

Training and Evaluation Outline Report

Task Number: 71-8-7352

Task Title: Coordinate Support for Private Sector Development (Brigade - Corps)

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADRP 3-0	Unified Land Operations	Yes	No
	ADRP 3-07	STABILITY	Yes	Yes
	ADRP 4-0	SUSTAINMENT	Yes	No
	ADRP 5-0	The Operations Process	Yes	No
	ADRP 6-0	Mission Command	Yes	No
	AR 70-1	ARMY ACQUISITION POLICY	Yes	No
	ATP 3-07.5	STABILITY TECHNIQUES	Yes	Yes
	FM 3-07	STABILITY OPERATIONS	Yes	Yes

Condition: The command has received an operations plan, or warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on coordinating support for private sector development. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. Standard MOPP conditions do not exist for this task. See the MOPP statement for specific conditions.

Standard: The staff, led by the G9/S9 element coordinates support for the development of the private sector and implements programs to support the employment of large portions of the labor force. This includes acquiring goods and services from the local economy in order to infuse cash into local markets and initiate additional public investment and development in accordance with local and military law and the commanders guidance.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters to determine the performance measures that may not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: Task Content Updated 17 September 2012

Notes: Prior to task execution, the training unit should be provided a estimated private sector development budget, local contracting policies, and a scenario appropriate private sector infrastructure.

Additional Reference/proffessional reading:

. Money As A Weapon System Afghanistan (CERP SOP) Updated: March 2012 -This revised Money as a Weapon System-Afghanistan (MAAWS-A) CommandersEmergency Response Program (CERP) Standard Operating Procedure (SOP)provides guidance on how we execute projects in support of the Afghanistanpopulation and the Government of the Islamic Republic of Afghanistan(GIRoA).<https://forums.army.mil/SECURE/CommunityBrowser.aspx?id=1092306&lang=en-US>

TASK STEPS

1. The staff, led by the G9/S9 element, identifies host nation (HN), nongovernmental organization (NGO), or government personnel within the area of operations (AO) who may have useful information and resources.

2. The staff, led by the G9/S9 element, coordinates support efforts in the AO between military, United States Government (USG) civilian agencies, NGOs, and HN.

- a. Identify common objectives and priorities.
- b. Identify opportunities for cooperation.
- c. Lead the effort to achieve shared objectives.
- d. Verify the cooperation of corps' personnel with partner organizations

3. The staff, led by the G9/S9 element, analyzes area assessments collected at lower levels and produce an economic report for the AO including:

- a. Obstacles, threats and opportunities for job creation and economic growth.
- b. An evaluation of the private sector:

(1) Labor Market:

- (a) Unemployment rate.
- (b) Job requirements and skills shortfalls by location.
- (c) Education/training/healthcare systems.
- (d) Wage norms and trends.

(2) Goods and Services Market.

- (a) Supply and demand for goods and services.
- (b) Price norms and inflation trends.

(3) Economic Key Terrain.

- (a) Location/condition/security of markets.
- (b) Energy and water sources.

(c) Related transportation/telecommunications networks.

(d) Local business culture.

(e) Impact of corruption.

(4) Growth trends by sector.

(a) Agricultural.

(b) Manufacturing.

(c) Handicrafts.

(5) Effectiveness of the Rule of Law System.

(6) Economic Governance.

c. Capital needs.

4. The staff, led by the G9/S9 element, coordinates economic generation efforts of unit personnel across the AO.

5. The staff, led by the G9/S9 element, coordinates cooperation of the unit personnel with USG agencies.

6. The staff, led by the G9/S9 element, uses allocated funding for private sector development activities.

a. Must be done in timely manner.

b. Amount acquired should be as close to the AO's needs as possible.

(1) Amount based on area assessments and analyses of the lower levels.

(2) Includes funding for:

(a) Small-scale grants to small enterprises.

(b) Out-sourcing certain services to local firms and workers.

(c) Purchasing goods from local firms.

(d) Public works projects.

7. The staff, led by the engineer element in coordination with the Expeditionary Contracting Command (ECC), coordinates the out-sourcing of construction and other service contracts to local HN firms.

a. Coordinate with the Staff Judge Advocate to provide legal assistance for developing contracts.

b. Allocate funds to lower echelons for purchasing goods and services from the local economies in the AO.

8. The staff, led by the G9/S9 element, organizes regional business associations to promote commerce.
 - a. Facilitates seminars of best practices and strategies.
 - b. Develops social network sites for business associations.
 - c. Disseminates reports including information about:
 - (1) Business opportunities.
 - (2) Available business assistance.
 - (3) State of economy in the AO.
 - d. Organizes local associations into larger provincial business associations to foster intraregional commerce.
 - e. Creates business forums and registry in order to facilitate a market economy.
 - f. Verifies that there is no monopolization or cartelization of markets.
9. The staff, led by the G9/S9 element, facilitates safe commercial interactions between soldiers and HN citizens.
 - a. Organize commercial vendor operations.
 - b. Develop execution and safety guidelines for conducting vendor operations.
 - c. Conduct certification process to approve vendors to come onto grounds of a military base.
10. The staff, led by the G4/S4 element in coordination with the ECC, determines which goods and services are appropriate to be purchased from local firms and enterprises including:
 - a. Labor for non-sensitive tasks around military bases (i.e. janitor tasks).
 - b. Services and public works projects for the local populous (i.e. trash collection, telephone services, power generation).
 - (1) Obtain funding for the project.
 - (2) Contract a local firm to conduct the project or hire local labor.
 - (3) Provide security for the project worksite.
 - c. Goods from commercial vendors.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff, led by the G9/S9 element, identified host nation (HN), nongovernmental organization (NGO), or government personnel within the area of operations (AO) who may have useful information and resources.			
2. The staff, led by the G9/S9 element, coordinated support efforts in the AO between military, United States Government (USG) civilian agencies, NGOs, and HN.			
a. Identified common objectives and priorities.			
b. Identified opportunities for cooperation.			
c. Lead the effort to achieve shared objectives.			
3. The staff, led by the G9/S9 element, analyzed area assessments collected at lower levels and produced an economic report for the AO including:			
a. Obstacles, threats and opportunities for job creation and economic growth.			
b. An evaluation of the private sector:			
(1) Labor Market:			
(a) Unemployment rate.			
(b) Job requirements and skills shortfalls by location.			
(c) Education/training/healthcare systems.			
(d) Wage norms and trends.			
(2) Goods and Services Market.			
(a) Supply and demand for goods and services.			
(b) Price norms and inflation trends.			
(3) Economic Key Terrain.			
(a) Location/condition/security of markets.			
(b) Energy and water sources.			
(c) Related transportation/telecommunications networks.			
(d) Local business culture.			
(e) Impact of corruption.			
(4) Growth trends by sector.			
(a) Agricultural.			
(b) Manufacturing.			
(c) Handicrafts.			
(5) Effectiveness of the Rule of Law System.			
(6) Economic Governance.			
c. Capital needs.			
4. The staff, led by the G9/S9 element, coordinated economic generation efforts of unit personnel across the AO.			
5. The staff, led by the G9/S9 element, coordinated cooperation of the unit personnel with USG agencies.			
6. The staff, led by the G9/S9 element, uses allocated funding for private sector development activities.			
a. Must be done in timely manner.			
b. Amount acquired should be as close to the AO's needs as possible.			
(1) Amount based on area assessments and analyses of the lower levels.			
(2) Included funding for:			
(a) Small-scale grants to small enterprises.			
(b) Out-sourcing certain services to local firms and workers.			
(c) Purchasing goods from local firms.			
(d) Public works projects.			

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5110	Plan Operations Using the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-7314	Plan Host Nation Key Personnel and Facilities Protection (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-7321	Plan Restoration of Public Safety (Brigade - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5111	Conduct the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-7331	Coordinate Essential Services for Host Nation (Brigade - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Materiel Items (NSN)

Step ID	NSN	LIN	Title	Qty
	7010-01-443-2309		COMPUTER SYSTEM,DIGITAL	1

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .