Commander's Emergency Response Program (CERP) Acquisition Team:

Brigade Commander
Responsible for the overall implementation of the CERP within the brigade's area of responsibility (AOR). Appoints, in writing, the brigade's and subordinate battalions' project purchasing officers (PPOs) and paying agents (PAs). Identifies and approves projects within his spending authority and ensures the proper management, reporting, and fiscal controls are established to account for CERP funds. Ensures procedures are in place to ensure the quality and completeness of contracted work before progress payments are made. Upon project completion, ensures the facility is turned over to local authorities in accordance with established policies.

Battalion (BN)/Task Force (TF) Commander
Responsible for the overall implementation of the CERP within the BN/TF AOR. Nominates his designated PPO and PAs. Identifies and approves projects within his spending authority and ensures the proper management, reporting, and fiscal controls are established to account for CERP funds. Ensures procedures are in place to ensure the quality and completeness of contracted work before progress payments are made. Upon project completion, ensures the facility is turned over to local authorities in accordance with established policies.

Civil Affairs Officer/S-9 Staff
The key planners for the execution of the unit CERP. Provide the critical links to civil authorities within the unit's AOR. In the unit CERP, the S-9 and his staff can be expected to develop plans and programs and recommend policies to build the relationship between the unit and local civil authorities; provide advice on the prioritization of allocated CERP funds; conduct the daily management of the unit CERP projects; coordinate and integrate area assessments of infrastructure and public service systems; provide generalist expertise and project nominations in the areas of public health, public works, and public safety; and facilitate project coordination with other U.S. government (USG) agencies, nongovernmental organizations, international organizations, and regional organizations operating within the unit's AOR.

Brigade Staff Judge Advocate
Reviews project nominations to ensure they are in compliance with established theater guidelines and orders. Receives, investigates, and recommends adjudication of civilian claims for battle damage of personal property. Receives, investigates, and recommends adjudication of claims for condolence payments due to civilian deaths or injuries that result from coalition operations.

Staff Engineer
Serves as the engineering and technical expert to review projects funded through the unit CERP. Assists with engineering assessments of indigenous infrastructure systems and public services. Identifies options and potential engineering solutions to infrastructure-related issues. Prepares and/or reviews project scope of work. Assists in conducting quality control and quality assurance inspections of completed work.

Project Purchasing Officer
Serves as a direct representative of the contracting officer and is granted authority by the commander to procure services and materials for the unit in accordance with theater policies outlined by the servicing contracting office. The PPO receives his training from the command's servicing contracting office and performs a number of important functions in the unit CERP. Specifically, the PPO manages the unit CERP budget, manages individual project nominations, provides advice and oversight for all unit projects, maintains project files and required forms and obtains appropriate signatures/approvals during the project approval process, and ensures quality assurance measures are in place for all CERP projects.

Paying Agent
Serves as the direct representative of the servicing finance office's dispersing officer. Has overall responsibility to receive and disburse cash payments for CERP projects in accordance with guidance from the unit PPO. The PA is trained by the unit's servicing finance office and has pecuniary liability for any cash or paid vouchers. The PA ensures CERP funds are delivered, transported, and safeguarded in accordance with theater-specific policy. The PA is not authorized to delegate further his responsibilities for CERP funds.
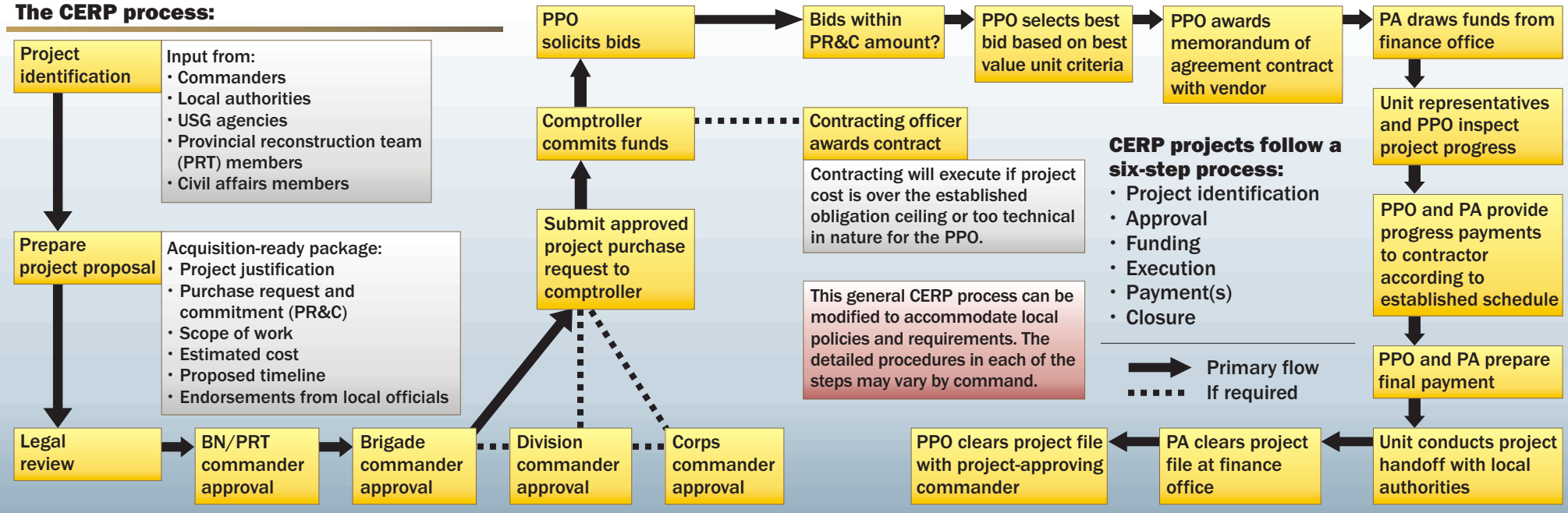
Contingency Contracting Officer
Trains PPOs and provides contracting advice, guidance, and assistance when required, especially when the project cost is over the established obligation ceiling for the PPO or too technical in nature. Theater commands will establish project-funding ceilings that require the use of a warranted contracting officer in lieu of the unit PPO.
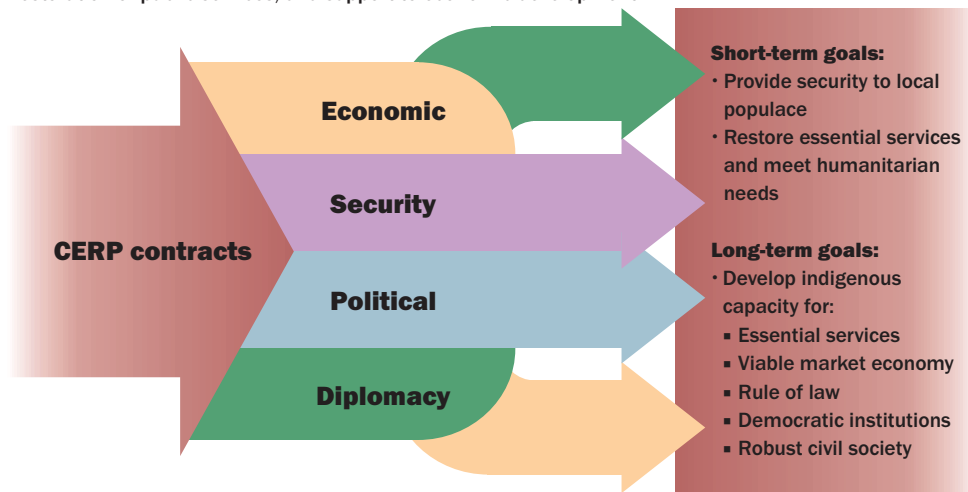
S3 Effects Coordination Cell
Coordinates all effects for the unit and assists both the current operations and future plans cells. Serves as a liaison between the unit, information operations, civil affairs, psychological operations, and intelligence in regard to CERP projects.

The CERP process:

Project identification

Input from:
- Commanders
- Local authorities
- USG agencies
- Provincial reconstruction team (PRT) members
- Civil affairs members

Prepare project proposal

Acquisition-ready package:
- Project justification
- Purchase request and commitment (PR&C)
- Scope of work
- Estimated cost
- Proposed timeline
- Endorsements from local officials

Legal review → **BN/PRT commander approval** → **Brigade commander approval** → **Division commander approval** → **Corps commander approval**

Submit approved project purchase request to comptroller

Comptroller commits funds

PPO solicits bids → **Bids within PR&C amount?** → **PPO selects best bid based on best value unit criteria** → **PPO awards memorandum of agreement contract with vendor** → **PA draws funds from finance office**

Contracting officer awards contract

Contracting will execute if project cost is over the established obligation ceiling or too technical in nature for the PPO.

CERP projects follow a six-step process:
- Project identification
- Approval
- Funding
- Execution
- Payment(s)
- Closure

This general CERP process can be modified to accommodate local policies and requirements. The detailed procedures in each of the steps may vary by command.

→ Primary flow
▪▪▪ If required

Unit representatives and PPO inspect project progress

PPO and PA provide progress payments to contractor according to established schedule

PPO and PA prepare final payment

Unit conducts project handoff with local authorities

Unit conducts project handoff with local authorities → **PA clears project file at finance office** → **PPO clears project file with project-approving commander**

How CERP supports the counterinsurgency effort:

The CERP provides a critical capability in the commander's toolbox for conducting stability operations. CERP funds provide tactical commanders a means to conduct multiple stability tasks that have traditionally been performed by U.S., foreign, or indigenous professional civilian personnel or agencies. These tasks include but are not limited to the reconstruction of infrastructure, support to governance, restoration of public services, and support to economic development.

CERP contracts → Economic / Security / Political / Diplomacy

Short-term goals:
- Provide security to local populace
- Restore essential services and meet humanitarian needs

Long-term goals:
- Develop indigenous capacity for:
  - Essential services
  - Viable market economy
  - Rule of law
  - Democratic institutions
  - Robust civil society

Authorized uses of CERP funds:

- Water and sanitation projects that repair or develop water- and sewer-related infrastructure (wells, filtration and distribution systems, storage tanks, pumping stations, and treatment plants).
- Food production and distribution projects that increase food production or food distribution processes (food storage centers/warehouses and food distribution facilities).
- Agriculture projects that increase agricultural production or provide for cooperative agricultural programs (irrigation systems, pipelines, pump units, and irrigation canals).
- Electricity projects that repair or develop electrical power or distribution infrastructure (generators, distribution lines, substations, towers, and residential/commercial connections).
- Healthcare projects that repair or develop healthcare facilities and services (hospitals, clinics, urgent healthcare services, immunizations, medicine, and medical supplies or equipment).
- Education projects that repair or develop education facilities (schools, universities, education supplies, furniture, and equipment).
- Telecommunications projects that repair or develop telecommunications systems or infrastructure (cell phone towers, switch networks, hubs, and telephone lines).
- Economic, financial, and management improvement projects that improve economic or financial security (banks, banking systems, and facility security).
- Transportation projects that repair or develop transportation systems (roads, bridges, culverts, and public transportation stations and facilities).
- Rule of law and governance projects that repair or develop government buildings and legal facilities (administration offices, courthouses, and prisons).

- Irrigation projects that repair or develop irrigation systems (canals and pump stations).
- Civic clean-up projects that remove trash and clean up communities (trash collection and disposal programs, landfills, and waste incinerators).
- Civic support projects that purchase or lease vehicles to support civic and community activities.
- Civic and cultural facilities projects that repair or restore civic or cultural buildings and facilities (museums and historic and cultural sites).
- Repair of damage that results from U.S., coalition, or supporting military operations and is not compensable under the Foreign Claims Act.
- Condolence payments to individual civilians for the death or physical injury from U.S., coalition, or supporting military operations not compensable under the Foreign Claims Act. Condolence payments may include payments made to the surviving spouse or next of kin of defense or police personnel who are killed because of U.S., coalition, or supporting military operations (sometimes referred to as "martyr" payments).
- Payments to individuals upon release from detention.
- Protective measures projects to enhance the durability and survivability of critical infrastructure sites (fencing, lighting, barrier materials, berms, and guard towers).
- Other urgent humanitarian relief or reconstruction requirements not covered above but equally critical to local humanitarian and reconstruction needs and deemed necessary by local commanders (e.g., facilities related to firefighting, rescue services, and removal of hazardous materials).

CERP funds may not be used for:

- Direct or indirect benefit to U.S., coalition, or other supporting military personnel.
- Goods, services, and funds to national armies, national guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, intelligence, or other security forces. (Other funds, such as the Iraq Security Forces Fund and the Afghanistan Security Forces Fund provide other avenues of financing for such projects.)
- Weapons buy-back programs or other purchases of firearms or ammunition, except as authorized by law and separate implementing guidance. (Do not confuse CERP with the monetary reward program authorized by 10 United States Code [USC] §127[b], which is not a weapons buy-back program.)
- Entertainment.
- Reward programs. (However, many reward programs are authorized by 10 USC §127[b] and implemented in Iraq and Afghanistan through major command orders.)
- Removal of unexploded ordnance.
- Services available through municipal governments.
- Salaries, bonuses, or pensions of Afghan or Iraqi military or civilian government personnel.

- Conducting psychological operations, information operations, or other U.S., coalition, or Iraqi Security Forces/Afghanistan Security Forces operations.
- Support to individuals or private businesses, with the exception of condolence payments, battle damage payments, and micro-grants.
- Commanders may not circumvent established monetary limits and approval requirements for their echelon of command by "splitting" a single project into multiple, smaller-scale projects.

CERP projects have an inherently high risk for corruption. Be vigilant.

Common contracting fraud schemes in a deployed environment:

Product substitution	Price fixing
Defective pricing	Cost mischarging
Fabrication of records	Bribes, gratuities, and kickbacks
Government employee collusion	Individual fraud

Disclaimer: This Graphic Training Aid does not reflect all implementing guidance, as well as current theater-specific standing operating procedures which vary by theater and command. If in doubt about any potential use or restriction of CERP funds, commanders should get a ruling from unit legal, finance, and/or contracting officers.

Unit CERP coordination meetings:

Units should conduct regularly scheduled project coordination meetings or project review boards. These meetings ensure the projects under consideration are advancing and synchronized to the desired effects of the command using the doctrinal decide, detect, deliver, and assess method. These meetings are also used to:

- ☑ Disseminate command guidance.
- ☑ Review the status of the unit CERP fund account.
- ☑ Coordinate and synchronize the use of other available funds and resources.
- ☑ Prioritize available CERP funds across the command.
- ☑ Review and deconflict project proposals from subordinate units, local authorities, and other agencies.
- ☑ Recommend projects to be funded or deleted, based on their potential contribution to the unit's overall campaign plan and their support to decisive points and end states for each line of operation.
- ☑ Update the commander on the progress of previously approved projects.
- ☑ Share CERP- or project-related lessons learned.

When selecting proposed CERP projects, improve their probability of success by applying the following general principles:

Principle #1: Ownership
Indigenous population and local government officials must view any development program as their own, not as an imposed product from outside agencies.

Principle #2: Capacity building
The transfer of knowledge, techniques, and skills to the indigenous people, institutions, and government so they obtain the requisite abilities to deliver essential services to the population.

Principle #3: Sustainability
Design and select only those projects and services that will have a lasting effect on the local population.

Principle #4: Selectivity
Allocate resources based on need, local commitment, and foreign policy interests.

Principle #5: Assessment
Carefully research nominations, adopt best practices, and design for local conditions in proposed CERP projects.

Principle #6: Results
Direct resources to achieve clearly defined, measurable, and strategically focused objectives.

Principle #7: Partnership
Collaborate closely with local governments, communities, nonprofit organizations, private sector, and international organizations.

Principle #8: Flexibility
Adjusting to changing conditions, taking advantage of opportunities, and maximizing effectiveness are important components of any reconstruction and development program.

Principle #9: Accountability
Enforcing accountability, building transparency into systems, and emplacing effective checks and balances to guard against corruption are important components to any relief, reconstruction, or development program.