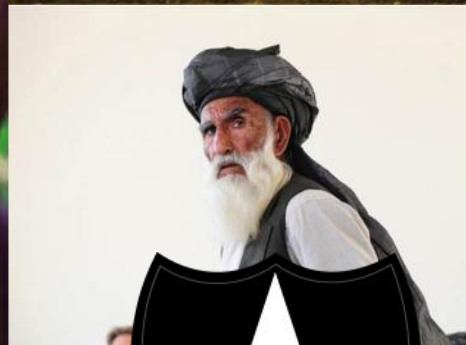


GR&D

Governance, Reconstruction,
& Development

Jan 15,
2010



Interim Report: The First Six Months



GR&D

Governance, Reconstruction, & Development

“What then should the objective be for this war? The aim needs to be to build an administrative and judicial infrastructure that will deliver security and stability to the population and, as a result, marginalize the Taliban. Simultaneously, it can create the foundations for a modern nation.”

*-Professor Akbar S. Ahmed
Ibn Khaldun Chair of Islamic Studies
American University*

Cover Captions (clockwise):

Afghan children watch US Soldiers from 2nd Battalion, 1st Infantry Regiment, 5th Brigade, 2nd Infantry Division conduct a dismounted patrol through the village of Pir Zadeh, Dec. 3, 2009. (US Air Force photo by Staff Sgt. Dayton Mitchell)

US Soldiers from 4th Battalion, 23rd Infantry Regiment, 5th Brigade, 2nd Infantry Division conduct a joint patrol with Afghan National Army soldiers and Afghan National Policemen in Shabila Kalan Village, Zabul Province, Nov. 30, 2009. (US Air Force photo by Tech. Sgt. Efren Lopez)

An Afghan elder speaks during a shura at the Arghandab Joint District Community Center, Dec. 03, 2009. (US Air Force photo by Tech. Sgt. Francisco V. Govea II)

An Afghan girl awaits to receive clothing from US Soldiers from 4th Battalion, 23rd Infantry Regiment, Boragay Village, Zabul Province, Afghanistan, Dec. 4, 2009. US Soldiers are conducting a humanitarian relief project, "Bundle-up," providing Afghan children with shoes, jackets, blankets, scarves, and caps. (US Air Force photo by Tech. Sgt. Efren Lopez)

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Task Force Stryker



I am pleased to submit to the American people the interim report on Governance, Reconstruction, and Development (GR&D) for Task Force Stryker's 09-11 Operation Enduring Freedom deployment to Afghanistan.

The number 09-11 is significant because it reminds us of why we are here. We must not forget the savagery inflicted upon our citizens on that date more than eight years ago.

During the first half of our deployment, we expanded local governance in all of our districts with the help of our civilian and international partners. This was a remarkable achievement due to the fact that we entered areas which had not previously seen a large coalition presence and were, in several cases,

infested with insurgents.

Arghandab district is a superb example of massing GR&D efforts concurrently with the application of substantial amounts of combat power. While the brigade established persistent security, GR&D engaged in concentrated planning of local governance, stabilization, and development initiatives. Once an acceptable level of persistent security was established on the eastern side of the Arghandab River Valley, the stabilization and development efforts already planned with indigenous partners, coalition members, and United States Government civilians kicked in immediately and with great effect.

Our aggressive GR&D approach is being applied in other areas. In early January 2010, I was privileged to accompany the GR&D team to Combat Outpost (COP) Rath with a contingent of civilian officers to finalize planning for the Hutsal Green Zone. The Hutsal Green Zone is a great small unit initiated concept; the goal is to project administrative and judicial services to the population center of Hutsal District located adjacent to COP Rath.

Spin Boldak District, while seemingly stable in many respects, is an area often troubled primarily by corruption. GR&D efforts focused on development and governance as one would expect, but also substantial energy was spent human terrain mapping. This approach, designed to identify non-security related sources of instability and corruption, has been very successful. It is a necessary component of information so that we can design a winning strategy for the next six months in the district.

Zabul, the poorest province in Afghanistan and a very rugged rural area was a very challenging area for GR&D activities. Nevertheless, the Task Force Zabul component of the brigade along with the US-led Provincial Reconstruction Team has accomplished much for the people of Zabul as you will learn in the pages that follow.

Very respectfully,

Harry D. Tunnell IV
Colonel, United States Army
Commander, Task Force Stryker



Task Force Stryker



It is an honor to serve with Task Force Stryker here in Southern Afghanistan at the center of our struggle against Islamic extremism. As the Political Advisor to the Commander and Senior Civilian Representative at 5/2 SBCT, my most important responsibility is to ensure integrity between the military and non-military dimensions of counterinsurgency (COIN). Our success depends on it.

Countering an insurgency like the one we face against the Taliban in Afghanistan today is an enormous challenge, no less difficult in some ways than conventional conflict. It has not been easy for the Strykers to adapt, but adapt they have over the past six months, and admirably. The evolution of

Governance, Reconstruction, and Development from a secondary to a primary task has been essential to the mission. It has involved virtually every element of the brigade. At COL Tunnell's direction, the Brigade Special Troops Battalion (BSTB) has the lead for GR&D, but each of the battalion commanders is invested in GR&D activities, and every soldier that protects civilians while on patrol or delivers assistance plays a role.

The Strykers have been a particular focus of the increase in US civilian presence in Afghanistan. Officers from the United States Department of State (DoS), the United States Agency for International Development (USAID), and the United States Department of Agriculture (USDA) are in place and have been working side-by-side with Strykers in Arghandab, Maiwand, Spin Boldak, and Zabul. Their efforts to stabilize these areas in the wake of operations, to improve the effectiveness of the Afghan government, to build infrastructure, and to bring services to the people in close coordination with their military colleagues add up to the total GR&D effort. This combination of military and civil effort, in which security creates the conditions for development and it turns wins the support of the population, is the key to successful COIN.

By fully integrating GR&D into its mission and dedicating itself to civil-military cooperation, the Strykers have made important contributions and laid a foundation for turning the fight around in Southern Afghanistan.

Very respectfully,

A handwritten signature in black ink, appearing to read "Todd Greentree".

Todd Greentree
Senior Civilian Representative
Task Force Stryker



Governance, Reconstruction, & Development Fusion Cell

I take great pleasure in presenting Task Force Stryker's six-month, interim report for GR&D in our areas of operation in southern Afghanistan. The BSTB established its GR&D Fusion Cell in late July 2009. Initially, the GR&D Fusion Cell focused on understanding the environment and nominating projects as part of the

brigade's larger targeting cycle. In a short period of time, with the inclusion of civilian members and participation from other organizations, the cell evolved to become the focal point for civil-military coordination for TF Stryker's areas of operation which included much of Kandahar Province, all of Zabul Province, and now, parts of Helmand Province. This cell began planning, coordinating, and executing GR&D actions on a daily basis and conducting GR&D Fusion Cell meetings on a weekly basis with a much wider audience from outside Task Force Stryker. TF Stryker has used these meetings as a forum to bring in other players, show them the progress our maneuver units have been making on the ground, and convince them to apply their resources to help us hold what we have secured.

Throughout the course of the last six months, there has been a civil-military component to every action TF Stryker has taken. The US Government civilian surge into southern Afghanistan, which followed TF Stryker's deployment by one to two months, has been critical to pushing governance and development resources out into our districts. Most of our districts had not seen a significant coalition presence and were not ready for developmental resources when TF Stryker first entered. It took several months of counterinsurgency operations to establish the level of persistent security and the Afghan cooperation necessary to allow development. By that time, the USG resources had arrived and were poised to be deployed to those areas.

During a press conference at Kandahar Airfield in December 2009, COMISAF, GEN McChrystal, stated that we must show progress by Summer 2010. Progress is not always easy to measure in a counterinsurgency, however, I see clear signs that we are moving in the right direction in every district. Maneuver battalions have partnered with the Afghan National Security Forces (ANSF) to establish a level of persistent security that allows the other instruments of Afghan national power to develop. The Afghans we work with have formed representative shuras in most of our districts.

Battalions are using Commander's Emergency Response Program (CERP) and Post-Operations Emergency Relief (POERF) funds for humanitarian relief and quick impact projects, gaining the support of the local populace. USAID has launched major programs in several of our districts. The DoS has deployed officers to each of our districts to work



with local governments. We have helped the Afghans establish District Centers that are starting to serve their people. At all levels, we are engaging with our Afghan counterparts to ensure that they are fully integrated in our activities and receive credit from their constituents for the progress we are helping them deliver. Finally, IED attacks have declined significantly along our Freedom of Movement routes because the Afghan people see value and future prosperity in cooperating with us. I am confident that we are building governance, security, and development momentum that will bring the progress that COMISAF has challenged us to achieve.

Very respectfully,

Patrick L. Gaydon
Lieutenant Colonel, United States Army
Commander, Brigade Special Troops Battalion
Chair, Governance, Reconstruction, & Development Fusion Cell

Afghan national police officers and US Army Cpl. Kevin Dugan with Bear Troop, 8th Squadron, 1st Cavalry Regiment sit around a fire at a checkpoint near Highway 4, Jan 14th, 2010. (US Air Force photo by Tech Sgt. Francisco V. Govea II)

1 BATTLESPACE OVERVIEW





Task Force Buffalo

During the past six months, TF Buffalo soldiers made measurable progress in the Arghandab District. We worked with our ANSF partners to establish an improved level of security throughout large portions of the district. We partnered with the District Leader and helped him establish a functioning district-level government that was non-existent just a few months ago. We brought US and Canadian civilian partners into the district so that they could begin development and bring a better future for the people of Arghandab. As of January 11th, there have been 3,201 local Arghandab residents hired through the Afghanistan Voucher for Increased Production of Agriculture Plus (AVIPA Plus) Program. Also, there have been 18 projects completed by USAID's Afghanistan Stabilization Initiatives program in Arghandab totaling the amount of \$884,178. The security TF Buffalo soldiers established convinced these civilian programs to come to Arghandab and allowed them to be successful. Additionally, local citizens are volunteering to participate in the Community Defense Initiative which will allow them to take a more active role alongside the Afghan Security Forces (Afghan Army and Police) in maintaining the security established during the summer and fall. I wish continued success to the 2nd Battalion, 508th Infantry Parachute Regiment as they continue security and stability operations in southern Arghandab.

The lessons we learned in Arghandab provide us with experience and insight that are already helping us establish effective governance in our new areas of operation. The Buffaloes now face the complex task of improving security and governance for parts of three districts: Shah Wali Kot, Daman, and northern Arghandab. Already, in Shah Wali Kot we have used CERP to fund over \$250,000 in repairs and crater denial along Highway 617, the main artery from Kandahar to Tarin Kowt. Furthermore, there will be a lot of coordination with the Canadian International Development Agency (CIDA), and the Kandahar Provincial Reconstruction Team (K-PRT) as Canada's signature project, the Arghandab Irrigation Improvement Project begins at the Dahla Dam, which resides in our area of responsibility. Increased efficiency in the water output of The Dahla Dam and the system of weirs and canals downstream will be a key component in improved irrigation and therefore agriculture to the population centers of southern Afghanistan. Agriculture accounts for 85% of the economy of southern Afghanistan. Lastly, the improved freedom of movement for Afghan civilians on Highway 617 will allow easier movement of goods and commerce from the Uruzgon Province where Dutch reconstruction and rebuilding efforts are centered, to the population and economic center in Kandahar.



Currently, TF Buffalo and GIRoA officials are working closely together to establish important relations, coordinate efforts, and set the conditions for good governance. Like our efforts in Arghandab, we will look to leverage the District Governor, the District Development Assembly, and the Shura meetings through partnership and engagements. Throughout the remainder of the deployment, TF Buffalo will continue to take advantage of opportunities that will build governance, improve infrastructure, and establish a better economy.

Through the fog of war and the emotional loss of friends, it is difficult to see the good being done. Yet, facts show that Task Force Buffalo has helped many Arghandab residents who braved staying in the district while the Taliban campaigned to infiltrate Kandahar City from the north. We will continue to engage the population and gain their trust through our actions. We will apply all of our lessons learned in the security, the governance, and the development lines of operations for an even more productive second half.

The people of Shah Wali Kot, Arghandab, and Daman look towards us partnered with the Afghan National Security Forces and the Government of the Islamic Republic of Afghanistan to convince them that our side will ultimately be successful and bring a better future to the people in those districts.

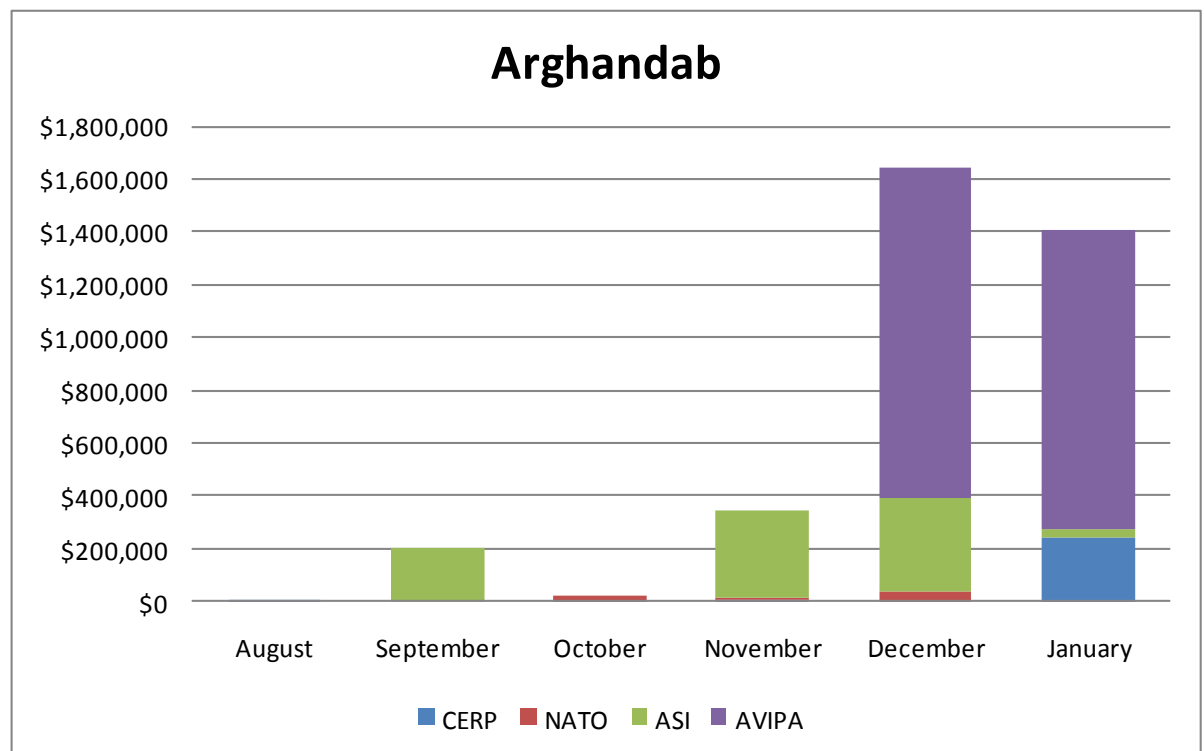
Very respectfully,

Jonathan T. Neumann
Lieutenant Colonel, United States Army
Commander, Task Force Buffalo

ARGHANDAB

SUMMARY

Task Force Stryker's GR&D fusion cell has been a critical component of the overall effort in Arghandab. GR&D has helped move the district down the counterinsurgency operations continuum from a Taliban dominated insurgent zone to a district at the tipping point of success. Security, governance, and development are gaining the momentum needed to challenge the Taliban's return this spring. At a recent Provincial Security Meeting, Governor Wesa, Provincial Governor of Kandahar, stated that tremendous progress was being made in both Arghandab and Dand Districts, and both districts were now ready for more Provincial Line Minister involvement that will push GIRoA services to their people. There was no surprise that he mentioned Dand, because it is the one district in Kandahar that has always been perceived as the most secure in Kandahar. But, the Governor's mention of Arghandab as a success story was a first, and probably caught most in the room off guard. A mere three months before, USAID, NGOs, and implementing partners were all in agreement that Arghandab was too insecure for development. 1-17 IN's COIN operations, coupled with GR&D's continuous engagement with both district and tribal leaders and development agencies, has set the conditions for "hold" and "build" operations in Arghandab. This has resulted in 3,201 local residents working for AVIPA's Cash for Work program with 3,317 more jobs planned to start in late January.



ARGHANDAB



Top: US Army Spc. David Arvizo, a combat medic with 1st Battalion, 17th Infantry Regiment, cracks a smile while walking in knee deep water during a combat patrol in the Arghandab River Valley (US Air Force photo by Master Sgt. Juan Valdes)



Right: The Kandahar Provincial Governor visits the Joint District Coordination Center



Task Force Legion

The people of Maiwand are tired from years of warfare and desire stability and a future for their children. Government indifference and corruption, coupled with an active insurgent element made the Maiwand District a high risk area for development as recently as August 2009. As a result of consistent security gains and constant interaction and mentoring of the district

leadership and security forces, the Maiwand District has become ripe for development in a short period of time. The establishment of the secure “Village Green” in Huta will advance this effort, and allow for implementation of a district government that provides a better economic environment and access to suitable health care, water, electricity, education opportunities, sanitation, and hope for a future free of conflict.

The establishment of the Legion Academy in full partnership with the Maiwand District Police and the 6th Kandak, 1st BDE, 205th Afghan National Army (ANA) Corps has led to rapid improvement in the professionalism and effectiveness of Afghan National Security Forces in the Maiwand

District. Partnered patrols on the highway and in the population centers off the highway have rapidly increased the standing of the ANSF in the eyes of the citizens of Maiwand. The citizens no longer see the ANSF as a destabilizing force, and while there is progress still to be made in this effort the trend is noticeably positive. After having only 7 IED tips between 15 September and 15 December (none confirmed), the last 2 weeks of December has seen 10 IED tips to TF Legion, ANSF, and government officials from concerned citizens (4 confirmed and exploited at the time of this report). When coupled with the fact that IED incidents on Highway one in Maiwand have been reduced by 500% in the last three months, it is easy to see improved security and a shift in populace attitudes has set the stage for development in Maiwand.

Haji Obaidullah Bawari, the Maiwand District Leader, was new to the position when TF Legion assumed responsibility for Maiwand. Since December he has grown from an uncertain, uninvolved government servant to a true leader of his people with a confident voice and a burgeoning base of popular support. He is hampered however, by a non-existent administrative staff and an inability to follow through in many areas that are consistent with good governance. These areas include agricultural development (crop replacement and provision of water), health care, electricity for homes and businesses, sanitation, and better education for the children of his constituents. Bawari's situation is



exacerbated by the fact that there is no Maiwand Representative at the Provincial Council. The key players in governance and development such as the Kandahar Provincial Reconstruction Team and the World Health Organization are working to finalize the provincial level plans for development in these and other areas. The January 10th meeting at COP Rath with the USG Regional Platform, KPRT representatives, and the GRD fusion cell will allow us to align the provincial plans with the needs of the district. Now, and during the implementation of the provincial plan, TF Legion will continue to work with the district leadership to meet the immediate needs of the population and empower the District political leadership. Now is the time for development in Maiwand. Without immediate action, the population of Maiwand will not be convinced that the Government of the Islamic Republic of Afghanistan can meet their needs. An unconvinced population is all the Taliban needs to re-establish their foothold in a former stronghold.

TF Legion will not allow this to transpire.

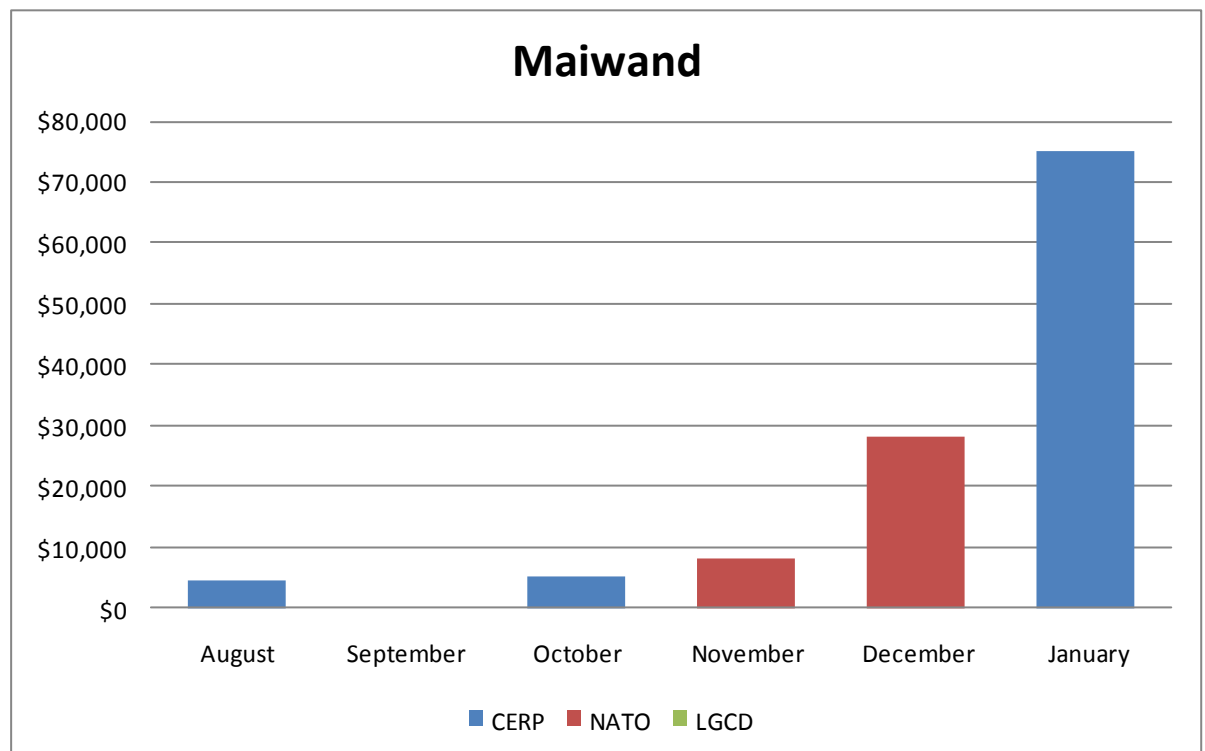
Very respectfully,

Jeffrey W. French
Lieutenant Colonel, United States Army
Commander, Task Force Legion

MAIWAND

SUMMARY

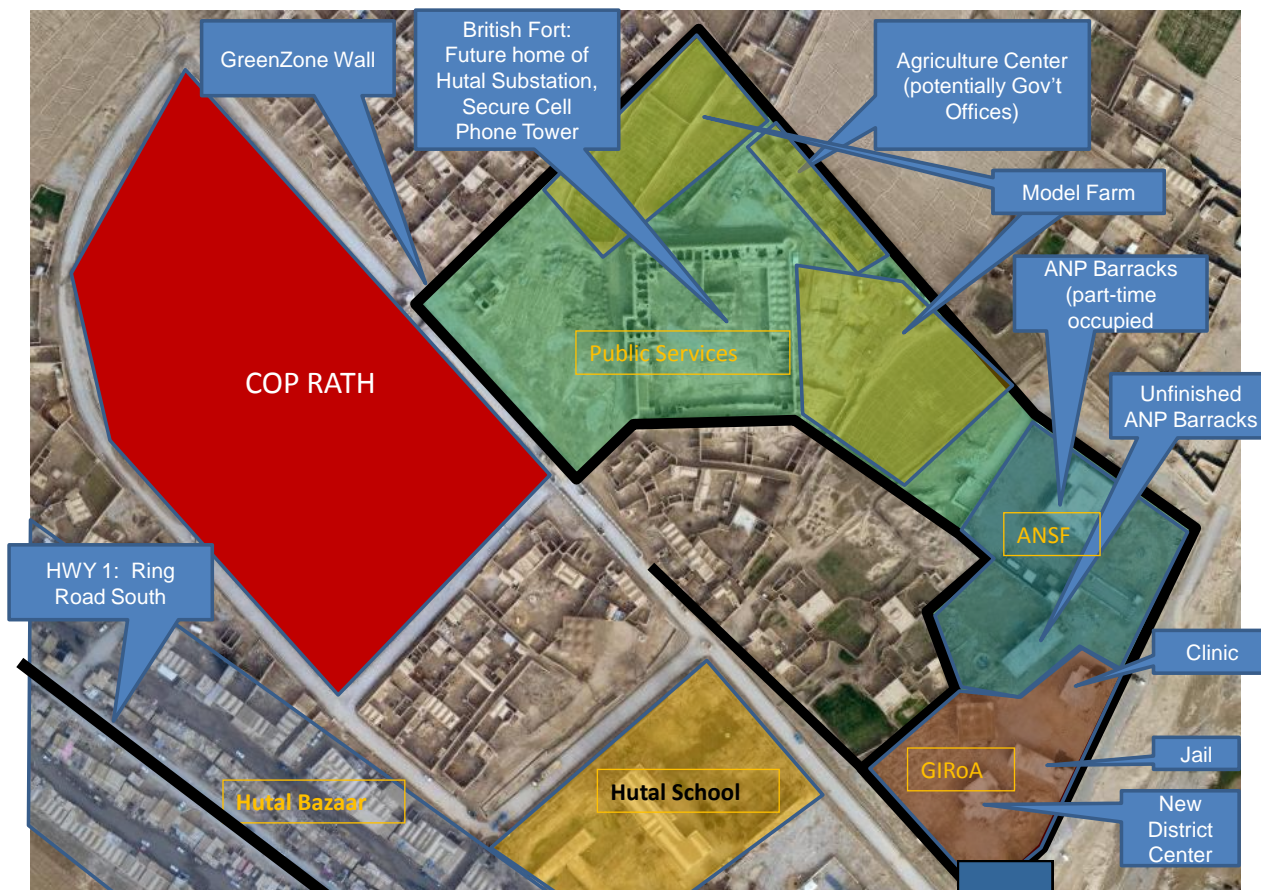
The majority of Task Force Stryker's GR&D efforts in Maiwand is centered at Huta, the population center of the Maiwand District and the decisive point for hold and build operations in the district. Also located in Huta is COP Rath. GR&D facilitated the delivery of Post-Operations Emergency Relief Funds to Huta. With that money, Task Force Legion has done numerous projects and through local formal and informal leaders distributed humanitarian assistance to many needy families in the area. The Huta Green Zone concept, a vision first expressed by CPT Ben Sklarer the former Civil Affairs Team Leader for Task Force Legion, is centered on the Joint District Coordination Center (JDCC) and the area around it. This plan was further developed during the first GR&D Planning Session on October 25th which included attendance from civil-military planners from the Battalion, Brigade, and Regional level. These ideas resulted in the Maiwand Planning Session on January 10th, when Task Force Legion co-hosted the Session with the USG Regional Platform. Also in the works is a visit by the Provincial Governor and his Line Ministers as part of the GR&D strategy for every district within Task Force Stryker's area of operations to project governance from the provincial level to the district level.



MAIWAND



LTC Jeffrey French presents a certificate of completion to an Afghan National Police Officer during the Task Force Legion Academy graduation ceremony at FOB Ramrod, December 26th, 2009. Members of the Afghan National Security Forces attended a two-week training course learning various tactics, techniques, and procedures to help them with their day-to-day operations. (US Air Force photo by Staff Sergeant Dayton Mitchell)



The Hotal Green Zone Concept



Task Force Saint

Sitting astride southern Afghanistan's east-west corridor and second most transited point of entry from Pakistan, the Spin Boldak district is incredibly relevant to the overall security and prosperity of Kandahar province. The district handles a considerable portion of the province's transit trade with Pakistan and generates a significant share of the customs revenue for Afghanistan.

In addition, Spin Boldak is arguably the south's most stable district. This combination of factors creates a promising circumstance for both short- and long-term development. TF Saint recognized early that Spin Boldak was an excellent place to conduct successful counter-insurgency operations and formed an integrated GR&D cell to focus the efforts of the Task Force, DoS, USAID, and others. In addition, the Task Force partnered very early with elements of the 4th Directorate of the Afghan Border Police (ABP), under the Command of Col Abdul Razziq, and pulled together both GIRoA figures and local tribal leadership to lay out governance, security, and development initiatives throughout the district.

Combined operations with the Afghan Border Police, who have elements permanently partnered with TF Saint at FOB Spin Boldak, have created a circumstance where TF Saint has been able to interact with the local population with a largely Afghan face.

Furthermore, the Task Force has created positive relationships with many of the local villages through interactions that are respectful of Afghan culture and, where possible, avoid the pitfalls associated with foreign troops in large armored vehicles operating in an alien culture. These combined operations and adherence to counter-insurgency principles have allowed the Task Force to engage in both small- and large-scale development projects, including a major road improvement of the Spin Boldak – Wesh border crossing area, over a dozen small-scale water projects, numerous cash-for-work programs to inject money into the local economy, and multiple and continuous humanitarian assistance missions.

Haji Abdul Ghani, the Spin Boldak district leader, has been in place since June 2009 and is the most recent of a series of district administrators. Given the power dynamics in Spin Boldak, primarily associated with the tremendous sway in the district by Col Razziq, Abdul Ghani's early influence in the district was limited. However, continuous TF Saint efforts to tie Abdul Ghani to important public decisions on development in the district have increased his influence and have begun to create distinct opportunities for GIRoA to lead in governance and development within the district, a first for this portion of Afghanistan. That said, GR&D efforts are truly still in the early stages and the Task Force



continues to attempt to strengthen governance and encourage Abdul Ghani and his ministers to attend to the needs of the people in the district. Abdul Ghani remains hampered by ineffective or non-existent staff processes and personnel and a near-complete lack of district resourcing from both Kandahar and Kabul. Additionally, the Task Force has worked diligently to include traditionally disenfranchised and marginalized tribes into the district decision-making processes. Though the Achekzais remain dominate due to their association with the Afghan Border Police, the Noorzais are equally represented within the District Shura and Abdul Ghani and the District Shura Chairman, Haji Wali Shah, have begun to include participation from the Kuchiana tribes who in reality outnumber both Achekzais and Noorzais within the district.

Task Force Saint has also seen success in information operations through the use of bill boards, “radio in a box” broadcasts, and handbills and tip line cards. By associating important GIRoA and ANSF figures to these programs, security has been enhanced and essential information about development, governance, and security has been disseminated throughout the district. In addition, insurgent operations such as kidnappings, suicide bombings, and roadside bombs have been highlighted by GIRoA and ANSF figures as the corrosive operations that they are to the security of the local populace.

Future efforts in Spin Boldak inevitably center on the border crossing point at Wesh and the promise that it holds for increased prosperity and development through trade. Planned and ongoing infrastructure projects such as development and professionalization at the border crossing point, improvements to the district road network, and construction of critical governance and security-related facilities will further the influence of GIRoA and begin to rectify the obvious imbalance of power between governance figures and the ABP. In addition, the aforementioned development projects hold the promise of creating the interactions necessary to increase the competence of local governance and the ability to address the corruption that is endemic throughout ANSF and local leadership. As the mechanisms of a stable government increase and a proper border is established, opportunities for increased revenue and decreased corruption grow substantially. Task Force Saint remains committed to remain partnered with both GIRoA and ANSF elements in order to improve the overall conditions within the district.

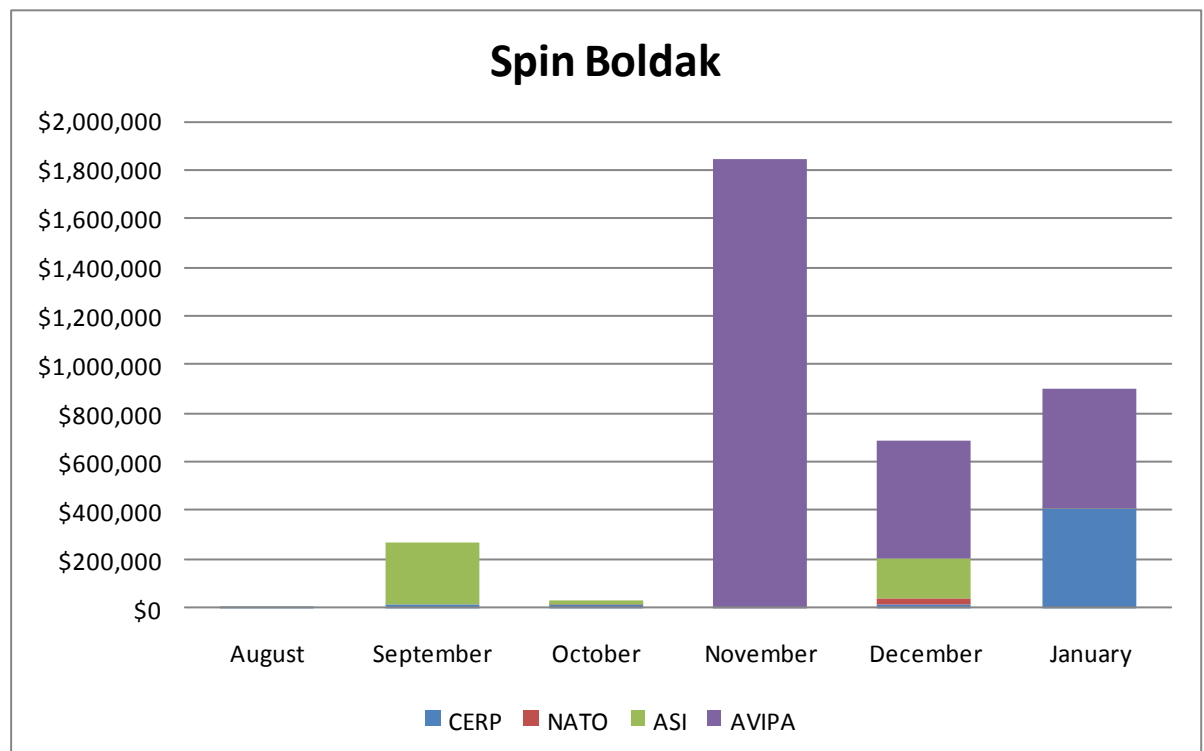
Very respectfully,

William J. Clark
Lieutenant Colonel, United States Army
Commander, Task Force Saint

SPIN BOLDAK

SUMMARY

GR&D organized and maintained oversight on a variety of initiatives as well as producing an integrated personality and corruption intelligence profile of the district. By convincing USAID to implement AVIPA in Spin Boldak, the results have been astounding– 2,222 local residents hired through Cash for Work and \$1.2 million in grants that will benefit 2300 Afghans. The AVIPA programs have been targeting reservoir restoration which creates more arable land and therefore more jobs this summer. The cell coordinated with and convinced the USG Regional Platform to position a District Support Team at FOB Spin Boldak, consisting of permanent OTI and DoS officer. With the foot-hold in place, GR&D facilitated the Spin Boldak Planning Session with 8-1 CAV, GR&D, TF-K, K-PRT, DoS, USAID, OTI, AVIPA, CJIATF, and HTT which resulted in the Spin Boldak District Stabilization Plan. As corruption at the border was and remains a primary focus for the Brigade, they worked with TF-K and the KPRT to set up a Border Flag Meeting on 29 Sep 09 at Kandahar Airfield with the ABP. In addition, GR&D conducted several meetings with the US Embassy’s Border Management Task Force (BMTF), recently bringing them to the border so they can visualize the challenges first hand. GR&D also managed to bring attention of the border situation to various higher elements as the border situation was a national level issue. The GR&D S2 shop developed a corruption database initiated to map out licit and illicit activities at the border, in Spin Boldak, and along HWY 4. This database and corresponding analysis has resulted in the highly acclaimed Corruption Newsletter.



SPIN BOLDAK



Top: In conjunction with the Afghan Border Police, members of TF Saint work to improve operations at the border crossing point in Wesh.

Bottom: A Soldier from Task Force Saint accepts an eating challenge from Afghan boys in Robot.





Task Force Tomahawk

In early August of 2009 TF Mohawk moved into Zabul Province, Afghanistan an area that was devoid of centralized government, lacked a functioning local shura system, and in some cases was completely without GIRoA and ISAF presence. The two districts in which 4-23 IN operated in proved to be a platform in which TF Mohawk was able to address the root causes of

instability in a neglected area through a partnered security presence, key leader engagements and Tactical Conflict Assessment Planning and Framework (TCAPF) questionnaires. In the early stages of operations, patrols from all four companies pushed out into villages with ANA and ANP forces and conducted village assessments through engagements with village elders. The platoon leadership assessments revealed an AO dominated by subsistence farmers with limited education, minimal sources of income, and in many cases communities that lacked the capacity to secure improvements to infrastructure throughout their tribes and villages.

4-23 IN companies were able to address the immediate needs of communities in their AO through initiating small-CERP projects providing the means to build-up of local infrastructure. In Shinkay, A Company was able to provide for the winterization and refurbishment of the Shinkay primary school located in the district center as well as an agricultural development project in a village of influence within their AO. B Co and HHC reached out to the village closest to FOB Wolverine and enabled the hiring of local villages to clean and dredge a karez line that had been blocked by silt and debris that had built up over several months. C company worked with their COP's closest neighbor Tokhi village, a village comprised of persons displaced by Taliban fighters, a well that provided clean drinking water to the villagers nearby. After reaching out to the village, Charlie Company and the Battalion staff then addressed an increased suicide bomber threat in the Shajoy bazaar by building security barriers protecting the city's center of commerce. Early assessments from Z-PRT speaking with local villagers, indicated that the barriers put in place not only increased the feeling of security in the area, but also created localized economic stimulus and increased business as a result of the increased security posture in the area.

At the Battalion level, in an effort to address the needs of a farming community and at the request of the Zabul PRT (Z-PRT), 4-23 IN partnered in September with the Z-PRT, the United USAID, the USDA, and the Zabul Ministry of Agriculture, Irrigation and Livestock (Z



-MAIL) to distribute 2,000 50Kg bags of enhanced wheat seed to the farmers in Surri area. Coordinating with the locally elected leaders, TF Mohawk saw the allocation, documentation and distribution of all 2,000 bags of the enhanced winter wheat seed to farmers throughout the Surri district run and managed by local officials with supervision provided by the provincial minister of agriculture. The event also provided the first mass-biometrics enrollment opportunity for the battalion, in which infantry, intelligence, and counter-intelligence (CI) soldiers processed, screened and enrolled over 200 local farmers into the BATS/HIDES system, ultimately resulting in one finding of one person classified as a WL-4.

During the winter-wheat seed distribution, information collectors listened to farmers closest to FOB Wolverine that complained to US forces about land taken during the building of what currently exists as FOB Wolverine. Taking these complaints into consideration a two month process of research, data collection and screening began to determine the validity of land claims against the US Army as a result of building FOB Wolverine. The resulting effort created coordination with the USFOR-A foreign claims officer Captain Nagel (USMC) and 4-23 IN. The combined team went out to seven villages and listened to and recorded the grievances nearby villagers, validating the 58 individual claims against FOB Wolverine. Ultimately, 58 claimants were brought onto FOB Wolverine, enrolled in BATS/HIDES, screened by HUMINT collection teams, and received payments in the total sum of over \$68,000 USD for crops yields that were damaged or destroyed as a result of FOB expansion in the build-up of FOB Wolverine.

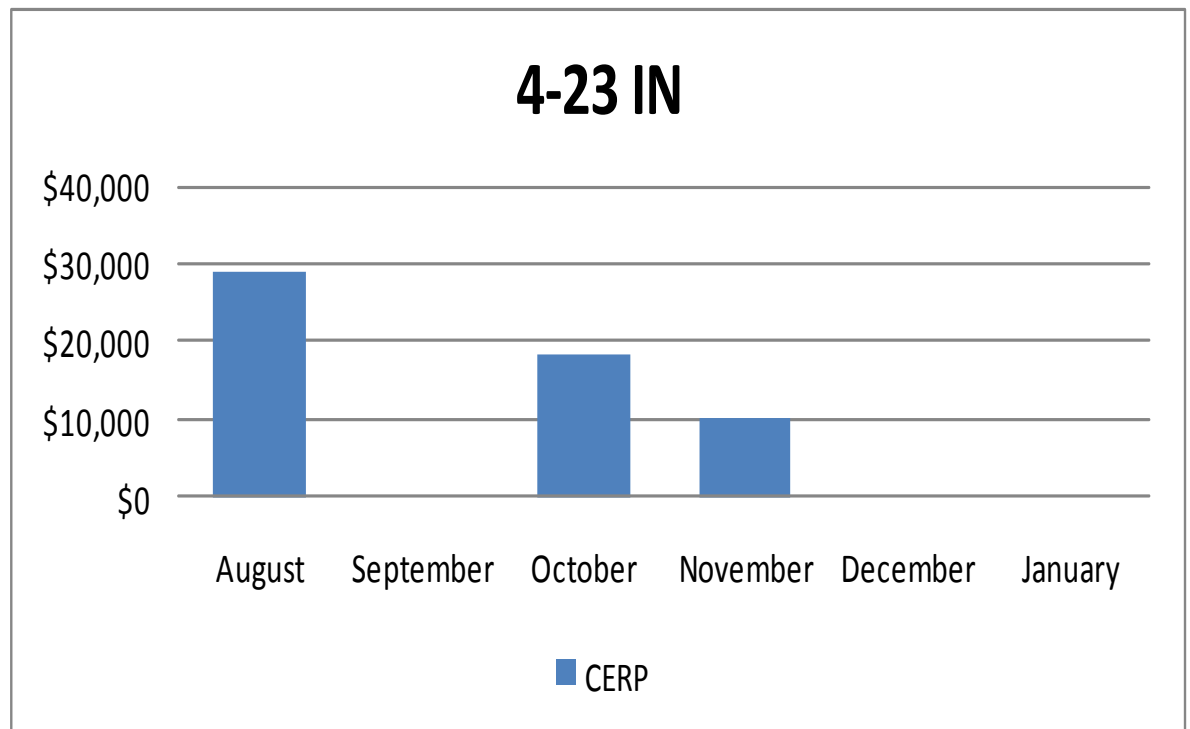
Very respectfully,

Burton K. Shields
Lieutenant Colonel, United States Army
Commander, Task Force Legion

ZABUL

SUMMARY

Task Force Tomahawk expanded Z-PRT's GR&D reach into the population centers of Zabul where the Z-PRT could not reach before as they only had one Personal Security Detachment platoon. Task Force Tomahawk's GR&D efforts were led by their Battalion Executive Officer Major Jose Ocasio-Santiago and Civil Affairs Team Leader Staff Sergeant Christopher Wootton. The team provided oversight for the GR&D and CMO activities by 4-23 IN which supported Task Force Tomahawk's COIN initiatives. While the Z-PRT focused on major projects, 4-23 IN focused on low-scale population-centric CERP projects around the FOBs and COPs in the population centers. The team also helped address land claims in the vicinity of FOB Wolverine and aided in the coordination of wheat seed distribution as part of USDA's Winter Wheat Program.



ZABUL



Left: Lt. Col. Burton Shields, 4th Battalion, 23rd Infantry Regiment awards the Purple Heart Medal to Staff Sgt. Lee Hoisington and Sgt. Alex Schifflbein at COP Sangar, Nov. 10, 2009.

Bottom: An Afghan elder observes U.S. Soldiers and the ANP on patrol, Mollayal Village, Zabul Province. Dec. 4, 2009. (Both by US Air Force photo by Tech. Sgt. Efren Lopez)





Task Force Zabul

Task Force Zabul (TFZ), composed of personnel from Task Force Stryker, assumed control of International Security Assistance Force (ISAF) units operating in Zabul Province in early August 2009. The province, which had seen minimal presence of Coalition Forces (CF) in recent years, lacked in infrastructure and most government services. To address these issues, TFZ formed a GR&D

cell composed of representatives from each of TFZ's subordinate units and other U.S. government agencies operating in Zabul Province.

The cell was led by Lt. Col. Andy Veres, commander of the Zabul Provincial Reconstruction Team (Z-PRT) and Dr. Deborah Alexander, DoS, and the primary action officer was United States Navy Lieutenant Bradford Sharpless, . Members of the GR&D cell worked with one another and with members of the Z-PRT to address numerous infrastructure and service issues. Members of TFZ's Civil Affairs (CA) team and of the Romanian-America Battle Group's (RO-AM BG) Civil-Military (CIMIC) team addressed numerous issues in the villages surrounding TFZ's base at FOB Lagman.

When the controlled detonation of an explosive device damaged the karez system delivering water to a village adjacent to FOB Lagman, personnel from the CA and CIMIC teams engaged the villagers and established a cash-for-work program. The villagers were able to restore their water supply and earn money while maintaining a favorable relationship with their CF neighbors. The CA and CIMIC teams, through their continued interactions with the residents of local communities, provided TFZ with invaluable information on atmospherics in the region.

Zabul frequently faced challenges associated with the loss of cellular telephone network coverage. The dropped coverage was blamed on Enemy Force (EF) intervention. Not only was this an inconvenience for the local population, but prevented them from informing on EF activities. To resolve this problem, 1SG Kent Chicosky, of TFZ's CA team, worked with personnel from a commercial wireless provider to install the first protected cellular telephone tower on FOB Lagman in early January 2010. More towers are expected at FOBs in Shajoy, Day Chopan, and Nabahar districts, expanding the coverage of a secure wireless network.

Supporting the continued development of government at the local level, Z-PRT worked to establish a travelling District Support Team (DST). The DST, the first of its kind in Zabul,



included CA, Medical, Engineering, Department of State, and USAID personnel and traveled to Suri, Shar-i-safa, and Shajoy.

At each of these locations, the DST worked with the government officials, providing guidance and mentoring on good governance and development and stability projects.

Very respectfully,

A handwritten signature in black ink, which appears to read "Karl E. Slaughenhaupt".

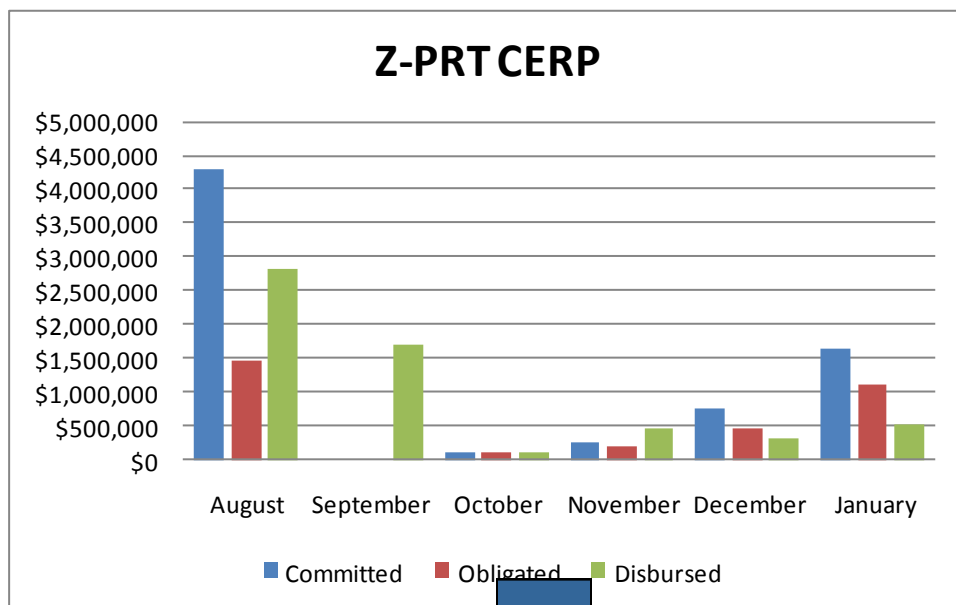
Karl E. Slaughenhaupt
Lieutenant Colonel, United States Army
Deputy Commander, Task Force Stryker
Commander, Task Force Zabul

ZABUL

SUMMARY

Specific projects designed to support the population of Zabul include the following:

- **Arghandab Causeway.** This causeway, designed to promote freedom of movement and economic prosperity in the Arghandab River valley, was 97% complete as of early January 2010.
- **HWY 1 Bypass Roads.** The construction of 18 bypass roads along the Highway 1, the major thoroughfare in Zabul Province, provides safe routes around potentially dangerous portions of the highway.
- **HWY 1 Emergency Road Repair.** The Z-PRT established a standing contract for rapid repairs to Highway 1 when damages occurred due to Improvised Explosive Devices. Additionally, the Z-PRT is working with USAID to obtain a second road repair contract, alleviating the burden on the primary road repair contractor.
- **Zabul Provincial Hospital.** Led by MAJ Elizabeth Erickson, Z-PRT's medical team provided weekly training to the medical staff of the local hospital in Qalat City. This helped to improve the quality of medical care available to citizens of Zabul.
- **Department of Women's Affairs.** Coordination with Zabul's Department of Women's Affairs led to several initiatives in Qalat City, such as a women's bazaar, a garden at the Bibi Kahla Girls' School, and a proposal for a women's shelter.
- **Shajoy Girls' School.** The Z-PRT's engineers led the effort to develop a girl's school complex adjacent to the former FOB Varner in Shajoy. This includes the construction of a new girls' high school, which is still in progress. A significant ceremony accompanied the cornerstone laying for this school and was attended by the Provincial Governor, the local Sub-Minister for Education, and Zabul's key CF military commanders, along with approximately 300 local citizens.



ZABUL



Top: SPC Steven Alexander shares a laugh with an Afghan elder during a dismounted patrol in Shabila Kalan, Zabul Province. (US Air Force photo by Tech. Sgt. Efren Lopez)



An Afghan National Policeman provides security during a joint patrol in Shabila Kalan, Zabul Province, (US Air Force photo by Tech. Sgt. Efren Lopez)



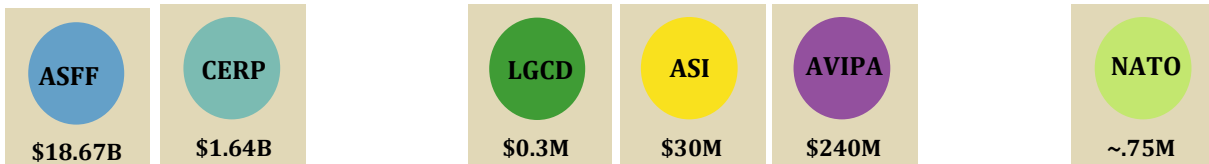
US Army Staff Sergeant Mark Oravsky
from 4th Battalion, 23rd
Infantry Regiment provides security at Surri
Elementary School, Surri
Bazaar, Zabul Province,
November 14th, 2009.
(US Air Force photo by
TSgt Efren Lopez)

2 RECONSTRUCTION UPDATE



Funding Sources

FUNDING SOURCES (TOTAL AVAILABLE: \$1.938B)



AGENCIES



AFGHANISTAN NATIONAL DEVELOPMENT STRATEGY (ANDS)

Security

Afghan National Army (ANA)
Afghan National Police (ANP)

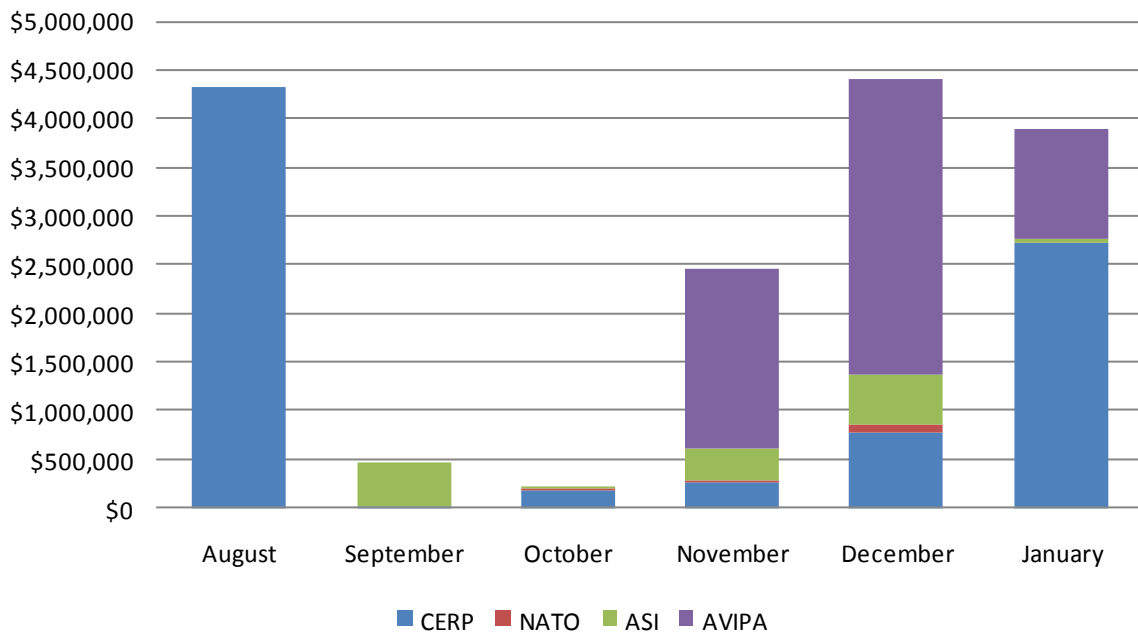
Governance

Judicial Reform and Prosecution
Rule of Law
Anticorruption

Development

Essential Services
Agriculture

Brigade



ASFF, CERP

SUMMARY — ASFF

ASFF is a limited Title 10 appropriated fund that provides support to all elements of the Afghanistan National Security Forces (ANSF), including the Afghanistan National Army (ANA), Afghanistan national police forces, special task forces, and border security. Combined Security Transition Command-Afghanistan (CSTC-A) is responsible for training and equipping the ANSF and is resourced to accomplish this mission.

SUMMARY — CERP

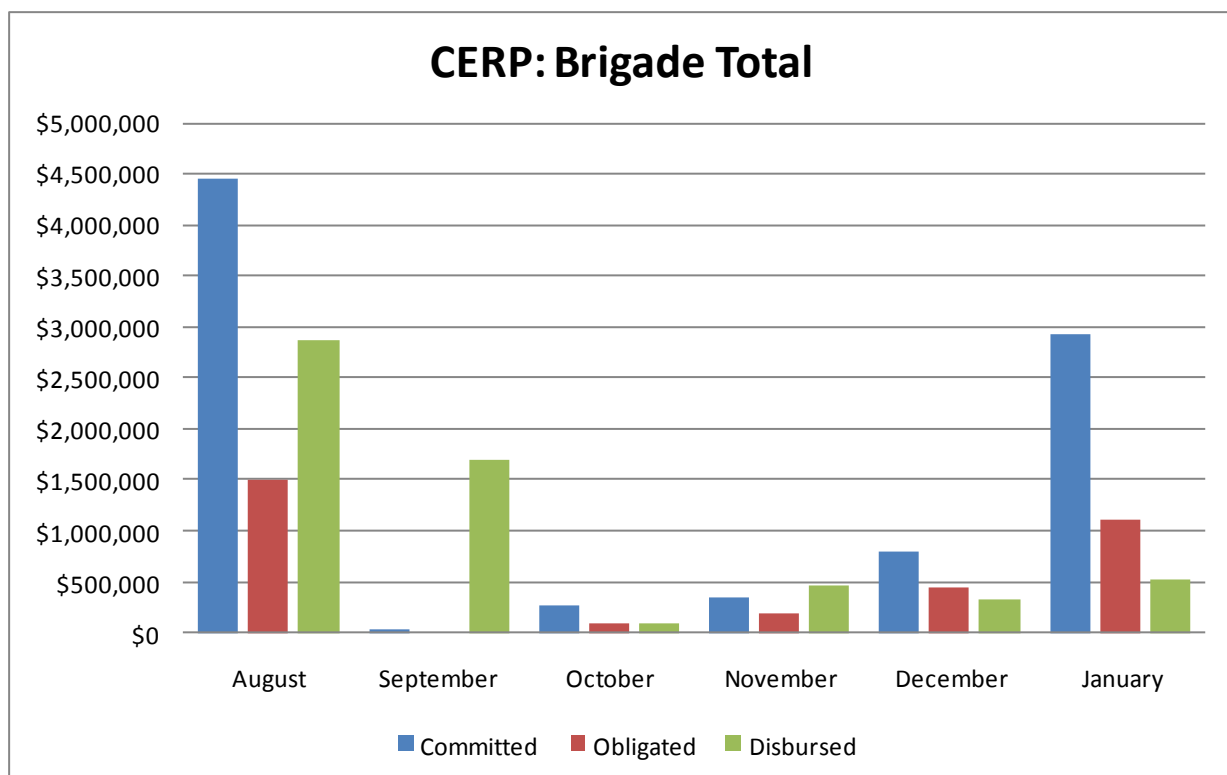
The purpose of the CERP program is to enable commanders to respond to urgent humanitarian relief and reconstruction requirements within their Area of Responsibility by carrying out programs that will immediately assist the indigenous population. CERP is the primary financial tool available to military units. The Brigade spending (minus Z-PRT) from January 1st to January 15th has eclipsed spending from August to December by 540.21%. This was due to a decision made by the GR&D cell to package and push through all CERP packets at the Brigade level.

Glossary

Committed – the project or bulk funding has been approved by the appropriate approval Authority.

Obligated– the contract has been awarded and the funds have been allocated.

Disbursed– the money has been paid to the vendors or individuals for goods and/or services provided.



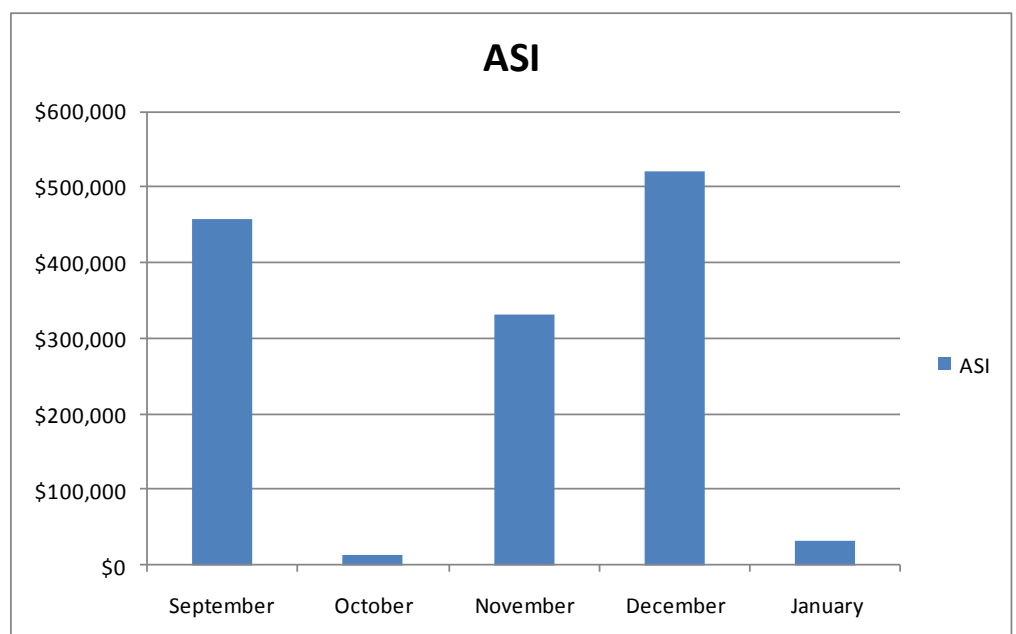
LGCD & ASI

SUMMARY — LGCD

Local Governance and Community Development (LGCD) is a stability program designed to set the stage for medium and longer-term efforts. LGCD works closely with USAID field staff, military units, GIRoA officials, NGOs, and a host of other stakeholders to plan and execute projects that promote stability within a USG counterinsurgency (COIN) context. LGCD is currently active in Maiwand. \$250,000 needs to be allocated in a provincial stabilization strategy by 30 Jan 2010. 100% underway by 1 May 2010. 100% complete by 15 Jul 2010.

SUMMARY — ASI

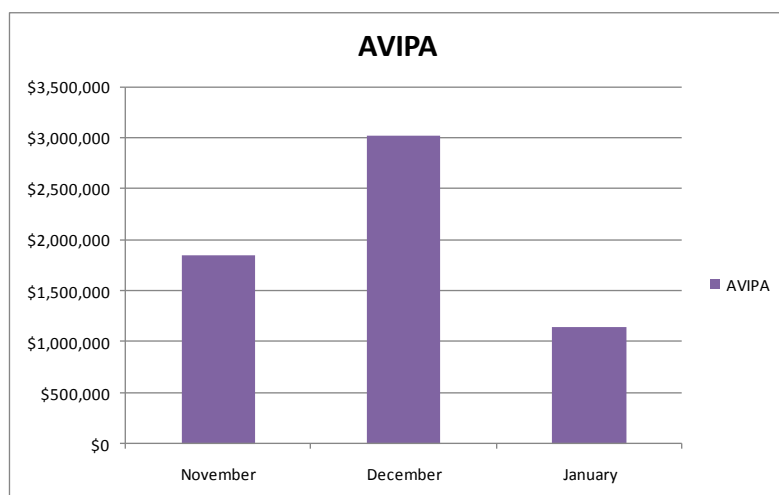
The Afghanistan Stabilization Initiative (ASI) is a program run by USAID's Office of Transition Initiatives (OTI). It was created to become a very flexible fund that can support COIN objectives immediately. It implements fast, targeted projects through small grants that foster and strengthen wherever possible the links between GIRoA and local populations. It utilizes analysis (including TCAPF) to understand the root causes of instability, and the concerns, perceptions of Afghans at the local level. ASI works closely with the military during the 'shape,' 'clear,' and 'hold' phases of COIN. Ultimately, it helps create the conditions within which longer-term development investments can be made.



AVIPA, POERF

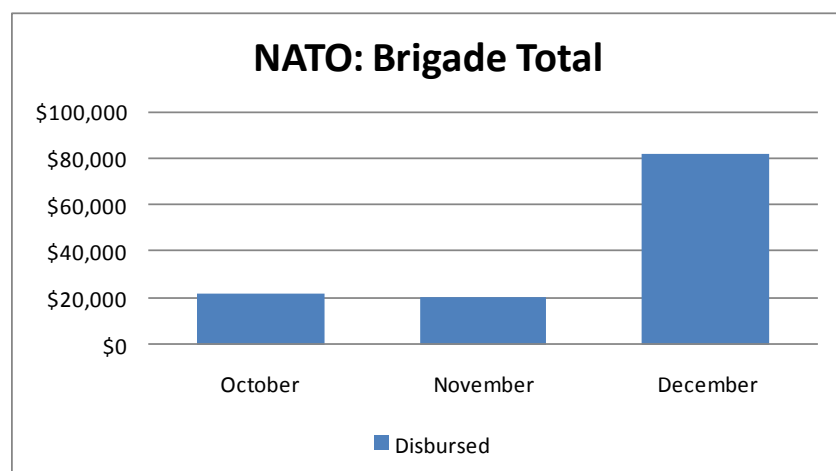
SUMMARY — AVIPA

AVIPA Plus is a \$360 million USAID project aimed at increasing rural family farm production and productivity and strengthening links between the Government of the Islamic Republic of Afghanistan and its people. AVIPA enhances the Government of Afghanistan's credibility in rural Afghanistan and links the Government more strongly with Afghan citizens. AVIPA has the following programs: Cash for Work, Small Grants, Agricultural Vouchers and Agricultural Training.



SUMMARY — POERF

The purpose of the POERF is to provide the means to respond quickly to urgent requirements for assistance to the civil population immediately following ISAF military operations, in order to react to the plight of the local population, when civilian actors have not yet been able to deploy. The POERF is a means of immediate civil emergency relief and is not an acknowledgement of fault or responsibility.



**Mohammed Ashrif
Nasery**, the governor of
Zabul Province, meets
with village elders at the
Shinkay Afghan National
Police Department,
Shinkay District Center,
Afghanistan, Nov. 4,
2009. (US Air Force
photo by Staff Sgt. Chris-
tine Jones)

3 MISISON SUPPORT



PSD-1

EXECUTIVE SUMMARY

The Brigade GR&D Cell's PSD, stood up in mid-October 2009, and consists of four MRAPs and fifteen Soldiers. The establishment of the PSD gave the GR&D Cell tremendous flexibility to travel to the decisive point on the battlefield, from a civil-military perspective, no longer reliant on the highly competitive and unreliable rotary wing routes. The PSD has been vital to GR&D's accomplishments, transporting the GR&D fusion cell, US government and coalition nation field officers, and other enablers to the decisive points across southern Afghanistan. Critical elements such as USAID, USDA, Human Terrain Team, HUMINT Collection Teams, and Law Enforcement Professionals have all traveled with the PSD to shuras, project sites, and agricultural areas. The PSD itself has been vital in providing the Brigade GR&D Cell the flexibility to coordinate meetings on appropriate dates and times rather than based on flight availability. The PSD routinely traveled to the Arghandab Joint District Coordination Center, the Kandahar Governor's Compound, Camp Nathan Smith, FOB Spin Boldak, Wesh-Chaman Gate, and FOB Walton. The following are the meetings that PSD provided transportation to: district development and security shuras, weekly provincial security meetings, and district stabilization planning sessions. Attendance at these events is imperative to the 5/21D (SBCT)'s COIN operations. While maneuver battalion's focus on engaging lethal targets, BSTB has focused on the engaging the non-lethal sector in order to legitimize the government, improve the regional security, and improve the local infrastructure.

PSD before
departing
from Spin
Boldak to
KAF





Left: Todd Greentree, Task Force Stryker Senior Civilian speaks during a planning meeting at Combat Outpost Rath, Afghanistan, Jan. 10, 2010. (US Air Force photo by Staff Sgt. Dayton Mitchell)

Bottom: Lt. Col. Patrick Gaydon poses for a photo during a shura at the JDCC, Dec. 03, 2009 (US Air Force photo by Tech. Sgt. Francisco V. Govea II)



**Zafarkhel Village,
Zabul Province**
Sergeant Fuentes
(Task Force Stryker
photo by Lt. Col.
Moliki Mulitalo)

4 APPENDICES

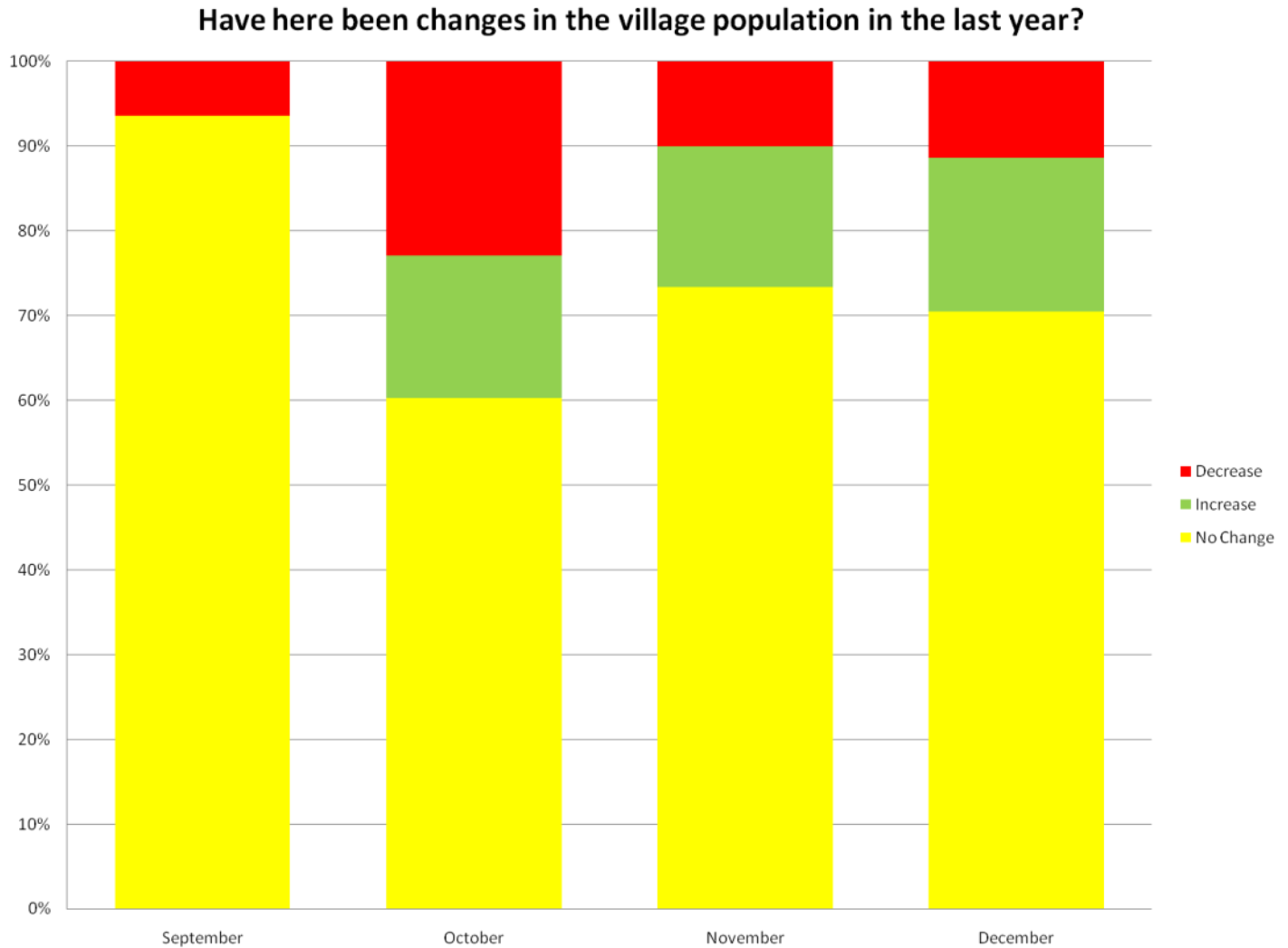


Appendix A

TCAPF: Maiwand



Total Sample Size: 190, September: 31, October: 85, November: 30, December: 44

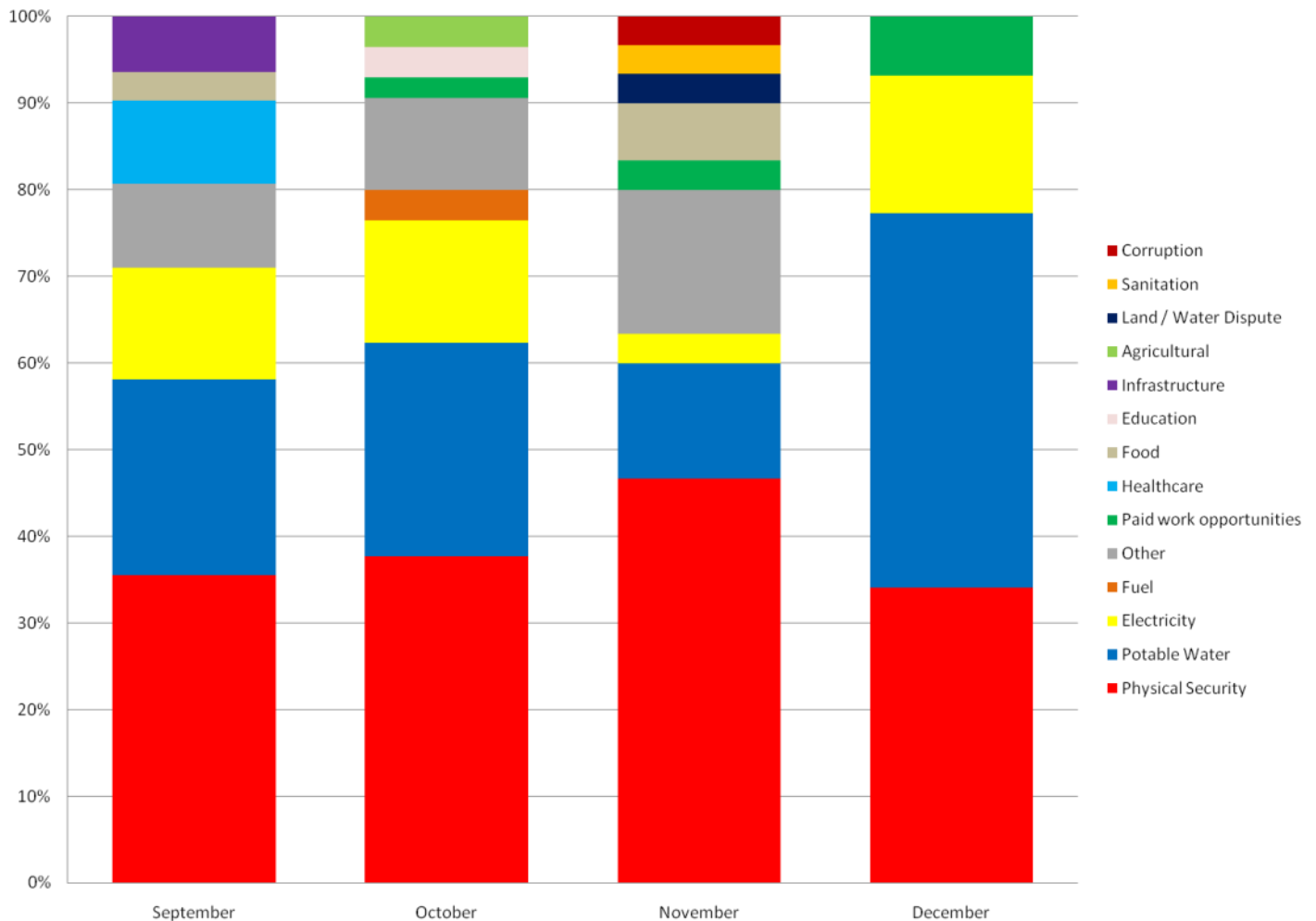


Appendix A



TCAPF: Maiwand

What are the most important problems facing the village?

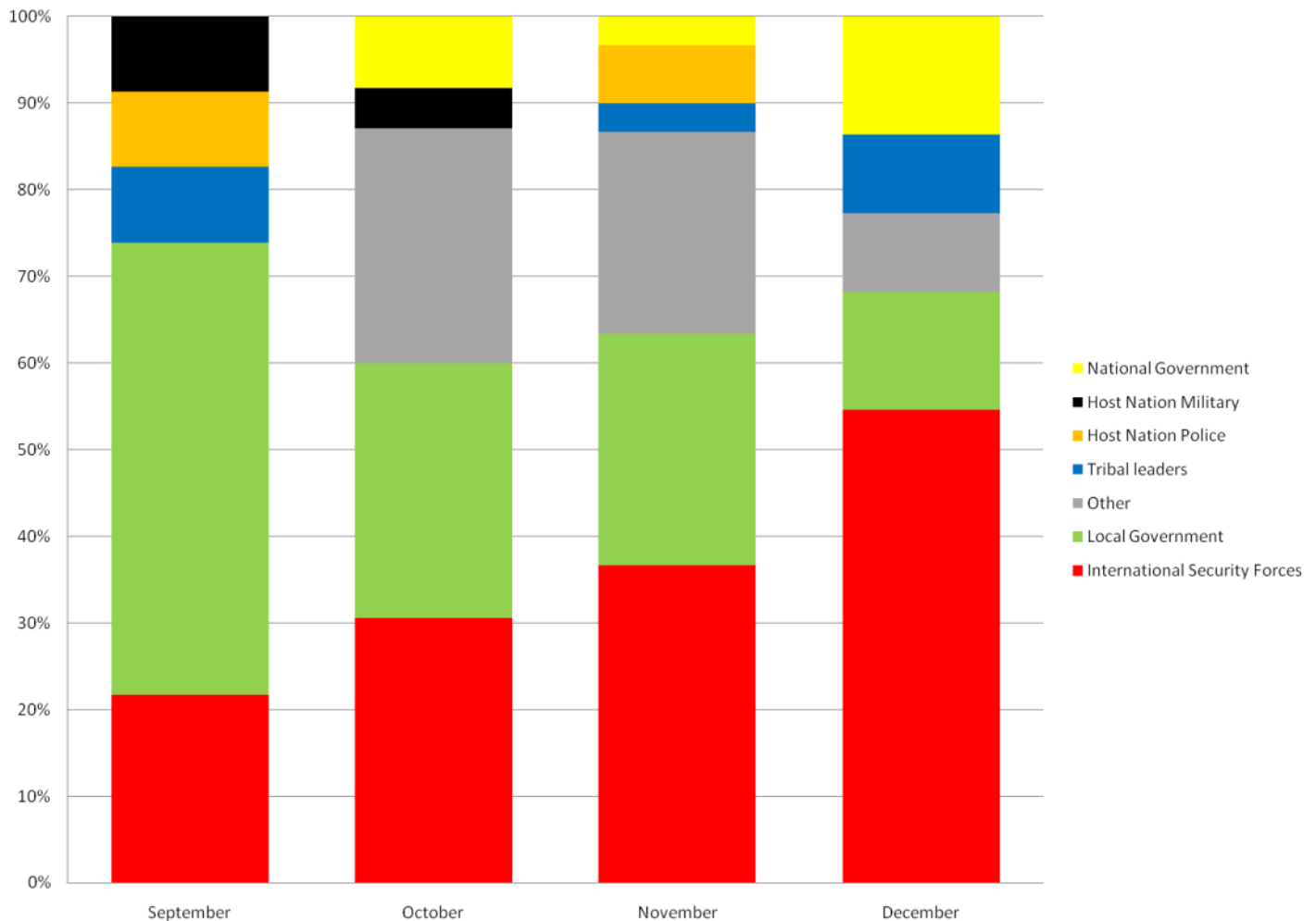


Appendix A

TCAPF: Maiwand



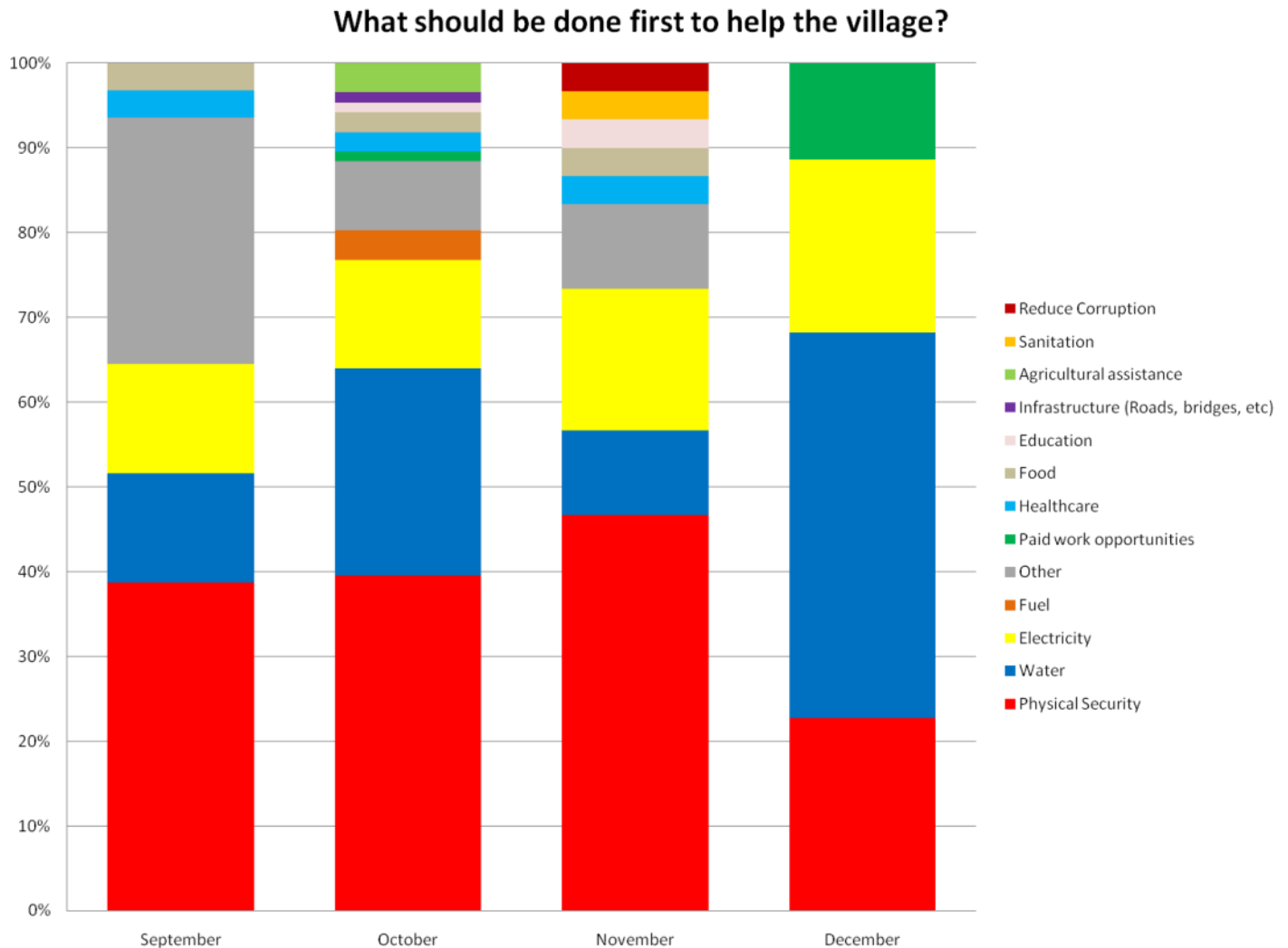
Who do you believe can solve your problems?"



Appendix A



TCAPF: Maiwand



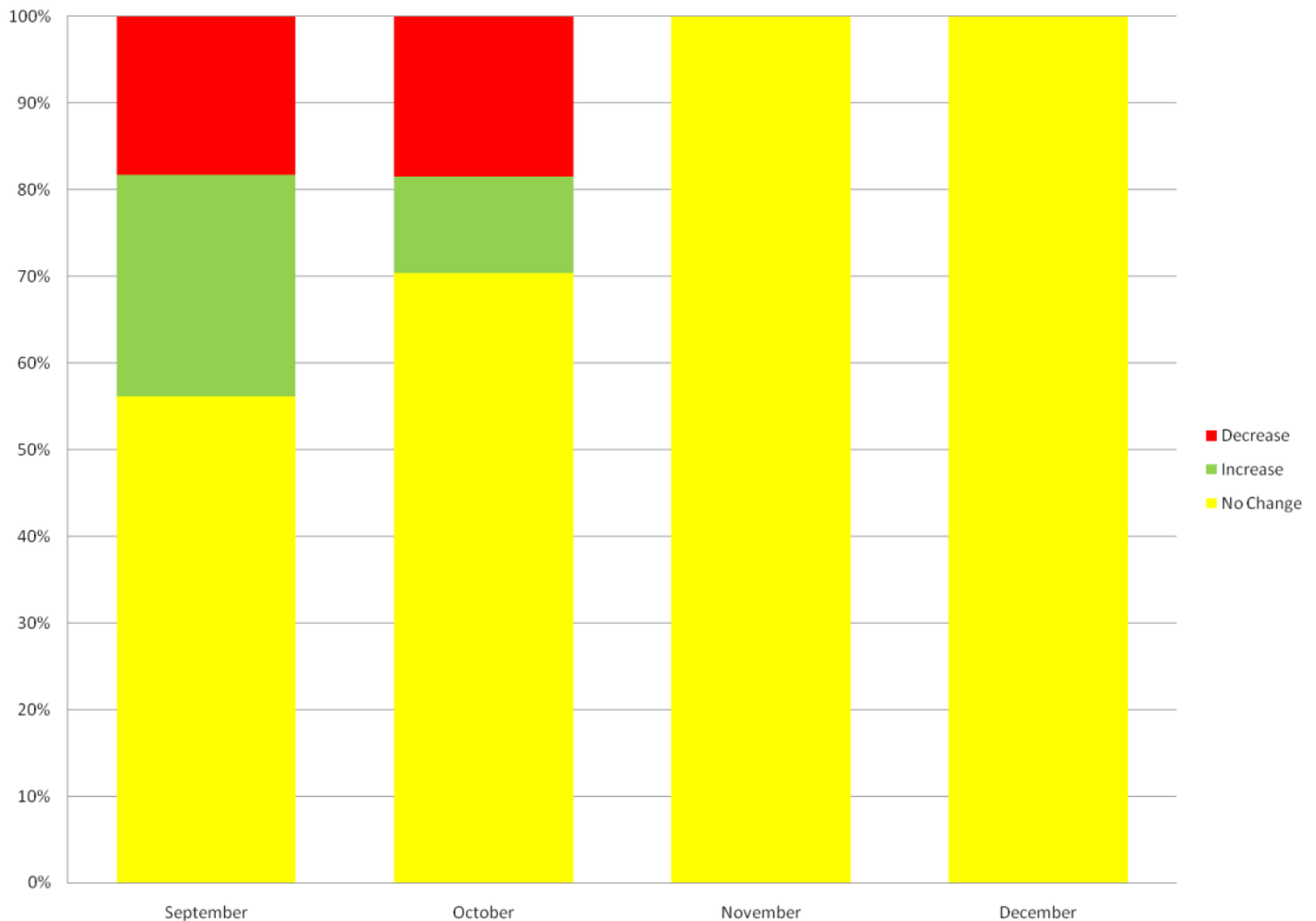
Appendix A

TCAPF: Spin Boldak



Total Sample Size: 148, September: 87, October: 29, November: 20, December: 13

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

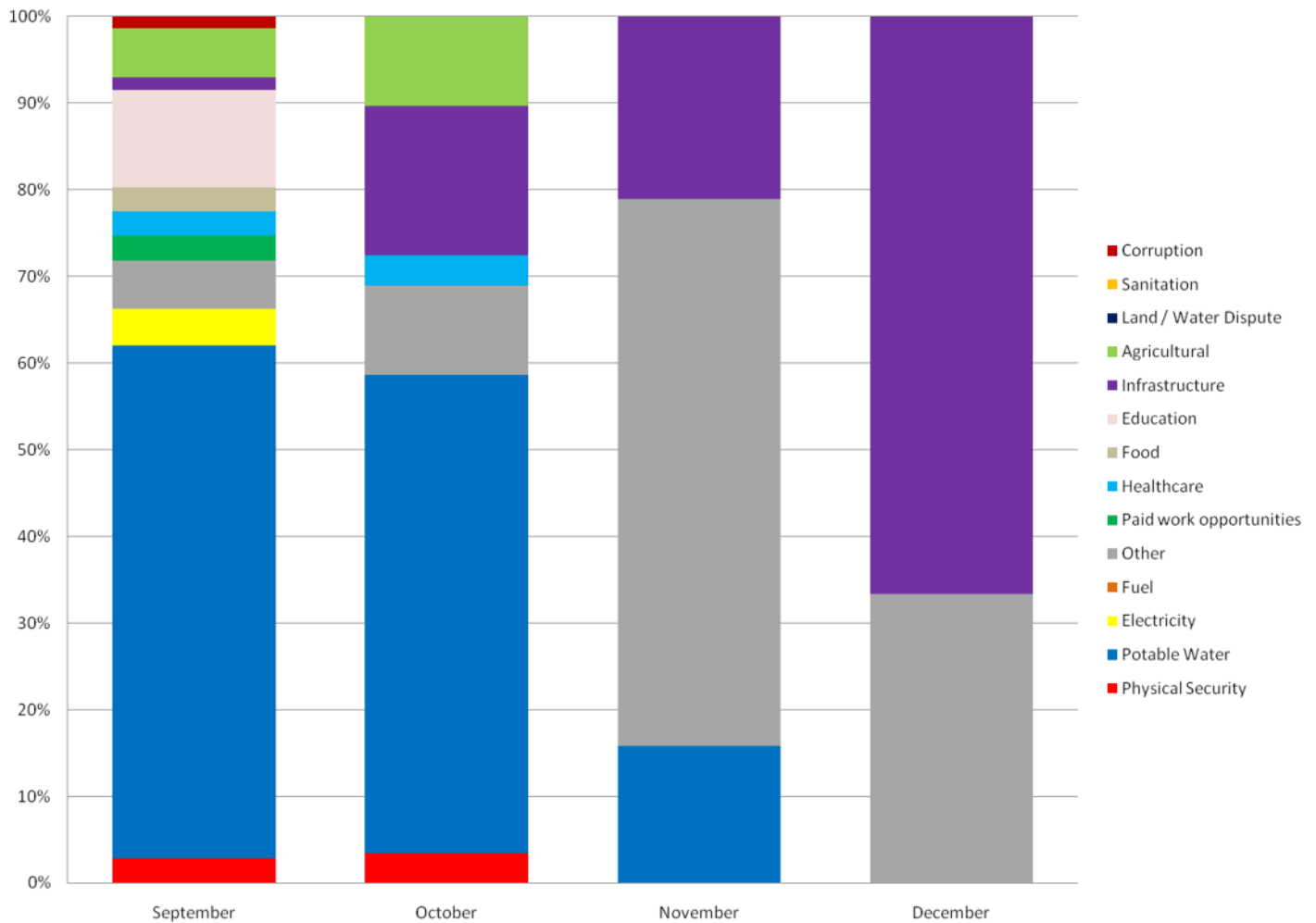


Appendix A



TCAPF: Spin Boldak

What are the most important problems facing the village?

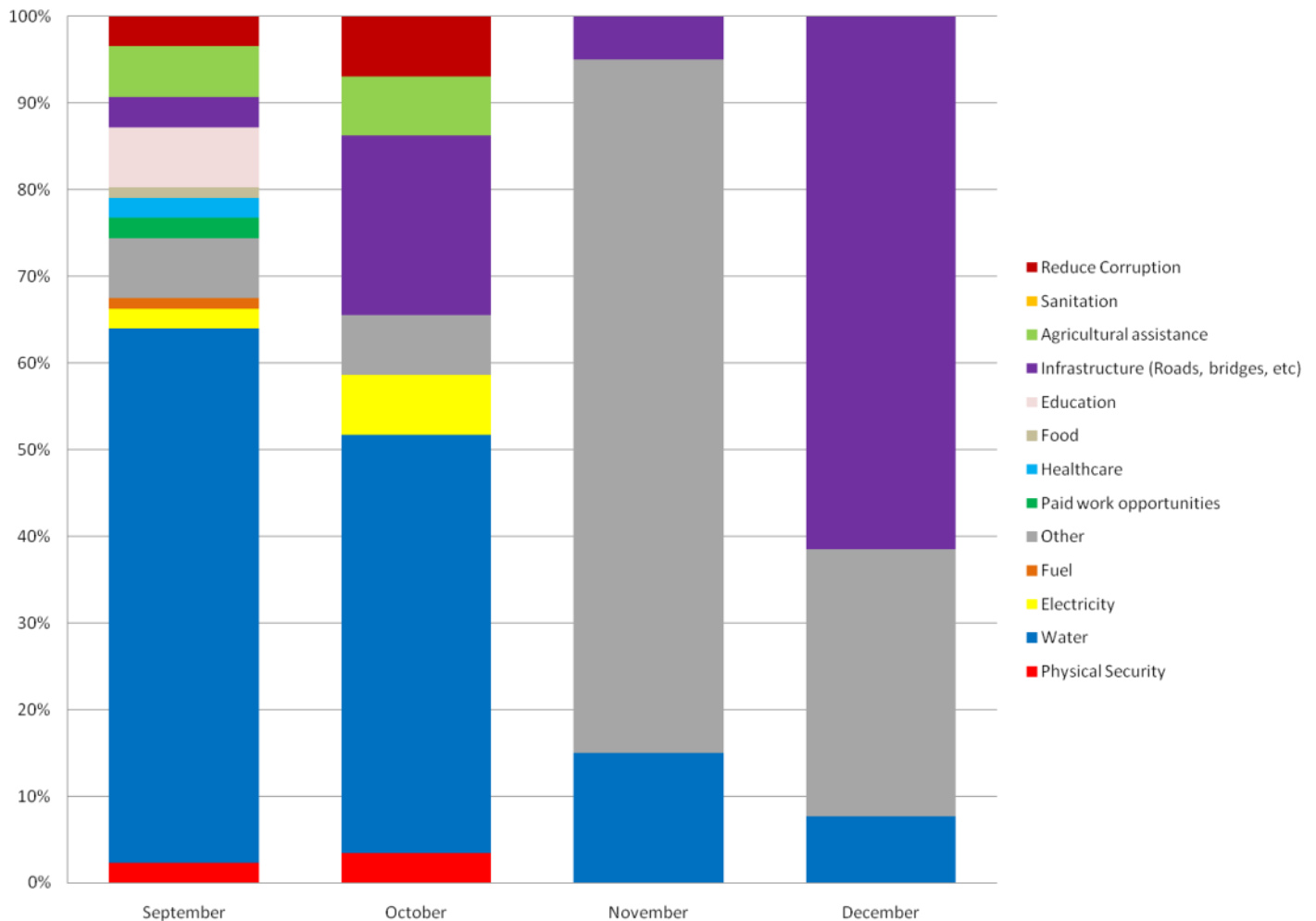


Appendix A

TCAPF: Spin Boldak



What should be done first to help the village?

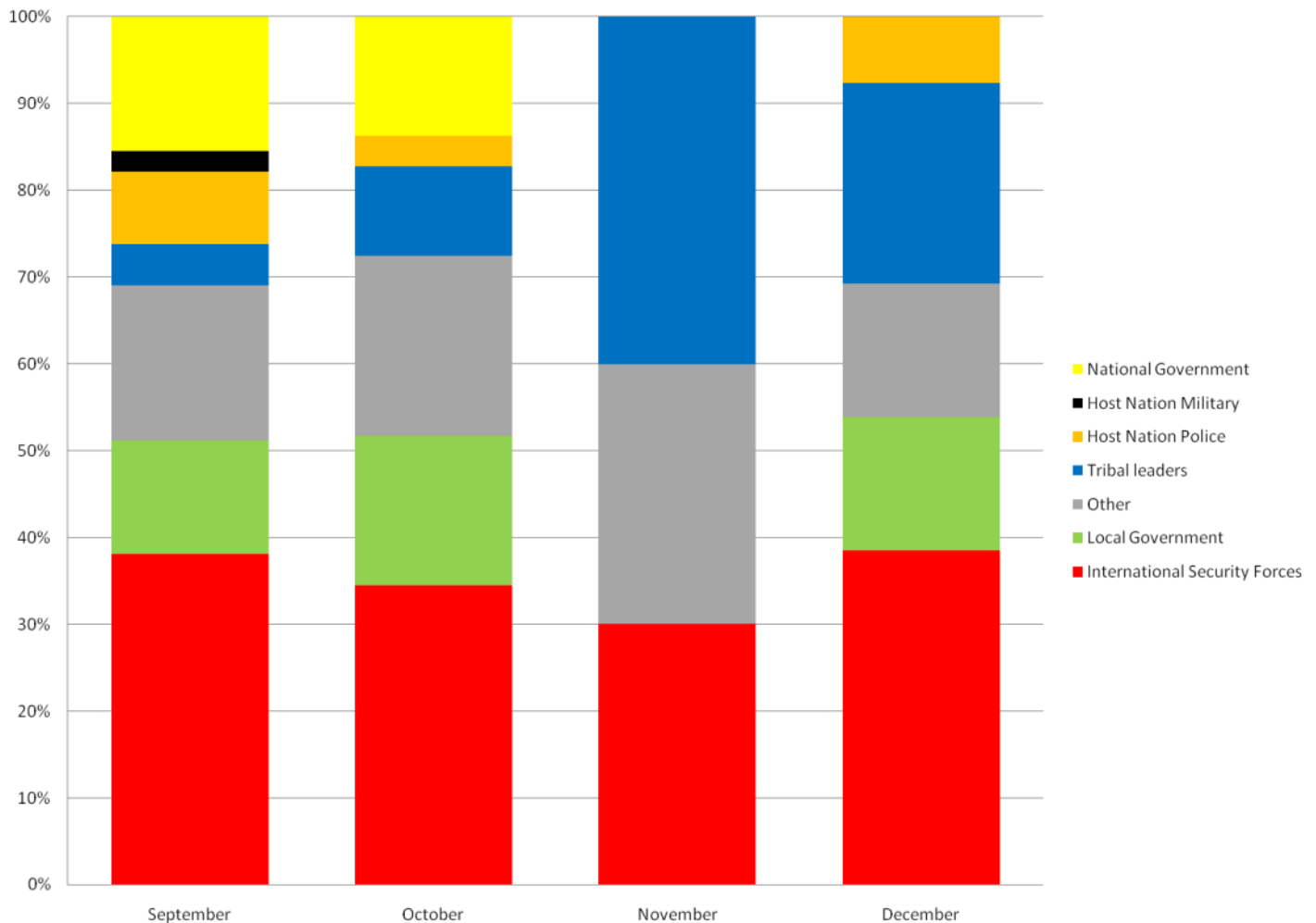


Appendix A



TCAPF: Spin Boldak

Who do you believe can solve your problems?"

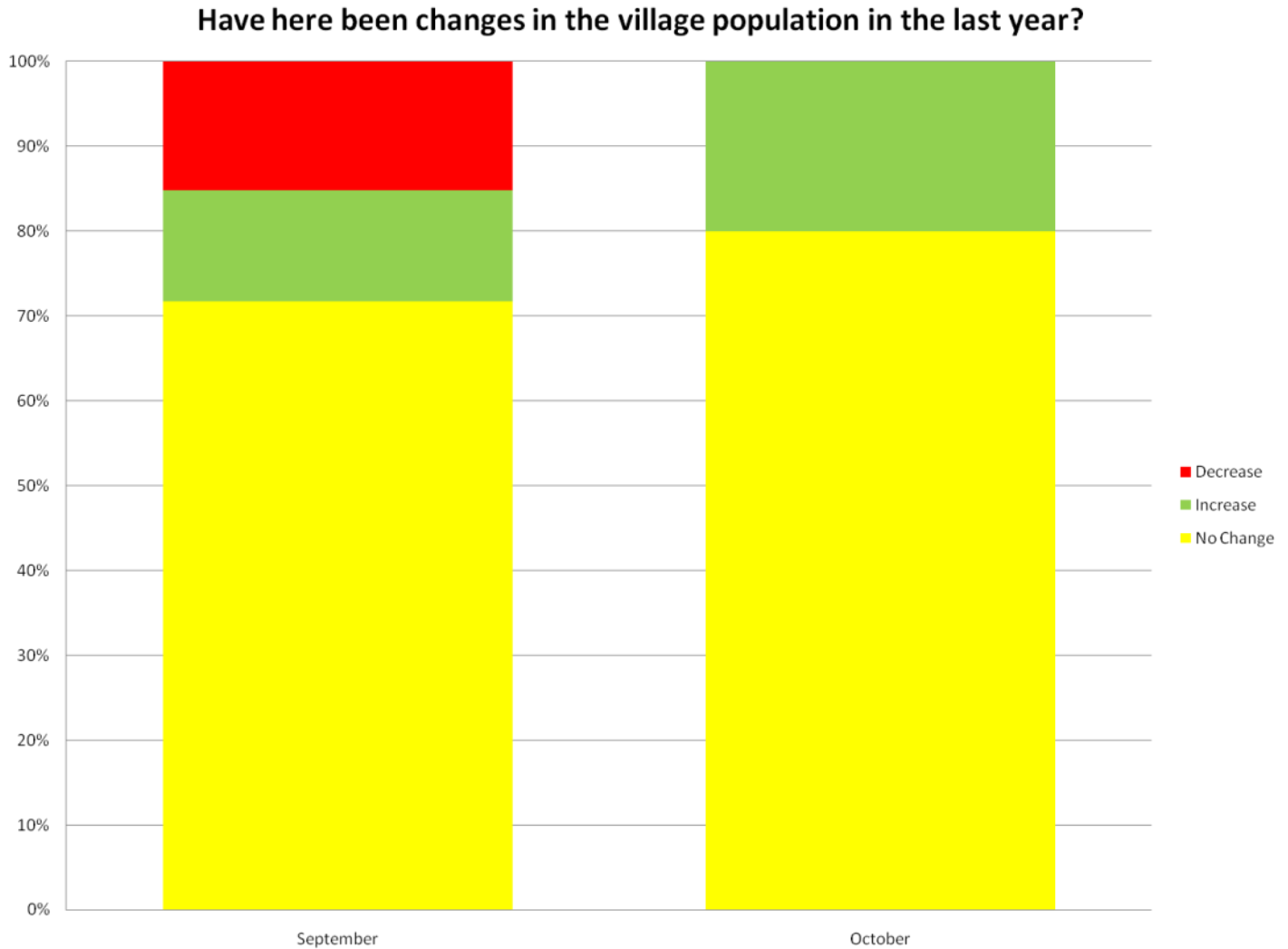


Appendix A

TCAPF: Zabul



Total Sample Size: 66 September: 46, October: 20

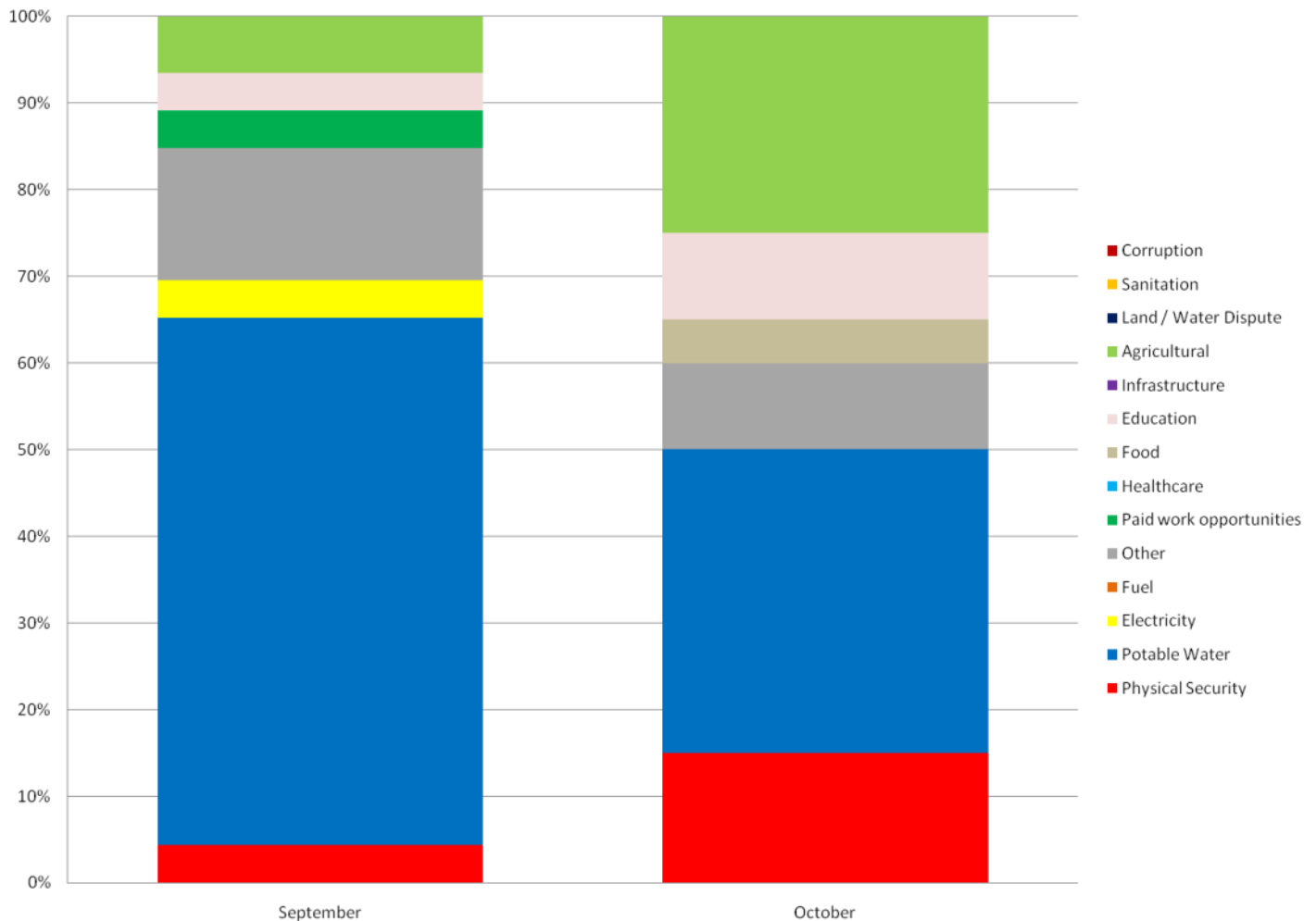


Appendix A



TCAPF: Zabul

What are the most important problems facing the village?

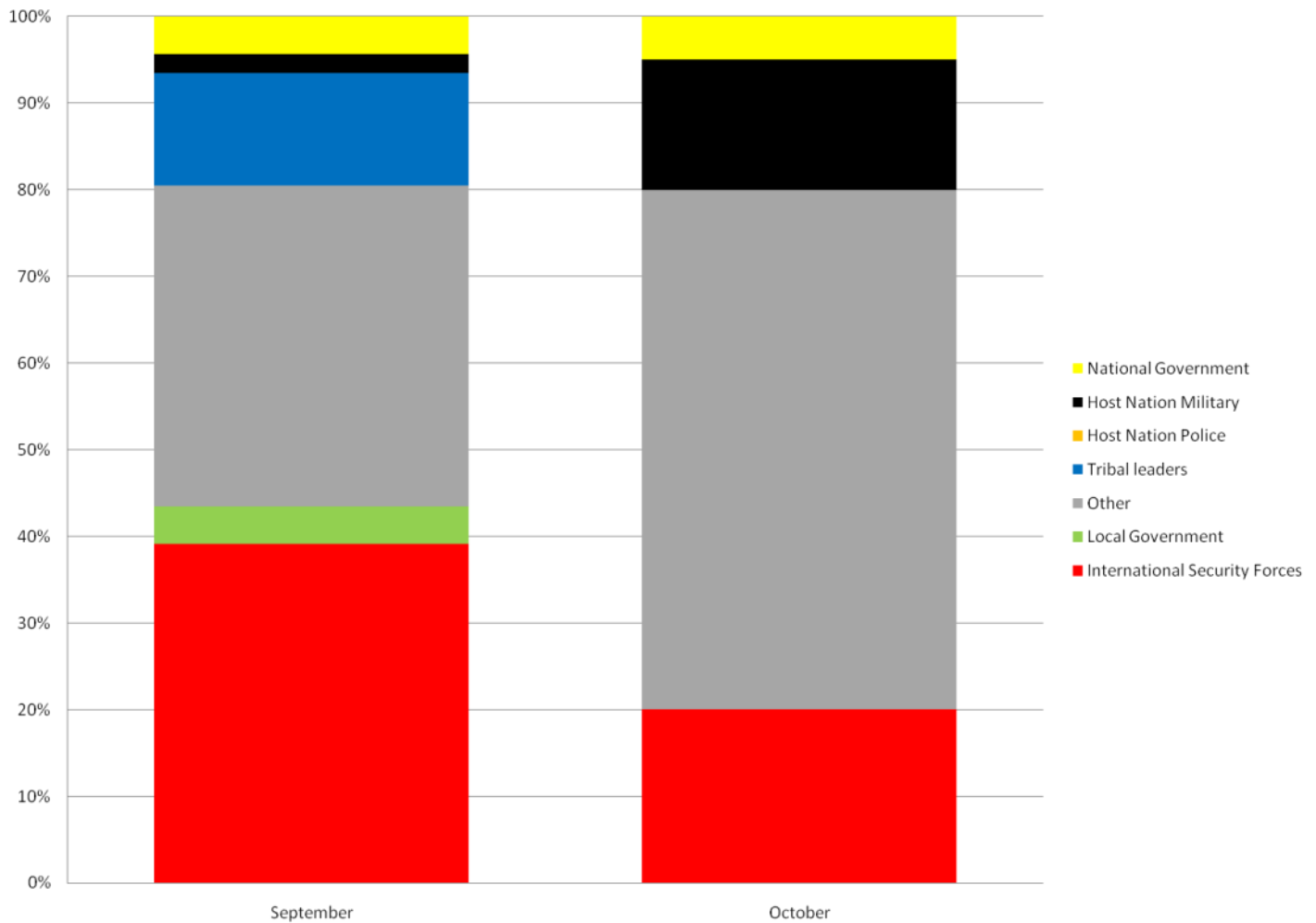


Appendix A

TCAPF: Zabul



Who do you believe can solve your problems?"

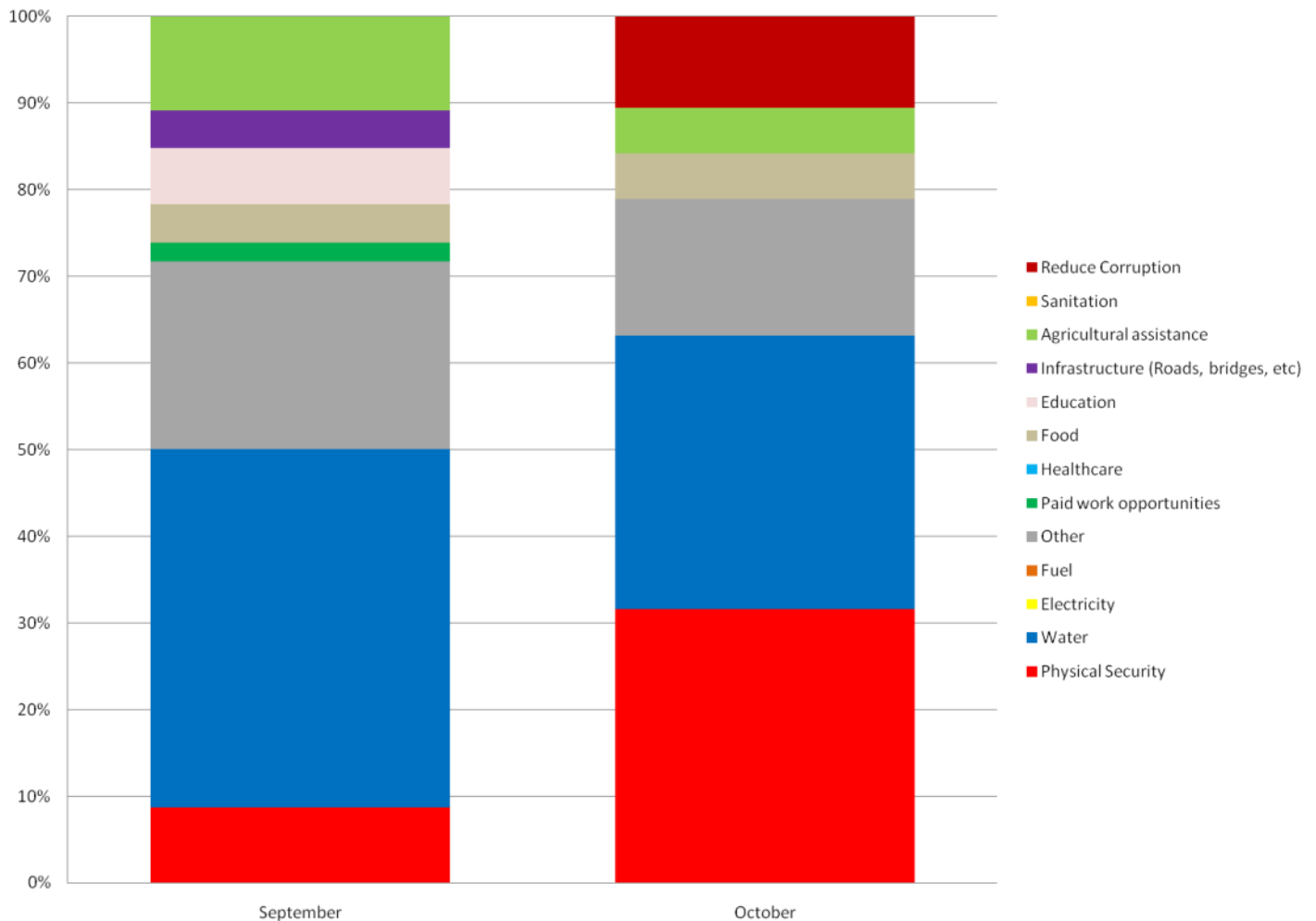


Appendix A



TCAPF: Zabul

What should be done first to help the village?



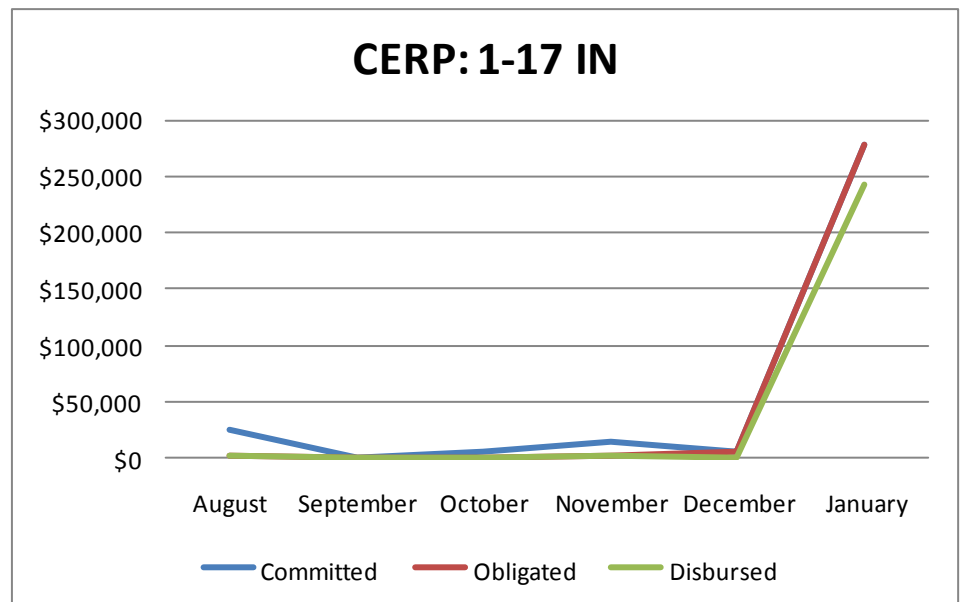
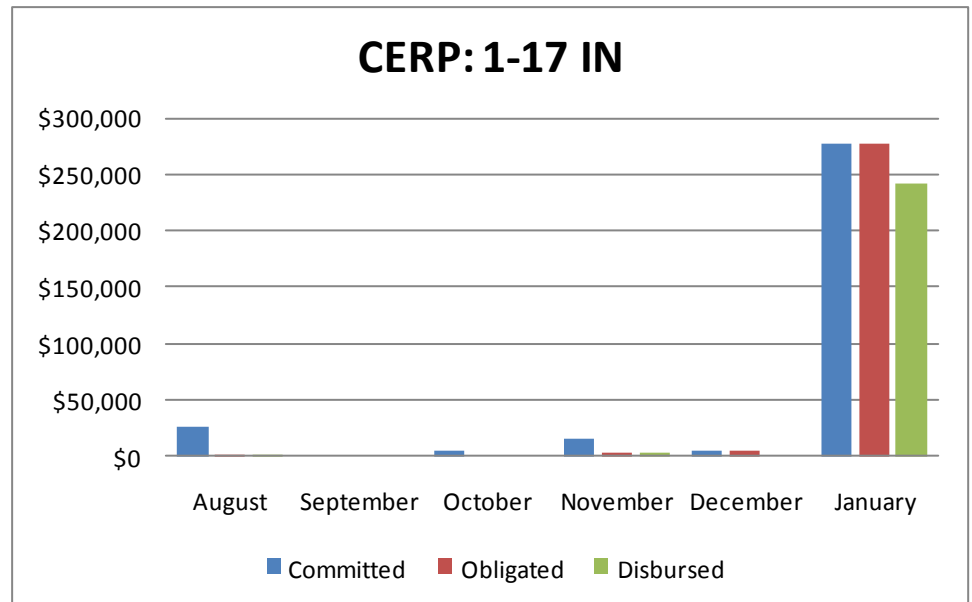
Appendix B

Glossary

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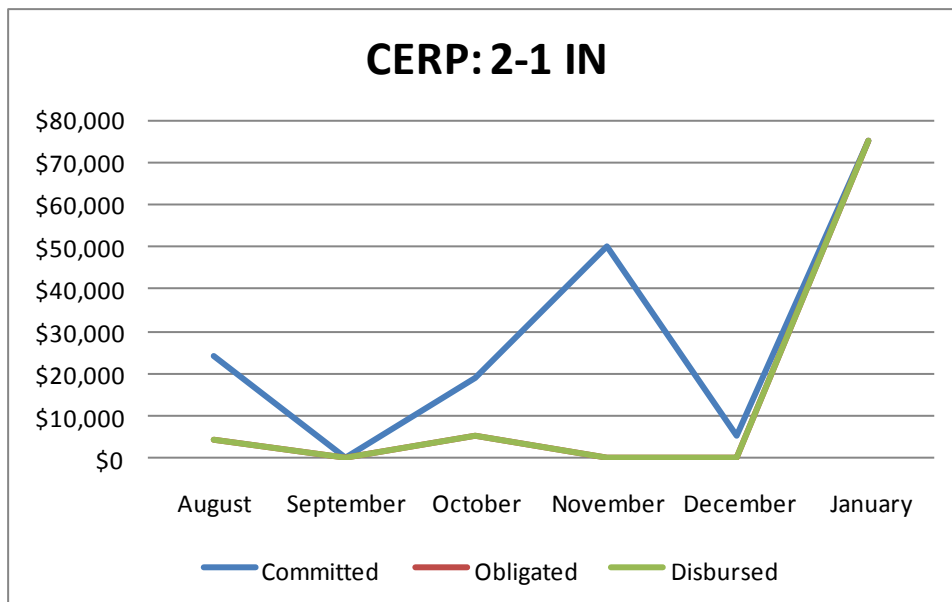
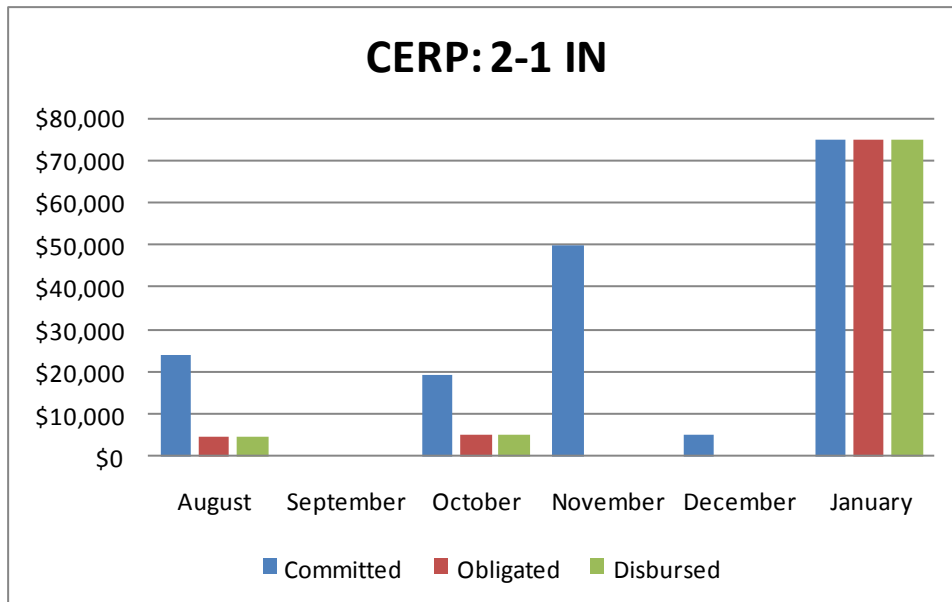
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Appendix B

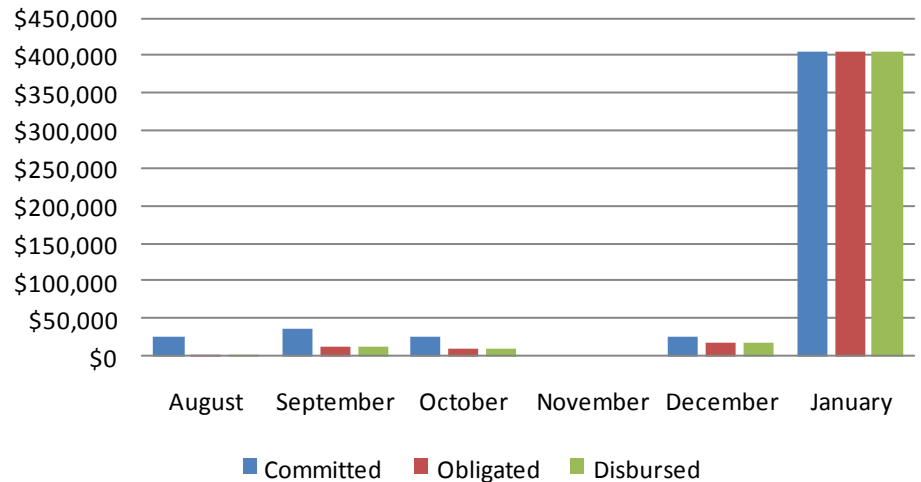
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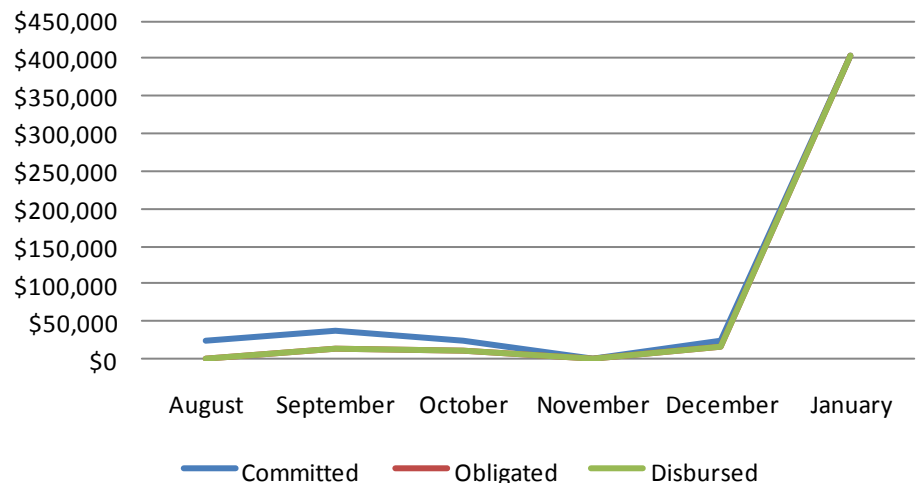
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CERP: 8-1 CAV



CERP: 8-1 CAV



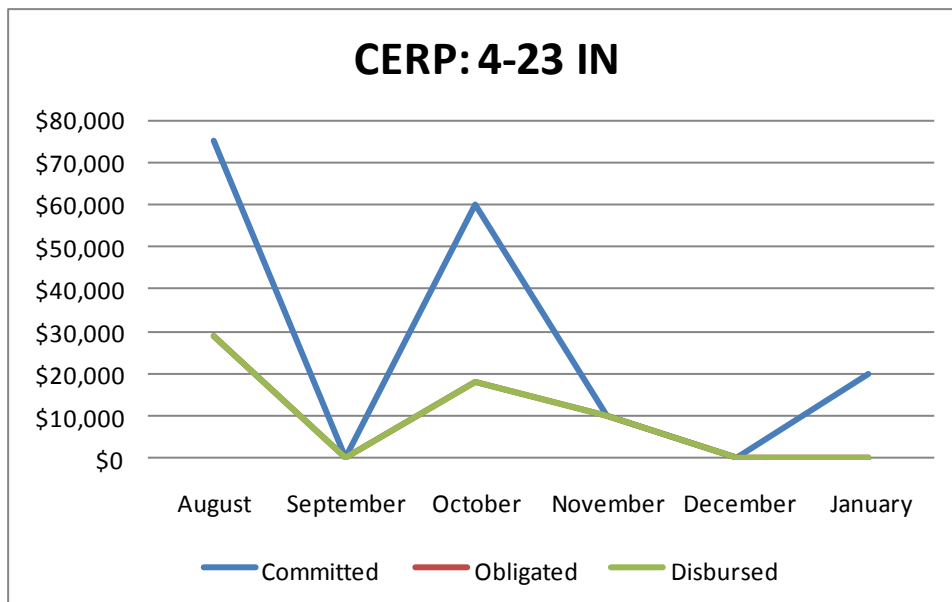
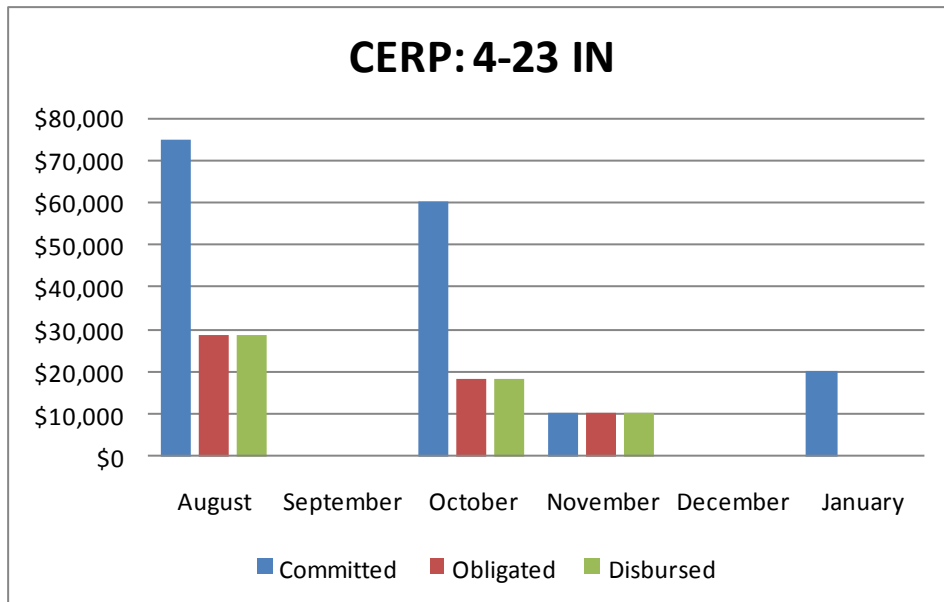
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Appendix C

Acronyms & Definitions

This section contains all of the abbreviations and acronyms found in the GR&D Interim Report: The First Six Months.

| ACRONYM | DEFINITION |
|---------|---|
| ANA | Afghan National Army |
| ANP | Afghan National Police |
| ANSF | Afghan National Security Forces |
| BMTF | Border Management Task Force |
| BSTB | Brigade Special Troops Battalion |
| CERP | Commander's Emergency Response Program |
| CIDA | Canadian International Development Agency |
| COIN | Counterinsurgency |
| COP | Combat Outpost |
| DOS | Department of State |
| GIROA | Government of the Islamic Republic of Afghanistan |
| GR&D | Governance, Reconstruction, Development |
| HTT | Human Terrain Team |
| JDCC | Joint District Coordination Center |
| K-PRT | Kandahar Provincial Reconstruction Team |
| POERF | Post-Operations Emergency Relief Fund |
| PSD | Personal Security Detachment |
| TAC | Tactical Command Post |
| TCAPF | Tactical Conflict Assessment and Planning Framework |
| TF-K | Task Force Kandahar |
| USAID | United States Agency for International Development |
| USDA | United States Department of Agriculture |
| | |
| | |
| | |

GR&D

Governance, Reconstruction, & Development

“The events of September 11 and what has happened since have made people understand that even a small, distant and far away country like Afghanistan cannot be left to break up into anarchy and chaos without consequences for the whole world.”

*-Lakhdar Brahimi
Former United Nations Special
Representative for Afghanistan*

Task Force Stryker

Governance, Reconstruction, & Development

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SIPR: jonathan.pan@5bct2id.army.smil.mil

Mission Secret: ISAF RCS KAF BSTB EDO IS

DSN: 318-562-6024

GR&D | INTERIM REPORT: THE FIRST SIX MONTHS | JANUARY 15, 2010

