

The Advisor

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Side by Side for Iraq's Security

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Iraqi and Kurd federal police enter and clear a room during suspect apprehension training.

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Translator

Dan Al Taraji

Arabic-Edition Content Editor

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Direct questions and comments to:

pao@iraq.centcom.mil

DCG (A&T) USF-Iraq

APO AE 09348

DSN: 318-852-1434

www.mnstci.iraq.centcom.mil

The Advisor



January Cover

Kurd and Arab students jointly storm a room during federal police training Camp Dublin.

Photo by
NTM-Iraq
Carabinieri Police



BAGHDAD-- A lab technician explains new evidence collection and analysis techniques, such as latent fingerprint examination, to Iraqi judges and prosecutors from the Ministry of Interior cassation court and the Ministry of Defense court. The jurists, who toured the forensics facility at the Baghdad Police College in November, learned firsthand about the High Institute's main disciplines, such as: DNA analysis, advanced firearms microscopy, fingerprint analysis and document analysis, as Iraq moves from a confession-based judicial system to one that is more evidence-based. (Photo by U.S. Maj. Bob Owen)

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Information Assurance Awareness Shields Ministries from Cyber Threats

By U.S. Air Force

Capt. Kenneth P. Malloy

BAGHDAD – Sharing information between Iraqi ministries can help coordinate security force operations against insurgents and terrorists. It is less helpful when those insurgents and terrorists have hacked into the government's computer system and stolen the ministries' plans.

Guarding against these sorts of threats was the focus of the most recent information assurance seminar, which was developed and implemented by the Iraqi Ministry of Defense's Directorate General of Communications.

The session alerted Iraqi government officials to threats, vulnerabilities and risks associated with sharing information on computer networks and how to safeguard those information systems. United States Forces-Iraq helped the DGoC to establish the seminar.

"Our Iraqi defense network is only as strong as the weakest link," said Hadi Na'ma Hussein, a computer engineer with the DGoC. With U.S. forces' help, he said, the DGoC has established a network security plan and training that outlines user roles and responsibilities, best practices and the required technical configuration.

The two-hour seminar in November explained specific actions ministries can take to protect the information they share: creating secure passwords, protecting against the spread of computer viruses and safeguarding information from unauthorized



Iraqis at all levels are encouraged to take training in information assurance.

personnel.

"Information assurance training concentrates on the two areas critical to any mission: security and readiness," said Iraqi Brig. Gen. Abdul Salam Adnan Mahumd, chief security officer, DGoC. "This training provides leaders with the tools necessary to educate their units on the importance of safeguarding our information and keeping our networks secure."

A five-day class later that month provided "train the trainer" instruction on information assurance measures to senior Iraqi leaders from all 14 Iraqi army divisions and four regional operations centers.

"I am now more aware of internal network threats and know what steps to take to prevent such attacks," said Staff Brig. Gen. Mohammed Fadhil Al-Shimary, chief of staff at the Prime Minister's

National Operations Center. "I would like to have more people attend this valuable training."

The curriculum included a guided tour of the IDN's Network Operation Center and addressed questions regarding threats, vulnerabilities and risks associated with sharing information on computer networks.



DGOC Security Chief, Iraqi Brig. Gen. Salam, explains how safeguarding computer information is key to keeping networks secure.

English Language Testing Facility Opens in International Zone

Story and Photo

by U.S. Army Sgt. First Class Patricia Ruth

BAGHDAD – English language testing in the International Zone for Iraqis will now be conducted in a new facility at Forward Operating Base Union III.

The objective is to offer an ideal environment for English language testing, said U.S. Army Staff Sgt. Judith Resendiz, test control officer. “This new facility supports Iraqis who need to validate their English proficiency.”

Iraqi security ministries are expected to send the preponderance of test takers, who must apply through those ministries to this new facility.



An Iraqi soldier concentrates on the listening portion of the English language exam at the new text facility.

Those who demonstrate English-language proficiency are then eligible for specialized professional growth opportunities in other English-speaking environments, such as U.S. military schools and conferences.

Speaking at the November inauguration of the English Test Facility were Iraqi Staff Lt. Col. Mohamad Jaleb, Iraqi air force Division 1 director, and U. S. Air Force Brig. Gen. Craig Olson, director of the Iraq Security Assistance Mission.

The International Military and Education Training team administers two exams to Iraqi students. The English Comprehension Level exam evaluates an individual's listening and reading proficiency. The American Language Course Placement Test screens students to determine the level of English they have mastered.

The facility offers both tests twice a month and expects about 76 individuals on average, said Resendiz. Up to 19 Iraqis can test at any one time.

“The English Testing Facility is a secure, noise controlled and comfortable area where candidates are better able to focus on the test,” Resendiz said. “Individuals wear noise cancelling headphones attached to a wireless receiver that plays the listening portion of the test. The second part of the test is all reading. Individuals have their own cubicles that provide privacy during the test and a reduction in potential distractions.”

Efforts continue to integrate the ETF's operations with actual English language instruction at the new Iraqi International Academy.

The IIA began its first English language classes in late December at the Ministerial Training and Development Center, near the Iraqi Ministry of Defense.

Two intensive English language classes will be taught for a 12-week period to improve student proficiency in English language and prepare them for follow-on out-of-country training requirements. Attending those classes will be students from the Ministries of Defense and Interior, the Counter Terrorism Service and the prime minister's office.

Once this training is completed, the students' ministries will schedule their testing at the ETF.

Iraq Expands Intelligence Development

By U.S. Army Maj. Remi Hajjar and Ms. Audrea Nelson

BAGHDAD -- Iraq's key intelligence organizations have spearheaded an effort that seeks to establish greater trust and confidence with the citizens of Iraq regarding their security forces and other national agencies.

"Gathering and assessing information is a vitally important capability," said Greg Tyson, director of the ITAM Intelligence Transition Team. "It provides Iraqi decision-makers with critical and timely intelligence for the security of the nation."

A symbol of Iraq's new focus on its developing intelligence capability is the new headquarters facility for the Directorate General for Intelligence and Security, or DGIS. The 13,890-square meter campus opened in December. The campus serves as the heart of Ministry of Defense intelligence and is the orchestration center for



The DGIS opened this new Baghdad-based headquarters facility in December.

nearly 3,000 Iraqis employed in DGIS' directorates and divisions.

DGIS plays a central role in the collection, synthesis, processing and dissemination of intelligence for the Ministry of Defense.

"DGIS is making steady progress in its ability to focus on external military threats to the nation of Iraq in this very dangerous region," said U.S. Army Col. Bob Quinn, senior advisor for

DGIS.

The MoD developed the concept for the DGIS HQ campus with the U.S. government, which funded, designed, and built the first phase of the campus project, valued at \$34.7 million.

The Director General for DGIS, Iraqi Maj. Gen. Hazim, said, "We are humbled by -- and grateful for -- this magnificent gift from the United States to Iraq. It is an important symbol of the friendship between our countries and will be important to our continuing fight against the terrorists and foreigners trying to influence Iraq."

The secure compound contains several structures: an executive headquarters building and separate facilities for intelligence collection, imagery and geospatial intelligence, human intelligence, all-source intelligence analysis, a security building, a communication tower and a maintenance facility. All of these structures are linked by a modern security and administrative infrastructure.

Hajjar is a U.S. Forces-Iraq advisor to DGIS. Nelson, a Department of Defense civilian, is a resources advisor for ITAM Intel-TT.



DGIS instructors trained these Iraqi students at the Intelligence and Military Security School. Iraqi soldiers such as these will rely on the intelligence expertise imparted to them from DGIS as they serve their nation. Pictured here, the students engaged in an exercise that honed their analytical skills. Such skills are in great demand as Iraq transforms its intelligence apparatus.



A group of Iraqi army mechanics repair the front end of a M1114 High Mobility Multi-purpose Wheeled Vehicle while conducting maintenance at Camp Ur. IAMP helps them request the right spare parts through an automated program. (Photo by U.S. Army Spc. Gavriel Bar-Tzur)

Clean Automated Maintenance Requests Aid Grease-smeared Vehicle Mechanics

by U.S. Army Sgt. Keith VanKlombenberg
and
U.S. Navy Lt. Ryan Schumacher

CAMP TAJI, Iraq – Iraq is a country where more than 80 percent of the population has a mobile phone; yet security conditions have allowed fewer than five percent of Iraqis to use Internet in their homes. However, a new Internet-based program places Iraq on the cutting edge of maintenance programs, giving Iraqis visibility across the supply chain.

The Iraqi Army Maintenance Program is an Internet Web tool that tracks the status of parts orders in real time. Users do this by reporting on-hand quantities of supplies.

The Iraqi army began using IAMP in 2007 under the leadership of Iraqi Maj. Gen. Abdul Muniem, director of electrical and mechanical engineering. They've taken the lead in managing IAMP use at their third-line maintenance sites, also known as medium workshops.

"IAMP has surely improved the way we do business," Muniem said. "It gives us the capability to easily track hundreds of requisitions and job orders where previously we had to do everything manually. We have many officers who are excited about using the program."

For 30 months, the third-line maintenance workshops have been using IAMP, resulting in a transition from hand-written work orders and inventory logs to the computerized IAMP database. Prior to that, a contractor performed all maintenance activities for the Iraqi army.

The results have been impressive. Iraqi army sites using IAMP's computer-based reporting have fared better than those who rely on the system less, said U.S. Forces-Iraq advisor James Burke, who has spent the last four years in Iraq.

"When IAMP started, there were no large stocks of repair parts," said U.S. Army Maj. Brit Britton, the IAMP contracting officer's representative.

Over time, large stocks of repair parts have been established at the Joint Base Workshop in Taji. As this stock was being filled, delays in filling parts requests have been documented as long as 300 days. Without the physical presence of repair parts, improvement could not be possible, said Britton.

A review of 7,500 handwritten maintenance request forms uncovered numerous previously suspected errors. There was at least one error – and often many errors -- on every single manual work order form, Britton said.

A predecessor to IAMP, the National Maintenance Contract, was initially started in 2004 by contractors charged with

maintaining Iraqi logistics. That system was subsequently modified and developed into the current system in place today.

As the Iraqi logistics system has been strengthened and professionalized, those contractors have been replaced by Iraqis partnered with logistic maintenance advisory teams who are helping Iraq navigate the demands of 21st century logistics.

Today, the Iraqi army is performing more than half of its transactions – 55 to 60 percent – with IAMP, a 15 percent increase in nine months. Contractors and the U.S. military make-up the remaining 40-45 percent.

This autumn, Soldiers from the U.S. Army met in Taji with officers in the Iraqi army here to discuss the progress made at the Iraqi army maintenance sites.

At the meeting, U.S. Army Lt. Col. Brian Coleman, adviser to the Iraqi army's director of electrical and mechanical engineering program, presented statistics from each workshop's IAMP database and discussed how the system is helping the workshops work together to get what they need.

"What we want to do is fix it for tomorrow," said Coleman. "When the contractors leave, it will be the responsibility of the Iraqi army."

Each workshop site has a list of parts they need and if they make an accurate inventory and share parts with other sites, they can complete their work orders, said U.S. Army Maj. Robert Catlin, program manager for the Logistics Training and Advising Team with the 90th Sustainment Brigade.

Cross-leveling of repair parts is a concept the Iraqi army has not fully embraced as of yet, Britton said.

"Fortunately," he added, "IAMP provides transparency to higher levels within the Iraqi army. This transparency provides real-time visibility of all inventory and work orders. It is the foundation for the upcoming automated process flow that is being implemented."

Getting the different IA workshops to sit down together and talk was a big step forward. In addition, during the meeting, IA members expressed disbelief that the positive IAMP inventory numbers could be accurate.

"A 100 percent inventory of all Iraqi repair parts inventory was completed recently, providing more up-to-date counts of the pairs available," Britton said. "Prior to IAMP, there were many inaccuracies within the manual inventory system. This directly contributed toward the general distrust in an



automated system."

"We know we have some cultural disparities," he said, "but the end result is getting Iraqi soldiers to believe in the effectiveness of this system. This is just the first step toward automated management for maintenance. The real goal is to make sure the computer information is accurate after the meeting."

Coleman said they are planning to have these meetings every 90 days to ensure progress is made.

"You can see there has been some improvement," he said. "It's only going to get better from here."

(Above) Iraqi army mechanics troubleshoot an M1114 High Mobility Multi-purpose Wheeled Vehicle. (Courtesy photo)



(Left) An Iraqi army officer validates a spare parts request for the maintenance of a vehicle using the automated software for Iraqi Army Maintenance Program. Iraqi Maj. Gen. Abdul Muniem, director of Electrical and Mechanical Engineering, speaks highly of the program: "IAMP gives us the capability to easily track hundreds of requisitions and job orders where previously we had to do everything manually." (Courtesy photo)



Iraqi army mechanics listen to instruction on level-one maintenance for their humvees. (Photo by U.S. Army Spc. Gavriel Bar-Tzur)



Iraqi and U.S. Army mechanics check the undercarriage of their humvee.



An Iraqi army mechanic conducts preventive maintenance repairs on a M1114 High Mobility Multi-purpose Wheeled Vehicle. Parts he may need for the repair can be ordered through the automated Iraqi Army Maintenance Program. (U.S. Army photo by Sgt. Joshua Risner, MND-Baghdad PAO)

Level-One Maintenance Found Valuable

By Pfc. Kimberly Hackbarth
4th Stryker Brigade Combat Team,
2nd Infantry Division

BAGHDAD, Iraq -- Logistical training and advisory team Soldiers from 702nd Brigade Support Battalion teach a preventive maintenance checks-and-services, or PMCS, class to Iraqi army soldiers at Forward Operating Base Constitution.

The hour-long class for maintenance line one operations provides guidance on engine compartment maintenance for humvees. U.S. Army Sgt. 1st Class James Denison said he stresses to Iraqi soldiers the importance of knowing how to repair and keep a vehicle in good condition.

"When you go out, it's good to know that your vehicle works well. That way you know you're coming back safely," Denison said.

The trainer-to-student ratio is balanced to provide quality hands-on training for the Iraqi army soldiers.

"Having a small class is ideal because you can give more attention to each individual soldier," Denison said. "We only have two-to-three soldiers per trainer so they can ask questions and not be pushed on the backburner. They all gain the same knowledge."

U.S. Army Spc. Jason Arnold used his U.S. Army training as a mechanic to teach the Iraqi army soldiers.

"They don't always know exactly what everything is and have been taught different ways, so I just teach them the way that I was trained," Arnold said. "They seem happy with that."

Most of the Iraqi army soldiers had some sort of mechanical training when they joined the army, but they said they appreciated this training with their U.S. counterparts nonetheless.

The Americans provide follow-up training, including train-the-trainer, so Iraqi army soldiers can educate those who can't attend the training.

PMCS training brings U.S. and Iraqis together. It is their partnership, however, that enables them to work together successfully.



Iraqi Signal School student Lt. Ali directs his radio operator in the forward operating center in an attempt to make contact with the main operations center through SINCGARS radio. (Photo by Maj. Rob Edwards)

Iraqi Army Signals its Ability to Communicate

By Lt. Col. Patrick Swan

CAMP TAJI, IRAQ – The Iraqi army is working with U.S. Forces-Iraq to improve the signal training provided at regional training centers. The focus is on developing better quality signal instruction and increasing the available signal equipment to soldiers.

"These signal professionals provide a communication platform for the Iraqi army's maneuver elements within the division and down to its lower echelon units to see what is happening on the

battlefield," said U.S. Army Lt. Col. Larry Campbell, ITAM-Army communication advisor.

Instead of using commercial radio systems that operate in an unsecure code, the Iraqi army is now fielding tactical radio systems. These have secure mode functions and include hand-held, backpack, vehicle and base station models.

"The primary tactical radios issued to the Iraqi army at the division and brigade level are SINCGARS VHF and Harris

HFs," Campbell said. "By augmenting their radio systems, Iraqi soldiers master the techniques for speaking from their division to higher and subordinate units, and with forward operations centers."

"The Iraqi army already operates radio systems and computer networks well," U.S. Army Maj. Gary Farley, Iraqi Ground Forces Command, MiTT signal communication plans & operations advisor. "The long-range plan is to advance their capabilities into use of secure communications."

The first signal unit maintaining the computer network is located at the division level, but in the future, computer networks will extend to brigade-level headquarters, Farley said. The division is where one finds the first true maintenance and support. Eventually, a signal warehouse at each division will provide communications repair parts and a maintenance facility.

Platoon-sized signal elements run tactical communications centers at the division, to meet tactical command-and-control needs. The redundancy in communication created assists a division's capability to talk on the battlefield, Farley said.

"The Tactical Communication Center, or TCC, provides communications, but also support items such as tents, vehicles, and generators for a division's tactical main and forward elements and a mobile command center," Farley said. "Previously, if the division conducted an operation away from its base camp and headquarters' location, it was faced with two choices. The division could either borrow or share radio systems



The mobile command center installed in the Badger vehicle allows a division commander

from subordinate units in the area of operations or it could displace radio systems used to communicate at the home headquarters' location.

"The TCC provides the division commander and his staff the capability to deploy on short notice to any location while maintaining command and

control over subordinate units and communications with higher echelons," Farley said. "This platoon and its on-hand equipment add resources to train soldiers and support a mobile command post. This gives a division commander more flexibility in how he communicates on the battlefield.

Each of the Iraqi army's 13 divisions has a TCC platoon. Each platoon consists of two officers, 21 soldiers and six truck drivers. The platoon has six extended cab pickup trucks equipped with VHF and HF radios. They also use two Badger vehicles, which are similar to the MRAPS used by the U.S. military.

The mobile command center installed in the Badger vehicle allows a division commander to move to an area or critical point on the battlefield and to achieve better situational awareness and command and control.

The first platoon that went through the training was 5th Division, out of Diyala, Farley said. "The 1st Iraqi Army division



The TCC provides the division commander more flexibility in how --and where -- he communicates on the battlefield.



Under communication on the battlefield.

finished recently. From now on, two divisions at a time are scheduled to be cycling through here to receive the training.

"I thought the training was extremely beneficial, not only for gaining TCC platoon proficiency, but also for the Iraqi signal leaders gaining an understanding of how to train together with the equipment," Farley said.

The initial job of training Iraqi army communicators to conduct secure voice-and-data communications falls to the Iraqi Signal School at Camp Taji, where it runs the TCC Unit Set Fielding Training Course. The course is designed to run each division's newly formed TCC platoon through the individual and collective training required to perform the tasks of a TCC platoon. The course runs 26 days, with the last six days devoted to the capstone field exercise, during which the soldiers deploy their newly issued equipment and work together as a unit to accomplish the mission.

During a recent field training exercise, despite rain and muddy conditions, the signal platoon quickly set up the TCC and maintained communications between two Iraqi army operating centers.

"The field exercise is designed to provide realistic, hands-on training that builds their understanding and confidence in their equipment," Farley said. "They conduct convoy operations, move to locations employ their equipment, establish communications in the operations centers, and then recover and redeploy their assets."

The TCC is the first collective field training exercise conducted by the Iraqi Signal School. Until now, they had only conducted classroom and individual training on radios and antennas, Farley said.

"During the TCC field exercise, I believe they saw the benefit of hands on, repetitive training to meet the standards," Farley added. "Once they met the standards,

we taught them to change the conditions and increase difficulty. We coached them using troop leading procedures, sand tables, site reconnaissance, and standard operating procedure development. We introduced after action reviews, which they called discussions, and they learned a lot from them."

"At the end of each day of training, we held these discussions," Farley said. "We coached them at first and then the platoon led the discussions. The idea of the platoon coming together as soldiers, regardless of rank, and talking candidly about what the platoon did well or needed to improve on, was a real break from their top-down-driven command culture. It was rewarding to see that the platoon wanted to be challenged and left with a sense of pride after completing tough, demanding training."

U.S. Army Maj. Rob Edwards contributed to this article.



U.S. Advisor Maj. Gary Farley and Iraq soldiers set up an OE-254 communications antenna for the Tactical Communications Center. (Photo by Maj. Rob Edwards)

Classmates Break Barriers

Story by
Italian Col. Enrico Mattina
NATO Training Mission-Iraq PAO

Photos courtesy of
NTM-I Carabinieri

CAMP DUBLIN, Iraq -- Neither simulated rampaging rioters, nor gruesome conjured crime scenes, nor tense mock takedowns of terrorist suspects dented Arab and Kurd police officers' dedication to fighting crime as one unified Iraqi force here. From October through December, 40 Kurdish Zerevani policemen and several hundred Iraqi Federal police broke down doors together even as they broke down cultural barriers between each other as classmates in a specialized course for Iraqi security forces.

Iraqi federal police students confront an angry crowd in a training scenario.

The Kurdish Zerevani policemen came from Dhouk and Arbiel provinces and belong to the Zerevani's Emergency Reaction Unit Brigade. Their duties and responsibilities include manning check points, building-clearance, and protection of consulates and governmental institutions, such as banks and ministries.

Training this mixed class are Italian Carabinieri police. Iraqi Prime Minister Nouri Al Maliki invited them in November 2006 to train the Iraqi federal police, noting the success of the Carabinieri training model in strife-ridden Kosovo, Bosnia, and southern Iraq from 2004-2006. They operate as part of NATO Training Mission-Iraq.

Italian Army Maj. Gen. Giuseppe Spinelli, deputy commander of NTM-I, said the Carabinieri police initiative is an essential part of NATO's mission for building a professionally trained and durable Iraqi federal police force capable of protecting the people of Iraq.

The Carabinieri use a basic instruction model to train the Iraqis to provide for their national defense, which reinforces the fundamentals of security, public order and adherence to international military police standards. The Carabinieri combine military and police training to create a proficient specialized police force able to restore safety to the streets of Iraq's cities. The dual training teaches Iraqi police how to manage civil disorders and how best to employ a military force that is also trained to conduct criminal investigations.

One student, Lt. Mustafa Hajar, a Kurd, said he was pleased with how the integrated training has been conducted.

"When we first came here, we didn't think they would treat us as well as they did," he said, referring

to their acceptance as comrades by the Arab majority in the Iraqi federal police. "Now I'm ready to work with our Arab brothers, especially in the areas of mutual interest."

Lt. Abdul [not his actual name], an Iraqi Arab federal police officer, echoed Hajar's sentiments. "We are all Iraqi brothers from Basra city to Arbiel and there is no tension between us; we are (of) one land."

Abdul added that he believed

the joint-training experience was positive.

"Since they arrived, the relationship between us has improved and we have learned how to get along well together," Abdul said. "We are the country of civilization, we are one nation and we share the same religion."

"This training was built on the real needs of the Iraqi federal police, for carrying out current and future tasks that will be assigned to them by the prime minister," said



Careful to maintain the integrity of a mock crime scene, police investigators collect evidence.

Lt. Col. Antonino Troia, chief of the current operations, Carabinieri training unit. “Not only is the training tailored to the task today but is also geared for building the future of the new Iraqi federal police.”

In less than two years, the Carabinieri have trained 14 Iraqi federal police battalions, about 7000 Police Officers. Besides the regular courses, Carabinieri have set up a “train the trainer” project to develop the Iraq federal police’s own trainers. To date, 48 Iraqi federal police certifiers have been formed and 24 are working to be certified.

“This activity perfectly matches the spirit of our mission,” said Col. Luciano Zubani, chief of the Carabinieri’s gendarmerie training division. “We are looking forward to seeing soon a nation that has no barriers whatsoever or obstacles to the formation and continuance of strong national unity.”



(Above) Carabinieri instructor supervises crowd-control training. (Below) Carabinieri marksmanship instructor oversees sharp-shooting live-fire of an Iraqi federal policeman.





(Above) The close protection unit safely moves a dignitary while pushing back hostile elements. **(Left)** Iraqi-Kurd federal police employ the “turtle formation” or covering with riot shields, when hailed with riot-tossed stones.



(Right) An Iraqi-Kurd federal police team practices building entry procedures during the 'break-thru' phase of their training. (Below) A federal police officer conducts a search and arrest of a non-cooperative suspect.





One specific Foreign Military Sales case includes more than 100 M1A1 tanks.

Iraqi Military Equipment Buyers Learn Value of FMS Transparency, Reliability

By Lt. Col. Patrick Swan

BAGHDAD – A group of 45 emerging Iraqi ministry experts in the field of foreign military sales converged on the Ministerial Training and Development Center in the International Zone in December. For five days, they learned tips on how to buy military hardware and services for Iraq from the United States. A U.S. mobile education team from the Defense Institute of Security Assistance Management at Wright-Patterson Air Force Base, Ohio, provided the instruction.

Iraqi government officials, from the security ministries especially, rely on FMS counsel when deciding purchasing requirements

for key equipment and training needs by the Iraqi security ministries, said U.S. Air Force Lt. Col. Bonnie Burckel, chief, Out of Country Training, Iraq Security Assistance Mission, U.S. Forces-Iraq.

Iraqis who will purchase equipment and sustainment cases under the U.S. Security Assistance apparatus are some of the attendees taking the MET class. The class is being hosted jointly by DISAM, the Ministerial Training and Development Center, and the Iraq Security Assistance Mission. Dr. Ron Reynolds, school's commandant, led the team from DISAM.

"The International Purchasers'

Course is the cornerstone for educating Iraqis in this case on the ins and outs of security assistance and security cooperation," Reynolds said. "This course explores areas of acquisition, logistics, finance, and international military training. This is quite important to a country like Iraq as their internal governmental infrastructure builds upon previously approved SA/SC programs designed to make their defense forces better trained and equipped to meet their future requirements."

The Iraqis attending the course look to fulfill and be effective in their role as a procurer and user of U.S. military equipment

and services, Reynolds said. Iraq must take on more of the role of determining, procuring, and maintaining their defense requirements and assets -- and proceeding on a track that gets them to where they need to be.

ISAM and the Defense Security Cooperation Agency conducted an FMS Program Management Review for Iraqi purchasers and personnel working in FMS by bringing to Baghdad 50 FMS case management specialists from the United States in early November.

That conference brought together U.S. case managers and Iraqi customers to review FMS purchase cases. The face-to-face discussions allowed customers from the Iraqi security ministries specializing in FMS to identify and resolve problems with their purchases as early as possible.

"Iraq is one of only two nations out of 120 that is purchasing equipment through the FMS program during a U.S. contingency operation," said U.S. Air Force Brig. Gen. Craig S. Olson, director, Iraq Security Assistance Mission. "This program is corruption free and is run with no financial cost or profit accruing to the United States government.

"The major difference between FMS in Iraq and all but one other FMS program elsewhere in the world is that there is a war going on here," Olson said. "But even though FMS was not designed to be used in contingency operations, we have received great support from the stateside agencies responsible for security assistance and have discovered that FMS processes can be adapted well to a contingency environment. FMS is helping enhance security in Iraq and trust in the U.S.-Iraq partnership."

There are more than 130 Iraqi FMS cases presently being worked.



Iraqis used FMS to purchase 35-meter coastal patrol boats. The first four of a 15-boat construction program are due for delivery to Iraq by the end of 2010, and will protect Iraq's vital offshore oil platforms. The 35-meter patrol boat contract is part of a larger total program that delivers spare parts, guns, ammunition, training, naval simulators and infrastructure within Umm Qasr Naval Base, Iraq. The total program for the Iraqi Navy is the third largest case of foreign military sales, or FMS, to Iraq. (courtesy photo)

Some of these cases include the purchase of military articles such as: tanks, ships, airplanes, helicopters, and their respective training and sustainment requirements.

Specific FMS examples related to the Iraqi air force, for instance, include various aircraft procurement and sustainment cases. ISAM has worked with Iraq purchasers to procure and sustain FMS cases for the King Air 350 fleet. FMS cases for C-130 heavy lift aircraft and Mi-17 medium lift helicopters assist Iraq's airlift function of moving personnel and cargo throughout Iraq. ISAM also established procurement and sustainment cases that build and mold next generation Iraqi air force pilots by delivering and sustaining T-6A fixed-wing and OH-58/Bell 206 rotary-wing initial pilot trainer aircraft.

By highlighting what FMS provides, and also what it is limited to, through the Program

Management Review and the Foreign Purchasers Course, Iraqis will be less likely to expect more from FMS than it can adequately deliver, said U.S. Air Force Col. Joe Arata, ISAM's Air Force team chief. "This greater awareness of FMS directly supports U.S. efforts and Iraqi-funded FMS cases. It does this by improving the current requirements generation process, tracking equipment being delivered, managing expectations, and providing the reason for the general limitations put in place to ensure a transparent acquisition system."

FMS is also providing Iraq with a symbol to show its commitment to stronger border security. Its late November \$49 million FMS purchase of a border surveillance system from the United States will provide coverage for large portions of Iraq's borders with Syria and Iran. When the system becomes operational in June 2010, Iraqi border police will be monitoring

activity along 286 kilometers of Iraq's Syrian border and 402 kilometers of its border with Iran.

The MoI Border Committee evaluated multiple border surveillance systems from various nations. It recommended the Interior minister select the U.S. system because of FMS' transparent purchase process and its long-term sustainment capabilities. Both of these attributes are addressed in the Foreign Purchasers Course.

U.S. Army Lt. Gen. Michael Barbero, deputy commanding general (Advising and Training), U.S. Forces-Iraq, called the Iraqi purchase a "critical step forward in its efforts to protect its borders from external threats. Combined with other improvements to its border security, the investment in this system significantly enhances security for the people of Iraq."

"For FMS to work well, trust from the purchaser in the process is essential," Burckel said. "Gaining the trust of Iraqis is a process. We provide education through METs so they will gain understanding of how openly we operate. Once they understand the operation, they are more likely to trust the process. And trust in the FMS process strengthens both of our nations."

"FMS is an important aspect of security assistance," Burckel said. "Security assistance shows the American commitment to the ongoing Iraq-U.S. partnership. DISAM tailored this FMS Foreign Purchasers' Course to teach our Iraqi partners about this process."

In his closing remarks to conference attendees, Olson underscored the critical role of trust in the future partnership between the United States and Iraq.

"From attending this five-day class, you are now better informed of the processes that make security assistance a valuable tool," Olson



There are more than 130 Iraqi FMS cases presently being worked. Some of these cases include the purchase of military articles such as: tanks, ships, airplanes, humvees, helicopters, and their respective training and sustainment requirements. Above is an Mi-17 helicopter used for medium lift missions, such as transporting soldiers. (Photo by U.S. Army photo by Sgt. Travis Zielinski) Below is a King Air 350 aircraft, used for intelligence, surveillance and reconnaissance. (Photo by U.S. Air Force Staff Sgt. Shawn Wiesmiller)



said. "This course is merely the beginning of a continuous education process, and I encourage you to spread the knowledge you've gained to others in your respective ministries. You should be excited about the influence

you can have towards increasing the understanding and trust in FMS because it has the potential to significantly strengthen the partnership between the United States and a sovereign, self-reliant and democratic Iraq."

Spare Parts Ordering By the Book

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U.S. Army Sgt. Frank Smith and Iraqi 1st Sgt. Mohammed Hamza consult their technical manuals about repair parts order. The Iraqi army is transitioning from a paper-and-pencil-based maintenance request system to an automated one. (Photo by U.S. Army Sgt. Joshua Risner, MND-B PAO)