



# THE ENDURING LEDGER

Combined Security Transition Command-Afghanistan

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## Focus on Training



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## Editorial Staff

**CSTC-A Commanding  
General**

**MG Richard P. Formica**

**Command Sergeant Major  
CSM Arthur L. Coleman Jr.**

**Public Affairs Director  
Army Lieutenant Colonel  
Chris Kubik**

**Public Affairs Deputy  
Director**

**Navy Lieutenant Kent Laborde**

**NCOIC**

**Petty Officer 1st Class  
Cliff Williams**

**Layout and Design  
Petty Officer 2nd Class  
Paul Dillard**

**Graphics**

**Petty Officer 2nd Class  
Edward Vasquez**

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# Afghan National Army Soldiers improve M16 rifle skills

By G. A. Volb

## KMTC Public Affairs

CAMP ALAMO, Afghanistan – “I haven’t seen consistency in grouping like that for 13 months,” said Army Staff Sergeant Chris Thornburg as he looked over targets used by Afghan National Army (ANA) Soldiers during M16 training at Kabul Military Training Center.

He noted that the tight groups may have had something to do with the Soldiers having just completed M16 familiarization training the day before. “Or it could have been a fluke,” the veteran mentor from Vancouver, Wash., said.

Moments later, however, 25-year-old ANA Private Abdullah repeated his precision with the weapon – even tightening his group on the target 25 meters down range – ending any speculation on Thornburg’s part. The sergeant made his way back to the firing line this time to congratulate the young Soldier on some very nice shooting.

“He had a hell of a group again,” said Thornburg. “All he needs to focus on is the sight picture a bit more.”

“I’ve used the AK47 before, and though this is my first time using the M16, I think it’s better than the AK,” said a smiling Abdullah, from Badghis Province. “I’m very excited to have the M16.”

Private Noor Khan, 27, from Takhar Province, also seemed to find the M16 quite comfortable in his hands, as he too put some nice groups together. Both Soldiers, part of Kandak 103 (training battalion 103) may be a sign of things to come as the ANA’s fielding of M16s moves into its seventh week here.

“The trainees are grasping the training relatively well,” said Army Lieutenant Colonel Brad Perrier, Senior Basic Warrior Training mentor. “Like Kandak 102, these trainees have already had three days training with the AK47. Therefore, we are still trying to overcome some of the tendencies of the trainees to use sight picture adjustments – Kentucky windage – rather than good marksmanship fundamentals.”

Perrier said they’ve “conducted an after-action-review each day following training. One item in particular that we added to training is the familiarization firing. Trainees are issued three magazines of five rounds each and get the opportunity to shoot in the prone supported, prone unsupported and kneeling positions. We don’t know the



Photo by Guy A. Volb  
An Afghan National Army Soldier is instructed on the proper way to assemble an M16 by Sergeant First Class Jose Palomino. The Soldier was among the first to receive the new rifles during Basic Warrior Training at Kabul Military Training Center. Palomino is with the KMTC Mentor Group’s Basic Warrior Training branch.

results yet, so it is too early to say, but the intent is to give the trainees experience with the weapon before grouping, zeroing and qualification.”

Early reports show a marked increase since adding the familiarization portion, with

*“I’ve used the AK47 before, and though this is my first time using the M16, I think it’s better than the AK.”  
—ANA Private Abdullah*

anywhere from a 15-23 percent increase in the numbers of Soldiers who zeroed their weapon compared to the previous Kandak.

“We’re looking for more improvement in the weeks to come,” added Perrier. “Some Soldiers have difficulty keeping positive control with their hand on the hand grip at all times, so they can use certain hands or thumbs to move the safe, semi, and burst selector switch or to drop a magazine. The majority of Soldiers are still poor marksmen by our standards, so our expectation is to

see increases in performance with each Kandak trained. The improvement in the number of zeroes recently in Kandak 103 is a pleasant surprise.”

Training currently includes two days on the KMTC parade field teaching Soldiers safety, assembly, disassembly, functions check and malfunction actions. They’re taught the sight picture and the four fundamentals of basic rifle marksmanship. They also conduct dime or washer drills – steadyhold and trigger squeeze confirmation, grouping exercises, as well as learning range commands and the different firing positions. Day three is the familiarization firing; days four through eight are grouping, zeroing and qualification.

“From the previous Kandak – 102 – the first at KMTC to receive M16s, of the 467 who zeroed and were allowed to try to qualify, 106 did qualify for a 23 percent success rate,” said Perrier. “But we’re expecting the positive trend shown in Kandak 103 to continue.”

# Going Fishing: Mentoring and Partnering the ANSF

By MG Richard P. Formica  
**CSTC-A Commanding General**

As I've said in previous columns, our task is to build sustainable capacity and capability in the Afghan National Security Forces (ANSF). We do this through our institutional training, ministerial development, and we do it operationally in units...down to kandaks in the Afghan National Army (ANA) and districts in the Afghan National Police (ANP).

Our embedded training and mentoring teams contribute to the development of the ANSF through mentoring. These teams operate in harm's way and they live in forward-operation bases across Afghanistan; they are the life blood of our organization.

**Mentoring is the core of the CSTC-A mission.**

Soldiers, Sailors, Airmen, Marines, and Civilians develop close, personal relationships, build trust, and establish strong, professional bonds that enable us to effectively train and mentor the ANSF in improving warfighting and counterinsurgency skills.

Our trainers and mentors:

- Implement and improve systems within the ANSF
- Communicate information from the unit to the ministerial levels
- Support the operational planning and employment of the ANSF unit to which they are aligned, and
- Assess capabilities of the Afghan units with whom they serve

The goal: a self-sufficient, competent, and professional ANSF.

Battlespace owners

contribute to the development of the ANSF through partnering. **Partners form a habitual relationship between ANSF and ISAF or Coalition units that touches all aspects of the life of an ANSF unit.** The ANSF and partner organizations jointly plan, prepare, and execute tactical and humanitarian operations and activities. They conduct post-operational assessments to better achieve joint operational effects.

As Major General Michael Tucker, ISAF Deputy Chief of Staff, Operations, points out, **“fishing” provides a simple analogy that aptly describes the relationship between mentoring and partnering.** CSTC-A mentors teach the ANSF how to fish. We provide the boat, the rod and reel, and we help them hook the bait.

The partner decides with the ANSF, “when, where, and what type” of fishing they’ll do.

When our ANSF counterparts go fishing with their partner unit, our mentors get in their boat with them and help them fish!

The combination of both mentoring by ETTs & OMLTs, PMTs & POMLTs and partnering by coalition force



**MG Formica**

units builds capability in the ANSF and enables them to lead an increasing percentage of tactical operations.

On any given day, CSTC-A mentors are out there with their Afghan counterparts, “rucking it up.” From Kabul to Kandahar, Khost to Herat to Mez e Sharif, CSTC-A mentors are at the decisive point of the operation: training and mentoring the Afghan National Security Forces each and every day.

They are the lifeblood of our organization, and central to building sustainable capacity and capability in the operational units of the Afghan National Army and the districts of the Afghan National Police.

Yak team waded!



Photo by Navy Petty Officer Terry Matlock  
**Uzbin Valley, Afghanistan--The Afghan National Army partners with the French 1st Armored Company, supported by a U.S. Embedded Training Team, in a sweep of the area to locate a suspected weapons cache.**



Photo by Specialist Luke Austin  
**An Afghan National Police Officer in Gul Dara, Afghanistan receives a certificate of achievement from Staff Sergeant James Tadrowski of Police Mentor Team Three, Regional Security Integration Command-Kabul.**

# Emphasis on green, amber and red cycles



**CSM Coleman**

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

First of all I would like to say congratulations and welcome to all of our newly arrived Soldiers, Sailors, Airmen, Marines and Civilians. For those of you arriving to this command for the first time, this is an exciting time to be a part of the Combined Security Transition Command – Afghanistan. We have our nation’s focus and this command is at the tip of

the spear. We are moving out on our objectives, building capacity and capability in the Afghan National Army (ANA), the Afghan National Police (ANP), the Afghan National Army Air Corps (ANAAAC) and the Afghan Border Police (ABP).

One of the highlights that I would like to focus on this month is the training system where we utilize the green cycle, red cycle, and amber cycle. The purpose of these

cycles is to maximize development of small units, crews, leaders and individual Servicemembers. We use them to maximize Servicemember’s attention in prime time, mission-essential training. This particular management system can be applied to the ANA, ANP, ANAAAC and ABP.

But remember, a system is not a system until an NCO is involved. This particular management system helps develop mission-related scenarios as well as helping to focus the entire organization on several tasks; it integrates all BOSS (Battlefield Operations Systems) into coordinated, combined arms training, which is where I believe we are headed.

Again, stay safe, take care of your buddies, and stay focused.

## **Areas of Emphasis: BE, KNOW, DO.**

- **Be:** Be involved in your Servicemembers’ training; set the example.
- **Know:** A key part of being a noncommissioned officer is to know your Servicemembers, and to know your job.
- **Do:** To do is to take action.



Photo courtesy G. A. Volb

**Afghan National Army Soldiers of Kandak 102 attend M16 familiarization training at Kabul Military Training Center. Kandak 102 was the first to receive the rifles during Basic Warrior Training.**

# Up close with Minister Wardak

*Abdul Rahim Wardak was born on February 4, 1945 in Wardak Province. He is married with three sons, all of whom have successful professional careers. He graduated from Habiba College before attending the Afghan Military Academy and then a series of both Soviet and U.S. advanced military training schools. He served in various military positions before the Soviet takeover in 1978. He spent the next 31 years as a senior military leader involved in both insurgency and counter-insurgency. He was three times wounded in action and now serves as the Afghan Minister of Defense.*



**Abdul Rahim Wardak,  
Afghan Minister of  
Defense**

## ***On responsibilities as Minister of Defense:***

I'm the main military advisor to the president, responsible for defensive policy, defensive doctrine and strategy. I'm also responsible for procurement, supplies and logistics, and also policies on training...personnel, recruitment, acquisition and budgeting. I'm a Soldier with a lot of fighting experience. I spent a long time in insurgency and counter-insurgency—almost 31 years.

## ***On the importance of the ANA:***

It is actually the foundation of any state to have proper security forces. Without security, none of the rest of the components of counter-insurgency, which include production, proper governance, building of infrastructure and economic development, will be possible. Having a nationally-oriented, professional army dedicated only to the constitution and God, country, and duty, is necessary to ensure not only the peace and prosperity of present times, but the peace and prosperity of future generations.

## ***On progress in the ANA:***

I could have hoped and aimed for much more progress since 2002 and 2003. Initially the threat was anticipated as really low by our friends and allies. Based on that, they founded the structure of the Afghan National Army. Since 2007 there has been some major effort to accelerate the growth of the ANA and also to improve its capabilities. I am proud to say that the Afghan National Army is the most credible and trusted institution in this country. It is nationally-oriented, it is practically accountable, and it is becoming reasonably effective and disciplined. Still, there is a lot of room for improvement.

## ***On challenges the ANA face:***

I don't see facilities as an obstacle. Most of our troops are deployed in forward operational bases. Garrisons are empty. Also I think a real soldier can survive in tents, and I have lived

for years in tents and caves. So that is not stopping us. There are a lot of officers who we have recalled and we disarmed them and we took them out of service. From that we have the capability to draw more officers. In the meantime I think we can increase the capacity of our OCS and also of our National Military Academy.

We are working on the NCOs, so I don't see that they are going to be a problem. We have to increase our capability for NCO training. We will have plenty of twelve-year high school graduates to induct as NCOs.

Some people say that equipment will be an obstacle for acceleration. That I also do not see as a problem, because three of our Corps have received at least their light weapons; they have fielded M16s and M4s.

## ***On the effectiveness of training:***

Training is an evolving process that you have to do all the time. Even the best units in the best armies of the world still need to be further trained. Unfortunately in our case, I think the units have been deployed after very little time in training, and especially the initial units of the ANA.

But there is no doubt that no training can compensate for actual combat. A lot of things which you learned in books and manuals do not really apply when the real fighting starts. So you have to be really flexible, but it does help to develop your way of thinking properly and quickly in a crisis.

## ***On progress that needs to be made in training:***

As far as training officers and NCOs, that is a concern. We do not have branch schools like you have, such as artillery schools. We do have a logistical school and we are building an engineering school. We have to have proper basic courses for each branch, and then we have to have proper advanced courses, and then a staff college and defense university, a war college or national defense college.

At the moment I don't believe that any of our courses are up to the real standards which are required.

Also I think the air force is something which has been neglected for many years. So, air force training, both for the ground crew and the aircrew and pilots, will be something essential for the future.

## ***On rotating pilots to the U.S. for training:***

It will help. But still, we don't get proper aircraft. We are just dealing with some aircraft that have been refurbished and we have had crashes, and also there have been a lot of incidents where they had to go for a forced landing. So these are really unreliable machines which we are flying. But we can not be choosy.

## ***An Afghan solution:***

I will ask something I preach all the time: please enable us to defend this country. Please enable us to fulfill our historic responsibility and our patriotic duty. It will be a solution which will be much more cost effective than the deployment of international forces and will be politically less complex, and it will be saving lives for our friends and allies. **This war is imminently winnable, but the final solution will have to be an Afghan solution.**

# Romanian Detachment transfers authority

Story and photo by Lieutenant Colonel Tim Franklin

## TF Phoenix Public Affairs

KABUL, Afghanistan – The transfer of authority from Romanian Detachment 11 to Detachment 12 on May 8 marked the seamless transition of mentoring provided by Romanian Coalition partners within Combined Joint Task Force Phoenix VIII. Outgoing Detachment Commander Lieutenant Colonel Aurel Neagu passed the Romanian national flag to incoming commander Lieutenant Colonel Ionel Vasii during a transfer of authority ceremony conducted at Patriot Square, Camp Phoenix. The ceremony symbolized the continuity of command of the Romanian contingent.

The Romanian Detachment's mission in support of Operation Enduring Freedom began in 2003 with a Mobile Training Team (MTT) based in and around Kabul. The MTT provided teaching, training and mentoring to Afghan forces on tactics, reconnaissance, artillery, medical, signal and various former Warsaw Pact weapons systems and vehicles. In 2004 the detachment was reinforced with an Embedded Training Team (ETT) which works within Afghan Regional



**Incoming Romanian Detachment Commander Lieutenant Colonel Ionel Vasii (left) prepares to receive the Romanian flag from outgoing commander Lieutenant Colonel Aurel Neagu during the Transfer of Authority ceremony between Detachment 11 and 12 at Camp Phoenix.**

Security Integration Command-East, integrated with United States ETTs to provide expertise and training on former Warsaw Pact weapons used by the Afghan National Army.

“Commanders come and go, but the unit and the mission continue,” said

Brigadier General Steven P. Huber, CJTF Phoenix VIII commander.

“The passing of the flag from one commander to another symbolizes that continuity and is part of the peaceful transfer of authority that characterizes democratic societies.”

## Operations Coordination Centers enhance ANSF cooperation

Story by Petty Officer 2nd Class Paul Dillard

### CSTC-A Public Affairs

Afghan National Security Forces (ANSF) are building a new capability in time to help coordinate security for the upcoming August presidential elections. Operations Coordination Centers (OCCs) are the future of ANSF cooperation and are essential to synchronized conduct of ANSF missions. These centers will provide ANSF units at all levels with the resources, coordination and leadership necessary to jointly provide the people of Afghanistan the security they need and desire. OCCs are established at the regional, provincial, and district level.

The Regional Operations Coordination Center (OCC-R) functions as a regional operations center that enables ANSF, including the National Directorate of Security, to synchronize and monitor the security of the country. It receives requests for assistance from respective Provincial Operations Coordination Centers (OCC-P) in its region, conducts rapid mission analyses and determines the appropriate response force. It then alerts, deploys and provides command and control of those forces while maintaining a communications link with the National Police Command Center (NPCC) and the National Military Command Center (NMCC).

The OCC staffs are composed of Operations, Intelligence,

Air, Logistics and Personnel sections. The OCC is capable of producing a response plan to either enemy activity or, in coordination with Non-Governmental Organizations (NGOs) and/or the local populace, responding to natural disasters or humanitarian crises.

With the aid of the Ministry of Communications and Information Technology (MCIT), a series of emergency phone numbers has been established for use throughout the country. The numbers are: 100 for Police, 101 for the Fire Brigade, 102 for Ambulance Service and 999 for telecommunications customer service. The center will also provide a number dedicated to reports of corruption and IED activity. Ultimately, 100 will become the national “Emergency Response Hotline” and calls will be transferred to OCCs that can direct “first responders” at an appropriate level of response to emergency situations. The 119 number will become the national “corruption” hotline. In the meantime, the 119 number will be used in conjunction with 100 to report any IED or bomb related activity.

These interlocking series of OCCs are positioned so that ANSF units no longer operate in isolation and so that the citizens of Afghanistan have a quick, easy and anonymous way to request civil and military assistance.

# ANA Central Movement Agency trains on radio communications

Story by Sergeant Jennifer Premer,  
TF Lightning Support PAO

KABUL, Afghanistan - The Afghanistan National Army's (ANA) Central Movement Agency (CMA) recently trained their Soldiers on radio procedures.

The CMA is the transportation brigade responsible for transporting supplies throughout Afghanistan.

Proper radio communications allow Afghan Soldiers to communicate to a Tactical Operations Center, which tracks information on current operations.

"Most of the students know how to turn the radio on and talk, but they don't know how to do the more complex things such as change the channel or the frequency," said Staff Sergeant Mandi Null, from the Joint Logistics Command, which helped orchestrate the radio training.

The training program used detailed pictures, hands-on exercises and testing, which accommodates Afghan troops who cannot read.

ANA Soldiers demonstrated a desire to

learn and were grateful for the training they received.

"This experience is good for me because when we go on convoys we need to know these things," said Ashur Aji Noor Ali, a member of the ANA who attended the training. "Since I got promoted, I use the radio all the time, and now I know how to do more, and I am very happy."

In addition to learning the new techniques, graduates of the class are expected to teach fellow troops their new-found skills.

"There are students from each company within the brigade who attend the training; when they spread the word, it becomes a force multiplier," said Major Ben Kaffo, the Joint Logistics Command's Afghan National Army Partnership program chief.

"We need guys who know how to work the radio," said Colonel Fateullah Hamdast, the CMA brigade commander who described the radio as the "brain" of the Army. "I appreciate this training and want the JLC Soldiers to come in the



- by Specialist Micah E. Clare  
**Ashur Aji Noor Ali, a squad leader with the Afghan National Army's Central Movement Agency, operates the radio during training. Ali was honored as the top graduate of the class.**

future."

Following the week-long training class, the students participated in a graduation ceremony, where they received a certificate of completion for the radio course.

## Afghan National Army Pilots discover heritage

Story by Petty Officer 2nd Class Edward Vasquez

### CSTC-A Public Affairs

KABUL, Afghanistan — More than sixty-five aspiring pilots—over half of the current Afghan National Army Air Corps (ANAAC) pilot candidates—are in final preparations to attend undergraduate pilot training (UPT) in the United States. They are the first to attend this training under a new program that will shape them into fully qualified pilots. They won't be the last; 50 Afghan pilot candidates will travel to the



Photo courtesy of U.S. Air Force  
**Afghan Air Force Colonel (retired) Ghulam Mustafa Tayer (left) as a young lieutenant with an instructor at Ghulam Air Force Base in the United States.**

United States each year through 2012 to attend UPT, where the U.S. Army, Navy or Air Force will train them before they return to Afghanistan to continue the fight against the enemies of Afghanistan.

As part of their preparations, these airmen recently met with Colonel (retired) Ghulam Mustafa Tayer, one of the first Afghan pilots to travel to the United States for pilot training in 1958. At this meeting he told them about his experiences and shared with them his tips for success.

"Fifty years ago we were sent to the United States of America to the same school you are going to now," said Tayer during his address to the pilot candidates. "I just wanted to be clear about something: being in the United States you must be very disciplined. The key to success for you is to be hard working," he continued. "Never leave your work from today for tomorrow because tomorrow you will have more work to do."

Tayer knows much about hard work and discipline. He graduated from the Afghan Institute of Technology in 1957, and was one of 14 pilots initially selected by Prime Minister Daoud to go to the United States for pilot training. He was the first of only four Afghan Airmen to earn his pilot

wings after graduating from the program.

After returning to Afghanistan, Tayer briefly flew a MiG-15 based out of Mazar-e-Sharif before being selected in 1960 as a pilot for King Zahir Shah and the royal family. In the late 1960s he again left Afghanistan, this time to train in Canada on De Havilland DHC-6 Twin Otter aircraft in preparation for his new job as an airline pilot for Bakhtar Afghan Airlines. In 1985 Tayer transitioned to Ariana Afghan Airlines. With Ariana he flew both the Tu-154 and the B727.

In 1989 he retired from Ariana Airlines but was soon drawn back to the aviation world and went to work for the United Nations in several aviation-related jobs from 1991-97 and again from 2001-07. During his long career as an aviator Tayer not only flew the king of Afghanistan but several regional heads of state.

The ANAAC is currently expanding the number of aircraft in service to include approximately 68 rotary-wing and 60 fixed-wing aircraft by 2016. Aircraft in the ANAAC will include: Mi-17 Hips, Mi-35 Hinds, C-27 Spartans, An-32 twin-engine turboprop military transport aircraft and a high-performance jet trainer aircraft.

# Training Soldiers to be Corrections Officers

Story and photo by Petty Officer 2nd Class Edward Vasquez

## CSTC-A Public Affairs

KABUL, Afghanistan — Selected Soldiers of the Afghan National Army (ANA) recently attended a seven week corrections course in order to transition to Corrections Officers. The course trains Soldiers in providing care and maintaining custody of detainees at the Afghan National Army Detention Facility (ANDF).

Through a series of lectures and practical exercises, the Soldiers gained a higher level of discipline and a basic understanding of their role as Corrections Officers.

“The military police is a young organization in the Afghan National Army (ANA), and so exercises like this one are necessary,” said Sergeant Arife, an ANA detainee course instructor. “We will continue to conduct exercises like these

until we have the experience necessary to be very professional in our daily affairs.”

In one such exercise Soldiers demonstrated their practical knowledge of how to enter and search the cells. According to instructors, this is important for the safety and security of the group.

“I’m very satisfied with this exercise because the students have demonstrated what they learned formally in the class,” said Arife. “They located all of the contraband that was hidden in the cells.”

“Today’s cell extraction was good,” said Sergeant First Class Brian Hampton, Non-Commissioned Officer in Charge of detainee operations.

“They took a detainee from the cell and did a systematic search. The most important part of doing a cell search is starting in one place and moving around overlapping that place at the end.”



**Soldiers at the Afghan National Army Detention Facility demonstrate a practical knowledge of entering and searching cells.**

## Transforming Intelligence to better protect Afghanistan

Story by Petty Officer 2nd Class Edward Vasquez

## CSTC-A Public Affairs

The Afghan National Army (ANA) Intelligence Training Center (ITC), located in the Bala Hissar area of Kabul, is helping the Afghan National Security Forces by transforming intelligence instruction. ITC courses are taught by Afghan instructors with assistance from CSTC-A CJ2 mentors; together, the team has developed a more challenging curriculum to better train intelligence officers.

The staff has transformed the basic intelligence course from its initial 40-hour, four-week structure to a rigorous 132 hours of instruction over the same amount of time. The increase in hours and the integration of more practical exercises give students the skills necessary for supporting their units with actionable intelligence. Although the vast majority of students are from the ANA, officers from the Afghan National Police and the National Directorate of Security have attended the basic course

as well. “We have trained about 2,500 people so far,” said Afghan National Army Colonel Rahola Azizi, Deputy of Plans and Integration for the ANA G2.

Students receive an introduction to the relationship between Intelligence and Operations in counterinsurgency. Intelligence in counterinsurgency requires a comprehensive understanding of the operational environment. Students at the school also learn the use of Areas, Structures, Capabilities, Organizations, People, and Events (ASCOPE) to develop a more comprehensive understanding of the importance of Human Intelligence (HUMINT) in counterinsurgency.

“The ANA are developing their intelligence skills to better protect Afghanistan,” said James D. Wallace, Senior Intelligence Instructor at the ANA ITC.

Wallace explained that though some students have more experience than others, the goal of the course is to

get everyone to the same level. Class discussion allows students with more experience to help train those with less experience, identifies who in the class has what experience, and allows a degree of “peer” training.

Eventually the training center will move from Bala Hissar to the Sia Sang area of Kabul. The new training center, which is currently under construction, will have ten classrooms versus the current three. With the added capacity, the basic course will expand to a 400 hour

course that will be three months long. The advanced class has already been expanded to 200 hours of instruction over six weeks.

The school currently produces 60 intelligence officers per cycle, with the potential to increase to 260 per cycle when the center relocates. The curriculum will continue to expand, and current international support from the French and Germans will be refined to assist in critical areas such as counterintelligence.



Photo by Petty Officer 2nd Class Edward Vasquez  
**ANA Intelligence Officer advanced course students conduct a practical exercise during instruction at the Intelligence Training Center at Bala Hissar.**

# ANP test cell phones for better paydays

Story and Photos by Petty Officer 2nd Class Edward Vasquez

## CSTC-A Public Affairs

Members of the Afghan National Police (ANP) may get their paychecks a little easier soon with the help of a new program referred to as "Pay by Phone." This program is designed to increase the availability of cash to Officers who do not have regular access to a bank, while saving rural police from long, dangerous trips to get paid.

"I heard about a pay by cell phone program in Kenya and some other places with great success," said Tim Haider, Ministry of Interior Development Team Senior Finance and Budget Mentor. "So the theme here is to find new and creative ways to solve a complex problem involving payroll. The objective is 100% electronic fund transfer (EFT) to help limit corruption and get each individual Policeman's pay sent electronically."

Most banks can not reach all locations, so members of the Ministry of Interior (MOI) wanted to try a program called "M-Paisa," which means "pay" in Dari. MOI partnered with the Afghan cellular company Roshan. They plan to conduct a test of the system in a rural area far from any banks.

"The first test will be with select members of ANP in the near future. We will issue cell phones with cards that are provided by Roshan because most police

don't have cell phones," said Haider. "The way the money is transferred is from the Ministry of Finance into Roshan M-Paisa accounts and then into an individual M-Paisa account. Local Roshan agents around the country will be able to transfer the money to the individual's M-Paisa account. Police can then go to any agent to pick up money."

"There's transparency for us and there will be no paperwork. Everyone will be able to just go and pick up their pay from this phone number," explained Colonel Barialia Sadat, Deputy of Finance for the ANP. "I support this because it is good for our employees. In the center we have the banks and this will make it easier for people to get their pay with the Roshan Company."

Each Police Officer involved in the test will receive a short message service (SMS) notification when their pay has been deposited. When they get the SMS, they will be able to take their phone and go to the local dealer where they will be able to key in their pin number and create a transaction. The local agent verifies the transaction and then provides the police their money.

"The Pay-By-Phone system simply uses a cell phone with a special chip in it. This allows the phone to become an automatic teller machine (ATM), eliminating pay by cash, particularly for people in remote districts who don't have access to a

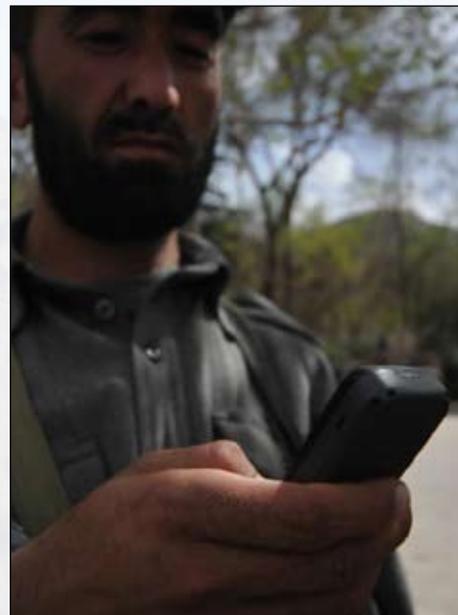


Photo by Petty Officer 2nd Class Edward Vasquez

**Abraham Rabany, an Afghan National Police Officer, helps to test the new ANP pay by phone program.**

traditional bank or an ATM machine," said Commander Tracy Brown, Chief of ANP Finance.

"There are a lot of challenges with starting something new," said Haider. "What we have been working on over the last nine months is to just get everyone to agree and now everybody does."

The first test will last three months to ensure that the program is secure and effective for the ANP.

## 09 Limas: Facilitating Cultural Understanding

Specialists Sanaur Rahman, Gonzales and Shah Qasim Ali represent a new type of Soldier rising to meet the developing needs of the Army in its ongoing mission in Afghanistan and Iraq. Deployed to Camp Eggers, Kabul, all three Soldiers are

members of the Army's newest Military Occupational Specialty (MOS): 09 Lima. Multi-lingual and multi-cultural, they were recruited to meet the growing need for Soldiers who can not only act as translators, but who have an instinctive grasp of local

cultures. In this capacity they act as cultural facilitators for the Army, helping provide a greater understanding between the U.S. military and the people of Afghanistan. "First, we are Soldiers," said Specialist Gonzales. "Secondly, we are interpreters and thirdly, we are translators."

Their jobs began as a pilot program in February of 2003 and officially became an Army MOS in February 2006.

"I like my job," noted Specialist Ali. "We aren't just doing translating, but mentoring as well. I'm teaching computers and the use of the English language to senior Afghan officers, and helping them understand American culture. Making a bridge between two nations and their culture is a big part of our job. I'm also starting to teach proper interpretation and cultural advising to our civilian translators."



From left to right: Specialist Shah Qasim Ali, Command Sergeant Major Arthur L. Coleman, and Specialist Sanaur Rahman at Camp Eggers, Kabul.

# How To: building training programs for the ANSF

By Army Major Philip L. Burton

## **Mentors must help define training requirements:**

Most Afghan National Army (ANA) infantry battalions and Afghan National Police (ANP) districts are over-stretched due to continuous operations: lethal, non-lethal and other missions directed by higher. Compound this with Soldiers and Police in training and on leave at any given time, and soon planning and scheduling training becomes very difficult.

The S3 (Operations) mentor will have to spend a great deal of time with the ANA S3 or ANP training officer to identify who will be trained

on what, when they will be trained, who will support the training and the desired effect of that training. Another goal of the S3 mentor is to assist his counterpart in the development of short and long term training calendars for units not in the kinetic fight.

## **Training meetings vs. staff meetings: Mature ANA and ANP staffs know the difference.**

Immature ANA and ANP staffs struggle. The best advice to any new ETT / PMT rotation is to observe, listen, then recommend. Ask the ANA / ANP Commander or Executive Officer what their battle rhythm is for meetings

(i.e., every Tuesday) and if they follow an agenda.

If there is no agenda, assist the Battalion Executive Officer or District Training Officer in the development of one. As a general rule, staffs do very well if they follow an agenda. If no agenda is followed the meeting will most likely become a finger-pointing event that accomplishes nothing.

Be creative if you must use notional training. The best advice is to avoid notional training if at all possible. If absolutely necessary be creative. Any notional training must grab attention immediately.

**“Hands on techniques are best: ‘Show me and I will do it’ is the best method in training/mentoring the ANA/ANP.”**

## **Empowering Brigade, Battalion, and District Staffs:**

Imagine six fish bowls (Executive Officer, S1, S2, S3, S4 & S6) with one fish in each bowl. Each fish swims independently, conducts ineffective daily discourse with the other fish, and each is reluctant or afraid to make decisions within the scope of his responsibility.

It is not uncommon for staff officers to not make decisions for fear of reprimand, making mistakes, etc., in front of their commander. One school of thought is that this is a leftover from the Russian influence. Regardless of reason, this is a very real issue.

As mentors we need to take every opportunity to recommend to a commander that he will be best served if he empowers his staff to work for him, versus the commander making all decisions for all staff sections all the time. This is a difficult phenomenon to overcome...be patient.

## **Initially focus on Troop Leading Procedures at all levels.....even at Brigade/Province level:**

The eight steps of the Troop Leading Procedures (receive mission, issue warning order, make tentative plan, initiate movement, conduct reconnaissance, complete plan, issue operations order, supervise and refine) is a much simpler process for Afghan leadership to comprehend.

Use this technique if you learn your counterparts cannot effectively employ the facets of the more complex Military Decision Making

Process. Also keep in mind that regardless of whether or not you use the Troop Leading Procedures or the Military Decision Making Process, do not expect the result to be on par with US products.

If the process is understood by your counterpart, it is very likely the resulting product will be much different. This is OK. **If it works for them and it is an Afghan answer, you have accomplished a great deal.**



Photo by Air Force Master Sergeant Jim Varhegyi  
**Air Force Staff Sergeant Andre Sanchez-Romero demonstrates how to escape from a wrist lock to a member of the Afghan National Police.**



**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.**

# Afghan National Security Forces In Action

As a result of heavy spring rains, floods devastated areas of the Jowzjan Province. Members of the ANSF, led by 209th Corps Commander MG 'Murad' Ali Murad, rescued more than 1200 stranded residents and carried them to safety using ANA Air Corps helicopters.



The Afghan National Army's 3rd Brigade, 201st Corps recently established a combat outpost in the Uzbin Valley. The ANA also conducted a humanitarian assistance mission which brought additional benefits of the government's presence to the area, which was once a safe haven for the enemies of Afghanistan.



The 207th Corps Afghan National Army (ANA) Squad Leader Course trained new Noncommissioned Officers (NCO) to become effective leaders in the ANA.



A joint 207th Corps Afghan National Army and Region West Afghan National Police operation in Farah Province eradicated over 350 acres of poppies.



Officers and Soldiers of the Afghan National Army 201st Corps pass out school supplies, bagged candy, and stuffed animals to children at the Beth Khak school in the Butkhak village.



Afghan National Army Commandos from the 205th Corps, with Coalition Forces, discovered a large quantity of ammonium nitrate during a security sweep of the Shawal Bazaar in Nadi Ali District, Helmand Province April 29. The compound is commonly used by militants to produce explosives and roadside bombs.



The 203rd Corps of the Afghan National Army (ANA) canvassed three villages in cooperation with the local Afghan National Police in order to improve security. ANA company commanders controlled the operation. Village elders praised the Soldiers for their conduct during the operation in which enemy weapons were seized.

# Corps reach milestone in literacy program

Story and photo by Specialist Luke Austin

## TF Phoenix Public Affairs

CAMP THUNDER, Gardez, Afghanistan – An illiterate person is like a blind person, explained Mohammed Ashraf, a Master Teacher for the 203rd Corps Literacy Program.

“When I teach a person to be literate,” he said, “I am giving him eyes to see the world.”

In an effort to lead the blind, as Ashraf put it, the Afghan National Army (ANA) started their own Literacy Program. The intent behind the program is to teach ANA Soldiers how to read and write Dari and Pashtu, a much-needed skill for an army with an illiteracy rate among its Soldiers of approximately 70 percent.

“If most ANA Soldiers can’t read or write, they will be ill-informed on religious, social and national issues,” Ashraf further explained. “Literacy is key to developing a democratic society.”

The 203rd Corps was the final ANA Corps to kick off its Literacy Program. Other ANA Corps began the program within the last two months, stated Rick Mobley, the CSTC-A Literacy Program coordinator.

On May 6, teachers began a seven to ten day training

process on the instruction of reading and writing. The training is provided by two Afghan professors from the University of Nebraska.

Once teachers have finished training, they will be sent to bases in the 203rd Corps to begin teaching Soldiers.

“When we educate our Soldiers, they can help the process of change for Afghanistan,” said ANA Lieutenant Colonel Abdul Almiri, the 203rd Corps Religious and Cultural Affairs deputy advisor. “When a Soldier goes to his village, he can help educate his family. As families become more educated, villages become more educated.”

Education is the first goal, Almiri noted. To help ensure Soldiers receive the best instruction, the Afghan Ministry of Defense vetted the teachers through a testing process. The highest scoring teachers were given the title Master Teacher, and will oversee teachers at every location.

In Afghanistan’s east region, where the 203rd Corps operates, there will be approximately six to 12 teachers, including a Master Teacher, at each location: Gardez, Sharana, Ghazni and Khowst.



Teachers attend the opening ceremony for the Afghan National Army’s 203rd Corps Literacy Program. These instructors were selected to teach reading and writing skills to ANA soldiers through a testing process administered by Afghanistan’s Ministry of Defense.

“I want you to understand the need is for the Soldiers. The need is for Afghanistan,” Mobley said to teachers at the opening ceremony. “The ANA and Coalition forces will provide secure housing and a place for you to work and rest.”

Safety aside, however, the teachers have all come to teach ANA Soldiers because they understand the need.

“America is helping us, and this is my country,” said Master Teacher Ashraf. “This is my country and it is my duty to support its needs. My passion is to see democracy in

Afghanistan one day.”

Mobley expressed his passion and commitment for future success as well.

“The colonel mentioned that maybe he’s crazy for being so passionate about this program,” Mobley said, referring to Colonel Syad Waqif Shah, the 203rd Corps’s Literacy Program director and Religious and Cultural Affairs advisor. “But he’s not. He has a fire in his heart to see this program succeed. And I pray... that the fire is in everyone’s heart.”

## Snapshot of the 209th Corps Literacy Program

Story by Lieutenant Edward Cavanagh and Lieutenant Colonel Meloni Beauchamp  
**ARSIC-N**

The 209th Corps has hired 21 literacy teachers to support its Literacy Program. All potential Teachers are tested for mastery in Dari and Pashtu and their school transcripts are verified through the Afghan Ministry of Defense. The standard for the Afghan Literacy Program is based on the Program of Instruction (POI) approved by the Afghan Ministries of Education and Defense and provides standardized requirements for each of the four levels of training.

The 209th Corps Literacy Program has standardized testing to measure program efficacy and all test results are tracked

in an Afghan national literacy database. The program’s short term goals include standardized instructional materials and tests, a student-teacher ratio of 1:33 and standardized classrooms with proper seating and desk space. Longer term goals include dedicated classroom space, a Teacher’s Academy and continuously updated teaching materials

Literacy candidates are placed in one of four levels of a standardized POI. The POI includes reading, writing and comprehension in both Dari and Pashtu and beginning arithmetic. Some high achieving candidates may be considered for Non-Commissioned Officer (NCO) selection.



Photo by Charles Woodward. Soldiers from the Afghan National Army’s 209th Corps, 2nd Kandak inspect new books received for the ANA Literacy Program.



# EUPOL Mission – Afghanistan monthly update

Stories and Photo by Andrea Angeli and Aziz Basam

EUPOL Press Office

## EUPOL Mission Statement

*“EUPOL Afghanistan shall significantly contribute to the establishment under Afghan ownership of sustainable and effective civilian policing arrangements, which will ensure appropriate interaction with the wider criminal justice system, in keeping with the policy advice and institution-building work of the Community, Member States and other international actors. Further, the Mission will support the reform process towards a trusted and efficient police service, which works in accordance with international standards, within the framework of the rule of law, and respects human rights.”*

## Joint Coordination and Cooperation on Counterinsurgency Seminar

EUPOL and Combined Security Transition Command – Afghanistan (CSTC-A) recently organized a joint coordination and cooperation seminar on counterinsurgency. The seminar took place at CSTC-A’s Counterinsurgency Training Center-Afghanistan and was co-chaired by EUPOL Head Police Commissioner Kai Vittrup and CSTC-A Commanding General Richard P. Formica.

The guest of honor was Minister of Interior H.E. Mohammed Hanif Atmar. Minister Atmar delivered a speech at the commencement of the seminar. Several high-level representatives from both the Interior and Defense Ministries took the floor afterward, followed by presentations from EU and US officials. Various counterinsurgency techniques and proposals to strengthen the fight against crime were presented and discussed.

The second part of the seminar was focused on the election security planning and the need for intelligence sharing.



**EUPOL Head of Mentors, Detective Superintendent Scott Chilton delivers a speech at the counterinsurgency seminar which took place recently at CSTC-A’s Counterinsurgency Training Center-Afghanistan.**

EUPOL Head of Mentors, Detective Superintendent Scott Chilton underlined “the importance of this seminar for the Afghan authorities and the international community. The benefit of bringing together senior personnel from international organizations provides a platform from which to further improve the strategic and operational program of security and police reform.” Planning continued forums for coordination and cooperation between Afghan security forces and International partners was also discussed.

## Afghan Police to Be Trained for their Role in Free Elections

Afghan National Police officers will have an important role to play in securing free and fair Presidential elections later this year and during the Parliamentary elections in 2010.

According to an agreement signed by Head of Mission of EUPOL,

Commissioner Kai Vittrup, and United Nations Development Program (UNDP) Country Director, Manoj Basnyat, training of the police in the run-up to the Presidential elections on August 20 will be carried out by the European Union Police Mission in Afghanistan.

The UNDP is leading international support for the Afghan elections organized by the Independent Electoral Commission.

UNDP and EUPOL have agreed that EUPOL will take responsibility for training up to 35,000 policemen across Afghanistan based on the “Train the Trainer” concept.

The training will focus on the role of the police on Election Day as they provide security to several thousand polling stations and also during the electoral campaign.

“The challenge for the Afghan National Police is huge, and we are looking forward to contributing to the free and fair elections” says Wilfried Nordkamp, project leader on election training at EUPOL.

# Counterinsurgency Training Center – Afghanistan trains the trainers in cultural awareness

Story and photos by Petty Officer 2nd  
Class Edward Vasquez

## CSTC-A Public Affairs

KABUL, Afghanistan — Students of CSTC-A's Counterinsurgency Training Center – Afghanistan (CTC-A) recently observed a traditional village meeting (shura) from beginning to end at Camp Julian. All of the cultural expectations, norms and taboos for various customs and traditions during the shura were explained in detail.

“Shura” is an Arabic word for “consultation, board or council.” A “jirga” is a community council often used as conflict resolution. Traditional meetings, including the shura and jirga, have significant historical precedent in Afghanistan.

The Afghan National Development Strategy recognizes the shura as a legitimate means for the Government of the Islamic Republic of Afghanistan (GIROA) to consult with and connect with the people. The CTC-A's mission is to facilitate GIROA's influence through shuras. Thus, CTC-A trains students on



**Australian Captain Peter Newman, 201st CNIK, plays the role of a visiting coalition representative during a mock shura.**

the processes of a traditional village meeting so they might understand the process of consultation at village, district and provincial levels.

“The CTC-A is hoping that through training like this, participants will be able to build rapport with their Afghan National

Security Force (ANSF) counterparts and village elders, strengthen relationships and create meaningful personal relationships with their counterparts. Hopefully this will reduce the insurgency influence and capability, and establish a secure environment. This might enable successful and comprehensive integration and coordinated delivery of reconstruction, development and governance programs to improve the lives of the Afghan population and strengthen GIROA,” said U.S. Army Captain Andrew Pokora, CTC-A.

While Coalition forces, the ANSF and Afghan citizens may not agree on the specific definition of a shura or a jirga, the purpose of the class isn't to teach rhetoric, but rather to provide a framework of how to be successful when operating in an environment that is culturally dynamic.

The CTC-A enhances the capabilities of Coalition Forces, ANSF and other GIROA agencies while teaching them to reduce insurgent influence and capability. The CTC-A does this by delivering regionally focused, best-practice counterinsurgency training and education and by creating greater unity of effort. CTC-A also helps set conditions to strengthen the Rule of Law and the development of a stable Afghanistan.



**Mohammed Hatef, a translator for the CTC-A, passes out candy at a mock shura. The treats traditionally accompany “chai,” part of an important Afghan cultural tradition.**



**U.S. Army Colonel John A. Agoglia, CTC-A Director, briefs participants on their roles in a shura to emphasize the complexity of fighting “small wars” in the midst of a globalized conflict, while better integrating the military and non-military aspects of national power.**

# Focus On: CSTC-A's Religious Ministry

Story by Petty Officer 2nd Class Paul Dillard

## CSTC-A Public Affairs

The Combined Security Transition Command-Afghanistan's (CSTC-A) Religious Ministry Directorate may seem like any other chaplain's post, but this unique office also mentors the Afghan Ministry of Defense's Religious and Cultural Affairs (RCA) department. With two dozen chaplains and enlisted personnel spread throughout the Afghan theater, the Directorate strives to create an Afghan Chaplain's Corps loosely based on the U.S. model.

A chaplain's duties are three-tiered. First are religious duties. In the ANA this aspect of a chaplain's duties are particularly important. A Mullah must lead his troops in prayer five times a day. According to Navy Chaplain Commander Patrick McCormick, "they've got that. We don't have to teach them anything on that aspect of their duties." Mentoring is provided instead for the 2nd and 3rd tiers of a chaplain's duties. The second tier would be considered moral instruction or way-of-



Photos by Petty Officer 2nd Class Edward Vasquez

**General Muhammad Nassib discusses plans to establish a new Religious and Cultural Affairs School with mentor U.S. Navy Commander Patrick McCormick, a CSTC-A command chaplain.**



Photos by Petty Officer 2nd Class Edward Vasquez

**General Mohammed Nassib, Commander of Department of Religious and Cultural Affairs (RCA) talks with mentor U.S. Navy Commander Mark Hendricks, a CSTC-A command chaplain, during a conference with RCA Mullahs.**

life counseling. The third tier is morale, which has to do with psychological well-being; fitting into the mission, the unit and the community.

"Our rapport with the Mullahs is very good," stated Father McCormick. "The key is to get to know them, to have Chai with them, and just kind of engage in the normal Afghan cultural hospitality. To receive it, to accept it from them and if possible to extend it to them. So our rapport has been very good with them in our efforts to share knowledge, particularly morale issues. We find them quite interested. They intuitively understand stress and suicide issues and many of them are doing good work with individuals. We provide a scholarly basis as support for what they already intuitively grasp, so they say 'oh, this is why this happens, this is a fairly consistent human problem that only varies in degrees.'"

The biggest effort for the Directorate has been to establish a Religious and Cultural Affairs Professional School.

This ongoing effort was recently rewarded when Congress appropriated six million dollars to establish the school.

According to Chaplain McCormick, the ideal location would be the Afghan National Military Academy. He hopes to see construction completed in 18 months to two years.

Currently the department of Religious and Cultural Affairs contains not just ANA Mullahs, but also the ANA's morale and welfare officers, its literacy officers, and its family affairs officers. The proposed school would encompass all of these disciplines.

"In addition, there has been increased contact between Coalition chaplains and RCA Mullahs," said McCormick. "This is part of General Petraeus' desire for increased cultural contact. All of the Chaplains and Mullahs have been delighted. It's been a very pleasant experience."

***"We provide a scholarly basis as support for what they already intuitively grasp"***

**Chaplain McCormick recently departed CSTC-A after 16 months of deployed service.**

# Afghan National Police training overview

## The Afghan National Police Academy

This Academy was established in Solar Year 1314 (1935) with 1,200 students. Today, more than 2,500 students attend the Academy, located on a sprawling campus in Kabul.

In recent years, new courses have been added to the curriculum, including specialized officer leadership training and the Afghan National Police Non-Commissioned Officer Course, with approximately 1,200 students attending. All Afghan citizens can apply to attend the ANP Academy.

In addition to the ANP Academy, there are 10 permanent Police Training Centers and 20 more temporary Police Training Centers at the capital and provincial levels.



Photo courtesy of DoD  
Afghan National Police Officers practice detaining and handcuffing suspects during training.

## Afghan Border Police Training

- Afghan Border Police receive six to eight weeks of training, with the addition of a two-week mentoring phase after the unit returns to its home station.
- Focused Border Development (FBD) training was originally designed for border units along the east to southeast border of Afghanistan.
- Training was designed specifically to meet the threats identified for forces employed along that border.
- FBD consists of survival and interdiction skills and is conducted at unit level.
- Initial success of the program led to expansion to Regional Commands North and South. Plans are underway to implement FBD across the country.
- The FBD training program is centered on the training of 122 border companies located in the Regional Commands.



Photo courtesy of CSTC-A Public Affairs  
An Officer of the Afghan Border Police fires an assault rifle during weapons training.

## ANP Literacy Training

- Instruction based on Ministry of Education Literacy Program.
- Training conducted at Regional Training Centers (8 weeks) and followed by training at the provincial and district level (9 months)
- Training conducted by an Afghan instructor
- 6400 ANP currently in training at 114 active training sites
- The program is very popular with ANP, who spend two hours a day beyond normal working hours going to class.
- Currently 211 instructors.
- 70 percent of ANP are illiterate. 15 percent are semi-literate.
- Projected 10 years for 100 percent literate ANP.



A police officer in training with a manual for the Afghan police force. Literacy training for the ANP is a major focus.

## AUP Training

In accordance with policy established by the US Embassy, Kabul, CSTC-A's priority for police development is at the local level. Focused District Reform (FDR) is the overarching strategy for training Afghan Uniformed Police (AUP). Within FDR, the Focused District Development (FDD) program is currently the main effort in the development of local police and is also the CSTC-A main effort for all ANSF training and development.



Photos courtesy of CSTC-A Public Affairs.  
Clockwise from right: ANP Officers practice room clearing; Officers conduct riot control training; an Officer practices first aid skills on a U.S. Soldier.



## Focused District Development

- **First Stage:** a District Assessment and Reform Team (DART) assesses the selected district.
- **Second Stage:** Afghan National Civil Order Police (ANCOP) and district police conduct relief-in-place.
- **Third Stage:** District police train for eight weeks at a Regional Training Center.
- **Fourth Stage:** District police are phased back into duty while ANCOP rotates out.
- **Fifth Stage:** A Police Mentoring Team spends 2-5 months embedded with the district police.
- **Sixth Stage:** Overwatch and sustainment training.



## Capital Jumpstart & Security Acceleration

Capital Jump Start is a focused training program for Afghan Uniformed Police (AUP) assigned to Kabul. Police are managed at precinct levels in order to maintain presence in the city, while rotating individual patrolmen through the eight-week AUP course. Capital Jump Start is typically conducted at the Kabul Central Training Center.

CSTC-A established the Kabul Security Acceleration program to train 4,800 new AUP in the Kabul region prior to the presidential elections planned for August. Training for this program will consist of a three week course at the Kabul CTC. After the election, Policemen in this program will go through the full 8-week Capital Jump Start training program.



Photo by Petty Officer 1st Class Chad McNeeley  
An Afghan instructor at the Police Academy teaches basic baton use.

# Afghan National Army training overview

The training goal for the Afghan National Army is to develop an infantry-centric and capable force that operates primarily at battalion level with a mix of conventional and counter-insurgency skills. Within the ANA, the Afghan National Army Training Command (ANATC) is the primary training institution for the ANA.

The mission of the ANATC is to train and educate the ANA's soldiers, develop leaders, develop doctrine, and establish training and education standards in order to build the ANA.

The ANA normally has about 12,000 Soldiers in training at any given time. Training occurs in Kabul and throughout the five Corps areas.



Photo courtesy of DoD  
**Soldiers of the Afghan National Army eagerly anticipate the next phase of their training at the Kabul Military Training Center.**



## ANATC contributes to force development through the following training programs:

- Basic Warrior Training at the Kabul Military Training Center (KMTTC)
- Remote Basic Warrior Training at regional sites in Corps' Areas of Operation
- Officer Candidate School at the KMTTC
- National Military Academy of Afghanistan
- Consolidated Fielding Center at Pol-e Charki

Photo (above) by Petty Officer Edward Vasquez.  
**ANA officers conduct practical exercises at the Intelligence Officer Course in Kabul, Afghanistan.**

Photo (right) courtesy G. A. Volb.  
**Recruits watch as an Afghan Non-Commissioned Officer demonstrates proper use of an RPG.**

## Current training programs include:

- Kabul Military High School
- Kabul Military Training Center (KMTTC)
- NCO (Bridmal) Academy
- Logistics School
- National Military Academy of Afghanistan (NMAA)
- Counterinsurgency Training Center-Afghanistan (CTC-A)
- National Military Sports School
- Consolidated Fielding Center (CFC)
- Command and Staff College:
  - Junior Officers Staff Course (JOSC)
  - Command and General Staff Course (CGSC)
  - Higher Command and Staff Course (HCSC)
  - Strategic Command and Staff Course (SCSC)



Photo courtesy of DoD  
**ANA Soldiers conduct radio training at the Kabul Military Training Center.**

## Future training programs include:

- Initial Entry Training (IET):
  - Kabul Military High School (KMHS)
  - Kabul Military Training Center (KMTTC)
  - Regional Military Training Centers (RMTTC)

## Afghan Defense University (ADU):

- National Military Academy of Afghanistan (NMAA)
- NCO (Bridmals) Academy
- Command and Staff College:
  - Junior Officers Staff Course (JOSC)
  - Command and General Staff Course (CGSC)
  - Higher Command and Staff Course (HCSC)
  - Strategic Command and Staff Course (SCSC)

## Branch Schools:

- Combat Arms School (Infantry, Armor & Artillery)
- Combat Support Branch School (Engineer, EOD, & Signal)
- Combat Service Support Branch School (Logistics, Finance, Administration, Legal, Religious & Cultural Affairs)
- Aviation Branch School
- Military Intelligence Branch School

## Collective Training Center:

- Consolidated Fielding Center (CFC)



Photo courtesy MPRI/ G. A. Volb  
**An Afghan National Army recruit is sized for new boots at the Kabul Military Training Center.**

# 1st Brigade of 203rd Corps reaches CM1

Commander Peter T. Greenwald  
**ARSIC-EAST**

In March 2009, the 1st Brigade of the 203rd Corps, also known as “Thunder Corps,” became the first brigade across the entire Afghan National Army in which all five of its kandaks (battalions) achieved the highest readiness rating: Capability Milestone 1. Although the 2nd Infantry Kandak, 1st Brigade, 203rd Corps represents the capstone of this achievement, the other four kandaks began the journey toward CM 1 several years ago.

The ANA, together with CSTC-A’s Validation Training Team, measured the readiness of each of their kandaks on a periodic basis using Capability Milestones. Each kandak – the basic unit of the ANA – composed of approximately 600 soldiers, trains to achieve CM 1, the highest readiness rating.

“The 1st Brigade is the only brigade in the Ministry of Defense which has achieved CM 1 through the validation and assessment process,” said Major General Abdul Khaliq, the 203rd Corps commander.

Upon graduation from the Kabul Military Training Center in Kabul, Afghanistan, each kandak enters the field at CM 4, the lowest readiness rating. From that point forward, the kandak progresses upward through CM levels 3 and 2. A rigorous and thorough process, the assessment for awarding CM 1 status involves a detailed review of operational planning and execution, including coordination with Coalition forces, equipment maintenance and readiness, logistics, and personnel accountability. The validation team also scrutinizes intelligence, communication, and most importantly— leadership. The achievements of the 203rd Corps’ 1st Brigade over the past year are evidence of their hard work and attention to operational detail, Khaliq explained.

“Achieving CM 1 signifies that the officers and Soldiers of the 1st Brigade have demonstrated the ability to plan and execute operations independently at the kandak and company levels,” said Khaliq.

From September 2005 to August 2008, the 1st, 3rd, 4th and 5th Kandaks of the 1st Brigade reached CM 1. In March the 2nd Kandak achieved CM1 status, raising the



Photo by Specialist Luke Austin  
**Shair Zaman, an Afghan National Army Soldier in the 3rd Kandak of the 1st Brigade, 203rd Corps, demonstrates his knowledge of conducting maintenance of a HMMWV. Zaman says of the training, “It’s very good for us to learn and improve ourselves to become a stronger Army.” The third Kandak is just one of five Kandaks that comprise the 1st Brigade.**

entire brigade’s level to CM1.

“It was the ANA dedicating themselves to learning the Military Decision Making Process and then applying it to operations planning and execution that allowed them to progress as rapidly as they did. It all came together in August, but it was the result of a lot of hard work, starting before we showed up and during the Thunder Operations from March through July,” said Lieutenant Colonel Butch Woolfolk, the 1st Brigade Embedded Training Team leader at the time, now assigned to the Army’s Training and Doctrine Command.

Woolfolk also stated that “most of the Kandaks went from operation to operation with little to no time in between to rest, refit and reorganize.” The 1st Brigade not only overcame the high operational tempo, but had to rely on an immature supply system and sort through competing priorities inherent in any counterinsurgency, he said.

The 1st Brigade commander, Brigadier General Mohammed Israr Aqdas, praised his kandak commanders and his Soldiers: “The ability of my battalion commanders

to manage continuous combat operations while still training their units is a testament to their strength and ability. The Soldiers work hard everyday to better themselves and improve security for the citizens of Afghanistan.”

Aqdas also credited his ETTs and CSTC-A civilian mentors. “The 1st Brigade, 203rd Corps has accomplished many great things. My staff’s knowledge

**“The ability of my battalion commanders to manage continuous combat operations while still training their units is a testament to their strength and ability.”**  
— Brigadier General Mohammed Israr Aqdas

of and ability to plan using the Military Decision Making Process, in coordination with coalition forces shows our strength and dedication. The training cycle model we learned from our ETT mentors and CSTC-A civilian mentors was also a big factor in our successes.”

The 1st Brigade cannot rest upon its accomplishments. As it must continue to support counterinsurgency, it must also prepare to revalidate as CM 1 with its five kandaks scheduled for assessments in July and September, said Colonel Steven W. Altman, the commander of Regional Corps Advisory Command for the Afghan Regional Security Integration Command-East.

# May Warrior of the Month



## Technical Sergeant Jesse D. Meno ANAAC Rotary Wing Crew Chief Advisor / CAPTF

**Hometown:** Merizo, Guam

**Background:** I have been in the Air Force for eight years as a helicopter crew chief. I enlisted out of Guam in June 2000, and have been stationed at Hurlburt Field, Florida, PCS'd to Kadena AB, Okinawa for 5 years and now I am back at Hurlburt Field. I have worked on MH-53s, HH-60s, CV-22s and now the Mi-17 helicopter. Since September 11, 2001, I have deployed to Pakistan, Africa, and Afghanistan, all in support of Operation Enduring Freedom. I volunteered for every trip and have no regrets.

**Best Part Of The Deployment:** I like the fact that we get to encounter the Afghan culture firsthand. Everything from their

customs to their work ethic to their table manners is a different experience. Not only that, I get to make Afghan friends through our mission. Down here in Kandahar, we get a different crew roughly every 15 days. It is great seeing the difference in attitude towards them from when they first arrive to when they leave. At first, they are very reserved and strictly business, at the end, they are calling their friend, making jokes and saying they will never forget you. Pretty cool.

**Deployment Goals:** Help the Afghans develop processes that they will be willing to use even after we leave. A lot of times, they are not too receptive to new things we try to introduce them to. So my goal is to help them find a happy medium where they actually like the process and will be safer and more efficient at the same time.

**Higher Education:** I am currently enrolled at Embry-Riddle Aeronautical University seeking a degree in Professional Aeronautics. Right now I am taking a Human Factors in Aviation Safety class online and I start my Meteorology class on May 15th. If I stay on track, I hope to get my degree and apply for Officer Training School.

**Life After Camp Eggers:** I am planning on applying to the 6th SOS as an Aviation Advisor. This deployment and all the training leading up to it has opened my eyes to a lot of new things and it would be fun to do this full-time.

**Hobbies:** I have been spearfishing since I was a little boy in Guam. The fact that you can swim down and pick what you want to shoot is more fun to me than waiting for some random fish to bite your line.

## ANP Women's Police Corps continues to grow

*The following speech was given by Brigadier General Anne Macdonald, CSTC-A Assistant Commanding General of Police Development, to the third graduating class of the Women's Police Corps.*

Honored Guests and Fellow Patriots,

It is with great pride and deep honor that I stand before you on this special occasion. Salaam Aleikum. This is a great day. This is a great day for you, the Afghan National Police, and for Afghanistan.

Make no mistake about it: today is about you. You are extraordinary women, the newest members of the Women's Police Corps. You are leading the way to a safer nation for you, the Afghan people, your children and the future generations of Afghanistan. We are proud of you and your accomplishments.

Each of you has volunteered to wear your nation's uniform and I commend all of you for your commitment and bravery. You have worked very hard. You and your families have made many sacrifices and today you

have reach a great milestone. You now belong to the sisterhood of the Women's Police Corps. My compliments to not only you, but also to the staff and instructor cadre whose dedication and leadership helped get you to this point.

As part of this newest graduating class I know you are ready to take on the challenges of your new mission. You are strong, you are capable and you are the future of Afghanistan.

America, our Coalition partners and our men and women in uniform are proud to stand side by side with you, the brave women of the Women's Police Corps.

Thank you for your service to the cause of justice and freedom!!

Yak Team Wahed! Tashakor! Tabrik!

**FACT:**  
**The ANP has about 550 uniformed police officers: over 80 officers and about 470 enlisted.**  
**The ANA has about 360 uniformed women Soldiers: over 160 women officers and almost 200 women NCOs.**



Photo courtesy of DoD  
A female Afghan National Police Officer on patrol. Women ANP are increasingly accepted by Afghans as legitimate and effective in their profession.

Submit your story and  
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# *The Enduring Ledger*

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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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