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

USFOR-A CDR

15 February 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Tone-at-the-Top for the Fiscal Year (FY) 2016 Managers' Internal Control Program (MICP)

1. References:

- a. Army Regulation 11-2, Managers' Internal Control Program, 26 March 2012.
- b. Secretary of the Navy Manual 5200.35, Department of the Navy Managers' Internal Control Manual, June 2008.
- c. Air Force Instruction 65-201, Managers' Internal Control Program Procedures, 30 January 2012.

2. As you are aware, on 31 December 2014, combat operations officially ended and Operation ENDURING FREEDOM was replaced by Operation FREEDOM'S SENTINEL, significantly changing our military role in Afghanistan. This change resulted in a reduction in personnel and Forward Operating Bases within the Combined Joint Operations Area-Afghanistan Area of Responsibility. We must remain keenly aware of our fiduciary and operational obligation as government employees as we continue to retrograde equipment and materials in the AOR. My leadership focus is aligned with federal and regulatory responsibilities to support the Office of the Secretary of Defense (OSD) FY 2016 Managers' Internal Control Program (MICP). Each leader and team member plays a crucial role in this program, therefore I need your understanding and support as we complete our FY16 assessments.

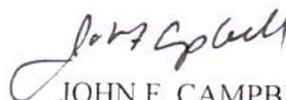
3. The MICP approach is a simple, risk-based and results-oriented approach. We are all expected to be good stewards of taxpayer's money and to ensure our mission here in Afghanistan is not jeopardized due to negligence or mismanagement of resources. We are obligated to evaluate organization processes with transparency and truthfulness, report the findings of those evaluations, and if necessary, identify any "material weaknesses" and implement appropriate corrective actions to mitigate those weaknesses.

4. A successful MICP Program begins at the top, and I expect all levels within the command to be actively engaged in implementation of the FY16 MICP. Each USFOR-A Assessable Unit (AU) referenced in the distribution list will have a trained MICP Coordinator responsible for the execution of the program. They will also ensure funds are executed as intended, efficiencies are realized, oversight and sustainment of projects are maintained, and where applicable, transferred to Afghanistan as planned. More importantly, candor in our communication is paramount to ensure management decisions are based upon information our senior leaders need to hear versus information that is perceived to be desirable to hear.

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5. Finally, the USFOR-A Deputy Commander-Support and USFOR-A MICP Coordinator will ensure the command's mission priorities are aligned with our internal MICP assessments of risk. I will be kept abreast of all reportable issues (i.e. potential material weaknesses) as they apply to this federally mandated program and expect your proactive support.

6. My point of contact for this program is the USFOR-A MICP Coordinator, Mr. Ernie Shelton at ernest.d.shelton@afghan.swa.army.mil or DSN (318) 481-3609.



JOHN F. CAMPBELL
General, U.S. Army
Commander, Resolute Support/
United States Forces-Afghanistan

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