

KANDAHAR AIRFIELD HEADQUARTERS AFGHANISTAN				QUARTIER GÉNÉRAL DU COMMANDEMENT AÉRIEN KANDAHAR AFGHANISTAN	
SUPPORT GROUP					
<b>STANDARD OPERATING PROCEDURES 106</b>					
<b><u>KANDAHAR AIRFIELD BAZAAR SCHOOL</u></b>					
Originator:	COMKAF Info Ops/ CJ1 MWR	Issue Date: Jul 12		Review due:	Jul 13
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**PURPOSE**

1. The purpose of the Standard Operating Procedure (SOP) is to detail the scope of, and responsibilities and arrangements for, the Bazaar School, its volunteers and the boys whom it supports. The mandate of the Kandahar Airfield Bazaar School is to provide qualitative educational and athletic programming for school boys aged 4 - 16. Although the School is independent from the KAF Saturday Bazaar it operates alongside on Saturday mornings; as such, this SOP should be read in conjunction with COMKAF SOP 391 (KAF Saturday Bazaar).

**APPLICABILITY**

2. This SOP is applicable to all personnel with responsibilities for running the Bazaar School, and all personnel who provide assistance to the School. COMKAF FP Influence Cell and CJ1 MWR are the controlling offices for the Bazaar School. Info Ops is responsible for: setting the overall policy, engaging with the AFG Ministry for Education re curriculum, and coordinating donations and deliveries of school supplies; CJ1 MWR is responsible for the day-to-day management of volunteers and queries relating to said.

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### **AIM**

3. The aim of this SOP is to outline the management of, and detail the responsibilities for, the Bazaar School.

### **MISSION**

4. To meet the learning needs of local Afghan students and to promote their social, educational and athletic development in a safe and inclusive setting.

### **VISION/ INTENT**

5. The Intent of the school is to connect both GIRoA and ISAF with the local population, whilst providing education to local nationals. The Kandahar Airfield Bazaar School will provide a safe, educational and fun environment where the boys develop through their studies, and play without external pressure or expectations.

### **INTRODUCTION**

6. The Kandahar Airfield Bazaar School draws students from the City of Kandahar and surrounding areas. The attendees are exclusively from the families of the Bazaar vendors. For education in the Bazaar School to be effective, the environment needs to be conducive to learning. Creating and maintaining a stimulating learning environment can be achieved through effective classroom organisation, a well-structured and sequential curriculum which provides opportunities for students to feel successful, and a climate of innovation. Young people are intrinsically motivated, and tasks which best elicit pupil motivation are those seen by students to be challenging and difficult but achievable.

7. Through the generous donations from individuals around the world, the KAF Bazaar School is well-stocked with a wide range of educational resources. Participants in the Bazaar School, both COMKAF CJ1 staff and volunteers, should be prepared to offer special projects and activities that broaden the mind and ability of the students. Such activities could include: music, art, carpentry and gardening for example.

### **STRATEGIES**

8. In response to the needs of students, Kandahar Airfield Bazaar School will:
- a. Stimulate students to pursue higher level goals and aspirations;
  - b. Provide a safe and supportive learning environment that acknowledges similarities and honours differences;
  - c. Provide learning activities at an appropriate level and pace;

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- d. Promote the development of creative thinking, problem solving and decision making, and independent study skills and processes;
- e. Present content that is related to broad-based themes, issues or problems and serves to integrate knowledge within and across the various disciplines;
- f. Provide students with opportunities to conduct individual or small group projects (investigations, inventions, artistic productions) of genuine interest;
- g. Expose students to a wide variety of fields of study, modes of expression, professions and occupations;
- h. Provide students with access to many varied and advanced human and material resources within and outside the School.

### **EDUCATIONAL PLAN**

- 9. The Kandahar Airfield Bazaar School recognises that Afghan students have different educational needs and obstacles to overcome as compared to North American and European students. Afghan teachers/ teaching assistants will provide the teaching services and curriculum; these teaching staff will be paid for out of the KAF Hearts and Minds Fund. CJ1 staff and KAF volunteers will supplement and enhance the learning experience for the children.
- 10. At the Kandahar Airfield Bazaar School the structure for the curriculum will be as follows:
  - a. The teachers will develop the curriculum to stimulate student interest and student success;
  - b. Students will be grouped by age for instruction in general curriculum areas; and
  - c. Students will engage in whole class, small group and/or individual integrated/ inter-disciplinary studies of broad-based themes, issues or problems.

### **SCHOOL FACILITIES**

- 11. The Kandahar Airfield Bazaar School is located in two buildings at the Kandahar Bazaar. The School comprises two closed buildings with a capacity for some 80-90 students, an open space that is utilised as a playground and sports pitch, and an outdoor gazebo area. Access to the School is limited to COMKAF Influence Cell and CJ1 MWR staffs for day-to-day matters and overall control, and the emergency services in the course of their duties. On Saturdays, access is additionally granted to volunteers by prior arrangement; see paras 12 and 13. The School keys are held by COMKAF Influence Cell and CJ1 MWR staffs.

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### ROLE OF VOLUNTEERS

12. Volunteers are a welcome and necessary resource for the successful operation of the School. Of particular value is the knowledge and understanding that unit Padres/Chaplins and experienced staffs who have supported the School previously can offer; as such, a mix of volunteers to include the aforementioned staffs is usually an ideal starting point. Volunteers are ideally part of a formed group which offers its services to CJ1 MWR and has an idea for an engaging activity for the students; numbers will be limited to between 10 and 15 per weekend, so as not to over-crowd the School area. Guidelines for volunteers are at Annex A.

13. All volunteers will be controlled through and by CJ1 MWR. Units and individuals may offer their services at any time; however, to ensure that security is maintained and volunteer time optimised, all offers of assistance are to be emailed to CJ1 MWR Group Mailbox (ISAF COMKAF MB CJ1 NU). On receipt, CJ1 MWR will check availability, and agree with the volunteers a mutually acceptable Saturday on which they can support the School. Final names of volunteers (using the form at Annex B) should be provided to CJ1 MWR not later than 1200 local on the Friday immediately prior to the volunteer Saturday; this list is then checked by CJ1 MWR and forwarded to the IMP for access control at the Bazaar.

### PHOTOGRAPHY

14. Volunteers will find that their time at the KAF Bazaar School is a rewarding and momentous experience, and one that they may wish to document and share with others. However, all participants are to note that **no photography or videos are allowed** in or around the vicinity of the School (including close-ups of the children) **without the prior approval** of CJ1 and Influence Cell (Hearts and Minds). Generally speaking, media articles and associated non-intrusive/ landscape photographs will be permitted by prior arrangement; posed or close-up photographs of the boys will not be permitted.

### PROPERTY ACCOUNTING

15. All school assets are the property of the KAF Hearts and Minds, and shall be recorded through CJ8, and accounted for iaw COMKAF SOP 401.

### LOSS OR DAMAGE

16. All losses or damages under Hearts and Minds shall be investigated by Influence Cell and reported to CJ8. Write-offs of NAF property shall be authorised by the Hearts and Minds, and processed by CJ8 iaw COMKAF SOP 401.

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### GENERAL FUNDING

17. Funding for school projects, including capital, general requirements and recurring expenses will be funded from the Hearts and Minds Fund. In all cases, advice should be sought from COMKAF Influence Cell and CJ8.

### DONATIONS

18. Sponsors and/or donations may be sought to fund the acquisition of additional furniture, supplies and equipment, or to support enhancements to the School's programmes or extra-curricular activities in accordance with COMKAF policies. Any donations should be passed to COMKAF Info Ops for distribution. Donations will be recognised by the School in such manner as approved by COMKAF Influence Cell.

### FUNDRAISING

19. The School and/or Info Ops/ CJ1 MWR may engage in a variety of fundraising activities in compliance with COMKAF policies. The School and COMKAF Influence Cell will mutually agree the use of funds generated.



Fabrice BEAUGRAND  
Colonel (FAF)  
Deputy Commander, Kandahar Airfield (DCOMKAF)

Annexes:

- A. Instructions for Volunteers.
- B. Bazaar School – Volunteer List.

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**ANNEX A** TO  
COMKAF SOP 106  
DATED JUL 12

### **INSTRUCTIONS FOR VOLUNTEERS**

#### **INTRODUCTION**

1. Volunteers are crucial to the success of the weekly school sessions; they offer diversity, and can provide novel ideas and challenges to enhance the boys' schooling experience. Bridging the cultural gap, whilst making learning a fun experience for the boys, benefits both the volunteer and the child. To make the sessions a rewarding and meaningful experience for all the participants, volunteers should come with a plan of what to do with the boys (crafts, games, projects or activities). Within the group of volunteers, there are likely to be teachers, coaches, artists, musicians, athletes, camp counsellors, and individuals with all sorts of backgrounds who could provide exciting and unique learning opportunities for the boys. The staff can assist with lesson/activity planning.

#### **VOLUNTEER PARTICIPANTS**

2. For each school session, 10-15 volunteers is the ideal number. Units and individuals may offer their services at any time; however, to ensure that security is maintained and volunteer time optimised, all offers of assistance are to be emailed to CJ1 MWR Group Mailbox (ISAF COMKAF MB CJ1 NU). On receipt, CJ1 MWR will check availability, and agree with the volunteers a mutually acceptable Saturday on which to support the School. Names of volunteers should be provided to CJ1 MWR (using the form at Annex B) not later than 1200 local on the Friday immediately prior to the volunteer Saturday; this list is then checked by CJ1 MWR and forwarded to the IMP for access control at the Bazaar. Access to the School will be granted ONLY for personnel whose names appear on the list for that particular Saturday.

#### **VOLUNTEER DRESS STANDARDS**

3. It is essential that all personnel involved with the Bazaar School dress appropriately and represent their respective nation to the highest standards. As such, the following dress code is to be adhered to:

- a. Serving military personnel (male/female) are to wear their respective combat duty uniform/ battle dress. Uniforms are to be clean and well presented.
- b. Civilian volunteers are to dress in smart casual civilian attire, long slacks and no sleeveless shirts are to be worn.

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### **SCHOOL ACTIVITIES/ RESOURCES**

4. Volunteers who intend to make something with the boys should bring an example of what the finished product will look like; language may be a barrier, so it would be helpful for the boys to have a sample of what they are doing. When planning the activity, volunteers are asked to keep in mind that there are probably over 80 boys aged between 4 -16 at the School, so they should think of activities that will keep everyone engaged and interested. It is often the older boys who are lacking age-appropriate activities. If volunteers are unable to plan an activity, the staff and CJ1 MWR are more than willing, with ample notice, to assist. Please let the Staff know as far in advance as possible what your proposed activities are, and if there are any resources or special arrangements you require.

5. Sports activities should be as controlled and structured as possible. Volunteers should plan 3 concurrent activities (this could be three football games or three activities through which the boys rotate), and assign volunteers to each activity. The boys will be divided into three groups according to their age. As part of your activity, it is encouraged for you to have the boys practice a skill at the beginning, and good sportsmanship throughout the activity. Please make every effort to maintain control of the boys at all times.

6. The KAF Bazaar School has a wide range of paper, crayons, games, books, puzzles, toys and craft supplies that volunteers are welcome to use when at the School, but they should assume responsibility for any items borrowed. The School relies on generous donations, so volunteers should make every effort to safeguard resources and ensure that games/puzzles etc. are intact when they are returned to School.

### **TIMINGS**

7. Generally, the School opens at 0900 Sat unless the Bazaar has been cancelled due to weather or for other reasons. All volunteers are required to be briefed before the School opens and, therefore, should be at the School not later than 0850.

0850: Briefing

0900-1000: Morning Activities

1000-1100: Formal Lessons (volunteers leave)

1100-1145: Sports

1145-1200: Clean up

1200: The boys collect their lunches and return to the Bazaar.

### **SCHOOL RULES**

8. Volunteers should help to enforce the following school rules:

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- a. Be respectful to others - no hitting, pushing, shoving, kicking, verbal assaults, etc.
- b. Be respectful of property - No writing on desks or walls, destroying property or resources, or throwing things in the classroom; garbage goes in the bin/trash.
- c. Bottled water is provided for drinking; urns of water are provided for hand-washing.

### GIFTS/ TREATS/ SNACKS

9. Many volunteers bring gifts or candies that they would like to hand out to the boys. This should be done only with the consent of the COMKAF HQ (Hearts and Minds); **it is not allowed to hand out anything to the boys without prior approval.** Donations can be made to the School, although these should be made through COMKAF Hearts and Minds.

### GOOD HOUSEKEEPING

10. To keep the School as clean as possible, cleaning supplies are provided at the School for use after the last activity. Volunteers should arrange for the classrooms to be cleaned prior to the boys' departure, and should encourage the boys to help with this. The suggested task list is at Appendix One to this Annex.

### PHOTOGRAPHY

11. Volunteers will find that their time at the KAF Bazaar School is a rewarding and momentous experience, and one that they may wish to document and share with others. However, all participants are to note that **no photography or videos are allowed** in or around the vicinity of the School (including close-ups of the children) **without the prior approval** of CJ1 and Influence Cell (Hearts and Minds). Generally speaking, media articles and associated non-intrusive/ landscape photographs will be permitted by prior arrangement; posed or close-up photographs of the boys will not be permitted.

### APPENDIX:

1. KAF Bazaar School Cleaning Duties.

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**APPENDIX ONE TO**  
**ANNEX A TO**  
COMKAF SOP 106  
DATED MAY 12

**KAF BAZAAR SCHOOL CLEANING DUTIES**

1. One of the goals of the KAF Bazaar School is to demonstrate that collaboration can be a positive experience, both at work and at play. Below is a list of some bite-sized cleaning tasks to be done at the end of the School day.

- |    |                                |                      |
|----|--------------------------------|----------------------|
| a. | Clean out cooler               | 1 volunteer, 2 boys  |
| b. | Wipe down tables               | 2 volunteers, 4 boys |
| c. | Garbage patrol (inside school) | 1 volunteer, 2 boys  |
| d. | Garbage patrol (yard)          | 2 volunteers, 6 boys |
| e. | Sweep out school floor space   | 1 volunteer, 3 boys  |
| f. | Clean windows (inside)         | 1 volunteers, 2 boys |
| g. | Clean windows (outside)        | 1 volunteer, 2 boys  |
| h. | Put chairs on top of tables    | 1 volunteer, 2 boys  |

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**ANNEX B TO  
COMKAF SOP 106  
DATED JUL 12**

**To:** CJ1 MWR\* (Email: ISAF COMKAF MB CJ1 NU)

**From:**

**BAZAAR SCHOOL – VOLUNTEER LIST** (submit by 1200 on Fri preceding Bazaar School duties)

The personnel listed below are volunteers who will participate in activities at the KAF Bazaar School on

**Saturday** \_\_\_\_\_ (insert date).

SERIAL	NAME	RANK	UNIT/COMPANY
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

**I have read and understood the 'Instructions for Volunteers' contained at Annex A to COMKAF SOP xxxx. With the exception of COMKAF and members of the Info Ops and CJ1 Branches who may be permitted access at any time, only those individuals listed above will be permitted access to the School.**

**NAME** \_\_\_\_\_ **RANK** \_\_\_\_\_

**SIGNATURE** \_\_\_\_\_ \* **DATE** \_\_\_\_\_

(Electronic forms are acceptable, and should be marked 'electronically signed')\*