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SPECIAL EDITION U.S. ARMY CORPS OF ENGINEERS

FREE
2014 EDITION



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Members of the 569th Engineer Dive Detachment support the U.S. Army Corps of Engineers in Afghanistan by conducting hydrographical surveys and inspections of underwater structures at Kajaki and Dahla dams.



USACE

MISSION: NEXT

As Operation Enduring Freedom draws down, USACE builds infrastructure, relationships in Afghanistan, Africa and Asia

By Matt Alderton

KABUL, AFGHANISTAN, LOOKS nothing like West Point, N.Y.

The latter is lush and green, blanketed in trees that drink from the Hudson River. The former consists of arid urban sprawl, mostly desert beige but for the Hindu Kush mountains standing stoically behind town.

In geography, climate and culture, one place could not be more different from the other. But if you look closely on any given morning, you'll notice at least one thing Kabul and West Point have in common: a swarm of uniformed cadets standing in formation outside an elite military academy that turns soldiers into leaders.

In Kabul, that academy is the National Military Academy of Afghanistan (NMAA), one of several military schools that make up the Afghan National Defense University (ANDU). The brand-new campus provides education and training to the commissioned and non-commissioned officers of the Afghan National Army.

Inspired by the world's great military

academies, including the United States Military Academy at West Point, ANDU occupies 1,500 acres in Quarga, Afghanistan, a mountainous region on the far west side of Kabul. Construction on the first phase of the three-phase project included a headquarters building for NMAA, as well as barracks for instructors and students, a dining facility and classrooms. Contractors started work in 2010 and completed the project in 2012, at which point the U.S. Army Corps of Engineers took over the \$200 million effort.

Presently, the Corps is overseeing construction of the campus' remaining schools, including the Sergeants Major Academy, the Afghan Foreign Language Institute, the Officers Academy and the Command and General Staff College. Work is expected to continue through 2016.

"There's still quite a lot of work to be done, but it will be one of the Corps' prized projects because of the impact it's going to have on the Afghan National Army," explained Maj. Gen. Michael Eyre, commander of the Corps' Transatlantic Division, which oversees activities in the Middle East and Central Asia.

Although the Corps is known for public works in the U.S., it also executes military construction, host-nation construction, foreign military sales, humanitarian assistance and emergency response projects in 33 countries. By providing engineering and construction expertise in nations that lack it, the Corps helps the U.S. military create stability and prosperity that ultimately have a positive influence on national security at home.

"There's a reason Afghanistan has been a war-torn nation for decades, and that's its location and lack of governance," said Col. Michael Price, commander of the Transatlantic Afghanistan District. "What the United States has provided for Afghanistan is a basis for governance. We've provided an army and a police force that is securing their nation. The Corps is putting in the infrastructure to support that."

In fact, it will continue to do just that — even as U.S. forces in Afghanistan persist with the drawdown, which is slated for completion by December 2014.

"Afghanistan is still the main priority, not just for the U.S. Army Corps of Engineers, but for our nation," said Maj. Gen. Kendall Cox, USACE's deputy commanding general for military and international operations. "We will have a long-term presence in the region and a potential long-term enduring presence in Afghanistan as we build critical

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facilities and infrastructure in support of securing the region.”

Even as it digs in its heels in Afghanistan, the Corps must prepare to support the U.S. military in strategic areas around the world. The years ahead therefore promise to be among the most active — and impactful — in the overseas history of the Corps.

AFGHANISTAN: DRAWING DOWN

The Transatlantic Afghanistan District is one of two districts in the Corps' Transatlantic Division, which provides construction, engineering and project management support to 20 countries in the Middle East and Central Asia. The other is the Middle East District.

As U.S. troops withdraw from Afghanistan, the Corps will gradually have a reduced workload there, which ultimately will lead to a reduced presence. The district has approximately 200 projects left to finish, valued at about \$1 billion, said Eyre. Projects that aren't finished by December 2014 will be completed by the Middle East District, which will absorb the Transatlantic Afghanistan District after the drawdown in the same way it absorbed the former Gulf Region District when U.S. troops left Iraq in 2011.

“We went from two districts in Iraq to a single district — the Gulf Region District — that then stood down, as well, and fell under the Middle East District. They now have an Iraq resident office collocated with the U.S. Embassy in Baghdad,” explained Eyre. The same consolidations will be made in the Afghanistan districts, until all that's left is a single resident office within the U.S. Embassy under the authority of the U.S. State Department.

Consolidating should not be mistaken for exiting. “As U.S. forces draw down in Afghanistan, it doesn't necessarily mean the U.S. Army Corps of Engineers will draw down,” said Tom Waters, the Middle East District's deputy for programs and project management. “We will stay in Afghanistan as long as there's a workload that supports Afghanistan.”

Many of the Corps projects currently underway in Afghanistan support the Afghan National Army and the Afghan National Police. Projects include the \$9 million Afghan National Army Presidential Information Coordination Center in Kabul — a three-story, reinforced concrete and structural steel complex where the Afghan president will coordinate with military leaders — and a slew of border crossing sites, border police stations and provincial district police headquarters.

“We're providing infrastructure for the Afghan National Army and the Afghan National Police so they're able to provide a safe, secure and stable country,” Eyre said.

Going forward, the Corps' enduring presence will be focused on a different kind of infrastructure — power, water and



U.S. Army Sgt. John Graham, far left, provides security for Rob Brochu, a Corps engineer who speaks with contractors working on the Parwan-Bayman Road in Afghanistan.



Left, Prime Power engineers inspect transformers at an Afghan Uniform Police center. **Right**, an overhead view of the Kajaki hydroelectric plant. The Corps installed a primary switch center at the dam to fix electrical problems.



MARK RAY/USACE; U.S. AIR FORCE



The Corps completed construction on three new Afghan Uniform Police district headquarters in western Afghanistan in 2013.

transportation — that will make the nation more stable by strengthening its economy, rather than its military.

Dam upgrades are the thrust of these efforts. “Afghanistan has two very significant dams: the Kajaki Dam and the Dahla Dam,” Cox said. “We have very large programs in support of the Department of State and USAID (U.S. Agency for International Development) to refurbish and enhance those two dams.”

Repairs and upgrades to Dahla Dam will improve irrigation in southern Afghanistan, where agriculture is prevalent, while the work on the Kajaki Dam will increase the nation's ability to generate electricity from hydropower. Work on both dams, a total investment of more than \$400 million, is expected to last through 2017.

ASIA: A REBALANCING

As important as Afghanistan remains, the Corps also is heavily invested in East Asia. In 2011, the Obama administration announced a strategic “rebalancing” of U.S. forces to that region from the Middle East.

“The Corps' mission overseas in Asia is tangible evidence of our rebalance to the Pacific,” said Eugene Ban, director of programs for the Corps Pacific Ocean Division, which includes four districts supporting 36 countries that fall under the purview of U.S. Pacific Command (PACOM).

It's hoped that by rebalancing existing military resources, democracies in Asia, which are heavily influenced by communist regimes in China and North Korea, will be strengthened. “To quote Secretary of Defense (Chuck) Hagel, this rebalance is not only about our security interests in this area; it's about a partnership of prosperity for this region and the world,” Ban continued.

Corps activity is especially strong in Korea and Japan, home to the Pacific Ocean Division's Far East and Japan districts, respectively. “As part of the rebalance, we have two very large programs that are relocating forces in both of those countries,” Cox said. “With direct support from the host nations, they're allowing us to enhance our partnership and strategic posturing in support of those two partners, but perhaps even more so in support of the overall PACOM theater-security strategy and objectives.”

In Korea, the Corps is executing nearly \$5 billion a year in military and host-nation construction through 2015, up from an average of \$2.6 billion a year over the last 10 years. The increase is owed largely to a \$10.7 billion program that will relocate approximately 12,000 U.S. troops stationed in South Korea to Camp Humphreys, about 40 miles south of Seoul. The bases they're moving from — including U.S. Army Garrison Yongsan in downtown Seoul — will be

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The aircraft carrier USS George Washington visits Yokosuka Navy Base in Japan. As Afghanistan winds down, the Corps, like the military, is shifting interests to East Asia.

returned to Korea as the country assumes a larger role in its own defense.

Col. Bryan Green, commander of the Far East District, called the relocation program “the largest military construction since the Panama Canal.” “Scope- and scale-wise, this is bigger than anything we’ve ever done in Korea,” said Patrick Beard, chief of the Korea Program Relocation Office. “It’s the largest peacetime effort the U.S. Army Corps of Engineers has executed.”

The program, 92 percent of which is being funded by South Korea, includes an expansion of Camp Humphreys from 1,200 acres to more than 3,500. The camp will accommodate more than 36,000 residents, up from the current 9,000, when work is complete in 2016.

“We’ll be constructing 655 new and renovated facilities over the next three years,” said Beard. The program includes everything from new schools and hospitals to new barracks. “Essentially, we’re getting the opportunity to build a city,” he said.

Similar relocations are underway in Japan. The Corps is relocating 59 jets from the USS George Washington’s carrier wing, currently stationed at the Naval Air Facility Atsugi, to the Marine Corps Air Station Iwakuni, some 600 miles away. Scheduled for completion by 2017, that relocation alone includes nearly 200 projects. Likewise, the Corps is consolidating Marine Corps bases in Okinawa, where a major undertaking is the construction of a new facility for Marine Corps Air Station Futenma, which will require another 200 projects executed through 2022.

“All of these programs are very large; they’re multibillion-dollar programs in aggregate, and 97 percent of the investment is by the government of Japan,” explained Ban. The programs, he said, are “realigning our forces in Japan for the long, enduring future.”

In Southeast Asia, the Alaska District is also planning for a long, enduring future. Instead of building military bases, however, it’s building schools, medical clinics, disaster centers and drinking-water infrastructure. Currently, it’s engaged in 100 of these projects in countries such as Cambodia, Laos, Sri Lanka, Vietnam, Thailand and Bangladesh.

“We’re establishing friendships for the United States in those countries as we rebalance toward Asia,” said Stan Wharry, chief of the Alaska District’s Asia Office.

AFRICA: SMALL PROJECTS, BIG IMPACT

According to Cox, the same types of friendships that are valuable in Asia can prove fruitful in Africa. There, the Corps’ Europe District is engaged in humanitarian-assistance projects in support of a presidential initiative to increase U.S. aid to sub-Saharan countries.

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USACE GLOBAL ENGAGEMENT

Fiscal Year 2013–2014



- 104 countries and territories where the Corps is engaged
- 35 countries and territories where the Corps has a physical presence (represented in **bold** text below)
- *Not shown

Afghanistan	Belize	Chile	Estonia	Haiti	Kosovo	Marshall Islands	Niger	Puerto Rico	South Sudan	Turkmenistan
Albania	Benin	China	Ethiopia	Honduras	Kuwait	Mauritania	Nigeria	Qatar	Spain	Uganda
Algeria	Bolivia	Colombia	Finland	Hungary	Kyrgyzstan	Mauritius	Oman	Romania	Sri Lanka	Ukraine
American Samoa	Bosnia-Herzegovina	Costa Rica	France	India	Laos	Mexico	Pakistan	Russian Federation	Suriname	United Arab Emirates
Angola	Botswana	Ivory Coast	Gambia	Indonesia	Latvia	Micronesia	Palau	Rwanda	Swaziland	United Kingdom
Antarctica*	Brazil	Croatia	Georgia	Iraq	Lebanon	Moldova	Palestinian territories	Saint Lucia	Sweden	United States
Armenia	Bulgaria	Cuba	Germany	Ireland	Liberia	Mongolia	Panama	Saudi Arabia	Switzerland	Uzbekistan
Australia	Burkina Faso	Djibouti	Ghana	Italy	Libya	Montenegro	Paraguay	Senegal	Taiwan	Venezuela
Austria	Cambodia	Dominican Republic	Great Britain	Japan	Lithuania	Morocco	Peru	Serbia	Tajikistan	Vietnam
Azerbaijan	Cameroon	Ecuador	Greenland	Jordan	Macedonia	Mozambique	Philippines	Singapore	Thailand	Virgin Islands (U.S.)
Bahrain	Canada	Egypt	Guam	Kazakhstan	Malawi	Nepal	Poland	Slovakia	Togo	Yemen
Bangladesh	Chad	El Salvador	Guatemala	Kenya	Maldives	Netherlands	Portugal	South Africa	Tunisia	Zambia
Belgium			Guyana		Mali	Nicaragua		South Korea	Turkey	

SOURCE: USACE

KATHLEEN RUDELL



JENNIFER ALDRIDGE/USACE

Students in Ghana pose for a photo near the site of a new school building being constructed by the USACE Europe District in partnership with U.S. Africa Command.

“In many cases, what we’re doing in Africa are very small programs, but they have a significant potential long-term effect in terms of prosperity, security and stability,” Cox said. “These are partnership relationships we want to enhance and maintain for a very long time.”

Typical of U.S. efforts in Africa is Power Africa, a White House program that commits \$7 billion through 2018 to energy projects in countries such as Ethiopia, Ghana, Kenya, Liberia, Nigeria and Tanzania. More than two-thirds of the population lacks electricity in these countries.

“With power comes opportunities for prosperity and economic growth, and that leads to security and stability in the region,” continued Cox, who said the Corps has offered support to USAID to execute the Power Africa mission.

Europe District Commander Col. Peter Helmlinger said small projects — ranging in investment from \$100,000 to \$500,000 — to renovate schools, refurbish medical clinics and sanitize water in Africa are

“strategically the most important thing” his district does. He expects the Corps to ramp up African activities even further as more U.S. troops leave Afghanistan.

“I see Africa as a growing interest to the United States,” Helmlinger said. “Many of the troops that used to deploy to Afghanistan are now regionally aligned with Africa. So, you will see more stateside-based brigades sending battalions and other elements to Africa for different engagement-type missions; the Corps of Engineers’ activities will grow commensurate to support those missions.”

From Afghanistan to Asia to Africa, the Corps isn’t just building facilities. It’s building relationships.

“The best way to win a war is to never have a war, and the only way you can prevent war is by shaping the environment with capabilities to enhance partnerships,” Cox concluded. “Engineering is the backbone for the relationships we need to enhance international security that then enhances our national security back home.” ●