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*Cover Illustration by Air Force Staff Sergeant Jeff Fitzmorris.
CSTC-A is making the transition to CSTC-A/NTM-A with the addition of
the NATO Training Mission on September 10. The new organization will include
many Coalition Partners*

*Back photo by Sgt. Matthew C. Moeller.
An Afghan national army soldier from the 6th Kandak looks out over a remote
river valley from an Afghan National Police outpost in Konar province,
Afghanistan. Alliance forces have been mentoring ANA and ANP members
on military and civil operations to help quell violent extremists in the region.*



The Enduring Ledger is a monthly publication of the Department of Defense and Combined Security Transition Command - Afghanistan (CSTC-A). This publication is released monthly by the CSTC-A Public Affairs Office, Camp Eggers, Kabul, Afghanistan. In accordance with DoD Instruction 5120.4, this DoD magazine is authorized publication for members of the U.S. military overseas. Contents of The Enduring Ledger are not necessarily the official view of, or endorsed by the U.S. government or DoD.

COMISAF Tactical Directive

The Commander of NATO's International Security Assistance Force (ISAF), General Stanley McChrystal, issued a revised Tactical Directive on 02 July 2009. The Tactical Directive provides guidance and intent for the employment of force in support of ISAF operations and updates the previous version issued by the previous commander in October 2008. This directive also applies to all U.S. forces operating under the control of U.S. Forces-Afghanistan (USFOR-A).

Our strategic goal is to defeat the insurgency threatening the stability of Afghanistan. Like any insurgency, there is a struggle for the support and will of the population. Gaining and maintaining that support must be our overriding operational imperative – and the ultimate objective of every action we take.

We must fight the insurgents, and will use the tools at our disposal to both defeat the enemy and protect our forces. But we will not win based on the number of Taliban we kill, but instead on our ability to separate insurgents from the center of gravity – the people. That means we must respect and protect the population from coercion and violence – and operate in a manner which will win their support.

This is different from conventional combat, and how we operate will determine the outcome more than traditional measures, like capture of terrain or attrition of enemy forces. We must avoid the trap of winning tactical victories – but suffering strategic defeats – by causing civilian casualties or excessive damage and thus alienating the people.

While this is also a legal and a moral issue, it is an overarching operational issue – clear-eyed recognition that loss of popular support will be decisive to either side in this struggle. The Taliban cannot militarily defeat us – but we can defeat ourselves.

I recognize that the carefully controlled and disciplined employment of force entails risks to our troops – and we must work to mitigate that risk wherever possible. But excessive use of force resulting in an alienated population will produce far greater risks. We must understand this reality at every level in our force.

I expect leaders at all levels to scrutinize



General Stanley A. McChrystal, Commander, U.S. Forces, Afghanistan/International Security Assistance Force, Afghanistan

and limit the use of force like close air support against residential compounds and other locations likely to produce civilian casualties in accordance with this guidance. Commanders must weigh the gain of using CAS against the cost of civilian casualties, which in the long run makes mission success more difficult and turns the Afghan people against us.

I cannot prescribe the appropriate use of force for every condition that a complex battlefield will produce, so I expect our force to internalize and operate in accordance with my intent. Following this intent requires a cultural shift within our forces – and complete understanding

at every level – down to the most junior soldiers. I expect leaders to ensure this is clearly communicated and continually reinforced.

This directive does not prevent commanders from protecting the lives of their men and women as a matter of self-defense where it is determined no other options are available to effectively counter the threat.

We will not isolate the population from us through our daily conduct or execution of combat operations. Therefore:

Any entry into an Afghan house should always be accomplished by Afghan National Security Forces, with the support of local authorities, and account for the unique cultural sensitivities toward local women.

No ISAF forces will enter or fire upon, or fire into a mosque or any religious or historical site except in self-defense. All searches and entries for any other reason will be conducted by ANSF.

The challenges in Afghanistan are complex and interrelated, and counterinsurgencies are difficult to win. Nevertheless, we will win this war. I have every confidence in the dedication and competence of the members of our force to operate effectively within this challenging environment. Working together with our Afghan partners, we can overcome the enemy's influence and give the Afghan people what they deserve: a country at peace for the first time in three decades, foundations of good governance, and economic development.



A member of a Georgia National Guard Police Mentor Team hands candy to children in Kabul, Afghanistan. CSTC-A Police mentor teams regularly perform presence patrols with Afghan National Police units to teach them proper techniques.

Photo by TSgt Parker Gyokeres

CSTC-A/NTM-A will be a Huge Step Forward

By MG Richard P. Formica
CSTC-A Commanding General

CSTC-A's task is to build sustainable capacity and capability in the Afghan National Security Forces (ANSF). We have set out to achieve this task - in close collaboration with our Afghan partners - as a joint and coalition command. We are assigned to USCENTCOM but under the operational control of U.S. Forces - Afghanistan. We are joint because we have Soldiers, Sailors, Airmen, Marines, and civilians in our ranks. We are a coalition with the contribution of eight coalition partners - bilaterally serving in CSTC-A. We are better for their presence.

Soon, CSTC-A will evolve its organizational structure as we stand up the NATO Training Mission - Afghanistan. This will be a huge step forward as it provides an opportunity to harness the many benefits that NATO has to offer in the development and training of the ANSF.

Our plan is to do this as an integrated staff with distinct CSTC-A and NATO functions. The CSTC-A CG and his senior enlisted leader will be dual-hatted as the COM/CSM NTM-A. He will have a two-star NATO deputy and a U.S. deputy. We will function as one integrated headquarters with CSTC-A and NATO officers, NCOs, and civilians

working side by side.

CSTC-A/NTM-A will focus on two lines of operation while we continue to resource the fielded force:

- Ministerial and institutional development
- Generate the force

We will execute ministerial development through the CSTC-A portion of the staff as NATO did not assign tasks associated with ministerial development to NTM-A. When the NATO ISAF Joint Command (IJC) stands up it will assume responsibility for the development of the fielded force line of operation.

This transition will enable us to focus on our two lines of operation. We will be able to do both better. And the ANA/ANP units will benefit from having regional commanders responsible for their development as they implement enhanced partnering.

CSTC-A/NTM-A will be the supporting command to the supported IJC. We will continue to provide the necessary resources to the fielded forces - and we will concentrate our energies on developing the ministries and institutions and on generating capable forces. This will be of significant importance as we accelerate the growth of the ANA to 134K; continue growth of the ANP to

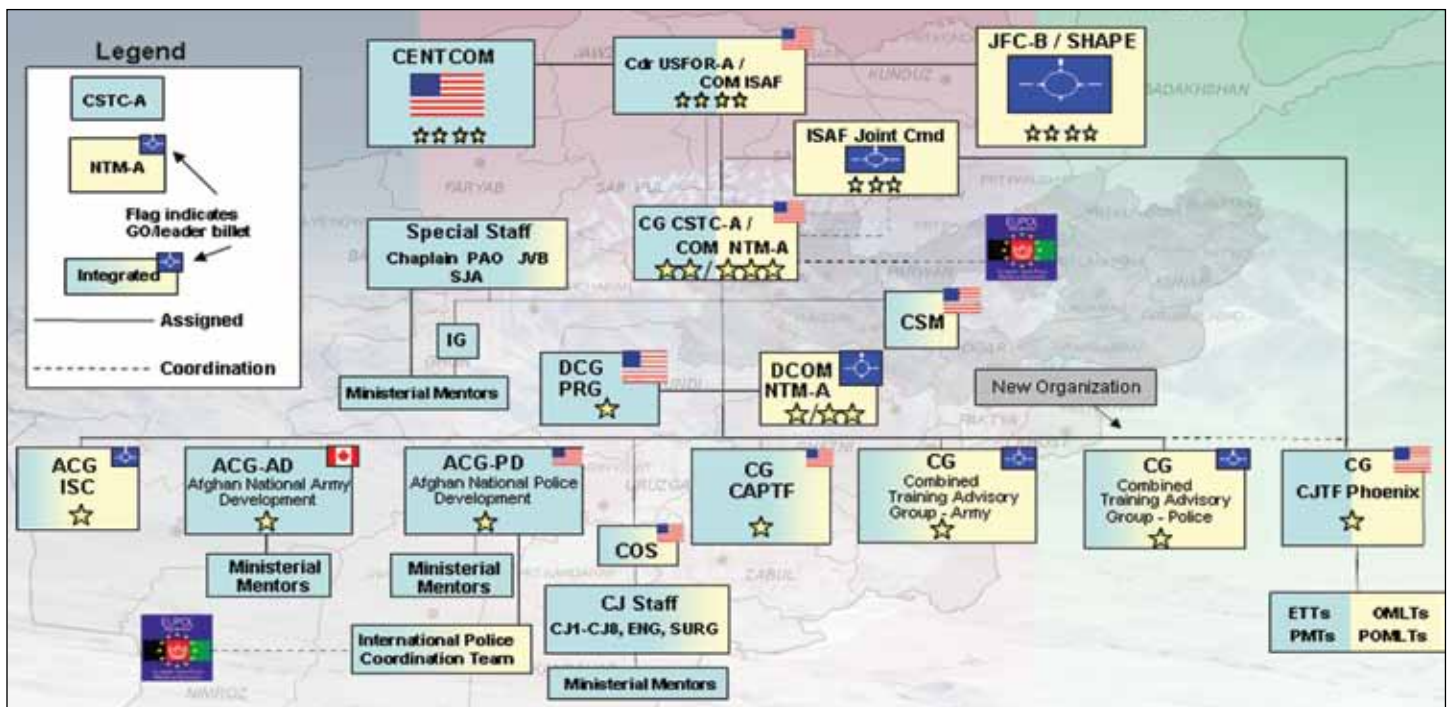


MG Formica

96.8K; focus our ANP reform efforts; and then grow the ANA and ANP to appropriate levels when approved by our capitals and the Joint Coordination and Management Board - JCMB.

So - we have much to do. All of this organizational change cannot become internally focused. The reason for these changes must remain focused on Afghans - and our commitment to build the sustainable capacity and capability of the ANA and the ANP - so that they can provide security and stability to the Afghan people. We will do this - together - CSTC-A/NTM-A under the direction and guidance of ISAF and with the ANSF - one team together.

Yak Team Wahed!



New CSM Continues Commitment to Afghan Training



CSM Turner

By CSM Larry S. Turner
CSTC-A Command Sergeant Major

First and foremost I would like to say thank you for the warm welcome I have received while transitioning into this command. I am honored to be the Command Sergeant Major of CSTC-A. Also, I would like to say welcome to all of the newly arrived Soldiers, Sailors, Airmen, Marines and civilian contractors. This is a very exciting time to be a part of

Combined Security Transition Command – Afghanistan.

In the month of July, we saw more casualties than we have since we started our mission here in Afghanistan. This is a sorrowful reminder of the dangers we face every day. We must all strive to keep our mission, training, physical fitness, and safety above the standard so we can all stay in the fight.

For the month of August we need to spend more time focused in areas of ANA and ANP development such as

marksmanship and battle focus training as we continue to issue NATO weapons. Their weapons are only as good as the soldier’s ability to use them. Driver’s training is another important factor. Taking an Afghan National Policeman or Soldier from driving a civilian vehicle to driving an up-armored HMMWV can create a real challenge. We must ensure that driver’s training and proper licensing are being adhered to, and lastly we must be sure that After Action Reviews(AARs) are being conducted after each and every event at all levels. AARs are a key part of assessing and discussing possible improvements to maximize effectiveness for the Afghan Soldiers and Policemen.

As we move closer to the elections at the end of August, I ask that all of us stay focused on the task at hand. We need to continue to coach, teach, and mentor the Afghan National Security Forces, so that the Afghan people can begin to enjoy the freedoms that you and I already know.

Again, I would like to thank all Soldiers, Sailors, Airmen, Marines, and Civilian Contractors for your hard work and dedication to this mission. Without you, CSTC-A would not be the outstanding organization it is today. Please, keep up the good work, every one of you are making a difference everyday. Yak Team Wahed.



Former CSTC-A Command Sergeant Major Arthur L. Coleman Jr. and CSTC-A Command Sergeant Major Larry S. Turner shake hands after a change of responsibility ceremony July 31, on Camp Eggers, Afghanistan.

Photo by U.S. Air Force SSgt Stephanie Jacobs

Afghan Security Forces Fund Program: Adapting to Win

By BG Anthony R. Ierardi
**CSTC-A Deputy
 Commanding General**

CSTC-A is responsible for establishing requirements and allocating resources to develop the Afghan Ministries of Defense and Interior; to support the generation of Afghan National Army and Police units; and to provide resources to support fielded Afghan units. Afghan security forces that are sufficiently equipped, trained and sustained are a central component of the strategy to regain the initiative against the insurgency and increase security for the Afghan people. The United States Congress generously provides for our mission and for the Afghan National Security Forces. This year, Congress appropriated \$5.6 billion in Afghan Security Forces Funding (ASFF) for the generation, development and sustainment of the Afghan National Army and the Afghan National Police. We have two key tasks in this respect. First, we must allocate and commit these resources to increase the operational effectiveness, and the sustainable capacity and capability of the ANSF to secure Afghanistan, and we must be efficient, transparent and accountable in our execution of the ASFF program to

get the best “bang for the buck” and to preserve the trust and confidence of the American people.

Increasing the readiness, sustainable capacity and capabilities of the ANSF requires us to adapt the ASFF program to a very dynamic and challenging environment. This includes both short- and long-term planning to generate forces that are sufficiently trained and equipped to win in counterinsurgency, and that have the sustainable capacity and capability to contribute to regional security in the future. CSTC-A force planners and resource managers have been working alongside their Afghan counterparts to update and revise ANSF requirements consistent with new strategic guidance and operational plans.

We are also leaning forward to adjust internal and external business practices to create a more responsive and flexible program. Among other actions, we have focused attention on working with supporting agencies to streamline and shorten the procurement and delivery timelines for capabilities to sustain, train, equip and provide infrastructure for Afghan security forces – and we are leveraging the relative maturity of the program to order standard sets of capabilities for which there are

established procurement lines and efficiencies to get what the ANSF needs faster.

Finally, it is critically important that we continue to focus on accountability and transparency in all aspects of the program. We have spent considerable effort to improve weapons accountability, management of contracts, and the accountability of equipment and property. But there’s more to do. Recently, we organized a Security Cooperation Directorate that includes a contracts management cell and a “1228” team to verify internal CSTC-A and Afghan controls for equipment and property accountability. We’ve also instituted internal controls and are working with Afghan leadership to identify areas that require emphasis and attention. Proper accountability of resources is an area of strategic importance to this fight – and one that requires our utmost effort and attention.

Section 1228 of the 2008 National Defense Authorization Act and OSD policy requires measures for enhanced accountability of equipment provided to the security forces of Iraq and Afghanistan.



Photo by Petty Officer 2nd Class Edward Vasquez
Afghan National Army Soldiers check for weapons accountability at Weapons Depot One in Kabul, Afghanistan. Considerable effort from both coalition and Afghan forces has been put into improving weapons accountability.

Up close with the ANAAC Commander

On the duties of ANAAC:

The Air Corps is responsible for presidential airlifts, providing humanitarian support during emergency situations and transportation for the Afghan National Army and Afghan National Police. Besides all this, we are responsible for developing training areas in the Air Corps. We are developing language training, professional classes and religious courses. We work with our men to follow our future plan; to improve and to develop the capabilities of the Air Corps.

On ANAAC's roles during the upcoming elections?

According to the presidential and Chief of Staff guidelines given from the Ministry of Defense, we are tasked with transporting presidential candidates to different locations for their campaigns. We do this task on a daily basis and hold the responsibility for transporting a portion of the election materials to the different provinces.

On ANAAC accomplishments?

It has been four years since we have established the Air Corps, and we have had a lot of achievements. We have seen our work grow from the point where we had no special offices or even the ability to maintain our aircraft. Now we have facilities, manpower and more equipment to maintain. We have full-time English language classes. Also, the Kandahar Air Wing is almost ready, and the facilities are almost done. The ANAAC is ready for whatever tasks come our way.

On the visit to Randolph Air Force Base, the purpose of the visit and what was learned?

I wanted to learn from the experience of AETC (Air Education and Training Command) in the areas of recruiting pilots and training them. We are working with our colleagues in trying to find a robust training



**Maj. Gen. Mohammad Dawran
ANAAC Commanding General**

program for ANAAC. We exchanged some ideas to send more pilots for training at Lackland (Air Force Base, Texas) and other bases. However, it's not just that we send them there to be pilots. It's to have a better partnership and cultural relationship. I want and hope to have this partnership for a long time.

“We all need to help secure Afghanistan and to take part in the re-building of our country, our security and our peace.”

On visiting the AETC's Air Advisor course at the Expeditionary Center on Joint Base McGuire-Dix-Lakehurst, N.J.?

Whenever I visit a foreign military educational installation, it gives me a lot of ideas to bring back to improve life in Afghanistan. In the future, if we are in a position to send our military advisors to other countries, then this

will be a role model for our training. Fighting terrorism and insurgency in Afghanistan forces us to learn new ways to counter enemy tactics and methods.

On the future major goals of ANAAC:

One of my main goals is to increase the capability of our national Army Air Corps to become independent. The Air Corps has a big role supporting all the detachments regarding logistics and air support. One way we plan to do so in the coming years is by developing personnel transport capabilities for the fixed wing side. We will have C-27A “Spartans” by the end of 2009. We will provide training on the new types of aircraft and develop a training base to allow us to train our pilots here. The ultimate goal is to develop more air bases around the country to cover all of Afghanistan.

A word to the members of the coalition forces?

First of all, I appreciate all the assistance and what the forces are doing for us. We all need to help secure Afghanistan and to take part in the re-building of our country, our security and our peace.

A word to the Afghan people?

We are a responsible Air Corps and we are here to serve our country and people. We are developing this aviation class to provide all the facilities for our nation. We want to do what our people, our armed forces and the national army expect from us. I want to be a good servant for our country.

General Dawran's final thoughts?

One thing I am going to add: training the aviation pilots is very complicated, expensive and time-consuming. We hope our people are passionate for change, but understand it may take a long time.

CSTC-A Ready for Addition of NTM-A

Story by Petty Officer 2nd Class Paul Dillard

CSTC-A Public Affairs

On September 10, Combined Security Transition Command-Afghanistan will officially combine with the NATO Training Mission-Afghanistan. The new organization will be more than simply symbolic, bringing with it a host of changes for the command and will be called CSTC-A/NTM-A. Essentially the two organizations will have synchronized missions under a single dual-hatted commander.

The new organizational structure will align the CSTC-A training and mentoring mission with that of NATO. The U.S. currently provides the bulk of the training to the Afghan National Army, but once that training is complete, ANA units are deployed to regions where they partner with coalition or NATO forces. NATO will now further add to the training and development of those forces.

“Now, all Afghan Kandaks are trained in one format, which is something that we all across NATO agree on,” said US Army Colonel Eric Clayburn, CSTC-A’s deputy director of CJ5 Plans.

The NATO approval process covered 16 tasks which were considered essential parts of CSTC-A’s mission. “CSTC-A

already executes 15 of these to varying degrees of intensity,” noted British Army Colonel Peter Rafferty, CSTC-A’s director of CJ5 Plans. “The addition of the NATO training mission piece will reinforce the success that CSTC-A is already delivering in its programs.”

Plans are currently underway to establish an International Security Assistance Force Joint Command in addition to NTM-A. When the IJC achieves operational capability, Task Force Phoenix will transfer to the new command, taking with it three of the 16 tasks CSTC-A is responsible for including providing Operational Mentoring and Liaison Teams to the ANA and providing Police Operational Mentoring Liaison Teams to the ANP. Additionally, Task Force Phoenix will share three tasks with CSTC-A/NTM-A: providing trainers and mentors for special police functions, developing training requirements and standards for POMLTs and facilitating police assessment and validation programs.

The remaining CSTC-A/NTM-A functions include developing ANA training centers, funding and mentoring branch schools, providing institutional training organizations, coordinating ANP programs through International

the Police Coordination Board, ensuring consistency of the Ministry of Interior with international police norms, providing bilateral support to ANP, coordinating and facilitating training and equipment donations to MoI, providing trainers to ANP training centers, facilitating construction of ANP training facilities and coordinating international efforts for training special police forces.

“CSTC-A/NTM-A will still have a great deal of residual responsibility to Task Force Phoenix and its IJC Headquarters,” stated Rafferty. “We will continue to resource and sustain the Afghan units, both Army and Police that are in that battlespace.”

As a funnel for Afghan National Security Forces training funds, CSTC-A/NTM-A will align its funding process to NATO.

“To that end, within the CJ-8 area, there will be a team that will assist in the apportionment of NATO trust funds for Afghan forces, but fundamentally the bulk of the funding stream will remain as it is, from the U.S. government,” said Rafferty.

The most significant change will be the addition of Combined Training Advisory Group-Police as a new CSTC-A/NTM-A directorate. This entity was already a program requirement for CSTC-A and was being created to become a separate subordinate command within CSTC-A. The arrival of the NTM-A will allow CSTC-A/NTM-A to accelerate that creation and also bring wider and greater police expertise from NATO sources.

“The birthing pains I think will be quite small because we are not creating a new organization from scratch,” said Rafferty. “We are building on the success of CSTC-A. We are going to integrate the NATO Training Mission fully into a single integrated headquarters under a single dual-hatted commander. This is a great opportunity to bring greater coherence and wider political and military support to the CSTC-A/NTM-A mission. There is no question that for CSTC-A and in our new identity as CSTC-A/NTM-A this is change for good, and change that we will embrace whole heartedly.”



Photo by U.S. Army Sgt. Matthew C. Moeller
U.S. Army Sgt. Michael White, of Embedded Training Team (ETT) 2-7, speaks with the senior non-commissioned officer in charge of 1st Company, 2nd Kandak, 201 Corps during a patrol at Kunar province in the Khas Kunar district of Afghanistan. White works daily with ANA counterparts to train the emerging force towards a level of self-sufficiency.

ANP Transforms Institutional Training

Story by MAJ Gary Lloyd
CTAG-P Operations Officer

As the Combined Security Transition Command - Afghanistan and the NATO Training Mission – Afghanistan merge, the focus of the resulting command will change slightly. One of the results of the change in focus is that a new organization has been created within the new command to help build sustainable capacity and capability for the Afghan National Police through an enhanced institutional training program.

The Command Training Advisory Group-Police (CTAG-P) began July 1 with the mission of training, advising, coaching, and mentoring the Afghan National Police training organization in order to create a doctrine, education and training system capable of supporting the development of a professional Afghan National Police Force. As part of the NTM-A implementation plan, the CTAG-P will dedicate itself to improving the institutional training throughout the ANP.

Concurrent with the creation of CTAG-P, ANP is forming a new organization called the Afghan National Police Training Command (ANPTC). The ANPTC has a new outlook on the way ahead for improving the institutional training throughout the Afghan National Police force.

“Previously our structure was very limited at the Ministry of Interior,” said Major General Gul Nabi Ahmadzai, director of ANP Training and Education. “But now, as it expands, it will be very good for us. We will have enough talented, hardworking and diligent officers and enlisted who will help to achieve our prospective goals and objectives.”

This new unity of effort between CTAG-P and the ANPTC is aimed at producing better trained leaders and patrolmen by implementing new courses that focus on developing basic, advanced, and leader-level skill sets. Through this joint venture, the training capacity of students at the regional training centers is expected to improve significantly.

“This new institutional training

strategy will bring synergy, coherence and structure to the training base,” said Army Colonel Randall Cheeseborough, CTAG-P director. “The Afghan leaders can continue to lean towards more focused sustainment training for its policemen, noncommissioned officers and officers.”

According to Cheeseborough, the ANP leadership is constantly planning ahead with the support of CSTC-A. CTAG-P, along with NATO forces, will assist the ANPTC in every capacity relating to institutional training and leader development. This mission is nested within the overall CSTC-A objective to build, train, equip, partner and mentor the Afghan National Police. The CTAG-P seeks to accomplish these objectives at the Afghan Regional Training Centers as well as the ANPTC headquarters.

In recent years, police academies have been established all around Kabul and in most of Afghanistan’s main provinces. Thousands of recruits have passed through the Afghan Regional Training Centers to carry on the workload of fighting crime and protecting the people of Afghanistan. ANPTC is poised to take the lead to enhance the training at the regional centers and to ensure the professional development of leaders across the

police force.

“The ultimate goal of the Afghan National Police Training Command is to ensure that every Afghan National Policeman becomes a shining example to let people know that these Policemen are making a big difference. These Policemen come from different backgrounds and regions throughout Afghanistan. Policemen, along with their Afghan National Army brothers, are working everyday together in order to provide a wide range of expertise to fight insurgency to protect the people of Afghanistan. There is lot of hard work being done to enhance the quality of care for the people of Afghanistan,” Cheeseborough said.

Before CTAG-P, coalition forces have been working with Afghan instructors in training, mentoring and instructing the ANP on techniques, tactics and procedures. With the stand up of the new ANPTC, Afghans will be teaching other Afghans more independently on those same tactics while coalition forces take on more of a supporting role.

The end product is that once the CTAG-P is finished mentoring the ANPTC, that ANP’s training will be self-sustaining and able to independently create quality Policemen.



Photo by U.S. Air Force SSgt Michael Bracken
An Afghanistan National Police (ANP) instructor demonstrates how to aim an AK-47 rifle at the Regional Training Center for the ANP near Gardez, Afghanistan.



Photo illustration by Technical Sergeant Michael Hughes

Story by Lt. Col. Mark Hersant
**438th Air Expeditionary
Advisor Group**

The first of 20 programmed Afghan C-27As took to the Italian skies July 27, during the initial test flights. Test pilots, engineers and ground crew from Alenia North America were pleased with the aircraft's performance. The medium-sized tactical military transport remains on schedule for delivery to Naples in late September. Combined Security Transition Command – Afghanistan is currently refurbishing these C-27A "Spartans" which will be added to the Afghan National Army Air Corp's (ANAAC) fleet on schedule in November.

The C-27A is a rugged, twin-engine turboprop aircraft with short take-off and landing capability. It can carry up to 23,600 pounds of cargo and fuel, as well as operate on unimproved airfields as short as 3,000 feet. This allows access to airstrips otherwise unreachable by fixed-wing aircraft. The C-27A is an adverse-weather, day and night transport with the capability to carry 44 personnel, 32 paratroopers or 36 litter patients. The C-27A carries a three-person crew consisting of an aircraft commander, co-pilot and loadmaster.

Currently, the ANAAC operates seven refurbished Soviet-era fixed-wing aircraft that are familiar

platforms to the aircrews and maintenance personnel. The transition to the C-27A requires significant training already underway. Over the past three months, 30 Antonov AN-26/32 pilots traveled to San Antonio, Texas, to attend English Language Training and Specialized English Training at the Defense Language Institute. After completion of up to 12 months of language training, the Afghan pilots will attend an eight-week Instrument Flight Rules (IFR) course in San Antonio, and will obtain an International Civil Aviation Organization IFR certification. Then 10 U.S. pilots will teach the new students C-27A transition training.

"As we're already doing with the An-32s, I look forward to working with the Americans to develop the C-27 program for the ANAAC," said Brig. Gen. Mohammad Barat, Kabul Air Wing commander. "This will ensure they [ANAAC] maximize the capabilities of the aircraft."

The Air University recently certified eight Afghans after a three-month Basic Loadmaster (BLM) course July 23. Their training included weight and balance theory, loading operations, passenger handling and forklift certification. This was the first loadmaster class conducted in more than 30 years, and helped prepare these personnel for transition to the C-27A. Eight U.S.

mentors provide specific loadmaster training to the recent graduates.

"The C-27 will be good for Afghanistan because it's much easier to load," said Faizadeen Abadi, Air University BLM course instructor. "The roller system, increased capability for/loading equipment access to the aircraft, and the capacity to transport larger tactical vehicles are outstanding attributes of the aircraft."

The recent graduates of the loadmaster course said they are eager to see the new aircraft.

"I can't wait to work and fly on the C-27. I've heard it's modern, easier to load, and capable of carrying more cargo," said Sergeant Khoshal Pashtoon Zai, ANAAC loadmaster.



Photo by U.S. Air Force Lt. Col. Mark Hersant
An Afghan National Army Air Corp (ANAAC) load master guides a pallet onto an AN-32 during recent training.

Command Staff College Students Visit NATO, EU



Photo courtesy of CSTC-A CTAG

Nineteen students from the SCSC and HCSC, under the leadership of Major General Taj Mohammad Jahed, the CSC commandant, traveled to various military and civilian sites in France and Belgium from 6–18 July, 2009.

Story by LTC Ehsanullah Azim

Afghan National Army, Director National Security & Strategy Section

The Afghanistan Command & Staff College was established as the premier professional officer training institution for Afghanistan’s National Security Forces (ANSF). The mission of the college is to train and educate world-class tactical, operational and strategic-level military leaders for the Afghan National Army, Afghan National Police, National Directorate for Security and some other Afghan governmental agencies and ministries. Currently, there are four courses taught at the college: Strategic Command and Staff Course (SCSC), Higher Command and Staff Course (HCSC), Command and General Staff Course (CGSC) and the Junior Officer Staff Course (JOSC). The SCSC and HCSC curriculums require travel outside of Afghanistan to provide addition emphasis of specific components of the curriculum.

Nineteen students from the SCSC and HCSC, under the leadership of Major General Taj Mohammad Jahed, the CSC commandant traveled to different military and civilian sites in France and Belgium from 6–18 July. Upon arrival in Paris,

the CSC commandant visited the France Command and General Staff College, where he exchanged ideas with the Commandant of CGSC regarding training programs in both colleges.

Since the start of the course in March, the SCSC students have made great strides in their academic progress by completing multiple written assignments and briefings on topics of strategic significance.

“Currently, each student is conducting independent research as they are preparing a final strategic research paper addressing a current topic relevant to the advancement of Afghanistan’s National Security,” said Lieutenant Colonel Ryan Reichenbacker, academic advisor and mentor, Afghan Strategic Command & Staff Course and Command & Staff College. “Students will defend their thesis before a team of professors and Ministry of Defense officials before graduation.”

The group continued its visit to the headquarters of the NATO Rapid Reaction Corps (RRC). The staff members of the RRC briefed the students about the planning processes and participation in ISAF.

During meetings and visits at the NATO headquarters in Brussels the assistant secretary general of NATO

Jahed shed light on the improvements Afghanistan has in fielding security forces, particularly in the area of training of ANA and ANP personnel, and the trust and confidence that ANA personnel have among the Afghan population. They also discussed the plans and programs to support the Afghan government and Afghan people in combating Al-Qaeda and terrorism, as well as in reconstruction of the war-weary Afghanistan.

The trip was an exceptional opportunity for the CSC students to broaden their international perspective, receiving first-hand information about the role of such important international organizations like the European Union and NATO.

“The country tour provides students an opportunity to participate in a field study of a foreign country of strategic importance to the development and stabilization of Afghanistan,” said Reichenbacker. “It is an opportunity for the senior ANSF leaders to view first-hand how a fully developed military runs its strategic affairs. In the 2009 country tour students toured France and Belgium to visit with representatives from NATO headquarters, European Parliament, French Parliament, and multiple operational headquarters.”

Afghan National Security Forces

2ND KANDAK, 2ND BRIGADE, 209TH CORPS OF THE AFGHAN NATIONAL ARMY (ANA) CONDUCTED A HUMANITARIAN ASSISTANCE MISSION AT THE ALIABAD DISTRICT HEADQUARTERS TO PROVIDE RELIEF TO VICTIMS OF RECENT FLOODING IN THE AREA.



4th Brigade of the Afghan Border Police (ABP) delivers school supplies to Baghnazarga High School in Herat Province. The ABP conducted the Humanitarian Assistance mission in response to a request by local school teachers.



Afghan National Army (ANA) and Afghan National Police (ANP) participated in a joint operation in Kandahar Province. The operation found and removed weapons, deadly narcotics, and components to make Improvised Explosive Devices (IEDs). Three insurgents suspected to be involved in crimes against Afghan civilians were arrested.



In Action

In the Uzbun Valley, Afghan National Army (ANA) 201st Corps medics and corpsmen from the Embedded Training Team (ETT) treated a 22 month-old infant with 2nd degree burns over 40% of his body. The burns were caused by a spilled pot of boiling water.



The Kandahar Air Detachment of the Afghan National Army Air Corps airlifted 16 Afghan National Police from several districts to participate in critical training for election security. The police officers returned to their home districts to train fellow ANP in securing election sites.



Afghan National Army (ANA) 203rd Corps, Regional Commanders of Afghan National Police, representatives of the National Directorate of Security, the United Nations Assistance Mission in Afghanistan, and Coalition forces recently held a confrence to plan for election security.



Afghan National Police (ANP) in Gardez Province conducted a security sweep of Lewan village. ANP searched three suspected households and seized a small cache of weapons, ammunition and other material used by the insurgency. Seized items and three suspects were taken to ANP headquarters.

ANA Communications Support Element deploys for elections

Story by Petty Officer 1st Class Cliff Williams

CSTC-A Public Affairs

The Communications Support Element is a 354-man tactical communications unit responsible for providing simultaneous contingency communications support to the National Military Command Center mission and up to two ANA (Afghan National Army) Corps Headquarters. The CSE provides very high frequency and high frequency radio communications as well as voice, video and data networked communications via satellite anywhere in Afghanistan.

In support of the elections, the CSE will deploy operationally for the first time ever outside the city limits of Kabul to provide redundant command and control capabilities to the 205th Corps at Kandahar. This is also the first time in the history of the ANA Air Corps that the ANA will be providing airlift to include both people and cargo in support of an operational mission.

With the assistance of the Air Corps, the CSE loaded an AN-32 ANA aircraft with 16 ANA Soldiers and their communications equipment. An ANA pilot flew the crew to Kandahar Air Field where they positioned themselves to provide redundant command and control anywhere in southern Afghanistan as required.



Photo courtesy of CSTC-A CJ6

ANA members of the Communications Support Element board an AN-32 for deployment in support of the Afghan elections. The unit can deploy a company for communications support anywhere in Afghanistan.

Provincial Reconstruction Teams Help Rebuild Future Of Afghanistan

Story by Petty Officer 2nd Class Edward Vasquez

CTSC-A Public Affairs

Provincial reconstruction teams (PRTs) have been an effective tool for stabilization in Afghanistan, strengthening provincial and district-level institutions and empowering local leaders who support the central government.

Combined Security Transition Command-Afghanistan and the U.S. Army Corps of Engineers also conduct reconstruction projects, as well as numerous non-government organizations and the U.N. The PRTs perform a similar capacity-building function as these entities. While CSTC-A focuses on building capacity and capability of the Afghan National Security Forces, the PRTs focus on other aspects of civil and social systems.

PRTs were first established in Afghanistan in late 2001 and early 2002. PRTs in Afghanistan and Iraq have separate compositions and missions. Their common purpose, however, is to empower local governments to care for their constituents more effectively.

“PRTs in Afghanistan were originally established to support and extend the reach of the Afghan government, enhance security in the provinces and facilitate reconstruction and development,” said Elizabeth Horst, former Department of State representative to the Zabul PRT.

In many locations PRTs have helped create conditions that make increased political, social and economic development possible. Three years into implementation and with transitions to International Security Assistance Force (ISAF) control accelerating, the assessment, dissemination, and application of lessons learned is appropriate and important to all of the regional partners.

“It’s my hope to continue on the successes of previous PRTs, build government capacity, create more jobs and ultimately reach a transition point where this government stands on its own,” said U.S. Air Force Lt. Col. Ben Ungerman, PRT Laghman commander.

National programs are ongoing, but their geographic reach is limited in many of Afghanistan’s dangerous and remote areas. This means that PRTs will continue to be one of the primary vehicles for U.S. and international stabilization efforts.

“The ultimate end-state is self-sufficiency for Laghman Province and Afghanistan as a whole,” said Ungerman.



Photo by U.S. Air Force SSgt James L. Harper Jr.
Army Sgt Ramon Guzman provides security for members of the Panjshir Provincial Reconstruction Team during a site visit in Afghanistan. Sgt Guzman is a Panjshir Provincial Reconstruction Team civil affairs member.

“We hope to create a steady state of peace and prosperity where the good people of Afghanistan no longer need our assistance. Until that day, we will continue to work hard towards this goal.”

The majority of international PRT staff are directly involved with designing, implementing and managing programs that help the Government of Afghanistan deliver better services to Afghanistan.

“PRTs are evolving to work much more closely with the Afghan government at the provincial level – and to extend that cooperation even deeper to the district level through teams called District Support Teams,” said Horst.

Mohammad Akram is First Deputy Minister

Story By Joseph Tedesco

CSTC-A ANA Development

For the past year, LTG Mohammad Akram has served as the Afghan First Deputy Minister of National Defense, the principal deputy to the Minister of Defense, General Abdul Rahim (Wardak). The first deputy position is very similar to the American position of deputy secretary of defense, the second highest-ranking official in the Pentagon.

LTG Akram's second-floor office in the Ministry of Defense is brimming with activity. Frequent visitors include a range of people from assistant ministers to foreign military attaches to CSTC-A mentors. The most frequent visitor is BG Azzizudin Amarkhail, the executive secretary of MoD.

"The First Deputy reviews and signs many documents on a daily basis. I bring him most of the documents that are ready for the Minister," said BG Amarkhail. "He is a very busy man."

The activities of the first deputy have significantly increased during his tenure as he has shaped the position. His primary duties include oversight of logistics, personnel and financial management systems. With his guidance, the Ministry implemented measures to improve these systems. One such measure is the creation of the Senior Executive Logistics Synchronization Council. The council's members include logistics leaders from MoD, the Afghan National Army and CSTC-A. "The council provides us a venue to



Photo courtesy of CSTC-A ANA Development
LTG Mohammad Akram, first deputy (Center in green beret) and General Noori, vice chief of General Staff (immediately to LTG Akram's left) pause for a photograph with West Point Cadets after a squad attack training exercise at Camp Buckner, NY. General Akram had just concluded a motivational speech to the Cadets about their future.

discuss and solve problems," said LTG Amarkhail, ANA chief of logistics. "These problems sometimes lingered prior to establishment of the Log Synch Council." The council meets monthly and has a working group that meets bi-monthly. The first deputy said he intends to implement similar measures to improve other areas within his purview.

LTG Akram has had a long and distinguished career. He was raised and educated in Kandahar Province until he joined the military as a young man. Over the last 30 years, he served in many important positions of increasing responsibility including the commandant of the Political and Military College, the governor of Kandahar Province and the chief of the Defense and Security Directorate at the Presidential Palace. In July 2008, President Karzai appointed him to his current position.

LTG Akram said he approaches his duties as first deputy with an enthusiasm that includes both realism and a devoted love of his country. "We are a young and developing democratic nation," said LTG Akram. "If we have the patience to learn from the international community, we can have a ministry and government filled with transparency and fairness."

This is a constant theme with the first deputy. His goal is to ensure that systems within the MoD and ANA are clearly defined with nothing hidden from Soldiers. "Soldiers and their welfare must come first," he said. "Our policies and systems must support them. They have volunteered to fight for this country."

In an effort to gain more knowledge to improve systems, General Akram recently traveled to Canada and the United States along with General Ishaq Noori, the ANA vice chief of the General Staff. The goal of the trip was to be exposed to mature systems in established democratic nations and examine policies that would help in Afghanistan. They visited the Defense Headquarters in Ottawa and the Royal Military College while in Canada. In the U.S. they visited the Defense Logistics Agency and U.S. Army Human Resources Command in Washington, D.C., and the U.S. Military Academy at West Point, NY. General Akram considered the trip a success and noted that relationships were established that have already had an impact on training, education and systems development within Afghanistan.



Photo courtesy of Afghan MoD
The First Deputy Minister, LTG Mohammad Akram (2nd from left) leads the Afghan delegation hosting a visit by a group of senators from the Netherlands.

Mol's Department of Strategy and Policy Makes Impact

Story and photo by Petty Officer 2nd Class Paul Dillard
CSTC-A Public Affairs

For years, the Afghan Ministry of Interior has not had a strategic planning capability like that of its counterpart the Afghan Ministry of Defense, but that has begun to change recently with the development of the new MoI Strategy and Policy Directorate.

The new directorate actually began more than two years ago when Combined Security Transition Command-Afghanistan called attention to the need for MoI to have a directorate dedicated to strategy and policy.

“There were three significant problems they were having because they didn’t have any strategic planning,” said Winn Noyes, CSTC-A’s senior mentor for MoI Strategy and Plans.

The first problem was synchronization of effort.

“There was no single point of entry into the ministry where taskings could come in, analysis could be done and guidance could be given,” Noyes said.

The second problem was planning.

“They were doing some budgeting, some planning, and some force-structure, but the analysis that a strategic

planning department should have given them just wasn’t there,” he said.

The third issue was analytical capacity.

“The minister was dealing with multiple strategic level issues and he had no one doing an analysis to back it up,” Noyes said.

Planning for the new directorate began in earnest last summer. According to Noyes, it was determined the directorate would have separate departments to deal with the three main issues. The first, a department of strategy, received the initial focus and was broken into separate sections; one to perform strategic analysis, a second to deal with the international community, and a third to focus on deliberate planning that would facilitate international security strategy, force structure planning, budget programming and operational planning. A second department of policy is currently being created as well, but remains in the very early stages of development.

The Department of Strategy received its first high-profile appointment when Col. Rahumullah was selected as director and chief of strategy last year. Rahumullah served in the Strategy Department of MoD for more than three years before being asked to transfer to the MoI for his current post. A graduate of strategic courses from both the U.S. and Europe, he possesses a unique skill set and immediately partnered with CSTC-A’s CJ5 directorate of planning to begin training the new directorate’s staff.

“When we started here, our officers didn’t know about policy and strategy because it was new at MoI,” said Rahumullah. “We taught them about strategy of public development in Afghanistan and had a class on budget programming. After that, we had a workshop for all our personnel as well as for staff from the provinces. They were here for three days.”

A search began last November for a suitable deputy minister to head up the new directorate. In March, the Ministry of Interior selected Jamal Abdul Nasr Siddiqi as the deputy minister.

“Besides top-level strategic thinking, he’s brought some very good business skills to the table where he’s making a very large impact on just basic staff organization and functions,” said Noyes. “He’s also personally taking on the anti-corruption role and has done some very important things with that. He has also been asked by Minister Atmar and stepped up to work on contracting reform. He works really hard at being honest and forthright in everything he does here. He is firmly committed to getting the corruption out of his government so that they can continue to make the progress that they need.”

Since the beginning of the year the new directorate has produced the first national internal security strategy, and the first police plan, as well as generating guidance to begin the budget process.

“If they hadn’t done anything else this year, that’s significant, and they’ve only been in existence since April, so they are doing well,” said Noyes.



Col Rahumullah, director and chief of strategy for MoI's Department of Strategy and Policy works at his desk. Rahumullah had an immediate impact on the department when he was selected as director last year.

Soldier's Guide to Ramazan in Afghanistan

Staff Report

CSTC-A Public Affairs

While serving in Afghanistan, a nation of devoutly religious and observant Muslims, coalition members are encouraged to gain a better understanding of Islam. One of the most sacred and important periods of the year is about to begin, and many will observe a change in the daily behavior of Afghan coworkers, peers and friends.

This period is the month of Ramazan, a time for Muslims to engage in reflection, righting past wrongs, and a period where special attention is paid to the teachings of the Prophet Mohammed.

The start of the month of Ramazan is not fully fixed, as it is based on the sighting of the new moon. In Afghanistan, the scholars associated with GIRA will announce the sighting of a new moon. Additionally, the first day is declared a public religious holiday. In 2009 the first day is tentatively believed to be Aug. 22.

Ramazan is when the Holy Quran was first revealed to the Prophet Mohammed. Muslims are enjoined to fast the month of Ramazan, as the third of the five pillars of the faith (the others being shahada the profession of belief, the five daily prayers, giving annual charity, making the pilgrimage to Mecca). The overall goal is realizing personal reform and self-mastery – with the aims of emerging from the month with a better



Photo by Petty Officer 2nd Class Edward Vasquez

The Red Mosque in Kabul, Afghanistan. During Ramazan the number of daily prayers increases and mosques see a far greater volume of visitors.

spiritual state and positive habits developed for the rest of the year.

The primary outward practice during Ramazan is the fast (roza in Dari and rozha in Pashtu). This is an abstention from food, drinking, sexual activity, and smoking from when the sun casts its first light until after sunset. Families generally rise before first light and partake in a simple meal together before morning prayers. In the evenings, after sunset, Muslims will make iftar (break fast) over a large meal. Afghans generally make extra efforts to get home early, in order to have iftar with their families but, if unable to do so, will take a break from whatever activity they are doing in order to break their fast.

It would be extremely rude to ever comment on an Afghan's apparent failure to be observing the tenets of Ramazan.

It is important to note that getting home is a top priority for hungry, and often irritable, fasting persons so there tends to be a higher number of traffic accidents and resulting fights during the month.

Official working hours are generally shortened in Ramazan from eight hours to six hours in order to facilitate employees getting home in time for the evening meal.

It is a great complement to be invited

to join iftar and such an invitation should, where possible and given security constraints, be accepted – a refusal often offends.

The other major contributor to increased traffic in mosques is the enjoinder on Muslims for additional prayers outside the five prescribed by daily prayers. These additional night prayers or taraweeh are performed at fixed times, after the usual evening prayers in the mosque and typically takes longer to complete than the usual five daily prayers.

Sahari refers to the small early morning meal that Muslims eat, in order to have a bit of energy to get through a day of fasting. There are often additional alarms or prayers recited over mosque loudspeakers to awake sleeping neighbors to get up to eat, in addition to the ones recited to call morning prayers.

The period of Ramazan ends with a breaking of the fast at Eid-ul-Fitr. Children are treated to new clothes, sweets and monetary gifts. It is common for women and young children to decorate hands and feet with henna, a plant-based dye. Often, boys are given toy guns for Eid - some of which can appear to be realistic. In addition, celebratory gunfire is not uncommon among the adult men as a way of expressing their joy at the arrival of Eid.



Photo by U.S. Army Cpl. Justin Schaeffer

More than 70 mullahs attended a mullah conference at Khost University in Khost, Afghanistan.

Afghan Soldiers maintain ammunition



Photo by Senior Airman Marc I. Lane

Afghanistan National Army soldiers load a pallet of munitions on a three-axle, flat-bed truck with a variable reach forklift at the ANA munitions depot here July 23, 2009. U.S. military members mentor the ANA in the proper organization, storage and shipment of munitions.

Story by Petty Officer 1st Class Cliff Williams

CSTC-A Public Affairs

Members of the Afghan Nations Security Forces have made several strides to better the Afghan National Army and the Afghan National Police. One way they have succeeded is through accountability.

At the foothills of Afghan mentors, in bunkers built into the sand and rocks are stored ammunition for the Afghan National Army and Afghan National Police. According to Air Force Master Sergeant Bobby George, NCOIC for the ammunitions depot, the U.S. servicemembers did most of the work when he arrived in country in December. That is no longer the case now that his crew of 35 Afghans has taken the lead. "That is what we are doing here, training them how to do it," said George. "So we took more of a hands-off approach to it and just wanted to make sure they know

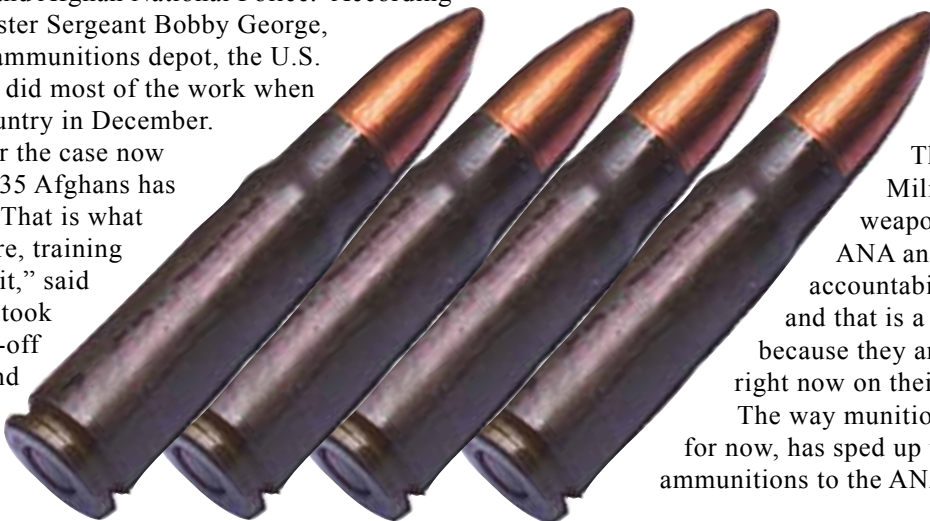
exactly what to do and they could execute that mission without our help."

From shipping the ammunition to organizing it in bunkers to even tracking it on computers, the Afghans can now do it all. "Everything is fluid and we have no difficulties," said ANA Col. Arsla, senior ANA military member at the ammunition depot. "However if we do have difficulties, the mentors help us to solve the problems."

The ammunition depot commanders appreciate the efforts of the workers. They are not making mistakes.

The training from the U.S. Military has led to more weapons in the hands of the ANA and ANP. "We've increased accountability by over 40 percent and that is a huge step for these guys because they are doing all the accounting right now on their own," said George.

The way munitions are stored and accounted for now, has sped up the process of shipping ammunitions to the ANA and ANP.



Zenda Feeds Malnourished Hospitalized Afghans

Story by Petty Officer 1st Class
Cliff Williams

CSTC-A Public Affairs

Malnutrition is a significant problem throughout the country of Afghanistan. A 2005 UNICEF report stated that “an Afghan child today had a one-in-seven chance of dying before their first year as a result of illness and malnutrition.” Between 45 and 59 percent of Afghanistan’s population suffers from chronic malnutrition due to poor diet and food shortages.

In the fall of 2008, U.S. Navy medical personnel deployed to Afghanistan in support of Combined Security Transition Command – Afghanistan’s mission to provide capacity building of the Afghan National Army medical system. They began working to improve the nutritional status of hospitalized patients both ill and combat injured at the nation’s largest medical facility, the National Military Hospital, located in Kabul.

“We have a great opportunity to provide a sustainable and affordable program that can positively impact the nutritional requirements of hospitalized Afghans.”

CDR Christopher E. Schmidt

In the past, commercially available liquid nutrition was obtained in small quantities from U.S. combat theatre hospitals and used with success. However, the ANA’s limited operational budget and the product’s cost and shipment made it extremely difficult for them to fiscally sustain. The hospital pharmacy lacked the medications and technical capability to support a nutrition program, placing those patients without use of an alimentary tract at risk. If a patient did not have the assistance of a family member or an attendant from a military unit and was unable to feed himself because of impairments, he



Official U.S. Photo

A nurse from the National Military Hospital prepares a serving of Zenda to help support suffering from chronic malnutrition due to poor diet and food shortages. Zenda was found to be 1/8th the cost of commercially available liquid nutrition supplements, \$2.40 versus \$19.20 based on a 2,000 calorie daily requirement.

risked the chance of going without a meal and subsequently starving.

The Afghans have created their own version of a high caloric drink, making it locally and feeding a patient for less than three dollars a day. The Afghans have appropriately named this product Zenda, literally translating to “life,” which is made from three types of local flour and several vitamins and can be administered orally or through a feeding tube.

Each package contains approximately 680 kilocalories of nutrition, and combined with oil and sugar, yields more than 800 kilocalories. The product’s six-month long shelf-life allows it to be purchased in bulk and prepared for “just in time” production. Zenda was found to be 1/8th the cost of commercially available liquid nutrition supplements, \$2.40 versus \$19.20 based on a 2,000-calorie daily requirement.

“Zenda is especially good for our weak patients,” said ANA Col Sharifa Delawar, nurse director for the 400-bed hospital. “It is used three times a day and it has many calories.

Every week, patients gain four to six pounds.”

There are 14 patients currently using this local supplement. They are all gaining weight with their chances of survival promising. “I like it very much,” said Mohammed Yo-Sef, who was injured in an improvised explosive device attack.

“We have a great opportunity to provide a sustainable and affordable program that can positively impact the nutritional requirements of hospitalized Afghans,” said CDR Christopher E. Schmidt, deputy team Leader, Navy Medical Embedded Training Team. “The product is manufactured locally using raw materials that follow religious guidelines. Home-grown products promote self-reliance and not on external sources and countries. A stable government, sustainable health system and improved standard of living due to increased economic gains have the potential to positively improve the nutritional status of Afghans overtime.”

Afghan National Army Receives New Uniforms

Story by Senior Airman Marc I. Lane
CSTC-A Public Affairs

The Afghan National Army will be wear-testing a new digital camouflage pattern uniform. The new uniform was chosen to replace the outdated woodland camouflage pattern the ANA has been using. The decision to change the uniform was due to the fact the ANA is not the only military using the woodland pattern camouflage. With this new uniform, the distinct pattern will decrease confusion on the battle field.

Twenty thousand uniforms were ordered for battlefield testing by the ANA. The production of the new uniforms began at the beginning of July. All are produced locally in Kabul.

The style was chosen by the ANA and the material pattern is unique to Afghanistan.

“They designed their own pattern which is specific to their country, which allows for personal and national pride,” said Marine Master Gunnery Sgt. Brent Piel, Combined Security Transition Command - Afghanistan



Photo by Senior Airman Marc I. Lane
Employees of the Abdul Wasi Faqiri Company produce new uniforms for the Afghan National Army. The new uniform will be distributed to members of the ANA for wear testing.



Photo by Senior Airman Marc I. Lane
SGM Roshan and Members of the Afghan National Army and coalition mentors from Combined Security Transition Command - Afghanistan discuss the new uniforms produced by the Abdul Wasi Faqiri Company on July 19. The uniform has a new pattern designed for the multiple terrains found in Afghanistan.

ANA Development senior enlisted advisor. “I think that the camouflage pattern that they’ve chosen will work well in the different environments found throughout Afghanistan.”

ANA Command SGM Roshan Safi highlighted the importance of the uniform, which creates a sense of pride and identity.

“The new uniform provides a higher sense of distinction and professionalism that make us proud to be Soldiers, fighting for our country,” said Roshan.

The need for these uniforms has also positively affected the economy by creating many new jobs for Afghan men and women.

“A year ago, the Abdul Wasi Faqiri Company warehouse employed about 20 people and did not produce much at all, now with the making of the uniform, this factory employees more than 120 people,” said Roshan. “It also provides daycare for the factory employees and free lunch meals. It has a very big positive impact on the economy.”

The Abdul Wasi Faqiri Company uniform factory, which also produces Afghan National Police uniforms, is one

of four Afghan factories producing the new uniform.

“I was very impressed in the pride that clearly the workers took in the work they were doing,” said Piel.



Photo by Senior Airman Marc I. Lane
An employee of the Abdul Wasi Faqiri Company produces a uniform for the Afghan National Army. The new uniform has a new pattern designed for the multiple terrains found in Afghanistan.

ANAAC Air University Expands Course Offerings

Story by Air Force Staff Sgt. Thomas Dow
CSTC-A Public Affairs

Afghanistan – On July 25, key members of the Afghan National Army Air Corp (ANAAC) Maintenance Group, Kabul Air Corps Training Center (KACTC) and the 438th Air Expeditionary Advisory Group (AEAG) met at the ANAAC Maintenance Group headquarters to discuss the Air University’s additional aircraft maintenance courses which will further advance the capabilities of Afghan technicians and officers.

In a war-torn country, often the progression of training has to be built from nothing. The job of certifying students who have difficulty reading or writing complicates the process. The difficulties are magnified in a warzone. This task falls on the 438th AEAG. The right people and the right plan need to be in place for students to realize their full potential. For this reason, the current training for Afghan NCOs and officers required brand new concepts. Air University will be a final launch pad into the career fields.

The road for a fully-trained graduate of Air University involves months of intense training. Once a soldier graduates from basic training at the Kabul Military Training Center, they go on to learn language and cultural skills, as well as take specialized knowledge courses for referencing technical manuals and publications. These courses will be held at the KACTC, located at the Kabul International Airport.

KACTC also offers a range of other courses which include basic aircraft maintenance, aerial gunner, Mi-17 crew chief, An-32 crew chief, logistics & supply, introduction to computers, and a basic fire fighter course.

However, the path to a fully trained Air University graduate is filled with challenges. Col. Abdul Shafi, ANAAC Maintenance Group commander said the lack of training is one of the main difficulties ANAAC members must

overcome. But Colonel Shafi said there was one key factor the Afghan Soldiers have that will make them successful.

“Determination,” said Shafi. “They have a determination to make a better future for themselves and their families.”

The members of ANAAC are no strangers to overcoming adversity. With the assistance of coalition mentors, the fledgling Air Corps has been growing in strength since its recent rebirth. Many existing rotary-wing aircraft such as Mi-17s and Mi-35s, as well as fixed-wing assets like the AN-26 and AN-32s, have been conducting missions ranging from live fire exercises to troop movements and presidential airlifts.

U.S. Air Force Col. Brad Grambo, 438th AEAG commander, said the training plan will bring Afghan self-reliance one step closer.

“The end goal is that we want to make the Afghans self-sustainable,” said Grambo. “The key to their continued growth is the education system that we are trying to put

into place.”

As of now, the Air University is only in it’s earliest stages. However the ground has been prepared for a new way of doing business with Afghans taking the lead. Servicemembers of the Air Corps are succeeding in becoming a vital air power, dominating their own skies.



Photo by Canadian Army Master Corporal Robert Bottrill

ANAAC MI-17 Crew Chief ensures a safe takeoff from Kabul International Airport.



Photo by U.S. Air Force Staff Sgt. Thomas Dow

A group of key personnel from the Afghan National Army Air Corp (ANAAC) Maintenance Group, Kabul Air Corps Training Center (KACTC) and the 438th Air Expeditionary Advisory Group (AEAG) discuss plans for future training of ANAAC servicemembers here July 25. The plan calls for additional aircraft maintenance courses to further advance Afghan technicians and officers.

Focus On: Logistics Embedded Training Team

by Air Force Colonel Inez Sookma
CSTC-A LOG ETT Commander

Mission

The Logistics Embedded Training Team (Log ETT) is responsible to the CSTC-A Commander for directing, planning, executing, and assessing logistics activities in the Afghanistan Ministries of Defense and Interior.

Commanding Officer

Colonel Inez A. Sookma, USAF

Senior Non-Commissioned Officer

CMSgt Shannon L Middleton, USAF

Personnel

Log ETT has over 200 U.S. Air Force, Navy, and Army personnel who live and work at numerous Kabul-area locations, as well as in Kandahar, Gardez, Herat, and Mazar-e-Sharif.

“Our team of professionals is engaged across the national spectrum working with the senior logistics leaders of MoD and Mol as well as mentoring convoy ops, national maintenance and warehousing.”

— Colonel Inez A. Sookma,
 Log ETT Senior Mentor

Milestones

- In the last 12 months, the Cougar Team performed 63 long-range convoy escorts, totaling more than 10,000 miles
- Since December, the 22 Bunkers team has received 93 air shipments valued in excess of \$50.1 million and has issued more than 80 million rounds of ammunition to 75 MoD subordinate units Afghanistan
- Class III Depot mentors supervised the opening of a state-of-the-art, 28-acre distribution facility that increased fuel storage capacity by 500 percent
- Integration mentors worked side-by-side with ANA leaders to rewrite decrees governing basic policy, accountability, and transportation critical to laying the groundwork for self-sustaining operations
- The MoD AT&L mentor conducted Logistics Synchronization Working Groups between MoD logistics staffs, defined ANA annual fuel allocation requirements processes, and integrated CSTC-A equipment fielding processes within MoD systems
- In a collaborative effort with CJ-4, Log ETT executed two emergency airlift requests for Task Force Warrior and ANP forces, successfully completing a nighttime load of two CH-47s and 2 UH-60s with high-priority war materials
- ANP Log ETT coordinated an initiative to install a 12,000-liter fuel tank in the Jalrez District, remedying a significant national police fuel supply problem and adding a fuel re-supply point in a key strategic location 30 miles west of Kabul

Duties and Responsibilities

- Team members mentor senior-level Ministry of Defense and Ministry of Interior personnel on national-level logistics strategy
- Headquarters ANA Logistics Command mentors work with the commanding general and his senior staff on long- and short-term, major command-level logistical operations
- The Logistics Support Operations Center (LSOC) team mentors national-level ANA specialists who control and execute the “pull” side of ANA logistics operations
- The Log ETT “Cougar Team” provides armed escort and oversight for ANA convoys throughout Afghanistan
- The Central Movement Agency team provides guidance and mentorship in both short and long haul transportation and self sustaining vehicle maintenance operations.
- The Depot 2 mentor team receives, stores, and issues all ANA rolling stock (currently storing/staging 3,100 vehicles)
- The Central Workshop team mentors ANA national maintenance depot personnel in repair operations for former Warsaw Pact weapons, vehicles and communication equipment
- Depot 1 mentors provide CSTC-A’s “push” or fielding capability, including NATO weapons, communications equipment, and additional materiel
- The Class III depot team mentors ANA personnel who manage receipt, storage and issue of petroleum, oil and lubricants at three geographically separate locations
- Integration team mentors work side-by-side with the ANA to rewrite logistics doctrine and policies
- The 22 Bunkers team mentors ANSF personnel and contractors in running a national-level ammunition and weapons stockpile valued at \$433 million



August Warrior of the Month



Technical Sergeant Misty H. Adams

DEPLOYMENT GOALS: My main goal is to continue mentoring the Afghan Air Corp medics and building on the knowledge they already have. When I train my Afghan Air Corps counterparts and watch them take ownership of a process so they can teach each other it signifies a job well done. I am working towards finishing my CCAF (Community College of the Air Force) degree in Applied Science. One day I would like to finish my BS degree and tackle medical school. I'm working on Course 14, which is required after notification of promotion to Master Sergeant (E-7). This

must be completed prior to wearing the rank of SMSgt (E-8). **BEST PART OF THE DEPLOYMENT:** I have thoroughly enjoyed working with the Air Corps. When interacting they try to speak English and I try to speak Dari. It can get quite humorous at times but you gain respect from them for trying. I have enjoyed the different types of food and look forward to more of this throughout my tour here!

LIFE AFTER CAMP EGGERS: Upon my return to Pope AFB, I will have just sewn on MSgt. My job and place in the squadron will change. Once I hit 20 years, retirement will depend on whether I am still having fun in the military. If I choose to retire, then I would like to work for Life Flight and pursue schooling.

ACCOMPLISHMENTS: Since being here I have had the honor of being on the first documented Afghanistan Aeromedical Evacuation Mission. It was completely crewed by Afghan Air Corps members, including the pilots, navigator, flight engineer, loadmaster, physician and medic. The mission was flown from Kandahar Air Field to Kabul International Airport and the patients then transferred to the National Military Hospital by ground ambulance. The entire crew proved that it can be done.

HOBBIES: I grew up on the beach and back bay. I enjoy fishing, crabbing, camping and water sports. I have yet to grow out of it. The ocean always brings me back to a tranquil place.

EUPOL Trains ANP for Elections Security

Stories and photos by Aziz Basam
EUPOL Press Office

The European Union Police Rule of Law team conducted a workshop in Kabul recently between police and Huqooq Department of the Ministry of Justice to enhance cooperation and deal with civil conflicts.

The workshop took place at the Afghan National Police Academy and was coordinated by Jan Schuerman, mentor to the Ministry of Justice, and Rohullah Esmati, the national legal officer.

Brigadier General Sardar Mohammad Kohdamani, Deputy Head of the Training and Education at the Department at the Ministry of Interior was present at the workshop.

“This workshop will really help the police to learn not to interfere in civil cases and direct the arguing parties to the related Huqooq department or civil courts,” said Gen. Kohdamani.



Official U.S. Photo

Brigadier General Sardar Mohammad Kohdamani, deputy head of training and education at the Ministry of Interior (left) sits with members of the EUPOL Rule of Law team and Huqooq Department of the Ministry of Justice during a workshop in Kabul.

A draft text was provided to the workshop participants regarding the police's role with civil cases and the responsibilities of the Huqooq Department of the Ministry of Justice. It is expected to later include the instruction into the police curriculum and training.

There are future plans to continue the workshop for further discussions between the two organizations. A total of 15 National Police Academy instructors and Huqooq Department lawyers attended the workshop and participated in the activities.

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

