

Money As A Weapon System Afghanistan (MAAWS-A)



USFOR-A Pub 1-06

***Commander's Emergency Response Program
(CERP) SOP***

Updated: February 2011



INTRODUCTION

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

The Commander's Emergency Response Program (CERP) is a congressionally appropriated fund designed to enable local military commanders in Afghanistan to respond to urgent humanitarian relief and reconstruction requirements within their respective areas of responsibility by executing programs that immediately support the indigenous population. The program is restricted to certain project categories such as water and sanitation, electricity, healthcare, and education. The intent of the program is for projects to achieve "focused effects" with an emphasis to meet urgent humanitarian needs and providing maximum employment opportunities for the Afghan people. To meet this intent, CERP has a decentralized and streamlined project approval process.

The MAAWS-A CERP Standard Operating Procedures (SOP) is the U.S. Commander's primary source of guidance used to manage CERP, unless overridden by higher authority. It applies only to the use of USFOR-A Title 10 funding. This SOP outlines the processes and procedures for the execution, management, recording and reporting of CERP in Afghanistan. The rules governing the use of this program's funding will be based on any Congressional restrictions in the legislation, and will be tailored to the needs of the particular operation. In order to most effectively accomplish the Commander's Emergency Response Program, close coordination amongst commanders, engineers, civil affairs specialists, resource managers, judge advocates, contracting officers, public affairs officials, medical professionals and the Afghan government and local leaders is critical in ensuring funds are applied consistently and appropriately to achieve desired effects.

The policies and procedures publicized in this updated manual will assist in accomplishing the USFOR-A Commander's intent to achieve maximum efficiency in economic development and overall effectiveness in project lifecycle management. This SOP is a tool to get one started on the path of obtaining mission requirements. The USFOR-A Civil-Military Operations Directorate (J9) is available to provide assistance, training and additional guidance to ensure successful mission accomplishment.



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CHAPTER 1: CERP OVERVIEW

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REFERENCES

The pertinent guidance in the references listed below is incorporated into this section of the MAAWS-A. This section of the MAAWS-A shall be the primary source of guidance used to manage CERP, unless overridden by higher authority.

- A. Under Secretary of Defense (Comptroller) (USD(C)) memorandum, subject: Commander's Emergency Response Program (CERP) Guidance, January 2009.
- B. United States Army Central Command (USARCENT) memorandum, subject: USARCENT Commanders' Emergency Response Program (CERP) Guidance, 16 July 2008
- C. Department of Defense Directive 5500.7-R, Joint Ethics Regulation, 29 November 2007
- D. Department of Defense Financial Management Regulation 7000.14-R, Volume 12, Chapter 27, January 2009, Commander's Emergency Response Program (CERP)
- E. Department of Defense Financial Management Regulation 7000.14-R, Volume 5, Chapter 2, Disbursing Officer, Officers and Agents (June 2008); Chapter 3, Keeping and Safeguarding Public Funds (October 2006); Chapter 9, Supporting Documents to Payment Vouchers (January 2005); Chapter 11, Disbursements (May 2008); and Chapter 33, Accountable Officials and Certifying Officers (April 2005).
- F. House of Representatives Committee on Appropriations, Defense Subcommittee, memorandum to the Secretary of Defense, Robert Gates, 15 July 2009.
- G. United States Central Command (USCENTCOM) memorandum, subject: Concerns Regarding the Planning, Execution, and Management of the Commander's Emergency Response Program (CERP), 8 September 2009.

- H. United States Forces-Afghanistan (USFOR-A) Fragmentary Order (FRAGO) 09-252, 031727Z Nov 09, subject: Publicizing the Changes to the USFOR-A Commander's Emergency Response Program (CERP).
- I. Ike Skelton FY11 National Defense Authority Act, p 2.111-383
- J. COMIJC OPOMID 1390 Annex QQ – Investment and Purchasing Guidelines
- K. CENTCOM Contracting Command Acquisition Instruction, 01 January 2011
- L. USFOR-A FRAGO 10-208 221541ZAUG10, Subject Reduction of Cash in the CJOA
- M. COMISAF's Counterinsurgency (COIN) Contracting Guidance, 8 September 2010
- N. Army Regulation 27-20, Claims

PURPOSE

- A. The Commander's Emergency Response Program (CERP) is a U.S. Commander's program.
- B. The purpose of the CERP is to enable U.S. Commanders to respond to urgent **humanitarian relief** and **reconstruction** requirements within their Area of Responsibility (AOR) by carrying out programs that will immediately assist the indigenous population. *Urgent* is defined as any chronic or acute inadequacy of an essential good or service that, in the judgment of the **local commander**, calls for action. CERP is intended for projects that can be sustained by the local population, an Afghan agency, or the Afghan government. Commanders at all levels are required to verify that local, national, donor nation, non-governmental organizations or other aid reconstruction resources, statutory authority or other funding sources are not reasonably available before using CERP funds.
- C. The USFOR-A Commander's intent is to establish and execute refined project evaluation and validation criteria for appropriate uses of CERP to achieve maximum efficiency, economy, effectiveness, and overall project lifecycle management. The formulated criteria should aid in examining, but not automatically preclude, large-scale projects (>\$1M), that meet urgent humanitarian and counterinsurgency (COIN) objectives. The USFOR-A Commander strives to achieve **focused effects** while working directly with the Government of the Islamic Republic of Afghanistan (GIROA) from project acceptance to follow-on maintenance and sustainment (as required). **Commanders should be actively engaged** in the CERP program; executing

projects resulting in measurable effects to meet **urgent humanitarian needs** and **COIN objectives**. Commanders should prioritize those CERP projects that focus on urgent humanitarian relief while providing significant employment opportunities for the Afghan people. Moreover, Commanders should ensure project justifications provide facts which accurately describe the status quo, any issues that exist with the status quo, and then articulate how the CERP project is the solution to reach the desired end state. For significant infrastructure and development projects, Commanders must ensure the justification clearly defines and properly articulates the humanitarian need and urgency, in order to differentiate the CERP project from projects better suited for execution by other agencies such as U.S. Agency for International Development (USAID), U.S. State Department and non-governmental organizations. Ultimately, Commanders need to evaluate how projects can add value to the local community in order to build capacity, promote peace and hope for future generations, and build trust and lasting support for the GIRoA. Close coordination between commanders, engineers, civil affairs specialists, resource managers, judge advocates, contracting officers, and medical professionals is vital to ensure funds are applied consistently and correctly to achieve desired effects.

- D. Additionally, CERP projects need to be **properly documented** and **continually monitored and maintained** from project nomination to closure/turnover in the Combined Information Data Network Exchange (CIDNE) database (or any future unclassified reporting system), to include the uploading of complete project files. All CERP projects that require CENTCOM or OSD approval must be loaded in the CIDNE SIPR database. Finally, CERP funds must be properly **accounted** for and **reported** accurately to higher headquarters.

PROGRAM OVERVIEW

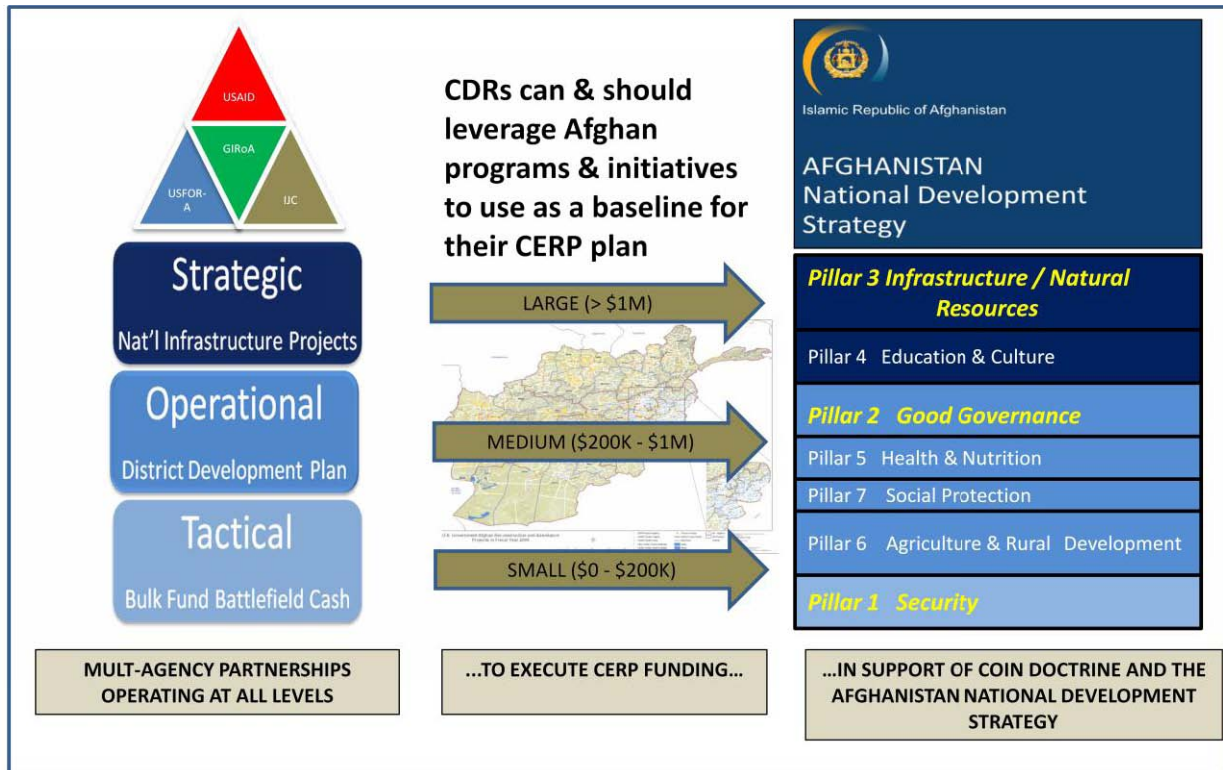
- A. U.S. Commanders, regardless if they own battle space or not, can utilize the CERP. However, those U.S. Commanders who do not own battle space must coordinate with the battle space owner (BSO) to ensure that the BSO is aware of what CERP projects are occurring in his or her area of operations.
- B. U.S. Commanders, regardless of whether they own battle space, must coordinate with their servicing Resource Management Office to ensure that there is a process for receiving CERP funds to execute projects.
- C. Commanders at all levels are responsible for the success of the CERP and must ensure that their personnel abide by the guidelines prescribed in this SOP and higher authority.
- D. CERP funds provide Commanders with a non-kinetic weapon system that offers a quick and effective method yielding immediate impact to the Afghan people.

The keys to project selection are: (1) sustainability by the local community, an Afghan agency, or the GIRoA; (2) benefit to the Afghan population; (3) highly visible to the local populace; (4) local national/community member employment; and (5) quick execution.

E. Commanders will ensure that CERP projects focus primarily on:

1. Projects that can be sustained by the local population or government.
2. Reconstructing structures or property damaged during specific military operations to rapidly improve conditions such as repairing homes, roads, and mosques.
3. Making emergency repairs on critical facilities such as hospitals, water treatment facilities, and electrical plants.
4. Foster local economic development: micro-grants, agricultural improvements (wheat seed distribution, fruit saplings, etc.) and other Commander's small-scale projects.
5. Resolving small-scale critical infrastructure shortfalls that can be rapidly repaired, such as: bridges, security walls, and irrigation systems.
6. Reducing the risk of injury and disease to the local populace by constructing security barriers, removal of trash and sewage, and installing traffic control and other warning signs.
7. Procuring critical equipment to replace lost, stolen, non-repairable items and to establish critical community essential services; such as new parts for a water pump or backup generators for a hospital.
8. Employing as many local Afghans as possible.
9. Commanders will have their program managers communicate and develop relationships with local GIRoA officials and ministry representatives in their battle space to ensure that their CERP program is increasing the capacity, confidence, and the development of the GIRoA. Commanders can have their CERP personnel link up with different ministries and programs to include the GIRoA's National Development Strategy (NDS) (shown visually below), the Ministry of Education's (MoE) Strategic Education Program, the Ministry of Rural Rehabilitation's (MRRD) National Solidarity Program, and many others to maximize the affect of their CERP program on the enhancement of the GIRoA. These are just some **examples** of how this can be accomplished.

Figure 1.1
Example: How to Utilize CERP with the GIRoA's NDS



- F. The overall program coordinator is USFOR-A J9. The role of the USFOR-A J9 is to provide support, training, guidance, and accountability to the CERP and its executors. J9's primary responsibility is to ensure consistency between functional program managers, identify timelines for program updates, and act as liaison with other humanitarian assistance agencies to ensure proper coordination of efforts. USFOR-A J9 will ensure Commanders and Program Managers develop tangible performance metrics to measure effectiveness of projects. Additionally, they will develop theater-wide guidance on how to appropriately manage CERP projects from initiation to completion or turnover to the GIRoA. USFOR-A J9 will be responsible for ensuring project limitations and other procedures are adhered to.
- G. USFOR-A will conduct a weekly CERP Review Board. The board will be chaired by USFOR-A Chief of Staff and USFOR-A J9 will be the facilitator. *(For more details on the USFOR-A CERP Review Board, see Chapter 3).*
- H. USFOR-A J9 will conduct a bi-monthly VTC to ensure healthy communication is occurring between the headquarters level and the Regional Commands. ISAF and/or IJC should be dialed in to this VTC as well.

- I. USFOR-A J9 will provide weekly one hour training to the Regional Commands and conduct Staff Assisted Visits (SAVs) to ensure each Regional Command is properly trained on current guidance, they are operating in accordance to the current guidance, and have proper management controls in place.
- J. USFOR-A J9 will provide the USFOR-A DCDR-S a quarterly report on the status of CERP projects, training, and management controls (reports and SAVs). This report will then be forwarded to the COMUSFOR-A, ARCENT, and OSD for review.
- K. USFOR-A J9 will lead the monthly CERP Synchronization meeting. This meeting will take place at the start of each month. Representatives from the J9, J8, DFAS, and SCO-A are mandatory. Optional, but encouraged, attendees include Staff Judge Advocate (SJA), Joint Program Integration Office (JPIO), and representatives from the Anti-Corruption Task Forces. This meeting's purpose is to ensure cross-functional information sharing is occurring and to address CERP challenges and issues. These organizations will share the information from these meetings with their respective functional organizations.
- L. ISAF/IJC must inform and coordinate initiatives and FRAGOs with USFOR-A J9 concerning CERP to ensure that USFOR-A concurs with the initiatives. The MAAWS-A CERP SOP's may not be supplemented or revised by any subordinate organization.
- M. USFOR-A J8 will provide guidance on fiscal prudence of CERP projects and ensure fiscal compliance in accordance with applicable law, guidance, and policy. They will coordinate with CERP Program Managers and other functional leads (RCs, J3/5 non-kinetic, SJA, ENG, & J9) when developing CERP distribution proposals and adjustments. USFOR-A J8 will develop theater-wide processes and procedures to ensure accurate recording of CERP expenses by verifying all information is logged in the CIDNE database (*will be accomplished by their CIDNE Quality Assurance Managers (previously known as checkbook managers)*). The J8 will also maintain proper accounting and reporting for CERP expenditures. USFOR-A J8 will coordinate with J9 in the program management of CERP.
- N. CERP Program Managers at the Brigade level and higher (USFOR-A Detachment (Det), Regional Command (RC), and USFOR-A) will conduct a monthly meeting or non-lethal effects working group with functional representatives to include contracting, engineering, legal, financial services, and resource management. This meeting will serve as a venue for information sharing and streamlining processes such as training and operations. These key functional members must ensure that CERP is set up for success in their area of operations. Relevant meeting notes will be shared up and down the CERP channels. Key notes or meeting take-aways will be shared from both bottom-up and top-down during the USFOR-A J9 bi-monthly VTC.

O. Requests for Exception:

1. The proponent of this regulation is the USFOR-A J9. The Director, USFOR-A J9, has the authority to approve exceptions to this SOP that are consistent with controlling law and regulations. Send policy clarification and exception to policy requests to the USFOR-A DCDR-S.
2. Units may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the unit's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting unit and forwarded through their regional command to the Director, USFOR-A J9.

AUTHORIZED USES OF CERP

A. The authorized uses of CERP are listed below. For more information on each category and examples within each category, reference Annex A.

1. **Agriculture:** Projects to increase agricultural production or cooperative agricultural programs. This category includes irrigation systems.
2. **Battle Damage Repair:** Projects to repair, or make payments for repairs, of property damage resulting from U.S., coalition, or supporting military operations and is not compensable under the Foreign Claims Act. See Annex A for more details.
3. **Civic Cleanup Activities:** Projects to cleanup public areas; area beautification.
4. **Civic Support Vehicles:** Projects to purchase or lease vehicles by public/government officials in support of civic and community activities.
5. **Condolence Payments:** Payments to individual civilians for the death or physical injury resulting from specific U.S., coalition, or supporting military operations not compensable under the Foreign Claims Act. See Annex A for more details.
6. **Economic, Financial, and Management Improvements:** Projects to improve economic or financial security.
7. **Education:** Projects to repair or reconstruct schools, or to purchase school supplies or equipment.
8. **Electricity:** Projects to repair, restore, or improve electrical production, distribution, and secondary distribution infrastructure. Cost analysis must be

conducted so the village or district may collect revenue to ensure operation and maintenance of the system for long-term use.

9. **Food Production & Distribution:** Projects to increase food production or distribution processes to further economic development.
10. **Former Detainee Payments:** Payments to individuals upon release from Coalition (non-Theater Internment) detention facilities. See Annex A for more details.
11. **Healthcare:** Projects to repair or improve infrastructure, equipment, medical supplies, immunizations, and training of individuals and facilities in respect to efforts made to maintain or restore health especially by trained and licensed professionals.
12. **Hero Payments:** Payments made to the surviving spouses or next of kin of Afghan defense or police personnel who were killed as a result of U.S., coalition, or supporting military operations. Projects to repair collateral damage not otherwise payable because of combat exclusions or condolence payments. See Annex A for more details.
13. **Other Urgent Humanitarian or Reconstruction Projects:** Projects to repair collateral damage not otherwise payable because of combat exclusions or condolence payments. Other urgent humanitarian projects not captured under any other category. **Only use this category when no other category is applicable.** This authority cannot be used when the requested item is otherwise prohibited by the SOP or DoD FMR.
14. **Protective Measures:** Projects to repair or improve protective measures to enhance the durability and survivability of a critical infrastructure site.
15. **Repair of Civic & Cultural Facilities:** Projects to repair or restore civic or cultural buildings or facilities.
16. **Rule of Law & Governance:** Projects to repair government buildings such as administrative offices or court houses. Projects to restore pre-existing Rule of Law (ROL) facilities; with these types of projects, the Commander must verify the community receiving the facility did in fact have ROL operations ongoing in their community. For example, if a community did not operate a court house, a jail, or an administration office, the use of CERP is inappropriate to create that infrastructure. But, where a community was or is executing governmental operations, CERP projects are appropriate to increase capability to those operations.
17. **Telecommunications:** Projects to repair or extend communication over a distance. The term telecommunication covers all forms of distance and/or

conversion of the original communications, including radio, telegraphy, television, telephony, data communication, and computer networking. Includes projects to repair or reconstruct telecommunications systems or infrastructure.

18. Temporary Contract Guards for Critical Infrastructure: Projects to guard critical infrastructure, neighborhoods and other public areas.

19. Transportation: Projects to repair or restore transportation to include infrastructure and operations. Infrastructure includes the transport networks (roads, railways, airways, canals, pipelines, etc.) that are used, as well as the nodes or terminals (such as airports, railway stations, bus stations, and seaports). These operations deal with the control of the system, such as traffic signals and ramp meters, railroad switches, air traffic control, etc.

20. Water & Sanitation: Projects to repair or improve drinking water availability, to include purification and distribution. Building wells in adequate places is a way to produce more water, assuming the aquifers can supply an adequate flow. Other water sources such as rainwater and river or lake water must be purified for human consumption. The processes include filtering, boiling, distillation among more advanced techniques, such as reverse osmosis. The distribution of drinking water is done through municipal water systems or as bottled water. Sanitation, an important public health measure that is essential for the prevention of disease, is the hygienic disposal or recycling of waste materials, particularly human excrement.

UNAUTHORIZED USES OF CERP

A. CERP cannot be used for the following purposes:

1. **Direct or indirect** benefit to U.S., coalition, or other supporting military personnel.
2. Providing goods, services, or funds to national armies, National Guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, or intelligence or other security forces (except temporary contract guards or other temporary community based programs such as a Sons/Daughters of Iraq-type of initiatives in Afghanistan).
3. Weapons buy-back programs or other purchases of firearms or ammunition, except as authorized by law and separate implementing guidance.

4. Entertainment (except light refreshment costs, \$1,000 or less, purely incidental to either an approved CERP project opening ceremony or a conference (shura) in support of a CERP project).
5. Reward programs.
6. Removal of unexploded ordnance, improvised explosive devices, or any other type of explosives (unless incidental to construction or an agricultural development project).
7. Duplication of services available through municipal governments.
8. Salaries, bonuses, or pensions of Afghan military personnel or Afghan government civilians.
9. Training, equipping, or operating costs of Afghan security forces (including medical support).
10. Conducting psychological operations, information operations, or other U.S., Coalition, or Afghan Security Force operations.
11. Support to individuals or private businesses (exception: condolence, battle damage, former detainee, and Afghan hero payments, and micro-grants).
12. Purchasing goods or services from any U.S. trade-sanctioned nation.
13. Stipends for trainees of CERP-funded education or training programs.

ROLES AND RESPONSIBILITIES

- A. **USCENTCOM Commander:** The USCENTCOM Commander oversees the CERP within the USCENTCOM AOR. The Commander is responsible for determining the appropriate allocation of CERP funds between commands and will notify the U.S. Army of this allocation. The Commander advocates for appropriate resources and authorities in support of the Theater's Overseas Contingency Operations mission. The Commander reviews quarterly CERP reports submitted to SECARMY from Iraq and Afghanistan to ensure that the Commanders' uses of CERP are consistent with the intent of the program, maximize the benefits to the local populations, and best influence conditions on the ground. Finally, the USCENTCOM Commander will approve all projects greater than or equal to \$1M for the Theater of Afghanistan, once reviewed and approved by the USFOR-A Commander.
- B. Commanders at all levels will ensure that local, national, donor nation, non-government organization, or other aid or reconstruction resources are not

reasonably available before CERP funds are used. (See Chapter 2 for a detailed break-out of Commanders' authorities).

- C. **USFOR-A Commander:** The USFOR-A Commander oversees the CERP within Afghanistan. The Commander shall publish guidance identifying objectives and shall coordinate reports for submission to higher authorities. **Annually**, the Commander will publish the Commander's CERP Guidance, consistent with the SOP, laws, and regulations, illustrating his priorities for humanitarian assistance within the theater. The Commander will approve all projects less than \$1M and endorse all projects greater than or equal to \$1M for submission to USCENTCOM Commander.
- D. **Major Subordinate Command (MSC) Commander:** MSC Commanders for the purposes of CERP are those senior U.S. Commanders in each Regional Command and other agencies that are not tied to a geographic area. The MSC Commander will provide region specific CERP guidance, consistent with the SOP, laws, and regulations, in the form of focus areas and Commander's intent, to their CERP personnel. The MSC Commander identifies and approves CERP projects within his/her approval authority and forwards actions that require approval by higher authority. The MSC Commander must ensure proper management, reporting, and fiscal controls are in place to properly account for CERP funding. Additionally, the MSC Commander must appoint a CERP Program Manager, using a DD Form 577, *Appointment/Termination Record* (reference Annex B). This program manager will be the primary POC for the MSC working directly with USFOR-A.
- E. **O-5 – O-6 U.S. Commander:** The Commander identifies and approves CERP projects within his/her approval authority and forwards actions that require approval by higher authority. The Commander must ensure proper management, reporting, and fiscal controls are in place to properly account for CERP funding. The Commander will develop a CERP utilization plan for their specific AO and provide his/her intent and guidance to the Program Manager. The Commander will appoint his/her CERP Program Manager, Project Manager(s) (PM), Purchasing Officer(s) (PO), and Paying Agent(s) (PA), using a DD Form 577. The appointed individuals will only be issued appointment orders upon successful completion of all applicable training provided by the functionals. (See Annex B for templates). The Commander will take reasonable assurances that the PROJECT MANAGER (PM) and PO are not over-extended and projects are commensurate with their skill set. The Commander will also ensure that every PA entrusted with CERP funds is provided a vault, safe, or other adequate secure facility (in accordance with DoD FMR 7000.14-R, Volume 5) for their exclusive use. **The Commander must ensure their Project Managers, Purchasing Officers, and Paying Agents serve in accordance with the MAAWS-A CERP SOP's.**

F. **The Resource Management (RM) Office:** The RM Office certifies the availability of funds, ensures proper resource management and fiscal controls, and will monitor unliquidated obligations (ULOs) to ensure 100% disbursement and/or the de-obligation of unexecuted funds in order to maintain an accurate accounting system. **The RM Office will ensure that proper documentation is in CIDNE prior to providing funding to the executors.** The RM Office will provide a quarterly CERP funding requirement estimate (spend plan) two months prior to the beginning of the following quarter (e.g., Aug 1 for FY 1st quarter). A consolidated budget per Account Processing Code (APC) will be due to USFOR-A J8 no later than 30 Jun of each fiscal year for incorporation into the following year's budget submission.

G. **CERP Program Manager:**

1. CERP Program Managers are required for every O-5 U.S. Commander and above who is executing CERP funds. CERP Program Managers serving at the brigade level or higher must be a primary duty and those serving at the battalion level should be a primary duty. The Program Manager manages the CERP program for the unit, ensures regulations and policies are adhered to, and reviews all projects prior to approval to ensure they are accurate, complete, measurable, and meet the Commander's intent. Additionally, the Program Manager ensures that the CERP project is in accordance with and not in violation of the CERP guidelines outlined in DoD FMR 7000.14-R, Volume 12, Chapter 27. The Program Manager coordinates CERP requirements through the unit's functional staff and with higher level command, as applicable. The Program Manager manages the unit's CERP budget, CIDNE, and coordinates with the RM Office on the CERP checkbook. The CERP Program Manager ensures that the unit's commitments and obligations do not exceed allocated funds and validates that the funds committed and obligated are only for the project for which they were approved. The Program Manager will ensure that Project Managers (PMs) are maintaining and properly entering in complete project data into CIDNE and closing out projects in the correct fashion within CIDNE. Additionally, the Program Manager will conduct, or have USFOR-A J9 conduct, the 1-hour CERP refresher training semi-annually or as required for all appointed PMs and POs which will be documented by a sign-in roster and certificates presented to the attendees. *(See Annex B for templates)*. The CERP refresher training can be found on the USFOR-A J9 SharePoint page *(reference Annex D for USFOR-A J9 SharePoint information and organization email box information)*. The CERP Program Manager is the liaison between the subordinate units and higher headquarters in relation to all CERP projects executed under the Commander's authority.
2. The Regional Command Program Manager is responsible for communicating and being the liaison to the support and functional units that support their CERP program. The Program Manager must ensure that they communicate

- training requirements for their personnel with the servicing Finance Office and Regional Contracting Center as those requirements come up. The Program Manager is also the lead on providing information during turnover periods. Program Managers are responsible for ensuring that all functionals are on the same page in terms of CERP on a monthly basis (engineering, legal, resource management, contracting, civil affairs, and finance).
3. Regional Command Program Managers are responsible for providing a CERP POC list for their organization, along with their CERP project monthly report, to USFOR-A J9. USFOR-A J9 will coordinate with IJC to publish a daily FRAGO reminding Regional Command Program Managers of this monthly requirement (*reference Chapter 5*).
 4. Program Managers should partner with their local Public Affairs Office (PAO) to market and publicize selected CERP projects that reach completion in order to broadcast the CERP successes in their area of responsibility.
 5. **Appointment:**
 - a. CERP Program Managers are appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above) as a Program Manager.
 - b. CERP Program Managers must be an E-7 (or civilian equivalent) or above.
 6. **Required Training:**
 - a. Program Managers must either complete CERP training provided by USFOR-A J9, higher level Program Manager, or the Program Manager that they are replacing once in theater.

H. **Project Manager (PM):**

1. Every CERP project will have an assigned project manager. Project Management should be a **primary duty** of the individual appointed. Commanders should allocate people as supporting staff and provide Project Manager (PM) with sufficient time to manage projects from project identification through closure.
2. The Project Manager (PM) serves as the Commander's representative and Contracting Officer Representative (COR), which makes the Project Manager (PM) responsible for contract management and oversight. The Project Manager (PM) must complete all required training prior to initiating any projects (*if you have specific questions on COR or ethics training consult with your local contracting office*). The PM will be responsible for managing the project from nomination to completion, updating CIDNE as changes occur

within the project's timeline, closing out active projects appropriately, and maintaining the project file in accordance with this SOP. PMs should be capable of conducting regular site visits and planning operations to accommodate regular site visits. (*Reference Chapter 5 for more Project Manager (PM) duties*).

3. **Appointment:**

- a. The Project Manager (PM) must be a United States Government (USG) employee. The Project Manager (PM) must be in the rank of E-6 or above (or civilian equivalent). The Project Manager (PM) is appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above) as a CERP Project Manager.
- b. The Project Manager (PM)'s DD Form 577 must be maintained on file in the servicing RM Office, Contracting Office, and Finance Office and be included in each project file he/she is assigned to.
- c. The Project Manager (PM) must be appointed by the servicing Regional Contract Center (RCC) as a Contract Officer Representative (COR) for that RCC. This appointment will be kept on file at the RCC.

4. **Required Training:**

- a. Every Project Manager (PM) must have completed COR training and be appointed by the Regional Contracting Center (RCC) as a COR prior to initiating any projects. **NOTE:** All training must be documented and kept in the Project Manager's Continuity Book.
- b. PMs must complete four online training courses (Phase I COR Training) prior to attaining CERP COR certification at their in theater Regional Contracting Center:
 1. DoD Combating Trafficking in Persons On-Line Course:
<https://atrrs.army.mil/default.asp>
 2. Defense Acquisition University CLC106 COR With a Mission Focus On-Line Course: <https://learn.dau.mil/>
 3. Defense Acquisition University CLC206 CORs in a Contingency Environment: <https://learn.dau.mil/>
 4. Joint Ethics Regulation Training: Contact your SJA or USFOR-A J9 for link to required training.

- c. PMs must receive COR specific training by the RCC once they arrive in theater (*COR Phase II Training/locally developed training*) so they will be aware of contract management challenges, issues, and irregularities in their area of responsibility.
- d. PMs must receive CERP training from the CERP Program Manager, Regional Command CERP Team, or USFOR-A J9 once in theater.

5. **Recommended Training:**

- a. The Project Manager (PM) should receive home station CERP training prior to deployment (*PMs should make an effort to complete the online COR training requirements listed above prior to arriving in theater*).
- b. PMs should have overlap or turnover with the Project Manager (PM) they are replacing. Upon arrival in theater, project managers will “shadow” the current Project Manager (PM) to foster continuity, practical skill set, knowledge development, and proper project turnover.

6. **Limitations and Restrictions:**

- a. PMs may not hold the duties of PA.
 - b. Project Manager (PM) should be a primary duty.
- I. **Contracting Officer:** All contracts will be awarded by a warranted Contracting Officer. For CERP contracts less than \$500K, this authority may be delegated, in writing, to the Purchasing Officer (PO). A copy of the delegation letter must be maintained by the PO and the warranted Contracting Officer and must be included in the project file for every CERP project executed by a PO. The RCC will ensure that the POs within their AO have been properly trained in CERP contracting procedures, as directed by the Senior Contracting Official-Afghanistan (SCO-A). Additionally, warranted contracting officers contribute invaluable services and should aid the CERP execution process by assisting with vendor referrals and vendor selection and contract execution for contracts less than \$500K when the procurement is for complex goods, construction or services in support of CERP projects. Finally, the respective contracting office must maintain a current list of all POs delegated contracting authority in their AO and provide a copy of the listing monthly to the CERP Program Manager, or upon request.
- J. **Purchasing Officer (PO):**
- 1. Commanders can quickly execute projects costing less than \$500K without a warranted contracting officer; instead a CENTCOM Contracting Command (CCC) trained Purchasing Officer (PO) can execute these projects. This

position is similar to that of a Field Ordering Officer (FOO) for other contingency acquisitions outside of the CERP.

2. The use of a warranted Contracting Officer is mandatory for projects less than \$500K when the project involves construction or the technical complexity and/or the scope of the project exceeds the abilities of the PO. It is the PO's responsibility to ensure he or she has the necessary knowledge or external support to monitor and ensure work is completed in accordance with the standards as mandated in the contract Statement of Work (SOW).
3. Once delegated contracting authority has been received, the PO can procure goods and services in support of CERP operations up to \$500K; however, **for contracts \$500K or greater, only a warranted contracting officer can award and modify the contract.** For projects \$500K or greater, a PO is **not** required. The PO may be subject to pecuniary liability, and could face administrative actions or criminal prosecution for making any prohibited purchases.
4. The PO is a direct representative of the Contracting Officer, which makes the PO responsible for executing the contract, just as a warranted contracting officer would.
5. The PO must work closely with the Project Manager (PM).
6. **Appointment:**
 - a. The PO must be a United States Government (USG) employee. The PO must be in the rank of E-6 or above (or civilian equivalent). The PO is appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above).
 - b. The PO's DD Form 577 must be maintained on file in the servicing RM Office, Contracting Office, and Finance Office and be included in each project file he/she is assigned to.
 - c. The PO must receive his/her delegated contracting authority from the nearest Regional Contracting Command (RCC).
7. **Training:**
 - a. Every PO must be appointed as a warranted official by the servicing RCC prior to initiating any projects. **NOTE:** All training must be documented and kept in the Project Manager's Continuity Book.
 - b. Joint Ethics Regulation Training: Contact your SJA or USFOR-A J9 for link to required training.

- c. The PO will receive training from the Regional Contract Center that he/she will be representing and receive a delegation letter. Training consists of a face-to-face Purchasing Officer training that is localized, meaning the RCC will inform the PO of the uniqueness in terms of contracting, the vendors, and culture of the area they will be working in.
- d. POs must receive CERP training from the CERP Program Manager, Regional Command CERP Team, or USFOR-A J9 once in theater.
- e. **If the PO plans on assuming the duties of the Project Manager (PM) for non-construction CERP projects costing less than \$100K, they will also have to complete the training requirements listed above for the Project Manager (PM).**

8. Limitations and Restrictions:

- a. A PO may **not** be designated as a Project Manager (PM) or PA.
Exception: For projects **less than \$100K, the PO can also be assigned as the Project Manager (PM) and accept the Project Manager (PM)'s responsibilities.**
- b. POs cannot re-delegate contracting authority.

K. Paying Agent (PA):

- 1. The PA is a direct representative of the servicing Finance Office's Disbursing Officer (DO) and makes payments to vendors/contractors for goods received or services rendered at the approval of the Project Manager (PM) and/or PO. **Only the PA is authorized to disburse funds.**
- 2. All funds shall be delivered, transported, and safeguarded consistent with DoD FMR 7000.14-R, Volume 5, Chapter 3, and applicable finance policies and procedures. If the PA fails to abide by applicable regulations and procedures, the PA can be held liable for any loss of funds and may be subject to administrative action or criminal prosecution. The PA is responsible for coordinating with the Finance Office prior to and after the receipt of money on the potential for any classified documents produced during the disbursement of CERP funds. A PA may not be designated as the Project Manager (PM) or PO during the same period of time or on the same project. *(Reference the MAAWS-A Jan 10 for Paying Agent processes and procedures).*
- 3. PA's are only required when cash payments are being made. When EFT payments are used, a PA is **not** required.

4. **Appointment:** The PA must be appointed, on a DD Form 577, by an O-5 level U.S. Commander (or above), but can only be delegated disbursement authority by the responsible DO, Deputy Disbursing Officer (DDO), or Disbursing Agent (DA), after adequate training has been received.

5. **Training:**

- a. PAs must complete the Paying Agent Operations lesson in the Disbursing Operations course, which is available online via ALMS. This training must be completed within 3 years of the deployment.
- b. Joint Ethics Regulation Training: Contact your SJA or USFOR-A J9 for link to required training.
- c. PAs will be trained by the servicing Finance Office they will be representing once in theater.
- d. PAs must receive CERP training from the CERP Program Manager, Regional Command CERP Team, or USFOR-A J9 once in theater.

6. **Limitations and Restrictions:**

- a. PA's may not be concurrently appointed as a PO

- L. **U.S. Military Finance Office:** The supporting DO, DDO, or DA trains PAs on their duties and responsibilities. The PA will sign a pecuniary liability statement in the presence of the DO, DDO, or DA. The Finance Office is responsible for clearing PA accounts, making EFT payments, and providing the RM Office copies of all SF Form 1034s. **NOTE:** When clearing bulk funds, the Finance Office must also provide the RM Office copies of the SF Form 44s and DD Form 1081s.
- M. **USFOR-A J8:** USFOR-A J8 provides financial oversight for CERP. They develop annual CERP funding requirements based on the field's input and the USFOR-A Commander's guidance. USFOR-A J8 allocates funds and monitors TF's commitments, obligations, and disbursements. J8 will ensure that their Area Support Teams (ASTs) are quality checking CIDNE when providing funds or updating the funds status for CERP projects. USFOR-A J8 will submit the CERP Checkbook, current as of the last day of the preceding month, to USARCENT and HQDA, by the 10th day of each month. The CERP Checkbook shall contain the information as described in Chapter 7, Resource Management. Quarterly, USFOR-A J8, in conjunction with USFOR-A J9, will review a sample (15%) of the completed projects listed on the CERP Checkbook and reconcile them with the project files in CIDNE. USFOR-A J8 will take part in the staff assistance visits (SAVs) that USFOR-A J9 conducts with the Regional Commands or MSCs at

least twice a year, in accordance with the SAV schedule, which will be published at the beginning of each fiscal year.

N. USFOR-A JPIO:

1. USFOR-A Joint Program Integration Office (JPIO) is the reconstruction functional program manager responsible for coordinating reconstruction efforts, status reporting, and planning. JPIO is a member of the Infrastructure Working Group.
2. For all projects submitted to the USFOR-A CERP Review Board for coordination and/or approval, JPIO will review the design schematics and Statements of Work for construction to ensure technical sufficiency and international building standards are adhered to.
3. In an effort to build Afghan capacity in project planning and execution, for those projects over \$200K involving construction, the U.S. project manager is encouraged to enlist a GIRoA project manager and/or project engineer **IN ADDITION TO** the USG project manager and project engineer. GIRoA involvement in the project demonstrates ownership and importance on behalf of GIRoA. It also ensures they have knowledge and ownership of the end product.
 - a. The goal is 50% of new FY11 CERP-funded construction projects greater than \$200K will have an Afghan project manager and/or project engineer and 60% of new FY12 CERP-funded construction projects greater than \$200K will have an Afghan project manager and/or project engineer. JPIO will be responsible for tracking the number of Afghan project managers and project engineers working on CERP-funded construction projects. (*Reference Chapter 5 Section 5.C*).

Figure 1.2
CERP Roles Hierarchy

Figure 1.2 depicts the different CERP roles discussed above. The roles in blue are Commanders with CERP approval authority, the roles in green are the program managers and executors, and the roles in grey are functional support experts that the program executors (green) need to work closely with.

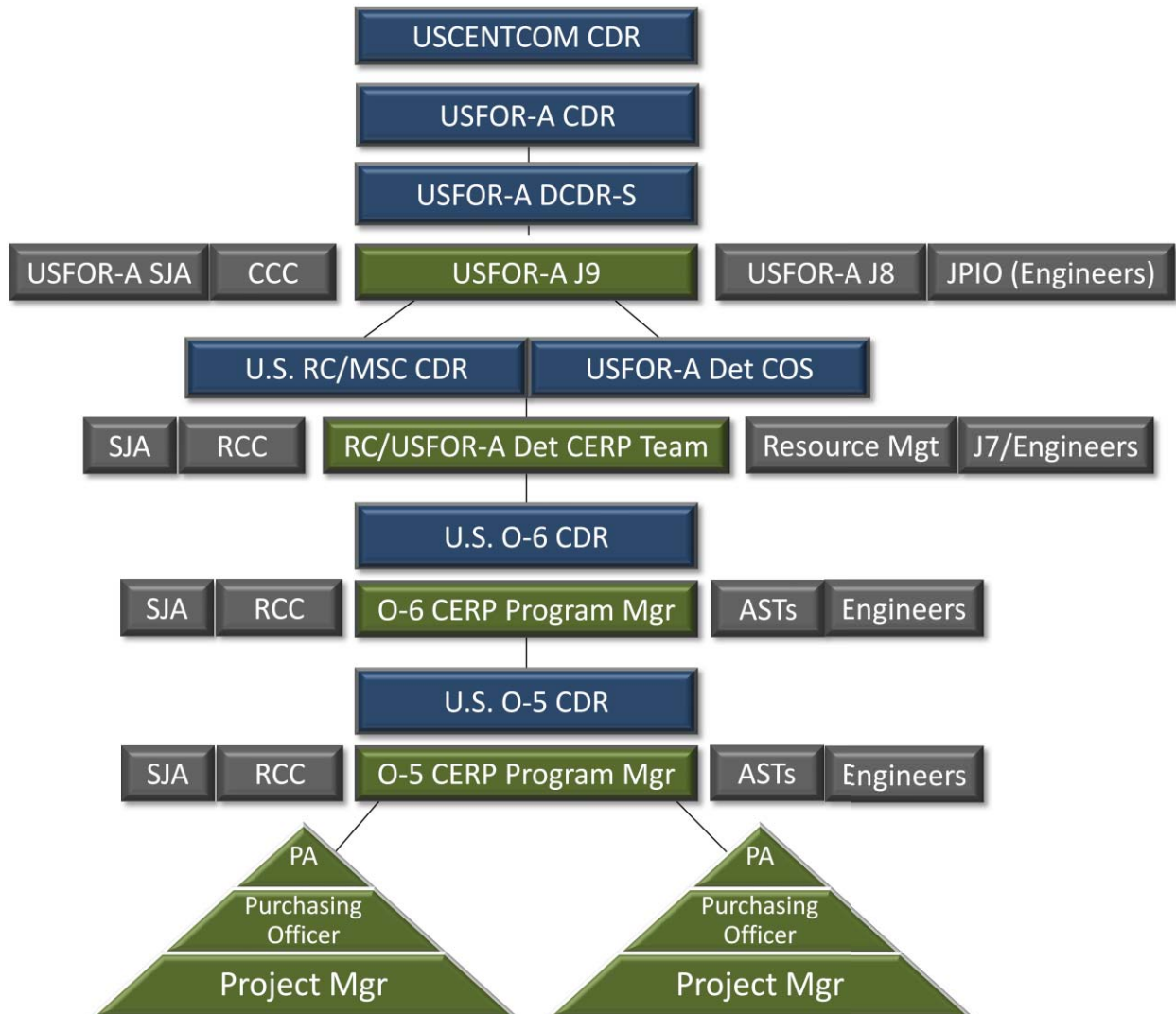


Figure 1.3
The CERP Triad

Figure 1.3 depicts the relationships between our CERP executors and managers which include Program Managers, Project Managers (PMs), Purchasing Officers (POs), and Paying Agents (PAs).



CHAPTER 2: CERP OVERVIEW

1. [PROGRAM MANAGEMENT](#)
2. [APPROVAL THRESHOLDS](#)
3. [PROCESS AND PROCEDURES](#)
4. [CONTINGENCY SITUATIONS](#)
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PROGRAM MANAGEMENT

- A. Commanders will coordinate and determine project needs with the local community, the GIRoA, civil affairs elements, Agribusiness Development Teams (ADT), engineers, the Provincial Development Committees (PDCs), Provincial Reconstruction Teams (PRTs), and Regional Command (RC) Commanders to gain the greatest effect, ensure effective synchronization, guarantee Afghan acceptance with follow-on project maintenance and sustainment efforts, as required. Such efforts may also include complementary programs provided by the U.S. Agency for International Development (USAID) and other non-governmental agencies operating in their AOR. Document this coordination as follows:

1. **Non-battle space owning U.S. Commanders** must coordinate CERP projects (excluding condolence, battle damage, former detainee, and Afghan hero payments and Commander's Small-Scale projects) through the nearest PRT or Task Force for situational awareness and prioritization regardless of approval authority. Such coordination must be documented in the project file and can be in the form of a memo or email from the nearest PRT or Task Force.
2. Legal reviews, by the local SJA, are required for all CERP projects, micro-grants, and humanitarian assistance requests. If the total cost of the project is less than \$25K, SJA may provide a legal review in a memo, email, or by signing the ADR.
3. Document the project cost and unavailability of other appropriate funds or inability to execute, and list the various sustainment or operating requirements identified during the project planning process. **NOTE:** This documentation will be noted in the Letter of Justification (when required) or in the Afghan Development Report (ADR) in the updates section. Other sources of funding may include:
 - a. ISAF's Post Operations Emergency Response Fund (POERF)

- b. Department of State funds
 - c. USAID funds
 - d. NGO funds
 - e. Donor funds
 - f. Afghan Security Forces Funding (ASFF)
 - g. International Narcotics and Law Enforcement (INL)
 - h. Combatant Commander's Initiative Fund (CCIF)
- B. The USFOR-A Commander may delegate approval authority of projects less than \$1M to subordinate unit commanders. Projects with an estimated cost of \$1M or greater must be submitted to the USFOR-A CERP Review Board and be endorsed by the USFOR-A Commander or USFOR-A DCDR-S. Projects with an estimated cost of \$1M or more must be approved by the USCENTCOM Commander prior to the commitment of funds. For projects greater than \$5M, once endorsed by the USCENTCOM Commander will be forwarded to OSD for final approval. Please note that there is a 15 day notification period.
- C. After final approval, all CERP projects costing over \$1.5M will be reviewed by the US Army Corps of Engineers.
- D. Commanders should develop a CERP plan and ensure projects are properly managed by the Program Manager to ensure CERP funds achieve maximum results, which includes establishing performance objectives and monitoring progress. The Commander's plan should address how CERP projects will be targeted and selected and also provide areas of focus within their battle space. Additionally, Commanders should ensure CERP funds are commensurate with project accomplishments or performance metrics, and that projects are monitored and closed out properly upon completion, including the transfer of ownership to an appropriate Afghan authority prepared to sustain the project.
- E. For every CERP project that a Commander endorses, a corresponding CERP Project Manager (PM) and/or Purchasing Officer (PO) must be assigned to each project by the Program Manager.
- F. There is **one currency (Afghani)** and **three authorized methods of payment** 1) EFT, 2) Limited Depository Checking Account (LDA), 3) cash, and Military Interdepartmental Purchase Request (MIPR).
 - 1. U.S. Dollars are not authorized to be used for CERP cash payments.

2. The **preferred** method of payment is electronic funds transfer (EFT).
3. Waiver Requirements: If the supplies and/or equipment are not available within Afghanistan and all sources of supply have been exhausted, an O-6 level U.S. Commander (or above) can authorize an EFT payment(s) in U.S. Dollars to a vendor located outside of Afghanistan. **NOTE:** U.S. Dollar cash payments are unauthorized.
4. All CERP projects should adhere to the *Afghanistan First Program* to the greatest extent possible. In other words, the CERP should strive to directly support the local Afghan population, community, and economy.

APPROVAL THRESHOLDS

- A. The following thresholds are per **requirement or project**, not per item. Project splitting (*separating procurements that are related to the same requirement in order to stay below the CERP approval thresholds*) is prohibited.
- B. **O-5 U.S. Commanders** have the authority to approve projects up to but not equal to \$100K.
- C. **O-6 U.S. Commanders** have the authority to approve projects up to but not equal to \$500K.
- D. The senior ranking U.S. Commander in Regional Command-Capital (RC-C) has the authority to approve projects up to but not equal to \$500K (TF Kabul).
- E. All CERP projects with an estimated cost of \$500K or greater will meet a Regional Command level CERP Review Board (*reference Chapter 3 for more CERP Review Board information*).
- F. The senior ranking (*must be the senior O-6 or General Officer*) U.S. Commander in each Regional Command (except RC-C) has the authority to approve CERP projects up to but not equal to \$1M. These individuals must staff a memo to USFOR-A J9 identifying them as the senior U.S. officer and approving official for the region specific to CERP. The USFOR-A DCDR-S will approve and endorse the memo and it will be kept on file at USFOR-A J9.
- G. The Deputy Commander, USFOR-A, has the authority to approve CERP projects up to but not equal to \$1M.
 1. All CERP projects greater than or equal to \$500K will meet the USFOR-A CRB for approval (Reference Ch.3 for CERP Board Procedures).

- H. The USFOR-A DCDR-S has the authority to approve CERP projects up to but not equal to \$1M.
1. All projects \$1M or more submitted for USFOR-A approval will meet the USFOR-A CRB.
 2. All Rule of Law (ROL) & Governance projects equal to or greater than \$500K must be approved by the CJIAF-435 CDR, DCDR-S or the Commander, USFOR-A, prior to the commitment of funds.
 3. All CERP projects by organizations without CERP authority and located in the Kabul City cluster will be submitted to the USFOR-A CRB for approval (Reference Ch.3 for CERP Board Procedures).
- I. The USCENCOM Commander will approve CERP projects worth \$1M to \$5M.
- J. All projects that have an estimated cost equal to or greater than \$5M will be approved by the Office of the Secretary of Defense (OSD/DepSecDef). There is a 15 day waiting period.
- K. The FY11 National Defense Authority Act caps CERP projects at \$20M.
- L. If the senior U.S. Commander is a general officer and they have a U.S. Deputy Commander, Chief of Staff, or subordinate Commanding General (CG), they can delegate up to \$500K in CERP authority; this delegation must be submitted to USFOR-A J9. This memo will require the senior U.S. Commander's (general officer's) signature. All current CERP authority memos must be provided to the PMs servicing Resource Management shop as well. These individuals will have signing authority for CERP projects enabling them to sign the approval memos and funding documents.
- M. Non-Battle Space Owning Commands:
1. The **Combined Forces Special Operations Component Command-Afghanistan (CFSOCC-A) Commander** has the authority to approve CERP projects for his subordinate units that are up to but not equal to \$1M.
 - a. Special Forces units must accomplish Battle Space Owner coordination requirements (*reference Chapter 2.A.1*).
 2. The **Combined Security Transition Command-Afghanistan (CSTC-A) Commander** has the authority to approve CERP projects up to but not equal to \$500K (as long as the Commander is a U.S. Commander).
 - a. CSTC-A units must accomplish Battle Space Owner coordination requirements (*reference Chapter 2.A.1*).

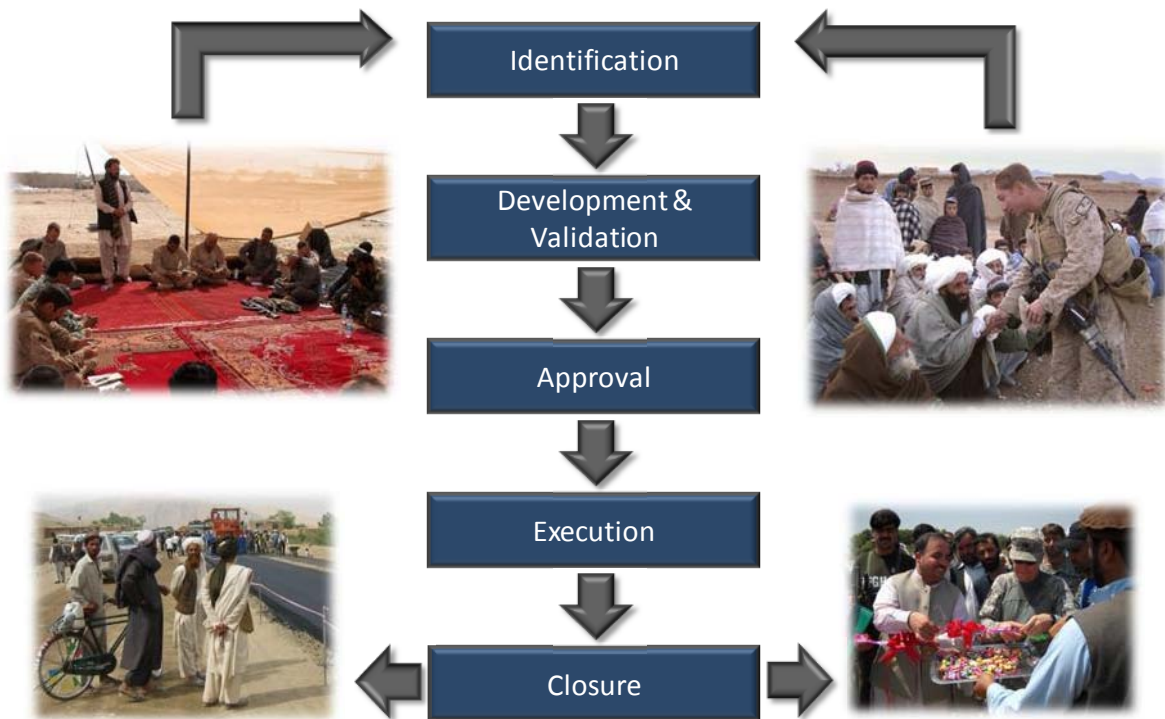
- b. All CSTC-A CERP projects greater than or equal to \$500K must be submitted to the USFOR-A CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.
- 3. The **United States Army Corps of Engineers (USACE) Commanders**, Afghan Engineering District-North (AED-N) and Afghan Engineering District-South (AED-S) have the authority to approve CERP projects up to but not equal to \$750K.
 - a. AED units must accomplish Battle Space Owner coordination requirements (*reference Chapter 2.A.1*).
 - b. All USACE CERP projects greater than or equal to \$750K must be submitted to the USFOR-A CERP Review Board for review and approved at the appropriate level prior to the commitment of funds.
- 4. **CJIATF 435** is required to coordinate all CERP projects through the Battle Space Owner's staff (USFOR-A Det or Regional Command) prior to other actions (*reference Section 3.B.5.c*). Once projects are coordinated, CJIATF 435 will submit them to the USFOR-A CERP Review Board for review, approval at the appropriate level, and funding. The CJIATF 435 Commander has CERP project approval authority for projects with an estimated cost up to but not equal to \$1M. All CJIATF 435 projects greater than or equal to \$1M will be boarded at the USFOR-A CERP Review Board and either approved by the USFOR-A COS, USFOR-A DCDR-S, or higher authority as required.
 - a. **The Rule of Law Field Forces-Afghanistan (ROLFF-A)** Commander has CERP project approval authority for projects with an estimated cost up to but not equal to \$500K. All ROLFF-A projects greater than \$500K or more will be forwarded to CJIATF 435 for approval and/or endorsement to be boarded at the USFOR-A CERP Review Board and either approved by the USFOR-A COS, USFOR-A DCDR-S, or higher authority as required.
- N. In the absence of any Commander, the Deputy Commander can sign on his or her behalf **only** if the approval letter is accompanied by a copy of the Deputy Commander's assumption of command. A copy of the appointment of command must be included in the project file and uploaded to the ADR in CIDNE. No further delegation is authorized unless otherwise approved by the USFOR-A DCDR-S.

Table 2.1
CERP Approval Threshold Matrix

Item	Limit	Approval Authority	Legal Review Required
Project Approval	\$5M or more	DepSecDef (OSD)	Yes
Project Approval	\$1M to \$5M	USCENTCOM Cdr	Yes
Project Approval	Up to \$1M	USFOR-A Cdr, USFOR-A DCDR, USFOR-A DCDR-S, Senior U.S. Cdr in each RC (except RC-C), CFSOCC-A Cdr, CJIATF-435 Cdr	Yes
Project Approval	Up to \$750K	USACE Cdr, AED-N, AED-S	Yes
Project Approval	Up to \$500K	O-6 U.S. Cdrs, CSTC-A Cdr, Senior U.S. Cdr in RC-C, ROLFF-A Cdr	Yes
Project Approval	Up to \$100K	O-5 U.S. Cdrs	Yes
Rule of Law (ROL) & Governance Projects	\$1M or more	USFOR-A Cdr, USFOR-A DCDR-S	Yes
Rule of Law (ROL) & Governance Projects	\$500K to \$1M	CJIATF-435 Cdr	Yes
Rule of Law (ROL) & Governance Projects	Up to \$500K	ROLFF-A Cdr	Yes

PROCESS AND PROCEDURES

Figure 2.1
The CERP Process



A. Project Identification

1. Potential CERP requirements and Afghan needs exist all across the country. These potential CERP projects can be identified and brought to the Commander's attention through his or her CERP team by anyone. This includes local community members, community elders, GIRoA representatives or officials from local to national level, non-governmental organizations, Department of State, U.S. forces, or coalition forces.
2. Once a potential CERP project is identified and communicated from the source to an U.S. Commander, the potential project will be sourced to the Commander's CERP Program Manager. The CERP Program Manager will assign a Project Manager (PM), if the potential project did not come from one, and that Project Manager (PM) will scope the proposed project and develop a project proposal that describes what the project is and what it will do. The Project Manager (PM) is responsible for developing the project files and collaborating with subject matter experts.

B. Project Development

1. The Project Manager (PM), once assigned to the project, is responsible for the project from inception to closure. The potential project must be taken from idea to action.
2. The Project Manager (PM) will meet with the individual(s), community, GIRoA personnel, or whoever has the need, created the requirement, and/or will be affected by the project and discuss what the project will entail and involve. This line of communication to the Afghans who will be affected by or own the CERP project must remain open throughout the process.
3. Once the Project Manager (PM) fully understands what needs to be done and what the CERP project will be, the Project Manager (PM) creates the required documentation in order to gain U.S. Commander approval (*Reference the CERP Checklists in Annex B*).

4. Project Documentation:

a. Independent Government Cost Estimate (IGCE)

1. An IGCE is required for all project greater than or equal to \$30K.
2. An IGCE is not required for project approval when the project cost is under \$30K, however some sort of cost estimate will need to be accomplished in order to assist in formulating a cost for the project. For these projects, the Project Manager (PM)/PO can use prices from local vendors to formulate their cost estimate. For projects that are going to be under \$30K, PMs are required to include the bill of goods or services (*a document that shows how much the vendor is charging*) to document the costs of the project. This document will be included in the project file/CIDNE.
3. **What an IGCE is:** An IGCE is a document (usually a spreadsheet) that clearly identifies and defines the estimated costs of the project. The IGCE is the Project Manager (PM)'s cost estimate for the project and is used to compare the bids or quotes that are received after the commander has approved the project.
4. **How to develop one:** The IGCE is the Project Manager (PM)'s/PO's responsibility and can be created by researching past projects that are similar to the project in size, scope, and type. It can also be created by gathering data and costs from your Regional Contracting Office. For projects that are outside the ability of the Project Manager (PM), the Project Manager (PM) is required to seek appropriate expertise. For

example, if the project involves construction, the Project Manager (PM) will solicit a certified engineer (preferably U.S./coalition) to aid in the development of the IGCE.

5. The IGCE **will not** be obtained by bids or quotes received from vendors that are soliciting. **Note:** The only situation that allows for an IGCE to be formulated by proposals from vendors is when the cost of the project will be under \$30K.
6. Any costs associated with another organization (*Afghanistan Engineer District (AED) – USACE, USAID*) performing contracting and/or project oversight will be included within the IGCE.
7. **Contingencies:** If the Project Manager (PM)/PO is operating in a location where it is not possible to research historical costs of similar projects, link up with the Regional Contracting Command for data, or link up with a certified engineer to develop an IGCE for a construction project, then the PM/PO must communicate that to their CERP Program Manager and that Program Manager must provide the necessary support.
8. Accompanying the IGCE, will also be a **Cost Methodology Memorandum**. This document will explain how the costs in the IGCE were created, calculated, or obtained. The memo will also identify who created the IGCE (Example, what U.S. engineer helped identify the costs in the construction project). The purpose of this memo is to convey to a reviewing or approving official how the Project Manager (PM) came up with the IGCE.

b. **Afghan Development Report (ADR)**

1. An ADR is required for all CERP projects.
2. Project Manager (PM) will create an ADR in CIDNE. The ADR is the report that is generated in CIDNE and contains all the project data (*See Chapter 4 for more details on creating an ADR*). The Project Manager (PM) will ensure that all fields in the ADR are populated and the information is complete and accurate.
3. The ADR must be updated throughout the project's life cycle. As significant changes, events, and/or milestones are completed, the ADR should be updated accordingly. Examples of these events are payments being made to the vendor, delays, changes in vendor, project completion, etc.

c. **Coordination Memorandums and Correspondence**

1. This is required for all projects (with the exception of bulk fund projects).
2. The Project Manager (PM) should coordinate with GIRoA agencies, civil affairs elements, engineers, Provincial Development Committees (PDCs) and/or Provincial Reconstruction Teams (PRTs) to gain the greatest effect while meeting the urgent humanitarian and reconstruction needs of the Afghan people.
3. Coordination with local GIRoA officials is critical to ensure that the project meets a perceived need by the population, is appropriate for the culture, and will be maintained in the future.
4. All CERP projects must be coordinated through the battle space owner if the CERP project is being executed within **non-U.S. battle space**. This coordination provides situational awareness to those organizations operating in the battle space and **can be accomplished with a memo or an email** to the battle space owner or a designee (*the memo or email must be uploaded into CIDNE*). An example would be if a CERP Project Manager (PM) was working at a FOB in coalition battle space, then that Project Manager (PM) would have to make sure that the commander or designated official of that coalition unit at the FOB was aware of the CERP project.
5. Coordination must be accomplished with the nearest Provincial Reconstruction Team (PRT) for CERP projects with an estimated cost of \$50K or more. Coordination with the nearest PRT is key in de-conflicting project efforts across battle space spectrum, as they have and need awareness of DoD, USAID, Department of State, and Non-Governmental Organization projects occurring in the area. This coordination can also be accomplished with a **memo or an email** (*the memo or email must be uploaded into CIDNE*). The Project Manager (PM) must ensure that he or she coordinates the project with the PRT Commander or a designee that the Commander has selected. Coordination with a PRT only applies if there is one in the province that the CERP project is taken place. If there is no PRT, then the Project Manager (PM) does not have to coordinate with one.

d. **Funding Document**

1. This is required for all CERP projects

2. There are three types of funding documents: DA Form 3953 (PR&C), DD Form 448 (MIPR), or DD Form 1149 (REQUISITION AND INVOICE/SHIPPING DOCUMENT).
3. The Project Manager (PM) must ensure the document contains the correct project title, project number, Project Manager (PM), PO and PA (as applicable), and signature blocks.

e. Statement of Work (SOW)

1. A SOW is required for all projects (with the exception of bulk fund projects, see Chapter 8 for additional information).
2. The SOW will be accomplished by the Project Manager (PM) and needs to describe, in detail, how the contract will be executed by the vendor. For construction projects, consult with an U.S. engineer for assistance in developing your SOW. For purchases of supplies, a ~~bill~~ of goods,” can be used instead of a SOW.
3. The SOW should be sufficiently detailed to allow the contractor to know what needs to be done and the standards that must be adhered to. At the end of the project, if there is a disagreement as to what work should have been done, the SOW will be used to determine who is correct. If the work is not spelled out in the SOW, the contractor is not obligated to do it.
4. A detailed list of the material/services being provided will be included with the SOW. This list (*along with their associated costs*) should be reflected in the IGCE.
5. If applicable, for all construction projects, blueprints, drawings and/or maps will be provided as attachments to the SOW. To the greatest extent possible, the Project Manager (PM) should use the standard blueprints/drawings provided by the responsible Afghan Ministry or organization.
6. The SOW will address the payment plan if applicable to the project. There is no *one-size fits all* payment plan, therefore the Project Manager (PM) must develop a payment plan specific to the project.

f. Draft Contract

1. For projects that are less than \$500K (except for bulk fund projects), a draft contract is required and will be accomplished by the Project Manager (PM).

2. The draft contract, the SOW, and the IGCE should all be synced together. These 3 documents provide the backbone for the project's execution.

g. Legal Review

1. A Legal Review is required for all CERP projects and must be completed by a local U.S. DoD Attorney.
2. For projects less than \$30K, the legal review can be documented by a Staff Judge Advocate's (SJA's) signature, position title, and date, on the ADR in lieu of a formal legal memorandum (*Export the ADR to Microsoft Word, type in SJA's signature block on last page of ADR, print out, obtain SJA's signature, and then load signed ADR into CIDNE*).
3. For projects \$30K or greater, the legal review must be in a memorandum format and uploaded to the ADR in CIDNE.
4. Legal counsel can be provided via phone to the Commanders in the field; however, a formal review must be accomplished at the earliest date possible.

h. Letter of Justification (LoJ)

1. A Letter of Justification is required for all projects equal to or greater than \$50K.
2. The Project Manager (PM) will create the LoJ and it must be signed by the initiating U.S. Commander. The LoJ will provide the justification for the CERP project as well as an overview of the proposed project and what effects it will have in the community, to the GIRoA, or for the Afghan people.

i. Right of Entry Memo

1. This document is required when a project involves construction on Afghan property and has an estimated cost of \$50K or more.
2. The document needs to identify who owns the land, state the land owner authorizes the use of the land, and is signed by a USG representative (the Project Manager (PM)) and the land owner. The Right of Entry Memo will only be used with GIRoA owned land, if a project is going to require the USG to enter upon private land, the GIRoA must work out the land use agreement between the individual and the GIRoA. The Right of Entry Memo will most often be signed by

a GIRoA Ministry Official. In cases where there are no ministry representatives, it is recommended the Provincial or District Governor(s) sign the Right of Entry.

j. Sustainment Memorandum of Agreement

1. A Sustainment Memorandum of Agreement is required for projects incurring operating or sustainment costs (such as construction projects and/or equipment purchases) and is equal to or greater than \$50K.
2. This document is an agreement between the Afghan organization or Ministry and the U.S. that states the sustaining organization's commitment to budget for and execute any sustainment or maintenance costs the project may have once turned over. This document needs to identify what GIRoA or Afghan agency will sustain the project once completed, address the agency's capability and capacity to sustain the project, and be signed by the agency agreeing to sustain the project.
3. The organization agreeing to sustain the project must address their commitment and ability to budget for and execute the sustainment of the project.
4. The intent is to educate the applicable GIRoA entity on the project itself, while ensuring understanding of the project's out-year operating and sustainment costs. If the GIRoA official is not willing to fund operating costs or maintain the investment, do not fund the project.
5. If it is the responsibility of another donor nation or NGO to sustain the facility or equipment, then the responsible official from that donor nation or NGO must also sign the MOA.
6. The Sustainment Agreement must include an estimate for operations and maintenance costs for the life of the requirement. This is an estimate formulated by either the Project Manager, project engineer, Afghan Project Manager (if available), or sustaining organization.
7. The following two clauses need to be inserted into all MOAs the subordinate unit commander may enter into with a GIRoA official for the follow-on sustainment of projects:
 - a. —Nothing in this Memorandum of Agreement authorizes the commitment or obligation of appropriated funds of the United States of America prior to their availability, or in violation of any applicable statute, regulation or policy of the government of the United States of America.”

- b. —This document expresses the participants' intent to achieve the goals of this project. The participants intend for this project to benefit the local community and its people for years to come. It is not, however, a legal instrument that binds the participants under international law. Rather, it embodies the aspirations towards which the participants strive.”

k. Subordinate Commander Approval Memo(s)

1. This is only required when a project exceeds the initiating Commander's approval threshold and needs to be routed up the approval chain.
2. Every Commander approving the CERP project needs to sign the approval memo to be included in the project file that will be presented to the approving Commander for final approval. Approval Memos must be written up in a thru memo format so as the approval memo flows through approving Commanders, they can sign and forward the document.

Table 2.2
PR&C and Approval Memo Signature Authority

Estimated Cost of Project	Required Approving Signature for PR&C	Required Approving Signature for Commander's Approval Memo
Less than \$100K	O-5 U.S. Commander	N/A
Up to \$500K	O-6 U.S. Commander	O-6 U.S. Commander
\$500K up to \$1M	Senior U.S. Commander of the requesting unit (See approval authority guidance in Chapter 2 of the CERP SOP for other non-battle space owning commands)	Senior U.S. Commander in the Regional Command (See approval authority guidance in Chapter 2 of the CERP SOP for other non-battle space owning commands)
\$1M or greater	Senior U.S. Commander in the Regional Command	USCENTCOM Commander
\$5M or greater	Senior U.S. Commander in the Regional Command	OSD/DepSecDef

l. Storyboard slide

1. A storyboard slide is required for all projects requiring USFOR-A review and approval, or as required by lower-level (Regional Command) boards.
2. The storyboard is a single slide that outlines the project and provides specific details.
3. Storyboard requirements include: Location, brief description, estimated cost, CERP Category, LOOs supported, Desired effects, a photo of the project, and proposed performance metrics.

m. Blueprints, Drawings, Maps, and Photos

1. These items are required for construction projects.
2. These items enhance your project file to those who review, approve, and audit the project file.

n. Project Management Plan (PMP)

1. A Project Management Plan is required for all projects with an estimated cost of \$1M or more
 2. For projects of this magnitude the Project Manager (PM) must coordinate with an engineer and contracting to develop the PMP. The PMP should build off the SOW and provide further planning details and describe the plan for the execution of the project, the key players, and the Quality Assurance Plan.
 3. Projects with an estimated cost less than \$1M do not require a complete PMP. However, for all projects with implications for life, health, or safety - either during construction or in the end state - the project must be reviewed by a professional engineer and the work must be inspected by a qualified construction inspector.
- o. All required documents have example templates located in Annex B and are available on the USFOR-A J9 SharePoint.**

Table 2.3
Project Document Requirements by Estimated Cost

Projects < \$50K	Projects \$50K – less than \$200K
CERP Project File Checklist	CERP Project File Checklist
Coordination Memos (Battle space owner, PRT, USAID, etc) & Correspondence, if applicable	LoJ, Coordination Memos (Battle space owner, PRT, USAID, etc)—if applicable, provide Subordinate CDR Approval Memo(s), Correspondence
Legal Review & SoW (as required)	Legal Review (s), Afghan Sustainment MoA, SoW, if applicable, provide Right of Entry Memo, Economy Act, or Memo of Agreement
Pictures, Maps, Blueprints, Drawings (as needed)	Pictures, Maps, Blueprints, Drawings (as needed)—if applicable, provide Storyboard
IGCE & IGCE Methodology (not required for projects under \$25K), Bids/Offer/Price Quotes (required for projects under \$25K), Financial Documents (PR&C, MIPR, or SF44(s))	IGCE, IGCE Methodology, Financial Documents (PR&C, MIPR, or SF44(s)), Draft Contract—if applicable, Funds Increase memo
ADR, ensure Appointment Letters (DD Form 577), & Authorization Letters are on file with the Resource Management Office, Finance Office, and Contracting Office	ADR, ensure Appointment Letters (DD Form 577), & Authorization Letters are on file with the Resource Management Office, Finance Office, and Contracting Office

Table 2.3
Project Document Requirements by Estimated Cost

Projects \$200K – less than \$500K	Projects greater than \$500K
CERP Project File Checklist—if applicable, provide CRB Minutes	CERP Project File Checklist, CRB Minutes
LoJ, Coordination Memos (Battle space owner, PRT, USAID, etc), Subordinate CDR Approval Memo(s), Correspondence	USFOR-A Approval Letter, LoJ, Coordination Memos (Battle space owner, PRT, USAID, etc), Subordinate CDR Approval Memo(s), Correspondence
Legal Review (s), Afghan Sustainment MoA, SoW, if applicable, provide Right of Entry Memo, Economy Act, or Memo of Agreement	USFOR-A Legal Review, Legal Review (s), Afghan Sustainment MoA, SoW, & PMP—if applicable, provide Right of Entry Memo, Economy Act, or Memo of Agreement
Pictures, Maps, Blueprints, Drawings (as needed)—if applicable, provide Storyboard	Storyboard, Pictures, Maps, Blueprints, Drawings (as needed)
IGCE, IGCE Methodology, Bids/Offer/Price Quotes, Financial Documents (PR&C, MIPR, or SF44(s)), Draft Contract—if applicable, Funds Increase memo	IGCE, IGCE Methodology, Bids/Offer/Price Quotes, Financial Documents (PR&C, MIPR, or SF44(s))—if applicable, Funds Increase memo
ADR, ensure Appointment Letters (DD Form 577), & Authorization Letters are on file with the Resource Management Office, Finance Office, and Contracting Office	ADR, ensure Appointment Letters (DD Form 577), & Authorization Letters are on file with the Resource Management Office, Finance Office, and Contracting Office

Table 2.4
Project Documents and Required Signatures by Estimated Cost

Project File Documents	Projects < \$50K	Projects \$50 – less than \$200K
Letter of Justification	N/A	Signed by Initiating US CDR
Afghan Development Report (ADR)	Signed by Program Manager and Initiating & Approving US CDR (O-5)	Signed by Program Manager and Initiating US CDR
PR&C, MIPR, or other Financial Document	Signed by Project Manager, Program Manager, and Initiating/Approving US CDR (O-5)	Signed by Project Manager, Program Manager, and Approving US CDR (O-6)
Subordinate CDR Approval Memo	N/A	Signed by initiating US CDR (O-5) if applicable
Battle Space Owner Coordination (if required)	Signed by the Battle Space Owner (Bulk Fund Projects do not apply)	Signed by the Battle Space Owner or designee

Project File Documents	Projects \$200K – less than \$500K	Projects greater than \$500K
Letter of Justification	Signed by Initiating US CDR	Signed by Initiating US CDR
Afghan Development Report (ADR)	Signed by Program Manager and Initiating US CDR	Signed by Program Manager and Initiating US CDR
PR&C, MIPR, or other Financial Document	Signed by Project Manager, Program Manager, and Approving US CDR	Signed by Project Manager, Program Manager, and Approving US CDR
Subordinate CDR Approval Memo	Signed by initiating US CDR & signed by each US CDR that approves the project on the thru memo	Signed by initiating US CDR & signed by each US CDR that approves the project on the thru memo
Battle Space Owner Coordination (if required)	Signed by the Battle Space Owner or designee	Signed by the Battle Space Owner or designee

C. Project Approval

1. Project Manager (PM) will ensure all documents are loaded into the CIDNE ADR.
2. Once the project has been developed by the Project Manager, including all the required documentation (see Annex B), it will be submitted to the CERP Program Manager for review, who will ensure the documentation is complete and correct. The CERP Program Manager will then route the nomination package through the proper staff functionals for final review (contracting, legal, engineering, resource management, USAID, etc.) and concurrence.
NOTE: During the functional review process, the judge advocate will provide the formal legal review, if not all ready completed.

3. The estimated cost of the project and the organization sponsoring the project will drive the approval requirement.
4. **If the project is less than \$100K**, once the package has received concurrence from all the staff functional areas (as applicable), the CERP Program Manager will then route the package to the O-5 U.S. Commander for approval. The O-5 U.S. Commander must sign the ADR and the DA Form 3953 (PR&C) (block 35). After approval, the CERP Program Manager will send the PR&C, along with the supporting documentation, to the RM Office for certification. Once the PR&C has been certified, then the CERP Program Manager will upload the signed ADR and certified PR&C to CIDNE and notify the Project Manager (PM) of his/her authority to proceed.
5. **If the project is greater than or equal to \$100K and originating from an O-5 Commander**, the project file must be approved by the initiating Commander and then routed up the approval chain to the appropriate level Commander for final approval.
 - a. **If the project costs between \$100K and \$500K** (*or more than the O-5 is authorized to approve*), the initiating U.S. O-5 Commander will endorse the project, sign the ADR and LoJ, and route the project file to an U.S. O-6 Commander for review and final approval. The O-6 Commander will be required to sign a Project Approval Memo and the PR&C. The ADR and LoJ will be signed by the initiating Commander.
 - b. **If the project costs more than \$500K** (*more than the O-6 is authorized to approve*), the O-6 must review the project file sent to him/her, create and sign an approval memo, and forward to the appropriate approving U.S. Commander.
 - c. Projects that cost more than an U.S. O-6 Commander can approve will be forwarded to the Regional Command or USFOR-A Regional Detachment level.
 1. All U.S. Regional/MSR Commanders (except RC-Capital) have CERP approval authority up to \$1M.
 2. Regional Command or USFOR-A Det CERP Review Board; all projects costing \$500K or more will meet a Regional Command level CRB.
 3. The final approving official for projects up to \$1M must sign the PR&C (*reference Table 2.2*).

6. **All projects having an estimated cost of \$1M or more** must be sent through the Regional Command or USFOR-A Det approving Commander or Chief of Staff to USFOR-A for review and approval.
 - a. These projects will be sent to the USFOR-A J9 for review and must include all subordinate Commander Approval memos and signed PR&C.
 - b. The project file, once reviewed by J9, will be boarded at the USFOR-A CRB, chaired by the USFOR-A COS (*for CRB process details please reference Chapter 3*).
 - c. The project will then, based on the recommendation from the CRB, be endorsed or declined by the USFOR-A DCDR-S.
7. **For projects with an estimated cost of \$1M or more, but less than \$5M**, the final approving authority will be the USCENCOM CDR. Once the project is approved by the USFOR-A CDR, it will be forward to USCENCOM for review and approval.
8. **All projects having an estimated cost between \$5M and \$20M**, the final approving authority is OSD (DepSecDef). Once projects are approved by the USCENCOM CDR, they will be forwarded to OSD for boarding at the CERP Steering Committee (CSC) and approval from DepSecDef.
9. Once the project has been approved by the required authority, the signed **approval memo** and PR&C (*signed by the senior U.S. Commander in the region of the project*) will be sent back to the originating organization and provided through the appropriate Program Manager so funding can be obtained and the Project Manager (PM) can begin project execution.

D. Project Funding

1. Once the funding document is signed by the approving Commander (and the approval memo is signed), the Project Manager (PM) can proceed with getting the project funded.
2. Upon the appropriate level Commander's approval, the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 will be submitted to the RM Office for the line of accounting, funds certification, and the reservation of funds (see *Chapter 7 for a list of documents required by the RM Office prior to the certification of funds*). **Note: The RM office will not certify funds for projects \$1M or more without a signed PR&C by the Senior U.S. Commander in the region, USFOR-A Detachment, or other non-battle space owning organization and a PROJECT APPROVAL MEMO from the appropriate approving Commander/Official; USFOR-A DCDR-S, USFOR-**

A Commander, CENTCOM Commander or OSD/Deputy Secretary of Defense (*reference Table 2.2*).

3. The RM Office processes the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 by issuing a standard document number, printing (clearly) the accounting classification on the document, signing block 21, as the Certifying Officer, and committing the funds in the accounting system. Do not commit funds until the project has been approved by the proper approval authority (*reference Table 1*). For CERP projects, only funds appropriated specifically for CERP may be used. No other funding sources, or the co-mingling of funds, are authorized.
4. Once the funds have been certified and committed by the RM Office, the Project Manager (PM) must ensure the STANSFINS number/RMT tracking number is input into the CIDNE ADR and update other relevant fields in the ADR as required. The Project Manager (PM) will provide copies of the certified funding document to the PO and PA.
5. The issuance of a funded DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 authorizes the PO to begin the contracting process for the project (i.e. solicit bids from local vendors).
6. The DA Form 3953 (PR&C), DD Form 1149, or DD Form 448 does NOT constitute an obligating document. The RM Office must wait until proper obligating documents have been received (contract, SF Form 44, or DD Form 448-2 CAT I (reimbursable) prior to obligating funds in the accounting system (*see Chapter 7 for specific RM information*).
7. CERP Project Managers (PM) must ensure CIDNE is updated when the CERP project is approved, committed, obligated, disbursed, and closed out/transferred. (*For further information on proper CIDNE management, see Chapter 4*).

E. Project Execution

1. The Project Manager (PM) will maintain an updated project file (in CIDNE) containing copies of all documents created from project identification to closure/turnover.
2. The Project Manager will work with the PO or Contracting representative to ensure the following steps are completed and the project is put on contract.
 - a. The PO, once given the authority to proceed by the Project Manager (PM), will solicit bids from local vendors to accomplish the project.

- b. The PO limit is \$500K per project. Requirements with an estimated cost of \$500K or above must be contracted by a USG warranted contracting officer.
 - c. When awarding contracts, the PO must ensure he/she does not exceed the monetary limitation listed on the DA Form 3953 (PR&C).
 - d. Payments to individuals are strictly prohibited, with the exception of condolence, battle damage, former detainee, and Afghan hero payments, and micro-grants.
 - e. The PO then contracts for services and supplies within the established dollar limits and in accordance with the training received from the U.S. warranted contracting officer and this SOP. The PO negotiates payment terms to include the price and payment schedule. The PO, when feasible, will seek multiple bids in order to encourage competition.
 - f. The PO and the Project Manager (PM) review offers, bids, or price quotes that are received from the solicited vendors and select the vendor that provides the best value for the price and, when possible, the vendor maximizing local Afghan employment.
 - g. The Project Manager (PM) must ensure the vendor understands and agrees to the SOW and all that is required of the vendor prior to signing the contract. Once the contract and SOW are agreed upon, the PO will award the contract to the selected vendor.
 - h. The PO will maintain a contracting file containing all documents created during the project execution. This file will include all financial, legal, and contractual documents.
3. The Project Manager (PM) manages the project to completion. Failure can result in the Project Manager (PM) and/or PO being found negligent and liable for any cost, damage, or loss of life. It is absolutely essential the PO not perform Project Manager (PM) duties if necessary qualifications are absent. The PO must use a warranted Contracting Officer when qualifications are absent.
 4. The Project Manager (PM), throughout the execution of the project, will conduct periodic quality checks or quality assessment visits on the project to ensure the SOW is being adhered to and the goods and/or services meet the standard that was agreed upon. (*Reference Chapter 5 for more details on quality assessment visits*).
 5. The Project Manager (PM) must monitor the progress of the project until completion and turnover to the GIRoA (as applicable). Update the ADR in

CIDNE as changes occur (*funds disbursed, percentage complete, etc.*).

NOTE: The Program Manager has the authority to require updates on projects within their area of responsibility as they see fit.

- a. Conduct periodic quality assurance inspections and document the results in the CIDNE database. Project Manager (PM)'s should be capable of conducting regular site visits and planning operations to accommodate regular site visits. (*See Chapter 5 for details and requirements on Quality Assurance Visits*).
- b. Reconcile the funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448) with the DD Form 250s, SF Form 44s, and vendor receipts to ensure cost amounts are the same and the goods or services were received or rendered. The Project Manager (PM) should keep a payment log showing all payments made to the vendor, if partial payments are made.
- c. Authorize vendor payment by signing the DD Form 250s (as required).
- d. Maintain the project file to ensure all required documentation is accounted for and uploaded to the ADR in CIDNE, to include periodic QA reports for construction projects. Files are required to be retained for five years after the project has been completed.

F. Project Payment

1. Payments for CERP projects on contract will be completed by the servicing Finance Office for projects costing less than \$3K. Projects equal to or greater than \$3K will be paid by DFAS Rome (per USFOR-A FRAGO 10-208, Reduction of Cash in CJOA).
2. **Advance payments are not authorized** Payments can only be made for goods or services received. Installment or in-progress payments based upon a completion percentage are allowed and recommended and must be stated in the contract. Payments must be made via **EFT** (when available) although Limited Depository Checking accounts and cash payments (in Afghani) are authorized.
3. **EFT Payment**
 - a. Upon identification of the Vendor or Payee, the PO will obtain the banking information necessary to complete an EFT payment (in Afghani). **It is vital to ensure all information is correct.** Any incorrect information will result in non-payment to the vendor.

- b. The PO will prepare the DD Form 250. Then, the Project Manager (PM) will sign the DD Form 250 certifying that the goods or services have been received. The PO will submit the following to the Finance Office:
 - 1. The DA Form 200, Electronic Funds Transfer (obtain an updated version from Finance)
 - 2. The certified funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448)
 - 3. The basic contract and all modifications
 - 4. The DD Form 577s for the Project Manager (PM), PO and PA (if applicable)
 - 5. The vendor's invoices
 - 6. The signed DD Form 250
 - c. Finance will return the DA Form 200 to acknowledge receipt of the payment request.
 - d. Finance will certify the payment by producing a SF Form 1034. Finance will send a copy of the SF Form 1034 to the PO and RM Office, once the payment has been sent to International Treasury Services.
 - e. The PO will send a copy of the SF Form 1034(s) to the Project Manager (PM) to be added to the project file, so he/she can clear with the RM Office.
4. **Limited Depository Checking Account (LDA).** A LDA, per DoD FMR Volume 5 Chapter 14, can be used as a form of payment for CERP. The use of a LDA is encouraged to reduce the amount of cash on the battlefield while providing an immediate form of payment. **NOTE:** A LDA can only be established by the DO, DDO, or DA.
5. **Cash Payment (non-Bulk Fund)**
- a. The cash payment method will only be used when EFT or LDA payment is not available or feasible.
 - b. The PA will take the DA Form 3953 (PR&C) or DD Form 1149 to the local Finance Office, with copies of the Project Manager (PM), PO, and PA's DD Form 577s (as applicable), to draw cash for payment. Afghani is the only authorized form of cash payment. The Finance Office will issue a DD Form 1081, Statement of Agent Accountability, which acts as a hand

receipt for the cash. **NOTE:** The DD Form 1081 must reference the document number recorded on the DA Form 3953 (PR&C) or DD Form 1149.

- c. The PO will prepare the SF Form 44 and contact the PA to arrange payment with the vendor. The PO and the PA will go together to make payment to the vendor.
- d. The PO will authorize payment on the SF Form 44. The PA will insert the dollar value of the goods or services and sign the SF Form 44 immediately after the certification statement: —I certify that this account is correct and proper for payment in the amount of...”
- e. The vendor will sign the SF Form 44 and receive copy #2 (blue). The vendor should provide an invoice or receipt, either before or at the time of payment. Both the PO and PA must be present. The PO (or designated representative) will sign as the receiver on the SF Form 44. The PA cannot sign as the receiver, since he/she is the certifying official. The SF Form 44 becomes an accountable document to the PA and is required to clear the PA's DD Form 1081 from the Finance Office. (*Reference Annex B, for more information on preparing a SF Form 44*).
- f. After the project has been completed and funds have been fully disbursed, the PA will clear with the servicing Finance Office. The PA will first notify his/her PO and the servicing RM Office before going to Finance. The PA will then visit the Finance Office, where the funds were drawn, and bring the following documentation: 1) the initial DD Form 1081, 2) all completed SF Form 44s, 3) all receipts/invoices, and 4) any remaining currency. The Finance Office will prepare an SF Form 1034 voucher for the total amount of all SF Form 44s submitted. The Finance Office will also provide the PA with a DD Form 1081 (Return) (*annotated with the DA Form 3953 (PR&C) or DD Form 1149 document number*) clearing the PA's account. **NOTE:** For advance bulk funds, the Finance Office will send copies of the SF Form 1034(s), SF Form 44(s), and the DD Form 1081(s) to the RM Office as soon as the PA's account has been cleared to ensure the funds are obligated in a timely manner and prevent NULOs (negative unliquidated obligations) from occurring.
- g. After clearing Finance, the PA will provide the following to the Project Manager (PM) and PO to finalize the clearing process:
 - 1. A copy of the SF Form 1034 (*generated by Finance*)
 - 2. Copies of the DD Form 1081s (Initial and Return)

3. Copies of all SF Form 44s and supporting documentation, which includes: the vendor's invoice(s)/bill(s)
- h. The Project Manager (PM) will clear the PA and provide a clearance memorandum to the PO and PA upon receipt of all disbursement and documents.
- i. Disbursements are not recorded in STANFINS until the PA clears with the Finance Office, where the funds were drawn. After the PA clears every payment, the DO submits the original payment vouchers to DFAS-Rome where the disbursement is recorded in STANFINS and held for future review or audit.
6. For projects \$500K or greater, the Project Manager (PM) and warranted Contracting Officer will assume the above listed duties of the PO. The Project Manager (PM) should work closely with his/her Contracting Officer to ensure goods are received and/or services are rendered in accordance with the contract terms and SOW and the contractor is paid for work performed in a timely manner.
7. In accordance with the payment schedule, the PO will prepare an SF Form 44 (*for cash payments only*) or a DD Form 250. This will acknowledge the receipt of goods or a percentage of work completed on the project. Total disbursements for the project will not exceed the amount on the contract or the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448. Each SF Form 44 or DD Form 250 must be complete to include a detailed description of supplies received and/or services rendered.

G. Project Closure

1. PMs must close out completed projects in CIDNE within 30 days of making final payment.
2. Once the project has been completed, all outstanding bills paid, the PO and PA have cleared with the Project Manager (PM), and the project has been turned over to the sustaining Afghan or GIRA entity (as applicable), the Project Manager (PM) will close the project in CIDNE and then notify the CERP Program Manager, who will, in turn, update the CERP checkbook accordingly (*see Chapter 7*). In CIDNE, the "Project Status" field will be changed to "Completed" the "Project Closure" section will be completed, and any final disbursements will be added. If funds were de-obligated, the "Amount Allocated (USD)" field in CIDNE should be updated accordingly.
3. The Project Manager (PM) will consolidate all documents generated during the project. All required documents listed on the CERP project file checklist

must be included in the official project file (see *Annex B*) and uploaded to CIDNE.

4. Commanders are required to review the project file, all disbursement vouchers, and supporting documentation. After review, the Commander will issue a project clearance memorandum to the Project Manager (PM) stating: —I have reviewed and approved the project file in the amount of \$<enter project total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A CERP SOP and applicable FRAGOs.” The Project Manager (PM) will prepare the project file for closure and review with the Commander. The Commander will then sign the ADR, showing the project status as —Completed” and has a completed —Project Closure” section. The Project Manager (PM) will add the Commander’s project clearance memorandum and the signed ADR to the project file and upload it to CIDNE. **NOTE:** Project Clearance Memo is only required if payments are made. If no payments were made on a particular project the Commander will just sign the ADR and not issue a clearance memo.
5. The Project Manager (PM) will then submit the completed project file to the RM Office for review and reconciliation. The RM Office will take appropriate action, based on the project file, to clear all unliquidated obligations in the accounting system.
6. The Project Manager (PM) is responsible for making corrections or providing memorandums explaining lost or illegible documents and must be endorsed by the approving Commander.
7. After receiving all the required documentation in the project file, the RM Office must provide a print-out of the document from the Operational Data Source (ODS) showing that the project has been cleared in the accounting system. At the bottom of the ODS print-out, the RM Office must add the following statement: —ERP Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system.” **The RM Office will then endorse the ODS print-out. A copy of this endorsed print-out will then be placed in the project file and uploaded to CIDNE.**
8. The project is now considered completed and properly closed out.

H. Turnover Procedures

1. Proper turnover is required for Paying Agents, Purchasing Officers, Project Managers, Program Managers, and Commanders to ensure no stoppage or loss of operational CERP capability.
2. Proper turnover should also be accomplished with Afghan counterparts as well. This applies to GIRoA officials, representatives, etc that are involved

with CERP projects in their region. As these individuals transfer or get replaced, it is the responsibility of the U.S. Commander in the area and the CERP personnel to ensure the Afghan replacement is aware of the status of CERP projects in the area. Memos of agreement are required to be re-signed if the replacement will be responsible for sustainment or own land that CERP projects are going to be utilizing. This turnover with Afghan officials does not need to follow the steps below that are required for Commanders and CERP personnel, however there does need to be a meeting conducted to ensure the information is shared.

3. Prior to a unit departing theater, the outgoing and incoming unit must complete a “Transfer of Authority” review for all CERP projects.
4. The “Transfer of Authority” review will be documented using the “Transfer of Authority” memorandum format (*see Annex B for templates*). Once signed, this memorandum authorizes the transfer of all CERP projects listed to the incoming unit; however, this memorandum does not relieve outgoing unit personnel of any pecuniary liability or administrative or disciplinary actions for negligent or illegal CERP activities conducted during their tenure, to include theft, fraud, waste, and abuse.
 - a. All outgoing PMs and/or POs will ensure, for all projects, the necessary documentation has been updated and uploaded into the ADR in CIDNE. (*For a complete list of documentation requirements, see the CERP Project File Checklist in Annex B*).
 1. A complete inventory of the project files should be conducted no later than 30 days prior to the arrival of the incoming unit. The outgoing unit will ensure all files are present and complete. Any deficiencies should be identified and corrected prior to the incoming unit’s arrival. Minor deficiencies and/or missing documents that cannot be corrected prior to the incoming unit’s arrival will be annotated on the “Transfer of Authority” memorandum. MFRs documenting the deficiencies, attempts made to rectify them, and the circumstances in which they occurred, should be prepared and included in the project file.
 2. The outgoing PMs and/or POs will review all open documents with the incoming unit and explain the terms of each contract, specified tasks directed to the vendor, payment terms, payment schedule and a detailed record of payments made to-date, and the latest QC/QA report.
 3. The outgoing POs will introduce the incoming POs to the vendors or vendors’ representatives. The incoming POs and PAs should be introduced to any agents of the vendor authorized to receive payments.

4. To the greatest extent possible, the outgoing Project Manager (PM)/PO should arrange site visits for the incoming Project Manager (PM)/PO. If feasible, the vendor should accompany the USG representatives on their site visits.
 5. The outgoing PO/PA will clear with the local Finance Office and return any remaining cash-on-hand.
 6. After the turnover procedures have been completed, the outgoing and incoming PMs/POs will complete a "Transfer of Authority" memorandum (see *Annex B for templates*). The signed "Transfer of Authority" memorandum will be submitted to the unit's CERP Program Manager for validation and then, consolidated for the unit Commander.
- b. The outgoing Commander will ensure, for all projects, the necessary documentation has been updated and uploaded into the ADR in CIDNE. (*For a complete listing of documentation requirements, see the CERP Project File Checklist in Annex B*). The outgoing Commander will review all projects listed on the "Transfer of Authority" memorandum with the incoming Commander. The Commander and CERP personnel should thoroughly review all projects obligated and/or completed (>\$500k) by the outgoing unit to ensure the incoming personnel are properly prepared to answer any audit questions or Congressional inquiries of projects executed or initiated by their predecessors. During this review, the incoming CERP personnel will verify all CERP guidelines have been met in accordance with this SOP, unless an exception to policy has been authorized and is on file.
 - c. The incoming Commander will ensure the appropriate personnel have received a thorough briefing from the outgoing CERP program personnel which details all projects being transferred. Also, he/she will ensure his program managers, PMs, POs, and PAs receive initial training, which is properly documented.
 - d. Upon a complete review of documentation, project file transfer, and satisfactory training, both the incoming and the outgoing Commander will sign the "Transfer of Authority" memorandum. The incoming Commander now accepts responsibility for maintaining all CERP project files and for representing CERP operations during any audit or investigation.
 - e. Files Disposition Procedures:
 1. The Project Manager (PM) is responsible for maintaining the CERP project file in CIDNE until the project has been closed out in accordance with this SOP. Once the complete project file has been

uploaded to CIDNE, the Project Manager (PM) will then notify the unit CERP Program Manager.

2. No later than the 5th of each month, the unit CERP Program Manager is required to provide USFOR-A J9 a list of all CERP projects closed during the previous month. From this list, USFOR-A J9, in conjunction with USFOR-A J8, will conduct a CIDNE file audit on all closed projects. If missing documentation is identified, USFOR-A will provide the CERP Program Manager with a list of action items.
3. Once the file audit has been completed and USFOR-A has confirmed the files are in accordance with this SOP, USFOR-A J9 will then download a hardcopy from CIDNE and maintain the hardcopy on file for one year.
5. Units re-deploying without follow-on U.S. forces, or who are being replaced by a coalition or ISAF nation, should initiate a plan to complete all projects in progress prior to re-deployment. (1) For projects that cannot be completed prior to re-deployment, the outgoing unit may need to designate a stay-behind CERP team, or request assistance from their Major Subordinate Command for the assignment of U.S. liaison officers, to conduct QC/QA on the remaining open projects and to make payments to the vendor. **NOTE:** Designated personnel must be trained CERP PMs, POs, and PAs. (2) Prior to re-deployment, the outgoing unit must ensure all completed project files have been uploaded to their respective ADRs in CIDNE. (3) For projects that are still on-going, once the project has been completed and closed out in accordance with this SOP, the designated personnel must ensure the complete project file is uploaded to the ADR in CIDNE.
6. Reference Chapter 7 for proper CERP RM Office turn-over procedures.

CONTINGENCY SITUATIONS

A. Cost Increase

1. Any cost increase occurring on a project exceeding 10% of the approved estimated cost (*cost annotated on the approved PR&C*) will require the project to be re-approved. If the project's updated cost breaches the previous approving Commander's authority, the project must be re-approved by the appropriate level U.S. Commander. If a project has already been approved by the USFOR-A Commander and/or USCENTCOM Commander, any substantial changes in project scope, the statement of work, or cost increases exceeding 10% must be re-submitted to the USFOR-A CERP Review Board, approved by the USFOR-A Commander, and approved by the USCENTCOM Commander prior to the commitment of additional funds.
2.
 - a. If the increase in cost is due to the USACE or USAID surcharge (and was not previously accounted for in the estimated cost) the CERP project will not require a re-board, unless it exceeds pre-established approval thresholds.
3. For a Request for Additional Funds (RAF), the ADR must be updated to reflect the new cost estimate and must be re-signed by an O-5 level U.S. Commander (or above) and the CERP Program Manager.
4. For a RAF, a Funds Increase Memorandum (FIM) must be submitted along with the original funding document.
5. If the project costs exceed the amount on the DA Form 3953 (PR&C), DD Form 1149, or DD Form 448, the PO will immediately contact the approving Commander and Project Manager (PM), who in turn, will notify the unit's CERP Program Manager. The approving Commander will either suspend work on the project or approve a FIM (*prepared by the Project Manager (PM)*) for the difference. The Commander approving the funds increase must have approval authority high enough for the total cost of the project. If not, the FIM (*and project nomination package*) must be submitted to the next higher level for review and approval. **NOTE:** All FIMs must be routed through the RM Office for funds certification, after the cost increase has been approved and prior to any contracting modifications or disbursements being made.
6. For projects that have a cost increase less than 10% from the approved estimated project cost, but exceeding the approved amount on the PR&C (*or funding document*) require a FIM (*signed by the U.S. Commander who approved the project*) that will be completed and submitted along with the

original contract and PR&C (*or funding document*) to the RM Office in order to obligate the appropriate amount of CERP funds.

7. For projects that are obligated at an amount that is below the approved amount and subsequently have a cost increase (*that will still result in the cost being below the approved project cost listed on the approved funding document*), the Program Manager can sign a FIM and the Project Manager (PM) can provide that FIM along with the original contract and approved PR&C (*or other funding document*) to the RM Office and the RM Office will process the funds increase.

B. Project Cancellation or Termination

1. PMs must close out cancelled or terminated projects.
 - a. For projects less than \$1M, the Project Manager (PM) will notify the approving Commander.
 - b. For project equal to or greater than \$1M, the Project Manager (PM) will notify the USFOR-A J9 office.
2. If the project is cancelled or suspended after the funds have been obligated, the PO will immediately notify the approving Commander and Project Manager (PM) who in turn, will notify the unit's CERP Program Manager and the RM Office.
 - a. The PO will then modify the contract to de-obligate the unexecuted amount. He/she will provide copies of the contract modification to the RM Office, the Project Manager (PM), and the CERP Program Manager.
(**NOTE:** A contract cancellation doesn't always result in 100% de-obligation. Certain contracts require mobilization costs or termination fees, which must be paid in accordance with the contract terms, even if no work has been performed).
 - b. The RM Office will use the contract modification to de-obligate the funding in the accounting system and update the CERP checkbook accordingly.
 - c. The Project Manager (PM) will then update the ADR in CIDNE accordingly.
3. Once the project has been cancelled or terminated, the Project Manager (PM) will close the project in CIDNE and notify the CERP Program Manager, who will, in turn, update the CERP checkbook accordingly (*see Chapter 7*). In CIDNE, the "Project Status" field will be changed to "Terminated" or "Cancelled," the "Project Closure" section will be completed, and any final disbursements will be added. The Project Manager (PM) must identify what

- the status of the project is upon cancellation or termination and annotate in the CIDNE ADR and on the Project Closure Memo. The Project Manager (PM) must work with the Resource Management (RM) Office and Regional contracting Center (RCC) (if applicable) to ensure the funding is reconciled correctly. If funds were de-obligated, the ~~—Amount Allocated (USD)~~ field in CIDNE should be updated accordingly.
4. The Project Manager (PM) will consolidate all documents generated during the project and upload them into CIDNE if not already accomplished.
 5. Commanders are required to review the project file, all disbursement vouchers, and supporting documentation. After review, the Commander will issue a project clearance memorandum to the Project Manager (PM) stating: ~~—I have~~ reviewed and approved the project file in the amount of \$*<enter project total>*. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A CERP SOP and applicable FRAGOs.” The Project Manager (PM) will prepare the project file for closure and review with the Commander. The Commander will also sign the ADR, showing the project status as ~~—Terminated~~” or ‘Cancelled’ and with a completed ~~—Project Closure~~” section. The Project Manager (PM) will add the Commander’s project clearance memorandum and the signed ADR to the project file and upload it to CIDNE.
 6. The Project Manager (PM) will then submit the completed project file to the RM Office for review and reconciliation. The RM Office will take appropriate action, based on the project file, to clear all unliquidated obligations in the accounting system.
 7. The Project Manager (PM) is responsible for making corrections or providing memorandums explaining lost or illegible documents and must be endorsed by the approving Commander.
 8. After receiving all the required documentation in the project file, the RM Office must provide a print-out of the document from ODS showing the project has been cleared in the accounting system. At the bottom of the ODS print-out, the RM Office must add the following statement: ~~—ERP Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system.”~~ **The RM Office will then endorse the ODS print-out. A copy of this endorsed print-out will be placed in the project file and uploaded to CIDNE.**

C. Unique Project Approval/Routing Situations

1. CERP projects seeking approval above their immediate/initiating U.S. Commander’s approval authority will be routed based on estimated cost (see

Section 2) however; the routing of that project will also be influenced by the location of the project as well.

2. In most cases, CERP projects that are initiated will fall under the same geo-location as the approving chain of command for CERP.
 - a. For example, if a CERP project was seeking approval for a \$700K project and the CERP team executing the project is located in a district in RC-S, then the project will be approved by the senior U.S. Commander in RC-S.
 - b. Projects being executed in each Regional Command will belong to the U.S. chain of command in that region.
3. In unique cases, CERP projects may be initiated and executed in locations in one Regional Command, however the U.S. personnel executing the projects have a chain of command tied to a different Regional Command. For example, there may be a unit of U.S. personnel living in a community or on a FOB in RC-W, yet their chain of command and higher headquarters is in RC-S; in this case the CERP team located in RC-W must gain approval from the nearest U.S. Commander in RC-W. While they must gain approval from a U.S. Commander in the region, they must also inform their chain of command in RC-S to ensure they are aware of the projects their unit is completing.

D. Alternate Course of Action When CIDNE Server is Non-Operational

1. If a unit is unable to access CIDNE due to system failure (*this does not include poor internet connectivity*), the unit's CERP Program Manager will ensure all CERP personnel are aware of the system failure and implement the predetermined contingency plan.
2. The contingency plan will utilize the spreadsheet ADR template (a back-up ADR) that mirrors the online ADR available in CIDNE. This spreadsheet template will be filled out and once CIDNE is back online, the information can be transferred into the system. If email is available, units should use that to communicate the spreadsheet ADRs. If email is not available, units should utilize the mail service or make transportation movements. The Program Manager will develop a contingency plan specific to that unit and ensure it is communicated to all CERP personnel.

REPORTING

A. Overview

1. The overall success of CERP reporting is a central reporting database with checks and balances. The four main systems that track CERP information

are the **Combined Information Data Network Exchange (CIDNE)**, the CERP Checkbook, the Resource Management Tool (RMT), and the Army Standard Financial System (STANFINS). CIDNE is the Afghan Development Report (ADR) database used to track and document all CERP projects within the Afghanistan Theater of Operations. The CERP Checkbook (*Chapter 7*) meets OSD-C's revised reporting guidance by consolidating information from RMT, ODS, and CIDNE. RMT is the system used to commit projects and transmit obligations into STANFINS. STANFINS tracks commitments and disbursements against CERP projects.

2. The CERP Project Manager (Project Manager (PM)) and/or Purchasing Officer (PO) is responsible for inputting new CERP projects into CIDNE and updating the status of these projects as changes occur. The CERP Project Manager (PM) is responsible for ensuring all data inputted into CIDNE is accurate and complete prior to processing the project for approval. (*Reference Chapter 4 for more information on CIDNE*). Also, no later than the **5th day** of each month, the CERP Program Manager is responsible for sending a monthly project report to USFOR-A J9. This report will reflect the current statuses of all projects from the current Fiscal Year (FY) through the current reporting month. (*Reference Annex B for the reporting format*).
 3. CIDNE tracks project performance, provides all users an accurate status of current projects throughout the theater of Afghanistan, provides a historical project file, and enables strategic and operational planning for current and future operations. Data generated from CIDNE is also used by other GOs, NGOs, and GIRoA to synchronize projects, ensure there is no duplication of effort, and ensure the needs of the Afghan populace are met. All projects, regardless of project type, should be reviewed by the Civil Information Manager Cell (CIM) in the S9/G9/CJ9 to ensure the project is accurately and thoroughly reported by the submitting unit.
- B. **Project monitoring and performance metrics:** All projects must have progress monitoring to ensure payments are commensurate with work accomplished and engineering standards are met. The PO delegation memo should note assistance from either the organization's engineers, or another unit's engineers, may be requested to assist in determining construction progress. All projects involving grants must be monitored to ensure grant funds are fully expended on the approved initiative (*Reference Chapter 5 for additional guidance regarding performance metrics and Quality Assurance Visits*).
- C. **CERP Resource Management Requirements:** The RM Office must maintain a document register for each DA Form 3953 (PR&C) or DD Form 1149, issued for each advance bulk funds draw by CERP category. USFOR-A RM Offices (USMC included) will maintain their own RMT records.

D. Reports due to USFOR-A J9:

1. Reports due to USFOR-A J9 must be submitted by the RC or USFOR-A Det level CERP Program Manager and the following non-battle space owners:
 - a. CFSOCC-A
 - b. CSTC-A
 - c. USACE
 - d. CJIATF 435
2. CERP Project Report:
 - a. This report is due to USFOR-A J9 on the 5th of each month.
 - b. A template for this report can be found on the USFOR-A J9 SharePoint.
 - c. This report will include all open or active projects being executed within the submitting Regional Command and will be sorted/listed by —Project Status.” The report will include all projects closed during the reporting period. Lastly, the report will include all nominated projects.
 - d. It must include Regional Command, unit executing the project, STANFINS Tracking # (for those committed and obligated projects), CIDNE #, project category, project status, project title, province, district, planned or actual start date, estimated or actual completion date, estimated cost, committed amount, obligation date, obligated amount, and disbursed amount (*for those active projects*).
 - e. CERP Program Managers will submit reports to their higher command to be rolled up through the Regional Commands (*or senior staffs of non-battle space owning commands or organizations*) and submitted to USFOR-A J9.
3. CERP Points of Contact (POC) Listing:
 - a. CERP Program Managers are responsible for submitting on a monthly basis (*this listing will be submitted along with the CERP Project Report*) a CERP POC listing for their organization.
 - b. This listing will include all Program Managers, Project Manager, Purchasing Officers, and Paying Agents managing and executing CERP (*reference Annex B for a POC listing spreadsheet template*).

4. Quarterly Commanders Narrative

- a. This report is due to USFOR-A J9 on the 20th day of the last month of the quarter.
- b. A template for this report can be found in Annex B.
- c. A Commander's Narrative is required to be submitted by each Regional Command, CFSOCC-A, CSTC-A, and USACE (*AED-N and AED-S will route their narratives through JPIO*).
- d. The Commander's Narrative will focus on: (1) the Commander's overall goals for CERP funding, (2) at least three supporting areas of emphasis for using the funding and, (3) how the progress of the identified goals will be measured.
- e. Each quarter the Commander's Narrative will review the goals as required above and report progress achieved against the identified goals, using the results from the following areas of interest:
 1. Significant events/issues that have occurred since the previous quarterly report
 2. Adequacy of projected funding
 3. Areas anticipated being of interest to USCENTCOM, HQDA, OSD, and Congress
 4. Any problems arising in the transfer of completed projects to the Government of the Islamic Republic of Afghanistan (GIROA)
 5. Impact of the security situation on monitoring of CERP funded projects
 6. Newly approved projects, \$500K or more, and the project category
 7. Projects, \$500K or more, that were completed during the quarter and the category of each project
 8. Contributions each project, \$500K or more, made to humanitarian relief and reconstruction efforts for the benefit of the Afghan people
 9. Efforts made to obtain donor funding for projects and the results obtained
 10. Identification of any projects or category of projects that are cost-shared and with whom

11. Date that projects were turned over to the GIRoA
12. Impacts of CERP funded projects, individually and collectively, in assisting the U.S. carry out its strategy
13. Progress made in identifying and pursuing opportunities to transition responsibility for larger economic revitalization efforts to the GIRoA including:
 - a. The amount of funding from the GIRoA for CERP
 - b. The amount of funding provided through other programs to meet urgent humanitarian relief and reconstruction requirements that immediately assist the Afghan people.
- f. The Commander's Narrative will also include a training assessment section. The training assessment must include (but is not limited to): (1) training on the process of choosing projects, (2) training on follow-up assessments for in-progress and completed projects, (3) measures to improve training, (4) in-theater CERP training programs available to CERP enablers (*Commanders, resource managers, paying agents, project managers, contracting officers, purchasing officers, engineers, civil affairs officers, judge advocates, etc.*) assigned to the Commander's AOR, (5) the number of enablers who received in-theater CERP training in the past quarter, and (6) an assessment of the pre-deployment CERP training CERP enablers assigned to the Commander's AOR received prior to arriving in theater.

Table 2.5
Deliverables due to USFOR-A J9

REPORT	FREQUENCY	DUE DATE	REFERENCE
CERP PROJECT REPORT	Monthly	5 th of the month	Chapter 2
Commander's Narrative (Submissions required from all RCs, USACE, CSTC-A, CFSOCC-A & CJIATF-435)	Quarterly	20 th day of the last month of the quarter	Chapter 2

Table 2.6
Deliverables due from USFOR-A J9 to J8

REPORT	FREQUENCY	DUE DATE	REFERENCE
Commander's Narrative	Quarterly	10 th day after the end of the quarter	Chapter 2

E. **Reports due to USFOR-A J8:** See Chapter 7 for details Resource Management.

TABLE 2.7
Deliverables due to USFOR-A J8

Report	Frequency	Due Date	Reference
Current Year CERP Checkbook	Weekly	Monday	Chapter 7
Current Year CERP Checkbook	Monthly	3 rd of Month	Chapter 7
Prior Year CERP Checkbook	Twice a Month	1 st and 15 th of Month	N/A
CERP Budget Submission	Annually	30 Jun of each FY	N/A

TABLE 2.8
Deliverables due from USFOR-A J8 to ABO

Report	Frequency	Due Date	Reference
CERP Checkbook	Monthly	10 th of the Month	Chapter 7
CERP Budget Submission	Annually	30 Jun of each FY	N/A

SPECIAL SITUATIONS AND REQUESTS FOR EXCEPTION

- A. **CFSOCC-A and CERP:** Reference Chapter 11 for CERP operations information and procedures within the Special Operations Forces in Afghanistan.
- B. **Micro-Grants:** These payments provide financial assistance to disadvantaged entrepreneurs engaged in small and micro-business activities that can support humanitarian relief and reconstruction. **NOTE: Advance bulk funds are not authorized for Micro-Grants.** (*Reference Chapter 9 for detailed guidance*).
- C. **CERP Project ribbon cutting ceremony:** Upon completion of a CERP project, units are authorized to spend up to \$1,000 for light refreshment costs during the ribbon cutting ceremony.
- D. **Refreshments for a conference in support of a CERP project.** Prior to the start of a CERP project, it is customary for U.S. or coalition forces to have a conference/meeting/shura with the local village elders to identify the project and work out any specifics (location and land agreements, security, labor, sustainment, etc.). Also, during construction, additional conferences are customary to work through any issues that may arise. Units are authorized to spend up to \$1,000 for light refreshment costs in support of this conference/shura. **NOTE:** The intent of the conference/shura must be to support a specified CERP project(s).

CHAPTER 3: CERP REVIEW BOARD (CRB)

1. [PURPOSE AND ORGANIZATION](#)
2. [TIME AND ATTENDANCE](#)
3. [REQUIREMENTS](#)
4. [REVIEW AND APPROVAL PROCESS](#)
5. [FILE MAINTENANCE](#)

PURPOSE AND ORGANIZATION

- A. The CERP Review Board (CRB) is a Commander's tool that provides a thorough scrub and review of projects prior to the Commander reviewing the project. The CRB provides the due diligence that higher costing projects require.
- B. All projects having an estimated cost greater than or equal to \$500K will be required to meet a CRB. CRBs provide a venue for the Regional Command and USFOR-A where de-conflicting, coordinating, and decision support actions can be taken.
- C. CRBs will take place at the Regional Command/USFOR-A Det level and USFOR-A level. CRBs at the Regional Command level will serve as the approving Commander's CRB for that Action Officer (AO). The senior U.S. Commander in the Regional Command has the authority to lower the \$500K threshold, but may not raise it. CRBs will convene to review projects prior to providing a recommendation to the Commander.
- D. Regional Command CRBs should be scheduled in concert with the USFOR-A CRB to minimize "dod" time in between boards for projects needing to be boarded at the Regional Command and then forwarded to USFOR-A.
- E. Regional Command CRBs will follow the same procedures as the USFOR-A CRB set out in the following sections.

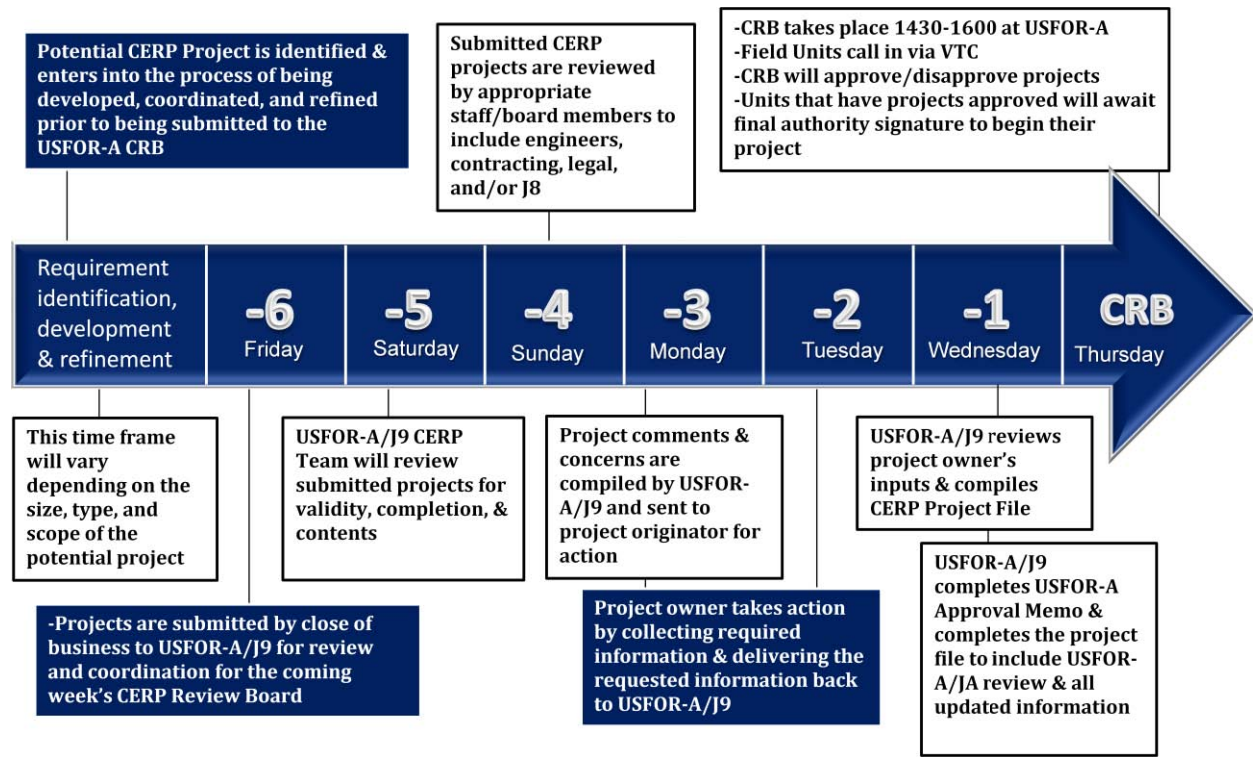
TIME AND ATTENDANCE

- A. The USFOR-A CERP Review Board (CRB) will convene weekly, to review all projects above the specific Commander's (*Regional Command or organizational*) authority. The board will validate all project nominations are legitimate and advisable for CERP usage. The location and time may vary dependent on operational requirements. Emergency nomination packages will be boarded on a

case-by-case basis, as determined by USFOR-A J9. The CRB may be cancelled by the USFOR-A J9 Director at his discretion.

- B. The board will be chaired by the USFOR-A Chief of Staff and the voting members are the J8 (Resource Management), J9 (Civil Affairs), JPI (Engineer), CCC (CENTCOM Contracting Command), SJA (Staff Judge Advocate), USAID and U.S. Embassy. Personnel from other organizations may attend as advisors.
- C. CERP personnel at the Regional Command level or USFOR-A Det level will attend the USFOR-A CRB either by VTC, telephone, or in person to brief projects being boarded, gain situational awareness on the program, and receive lessons learned from each board.
 - 1. CERP nomination packages should be detailed enough to stand on their own; however, subject matter experts are essential to the board review process and can assist in providing additional historical information and ensure the board has all the facts required to make an informed recommendation to the USFOR-A Deputy Commander, USFOR-A Commander, USCENTCOM Commander, and OSD. Furthermore, the board members provide insight and knowledge from their respective functional areas resulting in project and funding de-confliction and guidance.
 - 2. Outside units may attend the board, either in person, via telecom, or VTC, please notify the USFOR-A J9 CERP Program Manager no later than 48 hours in advance.

**Figure 3.1
CERP Review Board Timeline**



REQUIREMENTS

- A. Projects submitted to the CRB need to have complete and accurate project files uploaded into CIDNE. *(For a list of documentation required in a nomination package, see Annex B).*
- B. Prior to the project being presented to the USFOR-A CRB, USFOR-A J9 will assess each project and ensure all documentation has been received and completed properly. The complete package will then be staffed through the voting members and other staff functionals (as appropriate).

REVIEW AND APPROVAL PROCESS

- A. All projects presented to the USFOR-A CRB will be approved, disapproved, or deferred for additional information. The board must have sufficient responses to the following six questions and USFOR-A's priorities for the Afghanistan Theater of Operations.

1. Foundation:
 - a. How does this project satisfy an urgent humanitarian or reconstructive need in the a) short-term and b) long-term? In other words, how does this project alleviate a chronic absence of essential goods or services in your AO?
 - b. Does the project violate any of the CERP prohibitions identified in DoD FMR 7000.14-R, Volume 12, Chapter 27?
 - c. Is there a capacity within the area to maintain and operate this requirement (i.e. staffing, funding for recurring operational costs, funding for equipment and supplies, etc.)?
 2. Local:
 - a. Is this project on the Provincial Development Plan (PDP)?
 - b. If not, which GIRoA leader (local, provincial or national) has endorsed or requested this project?
 3. Regional: What is significant about this project and area to the USFOR-A's four Lines of Operation strategy? (*Some examples of Lines of Operations are Security, Governance, Development, and Strategic Communications*)
 4. National: Which of the USFOR-A goals does this project align with and how will it support the four Lines of Operation?
 5. Metrics:
 - a. Was a preliminary assessment done to find metrics by which to measure this project's success?
 - b. When and how will these results be measured?
 - c. What is the target goal for the results? What end-state is this project trying to achieve?
 6. Funding: Is another funding source already available?
- B. After the USFOR-A CRB, USFOR-A J9 will publish board minutes within 48 hours on the USFOR-A J9 SharePoint detailing the status of nomination packages pending a USFOR-A decision, the status of nomination packages pending a USCENTCOM and/or OSD decision, and finally, the board's discussions and recommendations.

1. For projects up to \$1M, if the project is approved by the board, USFOR-A J9 will route the nomination package through USFOR-A DCDR-S for final approval and signature.
 - a. Once approved, USFOR-A J9 will provide the approval letter legal review to the CERP Program Manager(s) to upload in CIDNE.
 - b. Once the PR&C has been certified and returned to the Project Manager (PM), the Project Manager (PM) will then change the project status, upload the PR&C, and add the STANFINS number in CIDNE.
2. For projects greater than or equal to \$1M, if the project is approved by the board, USFOR-A J9 will route the nomination package through the USFOR-A DCDR-S to the USFOR-A Commander for endorsement and forward to USCENTCOM.
 - a. Once approved by USFOR-A, USFOR-A J9 will forward the nomination package and slides to USCENTCOM CCJ8 for coordination and the USCENTCOM Commander's final approval and signature.
 - b. If approved, USCENTCOM CCJ8 will email the approval letter and any other supporting documentation to USFOR-A J9. USFOR-A J9 will then notify the CERP Program Manager and provide all approval documentation to be loaded in CIDNE by the Project Manager (PM).
3. For projects between \$5M and \$20M, if the project is approved by the board, USFOR-A J9 will route the nomination package through the USFOR-A DCDR-S to the USFOR-A Commander for endorsement and forward to USCENTCOM.
 - a. The proposed project will be routed through CENTCOM according to the process above and once approved, the project will be sent to OSD for final approval.
 - b. Once approved, OSD will send the OSD approval letter, signed PR&C, and any other OSD approval documentation to USFOR-A J9.
 - c. USFOR-A J9 will notify the CERP Program Manager and provide all approval documentation to be loaded in CIDNE by the Project Manager (PM).
4. If a project is greater than or equal to \$20M, it will be submitted for review and consideration of other funding sources (i.e. AIF).

5. If packages are disapproved, USFOR-A J9 will coordinate with the CERP Program Manager or Project Manager (PM) for revision or project cancellation.
6. If packages are deferred due to unresolved issues or funding (by either board), USFOR-A J9 will work the issues with the responsible organizations. Once the issues have been resolved or funding has been received, USFOR-A J9 will re-board the package. *(The steps illustrated in Para 4.B.1 - 4.B.3. will then be repeated as applicable).*

C. Construction Projects must consider the following prior to approval:

1. Does the project have a U.S. Government Engineer Approved Design?
2. Will the U.S. Government have an engineer performing oversight?
3. Who will be the supporting unit and what is their COR strategy?
4. Does the project have support of the PRT?
5. What will be the role of the PRT oversight, if applicable?
6. What is the risk of the project not being completed?
7. How will you assess the capability of the awardee to perform this project?
8. Has this type of contract been done in this area in the past and how successful was the project?
9. What is the security situation on access to the site where construction will be performed?

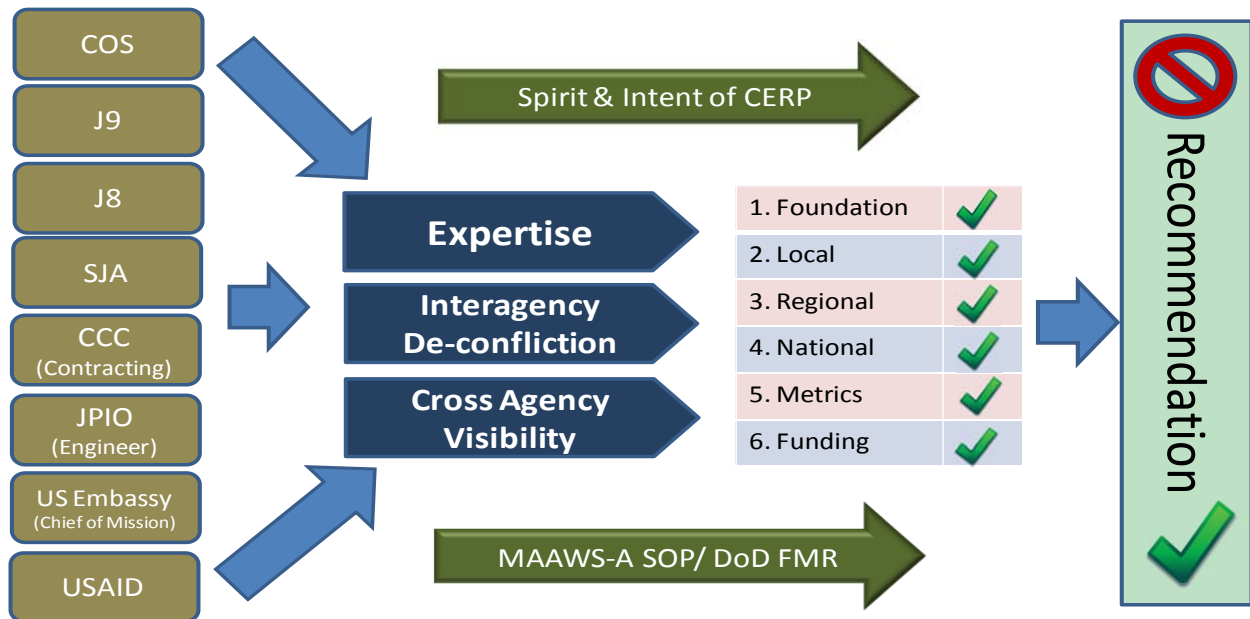
D. The guidance and principles of COIN Contracting must be considered for all CERP projects. The following questions should be addressed:

1. Has a potential contracting office been identified by the requiring activity? If so, has the requiring activity worked with a prospective contracting officer to review requirements and provide feedback, and plan for the procurement?
2. Has the Afghan First Program and —~~the~~ “Buy Afghan, Buy Afghan” been considered to satisfy requirements?
3. Does the project have the potential to build Afghan capacity? Is there potential for a training program, education programs, and development of technical skills?

4. Have potential existing local partnerships been identified that could satisfy the requirements? If so, have they received the solicitation or a request for proposal? Have provisions been made to assist local Afghan firms in the procurement process?
5. Have potential local Afghan vendors been identified through various sources to include past performance, if available?
6. Does the requirements document (SoW or performance work statement) require the prime contractor to have subcontracting plans to hire Afghan personnel?
7. Have steps been taken to ensure adequate oversight to enforce contract requirements? Are those identified personnel trained and qualified if special skills are required?
8. Have the vendors been vetted through the local RC vendor vetting process? If so, have the results been considered before awarding a contract?
9. Have the projects included officials at the GIRoA, provincial, district, and village levels? Have their positions been considered?
10. Have arrangements been made for public affairs to participate in key events to —~~at~~ the word out?”

Figure 3.2
CERP Review Board Process Summary

CRB Process Summary



FILE MAINTENANCE

- A. Project nomination packages that are routed to the USFOR-A CRB will be maintained electronically in CIDNE.

CHAPTER 4: CIDNE PROJECT REPORT MANAGEMENT

1. [PURPOSE AND OVERVIEW](#)
2. [INITIATING A NEW ADR](#)
3. [UPDATING AN ADR FOR CERP PROJECTS](#)
4. [COMPLETING / CLOSING AN ADR](#)
5. [INITIATING AN ADR FOR ADVANCE BULK FUNDS](#)
6. [COMPLETING / CLOSING AN ADR FOR ADVANCE BULK FUNDS](#)
7. [CIDNE ADR HELPFUL HINTS](#)

PURPOSE AND OVERVIEW

- A. Combined Information Data Network Exchange (CIDNE) is the official central database for tracking all CERP projects. The Afghan Development Report (ADR) is a CERP project report completed on each project or activity utilizing CERP funds. The general concept is to establish a database of record that will eventually be the foundation for the GIRoA civil common operating picture.
- B. CERP is an unclassified program; no classified information should be entered into the CERP project tracker fields in CIDNE. Do not enter any names or details about civilian casualties/deaths or mission information in these forms.
- C. It is very important to provide updated information as the project progresses. Critical steps occur when a project goes from being “Nominated” to “In Progress” and when funds have been committed and obligated. For example, the user must return to CIDNE to enter the STANFINS Document # and other pertinent information.
- D. The information entered in the forms will be merged with financial information provided in the Army Financial Systems. The merged data will be used to provide information to senior leaders and Congress on CERP projects; therefore, data quality is very important.

INITIATING A NEW ADR

- A. Apply for an account, if you don't have one.
 1. On the CIDNE homepage, hit ~~o~~gin.”
 2. Click ~~R~~quest Account.”
 3. Fill in all required fields and click, ~~R~~quest Account.” It is recommended you contact (*call or email*) your CIDNE Admin Manager for your unit to ensure he or she activates your account.

- B. Once your account is established and activated, log into CIDNE
- C. Click on —Create Report,” from the list of links on the top of the page and scroll down to the 'Transition' modules.
- D. Near the bottom of the list are the following selections:
 1. Transition | Project Tracker – CERP
 2. Transition | Project Tracker – Other
- E. Choose —Transition | Project Tracker – CERP”
- F. The blank ADR will pop-up. The ADR must be filled in and completed. Any documents completed for the project must be uploaded to the ADR. Upload documents by clicking on the —Media” tab at the top of the ADR homepage. Ensure to select —Unclassified,” when uploading documents.
- G. Complete the following sections:

1. ADR Section 1 (Nominating Phase Section)

The screenshot shows the 'Nominating Phase' section of the 'CERP Project Tracker Report'. The form contains the following fields and options:

- Classification:** A dropdown menu with a red asterisk.
- Releasability:** A dropdown menu with a red asterisk.
- Project Tracker:** A text field containing the value '20101027064238'.
- Project Status:** A dropdown menu with 'None Selected' and a red asterisk.
- Project Title:** A text field.
- Short Project Description:** A text area with a red asterisk.
- Project Details And Justification:** A text area.
- Project Category:** A dropdown menu with 'None Selected' and a red asterisk.
- Is This Project A Bulk Fund?:** A dropdown menu with 'None Selected' and a red asterisk.
- Project Manager/COR:** A text field with a red asterisk.
- PO/Contracting Office:** A text field.
- Funding Fiscal Year:** A dropdown menu with '2010'.
- Pay Agent:** A text field.
- Estimated Cost (USD):** A text field with a red asterisk.
- STAINFINS Document No:** A text field.
- Is Project >= \$500,000?:** A dropdown menu with 'No' and a red asterisk.

- a. **Classification:** Select —Unclassified.” In order to ensure maximum release, non-essential personnel, unit names, and Forward Operating Base (FOB) names and terms such as, SOF or ODA, should not be included in the title, description or problem statement. **NOTE:** It is extremely important to select the, —Unclassified,” option so there are no issues with project data merging with financial data.
- b. **Releasability:** Where or to whom the information is permitted to be released. *Most projects are FOR OFFICIAL USE ONLY.*

- c. **Project Tracker:** This field is automatically populated with a number also known as the –CIDNE Project Number.”
- d. **Project Status:** Select the appropriate field from the drop down list. This field must be updated in CIDNE as the project status changes. When first beginning a project, this field will be, —~~n~~minated.”
- e. **Project Title:** The name of the project. The title should be specific to the project and include the general location, such as the name of the village or district (i.e. Qalat 20-classroom Girl’s school, Nijrab Asphalt Road—15kM, etc.)
- f. **Short Project Description:** This field requires a 2-3 sentence description that will be included in the Congressional Report. It is important to provide a concise and accurate description of the project. This field should accurately reflect the scope and intent of the project. The 2 or 3 sentences need to explain what you are doing and for whom. It should be understandable to the layman that knows nothing about the project. Do not use capital letters, acronyms, or abbreviations.
- g. **Project Details and Justification:** Enter any additional project details and specific justifications in this field. This section can include a brief summary of the project’s purpose and objectives. What the unit believes will be the end result(s) of the project (*for example, providing clean water for sanitation, access to health care facilities, improved access to centers of commerce*). Define the **EFFECTS** of the project.
- h. **Project Category:** Select the appropriate category from drop down list, which include the 20 approved categories as specified in DoD FMR 7000.14-R, Volume 12, Chapter 27 and the MAAWS-A CERP SOP.
- i. **Is This Project a Bulk Fund?** If yes is selected, a new section appears below. It can be filled in at a later date when receipts for expenditures are returned. See Section 5 for Advance Bulk Funds specific instructions.
- j. **Project Manager/COR:** Enter the name of the Project Manager (PM). For projects under \$25K, the Project Manager (PM) will be the same as the Purchasing Officer (PO).
- k. **PO/Contracting Office:** Enter PO/ Contracting office.
- l. **Funding Fiscal Year:** Select the correct FY.

- m. **Pay Agent (PA):** Enter the name of the PA when cash payments are involved with the project. If the project is using EFT to make payment, enter in the Finance Office that will be making the payments.
- n. **Estimated Cost:** Input the cost estimate (in U.S. Dollars) of how much the project will cost in U.S. dollars based on the project's Independent Government Cost Estimate (IGCE). This dollar amount will match the estimated cost on the PR&C and the rest of the supporting documentation in the project packet. The estimated cost for the project will not change once the project is approved and will remain unchanged for the life of the project.
- o. **STANFINS # (Financial Tracking #):** Input the STANSFINS # from the PR&C (Block 2) in this field. The STANFINS # is a 14 character alphanumeric reference number linked to the Army Financial System.
- p. **Is Project >= \$500,000:** Select Yes/No. A new section located below the —Completed/Terminated” section will appear with required fields. Fill out the fields (see *ADR Section 4*).

2. ADR Section 2 (*CERP Prohibited Uses*)

CERP Prohibited Uses	
Does The Project ...	
<ul style="list-style-type: none"> • Benefit the US, Coalition, or other supporting personnel directly or indirectly? • Provide Goods, services, or funds to national armies, national guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, intelligence, or other security forces? • Qualify as a weapons buy back project (except as authorized by law and separate implementing guidance, weapons buy back programs, or other purchases of firearms or ammunition)? • Provide Entertainment? • Provide a reward program? • Purchase firearms, ammunition, or fund the removal of unexploded ordinances? • Duplicate services available through municipal governments? • Provide salaries, bonuses, or pensions of host nation military or civilian government personnel? • Train, equip, or provide operating costs of host nation security forces? • Conduct Psychological Operations, Information Operations, or other US, Coalition, or Host Nation security force operations? • Support individual or private business? • Co-mingle CERP and other funds? 	
Does The Project Contain Any Of The Above?	<div>None Sel</div> <div>IF ANY ARE TRUE, THE PROJECT DOES NOT QUALIFY FOR CERP FUNDING.</div>

- a. **Does This Project Contain any of the Above?** Ensure the project does not violate any of the prohibitions of the CERP (*reference Chapter 1*). Select Yes/No from the drop down.

3. **ADR Section 3 (within the nominating phase section underneath the prohibited uses section)**

The screenshot shows the ADR Section 3 form. It includes two date pickers: 'Planned Start Date' and 'Estimated Or Actual End Date', both with Day, Month, Year, and Today buttons. Below these are two dropdown menus: 'Unit Making Proposal' and 'Regional Command' (currently set to 'None Selected'). At the bottom is a large text area labeled 'Project Updates'.

- a. **Planned Start Date:** Enter Day, Month, Year.
- b. **Estimated or Actual End Date:** Enter Day, Month, Year. This field will be the **estimated completion date**, once the project is completed; the completion date will entered into a different field.
- c. **Unit Making Proposal:** Enter in the unit who is submitting the proposal for the project. In most cases this will be the Project Manager (PM)'s unit.
- d. **Regional Command:** Select the Regional Command the project is taking place in.
- e. **Project Updates:** During the nomination phase of a project, there may be no updates to be annotated, but as the project progresses the Project Manager (PM)/PO will utilize this section to add updates on the project (see Section 3).

4. **ADR Section 4 (Additional Information: CERP Project \$500K or Greater):**
If the project is greater than \$500K the below section will appear when you select **Yes** for the drop down box that asks if the project is \$500K or more.

The screenshot shows the ADR Section 4 form, titled 'Additional Information'. It includes a header 'CERP Project >= \$500,000'. Below this are several fields: 'Justification For Project Costing Greater Than \$500,000:', 'Description Of Plan To Transfer Project To Government:', 'Amount Of GIRA Funds For Project:', 'Number Of Local Citizens Working On Project:', 'Number Of Local Citizens To Benefit From The Project:', 'Is Project Benefitting Internally Displaced Citizens?' (with a 'None Selected' dropdown), 'Is Sustainment Required Or Arranged?' (with a 'None Selected' dropdown), and 'Transfer Date To Afghanistan Government:' (with Day, Month, Year, and Today buttons).

- a. **Justification:** Enter in and provide the justification on why this project costs more than \$500K and why it is needed.
- b. **Description of Transfer Plan:** Enter in the turnover plan in terms of transferring the project to the sustaining Afghan organization. Include

information here that is included in the Sustainment Memo such as the organization that will be taking the project over (the sustaining organization) and their capability to take on the operations and maintenance of the project.

- c. **GIROA Funds:** Input the dollar amount of funding the GIROA is providing for the project. If they are not providing any funding, just enter in —\$.”
- d. **Local Citizens Working on Project:** Enter in the number of Local Citizens/Nationals that will be working on the project.
- e. **Number of Local Citizens to Benefit from the Project:** Enter in the number of local citizens that will benefit from the project.
- f. **Benefiting Internally Displaced Citizens:** Select Yes or No.
- g. **Sustainment Required:** Select Yes.
- h. **Transfer Date to the GIROA:** Enter in the date.

The screenshot shows a form titled "Additional Information" with three main sections, each with a text input field and a small icon on the right:

- Problem Statement:** The text input field is preceded by the label "How Does This Project Satisfy An Urgent, Chronic, Or Acute Humanitarian Need:". Below this section is a horizontal line.
- Immediate Benefit To The Local Population:** The text input field is preceded by the label "How Will The Unit Be Able To Measure The Success Of The Project:". Below this section is a horizontal line.
- Sustainability Of The Project:** This section contains a drop-down menu labeled "How Do We Plan To Make It Last:" with "None Selected" as the current selection. Below the drop-down is a text input field preceded by the label "Explain Which Ministry, Organization, Leaders, Or Other Groups Will Be Sustaining This Project:". Below this section is a horizontal line.

- i. **Problem Statement:** Explain what need or issue the project is addressing and how the project will resolve it.
- j. **Immediate Benefit to the Local Population:** Explain what metrics, benefits, and effects the Project Manager (PM)/PO will use in order to measure the impact and success of the project.
- k. **Sustainability of the Project:** Use the drop-down list in the first field and use the text box below to build upon the selection made in the drop-down box. State specifically which organization will be sustaining the project.

5. ADR Section 5 (Additional Information: Stability of Local Partner)

Stability Of Local Partner	
Has The Project Proposal Been Coordinated With:	
GIROA None Selected	If Yes, POC Name: <input type="text"/> Email: <input type="text"/> Phone: <input type="text"/>
PRT None Selected	If Yes, POC: <input type="text"/> Email: <input type="text"/> Phone: <input type="text"/>
PDP None Selected	If Yes, POC: <input type="text"/> Email: <input type="text"/> Phone: <input type="text"/>
Other Agencies In The AOR None Selected	If Yes, POC: <input type="text"/> Email: <input type="text"/> Phone: <input type="text"/>
Local Population None Selected	If Yes, POC: <input type="text"/> Email: <input type="text"/> Phone: <input type="text"/>
To Whom In The Afghan Government Will The Project Be Transferred: <input type="text"/>	
Have The Local Leaders Or Provincial Ministers Identified This As A Priority: None Selected	

- Project Proposal Coordination:** For each field, select ~~Yes~~ or ~~No~~ from the drop-down boxes. For any drop-down selection entered as a ~~Yes~~ there must be corresponding POC name, email, and phone information in the appropriate fields.
- To whom in the GIROA will the Project be Transferred?** Enter in the name and organization POC the project will be transferred to within the Afghan government.
- Have Local Leaders or Provincial Ministers Identified this as a Priority:** Select from drop-down.

6. ADR Section 6 (Additional Information)

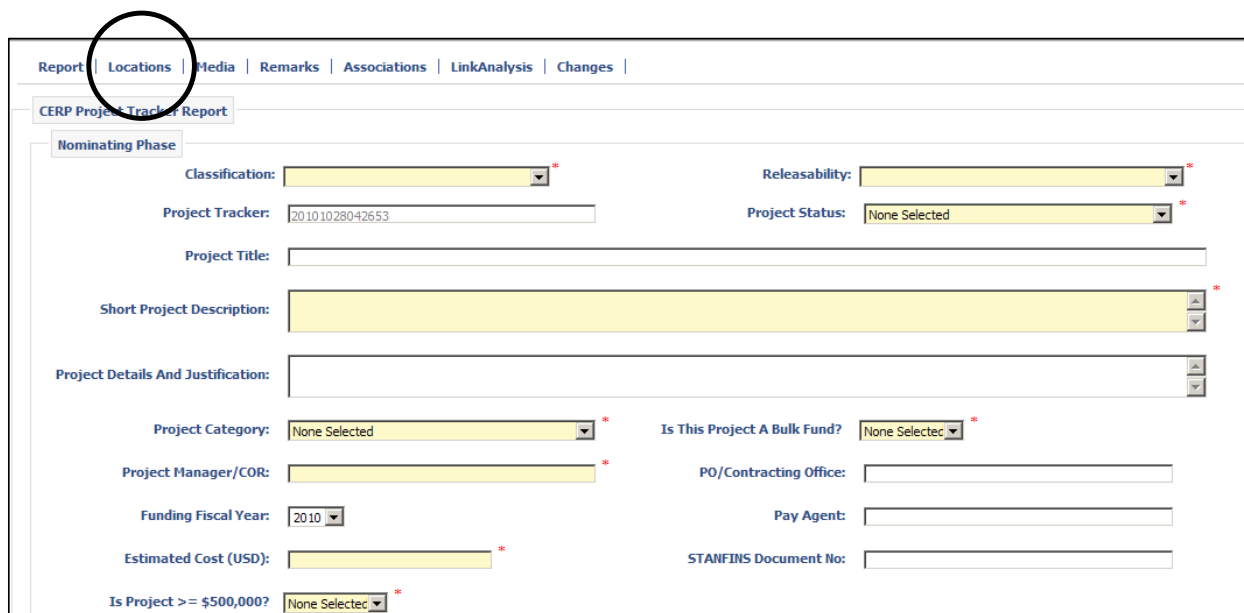
Number Of Local Population Engaged In The Project	
How Many LIs Are Involved In The Execution Of The Project?: (Number Of People Employed) None Selected	
Number Of Locals Benefiting	
Estimated Number Of Locals Who Will Benefit From This Project: <input type="text"/>	
What Are The Primary And Secondary Benefits: <input type="text"/>	
Executability Of The Project	
How Long Will It Take To Complete: None Selected	Is Weather Expected To Be A Factor: None Selected
Are There Any Restrictions For The Time-Frame For Building Or Execution: None Selected	Is Security Expected To Be A Factor: None Selected
Will There Be Any Chance Of The Contractor Needing Extra Services To Complete On Time: None Selected	
If Yes To Any Of The Above, Please Explain: <input type="text"/>	
Relations To Other Similar Efforts	
How Does This Project Fit Into The Overall Plan For The PRT/Landowner In This Sector: None Selected	
Explain Above Response Or Provide Additional Relationships To Similar Efforts: <input type="text"/>	

- a. **Number of Local Nationals Employed:** Select the correct range from the drop-down list.
- b. **Number of Locals Benefiting:**
1. **Estimated Number of Locals Benefiting from the Project:** Enter in the estimated number of Afghans benefiting from this project to include individuals that will either utilize the end product, be employed by the project once complete, or be positively affected by the project.
 2. **Primary and Secondary Benefits:** Describe any primary and secondary benefits this project generates that directly and indirectly affect the local population.
- c. **Executability of the Project:**
1. **How Long will it Take to Complete?** Make a selection from the drop-down list that includes the estimated completion date for the project.
 2. **Is Weather a Factor?** Select Yes or No from the drop-down list based on whether or not weather will be a factor in the project. For example, if the project involves construction and the winter weather will inhibit project progress the correct selection would be ~~Yes~~ "Yes".
 3. **Restrictions on Time-Frame for Execution:** Select Yes or No from the drop-down list based on whether or not there are time-frame restrictions for the project. Restrictions on the time-frame for project execution can be driven by several different dynamics to include weather, personnel, urgency, and other pressures.
 4. **Security:** Select Yes or No from the drop-down list based on whether or not security is expected to be a factor in the project's execution. If the Project Manager (PM)/PO is unaware of the security situation they must engage with the S2 (Security Officer).
 5. **Contractor Needing Extra Services:** Select Yes or No from the drop-down list. This assessment will be made by the Project Manager (PM)/PO based on the entire situation, circumstance, and dynamic of the project. This information will be driven by the security situation, the vendor's capabilities, weather, and other outside factors.
 6. **Explanations to Yes Responses (6.d-h):** If any of the responses for 6.d-h are yes, explain why in this section.

d. Relations to Similar Efforts:

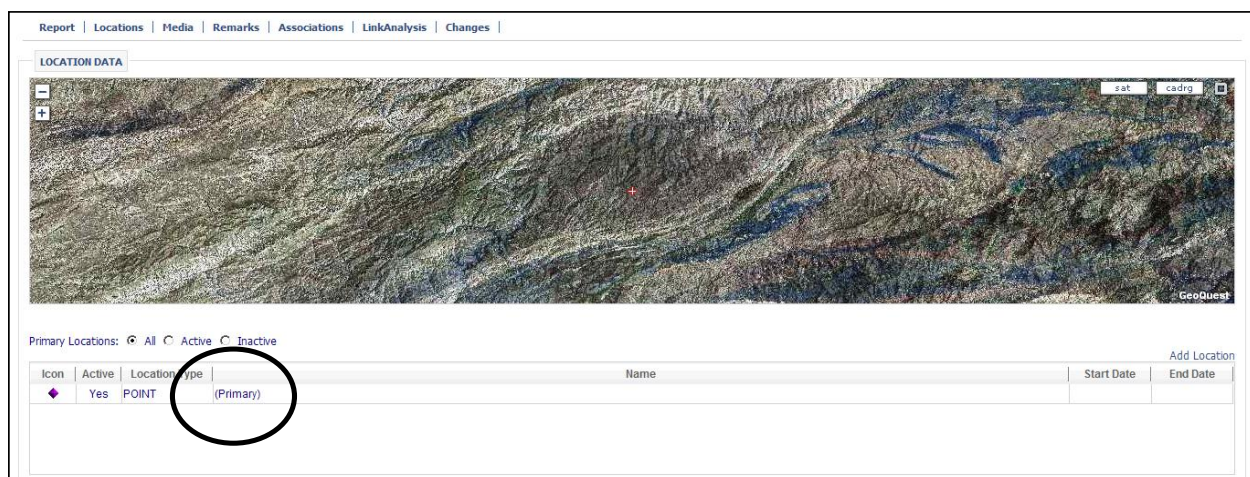
1. **Overall Plan for PRT/Landowner:** Select the best answer from the drop-down list that applies to the project.
2. **Explanation:** Explain the selected response from 6.j and provide any additional information on how the project fits into the overall plan for the unit, the local GIRoA, and other applicable organizations.

7. Location Data Tab



The screenshot shows the 'CERP Project Tracker Report' form. The 'Locations' tab is highlighted in the top navigation bar. The form contains several fields for project information, including Classification, Project Tracker, Project Title, Short Project Description, Project Details And Justification, Project Category, Project Manager/COR, Funding Fiscal Year, Estimated Cost (USD), Is Project >= \$500,000?, Releasability, Project Status, Is This Project A Bulk Fund?, PO/Contracting Office, Pay Agent, and STANFINS Document No. The 'Locations' tab is circled in the top navigation bar.

- a. Click on the —Location” Tab to bring up the location data entry fields.



The screenshot shows the 'LOCATION DATA' tab. It features a map of a landscape with a red crosshair. Below the map is a table of 'Primary Locations'. The table has columns for Icon, Active, Location type, Name, Start Date, and End Date. The 'Location type' column is circled, showing the value '(Primary)'. The 'Active' column has a 'Yes' value. The 'Icon' column has a diamond icon. The 'Start Date' and 'End Date' columns are empty.

Icon	Active	Location type	Name	Start Date	End Date
◆	Yes	POINT (Primary)			

- b. Click on the —(Primary)— row or the —Add Location— button.

Primary Locations: ☒ All ☐ Active ☐ Inactive

Icon	Active	Location Type	Name	Start Date	End Date
	Yes	POINT	(Primary)		

[Add Location](#)

To define a Custom Location, you may:
 1. Select a Custom Location from the picklist below (constrain using "Custom Type") OR
 2. Create a new Custom Location by typing an MGRS or clicking the globe to open the map.*
 3. **OPTIONAL:** Click "Save Location" to save the custom shape to the Custom Location list visible to your group or all users.
 * Right click the map to capture an MGRS or to draw a custom shape (MGRS (Lat/Lon) is the approximate center point of the custom shape).

Location Type: Custom Location:

MGRS: Name:

Save Custom Location to picklist for: [Save Location](#)

Province: MSC:

City: AO:

Village:

Village Search [Search](#)

Description:

[Close](#) [Delete](#)

- c. **MGRS:** Input the 10-digit Military Grid Reference System (MGRS) coordinates. The MGRS data will auto-populate the other fields. Once entered in, ensure the auto-populated Province, District, and City data is correct. **Note:** You can also select the location from the map.
- d. For roads, enter the beginning MGRS and the ending MGRS (*and the coordinates for any major directional changes in the road and/or bridges*).
- e. In the —Description— section, provide additional information on the grid coordinate (i.e. starting point, ending point, location of the well, location of the school).
- f. It is paramount that the MGRS coordinates inputted are as accurate as possible. The MGRS coordinates are used to map projects for Congressional level reporting. Also, USAID, USACE, NGOs, and the GIRA use the MGRS coordinates to ensure projects are properly tracked, maintained, and there is no duplication of efforts.

Primary Locations: ☒ All ☐ Active ☐ Inactive

Icon	Active	Location Type	Name	Start Date	End Date
◆	Yes	POINT	(Primary)		

To define a Custom Location, you may:
 1. Select a Custom Location from the picklist below (constrain using "Custom Type") OR
 2. Create a new Custom Location by typing an MGRS or clicking the globe to open the map.*
 3. OPTIONAL: click "Save Location" to save the custom shape to the Custom Location list visible to your group or all users.
 * Right click the map to capture an MGRS or to draw a custom shape (MGRS (Lat/Lon) is the approximate center point of the custom shape).

Location Type: Custom Location:

MGRS: Name:

Save Custom Location to picklist for:

Province: HSC:

City: AD:

Village:

Village Search:

Description:

- g. If the project has multiple locations, click the —Add Location” button and add each location as necessary.

UPDATING AN ADR FOR CERP PROJECTS

After the project is approved, the below sections (*as well as the —Completed / Terminated” section*) are the only ones to be updated, unless substantial changes are made to the project, in which the project will need to be re-approved.

- A. Log into CIDNE
- B. Click on —Search,” at the top of the page.
- C. In the Report Types drop-down, select —Transition-CERP Project – Other,” if the project was initiated prior to 15 Nov 2010 and —Transition-CERP Project – CERP,” if the project was initiated after 15 Nov 2010.
- D. In the keyword section, enter in the project’s CIDNE number and click —Search.”
- E. Click the project from the list at the bottom of the page to open up the ADR.
- F. Go to the drop-down menu at the top right of the screen and choose —Edit this report.”
- G. Update the following sections (as applicable):
 1. **Project Status:** Current state the project is in. Updates must be timely and accurate.

- a. **~~In Progress~~**: This status applies when the project has been approved and the funding document (*DA Form 3953 (PR&C)/DD Form 1149*) has been certified and received by the Project Manager (PM) (*funds have been committed*). **NOTE:** CERP funds should not be in committed status for more than 60 days, except under extraordinary circumstances, which should be annotated in the **“Updates”** section. This status also applies when the project has been obligated (i.e. contract awarded). This will happen once the project has been approved by the appropriate U.S. Commander and the Project Manager (PM)/PO has awarded a contract to a selected Afghan vendor to accomplish the project. **NOTE:** Once obligated, ADRs should be reviewed and updated by the Project Manager (PM) every 30 days and no later than the 3rd of each month.
- b. **~~Completed, Transferred~~**: When the project has been completed and transferred to the sustaining Afghan organization.
- c. **~~Completed, Not Transferred~~**: When the project has been completed, but has not yet been transferred to the sustaining Afghan organization.
- d. **~~Terminated~~**: When the project has been terminated or canceled and can be closed in accordance with this SOP.

2. Project Updates:

The screenshot displays the CERP Project Management System interface. On the left, a sidebar menu lists various categories: Draft (82), Inbox (7), Sent, Deleted (8), Subordinate Queues, Communities (selected), Man, Operations, PSYOP, Exploitation, Intelligence, CMO/CAO, APTKB, Engagement, and Target. The main content area is titled 'CERP Prohibited Uses' and contains a section 'Does The Project ...' with a list of prohibited activities. Below this, there are fields for 'Planned Start Date', 'Estimated Or Actual End Date', 'Unit Making Proposal', and 'Regional Command'. A 'Project Updates' text field is circled in red. At the bottom, there are fields for 'Project Completion Date', 'Last Payment Date', 'Actual Contract Jobs Created', and 'Actual Permanent Jobs'.

- a. The **first update** is required to be inputted **immediately following the project being obligated**. Then, subsequent updates should be provided with each Quality Assurance Assessment and/or as the information changes.
- b. When making updates within the text field ensure to include:

1. Date the update was made.
 2. Person making the update.
 3. Any comments concerning the project to include percent complete, Quality Assurance Visits, vendor performance, and project success, issues, and changes. Also, include the name of the contractor or vendor who has been selected to perform the work for the project.
- c. When making updates on the project, all new documents created or updated must be uploaded in the —Media” section.
- d. If new locations are identified for the project, add the new location data into the —Location” tab.

COMPLETING / CLOSING AN ADR

This will be updated only when the project has been completed, completed and transferred, or terminated/canceled.

The screenshot shows a web form titled "Completed / Terminated". It contains several input fields and date pickers:

- Project Completion Date:** A date picker with dropdowns for Day, Month, and Year, and a "Today" button.
- Last Payment Date:** A date picker with dropdowns for Day, Month, and Year, and a "Today" button.
- Actual Contract Jobs Created:** A text input field.
- Actual Permanent Jobs:** A text input field.
- Actual Completion %:** A text input field.
- Additional Explanation For Closure/Termination:** A large text area with a vertical scrollbar.
- Project Results:** A large text area with a vertical scrollbar.

- A. **Project Completion Date:** Use the drop-down lists to select the project completion date. This date is when all goods and services have been delivered and final inspection of those has been completed.
- B. **Last Payment Date:** Use the drop-down list to select the date the last payment was made on the project.
- C. **Actual Contract Jobs Created:** Enter in the number of jobs actually generated through executing the project. This is the number of local Afghans employed by the vendor when executing the project.
- D. **Actual Permanent Jobs:** Enter in the number of jobs permanently created by the project. This will be the number of jobs created or added by the project that relate to operating and maintaining the end result of the project.

- E. **Actual Completion %:** Enter in the percentage of the project completed upon the completion or termination date. If the project is completed, this field should reflect 100%. If the project was terminated, the Project Manager (PM)/PO must annotate the percentage of the project completed prior to termination or cancellation.
- F. **Additional Explanation for Closure/Termination:** Enter in information concerning why the project is being closed out or terminated. For completed projects, the Project Manager (PM)/PO can simply annotate all goods and services have been delivered and any other relevant information. For terminated projects, the Project Manager (PM)/PO must explain in specific detail why the project was terminated.
- G. **Project Results:** Identify the results of the project and articulate if/how the project goals and performance metrics were met.
- H. **Media:** Upload all closing documents into the —Media” section of the ADR once the project has been officially closed-out by the Project Manager (PM)/PO, Resource Management, Finance, and signed by the Commander. These documents include the signed and completed ADR, all invoices from the vendor, all payment documents, any updates to the contract, signed (by the Commander) Project Clearance Memo, and the Resource Management endorsed ODS print-out.
- I. **Project Status:** Ensure the —Project Status” field is updated to reflect the correct status of the project.

INITIATING AN ADR FOR ADVANCE BULK FUNDS

Complete all sections described in Section 2 (Initiating a New ADR). Ensure the drop-down selection for Advance Bulk Funds is selected —Yes.” (See *Chapter 8 for an example/template of an Advance Bulk Fund Nominated ADR*).

COMPLETING / CLOSING AN ADR FOR ADVANCE BULK FUNDS

- J. Complete all sections described in Section 4 (Completing/Closing an ADR).
- K. When closing out Advance Bulk Funds in the ADR, the Project Manager (PM)/PO must ensure the —Bulk Fund Details” section is added and completed.

Planned Start Date: Day Month Year Today
 Estimated Or Actual End Date: Day Month Year Today
 Unit Making Proposal: Regional Command: None Selected
 Project Updates:
 Bulk Fund Details
 Add
 Project Completion Date: Day Month Year Today
 Last Payment Date: Day Month Year Today
 Actual Contract Jobs Created: Actual Permanent Jobs:
 Actual Completion %:
 Additional Explanation For Closure/Termination:
 Project Results:
 Additional Information
 Problem Statement
 How Does This Project Satisfy An Urgent, Chronic, Or Acute Humanitarian Need:
 Immediate Benefit To The Local Population
 How Will The Unit Be Able To Measure The Success Of The Project:

L. To add Advance Bulk Fund details into the ADR, click on the —Add button.

Bulk Fund Details
 Add
 Bulk Fund STANFINS/DRIC (Block 2 OF PR&C)
 Bulk Fund Project Category: None Selected
 Bulk Fund Short Description:
 Bulk Fund Province: None Selected
 Bulk Fund District: None Selected
 Bulk Fund US \$ Spent:
 Bulk Fund Completion Date: Day Month Year Today
 Delete

M. **STANFINS # (Financial Tracking #):** Input the STANSFINS # from the PR&C (Block 2) in this field. The STANFINS # is a 14 character alpha-numeric reference number linked to the Army Financial System.

N. **Project Category:** Select the appropriate project category from the drop-down list pertaining to the specific expenditure/project. The category must match the type of project this exact expenditure was for.

O. **Bulk Fund Short Description:** Provide a short description of the expenditure/project. Include the details on the corresponding SF 44 to include who or what organization was paid, what it was for, and what was delivered.

P. **Province:** Select the Province the expenditure was executed in.

Q. **District:** Select the District the expenditure was executed in.

R. **U.S. \$ Spent:** Enter in the U.S. Dollar amount spent on this specific project.

- S. **Completion Date:** Select the date the project occurred from the drop-down list.
- T. Add a —~~Blk~~ Fund Details” section for each expenditure executed under the Advance Bulk Fund. Ensure that each field is filled in and completed. These are mandatory fields.

CIDNE ADR HELPFUL HINTS

1. The ADR is a crucial element to CERP data management. The data and documentation entered and logged in the CIDNE database (via the ADR) will provide information and transparency with regards to CERP projects to our leaders, decision makers, politicians, and provide critical project data to the Afghans, once fully transitioned to them.
2. **The ADR cannot be submitted and published unless all fields are entered.** All fields within the ADR are important and must be filled in. The ADR will not allow the user to submit, publish, or update the report without entering in or filling out all the fields.
3. When searching for CERP records; if the project was initiated before 1 November 2010, the user should search for that record under the —~~Transition~~ Project Tracker – Other” category or report. If the project was initiated after 1 November 2010, the user should search under the —~~Transition~~ Project Tracker – CERP” category or report.
4. If there is a cost increase and a request for additional funds for a project after it has been nominated and approved, the original estimated cost in the ADR will not be changed. The new estimated cost must be annotated in the —~~Project~~Updates” section.

CHAPTER 5: PROJECT MANAGER (PM) GUIDE

1. [STANDARDS OF CONDUCT](#)
2. [ROLE OF A PROJECT MANAGER](#)
3. [UCMJ AND PROHIBITIONS](#)
4. [SUBJECT MATTER EXPERTS](#)
5. [SPECIFIC REQUIREMENTS](#)

STANDARDS OF CONDUCT

- A. Due to the increased scrutiny of taxpayer's money in the theater of operations and more specifically, in the CERP program, the appearance of impropriety can give the Coalition Forces and our mission a negative image around the world. The Project Manager (PM)'s conduct and behavior shall be above reproach. PMs shall not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from anyone in business or seeking business from the U.S. Government (USG). (*Reference DoD 5500.7-R, Joint Ethics Regulation*).

ROLE OF A PROJECT MANAGER

- A. Project Manager (PM) serves as the Commander's representative and Contracting Officer Representative (COR) for each project assigned. The Project Manager (PM) is responsible for managing the project from cradle to grave. The Project Manager (PM) must manage the development, validation, approval, execution, closure/turnover of each project assigned. The Project Manager (PM), as the COR, is responsible for managing project contracts that are generated from assigned projects. PMs do not obligate the government, make payments or perform any other duties of the Purchasing Officer (PO) or Warranted Contracting Officer (KO). The Project Manager (PM) serves as the liaison between the Commander, the PO/KO, and the vendor and ensures each project is executed according to the agreed upon contract and statement of work resulting in the desired delivery of goods or services

UCMJ AND PROHIBITIONS

- A. Should there be any injury, loss of life or property as a result of not performing the above with due diligence, the Project Manager (PM) as noted in this chapter can be subject to pecuniary and legal liability, to include UCMJ action.
- B. Pecuniary and Legal Liability: PMs may be subject to pecuniary liability, and/or could face UCMJ action, for authorizing purchases prohibited by the DoD FMR 7000.14-R, Volume 12, Chapter 27, and this publication; or willfully and knowingly entering into contractual agreements with vendors. Only the PO or the Contracting Officer can enter the USG into a contractual agreement.

- C. When in doubt, contact the Resource Management (RM) Office or Regional Contracting Command.

SUBJECT MATTER EXPERTS

- A. PMs (if unqualified) should seek engineering or contracting support to accomplish the following general duties:
1. Conduct a Quality Assurance (QA) Assessment and complete a sound Statement of Work.
 2. Determine if the project is adequately designed before construction or installation. The Project Manager (PM), if not qualified, must consult a professional engineer (*does not need to be U.S.*) to ensure that the project design is adequate. Furthermore, the Project Manager (PM) can use CERP to fund proper project design if specifically required.
 3. Determine if seismic standards need to be addressed. In certain areas of the country there is more seismic activity than others. The Project Manager (PM) must ensure the project follows seismic design standards when constructing buildings along the fault line or in other high risk areas. The Project Manager (PM), if not qualified, must consult with the project engineer to ensure the design and plan for the construction meets minimum seismic standards (International Building Code).
 4. Determine if the construction or rehabilitation meets the standards of the design.
 5. Determine if the contractor and the USG's quality assurance plan are adequate.
 6. Determine the adequacy of the sustainment plan.
 7. Determine if the project results are consistent with the original objective.

SPECIFIC REQUIREMENTS

- A. **Project Performance Metrics:** Performance metrics are essential in ensuring CERP funds are being applied to projects that are truly beneficial and are achieving the desired objectives they have been set out to accomplish. Performance metrics must be included within the CIDNE ADR for all CERP projects that cost \$50K or more. Performance metrics must be rolled into and included in the Project Manager (PM)'s Quality Assurance (QA) program for each project requiring performance metrics.

B. Quality Assurance (QA) Assessment:

1. The Project Manager (PM) is responsible for ensuring a QA assessment is conducted for all CERP projects greater than or equal to \$50K. Each QA assessment will be added to the ADR as a new ~~update~~ ^{update} (reference *Chapter 4 for CIDNE instructions*). During QA visits the Project Manager (PM) and/or the project engineer will inspect the goods or services delivered and the overall progress and quality of the vendor's work. During the QA visit the Project Manager (PM) or project engineer will note the quality of work being done, whether the goods and/or services delivered are in line with the Statement of Work (SOW), determine if there are any issues/delays, and determine how much of the work has been completed. The QA assessment will document periodic visits to the construction site and include:
 - a. Date and weather.
 - b. Determination of percent complete.
 - c. Number of employees on the site.
 - d. Brief description and photographic evidence of work underway (as applicable).
 - e. Brief description of quality problems encountered, resolution plan, and follow up.
 - f. What functional support attended the site on the visit with the Project Manager (PM); such as engineer, contracting officer, etc?
2. The Project Manager (PM) and project engineer (*if required for the project*) will schedule QA Assessment visits based on the SOW (and PMP for construction projects greater than \$1M). The Project Manager (PM) should conduct QA visits throughout the project's execution cycle and schedule QA visits for each milestone or scheduled mark that is noted in the SOW/PMP. If your SOW/PMP says every 30 days 25% of the project will be completed, then the Project Manager (PM) should visit the site every 30 days to ensure that 25% of the project was actually completed during each 30 day period.
3. If the CERP project involves construction, a certified engineer is required to attend the QA visits with the Project Manager (PM). The engineer, being the subject matter expert, will ensure that the quality of the construction or work being done is to the standard set out in the SOW/PMP. **For construction projects, a minimum of 3 QA visits will be conducted during project execution**, however there may need to be more depending on the size, scope, and scale of the project. There will be a QA visit scheduled when

25%, 50%, and 100% of the work is to be completed or is supposed to be completed. These visits should be scheduled based on the dates annotated in the SOW.

4. The Project Manager (PM), while conducting the QA visits, must also observe, inquire on, and take note of the performance metrics that he/she identified at the outset of the project. The Project Manager (PM) will record updates on the identified performance metrics for that project and then upload the performance metric information into the CIDNE ADR.
5. The Project Manager (PM) is responsible for making QA visits to the project after it has been completed. **The Project Manager (PM) should make QA visits and note performance metrics 60 days, 120 days, and 365 after the project has been completed** to ensure that the project is being sustained and that the project is achieving the desired objectives. The information that is noted on these QA visits must be uploaded into the CIDNE ADR.
6. PMs must ensure that future QA visits that need to take place on projects are included and communicated to their replacements when conducting turnover and transfer of authority during a changeover in personnel.
7. If the Project Manager (PM) on a QA visit notices the project is not being sustained or the metrics are not being met or achieved, the Project Manager (PM) must inform the Program Manager who will inform the Commander of the situation.
 - a. If projects are identified as not being sustained they must be reported to the appropriate approval level. *(For example, if the project was approved by the USFOR-A Commander and at the 120 day post project completion QA visit, it is noted the project is not being sustained by the organization that agreed to sustain it, then it must be reported up the chain of command to the USFOR-A Commander).* For projects not being sustained, this information needs to be communicated to the Commander, as stated above, and the Commander *(or an appointed representative, possibly the Program Manager)* must address the issue or situation with the Afghan organization that signed the Sustainment Agreement.
 - b. For projects that are not being executed to standard, this information needs to be brought to the contracting officer's or PO's attention so they can take the appropriate administrative action.

C. Afghan Project Manager Partnership:

1. In an effort to build Afghan capacity in project planning and execution, a percentage of CERP projects involving construction, greater than \$200K, are required to have an Afghan program manager and/or project engineer when possible. **NOTE:** If this requirement cannot be met it must be annotated in the ADR by the Project Manager (PM) with the reason.
2. The name of the Afghan Project Manager (PM) and/or project engineer will be annotated in the “Project Comments” section of the ADR in CIDNE.
3. The USG Project Manager (PM) will work with the PO to ensure this directive is incorporated into the contract requirements.
4. This is a partnership between the USG Project Manager (PM) and the Afghan Project Manager (PM), which means the Afghan Project Manager (PM) will be given tasks and responsibilities. The USG Project Manager (PM) will hold the Afghan Project Manager (PM) accountable for the assigned responsibilities.
5. Afghan PMs can be incorporated from Afghan Ministries, other GIRoA entities, or non-governmental organizations (NGOs). For example, if a USG Project Manager (PM) was initiating an education CERP project that involved building a school in a district; that USG Project Manager (PM) should have already engaged the district Ministry of Education (MoE) representative and should inquire if the ministry would like to have an Afghan MoE Project Manager (PM) involved with the project. If so, the USG Project Manager (PM) will partner with that Afghan Project Manager (PM) and provide training, mentorship, and responsibilities as agreed upon between the two PMs.
6. The USG Project Manager (PM), in cooperation with the USG engineer, will define the job requirements for the Afghan Project Manager (PM) and/or project engineer. At a minimum, the Afghan Project Manager (PM)'s requirements should include:
 - a. Providing weekly progress reports submitted to the sponsoring USG Project Manager (PM), which identifies the percentage of work completed and potential project setbacks (*similar to the periodic QA report required to be submitted by the Project Manager (PM)*). **NOTE: The presence of an Afghan Project Manager (PM) and/or project engineer does not relieve the USG Project Manager (PM) from his/her required site visits and independent QA assessment.**
 - b. Maintaining a schedule of project deliverables, goals and milestones approved by the USG Project Manager (PM) and/or USG engineer.

- c. Assist the USG Project Manager (PM) in resolving project issues as they arise.
 - d. Maintain technical and project documentation approved by the USG Project Manager (PM) or USG engineer.
 - e. Provide an interface between the contractor and USG Project Manager (PM), PO, and/or engineer.
- D. **Ensuring Proper Closeout/Transfer of Responsibility:** Construction and equipment contracts greater than or equal to \$50K will include the following in order to properly close out the contract:
- 1. Operations and maintenance manuals, spare parts, and post construction guides.
 - 2. As built drawings that are signed by the recipient acknowledging their receipt and acceptance.
 - 3. Final punch list including a notice of all deficiencies that have been corrected and accepted.
 - 4. Contractor final invoice.
 - 5. Contractor release of claims.
 - 6. Acceptance memorandum signed by representatives of the receiving party (local government), the USG supervising engineer, and the contractor.
 - 7. Final inspection and completion letters.

**Figure 5.1
COR Smartcard**

Contract format: A contract is usually organized in the Uniform Contract Format and formatted into Parts I, II, III, and IV.

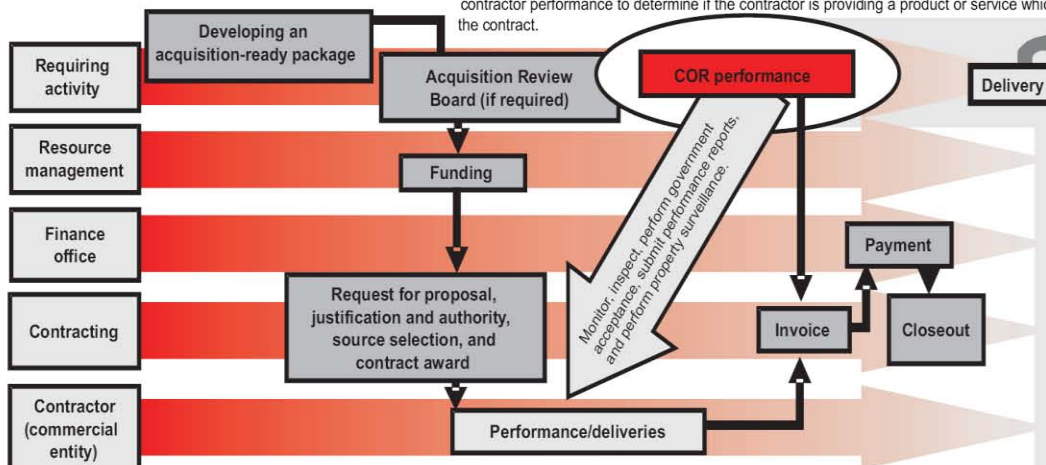
Section A Contract form Contains basic information such as the issuing office, address, and contract number.	Section B Supplies or services and prices/costs Contains a brief description of the supplies or services and quantity.	Section C Description specifications and statement of work Contains a detailed description of the requirement. Read this section very carefully.	Section D Packaging and marking Provides packaging, packing, preservation, and marking requirements.	Section E Inspection and acceptance Contains inspection, acceptance, quality assurance, and reliability requirements.	Section F Deliveries or performance Specifies the time, place, and method of delivery or performance.	Section G Contract administration data Contains any required accounting, appropriation data, required contract administration information, or other instructions.	Section H Special contract requirements Contains a clear statement of any special contract requirements not included in Sections I, II, or III.	Part II Contract clauses Section I: Includes standard clauses of considerable power. Defines the rights and responsibilities of contracting parties.
Part I — The schedule							Part III List of documents, exhibits, and other attachments Section J: List of attachments, documents, and exhibits in this section (i.e., illustrations and certifications).	Part IV Representations and instructions Section K: Representations and certifications Section L: Instructions, conditions, and notices Section M: Evaluation factors for award

Tip: CORs should be familiar with the content for each section of the contract they are managing.

Watch Out! Do not accept any gratuities, which includes any money, credit, gift(s), anything of value, or compensation of any kind (Anti-Kickback Act of 1996 and Articles 92 and 134 of the Uniform Code of Military Justice).

Disclaimer: This Graphic Training Aid does not serve as a substitute for any law, Federal Acquisition Regulation, or any applicable DOD or Army regulation or directive. Consult your contracting officer or your organization's legal office.

Basic contracting process:

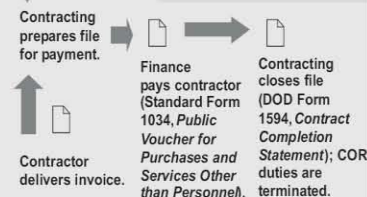


Quality assurance surveillance plan (QASP)

The QASP details how and when the government will survey, observe, test, sample, evaluate, and document contractor performance to determine if the contractor is providing a product or service which conforms with the contract.

Reminder

The COR's role in this process is to ensure the government receives/accepts only products that fully conform to contract requirements. It is also important to ensure that contractor invoices for conforming products are reviewed for accuracy and processed promptly for payment.



Know Your Basic Acquisition Team:

Contracting officer:

The contracting officer is the only individual expressly authorized to enter into, administer, change, and/or terminate contracts.

Name: _____ Phone: _____ E-mail: _____

Requiring activity:

The requiring activity is usually the Army unit that has a requirement for goods or services. As the COR, you will routinely interface between the requiring activity (which is most likely your own unit), the contractor, and the supported customer(s).

Name: _____ Phone: _____ E-mail: _____

Resource manager (RM):

The RM provides advice and guidance to the commander and is responsible for developing command resource requirements, identifying funding sources, determining costs, acquiring funds, distributing and controlling funds, and tracking costs and obligations.

Name: _____ Phone: _____ E-mail: _____

Miscellaneous personnel:

Personnel from outside the acquisition team may also be useful (e.g., base/forward operating base mayor).

Name: _____ Phone: _____ E-mail: _____

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Distribution Unlimited**

GTA 90-01-016

Nov 08

**The Deployed
Contracting Officer's Representative
(COR)
Smartcard**

Acquisition, Logistics, and Technology Integration Office



Commander, U.S. Army Combined Arms Support Command, ATTN: ATCL-ALT-IO,
3901 A Avenue, Suite 137,
Fort Lee, Virginia 23801-1899



**Approved for Public Release
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Figure 5.1
COR Smartcard (cont.)





<p>COR files should include the following:</p> <ul style="list-style-type: none"> • A copy of the commander's nomination letter, copy of COR's letter of appointment from the contracting officer and any changes to that letter, and a copy of any termination letter. • A copy of the contract or the appropriate part of the contract and all contract modifications. • A copy of the applicable quality assurance surveillance plan. • All correspondence initiated concerning performance of the contract. • The names and position titles of individuals who serve on the contract. • A record of inspections performed and the results of those inspections. • Memorandums for record of minutes of any meetings and discussions with the contractor or others pertaining to the contract or contract performance. • A copy of the surveillance schedule. • Documentation pertaining to the COR's acceptance of performance of services, including reports and other data. <p>Remember: CORs should receive most of these files from their contracting officers during COR training. COR files should be considered confidential and safeguarded appropriately.</p> <p>COR key duties: Monitor the contractor performance, perform inspections, verify corrected deficiencies, perform government acceptance, liaison with all parties, submit performance reports, and perform property surveillance. See the COR appointment letter for further details of COR duties.</p>		
<p>Forms that CORs should know:</p> <div> <div> <p>Typical contractual instruments:</p> <ul style="list-style-type: none"> • Department of Defense (DD) Form 1155, Order for Supplies or Services • Standard Form (SF) 30, Amendment of Solicitation/Modification of Contract (common) • SF 44, Purchase Order-Invoice-Voucher (pocket-sized) • SF 1442, Solicitation, Offer, and Award (Construction, Alteration, or Repair) • SF 1449, Solicitation/Contract/Order for Commercial Items (common) </div> <div> <p>Typical receiving report instruments:</p> <ul style="list-style-type: none"> • DD Form 250, Material Inspection and Receiving Report (common) • Invoices used as receiving reports • SF 44 • SF 1442 • SF 1449 </div> <div> <p>Typical funding instruments:</p> <ul style="list-style-type: none"> • Air Force Form 9, Request for Purchase • Department of the Army Form 3953, Purchase Request and Commitment (common) • DD Form 448, Military Interdepartmental Purchase Request </div> </div> <p> Tip See reverse side of this Graphic Training Aid (contracting flowchart) to learn how to use these forms. CORs must ensure their contracting officers explain what is required in managing these forms.</p>		
<p> Tips</p> <ul style="list-style-type: none"> • CORs should use their understanding of the local culture for successful outcomes. It takes understanding, planning, and patience when working with foreign contractors in a deployed environment. When communicating, CORs should always ensure their language is clear and concise (avoid jargon). Above all, CORs should keep a professional working relationship. Take cultural factors into account, but discern between cultural differences and excuses. • Each COR should have a designated alternate trained to fill in the gap when the primary COR is not available (due to mission, injury, or mid-tour leave). • The COR should know all of the acquisition team members' names, phone numbers, and e-mail addresses. • CORs are strongly encouraged to use a digital camera to document deliveries and/or services. • CORs must understand local finance office procedures and requirements on proper invoicing. 	<p> Watch out!</p> <ul style="list-style-type: none"> • Never underestimate the dangers of being a COR. It is likely that CORs will be required to travel outside protective areas to inspect the progress of a contract. CORs must ensure they have adequate protection. • Both commanders and CORs must understand they do not have contractual authority to issue directions or changes to any contract. • CORs cannot delegate their COR duties. • The pressures to meet mission requirements can be even more intense in a contingency contracting environment than in garrison. If a COR is not vigilant, these pressures can cloud his judgment as to the right way to conduct himself and represent the U.S. and the Department of Defense (DOD). CORs must educate their leadership on how to avoid unauthorized commitments. • Corruption is the number one threat in contracting—be vigilant. 	<p> Reminders</p> <ul style="list-style-type: none"> • CORs must always remember that payment to a contractor implies work is progressing according to the contract; therefore, CORs must ensure the government gets what it pays for. • COR records are vital for determining any actions for or against a contractor—document everything. • The COR file is a part of the official contract file and must be maintained in accordance with the contracting officer's instructions. • Mark the contract number clearly on all documents sent to the contracting officer. • Section C (Statement of work) provides the meat and potatoes for understanding the contract. Section C is the COR's primary resource for managing the contractor. CORs should read this section very carefully.
<p>Training, references, and online resources:</p>		
<p>Trafficking in Persons (TIP) program:</p> <ul style="list-style-type: none"> • CORs must be aware of how contractors treat their employees. As a COR monitors (not investigates) the contractor and his employees, fighting human trafficking ranks among the COR's chief priorities. In deployed environments, CORs are too often unaware that trafficking occurs in the midst of hundreds of local nationals and third-country nationals working on their base camps. CORs are the first line of defense in the battle against human trafficking. • All DOD military, civilian, and DOD contractors must receive mandatory TIP awareness training. • Every COR must receive TIP awareness training. CORs must place their certificates of completion in their COR working files. • The military has zero tolerance for human trafficking. CORs are to report all violations to their contracting officers immediately. • TIP awareness training available at: http://www.dodig.osd.mil/inspections/IPO/combatinghuman.htm. 	<p>COR training:</p> <ul style="list-style-type: none"> • Army Logistics Management College (ALMC) at http://www.almc.army.mil; see courses and schedules under "Academic Info"; Contracting Officers Representative Course (4-day residence course). • Defense Acquisition University offers a COR training module at https://acc.dau.mil/cor; Contracting Officers Representative with a Mission Focus (8-hour online course). Additional COR-related training modules are also offered. COR nominees without any previous COR experience should also enroll in Contracting for the Rest of Us (2-hour online course). <p>Regardless of their experience or formal training, CORs will receive on-the-spot training from their supporting contracting officers.</p>	<p>Online resources</p> <p>Defense Acquisition University offers a COR community of practice at https://acc.dau.mil/cor to provide a central clearinghouse of knowledge and learning assets and share best practices and lessons learned.</p> <p>Online training for contracting basics familiarization</p> <p>The Sustainment Center of Excellence offers a contracting basics familiarization course at https://scoe.learn.army.mil/webapps/portal/frameset.jsp; see "Course Catalogs"; select "SCOE Courses"; select Contractors Accompanying the Force (CAF).</p> <p>Deployed COR Handbook</p> <p>Go to the Center for Army Lessons Learned Web site at https://call2.army.mil; search under "Product Type" for "Handbooks"; scroll to 08-47, <i>Deployed COR Handbook</i>.</p>

Figure 5.2
CERP Smartcard

Commander's Emergency Response Program (CERP) Acquisition Team:

Brigade Commander

Responsible for the overall implementation of the CERP within the brigade's area of responsibility (AOR). Appoints, in writing, the brigade's and subordinate battalions' project purchasing officers (PPOs) and paying agents (PA). Identifies and approves projects within his spending authority and ensures the proper management, reporting, and fiscal controls are established to account for CERP funds. Ensures procedures are in place to ensure the quality and completeness of contracted work before progress payments are made. Upon project completion, ensures the facility is turned over to local authorities in accordance with established policies.

Battalion (BN)/Task Force (TF) Commander

Responsible for the overall implementation of the CERP within the BN/TF AOR. Nominates his designated PPO and PA. Identifies and approves projects within his spending authority and ensures the proper management, reporting, and fiscal controls are established to account for CERP funds. Ensures procedures are in place to ensure the quality and completeness of contracted work before progress payments are made. Upon project completion, ensures the facility is turned over to local authorities in accordance with established policies.

Civil Affairs Officer/S-4 Staff

The key planners for the execution of the unit CERP. Provide the critical links to civil authorities within the unit's AOR. In the unit CERP, the S-4 and his staff can be expected to develop plans and programs and recommend policies to build the relationship between the unit and local civil authorities; provide advice on the prioritization of allocated CERP funds; conduct the daily management of the unit CERP projects; coordinate and integrate area assessments of infrastructure and public service systems; provide generalist expertise and project nominations in the areas of public health, public works, and public safety; and facilitate project coordination with other U.S. government (USG) agencies, nongovernmental organizations, international organizations, and regional organizations operating within the unit's AOR.

Brigade Staff Judge Advocate

Reviews project nominations to ensure they are in compliance with established theater guidelines and orders. Receives, investigates, and recommends adjudication of civilian claims for battle damage or personal property. Receives, investigates, and recommends adjudication of claims for condolence payments due to civilian deaths or injuries that result from coalition operations.

Staff Engineer

Serves as the engineering and technical expert to review projects funded through the unit CERP. Assists with engineering assessments of indigenous infrastructure systems and public services. Identifies options and potential engineering solutions to infrastructure-related issues. Prepares and/or reviews project scope of work. Assists in conducting quality control and quality assurance inspections of completed work.

Project Purchasing Officer

Serves as a direct representative of the contracting officer and is granted authority by the commander to procure services and materials for the unit in accordance with theater policies outlined by the servicing contracting office. The PPO receives his training from the commander's servicing contracting office and performs a number of important functions in the unit CERP. Specifically, the PPO manages the unit CERP budget, manages individual project nominations, provides advice and oversight for all unit projects, maintains project files and required forms and obtains appropriate signatures/approvals during the project approval process, and ensures quality assurance measures are in place for all CERP projects.

Paying Agent

Serves as the direct representative of the servicing finance officer's dispensing officer. Has overall responsibility to receive and disburse cash payments for CERP projects in accordance with guidance from the unit PPO. The PA is trained by the unit's servicing finance office and has pecuniary liability for any cash or paid vouchers. The PA ensures CERP funds are delivered, transported, and safeguarded in accordance with theater-specific policy. The PA is not authorized to delegate further his responsibilities for CERP funds.

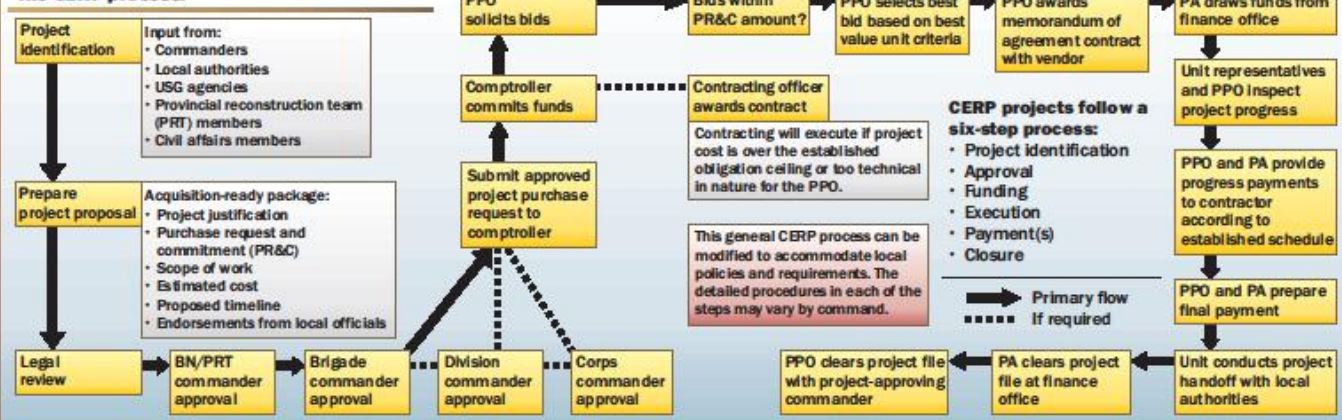
Contingency Contracting Officer

Trains PPOs and provides contracting advice, guidance, and assistance when required, especially when the project cost is over the established obligation ceiling for the PPO or too technical in nature. Theater commands will establish project-funding ceilings that require the use of a warranted contracting officer in lieu of the unit PPO.

SSEfforts Coordination Cell

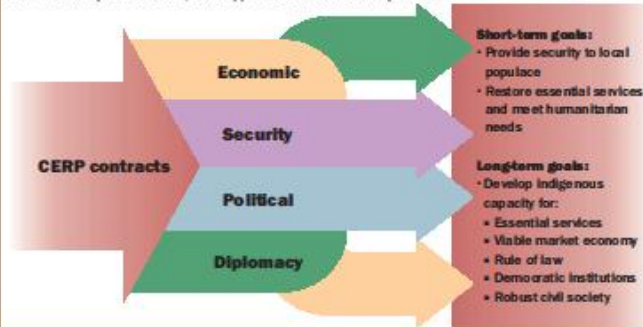
Coordinates all efforts for the unit and assists both the current operations and future plans cells. Serves as a liaison between the unit, information operations, civil affairs, psychological operations, and intelligence in regard to CERP projects.

The CERP process:



How CERP supports the counterinsurgency effort:

The CERP provides a critical capability in the commander's toolbox for conducting stability operations. CERP funds provide tactical commanders a means to conduct multiple stability tasks that have traditionally been performed by U.S., foreign, or indigenous professional civilian personnel or agencies. These tasks include but are not limited to the reconstruction of infrastructure, support to governance, restoration of public services, and support to economic development.



GTA 90-01-017

Nov 08

CERP

(Commander's Emergency Response Program)

Smartcard for Leaders

Shaping the battlefield by funding projects that provide immediate, tangible relief to indigenous populations and inject money into local economies.

Acquisition, Logistics, and Technology Integration Office

Source: Department of Defense Financial Management Regulation Volume 12, Chapter 27, August 2008



Commander, U.S. Army Combined Arms Support Command
ATTN: ATCL-ALT-10
 3901 A Avenue, Suite 137
 Fort Lee, VA 23801-1899



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**Figure 5.2
CERP Smartcard (Cont)**

Authorized uses of CERP funds:

- Water and sanitation projects that repair or develop water- and sewer-related infrastructure (wells, filtration and distribution systems, storage tanks, pumping stations, and treatment plants).
- Food production and distribution projects that increase food production or food distribution processes (food storage centers/warehouses and food distribution facilities).
- Agriculture projects that increase agricultural production or provide for cooperative agricultural programs (irrigation systems, pipelines, pump units, and irrigation canals).
- Electricity projects that repair or develop electrical power or distribution infrastructure (generators, distribution lines, substations, towers, and residential/commercial connections).
- Healthcare projects that repair or develop healthcare facilities and services (hospitals, clinics, urgent healthcare services, immunizations, medicine, and medical supplies or equipment).
- Education projects that repair or develop education facilities (schools, universities, education supplies, furniture, and equipment).
- Telecommunications projects that repair or develop telecommunications systems or infrastructure (cell phone towers, switch networks, hubs, and telephone lines).
- Economic, financial, and management improvement projects that improve economic or financial security (banks, banking systems, and facility security).
- Transportation projects that repair or develop transportation systems (roads, bridges, culverts, and public transportation stations and facilities).
- Rule of law and governance projects that repair or develop government buildings and legal facilities (administration offices, courthouses, and prisons).
- Irrigation projects that repair or develop irrigation systems (canals and pump stations).
- Civic clean-up projects that remove trash and clean up communities (trash collection and disposal programs, landfills, and waste incinerators).
- Civic support projects that purchase or lease vehicles to support civic and community activities.
- Civic and cultural facilities projects that repair or restore civic or cultural buildings and facilities (museums and historic and cultural sites).
- Repair of damage that results from U.S., coalition, or supporting military operations and is not compensable under the Foreign Claims Act.
- Condolence payments to individual civilians for the death or physical injury from U.S., coalition, or supporting military operations not compensable under the Foreign Claims Act. Condolence payments may include payments made to the surviving spouse or next of kin of defense or police personnel who are killed because of U.S., coalition, or supporting military operations (sometimes referred to as "martyr" payments).
- Payments to individuals upon release from detention.
- Protective measures projects to enhance the durability and survivability of critical infrastructure sites (fencing, lighting, barrier materials, beams, and guard towers).
- Other urgent humanitarian relief or reconstruction requirements not covered above but equally critical to local humanitarian and reconstruction needs and deemed necessary by local commanders (e.g., facilities related to firefighting, rescue services, and removal of hazardous materials).

CERP funds may not be used for:

- Direct or indirect benefit to U.S., coalition, or other supporting military personnel.
- Goods, services, and funds to national armies, national guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, intelligence, or other security forces. (Other funds, such as the Iraq Security Forces Fund and the Afghanistan Security Forces Fund provide other avenues of financing for such projects.)
- Weapons buy-back programs or other purchases of firearms or ammunition, except as authorized by law and separate implementing guidance. (Do not confuse CERP with the monetary reward program authorized by 10 United States Code [USC] §127(b), which is not a weapons buy-back program.)
- Entertainment.
- Reward programs. (However, many reward programs are authorized by 10 USC §127(b) and implemented in Iraq and Afghanistan through major command orders.)
- Removal of unexploded ordnance.
- Services available through municipal governments.
- Salaries, bonuses, or pensions of Afghan or Iraqi military or civilian government personnel.
- Conducting psychological operations, information operations, or other U.S., coalition, or Iraqi Security Forces/Afghanistan Security Forces operations.
- Support to individuals or private businesses, with the exception of condolence payments, battle damage payments, and micro-grants.
- Commanders may not circumvent established monetary limits and approval requirements for their echelon of command by "splitting" a single project into multiple, smaller-scale projects.

CERP projects have an inherently high risk for corruption. Be vigilant.

Common contracting fraud schemes in a deployed environment:

- | | |
|-------------------------------|-----------------------------------|
| Product substitution | Price fixing |
| Defective pricing | Cost mischarging |
| Fabrication of records | Bribes, gratuities, and kickbacks |
| Government employee collusion | Individual fraud |

Disclaimer: This Graphic Training Aid does not reflect all implementing guidance, as well as current theater-specific standing operating procedures which vary by theater and command. If in doubt about any potential use or restriction of CERP funds, commanders should get a ruling from unit legal, finance, and/or contracting officers.

Unit CERP coordination meetings:

Units should conduct regularly scheduled project coordination meetings or project review boards. These meetings ensure the projects under consideration are advancing and synchronized to the desired effects of the command using the doctrinal decide, detect, deliver, and assess method. These meetings are also used to:

- ☑ Disseminate command guidance.
- ☑ Review the status of the unit CERP fund account.
- ☑ Coordinate and synchronize the use of other available funds and resources.
- ☑ Prioritize available CERP funds across the command.
- ☑ Review and deconflict project proposals from subordinate units, local authorities, and other agencies.
- ☑ Recommend projects to be funded or deleted, based on their potential contribution to the unit's overall campaign plan and their support to decisive points and end states for each line of operation.
- ☑ Update the commander on the progress of previously approved projects.
- ☑ Share CERP- or project-related lessons learned.

When selecting proposed CERP projects, improve their probability of success by applying the following general principles:

Principle #1: Ownership

Indigenous population and local government officials must view any development program as their own, not as an imposed product from outside agencies.

Principle #2: Capacity building

The transfer of knowledge, techniques, and skills to the indigenous people, institutions, and government so they obtain the requisite abilities to deliver essential services to the population.

Principle #3: Sustainability

Design and select only those projects and services that will have a lasting effect on the local population.

Principle #4: Selectivity

Allocate resources based on need, local commitment, and foreign policy interests.

Principle #5: Assessment

Carefully research nominations, adopt best practices, and design for local conditions in proposed CERP projects.

Principle #6: Results

Direct resources to achieve clearly defined, measurable, and strategically focused objectives.

Principle #7: Partnership

Collaborate closely with local governments, communities, nonprofit organizations, private sector, and international organizations.

Principle #8: Flexibility

Adjusting to changing conditions, taking advantage of opportunities, and maximizing effectiveness are important components of any reconstruction and development program.

Principle #9: Accountability

Enforcing accountability, building transparency into systems, and implementing effective checks and balances to guard against corruption are important components to any relief, reconstruction, or development program.

CHAPTER 6: PURCHASING OFFICER (PO) GUIDE

1. [PURPOSE](#)
2. [STANDARDS OF CONDUCT](#)
3. [ROLE OF A PURCHASING OFFICER](#)
4. [UCMJ AND PROHIBITIONS](#)
5. [RATIFICATION](#)
6. [PURCHASING OFFICER FOLDER](#)
7. [SF FORM 44, PURCHASE ORDER – INVOICE – VOUCHER](#)
8. [RECORD OF PURCHASES AND RECORD OF FUNDS](#)
9. [LOST OR STOLEN STANDARD FORM 44s](#)
10. [PROJECT CLOSURE PROCEDURES](#)
11. [TERMINATION FOR OTHER THAN CLOSE OUT](#)
12. [SPECIFIC REQUIREMENTS](#)

PURPOSE

- A. The purpose of this guide is to provide direction to the CERP PO.

STANDARDS OF CONDUCT

- A. Due to the increased scrutiny of taxpayer's money in the theater of operations, and more specifically, in the CERP program, even the appearance of impropriety can give the Coalition Forces and our mission here a negative image. The PO's conduct and behavior shall be above reproach. POs shall not solicit or accept, directly or indirectly, any gratuity, gift, favor, entertainment, loan, or anything of monetary value from any vendor or contractor. (*Reference DoD 5500.7-R, Joint Ethics Regulation*).

ROLE OF A PURCHASING OFFICER

- A. The PO is an extension of the Contracting Office and is only authorized to obligate CERP funds for projects less than \$500K. POs play a vital role in purchasing goods and services that assist Commanders in providing urgent humanitarian relief to the Afghan people. When contracting for services, the PO should employ as many Afghan people as possible. **NOTE:** For projects \$500K or greater, a warranted Contracting Officer will fulfill this role; in this case a PO is not required.

UCMJ AND PROHIBITIONS

- A. Reference: AFARS manual No. 2

- B. Pecuniary and Legal Liability: POs may be subject to pecuniary liability, and/or face UCMJ action, for making purchases prohibited by the PO appointment, the DoD FMR, and this SOP. POs are responsible for informing his/her Commander of the extent and limitations of his/her authority. If in doubt, consult with a warranted Contracting Officer before making a purchase and/or initiating a SF Form 44, *Purchase Order-Invoice-Voucher*. Should there be any injury, loss of life or property as a result of not performing the above due diligence, the PO can be subject to pecuniary and legal liability, to include UCMJ action.
- C. Loss of accountability of SF Form 44s: The SF Form 44 should be treated as a controlled item. The PO must be aware the SF Form 44 is a direct draft upon the U.S. Treasury and may be accepted by vendors without further proof of authority to execute. Therefore, the PO must safeguard all SF Form 44s or risk being held accountable for those forms presented for payment signed by someone other than the PO.
- D. Prohibited purchases: When in doubt, contact the RM or Regional Contracting Command offices.

RATIFICATION

- A. Ratification is the process of approving an improper procurement or an unauthorized obligation.
 - 1. An **improper procurement** is making a prohibited purchase or obligating funds in excess of the available amount (potential Anti-Deficiency Act violation).
 - 2. An **unauthorized obligation** is any agreement that is not binding solely because the Government representative who made the obligation lacked the authority to enter into that agreement on behalf of the Government (i.e. If the PO exceeds his/her authority (\$500K or greater) or if a non-PO enters into a contractual agreement with a vendor).
- B. Ratification is a long, painful process, and not all ratifications result in approval (*which means the PO and/or Paying Agent (PA) may have to personally pay for the purchase*). **NOTE:** Prohibited purchases cannot be ratified, because there is no legal authority authorizing the purchase.
- C. Ratification is accomplished using CENTCOM Form 715-1. This form requires input from the PO, his/her supervisor, his/her Commander, his/her first-line O-6 level U.S. Commander (*or higher depending on amount of the purchase*), a legal review by a U.S. DoD attorney, and the Contracting Officer (*or higher level*

Contracting Official, depending on the amount of the purchase). If you believe a ratification action is required, contact the Contracting Office immediately.

PURCHASING OFFICER FOLDER

- A. POs shall maintain a contracting file, which may be organized in the following sequence (contact your local Regional Contracting Command office for specific guidance):
- B. Left Side of Folder (in descending order):
 - 1. Copy of the PA's DD Form 577 (*See Annex B*) (*if applicable, PA's are only required when making cash payments*)
 - 2. The original DA Form 3953 (PR&C) or DD Form 1149
 - 3. Any funding increases (*in descending chronological order by date*)
- C. Right Side of Folder (*in descending order*):
 - 1. PO's DD Form 577 (*see Annex B*)
 - 2. Certification of PO Training
 - 3. Project Manager (PM)'s clearance memorandum signed by the Project Manager (PM). **NOTE:** If the PO is acting as the Project Manager (PM), then this clearance letter must be signed by an O-5 level U.S. Commander (or above).
 - 4. Copy of the SF 44 Record of Purchases register
 - 5. Copy of monthly DD Form 1057 Feeder Reports
 - 6. Copy of final SF Form 1034s
 - 7. Copy of the completed ADR (*signed by an O-5 U.S Commander or above*)
 - 8. After the PO's period of performance has ended, the PO's termination order (*documented on the original DD Form 577*)

SF FORM 44, PURCHASE ORDER – INVOICE – VOUCHER

- A. Reference: FAR Part 13.306; DFAR 213.306

- B. Purpose: The Standard Form (SF) 44, *Purchase Order -- Invoice -- Voucher*, is a multipurpose pocket-size purchase order form designed primarily for on-the-spot, over-the-counter purchases of supplies and non-personal services while away from the purchasing office or at isolated activities. The SF 44 can be used as a receiving report, invoice, and public voucher. **NOTE:** The SF 44 is only used for cash payments. For EFT payments, use a DD Form 250.
- C. Conditions for Use: POs are responsible for ensuring that the below conditions are met before making any SF 44 purchases:
1. The unit Commander deems the purchase to be an emergency or mission critical item.
 2. The amount of the purchase is at or below his/her contracting limits (less than \$500K) and within his/her self-determined ability to successfully administer. The requirement shall not be split to avoid the approval limitation. Purchase requirements exceeding the approval threshold (\$500K or greater) will be forwarded to the Contracting Office for procurement.
 3. If sufficient funds are available, a DA Form 3953 (PR&C), certified by the RM Office must be in place prior to the PO entering into any transactions.
 4. The supplies or services are immediately available from the local vendor.
 5. For purchases over \$10K, attempt to obtain three bids in order to promote competition and area-wide economic growth.
 6. Rotate sources of supply, when possible, for fair market value.
- D. Preparation of a SF 44 – See Figure 8.5

RECORD OF PURCHASES AND RECORD OF FUNDS

- A. Record of Purchases: The PO will maintain a record of purchases made in a register format on the inside flap of the SF 44 booklet (or on a separate excel spreadsheet). The register will show, at a minimum, the order number, name of the contractor, date of the purchase, and the total cost of the transaction.
- B. Record of Funds: The PO will also maintain a record of remaining funds available on the back of the DA Form 3953 (PR&C). This will be maintained in checkbook register style, with each entry being subtracted, and a running balance maintained at all times.

LOST OR STOLEN STANDARD FORM 44s

- A. The PO will immediately inform the Contracting Office via telephone and prepare a written statement on how the SF 44s were lost or stolen.
- B. The Contracting Office will notify the Security Officer, Commander, and Finance Office.
- C. If lost SF 44s are found, the individual returning the SF 44 must provide a statement in writing.
- D. If Copy 1 (white) is lost after a purchase has been made, the PO and PA must re-create the paperwork by submitting a memorandum for record stating the circumstances, dollar amount, and purchase order number.
- E. If the PO loses Copy 4 (green) he/she must obtain a copy of Copy 1 (white) from the PA.

PROJECT CLOSURE PROCEDURES

- A. See Chapter 2.

TERMINATION FOR OTHER THAN CLOSE OUT

- A. Projects may be terminated by the initiating Commander for the following reasons:
 - 1. By the request of the responsible Commander who initiated the appointment.
 - 2. As a result of making unauthorized purchases or other misconduct.
 - 3. The Contracting Office may terminate a PO without the concurrence of the requesting Commander.

SPECIFIC REQUIREMENTS

- A. The contractor will have a Quality Control Plan. The Quality Control Plan is used to determine if:
 - 1. All materials are new and meet engineering expectations/requirements.

2. Design and construction meets engineering expectations/requirements.
 3. Electrical and plumbing work meets engineering expectations/requirements (*consult USACE personnel for additional guidance*).
 4. Electrical, sanitary, and drinking water installations are safe and operational upon completion of work.
 5. No items are procured from prohibited sources.
- B. **Closeout/Turnover:** Construction and equipment contracts greater than \$50K will include the following in order to properly close out the contract:
1. Operations and maintenance manuals, spare parts, and post construction guides.
 2. As built drawings signed by the recipient acknowledging their receipt and acceptance.
 3. Final punch list including a notice of all deficiencies have been corrected and accepted.
 4. Contractor's final invoice.
 5. Contractor's release of claims.
 6. Acceptance memorandum signed by representatives of the receiving party (local government), the USG supervising engineer, and the contractor.
 7. Final inspection and completion letters.

CHAPTER 7: CERP FINANCIAL MANAGEMENT INSTRUCTIONS

1. [GUIDANCE](#)
2. [CERP CHECKBOOK PROCEDURES](#)
3. [COMMON PROBLEMS](#)
4. [UPDATES](#)
5. [RECONCILE](#)
6. [SPECIAL INSTRUCTIONS FOR ADVANCE BULK FUNDS](#)
7. [CERP PAYING AGENT \(PA\) STANDARD OPERATING PROCEDURES](#)
8. [ELEMENTS OF RESOURCE FOR CERP](#)
9. [RESOURCE MANAGEMENT OFFICE PROJECT FILE REQUIREMENTS](#)
10. [CERP RESOURCE MANAGEMENT TURNOVER PROCEDURES](#)

GUIDANCE

- A. CERP projects must be entered into the CERP Checkbook by the RM office once the project has been approved and the funds have been committed. The accounting systems, CERP Checkbook, and CIDNE must match. **NOTE:** The CJ9s (or equivalents) and the CERP Program Managers **may** enter projects and bulk fund withdraws into the CERP Checkbook as they are approved; however, it is not mandatory until funds are obligated.
- B. Current Process:
 1. The CERP Resource Manager must track all CERP projects via the CERP Checkbook. The CERP categories are located in *Annex A*. Resource Management (RM) Offices and CJ9s are required to update the project's status in the CERP Checkbook, as changes occur (RM Offices are responsible for the financial data (*see paragraphs 2.A.1-2, 2.A.4, and 2.A.10-15 below*) and CJ9s are responsible for the project data (*see paragraphs 2.A.3., 2.A.5-9, and 2.A.16-25 below*) in the CERP Checkbook. **NOTE: Where no CJ9 (or equivalent exists), the CERP Program Manager will assume the responsibility of ensuring project data is made available to the Resource Manager/Checkbook Managers.** It is imperative the CERP Checkbook reflect accurate amounts committed, obligated, and disbursed for each project, as well as the project status. At a minimum, these numbers must be reconciled weekly with ODS, RMT, and CIDNE. Project titles, descriptions, and justifications will accurately reflect the scope and intent of the project. All entries will avoid the use of acronyms, abbreviations, or capital letters. Project title, description, and justification formatting will comply with standards for Congressional review as stated in Section 2 of this Chapter.

2. CERP RMs are responsible for reviewing submissions from the CJ9s and CERP Program Managers and then submitting the final approved checkbook to USFOR-A J8 in a timely manner.

C. Future Process:

1. The CERP Resource Manager must track all CERP projects via the CERP Checkbook Report, which pulls financial data from ODS and links it with project data from CIDNE. The CERP categories are located in *Annex A*. Resource Management (RM) Offices and CJ9s are required to update the project's status in CIDNE, as changes occur (RM Offices are responsible for the financial data (*see paragraphs 2.A.1-2, 2.A.4, and 2.A.10-15 below*) and CJ9s are responsible for the project data (*see paragraphs 2.A.3., 2.A.5-9, and 2.A.16-25 below*) in the CERP Checkbook. **NOTE: Where no CJ9 (or equivalent exists), the CERP Program Manager will assume the responsibility of ensuring project data is made available to the Resource Manager/Checkbook Managers/CIDNE Quality Assurance Managers.** It is imperative the CERP Checkbook reflect accurate amounts committed, obligated, and disbursed for each project, as well as the project status. At a minimum, these numbers must be reconciled weekly with ODS, RMT, and CIDNE. Project titles, descriptions, and justifications will accurately reflect the scope and intent of the project. All entries will avoid the use of acronyms, abbreviations, or capital letters. Project title, description, and justification formatting will comply with standards for Congressional review as stated in Section 2 of this Chapter.
2. CERP RMs are responsible for reviewing submissions project data in CIDNE to ensure the required fields used to auto-populate the automated checkbook report are filled in and correct and then submitting the final approved checkbook to USFOR-A J8 in a timely manner.

D. **Resource Managers will provide a CERP payment status each month to Purchasing Officers (POs) and Contracting Officers (KOs).**

CERP CHECKBOOK PROCEDURES

- A. **CERP Checkbook Columns:** Follow the instructions below for entering/updating a project in the CERP Checkbook. Items 18-25 only apply to projects >\$500K:
1. Quarter (QTR): Quarter in which project was obligated in accounting system.
 2. Account Processing Code (APC): Unit Identification code received from Resource Management.

3. Unit/TF: Input your unit/TF.
4. STANFINS Document Reference Number: Input your 14 digit STANFINS document number.
5. Project Number Used to Identify Project in CIDNE: Input the 14-digit number from CIDNE.
6. Project Category (from DoD FMR 7000.14-R, Vol 12, Ch 27, Annex A): Input the CERP Category. You can use the list of CERP categories provided in *Annex A or DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A*. Pay close attention to this field and ensure the category identified correlates to the project description. These are heavily scrutinized by our Higher Headquarters and the Department of the Army (DA).
7. Description of Project: One or two sentences describing the project for a person not familiar with it. Do not provide a history; state what the project is and the benefit it will provide. Do NOT use acronyms (other than those common in non-military speech; US for example). For battle damage payments, list only what was damaged and state/confirm the damage happened during US/coalition operations. For condolence and hero payments, state/confirm only that death/injury occurred during US/coalition operations (do not detail how occurred; do not detail operation or provide names), and only state number of personnel killed (or wounded, as applicable). For micro grants, state the words "Micro grant" and list the name of business (if any) and type of business (no other description is necessary); all micro grants must be in —Economic, Financial, and Management Improvements" category. "Humanitarian aid" is insufficient description by itself; state what specific product(s) and/or service(s) are being provided. The phrase —commander's small-scale projects" may only be used for commitments prior to any obligation or disbursement. Do not use the words —blank fund." If there are several very similar projects, include the area/neighborhood in each description to avoid the appearance of a split purchase. Explain what we are doing, who we are doing it for, and why we are doing it? NOTE: It should address the chronic inadequacy of an essential good or service requiring immediate action.
8. Location of Project Province: Input the province the project is executed in (i.e. Farah Province). A list of provinces is located at *paragraph 2.B.* of this Chapter. The spelling of provinces should match the list in paragraph 2.B. of this Chapter.
9. District within Province: Input the district within the province the project is executed in.

10. Obligation Date: Input the date (example: 1 Mar 09) funds were obligated in the accounting system (ODS). The obligation date must be before the completion date, except for bulk fund projects/payments. Do not change the obligation date unless full amount is de-obligated and then re-obligated.
11. Committed Amount: Input the total amount of funds committed. There must be a commitment if there is an obligation. The commitment must be equal to or greater than the obligation. The DA Form 3953 (PR&C), DD Form 448 (MIPR) CAT II (direct), and DD Form 1149 are commitment documents only (**do not obligate off these documents**).
12. Obligated Amount: Input the total amount of funds obligated as shown in the accounting system (ODS). The following are obligation documents: DD Form 1155, *Order for Supplies and Services*, contract, and completed SF Form 44's. This field can be updated when the obligating document has been received; however, weekly, the RM Office is responsible for ensuring this field balances with ODS prior to the submission to USFOR-A J8.
- a. ***For advance bulk funds***, the bulk funds draw is not obligated until the PA office has cleared with the Finance Office (see *Chapter 2* for payment and closure procedures). **NOTE**: The Finance Office will send copies of the SF Form 1034(s), SF Form 44(s), and the DD Form 1081(s) to the RM Office as soon as the PA's account has been cleared to ensure the funds are obligated in a timely manner and prevent NULOs (negative unliquidated obligations) from occurring.
 - b. ***Projects using advance bulk fund draws will not be obligated when the funds are drawn.***
13. Disbursed Amount: Input the total amount of funds disbursed as shown in the accounting system (ODS). This field should be updated each time the PA clears with the Finance Office or EFT payments are processed (*a SF Form 1034 is the proper documentation showing disbursements have been processed*); however, weekly, the RM Office is responsible for ensuring this field balances with ODS prior to the submission to USFOR-A J8. Once the Project Manager (PM) has cleared with the RM Office and total disbursements have been inputted, then the final commitment and obligation amounts should also be updated to match this field. NOTE: The RM Office should work with the Project Manager (PM) on the documentation required to clear unliquidated obligations (ULOs).
14. Committed Date: Date project was committed in the accounting system (RMT) (example: 1 Mar 09).
15. Disbursement Date: The last date a payment was disbursed in accounting system (ODS) (example: 1 Mar 09).

16. Project Status and Disposition: Input the project status *NOTE: The field should be associated with the project status specified in CIDNE, but it will not match.* The below listed categories are OSD reporting requirements.
- a. ***“In Progress”***: When funds are committed in the accounting system (ODS), until the project is ***“Completed, not Transferred”***, ***–Completed/Transferred”***, or ***“Terminated/Cancelled”***. *(Compatible with the following CIDNE project statuses: —Comitted” and —Oligated”).*
NOTE: Reimbursable DD Form 448’s will remain in ***“In Progress”*** status until work on the project has been ***“Completed, not Transferred”***, ***“Completed/Transferred”***, or ***“Terminated/Cancelled”*** although funds appear as fully disbursed in the accounting system (ODS).
 - b. ***“Completed, Transferred”***: To be used for all projects, once (1) the project has been completed in accordance with this SOP; (2) the project has been transferred to the GIRoA (if applicable); (3) the vendor/claimant has been paid in full; (4) the commitments, obligations, and disbursements have been properly recorded in the accounting system (ODS); and (5) an O-5 level U.S. Commander (or above) has signed the Project Manager (PM)’s project clearance letter. **NOTE:** Projects not required to be transferred to the GIRoA will still be categorized as ***“Completed, Transferred”*** once completed in accordance with this SOP.
 - c. ***“Completed, not Transferred”***: Only used for projects that are required to be transferred to the GIRoA for sustainment purposes (i.e. construction or equipment projects greater than \$50K). This status will be used when the project has met the criteria above (Para 2.A.16.b) except that the GIRoA has not yet taken ownership of the project.
17. Actual or Projected Completion Date: Input the projected completion date (example: 1 Mar 09), or the date the project was completed or terminated. The obligation date must be before the completion date, except for bulk funds projects. In no circumstance should this date be in the past, unless the project status is ***“Completed, Transferred”*** or ***“Terminated/Cancelled.”*** *(The —projected completion date” must match the —Planned End” date in CIDNE. The —actual completion date” must match the closure date identified in the —Project Closure” section in CIDNE.)*
18. Note whether project sustainment required (Y/N) and/or arranged (Y/N): *Required for projects greater than \$500K.* Input Yes or No.
19. Description of plan for the transition of the project when completed & Gov’s commitment to sustain it: *Required for projects greater than \$500K.* Describe the plan for transitioning the project to GIRoA. Explain any commitment by GIRoA for the sustainment of the project.

20. Amount of GIRoA funds for project: *Required for projects greater than \$500K. How much did GIRoA provide toward this project?*
21. Date when project is/will be transferred to GIRoA and GIRoA's Commitment to sustain it: *Required for projects greater than \$500K. Based on the transition plan, when will this project be transferred to GIRoA for sustainment (example: 1 Mar 09)? (Must match the turnover date identified in the —Project Closure" section in CIDNE.)*
22. Justification of how the project supports the purpose of CERP: *Required for projects greater than \$500K. How does this project qualify for CERP? (Must match the —Problem Statement" in the —Performance Metrics" section in CIDNE.)*
23. Number of Local Citizens estimated to Work: *Required for projects greater than \$500K. How many local nationals are estimated to be employed on this project? (Must match CIDNE—same as —~~bw~~ many LNs [local nationals] Are Involved In The Execution Of The Project? Number of People Employed".)*
24. Number of Local Citizens estimated to Directly Benefit From The Project: *Required for projects greater than \$500K. Self-Explanatory. Use the province population if no other data is available. (Must match CIDNE—same as —~~Estimated~~ Number of LNs [local nationals] Who Will Benefit From This Project".)*
25. Is the Project Expected to Benefit Internally Displaced Citizens? *Required for projects greater than \$500K. Input Yes or No.*

B. List of Provinces:

1. Regional Command-Capital

- a. Kabul Province

2. Regional Command-East

- a. Bamyan Province
- b. Ghazni Province
- c. Kapisa Province
- d. Khowst Province
- e. Konar Province
- f. Laghman Province
- g. Logar Province
- h. Nangarhar Province
- i. Nuristan Province
- j. Paktika Province
- k. Paktya Province
- l. Panjshir Province
- m. Parwan Province
- n. Wardak Province

3. Regional Command-South

- a. Day Kundi Province
- b. Kandahar Province
- c. Oruzgan Province
- d. Zabul Province

4. Regional Command-West

- a. Badghis Province
- b. Farah Province
- c. Ghor Province
- d. Herat Province

5. Regional Command-North

- a. Badakhshan Province
- b. Baghlan Province
- c. Balkh Province
- d. Faryab Province
- e. Jawzjan Province
- f. Kunduz Province
- g. Samangan Province
- h. Sari Pul Province
- i. Takhar Province

6. Regional Command-Southwest

- a. Helmand Province
- b. Nimroz Province

C. **Formatting:** Resource Managers must ensure the report is in the correct format in order to comply with Congressional formatting requirements for the checkbook. For the automated checkbook report, no additional formatting is required as the report is built to comply with congressional requirements. For the manual checkbook spreadsheet, ensure the following formatting guidelines are followed when creating/logging checkbook entries:

1. Submit Excel spreadsheets in Arial, no bold, 15-point font only.
2. Include all projects from current quarter on the first sheet, all projects from previous quarters of fiscal year consolidated onto second sheet, and all projects of \$500K or more duplicated (list also on first or second sheet) onto a third sheet with inclusion of additional information/fields required.
3. Ensure sum of obligations and disbursements from first two sheets combined matches STANFINS/ODS totals as of the end of the quarter.
4. For monthly reports, provide a single spreadsheet with only the new projects as of the end of the month. Include the additional fields for all projects of \$500K or more.

COMMON PROBLEMS

- A. Many projects are being categorized incorrectly. For additional guidance, see DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A, or *Annex A* of this guidance.
- B. Do not use all CAPITAL letters.
- C. CERP project descriptions must be clear, concise, and understandable to a layman.
- D. Project justifications must be specific to the actual project.
- E. Do not use acronyms or abbreviations.
- F. Leave no required fields blank.

UPDATES

- A. During the execution phase, the following updates will be made as they occur:
 1. Commitment, obligation, and disbursement amounts and dates.

2. Project Status.
3. Date project is transferred to the GIRoA.

RECONCILE

- A. The RM Offices, in cooperation with the CJ9s (or equivalents) and CERP Program Managers, must reconcile the CERP Checkbook weekly to verify all projects have been inputted to the CERP Checkbook (or Checkbook Report), RMT, and ODS, and that the dollar amounts match. On a monthly basis, the units must ensure all projects are up-to-date and accurate by the 30th of each month. The RM offices will provide a list of completed payments to the Regional Command Program Manager.

SPECIAL INSTRUCTIONS FOR ADVANCE BULK FUNDS

A. Funding Document Requirements and Maintenance of the CERP Checkbook

1. It is no longer a requirement to have a separate DA Form 3953 (PR&C) or DD Form 1149 for each type of bulk funds withdrawal (condolence, battle damage, former detainee, and Afghan hero payments, and Commander's Small-Scale projects). Do not obligate bulk funds until after the PA disburses the funds and clears with the Finance Office.
 - a. The CERP category (condolence, battle damage, former detainee, and Afghan hero payments) must reflect the specific type of payment made (in accordance with DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A) (*i.e. condolence payment, battle damage repair, former detainee payments, or Hero payments*).
 - b. Any bulk fund payments made for Commander's Small-Scale projects must properly reflect the type of small project (*for example, if \$5K was paid to purchase/distribute wheat seeds, then the category would be Agriculture*).
2. Each project will have a separate line on the CERP checkbook per CERP Project Category
3. Each unrelated project should have its own unique STANFINS 14 digit number. Multiple SF 44s (multiple payments) made for the same project should be "rolled up" into one project, summarizing the payment descriptions and totaling the SF 44 payment amounts. For example, for a bulk fund withdrawal, where 3 payments were made to refurbish a school and 2 separate payments were made for battle damage, there should be 3 separate

lines inputted into the CERP Checkbook. The descriptions should read as follows:

- a. For the first line, state: —Payments made to carpenter, mason, and plumber for refurbishment of school”. (list name of school). This line would represent multiple SF 44s paid to different vendors. Total the payments of the SF 44’s – this would represent the total cost of the project. This one project would have a unique STANFINS number.
 - b. For the second line, state: —Battle Damage payment for loss of (item) during US/Coalition Operation”. This one project would have a unique STANFINS number.
 - c. For the third line, state: —Battle Damage payment for loss of (item) during US/Coalition Operation”. This one project would have a unique STANFINS number. Even though this payment falls under the same category as payment #2, it should be considered a separate project if it was unrelated to the events of #2.
4. To clear bulk funds with the Finance Office, PAs must provide the Finance Office with the clearing Memorandum for Record showing that the PA has provided all necessary documents, including those listed in *Annex B* of this SOP under the —Project Payment” section, to the RM Office. The RM Office will provide the PA with new 14 digit STANFINS numbers for each project paid in the bulk fund. Without the memorandum, the Finance Office will not be able to post the payments or clear the PA.
 5. Resource Managers are not authorized to certify funds on a new DA Form 3953 (PR&C) issuing additional bulk funds to PAs until after the PA has provided proper documentation (SF Form 1034(s), SF Form 44(s) and DD Form 1081(s)) showing he/she has cleared with the Finance Office for 100% of his/her previous bulk funds draw.
- B. **RMT Input Guidance for CERP Bulk Funds:** The RMT Description will be one of the following: Bulk Funds (Commander’s Small-Scale Projects), Bulk Funds (Condolence Payments), Bulk Funds (Battle Damage Repair), Bulk Funds (Former Detainee Payments), or Bulk Funds (Hero Payments). The —Comments” fields in RMT will be used in the following way:
1. Comment 1 = CIDNE #
 2. Comment 2 = PA Name\Rank\Phone# & PO Name\Rank\Unit
 3. Comment 3 = Full name of individual inputting data into RMT\Date of Input

C. **Payments to Individuals:** (i.e. condolence, battle damage, former detainee, or Afghan hero payments)

1. The PA will make disbursements using a roster that provides the name of the recipient, the amount paid, and the recipient's signature (or the signature of the head of the household). **NOTE:** *For condolence payments, the name of the deceased must be annotated on the roster.*
2. The PO and PA will sign each roster certifying the actual payments were made to Afghan individuals or the heads of households.
3. The documentation for payments to individuals is required to clear the Finance Office and must be maintained in the project file and uploaded to the ADR in CIDNE for compliance review and audit purposes. The documentation will include, but is not limited to:
 - a. The PA's disbursement roster
 - b. The date the incident occurred
 - c. District and province where incident occurred
 - d. A detailed description of the incident in the form of a memorandum signed by the approver of the project.

D. **Payments for Commander's Small-Scale Projects:** Individual project expense receipts will be maintained for the Commander's Small-Scale projects, CERP conferences (shuras), and ribbon-cutting ceremonies. The expense receipts are required to be maintained in the CERP project file and uploaded to the ADR in CIDNE for compliance review and audit purposes.

CERP PAYING AGENT STANDARD OPERATING PROCEDURES

CERP PAs are responsible for reading the PA portion of the MAAWS-A and adhering to the guidelines provided.

ELEMENTS OF RESOURCE FOR CERP

(Reference DFAS 37-100 for additional guidance on the use of the Elements of Resource)

Project Category	25** (see Note 1)	26**	31**	32**	42**
Agriculture	2540	26EB	31EA	3230	
Battle Damage Repair					4200
Civic Cleanup Activities	2540	26EB	31EA		
Civic Support Vehicles			31EA		
Condolence Payments					4200
Detainee Payments	258A				
Economic, Financial, and Management Improvements	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Education	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Electricity	2540	26EB	31EA	3230	
Food Production & Distribution	2540	26EB	31EA	3230	
Healthcare	2540	26ER, 26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Hero Payments					4200
Other Urgent Humanitarian or Reconstruction Projects	2540	26EB	31EA	3230	
Protective Measures	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Repair of Civic & Cultural Facilities	2540	26EB	31EA		
Rule of Law & Governance	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Temporary Contract Guards for Critical Infrastructure	2540				
Telecommunications	2540	26EB	31EL	3230	
Transportation	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	
Water & Sanitation	2540	26EB, 26ED, 26EN	31EA, 31EC, 31EF	3230	

Note: 2540 should be used for contracted labor to operate, maintain or repair buildings, land, structures, or utility systems (also see 3230).

RESOURCE MANAGEMENT OFFICE PROJECT FILE REQUIREMENTS

RM Offices must ensure proper documentation is maintained for all funded CERP projects. The items listed in Paragraphs A-C below are mandatory and are considered auditable. RM Offices are required to keep an official file plan (*in accordance with USCENTCOM records maintenance guidance*) that identifies where the files are located in the case of an audit. Electronic files are an acceptable alternative to hard-copy files, but the location of these files must be annotated on the file plan. **NOTE:** CERP projects closed out prior to the publication of this SOP will be grandfathered under the previous RM documentation requirements. RM Offices must maintain the documentation outlined in this SOP for all open CERP projects or projects closed after its publication date.

- A. Prior to certifying funds availability and committing funds in the accounting system, RM Offices must have the following documents on file:
1. Completed/signed initial CIDNE Afghan Development Report (ADR) (*Reference Chapter 4*) (**NOTE:** The project status on the ADR should state —~~N~~minated.”)
 2. A funding document (DA Form 3953 (PR&C), DD Form 1149, or DD Form 448) with the approval block signed by the appropriate approval authority.
 3. Letter of Justification (LoJ) (for projects greater than \$50K, signed by the appropriate approval authority) (*Reference Annex B for templates*)
 4. PA, PO, and Project Manager (PM) Appointment/Termination Records (DD Form 577s) (as applicable). **NOTE:** For projects (<\$100K), the PO can act as the Project Manager (PM). Also, POs are not required for projects \$500K or greater and PAs are not required for EFT payments.
 5. Legal Review. For project less than \$25K, the legal review can be documented by a judge advocate’s signature on the ADR. For projects \$25K or greater, the legal review must be documented in a formal memorandum.
 6. Transfer of Authority memo (if applicable). If the funding document is signed by the previous PA, PO, and Project Manager (PM) then a Transfer of Authority memo is required.
- B. Prior to obligating CERP funds in the accounting system, RM Offices must have the following documents on file:
1. All items listed in Paragraph A above

2. Contract and/or other obligating documents--the obligating document for micro-grants is the approved micro-grant application. (See *Chapter 9 for a template*)
 3. For projects greater than \$50K, a Sustainment Memorandum of Agreement from the responsible GIRoA Ministry (*should match the Stability of Local Partner section in CIDNE*)
- C. Prior to closing out CERP projects in the accounting system (ODS) (i.e. de-obligating remaining funds and ensuring no unliquidated obligations exist), RM Offices must have the following documents on file:
1. All items listed in Paragraph A and B above
 2. A project clearance letter (*Reference Annex B*) signed by an O-5 level U.S. Commander (or above)
 3. A SF Form 1034 for each disbursement and copies of all SF Form 44(s) and DD Form 1081(s) (as applicable)
 4. The final/completed CIDNE ADR signed by an O-5 level U.S. Commander (or above) (**NOTE:** The project status on the ADR should state ~~“Completed”~~ or ~~“Terminated/Cancelled”~~.)
 5. A print-out of RMT and ODS reports showing a zero balance left in obligations and commitments endorsed by the RM Office with the following statement: “~~ERP~~ Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system.”
 6. **NOTE:** When projects are completed for less than the amount originally obligated, the PO must modify the contract decreasing the amount of the contract to match the actual cost of the project. RM Offices will use the contract modification to de-obligate the remaining balance in obligations.
- D. Other types of records may be maintained by the RM Offices. Additions to the above list are considered optional. For example, some RM Offices require CERP Program Managers to submit a copy of their CERP Checkbook prior to having additional CERP projects approved. These RM Offices ensure the CERP Checkbook is being properly maintained before approving any additional CERP projects. Other RM Offices require pictures of the recipients of condolence, battle damage, former detainee, or Afghan hero payments to be submitted with the SF Form 44s as proof of the transaction(s).
- E. One year after the project has been completed and properly closed out in accordance with this SOP; the project nomination package, along with the complete project file, will be sent to ARCENT for historical staging.

CERP RESOURCE MANAGEMENT TURNOVER PROCEDURES

All resource managers, who are responsible for managing the CERP program, must ensure the turnover with their successors includes, at a minimum, the following topics:

- A. A review of the MAAWS-A, USFOR-A CERP SOP, and DoD FMR 7000.14-R Volume 12, Chapter 27
- B. A review of the CERP Checkbook procedures with hands-on training
- C. A list of deadlines and suspenses
- D. A list of CERP projects still open on the current year and prior year checkbooks and in CIDNE. This review must be a line-item by line-item review of the current status of each project. The review should also include a review of documents maintained in the RM Office with a list of missing project files annotated on an official memorandum.
- E. A review of all outstanding NULOs (*negative unliquidated obligations*) and ULOs (*unliquidated obligations*)
- F. A list of contact information for subordinate CERP Program Managers
- G. A list of contact information for other key CERP POCs
- H. A hands-on orientation of CIDNE (*see Chapter 4*)
- I. A memorandum signed by outgoing and incoming CERP Resource Managers' supervisors stating the turnover has been completed and the incoming CERP Resource Manager accepts responsibility for the program.

CHAPTER 8: ADVANCE BULK FUNDS

1. [OVERVIEW](#)
2. [APPROVED USES](#)
3. [ADVANCE BULK FUNDS WITHDRAWAL AUTHORITY](#)
4. [ADVANCE BULK FUNDS PROCESS](#)
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6. [ADVANCE BULK FUNDS TEMPLATES](#)

OVERVIEW

- A. Advance Bulk Funds are utilized within the CERP to allow Commanders to have cash on the battlefield in order to expedite the execution of small-scale CERP projects. Advance Bulk Funds are lump sum withdrawals from the Finance Office to a Paying Agent that is appointed and approved to carry CERP funds.
- B. This method of CERP execution allows for Commanders, through their CERP executors, to make cash payments on specific types (categories) of projects while out in the field. This execution method enables Commanders and their CERP teams to react quickly to time sensitive needs.
- C. **Approved Uses: Bulk Funds use is specifically limited to condolence, battle damage, Afghan hero, former detainee payments, and Commanders Small-Scale Projects.**
- D. Advance Bulk Funds should be utilized by U.S. Commanders who have identified missions that require CERP funds to be on-hand during and throughout the mission.

APPROVED USES

- A. **Condolence and Battle Damage Payments:** CERP is authorized to be used for payments to individuals in case of death, injury, or battle damage caused by U.S. or coalition military operations, not compensable under the Foreign Claims Act.
 1. **Condolence and Battle Damage Payment Definition:** Damage to property or person caused by U.S., coalition, or supporting military organizations **during a specific operation**. For example, U.S. military personnel enter a village to perform a clearing operation. Upon arrival at the village, one vehicle in the convoy hits an individual on a bicycle. Since the unit was conducting a specific combat operation, Bulk Fund payment is authorized.

- a. **Foreign Claims Act (FCA) Definition:** Damage to property or person caused by U.S. or coalition partners during **routine day-to-day business**, not otherwise associated with a specific combat operation. Claims are payable for personal injury, death, personal property damage, or real property damage caused by military training, field exercises, maneuvers, or other activities distinctly military in nature. For example: A coalition convoy drives through a market area and one vehicle in the convoy hits an individual on a bicycle. The convoy was not performing a specific combat operation. This is a Foreign Claims Act incident and the individual (or family) should file a claim with the nearest U.S. legal office (or the convoy can make arrangements for the proper legal representatives to visit the family, so a claim can be made). (Refer to AR 27-20 for further explanation)
2. Condolence payments can be paid to express sympathy and to provide urgent humanitarian relief to individual Afghans and/or the Afghan people in general. Commanders must verify that a claim against the USG is not a viable option under the Foreign Claims Act prior to using CERP for condolence payments. Condolence payments are different from claims and are not an admission of fault by the USG. It is crucial to remember that when a Commander uses CERP funds, it is not an acknowledgement of any moral or legal responsibility for someone's death, injury, or damaged property. Condolence payments are symbolic gestures and are not paid to compensate someone for a loss. **NOTE:** CERP condolence payments are not Solatia payments and will not be referred to as such. Solatia payments must be tied directly to a combat action and are given because it is local custom to do so. Solatia payments are paid with OMA funds. For information on Solatia payments, contact your supporting legal office.
3. Condolence/Battle Damage payments to individuals are authorized for death, injury, or damage that occurs during a U.S., coalition, or supporting military operation and is caused by a non-DoD U.S. federal agency employee, a contractor of any U.S. federal agency, or a member of a coalition force. For instances falling within this paragraph the military operation may be combat or non-combat.
4. Legal review is not required, however if there are any questions on the legality of the payment, the PO/Project Manager (PM) should contact their SJA to get an informal legal opinion. If the payment is a claim, then a legal review is required. This legal review can also be done over the phone or email however, before the project is closed in CIDNE and the bulk funds draw is cleared with Finance, SJA must provide a legal review in a memo or by signing the ADR.

5. Condolence/Battle Damage payments not falling into any other provision of Chapter 8, Section 2.A, may be forwarded for consideration by the USFOR-A Deputy Commander-Support, when appropriate.
6. The payment thresholds are per person and/or per damaged property.
 - a. An **O-5 U.S. Commander** can approve **up to \$2.5K per person or damaged property**. For example, two members of the same family are killed in a car accident when the car is hit by U.S. forces. The head of that household could receive a maximum of \$7.5K (\$2.5K for each death (\$5K) and \$2.5K for the damage to the vehicle).
 - b. An **O-6 U.S. Commander** (or CSTC-A Commander) can approve **up to \$5K per person or damaged property**. For example, two members of the same family are killed in a car accident when the car is hit by U.S. forces. The head of that household could receive a maximum of \$15K (\$5K for each death (\$10K) and \$5K for the damage to the vehicle).
 - c. In extraordinary circumstances, a unit can pay up to \$10K per person or damaged property, but it must be approved by the first U.S. General Officer in the chain of command and cannot be delegated.
 - d. Condolence/Battle Damage payments for Afghan National Army (ANA)/Afghan National Police (ANP) caused damage may be approved on a case-by-case basis by the USFOR-A DCDR-S up to the total dollar amount of damage caused.
 - e. Waivers to these thresholds may be approved on a cases-by-case basis by the USFOR-A DCDR-S. This authority cannot be delegated.
- B. **Afghan Hero Payments:** This is defined as a payment to the surviving spouse or next of kin of ANA/ANP, or in extraordinary circumstances, government civilians (e.g. PDC employees) who were killed as a result of coalition, U.S. or supporting military operations. Afghan hero payments are considered a subset of the OSD authorized condolence payment, but are only payable in the event of the death of one of these authorized individuals and at the same amounts as condolence payments.
 1. Commanders must bear in mind that the Ministry of Defense (MoD) and Ministry of Interior (MoI) make Afghan hero payments to the families of ANA and ANP forces to provide long-term assistance. It may not be prudent to make it a standing practice to make substantial condolence payments to the families of every fallen Afghan National Security Force (ANSF) member. Full consideration must be given to the Afghan hero payment system. Afghan hero payments to ANA/ANP families should be minimal and used to provide immediate assistance only.

2. Afghan hero payments for non-ANA/ANP casualties must be approved by the first U.S. General Officer in the chain of command. These cases should only be considered in extraordinary circumstances and approved on a case by case basis. This authority cannot be delegated.
3. All claims must be reviewed by a U.S. DoD attorney in order to determine whether CERP, Solatia, or Foreign Claims funds will be used for payment. This can be accomplished via email or phone; however, before closing out the project in CIDNE and with Finance, a written legal review from SJA or a signature on the ADR from the local SJA is required.

C. **Former Detainee Payments:** These are payments to detainees released from coalition non-theater internment detention facilities (field detention facilities).

1. Detainee payments are not compensation, but are expressions of sympathy for wages lost during detention and to provide urgently needed humanitarian relief to individual Afghans and their families. Detainee payments are not claims, an admission of fault by the government, or an acknowledgement of any moral or legal responsibility for a person's detention.
2. The detainees can be paid up to \$6 per day (in Afghani) for each day they were held in detention. The payments can be made to provide humanitarian relief to the family and community for time spent in detention.
3. This policy does not authorize payments to detainees upon transfer to theater internment facilities.

D. **Commander's Small-Scale Projects:** These are local, small-scale projects that a Commander can act upon quickly and address urgent humanitarian and small-scale reconstruction needs within the Commander's area of responsibility. These projects may be anything the Commander deems as addressing urgent humanitarian need(s).

1. The maximum amount per project is \$5K.
2. These projects must still comply with the authorized uses of the CERP and must be classified within one of the twenty authorized categories (see *Chapter 1 or Annex A*).
3. Commander's Small-Scale projects can include purchasing humanitarian assistance goods from the local economy when deemed necessary by the Commander.

E. **Micro-Grants:** The purpose of this program is to CERP funds to provide financial assistance to disadvantaged entrepreneurs engaged in small and micro-business activities that provide humanitarian relief and/or can support humanitarian

assistance operations and reconstruction. For purposes of this program, a disadvantaged entrepreneur is one lacking independent wealth or otherwise unable to access sufficient business credit at commercially reasonable terms (see Chapter 9 for additional information).

Table 8.1
Advance Bulk Fund Project Limits and Authority

Item	Limit	Approval Authority	Legal Review Required
Commander's Small-Scale Projects	Up to \$5K	O-5 U.S. Cdr or higher	Yes
Condolence/Battle Damage ¹	Greater than \$10K ⁵	USFOR-A DCDR-S	No ⁶
Condolence/Battle Damage ¹	Up to \$10K ⁵	Senior U.S. Cdr in RC (Except RC-C)	No ⁶
Condolence/Battle Damage ¹	Up to \$5K ⁵	O-6 U.S. Cdr	No ⁶
Condolence/Battle Damage ¹	Up to \$2.5K ⁵	O-5 U.S. Cdr	No ⁶
Condolence/Battle Damage ²	Dollar amount of damage	USFOR-A Cdr	No ⁶
Afghan Hero Payment ³	Up to \$10K	First U.S. G.O. in the Chain of Command	No ⁶
Afghan Hero Payment ⁴	Up to \$10K	First U.S. G.O. in the Chain of Command	No ⁶
Afghan Hero Payment ⁴	Up to \$5K	O-6 U.S. Cdr CSTC-A Cdr	No ⁶
Afghan Hero Payment ⁴	Up to \$2.5K	O-5 U.S. Cdr	No ⁶
Former Detainee	Max of \$6/day for each day detained	O-5 U.S. Cdr	No

Note 1 - If caused by U.S./Coalition actions

Note 2 - If caused by ANA/ANP actions

Note 3 - For non ANA/ANP Civilians

Note 4 - For ANA/ANP personnel

Note 5 - Per person/damaged property

Note 6 - Unless it is a claim

ADVANCE BULK FUNDS WITHDRAWAL AUTHORITY

- A. The total withdrawal authority for Advance Bulk Funds is limited to **\$50K per O-5 U.S. Commander and \$200K per O-6 U.S. Commander**. In most cases, O-6 Commanders will not have Paying Agents drawing Advance Bulk Funds for execution under their authority; however O-6s have the authority to empower their U.S. O-5 Commanders by approving increases in their withdrawal authority based on their specific operational needs.
- B. The above authority levels are mutually exclusive; meaning that the O-6's authority is not affected by the number of O-5 U.S. Commanders underneath the O-6. For example, if a U.S. O-6 Brigade Commander has five Battalions within the Brigade's command, then each of the U.S. O-5 Battalion Commanders are

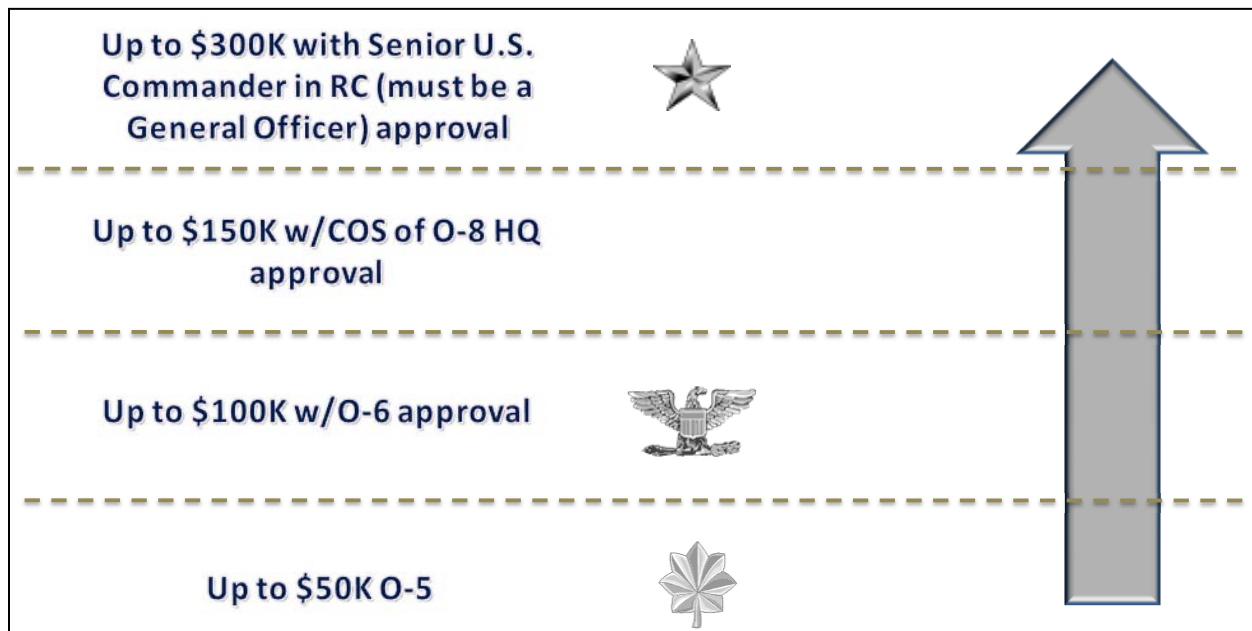
authorized by this guidance with \$50K each in Advance Bulk Funds withdrawal authority and the U.S. O-6 Brigade Commander will still have his/her \$200K in withdrawal authority.

- C. In no case may a unit's Paying Agent have more funds than the unit Commander's authorized limit at any given time. The Commander, regardless of the number of Paying Agents, cannot exceed their authorized amount. For example, if an O-5 Commander has five Paying Agents and the Commander wants all of the Paying Agents to have equal amounts of CERP dollars on them, then each Paying Agent would only be authorized to draw \$10K, totaling \$50K.
- D. O-5 U.S. Commanders can have their Advance Bulk Funds withdrawal authority increased by up to \$50K with their U.S. O-6 Commander's approval, resulting in a maximum withdrawal authority of \$100K. This authority can be approved as a one-time use or as a standing authority for no longer than 12 months.
- E. The Chief of Staff of an O-8 commanded Headquarters (HQ) may approve up to \$50K in additional Bulk Funds for O-5 U.S. Commanders to meet specific operational needs that have already had their bulk funds withdrawal authority increased by their commanding U.S. O-6. The resulting authority, if the Chief of Staff approves, would be \$150K for an O-5 Commander. This authority can be approved as a one-time use or as a standing authority for no longer than 12 months.
- F. The senior U.S. Commander in each Regional Command (must be a General Officer) has the authority to approve requests from U.S. O-5 Commanders sent up through their U.S. O-6 Commander (and Chief of Staff if applicable) to increase their bulk fund withdrawal authority up to \$300K. This authority can be approved as a one-time use or as a standing authority for no longer than 12 months.
- G. If a Commanding General or his/her subordinate Commanders want to increase their Advance Bulk Funds authority levels more than what is described above, they need to put in an exception to policy letter to the USFOR-A J9 for approval. This exception to policy letter will address the specific Commander, his/her organization and why the authority increase is needed. The approval for these requests is the USFOR-A DCDR-S.
- H. All Advance Bulk Funds authority increases that are approved must be kept on file by the respective Civil/Military Affairs section (S/J 9 organization).
- I. All Advance Bulk Funds authority increases can only be approved for a maximum of 12 months.

Table 8.2
U.S. O-5 Commander Advance Bulk Funds Withdrawal Authority/Approval Levels

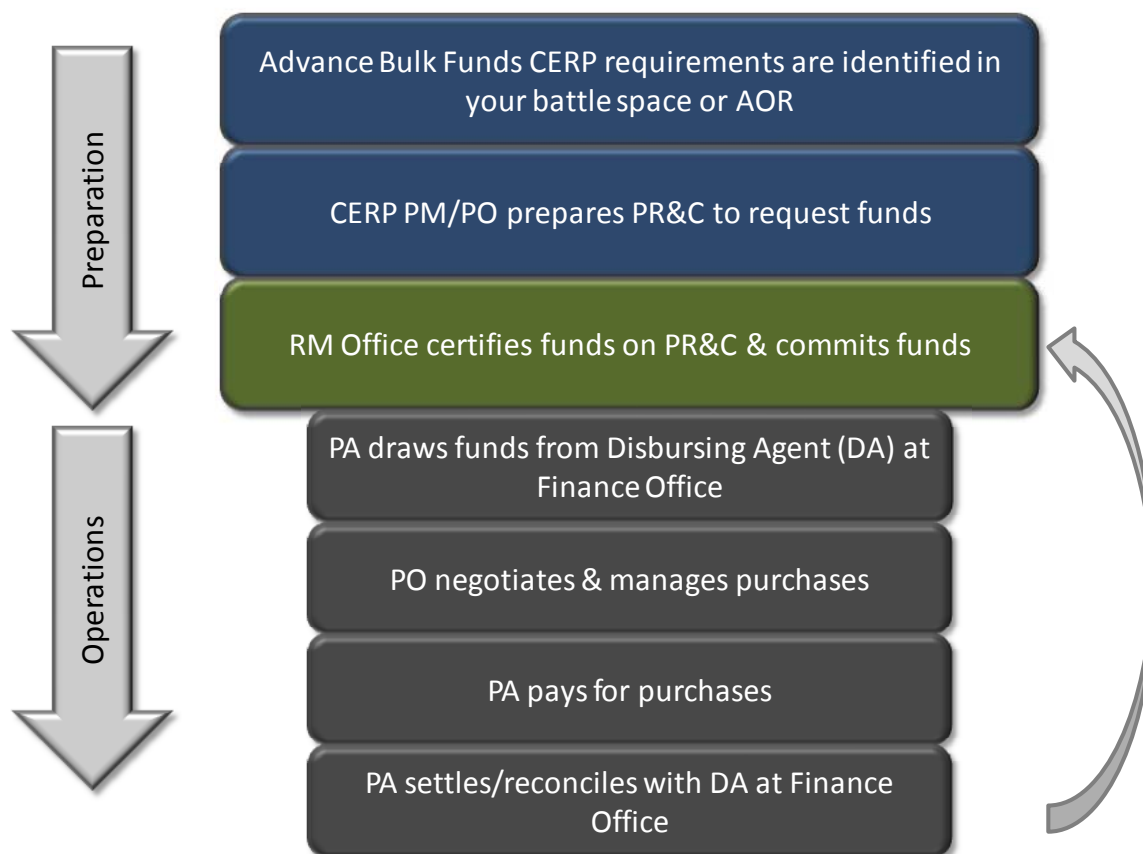
Item	Max U.S. O-5 Commander Authority	Approval Authority
Advance Bulk Fund Draw	Up to \$300K	Senior U.S. Cdr in RC (must be a G.O.)
Advance Bulk Fund Draw	Up to \$150K	U.S. O-6 (or higher) CoS of O-8 U.S. Headquarters
Advance Bulk Fund Draw	Up to \$100K	O-6 U.S. Cdr
Advance Bulk Fund Draw	Up to \$50K	O-5 U.S. Cdr

Figure 8.1
U.S. O-5 Commander Advance Bulk Funds Withdrawal Authority/Approval Levels



ADVANCE BULK FUNDS PROCESS

Figure 8.2
Advance Bulk Funds Process Overview



A. Identification and Development:

1. The need for Advance Bulk Funds for CERP projects in a Commander's Area of Responsibility (AOR) is identified or anticipated.
2. The need for Bulk Funds is then communicated and assigned to a CERP Project Manager (PM) or Purchasing Officer (PO) (*Bulk Funds can be assigned to either a Project Manager (PM) or a PO because the projects will be less than \$100K, so either CERP role can fulfill the requirement*). The Project Manager (PM)/PO will then validate the requirement and create an Afghan Development Report (ADR) in CIDNE for the Bulk Funds draw. The Project Manager (PM)/PO will input all relevant project information into the ADR. (*Reference Section 7 for Bulk Funds ADR Template*).

3. Once the ADR is complete, export the ADR to Microsoft Word, and add the CERP Program Manager's signature block.
4. The Project Manager (PM)/PO must create a Purchase, Request, and Commitment (PR&C) (DA Form 3953) document. The Project Manager (PM)/PO will fill out the form with the relevant information, including the Project Manager (PM)'s/PO's information in Blocks 27-30.
5. The Project Manager (PM)/PO will ensure the ADR and PR&C are routed through the organization's CERP Program Manager to the Commander. The Commander can require these documents to be reviewed by his/her staff functionals, such as the Staff Judge Advocate (SJA), and any other staff functionals as required by the Commander. The CERP Program Manager will sign the ADR, which serves as the formal review and concurrence of the Bulk Funds draw. The CERP Program Manager will sign the PR&C in Blocks 31-33.
6. Reference Section 7 for Advance Bulk Funds Checklists.

Table 8.3
Required Documents for Advance Bulk Funds Approval

Required Documents for Bulk Funds Approval	Notes
Afghan Development Report (ADR)	Signed by Program Manager with all required fields filled in
Funding Document (PR&C)	Signed by Project Manager, Program Manager, and Approving US CDR
Appointment, Authorization, & Training Letters/ Certificates	Program Manager will verify these documents are on file and current
Advance Bulk Funds Approval Checklist	Complete the checklist

B. Approval:

1. Once the Program Manager has signed the ADR and PR&C (and all other staff functionals review the documents as per the Commander's guidance), the Project Manager (PM)/PO will ensure the package is routed for the approving Commander's signature.
2. The Commander must sign the PR&C (Blocks 34-36). The Commander's signature on the PR&C means the Commander has approved the Advance Bulk Funds draw. Once the PR&C is signed, the Project Manager will ensure

all signed documents are uploaded into the Media section of their CIDNE ADR.

3. If the amount of the bulk draw exceeds the withdrawal authority of the Commander, then the Commander can request a one-time bulk draw from his/her U.S. O-6 Commander for approval or request an increase in bulk draw authority from his/her U.S. O-6 Commander or higher (*reference section 3*).

C. Execution and Payment:

1. The Project Manager (PM)/PO will notify the assigned CERP Paying Agent to bring the approval documents and Paying Agent (PA) Authorization (provided by the Finance Office) and PA Appointment Letter (DD 577 from the PA's Commander), then proceed to draw the authorized amount (annotated on the PR&C) of CERP Bulk Funds (**cash will be in Afghani**).
2. **Execution of Condolence, Battle Damage, Afghan Hero, Former Detainee Payments, & Commander's Small-Scale Projects:** The Project Manager (PM)/PO must ensure the SF 44s for each transaction (or project) contain details of the transaction in terms of what type of payment (i.e. *Condolence, Battle Damage*), what type of operations happened, and/or any other relevant information (*reference Section 2.A-C and Table 8.1*).
3. SF 44s will clearly define who, what, when, where, and why this transaction took place.
 - a. Example: \$100 paid to John Smith on 20 Nov 2010 in Village X, District Y, and Province Z for a lamb that was killed during US/Coalition operations.
4. All claims must be reviewed by a U.S. DoD attorney in order to determine whether CERP, Solatia, or Foreign Claims funds will be used for payment. All Commanders' Small-Scale Projects must also be reviewed by legal. This review can be conducted via phone or email. These legal reviews can be documented by annotating the phone conversation in the ADR (in the update section) or if completed via email, upload the email into the Media section of the CIDNE ADR.
5. The Project Manager (PM)/PO should update the CIDNE ADR with all transactions and disbursements that are made in the field and what they were made for within 7 days. The description in CIDNE should elaborate what is annotated on the SF 44.

6. Making cash payments:

- a. The PO will prepare the SF Form 44 (*as described above*) and contact the PA to arrange payment with the vendor. The PO and PA will go together to make payment to the vendor.
- b. The PO will authorize payment on the SF Form 44. The PA will insert the dollar value of the goods or services and sign the SF Form 44 immediately after the certification statement: —I certify that this account is correct and proper for payment in the amount of...”
- c. The vendor will sign the SF Form 44 and receive copy #2 (blue). The vendor should provide an invoice or receipt, either before or at the time of payment. Both the PO and PA must be present. The PO (or designated representative) will sign as the receiver on the SF Form 44. The PA cannot sign as the receiver, since he/she is the certifying official. The SF Form 44 becomes an accountable document to the PA and is required to clear the PA's DD Form 1081 from the Finance Office.
- d. After the project has been completed, the PA will clear with the servicing Finance Office.

D. Clearing with Finance and Project Closure:

1. Upon the completion/payment of the projects (and no later than 90 days from the funds draw), the Paying Agent must notify the Project Manager (PM)/PO and Resource Management (RM) Office that the projects are complete and need to be closed out with Finance or the Paying Agent needs to go to the Finance Office to reconcile with the Disbursing Agent and hand in the unused funds.
2. The PA must first go the RM office to obtain the modified STANFINS numbers for each project that was executed with the bulk funds.
3. The RM office will then provide the PA with a clearance memo, which the PA will present to the Finance Office informing them that the PA is ready to clear.
4. The Project Manager (PM)/PO will ensure the CIDNE ADR has been fully updated and annotates all transactions that took place while the Advance Bulk Funds were out in the field.
5. The Project Manager (PM)/PO will print out the ADR and add the Commander's signature block. **The Commander's signature is required on the finalized ADR** in order for the bulk draw to be closed out.

6. Clearing of all bulk funds accounts will be completed according to the servicing Finance Office's guidance. (*Reference the MAAWS-A for PA processes and procedures*). After the PA has cleared with the Finance Office and the payments are processed, the Finance Office will send the SF Form 1034(s), SF Form 44(s), and DD Form 1081(s) immediately to the RM Office.
NOTE: The following is required for bulk funds to be considered cleared:
 - a. All cash and vendor receipts have been turned into the Finance office.
 - b. The Finance office has provided the RM office all SF Form 1034(s), SF 44(s), and DD Form 1081(s) totaling 100% of the bulk funds draw.
 - c. The remaining obligated balance in the ODS accounting system is \$0.00. The PA must obtain a print-out of this and provide it to the PO or Project Manager (PM).
7. Once the PA has cleared with Finance, the CERP Project Manager can have the Paying Agent, re-draw Bulk Funds (*utilize the same process as above*).
8. The PA must provide all of the clearing documents to the Project Manager (PM)/PO so they can be loaded into the CIDNE ADR.

Table 8.4
Required Documents for Advance Bulk Funds Close-out

Required Documents for Bulk Funds Closure	Notes
Afghan Development Report (ADR)	Signed by Program Manager and approving U.S. CDR
Funding Document (PR&C)	Signed by Project Manager, Program Manager, and Approving US CDR
Legal Review	One signed by initiating US CDR & one for every other US CDR that approves the project
Payment Documents & Bill	Proper & complete SF 44s for each project/transaction. For CDR's Small-Scale projects, include the bill from the vendor
Bids & Price Quotes	These documents are recommended for Small Scale Projects
ODS Print-out	Obtain this print-out from the Resource Management (RM) office and ensure that it is signed by RM
Contract & Statement of Work (if applicable)	These documents are recommended for Small Scale Projects
Appointment, Authorization, & Training Letters/ Certificates	Program Manager will verify these documents are on file and current
Advance Bulk Funds Approval Checklist	Complete the checklist

REPORTING

Advance Bulk Funds projects will be included in the monthly project report submitted by each Regional Command to USFOR-A J9. (*Reference Chapter 2 for more details on reporting*).

ADVANCE BULK FUNDS TEMPLATES

Figure 8.3
Advance Bulk Funds Approval Checklist

Advanced Bulk Funds Approval Checklist		
RC/TF: _____ UNIT: _____ AMOUNT (\$): _____		
CIDNE PROJECT #: _____ PROJECT MANAGER: _____		
CIDNE PROJECT TITLE: _____		
The Project Manager is responsible for maintaining all project documentation and uploading it to CIDNE. Required documentation is indicated below and is required based on the details provided in each item's description.		
1	Appointment, Authorization, & Training Letters/Certificates	Program Manager will verify that all appointment, authorization, and training documents are current and on file. These documents do not need to be included in the project file, but they must be verified.
2	Funding Doc (PR&C)	For the PR&C, the Project Mgr will fill in blocks 27-30, the Program Mgr will fill in blocks 31-33, and the approving CDR will fill in blocks 34-36.
3	Initial Afghan Development Report (ADR)	This report serves as the project overview in CIDNE which is auditable and is the database of record for the CERP. All relevant fields must be populated. All transactions need to be annotated within the ADR (see CERP SOP Chapter 8 for more ADR details). To add signature blocks to the ADR, click "export to Microsoft Word," add in appropriate signature blocks, print out, get signed, & upload back into the ADR in the "Media" section. The Program Manager's and Approving Commander's signature blocks need to be added and both individuals need to sign the ADR in order for the bulk fund draw to be closed. Add the SJA signature block on the ADR if there were Commander's Small-Scale projects completed with this bulk draw and the SJA will sign and this will serve as the legal review. The final ADR must articulate if and how the project met its goals and achieved its desired effects. This will be documented in the "Project Closure" section of the ADR.
4.	Completed CERP Advance Bulk Funds Project Approval Checklist	

Figure 8.4
Advance Bulk Funds Closure Checklist

Advanced Bulk Funds Project Closure Checklist		
RC/TF: _____ UNIT: _____ AMOUNT (\$): _____		
CIDNE PROJECT #: _____ PROJECT MANAGER: _____		
CIDNE PROJECT TITLE: _____		
The Project Manager is responsible for maintaining all project documentation and uploading it to CIDNE. Required documentation is indicated below and is required based on the details provided in each item's description.		
1	Appointment, Authorization, & Training Letters/Certificates	Program Manager will verify that all appointment, authorization, and training documents are current and on file. These documents do not need to be included in the project file, but they must be verified.
2	Funding Doc (PR&C)	For the PR&C, the Project Mgr will fill in blocks 27-30, the Program Mgr will fill in blocks 31-33, and the approving CDR will fill in blocks 34-36.
3	Payment Documents & Bill	Include all payment documents to include DD 1081(s), SF Form 1034(s), and/or SF Form 44(s) and the bill from the vendor. A vendor bill or invoice only applies for Commander's Small-Scale Projects.
4	Bids and Price Quotes	The PM/PO will ensure that all bids and/or price quotes from local vendors are included in the project file and loaded into CIDNE. This only applies for Commander's Small-Scale Projects.
5	Contract & Statement of Work	These documents are not required but they are recommended for Commander's Small-Scale Projects. If they are completed for a Commander's Small-Scale Project(s), the PO/PM must include them in the project file.
6	ODS Print-out	RM Office endorsed ODS print-out. This print-out verifies that the the bulk draw is good to close-out financially.
7	Legal Review	Condolence, battle damage, former detainee, & Afghan hero payments do not require a legal review; however, even though a legal review is not required, a U.S. SJA must review all claims to determine that the proper fund is used for the claim (i.e. to determine whether the claim is a Foreign Claim or battle damage/condolence payment or Solatia). Include email from SJA or document the phone conversation and include in the project file. Commander's Small-Scale Projects must have SJA review the proposed project. This can be an email, documented phone conversation with the SJA, signed ADR, or legal review memo.
8	Final/Complete Afghan Development Report (ADR)	This report serves as the project overview in CIDNE which is auditable and is the database of record for the CERP. All relevant fields must be populated. All transactions need to be annotated within the ADR (see CERP SOP Chapter 8 for more ADR details). To add signature blocks to the ADR; click "export to Microsoft Word," add in appropriate signature blocks, print out, get signed, & upload back into the ADR in the "Media" section. The Program Manager's and Approving Commander's signature blocks need to be added and both individuals need to sign the ADR in order for the bulk fund draw to be closed. Add the SJA signature block on the ADR if there were Commander's Small-Scale projects completed with this bulk draw and the SJA will sign and this will serve as the legal review. The final ADR must articulate if and how the project met its goals and achieved its desired effects. This will be documented in the "Project Closure" section of the ADR.
9	This Completed Advance Bulk Funds Project Closure Checklist	

Figure 8.5
SF 44 Template/Example

U.S. GOVERNMENT
PURCHASE ORDER-INVOICE-VOUCHER

DATE OF ORDER <i>Write Date Goods or Services Purchased</i>		ORDER NO. <i>CIDNE # / sequence number</i>	
PRINT NAME AND ADDRESS OF SELLER (Number, Street, and State)*			
P A Y E E Mohammad Abdul son of (s/o) Haji Abu Marjeh			
Furnish Supplies or Services to (Name and address)			
Purchasing Officer's Full Name Purchasing Officer's Unit's name and address Afghanistan			
SUPPLIES OR SERVICES		QTY	UNIT PRICE AFGHANI
Battle Damage:			AMOUNT AFGHANI
Broken door		1	1000 AFG
Broken Window		2	20000 AFG
(must be itemized)			40000 AFG
Exchange Rate 47.90 AFG = \$1			
AGENCY NAME AND BILLING ADDRESS*		TOTAL <i>Total Afghani</i>	
P A Y O R Disbursing Office, 1st MLG Camp Leatherneck, Afghanistan		DISCOUNT TERMS %	
		DATE INVOICE RECEIVED <i>Write Date of Invoice</i>	
ORDERED BY (Print Signature and title) <i>The Purchasing Officer (PO) must print and sign their Full Name and title</i>			
PURPOSE AND ACCOUNTING DATA			
21 0 2020.0000 08A-2084 P135197.0000 2540 83GFVL CERPLNK0J00100 GFVL83 S09076			
PURCHASER - To sign below for over-the-counter delivery of items		USD \$.....	
RECEIVED BY <i>The Purchasing Officer (PO) must sign their Full Name here as well</i>			
TITLE <i>Print name of PO</i>		DATE <i>Date Received</i>	
SELLER - Please read instructions on Copy 2			
<input type="checkbox"/> PAYMENT RECEIVED \$		<input type="checkbox"/> PAYMENT REQUESTED \$	
NO FURTHER INVOICE NEED BE SUBMITTED			
I certify that this account is correct and proper for payment in the amount of		DIFFERENCES	
\$.....			
ACCOUNT VERIFIED CORRECT FOR		BY	
The Pay Agent (PA) must sign their full Name Authorized certifying officer			
PAID BY <input type="checkbox"/> CASH		DATE PAID	VOUCHER NO.
OR (Check one)			

*PLEASE ZIP CODE

1. SELLER'S INVOICE
(See instructions on Copy 2)

STANDARD FORM 44A (Rev. 10-83)
PRESCRIBED BY GSA
FAR (48 CFR) 53.213(c)

PA

PO

PO

VENDOR

PA

Write Vendor Business Name and Address

Write the Afghani (AFG) Exchange Rate from the 1081

Write Exactly as it Appears Here

Reason for payment: List the Supplies or Services and Costs in detail

Write the Fund Cite Exactly As It Appears on DA 3953

Enter the USD amount from the Clearing Report

Check the Block and Write Total in AFG

Write Total in AFG

The Paying Agent Signs Here and Checks the Cash Block

Write Date Paid

CIDNE number from the Afghan Development Report and the Sequence Number on Clearing Report (Start with 1)

Purchasing Officer's name and unit address

Figure 8.6
Advance Bulk Funds ADR Example



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CERP Project Report	
CLASSIFICATION:	UNCLASSIFIED
RELEASABILITY:	FOR OFFICIAL USE ONLY
PROJECT NUMBER:	Auto-Generated
PROJECT STATUS:	Nominated
PROJECT TITLE:	CERP Advance Bulk Funds Draw in support of UNIT operations
PROJECT DESCRIPTION:	UNIT is drawing \$25K USD in order to support with Commander's small-scale projects, battle damage, condolence, Afghan hero, and former detainee payments.
PROJECT GOALS:	To mitigate the effects of military operations on the local population and enable the Commander of UNIT to respond to urgent humanitarian needs in his/her AO.
PROJECT CATEGORY:	Other Urgent Humanitarian or Reconstruction Projects
IS THIS A BULK FUND?	Yes
FUNDING FISCAL YEAR:	20XX
PROJECT MANAGER/COR:	Rank, Name (this may be the same as the PO info)
PO/CONTRACTING OFFICE:	Rank, Name
PAYING AGENT(IF APP):	Rank, Name
STANFINS DOC NO:	Not Reported
PROJECT COST >= \$500,000?	No

Financial Information	
PLANNED START:	Day Month 20XX
PLANNED END:	Day Month 20XX
UNIT MAKING PROPOSAL:	UNIT
REGIONAL COMMAND:	RC-XXXX
EST COST (USD):	10,000.00 (Enter \$ amount)

Bulk Fund Details (Info in this section will be updated after execution)	
BULK FUND STANFINS/DRN:	Not Reported
BULK FUND PROJECT CATEGORY:	Not Reported
SHORT DESCRIPTION:	Not Reported
BULK FUND PROVINCE:	Not Reported
BULK FUND DISTRICT:	Not Reported
BULK FUND US \$ SPENT:	Not Reported
BULK FUND COMPLETION DATE:	

Figure 8.6
Advance Bulk Funds ADR Example (Cont)



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Location Data	
MGRS: 42SWD1184312889	LATITUDE (DMS): Self Populated
	LONGITUDE (DMS): Self Populated
PROVINCE: Self Populated	MSC: RC-XX
DISTRICT: Self Populated	AO: Not Reported
CITY: Self Populated	
DESCRIPTION: Not Reported	

Figure 8.6
Advance Bulk Funds ADR Example (Cont)



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Additional Information	
Problem Statement	
HOW DOES THIS PROJECT SATISFY AN URGENT, CHRONIC, OR ACUTE HUMANITARIAN NEED:	
<p>This project is an Advance Bulk Funds draw. Advance Bulk Funds can be used for Commander's small-scale projects, battle damage, condolence, Afghan hero, and former detainee payments. These funds are to be used during an upcoming NAMED operation and will be applied in response to situations that require immediate relief to Local Nationals that experience unfortunate circumstances. All small projects that are conducted with these funds will address urgent, chronic, or acute humanitarian needs, not already addressed by the Afghan government or humanitarian assistance efforts being conducted by relief actors.</p>	
Immediate Benefit To The Local Population	
HOW WILL THE UNIT BE ABLE TO MEASURE THE SUCCESS OF THE PROJECT:	
<p>This project is an Advance Bulk Funds draw and how these funds will be spent is not yet known. Funds will be used to provide direct relief in response to satisfy an urgent, chronic, or an acute humanitarian need. Upon the conclusion of the operation or Paying Agent reconciliation, Commander's small-scale projects, battle damage, condolence, Afghan hero, and former detainee payments will be assessed in order to measure the effectiveness of the funds on the local population. The unit will conduct regular shuras with village elders, conduct interviews, and observe local atmospherics to determine whether or not the funds applied had positive effects on the population, in accordance with COIN objectives.</p>	
Sustainability Of The Project	
HOW DO WE PLAN TO MAKE IT LAST:	
Other	
EXPLAIN WHICH MINISTRY, ORGANIZATION, LEADERS, OR OTHER GROUPS WILL BE SUSTAINING THIS PROJECT:	
<p>Depending on where these Advance Bulk Funds are used and how they are used will determine who will sustain the projects. Most likely, the local population will provide sustainment if it is even necessary.</p>	
Stability Of Local Partner	
HAS THE PROJECT PROPOSAL BEEN COORDINATED WITH:	
POINT OF CONTACT:	
GIROA	
	POC Not Reported EMAIL Not Reported PHONE Not Reported
PRT	
	POC Not Reported EMAIL Not Reported PHONE Not Reported
PDP	
	No

29 Oct 10

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Figure 8.6
Advance Bulk Funds ADR Example (Cont)



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POC	Not Reported
EMAIL	Not Reported
PHONE	Not Reported
OTHER AGENCIES IN AOR	
POC	Not Reported
EMAIL	Not Reported
PHONE	Not Reported
LOCAL POPULATION	
POC	Not Reported
EMAIL	Not Reported
PHONE	Not Reported
WHO WILL THE PROJECT BE TRANSFERRED TO IN THE AFGHAN GOVT:	
Not Reported	
HAVE THE LOCAL LEADERS OR PROVINCIAL MINISTERS IDENTIFIED THIS AS A PRIORITY:	
No	
Number Of Local Population Engaged In The Project	
HOW MANY LNS ARE INVOLVED IN THE EXECUTION OF THE PROJECT? NUMBER OF PEOPLE EMPLOYED:	0-50
Number Of Locals Benefiting	
ESTIMATED NUMBER OF LOCALS WHO WILL BENEFIT FROM THIS PROJECT:	50 (Enter in an estimate)
WHAT ARE THESE PRIMARY AND SECONDARY BENEFITS:	
Not Reported	
Executability Of The Project	
HOW LONG WILL THIS PROJECT TAKE TO COMPLETE:	<1 Month
ARE THERE ANY RESTRICTIONS TO THE TIME-FRAME FOR BUILDING OR EXECUTION:	Yes
WILL WEATHER EXPECTED TO BE A FACTOR:	No
IS SECURITY EXPECTED TO BE A FACTOR:	Yes
WILL THERE BE ANY CHANCE OF THE CONTRACTOR NEEDING EXTRA SERVICES TO COMPLETE ON TIME:	No
IF YES WHAT ARE THEY:	
Advance Bulk Funds may be executed in areas that are not secure. Most uses for Advance Bulk Funds are related to urgent needs and need to be executed quickly.	
Relations To Other Similar Efforts	
HOW DOES THIS FIT IN TO THE OVERALL PLAN FOR THE PRT IN THIS SECTOR:	
Will meet urgent needs in community	
EXPLAIN RESPONSE ABOVE, OR PROVIDE ADDITIONAL RELATIONSHIPS TO SIMILAR EFFORTS:	
Not Reported	

CERP ADR Prohibited Uses
BENEFIT THE US, COALITION, OR OTHER SUPPORTING PERSONNEL DIRECTLY OR INDIRECTLY?
PROVIDE GOODS, SERVICES, OR FUNDS TO NATIONAL ARMIES,

Figure 8.6
Advance Bulk Funds ADR Example (Cont)



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<p><i>NATIONAL GUARD FORCES, BORDER SECURITY FORCES, CIVIL DEFENSE FORCES, INFRASTRUCTURE PROTECTION FORCES, HIGHWAY PATROL UNITS, POLICE, SPECIAL POLICE, INTELLIGENCE, OR OTHER SECURITY FORCES?</i></p>	
<p><i>QUALIFY AS A WEAPONS BUY BACK PROJECT (EXCEPT AS AUTHORIZED BY LAW AND SEPARATE IMPLEMENTING GUIDANCE, WEAPONS BUY BACK PROGRAMS, OR OTHER PURCHASES OF FIREARMS OR AMMUNITION)?</i></p>	
<p><i>PROVIDE ENTERTAINMENT?</i></p>	
<p><i>PROVIDE A REWARD PROGRAM?</i></p>	
<p><i>PURCHASE FIREARMS, AMMUNITION, OR FUND THE REMOVAL OF UNEXPLODED ORDINANCES?</i></p>	
<p><i>DUPLICATE SERVICES AVAILABLE THROUGH MUNICIPAL GOVERNMENTS?</i></p>	
<p><i>PROVIDE SALARIES, BONUSES, OR PENSIONS OF HOST NATION MILITARY OR CIVILIAN GOVERNMENT PERSONNEL?</i></p>	
<p><i>TRAIN, EQUIP, OR PROVIDE OPERATING COSTS OF HOST NATION SECURITY FORCES?</i></p>	
<p><i>CONDUCT PSYCHOLOGICAL OPERATIONS, INFORMATION OPERATIONS, OR OTHER US, COALITION, OR HOST NATION SECURITY FORCE OPERATIONS?</i></p>	
<p><i>SUPPORT INDIVIDUAL OR PRIVATE BUSINESS?</i></p>	
<p><i>CO-MINGLE CERP AND OTHER FUNDS?</i></p>	
<p><i>DOES THE PROJECT CONTAIN ANY OF THE ABOVE?</i></p>	<p>No</p>
<p>*** IF YES, THE PROJECT DOES NOT QUALIFY FOR ADR FUNDING. ***</p>	

Completed/Terminated	
PROJECT COMPLETION DATE:	
LAST PAYMENT DATE:	
ACTUAL CONTRACT JOBS CREATED:	ACTUAL PERMANENT JOBS:
ACTUAL COMPLETION %:	
ADDITIONAL EXPLANATION FOR CLOSURE/TERMINATION:	
Not Reported	
PROJECT RESULTS:	
Not Reported	

**Figure 8.6
Advance Bulk Funds ADR Example (Cont)**



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APPROVAL SIGNATURE BLOCKS	
<p>DATE:</p> <p>I HAVE REVIEWED ALL SUPPORTING DOCUMENTATION. IT IS ACCURATE AND COMPLETE AND IN ACCORDANCE WITH ALL GOVERNING REGULATIONS, GUIDANCE, AND POLICIES.</p> <p>SIGNATURE BLOCK:</p> <p>REINTEGRATION PROGRAM MANAGER</p> <p>OFFICE/UNIT:</p>	<p>DATE:</p> <p>I APPROVE THIS PROJECT.</p> <p>SIGNATURE BLOCK:</p> <p>(O-5 LEVEL U.S. COMMANDER (OR ABOVE))</p> <p>OFFICE/UNIT:</p>
APPROVAL SIGNATURE BLOCKS	
<p>DATE:</p> <p>THIS PROJECT IS IN ACCORDANCE WITH DOD FMR 7000.14-R, VOLUME 12, CHAPTER 27, AND ALL GOVERNING REGULATIONS, GUIDANCE, AND POLICIES. I HAVE NO LEGAL OBJECTION.</p> <p>SIGNATURE BLOCK:</p> <p>JUDGE ADVOCATE</p> <p>OFFICE/UNIT:</p>	<p>DATE:</p> <p>ALL DOCUMENTATION IS ACCURATE AND COMPLETE. FUNDS ARE AVAILABLE FOR THE CORRECT FISCAL YEAR.</p> <p>SIGNATURE BLOCK:</p> <p>(RM OFFICE)</p> <p>OFFICE/UNIT:</p>

**Figure 8.6
Advance Bulk Funds ADR Example (Cont)**



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CLOSURE SIGNATURE BLOCKS	
<p>DATE:</p> <p>I HAVE REVIEWED ALL SUPPORTING DOCUMENTATION. IT IS ACCURATE AND COMPLETE AND IN ACCORDANCE WITH ALL GOVERNING REGULATIONS, GUIDANCE, AND POLICIES.</p> <p>SIGNATURE BLOCK:</p> <p>REINTEGRATION PROJECT MANAGER</p> <p>OFFICE/UNIT:</p>	<p>DATE:</p> <p>I APPROVE THIS PROJECT FOR CLOSURE.</p> <p>SIGNATURE BLOCK:</p> <p>(O-5 LEVEL U.S. COMMANDER (OR ABOVE)</p> <p>OFFICE/UNIT:</p>
CLOSURE SIGNATURE BLOCKS	
<p>DATE:</p> <p>ALL DOCUMENTATION IS ACCURATE AND COMPLETE. FUNDS HAVE BEEN FULLY DISBURSED AND/OR THIS PROJECT HAS BEEN CLEARED AND PROPERLY RECORDED IN THE ACCOUNTING SYSTEM.</p> <p>SIGNATURE BLOCK:</p> <p>(RM OFFICE)</p> <p>OFFICE/UNIT:</p>	

CHAPTER 9: MICRO-GRANTS

1. [PURPOSE](#)
2. [REFERENCES](#)
3. [CONCEPT OF OPERATIONS](#)
4. [PROCEDURES](#)
5. [APPROVAL THRESHOLDS](#)
6. [EXECUTION](#)
7. [LEGAL CONSTRAINTS AND REQUIREMENTS](#)
8. [MICRO-GRANT APPLICATION](#)

PURPOSE

- A. To provide basic guidelines and specify common procedures and restrictions to be followed by units in using CERP to fund micro-grants to support small and micro-business activities.

REFERENCES

- A. DoD FMR 7000.14-R, Volume 12, Chapter 27, January 2009
- B. USARCENT ADCON ORDER (OPORD 04-005), Appendix 6 (Resource Management and Finance Operations to Annex H (Administering))
- C. USARCENT Publication 1-06 (Army Financial Management Operations in the CENTCOM AOR, 16 May 2007)

CONCEPT OF OPERATIONS

- A. The micro-grant program expands the flexibility of CERP and authorizes Commanders to provide cash, equipment, tools, or other material support (*in-kind contributions preferred*) to small businesses lacking available credit or financial resources. Micro-grants must be used with strict disciplinary measures in place to ensure the economic development objectives of the command are being advanced. The intent of the program is to increase economic activity, particularly in areas where small businesses have suffered because of insurgent or sectarian violence.
- B. The purpose of this program (*subject to the restrictions and implementation requirements*) is to use CERP funds to provide financial assistance to disadvantaged entrepreneurs engaged in small and micro-business activities that provide humanitarian relief and/or can support humanitarian assistance

operations and reconstruction. For purposes of this program, a disadvantaged entrepreneur is one lacking independent wealth or otherwise unable to access sufficient business credit at commercially reasonable terms.

- C. Assistance provided is intended to allow disadvantaged individuals to grow existing businesses or re-establish disrupted enterprises which will create lasting economic activity in a community. Support to individuals without prior business experience may be considered on a case-by-case basis, particularly with respect to recent college, university, or professional graduates who desire to start a business. **NOTE:** Only applicants with strong business concepts should be considered for grants in this latter category.
- D. Grants provided should be made based on standardized selection criteria and processes in accordance with the guidance set forth in this SOP. Resources provided will not be repaid or returned to USFOR-A. In-kind deliveries of equipment, tools, and other material support, when practical, are preferred over cash payments. In-kind distributions help to ensure that grants will be used for intended purposes and limit the ability of criminal elements and other corrupt individuals from profiting off a grant. In certain circumstances, however, one or more cash payments to be used for working capital may be provided to a grant recipient.
- E. Within the guidelines and restrictions specified in this SOP, Commanders are encouraged to be creative and adapt the micro-grant program to local conditions in order to achieve the best local results. The application guidance set forth below provides general criteria to be used in evaluating grant requests. Ultimately, however, the judgment of individual Commanders based on local circumstances will determine the relative merit of each grant request. The objective is to make high-quality grants that will have a meaningful impact in a community, not merely to make a large number of grants.
- F. Grant making activities should be focused in areas underserved by other micro-credit and assistance programs.
 - 1. In areas where micro-lending programs are available, applicants may propose to combine program resources in order to leverage capabilities. However, under no circumstance, shall grants be provided to repay existing micro-loans or other business support programs.
 - 2. If a micro-lending institution is present in a community, grants should be made to leverage the aggregate economic benefit of such activities. For example, an engine repair shop might receive a piece of equipment under the micro-grant program and a loan from a micro-finance institution to use as working capital to hire one or more new employees to operate that machine.

- G. Commanders are encouraged to use the micro-grant program in conjunction with other CERP projects and other Coalition Forces (CF), USG, and GIRoA economic development initiatives. For example, it may be appropriate, in certain circumstances, to require a grant applicant to employ vocational education graduates or students as a condition for receipt of a grant.
- H. Commanders shall maximize the use of Afghan partners to solicit applicants to the extent practical. Potential local partners include Provincial Development Committees (PDCs), Community Development Councils (CDCs), Non-Governmental Organizations (NGOs), tribal leadership, college and university officials, agricultural cooperatives, business development centers, and any other formal or informal entity supportive of GIRoA efforts with sufficient outreach in their community. Final selection of grant recipients, however, will remain with the USG and USG payment rules shall apply. Regardless of the source of the applicant and recommendations for approval, only those applications proposing viable business ideas should be approved.

PROCEDURES

- A. Units will develop SOPs for grant solicitation, approval, implementation, and progress monitoring, including a written application to be completed for each grant application (*see Section 8 for a sample application*). Procedures will incorporate the guidance and restrictions contained in this SOP.
- B. Grants will be awarded based on applications submitted by potential grantees. As the target grantees are experienced, but not large entrepreneurs, application procedures should be kept as simple as practical. Formal business plans or financial projections should generally not be required.
- C. The application and selection process shall be made clear to all applicants. For every applicant selected, there may be numerous disappointed non-selected applicants. By publicizing the objective criteria upon which the selection was made, it may lessen the perception that the process was pre-determined or otherwise unfair. Commanders retain full discretion, however, to deny grants to any party not deemed an appropriate recipient, for whatever reason.
- D. Applications will be evaluated on the basis of the following criteria:
 - 1. The applicant has the necessary knowledge, skills, and experience required to undertake the proposed activity.
 - 2. The applicant has an understanding of the market for his/her proposed activity, to include where the product or service will be sold, for what cost, and the current level of competition.

3. The resources required for the proposed activity are available to the applicant and realistic to the business concept.

E. The applicant's proposed plan should state:

1. How the assistance provided will be used.
2. How he/she will manage the activity, including the use and maintenance of resources.
3. If the applicant has alternative resources.
4. How the business will re-invest incomes derived from the grant back into the business.

F. Assess if:

1. The applicant's business has been negatively impacted by military operations or extremist violence.
2. The applicant has character references from trusted sources in the community.
3. There will be measurable increases in production, trade, or business activity.
4. The proposed activity will have a positive impact on the community.
5. The proposed activity will create additional jobs for the local populace and if so, how many.
6. The applicant is willing to contribute resources to the proposed activity, including in-kind contributions and ~~sweat~~ equity".

G. Customary background checks similar to those conducted on other Afghanistan nationals who are recipients of U.S. funds will be conducted on all approved applicants prior to disbursement of grant proceeds. Consult your local Force Protection or Task Force Biometrics Office for more information.

H. Once a grant is distributed, the progress of the supported enterprise will be monitored to ensure the grant funds have been fully expended on the approved initiative. The intent is to assess the effectiveness of the grant, not to provide mentoring or other support for the enterprise. The effectiveness of prior grants should be used as a guide in subsequent grant making activities.

APPROVAL THRESHOLDS

Table 9.1
Micro-Grant Approval Thresholds

Item	Limit	Approval Authority	Legal Review Required
Micro-Grants	Greater than \$10K	USFOR-A Cdr	Yes
Micro-Grants	Up to \$10K	O-6 U.S. Cdr CSTC-A Cdr	Yes
Micro-Grants	Up to \$5K	O-5 U.S. Cdr	Yes

EXECUTION

- A. After completion of the micro-grant application(s), the unit is authorized to process one DA Form 3953 (PR&C) per micro-grant project or to draw cash for payment for multiple micro-grants at various locations. Utilize the Bulk Fund Draw process and thresholds explained in Chapter 8.
 1. In the description block of the DA Form 3953 (PR&C), the unit must list the applicable micro-grants being funded, their respective CIDNE project numbers, and the amount allotted per grant.
 2. A copy of the certified DA Form 3953 (PR&C) will be included in each approved grant's project file.
 3. The approved micro-grant application(s) will serve as the obligating document(s) for the RM Office.
- B. Each individual micro-grant must be entered into CIDNE and the CERP Checkbook separately under the appropriate CERP category. (*See Annex A for a list of CERP categories*).

LEGAL CONSTRAINTS AND REQUIREMENTS

- A. While an expected collateral benefit of the micro-grant program is increased employment opportunities at small businesses, the program may not be used as a general purpose job creation program.
- B. Micro-grants are prohibited to enterprises in the following lines of business:
 1. Entertainment

2. Equipping or training the ANSF
 3. Services duplicative of those provided by the GIRoA
 4. PSYOP or IO activities
 5. Weapons sales or service
- C. Micro-grants may not be used to obtain goods or services directly for U.S., coalition, or other supporting military forces.
- D. The business activities supported can have a relationship to reconstruction or humanitarian assistance activities, but it is not required. Questions regarding whether a proposed grant is sufficiently related to these efforts should be directed to the local legal office or CERP Program Manager. Example activities which have a sufficient connection to reconstruction and humanitarian assistance activities include:
1. Construction
 2. Equipment and electronic repair
 3. Agribusiness, including production, processing, and distribution
 4. Textiles, including production and alterations
 5. Educational services, which are not duplicative of available GIRoA services
 6. Reconstruction material supply
 7. Heavy equipment
 8. Transportation
 9. Conflict resolution and mediation services
 10. Legal services related to furthering Rule of Law
 11. Medical services, which are not duplicative of available GIRoA services
- E. All units will maintain records and provide financial reports in CIDNE. Commanders must maintain documentation that records the amount and character of each grant (*for example, a list of the equipment provided and its cost*) and the Commander's determination that the grant met the requirements set forth in this SOP.

MICRO-GRANT APPLICATION

MICRO-GRANT APPLICATION FORM			
Name of Requestor: (Last Name, First Name, MI)	Rank	Unit	
CIDNE PROJECT #	Name and Rank of Purchasing Officer		
Name of Applicant (Grantee)	Total Value of Grant		
	AFGHANI		U.S. (equivalent)
DESCRIPTION			
1. Give a brief description of the proposed business:			
2. What specific skill sets does the applicant have to support the proposed business?			
3. In the applicant's words, how does he/she feel that they will compete with the current competition? <i>(Include location, price of good or service, brief description of competitors)</i>			
DEFINE THE USE OF THE MICRO-GRANT			
4. Will the applicant be paid cash or in-kind distributions (preferred)? How will the applicant use the assistance provided?			
5. Are the resources adequate for the intended use (Yes/No)?			
6. How will the applicant manage the activity? <i>(Include the use of maintenance and resources)</i>			
DEFINE THE NEED & CHARACTER OF THE APPLICANT			
7. What access to alternate resources (besides a CERP Micro-Grant) does the applicant have?			
8. To what extent has the applicant's business been negatively impacted by military operations or extremist violence?			
9. List 2 character references from trusted sources within the community.			
Name of Reference	Title	Remarks	
1)			
2)			

10. How will the applicant invest profits back into the business?					
11. How will the applicant measure success in regards to an increase in production, trade, or business activity?					
12. What is the expected impact of the proposed business on the community?					
13. How many jobs will be created from the proposed business?					
14. What is the applicant contributing to the proposed business?					
Approval Authority			Purchasing Officer Recommendation		
up to \$5,000 is O-5 level U.S. Commander		APPROVE		DISAPPROVE	
up to \$10,000 is O-6 level U.S. Commander					
>\$10,000 USFOR-A Commander		Signature			
COMPANY COMMANDER					
Signature Block		Recommendation	APPROVE		DISAPPROVE
		Remarks:			
Signature					
BATTALION COMMANDER					
Signature Block		Recommendation	APPROVE		DISAPPROVE
		Remarks:			
Signature					
BRIGADE COMMANDER					
		Recommendation or	APPROVE		DISAPPROVE
Signature Block		Approval	APPROVED		DISAPPROVED
		Remarks:			
Signature					
TASK FORCE COMMANDER					
		Recommendation or	APPROVE		DISAPPROVE
Signature Block		Approval	APPROVED		DISAPPROVED
		Remarks:			
Signature					

FOLLOW-UP				
Follow-up #1	Date		Inspector Name & Rank	
Findings:				
Follow-up #2	Date		Inspector Name & Rank	
Findings:				
Follow-up #3	Date		Inspector Name & Rank	
Findings:				
Follow-up #4	Date		Inspector Name & Rank	
Findings:				
Follow-up #5	Date		Inspector Name & Rank	
Findings:				
Follow-up #6	Date		Inspector Name & Rank	
Findings:				
Follow-up #7	Date		Inspector Name & Rank	
Findings:				
Follow-up #8	Date		Inspector Name & Rank	
Findings:				
Follow-up #9	Date		Inspector Name & Rank	
Findings:				
Follow-up #10	Date		Inspector Name & Rank	
Findings:				

CHAPTER 10: HUMANITARIAN ASSISTANCE (HA) YARDS

1. [PURPOSE](#)
2. [REFERENCES](#)
3. [USING THE HA YARD](#)
4. [HA YARD OPERATIONS](#)
5. [HA YARD TEMPLATES AND EXAMPLES](#)

PURPOSE

The purpose of this Chapter is to provide an operational overview of programs, processes and procedures of the Humanitarian Assistance (HA) Yards at Bagram Air Field (BAF) and Kandahar Air Field (KAF) and ordering procedures for field units.

REFERENCES

- A. DoD FMR 7000.14-R, Volume 10, Chapters 7 and 8
- B. DoD FMR 7000.14-R, Volume 12, Chapter 27
- C. DoD FMR 7000.14-R, Annex A
- D. DoD FMR 7000.14-R, Annex B
- E. USFOR-A FRAGO 09-075 dated 17 May 2009. Directs JSC-A to assume CJOA-A Class X U.S. Humanitarian Assistance Commodity Management.
- F. USFOR-A FRAGO 09-252 dated 3 November 2009. Publicizes changes to the USFOR-A Commanders Emergency Response Program (CERP).

USING THE HA YARD

A. HA Points of Contact:

1. USFOR-A J9. DSN: 318.449.4905
2. JSC-A J9. DSN: 318.421.7081
3. BAF HA Yard. DSN: 318.481.6398
4. KAF HA Yard. DSN: 318.841.6425

B. Unit Procedures for HA Request:

1. In accordance with the principles set out in the Inter-Agency Standing Committee (IASC) *–Guidelines on the Use of Military and Civil Defense Assets to Support UN Humanitarian Activities in Complex Emergencies,*” (MCDA Guidelines or ~~Os~~ Guidelines’) (updated Nov 2006), military assets may only be used at the request or with the consent of GIRoA, via UNAMA, UNOCHA, USAID or DoS, at the national or local level, as appropriate. In exceptional circumstances, the military may respond to or support humanitarian disaster relief operations prior to receiving a formal request/approval from GIRoA, if the local commander deems it necessary to **save lives**.
 - a. Military assets should only be used in the following circumstances:
 1. There is no comparable civilian alternative.
 2. The assets are needed to meet urgent humanitarian needs.
 3. To the extent possible, there is civilian control over the operations involving the assets, meaning civilian direction and coordination.
 4. To the extent possible, the assets are used only for indirect assistance or infrastructure support.
 5. Military assets are clearly distinguished from those used for military purposes.
 6. The use is limited in time and scale.
 7. There is an exit strategy defining how to achieve a civilian response in the future.
 - b. HA must not be used for the purpose of political gain, relationship-building, or *–winning hearts and minds*”. It must be distributed on the basis of need and must uphold the humanitarian principles of humanity, impartiality and neutrality.
 - c. The requesting unit will submit a HA Request through CIDNE (see Section 5). This initial step will generate a HA identification number.
 - d. All HA Requests require the following attachments (*uploaded to the Media tab in CIDNE*):

1. A letter of justification from an O-5 U.S. Commander (or above) stating the need for urgent HA and a valid reasoning. Units are reminded that HA requests are for emergency use and must be in accordance with all applicable CERP guidance found in DoD FMR 7000.14-R, Volume 12, Chapter 27, and this SOP. Stockpiling HA in excess of 29 days in anticipation of a natural disaster or event is not a valid justification. HA requests without valid justification letters, or not in accordance with the CERP guidance, will be rejected.
 2. A letter from GIRoA requesting U.S. military humanitarian assistance.
 3. A legal review stating that the request is in accordance with CERP guidance.
- e. Call JSC-A to ensure they are aware of a HA request, provide your DoDAAC, UIC and discuss transportation of items.
 - f. Natural disasters, such as earthquakes, floods, etc, may take precedence over other emergency response requests, such as displaced indigenous populace due to insurgent or drug warlord activities.
 - g. For all other HA requests inconsistent with the criteria mentioned in paragraph f., units can purchase humanitarian assistance goods from local economy under the Commander's Small-Scale Projects vice utilizing HA yards (See Chapter 8: Advance Bulk Funds).
 - h. CERP HA is meant for immediate distribution (*within 30 days of receipt*). Other than the approved HA Yards at BAF and KAF, units are prohibited from stockpiling HA supplies and materials in excess of 29 days.
 - i. **Charitable Donation Program:**
 1. Overview: The Civil Military Operations Center (CMOC) at Camp Arifjan, Kuwait provides items retrograded from the Iraq drawdown and donations from Stateside Non-Governmental Organizations (NGO's) to the BAF and KAF HA yards. These items are made available to units for distribution to the local populace or military personnel depending on the nature of the item.
 2. JSC-A periodically emails the BAF and KAF spreadsheets listing these items. To be added to the distribution list contact JSC-A.
 3. To request Charitable Donation items open a HA request in CIDNE to generate a HA Identification Number. Upload a Letter of Justification signed by the Commander. The LOJ must also state the name and title of the Afghan official you will be working through. (*Unless these*

items are strictly for U.S/Coalition Military Personnel) Upload a list of items requested including the quantity. Do not mix items from HA yard to the other onto your CIDNE request. Call the HA yard whose list you are selecting from to coordinate pick-up.

4. Coalition and Afghan Forces may also use this program but must acquire a signed LoJ from a U.S. Commander and upload into CIDNE.
5. HA Yard Procedures:
 - a. As shipments arrive from Kuwait the items must go through a filtering process. Items are first separated into two categories – items relevant for military personnel and items for the local populace. Items for the local populace are further checked for cultural sensitivity. If any items from either category are deemed non-appropriate or in poor condition they are to be taken to the local trash facility for incineration.
 - b. Each yard will update their Charitable Donation spreadsheet as new items arrive and forward to JSC-A J9.
 - c. JSC-A J9 will forward to recipients on the Charitable Donation distribution list.
 - d. When requesting units call with their HA Identification Number verify the required documents are uploaded and acquire their DoDAAC and UIC. Discuss transportation to see if a TMR needs to be submitted for Host Nation transportation or if they will use organic assets.

C. HA Yard Procedures for CERP HA Request:

1. Confirm all required documents are uploaded to CIDNE.
 - a. Completed Project File Checklist
 - b. HA Report from CIDNE
 - c. Signed Letter of Justification from the requesting unit's O-5 U.S. Commander (or above)
 - d. Copy of the humanitarian assistance request from GIRoA.
 - e. Legal review from the requesting unit's Judge Staff Advocate stating how the request is in accordance with the CERP guidelines.

- f. Confirmation of delivery from the requesting unit will be accomplished in CIDNE as a HA Distribution Report (linked as an association to the HA Request), see *Section 16*, with storyboards attached. (**NOTE:** *If distribution reports are not received from the requesting unit within 30 days of delivery, then future shipments may be delayed or withheld until the reporting requirements have been met.*)
 - g. Any CMO and/or KLE reports related to this HA request (*if applicable*)
 - h. Transfer of Authority Document (*if applicable*)
2. Calculate the load plan to determine number of vehicles required. Coordinate with the requesting unit to identify a need for Host Nation Transportation. If not required then do not submit a TMR.
 3. Submit a Truck Movement Request (TMR) through the Movement Control Team (MCT) to arrange for Host Nation transport unless the requesting unit indicates they are using organic assets. Host Nation trucks are generally available within 4 days of submitting TMR.
 4. Coordinate with the requesting unit and the MCT to determine when to begin pre-loading the HA Pack to minimize pack and load times on the day the truck arrives. Pre-load items into tri-walls and/or 463L pallets. This action will be weather dependent.
 5. Request a forklift from the Supporting Maintenance Company.
 6. Host Nation trucks have 20 foot containers. Place a security seal on the door after loading is complete. Provide the driver with a memorandum stating what is in the container, quantity, destination, and the seal number. Ensure the driver understands the memo is to be provided to the requesting unit upon arrival. Insure the requesting unit is aware of this action.
 7. Escort the Host Nation trucks to the base gate.
 8. Follow up with the requesting unit to ensure shipment arrived intact and to provide any last minute guidance. If seal was broken upon arrival or contents missing, inform the unit to document on a memorandum signed by their Commander and upload into CIDNE. (HA Yard personnel must then download the memorandum to keep in their files for future audits) Inform the requesting unit to submit a new CIDNE request for the missing items and upload all the original documents from the previous HA request including the memorandum of missing or damaged items. Once all deliveries have been made to the requesting unit, close out both HA requests in CIDNE.

9. Throughout the process, keep the requesting unit's chain of command (BDE and Division) and the supporting Sustainment Brigades, JSC-A and USFOR-A J9 informed of status.

D. CERP HA Yard Inventory:

1. Food:

- a. Rice, 5 kg bag
- b. Beans, 5 kg bag
- c. Cooking Oil, 18 kg box
- d. Salt, 6 kg sack
- e. Flour, 0.8 kg bag
- f. Sugar, 5 kg bag
- g. Tea, 40 kg box

2. Clothing:

- a. Clothing, Boys', 25 kg bundle
- b. Clothing, Girls', 25 kg bundle
- c. Clothing, Men's, 25 kg bundle
- d. Clothing, Women's, 25 kg bundle
- e. Sweaters, Boys', 20 kg bundle
- f. Sweaters, Girls', 20 kg bundle
- g. Sweaters, Men's, 20 kg bundle
- h. Sweaters, Women's, 20 kg bundle
- i. Coats, Boys', 14 kg bundle
- j. Coats, Girls', 14 kg bundle
- k. Coats, Men's, 40 kg bundle
- l. Coats, Women's 20 kg bundle
- m. Cap/Scarf sets, Children's, 25 kg bundle
- n. Cap/Scarf sets, Adult, 11 kg bundle
- o. Gloves, Children's, 4 kg bundle
- p. Gloves, Adult, 6 kg bundle
- q. Boots, Rubber 80 kg bag
- r. Shoes, Boys', 10 kg bundle
- s. Shoes, Girls', 10 kg bundle
- t. Shoes, Men's, 10 kg bundle
- u. Shoes, Men's, 10 kg bundle
- v. Sandals, Children's, 21 kg bundle
- w. Sandals, Men's, 100 kg bundle
- x. Sandals, Women's, 85 kg bundle
- y. Socks, Children's, 5 kg bundle
- z. Socks, Men's, 5 kg bundle
- aa. Socks, Women's, 5 kg bundle

3. Household:

- a. Blankets, 25 kg bundle

- b. Tents, 90 kg roll
- c. Tarps, 20 kg bundle
- d. Sandbags, 5 kg bundle
- e. Plastic Wrap, 100 kg roll
- f. Stoves, 7 kg bundle
- g. Coal, 5 kg bag
- h. Snow and Ice Clearance (SNIC) Coveralls, 40 kg bundle
- i. Prayer Rugs, 10 kg roll

4. Health and Comfort:

- a. First Aid Kits, 11 kg bundle
- b. Dental Kits, 25 kg bundle
- c. Hygiene Kits, 21 kg bundle
- d. Teacher Kits, 15 kg bundle
- e. Student School Kits, 15 kg bundle
- f. Tool Kit, 60 kg kit

Table 10.1
Project Approval Thresholds

Item	Limit	Approval Authority	Legal Review Required
Project Approval	Greater than \$5M	Dep Sec Def (OSD)	Yes
Project Approval	Greater than \$2M	USCENTCOM Cdr	Yes
Project Approval	Up to \$2M	USFOR-A Cdr USFOR-A DCDR-S	Yes
Project Approval	Up to \$1M	Senior U.S. Cdr in each RC (except RC-C)	Yes
Rule of Law (ROL) Projects	Greater than or equal to \$500K	USFOR-A Cdr USFOR-A DCDR-S	Yes
Project Approval	Up to \$200K	O-6 U.S. Cdrs CSTC-A Cdr Senior U.S. Cdr in RC-C	Yes
Project Approval	Up to \$50K	O-5 U.S. Cdrs	Yes

HA YARD OPERATIONS

A. HA Yard Organization and Administration:

1. Team Chief (O-5) USFOR-A J9: Responsible for the management, policies and procedures of HA support activities across the Combined Joint Operations Area-Afghanistan (CJOA-A). Final authority and ultimate responsibility for all actions taken at the HA yard both physically and administratively rest with the Team Chief. Liaises with command elements, U.S. Embassy, GIRoA and Non-Governmental Organizations as necessary to

effect HA operations in Afghanistan and the USCENTCOM AOR. Approval authority for distribution of Chief of Mission Life Support items.

2. **Joint Sustainment Command—Afghanistan (JSC-A):** The JSC-A Commander is responsible for the management, oversight, replenishment, and day-to-day operations of the Humanitarian Assistance Yards located at Bagram Air Field and Kandahar Air Field. The Commander must ensure proper management, reporting, and fiscal controls are in place to properly account for CERP funding. The Commander will ensure local, national, donor nation, non-government organizations, or other aid resources are not reasonably available before any CERP funds are used. The JSC-A Commander will appoint the PMs, POs, and PAs (as required) for both yards, using a DD Form 577. This authority can be delegated, in writing, to the JSC-A Chief of Staff. The appointed individuals will only be issued appointment orders upon successful completion of all applicable training provided by the functional. If a PA is appointed for the yard, the Commander will ensure every PA entrusted with CERP funds is provided a vault, safe, or other adequate secure facility (*in accordance with DoD FMR 7000.14-R, Volume 5*) for his/her exclusive use. **The Commander must ensure no individual serves in more than one of the following positions at the same time: Project Manager (PM), PO, or PA (except where otherwise authorized by this SOP).**
3. HA NCOIC (E-8): Provides oversight of HA yard management and operations for three programs – CERP, Charitable Donations Program, and Chief of Mission Life Support Pre-staged items. Ensures all regulations, guidelines, and procedures are adhered to. Oversees safety program. Ensures all yard personnel are accounted for and have a safe, effective working environment. Responsible for maintaining the CERP checkbook for HA. Periodically submits the CERP checkbook to the servicing RM office for review. Ensures HA shipments arrive at their final destination and keeps higher command and supporting elements informed. Oversees actions to replenish supplies under the CERP program and inventory management. Tracks and renews Local National annual contract. Directly responsible for all HA yard military personnel and Local Nationals under contract. Oversees distribution of Chief of Mission Life Support items.
4. HA YARD MANAGER (E-7): Carries out daily HA yard operations IAW with HA NCOIC directive. Coordinates monthly veterinarian and vector control inspections. Makes recommendations to changes to the MAAWS-CERP SOP and develops SOPs as necessary. Supervises Local Nationals and services their requirements such as badges, transport on base, and other needs.
5. HA YARD SUPERVISOR (E-5): Insures vehicles are serviced and dispatched. Maintains files on monthly inventories and inspections. Tracks

all HA requests and replenishments and coordinates as appropriate with requesting units until closed out. Recommends CERP stock levels according to historical usage. Maintains all records and files associated with HA yard operations. Submits TMR for HA requests and coordinates transportation of HA as necessary.

6. HA SPECIALIST (E-4): Oversees receipt, sorting, organization and distribution of HA items. Fills all HA requests. Supervises Local Nationals as required. Insures HA yard is clean and contents are secure. Periodically inspects MILVANS to insure they are serviceable and adequately protect contents. Responsible for vehicles and primary driver.

B. HA Yard Standard Operating Procedures:

1. The HA Yards are for the storage of CERP HA supplies/materials, Charitable Donation items and Chief of Mission Life Support pre-staged items only. The storage of any other section's or unit's container(s) is prohibited without written permission from the JSC-A.
2. Both the incoming HA NCOIC and outgoing HA NCOIC will conduct a wall-to-wall, physical inventory of the yard prior to RIP/TOA. This physical inventory will be documented and the incoming HA NCOIC will sign the inventory turnover sheet indicating they have personally validated all stock items and levels and fully accept pecuniary liability for the yard.
3. Monthly, the HA NCOIC will conduct a 10% physical inventory (10% of the line items) to include at least one food line item. The inventory should be conducted between the 1st and 3rd of every month. Discrepancies greater than 5% between the daily log inventory and the physical inventory will be documented and reported to the JSC-A via a memorandum. The HA NCOIC will not inventory the same line items two months in a row unless a deviation greater than 5% is found.
4. The official counts during an inventory as well as the loading/unloading of trucks shall be done by U.S Military personnel only. In addition, the lead seal will be placed on the truck by U.S Military personnel only.
5. The HA NCOIC will ensure damage stock items are properly identified and removed from the daily inventory listing.
6. A memorandum will be required if HA materials are identified as damaged or unfit for use. The memorandum will be filed with the daily inventory listing, submitted to the JSC-A and will include the following sections:
 - a. Identify damaged item(s) with quantity lost

- b. State the cause of damage
 - c. Identify the means of disposal
 - d. State the dollar value lost
7. Food Safety: Food items will be stored in a clean waterproof container. Commodity management will include the First-In, First-Out (FIFO) method of stock rotation as measured by container. In an effort to avoid condensation build-up and/or mold, food containers will be opened for a minimum of two hours every 48 hours (weather dependent). Food products will be stacked inside containers to allow for airflow within the container.
 8. Veterinarian and Vector Control Inspection should be arranged on a monthly basis. Maintain final reports received. Insure these inspections are annotated on the MILVAN door logs for all MILVANs inspected.
 9. HA Yard Security: Vehicle gate access will be closed at all times, except to allow for approved MHE, delivery or shipping vehicle traffic. Only authorized military vehicles and vendor pick-up/delivery vehicles are permitted inside the HA compound. Vehicles owned and operated by local national workers or local national vendors are not authorized in the HA compound at any time.
 10. Local Nationals will only be paid for days worked. The HA NCOIC will be responsible for tracking all local nationals' time and attendance and submitting the proper paperwork to the Finance Office for payment on the 26th of each month.
 11. Internal Products: Maintain the —Running HA Tracker” spreadsheet and —HA Yard Personnel” spreadsheet. Forward to USFOR-A J9 and JSC-A J9 as changes occur.

C. HA CERP Replenishment Duty Description:

1. The Project Manager (PM) serves as the Commander's representative, as well as, the Contracting Officer Representative (COR), for all HA replenishment efforts. Only USG personnel can be appointed as PMs and must be the rank of E-7 or above (or civilian equivalent).
 - a. The Project Manager:
 1. Must comply strictly with all provisions of his/her appointment, governing regulations, and this SOP.
 2. Must follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.

3. Initiates an ADR for the HA replenishment request in CIDNE (see *Section 5*).
 4. Prepares all funding documents.
 5. Coordinates all staff to obtain the necessary approval documentation completed for HA replenishment requests.
 6. Processes the draft DA Form 3953 (PR&C), ADR, legal review, and LoJ through the JSC-A Commander (or his/her designee) and the appropriate approval authority (as required).
 7. Once approved, updates all applicable fields on the ADR in CIDNE.
 8. Sends the approved DA Form 3953 (PR&C), signed ADR, legal review, and signed letter of justification to the RM Office for funds certification and commitment. Updates ADR in CIDNE (Actual Finance Date, Amount Allotted, etc.).
 9. Monitors the progress of the HA replenishment requests until goods are delivered. Updates the ADR in CIDNE as changes occur (funds disbursed, percentage complete (if partial shipments received), etc.) Prior to re-deployment, ensures a new Project Manager (PM) is appointed for the yard. Provides the new Project Manager (PM) a progress report on each open order, to include project number, funds allotted, funds disbursed, projected delivery date, and any necessary contact information for all vendors and the RM Office.
- b. The Project Manager (PM) shall maintain an operational file, which will be organized in the following sequence. **NOTE:** These can be hard copy or electronic files.

1. **Tab 1:**

- a. Copy of the pre-determined list of stock items and levels
- b. The approved list of vendors
- c. Copy of the most current inventory log (*must be uploaded weekly to the USFOR-A J9 SharePoint*)

2. **Tab 2:**

- a. Project Manager (PM)'s DD Form 577 and training certificate

- b. PO's DD Form 577 and training certificate
- c. PA's DD Form 577 and training certificate (if applicable)

3. Tab 3:

- a. A log of all HA requests processed and the date the requestor received the items.
- b. A log of all HA replenishments processed and the date the shipments were received.
- c. A PO must receive his/her delegated contracting authority from the nearest Regional Contracting Command (RCC). Only USG personnel can be appointed as POs and must be the rank of E-6 or above (or civilian equivalent). The Project Officer:
 - 1. Must comply strictly with all provisions of his/her appointment, governing regulations, and this SOP.
 - 2. Must follow standards of conduct as prescribed in DoD 5500.7-R, *Joint Ethics Regulation*.
 - 3. Cannot re-delegate the contracting authority.
 - 4. Completes DD Form 1155s and orders goods less than \$500K. For orders \$500K or greater, a warranted Contracting Officer must be used.
 - 5. Ensures fair competition by rotating vendors on the approved vendor list.
 - 6. Monitors the shipments until the final shipment has been received.
 - 7. Prepares the DD Form 250 for the Project Manager (PM)'s validation and signature.
 - 8. Works closely with the Project Manager (PM).
 - a. If the yard is making cash payments to vendors, a trained PA is required. For EFT payments, a PA is not required. A PA must receive his/her delegated authority from a Disbursing Officer. Please see your local Finance Office for more details. Only USG personnel can be appointed as PAs and must be the rank of E-7 or above (or civilian equivalent). This responsibility can be delegated down to an E-6 by the JSC-A Commander (or JSC-A Chief of Staff,

if delegated), if current manning precludes the yard from meeting the grade requirement. **NOTE:** A PA cannot be the recipient of the goods.

D. **Prohibited Purchases:** Reference Chapter 1 for a list of unauthorized uses of CERP. When in doubt, call the local Resource Management (RM) Office.

E. **HA CERP Replenishment Procedures:**

1. Each yard will have a pre-determined list of stock items, levels, and vendors approved by the Joint Sustainment Command-Afghanistan (JSC-A). The HA NCOIC for each yard is responsible for determining the HA Yard stock levels for their respective yards, which should be based off historical distribution rates. The maximum stock levels of supply at each yard should not exceed 60 days. Any deviation from this list must be routed through JSC-A for approval prior to procurement. A copy of this list will be submitted to USFOR-A J9 quarterly.
2. Each yard will have a dedicated Project Manager (PM) and Purchasing Officer (PO) appointed, on a DD Form 577, by the JSC-A Commander. **(NOTE: This authority can be delegated, in writing, to the JSC-A Chief of Staff).** If making cash payments to the vendors, the yard will have a trained Paying Agent (PA) appointed, on a DD Form 577, by the JSC-A Commander *(or JSC-A Chief of Staff, if delegated)*. The Project Manager (PM), PO, and PA will not be the same person. **NOTE:** The PO cannot be the Property Book Officer or the Property Accountable Officer.
3. In order to process a HA replenishment request, the HA Yard's Project Manager (PM) must first initiate the requirement as a CERP project in CIDNE (see Section 5). This action will open an ADR CERP Project which generates a HA Identification Number specific to the replenishment.
4. Once the ADR has been completed and published in CIDNE, the Project Manager (PM) will print out the ADR and process it, along with a Letter of Justification (LoJ) *(signed by the JSC-A CoS or BAF's SBDE Commander, if the ADR is greater than \$50K)*, the draft PR&C, and the draft DD Form 1155, *Order for Supplies and Services*, for legal review and approval by the appropriate approval authority. **NOTE:** A separate ADR is required for each vendor and/or DA Form 3953 (PR&C). *(Reference DoD FMR 7000.14-R, Volume 10, Chapter 8, on how to properly complete the DD Form 1155).*
5. The appropriate approval authority will be responsible for signing the last page of the ADR and block 35 of the DA Form 3953 (PR&C).
6. If the total amount of the ADRs being processed for approval exceeds \$200K, then the requests must be submitted to the next highest level of approval

authority for review at the appropriate level. For example, if the Project Manager (PM) is processing four separate ADRs for \$150K (total \$600K), the nomination package must be submitted to the USFOR-A CERP Review Board for review and approval by the USFOR-A CoS prior to the commitment of funds.

7. The following documentation is required per project file and must be uploaded to CIDNE and maintained electronically (*or in hard copy*) by the Project Manager (PM):
8. HA Replenishment Packet:
 - a. Completed Project File Checklist (*see Section 5*)
 - b. Signed ADR
 - c. Signed Letter of Justification (*if greater than \$50K*)
 - d. Legal review
 - e. Certified DA Form 3953 (PR&C)
 - f. Funding increase memorandums (*as applicable*)
 - g. Current Inventory Log
 - h. Signed DD Form 1155
 - i. Signed DD Form 250(s)/SF Form 44(s) (*cash payments only*)
 - j. Signed SF Form 1034(s)
 - k. Signed project clearance letter (*signed by JSC-A CoS/BAF's SBDE CDR*)
 - l. ODS print-out endorsed by the RM Office
 - m. Transfer of Authority Document (*if applicable*)

Table 10.2
HA Yard Replenishment Thresholds

Item	Limit	Approval Authority	Legal Review Required
HA Yard Replenishment	Up to \$2M	USFOR-A DCDR-S	Yes
HA Yard Replenishment	Up to \$1M	USFOR-A(S) CoS	Yes
HA Yard Replenishment	Up to \$500K	JSC-A Cdr (or delegated authority)	Yes
HA Supplies Requests	HA requests follow the same approval thresholds as CERP projects	HA requests have the same approval authorities as CERP projects	Yes

F. The JSC-A Commander has authority to approve CERP replenishment requests for the Humanitarian Assistance Yards at Bagram Air Field (BAF) and Kandahar Air Field (KAF) up to \$500K.

1. The JSC-A Commander has the authority to delegate this approval threshold, in writing, down to the JSC-A Chief of Staff level for KAF and to the SBDE Commander for BAF, as he sees fit.
2. Delegation letters must be maintained on file at USFOR-A J8, USFOR-A J9, the HA yards, and the BAF and KAF Resource Management (RM) Offices.
3. All Humanitarian Assistance requirements greater than \$500K will be submitted to the USFOR-A DCDR-A CERP Review Board and approved at the appropriate level prior to the commitment of funds.

G. Funding and Vendor Payment Procedures:

1. To request funding, the Project Manager (PM) will submit an approved DA Form 3953 (PR&C), with supporting documentation, to the servicing RM Office for a line of accounting, funds certification, and reservation of funds.
NOTE: For each vendor, a separate DA Form 3953 (PR&C) and ADR is required. Block 35 of the DA Form 3953 (PR&C) can only be signed by a USG employee.
2. Once the RM Office has certified the DA Form 3953 (PR&C), the Project Manager (PM) will change the project status in CIDNE to ~~in~~ Progress.”
3. Once the Project Manager (PM) has provided the certified document to the PO, the PO has the authority to sign the DD Form 1155 and place the order

with the vendor. The Project Manager (PM) and PO must ensure they do not exceed the monetary limitation on the certified DA Form 3953 (PR&C).

4. The Project Manager (PM) will then submit a copy of the DD Form 1155 to the RM Office for funds obligation and change the project status in CIDNE.
5. Once the goods have been received, the vendor must provide an invoice to the PO, who will validate all goods ordered are listed on the invoice and have been received. The PO will then prepare the DD Form 250, *Material Inspection and Receiving Report*. (Reference DoD FMR 7000.14-R, Volume 10, Chapter 7, paragraph 070201 for criteria for a proper invoice.) **NOTE:** For cash payments, the PO will complete an SF Form 44 in lieu of a DD Form 250.
6. The Project Manager (PM) will reconcile the DD Form 250 and the vendor's invoice with the DD Form 1155 to ensure there were no fluctuations in the prices or quantities ordered and delivered. Once validated, the Project Manager (PM) will sign blocks 21b and 22 of the DD Form 250 accepting the goods received. **NOTE:** For cash payments, the Project Manager (PM) will sign as the receiver of the goods.
7. The Project Manager (PM) will then submit copies of the DD Form 1155, DD Form 250, and the vendor's invoice to the local Finance Office to process the EFT payment. The Project Manager (PM) will maintain a copy of the signed transmittal letter showing the documents were delivered to the Finance Office for payment.
 - a. Payments to individuals are strictly prohibited.
 - b. Payments will only be in Afghani. U.S. dollars are no longer authorized.
8. Once the Finance Office has processed the EFT payment, they will send a copy of the SF Form 1034 to the RM Office and Project Manager (PM).
9. Upon receipt of the disbursement documents, the Project Manager (PM) will ensure all documentation is accounted for in the CERP Project File. Once the HA replenishment has been completed, and all outstanding bills paid, the Project Manager (PM) will close the project in CIDNE by completing the —Project Closure" section and changing the —Project Status" to —Completed." The Project Manager (PM) will also enter any final disbursements. If funds were de-obligated, then CIDNE should be updated accordingly.
10. The JSC-A CoS (for the KAF HA Yard) or BAF's SBDE Commander (for the BAF HA Yard) is required to review the project file, all disbursement vouchers, and supporting documentation. After review, either the JSC-A CoS or BAF's SBDE Commander will issue a project clearance memorandum to the Project Manager (PM) stating: +have reviewed and approved the project

- file in the amount of \$<enter HA replenishment total>. It is accurate and complete and it adheres to the guidelines set forth in the current USFOR-A CERP SOP and applicable FRAGOs.” The JSC-A CoS or BAF’s SBDE Commander will then sign the ADR, which shows the project status as —Completed” and has a completed —Project Closure” section. The Project Manager (PM) will add the project clearance memorandum and the signed, completed ADR to the project file and upload it to CIDNE.
11. The Project Manager (PM) will then submit the completed project file to the RM Office for review and reconciliation. The RM Office will take appropriate action, based on the project file, to clear all un-liquidated obligations (ULOs) in the accounting system.
 12. The Project Manager (PM) is responsible for making corrections or providing memorandums explaining lost or illegible documents endorsed by either the JSC-A CoS or BAF’s SBDE Commander.
 13. After receiving all the required documentation in the project file, the RM Office must provide a print-out of the document from ODS showing the project has been cleared in the accounting system. At the bottom of the ODS print-out, the RM Office must add the following statement: —CERP Project # (add 14-digit CIDNE number) has been cleared and properly recorded in the accounting system.” The RM Office will then endorse the ODS print-out. A copy of this endorsed print-out will then be placed in the project file and uploaded to CIDNE.
 14. The project is now closed.

H. Legal Review

1. A legal review by the local SJA office is required for every HA request and replenishment effort. The legal review must specify how the request or replenishment is within the guidelines of CERP and not prohibited by DoD FMR 7000.14-R, Volume 12, Chapter 27.
2. A copy of the legal review will be submitted to the appropriate approving authority and the RM Office with every DA Form 3953 (PR&C) and will be attached to each HA Yard ADR or HA in CIDNE.

I. Inventory Management of Nearly Expired CERP HA:

1. A new program is available for perishable HA CERP items that are within a 60-day window of expiration. Rice, Beans, Cooling Oil, Salt, Flour, Sugar and Tea are considered perishable foods that have a limited shelf life. When these items are determined to be within a 60-day window of expiration, the HA Yard will make them available on a first-come-first-serve basis for units to

use in their HA programs. JSC-A J9 will send a notification to the Stability Operations of each Regional Command, apprising them of the availability of certain items.

2. Requesting units must distribute the items within 30 days of receipt. The request process will be the same as requesting HA CERP items in CIDNE.

HA YARD TEMPLATES AND EXAMPLES

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Example of HA Replenishment Request ADR from CIDNE

ADR (CERP) Project Report

CLASSIFICATION:	UNCLASSIFIED	RELEASABILITY:	FOR OFFICIAL USE ONLY
PROJECT NUMBER:	20090805110700 (automatically generated)		
PROJECT TITLE:	KAF HA Yard--Replenish stock KAF HA Yard—the following stock items need to be replenished: coal, tool kits, and dental kits. The KAF HA Yard was established in order to respond more expeditiously to humanitarian assistance requests in RC-S and RC-W. The HA Yard ensures supplies and materials are on-hand and available for distribution immediately following/during a natural disaster or emergency. The availability of supplies allows the USG to act quickly to the urgent humanitarian requests of GIRoA and UNAMA (or other aid organizations) to relieve human suffering and save lives. Other Urgent Humanitarian or Reconstructive Projects		Must match the CERP Checkbook.
DESCRIPTION:	Update accordingly. List the items being purchased against this ADR. The Description section must match the CERP Checkbook.		
CERP PROJECT CATEGORY:	Humanitarian or Reconstructive Projects	PROJECT STATUS:	Prior to approval, the project status is Nominated.
STRUCTURE TYPE:	Other Urgent Humanitarian or Reconstruction	PRIORITY LEVEL:	Routine
ADR PROJECT CATEGORY:	Emergency Program, Support Services	AIMS PROJECT CATEGORY:	Emergency Assistance
COMMAND:	Regional Command-South	CONTRACTOR:	If using cash payments, input the trained PA's name/rank and the EFT payment will state -No."
UNIT PPO:	Name of PO	UNIT/ORG MAKING PROPOSAL:	
FUNDING SOURCE:	FY10 CERP	ESTIMATED COST (USD):	120,600.00
PAY AGENT:	Input Finance Office's office symbol (i.e. 230 th FMCO)	EFT PAYMENT:	Mark -Yes" if using EFT payments
PLANNED START:	Date PO plans to place the order	PLANNED END:	Estimated date the goods will be delivered
PLANNED FINANCE DATE:	Date the funds need to be provided	ACTUAL FINANCE DATE:	
APPROVED THROUGH PDP:	No	COORDINATED WITH GIROA:	No

Figure 10.1
Example of HA Replenishment Request ADR from CIDNE (cont.)

PROJECT COMMENTS: Input Name of the PM

To be completed, once funds are obligated	Financial Information	
	AMOUNT ALLOCATED (USD):	AMOUNT SPENT (USD):
	S44 CLEARED AMOUNT (USD):	PERCENT SPENT:
	LAST PAYMENT DATE:	

Lines of Operation

Location Data	
MGRS: 41RQQ7171087894	LATITUDE (DMS): 31.4939757175
	LONGITUDE (DMS): 65.860452635
PROVINCE: Kandahar	MSC: RC SOUTH
DISTRICT: Kandahar	AO: TFK
CITY:	
DESCRIPTION: KAF HA YARD	

MGRS of the Yard that is ordering the supplies.

Figure 10.1
Example of HA Replenishment Request ADR from CIDNE (cont.)

Performance Metrics													
Problem Statement													
<p>HOW DOES THIS PROJECT SATISFY AN URGENT, CHRONIC, OR ACUTE HUMANITARIAN NEED:</p> <p>The replenishment of the HA Yard at KAF ensures supplies and materials are on-hand and available for distribution immediately following a natural disaster or emergency. The availability of supplies allows the USG to act quickly to the urgent humanitarian requests of GIRoA and UNAMA (or other aid organizations) to relieve human suffering and save lives.</p> <p>When household goods are lost due to a flood, fire, earthquake, or the act of war, coal is required to provide heat for cooking and to keep warm, tool kits are required for self-help projects and to construct/re-construct/repair shelters, and finally, dental kits are required for personal hygiene.</p>													
Immediate Benefit To The Local Population													
<p>HOW WILL THE UNIT BE ABLE TO MEASURE THE SUCCESS OF THE PROJECT:</p> <p>Success will be measured by the amount of humanitarian requests fulfilled and the amount of humanitarian assistance provided. See HCA roll-up for requested versus delivered assessments.</p>													
Sustainability Of The Project													
<p>HOW DO WE PLAN TO MAKE IT LAST:</p> <p>Other</p> <p>EXPLAIN WHICH MINISTRY, ORGANIZATION, LEADERS, OR OTHER GROUPS WILL BE SUSTAINING THIS PROJECT:</p> <p>The HA Yard stock is maintained in order to quickly respond to GIRoA and UNAMA's urgent humanitarian requests when natural disasters occur within the country of Afghanistan. The HA yard maintains the supplies until distribution.</p>													
Stability Of Local Partner													
<p>HAS THE PROJECT PROPOSAL BEEN COORDINATED WITH:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">GIRoA</td> <td style="width: 10%; text-align: center;">No</td> <td style="width: 40%;">IF YES, POC</td> </tr> <tr> <td>PRT</td> <td style="text-align: center;">No</td> <td>IF YES, POC</td> </tr> <tr> <td>OTHER AGENCIES IN THE AOR</td> <td style="text-align: center;">No</td> <td>IF YES, POC</td> </tr> <tr> <td>LOCAL POPULATION</td> <td style="text-align: center;">No</td> <td>IF YES, POC</td> </tr> </table> <p>WHO WILL THE PROJECT BE TRANSFERRED TO IN THE AFGHAN GOVERNMENT:</p> <p>HA Yard stock is not transferred to GIRoA or UNAMA (or other aid organizations) until an official humanitarian assistance request has been received.</p> <p>HAVE THE LOCAL LEADERS OR PROVINCIAL MINISTERS IDENTIFIED THIS AS A PRIORITY:</p> <p>0</p>		GIRoA	No	IF YES, POC	PRT	No	IF YES, POC	OTHER AGENCIES IN THE AOR	No	IF YES, POC	LOCAL POPULATION	No	IF YES, POC
GIRoA	No	IF YES, POC											
PRT	No	IF YES, POC											
OTHER AGENCIES IN THE AOR	No	IF YES, POC											
LOCAL POPULATION	No	IF YES, POC											
Number Of Local Population Engaged In The Project													
<p>HOW MANY LNS ARE INVOLVED IN THE EXECUTION OF THE PROJECT?</p> <p>NUMBER OF PEOPLE EMPLOYED:</p> <p>0-50</p>													

Update accordingly.

Figure 10.1
Example of HA Replenishment Request ADR from CIDNE (cont.)

Number Of Local Benefiting
ESTIMATED NUMBER OF LOCALS WHO WILL BENEFIT FROM THIS PROJECT: Greater than 200 WHAT ARE THESE PRIMARY AND SECONDARY BENEFITS: The primary benefit is the availability of HA inventory facilitating the immediacy of HA supply distribution when a natural disaster or emergency occurs. The secondary benefits are (1) the benefit to the indigenous populace who receive these humanitarian assistance supplies and (2) the yard allows for PRTs and Task Forces to quickly tap into these resources during/immediately following a natural disaster/emergency without having to store or maintain HA supplies on their FOBs and COPs.
Executability Of The Project
HOW LONG WILL THIS PROJECT TAKE TO COMPLETE: <1 Month ARE THERE ANY RESTRICTIONS TO THE TIME-FRAME FOR BUILDING OR EXECUTION: 0 WILL WEATHER EXPECTED TO BE A FACTOR: 0 IS SECURITY EXPECTED TO BE A FACTOR: 0 WILL THERE BE ANY CHANCE OF THE CONTRACTOR NEEDING EXTRA SERVICES TO COMPLETE ON TIME: 0 IF YES WHAT ARE THEY:
Relations To Other Similar Efforts
HOW DOES THIS FIT IN TO THE OVERALL PLAN FOR THE PRT IN THIS SECTOR: Will meet urgent needs in community EXPLAIN RESPONSE ABOVE, OR PROVIDE ADDITIONAL RELATIONSHIPS TO SIMILAR EFFORTS: Humanitarian assistance is only provided at the request of GIRoA and/or UNAMA (or other equivalent aid organizations). UNAMA has spent years building capacity within GIRoA, so they can respond quickly, efficiently, and effectively to natural disasters/emergencies in order to assist the local populace. USG HA supplies/materials are meant to assist GIRoA in meeting their goals of developing a sustainable government and instilling trust and confidence among the Afghan people. Distribution will be made through GIRoA and/or other aid organizations in an effort to put an Afghan face to the assistance.

Figure 10.1
Example of HA Replenishment Request ADR from CIDNE (cont.)

Project Closure	
REASON FOR CLOSURE: PROJECT RESULTS:	To be updated, once all the goods have been received and the vendor has been paid in full.

ADR Prohibited Uses
<p>IF ANY ARE TRUE, THE PROJECT DOES NOT QUALIFY FOR ADR FUNDING.</p> <p>BENEFIT THE US, COALITION, OR OTHER SUPPORTING PERSONNEL DIRECTLY OR INDIRECTLY?</p> <p>PROVIDE GOODS, SERVICES OR FUNDS TO NATIONAL ARMIES, NATIONAL GUARD FORCES, BORDER SECURITY FORCES, CIVIL DEFENSE FORCES, INFRASTRUCTURE PROTECTION FORCES, HIGHWAY PATROL UNITS, POLICE, SPECIAL POLICE, INTELLIGENCE, OR OTHER SECURITY FORCES?</p> <p>QUALIFY AS A WEAPONS BUY BACK PROJECT (EXCEPT AS AUTHORIZED BY LAW AND SEPARATE IMPLEMENTING GUIDANCE, WEAPONS BUY BACK PROGRAMS, OR OTHER PURCHASES OF FIREARMS OR AMMUNITION)?</p> <p>PROVIDE ENTERTAINMENT?</p> <p>PROVIDE A REWARD PROGRAM?</p> <p>PURCHASE FIREARMS, AMMUNITION, OR FUND THE REMOVAL OF UNEXPLODED ORDINANCES?</p> <p>DUPLICATE SERVICES AVAILABLE THROUGH MUNICIPAL GOVERNMENTS?</p> <p>PROVIDE SALARIES, BONUSES, OR PENSIONS OF HOST NATION MILITARY OR CIVILIAN GOVERNMENT PERSONNEL?</p> <p>TRAIN, EQUIP, OR PROVIDE OPERATING COSTS OF HOST NATION SECURITY FORCES?</p> <p>CONDUCT PSYCHOLOGICAL OPERATIONS, INFORMATION OPERATIONS, OR OTHER US, COALITION, OR HOST NATION SECURITY FORCE OPERATIONS?</p> <p>SUPPORT INDIVIDUAL OR PRIVATE BUSINESS?</p> <p>CO-MINGLE CERP AND OTHER FUNDS?</p>

APPROVAL SIGNATURE BLOCKS	
DATE: RECOMMENDED FOR APPROVAL (CHECK): RECOMMENDED NO APPROVAL (CHECK): SIGNATURE BLOCK: <div style="background-color: yellow; padding: 2px;">Input the Signature Block of the PM.</div> OFFICE/UNIT:	DATE: RECOMMENDED FOR APPROVAL (CHECK): RECOMMENDED NO APPROVAL (CHECK): SIGNATURE BLOCK: <div style="background-color: yellow; padding: 2px;">Input Signature Block of either the JSC-A CoS or BAF's SBDE Commander</div> OFFICE/UNIT:

This section must be signed by the appropriate offices for project approval and at project completion.

Figure 10.2
HA Request/Distribution Excerpt from CIDNE

1. To initiate a HA Request/Distribution Report in CIDNE, go to the **Workflow** dashboard.
2. Then, in the drop-down menu next to **Draft New**, choose **Transition: Humanitarian Assistance Report**.
3. The below screen will appear.

Report | Media | Associations | Changes | Help

HCA Report

Classification: ▼

Task Force Name: Requesting Unit

Type: ▼

What Will Be The Immediate Disposition Of This Order: ▼

Coordination With GiROA: ▼

Type Of HA Requirement: ▼

Releasability: ▼

Report Title: *** Auto Generated ***

Report Number: *** Auto Generated ***

Coordination With NGO/IGO: ▼

Comments: Justification for the HA request. Must be in accordance with the CERP guidelines.

Detailed information on the HA distribution (who distributed the goods to what locations, etc.)

Media Interest: Is this in support of an operation with Media or Command Interest? If so, provide the details here.

For distribution, was there media coverage or Command Interest? If so, provide the details here.

Assessment: Enter the assessment information here. For example, there are over 1,000 refugees currently living in a camp located at (Input MGRS). Tents and blankets have been requested by UNAMA to relieve human suffering, etc.

For distribution, detail the effects (i.e. how many families benefitted from this distribution, etc.)

POC

POC Name:

POC NIPR Address:

POC NIPR Phone:

POC Rank:

POC SIPR Address:

POC NIPR Cell Phone:

If requesting HA from the HA Yard, select **HA Request**.

If distributing HA supplies received from the HA Yard, select **HA Distribution**.

POC information is mandatory for all requests and distributions.

Figure 10.2
HA Request/Distribution Excerpt from CIDNE (cont.)

Dates

This is the date the requesting unit filed this report.

This is the requesting unit's required delivery date or the date the supplies were distributed to the local population.

Date Of Report:

30

▼

Nov

▼

2009

▼

04

▼

42

▼

Accept

Date Material Required/ Distributed:

30

▼

Nov

▼

2009

▼

Accept

Location

Name Of Location:

Name of the delivery or distribution location.

LOCATION DATA

Add

Delete

MGRS

Latitude (Dms)

Longitude (Dms)

Province

< None Selected >

MSC

< None Selected >

District

< None Selected >

AO

< None Selected >

City

< None Selected >

Village

< None Selected >

Description

Figure 10.2
HA Request/Distribution Excerpt from CIDNE (cont.)

For each item requested/distributed, input the amount of the item requested/distributed (the weight will be automatically calculated for you).

	Requested/Distributed		Delivered (HA Yard Only)	
	Amount	Total Weight (Kg)	Amount	Total Weight (Kg)
25 Kg/Bundle Dental Kits:	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
21 Kg/Bundle Hygiene Kits:	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
15 Kg/Bundle Teacher Kits:	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
15 Kg/Bundle Student School Kits:	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
11 Kg/Bundle First Aid Kit:	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
60 Kg/Kit Tool Kit:	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>

To be used by the HA Yards only. It reflects what was actually shipped.

Comfort

HA Yard Only

Date Order RCVD/Processed: 30 Nov 2009 Accept

Estimated Delivery Date: 30 Nov 2009 Accept

Total Weight Requested (Kg):

Total Weight Delivered (Kg):

Total Weight Requested (Lbs):

Total Weight Delivered (Lbs):

Yard Load Date: 30 Nov 2009 Accept

MCT / Host Nation TMR#:

Number Of Trucks Required:

To be used by the HA Yards only. The HA Yards will complete this section when the supplies are shipped. The requesting unit can use this information to track the shipment.

This section is not used for distributions.

For HCA requests, before submitting this form to the HA Yard for processing, the requesting unit must upload the letter of justification, the GIRoA request for U.S. military support, and the legal review to the Media Tab. The requesting unit should also add an association to any CMO reports or KLEs documented in CIDNE that relate to this request.

For HCA distribution, the requesting unit should upload any storyboards or pictures to the Media tab. Also, the requesting unit should add an association to any CMO reports or KLEs documented in CIDNE that are related to the distribution of the HA supplies.

Figure 10.3 HA Yard Replenishments Checklist

CIDNE PROJECT #: _____

LOCATION: _____

AMOUNT (\$): _____

*The Project Manager (PM) is responsible for maintaining all project documentation and uploading it to CIDNE. Required documentation is indicated below and is mandatory unless stated otherwise. **Checklist items 2-8 are required for project nomination to the USFOR-A CERP Review Board.***

1. _____ Completed CERP Project File Checklist
2. _____ Letter of Justification (signed by the appropriate authority level Commander)
3. _____ Afghan Development Report (ADR) (Including Performance Metrics and grids, in CIDNE, and **signed** by appropriate approving official)
4. _____ Funding Document and Funds Increase Memorandums (DD Form 3953, Purchase Request & Commitment (PR&C))--with proper signature blocks, and it must include project title, project number, and valid Project Manager (PM) and PO name (as applicable).
5. _____ Current Inventory Log
6. _____ DD Form 1155, *Order for Supplies and Services*, (**draft required for project nomination (if less than \$500K)**; signed DD Form 1155 required for project file records after approval) (with appropriate signatures)
7. _____ Legal Review(s) (Required for all HA replenishments)
8. _____ Appointment Records (DD Form 577) & Training Certificates (Project Manager (PM) and PO) (see Project Manager (PM)'s operational file)
9. _____ Payment Documents

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

 - a. _____ SF Form 44(s) (for cash only)
 - b. _____ DD Form 250(s) (for EFTs)
 - c. _____ SF Form 1034(s)
10. _____ Project Clearance Letter and RM Office endorsed ODS print-out
11. _____ Transfer of Authority Document (for RIP/TOA) (required for orders not received prior to RIP/TOA)
12. _____ Final Project Report (This report articulates when the goods were received and the payment voucher (SF Form 1034) number. This can be documented in the *Project Closure* section of the ADR.)

Figure 10.4
HA Yard Request/Distribution Checklist

CIDNE HCA #: _____

LOCATION: _____

TOTAL WEIGHT (kg): _____

The requesting unit is responsible for maintaining all project documentation and uploading it to CIDNE. Required documentation is indicated below and is mandatory unless stated otherwise.

1. _____ Completed CERP Project File Checklist
2. _____ Letter of Justification (signed by the appropriate authority level Commander)
3. _____ Humanitarian Assistance Request from GIRoA, UNAMA, or other equivalent aid organizations
4. _____ Humanitarian Assistance Report (HCA) from CIDNE (completed for both the HCA request and distribution)
5. _____ Legal Review (Required for all HA requests)
6. _____ Storyboard Slide (for HA distribution only)
7. _____ CMO and/or KLE Reports related to the HA request or distribution (documented in CIDNE and associated to the Humanitarian Assistance Report)
8. _____ Transfer of Authority Document (for RIP/TOA) (required for requests not received or distributions not made prior to RIP/TOA)
9. _____ Final Project Report (for HA distribution only). (This report articulates if and how the project met its goals and the desired effects. This can be documented in the *Assessments* section of the Humanitarian Assistance Report.)

Figure 10.5 HA Yard Letter of Justification



HEADQUARTERS

UNITED STATES FORCES-AFGHANISTAN

KABUL, AFGHANISTAN

<UNIT>

<Date>

Input unit letterhead and
nominating Unit/Date

MEMORANDUM FOR Commander, Joint Sustainment Command--Afghanistan, Kandahar Air Field,
OPERATION ENDURING FREEDOM, APO AE 09355

SUBJECT: Letter of Justification for Humanitarian Assistance Request < CIDNE HCA #>

Insert
HCA
number
as it
appears
in CIDNE

1. PURPOSE: This should be a short description of the natural disaster, emergency situation, or urgent humanitarian need we are being requested to support.

2. REQUIREMENTS: List the supplies and/or equipment we have been requested to provide.

3. JUSTIFICATION: How will these supplies and/or equipment benefit the local population and how will they support our desired effects (this is the projected goal and should not be confused as a benefit to coalition forces). The justification should clearly articulate how the project meets the URGENT AND IMMEDIATE HUMANITARIAN RELIEF standard for CERP projects and the category the project falls within. The statement: *~~Reasonable measures have been taken to ensure that other aid funds (local, national, donor nation, non-government organizations (NGO), or other aid resources) are not available~~* should be inserted into this justification.

3. COORDINATION: All projects must be coordinated with the proper GIRoA and United Nations aid organization(s). The coordination that has taken place should be listed here. The outcome of the coordination and anything that the local, provincial, or national government has committed to this effort shall also be included. This section should also include a summary of our exit strategy defining how we plan to achieve a civilian response in the future.

4. WHEN SUPPLIES/EQUIPMENT ARE REQUIRED: This should give a deadline for when supplies/equipment need to be delivered to the unit in order to meet the urgent, humanitarian need.

6. LOCATION: Include Province, District, City and an 10-digit grid coordinate (MGRS) if applicable.

7. LOCAL NATIONAL BENEFIT: List the number of local Afghans projected to benefit from these humanitarian assistance supplies and/or equipment.

9. PERFORMANCE METRICS: How will we be able to measure the success of this assistance?

Should
match
CIDNE

10. IMPACT IF NOT FUNDED: Possible negative outcomes if the humanitarian assistance is not provided.

11. POINT OF CONTACT: All contact information of the individual who will answer questions that arise during the staffing process.

Insert Unit Designator for the next level of approval.

Insert the proper signature block of the Commander
(cannot be delegated to the Deputy or below)

O-5 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

1st Ind, O-6 level U.S. Commander

MEMORANDUM FOR Commander, USFOR-A

Insert final approval
authority

I support this request and concur with its approval.

Insert the proper signature block of the Commander
(cannot be delegated to the Deputy or below)

Insert Unit Designator for the next level of approval.

O-6 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

2nd Ind, MSC U.S. Commander

MEMORANDUM FOR Commander, USFOR-A

Insert final approval
authority

I support this request and concur with its approval.

Insert the proper signature block of the Commander
(cannot be delegated to the Deputy or below)

MSC U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK

CHAPTER 11: CERP MANAGEMENT AND EXECUTION IN CFSOCC-A

1. [PROGRAM MANAGEMENT](#)
2. [APPROVAL THRESHOLDS](#)
3. [PROCESS AND PROCEDURES](#)
4. [ADVANCE BULK FUNDS](#)

PROGRAM MANAGEMENT

- A. The management, processes, procedures, and requirements set forth in the other chapters of this SOP apply to the Special Operations Forces (SOF) community. This chapter provides further details and clearly defines how SOF will execute CERP. The guidance provided in this chapter supersedes guidance provided in other chapters of this SOP in terms of the SOF community executing CERP.
- B. U.S. SOF Commanders at all levels should develop a CERP plan and ensure that projects are properly managed to ensure that CERP funds achieve maximum results, which includes establishing performance objectives and monitoring progress. The Commander's plan should address how CERP projects will be targeted and selected and also provide areas of focus within their battle space. Additionally, Commanders must ensure CERP funds are commensurate with project accomplishments or performance metrics, and that projects are monitored and closed out properly upon completion, including the transfer of ownership to an appropriate Afghan authority prepared to sustain the project.
- C. There is **one currency (Afghani)** and **four methods of payment** (1) EFT, (2) Limited Depository Checking Account (LDA), (3) cash authorized in theater, and (4) Military Interdepartmental Purchase Request (MIPR).
 1. U.S. Dollars are not authorized to be used for CERP cash payments.
 2. The **preferred** method of payment is electronic funds transfer (EFT).
 3. Waiver Requirements: If the supplies and/or equipment are not available within Afghanistan and all sources of supply have been exhausted, an O-6 U.S. Commander (or above) can authorize an EFT payment(s) in U.S. Dollars to a vendor located outside of Afghanistan. **NOTE:** U.S. Dollar cash payments are unauthorized.

4. All CERP projects should adhere to the *Afghanistan First Program* to the greatest extent possible. In other words, the CERP should strive to directly support the local Afghan population and economy.

APPROVAL THRESHOLDS

- A. The following thresholds are per **requirement**, not per item. Project splitting (*separating procurements that are related to the same requirement in order to stay below the CERP approval thresholds*) is prohibited.
- B. O-5 U.S. SOTF Commanders have the authority to approve CERP projects up to but not equal to \$200K.
- C. The O-6 U.S. CJSOTF Commander has the authority to approve CERP projects up to but not equal to \$500K.
- D. All CERP projects with an estimated cost of \$500K or greater will meet the CFSOCC-A CERP Review Board (CRB).
- E. The U.S. CFSOCC-A Commander has the authority to approve CERP projects up to but not equal to \$1M.
- F. For projects greater than or equal to \$1M, reference Table 11.1 for approval thresholds.
- G. No further delegation is authorized unless otherwise approved by the USFOR-A DCDR-S. **NOTE:** *In the Commander's absence, the Deputy Commander can sign on his/her behalf only if the approval letter is accompanied by a copy of the Deputy Commander's appointment of command. A copy of the appointment of command must be included in the project file and uploaded to the ADR in CIDNE.*

Table 11.1
CFSOCC-A CERP Approval Threshold Matrix

Item	Limit	Approval Authority	Legal Review Required
Project Approval	\$5M or more	Dep Sec Def (OSD)	Yes
Project Approval	\$1M to \$5M	USCENTCOM Cdr	Yes
Project Endorsement	\$1M or more	USFOR-A Cdr USFOR-A DCDR-S	Yes
Project Approval	Up to \$1M	CFSOCC-A Cdr	Yes
Project will meet CRB	Greater than or equal to \$500K	Reviewed by CFSOCC-A CRB	Yes
Project Approval	Up to \$500K	O-6 U.S. CJSOTF-A Cdr	Yes
Project Approval	Up to \$200K	O-5 U.S. SOTF Cdrs	Yes

PROCESS AND PROCEDURES

- A. Follow the processes and procedures in Chapter 2 of this SOP to execute CERP.
- B. Requests for Exception:
 1. Send policy clarification requests to USFOR-A J9.
 2. If a request for exception to this policy is required, submit the request to USFOR-A J9, who will route it for staffing and approval by the USFOR-A Commander, as necessary.
 3. Submit requests for exception to the USFOR-A J9 Organizational Emails:
 - A. NIPR: USFOR-ACERPREIN.ORG@afghan.swa.army.mil
 - B. SIPR: USFOR-ACERP-REINTEG@afghan.swa.army.smil.mil
 - C. CENTRIXS: CERP-Reintegration.ORG@Afghan.centcom.isaf.cmil.mil

ADVANCE BULK FUNDS

- A. CFSOCC-A units must comply with the Advance Bulk Funds guidance described below. If specific guidance is not discussed below, CFSOCC-A units must comply with the guidance in Chapter 8.
- B. **Authorized Uses:** In addition to the uses stated in Chapter 8, CFSOCC-A units can utilize Advance Bulk Funds for Village Stability Operations (VSO) program.

VSO is a community protection/defense program that prepares specific communities to be transitioned to the GIRoA security program, Afghan Local Police (ALP). CFSOCC-A units can use CERP funding to purchase goods and services to include supplies, equipment, and contracted pay to aid in community defense and stability operations.

1. VSO projects will be categorized as Temporary Contract Guards for Critical infrastructure in CIDNE

C. **Unauthorized Uses:** CFSOCC-A units may not fund ALP with CERP. Once their VSO and local community protection sites and their respective personnel are officially transferred under the control of the GIRoA (*in this case the Ministry of Interior*) in the ALP program, CERP funding is no longer able to be used. CERP funds may be used up until the ALP is officially tashkieled (or transferred) to MOI and payments have been made by Afghan Security Forces Funds (ASFF).

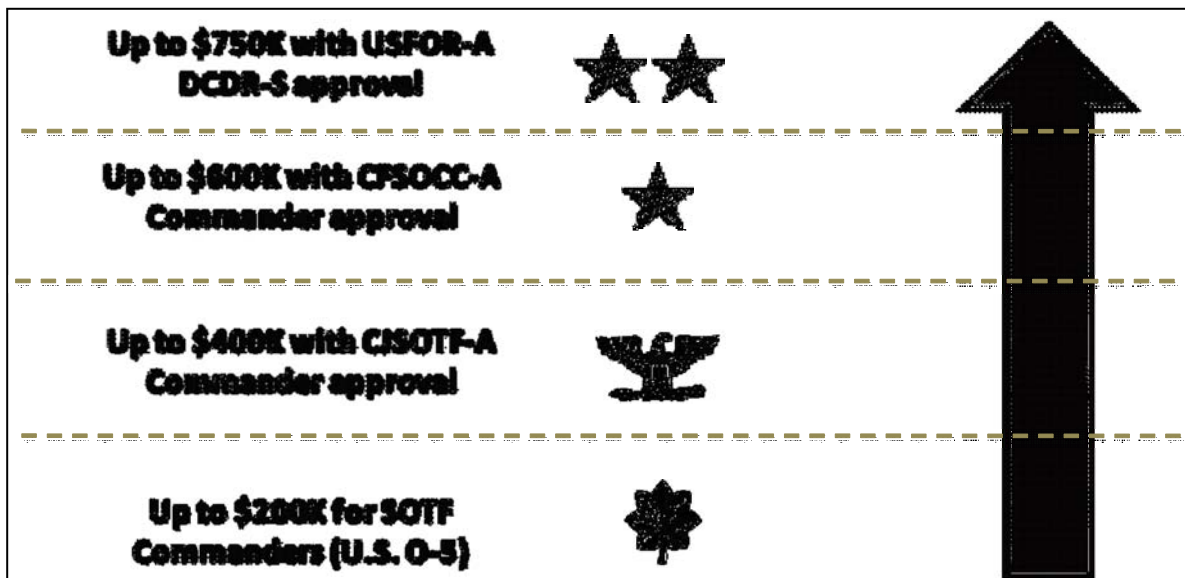
D. **Advance Bulk Funds Withdrawal Authority and Approval Levels**

1. Advance Bulk Funds withdrawal authority resides with the U.S. O-5 SOTF Commanders. SOTF Commanders are authorized to draw up to \$200K in bulk funds.
2. SOTF Commanders can have their bulk fund authority increased by requesting approval from the CJSOTF-A Commander. The CJSOTF Commander has the authority to increase a SOTF Commander's bulk fund authority up to \$400K.
3. SOTF Commanders can have their bulk fund authority increased by requesting approval from the CFSOCC-A Commander through the CJSTOF-A Commander. The CFSOCC-A Commander has the authority to increase a SOTF Commander's bulk fund authority up to \$600K.
4. SOTF Commanders can have their bulk fund authority increased by requesting approval from the USFOR-A DCDR-S through the CFSOCC-A Commander. The USFOR-A DCDR-S has the authority to approve exceptions to policy for increases to a SOTF Commander's bulk fund authority up to \$750K.
5. All Advance Bulk Fund authority increases must be kept on file by the respective level's J9.
6. All Advance Bulk Fund authority increases can only be approved for up to the transfer of authority date.

Table 11.2
U.S. SOTF O-5 Commander Bulk Fund Withdrawal Authority/Approval Levels

Item	Max U.S. O-5 Commander Authority	Required Approval for Authority Increase
Advance Bulk Fund Draw	Up to \$750K	USFOR-A DCDR-S
Advance Bulk Fund Draw	Up to \$600K	CFSOCC-A Commander
Advance Bulk Fund Draw	Up to \$400K	CJSOTF-A Commander
Advance Bulk Fund Draw	Up to \$200K	U.S. SOTF Commander (O-5)

Figure 11.1
U.S. SOTF O-5 Commander Bulk Fund Withdrawal Authority/Approval Levels



CHAPTER 12: CERP BEST PRACTICES

1. [COMMANDER](#)
2. [PROGRAM MANAGER](#)
3. [PROJECT MANAGER](#)
4. [PURCHASING OFFICER](#)
5. [PAYING AGENT](#)

COMMANDER

- A. CERP is a Commander's program. Commanders should ensure that they are involved and provide support to their CERP personnel and functional experts. The ultimate success of the program rests with the Commanders.
- B. If possible, the Commander should appoint a Threat Finance & Corruption Analyst to evaluate vendors and focus on anti-corruption operations with regards to the CERP.
- C. Commanders need to be engaged with their CERP Program Managers and ensure there is open and often communication.
- D. Commanders should chair a CERP project targeting selection board (or similar type of meeting). The CERP Program Manager should then present any potential or identified CERP projects in the Commander's area of operations so the Commander can provide guidance on project prioritization and selection.

PROGRAM MANAGER

- A. The Program Manager is responsible for CERP program within his/her unit. The Program Manager represents the Commander in terms of CERP and should use that authority to better the program.
- B. The Program Manager should develop strong relationship and communication channels with the unit Staff Judge Advocate (SJA), engineer(s), Resource Manager, servicing Finance Office, Chief of Mission (Department of State), USAID representative, and any relevant Afghan organization or governmental personnel in the area.
- C. The Program Manager should develop a strong relationship with the Disbursing Agent or Officer at the servicing Finance Office. Having a strong relationship with the Finance Office will enhance the capabilities of the Advance Bulk Fund method of execution within the program by allowing a mutual understanding of what each organization's needs are.

- D. The Program Manager should work with outside organizations like Finance and Contracting to set up training for his/her Project Managers, Purchasing Officers, and Paying Agents to ensure they are trained on all requirements and the needs of those two offices. Ensuring the CERP executors understand how to make payments, draw cash and non-cash funds, close-out accounts, and execute contracts is extremely important when responsible for executing the CERP.
- E. The Program Manager should communicate training needs to their Regional Command (USFOR-A Detachment) level staff to ensure adequate training is provided to the unit.
- F. The Program Manager should utilize CIDNE for electronic coordination and approval of project documents when possible. CIDNE can be utilized in this manner by loading approval documents in the —Media” tab and have the proper personnel sign these documents once routed to them.
- G. The Program Manager should ensure the unit’s requirements and needs are communicated to the Commander to include Advance Bulk Fund withdrawal capabilities and the Commander’s approval authority. Once the Commander concurs, the Program Manager can then proceed with requesting increases from higher command through their Commander.
- H. The Program Manager should actively support the local GIRoA and the local GIRoA ministry representatives to nominate, prioritize, and partner with the CERP.
- I. The Program Manager should communicate the unit’s priorities, policies, and requirements to his/her Project Managers, Purchasing Officers, and Paying Agents. The Program Manager should ensure these personnel are equipped with training, guidance, and project document templates.
- J. The Program Manager should ensure CERP executors understand the concept of the Quality Assurance Plan and why making Quality Assurance visits to their projects are important. The Program Manager should help, when needed, in developing these plans to ensure CERP executors are ensuring their projects are being executed as agreed and they are sustained once the projects are completed.
- K. The Program Manager should develop and institute a routing method for project documents for CERP personnel who are trying to get projects approved. Some methods to utilize are, but are not limited to, CIDNE, email, or face-to-face delivery.

PROJECT MANAGER

- A. Project Managers should have a strong relationship with the unit's Program Manager. They need to have open lines of communication with that individual so they can communicate potential projects, active projects statuses, issues, challenges, and needs.
- B. Project Managers need to ensure they develop strong relationships with the Afghans they work with in the field (to include the local population, community leaders, and GIRoA representatives).
- C. Project Managers need to ensure they understand and have received training on contracting with vendors from their servicing Regional Contract Center so they are aware of contracting challenges in the local area as well as trends that exist with the local vendors.
- D. Project Managers need to ensure they have the ability to move around the operations area so they can visit their project sites to ensure vendors are delivering quality goods and services to their projects. Project Managers need to understand the importance of the Quality Assurance Plan and visits.
- E. Project Managers need to enlist the services of functional experts to accomplish their duties when necessary. For example, when drafting a Statement of Work, conducting a Quality Assurance visit, or developing an IGCE on a construction project, the Project Manager must partner with an engineer to ensure these requirements are completed accurately and correctly.
- F. Project Managers should be organized and keep records of their previous projects and ensure the Program Manager has the latest status of their projects.

PURCHASING OFFICER

- A. Purchasing Officers (POs) need to have a good relationship and reach-back capability to their servicing Regional Contracting Center.
- B. POs need to understand the vendor payment process and their servicing Finance Office's documentation requirements for making payments. In order to do so, POs should communicate with all three financial and contractual organizations (Regional Contracting Center, Finance Office, and Resource Management Office) so they understand the process and can receive assistance when necessary.
- C. POs should have a strong relationship and communication channel with the Project Managers. When there are issues that arise in the contracting process,

the POs must be able to quickly and clearly communicate these to the Project Managers.

PAYING AGENT

- A. Paying Agents (PAs) must have a good relationship with the servicing Finance Office and the Disbursing Agent/Officer they represent.
- B. PAs need to be very organized and keep detailed records of the expenditures they pay out while in the field. They need to be able to document these expenditures completely and correctly on SF 44s and ensure all required data is collected and documented.
- C. For additional information please contact your local Finance Office for most current SOP's. Finance Office for most current SOP's.

ANNEXES

CERP CATEGORY DEFINITIONS AND POTENTIAL PROJECTS

1. [REFERENCE](#)
2. [CERP CATEGORY DEFINITIONS AND POTENTIAL PROJECTS](#)
 - A. [Agriculture](#)
 - B. [Battle Damage Repair](#)
 - C. [Civic Cleanup Activities](#)
 - D. [Civic Support Vehicles](#)
 - E. [Condolence Payments](#)
 - F. [Economic, Financial, and Management Improvements](#)
 - G. [Education](#)
 - H. [Electricity](#)
 - I. [Food Production & Distribution](#)
 - J. [Former Detainee Payments](#)
 - K. [Healthcare](#)
 - L. [Hero Payments](#)
 - M. [Other Urgent Humanitarian or Reconstruction Projects](#)
 - N. [Protective Measures](#)
 - O. [Repair of Civic & Cultural Facilities](#)
 - P. [Rule of Law & Governance](#)
 - Q. [Temporary Contract Guards for Critical Infrastructure](#)
 - R. [Telecommunications](#)
 - S. [Transportation](#)
 - T. [Water & Sanitation](#)

[REFERENCE](#)

DoD FMR 7000.14-R, Volume 12, Chapter 27, Annex A

[CERP CATEGORY DEFINITIONS AND POTENTIAL PROJECTS](#)

Agriculture

Projects to increase agricultural production or cooperative agricultural programs. This includes irrigation systems. (*Functional Advisors: Civil Affairs, Agribusiness Development Teams*)

1. Reforestation (fruit and nut) producing trees, timber production, and general reforestation
2. Wind breaks for fields
3. Pesticide control for crops
4. Animal husbandry practices

5. Veterinary clinics, supplies, and care of animals ([*not Healthcare*](#))
6. Seeds for planting
7. Purchase of initial, parents livestock for herds
8. Animal health
9. Animal production
10. Aquaculture
11. Fish farms
12. Conservation programs
13. Biotechnology
14. Purchase of farm equipment or implements
15. Irrigation wells ([*for drinking wells, see Water & Sanitation*](#))
16. Irrigation ditches
17. Canal cleanup
18. Water pumps
19. Siphon tubes
20. Development and construction of terracing
21. Sprinkler irrigation
22. Dust suppression
23. Central pivot irrigation
24. Sub-irrigation
25. Aquifer development
26. Agricultural Training Facilities and Demo-Farms—ADT

Battle Damage Repair

Projects to repair, or make payments for repairs, of property damage that results from U.S., Coalition, or supporting military combat operations and is not compensable under the Foreign Claims Act. (*Reference Chapter 8 for more details*). (*Functional Advisors: Local Commander, Judge Advocates*)

Civic Cleanup Activities

Projects to clean up public areas; area beautification. (*Functional Advisor: Engineering*)

1. Streets, roads
2. Parks
3. Demolition of old buildings/structures
4. Trash removal

Civic Support Vehicles

Projects to purchase or lease vehicles by public/government officials in support of civic and community activities. When purchasing or leasing civic support vehicles a 12 month service/maintenance agreement is authorized when appropriate. (*Functional Advisor: Logistics*)

1. Construction vehicles for public works
2. Water and trash trucks
3. Governmental vehicles for official duties

Condolence Payments

Payments to individual civilians for the death or physical injury resulting from U.S., Coalition, or supporting military combat operations not compensable under the Foreign Claims Act. (*Reference Chapter 8 for more details*). (*Functional Advisors: Local Commander, Judge Advocates*)

Economic, Financial, and Management Improvements

Projects to improve economic or financial security. (*Functional Advisors: Resource Management, Civil Affairs, Engineering*)

1. Marketing assistance programs
2. Refurbishment of Bazaars
3. Micro-Grants to individuals or small businesses
4. Refurbishment of district centers
5. Vocational Training (*Reference Chapter 1 for prohibitions*)

Education

Projects to repair or reconstruct schools, or to purchase school supplies or equipment. (*Functional Advisors: Civil Affairs, Engineering*)

1. Build, repair, and refurbish schools (primary, middle, high, schools; colleges; trade schools and Centers of Educational Excellence)
2. Tents for use as schools/classrooms
3. School supplies, textbooks
4. Furniture, desks, mats
5. Sports equipment (soccer balls/goals, etc.)

Electricity

Projects to repair, restore, or improve electrical production, distribution, and secondary distribution infrastructure. Cost analysis must be conducted so the village or district may collect revenues to ensure operation and maintenance of the system for long-term use. **NOTE:** *The cost analysis conducted must be documented, maintained in the project file, and uploaded to the ADR in CIDNE.* (*Functional Advisors: Engineering*)

1. Electrical production (solar, hydro, wind, and fossil) for villages and districts (not specific to individual government buildings or homes)
2. Distribution of high and low voltage to villages and districts (not specific to individual government buildings or homes)
3. Secondary distribution to individual buildings and homes
4. Generators (regardless of where used)
5. Studies

Food Production & Distribution

Projects to increase food production or distribution processes to further economic development. (*Functional Advisors: Civil Affairs, Agribusiness Development Teams*)

1. Food handling technology, including refrigeration, storage, warehousing, etc.

2. Adequate production and supply logistics, based on demand and need
3. Food labeling and packaging
4. Food production safety
5. Capacity building for production and regulation of food
6. Storage capability for pre-distribution holding

Former Detainee Payments

Payments to individuals upon release from Coalition (non-Theater or Field Internment) detention facilities. *(Functional Advisors: Judge Advocates, JTF 435) (See Table 8.1 for limitations)*

Healthcare

Projects to repair or improve infrastructure, equipment, medical supplies, immunizations, and training of individuals and facilities in respect to efforts made to maintain or restore health especially by trained and licensed professionals.

(Functional Advisors: SURG CELL, TF MED, Engineering, USAID)

1. Construction/repair of clinics
2. Ambulances/transportation for doctors in rural areas
3. Construction/repair of hospitals
4. Cooperative medical assistance (CMA) visits and supplies
5. Healthcare specific furnishings (beds, mattresses, etc.)
6. Refrigeration for medication
7. Expendable supplies
8. Durable and non-expendable equipment for medical facilities

Hero Payments

Payments made to the surviving spouses or next of kin of Afghan defense or police personnel who were killed as a result of U.S., coalition, or supporting military combat operations. *(Reference Chapter 8 for more details). (Functional Advisors: Local Commander, Judge Advocate)*

Other Urgent Humanitarian or Reconstruction Projects

1. Projects to repair collateral damage not otherwise payable because of combat exclusions or condolence payments. Other urgent humanitarian projects not captured under any other category. For other urgent humanitarian projects, this category should be used only when no other category is applicable.
2. This category can be used for Commander Small-Scale projects (must be \$5K or less) that are purchasing humanitarian supplies for localized use *(this includes the items listed in #4)*.
3. HA Yards Operators: This category should be used by the Humanitarian Assistance (HA) Yards at Kandahar Air Field (KAF) and Bagram Air Field (BAF). These two HA Yards stock HA supplies and equipment in order to meet the immediate humanitarian needs during natural disasters or emergency situations.

4. CERP Personnel Making HA Requests to the Yard: Under extraordinary circumstances, when the HA Yards state, in writing, that they cannot support the requirement, units can purchase the below items for immediate distribution (within 30 days) to meet the urgent, humanitarian needs of the local populace. **Stock-piling of HA supplies is not authorized other than at the HA Yards.** **NOTE:** CERP-funded HA should be at the written request of GIRoA or UN aid organizations. Also, it can only be used for the indigenous populace, not for other countries seeking refuge in Afghanistan. *(Functional Advisors: USFOR-A J9, Joint Sustainment Command—Afghanistan)*
 - a. Tents.
 - b. Tarps, plastic sheeting.
 - c. Sandbags.
 - d. Winter Coats, Sweaters, Caps, Scarves, Gloves, Socks, Rubber Boots, Shoes, Sandals.
 - e. Rice, Beans, Flour, Salt, Sugar, tea, Cooking Oil.
 - f. First Aid Kits, Dental Kits, hygiene Kits, Teacher Kits, Student School Kits, Tool Kits.
 - g. Small Stoves.
 - h. Wood / Charcoal / Coal for Stoves.

Protective Measures

Projects to repair or improve protective measures to enhance the durability and survivability of a critical infrastructure site (oil pipelines, electric lines, etc.).

(Functional Advisors: Engineering, Force Protection)

1. Fencing
2. Lights
3. Barrier materials
4. Berms over pipelines
5. Guard Towers

Repair of Civic & Cultural Facilities

Projects to repair or restore civic or cultural buildings or facilities. *(Functional Advisors: Engineering, Civil Affairs)*

1. Religious buildings such as mosques or shrines
2. Civic/community centers
3. Women's centers
4. Athletic venues
5. Libraries
6. Museums

Rule of Law & Governance

Projects to repair government buildings such as administrative offices, or court houses. *(Functional Advisors: Engineering, Judge Advocates)*

1. Governmental buildings repair
2. Support for the judicial system

3. Jails or temporary holding facilities' repairs
4. Public service facilities' improvements
5. Support to divergent political party development
6. Restore pre-existing elements of Rule of Law facilities (*The Commander must verify that the community already had ROL and/or governance operations ongoing; in this case where a community was or is executing governmental operations, CERP projects are appropriate to restore and add capacity where appropriate to those operations*).

Temporary Contract Guards for Critical Infrastructure

Projects to guard critical infrastructure, including neighborhoods and other public areas. (*Functional Advisors: Local Commander, Judge Advocates, Civil Affairs*)

Telecommunications

Projects to repair or extend communication over a distance. The term telecommunication covers all forms of distance and/or conversion of the original communications, including radio, telegraphy, television, telephony, data communication, and computer networking. Includes projects to repair or reconstruct telecommunications systems or infrastructure. (*Functional Advisor: Communications*)

1. TV stations (including equipment purchase, repair, and maintenance)
2. Radio stations (including equipment purchase, repair, and maintenance)
3. Governmental communications systems (telephones, two-way radios, repeaters, antennas)
4. Loudspeaker systems
5. Landline point to point connections to connect systems

Transportation

Projects to repair or restore transportation to include infrastructure and operations. Infrastructure includes the transport networks (roads, railways, airways, canals, pipelines, etc.) that are used, as well as the nodes or terminals (such as airports, railway stations, bus stations, and seaports). The operations deal with the control of the system, such as traffic signals and ramp meters, railroad switches, air traffic control, etc. (*Functional Advisors: Engineering, USACE, USAID*)

1. Transportation infrastructure, including roads, railway tracks, airports, ports, etc.
2. Roads (including gravel, cobblestone, etc.)
3. Culverts
4. Bridging
5. Traffic control measures

Water & Sanitation

Projects to repair or improve drinking water availability, to include purification and distribution. Building wells in adequate places is a way to produce more water, assuming the aquifers can supply an adequate flow. Other water sources such

as rainwater and river or lake water must be purified for human consumption. The processes include filtering, boiling, distillation among more advanced techniques, such as reverse osmosis. The distribution of drinking water is done through municipal water systems or as bottled water. Sanitation, an important public health measure that is essential for the prevention of disease, is the hygienic disposal or recycling of waste materials, particularly human excrement.

(Functional Advisors: Civil Affairs, Engineering, USACE, USAID)

1. Wells (regardless of the end user, unless the end user is the security forces)
2. Water pumps
3. Water treatment facilities
4. Production or distribution of potable water and sanitation of that production capability
5. Establishing trash collection points
6. Waste disposal sites
7. Sewage treatment solutions
8. Retaining walls for flood prevention
9. Dumpsters
10. Public latrines
11. Water studies, including watershed studies
12. Water testing

CERP PROJECT FILE CHECKLISTS AND TEMPLATES

1. PURPOSE
2. CERP PROJECTS
 - A. FIGURE B.1 – CERP PROJECT APPROVAL CHECKLIST
 - B. FIGURE B.2 – CERP PROJECT CLOSURE CHECKLIST
 - C. FIGURE B.3 – APPOINTMENT/TERMINATION FORM (DD FORM 577)
 - D. FIGURE B.4 – TRAINING CERTIFICATE
 - E. FIGURE B.5 – LETTER OF JUSTIFICATION
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 - H. FIGURE B.8 – LUA/RIGHT OF ENTRY MEMO
 - I. FIGURE B.9 – STANDARD CERP CONTRACT
 - J. FIGURE B.10 – FUNDS INCREASE MEMO
 - K. FIGURE B.11 – STORYBOARD SLIDE
 - L. FIGURE B.12 – COMMANDER'S APPROVAL MEMO
 - M. FIGURE B.13 – COMMANDER'S APPROVAL THRU MEMO
 - N. FIGURE B.14 – CERP MONTHLY REPORT
 - O. FIGURE B.15 – CERP POC LIST
 - P. FIGURE B.16 – IGCE/COST METHODOLOGY
 - Q. FIGURE B.17 – PROJECT CLEARANCE LETTER AND ENCLOSURES
 - R. FIGURE B.18 – TRANSFER OF AUTHORITY MEMO
 - S. FIGURE B.19 – PROJECT MANAGEMENT PLAN (PMP)
 - T. FIGURE B.20 – DD 250 (RECEIVING REPORT)
 - U. FIGURE B.21 – SF 44 (PURCHASE ORDER – INVOICE – VOUCHER)

PURPOSE

The purpose of this Annex is to provide checklists and templates for CERP executors in order to streamline and standardize the development, approval, execution, and reporting within the CERP process. The editable versions of the below templates and examples of other (*IGCE, SoW, and PMP*) CERP documents are available on the USFOR-A J9 SharePoint (*reference Annex D for the link*).

CERP PROJECT CHECKLISTS AND TEMPLATES

The following templates are provided to assist CERP Program and Project Managers. The following templates are not mandatory; however, all the information contained in the following templates must be provided in order to meet the reporting requirements.

Figure B.1 - CERP Project Approval Checklist

CERP PROJECT APPROVAL CHECKLIST			
RC/TF - _____		UNIT: _____	AMOUNT (\$): _____
CIDNE PROJECT #:		Project Manager: _____	
CIDNE PROJECT TITLE: _____			
<p>*The Project Manager is responsible for maintaining all project documentation and uploading it to CIDNE. Required documentation is indicated below and is required based on the details provided in each item's description.</p> <p>**Check each requirement listed below as not all documents are needed for each and every project and many of the items can be accomplished simultaneously or in different order than as shown.</p>			
1		Independent Government Cost Estimate (IGCE) & Methodology	An IGCE must be included for all projects over \$25K. It is not required for projects that are less than \$25K. The IGCE must clearly identify, define, and show the costs associated with the project. The IGCE is an independent estimate ; therefore it will not be based on bids received that will potentially be put onto contract for the project. This document serves as your comparison tool for the bids that you receive and is your benchmark in terms of cost. IGCEs can be obtained by historical data and/or professional sources to include U.S. Regional Contracting Centers, USACE, USAID, & others. Accompanying the IGCE will be the Cost Methodology Memo, which will identify who and what organization created the IGCE, as well as the methodology used to obtain or create the costs that are depicted on the IGCE. It will explain how the IGCE was created.
2		Statement of Work	This document is required for all projects that purchase a service or involve construction. For projects that only involve purchase of goods, a Bill of Goods, will replace the Statement of Work (SoW). The SoW will address the schedule of work, frequency of work/service, who is responsible for what, what work or service will be provided, how that work/service will be provided in detail, and what standard must be met
3		Project Management Plan (PMP)	The PMP should build off the SOW and provide further planning details and describe the plan for the execution of the project, the key players, and the Quality Assurance Plan. 1. A Project Management Plan is required for all projects with an estimated cost of \$1M or more.
4		Appointment, Authorization, Training Letters & Certificates	Program Manager will verify that these documents are on file. Include the Project Manager, Purchasing Officer, Paying Agent certificates of training, nomination, and appointment letters when applicable.
5		Afghan Development Report (ADR)	This report is populated in the CIDNE database and serves as the project overview in CIDNE, which is the database of record for the CERP. All relevant fields must be populated and the ADR must be updated as the project progresses, is completed, and closed out (project status, payments, changes, etc). When the project is approved add signature blocks to the ADR, click "export to MS Word," add in appropriate signature blocks, print out, get signed, & upload back into the ADR in the "Media" section. The ADR must be signed by the Requesting Unit US Mil Commander, Project Manager, Program Manager, and Legal when applicable.
6		Funding Docs (PR&C, MIPR, etc)	Include the funding document that is relevant for the project. For the PR&C, the Project Mgr will fill in blocks 27-30, the Program Mgr will fill in blocks 31-33, and the approving CDR will fill in blocks 34-36. For interdepartmental purchases, a MIPR will be used. When using a MIPR, ensure that you include the Economy Act Order that provides the authority for the MIPR. In the MIPR's justification section, focus on the requirement, the urgent humanitarian need that is being addressed, the IGCE, and that the selected agency is the most appropriate to execute the project based on its operational requirements.

7		Contract	A draft contract is required for project nomination (if less than \$500K). A signed contract is required for project file records after it is approved. The contract must include appropriate name listed in block 31 and all modifications (to include cost increases, decreases, terminations, and change in terms).
8		Subordinate CDR's Approval Memo(s)	If the project is being routed up one level of command for approval, then the LoJ will serve as the subordinate CDR's approval memo; however, if a project is being routed up several levels of U.S. CDRs for approval, then it will require a CDR's Approval Memo for each level of authority that it passes through. [For example, if a project is initiated within an U.S. O-5 CDR's organization and costs \$400K, then it will have to be approved at the Regional Command (RC) level. This project package will include the LoJ from the O-5 and the O-6 CDR's Approval Memo once it gets to the RC for approval. CDR's Approval Memos will be accomplished by their staff for the CDR to sign. Using the above example, the O-6's staff and the RC CERP staff will draft up the approval letter for the O-6 and the RC CDR to sign respectively].
9		Storyboard	This is required for all projects that are meeting the CERP Review Board (CRB) and will provide an overview of your project that the CRB Members will reference to analyze your project. It must be able to tell the story of your project and include grid coordinates. You must include a map for road or bridge projects.
10		Pics, Maps, Blueprints, Drawings, etc	Include all other visual aids that will strengthen your project file.
11		Legal Review(s)	All projects must be reviewed by legal. Projects that are greater than \$25K require a traditional legal review by a U.S. Staff Judge Advocate (SJA). For projects that are less than \$25K, a traditional legal review is not required; instead, a SJA signature block and signature are required on the ADR (print out, sign, & load in CIDNE). For projects that require multiple levels of U.S. CDR approval, each CDR will have their SJA review the project and provide a legal review.
12		Correspondence	Include any correspondence that is relevant to the project within the project file. This may include emails, notes, letters, etc. from NGOs, DoD agencies, USAID, and GIRoA agencies.
13		Coordination Memos	Coordination memos are required when a CERP project is being conducted by an unit that does not own the battle space. The unit that is planning and executing the CERP project must coordinate, in a memo, with the nearest PRT, Task Force, and/or RC if the executing unit is not part of these units. This is just a coordination effort; it provides the battle space owners awareness of CERP projects that are taking place in their AO and allows for de-conflicting efforts to take place.
14		Right of Entry Memo	This document is required for any project that involves any type of construction and has an estimated cost of \$50K or more. This document must identify who owns the land (individual or organization), must explicitly authorize U.S.'s use of the land, and must be signed by the CERP Project Manager and the land owner or GIRoA representative.
15		Sustainment Memo of Agreement	This document is required for projects that have a cost greater than \$50K that involve purchasing equipment or construction. This document must be signed by a USG employee (should be the CERP Project Mgr) and by the organization, agency, or ministry (needs to be an official with the appropriate authority within the sustaining agency) that is agreeing to maintain and sustain the project once complete. The document must address what agency will be sustaining the project once complete and what capabilities that agency has to sustain the project (for example, they have the human resources, budget, space, etc to sustain the project).
16	_____	Letter of Justification (LoJ)	The PM will create the LoJ and it must be signed by the initiating U.S. Commander. The LoJ will provide the justification for the CERP project as well as an overview of the proposed CERP project and what effects it will have in the community, to the GIRoA, or for the Afghan people.
17		This Completed CERP Project Approval Checklist	

Figure B.2 - CERP Project Closure Checklist

CERP PROJECT CLOSURE CHECKLIST		
RC/TF - _____ UNIT: _____ AMOUNT (\$): _____		
CIDNE PROJECT #: _____ Project Manager: _____		
CIDNE PROJECT TITLE: _____		
1	Contract	The contract must be complete, signed, and include appropriate name listed in block 31 and all modifications (to include cost increases, decreases, terminations, and change in terms).
2	Funding Docs (PR&C, MIPR, etc)	Include the final and signed funding document that is relevant for the project.
3	Invoices	Include invoices and bills provided by the vendor.
4	Payment Documents	Include all payment documents to include DD 250(s) (for EFTs), DD 1081(s), SF Form 1034(s), and SF Form 44(s) (for cash only)
5	Pics, Maps, Blueprints, Drawings, etc	Include all other visual aids that will strengthen your project file.
6	Project Transfer/Closure Documents	Transfer of Authority Document (required for projects not completed prior to a RIP/TOA), Project Clearance Letter, and RM Office endorsed ODS print-out.
7	Final Afghan Development Report (ADR)	The Final ADR must be fully completed and contain all of the updates made by the PM to include payments, dates payments were made, Quality Assurance Visits to the project site, and have the correct project status (completed, terminated, or cancelled). The Final ADR must have the Program Manager's signature block and Initiating Commander's signature block added, be printed out, and be signed by both the Program Manager and Initiating Commander.
8	This Completed CERP Project Approval Checklist	

Figure B.3 - Appointment/Termination Record (DD Form 577)

APPOINTMENT/TERMINATION RECORD - AUTHORIZED SIGNATURE (Read Privacy Act Statement and Instructions before completing form.)		
PRIVACY ACT STATEMENT AUTHORITY: E.O. 9397, 51 U.S.C. Sections 3325, 3525, and DoDFMR 7000.14-R, Vol. 5. PRINCIPAL PURPOSE(S): To maintain a record of certifying and accountable officers' appointments, and termination of those appointments. The information will also be used for identification purposes associated with certification of documents and/or liability of public records and funds. ROUTINE USE(S): The information on this form may be disclosed as generally permitted under 5 U.S.C. Section 552a(b) of the Privacy Act of 1974, as amended. It may also be disclosed outside of the Department of Defense (DoD) to the Federal Reserve banks to verify authority of the accountable individual to issue Treasury checks. In addition, other Federal, State and local government agencies, which have identified a need to know, may obtain this information for the purpose(s) identified in the DoD Blanket Routine Uses published in the Federal Register. DISCLOSURE: Voluntary; however, failure to provide the requested information may preclude appointment.		
SECTION I - FROM: APPOINTING AUTHORITY		
1. NAME (First, Middle Initial, Last) Input name of the appointing Commander	2. TITLE Commander's Title	3. DOD COMPONENT/ORGANIZATION
4. DATE (YYYYMMDD)	5. SIGNATURE	
SECTION II - TO: APPOINTEE		
6. NAME (First, Middle Initial, Last) Input name of the appointee	7. SSN	8. TITLE Example: CERP Project Manager
9. DOD COMPONENT/ORGANIZATION	10. ADDRESS (include ZIP Code)	
11. TELEPHONE NUMBER (include Area Code)	12. EFFECTIVE DATE OF APPOINTMENT (YYYYMMDD)	
13. POSITION TO WHICH APPOINTED (X as applicable) <input type="checkbox"/> DEPUTY DISBURSING OFFICER <input type="checkbox"/> DISBURSING AGENT <input type="checkbox"/> PAYING AGENT <input type="checkbox"/> CASHIER <input type="checkbox"/> CHANGE FUND CUSTODIAN <input type="checkbox"/> COLLECTION AGENT <input type="checkbox"/> CERTIFYING OFFICER <input type="checkbox"/> DEPARTMENTAL ACCOUNTABLE OFFICIAL <input type="checkbox"/> REVIEWING OFFICIAL <input checked="" type="checkbox"/> OTHER (Specify) CERP Project Manager		
14. YOU ARE HEREBY APPOINTED TO SERVE IN THE CAPACITY IDENTIFIED IN ITEM 13. YOUR RESPONSIBILITIES INCLUDE: Reference MAAWS-A CERP SOP for various CERP positions' duties.		
15. YOU ARE ADVISED TO REVIEW AND ADHERE TO THE FOLLOWING REGULATION(S) NEEDED TO ADEQUATELY PERFORM THE DUTIES TO WHICH YOU HAVE BEEN ASSIGNED:		
SECTION III - ACKNOWLEDGEMENT OF APPOINTMENT		
I acknowledge and accept the position and responsibilities defined above. I understand that I am strictly liable to the United States for all public funds under my control. I have been counseled on my pecuniary liability and have been given written operating instructions. I certify that my official signature is shown in block 17 below.		
16. PRINTED NAME (First, Middle Initial, Last) Input Appointee's name	17. SIGNATURE	
SECTION IV - TERMINATION OF APPOINTMENT		
The appointment of the individual named above is hereby revoked.		18. DATE (YYYYMMDD)
		19. APPOINTEE INITIALS
20. NAME OF APPOINTING AUTHORITY	21. TITLE	22. SIGNATURE

DD FORM 577, JUL 2010

PREVIOUS EDITION IS OBSOLETE

Adobe Professional 9.0

Figure B.4 - CERP Training Certificate

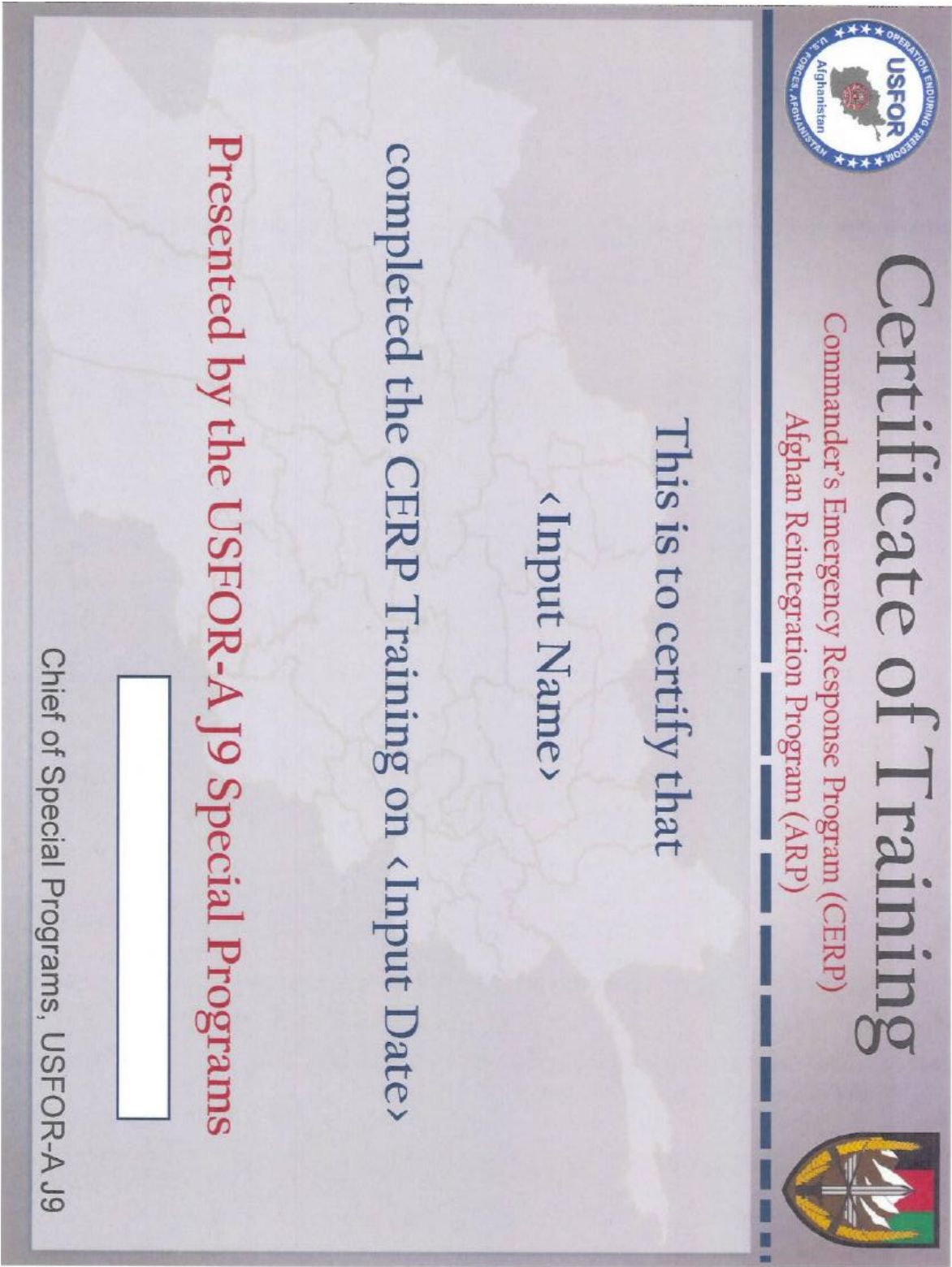



Figure B.5 - Letter of Justification



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

<UNIT>
<Date>

MEMORANDUM FOR Commander, **USFOR-A**

SUBJECT: Letter of Justification for CERP < Project #/Title>

1. **PURPOSE:** This should be a description of the project and should address the existing situation or status quo.
2. **JUSTIFICATION:** The justification should give a synopsis of what the project will do, how it will benefit the local population, and how it will support your desired effects (this is the project goal and should address how it benefits the GfRoA and its people). The justification should clearly articulate how the project meets the URGENT AND IMMEDIATE HUMANITARIAN RELIEF standard for CERP projects and the category the project falls within. The statement: *"Reasonable measures have been taken to ensure that other aid and reconstruction funds (local, national, donor nation, non-government organization (NGO) or other resources) are not available"* should be inserted into this justification along with details on how that was accomplished (explain what measures you took to ensure that other funds are not available, reference the research you performed or the coordination efforts below that provided the assurance).
3. **COORDINATION:** All projects must be coordinated with the proper GfRoA entities, Regional Command (RC) Commanders, and nearest Provincial Reconstruction Teams (PRTs). The coordination that has taken place should be listed here (documentation will be included in the project file). Also, include any other coordination that has taken place (USAID, etc). The outcome of the coordination and anything that the local, provincial, or national government has committed to accomplish with respect to the project shall also be included. This section should also include a summary of the plan to transfer the project to the GfRoA, as well as, the identification of any recurring operations and maintenance requirements. *(The sustainment Memorandum of Agreement with the GfRoA for construction and equipment projects (\$50K or more) must be included with the packet).*
4. **GOODS AND SERVICES:** This should list all requirements the contractor is required to do in order to complete the project. *If a detailed Statement of Work or bill of goods/materials is attached, reference it here.*
5. **PERFORMANCE PERIOD:** This should be the schedule of execution or the timetable for the project.

Comment [J1]: Put on unit letterhead.

For projects of \$50K or less, the O-5 level U.S. Commander's signature and typed name/position/date on the ADR may be submitted in lieu of this memorandum. The signed ADR must be uploaded to the Media tab.

This letter is required for projects greater than \$50K. In addition to the nominating unit commander's signature on the ADR, this letter must be addressed to the next higher level of approval authority.

NOTE: If projects must go through multiple levels, then this letter should be addressed to the appropriate approval authority and endorsed by each level of coordination.

Comment [J2]: Insert Nominating Unit and Date

Comment [J3]: Should be addressed to the appropriate approval authority (based on \$ threshold)

Comment [J4]: Insert project number and title as they appear in CIDNE

Comment [J5]: Should match CIDNE

Comment [J6]: Should match CIDNE

Comment [J7]: For example, state: Please refer to the Statement of Work for a complete list of technical requirements placed on the contractor.

Figure B.5 - Letter of Justification (cont)

6. **LOCATION:** Include Province, District, City and an 10-digit grid coordinate (MGRS) if applicable. Roads and bridge projects should have a starting and ending grid coordinate.

Comment [J08]: Should match CIDNE.

7. **EMPLOYMENT:** List the number of local Afghans employed during the performance period (short term) and the number employed after completion (long term).

Comment [J09]: Should match CIDNE.

8. **PROJECTED COST:** Estimated cost of the project.

Comment [J10]: Should match CIDNE.

9. **PERFORMANCE METRICS:** Using the situation that needs improvement as the baseline (the status quo), state the specific units of measure and methodology that will be applied to measure progress as the project develops the degree to which project achieved the intended purpose upon completion (Include how and when the measurements will be taken).

Comment [J11]: Should match CIDNE.

10. **IMPACT IF NOT FUNDED:** Possible negative outcomes if the project is not funded.

11. **POINT OF CONTACT:** All contact information of the individual who will answer questions that arise during the staffing process.

Comment [J12]: Should be the Project Manager and/or Purchasing Officer.

**O-5 LEVEL U.S. COMMANDER'S (OR ABOVE)
SIGNATURE BLOCK**

Comment [J13]: Insert the proper signature block of the Commander (cannot be delegated to the Deputy or below).

Figure B.6 - PR&C


PURCHASE REQUEST AND COMMITMENT <small>For use of this form, see AF 37-1; the requesting agency is OASD/PM</small>				1. PURCHASE INSTRUMENT NO.	2. REQUISITION NO.	3. DATE	PAGE OF
4. TD: Up to \$500K: Input Finance Office that will be issuing the Funds \$500K or Greater: Input Contracting Office that will be working the requirement				CJDN# (last 6 digits)		RM Office's Doc #	DATE PREPARED
5. THRU: Put Resource Management Office Address				6. FROM: Requesting Unit's Address		PAGES	
It is requested that the supplies and services enumerated below or on attached list be							
7. PURCHASED FOR <small>Commander's Emergency Response Program Input: Requesting Unit's Designator</small>		8. DELIVERED TO <small>Input PO's/PM's rank/name or the individual receiving the goods/service. NOTE: The PA cannot be the recipient.</small>		9. NOT LATER THAN (Date)		11. TELEPHONE NUMBER	
The supplies and services listed below cannot be secured through normal supply channels or other Army supply sources in the immediate vicinity, and their procurement will not violate existing regulations pertaining to local purchases for stock, therefore, local procurement is necessary for the following reason: (Check appropriate box and complete item.)				10. NAME OF PERSON TO CALL FOR ADDITIONAL INFORMATION			
12. LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FOREGOING BY <input type="checkbox"/>		13. REQUISITIONING DISCLOSES NONAVAILABILITY OF ITEMS AND LOCAL PURCHASE IS AUTHORIZED BY <input type="checkbox"/>		Input PO's or PM's rank/name			
EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM				FUND CERTIFICATION			
14. ITEM DESCRIPTION OF SUPPLY OR SERVICES				The supplies and services listed on this request are properly chargeable to the following allotments, the available balances of which are sufficient to cover the cost thereof, and funds have been committed.			
15. QUANTITY		17. UNIT		18. ESTIMATED UNIT PRICE		19. ACCOUNTING CLASSIFICATION AND AMOUNT	
CDR'S EMERGENCY RESPONSE FORM Input the CJDN# Project Title List items if purchasing equipment or supplies						Fund cite (provided by RM Office)	
Input CJDN# * (14-digits) PM: (Rank & Name) PO: (Rank & Name) (if applicable) PA: (Rank & Name) (if applicable)						20. TYPED NAME AND TITLE OF CERTIFYING OFFICER	
						21. SIGNATURE	
						22. DATE	
						Input Certifying Official's Signature Block	
						23. DISCOUNT TERMS	
						NET	
						24. PURCHASE ORDER NUMBER	
						26. DELIVERY REQUIREMENTS	
25. THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE Provide a short description about the project (should be similar, if not, verbatim from CJDN#--space allowing).						ARE MORE THAN 7 DAYS REQUIRED TO INSPECT AND ACCEPT THE REQUESTED GOODS OR SERVICES YES <input type="checkbox"/> NO <input type="checkbox"/>	
27. TYPED NAME AND GRADE OF INITIATING OFFICER Input PM's Rank and Name		28. SIGNATURE		29. DATE		30. SIGNATURE	
30. TELEPHONE NUMBER Input PM's DSN						31. TYPED NAME AND GRADE OF SUPPLY OFFICER	
						32. SIGNATURE	
						33. DATE	
						Input the Approving Official's Rank and Name	
CERP Mgr's Rank and Name							

DA FORM 3953, MAR 1994

EDITION OF AUG 76 IS OBSOLETE

APD PE V2 QUES

Figure B.7 - Sustainment Agreement – Construction



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

MEMORANDUM OF AGREEMENT
BETWEEN
THE COMMANDER, U.S. FORCES-AFGHANISTAN, KABUL
AND
[THE DIRECTOR, MINISTRY OF PUBLIC WORKS]
SUBJECT: Sustainment Agreement for [Title of the CERP Project]

1. The purpose of this document is to memorialize an agreement between the Commander, USFOR-A, and the Director of the Ministry of Public Works.

2. By and through this agreement, the Director of the Ministry of Public Works, (name of the Director), agrees to be responsible for the operation and maintenance (include estimated yearly O&M costs) of the [Title of the CERP Project], to include staffing, routine maintenance, and supplies, once construction has been completed and the [insert type of structure (ie. clinic, school)] has been transferred to the GIRoA. The estimated recurring operations and maintenance costs for this facility are \$/Afghani. The Director has the capability to sustain this project and the sustainment cost associated with it. The Director has the available staff and budget to support the sustainment of this project.

3. Nothing in this Memorandum of Agreement authorizes the commitment or obligation of appropriated funds of the United States of America prior to their availability, or in violation of any applicable statute, regulation or policy of the government of the United States of America.

4. This document expresses the participants' intent to achieve the goals of this project. The participants intend for this project to benefit the local community and its people for years to come. It is not, however, a legal instrument that binds the participants under international law. Rather, it embodies the aspirations towards which the participants strive.

5. After the construction and transfer of authority are complete, the United States Armed Forces will return periodically to check on the condition of the facility. If the facility is not in satisfactory condition, future CERP projects may be cancelled in this area.

NAME
Rank
Commander, <Unit>

(Date)

NAME
Director
Ministry of Public Works

(Date)

Comment [J1]: Put on unit letterhead

Comment [J2]: Change the unit designator and location, as necessary

Comment [J3]: Change the Title and Ministry as necessary

Comment [J4]: Insert title of the project (as it appears in CIDNE)

Comment [J5]: Change the unit and ministry, as necessary

Comment [J6]: Change as necessary

Comment [J7]: Insert title of the project (as it appears in CIDNE)

Comment [J8]: Update accordingly

Comment [J9]: Input the type of structure

Comment [J10]: Insert estimated dollar cost and Afghani equivalent.

Comment [J11]: Address the organization's ability to sustain the project. Just stating that the organization can sustain the project when it is construction is not good enough.


Comment [J12]: Required phrases from USFOR-A CERP SOP. Do not change

Comment [J13]: Input Names of responsible parties.

Once complete, delete all comment bubbles. (Right-click, then click on "Delete Comment.")

Then, print for signature. Once signed, upload to CIDNE.

Figure B.7 - Sustainment Agreement - Equipment



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

Comment [J1]: Put on unit letterhead

MEMORANDUM OF AGREEMENT
BETWEEN
THE COMMANDER, U.S. FORCES—AFGHANISTAN, KABUL
AND
THE DIRECTOR, MINISTRY OF PUBLIC WORKS

Comment [J2]: Change the unit designator and location, as necessary

Comment [J3]: Change the Title and Ministry as necessary

SUBJECT: Sustainment Agreement for the Title of the CERP Project

Comment [J4]: Insert title of the project (as it appears in CIDNE)

1. The purpose of this document is to memorialize an agreement between the Commander, USFOR-A, and the Director of the Ministry of Public Works.

Comment [J5]: Change the unit and ministry, as necessary

2. By and through this agreement, the Director of the Ministry of Public Works agrees to be responsible for the operation and maintenance of the Title of the CERP Project, to include routine maintenance and fuel (include estimated yearly O&M costs), once the equipment has been received and the insert type of equipment (ie. up-armored SUV, medical equipment) has been transferred to the GIROA. The estimated recurring operations and maintenance costs for this equipment are \$/Afghani. The Director has the capability to sustain this project and the sustainment cost associated with it. The Director has the available staff and budget to support the sustainment of this project.

Comment [J6]: Change as necessary

Comment [J7]: Insert title of the project (as it appears in CIDNE)

Comment [J8]: Update accordingly

Comment [J9]: Input the type of equipment

Comment [J10]: Insert estimated dollar cost and Afghani equivalent.

Comment [Jk11]: Address the organization's ability to sustain the project.

3. Nothing in this Memorandum of Agreement authorizes the commitment or obligation of appropriated funds of the United States of America prior to their availability, or in violation of any applicable statute, regulation or policy of the government of the United States of America.

4. This document expresses the participants' intent to achieve the goals of this project. The participants intend for this project to benefit the local community and its people for years to come. It is not, however, a legal instrument that binds the participants under international law. Rather, it embodies the aspirations towards which the participants strive.

Comment [J12]: Required phrases from USFOR-A CERP SOP. Do not change

5. After the equipment has been transferred to the GIROA, the United States Armed Forces will return periodically to check on the condition of the equipment. If the equipment is not in satisfactory condition (taking into account standard wear and tear), future CERP projects may be cancelled in this area.

NAME
Rank
Commander, <Unit>

NAME
Director
Ministry of Public Works

Comment [J13]: Input Names of responsible parties.


Once complete, delete all comment bubbles. (Right-click, then click on "Delete Comment.")

Then, print for signature. Once signed, upload to CIDNE.

(Date)

(Date)

Figure B.8 - LUA/Right of Entry



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

UNIT XX

DATE

Comment [j1k1]: Input initiating unit info

MEMORANDUM FOR Commander, UNIT

Comment [j1k2]: Input sponsoring or initiating Commander's unit's info

SUBJECT: Right of Entry

1. The purpose of this memorandum is to certify that appropriate and rightful keeper of the land (signature below) agrees to allow the CERP Project Manager (signature below) to enter on the agreed upon land to execute CERP Project #####, Project Title.

2. This right of entry is granted for the life of the project (or for the specific estimated project timeline).

3. Upon the project's completion this right of entry is voided.

4. Provide location data (MGRS coordinates) of the project.

5. The point of contact for this action is CPT JOHN P. SMITH, CERP PM, DSN XXX-XXXX or e-mail john.p.smith@afghan.swa.army.mil and (name), Ministry of XXXX, Position, Phone XXXXXXX or email XXXXXXX@gmail.com.

Comment [j1k3]: Enter full CIDNE #

Comment [j1k4]: Enter in Project title

Comment [j1k5]: It is preferred that you use the estimated time for project execution here

Comment [j1k6]: Afghan official's POC info

JOHN P. SMITH
CPT, USA
CERP Project Manager, XX BN

XXXXXX
Ministry of XXXXX
XXXX District/Province, Afghanistan

Comment [j1k7]: Name of Afghan Official

Figure B.9 - Standard CERP Contract

CERP CONTRACT	1. UNIT	2. TYPE OF SOLICITATION	3. DATE ISSUED (DDMMYY)	4. PAGE OF PAGES	
		<input type="checkbox"/> SEALED BID (IFB) <input type="checkbox"/> NEGOTIATED (RFP)		1	OF 2
IMPORTANT – THE "OFFER" SECTION ON THE REVERSE MUST BE FULLY COMPLETED BY THE OFFERER.					
5. CONTRACT NUMBER		6. INITIAL REQUISITION/PURCHASE REQUEST NUMBER		7. PROJECT NUMBER	
8. ISSUED BY		CODE	9. ADDRESS OFFER TO		CODE
10. FOR INFORMATION CALL:		A. PURCHASING OFFICER/UNIT REP NAME		B. TELEPHONE NUMBER:	
SOLICITATION					
NOTE: IN SEALED BIDS SOLICITATIONS "OFFER" AND "OFFERER" MEAN "BID" AND "BIDDER".					
11. THE GOVERNMENT REQUIRES PERFORMANCE OF THE WORK DESCRIBED IN THESE DOCUMENTS (TITLE, IDENTIFYING NUMBER, DATE)					
CIDNE PROJECT #:	(14-digits)				
CIDNE PROJECT TITLE:					
LOCATION:	(Province/District/MGRS)				
ESTIMATED START DATE:	(DDMMYY)				
The Statement of Work attached to this agreement is hereby incorporated into and made part of this contract. This contract is subject to the availability of funds.					
12. THE CONTRACTOR SHALL BEGIN PERFORMANCE WITHIN _____ CALENDAR DAYS AND COMPLETE IT WITHIN _____ CALENDAR DAYS AFTER RECEIVING: <input type="checkbox"/> AWARD, <input type="checkbox"/> NOTICE TO PROCEED.					
THE PERFORMANCE PERIOD IS: <input type="checkbox"/> MANDATORY, <input type="checkbox"/> NEGOTIABLE (SEE _____)					
13A. THE CONTRACTOR MUST FURNISH ANY REQUIRED PERFORMANCE PAYMENT BONDS? (IF "YES" INDICATE) WITHIN HOW MANY CALENDAR DAYS AFTER AWARD IN ITEM 13B)				13B. CALENDAR DAYS	
YES <input type="checkbox"/> NO <input type="checkbox"/>					
14. ADDITIONAL SOLICITATION REQUIREMENTS					
A. SEALED OFFERS IN ORIGINAL ARE _____ COPIES TO PERFORM THE WORK REQUIRED ARE DUE AT THE PLACE SPECIFIED IN ITEM 8 BY _____ (HOUR) LOCAL TIME (DATE). IF THIS IS A SEALED BID SOLICITATION, OFFERS WILL BE PUBLICLY OPENED AT THAT TIME. SEAL ENVELOPES CONTAINING OFFERS SHALL BE MARKED TO SHOW THE OFFERER'S NAME AND ADDRESS, THE SOLICITATION NUMBER AND THE DATE AND TIME OFFERS ARE DUE.					
B. AN OFFER GUARANTEE <input type="checkbox"/> IS <input type="checkbox"/> IS NOT REQUIRED.					
C. ALL OFFERS ARE SUBJECT TO THE (1) WORK REQUIREMENTS, AND (2) OTHER PROVISIONS AND CLAUSES INCORPORATED IN THE SOLICITATION IN FULL TEXT OR BY REFERENCE.					
D. OFFERS PROVIDING LESS THAN _____ CALENDAR DAYS FOR GOVERNMENT ACCEPTANCE AFTER THE DATE OFFERS DUE WILL NOT BE CONSIDERED AND WILL BE REJECTED.					

STANDARD FORM CERP

Figure B.9 - Standard CERP Contract (Cont)

CERP CONTRACT (CONTINUED)				PAGE OF PAGES		
				2	OF	2
15. NAME AND ADDRESS OF OFFER (INCLUDE ZIP CODE)				16. TELEPHONE NUMBER (INCLUDE AREA CODE)		
				17. REMITTANCE ADDRESS (INCLUDE IF DIFFERENT THAN ITEM 15)		
CODE		FACILITY CODE				
18. THE CONTRACTOR AGREES TO PERFORM THE WORK REQUIRED AT THE PRICES SPECIFIED BELOW IN STRICT ACCORDANCE WITH THE TERMS OF THIS CONTRACT FOR THE AMOUNT STATED:						
AMOUNTS (USD)		 <i>in the equivalent amount of the legal currency of the Government of the Islamic Republic of Afghanistan</i>				
19. THE OFFER AGREES TO FURNISH ANY REQUIRED PERFORMANCE AND PAYMENT BONDS.						
20. ACKNOWLEDGEMENT OF AMENDMENTS (The Offerer acknowledges receipt of amendments to the solicitation – give number and date of each.)						
AMENDMENT NO.						
DATE (DDMMYY)						
21A. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN AMENDMENT				21B. SIGNATURE		21C. DATE
AWARD (TO BE COMPLETED BY GOVERNMENT)						
22. ITEMS ACCEPTED						
23. AMOUNT			24. CONTRACT AMOUNT IN AFGHANIS/EXCHANGE RATE			
			Rate of exchange is the rate at the time of draw at the US disbursement point.			
25. SUBMIT INVOICES TO ADDRESS SHOW IN 			ITEM	25	26. Accounting and Appropriation Data:	
27. ADMINISTERED BY		CODE	28. PAYMENT WILL BE MADE BY			
CONTRACTING OFFICER WILL COMPLETE ITEM 29 OR 30 AS APPLICABLE						
29. NEGOTIATED AGREEMENT (Contractor is required to sign this document and return _____ copies to the issuing office). Contractor agrees to furnish and deliver all items or perform all work requirements identified on this form and any continuation sheets from the consideration stated in this contract. The rights and obligations of the parties to this contract shall be governed by (a) this Contract award, (b) the solicitation, (c) the clauses, representations, Certifications, and specifications incorporated by reference in or attached to this Contract.				30. AWARD. (Contractor is not required to sign this document). Your offer on this solicitation is hereby accepted as to the items listed. This award consummates the Contract, which consists of (a) the Government solicitation and your offer and (b) this Contract award. No further contractual document is necessary.		
31A. NAME AND TITLE OF CONTRACTOR OR PERSON AUTHORIZED TO SIGN				32A. NAME OF UNIT CONTRACTING REPRESENTATIVE		
31B. SIGNATURE		31C. DATE		32B. UNITED STATES OF AMERICA BY:		32C. DATE

STANDARD FORM CERP

Figure B.9 - Standard CERP Contract (Cont)

EXCLUDED PARTIES LIST VERIFICATION <UNIT> CERP PROJECTS	
<i>CIDNE Project Number (14-digits):</i>	
<i>CIDNE Project Title:</i>	
<i>Location (Province/District/MGRS):</i>	
<i>Name of Contractor:</i>	
<i>Name of Company:</i>	
<p>A search was performed on the government Excluded Parties List database to verify that the above named contractor is not banned from participation in government contracts. All known aliases and variations of company name were checked and no positive results were found in the database.</p>	
<i>Date Search was Performed on:</i>	
<i>Conducted by:</i>	

Figure B.10 - Funds Increase Memo/Request for Additional Funds

< USE OFFICIAL UNIT LETTERHEAD >

Date _____

MEMORANDUM FOR <Appropriate Approving Official>

FROM: <REQUESTING UNIT>

SUBJECT: Request for Additional Funding for CERP Project <#, Title>

1. <Unit> is requesting additional funds for document # <insert document #>. The accounting classification is:

21 0 2020.0000 8A-2084 P136198.0000 EOR 83APC DRN APC83 S09076

Initial PR&C Amount: \$ _____

1st Requested Amount: \$ _____

2nd Requested Amount: \$ _____

New Total Amount: \$ _____

2. The justification for the increase is (circle and provide explanation as appropriate):

- Initial estimate too low for competitive quotes
- Administrative mistake
- Change in initial PR&C requirement
- Change in initial PR&C quantity
- Other: _____

3. Explanation for the increase: <Input explanation for the increase. For example, the PO and PRT engineer underestimated the cost of building the school. The original cost estimate erroneously left out a generator, a guard house, and furniture for the students and teachers.>

<Input Signature Block of PM>

<Input Signature Block of Approving Official>

<Input Signature Block of Program Manager>

<Input Signature Block of CERP Resource Mgr>

Comment [J1]: Put on unit letterhead

Comment [J2]: Insert date

Comment [J3]: Should be addressed to the appropriate approval authority

Comment [J4]: Requesting Unit

Comment [J5]: Insert the project number and title as it appears in CIDNE

Comment [J6]: Insert Unit Designator

Comment [J7]: Insert DA Form 3953 (PR&C) or DD Form 1149 document number

Comment [J8]: Should be the accounting classification as it appears on the DA Form 3953 (PR&C) or DD Form 1149 identified in para 1.

NOTE: The EOR, APC, and DRN vary per unit and project type.

Comment [J9]: Complete as appropriate

Comment [J10]: Input all the appropriate signature blocks.

Comment [J11]: Once complete, delete all comment bubbles. (Right-click, click on "Delete Comment.")

Then, print for signatures. Once signed by all parties, upload to CIDNE.



<PROJECT # & TITLE>

<p><u>LOCATION:</u></p> <p><u>DESCRIPTION:</u> Brief explanation of the project, with quantifiable details</p>	
<p><u>ESTIMATED COST (\$):</u></p> <p><u>CERP CATEGORY:</u></p>	
<p><u>LOOS SUPPORTED:</u> (Governance, Development, Security and/or Information Operations)</p> <p><u>DESIRED EFFECTS:</u> What are the tangible goals the unit is trying to achieve with this project? How long will they take to accomplish? Why are these results necessary to satisfy urgent humanitarian or reconstructive needs of the Afghan people?</p>	<p><u>PERFORMANCE METRICS:</u> Based on the DoD FMR guidance (para 270315)</p> <ul style="list-style-type: none">••••••

Figure B.11 - Storyboard Slide

Figure B.12 - Commander's Approval Memo



	HEADQUARTERS UNITED STATES FORCES-AFGHANISTAN KABUL, AFGHANISTAN APO AE 09356	Comment [jk1]: Input appropriate letter head
XXXXXX		Comment [jk2]: Unit memo is coming from
MEMORANDUM FOR Commander, XXXXX		Comment [jk3]: Input unit here
SUBJECT: CERP Project #XXXXXX, Project Title		Comment [jk4]: Last 5 of the CIDNE #
1. Water is recognized as a critical facet of Afghan livelihood. About 85 percent of the population of Farah is involved in irrigation dependent agriculture. 98 percent of all water diverted from rivers and mountain runoff is used for agriculture however, 60 percent or more of that water is lost to seepage and poor farming practices. This project is to construct check dams that will reduce water speed, reduce silt, and keep the water present in the immediate area for a longer period of time. By capturing and holding small pools of water within the watershed, it will provide irrigation ponds for crops and drinking water for livestock. The pooling water will also increase ground water tables that support wells and Karizes providing a more reliable and stable source of water year round.		Comment [jk5]: Brief description of why the project is important
2. The subject CERP project was unanimously recommended for approval by the USFOR-A CERP Board convened 23 Sep 2010.		Comment [jk6]: Address if the project met a CERP Review Board
3. Reasonable measures have been taken to inquire about other aid and reconstruction funds that might be available for this project and none are available or more appropriate than CERP. The Acting Director of Department of Water and Irrigation has signed a memorandum of understanding for maintenance and sustainment of the dams. This project meets CERP criteria as outlined in DoD Financial Management Regulation, Volume 12, Chapter 27.		Comment [jk7]: Address that other funding methods were explored, but CERP is the right choice
4. Point of contact for this action is Maj John R. Smith, the XXXX CERP Program Manager, email: john.r.smith@afghan.swa.army.mil, DSN XXX-XXX-XXXX.		Comment [jk8]: Input POC info
		Comment [jk9]: Input unit
		Comment [jk10]: Input phone number
Encl CERP Project Documentation	JOHN P. SMITH COL, USA Commander	Comment [jk11]: Input appropriate signature block for the signing Commander

Figure B.13 - Commander's Approval Thru Memo



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

XXXXX - Unit that the memo is coming from

MEMORANDUM THRU Commander, XXXX BDE
Commander, Regional Command - XXXX
Commander, United States Forces-Afghanistan
FOR Commander, United States Central Command

SUBJECT: Commander's Emergency Response Program (CERP) Project #XXXXXX, Project Title

1. Afghanistan's Ministry of Education has established a severe shortfall in the printing of 4,496,400 textbooks to support anticipated enrollment rates of 11th grade students through the year 2014. This project will directly support the academic needs of students throughout Afghanistan in the subjects of mathematics, science, language, civics, history, and cultural studies. Printed textbooks will be supplied to all districts throughout Afghanistan to provide teacher curriculum, student learning, and educational activities.
2. The subject CERP project was unanimously recommended for approval by the USFOR-A CERP Board convened 30 Sep 10.
3. The USFOR-A has taken reasonable measures to inquire about other aid and reconstruction funds that might be available for this project and none are available or more appropriate than CERP. The Government of the Islamic Republic of Afghanistan through its Ministry of Education will provide the costs for future maintenance and sustainment of this project, once complete.
4. Point of contact for this action is Maj John R. Smith, the XXXX CERP Program Manager, email: john.r.smith@afghan.swa.army.mil, DSN XXX-XXX-XXXX.

Encl
CERP Project Documentation

JOHN P. SMITH
LTC, USA
Commander, XXX BN

Comments:

- Comment [jk1]: Use appropriate letter head
- Comment [jk2]: Input the unit symbol that the memo originates from
- Comment [jk3]: Commanders that the project needs to be routed through
- Comment [jk4]: Input final Approval Official. The final approving authority may generate their own approval memo or just sign and mark approved. Either way is acceptable
- Comment [jk5]: Last 6 of the CIDNE #
- Comment [jk6]: Brief description of why the project is important
- Comment [jk7]: Address if the project met a board
- Comment [jk8]: Address other methods of funding and sustainment
- Comment [jk9]: Input POC info
- Comment [jk10]: Input unit
- Comment [jk11]: Input phone number
- Comment [jk12]: Input initiating Commander's signature block and have it signed

[illegible]

Figure B.16 - CERP Points of Contact (POC) List

Rank/Grade	Name (Last, First)	Regional Command	Province	District	Unit	Task Force	PRT	ADT	DST	CERP Mgr	Project Mgr (COR)	Paying Agent	Purchasing Officer

Figure B.16 - IGCE/Cost Methodology



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

Comment [jk1]: Input appropriate letter head

<UNIT>

<Date>

Comment [J2]: Insert Naming Unit and Date

MEMORANDUM FOR XXX CERP Program Manager

Comment [jk3]: Input appropriate unit symbol for your CERP Program Manager

SUBJECT: IGCE Methodology Memo < Project #/Title>

Comment [J4]: Insert project number and title as they appear in CIDNE


1. This memo serves as the explanation on how the cost estimate for this CERP project was generated. Address who created the IGCE and what method was used to generate the estimated cost.

2. **POINT OF CONTACT:** All contact information of the individual who will answer questions that arise during the staffing process.

Comment [J5]: Should be the Project Manager and/or Purchasing Officer.

Project Manager's
SIGNATURE BLOCK

Figure B.17 - Project Clearance Memo



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

Comment [J1]: Put on unit letterhead

UNIT SYMBOL

DATE

Comment [J2]: Insert Unit Symbol and Date

MEMORANDUM FOR RECORD

SUBJECT: Clearance of Commander's Emergency Response Program (CERP) <Project #/Project Title>

Comment [J3]: Insert the project # and project title (as it appears in CIDNE)

1. Reference:
 - a. DoD Financial Management Regulation, Volume 12, Chapter 27, dated January 2009
 - b. USFOR-A Publication I-06, dated XX XXX XX, Money As A Weapons System-Afghanistan.

Comment [J4]: Date the new MAAWS-A was published
2. I certify that all documentation required per Chapter 2 of the MAAWS-A CERP SOP has been accounted for in the project file and **has been uploaded to CIDNE.**
3. I certify that all expenditures made for this project, reference DA Form 3953 (PR&C) document number <PR&C document number> were in accordance with the DoD FMR 7000-14.R, Volume 12, Chapter 27, and the MAAWS-A publication.

Comment [J5]: Insert the PR&C document number as assigned by the RM Office
4. I certify that the project has been completed and all payments have been made in full to <insert name of the vendor/contractor>. Contract <insert document number> was awarded on <date> for \$90,000, <XXXX> has been disbursed, and the remaining <XXXX> has been returned to the responsible Disbursing Officer. Also, the PO has de-obligated the remaining amount from the contract and provided the contract modification to the RM Office.

Comment [J6]: Insert the name of the vendor or contractor

Comment [J7]: Insert the contract number as assigned by the PO or warranted Contracting Officer

Comment [J8]: Insert date of contract award

Comment [J9]: Insert the total amount of the contract

Comment [J10]: Insert the total amount disbursed

Comment [J11]: Insert the remaining amount (if the disbursed amount is less than the contracted amount)

Comment [J12]: Insert the appropriate information

Comment [J13]: Insert the appropriate commander's signature block
5. The following individuals were assigned to this project:
 - a. PM: <Insert Rank, Name, Email, DSN Number, Home Station Unit>
 - b. PO: <Insert Rank, Name, Email, DSN Number, Home Station Unit>
 - c. PA: <Insert Rank, Name, Email, DSN Number, Home Station Unit>

Comment [J14]: Once complete, delete all comment bubbles. (Right-click, click on "Delete Comment.")

Then, print for signature. Add to the project file and upload to the AD8 in CIDNE.

O-5 level U.S. Commander (or above)

Signature block

[TOP](#)

1. The following projects have been nominated by (unit), but have not yet been approved.

2. Action was taken to correct all deficiencies prior to the TOA; however, the items identified above could not be corrected.

I certify that I have reviewed all the project files identified above and take responsibility for these nominated projects.

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

Figure B.17 - Project Clearance Memo Enclosure 3

2. Action was taken to correct all deficiencies prior to the TQA; however, the items identified above could not be corrected.

[illegible]

I certify that I have reviewed all the project files identified above and take responsibility for these active projects.

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

1. The following projects (>\$500K) have been completed and transferred to the GfROA (as applicable) by (unit).


[illegible]

I certify that the above list is a complete list of all completed project files I am responsible for. I understand that this transfer of authority doesn't relieve me from any pecuniary liability or administrative/disciplinary actions for negligent or illegal CERCLA activities in relations to the above listed projects, while under my authority.

I certify that I have reviewed all the project files identified above and take responsibility for these completed project files.

<Insert Name/Rank of Individual>
Incoming Project Manager/Purchasing Officer

Figure B.18 - Transfer of Authority Memo



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

Comment [31]: Put on unit letterhead

DATE

Comment [32]: Insert date

MEMORANDUM FOR RECORD

SUBJECT: Commander's Emergency Response Program (CERP) Transfer of Authority

1. Reference:

- a. USFOR-A Publication 1-06, dated XX XXXX XX, Money As A Weapons System-Afghanistan.
2. A CERP Transfer of Authority (TOA) was conducted between (outgoing unit) and (incoming unit) from (start date) to (end date). The TOA included a review of all nominated, committed, obligated, and completed projects.
3. All project files were inventoried and signed for by the incoming unit. Deficiencies or missing documentation were identified and annotated on enclosures 1 – 4 attached. The incoming unit assumes responsibility for maintaining all transferred project files.
4. The incoming unit assumes responsibility for all open projects listed on enclosures 2-3. The outgoing and incoming project managers/purchasing officers conducted a thorough review of each project.
5. Enclosure 1 lists all unapproved, nominated projects for the incoming unit's consideration and possible execution.
6. The outgoing unit remains pecuniary liable and administratively responsible for all negligent or illegal CERP operations conducted during their tour. This document does not relieve outgoing unit personnel of any pecuniary liability or administrative or disciplinary actions.
7. The outgoing paying agents have cleared the local Finance Office and any remaining cash-on-hand has been turned in. The incoming purchasing officers and paying agents have been appointed. The incoming unit has adequate means for securing funds for the paying agents.

Outgoing Unit Commander Signature Block

Or

Outgoing PM's/PO's Sig. Block

Incoming Unit Commander Signature Block

Or

Incoming PM's/PO's Sig. Block

4 Encls

1. Nominated Projects
2. Committed Projects
3. Active Projects
4. Completed Projects

Comment [33]: Date the last MAAWS-A was published

Comment [34]: Insert unit symbols for the outgoing and incoming unit.

Comment [35]: Insert the start and end dates for turnover

Comment [36]: Insert the incoming unit's symbol

Comment [37]: Insert the incoming unit's symbol

Comment [38]: Insert the incoming unit's symbol

Comment [39]: Insert the incoming unit's symbol

Comment [310]: Insert the outgoing unit's symbol

Comment [311]: Insert the incoming unit's symbol

Comment [312]: Put in the appropriate signature blocks.

NOTE: A letter and supporting enclosures are required for each outgoing project manager and/or purchasing officer.

A letter is required for each Commander, with the PM/PO's Transfer of Authority letters/enclosures as attachments

[Figure B.19](#) - Project Management Plan (PMP)

<p>PROJECT MANAGEMENT PLAN</p> <p>for the</p> <p>(PROJECT TITLE)</p> <p>Project Number: (14-digit CIDNE #)</p> <p>at</p> <p>(Location), Afghanistan</p> <p>(MONTH) 2010</p>

Figure B.19
Project Management Plan (Cont)

Project Management Plan

XXX at XXX, AFG

XXXXXX Project Manager [Organization]	Date
---	------

XXXXXX Project Purchasing Officer [Organization]	Date
--	------

XXXXXX Paying Agent [Organization]	Date
--	------

XXXXXX RCC Representative/Contracting Officer	Date
--	------

Approval

The undersigned agree to follow the provisions of this Project Management Plan for the design and construction of the [Project Title]. The success of this project requires a cooperative team effort among all participants. Each organization will exert its influence to meet the objectives of designing and constructing the project on time, within budget, and with the highest possible quality. Any changes or modifications to this plan must be coordinated with and approved by the undersigned or their designated representatives. At a minimum, the plan will be amended to assign replacement team members as current team members rotate out of theater. It will be the responsibility of the project manager, to identify and obtain the signatures of replacement team members.

[Appropriate authority, from the requesting unit]:

CERP Program Manager [Title and Organization/ Signature block]	Date
---	------

[The information above is an example]

NOTE: The PMP must be signed before coming to the USFOR-A CERP Board.

Project Management Plan (Cont)

Project Management Plan

XXX at XXX, AFG

1. SCOPE

[Copy "LOCATION AND SCOPE OF WORK" from the Statement Of Work.]

2. SCHEDULE

Request for Proposal (RFP) Issued:

XXXXXXXXXX

Award Date:

XXXXXXXXXX

Notice to Proceed (NTP) Date:

XXXXXXXXXX

Contract Duration:

XXX days

Contract Completion Date:

XXXXXXXXXX

3. BUDGET

- Funds Source: XXXXXXXXXX [Must contain the funding source and year, i.e. FY10 CERP]
- Independent Government Cost Estimate (IGCE): \$ XXX.XXX.XX
- Contracted Amount: [Fill in later]

4. PROJECT DELIVERY TEAM (PDT) MEMBERS

[Identify specifically what people you will have available for this project. This should identify at a minimum the Project Manager, Project Purchasing Officer or Contracting Officer, specific Engineers required, etc. By no means is the below a minimum or standard of personnel required to follow. These are just examples of particular personnel needed for some projects.]

Title		Phone	Email
Program Manager			
Project Manager			
Architect			
Civil			
Electrical			
Mechanical			
Structural			
Contracting Officer			
Paying Agent			

5. CONSTRUCTION MANAGEMENT (QUALITY ASSURANCE PLAN)

[Identify the responsibilities of the people who will be assigned to the construction management. More importantly, identify how this team will perform the Quality Assurance function integral to the successful completion of the project. The responsibilities of each individual identified in the Project Delivery Team should be addressed in this section.]

* NOTE: The individuals listed above may come with disclaimers or caveats, such as, identifying any personnel that may rotate out of theater before project completion. If this were the case, the PMP must include a paragraph explaining how the unit will adapt if the original personnel will not see the project to completion (i.e. –the unit will designate alternate personnel and they will have two weeks of overlap with outbound personnel before project takeover”).

Project Management Plan (Cont)

Project Management Plan

XXX at XXX, AFG

[Example:] The project manager/ QA representative will visit the site as often as possible, weekly at a minimum, & report to the project engineer and project contracting officer. The results of the visits should be documented with regards to the project's progress, noting any deficiencies, issues, delays, safety violations, security concerns or any other pertinent information that may affect the overall delivery of the project. These documents will be uploaded into CIDNE under the corresponding project Media Files so the information is properly documented and available for future historical use.

[Specific roles and responsibilities should be identified for each member of the Project Delivery Team in a similar fashion presented in the above example. If you don't have personnel available organically to conduct all of the necessary oversight, what outside personnel do you intend to use, and what funds will you use to pay for them?]

6. CAPACITY BUILDING, PROJECT TURNOVER, AND PROJECT CLOSEOUT

[In this section describe any capacity building that will take place during the design and construction of this project, especially any training necessary for the beneficiaries to be able to operate and maintain each feature. Describe how the project will be turned over to the beneficiaries and identify who will be responsible for closing out the project in CIDNE in accordance with MAAWS-A, Section G. Project Closure.

7. PAYMENT PLAN

[This section should correspond with the SOW. During the progress of the project, CIDNE should be updated to reflect the progress of the project and the payments made as milestones are met in accordance with the described payment plan.]

[Example:] **Payment Terms:** Payments will be made according to the following schedule:

- a) Invoices may be submitted by the Contractor on the 1st and 15th of each month. Invoices shall be calculated based on the unit quantities found in the Bill of Quantities submitted by the Contractor.
- b) Within 10 days after receipt of contractor's invoice, subject to approval by the Contracting Officer's project engineer of satisfactory completion of all claimed pay items, minus the retention.
- c) Retention shall be five percent of the total invoice, up to 50 percent of the contract cost. All invoice amounts in excess of 50 percent of the contract cost shall have no retention applied. Retention shall be paid within 10 days of final acceptance of the work by the contracting officer, based on recommendation from the contracting officer's engineer.

-- End of plan --

Figure B.20 - DD 250 (Receiving Report)

MATERIAL INSPECTION AND RECEIVING REPORT						Form Approved OMB No. 0704-0248	
<p>The public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services and Communications Directorate (0704-0248). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p> <p>PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE ABOVE ORGANIZATION. SEND THIS FORM IN ACCORDANCE WITH THE INSTRUCTIONS CONTAINED IN THE DFARS, APPENDIX F-401.</p>							
1. PROCUREMENT INSTRUMENT IDENTIFICATION (CONTRACT) NO. Enter in the Contract #		ORDER NO.		6. INVOICE NO/DATE Enter in invoice # and date		7. PAGE OF 0 0	
2. SHIPMENT NO.		3. DATE SHIPPED enter in date		4. B/L TCN		5. DISCOUNT TERMS Example: Net 30 days	
9. PRIME CONTRACTOR CODE Enter in name and address of contractor or vendor				10. ADMINISTERED BY CODE Name and address of office or person executing the contract. Will either be the Regional Contracting Center's or the Purchasing Officer's info			
11. SHIPPED FROM (If other than 9) CODE FOB:				12. PAYMENT WILL BE MADE BY CODE Finance Office info for projects <\$500K or use below for >\$500K DFAS Rome 325 Brooks Road Rome NY 13441-4527			
13. SHIPPED TO CODE Name and address of who the shipment is going to				14. MARKED FOR CODE			
15. ITEM NO.	16. STOCK/PART NO. (Indicate number of shipping containers - type of container - container number.)	DESCRIPTION		17. QUANTITY SHIP/REC'D enter in #	18. UNIT EA	19. UNIT PRICE enter in price	20. AMOUNT \$ 0.00
0001	Item						
0002	Item						
0003	Item						
				Total \$ 0.00			
21. CONTRACT QUALITY ASSURANCE a. ORIGIN <input type="checkbox"/> CQA <input type="checkbox"/> ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents. DATE: _____ SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE: _____ TYPED NAME: _____ TITLE: _____ MAILING ADDRESS: _____ COMMERCIAL TELEPHONE NUMBER: _____				b. DESTINATION <input type="checkbox"/> CQA <input checked="" type="checkbox"/> ACCEPTANCE of listed items has been made by me or under my supervision and they conform to contract, except as noted herein or on supporting documents. 00071410 DATE: _____ SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE: _____ TYPED NAME: enter in name TITLE: enter in position MAILING ADDRESS: Enter in organization and address of the above COMMERCIAL TELEPHONE NUMBER: DSN 237-XXXX			
22. RECEIVER'S USE Quantities shown in column 17 were received in apparent good condition except as noted. 00000000 DATE RECEIVED: _____ SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE: _____ TYPED NAME: enter in name TITLE: enter in position MAILING ADDRESS: organization and address of the above COMMERCIAL TELEPHONE NUMBER: DSN 237-XXXX * If quantity received by the Government is the same as quantity shipped, indicate by (X) mark; if different, enter actual quantity received below quantity shipped and encircle.							
23. CONTRACTOR USE ONLY							

DD FORM 250, AUG 2000

PREVIOUS EDITION IS OBSOLETE.

Figure B.21 - SF 44 (Purchase Order – Invoice - Voucher)

U.S. GOVERNMENT
PURCHASE ORDER-INVOICE-VOUCHER

DATE OF ORDER <i>Write Date Goods or Services Purchased</i>		ORDER NO. <i>CIDNE # / sequence number</i>	
PRINT NAME AND ADDRESS OF SELLER (Number, Street, and State)*			
<div style="display: flex; justify-content: space-between;"> <div style="width: 10%;">P A Y E</div> <div style="width: 90%;"> Mohammad Abdul son of (s/o) Haji Abu Marjah </div> </div>			
Furnish Supplies or Services to (Name and address)			
Purchasing Officer's Full Name Purchasing Officer's Unit's name and address Afghanistan			
SUPPLIES OR SERVICES		QTY	UNIT PRICE AFGHANI
Battle Damage:			AMOUNT AFGHANI
Broken door		1	1000 AFG
Broken Window		2	20000 AFG
(must be itemized)			40000 AFG
Exchange Rate 47.90 AFG = \$1			
AGENCY NAME AND BILLING ADDRESS*		TOTAL <i>Total Afghani</i>	
P A Y O R		DISCOUNT TERMS	
Disbursing Office, 1st MLG	 %	
Camp Leatherneck, Afghanistan	DAYS	
		DATE INVOICE RECEIVED	
		<i>Write Date of Invoice</i>	
ORDERED BY (Print Signature and title)			
The Purchasing Officer (PO) must print and sign their Full Name and title			
PURPOSE AND ACCOUNTING DATA			
21 0 2020.0000 08A-2084 P135197.0000 2540			
83GFVL CERPLNK0J00100 GFVL83 S09076			
USD \$.....			
PURCHASER – To sign below for over-the-counter delivery of items			
RECEIVED BY			
The Purchasing Officer (PO) must sign their Full Name here as well			
TITLE		DATE	
Print name of PO		Date Received	
SELLER – Please read instructions on Copy 2			
<input type="checkbox"/> PAYMENT RECEIVED		<input type="checkbox"/> PAYMENT REQUESTED	
NO FURTHER INVOICE NEED BE SUBMITTED			
I certify that this account is correct and proper for payment in the amount of		DIFFERENCES	
\$.....			
ACCOUNT VERIFIED			
CORRECT FOR			
BY			
The Pay Agent (PA) must sign their full Name			
Authorized certifying officer			
PAID BY <input type="checkbox"/> CASH		DATE PAID	
OR		VOUCHER NO.	
(Signature)			

*PLEASE ZIP CODE

1. SELLER'S INVOICE
(See instructions on Copy 2)

STANDARD FORM 44A (Rev. 10-83)
PRESCRIBED BY GSA
FAR (48 CFR) 53.213(c)

PA

VENDOR

PO

PO

PA

Write Vendor Business Name and Address

CIDNE number from the Afghan Development Report and the Sequence Number on Clearing Report (Start with 1)

Purchasing Officer's name and unit address

Reason for payment: List the Supplies or Services and Costs in detail

Write the Afghani (AFG) Exchange Rate from the 1081

Write Exactly as It Appears Here

Write the Fund Cite Exactly As It Appears on DA 3953

Enter the USD amount from the Clearing Report

Check the Block and Write Total in AFG

Write Total in AFG

The Paying Agent Signs Here and Checks the Cash Block

Write Date Paid

List of Acronyms and Meanings

Acronym	Meaning
ADR	Afghan Development Report
ADT	Agribusiness Development Team
AOR	Area of Responsibility
BAF	Bagram Air Field
CCC	CENTCOM Contracting Command
CDC	Community Development Council
CERP	Commander's Emergency Response Program
CFSOCC-A	Combined Forces Special Operations Component Command--Afghanistan
CIDNE	Combined Information Data Network Exchange
CJOA-A	Combined Joint Operational Area-Afghanistan
CJTF	Combined Joint Task Force
CMOC	Civil Military Operations Center
COIN	Counterinsurgency
COMISAF	Commander, International Security Assistance Force
COR	Contracting Officer Representative
CoS	Chief of Staff
CRB	CERP Review Board
CSTC-A	Combined Security Transition Command--Afghanistan
DA	Disbursing Agent
DCDR-S	Deputy Commander-Support
DDO	Deputy Disbursing Officer
DDS	Deployed Disbursing System (Financial System)
DO	Disbursing Officer
DoD	Department of Defense
DoD FMR	Department of Defense Financial Management Regulation
DoDAAC	Department of Defense Activity Address Code
DoS	Department of State
DSN	Defense Switched Network
EFT	Electronic Funds Transfer
FIFO	First In-First Out
FIM	Funds Increase Memorandum
FRAGO	Fragmentary Order
GIRoA	Government of the Islamic Republic of Afghanistan
GO	Government Organization
HA	Humanitarian Assistance
HCA	Humanitarian Civil Assistance
IASC	Inter-Agency Standing Committee
IGCE	Independent Government Cost Estimate

IJC	ISAF Joint Command
JPIO	Joint Program Integration Office
JSC-A	Joint Sustainment Command--Afghanistan
JTF	Joint Task Force
KAF	Kandahar Air Field
Kg	Kilogram
LDA	Limited Depository Checking Account
LoJ	Letter of Justification
MAAWS-A	Money As A Weapon System--Afghanistan
MCDA	Military and Civil Defense Assets
MCT	Movement Control Team
MEB-A	Marine Expeditionary Brigade--Afghanistan
MHE	Material Handling Equipment
MILVANS	Military Vans
MOA	Memorandum of Agreement
NCOIC	Non-Commissioned Officer in Charge
NGO	Non-Governmental Organization
ODS	Operational Data Storage (Financial System)
OIC	Officer in Charge
PA	Paying Agent
Para	Paragraph
PDC	Provincial Development Committee
PDP	Provincial Development Plan
PM	Project Manager
PO	Purchasing Officer
PR&C	Purchase Request and Commitment
PRT	Provincial Reconstruction Team
RAF	Request for Additional Funds
RCC	Regional Contracting Command
RC-C	Regional Command--Capital
RC-E	Regional Command--East
RC-N	Regional Command--North
RC-S	Regional Command--South
RC-SW	Regional Command--Southwest
RC-W	Regional Command--West
RM	Resource Management
RMT	Resource Management Tool (Financial System)
ROL	Rule of Law
SBDE	Sustainment Brigade
SCO-A	Senior Contracting Office-Afghanistan
SOP	Standard Operating Procedures

SOW	Statement of Work
STANFINS	Standard Army Finance Information System
UNAMA	United Nations Assistance Mission in Afghanistan
UNOCHA	United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan
USAID	United States Agency for International Development
USD	U.S. Dollars
USFOR-A	United States Forces--Afghanistan
USG	U.S. Government

USFOR-A LINKS

1. PURPOSE
2. USFOR-A J9 SHAREPOINT LINKS
3. USFOR-A J9 ORGANIZATIONAL EMAILS

PURPOSE

To provide leadership and CERP enablers with the USFOR-A J9 SharePoint sites and organizational e-mail addresses.

USFOR-A J9 SHAREPOINT LINKS

A. NIPR:

<http://portal.usfora.onetteam.centcom.mil/j9site/default.aspx>

B. SIPR:

<http://intranet.onetteam.centcom.smil.mil/sites/USFORA/J9/Shared%20Documents/Forms/AllItems.aspx>

C. CENTRIXS:

<http://usfora.onetteam.centcom.cmil.mil/sites/J9/Shared%20Documents/Forms/AllItems.aspx>

USFOR-A J9 ORGANIZATIONAL EMAILS

D. NIPR: USFOR-ACERPREIN.ORG@afghan.swa.army.mil

E. SIPR: USFOR-ACERP-REINTEG@afghan.swa.army.smil.mil

F. CENTRIXS: CERP-Reintegration.ORG@Afghan.centcom.isaf.cmil.mil