



ENDURING LEDGER



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*Cover Illustration by U.S. Air Force SSgt. Jeff Fitzmorris.
Afghan National Policemen and Afghan National Army soldiers perform a
presence patrol with coalition support.*

*Back cover photo by U.S. Air Force TSgt. Parker Gyokeres,
Afghan National Police perform a dismounted presence patrol through the
streets of Kabul.*



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.

Up Close with 201st Corps Commander MG Wardak

Tell me about your family and their feelings about your job.

I live with my wife, two daughters and one son. He is married and I have one grandson. They are supportive of me and know my position has dangers. It is not secure where I live. Last year, the enemy planted a mine near my home and luckily when it went off I was not hurt. Three months after that someone followed my son to kidnap him, but it was in the evening and I was on the way home and was able to save him before he could be kidnapped. Two months ago insurgents got close to my house but my soldiers were able to push them back.

What are your duties as a Corps Commander and what is your primary area of responsibility?

I oversee the three brigades of the 201st Corps and am responsible for 10 provinces from Bamyán to the Pakistan border. I am responsible for leading the 201st Corps.

What are some significant milestones in the history of the 201st Corps?

From the beginning of the ANA, this corps has played a significant role. The

very first kandak of the ANA in solar year 1382 was from this corps. This corps is a model for all others because personnel went from here to establish the other corps. We can say we are the mother of all the ANA corps. The Bonn Agreement established an Army of 70,000 and the first kandak was put together from here. We now have approximately 90,000 soldiers and hopefully will be at 140,000 strong by next year. The growth of the corps is the significant milestone. Expansion is positive. Also, in the past we used Russian weapons. This year we started receiving NATO weapons and armored vehicles and are receiving good training from our friends. The old weapons were poor and were not accurate.

What significant challenges have you faced in the past?

There have been two big problems. One is the tashkil or rosters. The second problem has been old weapons that did not work well and could not hit the target. Now we are getting the NATO weapons so this should improve.

What do you hope to accomplish in the coming year?

I want to continue being successful

in the military and improve the training for my soldiers. If they are well trained they can better perform their duties and missions. I would like to see better gear and weapons. We need air support on every mission and heavy artillery to support operations from long-range. The soldiers cannot do it by themselves because the enemy hits and runs in groups of 10 to 12. We need good quick reaction forces and support fire. We need good air support to clear bad areas and protect our soldiers. These are my goals.

What challenges does the 201st Corps face in the coming year?

It is too early to say regarding the future. It depends on what the enemy will do!

Is there anything you would like to add?

In the future I wish for us to have a strong army. The Afghan Army was over 300,000 strong in the past. I do not know if this can be achieved without mandatory conscription. Afghanistan plays an important role in the region and we need a strong army to defend the nation, to bring peace to our country and region. A strong army and police force is needed.



ANA MG Mohammad Raheem Wardak, ANA 201st Corps Commander, in his office in Kabul. MG Wardak is responsible for overseeing the three brigades of the 201st Corps. His AOR includes ten provinces in Afghanistan.

Afghanistan's Strength is in its People

By MG Richard P. Formica

CSTC-A Commanding General

Last month, I wrote about the significant organizational and leadership changes affecting CSTC-A. Since that column was published, the Secretary of Defense has announced that LTG William B. Caldwell IV has been nominated to assume command here. He will be a positive and welcome addition to this team.

I will depart with a heavy heart. It will, of course, be wonderful to return home to my wife, Family, and friends – but it will be difficult to leave this command and Afghanistan behind.

It has been my honor and privilege to serve with and to serve the many professional Soldiers, Sailors, Airmen, Marines, and Civilians of CSTC-A and now NTM-A. Your largely unheralded contributions to this mission are many and significant. But when this mission is done and people look back at our success, the work of NTM-A, CSTC-A and those that preceded us will loom large as key to that success.

I remain mindful of your many sacrifices and the sacrifices of your Families at home. I am profoundly grateful.

When I assumed command in December 2008, I commented in my change of command speech about the people I had met during my preparation for this assignment. I made the observation that everyone who had served here -- or whose duties had responsibilities here -- seemed to be touched by this place. They had a sort of bug that they couldn't or wouldn't shake. My observation then was that three characteristics tied those people in common.

- They all had a profound respect and admiration for the Afghan people.
- They were committed to the mission.
- They were convinced that the mission was achievable.

After 11 months here, I have the bug. The Afghan people are gracious, intelligent, proud, and determined. They respect and appreciate their coalition partners – but they are eager to get back on their own two feet again and assume responsibility for the security and stability of Afghanistan. They are committed to victory here. Our job is to enable them. We must learn to listen to them... 'we must listen to the mountains.'

This is an important mission. It has enduring strategic implications for the United States, for our NATO partners, for this difficult region, and for this country. Those who serve here remain committed to this mission.

And we are convinced that the mission is achievable. No one will claim that it will be easy and we acknowledge that it will take

time – but most who serve here will tell you that it is achievable.

My one regret – is that too often the voices of doom and negativism overwhelm the voices of hope and optimism when discussing ANSF development. I am an optimist yet I have a realistic view of the opportunities and challenges that we face in developing the ANA and the ANP.

I've read about the police who may be corrupt and skim pay from their subordinates. But I've also seen the video of the police officers who died stopping a SVBIED – and read of the 5-6 policemen who die each night doing their duty.

I've worked closely with ANA soldiers serving and dying while away from home in a troubled part of the country – serving a unified Afghanistan.

In retrospect, I don't think that I'm too close to the problem. Rather, I think some are simply too far away. They don't see the good that does happen here. They focus on the bad and they are easily swayed by anecdotal observations that become bigger and seemingly more compelling in their oft – repeated presentations.

To make that point, let's consider the two ANP at the checkpoint outside the Indian Embassy and the MOI that was attacked recently:

If the security camera footage caught them skimming money from their subordinates or if they had tested positive for drugs, we'd be reading about that for the next six months in a multitude of reports and papers.

Instead, the camera caught them doing their jobs; stopping the SVBIED at the checkpoint – and probably preventing a more serious penetration of the gate. They died doing their jobs. We will not read about that one more time. For too many, it's already forgotten.

Sure, the ANA and the ANP are not perfect. They are forming, developing, and maturing into professional organizations. The army is about 4-5 years ahead of the police. It has had the benefit of additional forces, resources, organizational leadership, and coalition mentors. We must sustain the positive momentum in the army while we continue to focus on the police.

Both institutions have their share of poor performing and corrupt leaders. And, no doubt, they must be dealt with and held accountable. But we should not let them become the defining characteristics of either the army or the police.

We must reinforce good performers wherever and whenever we encounter them. There are plenty out there. Reinforcing the good is an integral part of development and it provides reassurance to those who are



MG Formica

trying to do the right thing. They need to know that someone has their back.

We must take a long view. If you took a snapshot of either the army or the police – you might find an exceedingly good picture – or you could, at any time, find a very ugly picture. But when you review the movie – to see where these security institutions were 6-8 years ago – and see where they are today – you get a much different view: a view that encourages optimism and hope for their future.

I'm not naïve; I have a realistic view of what goes on here. I've been close enough to see it for 11 months. I know there are many challenges to overcome. There will be disappointments encountered. There are some bad, corrupt, inefficient leaders to deal with.

But there is so much to look forward to. There are intelligent, strategic leaders poised to lead this country forward. There are dedicated army officers and police officers and NCOs prepared to lead the ANA and the ANP. There is a multitude of dedicated soldiers and policemen stepping up every day to serve and secure the people of Afghanistan.

I, for one, am confident in their ultimate success. And I'm proud of the many thousands of coalition Soldiers, Sailors, Airmen, Marines, and Civilians who have selflessly served here – too many of whom have sacrificed their lives here – and who have shared in this noble cause.

Success in Afghanistan rests with the sustained capacity and capability of the Afghan National Security Forces, with the development of good governance and a rule of law, and in the hearts of the Afghan people. I leave here proud to have shared in the development of that success with this great team – US, NATO, EUPOL, coalition, Afghans— for we are One Team Together.

Yak Team Wahed!

Role of the NCO in the NTM-A Mission



CSM Turner

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

Every day here at Camp Eggers I see more and more incoming United States, Coalition and NATO Forces. It is great to see a command with such diversity working together like a well oiled machine. It is also a unique opportunity and learning experience for every one of us that I'm sure will stay with us for the rest of our lives. So, to all of our newly arrived

Soldiers, Sailors, Airmen, Marines, Coalition and NATO Forces, I would like to say welcome. Thank you for your service, and thank you for your unwavering dedication to the growth and development of the Afghan National Security Forces. Here in Kabul, Afghanistan, we are truly making history. We have many challenges ahead of us, to include the continual growth and development of the Afghan National Army and the Afghan National Police Force, and the standing – up of the NATO Training Mission – Afghanistan.

The NTM-A mission is to plan, program and implement the generation and development of the ANSF to build sustainable capacity and capability of the ANA and ANP to enable the Government of the Islamic Republic of Afghanistan to achieve

stability and security in Afghanistan.

As the role of the non-commissioned officer in the United States and Coalition Forces is to train, lead and mentor, so is the role of the NCO in the ANSF. It is vital to our mission to train and mentor our Afghan counterparts so they will be fully capable of training and leading their new recruits. The role of the NCO in the NTM-A Command will be to insure that the Afghans are aware of their roles as non-commissioned officers, and to be certain that they are prepared to execute any given task or mission to standard.

Non-commissioned officers are an integral part of this ever-changing command. Through our NCOs mentoring, we have supported the training and graduation of the first Afghan firefighters, are preparing for the Sergeants Major Conference for the Afghan National Army in December and are coordinating a seminar for the Afghan National Police in January. CSTC-A has been charged with the generation and development of the ANSF, and with the hard work and dedication of the NCOs in this command, we are making significant progress everyday and ensuring the future stability and security of Afghanistan.

Once again, I would like to say thank you for your service. Every one in this command, no matter how small you think your role may be, is critical to this mission's success. Thank you for your continued dedication and hard work. I look forward to the upcoming months here at Camp Eggers, and all of the change and growth they will bring. Stay safe and stay motivated.

Yak Team Wahed.



Photo by SrA Brian Ybarbo

Members of several nation's gendarmerie forces visited CSTC-A/NTM-A at Camp Eggers, Kabul, to discuss training the Afghan National Police. The gendarmerie have a valuable role in the new NTM-A organization and provide a unique combination of policing and military skills. Front row, from left to right: U.S. Army COL. Randall Cheesborough, ITA. Carabinieri BG Carmelo Burgio, U.S. Army MG Richard Formica, POR. GNR COL. Esteves, CAN. MG Mike Ward, ITA. Carabinieri Lt. Col. Lingeri, FRA. Gendarmerie Lt. Col. Lavadie. Second row, from left to right: POR. GNR Maj. Costa, ITA. Carabinieri Lt. Col. Jean-Marco, SPA. Guardia Civil Maj. Guijarro, SPA. Guardia Civil Maj. Jesus Gayoso and ITA. Carabinieri Capt. Oropazzo.

Up Close with the Deputy Commander NTM-A

Canadian Army Major General Mike Ward is the incoming and first deputy commander for the new NATO Training Mission Afghanistan.

On duties and responsibilities:

When I initially read my orders, there was a laundry list of terms of reference; none of which really translated into straight English. The straight English that I understand, and that the commanding general and I have come to an agreement on, is that I'm going to oversee the training of the Afghan National Army and the Afghan National Police. This is a significant function that CSTC-A has been responsible for, but it has evolved tremendously since the declaration by NATO leaders, at the 60th anniversary summit, that we would create NTM-A. The training of these forces and providing a link for donations by NATO countries and partner countries to resource the ANA and the ANP are the areas I'll be watching. Another thing I'm going to do is maintain the rear link through ISAF to Joint Forces Command Brunssum, Supreme Headquarters Allied Powers Europe and NATO Headquarters.

On the role of the Carabinieri, Gendarmerie and Guardia Civil in NTM-A:

NATO recognized in fighting a counter-insurgency that there were a number of things we were doing well and a number of things we needed to improve. NATO has always trained armies well, but the reality of Afghanistan is that the police forces underneath the Ministry of Interior have not coalesced in the same way as the ANA. There has never been a singular proponent who was able to arrive with the institutional energy and the resources necessary to do the job, as well as the ability to gather the combined skill sets and areas of expertise that exist across the Alliance.

What the Carabinieri, the Gendarmerie and the Guardia Civil



**MGen. Mike Ward
Deputy Commander NTM-A**

can provide, in specifically focusing on things like the Afghan National Civil Order Police, is a very useful combination of military skill sets and policing functions that are particularly relevant in COIN. They are an essential bridge in our view to getting to a level where the Afghan National Police can do both the police and counter-insurgency mission but then can gradually focus on how to provide law and order in communities.

On the roles of CSTC-A and NTM-A:

The commanding general has overall responsibility to create the institutions, develop the ministries and also look deeply into how to train and field the various components of an army and police force. The relationship between CSTC-A and NTM-A is going to be very complementary. What we will not do is duplicate the CSTC-A roles, which continue to include the ministerial development side and also the responsibility to continue to provide support from the United States into the mission. On the NTM-A side, through the international security cooperation arm of the assistant commanding general, General Wisniewski, we will be looking at how we can augment the U.S. resource pipeline. We want NATO money and NATO forces to

converge with, integrate, and then produce a training system that works for the ANSF right down to deployed police detachments and squads.

General Wisniewski has the analytical responsibility to determine how to best incorporate some of those donations, and then seamlessly integrate them through the staff and into the field. NTM-A will take the troops from the recruiting process and provide their individual skills training. We will create a common standard across the army and police, focusing on their core skills so they can then be provided to their commanders in the field as trained, effective soldiers and patrolmen. Leadership development will be key to success.

On focused district development:

The training part of focused district development is going to transition over to NTM-A, and specifically into CTAG-P. This is extremely important in terms of beginning to move forward on standardizing the skill sets in the police. The early indications are very positive, and I'm specifically referring to one initiative I'm aware of down in Kandahar, where we've gone through an FDD cycle. We've taken the community police out, trained them through FDD, while rotating ANCP in place, and then brought them back. The testimonies we are receiving from the mayors and the district chiefs are that there is now an element of normalcy in their lives that is clearly allowing them to choose Afghanistan over the insurgency. Just as we are finding in numerous other places around the country where people have had to hedge their bets, the people are now saying that they have better confidence that the police and the army will look out for their welfare and provide security. This is the first of what will be a domino effect

Final thoughts on NTM-A:

It is more than a paper tiger; it will bring more capability for NATO. It is well placed to succeed just on the basis of what's been developed by CSTC-A. We are well placed to succeed.

Basic Training Course Compression Benefits ANP

Story by SrA. Brian Ybarbo

CSTC-A Public Affairs

Recently, the Afghanistan Ministry of Interior and the Combined Security Transition Command-Afghanistan condensed the Afghanistan National Police training program from eight to six weeks. The training will be conducted at all 30 training sites in Afghanistan.

Compressing the course improves manning availability for the police commanders at districts, provinces or for Afghanistan National Civil Order Police units.

"There are a lot of cops that don't have any training at all, so we get them into the training and get them out quicker," said Assistant Chief Constable Timothy Shilston, CSTC-A Senior Police Advisor for Police Development.

The new training reduces time students are away from their job and families. This reduces attrition and no-show rates which increases seat occupancy at training centers.

"The instructors here at the RTC told us we were going to be here for six weeks of training instead of eight. I'm very happy with that because I can

go back home to my family sooner," said an ANP trainee at Jalabad (name withheld).

The "8 minus 2" course compression is designed to take the "basic 8" course and condense it into six weeks of training, consisting of the same 251 hours of instruction with longer days of classes.

"One of the observations is that we felt there was sufficient down time to compress the training from eight to six weeks if you work longer hours," said Shilston. "There is no reduction in content. The quality is still the same."

Literacy education is one of the many key benefits of the course compression. "Literacy training is built into the course. They have two hours of literacy training a day," said U.S. Army Lt. Col. Marlin Remigio, Branch Chief of ANP Training and Education. Another notable advantage due to the density of the course is the reduction in cost to CSTC-A. "Cutting the cost of training by 25 percent, in addition the improved process reduces course delivery cost by 12.5 percent," said Remigio.

Shilston took the lead on the project with the help of civilian police officers and came to the conclusion the course

could be completed in six weeks and still achieve the goal of having a fully trained ANP with no degradation in training, knowledge obtained and skills.

"The MoI benefits because they get patrolmen back faster who have all the skills necessary to perform their duties," said Remigio.

ANP training is very similar to the U.S. military basic training. The police training consists of first responder, survival, basic counterinsurgency skills, human rights and police tactics.

"There were some concerns of learner fatigue," said Shilston. "What was suggested was to rearrange the nature of the lessons so all of the classroom work is done in the morning and the physical work is done in the afternoon so we can maintain the full attention of the students."

According to Remigio, the course compression will also prepare the ANP for possible accelerated growth.

"It helps me to protect myself from the dangers of my job and save Afghanistan from its enemies," said an ANP trainee about the new training format. "It will help Afghanistan stay free."



Photo by Petty Officer 1st Class Chad McNeely

An instructor at the Afghan National Police Central Training Center in Kabul teaches recruits proper baton use during the basic eight recruit training course. The basic eight course is being compressed into six weeks. The new course schedule will contain the same amount of training hours.

Mol Begins First Criminal Investigation Course

Story and photo by U.S. Air Force SSgt. Michael Davis

CSTC-A Public Affairs

Inspectors from the Ministry of Interior Inspector General Directorate recently began the first-ever basic criminal investigation training course in Kabul.

The 13-day course, implemented by the MoI to train inspectors in the fight against corruption, is instructed by members of the European Union Police Mission in Afghanistan.

“Corruption is a very serious issue. It is endemic, wide spread and clearly the greatest obstacle for building up effective police officers here in Afghanistan,” said Konrad Wudtke, project leader for the EUPOL Anti-Corruption Unit.

To further help eliminate corruption, a selection process was established to decide who would attend the basic criminal investigation training course. Several names were vetted by the MoI Personnel Directorate and then sent to the MoI Order of Merit Selection Board.

“The MoI inspectors selected for the course were selected by a merit based selection board, as opposed to being hand-picked. This

significantly increases the impartiality of the selection process,” said LTC Walter Carter Jr., CSTC-A Deputy Command Inspector General. “The bottom line is that this is a huge step toward developing an internationally recognized professional law enforcement capacity for the government of Afghanistan.”

For the first course, 52 inspectors were selected and trained on procedures such as planning and decision making, forensic awareness, crime-scene investigation, report writing, interviewing and intelligence gathering. The objective of the training is to strengthen the abilities of the IG directorate in order to make them self-sufficient and capable of carrying out necessary anti-corruption activities.

“These inspectors will form the core for spreading out the capacity and the skills throughout the districts and the provinces where the real corruption takes place and, of course, to the special departments of various ministries where they can utilize the skills they are getting trained in here,” said Wudtke.

After completion of the basic criminal investigation course, the inspectors will be granted full detective and law-

enforcement status as well as the title of anti-corruption detective. Within three months, the goal is for the detectives to form six regional mobile anti-corruption teams engaged in investigating corruption throughout the ANP.

Eradicating corruption within the ANP is an essential step in building trust with the citizens of Afghanistan.

“If you are going to build the trust between the police and the community, the corruption should be eliminated from the police and the citizens should know about that,” said MoI Inspector General Major General M. Wakeel Akbari. “When the police build a very good security [force] free of corruption, then the communities are willing to help the police.”

The development of the basic criminal investigation training course was initiated by a note of understanding signed July 21, by heads of the MoI, CSTC-A, EUPOL, United Nations Office on Drugs and Crime, and United Nations Development Program. The note of understanding states that EUPOL, UNDP, and CSTC-A will collaborate closely in the implementation of the government’s anti-corruption strategy in the MoI.



A EUPOL instructor teaches criminal investigation techniques to inspectors from the Ministry of Interior Inspector General Directorate during a 13 day course in Kabul. The inspectors will use the training to fight corruption.

ANSF and ISAF Work Side By Side

Story by SrA. Marc Lane

RC-W PAMT

Members of the Afghan National Army, Afghan National Police, International Security Assistance Forces and U.S. forces met recently in western Herat province for a reconnaissance mission.

The goal of the mission was to gather information on the current enemy situation to give key leaders in all units a chance to see the area first-hand and enhance teamwork between Afghan National Security Forces and their coalition forces counterparts.

The Afghan National Police Herat Province commander BG Alizi Essmatullh was impressed with the progress and the effects it will have on future missions.

"The operation was useful and effective," said General Alizi's spokesman, Noor Khan Nikzad. "There are no enemies and the road hasn't been blocked. ANA and ANP commute that road almost daily now and they haven't seen any problems."

Spanish and Italian forces shared their experiences from their latest operations along the stretch of road. According to the defense ministry in Madrid, Spanish soldiers repelled an insurgent attack in the Sabzak pass, killing 13 militants and injuring at least three. The Spanish

suffered no casualties or injuries.

The information shared between the organizations will be crucial during future



Photo by SrA. Marc Lane

Members of the Afghan National Police provide security during a reconnaissance mission in western Herat province. The goal of the coalition mission was to gather information on the current enemy situation to ensure a safe passage way from West Afghanistan to the North.

operations in the area.

"The location is the one piece of decisive terrain that controls movement between western and northern Afghanistan essentially between Herat and Badghis province," said U.S. Army CPT Dennis Williams, Troop C, 4th Squadron, 73rd Cavalry Regiment, 4th Brigade Combat Team, 82nd Airborne Division. "The enemy will do anything within their power to keep it under their control. However, they have not been successful."

ISAF forces have cleared the pass and are holding the area. The goal now is to bring in Afghan security forces to hold it and pave the road to improve travel through the pass.

"This combined reconnaissance mission is a great example of how we need to work together to shape, clear, hold and build in Afghanistan," said U.S. Army LTC William Huff, 2nd Battalion, 321st Airborne Field Artillery Regiment, 4th BCT, 82nd Airborne Division Commander. "In addition to strengthening teamwork between our two forces, this mission laid the groundwork for forces to clear and hold the area, making it safe to build and improve the lives of Afghans here. We are working 'shana-ba-shana,' shoulder-to-shoulder, with our Afghan counterparts to defeat the insurgency."

ANP Builds Bonds in Herat Province

Story and photo by SrA. Marc Lane

RC-W PAMT

Afghan National Police Officers and U.S. Military servicemembers recently transported and distributed food and school supplies to Rhey village in the Herat Province.

"The mission is important for building trust between the Afghan people and the Afghan National Police. There is a communication gap between the people and the ANP, especially those who live in far away villages without television or radio. Some think the international forces in Afghanistan are the same as the Russians," said COL Abdul Rahouf Ahmadi, ANP media officer, referring to the Russian occupation of the eighties. "The reason the mission was so important was because the people see the ANP and international forces are there to help

them, not harm them."

The Regional Police Advisory Command – West transported food and supplies from the Humanitarian Assistance office on Camp Stone to Rhey, Afghanistan. The items included 20 five-pound bags of flour, 20 liters of cooking oil and 500 backpacks with various crayons, coloring books and candy. The ANP organized the distribution site and provided security while items were handed out.

"The Afghan National Police are learning the importance of the population in defeating the Taliban," said U.S. Army CPT Nicholas Turza, Task Force Fury civil military operations planner. "Through humanitarian assistance missions the Afghan National Security Forces strengthen their legitimate bond with the people they serve."



An Afghan man distributes backpacks to children in Rhey Village. Various school supplies, 500 backpacks, 20 five-pound bags of flour and 20 liters of cooking oil were transported and distributed for humanitarian assistance from Camp Stone, Herat.

Judicial Practice Makes Perfect Law

Story by U.S. Air Force
MSgt. Steven Goetsch

CSTC-A Public Affairs

The view from the defendant's gallery in the courtroom at Camp Shaheen could double as the backdrop from any courtroom drama on American television.

Afghan military law is based on Afghan Military Criminal Procedure Code and Afghan Military Penal Code, which have their roots in Sharia Law and the law of the Koran. It also incorporates parts of the U.S. UCMJ and manuals for court martial.

The newly renovated courtroom where 209th Corps, legal officers practice military law is one of the many changes in the Afghan legal system. There has also been a vast improvement in good order and discipline because soldiers are now being held accountable.

"Before in the corps we didn't have military justice and people were breaking the rules, but now we have the Afghan Uniform Code of Military Justice," said BG Halim Sadiqi, the Legal Officer for the 209th Corps. "We have standards and now people won't be breaking them."

209th Corps Chief Judge, BG Llagan Adil, has worked through the complexities of Afghan law for 32 years, from the drafting of the Afghan

Civil Law in 1977 to a recent murder trial held at Camp Shaheen in August.

"Our work here, like the trial we just had, I agreed with the decision made in that case," said General Adil. "I have seen positive changes within the ANA. It really had a positive effect on the other soldiers."

One area where legal mentor, Air Force Lt. Col. Bill Rogers was of great assistance was convincing the 209th legal team the importance of holding public trials. "They [Afghan soldiers], understand the purpose of a defense counsel, and they see a very concerned bench of judges who ask very thoughtful questions," said Rogers. "I do believe that the judgments and the sentences are fair, but it's important to get that message to the soldiers, and that's the whole key of a military justice system."

With assistance from Rogers, the Afghan judges and prosecutors have transformed the 209th military legal system to keep pace with the needs of an army in transition.

"In the old army, we did not have a legal office such as this one," said General Halim. "Since we have the new army, I have worked as the chief legal officer for four years."

General Halim added that because of changes in a transitioning army, and also on the political front, they are

now called upon to practice law from a diverse group of organizations. "We institute special laws from the company commander to the minister of defense."

The positive impact that the 209th legal team has made on the effectiveness of the Afghan National Army is attributed to the breadth of experience of the Afghan judges and prosecutors, as well as the close working relationship they have with their mentor. "I'm really happy we've gotten a new prosecutor and defense counsel," said Chief Judge, BG Adil. "Some of our young personnel have

"I have seen positive changes within the ANA. It really had a positive effect on the other soldiers."

-Brig Gen. Llagan Adil
209th Corps Chief Judge

good experience; we just needed some guidance in some of our judgments."

The competence and passion of the ANA legal team was also echoed by their mentor. "I worked with the court and the legal office at all levels," said Rogers. "The level of professionalism, the level of caring; when you see all those things unfold in front of you, there's very few feelings in the world that match that or meet that."



209th Corps judges listen to the lawyers plea their cases during a public court trial. Trials have only recently been held in public and serve to demonstrate the legal system in action and the fair application of justice to Afghan soldiers.

Photo by U.S. Air Force SSgt. Stephanie Jacobs

New Library Opens World of Possibilities at 201st Corps



BG Zamri of the 201st Corps 3rd Brigade and soldiers excitedly inspect the Dari, Pashtu and English books in their new library. The library was recently built as a tribute to joint cooperation and liberty through literacy.

Photos and story by
U.S. Air Force Capt. Charles Johnson

RC-C PAMT

Soldiers of the Afghan National Army 201st Corps at Pol-e-Charki Prison in Kabul and their U.S. embedded training team advisors recently worked together to establish the corps' first library for soldiers as part of an ongoing effort in the fight against illiteracy in the ANA.

The illiteracy rate among Afghan recruits is a significant challenge for trainers. It is estimated that 9 out of 10 Soldiers in the ANA are illiterate. U.S. Army MG Richard Formica, Combined Security Transition Command-Afghanistan commanding general said "the illiteracy rate is not a show-stopper" but it "particularly becomes a challenge for those recruits that we want to advance to become non-commissioned officers, because the higher you get in rank and responsibility, the more expectation there is that you can read and write."

This need for literate Afghan soldiers was evident to the ETTs of the 5th Kandak at Camp Blackhorse, Kabul. Recently, they looked for a way to make a meaningful

contribution toward ANA literacy for the 201st Corps. There was already a literacy training program in place directed by U.S. contractors hired to provide training for the ANA. Statistics provided by Paul Ross, the site manager for the 201st Corps literacy program, revealed marked progress in literacy of Afghan soldiers. This encouraged the 5th

"A model concept for every corps in the ANA."

-BG Zamri, 3rd Brigade commander

Kandak mentors to find something to complement and re-enforce the literacy education the soldiers received after joining the ANA.

In coordination with ANA LTC Shamsuddinn, commander of the 5th ANA Kandak, 3rd Brigade, 201st Corps, the ETT team helped the ANA refurbish an old building into a library. The ETTs, led by USAF Maj Jon Mizell, team lead for the 5th Kandak ETTs, sprang into action. ANA soldiers and ETT counterparts worked side-by-side in the development of

the 201st Corps first library. Much was accomplished through donations, including many books in Dari, Pashtu and English.

"We thought it was a great idea and initiative to focus on supporting the literacy of the very soldiers we work with regularly, to show them how nice things can be and the endless realms of learning and adventure available in a library," said USAF Capt. Derek Williamson, a member of a 5th Kandak ETT with the 201st Corps since December. According to Williamson, illiteracy keeps men ignorant and easily controlled this is one of the reasons the Taliban attack and burn so many of the schools that have been built in this country.

The library was completed in September. Afterwards, ANA soldiers and their ETT advisors gathered for the ribbon cutting ceremony. Mizell applauded the effort as "an example of the great teamwork and the partnership of the ANA and U.S. forces at Camp Blackhorse and Pol-e-Charki." BG Zamri, 3rd Brigade commander praised the combined effort as a "model concept for every corps in the ANA."

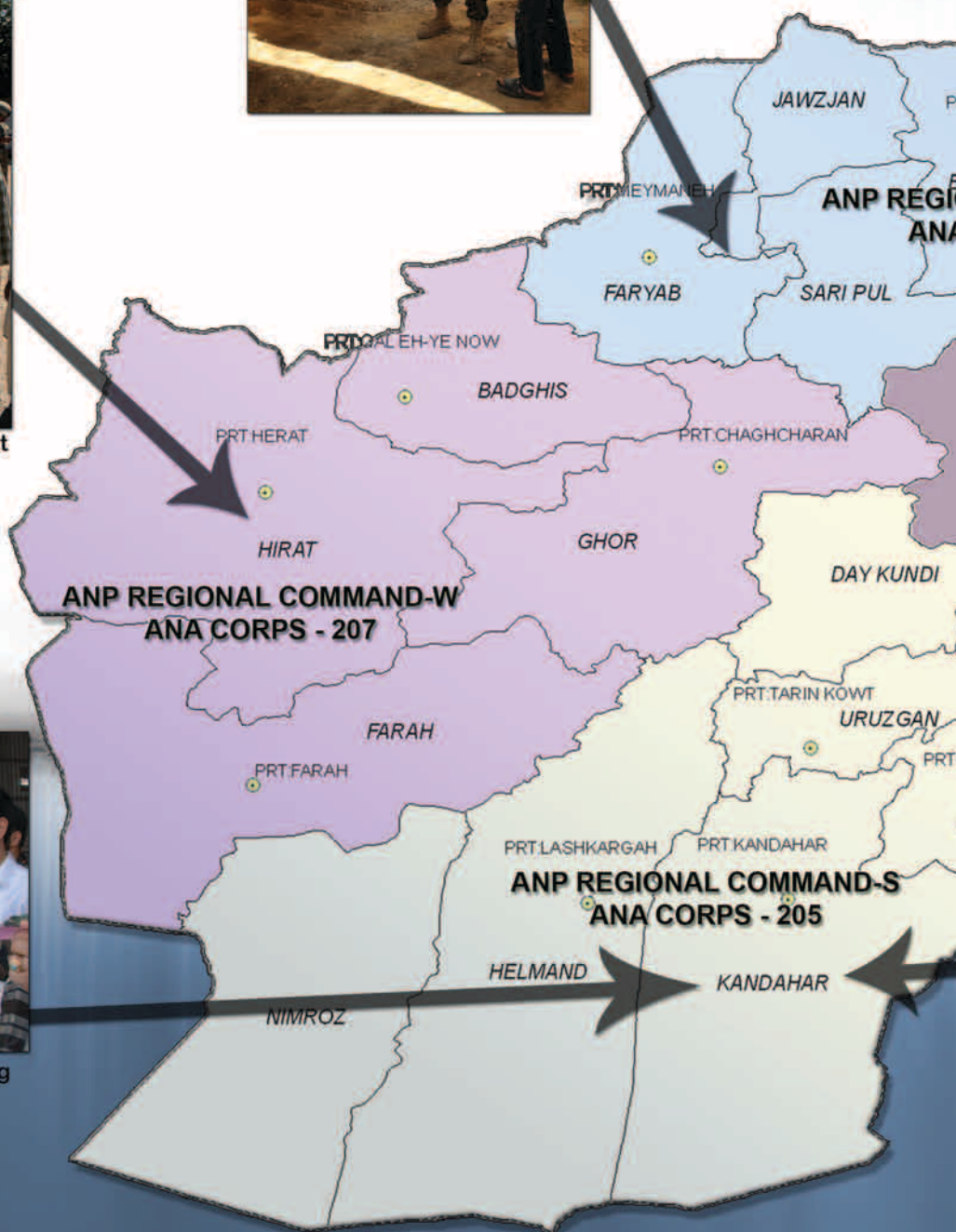
AFGHAN NATIONAL SECURITY



Villagers unload bags of food supplies at Rhey Village. Afghan National Police Officers and Coalition servicemembers recently transported and distributed food and school supplies from Camp Stone, Herat.



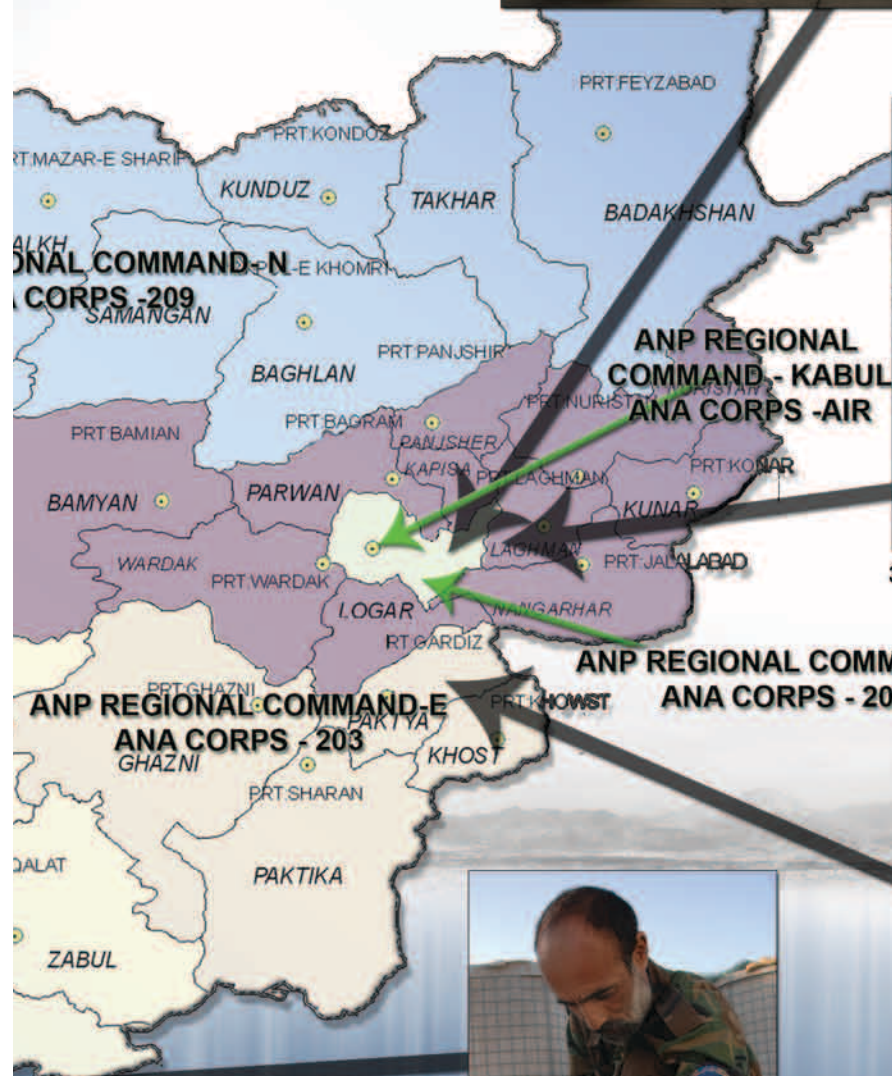
Afghan National Army members unload a truck of food and toys at a local school.



Afghan dignitaries cut the ribbon during the 205th Wing Stand Up ceremony at Kandahar Air Field.

SECURITY FORCES IN ACTION

Maintainers of the Afghan National Army Air Corps prepare a Mi-17 helicopter for flight at the Kabul Airport, Afghanistan.



3/201 Commander, BG Zamri along with the 5th Kandak Commander & Mullah and USAF Maj. Jon Mizell, cut the ribbon at the grand opening of the Pol-e-Charki library/tea house for soldiers of the 201st Corps. The library contains books in Pashtu, Dari and English.



Afghan National Army soldier prepares MI-35 rounds for live fire training exercise. Coalition and U.S. Forces conduct monthly training with ANA flight teams in order to test quality control and precision.



Soldiers of the 203rd Corps Afghan National Army take part in beginner, up-armored HUMVEE driver training in the first week of October. Upon successful completion of the course, soldiers are licensed by the Ministry of Defense and are qualified to drive

The Way Ahead for the Afghan National Army

Story by His Excellency Rahim Abdul Wardak
Minister of Defense

Afghanistan is a nation with a rich and proud heritage which has been able to defend its freedom and ensure its existence astride the crossroads of Asia for over 5,000 years. This is the first time in our history we have been dependent on international troops for our survival. Most Afghans consider it a dishonor that the blood of men and women of other nations' armed forces is being shed on our soil to provide for our security and stability. Just two decades ago, millions of Afghans sacrificed their lives for the values which are cherished worldwide. These sacrifices triggered a global strategic and geopolitical change in which everyone benefitted. Since 2001, we have longed to be helped and enabled to defend our country independently. Now with President Obama's new strategy, the opportunity is here. We finally believe this war is imminently winnable, with the enduring solution being to enable Afghans to defend and secure our country.

The Afghan National Army is the most trusted and respected institution in our country. It is a manifestation



Photo by Canadian MCpl. Robert Bottrill
ANA soldiers learn basic soldiering skills at the Kabul Military Training Center facility in Kabul, Afghanistan.

of the new Afghanistan, is ethnically balanced and is leading the way into the future for the nation. It is the major component in the Afghan National Security Forces and with the assistance of our international partners, has grown from 32,000 to 95,000 over the last four

years. This growth has enabled greater collaboration between the ANA and coalition forces, to include ANA serving in the lead in 60 percent of operations over the last year. However, continued growth is necessary for the ANA to become self-reliant.

We are therefore following a three-phase strategy. In phase I, we focus on the development of an ANSF that is adequately manned, equipped and trained to defeat all internal and external threats. In phase II, we will carry out a step-by-step transition from an ISAF-led to an Afghan-led and ISAF-supported security operation. Phase III encompasses efforts to further improve professionalism, discipline, operational cohesiveness and complete our institution building. At the end of the third phase, we will be able to defend our country independently and our enduring strategic partnership with NATO, U.S., UK and the European Union will be fully optimized.

Recently we have made the decision to accelerate growth of the ANA to achieve 134,000 by the end of October, 2010. This is an extremely ambitious plan, but one in which we are confident we will succeed. Of note, we did change our unit fielding plan to accommodate acceleration. This new plan focuses on building infantry kandaks initially, deferring the fielding of enablers until future growth. The new infantry units being fielded will provide much greater capacity to partner with ISAF forces in protecting the population from the insidious insurgent groups threatening their security. However, the deferment of Afghan enablers will force ANA units to continue to rely on ISAF enablers for support. Part of the equation for success in accelerating growth is implementation of a new pay and incentives initiative for the ANA. This initiative will enhance the benefits of serving as an Afghan soldier and it will better reward those who are fighting on the front lines against Al Qaeda and the Taliban.

While the 134,000 force will



Photo by U.S. Air Force SSgt. Larry Reid Jr.
Afghanistan Minister of Defense, Adbull Rahim Wardak officially signs an NATO agreement at the Ministry of Defense building the agreement allows Afghanistan to enter the NATO Codification System as a tier one country and have the logistical ability to identify items through the NATO cataloging system.



Afghan National Army soldiers attend English training classes at the Kabul Military Training Center in Kabul, Afghanistan.

Photo by Canadian MCpl. Robert Bottrill

establish conditions for success in our current fight, it will be inadequate to fully defeat the insurgency, as well as deter external aggression in the future. Therefore, additional growth is required. Based on accepted international counterinsurgency metrics, 20 security personnel are required for every 1,000 residents in order to successfully defeat insurgents and provide security for citizens. With an estimated national population of 30 million, and using this metric, Afghanistan requires 600,000 security forces, both army and police, to defeat the insurgency. However, due to the significant coalition force presence of 100,000 fighting by our side, and the future problem of sustainability, our long-term goal is to build a 400,000 strong security force structure, with the ANA providing 240,000 Soldiers. Additionally, the 134,000 force is unbalanced, dominated by light infantry and lacking required enablers. The 240,000 force must therefore rebalance the ANA based on the assumption that it has to be self-reliant in the next three to five years. The goal is to build this force no later than October 31, 2013.

The 240,000 force, while balanced

with enablers, lacks protected mobility with integrated firepower. With only two armor/mechanized kandaks, this light infantry-centric force will be vulnerable to asymmetric attack, such as improvised explosive devices. Currently 80 percent of Afghan and coalition force casualties are due to IEDs. Therefore, we will continue to engage the international community for additional tanks and armored personnel carriers, as well as counter-IED capabilities. Ideally, we will be able to field one armor/mechanized kandak per corps, for a total of seven.

“This is the strategic message required to ensure peace and stability in the future for the citizens of our nation.”

A second concern is in air support capabilities with the Afghan National Army Air Corps. Afghanistan is a

mountainous country with limited roads. Therefore, there is a need for both fixed wing and helicopter troop transport, with the goal to have the capability to move one commando kandak at a time. Moreover, the ANA currently has no real aerial reconnaissance capability. In addressing these needs, the ANAAC will grow from a current force of 36 aircraft to 154 aircraft by 2016. This includes MI-35 helicopters and A-29 light-attack, fixed-wing to provide close air support. We need to accelerate this growth to ensure sufficient close air support and aerial reconnaissance is available to support the 240,000 force conducting independent operations by the end of 2013 (SY1392).

A third concern is the lack of sufficient firepower. Ironically, Afghan mujahedeen had heavier weapons and more sophisticated equipment than what is planned for the ANA today. To alleviate this shortcoming, the ANA should be fielded with additional heavy weapons to support the close fight, as well as more artillery to ensure firepower dominance.

An additional capability the ANA will need is vertical and horizontal construction-capable engineers. This capability will greatly improve civil-military operations, a key component in counter-insurgency.

Future plans for the ANA must not only be based on defeating the insurgency, but should ensure the ANA can preserve and defend all the joint accomplishments of the international community and the Afghan people which have cost so much in blood and treasure. It must be able to defeat external threats and provide for balance of power in the region to ensure lasting peace. Fulfilling this requirement will not only boost the morale of the public in Afghanistan, but it will also convey to our adversaries that the stakes will be high and the costs heavy in confronting Afghanistan. This is the strategic message required to ensure peace and stability in the future for the citizens of our nation.



Story By U.S. Air Force SSgt. Thomas Dow
CSTC-A Public Affairs

Three Mi-35 helicopters and one AN-32 transport aircraft from the Afghan National Army Air Corps, Kabul Air Wing forward-deployed from Kabul to Kandahar, Afghanistan in October.

This marks the first time ANAAC conducted a training deployment in preparation for combat operations.

The deployment supported Mi-35 training and confirmed ANAAC's ability to use Kandahar as a permanent station of operations for the attack helicopter.

"It has been a long time since we did a trip to Kandahar," said ANA COL Khair Mohammad, Mi-35 flight commander. "My pilots did a great mission and we were successful."

ANAAC led the way by coordinating all aspects of the mission while the Czech Republic Operational Mentor Liaison Team and the 438th Air Expeditionary Advisor Group mentors provided support. The 450th Air

Expeditionary Advisory Squadron, commanded by USAF Lt. Col. Percy Dunagin, also played a large role in the success of the deployment.

The AN-32 twin-engine turboprop military transport aircraft transported the ammunition and rockets for the training session along with Czech, U.S. and Afghan personnel who participated in the deployment.

Following the flight to Kandahar, the Mi-35 pilots and crew members had one day of orientation and briefings and one day of range familiarization and flight planning before the first day of actual live-fire training.

"Range orientation went very well and all objectives were met," said USAF Lt. Col James Duban, 438th AEAG lead rotary-wing advisor. "The live-fire training conducted was also successful."

The three Mi-35s were manned by Afghan crews with the exception of one Czech instructor pilot aboard for training assistance.

The success of the deployment was measured by the aircraft arriving downrange, as well as behind-the-scenes coordination.

"It's not just the Ops piece," said Duban. "It's how you get three aircraft, a bunch of people, equipment, maintenance and bullets down there. It's how you get the people there, give them orientation and get them bedded

down. It was coordinating the whole picture that made them successful."

The ability of the Mi-35s to deploy is the result of the completion of initial operations capability. IOC is a six-month course designed to give ANAAC Mi-35 pilots a refresher course in flight operations.

"We didn't fly for a few years because of the war," said Mohammad. "When we came back to Afghanistan then we started our flight training."

"It was coordinating the whole picture that made them successful."

- Lt. Col James Duban
438th Air Expeditionary lead rotary-wing advisor



Photo by U.S. Air Force SSgt. Thomas Dow
An Afghan National Army Air Corps Mi-35 fires two 57mm rockets during a recent live fire training mission.

Ministerial Development Board Becomes Joint Effort

Staff Report
CSTC-A CJ5

The Afghan Ministry of Interior has demonstrated increasing infrastructure and capability over the past year and has begun to take the lead in its own development. The CSTC-A assistant commanding general of police development, Army BG Anne Macdonald recently asked the CSTC-A Strategy and Plans Directorate Afghan National Police Team to invite the senior staff from the Afghan Ministry of Interior to the ministerial development board.

The ministerial development board included leaders from CSTC-A, EUPOL and other partners in the development of MoI. However, it was the first time representatives of the MoI were invited.

The development board is the culmination of a 13-week cycle in ministerial development and is a formal progress review by the commanding general of CSTC-A, Major General Richard P. Formica, and head of mission EUPOL, Commissioner Kai Vittrup. Both were briefed on

significant achievements and any issues that have occurred over the previous quarter.

“The MDB is the keystone of the ministerial development process and is most effective at compelling development of the Ministry,” said Royal Air Force Wing Commander Kevin Bailey, the CJ5 Afghan National Police Team leader.

CJ5 was also asked to provide simultaneous translation while the Afghans conducted their brief. CJ5 began to develop a plan to incorporate the Afghan briefs into the MDB and determined that several interpreters would be needed. They also determined that the presentations should be in both Dari and English.

“We were extremely fortunate that the three ANP officers whom we wanted to brief were available and willing to discuss their ministerial development plan,” said Bailey. “It was an excellent show of teamwork. The problems of simultaneous translation were resolved and the show could go on.”

MG Formica opened the event in the swamp conference room at Camp Eggers. The meeting was chaired by BG Macdonald. After the introductory comments by General Formica and Commissioner Vittrup, the first topic was an instructive briefing on anti-corruption by Konrad Wudtke from EUPOL.

“The MDB is the keystone of the ministerial development process and is most effective at compelling development of the Ministry.”

-Royal Air Force Wing Commander
Kevin Bailey CSTC-A CJ-5

This was followed by the first ever MDB brief by an Afghan, which was made in English by Colonel Rahimullah, general chief of strategy at the MoI. Rahimullah gave a comprehensive update on the progress being made in strategic planning.

“We have begun the work on this year’s strategic planning cycle,” said Rahimullah. “Last year we were only able to complete two of the documents. This year we will do them all. His Excellency the Minister of the Interior just signed our strategic planning directive, which is the first document in our annual cycle. But there is still a lot of work to be done in organizing the deputy ministry.”

The next briefing, from Chief Superintendent Nigel Hughes from EUPOL, focused on the plans to introduce intelligence-led policing into the ANP. Major General Wasim, the MoI’s director of personnel, gave a presentation on the personnel management system. General Wasim was accompanied by Colonel Wakil, the deputy chief of recruiting.

The meeting demonstrated the improved capability and leadership of the MoI by Afghans while also strengthening the working arrangement between the MoI, CSTC-A and EUPOL.



Photo by Petty Officer 2nd Class Paul Dillard
An Afghan National Police honor guard at a recent class graduation at Kabul Military Training Center. The ANP is the most visible organization under the Ministry of Interior and has grown alongside the MoI in both size and organization.

KMTC Prepares for Upsurge of Training

Afghan National Army grows in size, skill and security to meet strength goals for the good of the future.

Story by ANA MAJ. Shapoor Shrifayr
KMTC Public Affairs

The Kabul Military Training Center initiated plans to accommodate an increase of 46,000 new troops mandated by the Afghan Ministry of Defense by October 2010. The troop increase will bring the total strength of the Afghan National Army to 134,000.

KMTC's growth is part of a larger effort by the MoD and CSTC-A's Command Training Advisory Group – Army to increase the capacity of the Afghan National Army's learning institutions, including the National Military Academy of Afghanistan, the ANA Command and Staff College, the Counter-Insurgency Academy, and branch schools.

There are currently five training kandaks at KMTC with a combined total of 6,000 recruits at any given time. There are additional recruits located at remote training sites. The initial increase in troop strength is

expected at KMTC's four remote training sites.

Each of the four centers currently trains 600 recruits per class, which are currently eight weeks long. The class size will increase to 1,200 as a result of the expansion. This represents an increase of 2,400 per cycle at the existing sites.

A fifth Regional Training Center is under construction. Upon completion the new RTC will add another 1,200 recruits to the training cycle.

The ANA Recruiting Command's ability to generate recruits is a major factor in ANA growth. Discussions are ongoing, covering various incentives to increase both recruiting and retention, including topics such as pay and increases to the current life insurance benefit.

Soldiers currently serving in the ANA are committing themselves to their service. Desertion rates dropped from a high of 40 percent two years ago, to about five percent this year. The ANA credits



Photo by TSgt. Parker Gyokeres
An ANA soldier trains a new recruit at Kabul Military Training Center. Before new recruits are accepted into the ANA they are evaluated at the Military Entry Processing Station near KMTC.

this decrease, to the growing respect for ANA soldiers as a profession, resulting from better trained, professional soldiers graduating from the basic warrior training program.

The ANA also expanded military occupational specialties giving soldiers access to more diverse training than was offered at the basic training level.

Recruits come from various provinces and speak different languages. They are building a multi-ethnic national fighting force in Afghanistan. High illiteracy rates continue to plague the ANA, but ANA basic training now includes a basic literacy course to aid soldiers in becoming literate.

The ANA is growing itself, the officers and NCOs who train the troops are Afghan. Coalition forces serve as mentors to the KMTC instructors and staff and live separately at an adjacent camp. Mentors allow the Afghans to lead and develop their own army.



Photo by TSgt. Parker Gyokeres
Two Afghan National Army soldiers stand duty as flag bearers during a graduation ceremony at Kabul Military Training Center. The KMTC compound extends over 20,000 acres of mountainous land on the outskirts of Kabul.

New CSTC-A Directorate Trains ANP Trainers

CTAG-P Staff Report

CTAG-P

Progression in Afghanistan is measured by the ability of Afghan National Security Forces to be able to one day properly take over as the leading force in Afghanistan. With assistance from U.S. and coalition forces, in the form of training, mentoring and equipping Afghan security personnel, the goal of the ANSF is autonomy in training.

One large step toward the progression of Afghan self sufficiency is a new organization, the Command Training Advisory Group – Police, implemented by the Combined Security Transition Command – Afghanistan.

CTAG-P's mission is to build the mentoring capabilities of the Afghan National Police Training Command until they become self-sustaining, and are able to train police officers without a coalition presence.

"I think it is really good and will prove to be very supportive and will help us overcome lots of problems we face across the country concerning



Photo by Petty Officer 1st Class Chad McNeeley

ANP police officers undergo drill and ceremonies training at ANP Central Training Center in Kabul.



Photo by Petty Officer 2nd Class Edward Vasquez
Afghan National Police NCO directs his trainees on a live action tactical exercise scenario at the Kabul Afghanistan training center.

training and education," said Major General Gul Nabi Ahmadzai, Afghan National Police Training and Education director.

"With these changes we hope it will enhance our Afghan brothers in arms ability to react like the well trained police they are to any given situation and to include any and all possibilities,"

-US Army MAJ. Gary Lloyd CSTC-A CTAG-P

The new organization is helping to improve the training, advising and mentoring of the ANP, enhancing the ability to create and sustain doctrine, education and training systems.

"This is perfect timing as CTAG-P stands up to support the joining of CSTC-A and NATO Training Mission - Afghanistan," said US Army Major Gary Lloyd CSTC-A CTAG-P.

Matching the stand-up of the CTAG-P is the Afghan ANPTC. The ANPTC is the ANP Training and Education director's new organization

and is led by Major General Gul Nabi Ahmadzai.

"Previously our structure was very limited at the Ministry of Interior," said General Ahmadzai. "But now, as it expands, it will be very good for us. We will have a sufficient number of talented, hardworking and diligent officers and enlisted policemen who will help achieve our prospective goals and objectives."

The CTAG-P and the ANPTC, in this joint venture, aim for significant improvements in the training capacity of students at the regional training centers.

The new ANPTC stand-up will feature Afghans teaching other Afghans while coalition forces minimize involvement. Over time, coalition forces will decrease their presence in guiding and mentoring the Afghan trainers.

"With these changes we hope it will enhance our Afghan brothers in arms ability to react like the well trained police they are to any given situation and to include any and all possibilities," said Major Lloyd.

Afghan Recruiters Aid ANA Growth

Story and photo by
Petty Officer 3rd Class Kirk Putnam
CSTC-A Public Affairs

As a growing military force, the Afghan National Army recognizes that real power comes from its people. With the help of mentors from the ANA Recruiting Assistance Team, recruiters are stationed throughout the provinces of Afghanistan to bring new recruits to National Army Volunteer Centers as their first step to becoming soldiers.

The recruits are then processed through the military entry processing station at ANA Recruiting Command headquarters in Kabul and, if approved for service, are sent to basic warrior training at Kabul Military Training Center or at remote BWTs in other parts of the country.

"We have 204 recruiters," said U.S. Army SFC Jim Mendelson, ANA recruiting operations non-commissioned officer. "What they typically do is go to the tribal elders or the mullahs. They'll talk to them and develop relationships. Then the recruiter takes recruits from there to ANAREC HQ. They process, go through basic training and then go out to the corps."

"To bring peace and security to Afghanistan, the ANA is very important."

-ANAREC CSM.
Zamaniddin Waqar

The ANA is expanding its recruiting methods to encourage more young people to join and to further maintain peace throughout the country. With the experienced advice of mentors from the ANA Recruiting Assistance Team the program is constantly evolving and growing more self-sufficient.

"We are working with our Afghan partners to expand recruiting capability through a number of



ANAREC CSM Zamaniddin Waqar (left) speaks through a translator (center) with CSTC-A CSM Turner (right) about the current and potential recruiting capabilities at ANAREC and MEPS Headquarters.

initiatives such as increasing the number of their recruiters, improving and expanding ANAREC facilities, launching a nation-wide focused media campaign, and improving and standardizing recruiter training," said U.S. Navy CDR Caroline M. Gaghan, ANARAT officer in charge.

Once a recruit arrives at ANAREC, they are sent through MEPS where a series of tests are performed to determine whether or not they qualify to become an ANA soldier.

While the recruit lives on the ANAREC compound they are given a sundry kit containing toothpaste, toothbrush, soap and a few basic items for personal hygiene. They are then taught how to maintain the ANA soldiers hygiene standard. According to ANA MEPS CSM Fasilrabi Wakily, the MEPS center ensures each of the recruits have the skills they need to succeed at KMTC and beyond. Wakily ensures the NCOs under his command are trained to pass on skills to the recruits such as how to behave, sleep, recognize military rank insignia and use the dining facility.

However, the training at MEPS is only the beginning for those that

qualify. Before the recruits leave for KMTC for basic training, the importance of ANA's mission is emphasized to the recruits.

"This is very important because in my country there is no security. There are a lot of wars," said ANAREC CSM Zamaniddin Waqar. "We should finish them and develop our country. To bring peace and security to Afghanistan, the ANA is very important. If we make our army strong, we can rebuild our country and build different companies, organizations and schools. When the new recruits come to ANAREC I let them know they should pay attention to this idea."

Recruiting new soldiers is invaluable to the expansion of the ANA and ANARAT is planning to further develop the ANAREC infrastructure to include more recruiting stations and more training for recruiters.

"We're going to open up a couple of new recruiting stations in geographical regions that are doing well. We're also looking at developing a schoolhouse for the recruiters. We're looking to establish mentor capabilities at these NAVCs," said Mendelson.

Patient Database Improves ANSF Healthcare

Story by LCDR. Sunny Ramchandani
CSTC-A Command Surgeon Staff

Over the past year, the health system in the Afghan National Army and Afghan National Police has made tremendous achievements in expanding their overall capabilities and increasing their numbers of trained medical personnel.

With the help of medical embedded training teams, the ANA and ANP health systems have opened Afghan-run intensive care units, initiated hospital executive committees and achieved substantial improvements of clinical practices across the system. In addition, the number of hospital services provided including clinical, laboratory, radiology and pharmacy services have been greatly enhanced.

In 2009, the Afghan National Security Forces also made a transformational shift in healthcare development. Both the ANA and ANP surgeons general initiated a simple, national, patient-database

system designed to generate outcome metric reports in all ANA and ANP hospitals around the country.

Outcome metrics are intended to accelerate healthcare development, allowing better distribution of available resources and growing ties between the hospitals.

These metrics will fall under three main development strategies. First, they provide healthcare that minimizes avoidable deaths and improves the overall morbidity and mortality rate. Next, they efficiently use all available resources to improve individual health systems sustainability. Finally, they ensure access to healthcare for all Afghan soldiers, policemen and eligible beneficiaries.

The ANP surgeon general, BG Qandahar Shinwari, believes the new database system will allow him to better manage the status of his hospitals and also help his senior leaders focus their efforts. "This system will give us a

much better understanding of our patient volume and also a better idea of the quality of healthcare we currently deliver," said Shinwari.

"This system will allow our senior ANA leaders to measure progress across the system and most importantly, it will empower hospital commanders to create new solutions to ongoing challenges,"

-MG. Ahmad Zia Yaftalee
ANA surgeon general

ANA surgeon general, MG Ahmad Zia Yaftalee, oversaw the development of the system-wide data collection mechanism and said he is very excited about the results to follow.

"This system will allow our senior ANA leaders to measure progress across the system and most importantly, it will empower hospital commanders to create new solutions to ongoing challenges," said Yaftalee.

The excitement of the new system among both senior and junior ANSF medical leaders also stems from the idea that local innovations will soon be communicated across the health system, furthering collaboration within and between the respective ANA and ANP Medical Corps.

"The appropriate use of outcome metrics by the ANA and ANP surgeons general to guide the decision-making process will be a significant paradigm shift that will help drive system-wide innovation and also encourage collaboration among the ANA and ANP medical systems," said U.S. Air Force Col. Joseph Anderson, CSTC-A command surgeon.



Photo by SrA. Brian Ybarbo

Afghan National Army medical professionals discuss proper care of a patient at the National Military Hospital in Kabul with United States Navy Lieutenant Commander Andrew Lin, a member of the Navy Medical Embedded Training Team. The Navy METT is assigned to the Combined Security Transition Command-Afghanistan for direct mentorship to the various medical professional specialties in Kabul.

Focus On: Medical Embedded Training Team

Story and photo by SrA. Brian Ybarbo

CSTC-A Public Affairs

Mission

The Navy Medical Embedded Training Team, Kabul, Afghanistan is responsible to the CSTC-A Command Surgeon for direct mentorship to the various medical professional specialties at Afghanistan's premier military hospital, the National Military Hospital in Kabul. It conducts additional mentoring missions at the direction of the CSTC-A Commander or Command Surgeon.

Team Leader

CDR Joseph S. Myers, Jr., MSC, USN

Deputy Team Leader/Chief Nurse

CDR Dennis Glover, NC, USN

Duties and Responsibilities

- Team leader directly mentors the commanding officer of NMH on high level business activities, while each member mentors their counterpart on leadership and military bearing.
- Each mentor works specifically with an Afghan counterpart to address day-to-day, short-term and long-term issues within their medical specialty: patient administration, medical operations, laboratory, blood bank, pharmacy, biomedical engineering, surgery, critical care, internal medicine, anesthesia, emergency medicine, radiology and nursing.
- Mentors the National Directorate of Security Hospital personnel within the medical specialties available on the team.
- Collaborates with regional mentors to provide a standardized focus on medical issues so all of Afghanistan is addressing topics equally.
- Collaborates with regional mentors to provide a standardized focus on all equipment to increase buying power and decrease multiple contracts or parts needed for maintenance.
- Instructs members of the Afghan National Army to increase the level of knowledge on medical, leadership, management and military topics.

Milestones

- Established the first U.S. medical mentorship program with the National Directorate of Security – Afghanistan's premier intelligence gathering organization.
- Established collaborative program between the Afghan National Army Hospital and National Directorate of Security Hospital to cross train physicians, nurses and ancillary personnel.
- Implemented a ventilator management/weaning program, sedation protocols, pain control, and nutrition guidelines decreasing mortality in the ICU by 59 percent.
- Increased the capacity at the NMH intensive care unit, from four beds of marginal quality to ten beds of high quality, greatly reducing Afghan dependence on coalition medical facilities and making impressive forward progress towards Afghan medical self-sufficiency.
- Established extensive systemic and specialty-centric metrics to objectively document progress towards an "end-state" for U.S. mentoring at the ANA National Military Hospital.
- Conducted a comprehensive study and update of the authorized manpower document for the National Military Hospital, Polyclinic and Annex Hospital: nearly 700 personnel.
- Established a procurement process for laboratory and blood supplies and equipment that standardizes the purchases throughout all regions of Afghanistan.
- Instituted a comprehensive contract for the procurement of 40 nurses, blood bank and laboratory technicians thereby increasing quality of care and patient capacity by over 30 percent.
- Integrated mentors work side-by-side with senior ANA medical personnel to develop specific guidance for the improvement of medical procedures, processes and techniques.
- Established revised pharmaceutical protocols to increase efficacy and reduce costs leading to greatly enhanced patient treatment outcomes.
- Initiated nursing documentation



An Afghan doctor fills out a report for a patient at the National Military Hospital in Kabul, Afghanistan. The Combined Security Transition Command Afghanistan is responsible for the Navy Medical Embedded Training Team which gives direct mentoring to the various medical professional specialties at the NMH.

to provide a record of treatment and care, provided by nurses, to the patients for the physicians and fellow nurses.

- Initiated a systematic surgical process to alleviate conflicts in patient care, patient flow and enhance supply and equipment availability.

"One of the finest groups of professionals I have had the privilege to work with. Every member of this team is highly dedicated to the improvement of the Afghan medical system through close mentorship with their Afghan counterparts."

-CDR. Joseph S. Myers, Jr., MSC,
USN- Navy Medical Embedded Training
Team Leader

- Corrected deficiencies in the labeling of X-rays to provide consistent diagnostic tools to the physicians and thereby increase the level of care provided.
- Increased triage capabilities in the emergency room providing better patient care to wounded and critically sick patients entering NMH.

October Warrior of the Month

Home station:

Kirtland AFB, NM

Hometown:

Albuquerque, NM

What is your job here?

Convoy Security/Logistics Mentor,
Team S-6 Communications NCOIC,
and Primary Fire Team Gunner

What part do you play in the CSTC-A mission?

I am a ANA Central Movement Agency Logistics Combat Advisor; Working to teach and mentor CMA to carry out missions efficiently and safely. Primary gunner providing Security for Guardian 44 and CMA convoys.

Best part of the deployment:

The opportunity to be a part of the best mission a vehicle operator can have in the AOR. Directly contributing to building up the ANA capability to carry out the mission without ISAF assistance.

Deployment Goals:

To keep Guardian 44 and fellow ISAF forces safe. Learn enough Dari to work with CMA



Staff Sergeant Gregory Seeley

Commanders/NCO's. Teach and develop the Airmen on our team and learn to be a better NCO. Complete course work for my CCAF Degree (one class to go) and focus on all around fitness goals.

Life after deployment:

I should be home just in time to take my oldest son to his first day of kindergarten. Spend some quality time with my wife and sons. Begin coursework for a Bachelors degree in Electronics Engineering. Change career fields and work hard to make a smooth transition to my new assignment.

What are your hobbies?

Working on improving the B-hut living/working area back at Camp Phoenix. I also like to read, play video games, and go to the gym. Back home my hobbies are working on my house, playing with my kids, fishing and camping.

What do you miss most back home?

My wife and two sons, (Haydn –four years, Brennon – will be two years next month).

Police-Prosecutor Coordination Training Program

Story and photo by Aziz Basam
EUPOL Press Office

The new Finnish-Afghan bilateral Police-Prosecutor Advanced Coordination Training Program, designed to increase coordination between the Afghan National Police and Afghan prosecutors in pre-trial investigations, saw its first light with the beginning of student selection at a meeting between Afghan partners and EUPOL in Kabul this September.

The Finnish Ministry of Foreign Affairs finances the training program, though it is instituted primarily by the Crisis Management Center. The CMC is a governmental institution responsible for selecting, training and seconding Finnish police officers and civilian experts for missions like the EUPOL mission in Afghanistan.

The first of four training modules will begin in Kabul in December. It will be followed by two modules of two weeks each in Finland in February and May 2010. The last will take place in Kabul in July 2010. The 23 participants will be selected from among candidates proposed



Jari Lehtonen of EUPOL hosts the first selection board meeting of The Finnish-Afghan bilateral police-prosecutor advanced coordination training program at EUPOL headquarters.

by the Ministry of Interior, Attorney General's Office, Supreme Court, Ministry of Justice and the Independent Bar Association.

One of the primary objectives of the program is to initiate a drafting process of a police-prosecutor coordination manual and a training manual. Participants of this pilot phase-training program will form a nucleus of mentors who, with the help of the manual, will further disseminate the practices to the field.

As an advanced training program, the Finnish initiative, supported and facilitated by EUPOL, intends to fill a gap in coordination training not only by the Afghans but also by numerous international Rule of Law operators in Afghanistan.

The training program complements those steps that have been taken by the EUPOL and many of its international peers in providing basic police-prosecutor operational training in recent years.



Afghan National Police prepare for a dismounted presence patrol through the streets of Kabul.



<http://www.cstc-a.com>

