



THE ENDURING LEDGER

Combined Security Transition Command-Afghanistan

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About the front cover: Photo by Stewart Nusbaumer. Soldiers from the Afghan National Army's 1st Kandak, 2nd Brigade, 201st Corps, receive instruction on their new M-16s from Afghan instructors and Marines from ETT 2-7 as part of an initiative to equip the ANA with NATO weapons. Marine in foreground is Sergeant Uselton and in background is Gunnery Sergeant Mario Garza.

About the back cover: Photo by Petty Officer 2nd Class Paul Dillard. Officers from Police District 1 and PMT members from RPAC-K on the busy streets of Kabul.

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Incoming Brigades expand embedded trainer capabilities

by MG Richard P. Formica
CSTC-A Commanding General

Our task in the Combined Security Transition Command-Afghanistan is to build sustainable capacity and capability in the Afghan National Security Forces (ANSF) – both in the Afghan National Army (ANA) and the Afghan National Police (ANP).

We do this through CSTC-A's incredible organizational energy, our partnership with many coalition allies, governmental and non-governmental stakeholders, and with our significant resources.

But it is our embedded trainers/mentors who have the most profound impact on our mission. These mentors build critical trust with our Afghan partners at the Ministries and General Staff and down to the Kandak level in the ANA and to Police districts in the ANP. These Embedded Training Teams (ETTs) and Police Mentor Teams (PMTs) – along with Coalition Operational Mentor Liaison Teams (OMLTs) and Police Operational Mentor Liaison Teams (POMLTs) – are the heartbeat of our mentorship program.

It's no secret that we've been under-resourced in this critical capability for years. Our predecessors had to spread ANA trainers across the Army and the Police – leaving shortages of embedded trainers in both forces.

Recently, however, we received welcome news. As a result of his strategic review, President Obama announced the decision to deploy 4,000 additional trainers to our mission in Afghanistan.

This announcement:

- reflects a significant and demonstrable commitment to the development of the ANSF
- reaffirms the US Government's commitment to growth and reform in the ANSF
- opened the door for future growth of the both the ANA

and ANP

We already knew that the 48th Infantry Brigade Combat Team from Georgia would succeed the 33rd BCT from Illinois in August as Task Force Phoenix IX. The 4,000 new trainers will come to us mostly in the form of a second BCT: the 4th IBCT from the 82nd Airborne Division of Fort Bragg, North Carolina. 4-82nd IBCT will join the 48th IBCT in September. With their arrival, we will transition to a two-BCT concept for the provision of CSTC-A's embedded trainers.

This will be part of a new approach to how we generate and develop the ANSF. These additional forces will help us gradually replace the nearly 1500 trainers in embedded training teams from Fort Riley, Kansas, and return them to the Army to fill other pressing assignments.

In addition, the Afghan Regional Security Integration Commands (ARSICs) as we know them will go away. Many of the duties they perform will now be accomplished by the two BCT headquarters and through their subordinate battalion task forces.

To implement this concept, we'll consolidate the 48th IBCT in the North, Central and East; 4-82nd IBCT will provide the trainers in the South and West. They'll establish their mentor relationships with ANA units and police districts and with the regional commanders in whose battle space they provide trainers.

Both BCTs will be provided two additional Colonels and Command Sergeants Major / Sergeants Major to serve as directors for ANA and ANP development. These key leaders will provide the vertical integration of all mentors in their respective BCTs. They also will provide senior-level interaction with our Afghan partners and with International Security Assistance Force (ISAF) Regional Commanders. Battle space owners –



MG Formica

particularly in the East and South, under General McKiernan's concept, will assume new responsibilities to provide embedded trainers for and partner with ANA units, ANP districts and ABP (Afghan Border Police) Kandaks.

Our two-BCT concept, combined with the provision of more coalition OMLTs and POMLTs, and Special Operations Forces' mentoring of and partnering with select units, should substantially improve our approach to training. This will result in increased numbers and more capable ANA and ANP formations throughout the battle space.

All of these new and powerful concepts and assets should enable us to mentor/train all of our fielded ANA units and about half of the ANP districts by the end of the year.

At the heart of all this change are the Soldiers, Sailors, Airmen, Marines and Civilians in our ETTs and PMTs. These teams work together to train and resource ANA, ANP and ABP units, building sustainable capacity and capability.

They "listen to the mountains" in order to establish close, meaningful relationships with their Afghan partners. Our ETTs and PMTs risk their lives every day.

It is to these ETTs and PMTs that we remain indebted for their service and sacrifice.

Yak Team Wahed!

ANP continue to make great strides



CSM Coleman

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

I would like to say “welcome” to all of our new arrivals: Army, Navy, Air Force, Marines, and Civilians. Congratulations to all of you for your selection to this command. What an exciting time to be assigned to CSTC-A. With the focus of war efforts clearly shifting towards our mission here, you’re truly in the right place at the right time to make a difference.

First I would like to recognize the mentors for the Afghan National Police. What an awesome year of building the Afghan Police, as well as the Afghan Border Patrol. The Afghan Police in some cases are unsung heroes. On a day-to-day basis they are becoming more and more the cornerstone of the Afghan National Security Forces—making improvements in accountability, conducting voter registration operations, and at the same time conducting police reform.

But my emphasis is down at the individual police as well as at the teams and districts. As I visited one location a couple of weeks ago, I saw that one remarkable change has been in the area of weapons marksmanship training. This is one clear sign of reform.

As we move forward, the police senior enlisted leadership—the Chief NCO of the Afghan National Police, Karim Khan—has taken a personal interest in current operations as well as focusing on the fight. He has placed special emphasis on accountability of not only weapons, but also on other key and essential equipment. This is another clear example of growth not only in the NCO Corps of the police, but also across the board. I ask that all of our mentors continue to lean forward and put emphasis on teaching and coaching, especially in mentoring your counterparts.

Another area is managing risk. At each level, there are certain risks that are acceptable; however, always conduct a risk assessment to make sure that the mission fits the risk.

Last but not least, this is a complex organization, and as we continue to build the Afghan National Security Forces, it is important that we continue to build true partnerships with our Afghan counterparts. I ask you to continue to seek opportunities to reinforce Afghan lead roles.



photo by Sgt. Jessica R. Dahlberg

An Afghan National Police officer checks a vehicle’s undercarriage during a vehicle-search class at the Parwan province’s police headquarters in the Charikar district.

"SOMETIMES YOU HAVE TO LISTEN TO THE MOUNTAINS"

CSTC-A Vision

- THE COMBINED SECURITY TRANSITION COMMAND-AFGHANISTAN IS A JOINT COALITION COMMAND

- WE PARTNER WITH THE AFGHAN MINISTRY OF INTERIOR AND MINISTRY OF DEFENSE

- WE BUILD SUSTAINABLE CAPACITY AND CAPABILITY IN THE AFGHAN NATIONAL SECURITY FORCES

- WE DO THIS THROUGH CLOSE, COOPERATIVE RELATIONSHIPS WITH KEY STAKE HOLDERS

- CSTC-A: A COMMAND WITH PRECISE, CONFIDENT, FIT, DISCIPLINED, COURAGEOUS AND CULTURALLY AWARE SOLDIERS, SAILORS, AIRMEN, MARINES AND CIVILIANS

YAK TEAM WAHED
(ONE TEAM TOGETHER)

Up close with General Bismullah Mohammadi

General Bismullah Mohammadi was in the 12th grade when the Russians invaded Afghanistan. He joined the Mujahadin soon after, serving in diverse capacities until the collapse of the Communist regime.

He commanded a unit at Bagram and later served as a leading commander of the Northern Alliance against the Taliban. General Bismullah Mohammadi served as Deputy Defense Minister in the Government of the Islamic Republic of Afghanistan until four years ago, when he became Chief of General Staff for the Afghan National Army (ANA).

In this capacity, he serves as the commander of the Armed Forces of Afghanistan, with the responsibility to train, equip and exercise command and control of the ANA. He is an only son with three sisters. He has two sons and four daughters, all of whom live in Kabul.

On why the ANA is important to Afghanistan:

The ANA is necessary for bringing peace and stability to Afghanistan because we have been engaged in war for the last 30 years. Stability is not good here and the enemies of Afghanistan are trying to make the situation worse.

What most people in Afghanistan want is security and stability, but security is not possible unless we have the defense sector and security sector under control. That is why the Afghan National Army is the defender of the independence of Afghanistan. **We will defend the rights of the Afghan people.** We need the Afghan National Army, especially in this era when the country is not stable, in order to defend the rights of



**General Bismullah Mohammadi
ANA Chief of General Staff**

all of the people of Afghanistan.

On progress in the ANA:

The creation of the Afghan National Army is a great success story for the people of Afghanistan.

Six years ago, we set up the first Afghan National Kandak. Now we have 133 Kandaks. We have five Army Corps, one Air Corps, and we have established training and education institutes. We've set up the Ministry of Defense along with supporting commands such as the logistical command and the communications command.

Our Army is well balanced. **We have Soldiers from all over the country and they are very professional.** The people of Afghanistan are the ANA. The people of Afghanistan know that the Afghan National Army defends their rights. The people of Afghanistan do not look at the Afghan National Army as a tribal or an ethnic Army — they think of it as a National Army. This is why our citizens have a high opinion of the ANA.

The size of the ANA is increasing.

This is good for the people of Afghanistan. We are trying our best to build upon the relationship between the Afghan people and the Afghan National Army, so that they will continue to see it as good.

Right now, we have good equipment and good weapons. We have right around 30,000 M4s and M-16s, about 2,000 up-armored HMMWVs, and we have received some helicopters and some airplanes. Even though the Afghan National Army is lacking some equipment, we still have had a lot of successes with NATO and ISAF forces.

We have been operating independently for the last two years and almost 60 percent of our operations have been independent. **We want the Afghan National Army to take the lead, and NATO and ISAF forces to support the Afghan National Army.**

On international community support and election security:

I am sure the international community has Afghanistan at the center of their attention. They haven't forgotten Afghanistan, and they are working on Afghanistan.

The international community knows what's going on in Afghanistan and they know the threat to the rest of the world. We are happy that they are here and that they are helping us with the threats against Afghanistan and Pakistan.

We are optimistic about the future of Afghanistan and of the Afghan National Army. We hope to overcome the problems and overcome the enemies of Afghanistan. The elections are upcoming; whatever is asked of us for the security of the elections, I am confident that we will be able to provide it and confident that we will have a good election with good security.

NEW CSTC-A training, mentoring concepts take shape

By Army Colonel William H. Morris
CSTC-A Operations Director

“For three years, our commanders have been clear about the resources they need for training. And those resources have been denied because of the war in Iraq. Now, that will change. The additional troops that we deployed have already increased our training capacity. And later this spring we will deploy approximately 4,000 U.S. troops to train Afghan security forces. For the first time, this will truly resource our effort to train and support the Afghan army and police.”
- *President Barack Obama, remarks by the President on a new strategy for Afghanistan and Pakistan.*

With President Obama’s speech on a new strategy for Afghanistan and Pakistan as a backdrop, the training and mentoring operational construct for the Combined Security Transition Command-Afghanistan (CSTC-A) will go through a remarkable transition over the next several months.

For almost four years, we have deployed individual augmentees from across the services alongside Army National Guard Brigade Combat Teams of Combined Joint Task Force Phoenix to fill the ranks of our great mentor and training teams. We will now fill these mentor/trainer positions with a unit-based solution, comprised largely of two US Army Brigade Combat Teams (BCTs).

We will continue to use the Combined Joint Task Force (CJTF) Phoenix structure (led by a combined joint task force headquarters) as the execution headquarters for the two brigades.

CJTF Phoenix will maintain a one-star commander from the Army National Guard, and will consist of two brigade combat teams, one from the Army National Guard and one from the Active Component Army.

These BCTs will come with a greater training and mentoring capability than has ever been realized before in this theater. Commanders will be able to field larger training teams for the CSTC-A mission – a very important factor when considering the vast area CSTC-A covers, and the threat in different areas of Afghanistan.

These newly arriving CSTC-A units will provide the basis for Embedded Training Teams (ETT) for the Afghan National Army and Police Mentor Teams (PMT) for the Afghan National Police. Benefits of this unit approach include the fact that teams will come largely from the same unit, will have trained together for at least a period of six months (but sometimes for years) before



Photo by Specialist Micah E. Clare

Paratroopers from the 782nd Brigade Support Battalion, 4th Infantry Brigade Combat Team, 82nd Airborne Division watch as combat delivery system bundles carrying food and water come floating to the ground in the Paktika province of Afghanistan on Oct. 11, 2007. The 4th BCT is scheduled to return to Afghanistan this summer as part of the Combined Security Transition Command-Afghanistan.

deploying, and will have deployed from the same state, post or camp.

This is a significant change for the better when considering the fundamental building blocks of great units: unity of command, unit cohesion and family readiness. Although these BCTS are very capable—trained, manned and equipped to conduct military operations from high-intensity combat to stabilization operations—they are deploying to Afghanistan for a definite purpose. That purpose is to coach, teach and mentor the Afghan National Security Forces.

The transition to a two-BCT operation will begin in earnest over the summer and early fall as the BCTs and their subordinate battalions deploy into theater. Our great Soldiers, Sailors, Airmen, Marines and Civilians of the current CJTF Phoenix will establish conditions for the reception, staging, onward movement and integration of these forces.

As this occurs, some of our forward operating bases will see a temporary rise in population. Planning is well underway for new facilities and infrastructure to ensure these new CSTC-A units are well cared for as they transition in support of our Afghan partners.

Currently the two brigades earmarked for deployment are the 48th IBCT from the Georgia Army National Guard, and the 4th IBCT, 82nd Airborne Division from Fort Bragg, North Carolina. These BCTs will assume the training and mentoring mission in late summer or early autumn of 2009.

Once these two BCTs are on the ground, Afghan National Security Forces will benefit by having more trainers present here in Afghanistan than ever before.

Right now, CSTC-A is able to meet just over half of the current requirements to train the Afghan National Army and the Afghan National Police. With these two brigades, the command will be able to fully meet most requirements and bring greater capability to our Afghan partners.

This is truly a great improvement in the training and mentoring mission here in Afghanistan and is symbolic of the strong commitment of the United States and our Coalition forces to the Afghan National Security Forces and the people of the Islamic Republic of Afghanistan.



Colonel William H. Morris
Colonel Morris is the Operations Director for CSTC-A. He commanded the 2nd Combat Aviation Brigade in Korea prior to assignment at CSTC-A; he redeploys to work in the Pentagon this summer.

General Bismullah Mohammadi: training the Afghan National Army

By General Bismullah Mohammadi
ANA Chief of General Staff

After six or seven years of work, we have learned that the most important thing with the Afghan National Army is education, training and good leadership.

We have two kinds of training. We have short-term training, and for this we have the Kabul Military Training Center (KMTC). At KMTC we train recruits, noncommissioned officers (NCOs) and officers.

For long-term training, we have institutes here in Afghanistan like the National Military Academy of Afghanistan. This is the first time in the history of Afghanistan that we have had a nationally-accredited military academy.

We also have a commando school, a school for communications, and a staff college at KMTC. Within those

we also have long-term courses and short-term courses. These training courses have given us hope that in four or five years we will have educated and experienced officers and NCOs in the Afghan National Army.

Unfortunately, we lack some of the Embedded Training Teams (ETTs) and Operational Mentor Liaison Teams (OMLTs) necessary to properly develop the ANA. This is especially true as we increase our numbers from 80,000 to 134,000. We need the ETTs and OMLTs in training and also in combat.

If we had these problems solved two years ago, we would have had many more successes in the Afghan National Army. That's why we are now working hard, and we are asking the North Atlantic Treaty Organization (NATO) and International Security Assistance Force (ISAF) to help us regarding ETTs and

OMLTs.

I was invited to NATO headquarters, with whom we have been working for almost three years. One of the requests that I made of them was a request for OMLTs for the Afghan National Army. I'm very happy that they promised they will help us in this way.

As I said before, we need ETTs, OMLTs, and education. We would also like help with the development of KMTC and some training equipment.

But the most important thing we are requesting from NATO forces is that the training we receive should meet a unified standard so ANA units receive only one kind of training. Unfortunately in the past every country, every nation, has brought their own techniques and standards.

Also, the environment of Afghanistan is different from their home nations, so we are



Photo by Petty Officer 2nd Class Edward Vasquez

General Bismullah Mohammadi speaks after the opening ceremony for the Afghan Military Medical School, marking the first time the Afghan military has had a medical school since the time of the Taliban.

looking for some education where they focus on the terrain and the geographic climate of Afghanistan. This will help us greatly once we have a unified, standard method of training.

ETTs and OMLTs

OMLTs

The Operational Mentor and Liaison Team (OMLT) program is a key contribution by the international community toward developing the Afghan National Army (ANA). They are embedded in ANA Battalions (Kandaks), Brigades, Garrisons and Corps Headquarters.

OMLTs provide training and mentoring to support ANA units' operational deployments and often provide a liaison capability between ANA and ISAF forces, coordinating the planning of operations and ensuring ANA units receive enabling support. They are composed of 12 to 19 personnel, depending on the type of partner unit.

OMLT training is a 3-phase process, consisting of national training, pre-deployment training and in-theater training. Currently there are 54 OMLTs on the ground with 12 confirmed new OMLT offers.

ETTs

Embedded Training Teams (ETTs) are small units with valuable skill sets that qualify them to train in specialized areas. Each Embedded Training Team is trained and equipped to mentor their Afghan counterparts in the development of ANA logistical systems, infrastructure, and national capabilities. ETTs are a single-minded team, focusing energy and talents toward developing authoritative leadership, systematic processes and increased capacity across the full



Photo by U.S. Navy Petty Officer 2nd Class Aramis X. Ramirez
A graduate of the Basic Engineers course at Camp Hero shakes hands with Warrant Officer Wade Osmond, chief instructor for the Basic Engineer Course and member of a Canadian Operational Mentor and Liaison Team (OMLT). Fifteen graduates completed the four-week course, learning the fundamentals of mine detection and demolition, field defense, and basic carpentry.

spectrum of operations in the Afghanistan National Security Force, adhering to counterinsurgency principles. Currently there are 54 ETTs on the ground in Afghanistan.

COMISAF COUNTERINSURGENCY GUIDANCE



General David McKiernan, Commander, U.S. Forces, Afghanistan / International Security Assistance Force, Afghanistan

“There is no purely military solution to the situation in Afghanistan. Ultimately, the solution must be a political one which is Afghan led. In the meantime, the military must protect the people and provide the security space necessary for good governance, development and a successful political outcome.” General McKiernan

Our operational imperative is to protect the population while extending the legitimacy and effectiveness of GIRoA and decreasing the effectiveness of insurgent elements. Political power is the central issue in insurgencies and counterinsurgencies (COIN); each side aims to influence the people to accept its governance or authority as legitimate. We (ISAF, GIRoA, the Afghan people, and our international partners) will prevail in this conflict and succeed in securing and building a better Afghanistan. The principles below apply in all phases of the “Shape, Clear, Hold, and Build” overarching framework and to all levels of the ISAF chain of command. To succeed in this campaign, we must:

Be Population-Focused. Demonstrate that

our presence in Afghanistan is in support of the Afghan people. Defend and engage the population: be viewed as supporters of all the people. Population-centric operations to influence the people should be the main effort with enemy-centric targeting operations in support. Increase interaction between security forces and the population. Move out of FOBs and spend more time with our partners in the ANP, ANA, and District and Provincial governments and be more visible in the communities they serve. In doing so, we legitimize ANSF by linking the provision of security services to GIRoA; assure the population by removing insurgent intimidation; marginalize insurgents by making their attacks on security and governance infrastructure an attack on the population, thus forcing the enemy to undermine its own support base.

Follow an **Integrated Approach to Achieve Comprehensive Effects.** Focus on governance, development, and security concurrently. Success in Afghanistan will not come from the sole pursuit of a security line of operation by military forces. Claims that ISAF only does security have no place in this campaign. These lines of operation are interdependent and are intended to be complementary and comprehensive; failure in one means mission failure on all. Work with all partners to form one team in support of the “Integrated Approach.”¹ Drive this methodology at your level for planning, coordination, execution, assessment, and reporting. Maneuver units need to work with the Afghan government and community leaders, ANSF, the PRTs, PMTs, ETTs, OMLTs and civilian agencies to make the sum greater than its parts.



photo by Specialist Joseph A. Wilson
Afghan National Army Commandos with the 207th Kandak patrol the city of Shindand, Herat Province, Afghanistan. The Commandos make frequent patrols through the area to increase security measures.

Support capacity building and integration amongst our security partners to improve operations and accelerate development of ANSF. Provide direction to partnering and mentoring units to integrate ANA and ANP operations and, where practical, encourage the ANA to assist in the development of the ANP.

Seize and **Maintain the Initiative.** Adapt tactics and seize the initiative before the enemy does the same. Continuously incorporate lessons learned into operations in order to be more effective than the enemy. Proactively identify and plan for changes in the operational

environment and anticipate change, instead of reacting to it. Force the enemy to respond to us and seize windows of opportunity to influence the population effectively. Plan all our operations in an Action (our tasks/intent), Reaction (enemy’s), and Counteraction (what we do to adapt to the enemy) mindset.

Gain **Situational Understanding.** Gain a nuanced understanding of the situation and dynamics at the local, district, and provincial levels. Share information, best practices, and intelligence across and between levels to gain a comprehensive understanding

¹ Working with and aiming to achieve unity of effort with key partners (UNAMA, International Community representatives, etc.) to ensure efforts are fully integrated from the outset. To achieve this we have to be proactive, identifying and seeking out the key stakeholders and developing the necessary relationships with them.

of the environment. Collaborate and share information with CF and ANSF partners to further increase their understanding of the human terrain. Identify the specific root causes of insecurity, criminality or support to the insurgency in your area of operations, gain understanding of what exactly “governance” means to local Afghans, and discern the influence of informal structures of power. Staffs should gather and display ‘information and intelligence’ about the human terrain for use by operators at the local level to make lethal and non-lethal targeting and information operations more effective.

Be Present in Key Population Areas.
Carry out smaller patrols, support smaller detachments and encourage ANSF counterparts to do the same.

These actions free up larger numbers of similar ANSF units to achieve a disproportionately greater effect. In those areas where GIRoA officials and international aid donors find it difficult to generate the personnel and resources required to penetrate into the countryside, step into this vacuum and, at a minimum, set the conditions for their presence.

Be Persistent and Hold Support GIRoA/ ANSF efforts to be seen as more enduring than the insurgency, which offers no hope to the population. Do not clear an area unless GIRoA and the ANSF are able to hold it. Establish an environment in which the population feels they can resist insurgents without fear of consequence or retribution. This will only happen if the population believes GIRoA will outlast the insurgents and, in the longer term, offer the population greater prospects for security and prosperity. We will stay as long as we are invited and needed...until the job is done.



photo by Specialist Joseph A. Wilson
An Afghan National Army Commando with the 207th Kandak mans his M240 machine gun during a routine patrol through the city of Shindand, Herat Province, Afghanistan. These elite Soldiers conduct frequent COIN operations to bring peace and stability to the region.

Maintain the Trust and Respect of Afghans. Live our values and act above reproach.

Insurgent groups take advantage of our failures and, because they are not constrained by the truth, sometimes our successes, too. Be first with the truth. Demonstrate respect and consideration for the Afghan people, their culture, customs, and religion. Avoid insults, inappropriate gestures, unnecessary brandishing of weapons, and aggressive driving that Afghans may perceive as offensive, threatening, or reckless. Whenever possible allow and encourage ANSF or NDS to search houses or fellow Afghans when it is required. While we will make mistakes, remember that your integrity is critical to this fight.

Pursue Relentlessly, but Protect Civilian Lives. Do not hesitate to pursue the enemy and act decisively against him; however, always employ good tactical judgment and proportionality in the application of firepower, consistent with the inherent right

of self defense and our Rules of Engagement. We are fighting an enemy that often hides among the civilian population or uses innocent civilians as a shield, both before and immediately after an attack, so the battle is often waged among civilians and their property; thus it is imperative that we always demonstrate proportionality, requisite restraint and the utmost discrimination during every action and engagement. Leadership at all levels and training, pre-deployment and reinforced in-theater, are the keys to minimizing the potential for civilian casualties.

Reinforce Afghan Accountability and Legitimacy. Encourage GIRoA to act in a transparent and accountable manner. Do this by setting an example. When GIRoA (and ISAF) is accountable to the populace, its legitimacy is strengthened. Facilitate solutions at the district and provincial level that reinforce the rule of law and GIRoA’s legitimacy; take care not to strengthen local powerbrokers working outside

governance structures. On the other hand, always support the community’s shura, whenever it truly represents the population.

Enable Afghan Solutions and Afghan Capacity. Foster Afghan (not western) solutions and help generate and retain human capacity. Develop and sustain an environment that enables individual mentoring/ monitoring teams to perform their tasks in support of increasing GIRoA’s capacity, effectiveness and legitimacy. Maneuver units, PRTs, and mentors must work together to ensure those with appropriate skills contribute to the identification and development of the right types of systemic investment and improvement in GIRoA infrastructure, processes, and staff performance.

Partner as Equals and Promote Afghan Credibility. Build institutional and personal relationships with your Afghan counterparts and work with them as a team. Working alongside GIRoA counterparts (from national to

² **Partner:** a habitual relationship between ANSF and ISAF units that must pervade all aspects of the life of an ANSF unit through mutual cooperation and responsibility for planning, preparation, execution, and post operational assessments towards the achievement of joint operational effects.
Mentor: coach and teach ANSF units, provide the conduit for command and control, and when required, support the operational planning and employment of the ANSF unit to which they are aligned in order to support the development of a self-sufficient, competent and professional ANSF



Photo by Lance Corporal Monty Burton

An Afghan National Policeman searches the undercarriage of a vehicle during a cordon and search mission in Farah Province, Afghanistan. The ANP are increasingly in the lead of counterinsurgency operations with coalition forces in support. The ANP were partnered with Marines of Company I, 3rd Battalion, 8th Marine Regiment (Reinforced), the ground combat element of Special Purpose Marine Air Ground Task Force – Afghanistan. SPMAGTF-A’s mission is to conduct counterinsurgency operations, with a focus on training and mentoring the Afghan National Police.

local level) presents us with opportunities to coach, teach and mentor. Treat your partners as equals and work with the mentors who are teaching and coaching your partners. Promote the success and competence of your Afghan partners. Give them credit for joint efforts. Partnering and mentoring (see footnote on previous page for definitions)² enhances protection of the population and reinforces GIRoA legitimacy by providing the people of Afghanistan with a more proficient and effective government at the national, regional, provincial and district levels. Be creative and diverse in your partnering efforts. The ANA may be the most effective security apparatus in Afghanistan but its reach is limited across the country. By contrast, despite significant challenges, the ANP’s reach extends across Afghanistan and is often the only link to GIRoA for a majority of the population.

Win the Battle of Perceptions. Work with GIRoA, ANSF and local community leaders to inform and shape the perceptions, attitudes, understanding and

behavior of key population groups. Consistently find ways to win the battle of perception. Every insurgent action is designed to either influence the attitudes and perceptions of these population groups or to take advantage of local disenchantment to meet their own ends. In the competition for influence, we must be more agile and effective than the

enemy. Encourage moderate Afghan Islamic groups, mullahs, and citizens to challenge the legitimacy of the ideas and actions of extremist insurgent elements.

Enable the Tactical Fight. Appropriately authorize, resource, and integrate tactical efforts within the ISAF command structure.

Actors at the local level are the key to achieving tactical effects which collectively will help shape the operational and strategic environments. Cumulative success at the tactical level will provide time and space – literally and figuratively – for the key stakeholders at the operational and strategic level to make the necessary institutional changes required to ensure long term stability. That time and space will also allow the governance and development lines of operation to take effect. Provide direction but avoid putting unnecessary burden on those in the field.

Pass on Your Experience. Pass on your story, especially to those coming in behind you, to maintain continuity of mission. The insurgents have been here longer and the population will always be here; they will remember well after our rotations and the passage of time cause us to forget.

These principles apply in all phases of the “Shape, Clear, Hold and Build” overarching framework and to all levels of the ISAF chain of command.



Photo by Army Staff Sergeant Marie Schult

Afghan National Army Commandos of the 207th Corps, accompanied by Coalition Forces, advance on the enemy after receiving small-arms and rocket-propelled grenade fire during a routine combat reconnaissance patrol in Herat Province.

Three cups of chai: Building relationships

By Army Major Philip L. Burton

First impressions, body language, tone of voice:

You will be read in 10 minutes. The average Afghan has the incredible ability to sum up a person within 10 minutes.

The first impression you make with your counterpart will stick. If it is negative, it will take an immense amount of time to overcome.

Your body language and posture is also important. How you sit in a chair, the posture of your shoulders and how you use your hands to communicate must be non-aggressive and appropriate.

Tone of voice is important in everything you do. If you yell at an Afghan, you are insulting him — showing disrespect. If this occurs, your counterpart will listen and then immediately shut you out.

After your initial assessment of your ANA or ANP counterparts, do not go in and say “this is #&\$%# up and we are going to fix it this way.” Instead, discuss with your counterpart the shortcoming and ask if he can explain why the system is the way it is. He will most likely explain things you have not considered.

Once you have heard him out, use the “I recommend” route. In other words, use an approach that allows your counterpart to not only explain, but allows him to recommend how to fix it.

When you have gotten to this stage, you are mentoring.

Chai, more chai, then even more chai:

And then what is important... TO THEM. Drinking chai is an Afghan social event that carries significant weight. If you are invited to drink chai, do your best to accept. It is not uncommon to socialize for 45 minutes, drink three cups of hot chai, and then only at the end of the event does your counterpart get to the meat of what he



photo by U.S. Army Staff Sergeant Michael L. Casteel
U.S. Army Major Robert Holbert takes notes as he talks and drinks tea with local school and Andar Special Needs School administrators at Nani, Afghanistan. Holbert was attached to the 4th Infantry Brigade Combat Team, 82nd Airborne. The 4th IBCBT will return to Afghanistan this summer as part of Combined Security Transition Command-Afghanistan.

The Counterinsurgency Training Center

The Counterinsurgency Training Center – Afghanistan (CTC-A) conducts the Counterinsurgency Leaders Course – Afghanistan (CLC-A) in the last full week of each month.

The first course for 2009 was conducted from 24 to 29 JAN at CTC-A, Camp Julien, Kabul. The course drew students from the Afghan National Army, Afghan National Police, National Directorate of Security, Coalition

wants to talk about.

Be patient. Western culture tends to open a meeting with the BLUF, bottom line up front, method. Afghan culture, on the other hand, tends to be BLAE, bottom line at end.

Don't contribute to U.S. dependency

“No” is a correct course of action: Expect your counterpart to find a method of least resistance to solve his problem.

When a problem arises, it will not be uncommon for your counterpart to come to you and ask you to fix it or to buy it.

Simply say “No.” Assist your counterpart in using the ANA or ANP systems in place to solve

Forces, USAID, and both the US Department of State and Defense.

Over the five day course, the students receive a variety of presentations that prepare them to participate in a number of practical exercises.

These exercises guide the students in identifying a population's vulnerabilities and planning effective counterinsurgency operations to best secure the population.

his problems.

“I highly recommend”

Let ANA or ANP leadership make the decision; don't make decisions for your counterparts. If you do and it does not work, it will be your fault.

Discuss and make recommendations. If your counterpart does not heed your recommendation and yet still makes a decision, it is still better than no decision. If your counterpart makes a decision that results in less than effective results, he may listen to you in the future.

Use this opportunity to discuss lessons learned and review his initial decision.

Like most people, Afghans do not like to fail, nor do they want to appear incompetent in front of their mentors.



Major Philip L. Burton served as an S2/S3 advisor for the 2/1/203rd Corps in Khowst Province, and as the Infantry Kandak Team Chief for 1/3/203 Corps in Ghazni Province from May to December, 2008. He currently serves as an operations officer in the Michigan National Guard.

FOCUS ON... THE 278TH SIGNAL COMPANY

Home station

Camp As Sayliyah, Qatar

Personnel

Working across Camp Eggers, ISAF HQ, New Kabul Compound and Camp Phoenix

Commanding Officer

Captain James J. Stall

Senior Non-Commissioned Officer

First Sergeant Phillip S. Barry, Jr.

Motto

“Go hard or go home.”

Mission

The 278th Signal Company operates, maintains, and protects US DISN communications services in the Kabul, Afghanistan metropolitan area in support of US Central Command, International Security Assistance Force, United States Forces – Afghanistan, the Combined Joint Task Force – 101 and the Combined Security Transition Command - Afghanistan in order to support Operation Enduring Freedom.



Private Charles Echols and Private First Class Taylor Harris, 278th Signal Company, inspect a tower server on Camp Eggers.



Photos by Petty Officer 2nd Class Edward Vasquez

Private First Class Joshua Gerhart of the 278th Signal Company and Daryl Downtin Sr., a contractor, check the alignment of a satellite dish.

“There’s always something going on. It’s challenging having a command with elements spread out all over town. A simple thing like taking a PT test requires multiple convoys and advance planning.”

—First Sergeant Phillip S. Barry, Jr.

Duties and Responsibilities:

•Technical Control Facility

The entry point for long haul communications, such as satellite uplinks, for sorting to the proper receiving device such as phones or the internet. Also handles outgoing transmissions.

Unit Milestones:

- The 278th Signal Company has positioned four Direct Signal Support Teams across the city, providing robust, strategic communications to the Warfighter and four major commands.
- Recently the company connected a major fiber link from Camp Eggers to Bagram Air Field. This allows faster and more reliable communications to Afghanistan’s major hub.
- The company is in the process of taking over and providing the communications infrastructure at a new camp being built in the greater Kabul metropolitan area.
- The company engineered and implemented the first-ever DoD operated and maintained Video Teleconferencing (VTC) system between the White House and the Afghanistan Presidential Palace.

•Network Operation Center

Controls and monitors the performance of local area networks. Monitors LANs for Camp Eggers, Camp Phoenix and New Kabul Compound.

•Help Desk

Trouble-shoots communication problems throughout Camp Eggers. Monitors and repairs all internet and phone connections.

•Outside/Inside Plant sections

Responsible for phone cable, CAT 6 cable and fiber optic cable both inside and outside the Camps.

Police readiness improves through Capital Jumpstart

Story and photo by Petty Officer 2nd Class Paul Dillard

CSTC-A Public Affairs

Kabul, Afghanistan— Afghan National Police (ANP) Officers from Kabul Police District 8 (PD8) have begun to rotate from their downtown station to an eight-week basic training course in Helmand. Throughout the month, groups of approximately 60 officers could be seen moving through Kabul International Airport. In most cases they carried only a single small duffle bag. This was for many of them their first flight; some had never left Kabul before.

For Sergeant Jawed of PD8, this was a dream come true. “During the 30 years of war in Afghanistan, security deteriorated badly. I believe the police are necessary to repair and take care of society and that is one of the reasons I became a police officer.”

The desire of the ANP officers to begin training is strong. “We can’t wait for our training to start,” said Sergeant Shafiullah, an officer with PD8. “It has been a week of canceled flights,



Afghan National Police Officers from Police District 8 in Kabul line up outside the gates of Kabul International Airport as a Non-commissioned Officer gains accountability, prior to their flight to Helmand to begin an eight-week course as part of Capital Jumpstart.

and we are anxious to begin. We are definitely ready to get started. This training will be the best thing for us. It will be great to finish all the scenarios so that we can learn things to serve our country and our people. I think it will be a great class.”

PD 8 is one of 30 Police Districts in and around Kabul. All districts will eventually rotate their officers through a Regional Training Center as part of the Capital Jumpstart program. The difference between Capital Jumpstart and regular Focused District Development (FDD) is an FDD district will send an entire police department to training all at one time and return them to a police department as a unit. In Kabul, CSTC-A will train a number of police from all 30 PDs, and will return them to their respective PDs after their training is completed.

“Kabul is a very different area when compared to any other area of Afghanistan. Because of its densely

populated and varied demographics, special care is taken to make sure

that every group is represented in the local police departments,” said Army Colonel Anthony Libri, Regional Police Advisory Command-Kabul (RPAC-K) Commander.

A Police Mentor Team from the Kabul area provided the officers from PD8 with constant assistance as they prepared to leave

“I believe the police are necessary to repair and take care of society and that is one of the reasons I became a police officer.”

—Sergeant Jawed

Kabul.

“By improving the quality of mentoring to the police departments and providing real life training to the police officers, we are able to improve their ability to respond to any type of emergency. This enhances the quality of life for every Afghan citizen,” said Libri.

“The training will greatly increase my experience,” said Jawed. “I will be able to apply what I learn and increase my professionalism. Hopefully there will be a big difference in how I am able to perform my job.”



Afghan National Police Officers from Kabul’s PD8 board the bus at Kabul International Airport on their way to their flight to Helmand.

Afghan National Police critical to election security

Stories and Photos by Andrea Angeli and Aziz Basam

EUPOL Press Office

The head of the U.S. Elections Assistance Team, Ambassador Timothy Michael Carney, visited EUPOL March 28.

Ambassador Carney's team, consisting of representatives from various U.S. agencies, met with Police Commissioner Kai Vittrup and engaged in a lengthy discussion about the upcoming Afghan elections.

Ambassador Carney is the former deputy assistant secretary of state for South Asia and the current director for Asian Affairs on the National Security Council. He listened as Head of Mission Vittrup illustrated in detail the EUPOL plans to provide special training to the Afghan National Police (ANP) tasked with securing the forthcoming elections. Officers are to be taught the importance of the election in giving voice to the will of the Afghan people, and they will be trained to carry out their duties in facilitating the democratic process.

Training will emphasize Afghan police roles and responsibilities in preserving peace and public order and providing security. Afghan police will be trained to take all appropriate actions to ensure the elections take place in a peaceful, open, impartial and supportive environment that



EUPOL officers oversee training at the Afghan National Police Academy during a week of intensive training for the Afghan National Police. Some 800 police officers were trained in the week-long course. An additional 900 police will be trained in the near future.

is free from intimidation.

Both parties agreed that the performance of the ANP during the elections will be subjected to national and international scrutiny. The ANP, along with other partners such as the International Security Assistance Force and the Afghan National Army, will be judged on their handling not only of security during the elections, but also on their face-to-face dealings with the Afghan people.

EUPOL advises the Ministry of Interior in planning for elections. EUPOL also assists the ANP in its task of facilitating

the Afghan people's expression of their democratic rights at the polling stations by promoting a positive and peaceful environment.

EUPOL will monitor and stand by the ANP in Operational Control Centers during the elections.

Assistant Inspector General of the U.S. Department of Defense Ambassador Kenneth Moorefield also visited EUPOL that day. He provided an overview of the mission, current activities and plans in support of police reform and to help strengthen the Rule of Law.



President Karzai attends the International Conference on Afghanistan at The Hague on March 31. Ministry of Defense Wardak is center in the photo. The conference was co-chaired by Special Representative of the Secretary-General, Kai Eide, Afghan Minister of Foreign Affairs Ranghin Dadfar Spanta and the Dutch Minister of Foreign Affairs Maxime Verhagen. The conference reaffirmed the solid and long-term political commitment of the international community in assisting the Afghan government in building a better future for Afghanistan and its people.

Afghan Public Protection Force stands up

19-year-old Afghan says he is ready to make a difference



Photo by Army Captain Jamey Trigg

More than 240 graduates of the first Afghan Public Protection Force training program were welcomed home by their community during a March ceremony at the Jalrez District Center in Wardak Province. Members of the Afghan Public Protection Force will provide additional security to their local communities.

Story by Chief Petty Officer
Brian K. Naranjo
USFOR-A

KABUL, Afghanistan—Nineteen-year-old Abuzer Beheshti, along with 242 of his fellow Wardak province citizens, became the first to graduate from the new Afghan Public Protection Force (APPF) program March 26.

After a rigorous three-week training program, the graduates proudly accepted their certificates of completion in front of a large audience including high-level officials from the Government of the Islamic Republic of Afghanistan, Wardak province elders, General David McKiernan, commander of the International Security Assistance Force and U.S. Forces-Afghanistan, and other distinguished guests.

The ceremony, held at Camp Mehter Lam, an Afghan National Police facility in eastern Afghanistan, officially welcomed the men to their

new life of community service.

According to training advisors, the APPF is an Afghan-led program that will provide enhanced security to designated districts in key provinces, bringing greater stability and strengthened community development.

“This is Afghans training Afghans for the security of Afghanistan,” said a chief training advisor for U.S. forces in the area.

“This is purely an Afghan initiative,” General McKiernan explained, “to develop a bottom-up approach; a community-based approach, to improve security and to give a voice to the provincial government. We are very optimistic in our support of this program.”

The recruiting process began with nominations by community leaders in Wardak province, which was selected to facilitate mentoring and monitoring.

Those selected must meet specific requirements for the duty. Participants

must be Afghan citizens, be physically fit, drug-free, live in or be from the district selected to work in, with no criminal record and be under the age of 45. Leaders also take into consideration whether or not the man is trustworthy and respected by the community.

The protection force will work closely with Afghan National Army, Police and Coalition forces to protect their local community. They will maintain security on approaches to highways within their district, protect key government facilities and personnel, disrupt militant attacks and deny insurgent safe havens. Additionally, the force will provide crisis response to natural disasters and facilitate economic development in their district.

According to Beheshti, Wardak is a province that greatly needs the added protection. The 19-year-old said he’s ready to go back and make a difference.

“I want to help my own people,” he explained. “There are a lot of Taliban in Wardak, and they take our young boys and make them

join up. We have to make the situation better. We need schools for our children, and hospitals; and I want to do what I can,” Beheshti said.

A U.S. Forces advisor was impressed by what he saw in the students. “These guys are motivated,” he said. “They have a spirit to protect what’s theirs. This is what Afghanistan needs. They want to take their country back. Enough is enough.”

A new class will begin in the coming weeks, and the protection force will continue to grow, according to the advisor.

General McKiernan offered encouragement to the graduating class, noting that the new force can rely on the support of all the country’s security assets.

“I applaud the courage of these men to step forward in representing the community; but they know that if they run into problems, they can call the Afghan National Police, Afghan National Army or international forces that are out there. So they’re not on their own.”



Photo by Petty Officer 1st Class Larry Baruwaa

The first members of the Afghan Public Protection Force stand in ranks during the three-week initial training course held at Camp Mehter Lam, an Afghan National Police training facility in eastern Afghanistan.

Measuring ANSF Capabilities through Milestones

Why use Capability Milestones?

Capability milestones—introduced by the Combined Security Transition Command-Afghanistan (CSTC-A) in July 2005—aid mentors by expressing from a holistic perspective the incremental improvements in capability that training, mentoring and resources will provide at specific points in time.

Capability milestones allow mentors to express the overall capability improvement and value-added from each of the individual components within a system.

Capability milestones also enable senior decision makers to quickly gauge whether their overall resource allocation strategies are appropriate.

Capability milestones improve alignment between the subsystems of a large scale security assistance program.

The Training Readiness Assessment Tool

The Training Readiness Assessment Tool (TRAT) is a report card that determines a unit's capability milestone (CM) level and is used by Embedded Training Teams and Police Mentoring Teams. A TRAT consists of personnel, C2, training, sustainment & logistics, and overall assessment reports. Each category has pre-defined criteria that determine the overall CM level of a unit. For police mentoring teams this is called the Police Training Readiness Assessment Tool (PTRAT). The TRAT/PTRAT are monthly reports that are forwarded to the appropriate Afghan Regional Security Integration Command (ARSIC). The ARSICs forward the reports to CSTC-A, which tracks all ANA and ANP units.

ANSF Assessment Executive Summary				
Assessment Synopsis				
Trend	Criteria	No	Qualified-Yes	Yes
↑	SUSTAINMENT OPERATIONS			X
↓	INTELLIGENCE			X
↑	MEDICAL SUPPORT			X
↔	SIGNAL SUPPORT		X	
↑	PERSONNEL			X
↑	MAINTENANCE			X
↔	COMMUNICATIONS			X
↑	TRAINING and EDUCATION		X	
↑	LEADERSHIP			X
Totals		0	2	7
NOTE: If any Criteria receives a "No" rating, then the unit MUST be assessed as "Not Validated"				
Unit Overall Assessment		No	Qualified-Yes	Yes
<input checked="" type="checkbox"/> VALIDATED <input type="checkbox"/> ADDITIONAL TRAINING REQ.				X

What are units graded on?

TRATs and PTRATs measure a unit's readiness in multiple categories, and each category has many subcategories. For example, the ANP category of pay reform has the following criteria: Are police paid according to pay reform policy? Are police being paid on time? Are police paid by electronic funds transfer? Are police receiving all pay due to them? Is pay discontinued for personnel discharged or absent without authorization for longer than 20 days? The following is a list of the basic categories:

ANA Milestone Requirements

- Sustainment operations
- Intelligence
- Medical
- Signal Support
- Personnel
- Maintenance
- Communications

ANP Milestone Requirements

- Manning
- Personnel Records
- Pay Reform
- Personnel Actions
- Tashkil Equipment List
- Equipment Accountability
- Supply System
- Maintenance
- Facilities
- Formal Training
- Crime Handling Procedures
- Use of Force
- Command and Control
- Governance/Rule of Law/Justice Sector Supporting Efforts
- Rule of Law
- Citizen Support for GIROA and ANP

Capability Milestone Descriptions

CM1: Independent Operations

Capable of conducting primary operational missions. Depending on the situation, units may require specified assistance from Coalition forces or the international community.

CM2: Leading Operations with Coalition Support

Capable of conducting primary operational mission(s) with routine assistance from, or reliance on, international community support.

CM3: Participating in Operations

Capable of partially conducting primary operational mission(s), but still require assistance from, and is reliant on, international community support.

CM4: Not Yet Capable of Operational Missions

Formed but not yet capable of conducting primary operational mission(s). The unit may be capable, available, or directed to undertake portions of its operational mission but only with significant assistance from, and reliance on, international community support.

Command and Staff College opens

Story and photos by Specialist Luke S. Austin

CJTF Phoenix Public Affairs

KABUL, Afghanistan – April 2 marked the beginning of a new era of professional military development for Afghan National Security Forces as they celebrated the opening of the Command and Staff College.

Officers of the Afghan National Army, Afghan National Police, as well as other Afghan agencies will use the new CSC to gain formal military officer training and education. The courses offered at the CSC have been designed by officers of the ANA and Coalition forces, said Lt. Col. Alexander Grabiec, an officer mentor with the Strategic Command and Staff Course office at Camp Phoenix.

“What’s important to see here is not that the Command and Staff College opened, but that four schools of training are open under the CSC that span the entire gamut of professional officer training,” he said.

Six years ago, officers of the French army opened the Command and General Staff Course. The CGSC is an ANA school that provides officer development training for Majors and junior Lieutenant Colonels. Three years later, French officers began another officer development course. That course, the Higher Command Staff Course,



Afghan Deputy Minister of Defense General Mohammad Akram (right), Major General Richard Formica (left), and Afghan National Army officers cut the ribbon opening the new Command and Staff College.



Afghan National Army Soldiers, Coalition officer mentors and other members of the crowd applaud a speaker at the Command and Staff College opening ceremony. With four courses to offer, the CSC provides education and training to officers of the Afghan National Security Forces from Lieutenant to General officers.

offers operational training and education to one- and two-star general officers, said Grabiec.

“The French army deserves a lot of credit,” he said. “They knew six years ago, before the idea for the CSC had even been manifested, that a professional military education system needed to exist in Afghanistan.”

With two courses already in place, the CSC was at the halfway mark to becoming a reality. But what was needed to complete the college were two courses to bridge the gaps. Newly commissioned officers of the ANSF had no formal training or educational courses available to them until they reached the rank of Major and junior Lieutenant Colonel. And still, after that, there was no education as a Colonel. Given that it takes up to 10 years for an officer in the ANSF to become a general, many of the general officers in Afghanistan today had no professional military training, Grabiec stated.

“This college has created a complete throughput of training from Lieutenant to General in the Afghan National Security Forces,” Grabiec said.

With training to guide officers through each rank of their career, it brings a standard to the field across the entirety of the ANSF, he said.

With the biggest success story being the move toward formal military education, focus shifted towards resourcing and the systems of the CSC, said Grabiec.

Multiple countries came together to help the ANA create this college. The Canadian,

German, French, United Kingdom and American armies all helped to move the ANA in the right direction, while building the two new courses and ultimately the CSC, said Grabiec.

“The Afghans are driving the train on this though,” he said. “We just stood behind them and whispered good ideas.”

Coalition officers help ANA officers prepare coursework, but Afghan officers teach everything and run the college.

“The amazing part of this is all these countries working hand-in-hand to make this college a working reality for the ANSF,” Grabiec noted.

“The Afghans are driving the train on this ... We just stood behind them and whispered good ideas.”

— Lt. Col. Grabiec

Four schools of the CSC:

- Junior Officer Staff Course
- Command and General Staff Course
- Higher Command and Staff Course
- Strategic Command and Staff Course

RPACs and PMTs: professionalizing the ANP

Petty Officer 1st Class Clifton Williams

CSTC-A Public Affairs

Regional Police Advisory Commands (RPACs) provide oversight to Police Mentor Teams (PMTs) within their command. These PMTs mentor, train, evaluate and operate with the police they are assigned to in their areas of operation.

Regional Police Advisory Command-Kabul (RPAC-K) oversees the PMTs for the Kabul area, but also mentors the Kabul Police Chief – Lieutenant General Abdul Rahman, four zone headquarters and 30 district police stations.

RPAC-K coordinates with coalition members from Combined Joint Task Force Phoenix, Combined Security Transition Command-Afghanistan (CSTC-A), United Nations American Mission to Afghanistan (UNAMA), International Security Assistance Force (ISAF), European Police (EUPOL), Afghan National Security Forces and the U.S. State Department.

“Our job is to build a

sustainable capacity and to improve the capabilities of the Afghanistan police,” said Army Colonel Anthony Libri, RPAC-K commander. “We mentor, teach, train, evaluate and operate with the police to ensure they develop into a self-sustaining organization.”

The RPAC-K PMTs are mostly made up of National Guard Soldiers and DynCorp employees. The DynCorp employees bring police expertise to the PMTs and serve as instructors at the various training sites.

The Soldiers come from various areas of the U.S., bringing a wide and varied amount of experience to the program. All of the Soldiers are given additional training for the mission, and along with their DynCorp partners, are able to train the police of Kabul.

“There are PMTs all over Afghanistan and the number of the teams varies according to the needs of the particular district,” said Libri. “The goal of the RPAC-K PMT program is to train and mentor the Kabul police, and to improve their abilities. Each police department is given a



Photo by Petty Officer 2nd Class Paul Dillard

Colonel Abdul Rahimi (left), Chief of 1st District Police HQ, walks the busy streets of his district in Kabul with Army Colonel Anthony Libri (right), Commander of RPAC-K, and several of his officers.

Capability Milestone (CM) rating based on various areas such as training, equipment and facilities. We measure our success by the number of police departments that improve their overall CM score. We are pleased to say that the majority of the Police departments improve their scores dramatically after they have been given training and the equipment they need.”

Many police departments can now function on their own and many police officers - both men and women - can enforce the laws of

Afghanistan while protecting themselves and the citizens of the community in which they serve.

RPACs and PMTs across CSTC-A train police on staff procedures, weapons handling, police tactics, hands-on training, protection measures and various other subjects. They also prepare the ANP for their eight-week basic training course. PMTs continue training after their department or district graduates on advanced police skills, support systems, and Rule of Law.

Understanding the Validation Transition Team

1. The CSTC-A Validation Transition Team (VTT) supports the Afghan Regional Security Integration Commands (ARSICs) and their Embedded Training Teams (ETTs) / Operational Mentoring and Liaison Teams (OMLTs) by facilitating the Training Assessment and Validation Program for Afghanistan National Army (ANA) Units.

2. VTT Command and Control:

- Assigned to CJTF Phoenix for admin and support.
- Under operational control of CG for ANA Development
- Regional Teams under tactical control of ARSIC commanders.
- Regional teams get all classes of supply and support from ARSICs.

3. The VTT has assessed or visited 33 units since December 2008. Along with scheduled first-time assessments and validations during 2009, the VTT is scheduled to re-validate an additional 34 units previously assessed in 2008.

“What we are: A specially trained, independent team of observers assessing the training level and combat readiness of ANA units”

- Major Whitney Allen, Executive Officer, Validation Transition Team

Female ANA soldiers learn Combat Lifesaver skills

Story by Lieutenant Colonel Tim Franklin
Photos by Sergeant James Sims
CJTF Phoenix Public Affairs

KABUL, Afghanistan – Soldiers of Capitol Division’s “Alpha” Kandak had the opportunity to broaden their military skills when they completed a three-day Combat Lifesaver Course (CLS) at Camp Phoenix in March. Twenty-three Alpha Kandak Soldiers, including nine women, went through the CLS curriculum at Camp Phoenix under the supervision and mentorship of the Regional Division Advisory Command (RDAC) Embedded Training Team (ETT).

The course was refresher training for the 14 male Soldiers who attended, but was a milestone for the female Soldiers. They are only the second such group from the kandak to complete the training, said Sergeant 1st Class Barbara Smith, RDAC administrative non-commissioned officer in charge. According to Smith, who organized the medical training



A male Afghan National Army Soldier prepares to administer an intravenous injection to a female ANA Soldier during CLS training conducted in March at Camp Phoenix for Soldiers of Alpha Kandak, Capitol Division.



Sergeant 1st Class Barbara Smith checks that an IV has been properly administered during a Combat Lifesaver Course conducted at Camp Phoenix for Soldiers of the Afghan National Army.

course, training the female Soldiers is especially important because of Afghan cultural traditions that normally restrict females from treating males and vice versa.

Despite these cultural restrictions, however, Brig. Gen. Mohammad Zadran, commander of Headquarters Security and Support Brigade, Capitol Division, insisted that the Alpha Kandak CLS training be educational.

“General Zadran was adamant that we train them together in order to achieve the same type of unit cohesion seen in our units,” said Smith.

Alpha Kandak is the only Afghan kandak with female Soldiers assigned.

The goal of the CLS course was to give non-medical Soldiers of the kandak training in emergency medical skills. While these skills are intended for use in combat, they can also be used in non-combat situations. During the three days of training, the ANA Soldiers received instruction and hands-on practice in various emergency medical techniques to treat and stabilize combat-related injuries. The course curriculum focused on how

to treat the three main preventable causes of combat deaths—blood loss, lung collapse and airway blockage.

“My intent was to train the female Soldiers because of the cultural differences here, where men can’t treat women and women can’t treat men,” said Smith. “For the females this training will help the readiness of the Kandak, especially on medical and humanitarian assistance missions out in the communities,” Smith added.

The skills the Alpha Kandak Soldiers learned included airway management, management of penetrating chest injuries, how to control bleeding, administering an intravenous drip and medical evacuation procedures. These CLS-trained Soldiers now provide a critical bridge between self aid, buddy aid and a trained medic. These frontline emergency medical skills can mean the difference between life and death in situations where timely treatment is essential.

According to Smith, after completing the course the Alpha Kandak Soldiers are now more confident in their ability to keep their fellow Soldiers alive if they are injured in action.

April Warrior of the Month



photo by Air Force Lieutenant Colonel Johann Westphall

Technical Sergeant Jennifer M. Pahl

Home station: Holloman Air Force Base, N.M.

Hometown: Roswell, N.M.

Job title and unit: Medical Technician Advisor, 438th Air Expeditionary Advisory Group (AEAG)

Best part of the deployment: My best experience was conducting airway, breathing and suction training. The Afghans are very excited to learn about equipment they have not seen before and it makes me feel great to teach them something valuable that could potentially save a life in their clinic. I feel very proud to be making history in Afghanistan!

“How many people can say they helped build an Air Corps?”

— Tech Sergeant Jennifer Pahl

Deployment Goals: My biggest goal was to help the Afghans set up a sustainable and viable training program for the future of its medics and patients. My personal goals were to study for promotion and go to the gym daily...so far so good! I am right on track to test when I get home and I have lost 18 pounds and feel great about this deployment.

Life after Camp KAIA: I will be returning to the 49th Medical Operation Squadron at Holloman AFB. I will be taking on a new flight Non-Commissioned Officer in Charge position, lots of work ahead; I am looking forward to the challenge! I will also be returning to my husband Edward and my son Andrew, age 2.

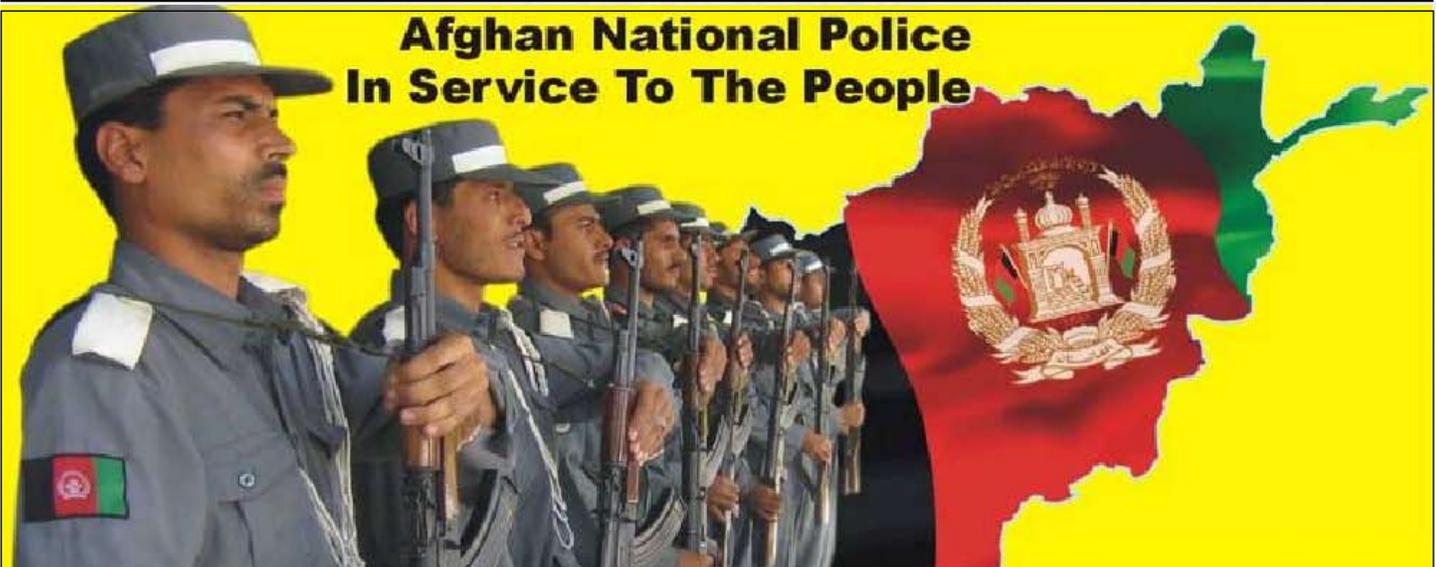
Book I'm reading now: *A Thousand Splendid Suns* by Khaled Hosseini

Hobbies: Reading, working out, watching movies, shopping and hanging out with family and friends

Supervisor says: As the medical face of “mentor” success, Technical Sergeant Pahl ensured a seamless transition of the Air Corps Southside Medical Clinic to the Northside

compound, ensuring sustained, uninterrupted medical operations. Her tireless efforts, lauded by all at the “Grand Opening,” established the motto – “On Time, the First Time.” She authored an NCO professional development training course, developed several medical lesson plans, and then plunged into implementing the first Afghan friendly critical life-saving skills course for 30 Afghan medics.

Supervisor name and duty title: Lieutenant Colonel (Dr.) Johann S. Westphall, Medical Team Lead, 438th AEAG



The wind snapped across the landscape at Adraskan, but hardly affected the proud professional policeman standing in formation. The 322 Afghan National Civil Order Police and 65 Counter-narcotics graduates were the latest to join the long gray police line. As they approached the podium for their certificates, each graduate shouted a joyful “I serve the nation of Afghanistan” and held their certificates high above their heads.

The professionalism and pride of these individuals symbolizes the changing image of the police in Afghanistan—one by one. The police are consistently growing confidence as patrolmen and they are more than grateful to have the opportunity of serving their country in a positive fashion. CSTC-A’s Police Development, in conjunction with the Ministry of Interior (MOI) will continue to ensure that the citizens of Afghanistan are provided with high quality police men and women who will execute their mission to the utmost of their abilities.

— Brigadier General Anne Macdonald, CSTC-A Assistant Commanding General for Police Development

Air Corps makes “first flight” medical evacuation

By Technical Sergeant Jennifer M. Pahl
438th Air Expeditionary Advisory Group

In March, the Afghan National Army Air Corps (ANAAC) Medical Evacuation (MEDEVAC) crews assigned to the Kabul Wing, Afghanistan accomplished their “first flight” to the ANA National Military Hospital in downtown Kabul. Behind this historic mission stood the 438th Air Expeditionary Advisory Group (AEAG), who mentored flight medics for proper patient loading procedures, appropriate in-flight medical care, handling of in-flight medical emergencies, and the safe transfer of patients to hospital medical staff.

About the new capability, Master Sergeant McClure, lead MEDEVAC mentor, said, “after a total of 12 weeks of training, Air Corps flight medics are prepared to respond to the call of duty. Missions are launched, medics deploy, and recovery of injured air crew, Soldiers, and Afghan civilians occur... it is the greatest feeling in the world.”

Support from both the ANA Surgeon General’s office and the Air Corps helped the nascent capability progress quickly from a mere “proof of concept” idea and mission to a working MEDEVAC system ready for limited deployment throughout Afghanistan.

Colonel Abdul Rassoul Mayel, the ANA Air Corps Surgeon General and lead Afghan proponent for the new capability, attributed success to “good leadership within the ANAAC and great teamwork with our mentors.”

As part of the program, Afghan flight medics attended extensive training on patient configuration, proper litter and strap usage, and flight-line driving to include approaching the aircraft for loading and off-loading patients.

Captain Jeremy Hicks stated that the medics received the training very well: “The flight medics we mentor are highly motivated and eager to learn this new life-saving mission.”

Currently, the Air Corps has 5 MI-17

MEDEVAC-modified helicopters at the Kabul Wing, with plans to expand that capability over the next several years to other Air Corps facilities throughout Afghanistan.

Technical Sergeant Pahl is also the CSTC-A “Warrior of the Month” - see previous page.



photo courtesy of 438th AEAG
Soldiers of an Afghan National Army Air Corps MEDEVAC crew train to evacuate casualties to the ANA National Military Hospital.

COMISAF: Respect for Afghans is essential

Staff Report
CSTC-A PAO

Are you that guy? That guy who drives like a maniac through the streets of Kabul or Kandahar, right down the middle of the road – just because you think you can?

Well, according to General David McKiernan, Commander, United States Forces Afghanistan / International Security Assistance Force, Afghanistan, your actions might be more far-reaching than you might think.

In his tactical directive dated December 30th, 2008, General McKiernan emphasized the importance of maintaining the support of the Afghan people in this counterinsurgency war. General McKiernan wrote that, “Our actions both on and off the battlefield are important to our success. We must maintain our professionalism at all times, and always keep in mind the consequences of our actions. Respect for the Afghan people, their culture, their religion, and their customs is essential.”

General McKiernan issued the tactical directive in part to increase awareness among Soldiers, Sailors, Airmen,

Marines and Civilians. Referencing the consequences of poor judgment and the benefits of common respect for others, he directed that, “All personnel will demonstrate respect for Afghans, Afghan culture, Afghan customs, and Islam in their actions and words.”

Of particular note to disrespectful drivers, General McKiernan noted that, “On the road and in vehicles, ISAF

personnel will demonstrate respect and consideration for Afghan traffic and pedestrians.”

CSTC-A fully endorses General McKiernan’s tactical directive. As those who work closest with Afghans, we must understand the importance of respect for Afghans. The next time you get out into traffic, demonstrate this respect.

Yak Team Wahed! One Team Together!

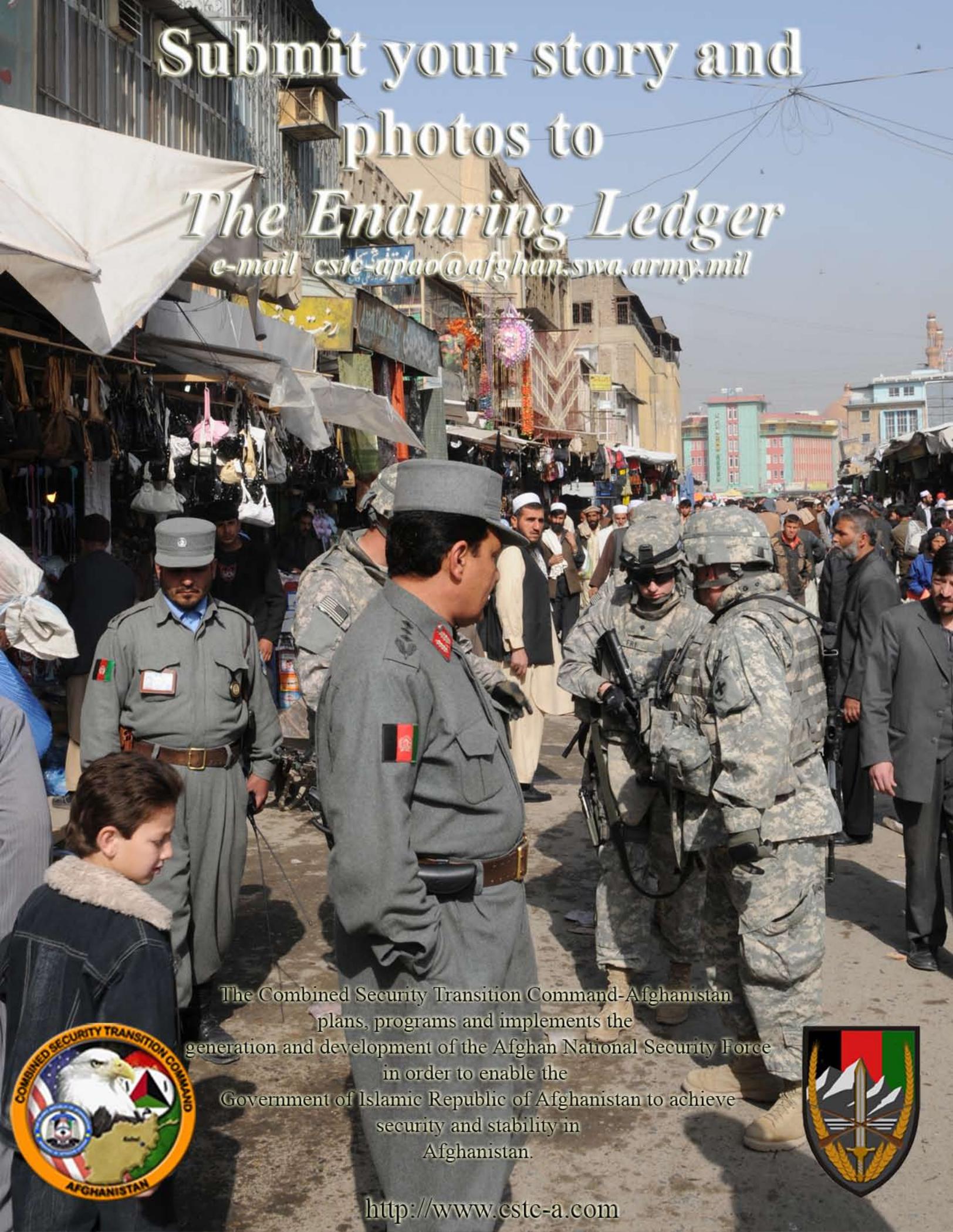


photo by Fred W. Baker III
U.S. Army Soldiers drive a convoy into the city of Gardez, Afghanistan— the Paktia provincial capital— to meet with local officials. The Soldiers are assigned to 1st Battalion, 178th Infantry Regiment.

Submit your story and
photos to

The Enduring Ledger

e-mail cstc-afao@afghan.sva.army.mil



The Combined Security Transition Command-Afghanistan plans, programs and implements the generation and development of the Afghan National Security Force in order to enable the Government of Islamic Republic of Afghanistan to achieve security and stability in Afghanistan.



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