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UNDER SECRETARY OF DEFENSE

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
UNDER SECRETARY OF DEFENSE (POLICY)
COMMANDER, UNITED STATES CENTRAL COMMAND
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
SPECIAL INSPECTOR GENERAL FOR IRAQ
RECONSTRUCTION
SPECIAL INSPECTOR GENERAL FOR AFGHANISTAN
RECONSTRUCTION

SUBJECT: Commanders' Emergency Response Program (CERP) Guidance

Attached is revised programmatic and financial management guidance and reporting requirements for the CERP. These changes are effective immediately.

Responsible Department of Defense officials should ensure that this guidance is applied consistently in administering the CERP in order to maintain the transparency and accountability of the program. Questions regarding the application of the guidance may be directed to my point of contact, Meg Dunleavy at (703) 697-0948 or by email at Margaret.Dunleavy@osd.mil.


Douglas A. Brook
Acting

Attachment:
As stated

cc:
Chairman, Joint Chief of Staff
Defense Finance and Accounting Service

COMMANDERS' EMERGENCY RESPONSE PROGRAM (CERP)

2701 **PURPOSE AND APPLICABILITY**

270101. This guidance implements Section 1202 of the National Defense Authorization Act for Fiscal Year 2006, Public Law 109-163, as amended by Section 1205 of the National Defense Authorization Act for Fiscal Year 2008, Public Law 110-181, and Section 1214 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, Public Law 110-417, by assigning responsibilities for administering the Commander's Emergency Response Program (CERP); defining the purposes for which U.S. appropriations or other funds provided for the CERP may be expended; and specifying the procedures for executing, managing, recording and reporting such expenditures.

270102. The CERP is designed to enable local commanders in Iraq and Afghanistan to respond to urgent humanitarian relief and reconstruction requirements within their areas of responsibility by carrying out programs that will immediately assist the indigenous population. As used here, reconstruction does not limit efforts to restore previous conditions/structures in Afghanistan. Also as used here, urgent is defined as any chronic or acute inadequacy of an essential good or service that, in the judgment of a local commander, calls for immediate action. In addition, the CERP is intended to be used for small-scale projects that, optimally, can be sustained by the local population or government. Small-scale would generally be considered less than \$500,000 per project. Projects of \$500,000 or more are expected to be relatively few in number and require approval (to a maximum of \$1 million) by the commander of the CERP Program Manager in theater (Commander, Multi-National Corps-Iraq (MNC-I), or (to a maximum of \$2 million) Commander, Combined Joint Task Force (CJTF) in Afghanistan).

270103.

A. In Afghanistan, projects using more than \$2 million of appropriated CERP funds must be approved by the Commander of USCENTCOM. Commander, USCENTCOM may delegate this approval authority to the Deputy Commander, USCENTCOM or the Commander, U.S. Forces Afghanistan (USFOR-A), provided the Commander, USFOR-A is not also serving as the Combined Joint Task Force (CJTF) Commander, who already has responsibility to approve projects up to \$2 million.

B. In Iraq, projects using appropriated CERP funds are capped at \$2 million. The Secretary of Defense may waive this funding limit if he (a) determines that the project is required to meet urgent humanitarian relief and reconstruction requirements and that it will immediately assist the Iraqi people, and (b) submits a notification of his waiver in writing to the defense committees within 15 days of his waiver. The waiver is required to discuss the unmet and urgent needs addressed by the project and any arrangements between the U.S. Government (USG) and the Government of Iraq (GoI) regarding the provision of Iraqi funds to carry out and sustain the project.

C. For Iraq, the Secretary of Defense or Deputy Secretary of Defense (if authority is delegated) must certify that any project, funded with appropriated CERP funds over \$1 million addresses urgent humanitarian relief and reconstruction requirements that will immediately assist the Iraqi people.

D. For Iraq, projects costing more than \$750,000 are expected to be funded on a cost-share basis with the GoI. All projects over \$750,000 require either an explanation of the cost-share arrangement with the GoI or a justification that the project directly benefits U.S. security objectives in Iraq and should be pursued even in the absence of cost-sharing.

E. For Iraq, commanders will continue to identify and pursue opportunities to transition responsibility for larger economic revitalization efforts to the Government of Iraq and will include a description of these efforts in the Commander's Narrative section of the quarterly report.

270104. The CERP may be used to assist the Iraqi and Afghan people in the following representative areas:

- A. Water and sanitation
- B. Food production and distribution
- C. Agriculture/Irrigation. (including canal clean-up)
- D. Electricity
- E. Healthcare
- F. Education
- G. Telecommunications
- H. Economic, financial, and management improvements
- I. Transportation
- J. Rule of law and governance
- K. Civic cleanup activities
- L. Civic support vehicles
- M. Repair of civic and cultural facilities

- N. Battle Damage/Repair
- O. Condolence payments
- P. Hero Payments
- Q. Former Detainee Payments
- R. Protective measures
- S. Other urgent humanitarian or reconstruction projects
- T. Temporary contract guards for critical infrastructure

270105. This guidance applies to all U.S. Department of Defense organizations and activities. A requirement to comply with this guidance shall 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 the CERP. Guidance concerning CERP reporting categories for potential projects is contained in Appendix A of this chapter.

2702 RESPONSIBILITIES

270201. Under Secretary of Defense (Comptroller) (USD(C)). The USD(C) shall establish principles, policies, and procedures to be followed in connection with the CERP, oversee and supervise their execution, and ensure that congressional defense committees are informed in a timely manner of CERP activities through the quarterly reports required under section 1202(b) of the National Defense Authorization Act for Fiscal Year 2006, as amended. The USD(C) will assemble and staff for approval by the Secretary of Defense any certification package for a project over \$1 million and any waiver package for a project over \$2 million for Iraq. Such projects will be approved on an exception basis and will be accompanied by justification material sufficient for the Secretary to determine if the project meets the required criteria to be approved for funding.

270202. Secretary of the Army. Pursuant to DoD Directive 5101.1, "DoD Executive Agents," dated September 23, 2002, the Secretary of the Army shall serve as executive agent for the CERP, and in that capacity shall forward quarterly reports to Congress and shall promulgate through the responsible combatant commander and designated forward commands, detailed procedures as necessary for commanders to carry out the CERP in a manner consistent with applicable laws, regulations, and this guidance. These procedures shall include rules for expending CERP funds through contracts and grants, in accordance with paragraph 270308, below.

270203. Commander, U.S. Central Command (USCENTCOM). The Commander, USCENTCOM shall determine the appropriate allocation of CERP funds among

subordinate commands and advocate for appropriate resources and authorities in support of the theater's military global war on terrorism mission. The Commander, USCENTCOM will approve all CERP projects in Afghanistan that are greater than \$2 million. This responsibility may be delegated in writing to the Deputy Commander, USCENTCOM or the Commander, U.S. Forces, Afghanistan (USFOR-A) provided the Commander, USFOR-A position is filled by other than the CJTF Commander, who has the authority to approve projects up to \$2 million. The Commander, USCENTCOM will also review the quarterly reports submitted to the Secretary of the Army by Commander, MNC-I and Commander, CJTF in Afghanistan to ensure that the Commanders' uses of CERP are consistent with the intent of the program, maximize the benefits to the local populations and best influence conditions on the ground. The CENTCOM will work with Army to provide Commander's operational perspectives to address discrepancies raised by Army on the Commander's Narratives compared to the reported project data.

270204. Commanders, MNC-I and CJTF in Afghanistan. The Commanders, MNC-I and the CJTF in Afghanistan shall ensure that proper procedures are in published theater guidance to evaluate CERP projects and ensure that the projects meet the intent of the program. In addition, Commanders, MNC-I and CJTF in Afghanistan shall ensure that:

A. Projects are properly managed so that CERP funds achieve maximum results, which includes establishing performance objectives and monitoring achievements. Specifically, these commanders shall approve any essential individual CERP projects of \$500,000 or more, on an exception basis given that the intent is for small-scale projects, and shall ensure local national, donor nation, non-government organization (NGO), or other aid or reconstruction resources are not reasonably available before CERP funds are used.

B. Projects of \$50,000 or greater are coordinated with Provincial Reconstruction Development Committees (including Provincial Reconstruction Teams (PRTs), Embedded Provincial Reconstruction Teams (ePRTs) and Provincial Support Teams (PSTs), where established, prior to execution. Such coordination should be noted in the project documentation.

C. A command CERP policy is established and published that includes subordinate approval authority levels and detailed procedures as necessary to ensure Commanders carry out CERP in a manner consistent with mission requirements and applicable laws, regulations, and guidance.

D. Monthly/quarterly CERP Reports are submitted through U.S. Army Central (ARCENT) G8 and the Assistant Secretary of the Army (Financial Management & Comptroller).

E. A Commander's Narrative is prepared for each quarterly report that addresses: Commander's intent for CERP funds by geographic sector, including performance measures for ongoing and proposed projects; impacts of CERP funded projects; how individually and collectively projects assist the U.S. carry out its strategy in theater; and specific details for each prior and proposed project of \$500,000 or more; and the contributions these

projects make to humanitarian relief and reconstruction efforts for the benefit of the Iraqi and Afghan people, respectively. Appendix B provides additional guidance on the Commander's Narrative.

F. The CERP funds are expended commensurate with work completed performance metrics, and that projects are properly monitored and closed out upon completion, including the transfer of ownership to an appropriate authority of the country's government prepared to sustain the project.

G. Projects using a bulk draw of funds must no longer be obligated when the funds are drawn. Effective with this guidance, a DA-3953, purchase request and commitment document annotating a bulk funds draw will generate a commitment in the financial system. Each type of bulk funding must be recorded and maintained by the pay agent until the bulk fund is closed out at finance. Bulk funds are limited to condolence payments, battle damage payments, former detainee payments, hero payments, micro-grants and Commander's small scale projects (limited to \$5K per project). Each quarter the amount of funding drawn as cash by the pay agent that was paid out must be identified as an obligation and disbursement on the reports for all bulk fund categories. Once funds for bulk funded small scale projects are fully spent, each individual project must be reported using the appropriate CERP category.

H. Any project in Iraq that began prior to FY 2009 which had an obligation of appropriated CERP funds less than \$1 million but which now requires additional funding (taking the total appropriated CERP funding over \$1 million), must be approved by USD-C before the additional CERP funding is obligated.

27205. Additional Guidance for the Commander, MNC-I. The Commander, MNC-I will:

A. Ensure that projects greater than \$750,000 include a certification that the project is linked to a cost sharing arrangement with the Government of Iraq or justified on an exception basis because it directly supports the U.S. security mission in Iraq.

B. Forward any proposed project exceeding \$1 million to the Secretary of Defense (or the Deputy Secretary) through the Commander, U.S. CENTCOM and the USD (C) to certify that the project addresses urgent humanitarian relief and reconstruction requirements that will immediately assist the Iraqi people. Any request for certification will include sufficient information to support such a decision.

C. Forward any proposed project costing \$2 million to the Secretary of Defense (or the Deputy Secretary) through the Commander, U.S. CENTCOM and the USD (C) to determine if a waiver for the project is warranted to meet urgent humanitarian relief and reconstruction requirements that will immediately assist the Iraqi people. Any request for a waiver must include sufficient information to support a waiver determination.

2703 PROCEDURES

270301. Improper Usage of Funds. Appropriated funds made available for the CERP shall not be used for the following purposes:

- A. Direct or indirect benefit to U.S., coalition, or supporting military personnel.
- B. Providing goods, services, or funds to national armies, National Guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, or intelligence or other security forces (except contract guards such as Sons/Daughters of Iraq and/or corresponding initiatives in Afghanistan).
- C. Except as authorized by law and separate implementing guidance, weapons buy-back programs, or other purchases of firearms or ammunition.
- D. Entertainment (except light refreshment costs purely incidental to either an approved CERP project opening ceremony or a conference in support of a CERP project).
- E. Reward programs.
- F. Removal of unexploded ordnance (unless incidental to construction or an agricultural development project).
- G. Duplication of services available through municipal governments.
- H. Salaries, bonuses, or pensions for Iraqi or Afghan military or civilian government personnel.
- I. Training, equipping, or operating costs of Iraqi or Afghan security forces.
- J. Conducting psychological operations, information operations, or other U.S., coalition, or Iraqi/Afghanistan Security Force operations.
- K. Support to individuals or private businesses (except for condolence, former detainee, hero or battle damage payments as well as micro-grants).

270302. Amount. The CERP is intended for small-scale, urgent, humanitarian relief and reconstruction projects for the benefit of the Iraqi and Afghan people. Priority should be given to projects with a government estimate of less than \$500,000.

- A. Approval authority for individual CERP projects of \$500,000 or more resides with the Commander of the CERP Program Manager in Theater, i.e., Commander,

Combined Task Force (CJTF) in Afghanistan and the Commander, Multi-National Corps – Iraq (MNC-I) with theater specific limitations. The Commander, MNC-I's approval authority is for projects costing up to \$1 million. The Commander, CJTF's approval authority is for projects costing up to \$2 million.

B. Army, using input from MNC-I and the CJTF in Afghanistan, shall separately notify USD(C), MNF-I, USFOR-A, and USCENTCOM J8 of all individual CERP projects of \$500,000 or more as part of the normal monthly/quarterly reporting process. Such separate notification will include a description of the project, an estimated time required to complete, and a justification of how the project supports the purpose of the CERP, and the respective theater campaign plan.

C. Commanders will consult with the appropriate Provincial Reconstruction Development Committees (including PRTs, ePRTs, and PSTs, where established), prior to initiating all individual CERP projects of \$50,000 or more and document the consultation in the project file.

270303. Commingling of Funds. Consistent with Volume 5, Chapter 2, "Disbursing Officers, Officers and Agents," of this DoD Financial Management Regulation (FMR), U.S. appropriations made available for the CERP shall not be commingled with nonappropriated funds, and shall be separately executed, managed, recorded, and reported.

270304. Allocation of Funds. The USD(C) shall ensure that DoD appropriations and other funds available for the CERP are properly allocated to Army for funds control and execution. Commander, USCENTCOM will notify Army of the appropriate intertheater allocation.

270305. Delivery, Transporting, and Safeguarding of Funds. Any funds made available for the CERP shall be delivered, transported, and safeguarded consistent with Volume 5, Chapter 3, "Keeping and Safeguarding Public Funds."

270306. Appointment of Paying Agents. Paying Agents responsible for making disbursements of funds under the CERP shall be appointed consistent with Volume 5, Chapter 2 of this DoD Financial Management Regulation (FMR). A waiver must be granted to allow Coalition Forces members to serve as paying agents. The Coalition Forces member shall receive the same training as U.S. paying agents and sign a statement of understanding. When appointing non-U.S. citizens as paying agents consider the necessity because foreign nationals and other non-U.S. citizens may not be held pecuniary liable for losses of funds. All funds advanced to and returned from the Coalition Forces paying agents shall be documented on a Statement of Agent's Officer's Account (DD Form 1081) in accordance with Reference B, Volume 5, Chapter 19, "Disbursing Officers' Accountability Reports". Upon completion of authorized payments, the paid vouchers, negotiable instruments, and any balance of funds shall be returned to the disbursing officer with a properly completed DD Form 1081.

270307. Documentation of Payments. Payments under the CERP shall be made and documented consistent with Volume 5, Chapter 11, "Disbursements," and Volume 10, Chapter 9, "Commercial Payment Vouchers and Supporting Documents." of the DoD (FMR).

270308. Contracts and Grants. U.S. appropriations and other funds made available for the CERP may be expended through contracts and grants that are prepared and executed in accordance with regulations designed to ensure transparency, fairness, and accountability. To the maximum extent practicable, these regulations shall be consistent with Coalition Provisional Authority Memorandum Number 4, Contract and Grant Procedures Applicable to Vested and Seized Iraqi Property and the Development Fund for Iraq, dated August 19, 2003.

270309. Circumventing Limits. Monetary limits and approval requirements may not be circumvented by "splitting" a single project through the submission of multiple purchase requests, similar documents, or otherwise. Pre-deployment training should highlight this restriction.

270310. Clearance of Accounts. Accounts maintained under the CERP shall be cleared consistent with Volume 5, Chapter 2, of this Regulation.

270311. Certification of Payments. Payments made under the CERP shall be certified in a manner consistent with Volume 5, Chapter 33, "Accountable Officials and Certifying Officers," of this Regulation.

270312. Audits and Program Reviews. The administration of the CERP will be subject to periodic audits by DoD's internal review and audit organizations, including the DoD Inspector General and the Army Audit Agency, as well as external organizations such as the Government Accountability Office and congressional oversight committees. All officials responsible for administering the CERP shall cooperate fully with any review, audit, or investigation conducted by such organizations.

270313. Appointment of Project Purchasing Officers (PPO). PPOs are U.S. government employees/U.S. service members who, upon completion of training and receipt of written delegation, serve as an extension of warranted contracting officers. A contracting officer may delegate to a PPO the authority to obligate the United States on CERP-funded projects costing less than \$500,000.

270314. Monitoring of Projects. All projects must have progress monitored to ensure that payments are commensurate with the work accomplished and the engineering standards as stipulated. For construction projects less than \$500,000, (which may use a PPO rather than a warranted contracting officer), the PPO delegation memo should note that assistance from either the organic engineers or another unit's engineers may be requested to assist in determining construction progress. All projects involving grants must be monitored to ensure that the grant funds have been fully expended on the initiative that justified the project approval.

270315. Performance Metrics. Performance metrics are essential to ensure that funds are applied for the most beneficial projects. Performance indicators must be included in evaluation packages for proposed CERP projects \$50,000 or more and used as part of the close-out process for evaluating the project at its completion. The CERP procedures for evaluating proposed projects should consider:

- A. Immediate benefit to the local population.
- B. Sustainability of the project.
- C. Name and authority of the local partner.
- D. Number of the local population engaged in the project.
- E. Number of locals benefitting which can also be calculated as a cost-benefit or per capita analyses.
- F. Executability of the project (in terms of completion, operation and sustainment of the project).
- G. Relationship to other similar efforts, such as replicating other successful projects funded with CERP.

270316. During project execution, the Commander responsible for the project will ensure that construction meets engineering standards and that performance is updated against the relevant metrics. At project completion, the Commander will ensure final inspections are completed and the project is documented in all required databases and then transferred to appropriate Afghan/Iraqi officials for sustainment.

2704 REPORTS AND NOTIFICATIONS

270401. Not later than the 15th day of each month, Army shall submit to the USD(C) a CERP Project Status Report as of the last day of the preceding month. Army will provide a copy of the report to USCENCOM J8, Commander, MNF-I, Commander, USFOR-A, and the Joint Staff, J8. The CERP Project Status Report shall contain the following information, identified by Project Category provided in this guidance:

- A. For all projects:
 - 1. Unit
 - 2. Project Document Reference Number/STANFINS Document Reference Number.

3. Project Category from USD(C) categories in this reference.
4. Project Title
5. Province where project is located.
6. Description (two or three sentences that describe the project for a person not familiar with it). For micro-grant projects list the name and type of business. For Commander's small scale projects sourced out of bulk funding, capture the initial bulk funded amount under the "other urgent and humanitarian or reconstruction" category. Once the bulk fund is completely obligated/disbursed, replace with actual project descriptions for each completed project using the appropriate CERP categories.
7. Total amount committed, obligated, and disbursed for the project.
8. Obligation date. NOTE: Once projects are identified, if they are cancelled during the same fiscal year they remain on the report with a note that they were cancelled and the obligated amount adjusted to \$0.
9. For projects costing \$50,000 or more provide justification stating how the project supports the purpose of CERP, i.e., justification for the project.
10. Current status of the project and projected completion date or when the project was completed, noting also whether the project was finished or terminated for other reasons.
11. For projects \$50,000 or more, identify the date when project is/will be transferred to the Iraq or Afghanistan government. Annotate with "yes" to indicate the government's commitment to sustain the project, or "no" to indicate no agreement for sustainment. Details of any indicated sustainment must be included in the project files.
12. Number of local citizens estimated to directly benefit from project, if available.
 - a. Number of local citizens estimated to be employed by the project.
 - b. Number of local citizens estimated to be affected by the project.

B. For projects equal to or greater than \$500,000:

1. All information identified above for all projects (1-12).
2. Note whether project sustainment is required and if it has been arranged.
3. Description of the plan for the transition of the project upon completion to the Iraq or Afghan people/government and the government's commitment to sustain the project.
4. For projects in Iraq, identify the amount of funds, if any, provided by the Government of Iraq for this project.
5. Note whether with "yes" or "no" if one of the goals of the project includes benefit to internally displaced citizens?
6. For each project in Iraq costing more than \$750,000, whether it was approved by the MNC-I Commander for funding based on a cost-sharing arrangement with the GOI or based on direct benefit to the U.S. mission.

NOTE: This reporting requirement applies only to appropriation-funded CERP for Iraq and Afghanistan under the scope of this guidance, and, if applicable, is in addition to the separate monthly requirement to report cumulative totals allocated, committed, obligated, and disbursed for all types of CERP funds in Iraq.

270402.

A. Army, with the support of USD(C), shall be responsible for submitting to Congress the quarterly reports required under the National Defense Authorization Act for Fiscal Year 2006, Public Law 109-163, section 1202, as amended.

B. As required upon Secretary of Defense approval of CERP projects in Iraq greater than \$1 million or determination of a waiver for projects costing \$2 million or more, USD(C) will provide Army a signed statement affirming that certification was issued or the waiver was granted..

270403. Army, in coordination with Commander, USCENTCOM, shall promptly notify the USD(C) and the DoD General Counsel of any provisions of law that (if not waived) would prohibit, restrict, limit, or otherwise constrain the exercise of the authority provided by, National Defense Authorization Act for Fiscal Year 2006, Public Law 109-163, section 1202, as carried forward as amended by Public Law 110-181.

270404. The USD(C) will notify the congressional defense committees no later than 15 days after issuing any change to this guidance. The Joint Task Forces in each theater (MNC-I in Iraq and CJTF in Afghanistan) and ARCENT will notify the USD(C), USCENTCOM, and Secretary of the Army no later than 15 days after issuing any changes to their CERP implementing guidance.

2705. WAIVERS

270501. Request for waivers from, or exceptions to any provision of law that would (but for the waiver or exception) prohibit, restrict, limit, or otherwise constrain the execution of the CERP must be submitted through the USD(C) and DoD General Counsel to the Secretary of Defense for approval.

270502. Requests for waivers or exceptions to this guidance must be submitted to the USD(C) for approval.

2706. EFFECTIVE DATE. This guidance becomes effective immediately. The CERP data must meet the requirements of section 1202 of the FY 2006 NDAA, as amended, for any project begun on or after October 15, 2008.

APPENDIX A. CERP Category Definitions and Potential Projects

Agriculture/Irrigation: Projects to increase agricultural production or cooperative agricultural programs. This includes irrigation systems.

- Reforestation (fruit and nut) producing trees, timber production, and general reforestation
- Wind breaks for fields
- Pesticide control for crops
- Animal husbandry practices
- Veterinary clinics, supplies, and care of animals
- Seeds for planting
- Purchase of initial, parents livestock for herds
- Animal health
- Animal production
- Aquaculture
- Fish farms
- Conservation programs
- Biotechnology
- Purchase of farm equipment or implements
- Irrigation wells
- Irrigation ditches
- Canal cleanup
- Water pumps
- Siphon tubes
- Development and construction of terracing
- Sprinkler irrigation
- Dust suppression
- Central pivot irrigation
- Sub-irrigation
- Aquifer development
- Agricultural Training Facilities and Demo-Farms—ADT

Battle Damage Repair: Projects to repair, or make payments for repairs, of property damage that results from U.S., coalition, or supporting military operations and is not compensable under the Foreign Claims Act.

Civic Cleanup Activities: Projects to cleanup public areas; area beautification.

- Streets, roads
- Parks
- Demolition of old buildings/structures
- Trash removal

Civic Support Vehicles: Projects to purchase or lease vehicles by public/government officials in support of civic and community activities.

- Construction vehicles for public works
- Water and trash trucks
- Governmental vehicles for official duties

Condolence Payments: Payments to individual civilians for the death or physical injury resulting from U.S., coalition, or supporting military operations not compensable under the Foreign Claims Act.

Economic, Financial, and Management Improvements: Projects to improve economic or financial security.

- Marketing assistance programs
- Refurbishment of bazaars
- Micro-Grants to individuals or small businesses
- Refurbishment of district centers

Education: Projects to repair or reconstruct schools, or to purchase school supplies or equipment.

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

Electricity: Projects to repair, restore, or improve electrical production, distribution, and secondary distribution infrastructure. Cost analysis must be conducted so the village or district may collect revenues to ensure operation and maintenance of the system for long-term use.

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

Food Production & Distribution: Projects to increase food production or distribution processes to further economic development.

- Food handling technology, including refrigeration, storage, warehousing, etc.
- Adequate production and supply logistics, based on demand and need
- Food labeling and packaging
- Food production safety

- Capacity building for production and regulation of food
- Storage capability for pre-distribution holding

Former Detainee Payments: Payments to individuals upon release from Coalition. non-Theater Internment detention facilities.

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

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

Hero Payments: Payments made to the surviving spouses or next of kin of Iraqi or Afghan defense or police personnel who were killed as a result of U.S., coalition, or supporting military operations in Iraq or Afghanistan (previously referred to as Martyr payments in Iraq).

Other Urgent Humanitarian or Reconstruction Projects: Projects to repair collateral damage not otherwise payable because of combat exclusions or condolence payments. Other urgent humanitarian projects not captured under any other category. For other urgent humanitarian projects, this category should be used **only** when no other category is applicable.

- Tents
- Tarps, plastic sheeting
- Blankets
- Clothes, shoes/boots, winter coats/gloves
- Hygiene kits
- Food (rice, beans, salt, sugar, tea, cooking oil)
- Stoves
- Wood for stoves
- Coal/charcoal

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

- Fencing
- Lights
- Barrier materials
- Berms over pipelines
- Guard Towers

Repair of Civic & Cultural Facilities: Projects to repair or restore civic or cultural buildings or facilities.

- Religious buildings such as mosques or shrines
- Civic/community centers
- Women's centers
- Athletic venues
- Libraries
- Museums

Rule of Law & Governance: Projects to repair government buildings such as administrative offices, or court houses.

- Governmental buildings repair
- Support for the judicial system
- Jails or temporary holding facility repairs
- Public service facility improvements
- Support to divergent political party development

Temporary Contract Guards for Critical Infrastructure: Projects including Sons/Daughters of Iraq and similar initiatives in Afghanistan guarding critical infrastructure, including neighborhoods and other public areas.

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

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

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

- Transportation infrastructure, including roads, railway tracks, airports, ports, etc.
- Roads (including gravel, cobblestone, etc.)
- Culverts
- Bridging
- Traffic control measures

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

- Wells (regardless of the end user, unless the end user is the security forces)
- Water pumps
- Water treatment facilities
- Production or distribution of potable water and sanitation of that production capability
- Establishing trash collection points
- Waste disposal sites
- Sewage treatment solutions
- Retaining walls for flood prevention
- Dumpsters
- Public latrines
- Water studies, including watershed studies
- Water testing

APPENDIX B CERP Quarterly Report Commander's Narrative

Each quarterly report, submitted in accordance with section 270402 of this regulation, will contain a Commander's Narrative from the Commander, MNC-I and Commander, CJTF in Afghanistan that at the beginning of each fiscal year establishes:

- Commander's overall goals for the CERP funding
- At least three supporting areas of emphasis for using the funding
- How progress against the identified goals will be judged

Each quarter the Commander's Narrative will review the goals as required above and report progress achieved against the identified goals, using the above-noted methods.

- Significant events/issues that have occurred since the previous quarterly report
- Adequacy of projected funding
- Areas anticipated to be of interest to USCENTCOM, HQDA, OSD, and Congress
- Any problems arising in the transfer of completed projects to the Governments
- Impact of the security situation on monitoring of CERP funded projects
- Newly approved projects \geq \$500,000 and the category of any project
- Projects \geq \$500,000 that were completed during the quarter and category of each project.
- Contributions each project \geq \$500,000 made to humanitarian relief and reconstruction efforts for the benefit of the Iraqi and Afghan people.
- Efforts made to obtain donor funding for projects and results obtained.
- Identification of any projects or category of projects that are cost-shared and with whom.
- Date that projects were turned over to the appropriate government.
- Impacts of CERP funded projects, individually and collectively in assisting the U.S. carry out its strategy.
- For Iraq, progress made in identifying and pursuing opportunities to transition responsibility for larger economic revitalization efforts to the Government of Iraq including:
 - The level of funding from the GoI into I-CERP;
 - The level of funding provided by GoI through other programs to meet urgent humanitarian relief and reconstruction requirements that immediately assist the Iraqi people,
 - The status of efforts to transition Sons/Daughters of Iraq to the GoI.