“I just quote these public opinion polls: Americans, 70% or 65% think we haven’t achieved anything. In Afghanistan, it’s 70 or 80% think we have. How does that happen, that the people who are in the middle of that war think we’ve really done some good, and the people who are 10,000 or 15,000 miles away think we haven’t?”

-Senator Carl Levin Chairman, Senate Armed Services Committee
### Societal Fundamentals: Then and Now (1 of 2)

#### Infrastructure/Communications

<table>
<thead>
<tr>
<th></th>
<th>Taliban: 2001</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roadways</td>
<td>18,000km</td>
<td>42,150km</td>
</tr>
<tr>
<td>Airlines (Owned)/Airports</td>
<td>3/UNK</td>
<td>42/4</td>
</tr>
<tr>
<td>TV/Radio Stations</td>
<td>None</td>
<td>50/150</td>
</tr>
<tr>
<td>Internet Users</td>
<td>None</td>
<td>1,000,000+</td>
</tr>
<tr>
<td>Cell Phone Subscribers</td>
<td>25,000</td>
<td>18,000,000+</td>
</tr>
</tbody>
</table>

#### Education

<table>
<thead>
<tr>
<th></th>
<th>Taliban: 2001</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools</td>
<td>1,000</td>
<td>14,000+</td>
</tr>
<tr>
<td>Teachers</td>
<td>20,000</td>
<td>180,000+</td>
</tr>
<tr>
<td>Primary and Secondary School (Students)</td>
<td>700,000</td>
<td>7,900,000+</td>
</tr>
<tr>
<td>% of Female Students</td>
<td>None</td>
<td>37%</td>
</tr>
<tr>
<td>University Enrollments (Students)</td>
<td>UNK</td>
<td>150,000+</td>
</tr>
<tr>
<td>Literacy Rate</td>
<td>12%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Sources: CIA World Fact Book 2104; internetstatistics.com/Asia; GIROA Ministry of Communications & Information Technology; Afghan Central Statistics Organization 2014; World Bank Development Indicators; Afghan Energy Information Center; International Airline Industry Directory; and 2014 UNHCR Country Profile-Afghanistan 2014

By almost all metrics, progress in Afghanistan has been **significant** in the last 14 years.
### Societal Fundamentals: Then and Now (2 of 2)

<table>
<thead>
<tr>
<th><strong>Economy/Politics</strong></th>
<th>Taliban: 2001</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GDP (USD per Capita)</strong></td>
<td>$150.00</td>
<td>$1,100.00</td>
</tr>
<tr>
<td><strong>Access to Clean Water</strong></td>
<td>22%</td>
<td>64.2%</td>
</tr>
<tr>
<td><strong>Unemployment/underemployment</strong></td>
<td>50%</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Passenger Cars (per 1,000 people)</strong></td>
<td>0.5</td>
<td>20</td>
</tr>
<tr>
<td><strong>Commercial Overflights &amp; Landings (Daily)</strong></td>
<td>None</td>
<td>756</td>
</tr>
<tr>
<td><strong>% of Women in Labor Force</strong></td>
<td>UNK</td>
<td>37%</td>
</tr>
<tr>
<td><strong>% of Women in National Parliament</strong></td>
<td>0</td>
<td>28%</td>
</tr>
</tbody>
</table>

### Population & Health

| **Refugees** | 3,700,000 | 2,600,000 |
| **Infant Mortality (Age 5)** | 15% | 12% |
| **Life Expectancy** | 43 | 60.5 |
| **Healthcare Access/Facilities** | 9%/498 | 60%/2,507 |

- Numerous polls conducted in 2014 indicate that GI RoA enjoys >80% popular support; >80% of Afghans believe their lives are improving; and the Afghan National Army (ANA) consistently ranks as the most respected institution in the country with approval ratings >85%
- In contrast, only 12.7% of men and 1.6% of women polled desire a return to Taliban rule

*Source: Agence France-Presse*
As of 19NOV15

UNCLASSIFIED
Combined Security Transition Command - Afghanistan
1. **Leverage ASFF Fund** via Commitment Letters with MoD/MoI to instill “CONDITIONS BASED” fiscal discipline and acceptance of a “NO NEW BILLS WITHOUT A BILL-PAYER” strategy.

2. **Fight Corruption** with intense oversight/audit of $5.3B in expenditures in order to gain and build international donor confidence and encourage continued investment in Afghanistan (33 ongoing external/internal audits).

3. **Integrate National Fiscal Management Capacity** thru vertical establishment of a national system (AFMIS) in order to enable fiscal accountability with GIRoA.

4. **Assist Personnel Accounting System Development** thru disciplined application of manning processes resulting in 100% personnel accountability thru national HR system (AHRMS) and payroll systems (EPS/EFT).

5. **Control Ammo Distribution** to enforce matching issue amounts to validated requirements in an effort to lower costs, curb corruption and eliminate waste and abuse.

6. **Reduce Fuel Allocation** to mirror realistic expenditures in order to improve fuel distribution behavior, reduce opportunity for corruption and waste, and enforce discipline.

7. **Prohibit Issuance of New Vehicles** requiring application of maintenance discipline by tactical units resulting in increased turn in of broken vehicles and improved operational readiness rates.

8. **Incentivize Civilian Jobs in MoD / MoI** in order to positively influence Civilianization of the Ministries to grow a civilian workforce that better supports administrative and technical requirements of the ANSF.

9. **Focus Application of (240) MoD / MoI Advisors** to educate, advise and implement this strategy in order to expand ministerial competence; continue to lean on Afghan advisors – transition into ministerial civilians.

10. **Influence Budgetary Responsibility** through an Afghan Divestiture Strategy (ADS), fiscally smart infrastructure improvement, and training MoD / MoI facilities managers to improve long-term fiscal stability.

Legacy is **NOT GUNS AND AMMO** but **ENDURING PROCESSES & SYSTEMS** that **ENABLE FISCAL DISCIPLINE** for the future.

---

**FOCUS THE TEAM** on influencing **EFFECTIVE LEADERSHIP** and **INSTITUTIONAL BEHAVIOR** through “CONDITIONS BASED” provision of funds and resources.

---

As of 19NOV15
New MoD Headquarters

Background

- New MoD HQ Building Construction Complete
- IT COMM/FFE Installation Under Separate Contracts in Progress
- Construction Completion of Nine Additional Supporting Garrison Buildings is in progress; Completion March 16
- Planned Occupancy – Desks for 1943 Staff Personnel
- Floor Area – 38,500 square meters
- Auditorium – 936 Seating Capacity
- DFAC – 800+ Seating Capacity
- Costs - $200M (Garrison construction - $48M)

Strategic Value to the ANA

- Focal Point of Afghanistan’s Military Planning and Operations. Vital National Security Decisions will be Made at the MoD HQ
- Ministry of Defense and General Staff Personnel are Scattered Among Several Kabul Area Locations
- The ANA will begin Occupancy of the MoD HQ in October, Bringing Together Senior Leadership, Support Staff and General Staff in One Location for Improved Communication and Collaboration in Strategy, Operations, Logistics and Policy
- The Transfer of this Building Marks an Important Milestone When Afghan Soldiers Take the Lead for Security Across the County
As of 19NOV15

Gender Introduction

MoI & MoD Total
41-Projects $133M

Training Centers, Living Facilities with Gym, Daycare, and Separate DFAC

Fitness Center Example

Playground for Daycare

Camp Shaheen Temp Const. Facilities

Playground for Daycare

UNCLASSIFIED
The construction of Gender Projects is part of a comprehensive approach to support a GIRoA initiative to train female police officers. This will be a foundation for ensuring long-term sustainability and increased capacity building in relation to the recruitment, retention, and career progression for females in the ANP and ANA.

-14 Projects for ANA, ANP Female Training Facilities
- Priority Effort: Police Town Kabul
  - 300 Families
  - Day Care
  - Market
  - Community Center
  - School
  - Medical Clinic
  - Fitness Center
Afghanistan’s Walter Reed
-Built in 1973
-National Historic Asset

Repair . . .

• 22 Elevators
• Morgue HVAC & Plumbing
• DFAC Kitchen Cold Storage

Renovate . . .

• ECP renovation & security upgrades
• DFAC Expansion & Warehouse Renovation

Future Requirements . . .

• Emergency Trauma Center
• Martyr Center & new Morgue
• Wounded Warrior Rehab Center & Barracks
• Medical Academy Guest housing
• New Medical Warehouse
• Engineering Maint. Facility
• Parking Lots & Management Facility
• Renovate/Upgrade main hospital

As of 19NOV15
Divestment & Opportunities

ANDSF Divestment:

- ANA & ANP: $10.1B (1140 projects) in new construction over last 14 years
- Current Operation and Maintenance portfolio not sustainable in the out years
- Afghanistan Divestment Strategy (ADS) identified 365 excess facilities ($100M/year O&M)
- Three complex coalition airfields to be transferred over next 6-9 months:
  - Herat
  - Mazar-e Sharif
  - Kandahar

Opportunity:

- GIRoA has the opportunity to capitalize on the airfield’s (small cities) economic potential
- On 23 July 2015 President Ghani officially established the Afghanistan Airfield Economic Development Commission (AAEDC)
- Synchronize the AAEDC with the Base Closure Committee (BCC) to maximize the economic potential of the airfields

There is an opportunity with the new government to change the narrative and promote Afghanistan as a viable emerging market. If we want stability to take hold, we must continue this effort and START NOW.
MISSION: Train, Advise, and Assist GIRoA in developing airfield business plans at eight airfields in order to maximize economic opportunities for Afghanistan.

Resolute Support Strategic Objectives

- Help Establish Airfield Economic Development Commission (AEDC)
- Assist development of national strategy for airfield economic plan
- Produce transition “Plans” with RS Operational Basing Board
- Execute a Dubai conference with the American Embassy/GIRoA
- Advise inclusion of provincial authorities in decision making

Government of the Islamic Republic of Afghanistan Goals

- Eliminate crippling overhead, create jobs, expand tax base
- Increase GDP - Create national and regional transportation hubs
- Leverage airfields to improving national quality of life
- Achieve enduring outcomes for eight large airfields
- Improve national stability and regional economic development

CURRENT ECONOMIC SITUATION:
- $8.7B imports (2014)-70% use Ring Road corridor—Airfields on corridor!
- Main import partners:
  - Pakistan 14%; Russia 13%; Uzbekistan 11%; Iran 9%; China 9%

DESIRED FUTURE ECONOMIC SITUATION:
- Airfields become major exporting hubs—via road/rail/air
- World exporter of rare earths, produce, manufactured goods, etc.
- Vibrant economy, tax-free zones, international business partnerships

Afghanistan Airfield Economic Potential
**RS Afghan Airbase(s) Transition**

**MISSION:** Train, Advise, and Assist (TAA) GIRoA in developing airfield transitional planning to maximize Afghan economic opportunities.

**Resolute Support Strategic Objectives**
- Responsibly transition estimated $10.1B in Coalition airbases
- TAA GIRoA and support their establishment of the Airfield Economic Development Commission (AEDC)
- Produce transition “Plans” with RS Operational Basing Board
- TAA and support GIRoA’s Dubai Conference and follow-on

**Background:** ANA & ANP received $10.1B in infrastructure - 1140 ANDSF projects - current GIRoA O&M/SRM portfolio not sustainable

- Afghanistan Divestment Strategy (ADS) identified 365 excess facilities – over $110M/year O&M/SRM. Eight large, complex coalition airfields (two transferred, six scheduled over next 36 months.
- ANDSF cannot afford additional infrastructure—must operate within current budget - Need to evaluate airfields as potential economic “dry ports”.

**HQ RS Commanders Direction:**
- Capitalize on the Afghan economic potential for the eight airfields
- Assist PoA in establishing an Afghanistan Airfield Economic Development Commission (AAEDC)
- Assist the AAEDC in publishing GIRoA decree and policies
- Synchronize the AAEDC with the RS BCC to maximize the economic potential of the airfields
- Utilize all RS expertise and capabilities to assist GIRoA in their effort to attract investors

**Government of the Islamic Republic of Afghanistan Goals**
- Eliminate crippling overhead, create jobs, expand tax base – Increase GDP
- Create national and regional transportation hubs - improve quality of life
- Leverage airfields to achieve enduring outcomes for eight large airfields
- Increased economic stability/security = increased national security/stability

**ACCOMPLISHMENTS**
- Developed an AAEDC Organizational structure – 7 primary Ministries
- Published Presidential Cypher – PoA signed 23 July 2015
- Produce Airfield plans to highlight economic potentials for GIRoA
- Facilitated meetings between AAEDC and PGOVs

**WAY AHEAD**

**AIRFIELD INVESTOR VISITATIONS/INDUSTRY DAYS:** Oct 15 through Mar 16. GIRoA and RS HQ sponsored
- Herat
- Mazar-e Sharif
- Kandahar

**AIRFIELD TRANSITIONAL CONTRACTS:** ANDSF has continuing presence at airfields. Airfields for post-transitional military operational support is required. Bridging contracts will be used to preserve future economic development.
- Dec 2015: Security Contract in-place (est. $21M)
- Feb 2016: Airfield Essential Functions & Life Support Services Airfield (est. $65M)

**GIRoA AIRFIELD ECONOMIC DEVELOPMENT POLICY**
- Dec 2015: Address free-trade zones, tax incentives, long-term leases, streamline visa and business license approval, etc.

**Dubai Conference:**
- GIRoA led 30Sep15
- Over 170 in attendance

- International Embassies attended
- Multiple news outlet coverage

**Last Updated:** 5 Oct 15
POC: Greg Gangnuss, 449-7986
As of 19NOV15
Approximately 90% of Afghanistan National Defense Security Force (ANDSF) installations rely on diesel generators.

- Annual cost for providing generator power is ~ $327M ($185M fuel + $142M O&M for generators)
- Represents about 67% of $485M ANDSF infrastructure sustainment cost.

ANDSF diesel generated cost is estimated at $0.53 per kWh vs. $0.22 per kWh using commercial power.

Afghanistan’s total electrical power is approximately 647 megawatts:
- 77% imported from foreign nations
- Only 25% of the population receives grid power.

The PDPPA will switch bases to commercial power significantly reducing fuel, personnel, generator maintenance, and logistical requirements and improve Afghanistan’s transmission and distribution capabilities to meet the country’s growing requirements.
Environmental Partnership

Afghan National Defense and Security Forces (ANDSF) Resolute Support (RS) and CENTCOM leadership executed the inaugural ANDSF environmental workshop 26 - 28 October 2015. MoD hosted the workshop which provided MoD and MoI leaders leading-edge environmental management techniques and discussions of environmental stewardship/policy relationships between coalition, international, domestic and ANDSF stakeholders.

Strengthen Environmental Security

- The 3-day event was designed to foster the networking required to start building workable environmental policies for MoI and MoD.
- Fostered a productive communication and training workshop attended by over 110 ANDSF leaders daily

Environmental Management: Strategic partnership initiated with Afghan and coalition environmental leaders and responsible officers. Broad-spectrum of environmental professionals presented:

- Afghan National Environmental Protection Agency (NEPA)
- United Nations Environmental Programme (UNEP)
- United States Agency for International Development (USAID)
- Kabul University Environmental Engineering Department
- CENTCOM, USFOR-A, SHAPE, USACE

Environmental Workshop: Provided a pinnacle forum for leadership to promote environmental solutions, sustainment, and security. Keynote leadership address provided by:

- Minister of Defense: His Excellency Mohammed Stanikzai
- PoA Legal Advisor: Counselor Abdul Ali Mohammadi
- DCOS SA CSTC-A: Major General Gordon Davis, Jr.

Environmental Way Forward: CSTC-A assist development of a strengthened ANDSF environmental security policy

Acting Minister of Defense Mohammed Masoom Stanekzai addresses ANDSF inaugural workshop attendees. Focused on developing a strengthened environmental security policy in Afghanistan.

Major General Gordon Davis, Jr., CSTC-A CG discusses environmental policy with Afghan National Army Major General Khawari. The environmental workshop event served as a platform to engage ANDSF.

Inaugural environmental workshop hosted by the Ministry of Defense. More than 110 Afghan leaders joined Resolute Support personnel and international partners
### USACE-TAA Overview (2003-2015)

<table>
<thead>
<tr>
<th>Program</th>
<th>Customer</th>
<th>2003-2015 Projects / Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANA</td>
<td>CSTC-A</td>
<td>361 / $3.32b</td>
</tr>
<tr>
<td>ANP</td>
<td>CSTC-A</td>
<td>353 / $1.87b</td>
</tr>
<tr>
<td>MILCON</td>
<td>USFOR-A</td>
<td>160 / $2.41b</td>
</tr>
<tr>
<td>AIF</td>
<td>USFOR-A</td>
<td>17 / $0.50b</td>
</tr>
<tr>
<td>CERP</td>
<td>USFOR-A</td>
<td>48 / $0.25b</td>
</tr>
<tr>
<td>Other</td>
<td>Various</td>
<td>240 / $0.40b</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1179 / $8.76b</strong></td>
</tr>
</tbody>
</table>

**Current Program:** 94 projects, $1.3B

As of 19NOV15
Afghan Quality Assurance Representative Program
- 190 highly educated Afghan Quality Assurance Representatives.
- Security limits DA Civilian access to job sites.

Afghan Ministerial Partnerships
- In coordination with CSTC-A and their TAA-C mission.
- Current partnerships with MOI and MOD.
- Developing partnerships with MoPW and MEW.

Afghan Builders Association
- Transitioned the Construction Contractor Quality Management Training Program to ABA
- Transitioned the Construction Laboratory Certification Program to ABA
- Provided a tutorial and a point of contact for the modifications/REAs/claims process, which was previously not well understood by most Afghan companies.
- Developed Afghan Women Owned Business set-aside program

National O&M Contract
- Provide operations and maintenance to critical infrastructure (generators, WWTP, WTP)
- Train and Mentor host nation personnel to maintain and sustain ANA and ANP facilities to endure long after U.S. and international presence.
ENGINEERS delivered both **tactical engineering and construction missions**...but **REAL VALUE** was the ability to use **ENGINEERING EFFECTS** to meet NATO CDR’s **STRATEGIC MISSION**

1. **SYNCHRONIZED ENGINEER EFFORT:** Outstanding engineer planning and resourcing to support NATO mission in all dimensions of Engineer Capability – full complement of effort and great respect by theater leaders

2. **FULL DIMENSION CAPABILITY:** Met all tactical and operational specified tasks through innovative unit sourcing and advisory missions during drawdown while expanding strategic capacity building and outreach.

3. **COMMITMENT FOR QUALITY LEADERSHIP:** Buy-in by ENGINEER leadership to resource mission with quality and experienced leaders….outstanding network of NATO, USFOR, CSTC-A, and USACE leaders

4. **UNPRECEDENTED DELIVERY of QUALITY FACILITIES:** Given the challenges of construction in a combat zone…engineer team delivered excellent new facilities on time and to standard. Extremely responsive.

5. **ABILITY TO TRAIN / ADVISE / ASSIST AFGHAN UNITS:** In addition to full time responsibilities, ENGINEER forces stepped up to champion TACTICAL UNITS….full spectrum readiness advising (ENGR School, Bde, FLW).

6. **CAPACITY BUILDING:** ENGINEERS developed optimal model to build host nation enduring capacity thru use of local national quality control engineers, postured to move to a trained engineer civilian workforce

7. **LEADER TRAINING ON REAL WORLD DISASTER RESPONSE:** Massive AVALANCHE of Winter 2015 demanded ENGR support opns….TAA of Minister / Bde Leaders facilitate planning, rescue and relief efforts

8. **FACILITY SUSTAINMENT INTEGRAL TO ALL EFFORTS:** Facility maintenance planning and workforce development must be preplanned, resourced, and in place to absorb new facilities – protect the US investment

9. **BUILDING BUSINESS PRACTICES:** Massive return on investment of growing Senior Leader Business capabilities in Budget Execution, Property Programming, Contracting Reform, and Facility Divestment.

10. **MILITARY ENGINEERS ARE STRATEGIC MULTIPLIERS:** Our ENGINEER force understands strategic goals…and how to use ENGR PROJECTS to achieve **economic** and **political** outcomes….think and act BIG!

**ENGR Mission isn’t** **JUST CONCRETE AND STEEL**, but **REAL LEGACY** must be **BUILDING CAPACITY and RELATIONSHIPS**