

# **AFGHANISTAN MOI AND NATIONAL POLICE DEVELOPMENT PERFORMANCE WORK STATEMENT**

**19 MAY 2010**

## **1.0 OVERVIEW.**

### **1.1 Contract Objective.**

The contract objective is to support the Ministry of the Interior (MoI) and the Afghan National Police (ANP) to increase their overall capabilities to provide a trained and professional police presence, enhance public security, and support the rule of law in Afghanistan assisting military personnel in teaching and mentoring the MoI/ANP.

The program, as coordinated with CSTC-A, currently includes training, mentoring, and Ministry of Interior reform/development. CSTC-A has oversight of all security sector reform/development programs in Afghanistan and the Contractor can expect to work with CSTC-A on the ground in meeting U.S. goals and objectives.

The Afghan MoI is responsible for nationwide law enforcement. The MoI consists of a number of divisions; including the following:

- MoI Headquarters
- Afghan Uniformed Police (AUP)
- Afghan National Civil Order Police (ANCOP)
- Afghan Border Police (ABP)
- Specialized elements (Counter-Narcotics, Counterterrorism, Fire Fighting, Major Crimes Headquarters, Special Police Operations Unit)

### **1.2 ANP Reform/Development Program.**

The key element of these and continuing efforts to develop Afghanistan's law enforcement capacity is the deployment of civilian police advisors to the MoI and to police facilities around the country. The duties of the mentors and trainers are aligned with the goals of the police program, which are:

- Train a large and capable police force with basic knowledge of law enforcement and human rights
- Mentor police officers and leaders to instill among the ranks a law enforcement culture of service to the people of Afghanistan
- Reform the MoI into a more efficient and effective body for the administration of the police, including through the cultivation of accountability established at the highest levels of authority.

### **1.3 ANP Reform/Development Requirements.**

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Meeting the ongoing and evolving requirements of the ANP Reform and Development Program is a key priority. To meet the accelerated demands for training and mentoring the ANP to a state of operational independence, the contract requires mentors with strong skills sets capable of mentoring in challenging environments and situations. Increasingly, Law Enforcement mentors are deployed with the U.S. military on Police Mentor Teams (PMTs) at remote and isolated district locations. This duty can be particularly hazardous, though all reasonable efforts are made to manage the risks. Senior-level mentoring at the MoI must be sustained and intensified as the demands grow for Afghan primacy of its law enforcement program. The evolving development of the MoI and the ANP will also require that the ANP Reform and Development Program respond to changing demands for curriculum to address advanced and specialized skills and to build institutional capacities to meet demands in the field.

#### **1.4 ANP Institutional and Fielded Training Requirements and Contractor Flexibility:**

The institutional and fielded mentor and training advisor requirements and position descriptions are potential requirements and job functions anticipated by the Government at the time. Due to the highly fluid and unpredictable nature of Afghan police training operations these requirements and descriptions are likely to change with time. The Contractor must demonstrate the ability to support expanding or shrinking requirements. In the advent of expanding requirements the Contractor shall demonstrate the capacity and ability to increase the current number of advisors (690) to between 700-828 advisors should it become necessary. The contractor and government will meet as required to discuss pending contract requirements.

### **2.0 MISSION REQUIREMENTS.**

#### **2.1 Mission Specific Requirements.**

- A key mechanism in developing the capacity of the Afghan National Police (ANP) continues to be obtaining international technical policing experts who have the expertise to directly train, guide, mentor, and monitor ANP to operationally reinforce the training provided in the classroom.
- The Contractor is instructed to provide 690 advisors (Comprised of mentors, trainers, and mentors deployed to the field). The table below provides a breakout of the 690 personnel.

Personnel	Baseline
Ministerial Mentors	95
Institutional Mentors/Trainers	229
Fielded Mentors	366
<b>Total</b>	<b>690</b>

#### **2.2 Mission Support Personnel.**

The Contractor shall ensure and identify in its proposal that sufficient security personnel, interpreters, medical staff and other necessary support personnel are deployed alongside police advisors as necessary. Advisors shall be deployed in a phased manner in groups no larger than

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60 personnel (not including support staff) unless a waiver is granted by the COR. Waivers of this requirement will be addressed on a case-by-case basis only.

**2.3 Screen, Examine, Select, Hire, Orient, Train, Assign, Supervise, Evaluate, Process and Deploy Professionals to Accomplish Advisor Management Services.**

- The Contractor shall provide a Personnel Management Staffing Plan that shall address recruiting methodology, which shall include: screening, examining, selection; hiring, orientation, training, assigning, supervising, evaluating, processing and deployment of professionals to accomplish the requirements of this contract and IAW the deployment transition plan and schedule for those to deploy overseas. This transition plan shall include a detailed description of how Contractors shall perform pre-deployment processing and screening for all staffing types, such as: U.S. American Citizens (AmCits), Third Country Nationals (TCNs) and Host Country National (HCNs). This deployment transition plan shall also address location, durations, training provided, medical processing and methods to eliminate chokepoints that could delay deploying personnel to Afghanistan.
- The Contractor shall deliver a staffing plan that shall identify all labor categories used and the number of personnel, by location, in each category filled, to include TCNs, HCNs, and AmCits.
- The staffing plan shall address retention, timely replacement of employees who are no longer available for deployment for any reason, including normal attrition, mobilization as members of the Reserve or National Guard, failure to meet deployment requirements, injury or death.
- The Contractor shall provide position justifications as part of the staffing plan.
- The Contractor shall submit resumes of Key Personnel for Government approval to ensure job qualifications are contractually met IAW vetted and approved position descriptions.
- The Contractor shall assume all costs related to pre-qualification recruitment, screening, examining, and selection process of potential candidates.
- Once potential candidates are selected and hired, the Government shall reimburse, in-full, any costs associated with recruitment, screening, examining, hiring, orientation, training, assigning, supervising, evaluating, processing and the eventual deployment of successful and qualified candidates; and to those unable to deploy due to circumstances beyond the Contractor's or staff members control – not related to qualifying. Any mitigating circumstances (documented) shall be presented to a review panel, consisting of the COR, Contracting Officer, and CSTC-A organizational COR for full consideration or proportional consideration. The cost for any candidate that simply withdraws himself/herself from consideration without justification (as established and proposed by the Contractor) at any point after hiring, during orientation, training, and assignment, or

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within the first 90 days of deployment (standard probationary period), shall be incurred by the Contractor (this gives the Contractor the ability to enter these stipulations in the employee's contract and place the burden of cost on the hired employee).

- Accordingly, the Contractor shall structure and present these costs in a tiered manner to facilitate proportional approvals. Therefore, it is imperative that the Contractor fully qualify candidates before deployment and ensure an appropriate system to retain qualified candidates is in place. Second year retention shall be contingent upon evaluation of performance.
- The Contractor shall establish and enforce a drug (substance-abuse) and alcohol-free environment IAW General Order 1 and shall conduct random drug screening of all Contractor personnel. Contractors employed under this contract are subject to Government searches at any time for any reason.

**2.4 Civilian Police Pre-deployment Orientation and Training.**

**2.4.1** The Contractor shall develop, maintain, and conduct a comprehensive Orientation and Training Management Plan to prepare Afghan Police Program advisors to accomplish required tasks and functions within the AO environmental constraints (threat, security, safety, rules of engagement).

**2.4.2** "Orientation" is defined as a classroom-based presentation of information without practical exercises or an evaluation component. "Training" is defined as a practical, hands-on approach that evaluates skill and information retention levels. The Contractor shall develop, maintain and conduct general, Afghanistan mission appropriate orientation and training to be provided to all advisors deploying to Afghanistan in support of the ANP Reform and Development Program. The plan shall include, at a minimum:

- Orientation and Training requirements analysis - mission and environment-specific.
- Orientation and Training schedules - mobilization, deployment, and sustainment (including in-service training and weapons re-qualification).
- Orientation and Training Resource Support Plan - instructors, facilities, material.
- Orientation and Training Evaluation Plan.
- All training manuals, lesson plans, software, or other property developed for the pre-deployment and orientation-training program are considered Contractor Acquired-Government Owned Property (CAGOP).

**2.4.3** The Contractor shall develop an orientation curriculum that is consistent with internationally recognized principles of policing in a democracy, and concern for human rights and dignity.

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- 2.4.4** The Contractor shall use only qualified personnel to perform training IAW Contractor standards. This includes the completion of orientation and training before entering into the AO. The Contractor shall breakdown the Orientation and Training into blocks with testing given at the end of each block of instruction.
- 2.4.5** Each session of orientation and training shall consist of no more than 14 days (inclusive of final in-person screening, orientation and training, and preparation) and is subject to approval by the COR. On day 15, Trainees are expected to be fed and to complete any additional paperwork before departing for the airport. Orientation and training shall be Afghanistan mission-specific and taught by qualified instructors with practical experience in Afghanistan or in-depth knowledge of the Middle East region
- 2.4.6** The Contractor shall demonstrate the ability to prepare, develop, maintain and conduct specialized orientation and training for designated categories of advisors and technical experts deploying to Afghanistan as changes evolve and become more evident. The Contractor shall be responsible to identify these elements and introduce these topics for consideration to the COR.
- 2.4.7** Each advisor shall be qualified with the weapon of issuance and be familiar with other weapons of choice in Afghanistan. Weapon qualification standards shall be as given in Appendix 1. Re-qualification shall occur every 6 months and incorporated with the inspection of uniforms, equipment, review standards of conduct, and mission. The Contractor shall review this process and make needed process improvements with COR approval.

**2.5 MOI Mentor Ministerial Positions (95 Positions).**

Mentors shall teach/mentor both U.S. and Afghan counterparts to develop the MoI Headquarters principals and staff in providing capability and systems to effectively administer and execute the functions of the MoI. The positions in the following table shall meet the requirements of the basic contract for key personnel. All MoI Mentors are under the operational control of military or Department of Defense civilians assigned as advisors to MoI.

Number	Directorate	Position to mentor/organization to develop/system to implement
1	ACG PD	Deputy Minister for Administration and Support
2	ACG PD	ANP Command Sergeant Major (CSM)
3	ACG PD	Director of Afghan Fire Services
4	ACG PD	Director of Afghan Uniform Police
5	ACG PD	Director of Afghan Border Police
6	ACG PD	Director of ANCOP
7	ACG PD	Chief of the CID
8	ACG PD	Director of Counter Terrorism
9	ACG PD	AUP CSM
10	ACG PD	ABP CSM
11	ACG PD	Executive Office Management and Mentor Developer
12	ACG PD	Senior Mentor/Section Chief Afghan National Police Personnel Movement Cell

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Number	Directorate	Position to mentor/organization to develop/system to implement
13	ACG PD	Mentor Afghan National Police Personnel Movement Cell
14	CJ ENG	Mentor the Director & Deputy Director of the Mol Facilities Department
15	CJ ENG	Mentor to the Deputy Directors for Plans and Operations Division-Mol Facilities Department
16	CJ ENG	Mentor the Deputy Directors for the Real Property and Budget Divisions-Mol Facilities Department
17	CJ1	ANP Personnel Policy Management
18	CJ1	Mol Chief of Officers
19	CJ1	Mol Chief of NCOs
20	CJ1	ANP G1 CSM
21	CJ2	Mentor to the Directorate of Police Intelligence Staff
22	CJ2	Mobile Training Element Intelligence Instructor
23	CJ2	Advisor to the DPI Chief of Personnel
24	CJ2	Mentor to the DPI Chief of Strategic Communications
25	CJ2	Mentor to the DPI Chief of Security
26	CJ2	Mentor to the DPI Chief of Logistics
27	CJ2	Personnel Security Mentor
28	CJ2	Personnel Security Mentor
29	CJ3	Operation National Police Command Center (NPCC) Chief
30	CJ3	Battle Captain
31	CJ3	Regional Liaison Officers to MOI Headquarters
32	CJ3	NPCC Shift Officer in Charge (OIC)
33	CJ3	NPCC Shift OIC
34	CJ3	Chief Police Exercises
35	CJ3	Chief Emergency Services Call Center and 119 Call Center
36	CJ3	Chief Operation Section
37	CJ3	Plan Division Chief
38	CJ3	Police Readiness Chief
39	CJ3	Police Modernization Chief
40	CJ3	Police Plans Chief
41	CJ5	Director of Strategy
42	CJ5	Director of Afghan National Defense Strategy Coordination
43	CJ5	Director of Strategic Analysis
44	CJ5	Director of Programming
45	CJ5	Director of Policy
46	CJ5	Director for Parliamentary Affairs
47	CJ5	Chief Strategic Communications
48	CJ6	Information Communication and Technology (ICT) Director
49	CJ6	Chief Mol Network Operations Center
50	CJ7	Chief Force Management
51	CJ7	Tashkil Manager
52	CJ8	Chief of Programming (w/program costing emphasis)
53	CJ8	Chief of Financial Management (Budget Development)
54	CJ8	Chief of Financial Management (Salary & Payroll)
55	CJ8	Chief of Financial Management (Internal Control & Review)
56	CJ8	Ministry of Finance Liaison
57	CJ8	Director of Financial Management
58	CJSURG	Senior Administer to the ANP Surgeon General

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Number	Directorate	Position to mentor/organization to develop/system to implement
59	CJSURG	ANP OTSG Medical and Non-Medical Supplies (Class VIII) officer
60	IG	Mol Inspector General
61	IG	Mol Deputy Inspector General
62	SAO	Procurement Auditor
63	SAO	Chief of Procurement
64	SAO	Chief of Procurement Sys/Procedures
65	SAO	Chief of Procurement/Acquisition
66	CJ4	Chief of Logistics Automation
67	CJ4	Property Accountability Mentor/Section Chief (ILF)
68	CJ4	Logistics Policy Systems Developer
69	CJ4	Distribution Policy Systems Developer
70	CJ4	Maintenance Systems Developer
71	CJ4	Chief Herat Regional Logistics Center (RLC)
72	CJ4	Chief Gardez RLC
73	CJ4	Chief Mazar-E-Sharif RLC
74	CJ4	Chief Kandahar RLC
75	CJ4	Sr. Logistics Integration Training Officer
76	CJ4	Logistics Integration Training Officer
77	CJ4	ANSF Ammunition Advisor
78	CJ4	Regional Stock Record Accounting/Accountability Advisor (ILF)
79	CJ4	Accountability Systems Developer
80	CJ4	Senior Property Accountability Mentor/Section Chief
81	CJ4	Regional Accountability Technician- North
82	CJ4	Regional Accountability Technician- South
83	CJ4	Regional Accountability Technician - Kandahar
84	CJ4	Regional Accountability Technician – East
85	CJ4	Regional Accountability Technician – West
86	CJ4	Regional Accountability Technician – Central
87	CJ4	Regional Accountability Technician – Kabul
88	CJ4	Materiel Management System Advisor
89	CJ4	Materiel Management System Advisor
90	CJ4	Materiel Management System Advisor
91	CJ4	Materiel Management System Advisor
92	ACG PD	Senior Mentor for Chief of Logistics
93	ACG PD	Senior Mentor, Supply Department, Major Crimes Task Force, Ministry of Interior
94	PAO	Chief Directorate of Public Communications
95	SJA	Mentor to the Office of the MOI Chief of Legal Affairs and the Office of the MOI Legal Advisor.

### 2.1.1 Mentor to the Deputy Minister for Administration and Support.

The Contractor shall work directly with the Chief of Administration and Support to develop and implement the MoI organizational strategy and associated business process reorganization activities to ensure the Directorate's alignment with the overall MoI strategy. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives

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shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR.

Initial mentoring objectives shall, at a minimum, include the following:

- Monitor and report on activities throughout the Directorate as they relate to its administrative activities, and make recommendations for improvements, particularly in the area of implementing unified systems and controls.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.2 Mentor to the ANP Command Sergeant Major.**

The Contractor shall work directly with the ANP CSM to assist with all aspects of enlisted police officers, their duties and responsibilities, quality of life, and professional military education and development. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop a detailed CSM Academy Program of Instruction (POI), including training plans, training schedules, and resource requirements.
- Implement and utilize the Non-Commissioned Officer (NCO) Career Path Management Systems.
- Monitor the management and tracking of the NCO and Soldier schools allocation and utilization.
- Conduct training assistance visits and assessments at the Regional, Provincial and District level.
- Monitor and assess police and NCO training and education programs to include soldier and NCO issues as they impact on readiness.
- Provide CSTC-A with an assessment of the ANP organization.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.3 Mentor to the Chief of Fire Services.**

The Contractor shall work directly with the Chief of the Fire Services to assist with all aspects of developing policy and strategy for Afghan Fire Department of the MoI. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop a professional, nation-wide, fire department (Public Safety Template – Members of the department perform both law enforcement and fire safety duties).
- Improve cooperation and coordination with other regional policing agencies.



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- Develop and refine doctrine and concepts for the National Fire Fighting Academy.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.4 Mentor to the Director Afghan Uniform Police.**

The Contractor shall work directly with Director Afghan Uniform Police with all aspects of developing policy and strategy for the Afghan Uniform Police. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Provide advice and training, and coordinate other measures of development in accordance with objectives defined in the appropriate action and development plans.
- Ensure that concepts and strategies proposed to the MoI are developed holistically, based on guidance from MoI leadership, developed in conjunction with the International Community, and impacts on other areas are understood, controlled and planned.
- Review and provide oversight to operational requirements.
- Review and provide oversight to AUP deployments.
- Develop and or assist with training management systems, i.e. Mission Training Plans, Collective, Individual, Leader Tasks and Mission Essential Tasks Lists.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.5 Mentor to the Director Afghan Border Police.**

The Contractor shall work directly with Director Afghan Border Police with all aspects of developing policy and strategy for the Afghan Border Police. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Provide advice and training, and coordinate other measures of development in accordance with objectives defined in the appropriate action and development plans.
- Ensure that concepts and strategies proposed to the MoI are developed holistically, based on guidance from MoI leadership, developed in conjunction with the International Community, and impacts on other areas are understood, controlled and planned.
- Review and provide oversight to operational requirements.
- Review and provide oversight to ABP deployments.
- Develop and or assist with training management systems, i.e. Mission Training Plans, Collective, Individual, Leader Tasks and Mission Essential Tasks Lists.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

### **2.1.6 Mentor to the Director Afghan National Civil Order Police.**

The Contractor shall work directly with Director ANCOP with all aspects of developing policy and strategy for the Director ANCOP. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Provide advice and training, and coordinate other measures of development in accordance with objectives defined in the appropriate action and development plans.
- Ensure that concepts and strategies proposed to the MoI are developed holistically, based on guidance from MoI leadership, developed in conjunction with the International Community, and impacts on other areas are understood, controlled and planned.
- Review and provide oversight to operational requirements.
- Review and provide oversight to ANCOP deployments.
- Develop and or assist with training management systems, i.e. Mission Training Plans, Collective, Individual, Leader Tasks and Mission Essential Tasks Lists.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

### **2.1.7 Mentor to the Chief of the Criminal Investigation Division.**

The Contractor shall work directly with the CID to assist with all aspects of developing policy and strategy for CID of the MoI. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Processes for conducting criminal investigations as directed and respond to critical incidents.
- Request and utilize the proper cooperation of other law enforcement authorities when required to assist with investigations of crimes committed in Afghanistan.
- Review reports and arrests generated by CID to identify any trends with criminal activity or suspects.
- Develop and utilize programs for crime prevention.
- Read, review, and comment on new and proposed legislation; may brief senior officials or address legislative bodies as requested.
- Ensure adequate crime scene investigation equipment, training, and supplies are available to agents in the provinces and districts, and make recommendations for replacement or additional supplies and equipment.
- Assign and evaluate staff under their supervision.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

### **2.1.8 Mentor to the Chief of Counterterrorism.**

The Contractor shall work directly with the Chief of Counterterrorism to assist with all aspects of developing policy and strategy for MoI Counterterrorism department. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum include the following:

- Coordinate and develop policies in coordination with the DIAG (Disbandment of Illegal Armed Groups) with the United Nations.
- Design and review new weapons permits.
- Work with the DIAG at Sorobi to assist in training.
- Coordinate the legalization of security groups in Afghanistan and weapon registration.
- Review Tashkil revisions for counterterrorism.
- Ensure adequate equipment, training, and supplies are available to DIAG and coordinate with MoI to ensure they retain responsibility for operations.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

### **2.1.9 Mentor to the AUP CSM.**

The Contractor shall work directly with the CSM of AUP to assist with all aspects of enlisted police officers, their duties and responsibilities, quality of life, and professional military education and development. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum include the following:

- Begin development of a detailed CSM Academy POI including training plans, training schedules, and resource requirements.
- Implement and utilize the NCO Career Path Management Systems.
- Monitor the managing and tracking of the NCO and soldier schools allocation and utilization.
- Conduct training assistance visits and assessments at the Regional, Provincial and District level.
- Monitor and assess police and NCO training and education programs to include Patrolman and NCO issues as they impact on readiness.
- Provide CSTC-A with an assessment of the AUP organization.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.10 Mentor to the ABP CSM.**

The Contractor shall work directly with the CSM of ABP to assist with all aspects of enlisted police officers, their duties and responsibilities, quality of life, and professional military education and development. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Begin development of a detailed CSM Academy POI, including training plans, training schedules, and resource requirements.
- Implement and utilize the NCO Career Path Management Systems.
- Monitor the managing and tracking of the NCO and Patrolman schools allocation and utilization.
- Conduct training assistance visits and assessments at the Regional, Provincial and District level.
- Monitor and assess police and NCO training and education programs to include, Patrolman and NCO issues as they impact on readiness.
- Provide CSTC-A with an assessment of the ABP organization.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.11 Executive Office Management and Mentor Developer**

Senior Advisor and Mentor for the Strategic Organizational Systems Development within the Afghanistan Ministry of Interior, Kabul, Afghanistan. In this capacity, he supports the Combined Security Transition Command – Afghanistan in mentoring and advising a 22-member senior executive Ministerial leadership, including the Executive Office of the Minister and the Office of the Chief of Staff, in developing, implementing and overseeing effective and enduring Ministry strategic organizational management capacity. As the Senior Advisor, he further advises the Office of the Chief of Staff within the Afghan Ministry of Interior on all executive organizational structure and strategic decision-making processes. His unique Organizational System insight fostered reforming of the Afghan National Police, strengthening the Afghan Rule of Law, and creation of a stable national security environment that can deter and defeat terrorism and counter insurgencies.

- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.12 Senior Mentor/Section Chief ANP Personnel Movement Cell**

Supports the USG/USA Combined Security Transition Command – Afghanistan (CSTC-A) and Command Training Advisory Group – Police (CTAG-P), through developing Afghan National Police (ANP) training, recruiting and R&R personnel movement and movement tracking policies and procedures in support of the Ministry of Interior (MoI). This position serves as Section

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Chief and Senior Mentor to ANP officers assigned to the MoI Personnel Movement Cell under the Ministry of Interiors Training and Education Directorate. Supervises the Senior Mentors to train ANP Movement Cell Officers on Standard Operation Procedure Development and Implementation; all ANP training and ANCOP in support of training movement planning and coordination; movement tracking procedures and policies; job descriptions; organization and functions, workflow, staff actions and desktop procedures. The Senior Mentors shall aid senior Ministry officials in supporting systems developments. This position performs all Section Chief Duties as supervisor and administrator of the ANP Personnel Movement Cell Senior Mentors in the section. Perform all other duties as assigned.

- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.13 Mentor/ANP Personnel Movement Cell**

Supports the USG/USA Combined Security Transition Command – Afghanistan (CSTC-A) and Command Training Advisory Group – Police (CTAG-P), through developing Afghan National Police (ANP) training, recruiting and R&R personnel movement and movement tracking policies and procedures in support of the Ministry of Interior (MoI). These positions serve as Senior Mentors to ANP officers assigned to the MoI Personnel Movement Cell under the Ministry of Interiors Training and Education Directorate. Senior Mentors train ANP Movement Cell Officers on Standard Operation Procedure Development and Implementation; all ANP training and ANCOP in support of training movement planning and coordination; movement tracking procedures and policies; job descriptions; organization and functions, workflow, staff actions and desktop procedures. Senior Mentors shall aid senior Ministry officials in supporting systems developments. Perform all other duties as assigned.

- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.14 Mentor the Director & Deputy Director of the MoI Facilities Department.**

The Contractor shall work directly with the Director & Deputy Director of the MoI Facilities Department with all aspects of developing the Facilities Department's vision, mission, goals, leadership and management. The contractor is expected to develop the core management and operations systems essential to enable the Facilities Department to independently plan, program and manage MOI's Facilities. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor and Involve Director & Deputy Director (Command & Control element) of the Facilities Department on the development and implementation of the 1388, 1389, and 1390 Facilities Department Tashkils.
- Mentor the development of the Department's management policies, processes and procedures.

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- Assist in identifying Facilities Leadership, Management and area specific Training opportunities.

**2.1.15 Mentor to the Deputy Directors for Plans and Operations Division-MoI Facilities Department.**

The Contractor shall work directly with the Deputy Directors for the Plans and Operations Divisions with all aspects of developing policy and strategy for the Chief, Plans Division. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop and mentor the Plans and Operations Division's Policies, Processes and Procedures.
- Mentor and involve Plans Division in planning and policy development and space management.
- Mentor Plans Division in planning /policy development, and space management. Mentor development of Construction, Life Cycle & Sustainment Management policies.
- Develop, establish, mentor work order, inspection, and service/maintenance contracting procedures for O & M.
- Develop and mentor policies for Facility Utilization, Building Manager SOP, Safety and Fire Prevention. Incorporate processes for snow/ice removal & pest/vector control. Begin to develop QA/QC policies.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.16 Mentor the Deputy Directors for the Real Property and Budget Divisions-MoI Facilities Department.**

The Contractor shall work directly with Deputy Directors of the Real Property and Budget Divisions with all aspects of developing policy and strategy for the Chief, Real Property Division. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop & mentor Real Property Policies, Processes & Procedures. Naming & Numbering, Acquisition & Transfer, Real Property record cards and Right of Entry (ROE) policies.
- Develop a process to validate, issue, and maintain rights of entry.
- Develop a process to conduct property acquisition, transfer & disposal. Establish Real Property Records keeping process.

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- Mentor the development and implementation of the Department's Budget processes, policies and procedures to plan, program, execute their budget to include sustainment planning.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.17 Mentor to the Chief ANP Personnel Policy Management.**

The Contractor shall work directly with Chief ANP Personnel Policy Management with all aspects of developing policy and strategy for the ANP Personnel Policy Management. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop personnel policies that provide clear-cut guidance, fair processes, organized tracking systems and streamlined personnel processes.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.18 Mentor to the MoI Chief of Officers.**

The Contractor shall work directly with MoI Chief of Officers with all aspects of developing policy and strategy for the MoI Chief of Officers. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Man all Officer Tashkil positions at 70%
- Officer selection board process
- Officer development including recruiting and training.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.19 Mentor to the MoI Chief of NCOs.**

The Contractor shall work directly with MoI Chief of NCOs with all aspects of developing policy and strategy for the MoI Chief of NCOs. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

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- Develop personnel policies that provide clear-cut guidance, fair processes, organized tracking systems and streamlined personnel processes
- Establish NCO Personnel Polices for the MoI
- NCO development including selection and training.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.20 Mentor to the ANP G1 CSM.**

The Contractor shall work directly with ANP G1 CSM with all aspects of developing policy and strategy for the ANP G1 CSM. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop personnel policies that provide clear-cut guidance, fair processes, organized tracking systems and streamlined personnel processes
- Establishing Enlisted Personnel Polices for the MoI
- Develop, implement and utilize the NCO Career Path Management Systems.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.21 Mentor to the Directorate of Police Intelligence Staff.**

The Contractor shall work directly with Directorate of Police Intelligence Staff with all aspects of developing policy and strategy for Intelligence Staff. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Execution of redesigned/approved MOI intelligence structure(s)
- Mentor the DPI Admin staff to take the lead in the Command Plan Review process
- Sustain Intelligence Training Management capacity
- Development of Sustainment plan for DPI equipment
- Development of Sub-directorate chiefs to conduct a formal and systematic planning process
- Review job descriptions and qualifications for all MoI intelligence sections
- Mentor the staff to ensure actual manning matches Tashkil billets
- Implement a mechanism where the Afghans plan annual budgets for facility improvement/ sustainment.



#### **2.1.22 Mobile Training Element Intelligence Instructor.**

The Contractor shall work directly with DPI Chief, Mobile Training Element (MTE) with respect to all aspects of training Afghan National Police Intelligence as a MTE instructor. The contractor is expected to develop the core management and operational systems essential to enable DPI to independently plan, program and manage its police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Advise the Chief, MTE with mobile course management and updating as required
- Advise and provide the Chief, MTE deployable ANP Intelligence course training support to 5 regional commands and additional locations of DPI personnel as required
- Advise and assist the Chief, MTE with travel support, location life support arrangements, and transportation requirements for all legs of travel as required.
- Review job descriptions and qualifications for all MoI intelligence sections.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.23 Advisor to the DPI Chief of Personnel.**

The Contractor shall work directly with DPI Chief, Personnel and staff in the whole range of administration issues and development of the annual Tashkil. The contractor is expected to develop the core management and operational systems essential to enable DPI to independently plan, program and manage its police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Advise and assist the DPI Personnel Chief and personnel in maintaining personnel records, managing the valuation system, and issuing identification cards.
- Advise and assist DPI Personnel Chief and personnel to develop processes conduct manning authorization data calls with the Director, DPI and his subordinate directors in orderly preparation of annual Tashkil submissions.
- Assist the DPI Personnel Chief and personnel in establishing processes to manage the Tashkil database method and produce desired reports, as required by the Chief, DPI.
- Review job descriptions and qualifications for all MoI intelligence sections.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.24 Mentor to the DPI Chief of Strategic Communications.**

The Contractor shall work directly with the DPI Chief, Strategic Communications with all aspects of developing policy and strategy for Strategic Communications. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall

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be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Advise and assist the Strategic Communications Chief and personnel in writing techniques, manipulation of multi-media, and facilitation of media relations in quickly communicating GIRoA successes in the counter insurgency fight.
- Assist the Strategic Communications with all DPI communications issues and all regional communications connectivity/expansion issues.
- Review job descriptions and qualifications for all MoI intelligence sections.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.25 Mentor to the DPI Chief of Security.**

The Contractor shall work directly with the DPI Chief, Security Chief and personnel in all aspects of physical security of the ANP Intelligence Training Center compound. The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Assist the DPI Security Chief and personnel in determining, instilling, and maintaining Anti-Terrorism/Force Protection (AF/PT) procedures for the ANPITC compound and all buildings within it.
- Advise and mentor the DPI Security Chief and personnel in detecting, identifying, and contributing (as required) to neutralizing threat infiltration attempts.
- Assist the DPI Security Chief and personnel in coordinating and disseminating Threat Vulnerability Assessments.
- Advise and mentor the DPI Security Chief and personnel in coordinating counter surveillance activities and countermeasure operations to mitigate friendly force vulnerability
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.26 Mentor to the DPI Chief of Logistics.**

The Contractor shall work directly with the DPI Chief, Logistics and personnel in establishing and implementing programs for routine and periodic reviews of resource distribution. (Quarterly progress report required 15 days after the close of the preceding quarter.) The contractor is expected to develop the core management and operational systems essential to enable the ministry to independently plan, program and manage their police force. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall

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be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor DPI Logistics Chief and personnel to develop processes to field authorized equipment.
- Mentor DPI Logistics Chief and personnel to develop processes to conduct inventories of distributed equipment.
- Prepare for Command Process Reviews (CPRs) to manage DPI Tashkil equipment authorization documents.
- Advise and mentor DPI Logistics Chief to establish a process to disseminate Priority Intelligence Requirements (PIR) in operational documents.
- Review job descriptions and qualifications for all MoI intelligence sections
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.27 Personnel Security Mentor**

The Contractor shall mentor the ANP Intelligence Directorate Senior Executive in policy formulation, planning, programming, budgeting, management, staff supervision, evaluation and oversight for intelligence activities for the ANP. CJ2 Intelligence has ANP Staff responsibility for overall coordination of major intelligence disciplines such as targeting, collection and criminal intelligence. The department will have the ability to identify systemic problems requiring a policy solution then is able to develop and implement that policy.

The Contractor shall:

- Work directly for the MOI Personnel Security Program, Personnel Security Service with all aspects with the Counterintelligence Branch:
- Utilizing MOI and PSS personnel security policy, directives, TTPs, and relevant U.S. Personnel Security Program manuals and materials;
- Develop counterintelligence and background investigation courses of instruction and course material and;
- Provide classroom instruction.
- Train, advise, and mentor PSS staff and trainees on the practical application of counterintelligence screening measures and background investigative techniques.
- Train, advise, and mentor PSS staff and trainees on effective interviewing, tradecraft, report writing, records collection; predictive analysis.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.28 Personnel Security Mentor**

The Contractor shall mentor the ANP Intelligence Directorate Senior Executive in policy formulation, planning, programming, budgeting, management, staff supervision, evaluation and oversight for intelligence activities for the ANP. CJ2 Intelligence has ANP Staff responsibility for overall coordination of major intelligence disciplines such as targeting, collection and

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criminal intelligence. The department will have the ability to identify systemic problems requiring a policy solution then is able to develop and implement that policy.

The Contractor shall:

- Work directly for the MOI Personnel Security Program, Personnel Security Service with all aspects with the Counterintelligence Branch:
- Utilizing MOI and PSS personnel security policy, directives, TTPs, and relevant U.S. Personnel Security Program manuals and materials;
- Develop counterintelligence and background investigation courses of instruction and course material and;
- Provide classroom instruction.
- Train, advise, and mentor PSS staff and trainees on the practical application of counterintelligence screening measures and background investigative techniques.
- Train, advise, and mentor PSS staff and trainees on effective interviewing, tradecraft, report writing, records collection; predictive analysis.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.29 Mentor to the Chief of National Police Command Center (NPCC) Operations.**

The Contractor shall work directly with Chief of NPCC Operations with all aspects of developing policy and strategy for the NPCC Operations. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Team management
- Map reading
- Operation coordination
- Reporting and briefing procedures
- SOPs revisions
- Decision making process.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.30 Mentor to the NPCC Battle Captain.**

The Contractor shall work directly with the NPCC Battle Captain with all aspects of developing policy and strategy for the NPCC Battle Captain. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Answer the duty phone.
- Monitor incoming e-mail.
- Send out flash Intel reports.

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- Monitor all incoming reports to the NPCC Duty Officer.
- Complete and send out daily reports.
- Monitor over general operations.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.31 Mentor to the North, South, East, West Regional LNOs to the NPCC**

The Contractor shall work directly with North, South, East, and West LNOs to the NPCC with all aspects of developing policy and strategy. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor APIRS
- Mentor E-mail reporting
- Mentor proper flow in reporting.
- Mentor report for proper content.
- Mentor briefing preparation.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.32 Mentor to the NPCC Shift OIC.**

The Contractor shall work directly with NPCC Shift OIC with all aspects of developing policy and strategy for the NPCC Shift OIC. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- To mentor all systems at night.
- Mentor brief preparation.
- Mentor daily Ministerial report preparation.
- Answer the duty phone.
- Monitor incoming e-mail.
- Send out flash Intel reports.
- Monitor all incoming reports to the NPCC Duty Officer
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.33 Mentor to the NPCC Shift OIC.**

The Contractor shall work directly with NPCC Shift OIC with all aspects of developing policy and strategy for the NPCC Shift OIC. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

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- To mentor all systems.
- Mentor brief preparation.
- Mentor daily Minister Report preparation.
- Answer the duty phone.
- Monitor incoming e-mail.
- Send out flash Intel reports.
- Monitor all incoming reports to the NPCC Duty Officer
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.34 Mentor to the Chief, Police Exercise.**

The Contractor shall work directly with Chief, Police Exercise with all aspects of developing policy and strategy for Police Exercises. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Establish training guidance in cooperation with the COS
- Establish a yearly and quarterly training plan
- Set up internal exercises and participate in joint exercises' preparation.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.35 Mentor to the Emergency Services Call Center and 119 Call Center.**

The Contractor shall work directly with ESCC and 119 Call Center with all aspects of developing policy and strategy for the Call Centers. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Establish or revise SOPs
- Mentor the ESCC directorate.
- Follow up the ESCC expansion: manning, equipments requirements.
- Training on database, call taking and dispatching.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.36 Mentor to the Chief Operation Section.**

The Contractor shall work directly with the Chief Operation Section with all aspects of developing policy and strategy for the Operation Section. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Training on planning operation

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- Training on MDMP and issuing orders.
- Training on operation coordination; joint coordination, support requiring.
- Map reading.
- Operational briefs
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.37 Mentor to the Plans Division Chief.**

The Contractor shall work directly with Plan division chief with all aspects of developing policy and strategy for the Plans Division Chief. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Establish plans for overall national security incidents and natural disasters response
- Teach MDMP process.
- Establish national plans for national events.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.38 Mentor to the Chief Police Readiness.**

The Contractor shall work directly with the Chief Police Readiness with all aspects of developing policy and strategy for Police readiness. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Development of metrics of readiness
- Development of plans and milestones to improve the material and personnel readiness of the police
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.39 Mentor to the Chief Police Modernization.**

The Contractor shall work directly with the Chief Police Modernization with all aspects of developing policy and strategy for the Police modernization. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor the Chief to work with NTM-A/CSTC-A and EUPOL to develop plans to modernize the Police to reflect increases in training and equipment levels.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.40 Mentor to the Chief Police Plans.**

The Contractor shall work directly with the Chief of Police Plans with all aspects of developing policy and strategy for Police Plans. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Train on the MDMP
- Mentor the realization of the plans.
- Train the plan section in computer skills, map reading.
- Monitor the planning process
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.41 Advisor to the Director for Strategy.**

The Contractor shall work directly with the Director for Strategy with all aspects of developing strategy. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor the development of Contingency Operations and Doctrine in the context of the MoI overall strategy
- Monitor the planning process
- Mentor the Director to work with all aspects of the MoI to develop and implement policy.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.42 Advisor to the Director of Afghan National Defense Strategy (ANDS) Coordination.**

The Contractor shall work directly with Director of ANDS Coordination with all aspects of developing policy and strategy for the ANDS. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor the development of the ANDS in the context of the MoI overall strategy
- Monitor the planning process
- Mentor the Director to work with all aspects of the MoI to develop and implement policy.
- Policy development and process reorganization activities to ensure the Directorate's alignment with the overall MoI strategy.
- Monitor activities throughout the Directorate as they relate to over-all strategy development activities and make recommendations for improvements.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.



#### **2.1.43 Advisor to the Director of Strategic Analysis.**

The Contractor shall work directly with Director of Strategic Analysis with all aspects of developing policy and strategy for Strategic Analysis. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor the development of Strategic Analysis in the context of the MoI overall strategy.
- Monitor the planning process.
- Mentor the Director to work with all aspects of the MoI to develop strategic analysis.
- Policy development and process reorganization activities to ensure the Directorate's alignment with the overall MoI strategy.
- Monitor activities throughout the Directorate as they relate to over-all strategy development activities and make recommendations for improvements.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.44 Advisor to the Director of Programming.**

The Contractor shall work directly with the Director of Programming to assist with all aspects of developing programs and budgets. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include:

- Long-term programming.
- Close coordination and assistance in the development and implementation of the MoI budgets.
- Policy development and process reorganization activities to ensure the Directorate's alignment with the overall MoI strategy.
- Monitor activities throughout the Directorate as they relate to over-all strategy development activities and make recommendations for improvements.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.45 Advisor to the Director of Policy.**

The Contractor shall work directly with the Director of Policy Development with all aspects of policy developing a long term plan and strategy. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Developing long-term planning.
- Close coordination and assistance in the development and implementation of the MoI development plans.
- Policy development and process reorganization activities to ensure the Directorate's alignment with the overall MoI strategy.

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- Monitor activities throughout the Directorate as they relate to over-all strategy development activities and make recommendations for improvements.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.46 Advisor to the Director for Parliamentary Affairs.**

The Contractor shall work directly with Director for Parliamentary Affairs with all aspects of developing policy and strategy for MoI's interaction with Parliament. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Developing close relationships with members of Parliament
- Develop systems to provide Parliament recommend changes to laws that will aid in accomplishing MoI strategy
- Developing systems to quickly and accurately responding to Parliamentary questions
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.47 Advisor to the Chief of Strategic Communications.**

The Contractor shall work directly with Chief of Strategic Communications with all aspects of developing policy and strategy for the Strategic Communications. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Long-term Strategic Communications planning.

Close coordination and assistance in the development and implementation of the MoI communications plans.

- Policy development and process reorganization activities to ensure the Directorate's alignment with the overall MoI strategy.
- Monitor activities throughout the Directorate as they relate to over-all strategy development activities and make recommendations for improvements.
- Work closely with PAO directorate
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.48 Mentor to the Information Communication Technology (ICT) Director.**

The Contractor shall work directly with the ICT Director in monitoring and managing the refinement, implementation and sustainment of the ICT Ministerial Development Plan's Objectives, Core Tasks and Action Plans. Mentoring objectives, core tasks and action plans shall be identified, tracked, and reported on by the Contractor. Mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Mentoring objectives shall, at a minimum, include the following:

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- Develop, implement and sustain structures that enable and support mission functions.
- Develop, implement and sustain Information Management (IM) systems and IM strategy and policy.
- Develop, manage, operate, maintain and sustain ICT communications infrastructure and capabilities.
- Develop, implement and sustain secure Command & Control (C2) Capabilities.
- ICT is capable of executing secure Command & Control (C2).
- Develop, implement and sustain Operations and Maintenance communications infrastructure.
- Develop, implement and sustain ICT training systems.
- Develop, implement and sustain ICT budget, spend plan, procurement, acquisition and contract oversight processes.
- Develop, implement and sustain ICT budget and spend plan.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.49 Mentor to the Chief of the MoI Network Operations Center.**

The Contractor shall work directly with Chief of the MoI Network Operations Center in managing and monitoring the development, implementation and sustainment of the MoI Network Operations Center. Mentoring objectives, core tasks and action plans shall be identified, tracked, and reported on by the Contractor. Mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Mentoring objectives shall, at a minimum, include the following:

- Develop, validate, implement and sustain the expansion of Network communications infrastructure requirements through sound project management principles that improve ICT's supporting functions.
- Develop, implement and sustain Network Operations (NETOPS) CONOPS, reporting processes and requirements that enable and empower NOC mission support functions.
- Develop, implement and sustain the Minister's Critical Communications Reporting Requirements and COMSPOT/COMSTAT reporting requirements.
- Develop, implement and sustain NETOPS Standard Operating Procedures (SOPs) and Tactics, Techniques and Procedures (TTPs) to improve NOC oversight and management processes in direct support of mission functions.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.50 Mentor to the Chief of Force Integration.**

The Contractor shall work directly with the Chief of Force Integration with all aspects of developing policy and strategy for the Force Integration. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

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- Develop systems to ensure all aspects of Force Integration are included in development and fielding of new units and systems
- Develop systems to anticipate sustainment requirements for newly implemented systems
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.51 Mentor to the MOI Tashkil Manager.**

The Contractor shall work directly with the MoI Tashkil Manager with all aspects of developing policy and strategy for the MoI Tashkil Manager. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Understand the Tashkil Development System
- Develop systems to track changes to Tashkil and to identify items issued against the Tashkil
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.52 Mentor to the Chief of Programming.**

The Contractor shall work directly with the Chief of Programming with all aspects of developing policy and strategy for the Program development with cost emphasis. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop budget and cost systems to track differently between budget and actual costs.
- Mentor MoI to develop budgets and costs estimates that are integrated throughout the MoI.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.53 Mentor to the Chief of Financial Management (Budget Development).**

The Contractor shall work directly with Chief of Financial Management (Budget Development) with all aspects of developing policy and strategy for Budget Development. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop and implement budget formulation processes and procedures.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.54 Mentor to the Chief of Financial Management (Salary & Payroll).**

The Contractor shall work directly with Chief of Financial Management (Salary and Payroll) with all aspects of developing policy and strategy for salary and payroll. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Increase direct payments to MoI employees to minimize corruption.
- Strengthen payroll processes by linking to personnel database
- Develop and implement budget formulation processes and procedures
- Perform budget execution management functions for release and control of funds
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.55 Mentor to the Chief of Financial Management (Internal Control & Review).**

The Contractor shall work directly with Chief of Financial Management (Internal Control and Review) with all aspects of developing policy and strategy for internal control and review. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Establish a cadre of certified internal auditors, with a long term goal to have them accredited by Institute of Internal Auditors.
- Begin a formal audit program as a separate section under the Internal Affairs Directorate. Consideration should be given to establishing Internal Audit as a separate office reporting directly to the Minister, like in the MoE. An output of this audit program will be professionally written reports on provincial and district level audits.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.56 Mentor to the MoF Liaison Officer.**

The Contractor shall work directly with MoF Liaison Officer with all aspects of developing policy and strategy for the MoF Liaison. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor officer to work with MoF to develop joint budgeting, accounting and payment systems
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.57 Mentor to the Director Financial Management.**

The Contractor shall work directly with the Director with all aspects of developing policy and strategy for the financial management. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Mentor the Director to development and implement integrated accounting, budgeting, personnel pay and internal control systems.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.58 Mentor to the Senior Administer to the ANP Surgeon General.**

The Contractor shall work directly with Senior Administer to the ANP Surgeon General with all aspects of developing policy and strategy. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Function is a cross cutter and supports all OTSG goals and objectives in the strategic plan
- Primary Objectives Supported: Develop fully capable OTSG staff to carry out MOI priority programs: FDD, ANP health system Development and expansion, Police Hospital Initiative
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.59 Mentor to the Senior OTSG Medical and Non-Medical Supplies (Class VIII) Officer.**

The Contractor shall work directly with Senior Class VIII Officer with all aspects of developing policy and strategy for Medical and Non-Medical Supplies. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop systems to establish national level Class VIII logistics and distribution systems
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

#### **2.1.60 Mentor to the MoI Inspector General.**

The Contractor shall work directly with to the MoI Inspector General with all aspects of developing policy and strategy for the internal control and improvement. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

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- Develop and implement appropriate policies and doctrine for the effective function and management of the Inspector General Directorate.
- Establish an IG HQ structure which improves the effectiveness and efficiency of the IG.
- Develop the professionalism and skills of the IG and personnel through appropriate selection, training and accreditation.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.61 Mentor to the Deputy Inspector General**

The Contractor shall work directly with the Deputy Inspector General (IG) with all aspects of developing policy and strategy for internal control and improvement. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop and implement appropriate policies and doctrine for the effective function and management of the Inspector General Directorate.
- Establish an IG HQ structure which improves the effectiveness and efficiency of the IG.
- Develop the professionalism and skills of the IG and personnel through appropriate selection, training and accreditation.
- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.62 Mentor to the Procurement Audit Officer.**

The Contractor shall work directly with the Procurement Audit Officer with all aspects of developing policy and strategy for procure auditing. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop an audit program to make sure Procurement Department is operating correctly.
- The contractor shall assist the Acquisitions and Procurement Systems Developer with reviewing and completing necessary changes for the Acquisition and Procurement Procedures Manual with a goal for completion within 180 days of contract award.
- The contractor shall develop a formal training program and PoIs for audit on new procurement policies and revisions. Training will be updated as policies/procedures are updated.
- The contractor shall assist the Acquisitions and Procurement Systems Developer with completing an Organization and Functions Manual for the Procurement Directorate with a goal for completion within 180 days of contract award.
- The contractor shall assist the Acquisitions and Procurement Systems Developer with developing and publishing auditing procedures within 270 days of contract award.
- The contractor shall assist the Acquisitions and Procurement Systems Developer with performing initial audits of the MoI Procurement Department. This initial audit should occur within 90 days of contract award.

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- The contractor shall train and assist the MoI Chief of Procurement to develop job descriptions and desktop procedures within 90 days of contract award.
- Throughout the contract period, the contractor shall, when any of the above are established, assist in maintaining IAW published MoI policies and changes, as they occur.
- The Contractor shall develop an annual audit/inspection plan for the MoI Procurement Department and coordinate through the Chief of Procurement for approval.
- The contractor shall provide quarterly written feedback to the COR and senior logistics system developers under this contract regarding system development and implementation. Report shall include system status, actions/audits planned for the next quarter, actions completed past quarter, findings/weaknesses identified and recommended corrective actions, findings/weaknesses remaining open from previous audits/inspections.

**2.1.63 Mentor to the Chief of Procurement.**

The Contractor shall work directly with the Chief of Procurement with all aspects of developing policy and strategy for Procurement. The first year goal of the contract is for the Contractor to gain Afghan participation in the joint development of measures of performance to enable the Procurement Dept staff to measure, assess, and develop courses of action necessary to manage their assets in accordance with Afghanistan Procurement Law. The Contractor will educate senior officials and officers on Afghanistan Procurement Law and acquisition systems to improve their recommendations, minimize incorrect guidance, and streamline the contract processing time to meet operational objectives. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Coach the Procurement Dept leadership to document financial performance systems internal to MoI procurements.
- Coach the Procurement Dept to provide accurate and timely documentation of essential records and reports and guide them to be able to independently analyze and improve technical operations rhythm.
- The contractor shall coach the ANP in Senior MoI Acquisition and Procurement System expertise to operate independently of outside assistance.
- The contractor shall assist the MoI in integrating multiple acquisition and Procurement functions, as designated by the ACOR, in order to meet the logistical requirements as forecasted by the ANP and Combined Security Transition Command-Afghanistan (CSTC-A) personnel.
- The contractor shall train the Procurement Dept staff to be capable of presenting appropriate procurement Courses of Action (COAs) and recommendations to the Log Dept/MoI leadership.
- The contractor shall coach the Procurement Dept to document acquisition processes with performance measures (Internal to Dept).
- The contractor shall provide monthly written feedback to the COR on the progress on the above listed tasks.



#### **2.1.64 Mentor to the Chief of Procurement Sys/Procedures Development.**

The Contractor shall work directly with the Chief of Procurement Sys/Procedures Development with all aspects of developing policy and strategy for acquisition and procurement. Assist in the completion of the Acquisition and Procurement Procedures Policy and the development of an Organization and Functions Manual for the Procurement Directorate. Demonstrate the capability to conduct detailed acquisition planning in accordance with the Afghanistan Procurement Law, MoF Policy and Procedures Manual. Assist with implementation of centrally-managed Food Contracting and Food Contract Administration procedures. Assist in the development and implementation of a standard contract management system. Assist with developing and demonstrating procedures to integrate the acquisition and procurement financial information with financial management elements of the MoI. Assist with the developing and publishing of auditing procedures. Assist with performing initial audits of the MoI Procurement Department. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Train and advise MoI Acquisitions and Procurement Systems staff to complete the Acquisition and Procurement Procedures Policy.
- Develop a formal training program and PoIs for MoI Procurement Department staff on new procurement policies and revisions.
- Train and advise MoI Acquisitions and Procurement Systems staff to develop an Organization and Functions Manual for the Procurement Directorate
- The contractor shall train and advise MoI Acquisitions and Procurement Systems staff in completing the Acquisition and Procurement Procedures Policy within a goal for completion within 180 days of contract award.
- The contractor shall develop a formal training program and PoIs for MoI Procurement Department staff on new procurement policies and revisions. Training will be updated as policies/procedures are updated.
- The contractor shall train and advise MoI Acquisitions and Procurement Systems staff and assist in developing an Organization and Functions Manual for the Procurement Directorate with a goal for completion within 180 days of contract award.
- The contractor shall train and advise the Acquisitions and Procurement staff with the development and publishing of auditing procedures within 270 days of contract award.
- The contractor shall train and advise Acquisitions and Procurement personnel with performing initial audits of the MoI Procurement Department. Training should be completed within 90 days. The initial audit should occur within 180 days of the contractor contract award.
- Throughout the contract period, the contractor shall, where any of the above are established, assist in refining and maintaining IAW published MoI policies and changes, as they occur.
- The contractor shall provide monthly written feedback to the COR on the progress on the above listed tasks.

### **2.1.65 Chief of Procurement/Acquisition**

The Contractor shall work directly with the Chief of Procurement/Acquisition with all aspects of developing policy and strategy for acquisition. Demonstrate the capability to conduct detailed acquisition planning in accordance with the Law, MoF policy, and the procedures manual. Assist in implementing a centrally-managed Food Contracting and Food Contract Administration procedures. Assist in developing and implementing a standard contract management system. Assist in developing and demonstrating procedures to integrate the acquisition and procurement financial information with the financial management element of the MoI. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Train and advise MoI Acquisitions staff to complete the Acquisition and Procurement Procedures Policy.
- Develop a formal training program and PoIs for MoI Acquisition staff on new procurement policies and revisions.
- Train and advise MoI Acquisitions staff develop an Organization and Functions Manual for the Procurement Directorate
- The contractor shall train and advise Chief of Procurement to develop job descriptions and desktop procedures with a goal of completion within the first 90 days after contract award.
- Throughout the contract period, the contractor shall, where established, refine and maintain PoI IAW published MoI policies and changes, as they occur.
- The contractor shall provide monthly written feedback to the COR and senior logistics system developers under this contract regarding system development.
- The contractor shall facilitate and coordinate Defense Acquisition University contract training for the Procurement Dept for classes and dates specified by the COR.
- The contractor shall coordinate with the Ministry of Finance in development of procurement certification standards. The contractor will assist the Procurement Dept in developing an executable plan for initial certification of 50% of Procurement Dept workforce within a two year period using DAU and Procurement Dept trainers.
- The contractor shall facilitate and coordinate Defense Logistics Information Service catalog training for classes and dates specified by the COR. Mentor and train the ANA through NATO Tier 1 Program development and establish cataloging program.
- The contractor shall train the Procurement Dept in program management functions with emphasis on life cycle sustainment
- The contractor shall provide monthly written feedback to the COR on the progress on the above listed tasks.

### **2.1.66 Mentor to the Chief of Logistics Automation.**

The Contractor shall work directly with the Chief of Logistics Automation with all aspects of developing policy and strategy for the logistics automation systems. Subordinate Goal 1: In the

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first year, contractor will train and assist MoI personnel in the following tasks: 1) The development of measures of performances to enable the MoI logistics staff to measure, assess, and develop courses of action necessary to effectively manage ANP assets. 2) The contractor will develop a supply system/policy to identify item demand levels and items not stocked due lack of demand, 3) establish logistics automation systems to facilitate 'pull' versus 'push' supply programs and 3) allow the MoI to independently operate the ANP Intermediate Logistics Facility (ILF) and its portion of 22 Bunkers ammunition storage facility to maintain accurate stockage levels and allow interconnectivity between the regional logistics centers (RLC) and provincial supply points (PSP) for national level visibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor shall develop a system to support automated vehicle fleet management with a goal for completion within 18 months of contract award.
- The contractor shall develop a formal training program and PoIs on the automated fleet management system. Training will be updated annually or as policies/procedures are updated.
- The contractor shall develop a system to support automated asset management with a goal for completion within 18 months of contract award.
- The contractor shall develop a formal training program and PoIs on the automated asset management system. Training will be updated annually or as policies/procedures are updated.
- The contractor shall coordinate with the distribution systems developer to research commercially available automated distribution managements systems or develop an automated distribution management to support automated distribution tracking with a goal for completion within 18 months of contract award.
- The contractor shall work with the distribution systems developer to develop a formal training program and PoIs on the automated distribution tracking system. Training will be updated annually or as policies/procedures are updated.
- The contractor shall coordinate with the maintenance systems developer to research commercially available automated maintenance management systems or develop an automated maintenance management to support automated maintenance management with a goal for completion within 18 months of contract award.
- The contractor shall work with the maintenance systems developer to develop a formal training program and PoIs on the automated vehicle maintenance and class IX management system. Training will be updated annually or as policies/procedures are updated.
- Throughout the contract period, the contractor shall, where any of the above is established, refine and maintain IAW published MoI policies and changes, as they occur.
- The contractor shall provide monthly written feedback to the COR and senior logistics system developers under this contract regarding logistics system development.

**2.1.67 Property Accountability Mentor/Section Chief (ILF).**

Goal: Ensure that MoI Regional Accountability Technicians have property book compliance from 100% of ANP units. Working with the MoI Regional Stock Record

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Accounting/Accountability Advisor, combine all property book data from the Regional Accountability Technicians and provide CJTF-Phoenix and CSTC-A with MoI property book data on a monthly basis to create an accurate picture of ANP compliance with MoI property accountability procedures. As the initial goal of property book compliance is complete, the focus will transfer to the development of an inspection system to ensure property accountability and fine tune the logistic processes. Working with CSTC-A, provide input from the Regional and below level, help develop the inspection process and ensure the Regional Accountability Technicians are fully trained on the processes. Monitor the accountability of property books across each Region and develop a follow-up schedule to validate the inspection system and compliance. Assist the Regional Accountability Technicians as necessary to help develop a program for MoI logistics officers to monitor inspection programs to ensure compliance with decrees, policies, and procedures. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will implement a CSTC-A ACOR approved plan to collect and prepare property accountability data from all Regions and provide in an approved format to be utilized by CSTC-A commands. The contractor will work closely with the ANSF Cell Log Chief to ensure all property accountability issues are handled in a manner consistent with command directives and MoI logistic policies.
- The contractor is responsible for overseeing the Regional Accountability Technicians' reporting requirements and assist with performance standards. Oversight will include travel to provide personal assistance as circumstances dictate or directed by the ACOR.
- The contractor is responsible for attending all logistics working groups at CSTC-A and maintaining constant contact with national level ANP logistic contractors to maintain situational awareness on the latest updates, concerns and tasks.
- The contractor will develop and implement a national level plan to track all ANP units being fielded equipment while attending a Focused District or Focused Border Development Cycle and coordinate property book training through the Regional Accountability Technicians for both the ANP and the mentors. The contractor will ensure that a property book is established for all ANP units prior to departure from the FDD or FBD cycle.
- The contractor will provide relevant feedback to other contractors and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the Regional Accountability Technicians and ensure compliance.
- The contractor is responsible for assisting the sole Accountability Technician in Kabul with property and material accountability issues as needed. The contractor is responsible for assisting the Afghan Border Patrol, Afghan National Civil Order Police and Counter Narcotics as directed by the ACOR.

### **2.1.68 Logistics Policy Systems Developer.**

The Contractor shall work directly with the Chief of Logistics Policy with all aspects of developing policy and strategy for logistics. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will assist the MoI/ANP, in conjunction with NTM-A/CSTC-A, in developing an overall logistics policy compatible with the MoD/ANA with the goal of having it signed by MoI, published, and disseminated throughout the MoI.
- The contractor assist the training staff with developing and delivering a formal training program and PoIs for MoI Logistics Department personnel on logistics policies and revisions. Training will be updated as policies/procedures are trained.
- The contractor will train and assist MoI personnel in the development of measures of performances to enable the MoI logistics staff to measure, assess, and develop courses of action necessary to effectively manage ANP assets; and develop a national authorized stock list.
- The contractor shall train and advise MoI Logistics Department staff develop an Organization and Functions Manual for the Logistics Department.
- The contractor shall train and advise the Logistics Department staff with the development and publishing of logistics procedures.
- Throughout the contract period, the contractor shall, where any of the above are established, refine and maintain IAW published MoI policies and changes, as they occur.
- The contractor shall provide monthly written feedback to the COR and senior logistics system developers under this contract regarding logistics system development.
- The contractor shall coordinate monthly with logistics developers from other regions within Afghanistan to ensure synchronization of efforts.

### **2.1.69 Distribution Policy Systems Developer.**

The contractor will assist the MoI/ANP, in conjunction with NTM-A/CSTC-A, in developing an overall logistics transportation and distribution policy compatible with the MoD/ANA with the goal of having it signed by MoI, published, and disseminated throughout the MoI. Contractor will train and assist MoI personnel in the following tasks: develop measures of performances to enable the MoI logistics staff to measure, assess, and develop courses of action necessary to effectively manage ANP assets. Train and assist MoI personnel to coordinate the transportation delivery process with limited contract carrier support. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor shall develop a distribution Policy with a goal for completion within 180 days of contract award.
- The contractor shall assist in the development of a formal training program and PoIs for MoI personnel on distribution management policies and revisions. Training will be updated as policies/procedures are trained.

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- The contractor shall coordinate with ANP to develop an Organization and Functions Manual for the Movement Control functions at both the NLC and RLC with a goal for completion within 180 days of contract award.
- Throughout the contract period, the contractor shall, where any of the above is established, refine and maintain IAW published MoI policies and changes, as they occur.
- The contractor shall provide monthly written feedback to the COR and senior logistics system developers under this contract regarding logistics system development.

**2.1.70 Maintenance Systems Developer.**

In the first year, contractor will train and assist MoI personnel in implementing an apprenticeship program in order to enhance the maintenance skills of MoI employees, train and assist MoI personnel to coordinate class IX management. Develop plans so that forces maintain, recover, repair, or replace equipment as quickly as possible. Develop transition plan with actions required by NTM-A/CSTC-A and ANP and resources required to transition maintenance support from 3rd party contractors to organic ANP maintenance support. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor shall develop a plan to transition maintenance support from 3rd party contractors to organic ANP maintenance support.
- The contractor, in coordination with ANP shall develop specific maintenance policies/SOPs with a primary focus on Support Command. Develop maintenance and logistics sustainment doctrine for all maintenance activities in the MoI for maintenance/logistics operations at MoI Tech Center and at the Regional level within the Regional Logistics Centers and PSPs (weapons repair, electronics, tracked and wheeled vehicle repair, recovery/repair teams, Class IX mgt, ammo transfer point operations, general transportation, and service and record operations.) Contractor shall assist CSTC-A to coordinate updated maintenance decree through MoD for approval.
- The contractor shall develop and implement a Government approved training plan to educate the Afghan staff on the fundamentals of maintenance policy making. The plan shall be developed by the end of the first three months and the training completed within 12 months.
- The contractor shall monitor Afghan staff for signs of assistance and remedial training required as they make policies and policy decisions. Provide training as needed.
- Throughout the contract period, the contractor shall, when the above is established, quarterly validate information and maintain for accuracy.

**2.1.71 Mentor to the Herat RLC Log Policy Instructor.**

The Contractor shall work directly with Herat RLC Log Policy Instructor with all aspects of developing policy and strategy for the Log Policy Instructor. The contractor shall develop an annual training plan outlining all required MoI and US/Coalition personnel requiring training on RLC and PSP operations establish an annual training schedule and submit to ACOR for approval. Contractor will provide training, as required, for ANP personnel, US and Coalition mentors and training teams. Contractor shall coordinate training with Education and Training

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mentors at the Department of Logistics and ensure consistency across all Regions. Training plan and schedule shall be reviewed and updated on a quarterly basis in coordination with the ACOR. The contractor shall ensure training is consistent with current Afghan MoI policies and generally accepted logistics practices. The contractor shall train and when the ANP are competent, coach ANP logistics personnel in the above core logistics tasks in order to lead them toward operation of assigned RLCs/PSPs independent from outside guidance. Contractor shall develop quality assurance inspections and competency exercises. The contractor shall work in conjunction with local Logistics ETT members to ensure assigned ANP Region's supply needs are met through knowledge of on hand assets and the supply system. This will also be accomplished by ensuring that the RLCs/PSPs are adequately addressing the Region's needs through customer service and issuing operations. Contractor will participate in Log Dept/Support Command management reviews with senior Log Dept personnel to provide feedback on performance objectives and recommended solutions. Contractor shall develop metrics on the number of supply request submitted and fulfilled outside of MoI 14 process. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop an annual training plan outlining all required MoI training on RLC and PSP operations, establish an annual training schedule
- Coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions.

**2.1.72 Mentor to the Gardez RLC Log Policy Instructor.**

The Contractor shall work directly with Gardez RLC Log Policy Instructor with all aspects of developing policy and strategy for the Regional Logistics Center. The contractor shall develop an annual training plan outlining all required MoI and US/Coalition personnel requiring training on RLC and PSP operations establish an annual training schedule and submit to ACOR for approval. Contractor will provide training, as required, for ANP personnel, US and Coalition mentors and training teams. Contractor shall coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions. Training plan and schedule shall be reviewed and updated on a quarterly basis in coordination with the ACOR. The contractor shall ensure training is consistent with current Afghan MoI policies and generally accepted logistics practices. The contractor shall train and when the ANP are competent, coach ANP logistics personnel in the above core logistics tasks in order to lead them toward operation of assigned RLCs/PSPs independent from outside guidance. Contractor shall develop quality assurance inspections and competency exercises. The contractor shall work in conjunction with local Logistics ETT members to ensure assigned ANP Region's supply needs are met through knowledge of on hand assets and the supply system. This will also be accomplished by ensuring that the RLCs/PSPs are adequately addressing the Region's needs through customer service and issuing operations. Contractor will participate in Log Dept/Support Command management reviews with senior Log Dept personnel to provide feedback on performance objectives and recommended solutions. Contractor shall develop metrics on the number of supply request submitted and fulfilled outside of MoI 14 process. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through

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coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop an annual training plan outlining all required MoI training on RLC and PSP operations, establish an annual training schedule
- Coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions.

**2.1.73 Mentor to the Mazar-E-Sharif RLC Log Policy Instructor.**

The Contractor shall work directly with Mazar-E-Sharif RLC Log Policy Instructor with all aspects of developing policy and strategy for the Regional Logistics Center. The contractor shall develop an annual training plan outlining all required MoI and US/Coalition personnel requiring training on RLC and PSP operations establish an annual training schedule and submit to ACOR for approval. Contractor will provide training, as required, for ANP personnel, US and Coalition mentors and training teams. Contractor shall coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions. Training plan and schedule shall be reviewed and updated on a quarterly basis in coordination with the ACOR. The contractor shall ensure training is consistent with current Afghan MoI policies and generally accepted logistics practices. The contractor shall train and when the ANP are competent, coach ANP logistics personnel in the above core logistics tasks in order to lead them toward operation of assigned RLCs/PSPs independent from outside guidance. Contractor shall develop quality assurance inspections and competency exercises. The contractor shall work in conjunction with local Logistics ETT members to ensure assigned ANP Region's supply needs are met through knowledge of on hand assets and the supply system. This will also be accomplished by ensuring that the RLCs/PSPs are adequately addressing the Region's needs through customer service and issuing operations. Contractor will participate in Log Dept/Support Command management reviews with senior Log Dept personnel to provide feedback on performance objectives and recommended solutions. Contractor shall develop metrics on the number of supply request submitted and fulfilled outside of MoI 14 process. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop an annual training plan outlining all required MoI training on RLC and PSP operations, establish an annual training schedule
- Coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions.

**2.1.74 Mentor to the Kandahar RLC Log Policy Instructor.**

The Contractor shall work directly with Kandahar RLC Log Policy Instructor with all aspects of developing policy and strategy for RLC Log Policy Instructor. The contractor shall develop an annual training plan outlining all required MoI and US/Coalition personnel requiring training on RLC and PSP operations establish an annual training schedule and submit to ACOR for approval. Contractor will provide training, as required, for ANP personnel, US and Coalition mentors and training teams. Contractor shall coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions. Training plan



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and schedule shall be reviewed and updated on a quarterly basis in coordination with the ACOR. The contractor shall ensure training is consistent with current Afghan MoI policies and generally accepted logistics practices. The contractor shall train and when the ANP are competent, coach ANP logistics personnel in the above core logistics tasks in order to lead them toward operation of assigned RLCs/PSPs independent from outside guidance. Contractor shall develop quality assurance inspections and competency exercises. The contractor shall work in conjunction with local Logistics ETT members to ensure assigned ANP Region's supply needs are met through knowledge of on hand assets and the supply system. This will also be accomplished by ensuring that the RLCs/PSPs are adequately addressing the Region's needs through customer service and issuing operations. Contractor will participate in Log Dept/Support Command management reviews with senior Log Dept personnel to provide feedback on performance objectives and recommended solutions. Contractor shall develop metrics on the number of supply request submitted and fulfilled outside of MoI 14 process. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop an annual training plan outlining all required MoI training on RLC and PSP operations, establish an annual training schedule
- Coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions.

#### **2.1.75 Senior Logistics Integration Training Officer**

Leads mobile training team instructing logistics policies, directives, procedures to ANP logistics personnel, ANP logistics mentors, and PMTs, OMLTs, or ETTs. Develops course materials in conjunction with NTM-A/CSTC-A staff and mentors to provide training as required. Will develop and staff a course that covers each logistics decree. Will partner with a similar ANP counterpart. Collects feedback from the field while conducting courses to provide information on recommended changes to policies and directives. Provides ACOR written documentation of feedback lessons learned from each course provided. Participates in policy/directive revisions and updates course materials to remain consistent with policy.

- The contractor shall develop an annual training plan outlining all required MoD and US/Coalition personnel requiring training on MoI policies, directives and procedures; establish an annual training schedule and submit to ACOR for approval.
- Contractor will provide training, as required, for ANP personnel, US and Coalition mentors and training teams.
- Contractor shall coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions. Training plan and schedule shall be reviewed and updated on a quarterly basis in coordination with the ACOR.
- The contractor shall ensure training is consistent with current Afghan MoI policies and generally accepted logistics practices. Position requires travel to all ANP Regions within Afghanistan.

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- Develop course materials to provide training as required. Collects feedback from the field while conducting courses to provide information on recommended changes to policies and directives.
- Participates in policy/directive revisions and updates course materials to remain consistent with policy.

#### **2.1.76 Logistics Integration Training Officer**

The Contractor shall work directly with the Senior Logistics Integration Training Officer with all aspects of developing policy and strategy for logistics integration training. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop course materials to provide training as required. Collects feedback from the field while conducting courses to provide information on recommended changes to policies and directives.
- Participates in policy/directive revisions and updates course materials to remain consistent with policy.
- Contractor will provide training, as required, for ANP personnel, US and Coalition mentors and training teams.
- Contractor shall coordinate training with Education and Training mentors at the Department of Logistics and ensure consistency across all Regions. Training plan and schedule shall be reviewed and updated on a quarterly basis in coordination with the ACOR.
- The contractor shall ensure training is consistent with current Afghan MoI policies and generally accepted logistics practices. Position requires travel to all ANP Regions within Afghanistan.
- Develop course materials to provide training as required. Collects feedback from the field while conducting courses to provide information on recommended changes to policies and directives.
- Participates in policy/directive revisions and updates course materials to remain consistent with policy.

#### **2.1.77 ANSF Ammunition Advisor**

The contractor shall train and advise ANP personnel in developing an ammunition policy outlining ammunition supply procedures as part of the overall logistics system within 20 days after contract award. Further, the contractor shall train ANP personnel on the ammunition policy. As part of the overall goal of establishing an ammunition supply system as part of the overall MoI logistics system, the contractor shall train and assist MoI personnel to establish initial accountability of all ammunition issued to ANP from existing CSTC-A FMS case files and property issue records held by CSTC-A within 20 days of contract award. The contractor shall train and assist in transferring ammunition directly from the National Stock Record Account to the gaining ANP organizational property book. This shall be done in part by establishing initial accountability of ammunition and then the status of these transfers shall be audited monthly in order maintain accountability. Mentoring objectives shall be identified, tracked, and reported on

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by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Throughout the contract period, the contractor shall, where the above is established, train and advise the MoI in validating quarterly the information and maintaining for accuracy, as part of the overall ammunition supply system.
- Throughout the contract period, and based on the ammunition policy and other written guidance, the contractor shall train and advise MoI personnel on the development of an ammunition supply system as part of the overall MoI logistics system.
- Throughout the contract period, the contractor shall train and advise ANSF Ammunition Supply Point personnel, to include advising on ammunition management, forecasting, receipt, storage, warehousing, issue, and shipping.
- Throughout the contract period, the contractor shall train and advise ANP on Arms Room and Armory operations.
- Throughout the contract period, the contractor shall train and assist ANP personnel with documenting ammunition item management policy and procedures.
- The contractor shall develop and implement processes and procedures for ammunition supply points at the Regional Logistics Centers and Provincial Supply Points as soon as possible after assuming this position but NLT 20 days of contract award, where the Regional Logistics Centers and Provincial Supply Points are established.
- The contractor shall provide monthly written feedback to the ACOR and senior logistics system developers under this contract regarding ammunition supply system development as part of the overall MoI logistics system development.
- The contractor shall coordinate monthly with logistics developers from other areas of the MoI to ensure synchronization of efforts.

**2.1.78 Regional Stock Record Accounting/Accountability Advisor (ILF).**

The Contractor shall work directly with the Chief of Stock Record Accounting with all aspects of developing policy and strategy for stock accounting and accountability. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Provide stock record technician support at ANP RLCs and PSPs via classes, supervision, and hands on actions to train ANA personnel to establish and operate food, fuel, and ammunition stock record accounts. This will include introducing and training on any existing or newer forms not already in use. Contractor shall provide support for additional commodities or classes of supply as required or planned by Log Dept/Support Command. Contractor shall develop performance metrics for stock control functions and submit to ACOR within 2 months of contract start. Contractor will coordinate performance metric reporting with RLC/PSP trainers and mentors.
- The contractor will devise and implement an ACOR approved plan to collect and prepare property accountability data from all levels of the Corps. This information will be provided in an approved format to be utilized by and CSTC-A commands.

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- The contractor shall work in conjunction with local Logistics ETT members to ensure assigned ANP Region's supply needs are met through knowledge of on hand assets and the supply system. This will also be accomplished by ensuring that the RLCs/PSPs are adequately addressing the Region's needs through customer service and issuing operations. Contractor will participate in Log Dept/Support Command management reviews with senior Log Dept personnel to provide feedback on performance objectives and recommended solutions. Contractor shall develop metric for number of supply requests submitted and fulfilled outside of MoI 14 process.
- Contractor shall collect metrics on number of supply request received/submitted, number of requests filled, and supply requests fulfilled outside of MoI 14/MoI 9 process for each RLC and PSP. Contractor shall analyze MoI 9/14 metrics and provide reports on issue effectiveness, stockage effectiveness, and customer wait times. Contractor shall work with RLC advisors, US/Coalition mentors, PMTs, POMLTs, ETTs as required to develop methods of reporting and to collect metric data. Provide monthly status reports on units not reporting to CSTC-A CJ4.
- Contractor shall mentor ANP managers and analysts at Log Dept/Support Command on developing, collecting and analyzing management data and decision making process. Contractor shall work to train Afghan analysts to conduct metrics reporting process without outside assistance.
- The contractor will provide relevant feedback to other contractors, CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy.

**2.1.79 Accountability Systems Developer.**

The Contractor shall work directly with the MoI Property Accountability Department with all aspects of developing policy and strategy for property accountability. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The Contractor will train and assist (advise) MoI personnel in the following tasks: The development or enhancement of measures of performances that enable the MoI logistics staff to measure, assess, and develop courses of action necessary to effectively account for and manage ANP assets. These tasks will include the development of an audit process to assess the effectiveness of these programs.
- The contractor shall coordinate with CSTC-A advisors and the MoI Department of Logistics Audit section to develop Logistics Audit policies with a goal for completion within 180 days of contract award. The MoI policies shall nearly mirror the Logistics Decrees established by MoD. The goal is for logistics processes to be standardized as much as possible throughout the MoI and MoD. Point of contact for MoD Logistics Decrees is CSTC-A / CJ45, Policy, Plans, and Integration.
- The contractor shall develop a formal training program and PoIs for logistics audit policies and revisions including Property Book Officer Training. Training will be updated as policies/procedures are trained and efficiencies are continually established.
- The contractor shall assist the Afghan Audit section in completing an Organization and Functions Manual with a goal for completion within 180 days of contract award.

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- The contractor shall coordinate with Afghan Audit section personnel and CSTC-A advisors, including CSTC-A / CJ45, to develop and publish auditing procedures within 270 days of contract award.
- The contractor shall assist the Afghan Audit section personnel with performing initial audits of the MoI Procurement Directorate. This initial audit should occur within 90 days of contract award.
- The contractor shall train and assist the MoI Audit section chief to develop job descriptions and desktop procedures within 90 days of contract award. These job descriptions shall train accountability procedures to include Property Book Management training.
- The contractor shall work with Afghan Audit Section personnel to develop an annual audit schedule to ensure at least 50% of logistics organizations are audited each year. Schedule will include recurring and any required follow-up inspections. Weapons accountability, by serial number, must occur monthly and weapons accountability processes must continually be under audit scrutiny.
- The contractor in concert with other system developers, MoI audit personnel and CSTC-A advisors shall develop an inspection checklist to be used by units for recurring self-inspections and auditors during scheduled audits. This checklist shall be used as an assessment tool of the capability of the ANP units to ensure accountability of all items and to ensure proper use of Property Books.
- The contractor in concert with other system developers, MoI audit personnel, and CSTC-A advisors shall develop a standard report format to include positive results, discrepancies and any required follow-up/corrective actions as part of the assessment of accountability capability.
- Throughout the contract period, the contractor shall, work with MoI to refine or change and maintain established procedures IAW published MoI policies, as they occur.
- The contractor shall provide quarterly written feedback to the COR and senior logistics system developers under this contract regarding system and MoI capability development and shall make recommendations on how better to “grow” the MoI systems.

**2.1.80 Senior Property Accountability Mentor/Section Chief.**

The Contractor shall work directly with the Chief of Stock Record Accounting with all aspects of developing policy and strategy for stock accounting and accountability. Goal: Ensure that MoI Regional Accountability Technicians have property book compliance from 100% of ANP units. Working with the MoI Regional Stock Record Accounting/Accountability Advisor, combine all property book data from the Regional Accountability Technicians and provide CJTF-Phoenix and CSTC-A with MoI property book data on a monthly basis to create an accurate picture of ANP compliance with MoI property accountability procedures. As the initial goal of property book compliance is complete, the focus will transfer to the development of an inspection system to ensure property accountability and fine tune the logistic processes. Working with CSTC-A, provide input from the Regional and below level, help develop the inspection process and ensure the Regional Accountability Technicians are fully trained on the processes. Monitor the accountability of property books across each Region and develop a follow-up schedule to validate the inspection system and compliance. Assist the Regional Accountability Technicians as necessary to help develop a program for MoI logistics officers to monitor inspection programs

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to ensure compliance with decrees, policies, and procedures. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will implement a CSTC-A ACOR approved plan to collect and prepare property accountability data from all Regions and provide in an approved format to be utilized by CSTC-A commands. The contractor will work closely with the ANSF Cell Log Chief to ensure all property accountability issues are handled in a manner consistent with command directives and MoI logistic policies.
- The contractor is responsible for overseeing the Regional Accountability Technicians' reporting requirements and assist with performance standards. Oversight will include travel to provide personal assistance as circumstances dictate or directed by the ACOR.
- The contractor is responsible for attending all logistics working groups at CSTC-A and maintaining constant contact with national level ANP logistic contractors to maintain situational awareness on the latest updates, concerns and tasks.
- The contractor will develop and implement a national level plan to track all ANP units being fielded equipment while attending a Focused District or Focused Border Development Cycle and coordinate property book training through the Regional Accountability Technicians for both the ANP and the mentors. The contractor will ensure that a property book is established for all ANP units prior to departure from the FDD or FBD cycle.
- The contractor will provide relevant feedback to other contractors and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the Regional Accountability Technicians and ensure compliance.
- The contractor is responsible for assisting the sole Accountability Technician in Kabul with property and material accountability issues as needed. The contractor is responsible for assisting the Afghan Border Patrol, Afghan National Civil Order Police, Specialized Police and Counter Narcotics as directed by the ACOR.

**2.1.81 Regional Accountability Technician - North Region**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training

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center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.
- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.
- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.
- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.

#### **2.1.82 Regional Accountability Technician - South Region**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course

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materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.
- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.
- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.
- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.



### **2.1.83 Regional Accountability Technician - Kandahar**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.
- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.
- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all

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command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.

- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.

#### **2.1.84 Regional Accountability Technician - West Region**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.
- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.

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- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.
- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.

**2.1.85 Regional Accountability Technician - Central Region**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.

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- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.
- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.
- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.

**2.1.86 Regional Accountability Technician - East Region**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring

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objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.
- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.
- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.
- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.

**2.1.87 Regional Accountability Technician – Kabul**

Ensure property book compliance for 100% of ANP units within the Region. Coordinate with the Sr. Property Accountability Mentor and the MoI Regional Stock Record Accounting/Accountability Advisor to consolidate property book information from the Region and submit to CSTC-A CJ4 on the required reporting dates. Analyze the property book data and develop a tracking mechanism to identify the deficient ANP units. Create and utilize course materials to train ANP and mentor units resulting in full compliance with MoI accountability processes. Property book and accountability training provided will include the PMT's and POMLT's as needed or requested. Following the guidance of the Sr. Property Accountability Mentor and the ANSF Log Cell Chief, develop and implement a program to train all ANP units and mentors on the MoI property book policy. Ensure 100% of ANP and ABP units attending the Focused District and Focused Border Development cycles receive in-depth property book training and establish a complete and accurate property book prior to departure from the training center. As the initial goal of property book compliance is complete the focus will transfer to the development of an inspection system to ensure property accountability and fine tuning the

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logistic processes. Working with the Sr. Property Accountability Mentor and CSTC-A CJ4, provide input from the Corps and below level to help develop the inspection process and ensure each level of the ANP Region is fully trained on the process. It is the contractor's duty to train all levels of the ANP and the mentors on the inspection processes and ensure complete compliance. The measure of success is defined by 100% property accountability, complete policy implementation and mentee's complete assumption of mission responsibility. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- The contractor will devise and implement a CSTC-A J4 ACOR approved plan to collect and prepare property accountability data from all levels of the Region. This information will be provided in an approved format to be utilized by and CSTC-A commands. The contractor will coordinate with the ANSF Log Cell and the NATO liaison as needed to ensure all POMLT's adhere to reporting requirements directed by ISAF.
- The contractor is responsible for the training and the correct implementation of the MoI property book accountability procedures across the Region. Emphasis will be given to all units going through a Focused District or Focused Border Development cycle. The contractor will ensure that 100% of ANP units attending an FDD or FBD cycle receive full training on the MoI property book process and establish a complete and accurate property book prior to leaving the training center. The contractor will be required to travel to the FDD and FBD training facilities to accomplish property book training and ensure 100% establishment of property books.
- The contractor is responsible for developing a checklist for PMT's and POMLT's to objectively assess ANP accountability. The contractor will develop focused training materials to assist PMT's and POMLT's. In conjunction with focused training materials, the contractor will develop a training schedule that results in the Region's full compliance with MoI property book policy. This training will include the PMT's and POMLT's if requested by those units respectively.
- The contractor is responsible for teaching and implementing property book and compliance inspection measures for all units of the Afghan National Police at all command levels across the Region. The contractor will travel throughout the Region as needed or directed by the ACOR.
- The contractor will provide relevant feedback to other contractors, and CSTC-A to assist with improving existing MoI logistics policy or initiating new logistics policy. As new policies and inspection procedures are developed, it is the contractor's responsibility to instruct the PMT's, POMLT's and ANP to ensure compliance.

#### **2.1.88 Material Management Systems Advisor**

Train and mentor the MoI logistical staff in the proper material management processes and procedures. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Train, advise and mentor the Chief of the Materiel Management Center within the General Department of Logistics of MoI.

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- Train, mentor, and advise the Chief of Logistics Department to include the various sections within the department, the Chief of the MMC, the Regional Logistics Center and Provincial Supply Points on MMC operations, movement control, manual and automated property book operations, maintenance management and commodity management.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful materiel accountability, maintenance management and commodity management within the MoI.
- Assist in the development and implementation of the Supply/Materiel Management System within the Ministry of Interior including but not limited to documentation that describes: vision, mission, policy, procedures, job descriptions, organization and functions, workflow, staff actions and desktop procedures.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful Unit supply, Unit maintenance process within the MoI.

**2.1.89 Material Management Systems Advisor**

Train and mentor the MoI logistical staff in the proper material management processes and procedures. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Train, advise and mentor the Chief of the Materiel Management Center within the General Department of Logistics of MoI.
- Train, mentor, and advise the Chief of Logistics Department to include the various sections within the department, the Chief of the MMC, the Regional Logistics Center and Provincial Supply Points on MMC operations, movement control, manual and automated property book operations, maintenance management and commodity management.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful materiel accountability, maintenance management and commodity management within the MoI.
- Assist in the development and implementation of the Supply/Materiel Management System within the Ministry of Interior including but not limited to documentation that describes: vision, mission, policy, procedures, job descriptions, organization and functions, workflow, staff actions and desktop procedures.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful Unit supply, Unit maintenance process within the MoI.
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- Train, advise and mentor the Chief of the Materiel Management Center within the General Department of Logistics of MoI.

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- Train, mentor, and advise the Chief of Logistics Department to include the various sections within the department, the Chief of the MMC, the Regional Logistics Center and Provincial Supply Points on MMC operations, movement control, manual and automated property book operations, maintenance management and commodity management.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful materiel accountability, maintenance management and commodity management within the MoI.
- Assist in the development and implementation of the Supply/Materiel Management System within the Ministry of Interior including but not limited to documentation that describes: vision, mission, policy, procedures, job descriptions, organization and functions, workflow, staff actions and desktop procedures.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful Unit supply, Unit maintenance process within the MoI.

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Train and mentor the MoI logistical staff in the proper material management processes and procedures. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Train, advise and mentor the Chief of the Materiel Management Center within the General Department of Logistics of MoI.
- Train, mentor, and advise the Chief of Logistics Department to include the various sections within the department, the Chief of the MMC, the Regional Logistics Center and Provincial Supply Points on MMC operations, movement control, manual and automated property book operations, maintenance management and commodity management.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful materiel accountability, maintenance management and commodity management within the MoI.
- Assist in the development and implementation of the Supply/Materiel Management System within the Ministry of Interior including but not limited to documentation that describes: vision, mission, policy, procedures, job descriptions, organization and functions, workflow, staff actions and desktop procedures.
- Interface with Military Embedded trainers, other contractors and Afghan counter-parts to accomplish successful Unit supply, Unit maintenance process within the MoI.

**2.1.92 Senior Mentor for Chief of Logistics**

Support the USG/USA Combined Security Transition Command – Afghanistan (CSTC-A) by developing Logistics Management System policies and procedures in support of the Ministry of Interior. This position serves as the Chief of Logistics. Supervises Senior Mentors for Logistics System Developer for the Chief of Logistics in the Ministry of Interior. Supervises and provides daily guidance to Logistics Integrator Team Leader and eight Section Chiefs: Procurement, Warehousing, and Material Management Sections. This organization is responsible for Ministerial and Regional logistics development for the Country of Afghanistan. The Logistics Department of the Ministry of Interior has six subordinate departments with General officers that



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oversee the following sections: Supply, Maintenance, Medical Logistics, Acquisition and Procurement, and Communications Logistics. The Team Leader is responsible for to guide/coach/assist the Chief of Logistics in the application, further development, and implementation of acquisition and logistics systems and development, implementation, and budgeting for sustainment of the MoI police forces. Focuses the staff on technical needs and instructions for effective use of Logistics assets to generate the means for sustainment of the MoI police forces. Continues the development of understanding and necessity for documenting additional required details of supply, maintenance, transportation, funds control, accountability, materiel readiness, maintenance and transportation programs adapting to continued implementation. Analyst and advisor on evaluating the effectiveness of the logistics programs for MoI police forces. Up to 5 days travel outside of Kabul each month.

- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.93 Mentor, Supply Department, Major Crimes Task Force, MOI**

Support the USG/USA NTM-A/Combined Security Transition Command – Afghanistan (NTM-A/CSTC-A) in the execution of assigned responsibilities. This position serves as Senior Mentor for the Supply Department, Major Crimes Task Force. Incumbent shall train, mentor, and advise the Supply Department in Logistics Systems development, implementation, and budgeting for sustainment of the Major Crimes Task Force. Incumbent shall continue the development of understanding and necessity for documenting additional required details of funds control, accountability, materiel readiness, maintenance and transportation programs adapting to continued implementation. Incumbent shall interface with the military leadership of NTM-A/CSTC-A and provide advice and logistical support through purchase requisitions as required. Up to 5 days of travel outside of Kabul each month.

- Ensures development of MoI organizations through efficient and detailed management and operational systems.

**2.1.94 Mentor to the MoI Directorate of Public Communications.**

The Contractor shall work directly with the Directorate of Public Communications with all aspects of developing MoI policy and strategy for Public Communications. Mentoring objectives shall be identified, tracked, and reported on by the Contractor. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop an Effective Media Relations Program
- Develop an Effective Community Relations Program
- Develop an Effective Command Information Program
- Develop Organizational Capability to Synchronize and Coordinate within the Region or Province
- Develop Organizational Capability to Synchronize and Coordinate with external organizations
- Develop Organizational Capability to Conduct Operational Public Affairs Planning

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- Develop Organizational External and Internal Training / Education Capability
- Develop Sustainable Support Systems

**2.1.95 Mentor to the Office of MOI Chief of Legal Affairs and the Office of the MOI Legal Advisor.**

The Contractor shall work, in close coordination with NTM-A/CSTC-A OSJA mentors, with the Office of the MOI Chief of Legal Affairs and the Office of the MOI Legal Advisor with focus on staff/legal office systems development and developing policy, doctrine, and strategy for the MOI Legal Affairs. The NTM-A/CSTC-A OSJA Chief of ANP Legal/Police Development will be the primary mentor to the Chief of Legal Affairs and Legal Advisor. The Contractor will coordinate mentoring efforts with NTM-A/CSTC-A OSJA to ensure synchronization and a coordinated effort.

- Mentoring objectives shall be identified, tracked, and reported on by the Contractor to the NTM-A/CSTC-A OSJA. New mentoring objectives shall be included through coordination with NTM-A/CSTC-A OSJA and the COR. Initial mentoring objectives shall, at a minimum, include the following:
- Assists in creating and executing plan for developing capacity of MOI Legal Affairs staff at MoI HQ as the focal point and conduit for legal review and advice to the Minister of the Interior and deputy ministers and their staffs.
- Assists in creating and executing plan for developing capacity of MOI Legal Affairs staff at various MOI sites, including but not limited to the regional, provincial, district legal offices, ABP and brigades, AUP, APPF, ANCOP and brigades, ensuring those legal offices are the focal points for legal review and advice to the ANP commanders and their staffs at that respective level.
- Mentors and provides support to MOI Office of Legal Affairs and Office of Legal Advisor in training staff, establishing office procedures, communications systems, logistical systems and coordination between MoI HQ and regional offices and ABP, ANCOP, and APPF offices, law library and on-line resources, and developing budget and manpower descriptions and requirements.
- Assists MOI Office of Legal Affairs and Office of Legal Advisor in drafting, commenting on, reviewing, and implementing legislation to include the inherent law, MOI contracts, decrees, regulations, policies, and orders to ensure creation of institutions and procedures supporting GIRoA/MOI/ANP Rule of Law efforts including, but not limited to a focus on anti-corruption efforts and strategy.
- Assists in establishing organization structure, duties, assignments, policies for the subordinate staffs in HQ, regional legal offices, district and provincial legal offices and ANP commands including but not limited to ANCOP, ABP, AUP, and other ANP units and commands as required.
- Assists with incorporating Rule of Law instruction, including but not limited to anti-corruption, ethics, values, criminal procedure, gender justice areas of training, within all ANP training programs including but not limited to the Police Academy, accession and annual and ad hoc training for all ranks, MOI HQ and regional, provincial, and district training, and Legal Mobile Training Teams assigned to assist regional and provincial offices.

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- Assists in developing engagement strategy and travel for the MOI Chief of Legal Affairs and MOI Legal Advisor to facilitate review and inspection of regional offices, provincial, district legal offices, and ABP, ANCOP, and APPF offices.
- Provides appropriate guidance and coordination of all tasks with Assistant Commanding General - Police Development, NTM-A/CSTC-A and CSTC-A Staff Judge Advocate (SJA), or his/her designees, including for the OSJA the Chief of ANP Legal Police Development and the Chief of Anti-Corruption.
- Synchronizes mentoring efforts with the CSTC-A Staff Judge Advocate (SJA), or his/her designees, including the Chief of ANP Legal Police Development and the Chief of Anti-Corruption.

**2.2 CTAG-P MENTOR AND TRAINING ADVISOR REQUIREMENTS  
NECESSARY TO ACCOMPLISH THE POLICE TRAINING MISSION AT THE  
AFGHAN NATIONAL POLICE TRAINING GENERAL COMMAND (ANPTGC) AND  
AT MOI POLICE TRAINING SITES. THERE ARE THREE CATEGORIES OF  
REQUIREMENTS:**

1. Mentors at the ANPTGC
2. Mentors at Training Sites
3. Training Advisor at Training Sites

**2.3 Afghan National Police Training General Command Mentors (18 Positions).**

This command is not currently activated. Until activation, these mentor personnel will assist in the development and activation of this command. Specific duties include assisting the MoI/ANP to revise, develop, and publish doctrine, techniques, and procedures governing the organization, training curriculum and programs, operations, and employment of ANP elements and functions including:

- Afghan Uniformed Police
- Afghan National Civil Order Police
- Afghan Border Police
- Counter Narcotics
- Special Weapons and Tactics (SWAT)
- Counterterrorism
- Criminal Investigations
- Explosive Ordnance Disposal (EOD) and Counter Improved Explosive Devices (CIED)
- Fire and Emergency Services
- Operations and Police Intelligence
- Logistics, Support, and Property Accountability
- Communications and Information Technology
- Transportation Operations
- Infrastructure and Garrison Management
- Procurement and Acquisition

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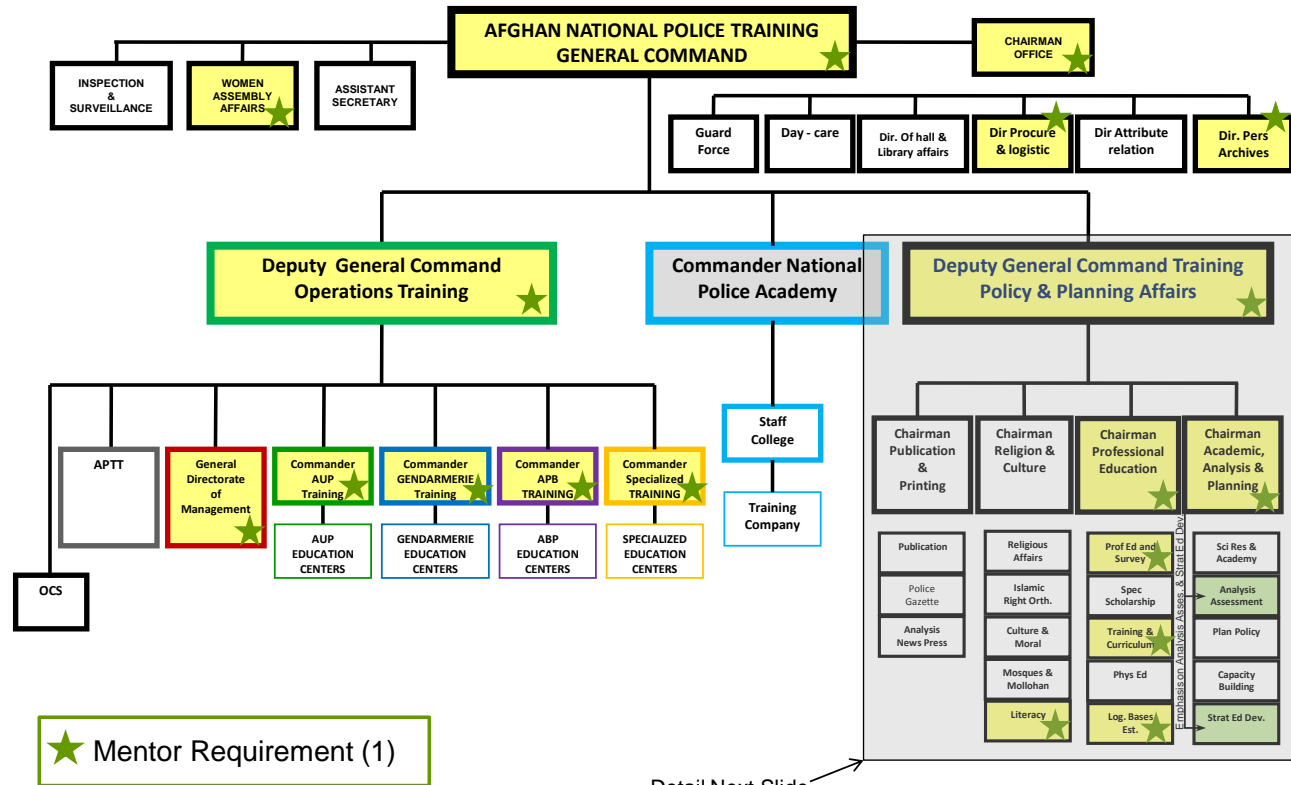
- Personnel and Finance Administration
- Leadership and Management
- Ethics, anti-corruption, reform and values

The positions marked as key in the following chart shall be key and shall meet the requirements of the basic contract for key personnel.

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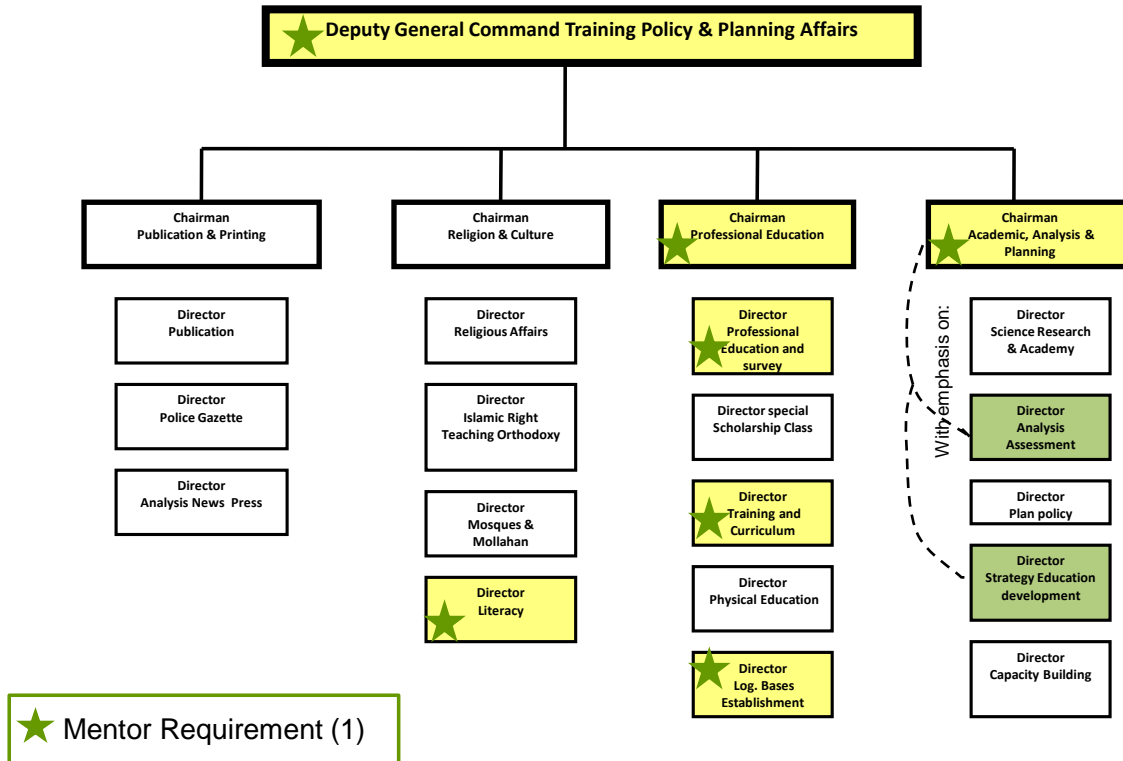
## ANPTGC Org With HQ Mentors (18)





CTAG-P

## ANPTGC Org With HQ Mentors - Detail



**ANPTGC HQ mentor position descriptions to include but not limited to below responsibilities.**

### 2.3.1 Mentor for Afghan National Training General Command (1 Position)

This Office is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Office.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement professional, having held officer or senior leadership roles, and experience totaling at least 25 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change and change management experience.
- Past experience in successfully leading efforts with the standup of new law enforcement or governmental organizations with staff sizes exceeding 300 persons

The Contractor shall work directly with the Director/Commanding General in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Specific duties shall, at a minimum, include the following:

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- Assist in the development of overall strategy for development of the Afghan National Police Training Command (ANPTGC)
- Assist in development of metrics to measure the effectiveness of the training provided to the ANP
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support.

### **2.3.2 Mentor for Chairman Office (1 Position)**

This Office is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Office.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement professional, having held officer or senior leadership roles, and experience totaling at least 20 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change and change management experience.
- Past experience in successfully supporting efforts with the standup of new law enforcement or governmental organizations

The Contractor shall work directly with the Chairman Office in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Specific duties shall, at a minimum, include the following:

- Assist in the development of overall strategy for development of the Afghan National Police Training General Command (ANPTGC)
- Assist in development of metrics to measure the effectiveness of the training provided to the ANP
- Assist in development of systems of measurement and feedback to improve police training
- Conduct training assistance visits.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.3 Mentor for Deputy General Command Operations Training (1 Position)**

The Department is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Department.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement professional, having held officer or senior leadership roles, and experience totaling at least 20 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change.
- Prior experience of at least 10 year leading law enforcement training centers.



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The Contractor shall work directly with the Deputy General Command Operations Training in the development of the function and direction of ANP operational programs. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum include:

- Coach and mentor the ANTPGC to establish C2 operational planning staff that is well trained in all aspects of operational planning; trained and capable of implementing approved policies and procedures; and capable of formulating, distributing, and tracking plans on an as-required basis.
- Train and coach the ANPTGC Operations Department staff to conduct an annual review of Standard Operating Procedure (SOP), coordinate and obtain approval for modifications and changes, and provide guidance and oversight to ensure the review is completed.
- Train and coach the ANPTGC Operations Department to ensure that allocation of resources and employment of operational forces are driven by data analysis.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training operations without contract support

**2.3.4 Mentor for Deputy General Command Training Policy & Planning Affairs (1 Position)**

The Department is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Directorate.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement professional, having held officer or senior leadership roles, and experience totaling at least 20 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change.
- Prior experience of at least 10 year leading law enforcement training centers and 5 yrs minimum experience of establishing policy and planning law enforcement training programs.

The Contractor shall work directly with the Deputy General Command Training Policy & Planning Affairs to aid in the coordination and assistance for the development and implementation of the MoI strategic plans. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop organizational structures that enable effective ANP training policies and planning.
- Development of ANP Doctrine and TTP.
- Long-term planning to include close coordination and assistance in the development and implementation of the MoI strategic plans.
- Policy development and process reorganization activities to ensure department's alignment with the overall MoI strategy.

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- Activity monitoring throughout the department as these activities relate to over-all strategy development activities and make recommendations for improvements
- Develop systems to anticipate required support for training and ensure ANPTGC has systems in place to provide needed support
- Develop systems of metrics to track ANPTGC's ability to support training
- Direct activity throughout the directorate as these activities relate to the overall strategy development activities
- Support and provide tactical and strategic guidance/leadership to those efforts of the Religion and Culture Division.
- Support and provide tactical and strategic guidance/leadership to those efforts of the Professional Education Division.
- Support and provide tactical and strategic guidance/leadership to those efforts of the Academic Analysis and Planning Division.
- Develop methods and systems to ensure that MoI can, within two years sustain policy and planning without contract support

### **2.3.5 Mentor for Chairman Professional Education (1 Position)**

The Division is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Division.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement, having held officer or senior leadership roles, and experience totaling at least 10 yrs prior service
- Training/education leadership and/or administrator experience totaling at least 10 yrs prior service
- Proven leadership experience and problem solving skills
- Past experience organizing and developing law enforcement training programs, to include but not limited to, drafting Programs of Instruction and instructor and student training material.
- Prior logistics experience highly preferred.

The Contractor shall work directly with the Chairman for Professional Education in the accomplishment of their objectives and with leadership and tactical and strategic decision making for reporting Directorates. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Monitor and assess the state of initiatives associated with ANP professional education. Provide strategic direction with respect to ANP education/skills development requirements, means to fulfill requirements through a variety of training means and training site requirements to conduct training.
- Support and provide tactical and strategic guidance/leadership to those efforts of the Professional Education and Survey Directorate.

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- Support and provide tactical and strategic guidance/leadership to those efforts of the Training and Curriculum Directorate.
- Support and provide tactical and strategic guidance/leadership to those efforts of the Logistics and Bases Establishment Directorate.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.6 Mentor for Chairman Academic, Analysis, & Planning (1 Positions)**

The Division is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Division.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement, having held officer or senior leadership roles, and experience totaling at least 10 yrs prior service
- Training/education leadership and/or administrator experience totaling at least 10 yrs prior service
- Proven leadership experience and problem solving skills
- Past experience creating and operating training assessment programs and continuous improvement programs; Lean Six Sigma experience highly preferred.
- Past experience leading force requirement initiatives and programming future personnel and training requirements.

The Contractor shall work directly with the Chairman Academic, Analysis, & Planning in the accomplishment of their objectives, with particular emphasis toward the Analysis Assessment Directorate and Strategy Education Development Directorate. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Continually assess training curriculum for areas of improvements, sustainment of high quality trainers and training equipment
- Establish procedures to evaluate/assess student's performance in training exercises, post exercise critiques, and surveys.
- Assess methods of instructions at training sites; collect lessons learned and best practices and distribute to higher echelons of command. Constantly evaluate alternative and improved training practices.
- Develop individual training plans/strategies (ITPs) and draft student evaluation plans (SEPs).
- Work with ANPTGC, CSTC-A and MoI departments to ensure that the ANPTGC is properly staffed and the Tashkil reflects the required ANPTGC organization.
- Project future training requirements to sustain required police force manpower levels
- Develop training plans to maximize use of limited training facilities
- Develop facilities and staffing plans to ensure the command has sufficient training capacity to support the ANP's training needs
- Develop metrics to track effectiveness of training provided

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- Activity monitoring throughout the subordinate offices as these activities relate to overall strategy development activities and make recommendations for improvements
- Support and provide tactical and strategic guidance/leadership to those efforts of the Analysis Assessment Directorate.
- Support and provide tactical and strategic guidance/leadership to those efforts of the Strategy Education Directorate.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

**2.3.7 Mentor for Director Training and Curriculum (1 Position)**

The Directorate is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Directorate.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 15 years organizing and developing law enforcement training programs, to include but not limited to, drafting Programs of Instruction, instructor and student training material, and identification of required training materials to accomplish training.

The Contractor shall work directly with the Director of Training and Curriculum to provide technical documentation and training course materials (Programs of Instruction (POI)) for a variety of training methods, to include but not limited to, classroom instruction, field and range instruction, train-the-trainer instruction and computer based training, as well as writing and editing technical and training documents. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Working with the Chairman of Professional Education and Chairman Academic Analysis and Planning, Assess training needs of ANP forces.
- Provide advice and guidance, training, organizational development, and other capacity building services to program counterparts.
- Serve as instructional technology consultant for curriculum/program development.
- Implement new training programs and develop new curriculum as needed, retire training programs no longer required.
- Oversee development, quality, and adequacy of ANP training course material.
- Review and provide inputs for training documentation.
- Remain current on training trends and best practices for use by international police forces.
- Provide for the dissemination of information on departmental activities through appropriate reports and communication channels.
- Develop systems to identify training aid and equipment requirement and to track the status of training aids at all training sites.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.8 Mentor for Director of Procurement and Logistics (1 Positions)**

The Directorate is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Directorate.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 15 yrs of military logistics system experience and 5 yrs of past experience and familiarity with the Afghan Ministry of Interior logistics system.
- Meticulous record keeping skills.

The Contractor shall work directly with the Director of Procurement and Logistics and the MoI Logistics and Transportation Departments on matters involving fulfillment of ANPTGC and ANP training site requirements through a variety of procurement means and distribution and delivery of goods to requirement holders. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop organizational structures that enable effective logistics planning, programming, budgeting, acquisition, operations, maintenance, training, program and budget execution, accountability, and logistics support processes.
- Develop systems and processes to enable effective requirements validation, resource allocation, procurement/acquisition and distribution.
- Develop robust systems for tracking of accountable and sensitive ANP training items.
- Develop systems to anticipate required logistics requirements for training and ensure ANPTGC has systems in place to provide needed support.
- Develop systems of metrics to track ANPTGC's ability to provide logistics support for training
- Develop systems to assist ANPTGC in movement of students to and from training locations.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.9 Mentor for Director of Personnel Archives (1 Positions)**

The Directorate is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Directorate.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 10 yrs of human resources and personnel records management

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New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Manage resources to meet the Director of Personnel Archives' needs/direct taskings in ANPTGC Personnel Policy development.
- Develop systems to track required ANP recruit numbers, keep track of student locations, training progress, planned locations for future ANP training center graduates, and student administrative matters
- Assist with the resolution of ANP recruit and student administrative issues
- Collect and maintain records on recruit, student and active police on training status to include but not limited to, training records, course completion status and future course plans.
- Develop methods and systems to ensure that MoI can, within two years, can provide personnel and administrative support to training without contract support

**2.3.10 Mentor for Commander of AUP Training (1 Positions)**

The Command is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Command.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement, having held officer or senior leadership roles, and experience totaling at least 15 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change.
- Prior experience of at least 5 years leading law enforcement training centers

The Contractor shall work directly with the Commander AUP Training in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop systems to ensure that the AUP training centers are prepared to hold scheduled training including transportation for student, billeting, and equipment
- Develop systems to ensure all AUP training centers provide the same high level of training on the approved POIs.
- Develop systems to ensure the AUP training centers are used to their maximum capacity
- Conduct training assistance visits to the AUP training centers.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

**2.3.11 Mentor for Commander of Gendarmerie Training (1 Positions)**

The Command is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Command.

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This mentor shall have the additional minimum qualifications and past experience to include:

- Former Special Weapons And Tactics (SWAT) team or military police, having held officer or senior leadership roles, and experience totaling at least 15 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change.
- Prior experience of at least 5 years leading law enforcement training centers

The Contractor shall work directly with the Commander of Gendarmerie Training in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop systems to ensure that the Gendarmerie training centers are prepared to hold scheduled training including transportation for student, billeting, and equipment
- Develop systems to ensure all Gendarmerie training centers provide the same high level of training on the approved POIs.
- Develop systems to ensure the Gendarmerie training centers are used to their maximum capacity
- Conduct training assistance visits to the Gendarmerie training centers.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

#### **2.3.12 Mentor for Commander of ABP Training (1 Positions)**

The Command is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Command.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former border/customs police or military police, having held officer or senior leadership roles, and experience totaling at least 15 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change.
- Prior experience of at least 5 years leading law enforcement training centers

The Contractor shall work directly with the Commander ABP Training in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop systems to ensure that the ABP training centers are prepared to hold scheduled training including transportation for student, billeting, and equipment
- Develop systems to ensure all ABP training centers provide the same high level of training on the approved POIs.
- Develop systems to ensure the ABP training centers are used to their maximum capacity
- Conduct training assistance visits to the ABP training centers.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.13 Mentor for Commander Specialized Training (1 Positions)**

The Command is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Command.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement, having held officer or senior leadership roles, and experience totaling at least 15 yrs prior service
- Past experience for the operation of small, highly specialized law enforcement training sites
- Proven leadership experience, problem solving skills and organizational development, design change.
- Prior experience of at least 5 years leading law enforcement training centers

The Contractor shall work directly with the Commander Specialized Education and Training in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Review POIs for specialized training
- Develop systems to determine what specialized training is required and to schedule such training
- Develop systems to ensure the Specialized Education and Training centers are prepared to hold scheduled training including transportation for students, billeting, and equipment
- Develop systems to ensure all Specialized Education and Training centers provide the same high level of training on the approved POIs
- Develop systems to ensure the Specialized Education and Training centers are used to their maximum capacity
- Conduct training assistance visits to the Specialized Education and Training centers
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.14 Mentor for General Directorate of Management (1 Position)**

The Command is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Command.

This mentor shall have the additional minimum qualifications and past experience to include:

- Former law enforcement, having held officer or senior leadership roles, and experience totaling at least 10 yrs prior service
- Proven leadership experience, problem solving skills and organizational development, design change.



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The Contractor shall work directly with the General Directorate of Management in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Oversee administrative duties supporting the Deputy General Command Operations Training Directorate
- Maintain and de-conflict master training schedules
- Collaborate with internal directorates ensuring training requirements are met
- Oversee development, quality, and adequacy of ANP training courses
- Maintain current and archived files of training curriculums and student reports
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.15 Mentor for Director of Literacy (1 Position)**

The Division is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Division.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 10 yrs of efforts aimed at combating illiteracy and literacy training experience.

The Contractor shall work directly with the Director of Literacy and staff in the development of the function and direction of the Literacy Directorate on literacy programs and efforts to combat illiteracy of ANP forces.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Complete an assessment of language requirements.
- Improve communication and coordination between the MoI and other ministries.
- Develop a database to monitor language proficiencies and training.
- Develop a standardized language training curriculum.
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.16 Mentor for Director Professional Education and Survey (1 Position)**

The Directorate is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Directorate.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 15 years advising and/or mentoring law enforcement forces on career development and continuing education.

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The Contractor works directly with the Director Professional Education personnel and the Director of Strategic Education Development personnel to ensure ANP professional development objectives are planned and carried out to meet near-term and long-term requirements. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Assess professional development and career objectives of ANP forces
- Develop career professional development training roadmap for ANP enlisted and officers, balanced against ANP fielded force requirements
- Educate the ANP members, including trainers, how to improve their training and existing skills.
- Develop Train-the-Trainer curriculum based on principles of adult learning.
- Train instructors on learning goals, methods of instruction, and learning aids
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.17 Mentor for Director Logistics Bases and Establishment (1 Position)**

The Directorate is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Directorate.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 10 yrs of military logistics system experience and 3 yrs of past experience and familiarity with the Afghan Ministry of Interior logistics system.
- Past experience totaling a minimum of 5 yrs of remote military facility operations, maintenance and support services.
- Training site construction experience highly desirable.

The Contractor works directly with the Director Logistics Bases and Establishment to ensure training facilities are adequate to accomplish current and future ANP training requirements. Working closely with other Directorates and MOI Logistics and Engineering departments, the mentor will assist with the planning, requirements creation and execution of training site improvement and new projects and sustainment services. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Assess current training site capacity, resources, unique training capabilities (i.e. heavy weapons range, obstacle course, etc.) state of repair, force protection
- Create tracking system of training site required services and contract status', and plan for future service requirements at training sites
- Plan and implement training site improvement projects
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support

### **2.3.18 Mentor for Women Assembly Affairs (1 Position)**

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The Command is not currently activated. Until activation, these mentor personnel shall assist in the development and activation of the Command.

This mentor shall have the additional minimum qualifications and past experience to include:

- Proven leadership experience and problem solving skills
- Past experience totaling a minimum of 10 yrs of support to and leading women's rights and Equal Opportunity, Affirmative Action and diversity initiatives.
- Thorough knowledge of Afghan history, culture, women's history and current women's initiatives.
- Proven ability to successfully accomplish, in a tactful and respectful manner, unpopular yet the right thing in the face of adversity.

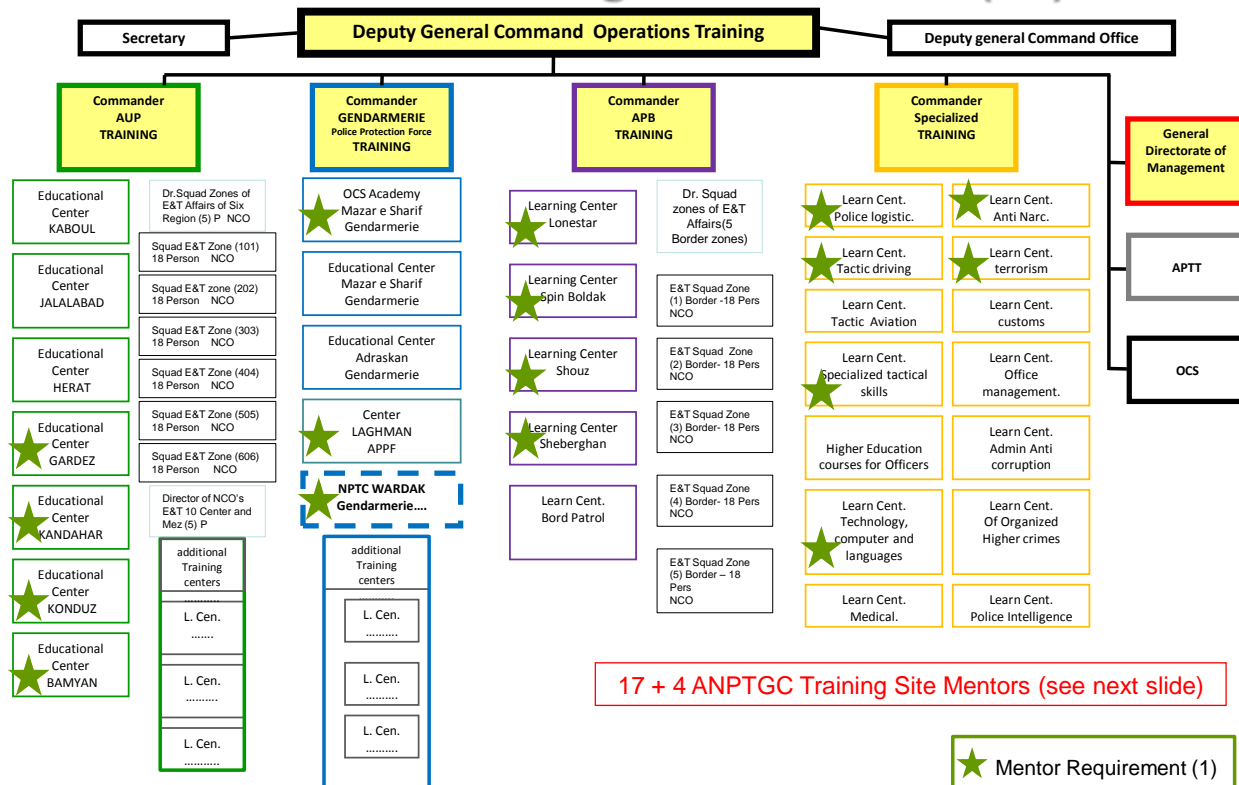
The Contractor shall work directly with the Commander Women Assembly Affairs Directorate in both administrative and operational job duties and responsibilities. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Develop a system to ensure equal opportunity training is provided to women
- Monitor training of women; provide progress reports to the commander as necessary
- Resolve disparity in training standards between men and women
- Develop a database to track progression/completion of women's training and duty assignment location
- Resolve matters on behalf of women trainees
- Develop methods and systems to ensure that MoI can, within two years, provide effective training without contract support



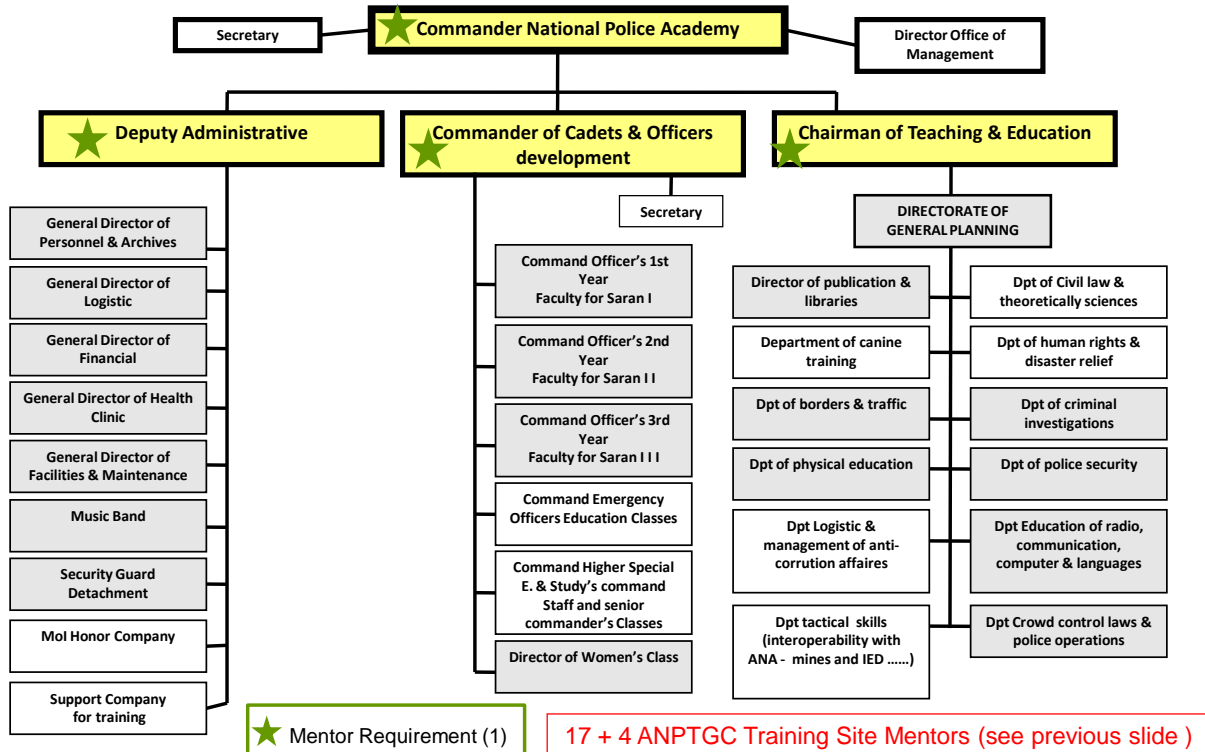
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# ANPTGC Training Site Mentors (17)





## ANPTGC Training Site Mentors (4)



## 2.4 Training Center Mentors (21 Positions)

### 2.4.1 Mentor to the Commander, Gardez Training Center (1 Position)

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Regional Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

### 2.4.2 Mentor to the Commander, Kandahar Training Center (1 Position)

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

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New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Regional Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.3 Mentor to the Commander, Konduz Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Regional Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.4 Mentor to the Commander, Bamyan Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Regional Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.5 Mentor to the Commander, OCS Academy Mazar-e-Sharif (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the OCS Academy staff.
- Ensure the Commander gathers information and takes action on issues related to training at the academy and any supported training centers

#### **2.4.6 Mentor to the Commander, Lagman/Mether Lam Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

#### **2.4.7 Mentor to the Commander, National Police Training Center (NPTC). (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

The Contractor shall work directly with the National Police Training Center Commander, Deputy Commander and Operations Officer in developing plans to train personnel on learning and implementing ANP advanced strategies. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Regional Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

#### **2.4.8 Mentor to the Commander, Lonestar Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

#### **2.4.9 Mentor to the Commander, Spin Boldak Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

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- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.10 Mentor to the Commander, Shouz Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.11 Mentor to the Commander, Sherbeghan Training Center (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.12 Mentor to the Commander, Specialized Learning Center - Police Logistics (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers



#### **2.4.13 Mentor to the Commander, Specialized Learning Center – Tactical Driving (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

#### **2.4.14 Mentor to the Commander, Specialized Learning Center – Specialized Tactical Skills (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

#### **2.4.15 Mentor to the Commander, Specialized Learning Center – Technology, Computers and Languages (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers.

#### **2.4.16 Mentor to the Commander, Specialized Learning Center – Anti-Narcotics (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

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The Contractor shall work directly with the Commander, Specialized Learning Center – Anti-Narcotics in developing plans to train personnel on learning and implementing counter-Narcoterrorism strategies.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Perform statistical analysis to identify drug and illegal border traffic trends.
- Conduct drug and border activity mapping, link analysis, and association matrices.
- Populate and manage significant activities and intelligence reporting database.
- Work with MEMEX (intelligence analysis) software.
- Produce tactical CN and border products (Target packets, CN investigation packets, border beyond the look out).
- Produce strategic CN and border products (Drug/smuggling network reports).
- Review and update job descriptions, qualifications, and mission for CN and Border Intelligence cells.
- Develop yearly work plan and 3-year strategic plan for CN and Border Intelligence cells.
- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.17 Mentor to the Commander, Specialized Learning Center – Counter Terrorism (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

The Contractor shall work directly with the Commander, Specialized Learning Center – Counter Terrorism in developing plans to train personnel on learning and implementing counterterrorism strategies.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Training the counterterrorism section of the MoI.
- Designing and reviewing new weapons permits.
- Working with DIAG at Sorobi to assist in training.
- Coordinating the legalization of security groups in Afghanistan and weapon registration.
- Reviewing the Tashkil revisions for counterterrorism.
- Ensure adequate equipment, training, and supplies are available to DIAG and coordinate with MoI to ensure they retain responsibility for operations.
- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

#### **2.4.18 Mentor to the Commander National Police Academy (NPA) (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

Specific duties include assisting the MoI/ANP to revise, develop, and publish doctrine, techniques, and procedures governing the organization, training curriculum and programs, operations, and employment of ANP elements and functions including:

- Afghan Uniformed Police
- Afghan National Civil Order Police
- Afghan Border Police
- Counter Narcotics
- Special Weapons and Tactics (SWAT)
- Counterterrorism
- Criminal Investigations
- Explosive Ordnance Disposal (EOD) and Counter Improved Explosive Devices (CIED)
- Fire and Emergency Services
- Operations and Police Intelligence
- Logistics, Support, and Property Accountability
- Communications and Information Technology
- Transportation Operations
- Infrastructure and Garrison Management
- Procurement and Acquisition
- Personnel and Finance Administration
- Leadership and Management
- Ethics, anti-corruption, reform and values

#### **2.4.19 Mentor to the NPA Deputy Administrative (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

The Contractor works directly with the ANP Academy Administrative Staff to coordinate and assist closely in the development and implementation of the MoI organizational strategy and associated business process reorganization activities to ensure the directorate's alignment with the overall MoI strategy.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

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- Monitor activities that relate to administrative activities and recommend improvements, particularly in the area of implementing unified systems and controls.
- Prepare training materials as needed.
- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.20 Mentor to the NPA Commander of Cadets and Officers Development (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

The Contractor works directly with the ANP Academy cadet and officer development staff to coordinate and assist closely in the development and implementation of the NPA student development, ranging from 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year students to senior commanders courses and women's courses.

New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Monitor activities that relate to student development and class operations.
- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

**2.4.21 Mentor to the NPA Chairman of Teaching and Education (1 Position)**

If this position is not active by the time the Mentor is assigned, these mentor personnel shall assist in the development and activation of these positions.

The Contractor works directly with the ANP Academy teaching and education staff for the development, delivering and constantly improving up NPA student training material. New mentoring objectives shall be included through coordination with CSTC-A and the COR. Initial mentoring objectives shall, at a minimum, include the following:

- Monitor activities that relate to NPA courseware development.
- Ensure the Commander provides daily interface between the ANPTGC and the Training Center staff.
- Ensure the Commander gathers information and takes action on issues related to training at the regional training centers and any supported training centers

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## 2.5 Afghan Uniform Police (AUP) Training Advisors (52 Positions).

The contractor shall provide trainers, support personnel, mentors, and interpreters to ensure proper training of the AUP POI to students at the police training centers. The capacities listed in table 2.5.1 indicate the potential maximum number of training advisors and desired throughput of each site for each cycle of training.

AUP - Training Advisors, Support Personnel, and Interpreters			
Center Location	Number of Trn Advisors	Current Capacity	Future Capacity
RTC Gardez (AUP or ABP)**	12	350	350
TSS Parsa	10	150	
TSS Shaheen	10	120	
TSS Costall	10	200	
TSS Walton	10	200	
	<b>52</b>	**RTC Gardez may become ABP	

**Table 2.5.1 AUP Training Site Capacity**

## 2.6 Afghan Uniform Police Training.

The Contractor shall coach the developing and existing Afghan trainers as they administer the COI to the students. Contract personnel shall oversee all aspects of the training to insure that the Afghan trainers are properly and adequately administering the COI. In the event of temporary Afghan trainer shortage or when deemed operationally necessary by the Government, the contractor shall provide the actual training. The Contractor shall be responsible for overall quality control of the training and testing of each class and assist with any individual tutoring required maximizing the benefit of the training to the student.

Afghan trainers are currently deployed and teaching the COI at the training sites. Additional trainers will be vetted and nominated by the Afghan training command. The Contractor shall directly instruct the students and perform on the job training for the Afghan instructors when operationally necessary. (I.e. Afghan instructor shortage, an increase in training load, during implementation of COI changes, new POIs, etc...)

The Contractor shall provide CSTC-A quarterly evaluations on the progress and professional competence of the mentored Afghan instructors. Contractor shall provide CSTC-A recommended metrics to measure Afghan instructors' progress. The goal of this program is to mentor the Afghans to manage all aspects of training within two years of contract award. The Contractor should begin planning within 30 days of contract commencement a conceptual plan for the full transition of training responsibilities to the Afghan ANP after 1 year. At the 1 year mark contracted trainers will plan to transition to providing an oversight role of Afghan trainers, but will be expected to provide training in the event that Afghan trainers are not available, or the Afghan trainer is unable to provide quality instruction.

### **2.6.1 AUP COI**

### **2.6.2 COI Development, Modification, Expansion, and Revision.**

If not already in existence 60 days prior to training commencement, a comprehensive COI shall be developed by the Contractor based on the POI provided for the AUP program. Development shall be coordinated with various agencies including, the Department of State, US military personnel to include CSTC-A, and Afghan Authorities. Final authority on POI content and POI approval will be the Afghan Ministry of Interior.

During performance of this contract, it is anticipated that the course material will require modification, expansion, and revision as a result of lessons learned and the evolving needs of the AUP and CSTC-A to execute its mission. As directed by the COR, the Contractor shall be responsible for COI development, modification, expansion, and revision, to include vetting such changes through the various stakeholders of the AUP program.

Any modifications to course material must be tracked and rationale for the changes noted in a separate document. Both the course material (to include changes) and the change log shall be made available in electronic form to the Government.

All course material modification, expansion, and revision, as well as the required change log, shall be property of the Government and the Contractor relinquishes any rights to use or disclose such work product. In accordance with DFARS 252.227-7020 (Rights in Special Works) and the Basic Contract, all works first produced, created, or generated under this contract and required to be delivered shall contain the following notice: “© [Insert year date of delivery] United States Government, as represented by the Secretary of Army. All rights reserved.”

### **2.6.3 Initial AUP POI**

- Basic Training (6 weeks)
- Advanced Training (8 weeks)
- Leadership & Management (8 weeks)
- Provincial Police Company Training (14 weeks)
- Instructor Development Course
- NCO Training Course
- Staff Officer's Course (Junior and Senior)
- Commander's Course
- Officer Candidate School

### **2.6.4 POI Development**

Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. The Contractor will review POIs on a semi-annual basis to incorporate any required changes, and update POIs at least annually. Initially, the contractor shall develop a new POI to address the following training topics:

- Survival
- Population, and force protection

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- Convoy operations training for Light Tactical Vehicles and High Mobility Multipurpose Wheeled Vehicles (HMMWVs)
- Trauma Assistance/Basic Medical Training
- Explosive Ordnance Disposal (EOD)
- Special Weapons and Tactics (SWAT)
- Night time shooting
- Protective Services
- Drivers Training, Protective Services Detachment (PSD)
- Drivers Training, Basic and Tactical
- Literacy
- Domestic Violence
- Police Logistics
- Counter Narcotics
- Counter Terrorism
- Technology and Computer Systems
- Police Intelligence and Crime Scene Investigative Services
- Leadership – Staff College
- Basic Officers Training
- Others law enforcement specialized topics to be determined by the Government

The Contractor shall provide operational support and assist the NTM-A/CSTC-A cadre with mentoring Afghan training center institutional and garrison staff on maintaining and de-conflicting a master training schedule of all classes, operations, planning, conducting and managing training, logistics, procurement and acquisition, and personnel management systems.

#### **2.6.5 AUP Support**

The Contractor shall provide operational support and assist the NTM-A/CSTC-A cadre and mentor the Afghan training staff on maintaining and de-conflicting a master training schedule of all classes, operations, planning, conducting and managing training, logistics, procurement and acquisition, and personnel management systems.

#### **2.6.6 AUP Regional Field Mentoring.**

The Contracted police mentors shall be under the operational control and integrate with the military component and security forces that comprise the Embedded Teams. Contracted police mentors will move under the operational control of the military component when directed by the supporting military ground commander. Adequate force protection will be afforded to the Contracted police mentors based on the local military threat assessment. This force protection covers a wide range of safety, defense, and protection activities. Force protection measures adopted by escorting military teams will be flexible and designed for effective performance under changing threat conditions. The Contractors shall conduct all operations with the Embedded Teams and will live, sleep, and eat with team. At the regional level, mentors shall interface primarily with Regional AUP leadership and staff, Regional AUP senior NCOs, Regional Operational Coordination Center intelligence and operations staffs. Fielded mentors

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will verify and report status of personnel, logistics, operations and training. Frequency of reports will be dependent upon the Contracting Oversight Representative (COR). Depending on ISAF Joint Command (IJC) priority; mentors should be prepared to transition to a regional, provincial, or district level mission. Regional field mentors are required to provide their own personal security, in the form of armored vehicles, personal weapons, personal protective equipment, etc.

**2.6.7 AUP Regional Mentoring Team Composition (18 Positions).**

The Contractor shall provide teams of three for each of the five AUP Regions plus Kabul for a total of six teams across the country (eighteen positions). This will be done on a 6 month basis and the quantity shall be provided by the KO/COR/COR. A regional mentoring team shall consist of the mentors required to appropriately communicate and assess the impact of the mentoring POIs. Provide Law Enforcement training in conjunction with the IJC to ANP in the region. Initially, a team shall consist of mentors to support the following specialized areas of expertise:

- Operational Planner
- Personnel Administration/Finance Support
- Logistical Support

• **AUP Regional Mentoring Team POI.**

The Contractor shall apply consistent POIs to mentor the Regional leadership of the AUP on internal security and law enforcement operations at the regional level. Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. Initially, the contractor shall address the following training topics:

- Vetting leadership
- Processing biometrics data and Identification (ID) cards
- Force management and alignment of personnel to the Tashkil
- Processing and submitting accurate reporting
- Recruiting and training of police force
- Equipment and materiel distribution and accountability
- Adherence to the rule of law
- Community policing and relations
- Ethics, values, and breaking the chain of corruption in order to strengthen community policing.
- Coordination and integration with ANA forces, coalition partners, interagency and other governmental agencies, and development activities.
- Survival, population security, and force protection in a dynamic COIN environment.
- Operational and tactical decision making process
- Operational Coordination Center operations
- MoI Logistics policies, reporting requirements, and property book accountability.
- Finance
- Facilities management.
- Regional AUP logistic requirements



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- Legal considerations applicable at the regional level
- **AUP Provincial Mentoring.**

The Contractor police mentors shall be under the operational control and integrate with the military component and security forces that comprise the Embedded Teams. Contracted police mentors will move under the operational control of the military component when directed by the supporting military ground commander. Adequate force protection will be afforded to the Contracted police mentors based on the local military threat assessment. This force protection covers a wide range of safety, defense, and protection activities. Force protection measures adopted by escorting military teams will be flexible and designed for effective performance under changing threat conditions. The Contractors shall conduct all operations with the Embedded Teams and will live, sleep, and eat with team. At the provincial level, mentors shall interface primarily with Provincial AUP leadership, key staff, and individual policemen. Provide Law Enforcement training in conjunction with the IJC to ANP in the region. Fielded mentors will verify and report status of personnel, logistics, operations and training. Frequency of reports will be dependent upon the Contracting Oversight Representative (COR). Depending on ISAF Joint Command (IJC) priority; mentors should be prepared to transition to a regional, provincial, or district level mission. Provincial field mentors are required to provide their own security.

- **AUP Provincial Mentoring Team Composition (68 Positions).**

The contractor shall initially provide thirty-four teams of two qualified civilian police mentors. This will be done on a 6 month basis and the quantity shall be provided by the KO/COR/COR. Initially, a team shall consist of mentors to support the following specialized areas of expertise:

- Personnel Administration
- Logistical Support

- **AUP Provincial Mentoring Team POI**

The Contractor shall apply consistent POIs to mentor the Regional leadership of the AUP on internal security and law enforcement operations at the regional level. Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. Initially, the contractor shall address the following training topics:

- Vetting leadership
- Processing biometrics data and Identification (ID) cards
- Force management and alignment of personnel to the Tashkil
- Processing and submitting accurate reporting
- Recruiting and training of police force
- Equipment and materiel distribution and accountability
- Adherence to the rule of law
- Community policing and relations
- Ethics, values, and breaking the chain of corruption in order to strengthen community policing.

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- Coordination and integration with ANA forces, coalition partners, interagency and other governmental agencies, and development activities.
- Survival, population security, and force protection in a dynamic COIN environment.
- **AUP District Mentoring.**

The Contracted police mentors shall be under the operational control and integrate with the military component and security forces that comprise the Embedded Teams. Contracted police mentors will move under the operational control of the military component when directed by the supporting military ground commander. Adequate force protection will be afforded to the Contracted police mentors based on the local military threat assessment. This force protection covers a wide range of safety, defense, and protection activities. Force protection measures adopted by escorting military teams will be flexible and designed for effective performance under changing threat conditions. The Contractors shall conduct all operations with the Embedded Teams and will live, sleep, and eat with team. At the district level, mentors shall interface primarily with District AUP leadership, key staff, and individual policemen. Provide Law Enforcement training in conjunction with the IJC to ANP in the region. Depending on ISAF Joint Command (IJC) priority; mentors should be prepared to transition to a regional, provincial, or district level mission.

- **AUP District Mentoring Team Composition (196 Positions).**

The contractor shall initially provide ninety-eight teams of two qualified civilian police mentors in support of the ISAF Joint Command's key terrain districts and areas of interest. The team quantities and/or district focus may change throughout the T/O performance. This will be done on a 6 month basis and the quantity shall be provided by the KO/COR/COR.

- **AUP District Mentoring Team POI**

The Contractor shall apply consistent POIs to mentor the District leadership of the AUP on internal security and law enforcement operations at the regional level. Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. Initially, the contractor shall address the following training topics:

- Vetting leadership
- Processing biometrics data and Identification (ID) cards
- Force management and alignment of personnel to the Tashkil
- Processing and submitting accurate reporting
- Recruiting and training of police force
- Equipment and materiel distribution and accountability
- Adherence to the rule of law
- Community policing and relations
- Intelligence operations
- Ethics, values, and breaking the chain of corruption in order to strengthen community policing.

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- Coordination and integration with ANA forces, coalition partners, interagency and other governmental agencies, and development activities.
- Survival, population security, and force protection in a dynamic COIN environment.

## 2.7 Afghan National Civil Order Police (ANCOP) Training Advisors (80 Positions).

The Contractor shall provide trainers, support personnel, mentors, and interpreters to ensure proper training of the ANCOP POI to students at the regional training centers. The capacities listed in Table 2.5.2 indicate the potential maximum number of training advisors and desired throughput of each site for each cycle of training.

<b>ANCOP - Training Advisors, Support Personnel, and Interpreters</b>			
<b>Center Location</b>	<b>Number of Trn Advisors</b>	<b>Current Capacity</b>	<b>Future Capacity</b>
NPTC, Wardak**	42	1000	2000
RTC Jalalabad	14	350	700
RTC Mazar-e-Sharif**	14	350	700
Mehter Lam Training Center/Laghman	10	300 (Eff July 2010)	300
	<b>80</b>	** NPTC Wardak and RTC MeS requirements are tentative and may become zero (0) pending future NATO decisions.	

Table 2.5.2 ANCOP Training Site Capacity

### 2.7.1 ANCOP Training.

The Contractor shall coach the developing and existing Afghan trainers as they administer the COI to the students. Contract personnel shall oversee all aspects of the training to insure that the Afghan trainers are properly and adequately administering the COI. In the event of temporary Afghan trainer shortage or when deemed operationally necessary by the Government, the contractor shall provide the actual training. The Contractor shall be responsible for overall quality control of the training and testing of each class and assist with any individual tutoring required maximizing the benefit of the training to the student.

Afghan trainers are currently deployed and teaching the COI at the training sites. Additional trainers will be vetted and nominated by the Afghan command. The Contractor shall directly instruct the students and perform on the job training for the Afghan instructors when operationally necessary. (I.e. Afghan instructor shortage, an increase in training load, during implementation of COI changes, new POIs, etc...)

The Contractor shall provide CSTC-A quarterly evaluations on the progress and professional competence of the mentored Afghan instructors. Contractor shall provide CSTC-A recommended metrics to measure Afghan instructors' progress. The goal of this program is to mentor the Afghans to manage all aspects of training within two years of contract award. The

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Contractor should begin planning within 30 days of contract commencement a conceptual plan for the full transition of training responsibilities to the Afghan ANP after 1 year. At the 1 year mark contracted trainers will plan to transition to providing an oversight role of Afghan trainers, but will be expected to provide training in the event that Afghan trainers are not available, or the Afghan trainer is unable to provide quality instruction.

#### **2.7.2 ANCOP COI**

#### **2.7.3 COI Development, Modification, Expansion, and Revision.**

If not already in existence 60 days prior to training commencement, a comprehensive COI shall be developed by the Contractor based on the POI provided for the ANCOP program.

Development shall be coordinated with various agencies including, the Department of State, US military personnel to include CSTC-A, and Afghan Authorities. Final authority on POI content and POI approval will be the Afghan Ministry of Interior.

During performance of this contract, it is anticipated that the course material will require modification, expansion, and revision as a result of lessons learned and the evolving needs of the ANCOP and CSTC-A to execute its mission. As directed by the COR, the Contractor shall be responsible for COI development, modification, expansion, and revision, to include vetting such changes through the various stakeholders of the ANCOP program.

Any modifications to course material must be tracked and rational for the changes noted in a separate document. Both the course material (to include changes) and the change log shall be made available in electronic form to the Government.

All course material modification, expansion, and revision, as well as the required change log, shall be property of the Government and the Contractor relinquishes any rights to use or disclose such work product. In accordance with DFARS 252.227-7020 (Rights in Special Works) and the Basic Contract, all works first produced, created, or generated under this contract and required to be delivered shall contain the following notice: “© [Insert year date of delivery] United States Government, as represented by the Secretary of Army. All rights reserved.”

#### **2.7.4 Initial ANCOP POI**

- ANCOP Training (14 weeks)
- Instructor Development Course
- Specialized Individual Training (duration – various)

#### **2.7.5 POI Development**

Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. The Contractor will review POIs on a semi-annual basis to incorporate any required changes, and update POIs at least annually. Initially, the contractor shall develop a new POI to address the following training topics:

- Survival
- Population, and force protection

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- Convoy operations training for Light Tactical Vehicles and High Mobility Multipurpose Wheeled Vehicles (HMMWVs)
- Trauma Assistance/Basic Medical Training
- Explosive Ordnance Disposal (EOD)
- Special Weapons and Tactics (SWAT)
- Heavy Weapons Training
- Night time shooting
- Drivers Training, Basic and Tactical
- Literacy
- Domestic Violence
- Police Logistics
- Counter Narcotics
- Counter Terrorism
- Technology and Computer Systems
- Police Intelligence and Crime Scene Investigative Services
- Leadership – Staff College
- Basic Officers Training
- Others law enforcement specialized topics to be determined by the Government

The Contractor shall provide operational support and assist the NTM-A/CSTC-A cadre with mentoring Afghan training center institutional and garrison staff on maintaining and de-conflicting a master training schedule of all classes, operations, planning, conducting and managing training, logistics, procurement and acquisition, and personnel management systems.

#### **2.7.6 ANCOP Support**

The Contractor shall provide operational support and assist the NTM-A/CSTC-A cadre and mentor the Afghan training staff on maintaining and de-conflicting a master training schedule of all classes, operations, planning, conducting and managing training, logistics, procurement and acquisition, and personnel management systems.

#### **2.7.7 ANCOP Brigade and Battalion Mentoring.**

The Contracted police mentors shall be under the operational control and integrate with the military component and security forces that comprise the Embedded Teams. Contracted police mentors will move under the operational control of the military component when directed by the supporting military ground commander. Adequate force protection will be afforded to the Contracted police mentors based on the local military threat assessment. This force protection covers a wide range of safety, defense, and protection activities. Force protection measures adopted by escorting military teams will be flexible and designed for effective performance under changing threat conditions. This will be done on a 6 month basis and the quantity shall be provided by the KO/COR/COR. The Contractors shall conduct all operations with the Embedded Teams and will live, sleep, and eat with team. The Mentor teams shall accompany the Embedded Teams during ANCOP operations throughout Afghanistan when required. Mentors shall interface with ANCOP leadership, key staff, and individual policemen. Fielded mentors

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will verify and report status of personnel, logistics, operations and training. Frequency of reports will be dependent upon the Contracting Oversight Representative (COR). ANCOP field mentors are required to provide their own personal security, in the form of armored vehicles, personal weapons, personal protective equipment, etc.

#### **2.7.8 ANCOP Mentoring Team Composition (48 Positions).**

The contractor shall initially provide one team of three qualified civilian police mentors for each ANCOP brigade headquarters (8) for a total of twenty-four positions and one team of three qualified civilian police mentors for each ANCOP brigade's subordinate battalions (total of twenty-four positions). This will be done on a 6 month basis and the quantity shall be provided by the KO/COR/COR. A brigade mentoring team shall consist of four mentors to support the following specialized areas of expertise:

- Operational Planner
- Personnel Administration/Finance Support
- Logistical Support

The battalion mentoring team shall consist of three mentors to support the following specialized areas of expertise:

- Operational Planner
- Logistical Support
- Personnel Administration

#### **2.7.9 ANCOP Brigade and Battalion Mentoring Team POI**

The Contractor shall apply consistent POIs to mentor the ANCOP to execute internal security and law enforcement operations and district level functions as part of ongoing ANP reform programs. The Mentors shall mentor the ANCOP during participation in district assessment operations, relief in place, and other requirements associated with the assumption of district policing responsibilities as part of ongoing ANP reform programs. Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. Initially, the contractor shall address the following training topics:

- Vetting leadership
- Processing biometrics data and Identification (ID) cards
- Force management and alignment of personnel to the Tashkil
- Processing and submitting accurate reporting
- Logistical mentoring and support
- Administrative/Pay support
- Recruiting and training of police force
- Equipment and materiel distribution and accountability
- Adherence to the rule of law
- Community policing and relations

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- Intelligence operations
- Ethics, values, and breaking the chain of corruption in order to strengthen community policing.
- Coordination and integration with ANP and ANA forces, coalition partners, interagency and other governmental agencies, and development activities.
- Survival, population security, and force protection in a dynamic COIN environment.
- Developing a force capable of rapid deployment nationwide in response to civil unrest and disorder, national emergencies, and to perform a wide range of specialized law enforcement tasks.
- Deployment, employment, and mobile presence patrol operations in support of Afghan National level requirements.

### 2.8 Afghan Border Police (ABP) Training Advisors (52 Positions).

The Contractor shall provide trainers, support personnel, mentors, and interpreters to ensure proper training of the ABP POI to students at the regional training centers. The capacities listed in Table 2.5.3 indicate the potential maximum number of training advisors and desired throughput of each site for each cycle of training.

<b>ABP - Training Advisors, Support Personnel, and Interpreters</b>			
<b>Center Location (Province)</b>	<b>Number of Trn Advisors</b>	<b>Current Capacity</b>	<b>Future Capacity</b>
Lonestar (Nangahar)	16	500	500
Spin Boldak (Kandahar)	12	200	200
Sheberghan (Jowzjan)**	12	300	300
Shouz (Farah)**	12	300	300
	<b>52</b>	**Sherberghan and Shouz requirements are tentative and may become zero (0) pending future NATO decisions.	

**Table 2.5.3 ABP Training Site Capacity**

#### 2.8.1 ABP Training.

The Contractor shall coach the developing and existing Afghan trainers as they administer the COI to the students. Contract personnel shall oversee all aspects of the training to insure that the Afghan trainers are properly and adequately administering the COI. In the event of temporary Afghan trainer shortage or when deemed operationally necessary by the Government, the contractor shall provide the actual training. The Contractor shall be responsible for overall quality control of the training and testing of each class and assist with any individual tutoring required maximizing the benefit of the training to the student.

Afghan trainers are currently deployed and teaching the COI at the training sites. Additional trainers will be vetted and nominated by the Afghan command. The Contractor shall directly

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instruct the students and perform on the job training for the Afghan instructors when operationally necessary. (I.e. Afghan instructor shortage, an increase in training load, during implementation of COI changes, new POIs, etc...)

The Contractor shall provide CSTC-A quarterly evaluations on the progress and professional competence of the mentored Afghan instructors. Contractor shall provide CSTC-A recommended metrics to measure Afghan instructors' progress. The goal of this program is to mentor the Afghans to manage all aspects of training within two years of contract award. The Contractor should begin planning within 30 days of contract commencement a conceptual plan for the full transition of training responsibilities to the Afghan ANP after 1 year. At the 1 year mark contracted trainers will plan to transition to providing an oversight role of Afghan trainers, but will be expected to provide training in the event that Afghan trainers are not available, or the Afghan trainer is unable to provide quality instruction.

## **2.8.2 ABP COI**

### **2.8.3 COI Development, Modification, Expansion, and Revision.**

If not already in existence 60 days prior to training commencement, a comprehensive COI shall be developed by the Contractor based on the POI provided for the ABP program. Development shall be coordinated with various agencies including, the Department of State, US military personnel to include CSTC-A, and Afghan Authorities. Final authority on POI content and POI approval will be the Afghan Ministry of Interior.

During performance of this contract, it is anticipated that the course material will require modification, expansion, and revision as a result of lessons learned and the evolving needs of the ABP and CSTC-A to execute its mission. As directed by the COR, the Contractor shall be responsible for COI development, modification, expansion, and revision, to include vetting such changes through the various stakeholders of the ABP program.

Any modifications to course material must be tracked and rationale for the changes noted in a separate document. Both the course material (to include changes) and the change log shall be made available in electronic form to the Government.

All course material modification, expansion, and revision, as well as the required change log, shall be property of the Government and the Contractor relinquishes any rights to use or disclose such work product. In accordance with DFARS 252.227-7020 (Rights in Special Works) and the Basic Contract, all works first produced, created, or generated under this contract and required to be delivered shall contain the following notice: "© [Insert year date of delivery] United States Government, as represented by the Secretary of Army. All rights reserved."

## **2.8.1 Initial ABP POI**

The Contractor shall implement the following standardized ABP/ABP POI:

- ABP Basic Training (6 weeks)
- Leadership and Management (8 weeks)
- Instructor Development Course



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- NCO Training Course (12 weeks)
- Basic Police Skills
- Advanced Border Patrol
- Specialized Individual Training
- Practical Field Exercises and Mentorship

### **2.8.2 POI Development**

Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. Initially, the contractor shall develop new POI to address the following training topics:

- Survival
- Population, and force protection
- Convoy operations training for Light Tactical Vehicles and High Mobility Multipurpose Wheeled Vehicles (HMMWVs)
- Trauma Assistance/Basic Medical Training
- Explosive Ordinance Disposal (EOD)
- Heavy Weapons Training
- Night time shooting
- Equipment Maintenance
- Drivers Training, Basic and Tactical
- Literacy
- Domestic Violence
- Police Logistics
- Counter Narcotics
- Counter Terrorism
- Technology and Computer Systems
- Police Intelligence and Crime Scene Investigative Services
- Leadership – Staff College
- Basic Officers Training
- Others law enforcement specialized topics to be determined by the Government

The Contractor shall provide operational support and assist the NTM-A/CSTC-A cadre with mentoring Afghan training center institutional and garrison staff on maintaining and de-conflicting a master training schedule of all classes, operations, planning, conducting and managing training, logistics, procurement and acquisition, and personnel management systems.

### **2.8.3 ABP Support**

The Contractor shall provide operational support and assist the NTM-A/CSTC-A cadre and mentor the Afghan training staff on maintaining and de-conflicting a master training schedule of all classes, operations, planning, conducting and managing training, logistics, procurement and acquisition, and personnel management systems.

#### **2.8.4 ABP Zone and Battalion Mentoring.**

The Contracted police mentors shall be under the operational control and integrate with the military component and security forces that comprise the Embedded Teams. Contracted police mentors will move under the operational control of the military component when directed by the supporting military ground commander. Adequate force protection will be afforded to the Contracted police mentors based on the local military threat assessment. This force protection covers a wide range of safety, defense, and protection activities. Force protection measures adopted by escorting military teams will be flexible and designed for effective performance under changing threat conditions. This will be done on a 6 month basis and the quantity shall be provided by the KO/COR/COR. The Contractors shall conduct all operations with the Embedded Teams and will live, sleep, and eat with team. The Mentor teams shall accompany the Embedded Teams during ABP operations throughout Afghanistan. Mentors shall interface with ABP leadership, key staff, and individual policemen. Fielded mentors will verify and report status of personnel, logistics, operations and training. Frequency of reports will be dependent upon the Contracting Oversight Representative (COR). ABP field mentors may be required to provide their own personal security, in the form of armored vehicles, personal weapons, personal protective equipment, etc.

#### **2.8.5 ABP Mentoring Team Composition (30 Positions).**

The Contractor shall provide teams for each of the five ABP Zones plus Kabul for a total of six teams across the country for a total of eighteen positions. A zone mentoring team shall consist of four mentors required to appropriately communicate and assess the impact of the mentoring POIs. Initially, a team shall consist of mentors to support the following specialized areas of expertise:

- Operations Planner
- Personnel Administration/Finance Support
- Logistical Support

The battalion mentoring teams (total of twelve positions) shall consist of three mentors to support the following specialized areas of expertise:

- Operational Planner
- Logistical Support
- Personnel Administration

#### **2.8.6 ABP Zone/Battalion Mentoring Team POI**

The Contractor shall apply consistent POIs to mentor the ABP to execute internal security and law enforcement operations and district level functions as part of ongoing ABP reform programs. Throughout the task performance the Contractor shall provide feedback on the POI with changes suggested to improve the overall effectiveness of the training. Initially, the contractor shall address the following training topics:

- Ethics, values, and breaking the chain of corruption in order to strengthen community policing.

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- Coordination and integration with ANA forces, coalition partners, interagency and other governmental agencies, and development activities.
- Survival, population security, and force protection in a dynamic COIN environment.
- Developing a force capable of rapid deployment nationwide in response to civil unrest and disorder, national emergencies, and to perform a wide range of specialized law enforcement tasks.
- Deployment, employment, and mobile presence patrol operations in support of Afghan National level requirements.
- Materiel distribution and accountability.

## **2.9 Judicial Security Unit (JSU) (6 Positions).**

The Contractor shall provide trainers to train Afghan personnel in Force Protection techniques and Protective Services Detail techniques at the MOI/USMS JSU facility in Kabul.

### **2.9.1 JSU Training.**

Course material and POI provided by the US Marshal Service (USMS) and currently under the review of CTAG-P. The goal of this project is to provide an organic force protection staff which will provide physical security, prisoner handling and electronic monitoring of the Counter Narcotics Justice Center (CNJC) in Kabul and eventually the Supreme Court and the yet to be built Anti-Crime Tribunal. The training will also prepare JSU personnel to provide PSD coverage for judges assigned to the aforementioned courthouses.

- The contractor shall provide instructional Force Protection and PSD training services. The objective of each training module or lesson obtained under this contract is to prepare all trainees to perform the stated mission to the highest level possible.
- The goal of each training module or lesson is to provide the trainee with the broad skills and knowledge necessary to protect the judicial process to include court facilities, property, and judicial staff in high-threat areas of Afghanistan. In particular, each of the below categories shall be incorporated into the overall course of instruction and scenarios.
- The contractor shall develop and submit upon request to the COR written training schedules and plans for the purpose of adequately training students to perform competently as Personal Security Details (PSD) members for judges, and prosecutors and high risk Witness Security Details. The written schedules shall be in English and must reflect the location, date and time of all training classes. The COR shall have access to the current training plan and schedules and shall be allowed to monitor the training for verification as to whether they meet contract criteria.

## **2.10 Women's Police Corp (6 Positions)**

The Contractor shall provide trainers, support personnel, mentors, and interpreters to ensure proper training of the WPC POI to students at the regional training centers. The capacities listed in Table 3.7 indicate the desired throughput of each site for each cycle of training.

Center Location	Number of Concurrent Classes	Current Capacity	Future Capacity
RTC Jalalabad	3	50	100
Kabul Police Academy	3	50	100

**Table 3.7 ABP Training Site Capacity**

### **2.10.1 WPC Training.**

The Contractor shall coach the developing and existing Afghan trainers as they administer the COI to the students. Contract personnel shall oversee all aspects of the training to insure that the Afghan trainers are properly and adequately administering the COI. Contractor shall be responsible for overall quality control of the training and testing of each class and assist with any individual tutoring required to maximize the benefit of the training to the student.

Afghan trainers are currently deployed and teaching the COI at the training sites. Additional trainers will be vetted and nominated by the Afghan command. The Contractor shall directly instruct the students and perform on the job training for the Afghan instructors when operationally necessary. (I.e. Afghan instructor shortage, an increase in training load, during implementation of COI changes, new POIs, etc...)

The Contractor shall provide CSTC-A quarterly evaluations on the progress and professional competence of the mentored Afghan instructors. Contractor shall provide CSTC-A recommended metrics to measure Afghan instructors' progress. The goal of this program is to mentor the Afghans to manage all aspects of training within two years of contract award.

### **2.10.2 WPC COI**

#### **2.10.3 COI Development, Modification, Expansion, and Revision.**

A comprehensive COI shall be developed by the Contractor based on the POI provided for the ABP program. Development will require coordination with various agencies including, the Department of State, US military personnel, and Afghan Authorities.

During performance of this T/O, it is anticipated that the course material will require modification, expansion, and revision as a result of lessons learned and the evolving needs of the ABP and CSTC-A to execute its mission. As directed by the COR, the Contractor shall be responsible for COI development, modification, expansion, and revision, to include vetting such changes through the various stakeholders of the WPC program.

Any modifications to course material must be tracked and rational for the changes noted in a separate document. Both the course material (to include changes) and the change log shall be made available in electronic form to the Government.

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All course material modification, expansion, and revision, as well as the required change log, shall be property of the Government and the Contractor relinquishes any rights to use or disclose such work product. In accordance with DFARS 252.227-7020 (Rights in Special Works) and the Basic Contract, all works first produced, created, or generated under this T/O and required to be delivered shall contain the following notice: “© [Insert year date of delivery] United States Government, as represented by the Secretary of Army. All rights reserved.”

#### **2.10.4 Initial WPC POI**

The Contractor shall implement the following standardized AUP/ABP POI:

- WPC Basic Training (6 weeks)

#### **2.11 Biometrics teams.**

The contractor shall support up to 12 teams to ensure proper in-processing of ANP training courses, including Biometric gathering, medical certification, ID card checking, Drug Testing, administrative (class rosters, verification of data bases). Each team must be able to in-process 250 students a day for three consecutive days. Teams will travel across Afghanistan as needed to support the student load at each site.

#### **2.12 Transition of Training Responsibilities to MOI/ANP (Research Paper).**

Within sixty days, the contractor shall provide a detailed plan on how Contractor, within two years, will transition all responsibilities for training outlined in the PWS to the MOI/ANP.

The plan will include a step-by-step scheme to train and mentor the MOI/ANP to be able to assume all training efforts including but not limited to: development of POI; scheduling of classes; facilities management; teaching of POIs; in processing of students; evaluations of instructors and students, maintenance of training records.

Contractor shall provide a timeline for the transfer and resource requirements (staff, facilities, equipment, sustainment) MOI and ANP will need to fully manage the basic and advanced patrolman training , NCO training, Officer training, leadership training provided in the RTCs.

Deliverable will be a written document (Implementation Plan) and several presentations (Executive, senior management, action officer level).

#### **2.13 WORK HOURS.**

The Contractor may be required to provide labor hours in excess of 60 hours per work week to include holiday and weekends, and/or during irregular times and shifts based upon CSTC-A operations and exercises.

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Mentor	Weekly	Yearly (50 Wks)
Ministerial	60	3000
Institutional	60	3000
Fielded	84	4200

Approximate Baseline for Work Hours

### **3.0 OTHER PERFORMANCE REQUIREMENTS.**

#### **3.1 General Mentoring Requirements.**

All mentoring positions are considered key positions. Due to the highly specialized skill sets and personal relationships required to properly perform the mentor role all resumes for contractor personnel performing a mentor role must be made available via a password protected website to the COR.

The contractor will produce and maintain a cross reference of mentor names to positions filled; clearly noting the rotation schedule for each and provide this list to the COR.

Within 60 days of contract award the contractor shall provide a plan and metrics that will be employed to determine when the individual being mentored has achieved the objectives set forth in the PWS. The plan shall address the transition approach, to include pricing adjustments. The Contractor shall provide quarterly evaluations on the progress of the Afghan mentee and system/department they mentor.

The Contractor shall augment each mentor position by providing a translator if the mentor is not fluent in the language spoken by the MOI official being mentored.

Field mentors may need to act as trainers. It is anticipated that these events will be intermittent, largely acting as substitute trainers in the event a trainer is not available for very short periods of time. It is the Government's expectation that no additional staff will be required or provided for these periods (e.g., training assistants, etc).

#### **3.2 Personnel Qualifications.**

##### **3.2.1 Program Manager**

- Bachelor's degree in an Business Management discipline
- Knowledge of operational methods of U.S. civilian law enforcement and U.S. military
- Eight years' experience in a related Government or business field
- Knowledge of operational methods of U.S. civilian police and/or U.S. military
- Excellent communications and interpersonal skills
- Knowledge of various computer programs required (i.e. Excel, Word, and Outlook)

Desired:

5 years of law enforcement experience

##### **3.2.2 Minimum Qualifications for Ministerial Mentors**

- Bachelor's degree in an Business Management discipline, or related field to the Ministerial position to be filled

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- Knowledge of operational methods of U.S. civilian law enforcement and U.S. military
- Eight years' experience in a related Government or business field
- Excellent communications and interpersonal skills
- Knowledge of various computer programs required (i.e. Excel, Word, and Outlook)

**3.2.3 Minimum Qualifications for Institutional Mentors and Training Advisors:**

- Bachelors Degree in a related field from an accredited college or university, or ten or more years of experience in the subject matter area of Law Enforcement and Military Combat Survivability skills.
- Possess computer skills in Microsoft Office Suite (Word, Excel, PowerPoint, Outlook)
- Possess strong communication and interpersonal skills
- Possess strong organizational, analytical and problem solving skills
- Ability to effectively communicate, advise, and train others in principles of the associated staff functions ranging from the administration and personnel through intelligence, operations, logistics, through medical and engineering staff functions, as well as democratic policing.
- Law enforcement institutional training experience required for institutional mentors/trainers.

**3.2.4 Minimum Qualifications for Fielded Mentors:**

- Successful completion of a state licensed basic police officer academy along with five or more years of work experience as a state or local law enforcement officer with principal responsibilities for either providing police protection, SWAT team experience, or criminal investigation services within the last 2 years.
- Or  
A minimum of an Associate's Degree in a Criminal Justice related field from an accredited college or university plus eight (8) years serving in a position of either sworn civilian law enforcement office in a major city (100,000 or more in population) and at least 4 years of military Combat Arms or Combat Support branch experience.
- Or  
Ten or more(10+) years law enforcement experience with at least five (5) years being in a position of sworn civilian law enforcement in a full service law enforcement agency in a major city (100,000 or more in population), and at least 4 years of military Combat Arms or Combat Support branch experience.
- Extensive knowledge of and experience in applying any four of the following subject areas:
  - a. Patrol operations
  - b. Criminal investigations
  - c. Licensed or certified training provider in a police academy and/or field training officer in a field training program
  - d. Crime scene investigation
  - e. Firearms instruction
  - f. Unarmed self-defense techniques instructor
  - g. Police department operations and management

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- Ability to effectively communicate, advise, and train others – through a language assistant – in principles of civilian law enforcement and police staff functions, including administration and personnel management, intelligence, operations, logistics, medical, and engineering, as well as community policing.
- Computer skills in Microsoft Office Suite (Word, Excel, PowerPoint, and Outlook)
- Strong communications, interpersonal, organizational, and analytical skills.
- Absence of any physical defect(s) or disease or psychological condition that would render the individual unable to perform the critical tasks to be performed by the position of civilian police advisor.
- Must pass a law enforcement physical and agility test
- Not have had any license or state certification suspended/withdrawn/ or cancelled while serving as a police officer
- No history of substantiated legal/ethical/moral violations while serving as a police officer.
- No resignation and/or retirement in-lieu of disciplinary action
- Hold no objection/public trust clearance (SF-85) and successfully pass a background investigation
- Ability to qualify with individual sidearm (9mm) and/or patrol rifle (M4).
- Additional training in military and/or police survivability skills.
- Possess or have the ability to acquire a passport.
- Possess a mission/goal oriented mindset and be capable of demonstrating initiative while using problem solving skills to apply experience to current situations.

**3.2.5 Procurement/Purchasing Manager:**

- Bachelor's degree in an associated discipline.
- Five years' experience in a Government procurement/subcontracting environment.
- Fully knowledgeable of FAR.
- Knowledge of Cost and Price analysis.
- Knowledge of various computer applications (i.e. Excel, Word, Project)
- Good communication and organizational skills.

**3.2.6 Logistics Supervisor:**

- Bachelor's degree in a technical or managerial field
- Experience on projects of similar size and scope in the last five years is also required. Regional experience as well as experience managing subcontractors in a threat environment is also desirable
- Two to five years logistics contingency support experience is required
- Two to five years of life cycle logistics experience
- Familiarity with Government supply chain management standards is required

**3.2.7 Food Services Manager:**

- Bachelor's degree in a food service discipline.



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- Six to eight years experience at a large scale dining facility such as the military or schools environments
- Two years experience in nutrient ion and meal planning
- Experience managing food services at multiple locations
- Experience with contingency planning

**3.2.8 Minimum Qualifications for Physician's Assistant:**

- A Physician's Assistant currently licensed in the United States
- Ten years' experience in the medical field
- Working ability to comprehend, communicate and apply state and federal laws, and health laws, which affect medical care
- Experience on deployed contingency operations or similar medical experience
- Prior service in U.S. Special Operations is highly desirable (all military branches)
- Licensure must be current with all applicable education/recertification requirements completed.

**3.3 Mentor Equipment**

The contractor shall ensure that each field mentor is equipped with adequate equipment to operate in a field environment where only basic lodging, food and security is available (i.e. tents, MREs, and NATO/USFOR-A provided security).

**3.4 Key Positions.**

The overall program management, lead trainers per site, and QC leads shall be key positions in addition to those indicated in this PWS and shall meet the requirements of the basic contract for key personnel.

**3.5 Ethics.**

The Contractor shall document and hold accountable all employees and subcontractors to a comprehensive ethics code of conduct. The overall goal is to ensure that the team members supporting this effort continuously cast the project in a professional and moral light that will hold up to the level of media scrutiny this project is likely to undergo. At a minimum the plan shall address the processes that the Contractor will put in place to ensure the ethics code is being adhered to and the accountability and disciplinary actions that will be taken in the event of a violation.

**3.6 Surge Requirements.**

The situation on the ground in Afghanistan is constantly changing, and ANP force structure growth requirements may fluctuate to meet the current requirements. The Contractor shall respond to changes in requirements which fall within the scope of this SOW. Specifically, provide support to provinces and districts identified as key terrain, additional facilities and expansion at existing facilities, as necessary, to support ANP force requirements generated by

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the dynamic COIN environment. Additional requirements will be levied by a PWS change notice and implemented via contract modification.

### **3.7 Training Coordination and Management.**

The Contractor shall provide, oversee and support the transition effort for all training at all locations. Responsibilities include the following:

- Maintaining and de-conflicting a master training schedule of all classes
- Measure and evaluate the Afghan ability to take over training responsibilities without oversight
- Coordination with Government agencies
- Coordinate with other training operations in country
- Ensure proper information flow across all training efforts, to U.S. military command, and to support emergency conditions
- Act as primary training interface to NTM-A/CSTC-A
- Coordinate graduation ceremonies
- Maintain comprehensive training and student records
- Provide a single point of contact to the Government for all training operations

The Contractor shall provide a standard uniform for all employees assigned to or working at the training centers.

### **3.8 Linguist Requirement.**

The Contractor is responsible for providing linguists to support mentoring/training requirements. All translators/linguists shall be capable of interpreting oral conversations in both the local Afghan dialect and the language of the mentor/trainer.

### **3.9 Contractor Acquired – Government Owned Property.**

All manuals, lesson plans, software, or other products created, developed or initiated in support of this contract during the period of performance, and supplies and equipment purchased under execution of this requirement, shall be considered Contractor Acquired-Government Owned Property (CAGOP). This equipment shall be inventoried and presented to the Government for acceptance 60 days prior to contract close-out.

In accordance with Federal Acquisition Regulation (FAR) 52.245-1, the Contractor shall have a system to manage (control, use, preserve, protect, repair, and maintain) Government property in its possession. The system shall be adequate to satisfy the requirements of clause 52.245-1 of the FAR. In doing so, the Contractor shall initiate and maintain the processes, systems, procedures, records, and methodologies necessary for effective control of Government property, consistent with voluntary consensus standards and/or industry-leading practices and standards for Government property management except where inconsistent with law or regulation. During the period of performance, the Contractor shall disclose any significant changes to their property management system to the Property Administrator prior to implementation.

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The Contractor shall establish procedures and policies in accordance with DoDI 5000.64 - Accountability and Management of DoD-Owned Equipment and Other Accountable Property, the FAR and the Defense Federal Acquisition Regulations (DFAR).

The Contractor shall create and maintain records of all Government property accountable to the contract, including Government-furnished and Contractor-acquired property.

Property records shall enable a complete, current, auditable record of all transactions and shall, unless otherwise approved by the Property Administrator, contain the following:

- The name, part number and description, manufacturer, model number, and National Stock Number (If needed for additional item identification tracking and/or disposition).
- Quantity received (or fabricated), issued, and balance-on-hand.
- Unit acquisition cost.
- Unique-item identifier or equivalent (If available and necessary for individual item tracking).
- Unit of measure.
- Accountable contract number or equivalent code designation.
- Location.
- Disposition.
- Posting reference and date of transaction.
- Date placed in service.

In accordance with FAR 52.245-1 and DoDI 5000.64 4.1.3.4 the Contractor shall perform the following property related tasks:

- The Contractor shall have a process to create and provide reports of discrepancies; loss, damage, destruction, or theft; physical inventory results; audits and self-assessments; corrective actions; and other property related reports as directed by the Contracting Officer in accordance with FAR 52.245-1 and DoDI 5000.64.
- The Contractor shall establish and maintain procedures necessary to assess its property management system effectiveness, and shall perform periodic internal reviews and audits. Significant findings and/or results of such reviews and audits pertaining to Government property shall be made available to the Property Administrator in accordance with DoDI 5000.64.
- The Contractor shall grant the Government access to the Contractor's premises and all Government property, at reasonable times, for the purposes of reviewing, inspecting, and evaluating the Contractor's property management plan, systems, procedures, records, and supporting documentation that pertains to Government property.
- The Contractor shall include these requirements in all subcontracts under which Government property is acquired or furnished for subcontract performance in accordance with FAR 52.245-1.

The contractor shall disclose with each invoice all items that it is requesting payment for that, upon receipt of payment, title will transfer to the Government. Further, the contractor shall update the Government Furnished Property Exhibit on a monthly basis to account for property accountability changes. All changes shall include comments identifying the reason for the change.

### **3.10 Defense Base Act Insurance.**

All personnel performing duties in hazardous areas Outside the Continental United States (OCONUS) shall be included in and insured with a policy covering Defense Base Act (DBA) requirements.

### **3.11 Meetings, Briefings, and Publications.**

The Contractor shall participate in technical interchange meetings, to be scheduled upon request by the responsible COR, to discuss and to informally evaluate the Contractor's efforts and accomplishments in direct relation to specific contract objectives. During the meetings, the Contractor shall present necessary data to enable a joint review of its various assigned tasks, attendant schedules, and resource expenditures. The Contractor shall present and participate in technical discussions and shall inform, in a timely fashion, the COR of any problems with contract execution and any proposed solutions. The Contractor shall attend and participate in other meetings, as scheduled by the COR.

### **3.12 Government Furnished Property.**

The government shall provide the following list of material and services in support of this effort:

- Ministerial Mentor-Adviser and language assistants billeting
- Life Support for Ministerial Mentors, Institutional Mentors/Advisors, Fielded Mentors (Billeting and meals)
- Security for Fielded/Embedded Mentors where partnered
- Biometrics collection equipment – fingerprint equipment, facial recognition equipment, computer with biometrics software, etc.

Training equipment for the students will be provided from the Government directly to the students.

All course material modification, expansion, and revision, as well as the required change log, shall be considered property of the Government and the Contractor relinquishes any rights to use or disclose such work product.

### **3.13 Security.**

All work performed under this CLIN shall be unclassified. However, the contractor shall maintain OPSEC awareness and shall provide an OPSEC plan. The Contractor shall ensure employees have the applicable background checks and security clearances, as required, at the appropriate levels IAW Department of Defense (DoD) 5220.22-M, National Industrial Security Program Operating Manual (NISPOM), and AR 25-2, Information Assurance.

### **3.14 CLIN Data Requirements.**

The following deliverables are required as set forth in the Basic Contract:

CLIN deliverables			
Name	No. of Copies*	Basic Contract Reference	Due**

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Name	No. of Copies*	Basic Contract Reference	Due**
Master Schedule	2	3.16	45 days after award
Contractor's Progress Report	2	3.17	Monthly
Funds And Man-hour Expenditure Report	2	3.18	Monthly
Management Plan	2	3.19	45 days
Operations Security (OPSEC) Plan	2		45 days
Status Meeting	2		10 days after request
Program Reviews	2		Date required (Quarterly)
Quality Control Plan	2	3.20	45 days after award
Weekly Situation Report	2	3.21	Weekly and as requested
Daily Location Records	2	3.22	Weekly and as requested
MoI Mentor Reports	2	3.23	Every two weeks
Afghan Instructor Progress Report	2	3.24	Quarterly
Invoices	2	3.25	As required
Man-Day Reports	2	3.26	Monthly and as requested
Property Control Plans	2	3.27	14 days after award
Detailed Inventory Reports	2	3.28	Monthly and as requested
Accident Report	2	3.29	On the same day as occurrence for each accident plus follow-up reports
Transition Progress Report	2	3.30	14 days after award
Property Transition Plan	2	3.31	14 days after award
Resume Submissions	2	3.32	14 days after award
OPSEC Plan	2	3.33	14 days after award

\*Copies are to be submitted electronically whenever possible. Recipients at a minimum should include the Contracting Officer's Representative (COR) and the Contracting Officer (KO).

\*\*Unless specified otherwise, number of days after the effective date of this CLIN.

### 3.15 Data Requirements.

### 3.16 Master Schedule.

The Contractor shall provide a Master Project Schedule for Government approval. The Contractor shall create, maintain, and report the schedule in conjunction with the progress report after initial delivery. The schedule shall cover all phases of the project from kick off to CLIN close out. The Contractor's Master Schedule shall include; but not be limited to, the following information:

- Timeline for providing proposed staffing
- Timeline for deployment of staffing
- Timeline for development of all Train-the-Trainer programs
- Timeline for developing POIs for the Train-the-Trainer programs
- Milestones for CLIN deliverables

### **3.17 Contractor's Progress Report.**

A comprehensive progress report shall be delivered monthly to the Contract Officer Representative (COR) and the Contracting Officer. The report shall summarize the information available in each site report and discuss any multi-site issues, management issues, and the overall performance of all sites against performance metrics which will be proposed by the contractor and modified or added to by the COR as needed.

### **3.18 Funds And Man-Hour Expenditure Report.**

All expenditures greater than \$5,000 will be separately identified in the report. As each month progresses the Monthly Financial Report shall be updated with the actual expenditures of the reporting month. Reports shall include, but not limited to, aircraft expenses, fuel, travel, force protection, and labor. Other items submitted in the Monthly Financial Report and deemed necessary by the Government shall only be added with approval of the Contracting Officer. These reports shall be delivered in accordance with the Expenditure Report of the Basic Contract. These reports are due ten (10) business days from the end of the previous month.

### **3.19 Management Plan.**

The Contractor shall provide a management plan that defines a system to plan and control this CLIN effort. The management plan must delineate how the Contractor plans to accomplish the effort supporting the specific CLIN, to include a breakout of Direct Productive Person Hours (DPPHs), travel, material, DBA Insurance, a milestone schedule, and a schedule for the planned expenditure of funds.

### **3.20 Quality Control Plan.**

The Contractor shall submit a Quality Control Plan (QCP) for tasks identified in this SOW to the Government for approval, No Later Than (NLT) 30 days after contract award.

- Execution: The plan shall not be cursory, but shall discuss specifically how the prime contractor will execute its QC responsibilities. The QCP shall include a clearly defined QC process, key performance indicators, QC schedules and QC personnel, by name, to include those that will be performing subcontractor oversight and oversight of activities in-theater. The plan shall address how QC trend analysis and tracking of corrective actions will be accomplished.
- Reporting: Monthly status reports shall specifically discuss quality control activities over the reporting period and planned activities for the next period. Information shall specifically address WHO conducted the QC, WHEN was the QC executed, HOW was the QC executed and WHAT the findings and corrective actions were. Trends overtime shall be discussed.
- Invoice Quality Control and Review: The contractor shall discuss how invoice reviews will be conducted, to include discussion on how the primes, subcontractor and supplier supporting data will be reviewed for consistency with CLIN requirements and the contractor's approach to execute the CLIN.

### **3.21 Weekly Situation Report.**

The Contractor shall provide weekly situation reports on progress (including summary of training progress - number of graduates by training facility, course completed and number currently in training as well as advisor activities).

Where applicable, reporting shall identify implementations, achievements, and milestones in ANP development. Where possible and drawing upon the expertise of advisors, reporting shall include data on number of ANP on hand, number of ANP equipped, types of duties being performed, operational status of ANP facilities, timeliness and transparency of payments to ANP, and progress towards full capability and operational readiness. Reporting shall also include, where appropriate, information on progress and/or issues related to specific programs (such as the Women's Police Corp) implemented under this CLIN.

The Contractor shall provide specific reporting information on placement of trained police by location, to include province, district, and Police Station. Report shall include pertinent information on the individual and equipment issued after completion of training. Additionally, follow-up retraining shall be noted on these types of reports.

The weekly situation report shall identify any security incidents and ongoing security issues experienced during the reporting timeframe. The report shall also contain an accounting of lodging (showing total man-nights) by U.S. agency or Contractor at all premises covered under this CLIN.

### **3.22 Daily Location Records.**

The Contractor shall maintain a record of the physical location of all civilian police advisors operating in the field. Such records shall be updated daily and shall be provided to the KO/COR weekly or upon request.

### **3.23 MOI Mentor Reports.**

The Contractor shall provide weekly reports on mentoring at the MoI. The reports will include progress made by MoI officials IAW individually established short, medium, and long-term benchmarks, current issues, and any other items that warrant attention. Reports shall be made available to the KO/COR. There shall be a report for each mentor. The Contractor shall ensure that each MoI mentor document each instance of policy development and implementation. These shall be compiled quarterly and delivered as a progress report.

### **3.24 Quarterly Afghan Instructor Progress Report.**

The Contractor shall provide CSTC-A quarterly evaluations on the progress and professional competence of the mentored Afghan instructors. Contractor shall provide CSTC-A recommended metrics to measure Afghan instructors' progress. The goal of the institutional training mentor program is to mentor the Afghans to manage all aspects of training within 18 months of contract award.

### **3.25 Invoices.**

The Contractor shall provide invoices for expenditures which are clear and present information/justification that is easily communicated without referring to the SOW. The invoices shall separate costs associated with facility management and training facility requirements per site. The invoice data shall include breakout costs from any subcontractors and not group the subcontractors.

### **3.26 Man-Day Reports.**

The Contractor shall present a system to accurately track the Man-days personnel are working and provide monthly reports to the KO/COR.

### **3.27 Property Control Plans.**

The Contractor shall develop a Property Control Plan to maintain records of all government property that incorporates all requirements of FAR Part 45 and Sub-Part 4.703. The Contractor shall use Government property only for its authorized purposes and shall propose a system to determine usage (FAR Part 45.509-2).

The Contractor's system shall detail how usage data shall be reviewed and used to determine if property is in excess to CLIN requirements. This data is also used to justify replacement or additional GFE/P and establish a need to turn in excess property. Based on the possibility of managing many pieces of Government property at multiple locations in Afghanistan, Contractor procedures shall explain how they shall manage and account for all GFE/P and commercially procured/leased equipment.

### **3.28 Detailed Inventory Reports.**

The Contractor shall maintain records of all government furnished property in accordance with FAR Part 45 and FAR Clause 52.245-2.

The Contractor shall establish an automated inventory management system to track accountable GFE/P and Contractor purchased equipment and supplies. This inventory management system functional flow and block diagram, indicating steps and process shall be submitted in response to this TO.

The Contractor shall provide monthly inventory report (and ad-hoc summary reports upon request), of all accountable property to the KO/COR.

### **3.29 Accident Report.**

The Contractor shall immediately report to the relevant authority at the Embassy and the KO/COR, any bodily injury, death, damage to Government property and accidental loss of Government property resulting from the activities of the Contractor, its agents, employees, sub-contractors, or any hostile action. A written accident report shall be forwarded to the KO/COR within two working days after the date of the accident. All accident records required shall be maintained by the Contractor and a copy shall be distributed to the KO/COR. The Contractor shall immediately report any serious incidents to KO/COR, and provide a follow-up written



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report detailing analysis, occurrence and action(s) taken by Contractor to resolve the current incident, and mitigation of future occurrence.

**3.30 Transition Progress Report.**

- This sub-task shall require a phase-in of services. It is critical that the change-over be accomplished without disruption to operations. In addition, the phase-in or transition must be performed without increasing the significant security threats associated with operations in Afghanistan. The Contractor shall plan for an orderly transition from the current Contractor to ensure that there is no interruption in the performance of the CLIN and that proper accountability is maintained. Conditional acceptance of Government Furnished Equipment/Property (GFE/P) by the Contractor shall be provided until the Government determines that the inventory has been completed.
- All manuals, plans, software, or other products developed or created as a result of this contract during the performance of this requirement, and all supplies, equipment, and facilities purchased under the performance of this requirement, shall be considered Contractor Acquired-Government Owned Property (CAGOP) and if not identified as a deliverable, shall be inventoried and presented to the Government for acceptance 60-days prior to contract close-out or for transition between the incumbent and in-coming Contractor.
- The plan shall call for a joint review of equipment status (operational/functional) between the incumbent and in-coming Contractor within the initial 60 days), as it relates to: condition, quantity, and replacement/repair of all resources. There shall be a joint consensus as to the status and transfer/acceptance. Elements of disagreement shall be presented to the COR and Contracting Officer.

**3.31 Transition Plan for New Contractor.**

The Contractor shall develop and implement a Phase-in Plan that indicates commencement and completion of the different plan elements for the entire phase-in period. The schedule shall be in sufficient detail to clearly show each portion of work and its planned commencement and completion date. The Transition shall be in three phases.

- Phase I: From the date of CLIN Award, the Contractor shall have 30 days to mobilize and establish a support office or offices in Afghanistan.
- Phase II: Beginning on Date of CLIN Award +30, the Contractor shall have 30 days of transition time to conditionally accept GFE/P from the Government and assume all tasks from the incumbent Contractor. During Phase II, as the new Contractor assumes responsibility for an area or function, the incumbent Contractor shall stand down incrementally. The Contractor shall recruit, vet, mobilize, and deploy required CLIN support staff. The plan must include a detailed process to recruit, hire, and transfer personnel currently employed by the current Contractor. The Contractor shall present a detailed plan to recruit, screen, examine, hire, train, assign, supervise, evaluate, process, and deploy all required security staff by the CLIN start date. This plan shall include timelines for recruitment, screening, training, and processing these personnel.

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Phase III: If required and approved by the COR and Contracting Officer, beginning on Date of Task Order Award +60, the Contractor shall have 30 days of transition time to complete the conditional acceptance of GFE/P. By CLIN Award +90, the new Contractor shall have assumed full operational capability. Full operational capability is defined as:

- MoI Ministerial mentors have transitioned with previous incumbents, and or coordinated with CSTC-A/IJC directorate responsible for MoI Department oversight.
- Institutional trainers have been certified by CSTC-A CTAG-P are fully trained and proficient to conduct ANP institutional training.
- Institutional trainers/mentors have transitioned with previous incumbents and are at assigned duty location prepared to conduct training, or provide oversight.
- Embedded mentors have coordinated with partnering US military unit and or IJC; and are at assigned duty location prepared to conduct training.
- The Contractor and current Contractor shall attend weekly transition meetings with the COR from CLIN Award +7 until the transition is complete to discuss progress and resolve issues.
- **Coordination** - The Contractor shall coordinate with the current Contractor to synchronize the orderly transfer of operations from one Contractor to another. The Contractor's management staff shall communicate with a widely dispersed workforce and coordinate for external support from outside sources. The Contractor shall develop and implement a Phase-in Plan that provides a comprehensive approach to assuming all activities defined in this SOW. The Contractor shall resolve schedule conflicts between the Contractor's Phase-in schedule and the current Contractor's Phase-out schedule, and provide a Transition Progress Report that includes schedule issues to the COR and Contracting Officer. The Contractor shall conduct routine in-progress reviews that include the COR and the current Contractor to establish, track and de-conflict interdependencies and remain on schedule.
- The Contractor shall coordinate with the COR and the Military for air movement or military convoy to and from each FOB if required. The Contractor shall coordinate with all support staff and FOBs prior to the Phase-in Plan.
- Costs directly attributed to transition and close out.

**3.32 Transition Plan for Incumbent Contractor.**

- The Contractor shall develop a Transition Plan that includes – but is not limited to:
  - a. Identification of all changes that require transition activities
  - b. Revised approach to performing support activities for the contract
  - c. Approach to meeting revised contract requirements
  - d. Approach to accomplishing inventories
  - e. Approach to accomplishing GFE/P transfers to include Contractor purchased
  - f. Identify any and all constraints that shall, in their opinion, affect the timeline for transition

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- The Contractor shall develop elements specific to the information technology and communications mission. These elements include, but are not limited to:
  - a. Identification and transfer of all system documentation, including configuration management, asset management, and configuration database records
  - b. Identification and transfer of software license and warranty data
  - c. Identification and transfer of passwords, pass codes, and security tokens
  - d. Identification and transfer of frequency management and network configurations for land mobile radio
  - e. Identification and transfer of SIM cards and account data for satellite and cellular telephones
  - f. Transfer of owner of record for various service accounts, service plans, and support accounts with service providers.
- The Contractor shall execute transition in accordance with the transition plan approved by the Government.

**3.33Property Transition Plan.**

The Contractor shall achieve and maintain full control and accountability of Government furnished property facilities and material during the transition. The Contractor's Property Transition Plan shall be fully compliant with applicable guidelines and shall comply with the FAR Part 45.

**3.34Resume Submissions.**

The Contractor shall upload and maintain a list of all personnel working on this effort on a web accessible site.

**3.35OPSEC Plan.**

The contractor shall provide a plan to educate personnel, increase awareness and protect OPSEC information.

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**Appendix 1 – Weapons Qualification**

Civilian police advisors are required to meet weapons qualifications before they are allowed to deploy to Afghanistan. The following are the qualifications advisors must meet at PAST.

**Pistol**

Stage	Distance (Yards)	Drill	No. of Rounds
1	3	Standing, Draw and Fire 3 rounds in strong hand only and 3 rounds in weak hand only in 8 seconds (x2)	12
2	5	Standing, Draw, and Fire 2 rounds in 3 seconds (x6)	12
3	7	Standing, Draw, and Fire 3 rounds in 4 seconds (x2)	6
4	10	Standing, Draw, and Fire 2 rounds, Reload, and fire 6 rounds in 15 seconds	8
5	15	Standing, Draw, and Fire 6 rounds in 10 seconds	6
6	25	Standing, Draw, and Fire 6 rounds in 10 seconds	6

Qualification will be conducted on IPSC target. A total of 50 rounds will be utilized.

Target Scoring: A, B, and C zone hits are scored as 10 points and D zone hits are scored as 8 points. Shots on the line will be scored as the lower value. Advisors must score a minimum of 400 points out of a possible 500 points to qualify. Each shooter has three attempts in which to qualify.

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**M4/Variant**

<b>Distance (Yards)</b>	<b>Rounds</b>	<b>Position</b>	<b>Time Limit (Seconds)</b>
50	15	Prone	45
50	10	Kneeling/Prone (5 rounds kneeling, Reload, 5 rounds prone)	65
50	10	Kneeling	35
25	10	Standing/Kneeling (5 rounds standing, Reload, 5 rounds kneeling)	30
25	10	Standing	20
15	5	Standing	8

A total of 60 rounds will be utilized. Advisors must score a total of 240 points out of a possible 300 points to qualify.