



THE ENDURING LEDGER

Combined Security Transition Command-Afghanistan

January 2009



CSTC-A 2009 Almanac

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About the front cover: U.S. Army Capt. Kevin Mercer, the officer in charge of the 205th Corps Training Team, observes as an Afghan National Army trainer adjusts the site on an M-16 rifle in Kandahar, Afghanistan. (U.S. Navy photo by Chief Petty Officer David M. Votroubek)

About the back cover: General Bismullah Kahn, Afghan National Army Commander, replaces an Airman's Shoulder Sleeve Insignia from the Central Command to the CSTC-A patch at Camp Eggers in Kabul, Afghanistan. (photo by Seaman Tim Newborn)

MG Formica's Change of Command Speech

Distinguished guests and honored friends – Soldiers, Sailors, Airmen, Marines, and civilians of Combined Security Transition Command-Afghanistan, good morning. It is an honor and privilege to have the opportunity to serve here in Afghanistan. I accept the responsibilities of this command with pride and enthusiasm.

CSTC-A is a unique and complex command with an important and challenging mission. It has a well-earned reputation for success; it has been well served by Major General Bob Cone. Its ranks are filled with talented and committed people—precise, confident, fit, disciplined and courageous Soldiers, Sailors, Airmen, Marines and civilians who continue to become more culturally aware. I value and appreciate their selfless service. I am mindful of the sacrifices of their families at home and I am eager to join their ranks.

Honorable Minister Wardak, Minister Atmar, General Bismullah Kahn, General Mangal, I look forward to partnering

with your ministries and with the Soldiers and Police of the Afghan National Security Force as, together, we build capability and capacity to defeat our common enemy.

General McKiernan, we will work closely with the International Security Assistance Force, US Forces Afghanistan, and our coalition partners, and with the many governmental and non-governmental agencies engaged here in Afghanistan to forge unity of effort and to achieve our important objectives—the establishment of security and stability in Afghanistan. CSTC-A and the Afghan National Security Forces are an important component of the shape, clear, hold, and build approach, to achieve those objectives.

As I prepared for this assignment, I met many people who are keenly interested in Afghanistan. One thing struck me—once they had served here, in whatever capacity, or were engaged in duties that were involved here, they could not let go. They remained intensely interested in the success



MG Formica

of the mission here in Afghanistan.

They shared three attitudes that shaped that unyielding interest:

- They all had a profound respect and affection for the Afghan people.
- They recognized the importance of the mission here.
- And, they viewed this mission here as entirely achievable.

I am honored to join this team. Together, we wish Bob Cone well as he prepares for his next duties.

And, I pledge to you and all the Afghans my best efforts, as we partner together to build sustainable capability and capacity for the Afghan National Security Forces.

Yak team wahed.
Tashakor.

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Mission statement: The Combined Security Transition Command - Afghanistan in conjunction with the Government of the Islamic Republic of Afghanistan (GIROA), the International Security Assistance Force Afghanistan (ISAF) and the international community, and nested with the US Forces - Afghanistan Commander's intent, plans, programs and implements the generation and development of the Afghan National Security Forces (ANSF) in order to enable GIROA to achieve security and stability in Afghanistan.

Major General Formica assumes command of CSTC-A



photos by Seaman Tim Newborn

(Above) General Abdul Rahim Wardak, Afghan Minister of Defense; Mohamad Haneef Atmar, Minister of the Interior; General David McKiernan, Commander of the International Security Assistance Force; Major General Robert W. Cone, Combined Security Transition Command-Afghanistan outgoing Commanding General; and Major General Richard P. Formica, CSTC-A incoming Commanding General, render honors during the CSTC-A change of command ceremony Dec. 18.

(Top) The official party, led by Afghan Minister of Defense Abdul Rahim Wardak, Minister of Interior Mohamad Haneef Atmar, and General David McKiernan, Commander of the International Security Assistance Force and U.S. Forces Afghan, renders honors during the CSTC-A change of command ceremony.

(Photo right) Major General Robert W. Cone (left), CSTC-A outgoing Commanding General; and Major General Richard P. Formica (right), CSTC-A incoming Commanding General, share a moment after the Change of Command ceremony.



CSM advises on combat stress and safety



CSM Coleman

by CSM Arthur L. Coleman Jr.
CSTC-A Command Sergeant Major

I would like to start off this new year by welcoming our newest Soldiers, Sailors, Airmen, Marines and civilian contractors. Once again I would like to say that it's been a real pleasure over the past nine months to see our Soldiers, Sailors, Airmen, Marines and civilian contractors teaching,

coaching and mentoring the Afghan National Army, Afghan National Army Air Corps and Afghan National Police. I believe we are moving in the right direction. As time passes, I continually see growth and improvement within the ANA and ANP. This is only possible because of the true dedication and hard work of all servicemembers. Over the last several weeks two things that have become more apparent than ever are combat stress and safety.

First of all, combat stress is a common, predictable,

emotional and physical reaction that affects many servicemembers due to the stresses of combat. It is becoming of all of us, whether you're in a leadership position or a rifleman on guard duty, to be aware of and recognize the symptoms. Responding to early signs of combat stress allows adequate time for leadership to assist the servicemember in need.

As the command sergeant major of CSTC-A and the senior enlisted advisor for this command, I challenge our leaders to make servicemember observation a priority in your day-to-day routine.

Secondly is safety. We have all heard the saying 'safety is everyone's responsibility,' and that is obviously a true statement. However, statistically more casualties occur in combat due to accidents, than to enemy actions. The goal of this chain of command should be to train each servicemember so they have the knowledge to protect themselves and one another. Units with technically and tactically competent leaders have fewer accidents, thanks to well-disciplined training.

Last but not least, I wish you and your families a happy new year and a safe return back home to your loved ones.

Q and A with Major General Formica

Commanding General Major General Richard P. Formica assumed command at Combined Security Transition Command-Afghanistan in December 2008.

Q: Sir, in your view, what is the most important aspect of the CSTC-A mission?

A: CSTC-A exists as an organization to build, train, equip, and mentor the Afghan National Security Forces—the Afghan National Army and the Afghan National Police.

Q: In your command philosophy statement that asks the question “how do I fit in?” you said that Generals and CSMs shape and resource the Army, and that the soldiers “are the Army, its very heart and soul.” How do the various ranks complement each other?

A: I came to the conclusion a long time ago, somewhere in my career, that we all want to know where we fit in.

Generals and their Command Sergeant Majors shape and resource the Army. It doesn't mean that they don't command—they do—but they exercise command by making those kinds of decisions that shape and resource the organization in which they command.

Colonels and Lieutenant Colonels and their Command Sergeants Major command our army. Colonels and Lieutenant Colonels today more than ever are commanding their organizations, brigades and battalions, in combat.

Majors staff our army. They create a vertical link of staffs all the way from higher on down to the battalion.

Captains and their First Sergeants own our army. There isn't a Soldier in our army who isn't on a Captain's and First Sergeant's unit rolls, and there isn't a piece of property in our army that isn't in their property books.

Lieutenants lead our army. They are Platoon Leaders, Team Chiefs and Executive Officers.

They exercise that first-line leadership from the front between the Captain and the Soldiers who have to execute it. Warrant Officers, a unique rank in our army, provide expertise to our army.

Non-Commissioned Officers run our army. They truly are the back-bone of our army, and they run it. And then the Soldiers—they are our army—its very heart and soul. Every decision we make, from the Sergeant up, needs to consider the impact that that decision is going to have on our Soldiers and their families.

And so from the perspective of the commanding general at CSTC-A, I would



photo by Seaman Tim Newborn

Major General Richard P. Formica, Combined Security Transition Command-Afghanistan Commanding General, gives a speech to the troops on Dec. 19, 2008 in Kabul, Afghanistan at Camp Eggers.

tell you that Soldiers, Sailors, Airmen, Marines, and civilians are the heart and soul of this command. They're the heart and soul of their service, and they're why we are here.

No one is any more or less important than anyone else in the chain; they just fit in their place.

Q: You mention in your philosophy statement a precise, confident and culturally aware military force. How do these qualities help servicemen and women in Afghanistan?

A: Our relationship to the Afghans is fundamental to our ability to accomplish our mission and we can't do that without culturally aware Soldiers, from the General to the Soldier.

My command philosophy that evolved over time has adapted to this combined and joint command. It's now “precise, confident, fit, disciplined, courageous and culturally aware Soldiers, Sailors, Airmen, Marines and civilians,” who each have to contribute to the formation, and who each have to represent those characteristics in the work that they do.

Q: Your vision for CSTC-A says the joint and coalition headquarters will optimize their capabilities and contributions of each service. How will this be accomplished?

A: We are not an Army headquarters, nor an Air Force headquarters—we are a joint

headquarters, and we must optimize the capabilities of each component: Active, National Guard, Reserve, all services.

This isn't going to be just an Army culture, we ought to reflect all of them, and that's what we intend to do. We're going to do that by appreciating the value that a Soldier, Sailor, Airman, Marine or civilian brings, regardless of American or coalition partner.

Q: What do you think are our best teaching qualities as mentors to the Afghan army and police?

A: First, I think our teaching qualities begin with understanding why we're here. We're here to help develop capability and capacity in the Afghan National Army and the Afghan National Police. We must first and foremost respect the Afghan people, their culture, their government, and the Afghan National Security Forces that we're charged to build.

Second, we have to represent all that is best about our contribution. Whether we're Americans or from a contributing nation, we need to represent what is best about our service and what we bring.

Q: You mentioned at your change of command ceremony that we must renew our focus on the Afghan National Police. What would you like to focus on the year ahead for the ANP?

A: Organizationally, CSTC-A evolved to build, train, equip, and mentor the Afghan

National Army, and it's done a phenomenal job in doing so. The Afghan National Army today is one of the jewels in Afghanistan. It's a source of pride.

So, again, our predecessors recalibrated the organization of CSTC-A to be able to build both the army and the police, but we've got to make better progress, faster, in the police.

We're going to remain focused on the Ministry of Defense and the Afghan National Army while simultaneously increasing our focus on the Ministry of Interior and the Afghan National Police, organizationally and its resources, so that we can "shape, clear and hold" in order to enable the other elements of government to "build."

Q: It's a big mission when you think you're doing all of that while the ANA is fighting at the same time. In your vision statement you said we must "build a sustainable capacity and capability of the ANSF," What must CSTC-A focus on in the year ahead?

A: It is a tough mission. My observation is this is a very complex command; a combined joint headquarters with many stakeholders, national and international government agencies [with] a tough, demanding mission. People have high expectations.

We're at war. All the things that we're doing would be hard enough if we were just doing them in a static, peacetime environment, but we're not. We're building capacity while fighting a counter-insurgency.

It's a complex environment. It's an environment with an austere infrastructure, and it's an environment from a military perspective—what I would call a culture of poverty.

Fortunately, our ranks are filled with talented and committed people who are focused on the task at hand, who invested in the mission, and who have a genuine and profound respect for the Afghan people.

Those people are making a difference every day in advancing our ability to grow, to build, to equip, and to mentor the Afghan National Army and the Police.

Q: For the people who weren't able to come to the change of command ceremony, you mention that you have a philosophy that involves the "three cups of tea." Can you explain that?

A: *Three Cups of Tea* is a book by and about a man named Greg Mortenson who was a mountain climber. He found himself on K-2 in Pakistan, and he didn't make it all the way to the top. As they were coming down, he got separated from his party, and he spent a night or two alone



Major General Richard P. Formica, Combined Security Transition Command-Afghanistan Commanding General, gives a speech to the troops on Dec. 19, 2008 in Kabul, Afghanistan at Camp Eggers.

by himself on the mountain and almost froze to death. He found himself in a Balti mountain village. They rescued him and nurtured him back to health, and he made a commitment that he would return and build them a school, because he saw the environment in which the children attempted to get educated.

On page 149 of his book, he's at the point where he's back at the Balti mountain village. They've got all of the resources and they're building the school. He's playing the role of foreman, and he's being a stereotypical American. At one point the Balti elder, who was his mentor, pulls him aside, and I'm paraphrasing now, but he says, "Greg, we need to talk. You're driving us nuts." And then he said, "you see those mountains. Those mountains have been here for a long time. Sometimes, you have to listen to the mountains. We have been here a long time, too. We may be uneducated, but we're not stupid. Sometimes you need to listen to us."

The Balti elder continues, "you know Greg, the first time you have a cup of tea with a Balti, you're a stranger, the second time you have a cup of tea with a Balti, you are our friend, the third time you have a cup of tea with a Balti, you are our family and there isn't anything we wouldn't do for you, even die for you."

And the lesson that Greg learned there that applies to us, is that it's as much about building personal relationships, and taking the time to do that, than to just accomplish all of our tasks and rapid sequence so that we can check them off, like we feel comfortable doing, in our way.

So, sometimes you have to listen to the mountains, and you've got to take time to build relationships, and have that third cup of tea. Those two lessons Greg Mortenson learned, that he expressed in that book,

were to me, a way of characterizing the command and how I see us going about our business with the Afghan people.

Q: Last week you said at the CSTC-A awards ceremony that you will always say, now matter how often, "thank you to all of you (us) serving here in Afghanistan." Why is this important to you to say this?

A: First of all, because we don't say thank you enough. And I say thanks, first because they made a decision to serve their nation. They came into the Army, Air Force, Navy, Marines or chose to sign up to be a contractor. Some of them, reservists and guardsmen, both.

They made a decision to serve, and I want to say thanks. In this organization, as senior as it is, many of them have made the decision to stay several times, and I think it's important, especially in combat, and in an austere place like Afghanistan, for senior leaders from time to time, to just say thanks.

For a full copy of this interview, go to: www.cstc-a.com



Major General Richard P. Formica, CSTC-A Commanding General, greets guest at a luncheon following a transfer of authority ceremony on Dec. 18, 2008.



photo by Seaman Tim Newborn

Sergeant Major of the Afghan National Army Roshan Safi and Command Sergeant Major Arthur L. Coleman Jr. face each other during the shoulder-sleeve insignia ceremony held at Afghanistan at Camp Eggers in October 2008.

Q and A with Command Sergeant Major Coleman Jr.

Command Sergeant Major Arthur L. Coleman, Jr. assumed his position as CSTC-A's Command Sergeant Major in March 2008.

Q: Command Sergeant Major, in your 2009 command vision for CSTC-A, you mention that your first goal is to grow and sustain a professional Non-Commissioned Officer corps. How will we achieve those goals?

A: There are several ways we are going to continue to grow the Afghan National Security Forces. One of those is that we are going to continue to issue the NATO weapons systems, such as the M-16 A2 rifle, the M-240-Bravo machine-gun, as well as the M-249 SAW automatic weapon system. To give them a weapon that is more accurate and more lethal in terms of dealing with the enemy will enhance the capability of the Afghan National Army.

Q: Again, referring to your vision statement, you mention forging a true partnership with Afghan National Security Forces. What is essential towards making a partnership with coalition forces, Afghan National Police and Afghan National Army successful?

A: Several things: One is a relationship that we have with our Afghan partners here ensuring that the training is a joint effort towards the same goals. Making sure that we show courtesy and respect for the Afghan culture and paying attention to the things that may offend them.

Q: Last month at the ANA Sergeants Major seminar, you said that for a strong army to exist; a strong, well-trained NCO Corps, is essential. What must the ANSF focus on to accomplish this?

A: Education: I look at education as the key ingredient. It is the foundation of the growth of the ANA NCO corps. We are going to zero in on the leadership program where each and every

soldier or patrolman is going to have an opportunity to sit in the classroom. That's essential, and that is the foundation, the growth and the future of the ANSF.

Q: What kind of training programs are necessary to facilitate your vision of a confident, fit, disciplined force, both for coalition and Afghan forces? How can CSTC-A assist?

A: Physical fitness: We are integrating physical fitness into basic training where it is becoming a routine. It is also shown across the board where it's not only good to have a physically-fit military, but that it's also healthy for the individual to be fit as well.

Q: What have you observed about the quality of life improving for the ANSF?

A: Quality of life has improved tremendously; their barracks, their living conditions, the simple fact that they now have up-armored Humvees. To really understand how much has changed, you would have to know what it looked like a couple of years ago and just fast-forward to now.

Q: You mentioned accountability in your vision statement. How are the ANA and ANP accountable to their people?

A: Accountability is not just accountability for your weapons or for your individual equipment. The Afghan leadership and soldiers are accountable to their citizens; their citizens depend on, to protect them, and to keep this country secure.

Q: How do you see your mission evolving with MG Formica's vision?

A: Well, we're nested together. His vision statement and my vision statement are very close together, but independent in some areas. In some areas I'm focusing on the growth of the non-commissioned officers corps. That is going to be an area that I change gears a little bit, lean a little more to the right,

and put more emphasis on that particular segment of the ANA, as well as the ANP. The ANP organization is similar to the ANA, structure-wise, as well as organizationally, how it's tied together and it makes sense from the senior enlisted leadership perspective.

Q: You have said "A system is not a system until a NCO is involved." Can you explain what you mean?

A: Simply this: We talk about systems, and systems are very important. They are the foundation of each organization. Everything that happens in an organization has to have an effective system to it, but in order for that system to take legs and have some meat to it, you must have an NCO tied in to enforce it, to carry it out, to follow it to the end. There has to be a NCO in there somewhere who's going to carry it out, and enforce the standards and know what the task, conditions, and standards are. That takes a NCO.

*For a full copy of this interview, go to:
www.cstc-a.com*



photo by Petty Officer 1st Class Douglas Mappin
Command Sergeant Major Arthur L. Coleman Jr. congratulates an Afghan National Army Non-Commissioned Officer after his weaponry demonstration at the ANA Sergeants Major seminar in Kabul in November 2008.

Afghan National Army to expand to 134,000

The Combined Security Transition Command-Afghanistan will support the Ministry of Defense in building the Afghan National Army force structure to 122,000, with an authorized end-strength of 134,000.

The expansion will allow the Afghan Government to bolster security in critical areas and extend influence into the more remote regions of the country.

In 2008, the Afghan National Army expanded by 26,000 soldiers in effort to meet the overall goal.

CSTC-A expects the ANA to grow in the next year by about 28,000 soldiers. Originally, plans called for the 122,000 force structure expansion to be complete by the year 2014. However CSTC-A has plans to complete expansion as early as Dec. 2011, provided resources are available.

The rate of growth for the Afghan National Army depends on a number of factors, including recruitment rates, equipping, training, availability and construction of new facilities.

Growing to 122,000/134,000 is feasible because of ANA success to date in developing a professional Army, particularly in regard to recruiting, training and performance in combat.

With the completion of the ANA expansion, the ANA will be better poised to provide internal and external security for the people of Afghanistan. The hallmark of the program, however, is quality over quantity—a professional, modern, well-trained army capable of defending their country from insurgent forces.



photo by Spc. Luke S. Austin
Brigadier General Steven P. Huber and Command Sergeant Major Mark Bowman uncase the 33rd Infantry Brigade Combat Team, Illinois Army National Guard, colors in a Transfer of Authority ceremony at Camp Phoenix, Kabul, Afghanistan. The unit's colors are cased prior to mobilization until the ceremony concludes, which marks the beginning of the 33rd IBCT's tour of command of Combined Joint Task Force Phoenix VIII.

Afghanistan Regional Security Integration Command

Afghan Regional Security Integration Commands (ARSICs) are subordinate commands of CSTC-A's Task Force Phoenix. There are six ARSICs in CSTC-A, as shown in the map.

Each ARSIC is further composed of two major subordinate commands. The Regional Corps Advisory Command (RCAC) oversees all Embedded Training Teams and coordinates with Operational Mentor Liaison Teams in advising and developing the Afghan National Army units located within that ARSIC. The Regional Police Advisory Command (RPAC) in each ARSIC is responsible advising and developing the Afghan National Police units located within that ARSIC.

Each CSTC-A-ARSIC works closely with counterparts in the International Security Assistance Force for a combined team effort to assist in the development of the Afghan National Army and the Afghan National Police.



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CSTC-A Facts 2009

Combined Security Transition Command-Afghanistan



photo by Seaman Tim Newborn

An Afghan National Army Non-Commissioned Officer demonstrates his weapon capability on an M-16 A2 rifle during the third Sergeants Major Seminar in the spring of 2008 at the Kabul Military Training Center in Kabul, Afghanistan.

ANA: Training a fighting army

The Afghan National Army, with the help of Combined Security Transition Command – Afghanistan, continues to recruit and train soldiers to foster a professional and ethnically-balanced force for the field.

Because of widespread confidence in the ANA, the international community voted in September to expand the ANA from its current strength of 68,000 to 122,000 with an authorized end-strength of 134,000. Further expansion of the ANA will depend on several factors, to include security and resources available for expansion. The Afghan National Army expanded by 26,000 last year, and will expand by 28,000 in 2009. This compares favorably to growth of 9,700 in 2006-07.

The cost of the growth and sustainment of the ANA is currently estimated to be nearly 17 billion dollars through 2014. U.S. Defense Secretary Robert Gates believes additional Afghan forces are needed to defeat the

insurgency, protect the Afghan people and help the government expand its reach.

Fielding

• All five maneuver corps have been fielded. 13 of 19 brigade headquarters and 72 of 133 ground kandaks (battalions) in the 134,000 force have also been fielded

• Infantry kandaks are currently manned at 100 percent, with a goal of 110 percent manning

• 38 units have been validated for independent operations (Capability Milestone-1). This includes 24 kandaks, one corps headquarters, nine brigade headquarters, two Garrison Support Units, and two special Headquarters Service Support Brigade units

• Another 26 kandaks are currently rated as capable of leading an operation and an additional 29 are rated capable of participating in an operation

• Up to 14 units are expected to validate CM1 within the next 90 days

• In the next six months, the ANA will field eight additional ground kandaks, one brigade headquarters, and the Capital Division headquarters

• Six of eight commando kandaks are fielded

• The Afghan National Army is in the midst of a significant force modernization program, and will receive 4,150 up-armored humvees; 104,000 M16s; 1,700 M-240Bs; 2,600 M-249s, and 2,250 M-203s

Operational lead

• The best counter-insurgency strategy is to put Afghans in the lead. This not only increases combat effectiveness, it reduces civilian casualties

• Afghan National Army is leading 60 percent of the operations in which they participate (2008)

• The strength of the ANA is in its willingness to fight and familiarity with their native terrain

• Challenges in the ANA are supporting systems: logistics, personnel, fire support, and casualty evacuation

• The ANA Commandos are the tip of the spear of what is possible in Afghanistan: a highly trained, disciplined force with the latest technology, fighting the Taliban wherever they may try to hide.



photo by Petty Officer 1st Class Shawn D. Graham
An Afghan National Army commando raises his unit's validation certificate at a graduation ceremony at Camp Morehead.

Afghan National Army Air Corps takes flight

On Jan. 17, 2008, President Hamid Karzai inaugurated the re-birth of the Afghan Air Corps as part of Air Power Day. In the year since its rebirth the Afghan National Army Air Corps has progressed from only an idea to a powerful Afghan force with an impact that was clearly felt on the battle field in 2008. The year 2009 will be another banner year for ANAAC as it continues to grow.

The ANA has been able to “get into the air now” and create quick successes in the Air Corps through two key principles: re-certifying already-trained Afghan pilots, and using refurbished Soviet aircraft that are familiar platforms to these pilots and crews.

Air Corps “graybeard” pilots comprise a very experienced pilot base that is paving the way for the future generation of young Afghan pilots who are in training now.

The campaign plan to build a self-sustaining Air Corps is on track: airfields, facilities, additional aircraft and manning.

Aircraft Inventory Growth

- At the beginning of 2008, the ANAAC



photo by Petty Officer 1st Class Douglas Mappin
An ANAAC air mechanic and his mentor inspect the engine of an AN-32 aircraft at the Kabul Air Corps airfield.



photo by Air Force Master Sergeant Andy Dunaway

Afghan National Army Air Corps Fire Fighters train during a casualty evacuation exercise 2008 in Kabul, Afghanistan.

operated eight Mi-17s; two An-26s; two An-32s; six Mi-35s

- At the end of 2008, the ANAAC operated 18 Mi-17s—including three DV configured Mi-17s; one An-26; six An-32s; six Mi-35s
- The future of the ANAAC was crafted during 2008; contracts for 18 C-27A and 10 Mi-17V5 helicopters were finalized

ANAAC Operations 2008

- Through 2008, the ANAAC made significant progress in the number of sorties flown (sortie is one leg of an airborne mission), passengers flown, cargo transported, Human Remains Recovery/MEDEVAC missions.
- For January-March 2008, the ANAAC averaged 3,331 passengers flown; 16,285 kilograms of cargo; 162 sorties; nine HRR/MEDEVAC transported
- For September-November 2008, the ANAAC averaged 8,498 passengers flown; 102,000 lbs. of cargo, 789 sorties; 98 HRR/MEDEVAC transported. This is a dramatic increase over the previous year
- In the beginning of 2008, ISAF supported a majority of Afghan airlift; by the end of 2008, ANAAC supported the majority of Afghan airlift needs with ISAF supporting only when needed.

Infrastructure Growth

- Completed construction and

acceptance of the new Kabul Air Wing and Corps HQ which include the two largest free-standing buildings in Afghanistan; total cost 183 million dollars

- Commenced construction for facilities costing 61 million dollars for the ANAAC Kandahar Air Wing
- ## Pilot Training

- Significant training was conducted with “grey beard” pilots during 2008, training them on Western flying methods and English language training
- The future of the ANAAC pilot corps received a boost in 2008; 46 pilot candidates were selected from the National Military Academy of Afghanistan and current ANA members
- These pilot candidates will begin pilot training in 2009 in the US, Canada, and India

Training

- As of December 2008, Kabul Air Corps Training Center (KACTC) graduated 357 students in classes such as: Aviation English; Basic Fire Fighter; Air Corps Orientation; Introduction to Computers; Basic Maintenance; Mi-17 Crew Chief; Literacy Course; Logistics Course; Aerial Gunner; Fire Officer
- KACTC started its first class on April 5, 2008.

CSTC-A Facts 2009

Combined Security Transition Command-Afghanistan



photo by Seaman Tim Newborn

General Monir Mangal, Deputy Minister of Interior appoints Sergeant Major Karim Khan to be the ANP senior enlisted leader at the Kabul Police Academy for Non-Commissioned Officers in Kabul, Afghanistan in 2008.

Reforming the culture of the Afghan National Police

The Afghan National Police is more than 78,000 members strong with an authorized force of 82,000 to bring peace and security to Afghanistan. The Combined Security Transition Command-Afghanistan has trained more than 25,000 police since June of 2007, when CSTC-A assumed this mission.

Reforming the police has been an important component of the Ministry of Interior's plans of professionalizing this nation's police forces.

Innovative training programs are being implemented to include constitutional law, medical training, criminal investigation, and dispute resolution training.

A primary goal of the training is to bring about the cultural change required to address corruption associated with previous police forces.

In 2008, the ANP suffered 1,412 casualties, 875 more than did the ANA, while conducting security operations.

Key facts

- CSTC-A uses a "top-down, bottom-up" reform approach. At the ministry level, this means restructuring, rank reform, and pay reform. At the district level, it means Focused District Development, In-District Reform, and Focused Border Development.
- Over 3,000 ANP have been through the basic eight-week training program under FDD.
- Currently, CSTC-A has 52 districts underway in the FDD program, and four more districts in assessment. Eight provincial police districts will also enter the assessment phase on January 17th. Ten FDD districts have been validated at capability milestone one (CM1) –

reformed and capable of independent operations

- Districts with FDD have generally shown more than 60 percent decrease in local national casualties; this means the police are providing security for their public
- To combat corruption, CSTC-A has registered over 76,000 police and issued over 47,000 identification cards so far
- To prevent pay-centered corruption, CSTC-A has implemented electronic pay systems in all 34 provinces. This will help ensure proper accountability for police in each province.
- In addition, 54 percent (19 Provinces) have implemented electronic funds transfer. This "direct deposit" pay system ensures proper pay goes straight to the police officer's bank account, reducing the likelihood of pay-centered corruption.



photo by Air Force Staff Sergeant Beth Del Vecchio

US and German police mentor the Afghan National Police on the proper use of hand-restraints on suspects at the Konduz regional police training facility in the summer of 2008.

Focused District Development re-establishes rule of law

Focused District Development, or FDD, is a Ministry of the Interior program to reform the Afghan Uniformed Police, a component of the ANP, which simultaneously achieves improvements in local governance, public works, and elements of the Rule of Law. FDD allows the MoI to take a focused approach toward assessing, training, mentoring, and validating the uniformed district police.

FDD is a course designed to give an AUP member the necessary skills to stay alive and respond to the police needs of the community. It replaces the idea that different units of the ANP need different entry-level training. All policemen will share the same training, and after successful completion, will be eligible to take unit-specific and additional advanced courses. To date, over 3,000 policemen have been through this reform.

After initial training, Combined Security Transition Command-Afghanistan Police Mentor Teams throughout the country will watch the newly reformed police and continue collective training until validation by a special team.

The goals of FDD are to

- Enhance AUP capabilities in all 364 districts
- Transform the loyalties of the AUP to the Afghan nation and to the people of Afghanistan—whom they protect and serve
- Build the Rule of Law at the district level
- Build a prosecutor-driven justice system
- Strengthen the linkage between the AUP and higher headquarters
- Further develop the capacity of the Ministry of the Interior

Focused District Development has six phases of reform:

Phase One: A District Assessment and Reform Team (DART)

assesses districts and sets the conditions for successful reform of the district's police and Rule of Law. The DARTs are composed of members of the MoI, Attorney General's Office, ISAF Regional Command, Afghan Regional Security Integration Command (ARSIC), EUPOL, UNAMA, and other agencies as required and appropriate. This phase is approximately 60 days.

Phase Two: An Afghan National Civil Order Police (ANCOP) Unit relieves the District Police and assumes control of the District to permit AUP members of the unit to depart for retraining and reorganizing at a Regional Training Center. This phase lasts approximately 10 days

Phase Three: Reconstitution of the new District Police at the Regional Training Center. The unit is reorganized, retrained, and reequipped. District Police facilities are concurrently renovated. This phase is approximately 8 weeks in duration.

Phase Four: Reinsertion of the new District Police into the district. This occurs over one week

Phase Five: Police Mentor Teams overwatch the newly reformed police and continue collective training until validation by a special team. This phase lasts a minimum of four months.

Phase Six: The District Police continue operations with continuous monitoring and overwatch

Current Status: 52 Districts underway; 4 districts and 8 provinces in assessment, as of 18 Jan. 3,000 AUP trained in RTCs to date

- FDD districts have shown a greater than 60% decrease in local national casualties
- 10 FDD Districts have been validated as capable of independent operations.

CSTC-A Facts 2009

Combined Security Transition Command-Afghanistan

Afghan Border Police undergoes intensive reform



courtesy photo

An Afghan Border Policeman stands at attention during a formation at graduation ceremony in 2008.

The Afghan Border Police force provides the Ministry of Interior with a broad law enforcement capability at international borders and entry points. It polices the “green” international border and the Border Security Zone, which extends 55 kilometers into the territory of Afghanistan, to deter and detect illegal entry and other criminal activity.

In addition, the ABP controls pedestrian and vehicular traffic at border crossing points, including international airports, and is responsible for airport security. The general roles and tasks of the ABP are:

- Deploy and maintain a competent and efficient Border Police force to control national borders and deny

the illegal movement of persons and goods as well as isolate insurgents and criminal groups from external sources of supply, money and manpower

- Respond to and contain limited incursions inside the border zones
- Facilitate the collection of customs duties and revenue dues by Customs Authorities at Border Control Points and International Airports by directing pedestrian and vehicle traffic to appropriate MoF Customs Authorities
- Conduct immigration and emigration services and related tracing and search functions
- Maintain vigilance to counter terrorism and narcotics trafficking at Border Crossing Points, including international airports, and within the BSZ; detect, report and prevent smuggling within the BSZ through surveillance and patrolling
- Provide physical security at BCPs
- Secure international airports, especially airfield perimeters, buildings, aircraft and passengers
- Provide law enforcement support to other authorities and conduct other tasks, as directed by MoI

In accordance with 2007 manning requirements, the ABP transitioned from an eight-brigade structure to a five zone structure which corresponds to the Regional Commands in Afghanistan. The total authorized strength for border police is 17,676

Border Police Training: ABP receives six to eight weeks of initial training through the Border Police Training course at one of the Regional Training Commands.

CSTC-A began Focused Border Development for border units along the east and southeast border in October 2008. This training is designed specifically to meet the threats identified by the International

Security Assistance Force Regional Command Commander for forces employed along that border. FBD training consists of survival and interdiction skills conducted at unit level. If FBD is considered a successful program in RC East, it may be extended to other border districts

Key Facts: CSTC-A will invest \$70M over the next year to train 52 Afghan Border Police Companies in RC East.

- The training program is called Focused Border Development
- FBD is modeled after the successful Focused District Development program for reforming the Afghan Uniformed Police
- FBD is a pilot training program that will rely on a strong partnership with RC East (CJTF-101)
- Partnership is a critical component of the training
- FBD began in Oct. 08 and will be completed in about June 09 for Zones one and two
- CSTC-A will train approximately 4200 Border Police; the current strength of the ABP is approximately 11,754, with an authorized strength of about 17,676
- The Ministry of Interior is launching an intensive recruiting campaign to fill the ABP to full strength
- FBD is part of a much larger effort to reform the Ministry of the Interior and the Afghan Uniformed Police
- FBD is designed to improve the survival and interdiction skills of border police
- CSTC-A plans to expand the training to all of the ABP, dependent on resourcing and partnerships
- The program includes 165 permanent facilities along the borders of Afghanistan valued at 845 million dollars. To date, 18 facilities have been completed and 147 are in progress.

January Warrior of the Month



photo by Petty Officer 1st Class Douglas Mappin

Air Force Tech Sergeant Samuel McGivern

Home station: Moody Air Force Base, Ga.

Hometown: Carrollton, Ohio

What is your past deployment experience? Philippines 00, Bosnia 01, Iraq 03, Iraq 05

What is your job at your home duty station? Non-Commissioned Officer in Charge, Phase Inspection Section

Job title and unit: Rotary Wing Maintenance Air Advisor, 438 AEW / 438 AEAG

What is your job here? Mentor to Rotary Wing maintenance squadron personnel

What part do you play in the CSTC-A mission? Mentoring Afghan National Army Air Corps

Best part of the deployment: Working with new people from different services and countries

Deployment Goals: Foundation for Maintenance Safety in Air Corps

Life after deployment: Back to Moody AFB

Favorite quote: "You're never gonna get this"

What are your hobbies? Motorcycling and camping

What do you miss most back home? My wife and daughter

Supervisor says: Tech Sergeant McGivern is a superb maintainer and shining example of a U.S. military mentor in Afghanistan. He takes his job as an Air Advisor personally. He transfers his knowledge of aircraft maintenance on to the rotary wing maintainers of the Afghan National Army Air Corps (ANAAC) and motivates them with every move. Sam's energy has been the spark to initiate improvement in on-the-job training and design and utilization of maintenance shops in the brand new ANAAC facilities on Kabul Afghanistan International Airport. Tech Sergeant McGivern's actions in hostile territory guaranteed the safe transport of a crash-damaged aircraft from an unsecure landing zone to a secure Forward Operating Base and initiate repair actions.

Supervisor name and duty title: William G. Maxwell, Jr., Major, Lead Air Advisor, Rotary Wing Maintenance

Commonly used acronyms at CSTC-A

ANA	Afghan National Army	JARB	Joint Acquisition Review Board
ANAAC	Afghan National Army Air Corps	JOC	Joint Operations Center
ABP	Afghan Border Police	JVB	Joint Visitors Bureau
ANP	Afghan National Police	KAF	Kandahar Air Field
ANCOP	Afghan National Civil Order Police	KAIA	Kabul Afghanistan International Airport
ANSF	Afghan National Security Forces	KANDAK	ANA battalion
ARSIC	Afghan Regional Security Integration Command	KMTC	Kabul Military Training Center
BAF	Bagram Air Field	MCC	Movement Control Center
BDA	Battle Damage Assessment	MEDEVAC	Medical Evacuation
BOLO	Be on the Lookout For	MoD	Ministry of Defense
CAPTF	Combined Air Power Transition Force	MoH	Ministry of Health
CAT	Crisis Action Team	MoI	Ministry of Interior
CIED	Counter Improvised Explosive Device	NMAA	National Military Academy of Afghanistan
CNIK	Counter Narcotics Infantry Kandak	OMLT	Operational Mentoring & Liaison Team
CUB	Commander's Update Briefing	PMT	Police Mentor Team
ETT	Embedded Training Team	QRF	Quick Reaction Force
FCP	Forward Command Post	RC	Regional Command
FOB	Forward Operating Base	RFI	Request For Information
GIRoA	Government of Islamic Republic of Afghanistan	ROE	Rules of Engagement
HMMWV	High Mobile Multipurpose Wheeled Vehicle	RPAC	Regional Police Advisory Command
HUMINT	Human Intelligence	RCAC	Regional Corps Advisory Command
IBA	Individual Body Armor	RPAT	Regional Police Advisory Team
IED	Improvised Explosive Device	SITREP	Situation Report
ISAF	International Security Assistance Force (NATO)	TOA	Transfer of Authority
		UAH	Up-Armored Humvee
		USFOR	United States Forces-Afghanistan
		UXO	Unexploded Ordnance

For more acronyms, go to: [https://intranet.oneteam.centcom.mil/Document%20Library/CSTC-A%20Acronyms\(a\).xls](https://intranet.oneteam.centcom.mil/Document%20Library/CSTC-A%20Acronyms(a).xls)



The Combined Security Transition Command - Afghanistan, in conjunction with the Government of the Islamic Republic of Afghanistan, the International Security Assistance Force and the international community, and nested with US Forces - Afghanistan commander's intent, plans, programs and implements the generation and development of the Afghan National Security Forces in order to enable GIROA to achieve security and stability in Afghanistan.