



Base (HQ) Support Group Engineers
HQ International Security
Assistance Force (ISAF)

LtCol Randy Whitecotton--Camp Engineer

TSgt Adam Drowne--Project Manager



Overview



- **Mission/Orientation**
- **Organization**
- **AMPs**
- **Roles/Responsibilities**
- **Perspectives**
 - **SNCO**
 - **Project/Construction Management**
 - **Readiness/Consequence Management**



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ISAF Mission



- **UN-mandated Governing Principles:**
 - Security
 - Reconstruction
 - Governance
- **Conduct military ops in the assigned area of ops to assist the Gov't of Afghanistan in the establishment and maintenance of a safe and secure environment with full engagement of Afghan National Security Forces, in order to extend government authority and influence, thereby facilitating Afghanistan's reconstruction and contributing to regional stability.**

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Culture & Recent History

- **Muslim country: patriarchal**
 - Capital City: Kabul
 - 2 Official Languages: Pashtu (35%) and Dari (45%)
 - Crossroads of Asia and Middle East
- **“Great Game” played czarist Russians against English in 1800s;**
 - US replaced English vs. Soviets in 1970s;
- **Dec 79, Soviets invade Afghanistan to prop up communist regime;**
 - Mujahedeen fight “Jihad” against Soviets for a decade;
- **Civil War erupts after Soviets pull-out; 4 years of instability leads**
 - Taliban restores security but brutality & human rights violations;
 - Osama bin Laden and Mullah Omar, Opium and Poppy
 - 9/11 2001: attacks in US; US-led invasion with Northern Alliance
- **2002: New Afghan Gov’t**
- **2003-2007: Focus elsewhere; Taliban re-groups**
- **2008: Resurgence in US Interest**
- **Afghanistan: Proud people with great hope**

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ISAF Strength Distribution



30K More US Troops



	140		100
	1100		260
	2		9
	40		1730
	360		110
	400		540
	2500		1020
	210		170
	290		530
	780		2
	120		60
	100		70
	1430		770
	1		350
	3490		130
	130		750
	250		3
	10		7750
	7		19000
	2360		
	90		

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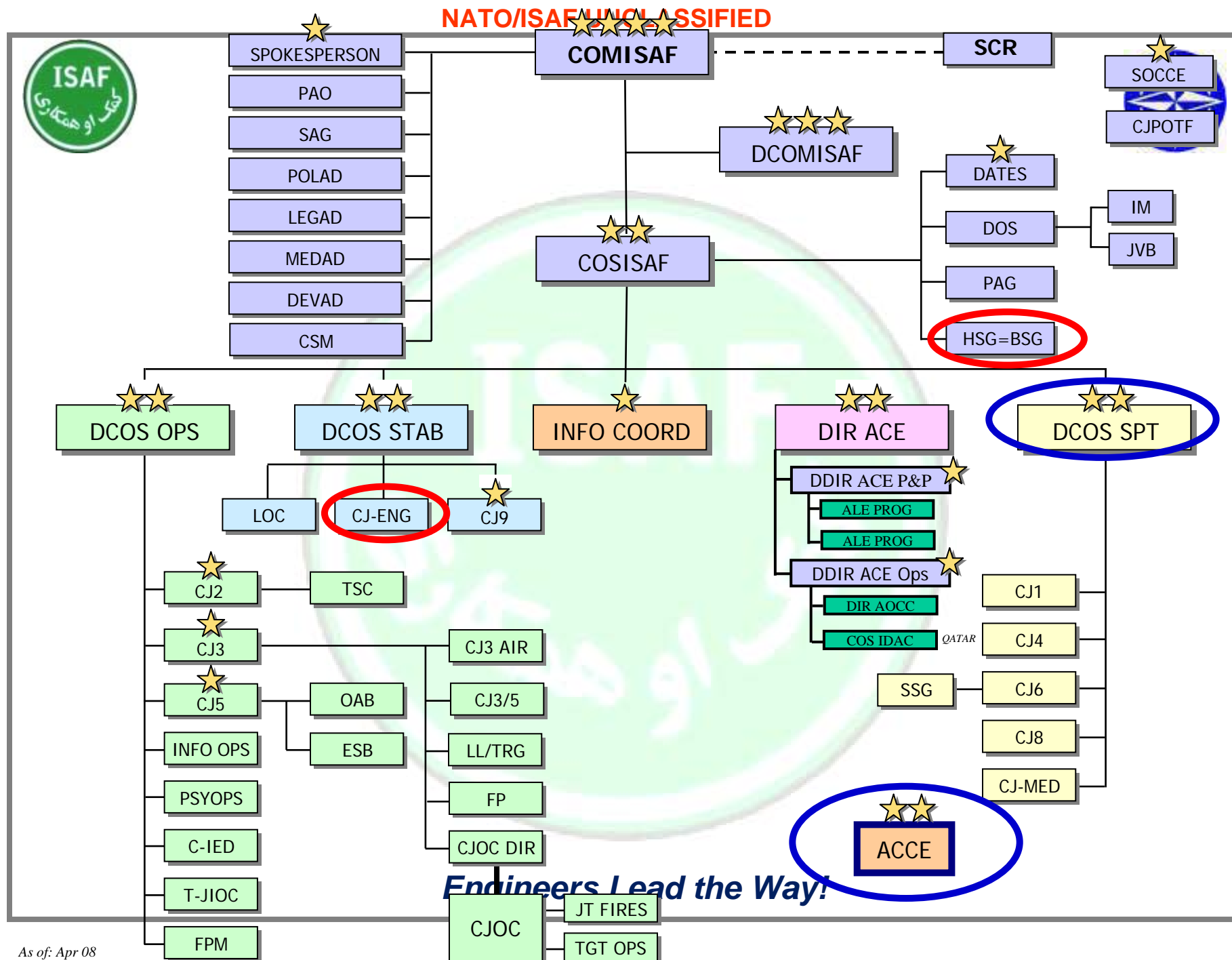
- Regional Command (RC) - Capital (~7K Troops)
 - HQ ISAF at Camp ISAF in Kabul (40 Nations)
 - HQ RC-C in Kabul (TUR)
- RC-North (~4K) -- HQ in Mazar-e-Sharif (DEU)
- RC-East (~14K) -- HQ at Bagram AB (USA)
- RC-South (~14K) -- HQ at Kandahar AB (CAN)
- RC-West (~3K) -- HQ in Herat (ITA)

Every one of these organizations has a full J-Staff

More ingredients in the alphabet soup: Non-Government Orgs: (USAID, Red Cross/Red Crescent, World Food Program, etc)



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NATO/ISAF UNCLASSIFIED CJENG ISAF XI



BRANCH CHIEF

CHIEF ENG
AF EXX 0010 OF-5 SWE
OF-5

INFRA

CH INFRA/RES
AFERI 0010 OF-4 CSE
OF-3 (ITA)

OPS / PLANS

CHIEF OPS/PLANS
AF EOX 0010 OF-4 CSE
OF-4 (HUN)

SA ENG

AF EXX 0020 OR-7 SWE
OR-7

DRIVER

AF EXX 0015 OR-5 SWE
OR-5

C-IED BRANCH

LNO TO UNMACA
AF EOM 0020 OF-3 USA
VACANT

DRIVER LNO TO UNMACA
AF EOM 0025 OR-3 USA
VACANT

INFRA NATO

SO INFRA NATO AIR
AF ERI 0050 OF-3 (Free)
VACANT CSE

SO INFRA REQ. AIR
AF ERI 0021 OF-3 (Free)
VACANT

SO TECH DES INFRA
AF ERI 0041 OF-3 USA
VACANT

SO AST DES INFRA
AF ERI 0042 OF-2 CAN
OF-2

SO INFRA REQ. LAND
AF ERI 0020 OF-2 USA
OF-2

SA INFRA
AF ERI 0030 OR-7 DNK

SA DRAUGHTSMAN
AF ERI 0072 OR-7 USA

SO TECH DES INFRA
AF ERI 0152 OF-3 (Free)

SA DRAUGHTSMAN
AF ERI 0153 OR-7 USA
OR-6.

SO OPS/PLANS
AF EOX 0020 OF-3 HRV
OF-3

SO PLANS
AF ERI 0156 OF-3 USA
OF-2 (ITA)

SO OPS/JOC
AF ERI 0180 OF-3 GRC
OF-3

INFRA NON-NATO

SO INFRA DELIV. LAND
AF ERI 0023 OF-3 (Free)
OF-3

SO INFRA AIR
AF ERI 0060 OF-3 USA
OF-3

SA INFRA AIR
AF ERI 0070 OR-7
VACANT

SA PROJ AIR
AF ERI 0151 OR-7 USA
VACANT

RIO (S & KAF)

SO INFRA RIO (S)
AF ERI 0140 OF-3 NLD
OF-2 (USA)

SA INFRA RIO (S)
AF ERI 0150 OR-7 USA
OR-9 (CAN)

RIO (KAIA)

SO TECH DESIGNER
AF ERI 0071 OF-3 (Free)
VACANT

INFRA ESTATES/ENV

SO ESTATES
AF LES 0010 OF-3 USA
OF-1

SO ENV POLICY
AF ERI 0022 OF-2
CIV -

SO INFRA/RESS
AF ERI 0040 OF-2 CAN
VACANT

SA ESTATES
AF LES 0020 OR-8 SVN
DELETED

RIO (N)

SO INFRA RIO (N)
AF ERI 0100 OF-2 (Free)
VACANT

SA INFRA RIO (N)
AF ERI 0110 OR-7 USA
VACANT

RIO (W)

SO INFRA RIO (W)
AF ERI 0120 OF-3 ITA
OF-3

SA INFRA RIO (W)
AF ERI 0130 OR-7 ITA
OR-9

RIO (E)

SO INFRA RIO (E)
AF ERI 0160 OF-3 (Free)
VACANT

SA INFRA RIO(E)
AF ERI 0170 OR-7 USA
OR-6.

NON CE

CONTRACT DESIGNER
Contractor via JFCB
Mr

CONTRACT DESIGNER
Contractor via JFCB
Mr

CONTRACT DESIGNER
Contractor via JFCB
Mr (ICC)

CONTRACT DESIGNER
Contractor via JFCB
Mr

KMO

OF-3 (USA)

OF 1 (USA)

25 of 37 => 67 %

Afghanistan Strategic Infrastructure

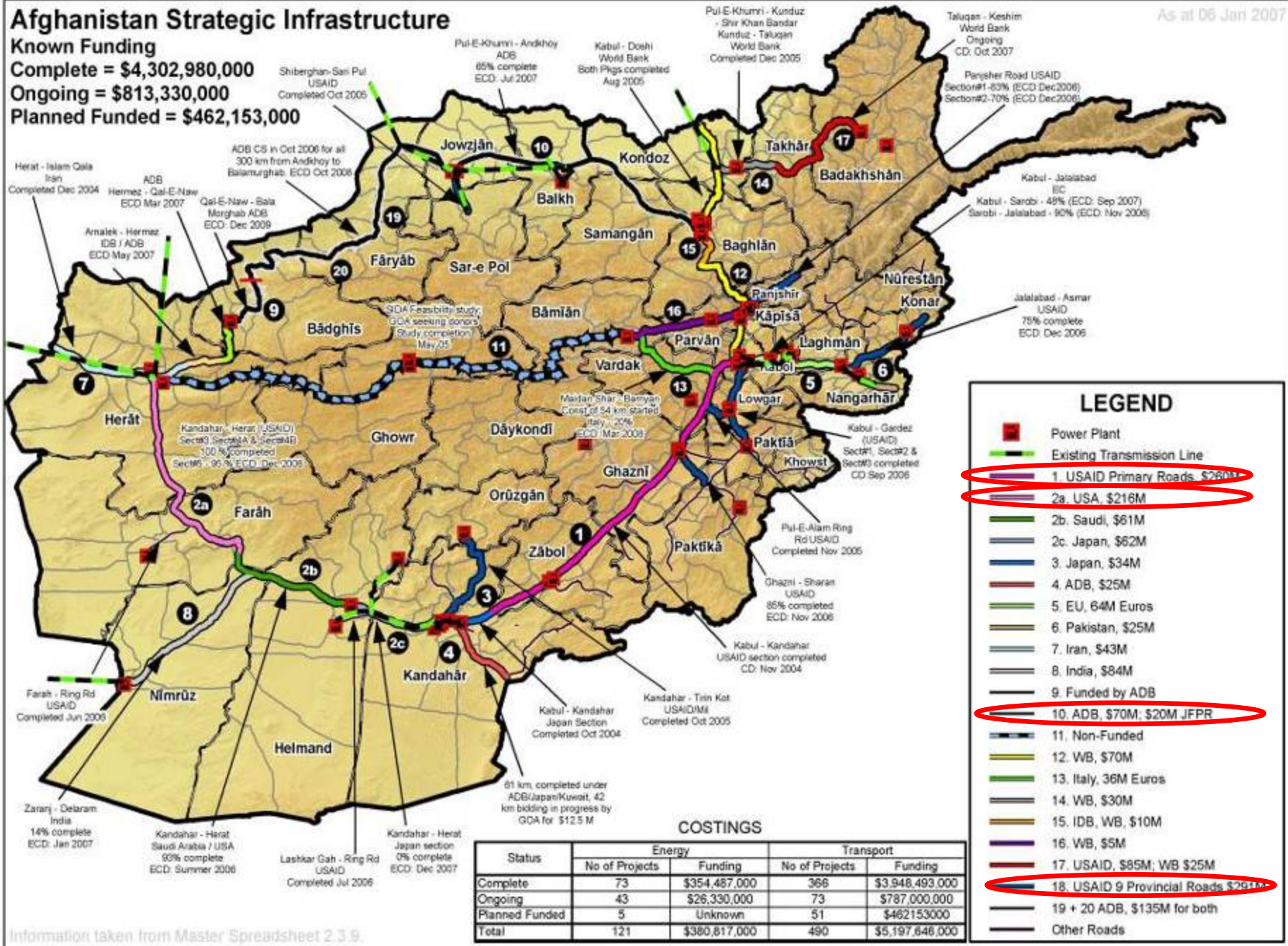
Known Funding

Complete = \$4,302,980,000

Ongoing = \$813,330,000

Planned Funded = \$462,153,000

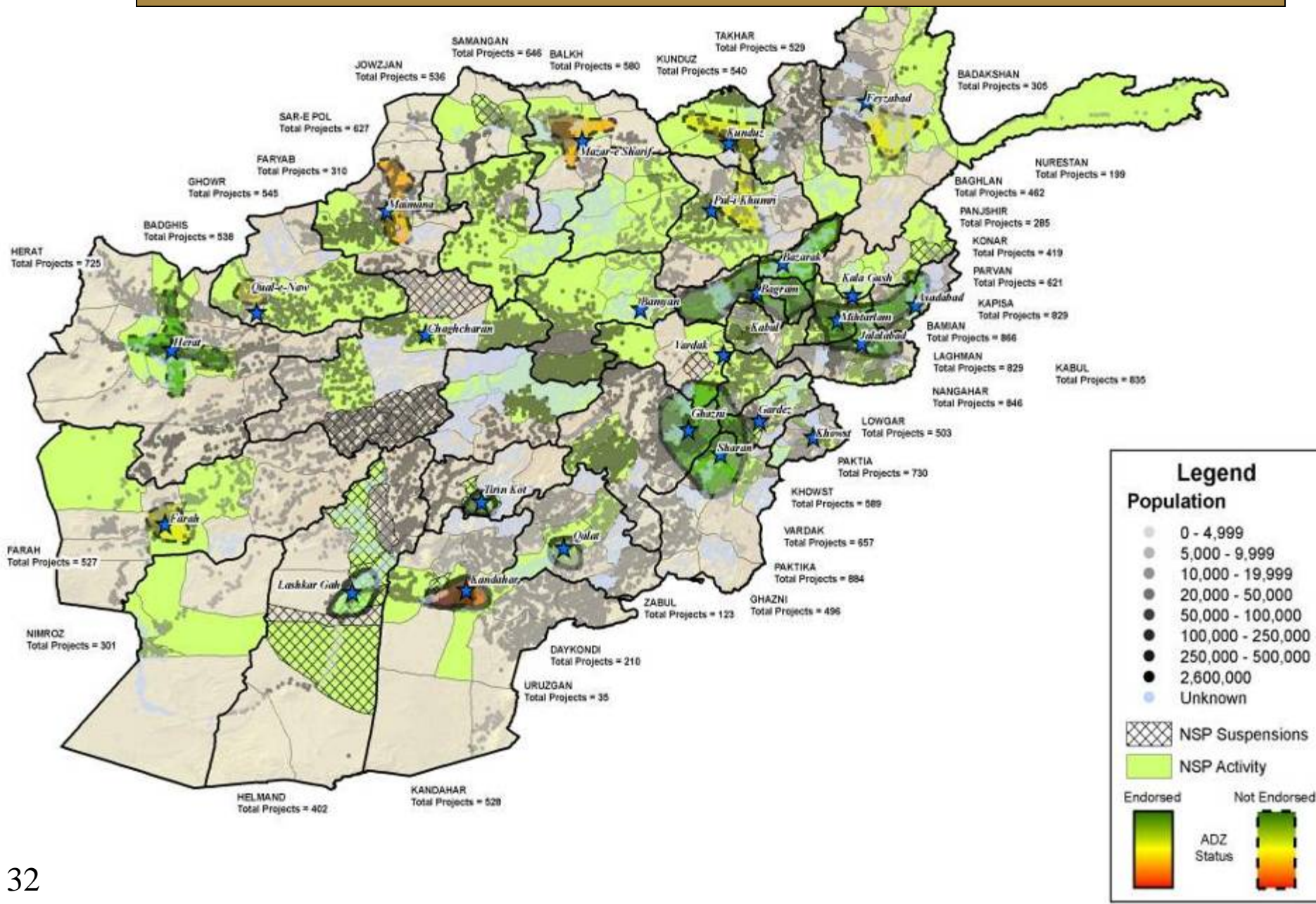
As at 06 Jan 2007



Information taken from Master Spreadsheet 2.3.9.

Afghan Country Stability Picture

2007





Building Afghan Capacity



Afghan National Army

- 47,000-strong, growing to 86,000 / 14 Brigades / expanded Air Corps
- ANA units directly in “the fight,” partnering with Coalition / ISAF
- Developing competent and confident leaders
- Individual / unit pride and esprit de corps growing
- National Asset



Afghan National Police

- 76,000-strong, growing to 82,000
- Uniformed / Auxiliary, Civil Order, Border, Counter-narcotics
- Reforming the force
 - Replacing corrupt leaders
 - Pay and Rank Reform
- Systems maturing; Regional
- Commands established
- Main Desired Effect: people trust the uniform and the government

Must Fully Resource Equipment, Facilities, Embedded Trainers to Achieve Independent Afghan National Security Forces Capability



The Combined/Joint Environment

- **It's the Army's World**
- **The Good**
 - Learning about sister services/Nations
 - Working on NATO projects
 - Different Cultures
- **The Bad**
 - Cultural Challenges
 - NATO MMR
- **The Ugly**
 - Service bias
 - NATO MMR

Joint Staff Codes

- CJ1 – Personnel
- CJ2 – Intelligence
- CJ3 – Current Ops
- CJ4 – Logistics
- CJ5 – Future Plans
- CJ6 – Comm/Signals
- CJEng – ISAF Eng
- CJ8 – Fin/CONS
- CJ9 – CIMIC
- Staff: COS, DOS, HSG, CJPOTF, SOCCE, C-IED, etc.
- Senior Civilian Rep (SCR)



Camp ISAF in early 2002

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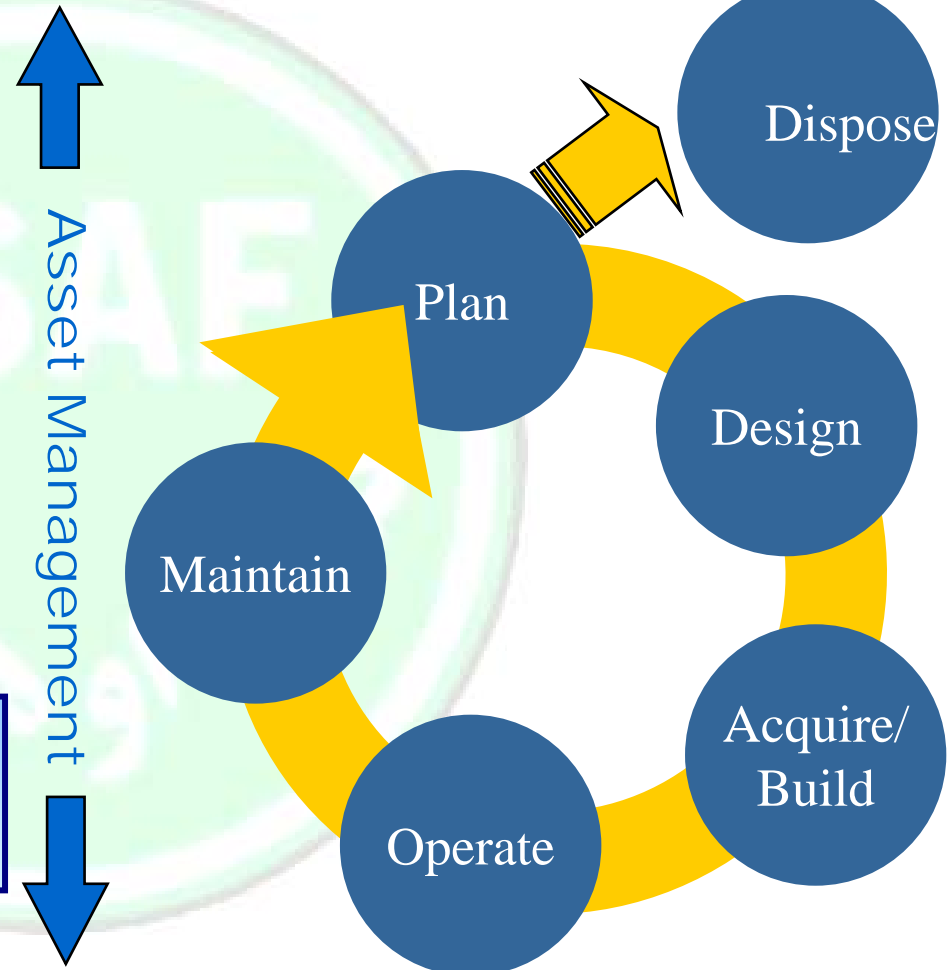


ACTIVITY MANAGEMENT

WHAT IS IT?

- A structured approach for managing CE services
- Enables decisions about how best, and when, to:
 - Acquire,
 - Maintain,
 - Operate,
 - Rehabilitate, and
 - Dispose of or replace assets in order to provide CE services

A process, a discipline, and a culture for managing assets from
the cradle to the grave




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ACTIVITY MANAGEMENT PLAN (AMP) OVERVIEW



- AMP for the 5 core CE activities at every base (AMPs->BCAMP):
 - Utilities
 - Facilities
 - Pavements
 - Waste management
 - Natural infrastructure
- AMP formats standardized across the AF
 - Allows standardized LOS, perf. measures, targets, processes, etc.
- AMP drives activity plan execution throughout the year
 - Defines how CE provides mission support through activity mgt
 - Also documents corporate activity history for knowledge transfer

Draft		
 U.S. AIR FORCE		
THE	BASE
	(Name of)	
Activity Management Plan for Transportation Networks (Including Roads, Sidewalks, Parking Lots, Rail and Docks)		

At ISAF: Awarded new BGP (BCAMP) and new contracts; doing AMPs, but didn't realize it!

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Overview

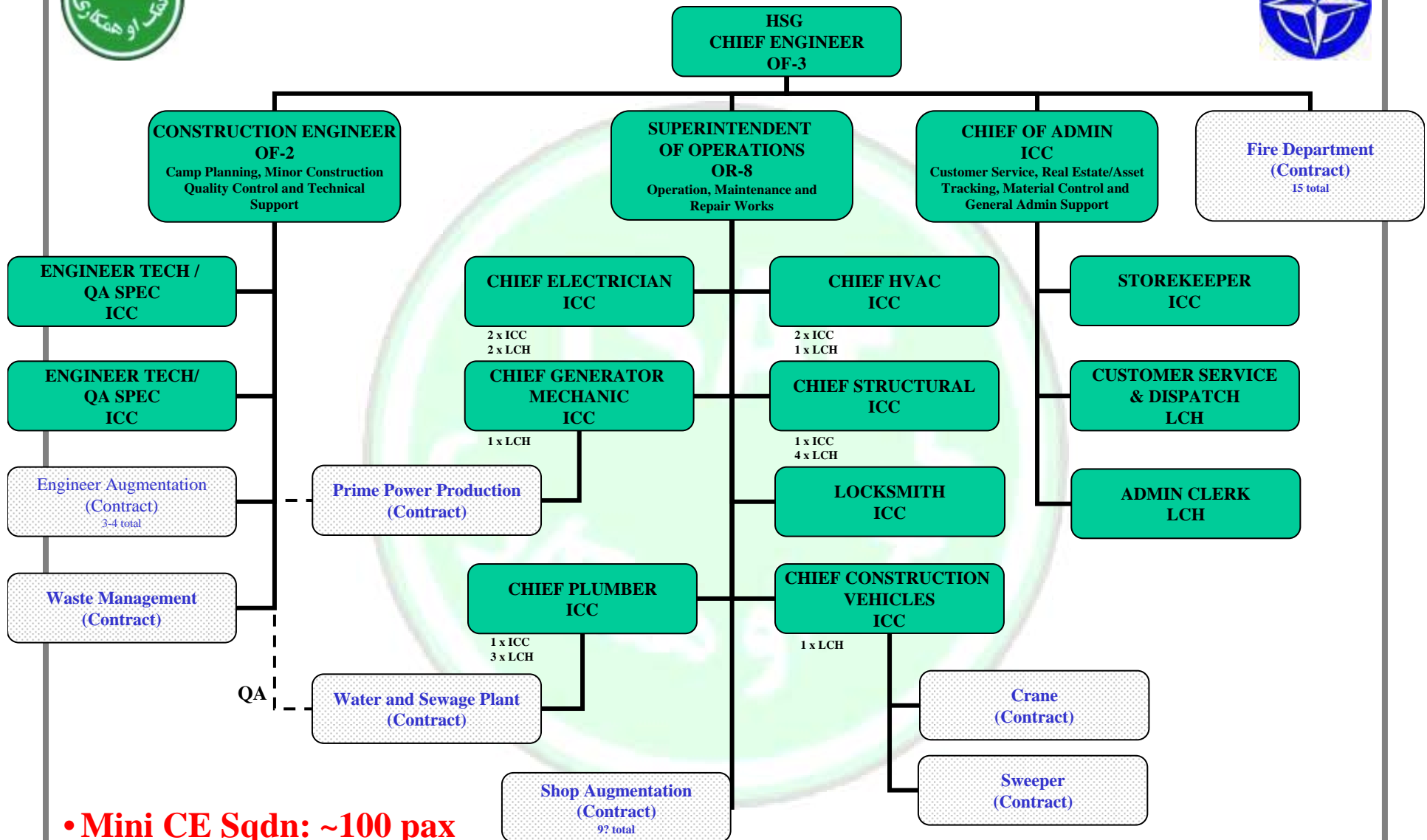


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HSG ENG – ISAF XI



• Mini CE Sqdn: ~100 pax

• 16 Nations

• Military, International Civilian, Local Hires, Contractors

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Work Performed



- Maintenance
- Repair
- Small-scale construction management through local contracts (~ <20,000 Euros)
 - Large-scale construction conducted through CJENG, CJ8, and JFHQ(B) international contracts
 - National-funding
 - Signal Support Group (CJ6)
- Utility Services (NATO Common Infrastructure)
 - Water
 - Sewer
 - Electricity
- Environmental and Waste Management
- Fire Protection Services
- Camp Planning (i.e., Camp Development Committee)

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Work Orders



Work Order Engineers Request Form

NATO HQ ISAF, HSG Engineers, Kabul

Submit to HSG ENGINEERS

For HSG Engineers

USE ONLY

Please write in **CAPITAL LETTERS**.

All section must be filled, otherwise the request will be disapproved.
Submit in duplicate if you need a copy yourself.

Requestor's Rank and Name:

DATE RECEIVED

/ /

Branch and Section:

Date:

Tel. No.:

/ /

Site of Work:(Building and Room/Container number, or other destination)

Description of Work:(Attach a sketch when necessary - dimensions in metric)

Justification:(Always necessary)



Required Skill Sets



- **Project Programming / Management**
 - Work Classifications
 - Work Flow
 - NATO loosely follows our programming principles
 - 1391 Development and Form 9s translate to NATO's version of PSRs and NSRs
 - SOW Development
- **Procurement/contracting of supplies/construction**
- **Language Skills**
 - Army
 - Acronyms
 - Coalition
- **Expeditionary Engineering**
 - Base Camp Development
 - Maintenance (RWP) and Repair
 - Environmental Issues
- **Personnel: Civilian, Military, Contractors**



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Other Challenges/Issues



- Force Protection, Fire Safety, Risk Acceptance
- Safety on convoys and training local Afghans
 - ICCs, LCHs and Contractors (Es-Ko)
 - NATO jobs/contracts:
<http://www.nato.int/ISAF/services/vacancies/index.html>
- CJEng and HSG Engineers
- AFCEE and NAMSA
- Afghan First Initiative
- Huge investment in Afghanistan infrastructure/people
- Construction: Fast, Cheap, & Good
 - Can have 2 but not all 3
- Resource and space rivalries between organizations, nations, and functions
- No digging permit process
- Construction management & environmental planning
- US, Host-nation, and NATO funding



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Kaart

Limited Space & Infrastructure

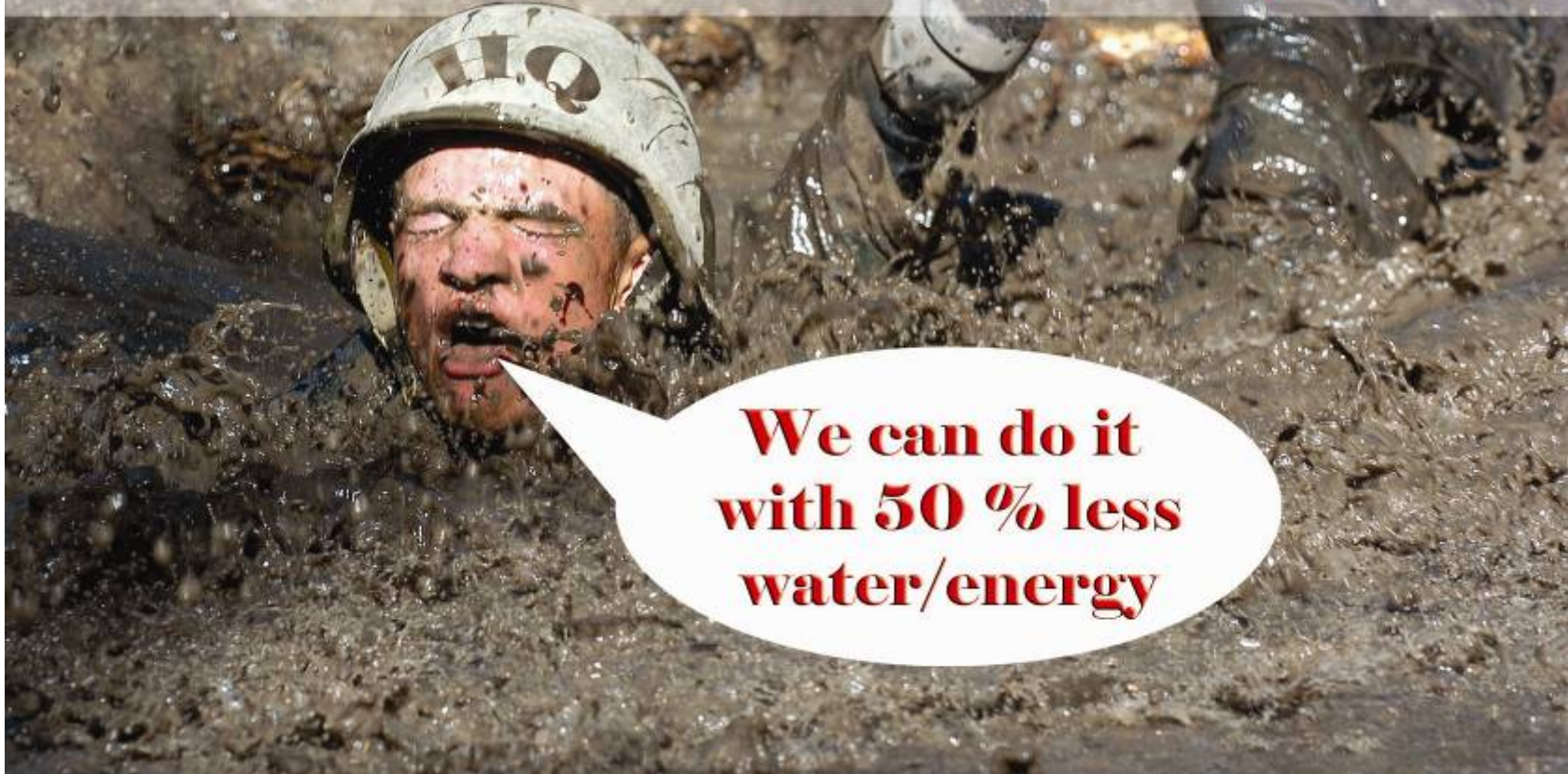


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Utility Conservation Campaign

Save water & energy
before we drown in our own crap



We can do it
with 50 % less
water/energy



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NCO's Perspective

- **NATO**
 - 40 Nations - 40 different views/methods
 - Language/written barriers
 - Rank structure of countries
 - Acronyms
- **Working with Afghan/Countries**
 - Culture
 - Prayer
 - Work ethics
- **Supply System**
 - Time needed to order/receive supplies
 - MMR (Military Minimum Requirement; 20K Euro)

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Camp ISAF Construction / Project Mngt

- Numerous construction projects on base as briefed by Camp Engineer
- Local contractors here use **far different standards** than in the US, on par with most all other places in theatre I have been
- Project inspection requires **constant monitoring** ... and progress is NOT made at the same pace as can be expected either in CONUS or USAFE
- As with home station, you get the project that you clearly **define in the SOW**, provided you monitor the contractors and are flexible
- Failure to be very specific in your requirements may result in work you never could have imagined.



CSTC-A → Merging **Under ISAF**

- Based on time assigned to CSTC-A 12/05-9/06
- Command's mission is to train & equip the ANA & ANP
- CSTC-A / CJ7 was made up of approx 15 officers, 2 enlisted & 8 MPRI Mentors
- In the time assigned to the office, we pushed approx \$1.5 Billion to either AFCEE or USACE for execution
- Travelled to numerous project site locations to determine:
 - Viability of constructing on proposed location,
 - To hear from local commanders/civic leaders, and
 - To ensure that in fact this land was not in dispute.



RFO/FP

Engineering

- **As a result of experience as an Force Protection (FP) Engineer, I was utilized as HSG's FP Engineer**
- **Attend all FP Working Group Meetings**
- **Currently coordinating Contingency Plans (i.e., consequence mngt) for engineering related topics**
- **Coord with HHQ on FP Vulnerability Assessment as well as contracted FP VA accomplished by International Contractor.**

This FOB in Afghanistan is what NATO considers MMR.
Appreciate your living/working conditions.



Campaign we conducted to remind our ISAF customers how
much better we had it.

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Afghanistan From the Air



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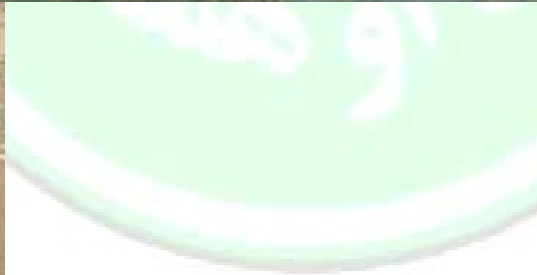
Streets of Kabul, Afghanistan



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Streets of Kabul, Afghanistan



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Waste Disposal Kabul, Afghanistan



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Scenes around Kabul, Afghanistan



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Delivering Supplies to a Kabul Orphanage



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Delivering Supplies to a Kabul Orphanage



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Delivering Supplies to a Kabul Orphanage



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Delivering Supplies to a Kabul Orphanage





**Welcome
to
ISAF HQ**



**ISAF HQ
REGULAR TRAF
ENTRANCE**



**ISAF HQ
VIP ENTRANCE
ONLY**



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Afghan Celebration



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Camp ISAF Engineer Leadership



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ISAF Employees



NATO/ISAF UNCLASSIFIED



ISAF Engineers Fire Department



NATO/ISAF UNCLASSIFIED



ISAF Engineers Fire Department



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Scenes around Camp ISAF



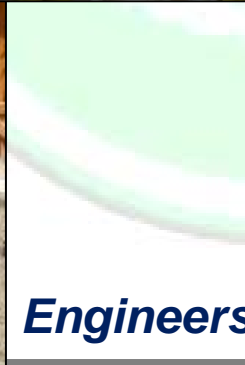
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Scenes around Camp ISAF



ENGINEERS GROUP HQ ISAF



Engineers



Airfield Apron Construction



Shed Construction



Hooch Construction





Electrical Repairs

Site Visits



Site Visits



Surveying



Dessert, No Kidding



ENGINEERS GROUP HQ ISAF



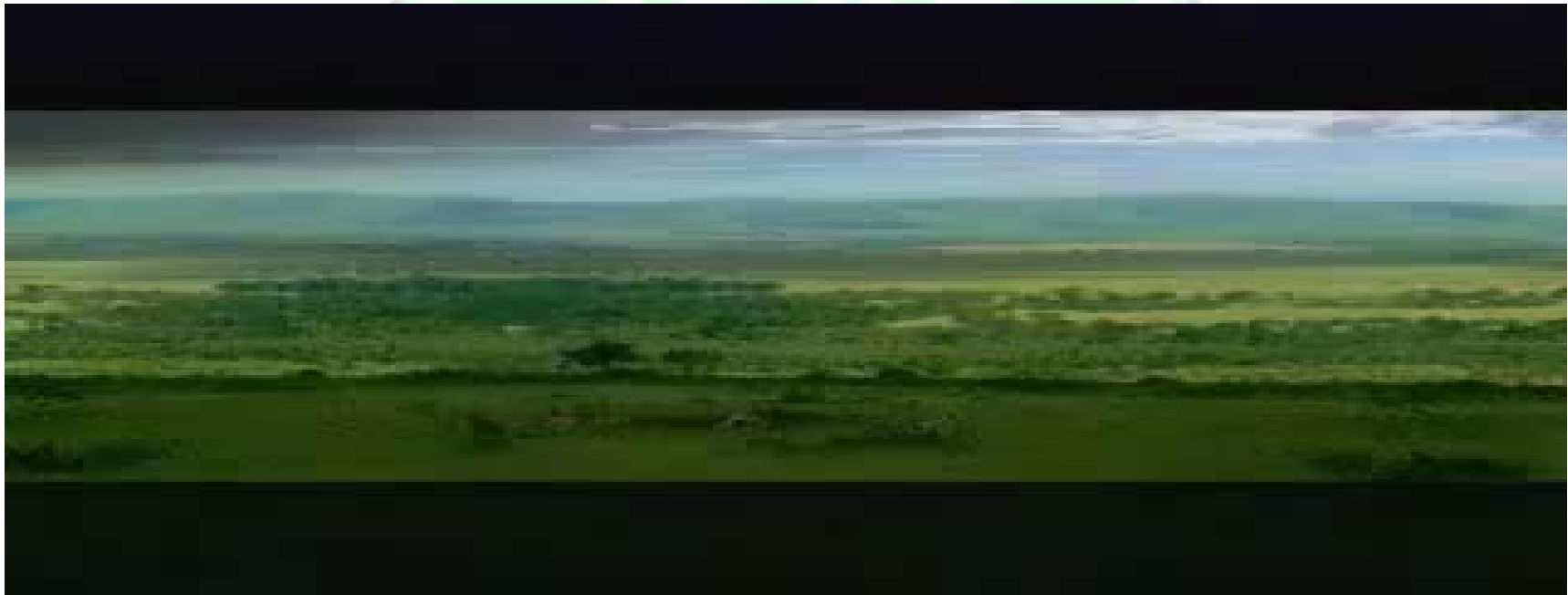
13.01.2008



Feedback



- **Execute, execute, execute...**
 - ... all thrust, no vector:





Must Be in It for the Long-Haul!

**You Have the Watches – We
Have the Time**

Mullah Omar, 2005



Summary

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Questions & Comments



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PRT Zabul Winter Wheat Plan 09-10

19 April 2009



*Operation Winter Wheat Distribution
Re-Imagined*



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PRT Zabul Winter Wheat Plan 09-10



FOR: All TFZ maneuver unit leaders and CIV-MIL actors (ANSF, Platoon LDRs etc)

SITUATION

Zabul province economy is based on subsistence agriculture. ISAF executed initiatives to provide farmers with government assistance had poor results.

- It required significant, last minute tasking for distribution
- Corrupt local leadership exploited this program for personal gain
- Stories of this corruption are feeding data for enemy IO campaigns

WHY ARE WE REPEATING THIS PROGRAM?

Winter Wheat is an initiative to increase food yield, build the agricultural sector and strengthen the bond between GIRoA (represented by the ANSF) and the people.

The desired result: *Villages who partner with GIRoA (ANSF) and ISAF prosper.*

- We will purchase wheat for the cooperating villages and farmers only!
- GIRoA (represented by ANSF, NOT district chiefs who are of suspect loyalty) meet the needs of the population in their respective AO

IO Effects:

- ISAF/ANSF care about eliminating corruption. That is why we are working directly with the end user.
- People who cooperate with ISAF/ANSF prosper

*****This program is optional. Commanders can “opt-out.”**



PRT Zabul Winter Wheat Plan 09-10



EXECUTION

- **To place an order of wheat seed we need:**
 - **The farmer's name and the number of Jeribs cultivated.**
 - Farmers will know exactly how many Jeribs they work
 - 2 bags will cover 3 Jeribs.
 - One Jerib equals 200m x 200m
 - See example sheet on back
 - **Suspense for your orders is May 15th 2009.**
 - **To achieve the desired effect of GIRoA providing a service relatively free of corruption we need reasonable assurance that the seed will get to the friendly farmer, into the ground, and not the bazaar.**
 - **Distribution must be executed by ISAF/ANSF at the village level.**
 - **Farmer will sign for his "order" to ensure accountability.**
- **PRT will be responsible for coordinating movement of winter wheat to Fire Base by ground or air**
- **The PRT will only purchase the amount of wheat seed the "customers" (ETT/PMT/B 1-4/ROU, etc) "order" and feel that they can distribute with their ANSF partners.**

JERIB: Unit of land



PRT Zabul Winter Wheat Plan 09-10



- **Best case scenario:**

- Platoon Leader Smith patrols XYZ Kalay with M-2 Kandak. The village is friendly and has offered actionable intelligence. On 01 May 09 he meets with the elder and the PL/ANSF partner determines that they want to reward the village for their help.
- PL assigns the elder to develop a list of farmers and how many Jeribs the farmers work.
- 10 May 09 the PL/ANSF returns and collects the list. ANSF and PL determine the list is reasonably accurate based on his knowledge of the size of the village. Example: 20 farmers working a total of 60 Jeribs.
- PL Smith turns in example sheet provided with the name and Jerib count roster to the PRT by 15 May 09



PRT Zabul Winter Wheat Plan 09-10



- **Best case scenario (Continued):**
 - PRT collates and totals the “orders” from all TFZ elements for wheat seed on 16 May 09 and request for CERP funding and coordinate delivery
 - August 30th 2009 the PRT will deliver the order to the respective FOB
 - September 15th 2009 the PL/ANSF partner will distribute to the correct Villages
 - Each farmer will sign/thumb print the roster to prove he received the seed.
 - Once delivery is complete PL returns copy of roster to PRT
 - October 1st – 15th Farmers plant seed
 - PL/ANSF will continue to visit village and monitor farmers reinforcing messages:
 - Cooperation with ISAF and ANSF pays off
 - GIRoA (represented by ANSF) can provide a service in a reasonably honest manner.



PRT Zabul Winter Wheat Plan 09-10



To place your order of wheat seed, use this roster/sheet and turn into PRT by 15 May 09

Roster Example Sheet

Battles Space Owners	District	Village Name	Village POC	MGRS
PL Smith/M-2 Kandak	Shinkay	XYZ Kalay	Elder Ahmad	42UA 1234 5678
Farmers Name	Jeribs	Bags of Seed	Notes/Signature	on delivery
Muhammad	12	6		
Rachmal	30	10		



PRT Zabul Winter Wheat Plan 09-10

Agriculture Effects:

- *There is a deadly world wide Wheat Rust called Uganda 99 (UG 99) it started in Uganda Africa several years ago and has been found in Iran.*
- *UG 99 is wind-borne and is expected to come to Afghanistan sometime next year.*
- *PRT would like to introduce a 50% resistant variety of Wheat seed for this Falls' planting. This would give our farmers some advantage if and when the Rust arrives in Zabul Province.*
- *Keep eyes and ears open if any farmers say there wheat fields are being completely wiped out by a Disease or Rust. We do not want to inform them as not to start a panic and get false reports and be blamed for the cause. Report to PRT any unusual agricultural findings or information.*



PRT Zabul Winter Wheat Plan 09-10



- POC for questions is SGT Estrada, Jose PRT Zabul CMOC NCOIC
- NIPR: jose.e.estrada@afghan.swa.army.mil or PRT.ZABUL.CMOC@gmail.com
- MS: ISAFPRTQALCMOCOICIS@RCS.MS.ISAF.NATO.INT
- DSN: 481-7496