HANDBOOK

No. 10-10 — Nov 09

Agribusiness Development Teams

in Afghanistan

Tactics, Techniques, and Procedures

**Approved for Public Release,
Distribution Unlimited**

Foreword

The symbol of the National Guard depicts the Concord Minuteman, one hand carrying a rifle and the other resting on a plow. It graphically depicts the fact that from the earliest days of America's history, farmers have played key roles in the militia. This proud lineage continues today as we perform operations in Afghanistan.

In assessing the current situation in Afghanistan, General Stanley McChrystal, International Security Assistance Force Commander, says that "the fight is not a cyclical campaign driven by an insurgent 'fighting season.' Rather, it is a year-round struggle, often conducted with little apparent violence to win the support of the people." A guiding principle is to "change the operational culture to connect with the people." The National Guard agribusiness development teams (ADTs) exemplify this premise and have proven their value.

This handbook is a product of the National Guard Agribusiness Development Team Coordination Office with input from current and previously deployed ADTs. It contains information and lessons to assist ADTs preparing for deployment and those already deployed.

Key points covered in the handbook include:

- Unity of effort

- Establishing relationships

- Language

- Cultural influences

- Project selection and implementation

The teams that have deployed to date have demonstrated the effectiveness of General McChrystal's guiding principle, and I commend to you this collection of lessons learned. Their experiences can guide future success in this critical mission.

CRAIG R. McKINLEY
General, USAF
Chief, National Guard Bureau

Agribusiness Development Teams in Afghanistan

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Introduction

> "Soldiers and Marines are expected to be nation builders as well as warriors. They must be prepared to help reestablish institutions and local security forces and assist in rebuilding infrastructure and basic services." (U.S. Army Field Manual 3-24/Marine Corps Warfighting Publication 3-33.5, *Counterinsurgency*)
>
> —General David H. Petraeus, Commander, U.S. Central Command and
> General James F. Amos, Assistant Commandant, U.S. Marine Corps

> "Agriculture crosses all social, ethnic, and religious divides; it truly is an international language…."
>
> —Operations Officer, Texas Agribusiness Development Team (ADT)–01

Agriculture accounts for 45 percent of Afghanistan's gross domestic product and is the main source of income for the Afghan economy. Over 80 percent of the Afghan population is involved in farming, herding, or both. However, decades of war, drought, and security challenges have devastated the country's agricultural sector, and the current level of U.S. government civilian support has been unable to keep pace with the tremendous need for assistance in this region. Revitalizing Afghanistan's agricultural sector is critical to building the government's capacity and to stabilizing the country.

In 2007 the Secretary of the Army, Pete Geren; Director of the Army National Guard, Lieutenant General Clyde Vaughn; Missouri Farm Bureau President, Charles Kruse; and the Adjutant General of the Missouri National Guard, Major General King Sidwell developed an idea to deploy Soldiers with agricultural expertise and organic security capabilities to Afghanistan. They realized the development of Afghanistan's agriculture and agricultural products distribution capabilities was vital to long-term economic development and that governmental civilians (United States, Afghanistan, and other countries) and nongovernmental organizations (NGOs) were not resourced for the massive amount of work necessary in these areas as well as for the security they required.

Collectively, these leaders saw the farming expertise contained within the National Guard to be the solution—farming skills to grow the Afghan agribusiness economy and Soldier skills vital to operating in a counterinsurgency environment. They knew the National Guard had successfully employed this concept throughout Central America for the past two decades. The governor of Missouri volunteered his state to take the lead on this initiative.

The 935th ADT, Missouri Army National Guard (MOARNG), had the distinct honor of being the first military ADT created and deployed by the United States. The 935th ADT was comprised of Soldiers from 16 different MOARNG units. The Soldiers who volunteered for this mission not only possessed a broad spectrum of military occupational skills but also were selected based upon their civilian-acquired farming skills and agribusiness knowledge.

In addition, the Missouri Farm Bureau, the University of Missouri, and the National Guard Bureau were involved with the predeployment training of ADT Soldiers and as a reach back while deployed—through the use of Internet, voice communications, and virtual satellite technology—for farming expertise and guidance for unique Afghan agribusiness situations.

The ADT partnered with the U.S. Department of Agriculture, the U.S. Agency for International Development, the Islamic Republic of Afghanistan, the affected Afghan provincial government, various Afghan colleges and universities, and other governmental and NGOs to maximize the use of resources, affect efficient coordination, and avoid conflict with other projects.

The success of the 935th ADT was through identifying the farming deficiencies in its area of operations, obtaining funding and other resources, training and updating the agribusiness skills of the Afghan farmers and educators, and showing how to do these actions through hands-on training. The ADT's efforts included repair and maintenance of farm equipment; veterinarians to aid sick animals and provide techniques to enhance the quality and reproductive capabilities of livestock; repair and improvement of irrigation systems destroyed by decades of war; and instruction on various farming techniques for fertilizing, planting, marketing, storage, and distribution of crops.

"While deployed, we will be looking for Afghan solutions for Afghan challenges," said the executive officer of the 935th ADT. He continued, "Everything that works for Missouri farmers may not necessarily be a solution for Afghan farmers, but we can certainly help them with some technical and infrastructure assistance."

The larger hope of the ADT initiative was that by improving the economy, the security in Afghanistan would also improve. In the past, Afghan agricultural areas provided a place for the Taliban to take refuge, as many peasant farmers were easily led to join the insurgency for lack of a better livelihood. "The focus of all we do is the Afghan people, and our intent in everything we do is to separate the people physically and psychologically from the enemy," said the commander of Combined Task Force Currahee, 506th Infantry Regiment, Afghanistan.

Projects and training undertaken by the ADT must be sustainable with local assets, as the ADT is only in the province for 10 to 11 months. Ideally, follow-on ADTs will deploy to back-fill the departing ADTs to continue the agribusiness training and improvements initiated by the redeploying ADTs. However, whether it is a follow-on ADT or an ADT deploying to an area for the first time, the ADTs must deploy with sufficient time available to affect the next growing season and subsequent harvest.

The future of ADT service in Afghanistan is projected to diminish as civilian government agencies (U.S., British, and Afghan) grow their capabilities to assist the Afghan agricultural economy reestablish itself. While this will take several years, ADTs will continue to serve U.S. and Afghan interests by helping farmers return the fertile Afghan countryside to the green and productive environment it was prior to the invasion of Soviet forces almost 40 years ago.

Chapter 1

Predeployment Training

Advice from the past:

"Whenever I took a decision, or adopted an alternative, it was after studying every relevant factor…geography, tribal structure, religion, social customs, language, appetites, standards—all were at my fingertips…."

—T.E. Lawrence (of Arabia), *Seven Pillars of Wisdom: A Triumph*

Agribusiness development teams (ADTs) resulted from Operation Enduring Freedom requests for forces. The teams consist of Soldiers and Airmen recruited from Army and Air National Guard units within their respective states. Once the state Adjutant General identifies the ADT commander, recruiting commences, followed by training and equipping.

Forming the Agribusiness Development Team

An ADT is not an established modified table of organization and equipment unit organic to any command. Therefore, the ADT commander, once assigned, needs to start recruiting Soldiers with agribusiness skills and expertise (i.e., fertilization, irrigation, agronomy, marketing, storage, and large and small animal management) as well as Soldiers for the security team. Otherwise, he will still be trying to recruit them when the unit's premobilization training has begun. The recruiting process is as follows:

- Search the state's National Guard personnel and civilian skills databases for Soldiers and Airmen with agriculture and agribusiness-related expertise.

- Contact potential ADT candidates and do telephonic screening. The database is not too accurate. Filling the agriculture section of the team is the hardest personnel task.

- Leave time for "word of mouth" to get around about the mission. There are Soldiers and Airmen well suited for the mission who will not come up in the databases, and the only way they will know about the tour is by word of mouth.

- Coordinate with the state's Air National Guard headquarters to determine if it has qualified individuals interested in the mission.

- Form the security force. This should not be too hard as these Soldiers will likely come from one unit and have a command structure already in place.

- Form the headquarters section. This may take time if the commander is looking for individuals with lots of experience in their staff function. Since the ADT is a small, specialized unit on somebody else's forward operating base, a staff section comprised mainly of Active Guard and

Reserve Soldiers who already know their jobs avoids a "learning curve" that would adversely affect the unit's ability to perform. Obtain the personnel officer (S1) and logistics officer (S4) as soon as possible, quickly followed by the executive officer and/or operations officer (S3). Logistics and personnel issues will start even before the ADT has formed.

- Obtain or secure releases from the units from which ADT Soldiers and Airmen are coming as soon as personnel are identified. This may take the state's National Guard headquarters to intervene since some commanders will not want to give up their Soldiers or Airmen. Take action in sufficient time for the ADT to complete all premobilization training.

- Establish the ADT rear detachment almost as fast as the basic staff is set, even before the agriculture team is "fleshed out." The rear detachment will be the ADT commander's worker bees while he is busy coordinating to get the team formed and while the team is busy training and going through the mobilization process.

Training the Agribusiness Development Team

There are three specific segments of ADT training: individual and unit level training all Soldiers undergo prior to becoming members of an ADT, ADT premobilization training, and ADT post-mobilization training. Once the ADT is established, training becomes a partnership involving the ADT commander; the state's premobilization training and assistance element (PTAE); and the First Army Mobilization Training Center at Camp Atterbury, IN. The following actions are important for preparing the ADT to be mission capable and combat ready on deployment:

- Identify and make contact with a land grant university for agriculture support; coordinate and implement an Afghan-specific agriculture training program.

- Identify and review available resources regarding Afghan agriculture—such us the U.S. Department of Agriculture, the U.S. Agency for International Development, other ADTs, and the Center for Army Lessons Learned (CALL)—and incorporate the resources into training.

- Train on how to conduct meetings with Afghan leaders (governmental, educational, and tribal) and farmers; apply Afghan cultural nuances as they impact meetings.

- Conduct Afghan agriculture-specific training to include the following:

    º Water and soil conservation and management.

    º Animal husbandry (goats, sheep, cattle, donkeys, and horses).

    º Orchard management (apples, peaches, almonds, apricots, etc.).

    º Alfalfa and wheat production.

    º Vegetable production.

      º Agriculture marketing.

      º Extension programs and education.

      º Irrigation techniques and efficiency.

- Train on how to evaluate farm and agriculture production techniques.

- Conduct training on local, provincial, national, and international agriculture markets.

- Conduct training on the workings of the Afghan Ministry of Agriculture, Irrigation, and Livestock and the provincial Directors of Agriculture, Irrigation, and Livestock (budget, organization, etc.).

- Conduct training on how the security force and agriculture team work together (farm evaluation, meetings, market surveys, etc.).

- Conduct training on the Commander's Emergency Response Program, field ordering officer, and paying agent.

- Conduct training on data collection and reporting.

- Conduct Afghan-unique Soldiers' skills combat readiness training to include improvised explosive devices.

Equipping the Agribusiness Development Team

ADT Soldiers deploy with their individual and organizational clothing and equipment as modified based on guidance for Afghanistan. They also deploy with a mission-essential equipment list (MEEL), some of which is filled prior to deploying and the remainder filled in Afghanistan. The MEEL is a precoordinated listing of equipment deemed necessary to successfully perform the ADT mission. Since there are differences in the areas ADTs are operating, the standard MEEL may be insufficient for certain ADT tasks. For example, the MEEL may not include tool kits necessary for training Afghan farmers.

During the premobilization preparations phase, ADT commanders will identify additional equipment requirements and submit operational needs statements (ONSs) as a means of requesting additional equipment. Unfortunately, not all ONS requests are filled, and the ADTs have to operate accordingly.

Predeployment Site Survey

When authorized, ADT commanders and key team leaders conduct a predeployment site survey (PDSS) in their projected Afghan area of operations (AO) to meet the leadership and the chain of command of the ADT they will replace and the leadership of the provincial reconstruction team (PRT). If there is no previous ADT, they meet with the PRT working agribusiness issues in their operational area.

The visiting ADT will be introduced to the geographic AO via map, ground, and/or air reconnaissance. The team will meet local governmental leaders as well as

agriculture educators and agribusiness leaders; tour ADT projects; and be given briefings on project development, funding, maintenance, and other related issues.

It is important that ADT leaders seek and obtain current and relevant counterinsurgency (COIN) operations information; tactics, techniques, and procedures; and points of contact to modify predeployment training as necessary to meet the COIN challenges. Sources for this information include:

- CALL Web sites: Nonsecure Internet Protocol Router Network, SharePoint, and SECRET Internet Protocol Router Network

- PTAE in the ADT's state

The intent of the PDSS is to familiarize the incoming ADT leaders with their AOs and with the current projects, potential future projects, and people with whom they will work. They will also become aware of issues, challenges, and opportunities that will affect their missions. The visiting ADT commander will use the information gained to modify and enhance the predeployment training of his team members.

Chapter 2

Unity of Effort

> "Agriculture is the dominant factor in the Afghan economy, in food security, in livelihoods, sustainable resources, and national security. Agriculture will determine whether Afghanistan will succeed or fail."
>
> —Mohammad Asif Rahimi, Afghan Minister of Agriculture, Irrigation, and Livestock (MAIL)

Agribusiness development team (ADT) leaders realized their success depended on governmental and nongovernmental partners. Fortunately, the U.S. government, the Islamic Republic of Afghanistan (IROA), the governments of other countries, and nongovernmental organizations (NGOs) already had working programs throughout Afghanistan, but not necessarily in the areas where IROA control and influence was weak to nonexistent. Figure 2-1 shows key government and nongovernment partners.
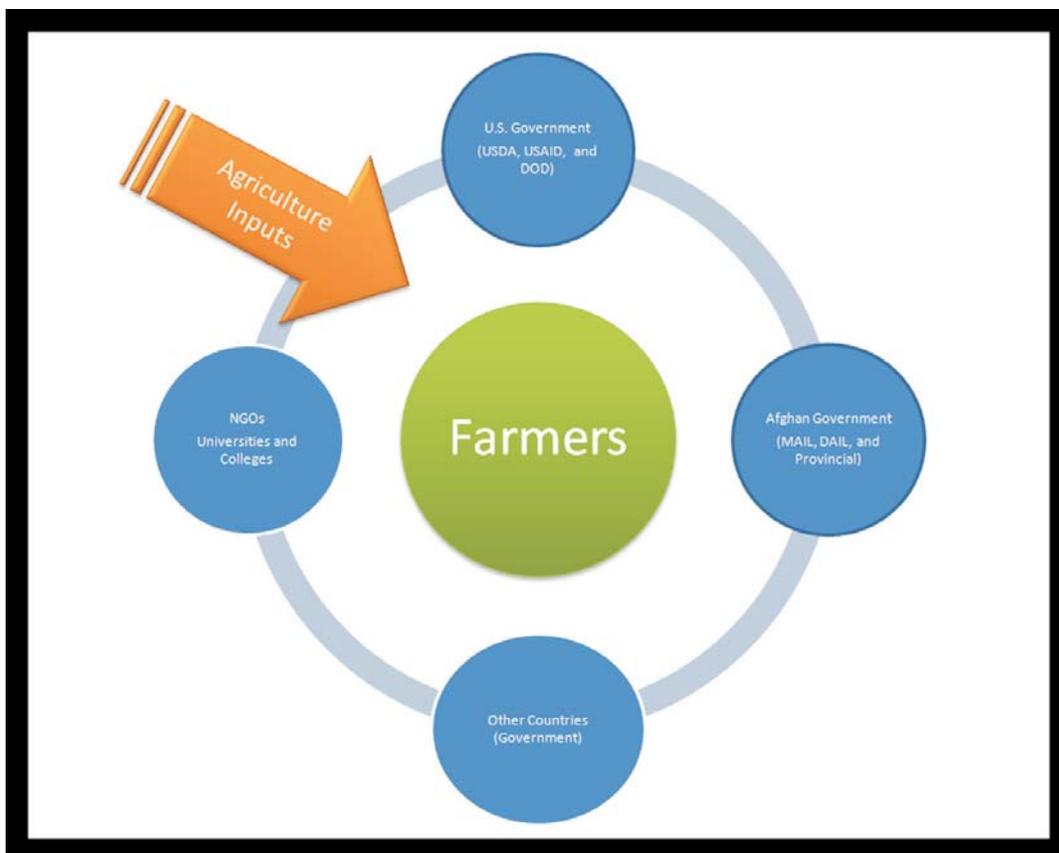
Figure 2-1. Government and nongovernment actors

U.S. Agriculture Assistance Strategy for Afghanistan

According to the U.S. Department of Agriculture (USDA), the U.S. agriculture strategy for Afghanistan mobilizes support for the Afghan government, MAIL, and the private sector to revitalize Afghanistan's agriculture economy and increase income and jobs. Shared objectives of MAIL and the U.S. government (USDA, U.S. Agency for International Development [USAID], ADTs, and the U.S. Army Corps of Engineers) within the context of national agriculture development framework include the following:

- Goal 1: Increase agriculture sector jobs and income.

    º Increase agriculture productivity by increasing farmers' access to inputs and effective extension services.

    º Invigorate agribusiness by increasing linkages between farmers, markets, credit, and trade corridors.

    º Rehabilitate watersheds and improve irrigation infrastructure.

- Goal 2: Increase Afghans' confidence in their government.

    º Increase MAIL's capacity to deliver services and promote the private sector and farmer associations through direct budget and technical assistance.

    º Promote Afghan agricultural commodities via intranational and international commerce.

- Guiding principles:

    º The Afghan government leads.

    º Agriculture assistance will have a strong focus on counterinsurgency objectives and investment in sustainable agriculture growth throughout Afghanistan.

    º Government involvement in markets should focus on regulation and enabling the private sector.

    º Projects should be linked to key value chains where possible and to communities, with technical guidance from provincial agriculture working groups.

Governmental and Nongovernmental Partners

The U.S. government is committed to the long-term success of Afghanistan and recognizes the impact agriculture has on stabilizing the economy, improving security, and building the Afghan government's capacity to provide services to its citizens. As a result, agencies such as Department of State (DOS), USDA, USAID, and Department of Defense (DOD) are surging people and funds earmarked specifically for agriculture assistance and development into Afghanistan. This collaborative "interagency" effort to supply technical expertise, money, and

mentorship will have a positive impact on the Afghan agriculture economy and ensure all agencies' efforts are nested within an overarching strategic plan.

USDA

According to the USDA's Foreign Agriculture Service Web site, USDA is providing technical assistance for the reconstruction of Afghanistan's agricultural sector. USDA works in partnership with the DOS, USAID, the U.S. military, and the Afghan government as well as other organizations. Key USDA contributions include the following:

- The USDA has agricultural experts serving in Afghanistan plus more in Pakistan who routinely assist the Afghanistan/USDA efforts.

- The USDA has a representative serving in Kabul as its liaison for the U.S.-led provincial reconstruction teams (PRTs).

- The United States, Afghanistan, and Pakistan established three working groups—one each on food security, trade corridors, and water management.

- USDA technical assistance has helped establish the Afghan Conservation Corps, which has planted over five million trees, constructed agriculture extension centers in over half of Afghanistan's provinces, trained key Afghan agriculture officials, and established a national system to control animal diseases.

- The USDA provides ADT access to its labs including soil, water, and feed testing.

USAID

USAID is the U.S. government organization responsible for most nonmilitary foreign aid. An independent federal agency, it receives overall foreign policy guidance from the U.S. Secretary of State and seeks to extend a helping hand to those people overseas struggling to make a better life, recovering from a disaster, or striving to live in a free and democratic country. USAID supports agricultural economic development in Afghanistan by:

- Training farmers in modern farming, storage, and marketing methods as well as modern animal husbandry and livestock management techniques.

- Building roads and investing in power-generation and expansion programs.

- Constructing and rehabilitating wells; improving irrigation.

- Sponsoring programs to improve the health of people, livestock, and crops.

- Distributing high-quality seeds and fertilizers.

DOD

DOD has a history of either taking the lead in assisting host-nation farmers establish and/or restore their agribusiness economy or facilitating the efforts of other governmental and nongovernmental entities performing this vital role. It initiated the PRT and ADT programs in Afghanistan.

PRTs

PRTs were initiated in Afghanistan in late 2002 by the DOD to assist the Afghan government legitimize itself with the Afghan people and to provide support and assistance to the Afghans as they struggle to reconstruct their homes, communities, and provinces. PRTs, which consist of military officers, diplomats, and reconstruction subject matter experts, are the means for getting U.S. government and other international assistance to the Afghans. PRTs work to:

- Improve security.

- Extend the reach of the Afghan government.

- Facilitate reconstruction in priority provinces.

- Implement projects to improve stability.

ADTs

ADTs consist of farmers and agribusiness subject matter experts who are partnered with their home states' land grant universities, agriculture extension agents, and Afghan colleges and universities as a reach-back resource for the latest in farming technology and practices to assist the Afghan farmers. ADTs are involved in the following areas:

- Animal husbandry

- Horticulture

- Irrigation

- Storage and distribution

- Agribusiness education

IROA

The IROA is an active participant with the other partners in the agricultural assistance strategy development and implementation through its MAIL; the provincial Directors of Agriculture, Irrigation, and Livestock (DAIL); and appointed and elected provincial government officials.

MAIL

The vision of MAIL is to restore Afghanistan's licit agricultural economy by increasing production and productivity, managing natural resources, improving

physical infrastructure, and developing markets. The top five projects from MAIL's mid- and long-term objectives are:

- Wheat seed purchase and distribution prior to the fall 2009 planting (U.S. $32.4 million [M] for 2009).

- Land lease reform, helping farmers lease unused government land quickly and fairly—bringing rent to government and more productivity for farmers (U.S. $3M, 3 years).

- Accessible credit for farmers to borrow money legally and efficiently (U.S. $2.3M, 3 years).

- Change management and internal reforms to make MAIL work better and faster (U.S. $3.5M, 1 year of 3 years total).

- Comprehensive agriculture and rural development facility—a new, joint MAIL and Ministry of Rural Rehabilitation and Development project to identify gaps in development and then find partners to fill the gaps.
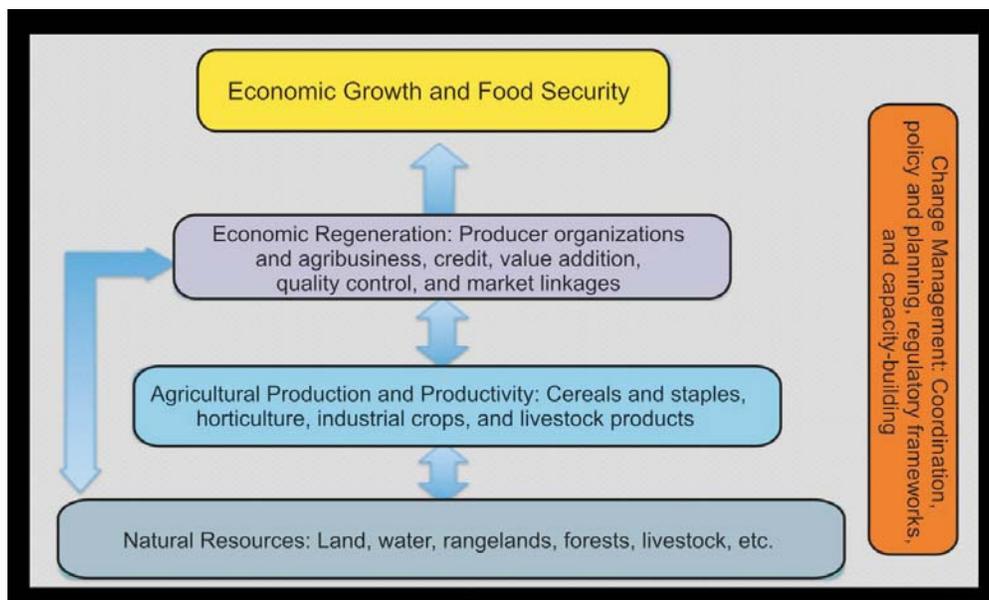
Figure 2-2. Afghan government's road map to development of the agribusiness portion of the nation's economy

MAIL maintains an official Web site accessible at <http://www.mail.gov.af/m/index.htm> that provides extensive information regarding agribusiness in Afghanistan.

DAIL

This is either an appointed or elected provincial representative to the MAIL. DAILs approve the provincial development plan (PDP), which is a compilation of local input. The PDP identifies priority projects required to improve overall provincial agribusiness.

NGOs

NGOs are legally constituted organizations created by private organizations or people with no participation or representation of any government. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its nongovernmental status insofar as it excludes government representatives from membership in the organization.

Land grant universities

The United States has many land grant universities and colleges authorized by the Morrill Acts of 1862 and 1890 to focus on agriculture and military tactics. Notable examples include Auburn University, Colorado State University, Iowa State University, Purdue University, Kansas State University, University of Nebraska, and Clemson University. They continue to study and teach agriculture.

ADTs are partnering with their respective state's land grant universities for the development and execution of the agriculture training portion of their premobilization training. The partnership continues throughout the deployment as a reach-back reference and as technical support for the ADT.

Afghan colleges and universities

Afghanistan has colleges and universities that include agriculture-related courses within their areas of studies. These schools, such as Nangarhar University in Jalalabad, are actively participating in the agricultural economic development and training programs. Nangarhar University includes in its courses agricultural engineering, chemical engineering, environmental engineering, agriculture, forestry, botany, biology, biochemistry, food science, zoology, and veterinary science.

Farm bureaus

Farm bureau offices in the states providing ADTs are actively participating in the agriculture-specific premobilization training. The offices provide guidance on agribusiness subject matter expert staffing of their state's ADTs, what is needed to prepare the agriculture business specialists to work with Afghan farmers, and a reach-back capability for the deployed ADT to obtain information on how to further its efforts to assist development of the Afghan agribusiness economy.

Subsistence farmers

The farm economy in Afghanistan, as in other parts of the world, includes farmers who produce just enough to feed their families, with little to none to sell to others. These individuals lack the financial capacity to take risks that may have severe impacts on their food supply. Many of these individuals do not even own the land on which they live or grow their food. Development of infrastructure, water resources, farming education, improved seeds and fertilizers, large animal management, and markets can help build their capacity and enable them to better provide for their needs.

Chapter 3

Agribusiness Development Team Command and Control

> "The 1-19th Indiana Agribusiness Development Team [ADT] remains OPCON [operational control] to TF [task force] Yukon (TF Spartan, 4/25th BCT [brigade combat team] [Airborne]), FOB [forward operating base] Salerno, Afghanistan."
>
> —Commander, Indiana Agribusiness Development Team–01

An ADT is a mission-specific, combat multiplier organization in the counterinsurgency environment. ADTs serve in the Combined Joint Task Force–Afghanistan (CJTF–A) area of operations and are under the command and control (C2) of the BCT to which they are attached. The BCT commander may place the ADT under the OPCON of one of his battalion task force commanders.

C2 is the exercise of authority and direction by a properly designated commander/leader over assigned and attached forces in the accomplishment of the mission. C2 functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.[1]

Combined Joint Task Force–Afghanistan Mission Statement

In conjunction with the Islamic Republic of Afghanistan (IROA) and joint, interagency, and multinational forces, CJTF–A conducts full spectrum operations to disrupt insurgent forces in the combined joint operations area, develops an Afghanistan national security capacity, and supports the growth of governance and development to build a stable Afghanistan.

Agribusiness Development Team Mission Statement

ADTs provide basic agricultural education and services (conduct stability operations) for the people of Afghanistan commencing not later than May 2008 to support the effectiveness of the IROA.

Figure 3-1 shows the typical ADT task organization: C2 of the BCT commander, OPCON of the battalion task force commander, and administrative support from the provincial reconstruction team (PRT) commander. The PRT provides the administrative and logistical support to the ADT. If the PRT is not able to provide administrative control support, the BCT will provide it.

Legend:

BDE: Brigade

BN: Battalion

XO: Executive officer

NCOIC: Noncommissioned officer in charge

USDA: U.S. Department of Agriculture

USAID: U.S. Agency for International

Development

HQ: Headquarters

SECFOR: Security forces

TL: Team leader

O6: Colonel

O4: Major

O3: Captain

O2: First lieutenant

E9: Sergeant major

E7: Sergeant first class

E6: Staff sergeant

E5: Sergeant

E4: Corporal

Figure 3-1. Task organization

Reporting Requirements

Standard reporting for ADTs is through the ADT's OPCON chain of command according to the BCT's standing operating procedures.

To maintain the overall operational picture for all ADTs in theater, ADT activities will be reported to the BCT commander and directly to the CJTF–A director of strategic effects (CJ9) in the form of a provincial update brief (Figure 3-2) and briefed by each ADT commander during a National Guard Bureau (NGB) bimonthly conference call. (**Note:** The NGB is the program manager for the ADT program.) This information is forwarded to the U.S. Department of Agriculture

Foreign Agriculture Service by the ADT program manger, where it is added to an interagency Afghan project database.

Figure 3-2. Example ADT provincial update briefing slide

Endnote

1. Center for Army Lessons Learned Handbook 09-37, *Small-Unit Operations in Afghanistan,* June 2009.

Chapter 4

Establishing Relationships

> "Handouts or flyers are a great way to connect with locals. They provide our Soldiers with a method to initiate or conclude a conversation while communicating, with words and pictures, the message that we want to send. So far, our flyers have been very well received. In fact, we have to be careful how and where we hand them out; otherwise, we run the risk of overwhelming our security force in its attempt to control crowds."
>
> —Commander, Texas Agribusiness Development Team (ADT)–02

The familiar saying, "It's all about relationships," applies to ADTs achieving success in Afghanistan. Relationships result from a need, a unique experience, or a common bond such as farming. Farmers, regardless of country, race, culture, social and economic status, or language, have a singular focus—growing food for profit. Thus, the ADT farming subject matter experts are uniquely suited for the challenges of enabling the revitalization and modernization of the Afghan farm economy. Figure 4-1 shows this relationship.

Legend:
IROA: Islamic Republic of Afghanistan
USAID: United States Agency for International Development
PRTs: Provincial reconstruction teams
MAIL: Ministry of Agriculture, Irrigation, and Livestock

Figure 4-1. Farming relationships

One of the first tasks ADTs must accomplish is to build relationships with those they are in Afghanistan to help. Following are several ways in which the ADTs meet the farmers:

- Key leader engagements (KLEs) with provincial and tribal leaders

- Engagements with local college and university agriculture educators

- ADT information operations contacts

- Evaluation and treatment visits for large animals

- Visits to ADT demonstration farms

Key Leader Engagements

ADT members conduct or participate in KLEs during their tour. KLEs are vital to fostering an environment of mutual respect and trust with Afghan counterparts, aid in learning the provincial agriculture challenges, facilitate the understanding of the provincial government's goals for agriculture development, and provide an understanding of the agricultural education strengths and weaknesses and how the ADT with its reach back to its supporting land grant university can assist. KLEs "open doors" and inform tribal and village leadership on what the ADT can offer local farmers and will greatly assist with developing and executing a comprehensive and sustainable agribusiness campaign plan for the ADT's province.

Keys to a successful KLE

The following techniques will assist ADT members to ensure that KLEs are successful:

- Review and become familiar with the provincial development plan objectives.

- Research the area in advance.

- Determine the meeting time, location, and targeted leaders.

- Conduct route and site reconnaissance.

- Establish and review the team's goals prior to the engagement (i.e., set objectives in an agenda). Translate the agenda into the local language.

- Be open minded without making assumptions.

- Rehearse the agenda with interpreters, and ensure they understand the overall focus for the KLE.

- Encourage and incorporate interagency (U.S. Department of Agriculture, USAID, Department of Defense, PRTs, and nongovernmental organization) partner participation.

- Stay on task during the KLE; avoid going down "rabbit trails."

- Ask specific questions.

- Avoid committing to projects too early; wait until it is certain the project will be approved and funded.

- Remember that the initial meeting will focus on getting to know each other, with a little time for business. Follow-on meetings will focus more on business.

- Keep in mind the translator has to translate messages between the parties attending the meeting. If an hour is allotted for the meeting, it is likely that only 25 percent of the meeting objective will be discussed during the hour.

Working with Local Farmers

Afghan farmers are eager to learn new techniques, but due to years of war, lack of government initiatives, access to financial credit, and security concerns, they harbor a fatalistic view (*Inshallah* or God willing) of life. In short, they live hand to mouth and do not see the value in planning for tomorrow. Like most people, Afghan farmers want to live in peace, feel secure, and provide for their families. However, they face many challenges when trying to obtain basic necessities such as access to water, power, and roads. As a result, many farmers are left with poor or rotting crop yields and rely on subsistence farming for their survival. Understanding these challenges and working with the provincial Director of Agriculture, Irrigation, and Livestock—who is either the elected or appointed representative of MAIL—to provide quick impact projects will help to overcome this view and teach the Afghans they can reap the fruits of their labor.

The ADT must individually and collectively assess the needs of the local village and the farmers. Figure 4-2 on page 20 is an example of a village assessment tool, which is designed to assist the ADT in conducting a village assessment.

Areas of emphasis

The ADT agriculture team can assist local farms with "quick-win" impact projects such as the following:

- Row cropping and crop rotation

- Improved water management techniques (e.g., drip versus flood irrigation)

- Pest management

- Wheat seed purchase

- Improved fertilizer purchase

- Care and management of large animals

Tactical Conflict Assessment Framework

TCAF Questionnaire				
Province			Date	
District			GPS Reference	
Village			Population	
Interpreter Name			Interviewee	
Interviewer Name			Title	

Have there been changes in the village population in the last year?   Why?

د اوسنۍ کلی دکلوپه سطحه کۍ په تیر کال کۍ کوم تغیرات راغلی دی؟ او څنګه، ولی؟

What are the most important problems facing the village?

دغه کلی دکومو عمده مشکلاتو سره مخامخ کیږی؟

Whom do you believe can solve your problems?

په کلی کۍ په کومه طئفه مشرانو باندی زیات اعتبار کوی؟

What should be done first to help the village?

ددغه کلی لپاره باید څه شی اول وکړڼ شی باڼی کومو کارونه داولیت سنی ورکوی؟

REMEMBER, ALWAYS ASK "WHY?"

Figure 4-2. Example village assessment tool

Informing the Afghan Populace

The ADT concept is new to Afghanistan, and the local nationals are curious about what the ADTs are doing in their country. Informing local civilians about the ADT mission and team objectives can have a positive impact on the success and security of the operation. Distributing message cards prior to or upon arrival to the project site will inform locals about the mission and aid in establishing a friendly atmosphere at the project site. Figures 4-3, 4-4, and 4-5 are examples of simple (unit-produced) ADT message cards.

Figure 4-3. Sample ADT message card

Figure 4-4. Sample ADT message card

Figure 4-5. Sample ADT project message card

Below is an example of information that can be placed on a message card.

Why is the ADT coming to Nawar district?

The ADT will visit Nawar district soon to meet with agriculture leaders and to start the following projects:

- Nawar demonstration farm. Construct a demonstration farm to experiment with crops, irrigation, and range management to demonstrate and educate local producers. The farm will also provide a local office for an extension agent and veterinary center.

- Nawar livestock center of excellence. The livestock center is intended to produce quality, genetically superior livestock with attributes such as improved milk production, higher birth and weaning weights, resistance to disease and harsh winter conditions, and lower feeding requirements.

Why is the ADT coming to Jaghori district?

The ADT will visit Jaghori district soon to meet with agriculture leaders and to start the following projects:

- Jaghori demonstration farm. Construct a demonstration farm to experiment with crops, irrigation, and range management to demonstrate and educate local producers. The farm will also provide a local office for an extension agent and veterinary center.

- Jaghori water storage and irrigation. Provide a constant water supply to the demonstration farm through a series of pumps and storage tanks. By utilizing head pressure and ram pumps, water supply will be sustainable without wasting fuels and will provide water to the demonstration farm.

- Jaghori fishery. Determine the viability of implementing a fish farm in Jaghori District near the Sang-e-Masha River.

Chapter 5

Languages

> "You need to teach Pashtu to units going to Pastun areas."
>
> –First lieutenant, police mentor team S3/S4

While English is the official language established by the United Nations, the North Atlantic Treaty Organization, and the International Security Assistance Force to be the common language for those working to assist the Islamic Republic of Afghanistan (IROA), it is not the common language of Afghans. Dari is the official IROA language, but Pashtu is the language of the Pashtuns, the largest ethnic group in Afghanistan. However, while many Afghans may not know, understand, or speak English, many do know English numbers.

Major Ethnic Groups

Afghanistan consists of unique and diverse tribes as shown on the following map:

Figure 5-1. Tribal regions in Afghanistan[1]

The map does not show the complexity of the tribal dispersion through Afghanistan. Within each of the geographic areas are enclaves of almost every tribe. Notice how much of the country is Pashtun and how that ethnicity covers western Pakistan.

Note: The boundary marking the border between Afghanistan and northwest India, which is now Pakistan, was established by the British in 1893 to ensure the Khyber Pass, the Khojak Pass, and the important cities of Peshawar and Quetta were on the India side of the border between Afghanistan and India. This border divided the Pashtun people who are Afghanistan's dominant ethnic group and the world's largest remaining tribal-based society.[2]

Pashtuns consider themselves true Afghans, and it is in their areas of Afghanistan that are the most unsecure areas and in which agriculture development teams (ADTs) are currently working. Having a translator who speaks Pashtu is beneficial when dealing with farmers and others in the agribusiness community. However, the majority of Afghans do understand Dari.

While Pashtu is the primary language in the ADT area of operations, ADT Soldiers unfortunately received Dari language training and not Pashtu. If possible, find a program that teaches Pashtu. Keep in mind there are some commonalities in Dari and Pashtu.

The following table shows the English to Dari and Pashtu translations of some common phrases:

English	Dari	Pashtu
Hello	Sa-laam	Salaam-alay-kum
Goodbye	Baa-maa-ne khu-daa	Khu-die-pa-amaan
Thank you	Ta-shak-kur	Mo-te-shak-ker-am
Yes/No/Ok	Ba-ley/ney/Du-rust	Ba-le/nah/sa-hee
Please	Lut-fan	Meh-ra-baa-ne
Excuse me/I'm sorry	Bu-bakh-sheyn	Wo-bakha
My name is	Na-me ma… as	Z-maa noom
What is your name?	Naa-met chees?	Staa num tsa de?
How are you?	Che-tor has-tee?	Tsenga-ye?
I am fine, thanks, and you?	Khoob has-tum, ta-shak-kur, too che-tor has-tee?	Za-xa-yum, ma-na-na, te-tsenga-ye?

Do you speak English?	Eng-lee-see yaad-daa-ree?	Ta lng-li-si sha-ba-ri ka-wo-lie she?
Good/bad	Khoob/bad	Xa/bad
Left/right	Chap/du-rust or raast	Chap/raast-ta
North/South/East/West	Sha-maal/ju-noob/sharq/gharb	Sha-maal/ju-nub/sharq/gharb
Help me	Ku-ma-kem ko	
Help!		Ma-ras-ta
Do you need help?	Too ba ku-mak za-roo-rat daa-ree?	Maa sara marasta wuka
We are Americans	Maa am-ree-kaa-yee has-teym	Mung-Amrikaa-yan-yu
Stop/come here	Es-taad sho/een-ja be-yaa	Wo-d'a-ri-ga/del-ta raa-sha
Stay where you are	Da jaa-yet baash	Pa dzai de wo-da-ri-ga
Put your weapon down	Sa-laa-he-ta ba za-meen baan	Topak de-par-mi-dzaka ki-xiz-de
Lie on your stomach	Roo-ye she-kam da-raaz be-kash	Par makh pre-wo-za
Do not move	Sor na-kho	Har-kat ma-ka-wa

Table 5

Additional words that could be useful to learn in both Dari and Pashtu include the following:

- Agriculture products: Rice, wheat, barley, alfalfa, vegetables, eggs, and pomegranates.

- Measurements: Bushel, kilogram, liter, feet, acre, inch, jerib, hectare, centimeter, and meter.

- Animals: Donkey, chicken, camel, cows, sheep, and cashmere.

Endnotes

1. Image taken from Web site <www.hopeforafghanistan.com >.

2. Stephen Tanner, "Indomitable Afghanistan," *Military History Magazine*, August/September 2009.

Chapter 6

Cultural Influences[1]

> "You have to understand the culture you're getting involved in. We never do a good job of culture intelligence, of understanding what makes people tick, what their structure is, where authority lies. Culture bias limits our ability to understand what is going on around us."
>
> —General (Retired) Anthony Zinni, U.S. Marine Corps, former U.S. Central Command Commander

Understanding and applying knowledge about the Afghan tribal culture is critical to the success of agribusiness development team (ADT) operations.

What is culture?

Culture can be defined as the normative way people behave and the belief system they develop to justify and explain behaviors; it is influenced and shaped by geography, history, economics, politics, art, religion, and so forth.

Why focus on culture?

Throughout history there are many examples where failure to know and understand the culture of others often had disastrous results. For example, dietary restrictions by some cultures can lead to major problems if the forbidden food is included in humanitarian relief supplies. Focusing on the culture will enable the local population and ADT to do the following:

- Earn each other's trust.

- Effectively communicate the needs of the farmers and possible ADT support.

- Influence each other toward mutually agreed upon solutions.

- Grow the agribusiness sectors of the economy and affect the other sectors.

- Build confidence in the Afghan and provincial governments.

- Promote and develop economic and physical security.

Afghan Culture

Tribal culture is unique, as not all tribes are of the same culture. Within tribes, especially those with geographically dispersed sub-tribes, cultural differences exist. As the ADT develops its assessment of the Afghans it will assist, cultural differences will surface. The challenge is applying the Afghan culture to the framework of the support the ADT works to apply and ensuring the cultural differences do not hinder that support.

Standards found throughout the overall Afghan culture include the following:

- Tribal and Islamic culture is traditional/conservative.

- Tribal codes are social controls (honor, revenge, and hospitality).

- Feudal customs result in collective action (patronage).

- Afghan identity and loyalty is communal and public and takes precedence over individual and private.

- Personal decisions and actions are based on the following:

    º Moral rectitude.

    º Witness availability.

    º Disclosure impact.

    º Subsidence-level existence (self interest and personal gain outweigh the fear of retribution or legal/punitive action and hypocrisy or loss of respect).

- Most problem solving is communal and indirect and is accomplished by the following:

    º Consensus/committee. (*Jirgah* is a tribal assembly of elders that makes decisions by consensus. This is most common among Pashtun tribes.)

    º Backdoor approach.

    º *Waseta/Sifarish* (connections) and *baksheesh* (tip/gift).

- Honor defines the reputation and worth of an individual as well as those they are associated with:

    º Most important duty of Afghan man is to defend and control (women, gold, and land).

    º Maintaining honor or reputation of family and lineage is the paramount concern.

    º In tribal and warrior cultures, codes of honor serve as the glue that holds together the fabric of society.

    º Usually past and process oriented, risk adverse, and formal.

Purity of women/male conduct = Honor

Honor = Social acceptance and respect

Respect = Alliances

Alliances = Political-economic

advantage and survival
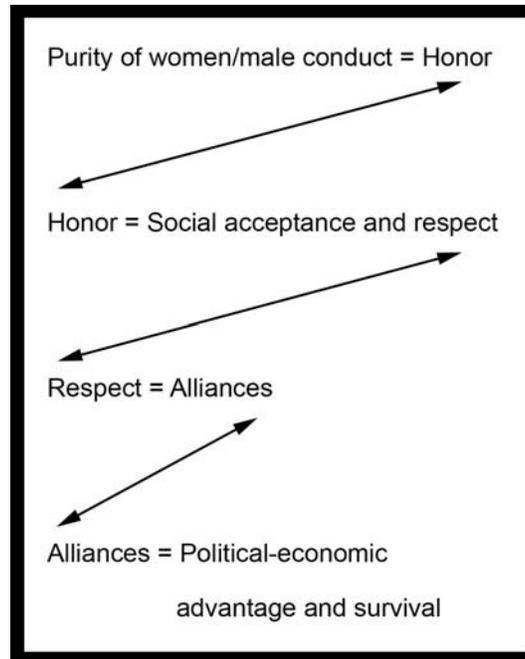
Figure 6-1

- Family and clan honor is predominant.

- Personal honor is secondary and tied to gender.

"Honorable behavior is that which strengthens the group…while shameful is that which tends to disrupt, endanger, impair or weaken…"

—Mansour Khalid, former Sudanese foreign minister

- The *burqa* is a symbol of oppression, expression, or protection:[2]

    ° Worn voluntarily for centuries by Afghan women who wished to conform to Islamic standards of modesty.

    ° Not required by the Muslim faith, only by some extremist Muslim groups.

    ° Used as a tool to oppress women; required by the Taliban and still by some male family members.

    ° Provides protection from dust to keep clothing clean.

    ° Gives a sense of security; women feel safe wearing a *burqa.*

    ° Allows privacy because women can hide embarrassing or shameful activities such as begging.

- Hospitality is an essential aspect of Afghan culture:

    º Guests must be honored and treated with absolute respect and selflessness.

    º Most Afghans (especially in rural areas) have little to offer except tea and hospitality.

    º Poorer families and villages may undergo financial strain to provide for guests.

    º Prisoners and fugitives are extended protection.

> "…Individuals gain respect, maintain status, and enhance their social standing in the community through polite behavior.…Much of etiquette therefore is designed to preserve *zat* [honor]. As a consequence, Afghan society places much emphasis on correct behavior."
>
> —Nancy Dupree, anthropologist and author

- Etiquette and protocol are important in the following situations:

    º Social interaction:

        ∗ Business and decision making are conducted with the senior male.

        ∗ If a local woman engages a Western male in conversation, the male should maintain a friendly but serious demeanor.

        ∗ Men typically take the lead in mixed-gender conversations.

        ∗ Do not shake hands with the opposite gender unless in a professional situation.

        ∗ Once a relationship is established, expect same-gender hug or even three kisses.

    º Meetings:

        ∗ Arrive on time but expect to wait.

        ∗ Greet everyone in the room; seniors (tribal elders) are greeted first.

        ∗ Rise if a senior (tribal elder) enters or exits the room.

        ∗ Handshakes (same gender only) may be soft and limp and convey formality or humbleness, not insincerity or indifference.

* A group farewell wave is inappropriate.

* Accept or give (if hosting) tea and finger food.

* Expect small talk, smiles, stares, and interruptions.

* Expect deference or silence when a topic is difficult or confrontational.

º Home visitation:

* If you must decline an invitation, do so gracefully (allow host to save face).

* Remove shoes (conveys both respect and comfort). Wait to be shown where to sit.

* Take a gift if first visit (i.e., something for host's children or a U.S. souvenir/memento).

º Food and eating:

* Do not expect a quick dinner or mixed-gender dining.

* Praise the cook often and early.

* Food is served and often eaten from common plates.

* Host will force second and third helpings (refuse politely three times).

* Forks and spoons provided if available; otherwise, use right hand to eat (both hands to tear bread or drink from cup or bowl is fine).

* Do not pull out your own food (even to share) or offer to pay.

º Verbal communication:

* Loudness conveys anger or domination.

* Remember to pause for translation.

* Do not try to cover an entire agenda in one meeting.

* Do not expect immediate answers or decisions.

* Passive silence may be a sign of contemplation or conflict avoidance.

* Responses often may be noncommittal or vague.

  º Nonverbal communication:

    ∗ Eye contact is averted with superiors and the opposite sex.

    ∗ Physical gestures:

      ➢ Palm on heart is a sign of respect and sincerity or appreciation.

      ➢ Touching (same gender only unless there is a wide age difference).

      ➢ Touching and kissing on top of the head conveys blessing.

      ➢ Touching and kissing the hands conveys supplication.

      ➢ Holding hands and hugging conveys friendship and kinship.

  º Public protocol:

    ∗ Taboos: Using left hand to eat; showing soles of feet; wearing shoes in the mosque and at home; open affection or contact with the opposite sex (exception: *mahram*—an unmarriageable relative with whom sexual intercourse would be considered incestuous, a punishable taboo).

    ∗ Conservative dress: no shorts or low-rise, low-cut, or skin-tight clothing.

    ∗ No restriction on foreign wear of the native dress.

    ∗ Western women are not expected to wear the *hijab* (head cover for woman) but is appreciated if they do.

    ∗ Transportation (walking, bicycling, taxi, and bus) is fast, furious, and without yields (car, truck, and bus horns are constantly in use in cities).

    ∗ Personal hygiene considers all body fluids and discharges unclean (heavy tissue paper use).

- Religious customs:

  º Working mosques (*masjids*) are closed to non-Muslims unless invited or escorted.

  º Always remove shoes (socks or bare feet are acceptable) if in a mosque.

º Head is covered at all times while inside a mosque (men and women).

º Men and women pray in separate areas.

º Avoid crossing *qibla* (direction of prayer).

º It is polite to refer to the Prophet Muhammad.

- Exceptions:

    º Many allowances are made because you are a Westerner/foreigner.

    º Accommodation often leads to greater hospitality and cooperation.

    º Be authentic, sincere, respectful, and informed (and maybe a little humble).

    º A female U.S. Soldier should be present when meeting with Afghan females.

Ramadan

Ramadan is a special time for Muslims, and ADT operations will be affected. It is important to continue work on projects, but the operational tempo will need to be adjusted (i.e., changing times for key leader engagements, local labor construction at project sites, etc.) to balance mission requirements and respect this holy Muslim holiday (see Figure 6-2).
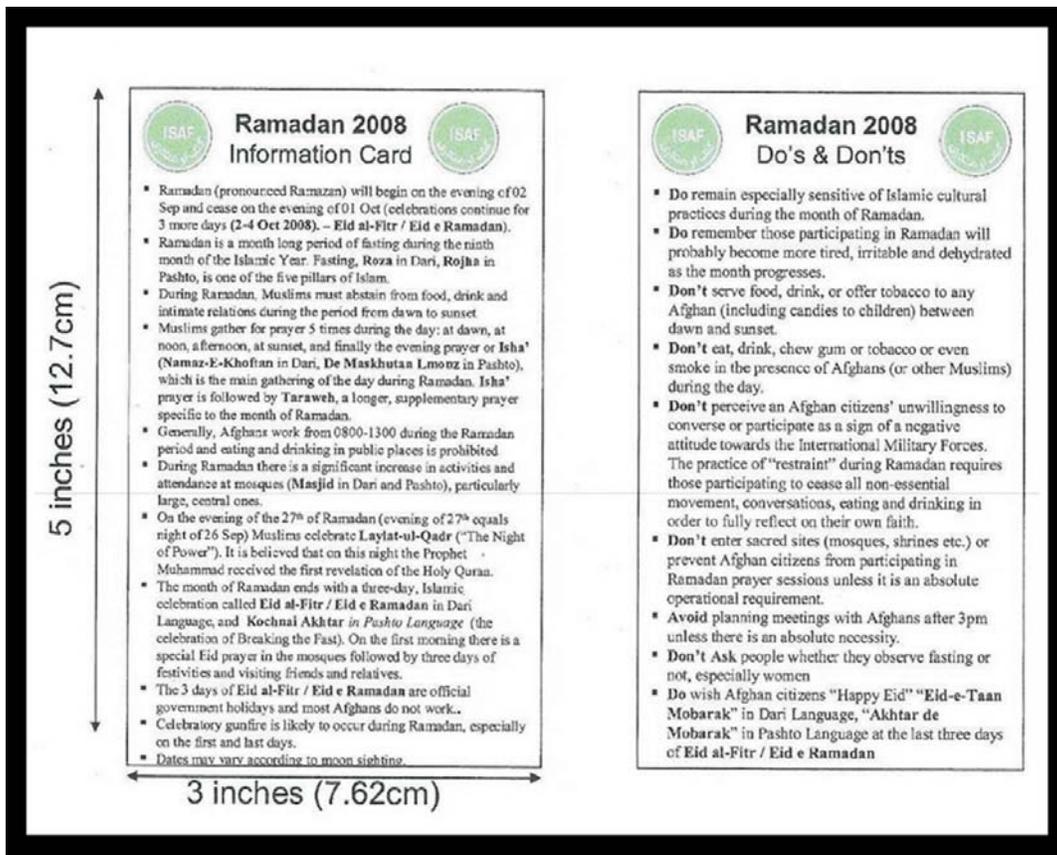
Figure 6-2. Sample Ramadan Soldier smart card

Endnotes

1. Afghanistan: Cultural Awareness Briefing, source unknown, 22 September 2001.

2. Salima Ghafori, "The Burqa: Prison or Protection," Institute for War and Peace Reporting, 20 May 2005.

Chapter 7

Project Selection and Implementation

> "People in the development business all too often approach poverty issues with a preconceived set of ideas about what works and what is needed. When you do this, you are making a mistake."
>
> —Dr. Paul Polak, *Out of Poverty: What Works When Traditional Approaches Fail*

Once the agribusiness development team (ADT) establishes a working relationship with the Afghan agribusiness community, determining specific projects commences. With assistance from the U.S. Department of Agriculture (USDA); the U.S. Agency for International Development (USAID); the Afghan provincial Director of Agriculture, Irrigation, and Livestock; and possibly nongovernmental organizations (NGOs), the next step is to identify, develop, and implement a comprehensive and sustainable agribusiness development strategy with clear measures of effectiveness (MOEs) focused on improving the agriculture economy of the province. Projects should:

- Support productive farms by:

    ° Improving access to technology.

    ° Improving access to capital.

    ° Improving market access.

    ° Mitigating losses from natural disasters.

- Support secure and affordable food and fiber by:

    ° Providing adequate, secure storage capacity that maintains quality.

    ° Protecting agriculture production and food supply.

    ° Improving delivery of agriculture related assistance.

- Conserve natural resources and enhancing the environment by:

    ° Improving conservation practices.

    ° Restoring cropland and infrastructure.

    ° Mitigating adverse impacts from agricultural production.

Method for Developing a Project that Works

The crucial first step in identifying a project is the one that is normally missed by almost all development agencies. Before beginning any project, take time to learn and understand the problems from the point of view of the Afghans who will be affected. Things to consider include the following:

- Establish friendly relationships. Have tea together; get to know each other.

- Do not conduct the interview entirely indoors. Walk with the Afghan farmer through his fields. Keep your eyes open and try not to have preconceived notions about what does or does not work. This is where you get ideas about how to help.

- You must ask questions, but they require a sense of timing. With your uniform and protective gear on, you can be an intimidating figure. Trust takes time to develop. Often when there is trust, the solutions appear quite easily.

- When discussing possible projects, include all effects (e.g., a slaughter house, waste disposal, and sanitation).

- Agriculture concepts are foreign to most Afghan farmers. The farmers do not understand the conservation of natural resources. They believe that *Allah*-provided soil, water, grass, and other resources will always be there for them.

As you get to know the Afghan farmer, ask him questions in the following areas:

- Crops:

    ° What crops are growing?

    ° When does he plant them?

    ° When does he harvest them?

    ° What fertilizer does he use?

    ° What pests must he deal with?

    ° Does he grow these crops to eat or to sell? If both, how much to eat and how much to sell?

- Livestock:

    ° What kind does he have (chickens, sheep, goats, etc.)?

    ° What does he gain from livestock (eggs, meat, wool, etc.)? (Check to see if livestock are growing as they should.)

       º How successful are his husbandry practices? Are there any problems?

       º Is veterinary care available?

  • Sources of irrigation:

       º Does he depend totally on rainfall or snowmelt, or is there some form of irrigation?

       º If there is no irrigation (water sources are a major barrier to development), what kind of irrigation could he use?

       º What streams run year round?

       º Is there ground water?

           ∗ How deep is it? (Tie a rock to a string to find out.)

           ∗ How low does it get at different times of the year?

           ∗ How many wells are in the village?

As you interview the farmer, mentally draw circles around his family and around the village. What comes in? What goes out?

Real World Example from an Agribusiness Development Team

The ADT once approached an Afghan village with the idea of establishing a business to sell micro-drip irrigation systems. The ADT had recent success with this program in another location and knew what worked. However, while establishing relationships with the local villagers and following the process described above, the ADT learned the real problem affecting these villagers had to do with raising pigs. The women of the village were responsible for raising the piglets they purchased from the "lowlanders." Many of the piglets had died, which was a great source of shame and social turmoil and was also economically devastating to the village.

The ADT discovered the lowlanders were selling sick and weak piglets to the villagers. Instead of proceeding with its plan to establish a business to sell micro-drip irrigation systems, the ADT launched into a program to purchase and raise healthy pigs. It spent $100 to bring in a vet and encouraged the farmers to change the pigs' diet (they were feeding good protein to their dogs and not to the pigs).

The ADT taught the villagers to raise their own pigs, and they eventually sold these pigs to the lowlanders. It was both an economic and social success. The point is, if the ADT had decided to go with its initial plan, it never would have engaged the local Afghans properly and discovered what help they actually needed. The ADT cannot emphasize enough how important it is to take time to learn and understand the problems from the point of view of the Afghans who will be affected before identifying potential projects.

Agrifood Chain

As you consider the dynamics of a potential project, look at its place in the agrifood chain process. Where does it fit? What will be the benefit of the project? What are the impacts of that project on the other parts of the agrifood chain process? For example, inputs and production are the start points, but are the processing and distribution parts of the chain in place to support at the right time and place? In most cases the consumption is there, but if the products cannot reach the consumer, the project may be the wrong project. However, if local consumption is available and minimal processing and distribution are required, maybe the project on a smaller scale is the right approach as the means to developing for future expansion while the other links in the agrifood chain are developed to enable distribution beyond the local community.

Measures of Agribusiness Development Team Project Effectiveness

Measurements of project effectiveness are important because they enable:

- Planning for future projects.

- Comparison with similar projects.

- Calculating progress.

- Securing future resources (funding, manpower, and technology).

- Conducting additional analysis, such as trend analysis.

- Determining contribution to warfight.

Measurements should be:

- Simple

- Fast

- Easy

- Quantitative (numerical)

- Useful

- Relevant

- Standardized

- Flexible

- Allow for context (situation dictates)

Measurements should not:

- Interfere with ADT operations.

- Be an end in themselves.

- Be time consuming or complex.

- Be subjective.

- Require extensive equipment or training.

Agribusiness Development Team Project Data Collection and Reporting Techniques

Justification of project

This builds on the principle of "talk to as many people as you can before beginning any project." It should be a concise, one-paragraph or one-page explanation of the problem and the expected benefits of the project.

Before-and-after pictures

One of the simplest and most powerful tools is the before-and-after picture. If a desert area is transformed to a lush pasture, what more needs to be said? Pictures can be used for public relations articles and briefings and as sales pitches to farmers for new ADT projects.

Cost to U.S. government

This standardized measurement should already be part of every project. Just include the total cost of the project in the project folder. Additional costs may be helpful and instructive (i.e., Islamic Republic of Afghanistan [IROA], farmer contributions, NGOs, donations, etc.), but these will be difficult to compare across projects. If these figures are available, include them as well. They may be used later but are not critical now.

Start date and end date

This is another basic measurement. The amount of time spent on any particular project is easy to compare to other projects. In addition, since many projects cannot be completed in one rotation, projects without an end date will not be compared against projects that have already been completed.

Estimate of the number of people impacted

As the heading states, this is an estimate only. It is much more difficult to calculate and requires a thorough understanding of the concept of agriculture food chains. If a grape trellising program helps 10 farmers but also includes 2 villagers who started a trellising company, then the project has affected 12 people. If a resulting grape surplus leads to the development of a new raisin business and a man is hired to transport the raisins to market, these people need to be factored in as well. This is a difficult estimate, but it lies at the very heart of what agribusiness teams are designed to accomplish. While there is an element of subjectivity to this estimate, especially if the project is very successful, the resulting numerical value will be quantitative and enable comparisons to be made across projects. A brief justification letter (no more than one page) should accompany the estimate of the

number of people impacted to allow for flexibility and consideration of the project in context with the local situation.

Net change in average annual income

This number is also an estimate and is perhaps the single most important measurement of effectiveness, but it takes some prior planning. As a project is in its development stage and the ADT is meeting regularly with local farmers and agribusiness leaders, be sure to ask them how much money they made last year. After the project is completed, ask them again how much money they made. This is not a taboo subject if rapport has been established, usually after a few cups of tea. Be respectful; timing is important. Ask just enough people to get a good idea of how much money people are really making. However, you do have to plan to get the data. For standardization purposes, the data is expressed in terms of annual income. The delta of dollars per year averaged among the people impacted by the project is the number you want. When asking this question, it is important to remember that the recognized standard for global poverty is less than one dollar per day or $365 per year. If you can demonstrate that a project helped a local Afghan earn more than $365 per year, you can say that you have "lifted him out of poverty." This is a true statement and an extremely powerful one to make.

Benefit to community

The number of people affected multiplied by the net change in annual income equals the benefit to the community. This should be a dollar figure. For example, if 1,000 villagers increase their annual income by $200 per year, then we can say, "This particular project benefitted this community by $200,000 per year." This is by no means a perfect measurement, but it is standard, useful, and simple to determine. It is also intuitively satisfying and, therefore, useful for press releases, information briefs, and presentations of all kinds.

After action review (AAR)

This is one of the most powerful diagnostic tools the Army possesses. It enables lessons to be learned and passed on. It is flexible and provides context, and everyone has been trained how to do it. One key feature of the ADT AAR is that it should address the initial justification of the project: Did the project solve the identified problem? Did it meet the expected benefits of the project? Why or why not?

ADT Project Analysis

The following project examples illustrate one kind of analysis from data collected. These numbers have been completely fabricated and are not based on actual data. The intent is to show how this information could be used.

- Slaughter house. This was a project completed relatively quickly but cost a great deal of money. It increased the annual income of approximately 78 locals from $250 per year (which is below the poverty rate of $365 per year) to an average of $575 per year (a delta of $325). Thus, 78 people were lifted from poverty. The benefit of this project to the community is $25,350 per year.

- Windmill. The windmill was very quick to manufacture and cost relatively little. However, since it was built on the forward operating base, it provides no power to Afghan homes. It did directly benefit eight Afghans by teaching skills they can use elsewhere to make money. The benefit of this project to the community is $600 per year.

- Diversion dam. This medium-scale irrigation project required significant U.S. inputs in money, materiel, and expertise. However, the benefits to the local population are quite significant. Hundreds of local farmers are sharing in this new and improved water resource. Crop yields have nearly doubled, and there have been significant increases in sales at the local bazaar and even some exports to other villages. We estimate that 450 farmers have increased their annual income from $250 per year to an average of $410 per year. The benefit of this project to the community is $72,000 per year.

- Micro-juice processing. Taking advantage of a seasonal glut of pomegranates and some ultra-low-cost juicing technology, several teams of Afghans have been trained to manufacture machines that can press the juice, bag it, and seal it under sterile conditions. These teams have produced dozens of the micro factories throughout the village. Farmers are benefitting from finding outlets to their surplus crops, the teams that make the juice machines have plenty of work, and the salesmen are making very good profits on the juice because it is a high demand item. We estimate that 220 villagers have increased their annual income from $250 per year to an average of $600 per year. The benefit of this project to the community is $77,000.

ADT projects must be integrated into value chains (what is the full value [primary and secondary] added) and be aligned with and support the following:

- Afghanistan developmental structure

- U.S. Agriculture Assistance Strategy for Afghanistan Fiscal Year 2009–2010

- Provincial Development Plan

- Brigade commander's counterinsurgency campaign plan

Project selection is based on the following:

- Feasibility

- Sustainability by the Afghans

- Impact (population, production, and resource management)

- Return on investment (human capacity and financial)

The key tasks for project determination include the following:

- Build relationships with provincial and district leadership and interagency partners (USDA, USAID, and reach-back organizations).

- Understand the culture and sociological influences.

- Conduct detailed provincial agriculture assessments.

- Produce a priority projects plan based on long-term and short-term wins.

- Develop MOEs.

- Establish and/or enhance agricultural markets.

- Set the conditions for follow-on ADTs.

Project Implementation

The following chart depicts flow of an idea for a project into a completed project:

Legend:
ID: Identify
CERPSAF: TF Salerno finance office CERP project reference number
QA: Quality assurance
QC: Quality control
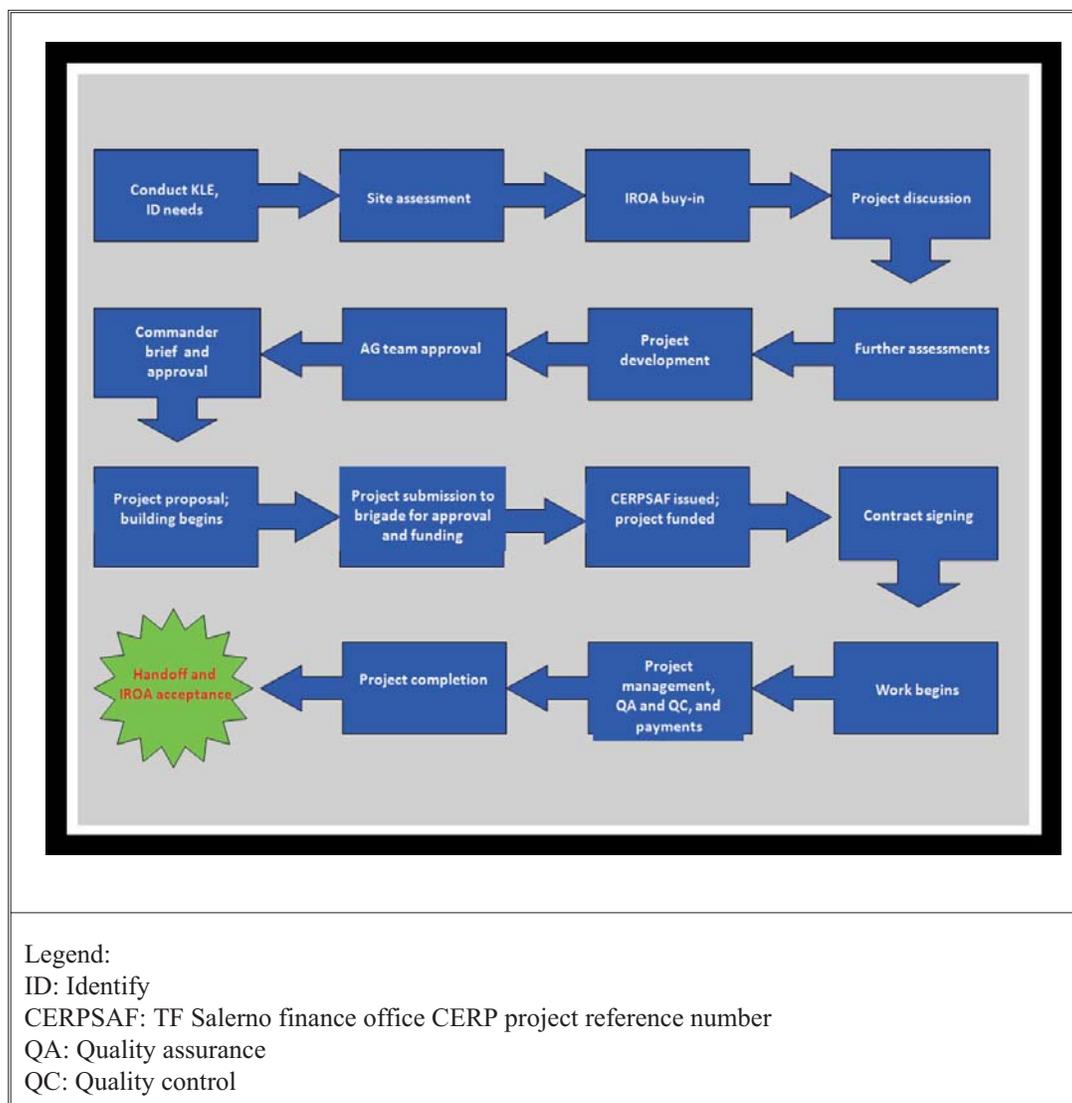
Figure 7-1. ADT project flow chart

Project Tracking

Once a project is selected, there are two types of projects for tracking: those projects for which Commander's Emergency Response Program funding has been approved and those projects that are unfunded.

TX ADT-01 Projects to be Committed by 15 August 2008						
Project	**Town**	**Total Cost ($)**	**Paid Out ($)**	**Balance ($)**	**Current Status**	**Contract**
Demo farm	Jungal Bagh	~198,000	0.00	198,000	Solicitation	?
Check dams	Khwaja Omarie (river basin)	180,000	0.00	180,000	Preparing contract for solicitation	?
Slaughter house	Shams village (NW Ghazni)	199,950	0.00	197,000	Preparing contract for solicitation	?
Dry storage	West Ghazni	100,000	0.00	100,000	Site visit 29 July	?
Experimental farm	Ghazni	199,950	0.00	199,000	Contract being built	?
Grape drying (5)	Ghazni	150,000	0.00	150,000	Working with DAIL on information	?
FLAG intl	Ghazni	150,000	0.00	150,000	Meet with FLAG	?
University of Ghazni	Ghazni	100,000	0.00	100,000	Awaiting input from Kabul University and DAIL	?
CERP total				$1,274,000		
4BCT-ADT CERP balance				$2,460,776		
4BCT-ADT noncommitted CERP balance (returned to brigade)				$1,186,776		

Figure 7-2. Sample funded project tracking matrix

Projected Follow-On CERP Projects FY 09				
Project	Town	Estimated Amount ($)	Projected Timeframe	Current Status
Demo farm (Nawur)	Douabi	200,000	Sep-Oct	Need site visit to view location/coordinate with local governance
Demo farm (Malistan)	Malistan	200,000	Sep-Oct	Need site visit to view location/coordinate with local governance
Dry storage	Jagori	100,000	Oct/FY 09	Need site visit to view location/coordinate with local governance
Food process	Ghazni	100,000	?	Need to revisit
Juice/jelly factory	Ghazni	200,000	Spring 09/ FY 09	Working research
Cashmere/wool distro center	Ghazni	200,000	Spring 09/ FY 09	Working research
Feed mill	Ghazni	200,000	Fall 08/ FY 09	Researching feasibility
Poultry	Ghazni	200,000	Fall 08/ FY 09	Must have feed mill first
Dairy	vic Ghazni	200,000	Fall 08/ FY 09	Nonsustainable without feed mill

Figure 7-3. Sample unfunded project tracking matrix

The following are two examples of project selection and implementation:

- Watershed management. Since water is vital to all life and Afghanistan's water challenges are significant, understanding the Afghan water cycle and specifically how underground aquifers provide surface water is critical to project selection and implementation. Afghans believe that drilling wells is the answer to their water problem. To the contrary, wells actually hurt surface water levels by disrupting the natural cycle of recharging by way of snowmelt and surface run off. Overdrilling to provide "quick wins" for farmers is depleting the aquifers' ability to recharge and is dramatically dropping underground water tables. Surface water management must be comprehensive, addressed with long-term solutions, and not rely on wells to meet the farmers' water needs. The solution is not to drill wells without comprehensive studies of the aquifers.
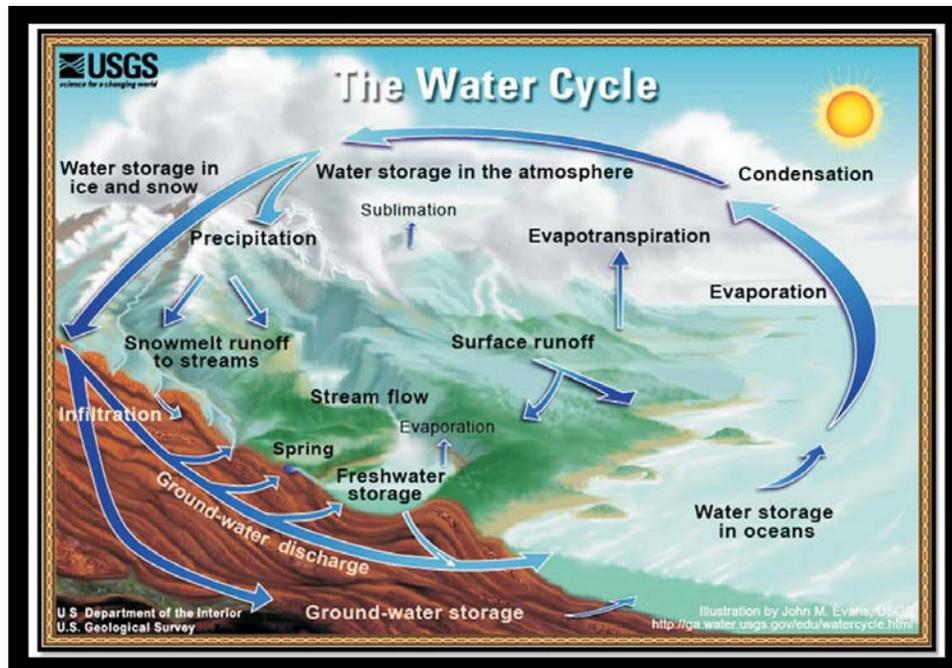
Figure 7-4. The water cycle

- Check dams. Surface water management projects such as check dams slow water flow, reduce soil erosion, and increase available surface water, which enable pooling (Figures 7-5 and 7-6) and facilitate aquifer recharge. One ADT found its system of check dams actually increased farmers' access to water for irrigating crops by an additional 30 days, which allowed their crops to remain in the field longer and resulted in an enhanced crop quality and yield. In addition, watersheds along the check dams were reseeded to restore the vital grass necessary for reversing soil erosion.

Figure 7-5. Check dam with gabion baskets

Figure 7-6. Check dam with pooling

Other projects include the following:

- Afghanistan watersheds. The following map is an example of resources available on the Internet that can be helpful for managing water resources. Additionally, records regarding temperature, rain and snow fall, and maps of the same are important tools to assist ADTs identify projects.
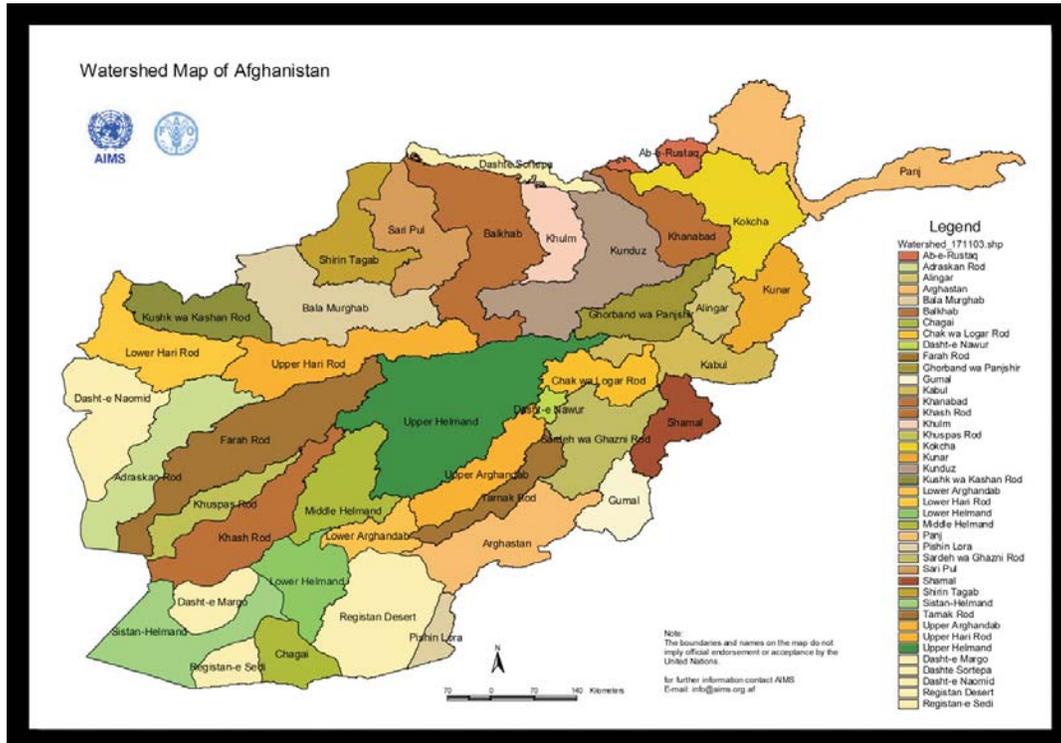
Figure 7-7. Afghanistan watersheds

- Education programs. Like water management, education projects must be comprehensive, target natural resource conservation, and be integrated as a value chain. For example, programs that target Afghan secondary education-age students who are taught a conservation-based curriculum are supported by an ADT demonstration farm that teaches and shows students the value of conserving natural resources. Figure 7-8 shows an example of a demonstration farm.

Market Surveys

Market surveys are extremely important in determining supply and demand and other areas such as market conditions and security. The surveys should be done with vendors and their suppliers and with the people who shop in the markets. Farm extension agents should have sample surveys for the ADTs to use in developing their own surveys. It is important this information be available to assist when conducting key leader engagements with Afghan government and provincial government officials, agriculture educators, agribusiness leaders, and farmers. Figure 7-9 is an example of a market survey.
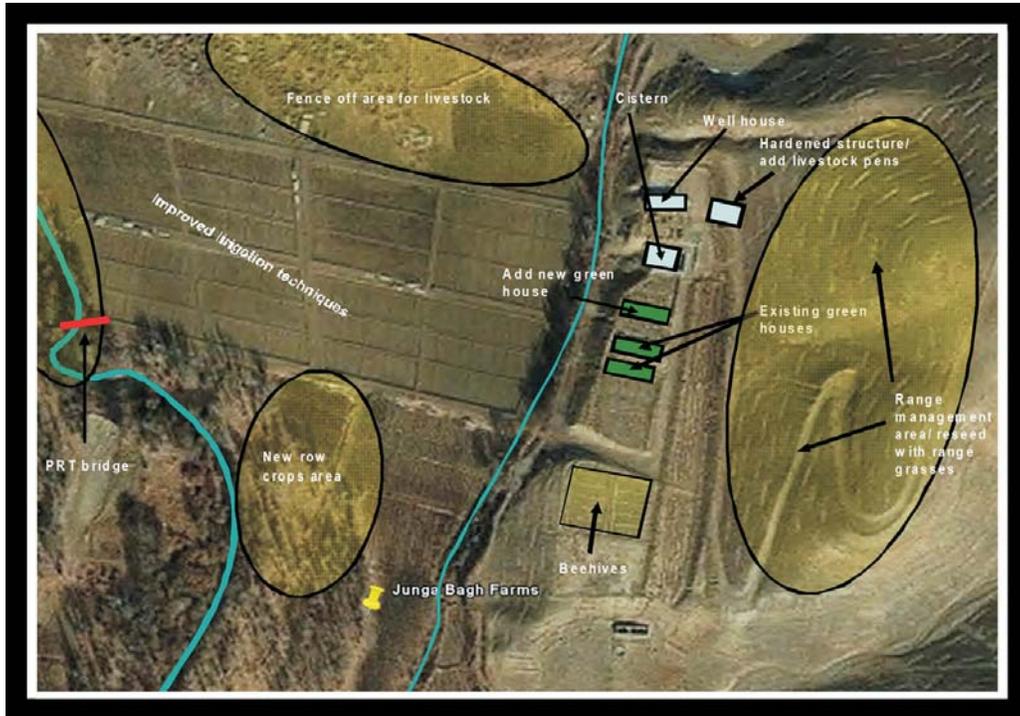
Figure 7-8. ADT demonstration farm diagram

Figure 7-9. Example of a market survey

Conclusion

What do the Afghan farmers and agribusinesses need? If you can successfully assist them in filling those needs, can they sustain them?

- If the need is equipment or mechanical, does the farmer have access to repair parts; if it requires gas and oil, does he have an accessible supply; does he have the money to keep it going; and does he have the tools and/or technical knowledge and understanding to repair and maintain it?

- If the need is food storage, does it require refrigeration? Can security from disease, spoilage, insects, and animals be guaranteed?

- Do the means to transport for distribution and sale exist? Can it be maintained? Is it impacted by weather?

Always keep in mind this question: Is the project sustainable by the farmer after the ADT departs?

Chapter 8

Funding Projects

> "Commander's Emergency Response Program or CERP funds are a relatively small piece of the war-related budgets…But because they can be dispensed quickly and applied directly to local needs, they have had a tremendous impact—far beyond the dollar value—on the ability of our troops to succeed in Iraq and Afghanistan. By building trust and confidence in coalition forces, these CERP projects increase the flow of intelligence to commanders in the field and help turn local Iraqis and Afghans against insurgents and terrorists."
>
> —Defense Secretary Robert M. Gates
> Testimony to U.S. Senate Committee on Appropriations, February 2007

Currently there are no "dedicated" funds earmarked specifically for agribusiness development team (ADT) projects. The ADT must rely on the maneuver brigade to fund its projects. The U.S. Department of Agriculture (USDA) is currently working an initiative for its specialists detailed to ADTs to secure funding through a non-CERP source, but these monies are not yet available.

Therefore, ADTs must continue to fund projects through CERP, which has earned a reputation as being troublesome to use, inconvenient, and inefficient. While that may or may not be true, CERP is the vehicle for funding ADT projects. It may not be easy, but CERP is funding projects that are making a difference.

The ADT leadership involved with project funding should develop a close working relationship with the supporting provincial reconstruction team (PRT) and/or brigade combat team resource manager, who will provide project funding to facilitate timely processing of funding requests. This is very important since ADTs are normally in Afghanistan approximately 11 months, and their projects may be weather/seasonal dependent.

Commander's Emergency Response Program[1]

CERP enables local commanders in Afghanistan to respond with a nonlethal weapon to urgent, small-scale, humanitarian relief and reconstruction projects and services that immediately assist the indigenous population and that can be sustained by the local population or government. The Department of Defense defines urgent as any chronic or acute inadequacy of an essential good or service that, in the judgment of the local commander, calls for immediate action. Prior coordination with the community leaders bodes for good will.

With most small-scale projects less than $500,000, CERP is a quick and effective method that provides an immediate, positive impact on the local population while other larger reconstruction projects are still getting off the ground. The keys to project selection are:

- Execute quickly.

- Employ many from the local population.

- Benefit the local population.

- Be highly visible.

Guidance for the Commander's Emergency Response Program

The following rules and guidance apply to managing CERP funds and projects:

- Ensure local national, donor nation, nongovernmental organization (NGO), or other aid or reconstruction resources are not reasonably available before CERP funds are used.

- Commanders should consider complementary programs provided by the U.S. Agency for International Development (USAID) and other NGOs operating in their area of responsibility.

- Commanders will coordinate and determine project needs with local government agencies, civil affairs elements, engineers, USDA, USAID, and PRTs to gain the greatest effect, ensure synchronization, and provide for documented Islamic Republic of Afghanistan (IROA) project acceptance with follow-on project maintenance and sustainment as required.

- Commanders must ensure they are paying reasonable prices for services and supplies received and constructing projects to a modest, functional standard.

- Commanders will not deliberately overpay for projects or commingle funds.

- Commanders can quickly execute projects that do not exceed $500,000 without a warranted contracting officer by using a U.S. government employee (not a contractor) trained as a project purchasing officer (PPO).

- U.S. appropriated funded CERP projects exceeding the $500,000 threshold require contracts by a warranted contracting officer.

- Use a warranted contracting officer for projects under $500,000 when the technical complexity or the scope of the project exceeds the abilities of the PPO.

- A CERP review board will consider the project requests.

- Authorized methods of payment in the order of payment preference are:

    º Electronic funds transfer.

    º Check drawn against a limited depository account.

    º Afghan currency.

    º U.S. currency.

- Contact your supporting resource management office for funding amount limits and approval authority.

- DOD requires its CERP guidance to be incorporated into contracts, as appropriate, to cover the execution, management, recording, and reporting of expenditures of U.S. appropriations and other funds made available for CERP.

- 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. The commander should apply the "complete and usable" concept to determine if a project is in potential violation of splitting. Specifically, this means any given project cannot be dependent upon the completion of another project to be "complete and usable" to the end user. Project splitting may occur in two forms: sequential or concurrent.

    º Sequential split. A large project is broken down into several smaller projects that are funded separately and constructed over different periods.

    º Concurrent split. A large project is broken down into several smaller projects that are funded separately and constructed simultaneously.

- ADTs will ensure CERP projects focus primarily on:

    º Projects that can be sustained by the local population or government and cost less than $500,000.

    º Economic development.

    º Employing as many Afghans as possible.

Guidelines applicable to ADTs

The following guidelines are applicable to ADTs and show specific purposes for when CERP funds may and may not be used.

CERP funds are authorized for the following purposes:

- Agriculture and irrigation. Projects to increase agricultural production or cooperative agricultural programs and irrigation systems to include:

    º Reforestation (fruit and nut producing trees), timber production, and general reforestation

    º Wind breaks for fields

    º Pesticide control for crops

    º Animal husbandry practices

    º Veterinary clinics, supplies, and care of animals

º Seeds for planting

º Purchase of initial, parent livestock for herds

º Animal health

º Animal production

º Aquaculture

º Fish farms

º Conservation programs

º Biotechnology

º Purchase of farm equipment or implements

º Irrigation wells

º Irrigation ditches

º Canal cleanup

º Water pumps

º Siphon tubes

º Development and construction of terracing

º Sprinkler irrigation

º Dust suppression

º Central pivot irrigation

º Sub-irrigation

º Aquifer development

º Agricultural training facilities and ADT demonstration farms

- Economic, financial, and management improvements. Projects to improve economic or financial security to include:

   º Marketing assistance programs.

   º Refurbishment of bazaars.

   º Micro-grants to individuals or small businesses.

• 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.) Projects include:

   º Electrical production (solar, hydro, wind, and fossil) for villages and districts (not specific to individual government buildings or homes).

   º Distribution of high and low voltage to villages and districts (not specific to individual government buildings or homes).

   º Secondary distribution to individual buildings and homes.

   º Generators (regardless of where used).

   º Studies.

• Food production and distribution. Projects to increase food production or distribution processes to further economic development to include:

   º Food handling technology (refrigeration, storage, warehousing, etc.).

   º Adequate production and supply logistics, based on demand and need.

   º Food labeling and packaging.

   º Food production safety.

   º Capacity building for production and regulation of food.

   º Storage capability for predistribution holding.

• Water and sanitation. Projects to build wells in adequate places to produce more water, assuming the aquifers can supply an adequate flow, and other projects pertaining to water and sanitation to include:

   º Wells (regardless of the end user, unless the end user is the security forces).

   º Water pumps.

   º Trash collection point establishment.

   º Waste disposal sites.

   º Retaining walls for flood prevention.

   º Water studies, including watershed studies.

   º Water testing.

CERP funds are not authorized for any project, program, or service that provides:

- Direct or indirect benefit to U.S., coalition, or other supporting personnel.

- Goods, services, or funds to national armies, national guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, and special police or intelligence or other security forces, except contract guards.

- Entertainment (except light refreshment costs purely incidental to either an approved CERP project opening ceremony or a conference in support of a CERP project).

- Removal of unexploded ordnance (unless incidental to construction or an agricultural development project).

- Services available through municipal governments.

- Salaries, bonuses, or pensions of Afghan military or civilian government personnel.

- Training, equipping, or operating costs of Afghan security forces.

- Support to individuals or private businesses (exceptions: condolence, former detainee, and martyr/hero payments; battle damage payments; or micro-grants).

- Purchase of goods or services from any U.S. trade-sanctioned nation.

Exceptions to Policy

Send requests for clarifications of and exceptions to CERP policies through the resource manager (G8) to the senior C8/G8 program coordinator or to the respective functional program manager for action.

Micro-Grants

Micro-grants represent a modification to earlier CERP policy that prohibited direct payment to assist private businesses. The micro-grant program expands the flexibility of CERP and authorizes commanders to provide cash, equipment, tools, or other material support to small businesses that lack available credit or financial resources. Micro-grants are not a "free money" program. 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. The business activity must support coalition reconstruction and humanitarian assistance operations and meet specific criteria established by theater-specific policy.

Commanders should consider two points when implementing micro-grant programs within their areas of responsibility. First, they should require the enterprise to submit a proposal for the loan that outlines the enterprise's spending plan. This proposal confirms the business leader's legitimate intent for the coalition CERP

funds. Additionally, commanders should require the business owner to accomplish the first elements of the business plan using his internal financial or material assets.

This procedure confirms the owner's dedication to his stated plan and minimizes the potential unauthorized use of coalition funds.

Requesting Commander's Emergency Response Program Funds

According to the U.S. Forces–Afghanistan (USFOR–A)/J8 (resource manager) special programs budget officer, all regional commands in Afghanistan conduct a weekly CERP validation board for projects over $200,000. Projects under $200,000 do not have to go to a regional board and can be approved by the local colonel (O6) commander (up to $25,000 can be approved by the lieutenant colonel [O5] commander).

Once the complete packet is submitted for board validation, the board reviews it at its next scheduled board meeting for approval/disapproval. On some occasions packets may be incomplete or require additional data, at which time the originator is notified to provide the needed data. When completed packets are received, the packet is reviewed and approved/disapproved at the next scheduled weekly board meeting. Once the packet is validated by the board, it is returned to the originator to be turned in to the local area support resource management team for funding and execution when the originator is ready to proceed with his validated packet. The packet is normally approved/disapproved within five to seven days.

The board only validates the project; it does not certify funding. All approved CERP projects are subject to the availability of funds and command prioritization. However, funds were available for every packet that was validated in Fiscal Year 2009. Funding has never been a constraint.

The standard CERP packet consists of the following items:

- Letter of justification signed by the appropriate approval authority.

- Afghan data report (showing the project is documented in the combined information data exchange).

- Coordinated documentation with PRTs (for projects $50,000 or over).

- Performance metrics (for projects over $50,000).

- Statement of work with a cost estimate.

- Department of the Army (DA) Form 3953, *Purchase Request and Commitment (PR&C).*

- Legal review.

- Appointment orders/signature cards for the PPO and paying agent.

According to the list above, the project requestor must provide a proper packet to ensure the requested project is a valid CERP requirement, meets mission intent, and is fiscally sound.

U.S. Forces–Afghanistan Commander's Emergency Response Program Funding Process

USFOR–A J8 Publication 1-06, *Money As A Weapons System–Afghanistan (MAAWS–A),* Appendix B, provides guidance on the CERP funding process. It should be used by the ADT CERP manager as a desktop standing operating procedure (SOP). Figure 8-1 shows the process for obtaining CERP funds through the payment process.
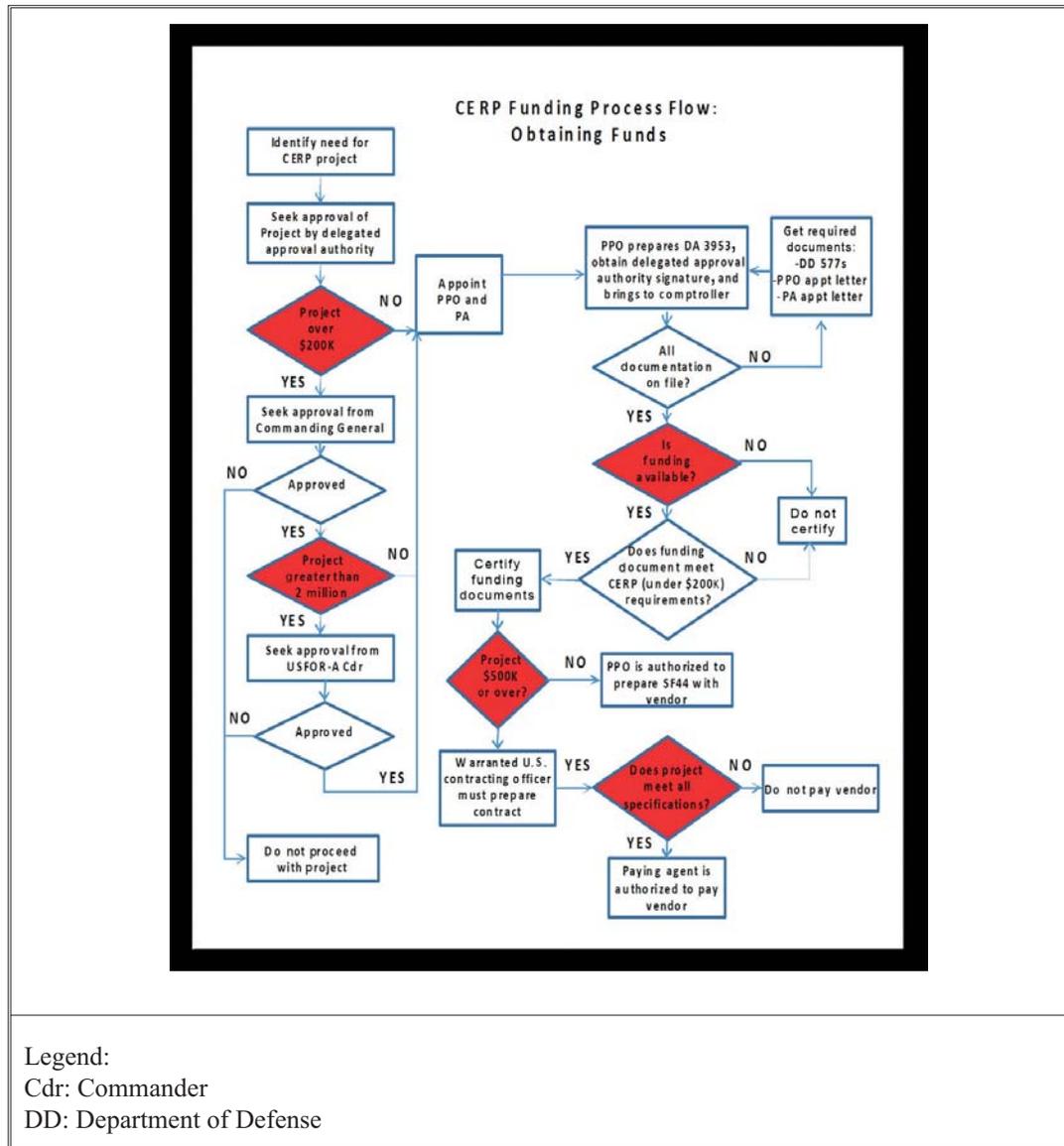
Legend:
Cdr: Commander
DD: Department of Defense

Figure 8-1. Process flow for obtaining CERP funds

Agribusiness Development Team Commander's Emergency Response Program Process[2]

The following flow charts for the ADT CERP process were developed by the Texas ADT-01 CERP manager. While they represent the process for one ADT, they are excellent guides for other ADTs to use in developing their own flow charts.

Legend:
SME: Subject matter expert
Ag: Agriculture
CIDNE: Combined Information Data Network Exchange
BDE: Brigade
QA: Quality assurance
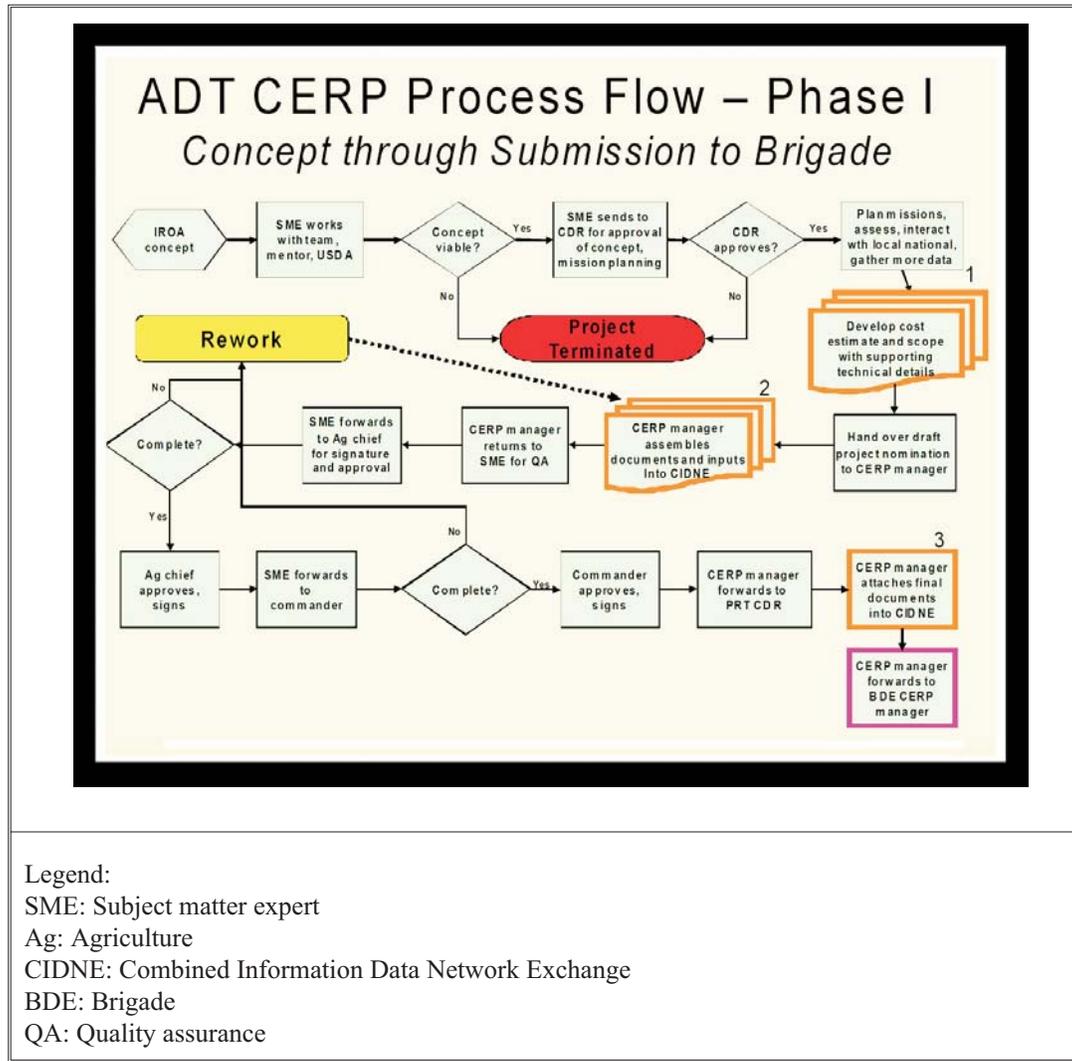
Figure 8-2. ADT CERP process flow: phase I

CERP Project SOP – ADT02 Internal

1. SME identifies need
2. Team leader approval
3. Team chief approval

4. Team creates rough project concept
5. Present project at agriculture committee meeting
6. Agriculture chief requests for ADT CDR approval
7. Project sent back to team to revise/complete CERP template

8. Primary CERP manager turns template into contract folder
9. Back to team for QA/QC
10. Team chief and PPO approval
11. ADT CDR approval
12. Primary CERP manager does final QA/QC, and sends to higher for funding; tracks project on board

Legend:
QC: Quality control
CDR: Commander

Figure 8-3. ADT CERP project SOP
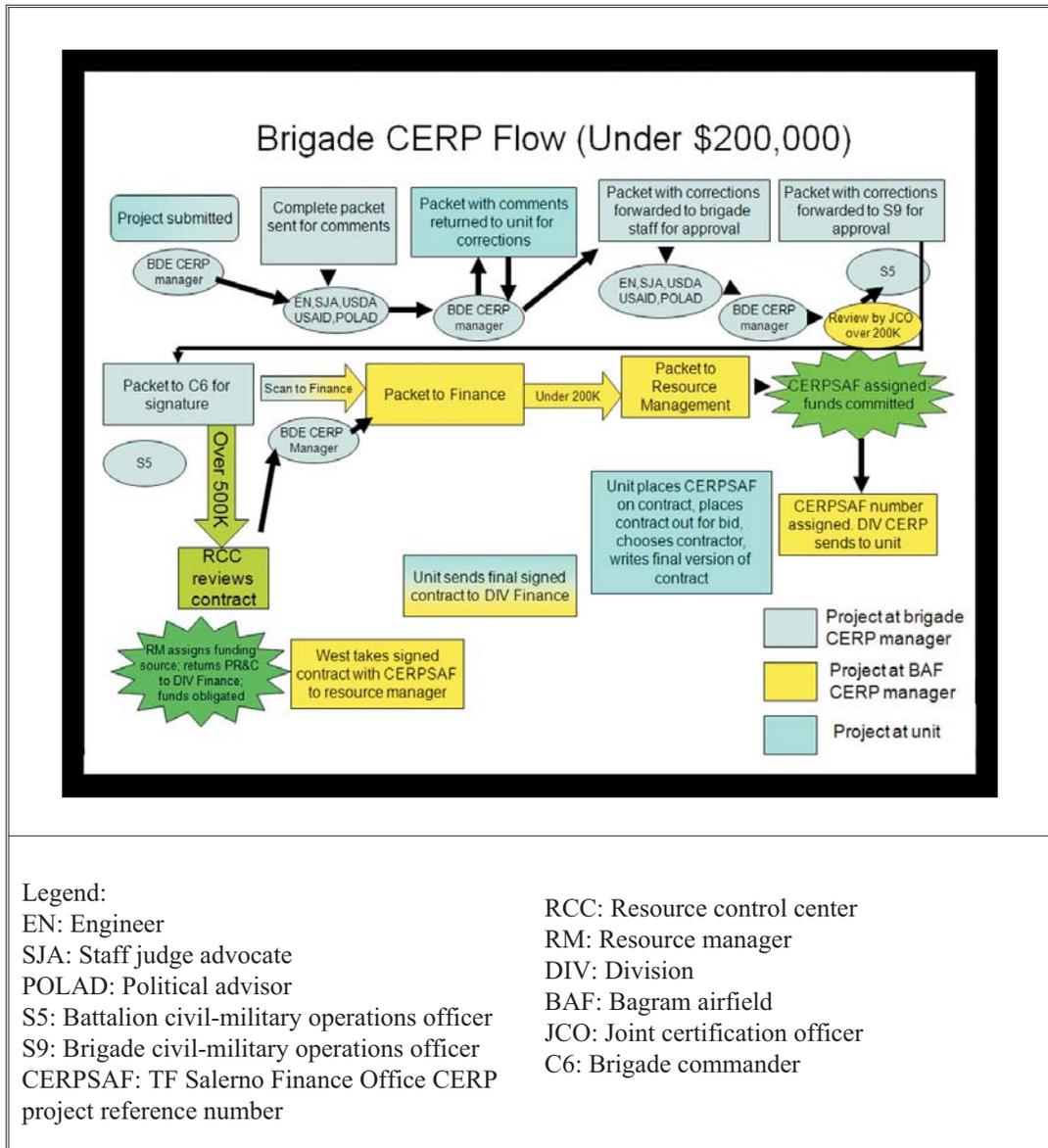
Figure 8-4. Brigade CERP flow (under $200,000)

Legend:
EN: Engineer
SJA: Staff judge advocate
POLAD: Political advisor
S5: Battalion civil-military operations officer
S9: Brigade civil-military operations officer
CERPSAF: TF Salerno Finance Office CERP project reference number

RCC: Resource control center
RM: Resource manager
DIV: Division
BAF: Bagram airfield
JCO: Joint certification officer
C6: Brigade commander

Legend:
CJ 5: Plans officer   CJ9: Civil-military operations officer
CJ 7: Engineer officer   CJTF: Combined Joint Task Force
CJ 8: Resource management oficer   CG: Commanding general
PARC-A: Principal Assistant Responsible for   SOW: Statement of work
Contracting–Afghanistan

Figure 8-5. CERP flow ($200,000 to $2 million)
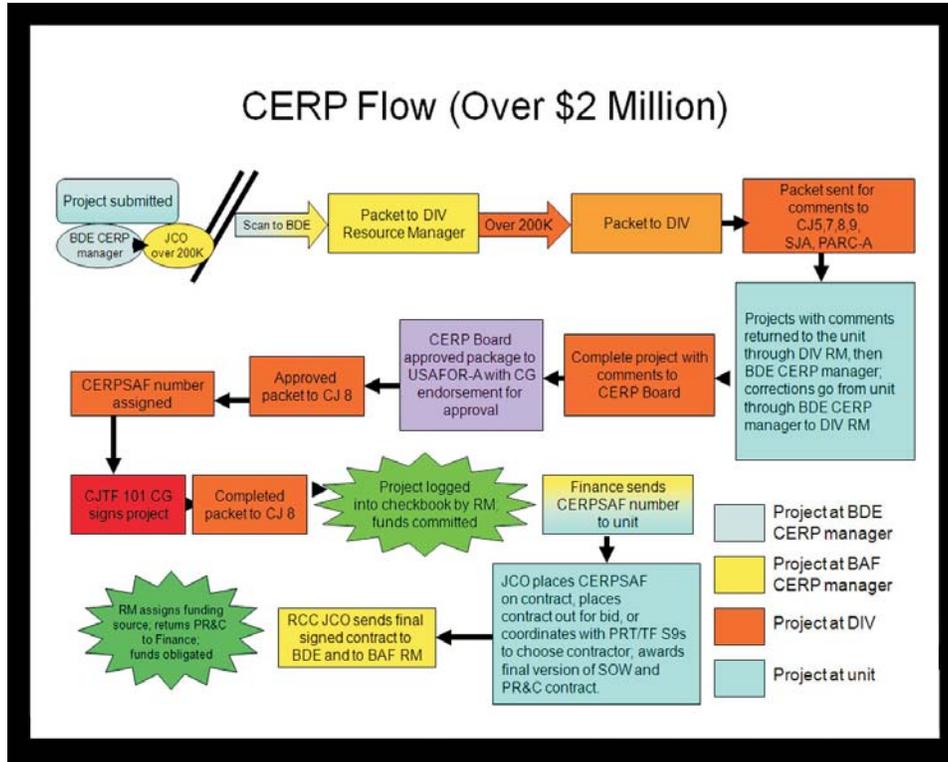
Figure 8-6. CERP flow (over $2 million)

Legend:
B.E.S.T.: Basic Engineer Skills Test
EFT: Electronic funds transfer
SAF: TF Salerno finance office CERP project reference number
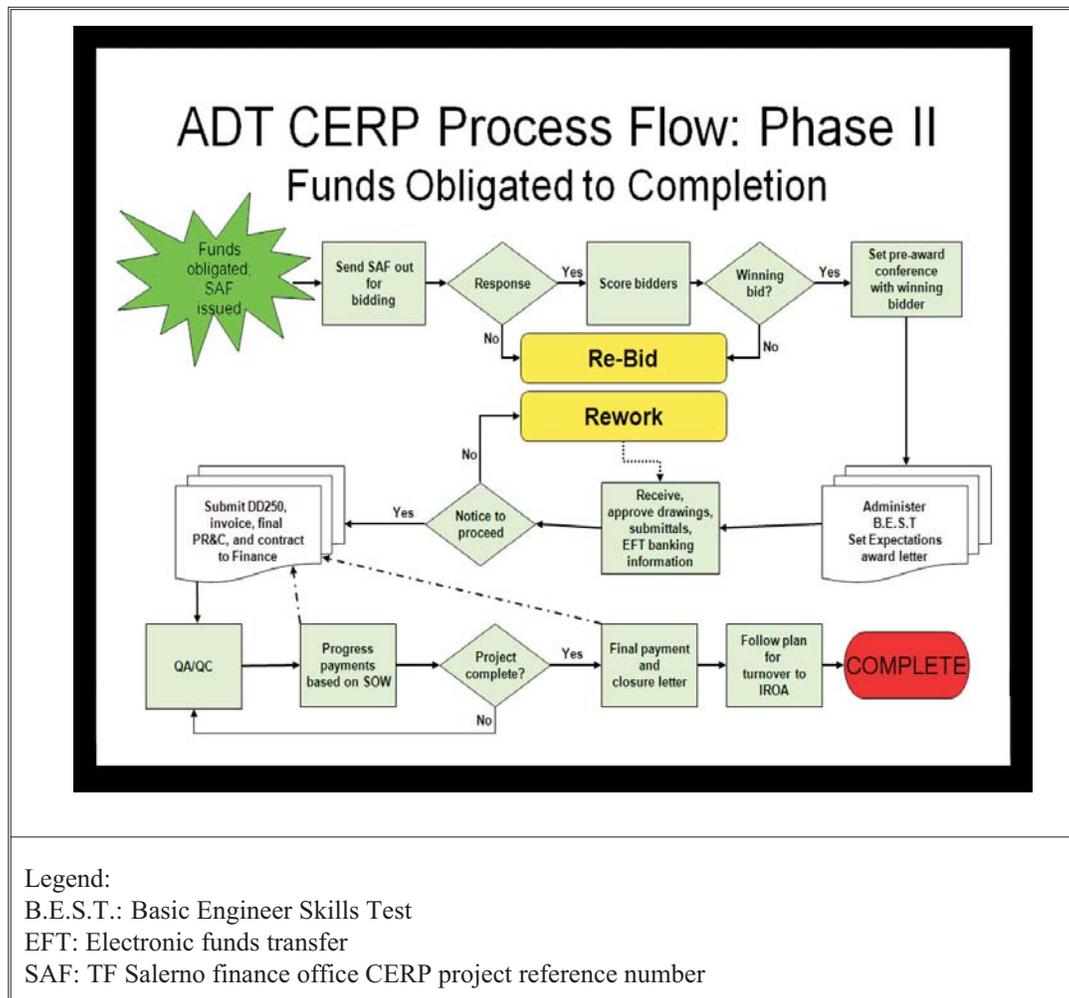
Figure 8-7. ADT CERP process flow: phase II

ADT Commander's Emergency Response Program Processing Tasks

Following are tasks the agriculture SME for the project must complete prior to requesting the ADT CERP manager's actions. The ADT CERP manager then prepares the packet required to request CERP funding:

- Project SME tasks (agriculture team member):

  ° Draft scope of work.

  ° Draft Afghan development template (ADR).

  ° Assemble materials list with estimated prices and photos if possible.

  ° Assemble drawings.

  ° Inclue all material in Microsoft Excel, Word, or PowerPoint.

- ADT CERP manager tasks:

    º Table of contents (Tab A)

    º Potential contract documents (Tab B)

    º Statement of work

    º Cost estimate (Appendix A)

    º Appendices (drawings, concepts, and specifications)

    º Contract cover letter

    º Scoping document

    º DA Form 3953 (PR&C) (Tab C)

    º ADR, commander's approval letter, provincial reconstruction team letter, project nomination form, and solicitation

Project requirements template

The project requirements template defines project goals, what work is to be done, how long the project will take, why the project is worth doing (primary and secondary benefits to population), the number of locals employed on the project, and so forth. The template is completed by the agriculture subject matter expert. Figure 8-8 is an example of a project requirements template.

Project scope of work must include and/or answer the following:

1. Project title.

2. One/two sentence description of the project.

3. Goals of the project.

4. Location (military grid reference system) 10-digit grid with map identifier (42S VC xxxxx xxxxx).

5. Problem statement. (How does this project satisfy an urgent, chronic, or acute humanitarian need?)

6. What is the immediate benefit to the local population?

7. How will the unit be able to measure the success of the project?

8. Sustainability of the project. (How do we/IROA government make it last?)

9. Explain which ministry, organization, leaders, or other groups will be sustaining this project.

10. Who will the project be transferred to in the Afghan government?

11. Have local leaders or provincial ministers identified this as a priority? (Yes or no)

12. Number of local population engaged in the project.

13. How many local nations are involved in the execution of the project? Number of people employed?

14. What are the primary and secondary benefits?

15. How long will this project take to complete?

Figure 8-8. Project requirements template

DA Form 3953

The DA Form 3953 is a document used to request the commitment of funds prior to incurring an obligation. A commitment is an administrative reservation of funds in the accounting system and authorizes the unit to enter into a contracting process. An example DA Form 3953 is shown in Figure 8-9.

Figure 8-9. Sample DA Form 3953

DD Form 250, *Material Inspection and Receiving Report*

DD Form 250 is a multipurpose report used as a contractor invoice and as commercial invoice support. The contractor prepares the report, except for entries that an authorized government representative is required to complete. Instructions for completing the report can be found in *Defense Federal Acquisition Regulation Supplement and Procedures, Guidance, and Information,* Appendix F. An example DD Form 250 is shown in Figure 8-10.

Figure 8-10. Sample DD Form 250

Caveat

Policies and procedures frequently change. It is prudent for the ADT Soldier responsible for working project funding issues to work closely with the individuals from higher headquarters responsible for CERP project validation and funding.

Bottom Line

A deployed ADT commander recently stated that he has multiple project managers, but only one CERP manager, who is overwhelmed trying to manage CERP administration actions. The situation causes project actions to "bottleneck" with the CERP manager. The commander recommended having two CERP managers!

Endnotes

1. Appendix B-1 (Commander's Emergency Response Program), U.S. Forces–Afghanistan (USFOR–A) Publication 1-06, *Money As A Weapon System–Afghanistan (MAAWS–A),* 15 May 2009.

2. CPT Wesley West, Texas Agribusiness Development Team–01, CERP Manager.

Chapter 9

Lessons Learned

"The focus of all we do is the Afghan people, and our intent in everything we do is to separate the people physically and psychologically from the enemy."

—Commander, Combined Task Force Currahee

Agribusiness development teams (ADTs) have learned numerous lessons during their existence. The sharing of these lessons is vital so other ADTs do not have to relearn the same lessons, possibly due to the loss of a Soldier. Following are some of those lessons to assist ADTs preparing for deployment.

Premobilization Training Checklist

- Identify and confirm the location of the mobilization training center (MTC).

- Identify ADT key leaders.

- Identify the ADT support team that will assist the ADT with all manning and logistics issues during premobilization training.

- Identify the agriculture team (make this a priority).

- Schedule a predeployment site survey as soon as possible.

- Request the MTC send a liaison at the beginning of premobilization training for the duration of the training.

- Conduct inactive duty training (IDT) and Soldier readiness processing (add 20 percent additional Soldiers over the authorized strength).

- Identify Soldiers with appointments who will miss training.

- Schedule Military Occupational Specialty (MOS) 68W (Health Care Specialist) refresher training prior to premobilization training.

- Schedule and conduct one-week agriculture-specific training (on orders).

- Conduct one-week leader development and education for sustained peace training for ADT key leaders and the agriculture team.

- Conduct all First Army premobilization briefings required in the First Army commander's training tool kit during IDT.

- Complete mandatory online individual training during IDTs.

- Put the entire unit on 30-day active duty operational support orders to complete premobilization training. (Ensure Soldiers bring all updated certificates to include MOS, combat lifesaver, weapons qualification, physical training test, and drivers training).

- Identify Soldiers with profiles that will hinder their training (heat, knees, medications, etc.).

- Conduct a diagnostic annual physical fitness test.

- Plan several days at the end of premobilization training for make-up training.

- Request mine-resistant ambush-protected (MRAP) vehicle training for mechanics and drivers.

- Train to 100 percent on combat lifesaver techniques.

- Train at least 15 percent of Soldiers over the deployment manning document during premobilization training.

- Ensure the unit has one qualified observer/controller or observer-trainer Soldier with an assistant (if possible).

- Identify secondary crews to qualify on crew-served weapons.

- Ensure sign-in rosters follow the proper format for the combat skills training battalion, and complete with all persons who attended training.

- Establish tactical operations center reporting formats and battle rhythm.

- Conduct a daily commander's update brief to discuss training.

- Utilize the ADT support team to assist with equipment and layout at premobilization training and the MTC.

- When forecasting ammunition, factor for all weapons systems according to qualification tables (day and night) to include:

    º Nuclear, biological, and chemical.

    º Additional 20 percent for re-fires.

    º Requirement for an ammunition noncommissioned officer on the ADT support team.

- Conduct interpreter training.

Premobilization Training (Security Forces)

- Build the team and establish a security forces (SECFOR) standing operation procedure early:

    º Focus on:

        ∗ Hot landing zone setup.

        ∗ Self recovery.

        ∗ Load plans.

        ∗ Actions on halts.

    º Start training toward the scout gunnery tables (i.e., make fire command cards and go over them during down time).

    º Request vehicle-mounted live fire at premobilization training location for all crew-served weapons.

    º Consider premobilization training as a rehearsal for the MTC if you have the right resources.

- Identify two designated marksmen per squad:

    º Request a squad-designated marksman class early (possible to do at the MTC).

    º Do physical training every day during premobilization training and when possible at the MTC. (Break time during classes is a good time for push-up and sit-up improvement.)

Post-Mobilization Training

- Ensure all premobilization documentation has been scanned and saved and multiple copies are maintained.

- Carry all training rosters from the premobilization training in one separate file for quick reference (soft and hard copy).

- Send Soldiers who mobilize later than the ADT or deploy in the advance echelon (ADVON) of the ADT to Fort Benning, GA, for training.

- Obtain training methods of instruction for all ranges.

- Ensure detailed risk assessments are brought to all training.

- Conduct regular situation reports with in-theater advance Soldiers.

- Arrive on time to all training events.

General Agribusiness Development Team Mission Readiness Exercise Training and Evaluation Sequence

- Prepare for combat.

- Conduct mounted combat patrol.

- React to contact mounted.

- React to contact dismounted.

- Conduct key leader engagements.

- Conduct agricultural assessments.

- Establish combat security outpost.

- Employ close air support.

- Evacuate a casualty by air.

Reception, Staging, Onward Movement, and Integration

Upon arrival to theater, you will go through the reception, staging, onward movement, and integration (RSOI) process for approximately five to seven days. It is imperative that ADVON Soldiers have a plan and are prepared to receive the main body. It is also a good idea to have the ADVON team obtain a signed memorandum for record (MFR) from the ADT commander requesting support during the RSOI process. This MFR should be forwarded through the brigade administrative logistics operations center and includes but is not limited to the following:

- Coordination with securing RSOI tents for all unit personnel.

- Transportation of main body personnel and equipment from the personnel terminal to the RSOI tents.

- Transportation of cargo from the flight line to the RSOI holding yard.

- Coordination for theater-issued special equipment.

- Permanent lodging for ADT personnel who will remain at Bagram Airfield (BAF).

- Coordination for Class V (ammunition) draw.

- Coordination for rotary wing and ground transportation of main body and all unit equipment from the RSOI location to the forward operating base (FOB).

- Any other item or support that is not organic to the unit.

Following is an example of a general RSOI execution matrix prepared by the ADVON:

Day 0	Day 1	Day 2	Day 3	Day 4	Day 5
Main body arrival	Mandatory theater training	Mandatory theater training	Counter improvised explosive device (IED) training (agriculture team/HQ) 0800-1200	Prep ISU-90 containers for movement to FOB	Main body lift 1 to FOB AMR #12-34
ID card scan	Issue interceptor outer tactical vest		MRAP drivers training* (SECFOR drivers/TCs)	MRAP drivers training* (SECFOR drivers/TCs)	MRAP drivers training* (SECFOR drivers/TCs)
Occupy RSOI tents	Confirm AMR for main body movement to FOB	Issue Class V	Counter IED training (SECFOR) 1300-1600		Push ISU-90s to FOB
ADVON BAF orientation to main body	Confirm LMR for ISU-90 transport to FOB				
Move ISU-90s to Lot 4					
Key leader huddle	Key leader huddle	Key leader huddle	Key leader huddle	Key leader huddle	Key leader huddle
CDR's time	CDR's time	CDR's time	CDR's time	CDR's time	CDR's time

Activity	Rank/Name	Unit	Bldg.	Telephone	Remarks
Billeting	SSG XXXX	BAF transient billeting	41	DSN 431-4626	NCOIC
IED training	Mr. YYYY	JTF Paladin	IED training lane	DSN 481-6987	DOD civilian
* Mandatory MRAP drivers training will be conducted over a 40-hour period (5 days). It will require mainly SECFOR personnel as drivers and vehicle commanders (TCs) but also includes a 40-hour maintenance class for the ADT mechanics. This training, if not conducted prior to arriving in theater, will require the ADT to identify and split up Soldiers from the main body. Doing this will impact the ADT's flow to the FOB and require additional air mission requests (AMRs) to move them. In some cases, this training can be coordinated to be conducted at the FOB of assignment on the unit's vehicles depending on the availability of civilian trainers.					

Table 9. RSOI execution matrix

Security Force Lessons Learned and Recommendations

- Cross-training personnel:

   º Throughout the deployment, various SECFOR Soldiers were not available to go on missions due to guard duty, leave, illness, or injury. All SECFOR Soldiers, regardless of rank, need to know the duties and responsibilities of a TC, driver, gunner, and dismount security to fill in these positions when emergencies arise.

   º All SECFOR Soldiers need to qualify on all crew-served weapons that are assigned to the unit during mobilization to allow the SECFOR leadership more flexibility during mission planning. In addition, all SECFOR Soldiers must become subject matter experts on all equipment to include vehicles, weapons, and communication equipment.

- Communications equipment redundancy:

   º The terrain in Afghanistan is extremely rugged, and line-of-sight communication may not work even though you may be well within the range of the equipment. It is vital that convoys have redundant communication equipment to include frequency modulation (FM) radios, tactical satellite communications system (TACSAT), Blue Force Tracker (BFT), and satellite phones to ensure they can communicate in any location.

   º In addition, ensure you have redundancy within each form of communications equipment (i.e., two TACSAT radios and two BFTs in different vehicles) in case one vehicle is disabled. Never leave the FOB until all communication equipment has been

checked, and ensure all personnel are trained on the use and troubleshooting of each piece of communication equipment.

- Route reconnaissance:

    º Afghanistan has extremely rough terrain, and roads vary from paved highways to washed out stream beds. It is vital that a detailed route reconnaissance is conducted to include the use of maps, FalconView, Google Earth, satellite imagery, and, most importantly, firsthand knowledge from other units that have been over the route. Many times it can take hours to go a few kilometers, and other times routes are simply impassable. The planning becomes even more vital when MRAPs are to be used. MRAPs vastly improve the survivability for Soldiers, but due to their size and propensity to roll over, they cannot travel over many routes or through many villages due to low wires or narrow roads and turns.

    º Ensure an extensive route reconnaissance (to include primary and alternate routes) is conducted before every mission. When possible, always use a different route going out than the one used going in, and vary the routes you use. Ensure you share information with other units in the area of operations (AO).

- Maintenance:

    º Dust, extreme temperatures, and rough terrain in Afghanistan can take a toll on unit equipment if it is not properly maintained. Develop and implement a command maintenance program, and set aside one day during the week dedicated for maintenance operations supervised by unit leadership.

    º Conduct preventative maintenance checks and services on vehicles, weapons, and maintenance before and immediately after each mission.

    º Always take a mechanic and spare parts on convoys for unforeseen maintenance problems.

- Afghan National Police (ANP):

    º Always use an ANP team on your missions. The team puts an "Afghan face" on the mission and is able to help with traffic control, crowd control, and numerous other issues.

    º Before the mission, find out who from the ANP team is in charge. Brief the route to him and give "clear" instructions on what to do. Utilize the ANP as the lead truck in your convoy to clear traffic. It is better to have an Afghan honking his horn and waving people off than a U.S. Soldier.

º Once you reach an objective, have the ANP assist you with pulling security; they can tell when someone does not look right better than you can. If needed, have the ANP search personnel who need to come into a building you have secured. By using the ANP, you reduce the risk to your Soldiers by having a "local" set of eyes and ears.

º Using ANP teams on missions continues their training and improves their ability to work with coalition forces.

- Route clearance packages (RCPs):

º Improvised explosive devices (IEDs) are the number one danger to coalition forces. The use of RCPs significantly reduces the chances of the convoy striking an IED. In addition, two units are operating in the same AO and can act as quick reaction forces if one unit gets into trouble.

º Request RCPs a couple of weeks in advance, then lock the mission in and do not change the date. Coordinate with the RCP command for departure times, route to be traveled, call signs, and frequencies. Finally, if anything for the mission changes, notify the RCP command immediately.

- Special weapons teams (close combat):

º Often the routes are extremely restrictive, and travel can only be conducted on foot. Coordinate for close combat support during these missions to provide overhead cover, scout the area ahead of you, and notify you if anything is out of the ordinary, especially if you use the same route out as you took going in.

º Request close combat support at least two weeks in advance, then lock the mission date in and do not change it. Coordinate link-up points, time on station, route to be traveled, call signs, and frequencies. Since close combat teams have a limited amount of time they can stay on station, ensure mission planning accounts for travel time to get the support when it is needed most.

Agribusiness Development Team Unit Newsletter

Maintaining communications with Families can be tough given the ADT operating tempo, but it can be done and is absolutely necessary for sustaining Family support and morale. Producing a monthly or quarterly unit newsletter is an excellent way to keep Families informed about the great work their Soldiers are doing in Afghanistan. Section and Soldier spotlights personalize the mission for Families and will be treasured for years to come.

Media

"The news media is a fact of life in military operations, especially in stability and support operations. Soldiers must be prepared to operate under scrutiny of national and international media representatives during all phases of operations. An effective public affairs strategy can enhance the unit's ability to operate and could be a pivotal factor in the success or failure of the mission." (Excerpt from Training Circular [TC] 7-98-1, *Stability and Support Operations Training Support Package*)

Given the nature and high profile of the ADT mission, you will deal with multiple media sources such as embedded reporters from the United States, Afghanistan, and other foreign countries as well as hometown news agencies. Therefore, it is necessary for your team to develop "command themes and messages" that tell the ADT story, are easily conveyed to nonagriculture people, and are nested within the higher brigade and division themes. It is also imperative that each member of the unit down to the junior Soldier or Airman understands how to speak to the media. Below are a few interview guidelines from TC-7-98-1 that will assist you when speaking to the media:

- Do:

  - Know your rights:

    * Soldiers do not have to talk to the media.

    * Soldiers can decline to answer any question.

    * Soldiers can end the interview at any time.

    * Soldiers may speak to the media without fear of repercussion or punishment.

  - Know to whom you are talking.

  - Ensure reporters are escorted by a public affairs officer or unit representative.

  - Know who will hear you. Understand that anything you say can be instantly broadcasted around the world.

  - Know your limits. Soldiers must not attempt to talk about anything above their level.

  - Be professional and courteous.

- Do not:

  - Do not lie.

  - Do not violate operational security.

  - Do not let the media jeopardize or interfere with the safety of Soldiers.

º Do not stage events for the media.

º Do not lose control of emotions or be sarcastic.

º Do not threaten to detain, apprehend, or physically interfere with a reporter or confiscate film.

Example of Soldier and Media Talking Points

The ADT interacts with local media and local officials such as district sub-governors, village elders, and agriculture extension agents to promote the local farming economy.

What is the ADT?

The ADT is comprised of Soldiers from the Army National Guard and Airmen from the Air National Guard who are working with the Provincial Director of Agriculture, Irrigation, and Livestock (DAIL) to help provide agricultural education and services for the people of the province.

What specialties does the ADT bring to Afghanistan?

The ADT is made up of citizen-Soldiers. Each member of the ADT has a full-time civilian job and applies his civilian skills in his assigned military specialty. These skills include agriculture processing, horticulture specialist, soil scientist, hydrologist, construction engineer, pest management, large animal veterinary care, and other skills.

Important messages the ADT wants the people of the province to know:

- A solid education provides a firm foundation, which supports a prosperous economy.

- A prosperous economy enables you to provide for your family.

- The ADT wants to work with you and your agriculture leaders to:

    º Assist in providing agricultural education and services for everyone.

    º Assist in developing agriculture and animal-related businesses.

    º Improve the lives of the people of the province.

Appendix A

Relief in Place/Transfer of Authority Checklists

The transition from the outgoing agribusiness development team (ADT) to the incoming ADT is called relief in place/transfer of authority (RIP/TOA). Done correctly, the RIP/TOA allows the departing team to "pass the baton" to the incoming team with minimal interruption. Initially, the only change should be different faces and identifying patches on uniforms.

RIPs/TOAs follow the "right-seat/left-seat ride" concept; the incoming team shadows the outgoing team to observe the process—with a transition to the incoming team performing the mission and the outgoing team shadowing the incoming team to ensure understanding of the process.

Following are key areas that should be addressed during the RIP/TOA. They may apply to the incoming team, the outgoing team, or both.

- Drive and vehicle equipment training

- Property accountability and property book transfer

- Theater-unique briefings and departure briefings

- Key leader meet (ADT, provincial reconstruction team, brigade combat team, etc.)

- Key leader meet (government and local leaders, United States Department of Agriculture, United States Agency for International Development, nongovernmental organizations, etc.)

- Forward operating base facilities orientation

- Interpreter introductions

- Interpreter management

- Counter improvised explosive device training and orientation

- Mail clerk training

- Commander's Emergency Response Program process review

- Theater medical policies and processes

- Communications security and information technology support

- Communications equipment and support orientation

- Radio operator responsibilities

- Fusion cell orientation

- Security team orientation

- Agriculture subject matter expert orientation

- Vehicle orientation (load plans, crew drills, recovery, night driving/training, and mission planning)

- Key leader visit planning

- Individual project orientation

- ADT battle rhythm

- Information operations orientation

- Orders and reporting processes/requirements

- Emergency leaves and extensions

- Premission planning and fragmentary orders

- Awards, badges, policy letters, and appointment orders orientation

- Contracting and resource management orientation

- Field ordering officer and paying agent orientation

- Vehicle maintenance and recovery orientation

- Visits to project and demonstration sites

- Weapons and equipment program orientation

- Cargo customs and inspection orientation

- After action reviews, patrol debriefs, and trip reports orientations

- Awards and memorial service ceremonies

Appendix B

Tactical Standing Operating Procedures Excerpts

Convoy Briefing Format

- Introduction: Introduce yourself and each of your key leaders.

- Order of movement:

    º Task organization.

    º Weapon systems.

    º Locations of key leaders and communication assignments (i.e., A TM LDR [team leader] in vic [vicinity] ADT-04 is primary TACSAT [tactical satellite] phone and alternate BFT [Blue Force Tracker]).

    º Location of medics and casualty collection point.

    º Special personnel on the mission (e.g., Mr. Jones from U.S. Agency for International Development).

- Intelligence update: Intelligence specific to the area of operations and significant activities along the route or in the area.

- Mission: Mission statement restated twice (5 Ws: who, what, where, when, why).

- Actions on:

    º Occupation of the objective (OBJ).

    º Handling pedestrians and vehicles on the OBJ.

    º Contact on the OBJ.

    º Exfiltration plan.

- Immediate action drills:

    º Near ambush

    º Far ambush

    º Improvised explosive devices

    º Sniper

    º Indirect fire

- º 5 and 25s during halts (5 meter surveillance/25 meter search)

- º Rollover/driver and gunner down drills

- Close air support (CAS) and medical evacuation by air:

  - º Call signs, frequencies, and who controls the assets once on station

  - º Availability (green, amber, or red)

  - º CAS type of aircraft and time on station

- Fires: Availability, type, and capabilities.

- Load plans:

  - º Location of combat lifesaver bags, medic bags, burn kits, and stretchers/litters

  - º Fire extinguishers

  - º Tow straps/bars by vehicle

- Fragmentation grenades, smoke, and flares:

  - º Location and type

  - º Method for lift and shift fires

- Electronic counter measures (ECMs):

  - º Identify individual in charge of ECM systems

  - º 4 Ds in contact (direction, distance, detection, date-time-group detected)

- Communication:

  - º Primary and alternate frequencies

  - º Location of radio operator

  - º Designated reporting assignments (who submits)

- Special instructions:

  - º Special teams (primary/alternate aid and litter and enemy prisoner of war search)

  - º Catch-up speed

  - º Blocking vehicle (when entering and leaving the forward operating base [FOB] or OBJ)

- º Combat lock doors and all windows are up

- º Seat belts

- º Hand, eye, and hearing protection

- º Identification (ID) cards and ID tags

- Test fire:

    - º Identify individual in charge of conducting test fire for unit (i.e., range hot request).

    - º Brief order of test fire (i.e., crew-served weapons first, then individual).

- Reentering the FOB:

    - º Clear weapons (same order as test fire).

    - º Refuel.

    - º Initiate priorities of work (recovery operations).

    - º Conduct post-mission after action review.

    - º Debrief unit S2.

## Appendix C

## Mine-Resistant Ambush-Protected Vehicle Load Plans
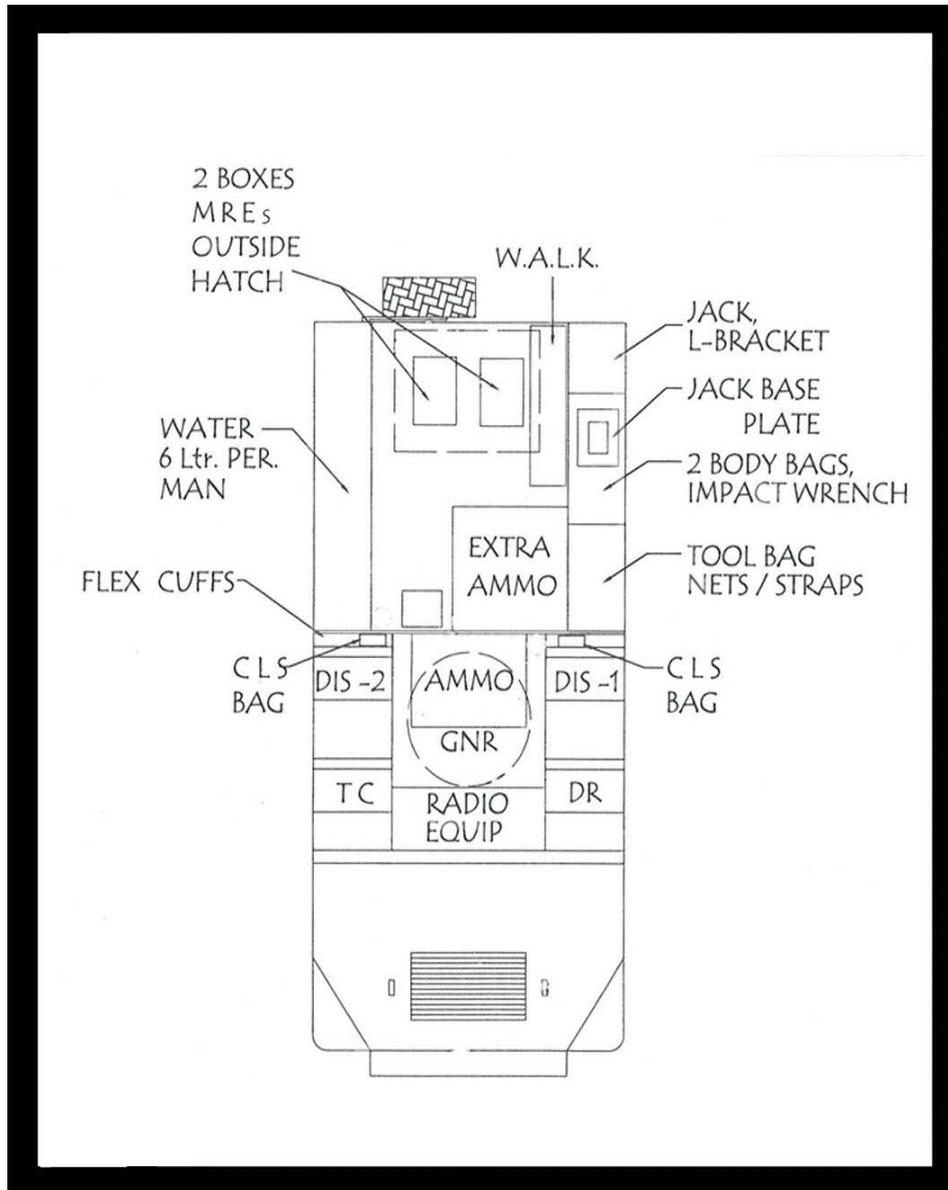
Figure C-1. M1151 load plan
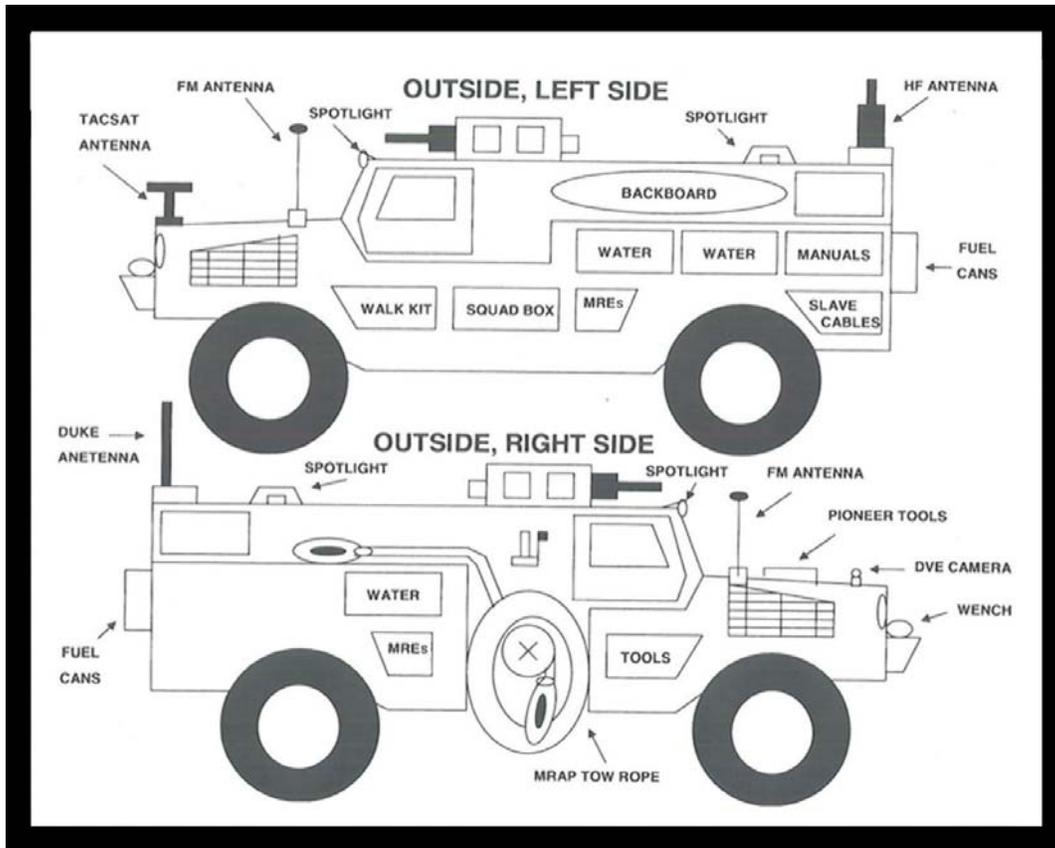
**Figure C-2. MRAP load plan (side view)**
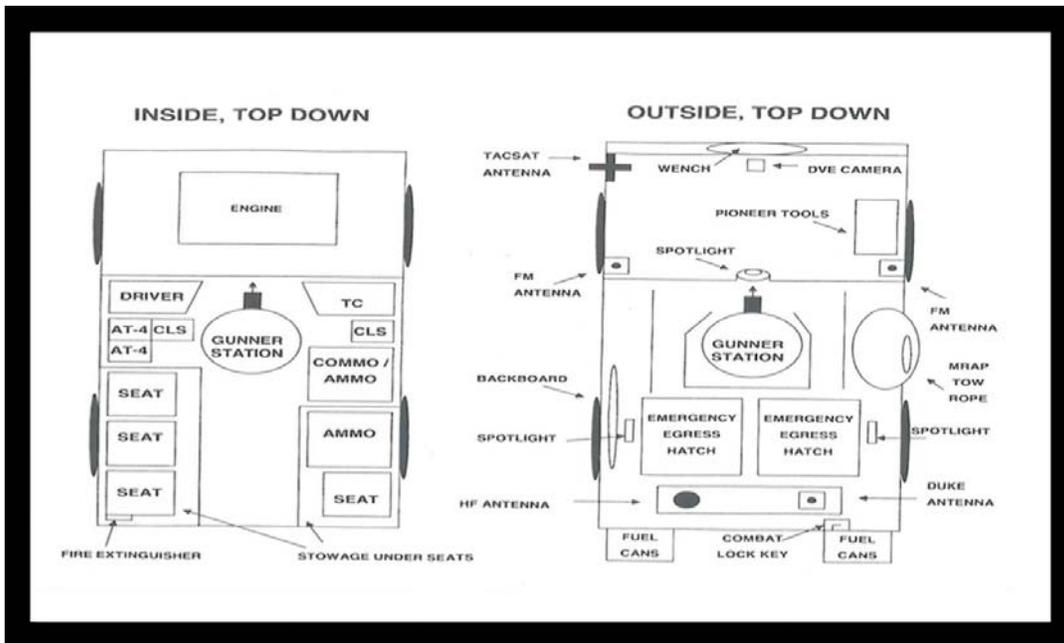
Figure C-3. MRAP load plan (top view)

Appendix D

References and Resources

Agribusiness Concepts

- Agribusiness denotes the collective business activities performed from farm to table. It covers the supply of agricultural inputs, production, and transformation of agricultural products and their distribution to final consumers. Agribusiness is one of the main generators of employment and income worldwide.

- Agricultural chains involve fresh produce only.

- Agribusiness chains involve products that receive some degree of processing and non-food products such as fibers, textiles, and leathers.

- Basic agrifood chains are centered on products such as grains, tubers, and oil crops and are characterized by low elasticity of demand, low level of processing, and trade dominated by a small number of participants. Products of this type of agrifood chain are rice, wheat, and soybean.

- Differentiated agrifood chains involve products with special characteristics that distinguish them from commodities. This type of chain requires a high degree of coordination between producers, processors, and distributors; and there is also a degree of vertical integration between the links. Products of this type of chain include wine and organic products.

- Simple chains include only stakeholders and links that are directly related to the product in the various production and marketing phases.

- Extended chains are chains in which other chains may touch or interlink with it at some point and generally provide important inputs for obtaining the final product.

- Business partnerships refer to the capacity of the various chain participants to coordinate efforts, resources, and skills to jointly solve problems and make the most of opportunities. Business partnerships are defined as agreements or linkages between two or more actors who come together to achieve common goals efficiently. Cooperation of this type can involve exchange of knowledge, technology, trust, and capacities and the sharing of risks and profits.

- A business partnership should be seen as a process rather than as a product or outcome, given the dynamic and changing nature of terms of trade, objectives, targets, and expectations between the parties. An advantage of the business partnership approach is that it helps small- and medium-scale farmers to participate in agrifood chains, enabling them to more effectively overcome the problems of market access, information, financing, infrastructure, technological innovation, and deficient institutional capacity generated by structural reforms and the globalization of economic activities.

Center for Army Lessons Learned Handbooks

09-37, *Small-Unit Operations in Afghanistan*

09-27, *Commander's Guide to Money as a Weapons System*

09-16, *Field Ordering Officer and Paying Agent*

09-02, *First 100 Days Operation Enduring Freedom*

08-47, *Deployed COR (Contracting Officer's Representative)*

08-43, *Fratricide Avoidance*

08-30, *MRAP Vehicles*

07-34, *Provincial Reconstruction Team Playbook*

07-30, *Family Readiness Group*

07-23, *Rear Detachment Operations*

07-11, *Provincial Reconstruction Teams*

06-31, *Uparmored High Mobility Multipurpose Wheeled Vehicle (HMMWV) Rollover Prevention and Egress Training*

Graphic Training Aid

Graphic Training Aid 21-08-002, Basic Combat Training Smart Card, April 2008

Web Sites

Afghan Ministry of Agriculture, Irrigation, and Livestock
<http://www.mail.gov.af/m/index.htm>

Afghan Ministry of Rural Rehabilitation and Development
<http://www.mrrd.gov.af/>

Center for Army Lessons Learned
<http://call.army.mil>

United States Department of Agriculture Foreign Agricultural Service
<http://www.fas.usda.gov/ICD/drd/afghanistan.asp>

United States Agency for International Development
<http://afghanistan.usaid.gov/en/Program.19.aspx>

Other

Marine Corps Intelligence Activity Afghanistan Micro Mission Guide

Marine Corps Intelligence Activity Afghanistan Road Map

Department of Defense Afghanistan Country Handbook

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Additional Publications and Resources

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<http://www.leavenworth.army.mil>

Battle Command Knowledge System (BCKS)

BCKS supports the online generation, application, management, and exploitation of Army knowledge to foster collaboration among Soldiers and units in order to share expertise and experience, facilitate leader development and intuitive decision making, and support the development of organizations and teams. Find BCKS at <http://usacac.army.mil/CAC/bcks/index.asp>.

Center for Army Leadership (CAL)

CAL plans and programs leadership instruction, doctrine, and research. CAL integrates and synchronizes the Professional Military Education Systems and Civilian Education System. Find CAL products at <http://usacac.army.mil/CAC/CAL/index.asp>.

Combat Studies Institute (CSI)

CSI is a military history "think tank" that produces timely and relevant military history and contemporary operational history. Find CSI products at <http://usacac.army.mil/CAC/csi/RandP/CSIpubs.asp>.

Combined Arms Center-Training: The Road to Deployment

This site provides brigade combat teams, divisions, and support brigades the latest road to deployment information. This site also includes U.S. Forces Command's latest training guidance and most current Battle Command Training Program Counterinsurgency Seminars.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find the doctrinal publications at either the Army Publishing Directorate (APD) <http://www.usapa.army.mil> or the Reimer Digital Library <http://www.adtdl.army.mil>.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G-2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. Find FMSO products at <http://fmso.leavenworth.army.mil/recent.htm> or <http://fmso.leavenworth.army.mil/products.htm>.

Military Review (MR)

MR is a refereed journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at <http://usacac.leavenworth.army.mil/CAC/milreview>.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas. Find TRISA Threats at <https://dcsint-threats.leavenworth.army.mil/default.aspx> (requires AKO password and ID).

United States Army Information Operations Proponent (USAIOP)

USAIOP is responsible for developing and documenting all IO requirements for doctrine, organization, training, materiel, leadership and education, personnel, and facilities; managing the eight personnel lifecycles for officers in the IO functional area; and coordinating and teaching the qualification course for information operations officers. Find USAIOP at <http://usacac.army.mil/CAC/usaiop.asp>.

U.S. Army and Marine Corps Counterinsurgency (COIN) Center

The U.S. Army and Marine Corps COIN Center acts as an advocate and integrator for COIN programs throughout the combined, joint, and interagency arena. Find the U.S. Army/U.S. Marine Corps COIN Center at: <http://usacac.army.mil/cac2/coin/index.asp>.

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