The Country Team as Civilian-Military Integrator: The Kabul Case Study

Ambassador Francis J. Ricciardone
National Defense University
August 6, 2010

U.S. Mission Kabul

May 31 2010

Our Mission

"Our countries are joined by a common goal: to disrupt, dismantle and to defeat al Qaeda and its extremist allies in Pakistan and Afghanistan, and to prevent their return to either country in the future."

President Barack Obama

March 27, 2009

"…today we and our Afghan allies stand ready to welcome anyone supporting the Taliban who renounces al-Qaida, lays down their arms, and is willing to participate in the free and open society that is enshrined in the Afghan Constitution."

Secretary of State Hillary Clinton

July 15, 2009

"To meet [our] goal, we will pursue the following objectives within Afghanistan. We must deny al Qaeda a safe-haven. We must reverse the Taliban's momentum and deny it the ability to overthrow the government. And we must strengthen the capacity of Afghanistan's Security Forces and government, so that they can take lead responsibility for Afghanistan's future. "

President Barack Obama

December 1, 2009

Principals' Group: Chief of Mission COMISAF/CDR USFOR-A

Executive Working Group (EWG)

Economic Opportunity
Strategies: Creating Sustainable Jobs, Agriculture and Market Access

Economic Policy
Lead: ECON

Agriculture Policy
Lead: USDA

Infrastructure
Lead: USAID

Information Initiatives
Strategy: Claiming the Information Initiative

Leads: Public Affairs + ISAF Communication Directorate

Population Security
Strategies: Population Security, Action Against Irreconcilables, Government and Community-led Reintegration

Leads: POL-MIL + ISAF Operations

Reintegration
Leads: ISAF Reintegration + POL-MIL

Fighting Terrorism, Narcotics, and Illicit Finance
Strategy: Countering the Nexus of Insurgency, Criminality, Narcotics and Corruption

Illicit Finance
Lead: Treasury + DEA

Counter-Narcotics
Lead: International Narcotics and Law Enforcement + DEA

Gender Policy
Strategies: Access to Justice, Population Security, Creating Sustainable Jobs, Agriculture and Market Access

Leads: Deputy Coordinating Director of Development and Economic Affairs + USAID

Governance
Strategies: Expansion of Accountable and Transparent Governance, Elections and Continuity of Governance

Lead: Interagency Provincial Affairs

Rule of Law
Strategies: Access to Justice, Rule of Law, Anti-Corruption

Rule of Law
Lead: Rule of Law

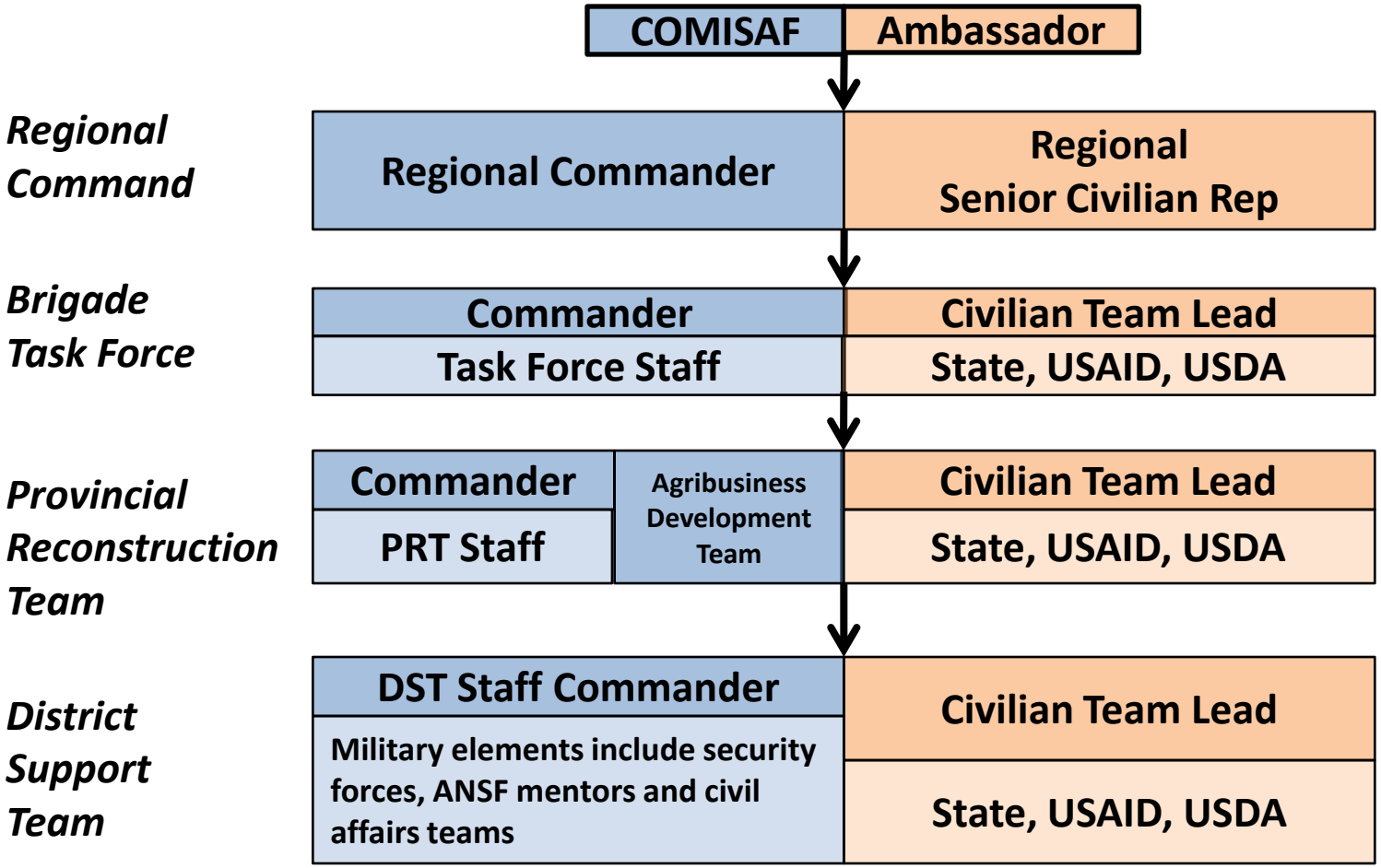
Anti-Corruption
Lead: Rule of Law

Border Coordination
Strategy: Cross-border Access for Commerce not Insurgents

Civ-Mil Border Coordination
Lead: Border Coordinator

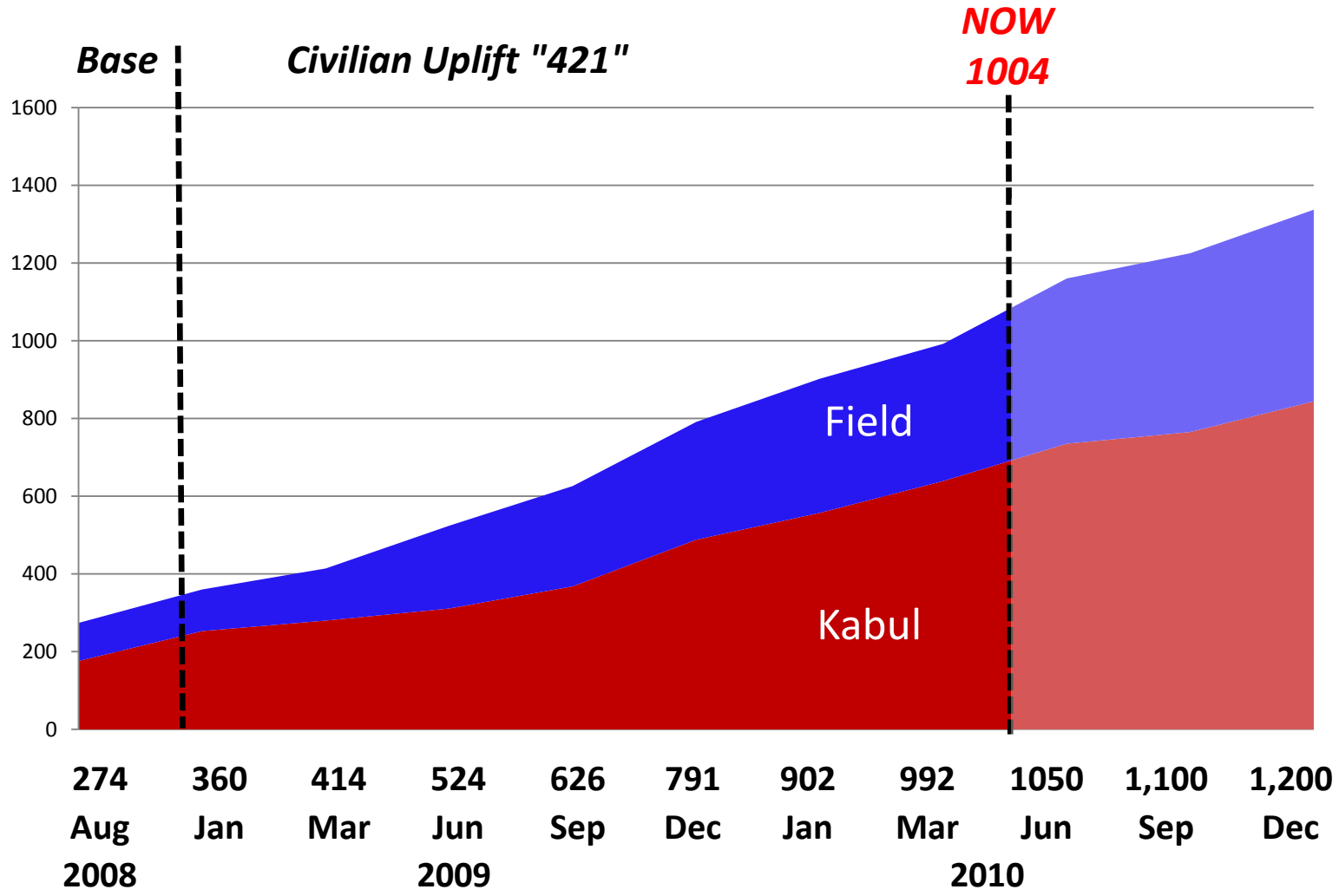
Border Issues
Lead: ISAF + Border Management Task Force

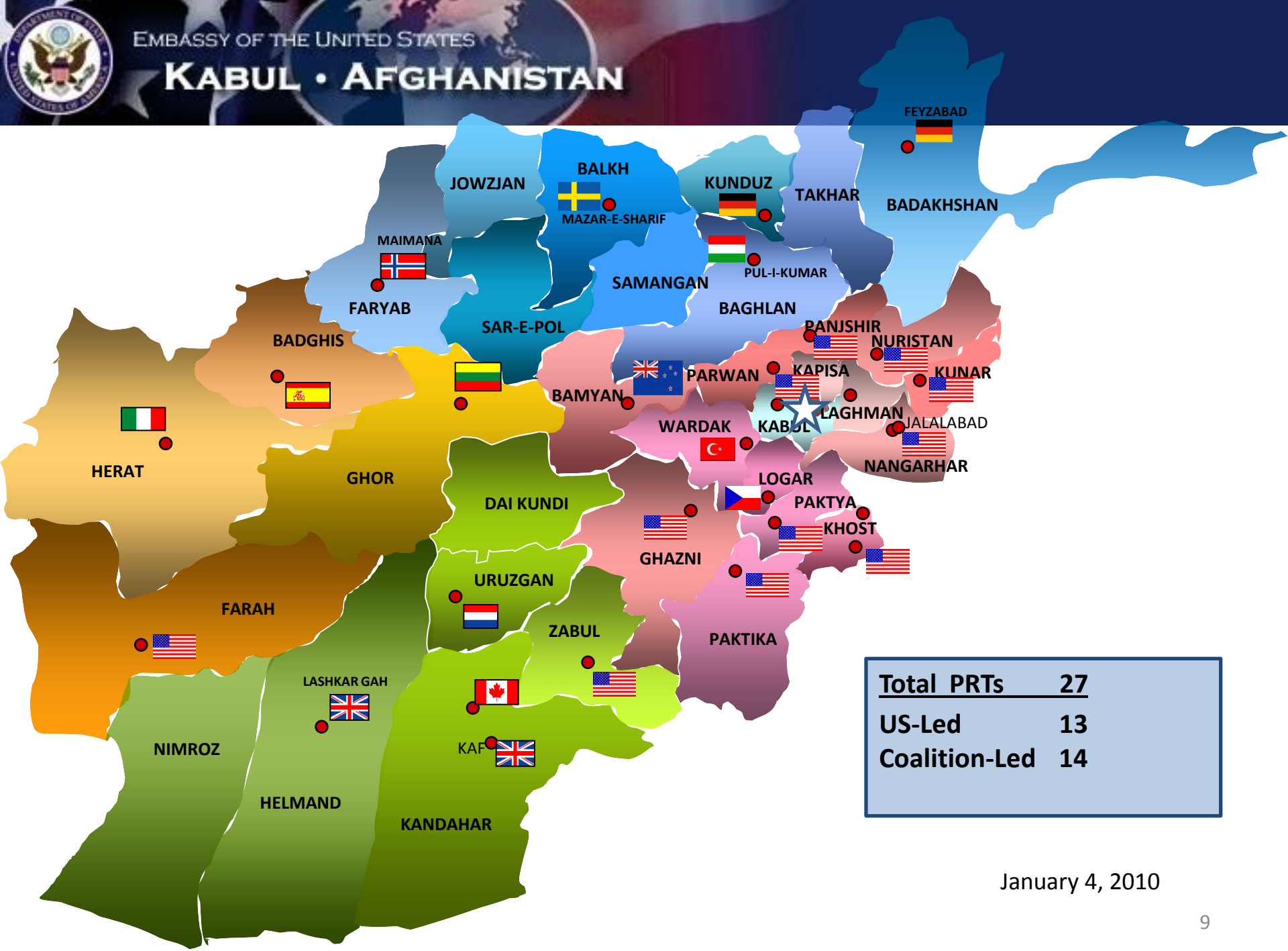
Civ-Mil Unity of Effort



Back Up Slides

Civilian Uplift – Including Law Enforcement





Total PRTs	27
US-Led	13
Coalition-Led	14

January 4, 2010

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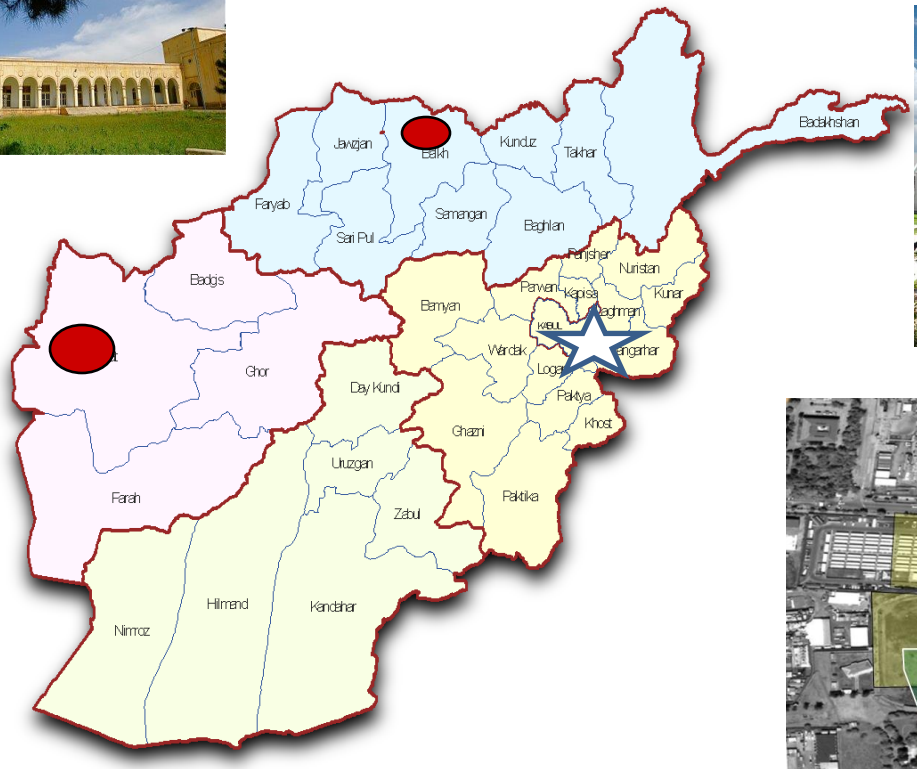
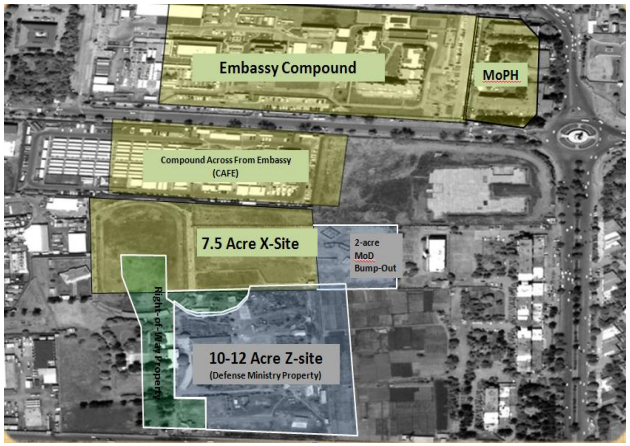
The U.S. Embassy and Consulates

U.S. Consulate Mazar e Sharif*

U.S. Embassy Kabul

U.S. Consulate Herat*





* Under development

Afghan National Security Forces (ANSF)

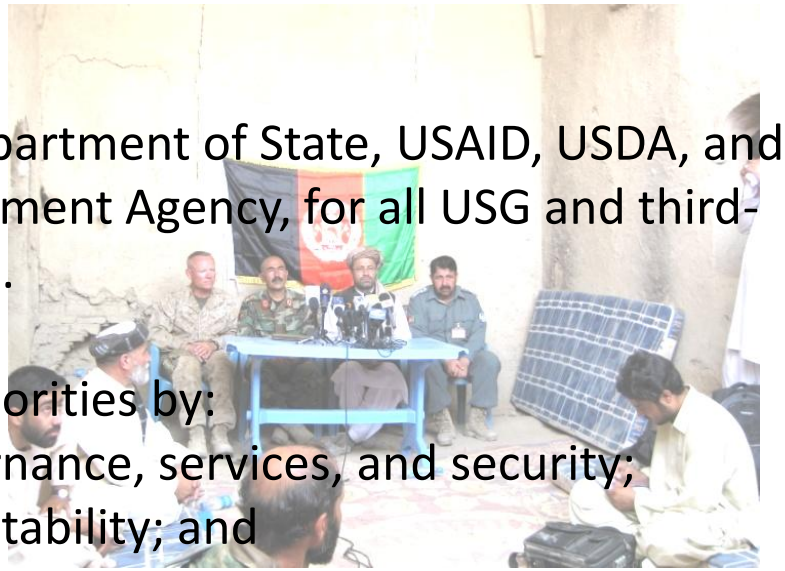
	REPORTED	OBJECTIVE	GOALS		
	Mar 2010	Mar 2010	Oct 2010	July 2011	Oct 2011
ANA	112,779	112,700	134,000	159,000	171,600
ANP	102,138	99,261	109,000*	123,000	134,000
TOTAL ANSF	214,917	211,961	243,000*	282,000	305,600

•Pending Approval of International Donors

As of 11 Apr 10

Provincial and District Reconstruction Teams

- The primary platforms for implementing our policies and programs to support the legitimacy and authority of the Government of Afghanistan at the local, district and provincial levels.

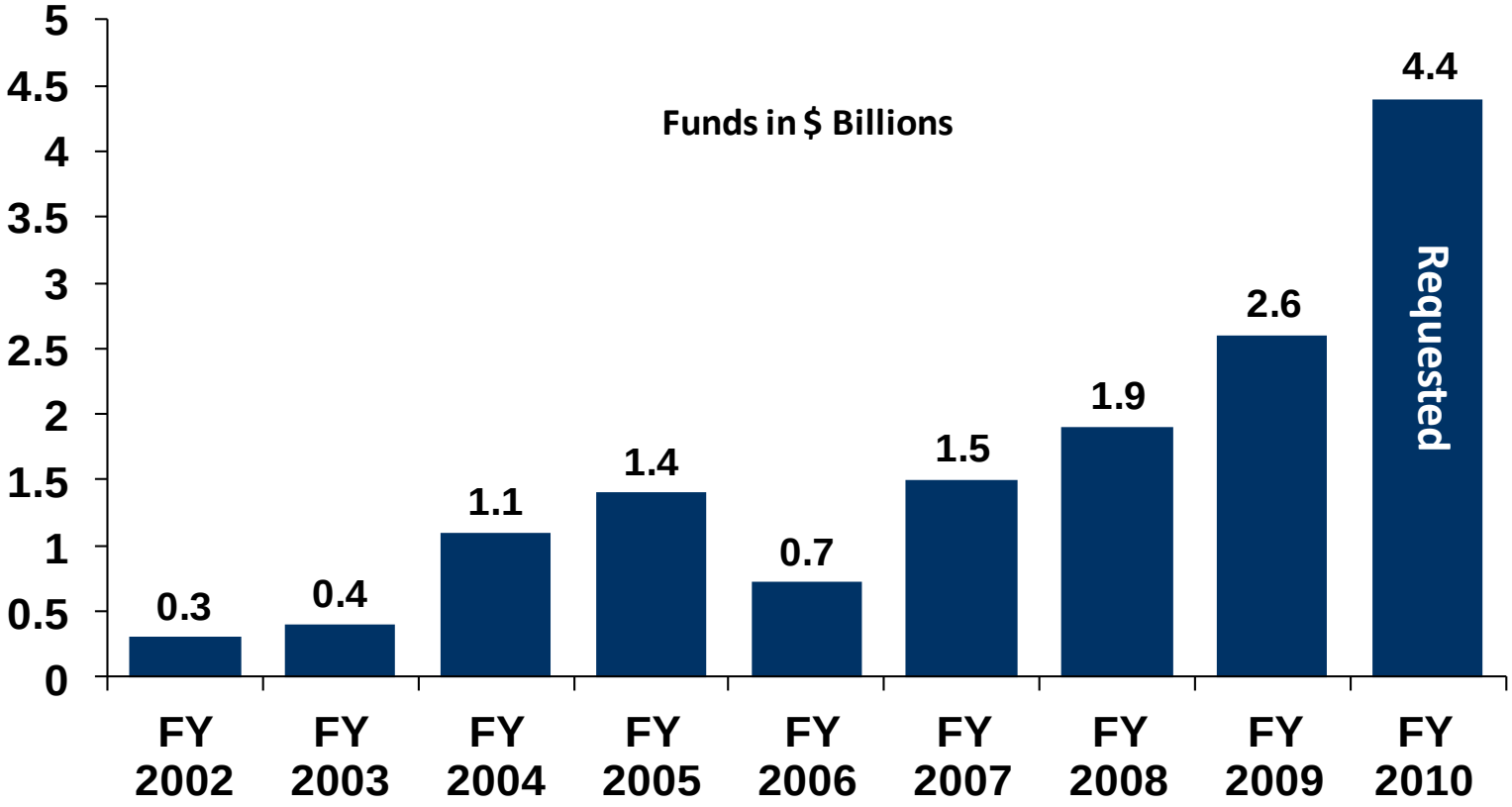


- Nexus for unity of local effort among Department of State, USAID, USDA, and DOD, INL, Treasury and the Drug Enforcement Agency, for all USG and third-country/UN civilian efforts beyond Kabul.

- Promote Afghan solutions to national priorities by:
  - Developing Afghan capacity in governance, services, and security;
  - Promoting transparency and accountability; and
  - Helping GIRoA officials implement the Afghan National Development Strategy (ANDS).

- **Future: Transition to Afghan civilian-led "Provincial Development Support Teams"**

USG Foreign Assistance to Afghanistan



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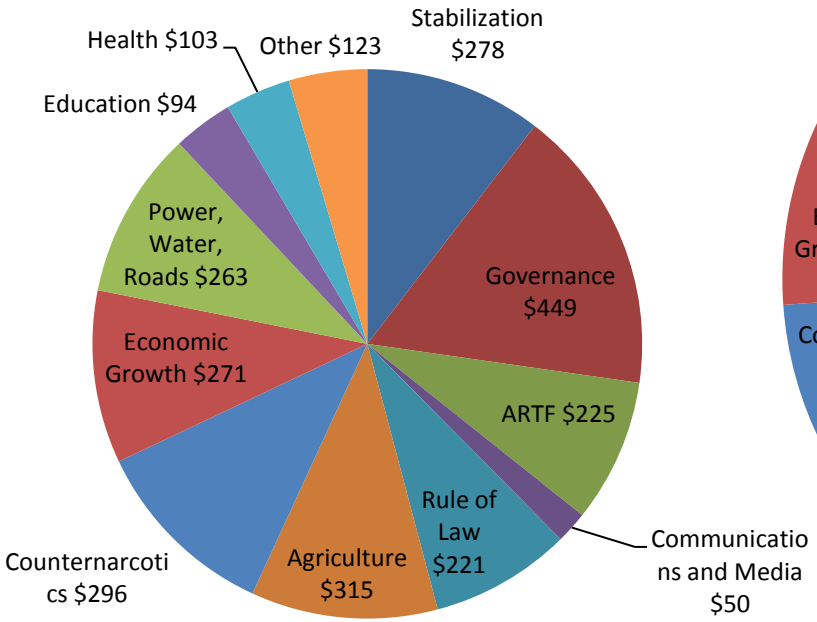
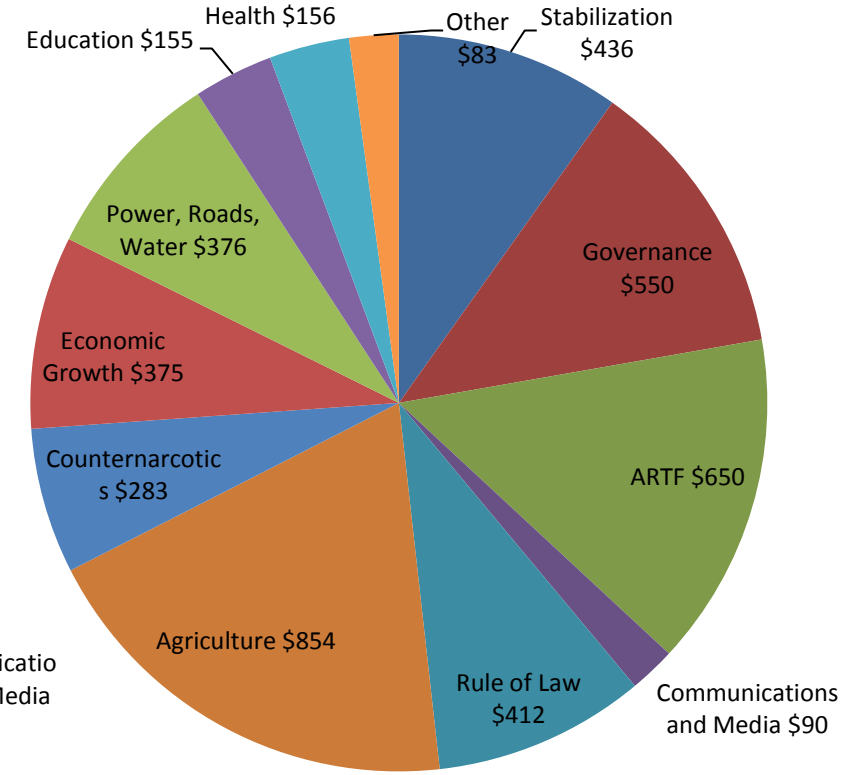
USG Foreign Assistance to Afghanistan by Sector

FY 2009
(in millions)



Total: $2.6 billion

FY 2010 Requested
(Base + Supplemental in millions)

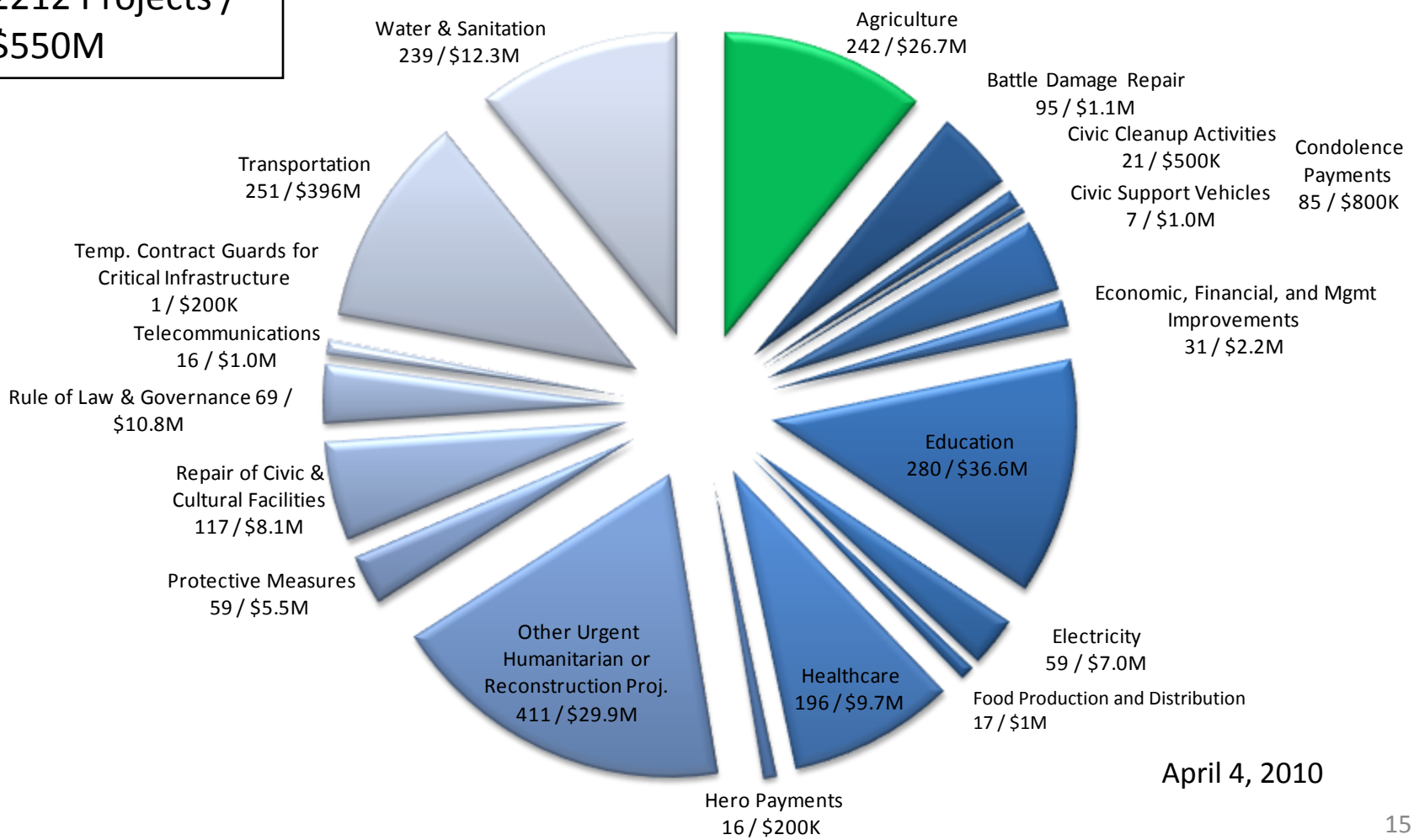


Total: $4.4 billion

- **Agriculture –** includes alternative development programs that focus on job creation in poppy-prone areas.
- **Economic Growth** – includes trade, market, and private sector development programs.
- **Stabilization** – includes quick-impact programs, such as cash-for-work and community grants, that address drivers of instability.
- **Governance** – includes election support, civil society, and Afghan Government capacity building programs.
- **Rule of Law** – includes anti-corruption and law enforcement programs.
- **Health** – includes direct support to the Ministry of Public Health.
- **ARTF & NSP** – are the Afghan Reconstruction and Trust Fund (ARTF) and the National Solidarity Program (NSP).

Commander's Emergency Response Program (CERP) FY2009 Expenditures

2212 Projects / $550M

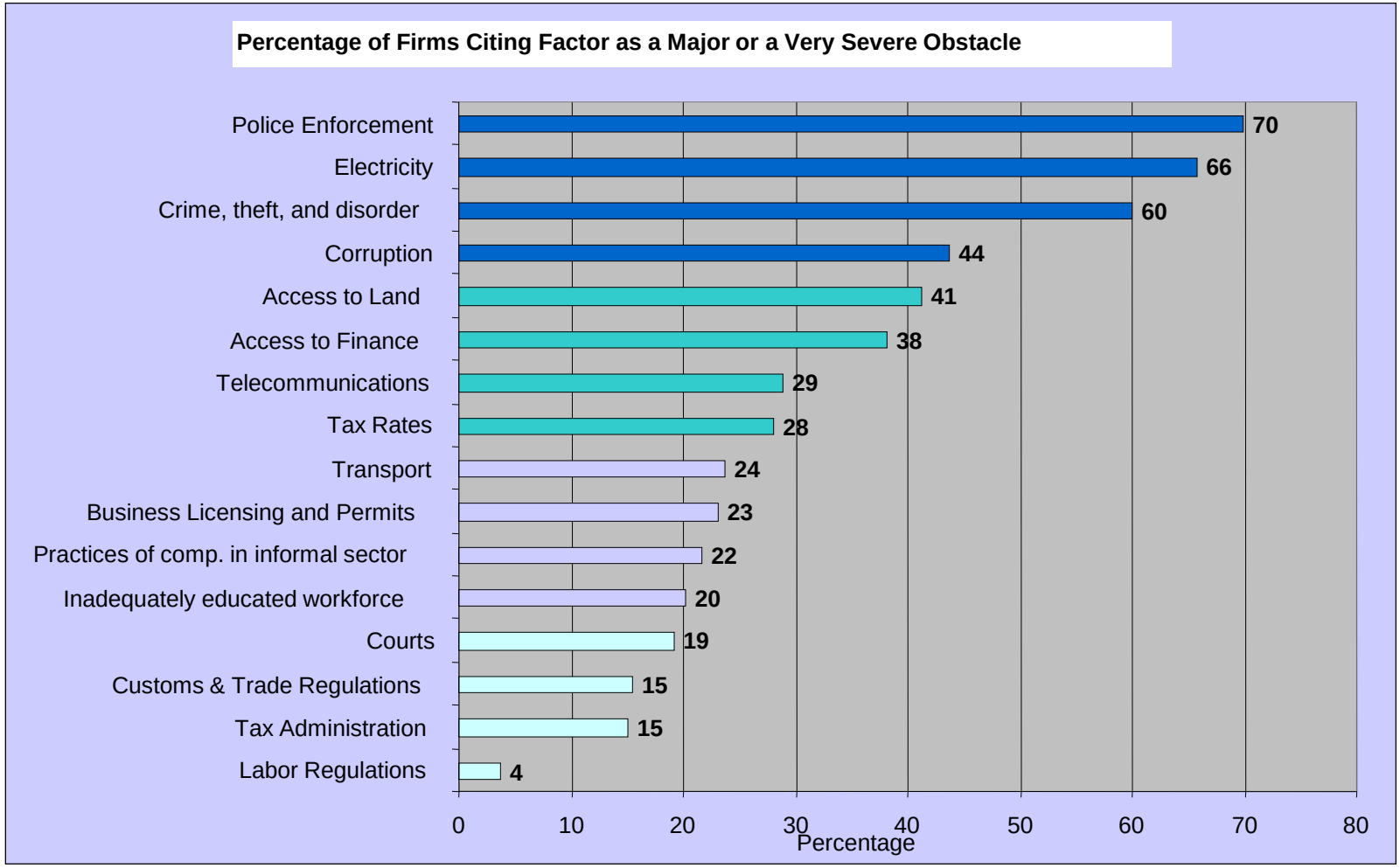


April 4, 2010

Economy -- Challenges

- Poverty – $656 GDP per capita; 122nd out of 128 countries
- Low domestic revenues
- Fiscal deficit
- Underdeveloped private sector
- Unreformed business environment / crony capitalism
- Inadequate government capacity and public policy
- Corruption/bureaucracy
- Lack of FDI and finance
- Weak rule of law/contract enforcement
- Poor infrastructure
- Illiteracy/poor education

Economy -- Major Business Problems



* Policy enforcement—meaning "state ineffectiveness in designing and implementing consistent policies."

Source: World Bank 2009

Economic Growth I

Ministry of Finance – 14 advisors

- Negotiated more than $11 billion in debt relief.
- Fiscal Reforms – Revenue Action Plan, Customs Five Year Plan.
- Revenue collection 1388 reached $1.3B (customs up 50%).

Da Afghanistan Bank – 10 advisors

- Established new laws, regulations, training.
- Payment systems – 300,000 officials paid by bank transfers .
- 17 commercial banks, 280 branches+ across 34 provinces and stable exchange rate and managed inflation.
- Anti-money laundering/ counterterrorism financing regulations in place; implementation in provinces.

Ministry of Commerce – 7 advisors

- Eight modern commercial laws drafted and five implemented.
- New Company Law streamlined business registration, reduce 20 days to two days in Kabul and four regions; 20,000+ registered.

Ministry of Telecommunications – 3 advisors

- Developed new Telecom Law and regulatory capacity.
- Four mobile service providers (largest tax payers in country, more than $1.4B investment, 12 million+ subscribers, 70,000 jobs.

Gemstone polishing

Economic Growth II

Broadening access to finance

- New financial laws and training to loan officers.
- Provided 400,000+ Afghans microfinance loans.
- Established 27 credit unions and 92 financial outlets.

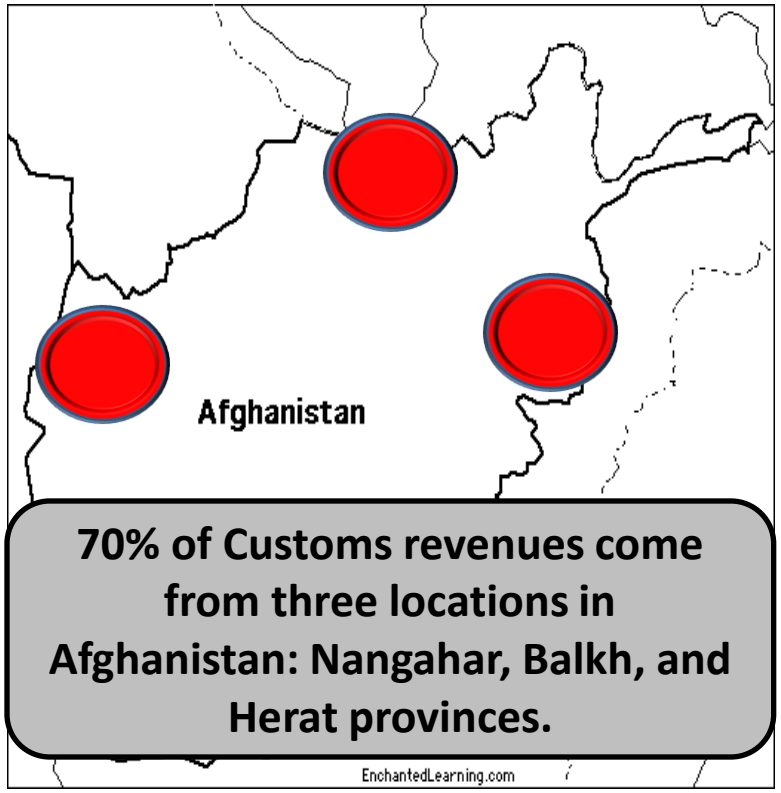
Small & Medium Enterprise Development

- Created an estimated 400,000 full-time jobs for Afghans.
- Organized 25 international trade fairs, generating $30 million in sales.
- Established 100 business associations/grew 250 associations.
- American Chamber of Commerce in Afghanistan .

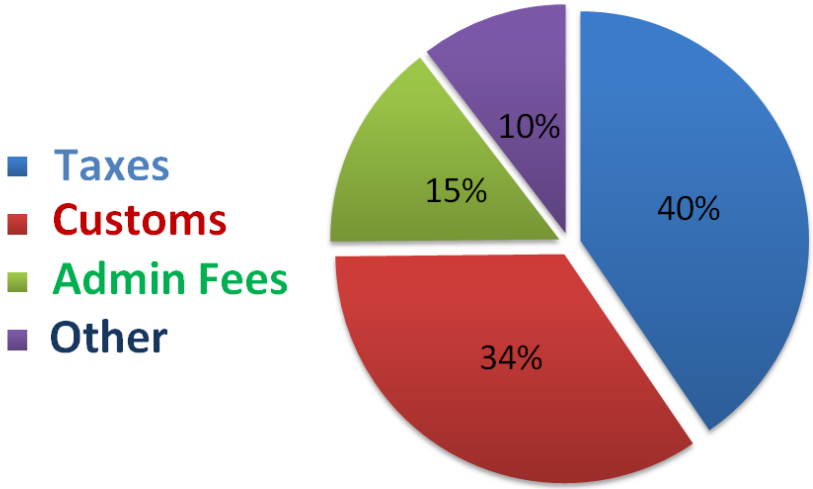
Going forward – build upon successes, plus….

- Provide $200 million in U.S.-backed loans to expand. investment financing (gemstones, marble, agro-processing).
- Support regional trade negotiations (SAFTA, APTTA).
- Foster regulation and competition in mining and electricity.
- Improve budget/execution in ministries and key provinces.
- Strengthen Afghan Control and Audit Office.

Revenue Breakdown

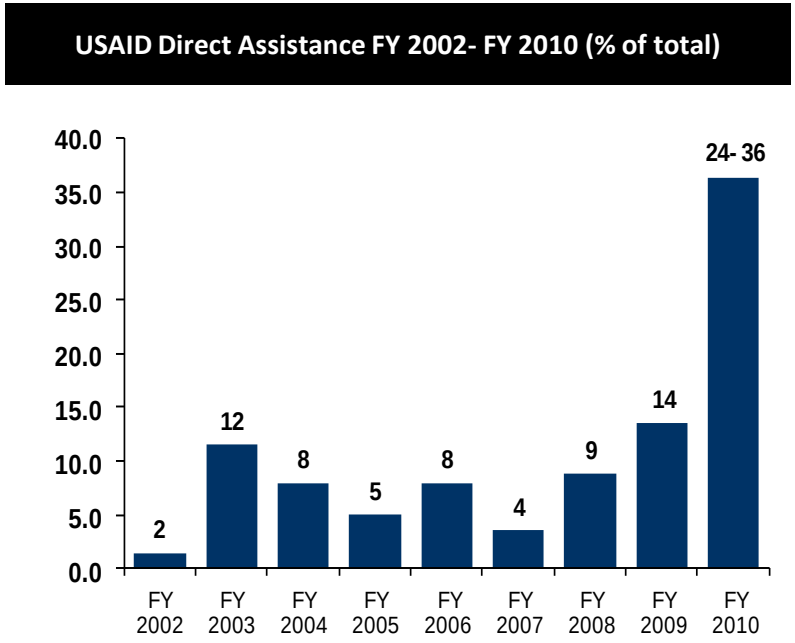


70% of Customs revenues come from three locations in Afghanistan: Nangahar, Balkh, and Herat provinces.



April 4, 2010

Building the Capacity of the Afghan Government



Government Capacity

•Aligning US programs to support your development priorities, creating opportunities for partnership and strengthening capacity.

•Reflecting our joint effort to provide 50% of aid through the Afghan government , in FY2010 we intend to channel approximately $750 million directly through Afghan institutions, more than half through the Afghan Reconstruction Trust Fund.

• Assessed the Ministry of Public Health, Ministry of Finance, and Ministry of Communication and Information Technology to receive direct assistance. Working to assess up to 10 more ministries in 2010 to receive direct U.S. funding.

• Providing technical advisors to support 19 Afghan ministries and offices, including supporting Ministry of Finance efforts to strengthen public financial management. We will partner in design and implementation of new assistance programs.

"Afghan First"

•Local procurement from Afghan businesses (e.g. CSTC-A buying 156,000 locally-produced ANSF uniform sets per month and Embassy procurement of furniture). Increased contracting with Afghan companies.

Agriculture

Staffing:

- USDA and USAID: 56 in country; to add 25 more
- 43 at RCs, PRTs, Task Forces, DSTs
- 13 in Kabul

Areas of Focus:

- Agricultural Production and Productivity
- Economic Regeneration
- Natural Resource Management
- Ministry of Agriculture, Irrigation, and Livestock and Capacity Building

Achievements

- FY 2009: trained 160,000+ farmers to expand alternative crop yields, in financial management and business skills, and value-added crop storage.
- Employed 300,000 + Afghans in cash-for-work programs, resulting in income of $48 million.
- Improved food security of more than 11 m Afghans by distributing 400,000 metric tons of food aid.
- Opened Afghanistan's first juice concentrate processing and fresh fruit packaging facility.

DEA / COUNTER NARCOTICS

Mission: Weaken the Insurgency / Strengthen the Central Government / Build Afghan Police Capacity

Investigations / Targets

- Narcotics Networks Supporting the Insurgency
- Insurgent Networks Trafficking in Narcotics
- Corrupt Government Officials
- Threat Finance / Illicit Money Flows

Prosecution

- Afghan Courts
- U.S. Federal Courts

Interdiction Operations

- Focused Interdiction Operations in Key Districts
- Counter Narcotics-Counter Insurgency Nexus
- Disrupt Narcotics Networks/ Drug Flows
- Disrupt Funding Streams to the Insurgency
- Integrated with USMIL/ISAF Forces
- Synchronized in Time and Space with ISAF Campaign Plan

Afghan Team

- Ministry Of Interior/Counter Narcotics Police-Afghanistan (CNP-A)
- Sensitive Investigative Unit (SIU): Vetted Police Investigators
- Technical Investigative Unit (TIU): Judicial Intercept Program
- National Interdiction Unit (NIU): Tactical Enforcement Arm
- Strike Force: Ministry of Interior Combined Investigative Unit
- Major Crimes Task Force (MCTF)

Capacity Building

- Mentoring 3 Vetted Units: SIU/TIU/NIU
- Regional Training Team (RTT): Provides Basic, Advanced and Sustainment Training to the SIU/TIU/NIU
- Operational Support Teams: Provides Emergency Medical and Communications Support to the NIU
- Executive Mentor Program: Provides Advice and Guidance to Afghan Executive Leadership and Senior-Level Managers of the CNP-A

DEA Team

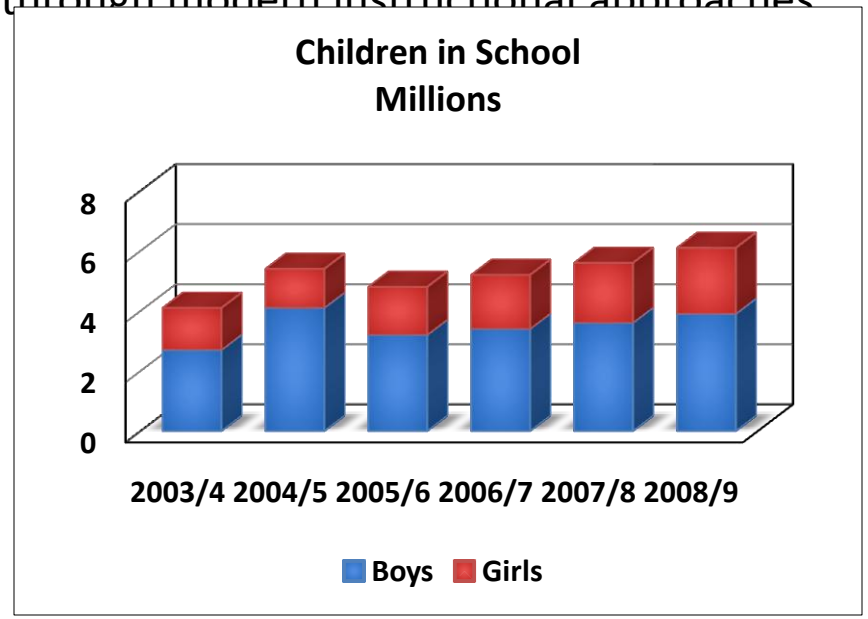
- 80 Agents, Analysts, Support Personnel
- Kabul, Helmand, Kandahar, Herat, Konduz, Jalalabad

Health

- A model of good governance, the Ministry of Public Health is the first ministry to receive large amounts of direct USG assistance in the Host Country Contract.
- Provided basic health services to more than 8.5 million people in 13 provinces each year – raising access to healthcare by 76% and cutting under 5 mortality by 25% and infant mortality by 22%.
- Inoculated more than 90 percent of children under five (seven million) against polio.
- Built/refurbished 663 Health Clinics
- 14 million basic health products sold through social marketing.
- Number of midwives has quadrupled – responsible for trainings for 2500 midwives; and trained 17000 health workers, doubling the total number.

Education

- In 2001, 900,000 boys were enrolled in school and girls were educated clandestinely. Today, nearly seven million children enrolled (still only 42% of Afghan children), and 40% of students are girls.
- Improved the qualifications of over 55,000 teachers and teacher educators to deliver the new primary and secondary school curricula through modern instructional approaches.
- Expanded access to primary education in areas with no government schools. Reached more than 2,500 communities and 96,000 children (68% are girls).
- Provided literacy/productive skills training to more than 100,000 youth/adults from more than 1500 communities in 20 in provinces in FY09.
- Provided English and IT skills training to over 9,000 university students and professors (nearly 15% of university population).



Increasing Opportunities for Women

- Strengthened the Ministry of Women's Affairs ability to develop and implement comprehensive communications strategies.
- Strengthened the capacity of provincial level Departments of Women Affairs (DoWAs) to operate as resource and referral centers for women in Mazar, Kandahar, Jalalabad, Hirat, Bamyan, and Kabul.
- In partnership with international donors, providing health treatment to more than 625,000 women and children monthly.
- 108,799 micro-finance loans worth $24.6 million have been extended to women.
- 52,500 female goat herders received cashmere-harvesting and -marketing training, enabling them to earn higher profits.
- More than 54,000 female students gained an education in US-funded community-based schools.
- Provided media training to more than 670 female journalists.
- Ambassador's Small Grants Program providing more than $27 million to strengthen Afghan-women-led NGOs and civil society organizations.

May 6, 2010

- Providing jobs for women to restore Kabul Women's Park.

Infrastructure

- Rehabilitated more than 1,700 km of roads, including regional and national highways.
- Built Afghan capacity and equipment to generate and import more than 250 megawatts of power, benefiting millions of Afghans.
- More than 26,000 Afghans are employed on USAID infrastructure projects.
- Improved more than 400 kilometers of canals and related irrigation infrastructure with significant community and government cooperation. More than 24,000 hectares of land are now irrigated.

Sub-National Governance

Partnership with the Independent Directorate for Local Governance

- Afghanistan Social Outreach Program (ASOP)
- Performance Based Governors Fund
- Regional Afghan Municipalities Program in Urban Populations
- Provincial Council Strengthening Program

Partnership with Ministry of Rural Rehabilitation and Development (MRRD)

- Largest donor to National Solidarity Program (NSP)

District Delivery Program

- Works with Ministry of Agriculture, MRRD, Health, Education, Justice, Finance, and the IDLG to provide incentives to district level officials.
- Mobilizes ongoing programs to facilitate basic service delivery as per national guidelines

Anti-Corruption Efforts

Strategy: Help strengthen accountability of the Afghan government, and achieve high-profile successes to show Afghans their government is fighting corruption.

HOW?

- Reduce opportunities for corruption.
- Capacity building of judicial and law enforcement institutions.
- Educate and empower the public to expect and participate in transparent and accountable governance.

RECENT ACHIEVEMENTS

- Established Major Crimes Task Force.
- Established reporting mechanism for USG employees to report corruption.
- High profile investigations of financial institutions and arrests of corrupt officials.
- Mentored the prosecutors of the Anti-Corruption Unit.
- Convinced Supreme Court to establish an Anti-Corruption Tribunal.

March 20, 2010

Major Crimes Task Force

- The Major Crimes Task Force (MCTF) is housed at Camp Falcon, just north of the Kabul International Airport
- It will eventually house FBI, the U.K.'s Serious Organized Crime Agency (UK SOCA) and affiliated advisors working with MCTF investigators from the Ministry of the Interior and National Directorate of Security.
- The MCTF will consist of Kidnapping, Corruption, Organized Crime, Intelligence, Technical, and Terrorism Units. The Anti-Corruption Unit personnel are actively working cases at Camp Falcon.
- Technical Investigation Unit Afghan personnel are trained and mentored by DEA at Camp Falcon

March 20, 2010

DHS Border Management Task Force

Purpose: To assist and guide the Government Afghanistan (GIRoA) in the development and operation of a sustainable, strategic, integrated border management program (BMP).

Goals:

- Strengthen operations within border crossing points via mentoring.
- Improve basic skills of the Afghan Customs Department (ACD) via a national training program which began on Jan 16th 2010.
- Improve Afghan Border Police basic training efforts.
- Support the Chief of Mission-US Embassy as the de-confliction center for all Border Security and Customs Related Issues, including infrastructure (i.e. border crossing points).
- Conduct Border Security and Counter Narcotics Operations throughout Afghanistan in support of GIRoA and Counter Insurgency Operations.
- Assist GIRoA with conducting Customs and Immigration Investigations relative to corruption, customs violations and immigration violations (ICE).

March 20, 2010

Immigration & Customs Enforcement DHS

Investigative Priorities

- Money laundering violations (including bulk cash smuggling and trade-based money laundering)
- Illegal export or diversion of controlled U.S. technology, single and dual use
- Contraband smuggling (imported and exported merchandise/narcotics)
- Child pornography, sex tourism and child exploitation
- Trade fraud violations including intellectual property crimes, tobacco smuggling, force child labor and other traditional customs fraud schemes
- Alien smuggling and human trafficking
- Document fraud and Visa Security

Investigative Targets

- Criminal Networks Supporting the Insurgency
- Threat Finance / Illicit Money Flows
- Corrupt Government Officials

Investigative Operations

- Operation FinTRAX
- Operation Global Shield

Interagency Engagement

- Airport Interdiction Task Force
- Major Crimes Task Force
- Afghan Threat Finance Cell
- Interagency Operations Coordination Center
- Visa Security Unit
- Combined Joint Interagency Task Force

Capacity Building

- Provide instruction at the Counter Narcotics Training Academy with regard to Customs training courses.
- Provide training to Afghan officials, in conjunction with the World Customs Organization, in anticipation of Operation Global Shield
- Provide training to Afghan investigators from the National Security Directorate and the Ministry of Interior-Criminal Investigations Division, through the MCTF, relating to Bulk Cash Smuggling and Border Crime