	Security Cooperation Information Portal

SCL	Standard Conventional Load		SMO	Senior Meteorological Officer
SCMO	Special Court Martial Officer		SMR	Senior Military Representative
SCP	Security Cooperation Program		SMR	Special Meals Request
SCPG	Strategic Capabilities Planning Guidance		SMS	Single Mobility System
SCR	Senior Civilian Representative		SMT	Security Management Team
SDA	Seventh Day Adventist		SMU	Strategic Monitoring Unit
SDDC	Surface Deployment and Distribution Command		SN / HN	Sending Nation vs. Host Nation
SDO	Staff Duty Officer		SN	Sending Nation
SDOS	Standard Days of Supply		SNR	Senior National Representative
SDP	Standing Defense Plan		SO	Special Operations
SE	Supporting Effort		SO	Strategic Objective
SEA	Senior Enlisted Advisor		SOA	Special Operations Aircraft
SECDEF	Secretary of Defense		SOC	Special Operations Command
SECFOR	Security Forces		SOC	SHAPE Operations Center
SECGEN	Secretary General		SOC	Special Operations Capability
SFLE	Special Forces Liaison Element		SOC	Support Operations Center
SFOB	Special Forces Operations Base		SOCCE	Special Operations Command and Control Element
SFODA	Special Forces Operational Detachment Alpha		SOCCENT	Special Operations Component, CENTCOM
SGS	Secretary to the General Staff		SOCEUR	Special Operations Command Europe
SGT	Satellite Ground Terminals		SOCOORD	Special Operations Coordination Cell
SHALC	SHAPE Logistics Center		SOCSOUTH	Special Operations Command AFSOUTH
SHAPE	Supreme Headquarters Allied Powers in Europe		SOF	Special Operations Forces
SHARE	Stock Holding and Asset Requirements Exchange		SOFA	Status of Forces Agreement
SHC	Strategic/Supreme High Command		SOG	Security Operations Group
SHD	Special Handling Detachment		SOG	Senior Officials Group
SHF	Super High Frequency		SOI	Signal Operating Instructions
SHOC	SHAPE Operations Center		SOI	Standard Operating Instructions
SI	Special Intelligence		SOLIC	Special Operations and Low Intensity Conflict
SIAT	SDDC Import Afghanistan Tracker (trans report)		SOP	Standard Operating Procedures
SIC	Subject Indicator Code		SOP	Statement of Principles
SIF	Selective Identification Feature		SOPG	Strategic and Operational Planning Guidance
SIGACT	Significant Activity		SOPG	Strategic and Operational Planning Guidance
SIGINT	Signals Intelligence		SOR	Specific Orders and Requests
SIO	Senior Intelligence Officer		SOR	Statement of Requirement
SIPRNET	Secret Internet Protocol Routed Network		SOW	Scope of Work
SIPRNET	Secure Internet Protocol Network		SP	Security Police
SIR	Serious Incident Report		SPF	Special Purpose Forces
SIR	Specific Information Requirement		SPG	Specific Planning Guide
SIR	Specific Intelligence Requirement		SPINS	Special Information's Systems
SIREP	Sensitive Information Report		SPOD	Sea Port of Debarkation
SITREP	Situation Report		SPOE	Sea Port of Embarkation
SJA	Staff Judge Advocate		SPR	Single Point Refueling
SJS	Secretary, Joint Staff		SR	Strategic Reserve
SKS	Samozaryadiy Karavin Simonova (Russian Infantry Weapon)		SR	Sub Regional
			SR	Supply Route
SLAR	Side Looking Airborne radar		SR	Surveillance and Reconnaissance
SLBM	Submarine-Launched Ballistic Missile		SRB	Senior Resource Board
SLOC	Sea Line of Communication		SRC	Special RECON Capability
SLS	Senior Leader Seminar		SRC	Sub Regional Command
SLS	Senior Leadership Seminar		SRCC	Southern Region Coordination Commission/Committee
SM	Safe Motherhood		SRD	Strategic Reform Division
SM	Scatter able Mines		SRF	Strategic Reserve Force
SMA	Strategic Military Assessment		SRO	Stock Record Officer
SME	Significant Military Equipment		SROE	Standing Rules of Engagement
SME	Subject Matters Experts		SRT	Strategic Reform Team
SMO	Senior Medical Officer		SSE	Single Source Element

SSI	Supported/Supporting Interrelationship		TASS	Tactical Automatic Switching System
SSPDS	Senior Staff Professional Development Session		TAT	Technical Assistance Team
SSP-S	Single Source Processing SIGINT		TAT	Training Advisory Team
SSR	Security Sector Reform		TB	Taliban
SSR	Special Security Representative		TBMCS	Theater Battlefield Management Command System
SSS	Staff Summary Sheet		TCA	Traditional Commanders Activities
STAAR	Social and Technical Association for Afghanistan Rehabilitation		TCC	Troop Carrier Cargo
			TCG	Tasking Coordination Group
STANAG	Standardization Agreement		TCG	Transition Coordination Group
STAR	Surface To Air Recovery		TCICA	Theatre CI Coordinating Authority
STE	Secure Telephone		TCM	Theatre Collection Manager
STU	Secure Telephone Unit		TCN	Troop Contributing Nation
SUCCESS	Synthesized UHF Computer Controlled Equipment Subsystem		TCN	Theater Command North
			TCN	Theater Command North
SUCOC	Succession of Command		TCN	Third Country Nationals
SURG	Surgeon		TCN	Troop Contributing Nation
SVB	SHAPE Visitors Bureau		TCNS	Transportation Control Numbers
SVBIEB	Suicide Vehicle Borne Improvised Explosive Device		TCP	Tactical Command Post
SW	Software		TCP	Traffic Control Post/Point
SWA	South West Asia		TCS	Theater Command South
SWE	Sweden		TDBM	Tactical Database Management
SWG	Sectoral Working Group		TDDS	Tactical Data Dissemination System
SWG	Surface Warfare Group		TEB	Training and Exercise Branch
SWS	Stand Alone Workstation		TEK	Traffic Encryption Key
SWSS	Secure Weapons Storage Site		TEL	Transporter Erector Launcher
SY	Solar Year		TES	Training Education Standard
TA	Technical Assistance		TESS	Terrorism, Espionage, Subversion and Sabotage
TA	Transitional Administration/Authority		TEU	Technical Escort Unit
TAA	Target Audience Analysis		TF	Task Force
TAACOM	Theater Army Area Command		TFP	Task Force Police
TACCP	Tactical Command Post		TFPHX	Task Force Phoenix
TACELINT	Tactical Electronic Intelligence Report		TGA	Transitional Government Afghanistan
TACELINTREP	Tactical Electronic Intelligence Report		T-HOUSE	Taliban House
TACO	Theatre Allied Contracting Office		THT	Tactical HUMINT Team
TACOM	Tactical Command		TI	Thermal Imaging
TACON	Tactical Control		TIAG	Terrorist Intelligence Assessment Groups
TACON	Tactical Control		TIBS	Tactical Information Broadcast System
TACSOP	Tactical Standard Operating Procedures		TIC	Troops in Contact
TAFT	Technical Assistance Field Team		TIH	Toxic Industrial Hazard
TAFTA	Trends and Future Threat Actions		TIM	Toxic Industrial Material
TAG	Training Assistance Group		TIP	Transition Integration Program
TAG	Training Advisory Group		TIS	Tactical Information System
TAGS	Theater Air-Ground System		TISA	Transitional Islamic State of Afghanistan
TAI	Target Area of Interest		TITAAN	Theatre-Independent Tactical Army/Air Force Network
TAL	Tactical Air Lift			
TALO	Tactical Air Landed Operations		TLAM	Tactical Land Attack Missile
TAO	Tactical Air Operation		TMCC	Theatre Movements Coordination Center
TAOO	Theater Area of Operations		TMS	Training Management System
TAOR	Tactical Area of Responsibility		TOA	Transportation Operating Agency
TAP	Transition Action Plan		TOA	Transfer of Authority
TAR	Tactical Air Reconnaissance		TOC	Tactical Operations Center
TARE	Telegraph Automatic Relay Equipment		TOD	Tour of Duty
	Target Acquisition		TOE	Table of Organization and Equipment
TASC	Technical Assistance and Support Activity		TOPE	Training, Operations, Planning and Education
TASKILMTOE (or equivalent)			TOR	Time of Receipt

TOS   Time on Station
TOT   Time Over Target (AF), Time On Target (Artillery)
TPE   Theater Property Equipment
TPFDD   Time-Phased Force and Deployment Data
TRADOC Training and Doctrine Command
TRAT   Transitional Readiness Assessment Tracker
TRAT   Training Readiness Assessment Tool (ANA)
TRGCON Training Control
TRI   Tactical Reconnaissance Infrared
TRIGS   Tactical Reconnaissance System Ground Station
TRO   Tactical Reconnaissance Optical
TRS   Tactical Reconnaissance System
TRW   Tactical Reconnaissance Wing
TS   Theatre Surgeon
TSA   Target Status Assessment
TSCM   Tactical Surveillance Counter Measures
TSG   Transition Steering Group
TSGT   Transportable Satellite Ground Terminal
TTA   Troop to Task Analysis
TTHS   Trainees, Transients, Hospital, and Students
TTP   Tactics, Techniques and Procedures
TTSA   Theatre Targets Set Assessment
UA   Unauthorized Absence
UAA   Union Aid for Afghanistan
UAE   United Arab Emirates
UAH   Up Armored HMMWV
UAV   Unmanned Aerial Vehicle
UBL   Unit Basic Load
UBL   USAMA BIN LADEN
UGF   Underground Facility
UGS   Unattended Ground Sensors
UHF   Ultra High Frequency
UIC   Unit Identification Code
UN   United Nations
UNAMA   United Nations Assistance Mission in Afghanistan
UNANBP United Nations New Beginning Program
UNCA   United Nations Civil Affairs
UNCO   United Nations Coordinator's Office
UNDACUN Disaster Assessment and Coordination
UNDCP   United Nations International Drug Control Program
UNDESA United Nations Development for Economic and Social
          Affairs
UNDMT   United Nations Disaster Management Team
UNDP   United Nations Development Program
UNFPA   United Nations Population Fund Agency
UN-HABITAT United Nations Human Settlement Program
UNHAS   United Nations Humanitarian Air Services
UNHCR   United Nations High Commissioner for Refugees
UNHSP   United Nations Human Settlement Program
UNI   United Nations Information Centre
UNICEF United Nations Children's Fund
UNIDO   United Nations Industrial Development Organization
UNJLC   United Nations Joint Logistics Center
UNLB   United Nations Logistics Base
UNMACC United Nations Mine Action and Coordination
          Centre

UNMAS   United Nations Mine Action Service
UNMO   UN Military Observer
UNOCHA United Nations Office of the Coordinator of
          Humanitarian Affairs for Afghanistan
UNOE   United Nations Owned Equipment
UNOPS   United Nations Office of Project Services
UNPF   United Nations Peacekeeping Force
UNSC   United Nations Security Council
UNSCR   United Nations Security Council Resolution
UNSECOORD UN Security Coordinator
UNSMA   United Nations Special Mission for Afghanistan
UNSRSG United Nations Special Representative for the
          Secretary General
UOR   Urgent Operational Requirement
UPS   Independent Student Union
US DAO US Defense Attaché Office
USACE   United States Army Corps of Engineers
USAFE   United States Air Force, Europe
USAID   United States Agency for International Development
USAIICS United States Army Intelligence Center and School
USAREUR United States Army Europe
USASAC United States Army Security Assistance Command
USB   Universal Serial Bus
USD   US Dollar
USDCS   United States Diplomatic Courier Service
USDoS   United Department of State
USEUCOM United States European Command
USG   United States Government
USML   United States Munitions List
USMTF   US Message Text Format
USSF   US Special Forces
UTC   Unit Technical Code
UTM   Universal Transversal Mercator
UW   Unconventional Warfare
UXB   Unexploded Bomb
UXO   Unexploded Ordnance
V/STOL V/STOL Vertical/ Short Take Off and Landing
VA   Vulnerability Assessment
VARA   Voluntary Association for Rehabilitation of
          Afghanistan
VB   Vector Born Disease
VBIED   Vehicle Born Improvised Explosive Device
VCP   Vehicle Control Points
VHF   Very High Frequency
VI   Vehicle Interdiction
VMC   Vehicle Movement Code
VNC   Voluntary National Contributions
VOB   Visitors and Observer Bureau
VOIP   Voice over Internet Protocol
VOR   Valid Operational Requirement
VRC   Voluntary Refugee Center
VRC   Voter Registration Center
VRO   Village Rehabilitation Organization
VS   Vulnerable Sites
VSI   Very Seriously Injured
VTC   Video Teleconference

VTT   Validation Training Team
VVM   Vaccine Vital heal Marker
WAC   Weapons Authorization Card
WAN   Wide Area Network
WAN   Wide Area Network
WARM   Wartime Reserve Mode
WB   World Bank
WBO   World Bank Organization
WCS   Weapons Control Status
WDPA   World Development Program for Afghanistan
WEU   Western European Union
WEZ   Weapon Engagement Zone
WFP   World Food Program
WFZ   Weapons Free Zone
WG   Working Group
WGS   World Geodetic/Grid System
WHO   World Health Organization
WMD   Weapon of Mass Destruction
WMT   Wireless Message Terminal
WO   Washington Office
WOE   Weight of Effort
WRT   With Regard To
WSS   Weapons Storage Sites
WVI   World Vision International
WWRS   World-Wide Warehouse Redistribution Center
WWTP   Waste Water Treatment Plant
XO   Executive Offer
XP   Crossing Point
YAAR   Youth Assembly for Afghanistan Rehabilitation
YARA   Youth Association for Rehabilitation of Afghanistan
Z   Zulu (GREENWICH Meridian Time)
ZBT   Zero Balance Transfer
ZOS   Zone of Separation
ZPU   Soviet ADA system