

ANSF DEVELOPMENT

SECURITY & STABILITY

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Local Police Engaging Provincial Assets

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The Daman Stability Transition Team has worked to encourage the use of such enablers to increase the capacity of the small Afghan National Police (ANP) force available in the district. The ANP are constantly urged to work in concert with the NDS and to utilize the information their sources obtain. During every district security shura, the importance of this partnership is highlighted and every training evolution hosted by the mentors in Daman District is open to ANP and National Defense Services (NDS). This builds camaraderie and working relationships between the two organizations and allows for the soldiers of the NDS and policemen of the ANP to interact and learn how to operate together. Not only does this increase the amount of personnel available on a patrol but it gives the Chief of Police a pool of information to utilize in order to secure his district.

Recently the Daman District ANP began to use enablers that are organic to their organization. On a recent patrol to Azam Kalay in central Daman the ANP coordinated for and picked up a female police officer to engage the female population. This was done at the District Chief of Police's request and was a surprise to ISAF personnel involved with the training and partnering of the ANP. The female officer worked with the U.S. 2nd Battalion, 8th Field Artillery female engagement team while a village assessment was conducted. This female officer was provided by Provincial Headquarters for this purpose. This was the first time they have taken the initiative in this manner and will be encouraged in the future.



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“Security Force Assistance in Afghanistan: Organizing and Preparing for Success” 1-25 Stryker Brigade Combat Team (SBCT) ‘Arctic Wolves SFAT’ Experience and Lessons Learned

BY:

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Introduction

As the U.S. Army expands its Security Force Assistance (SFA) mission in Afghanistan and considers options for developing a force and capability to execute future missions, it is instructive to take a close look at the current state of SFA Team (SFAT) fielding under the MB-SFA concept. Contained in the following pages is a detailed account of 1-25 SBCT’s planning and preparation for their MB-SFA mission, lessons learned, and a recommended way ahead for a BCT organizing and preparing for the SFA mission.

Mission Analysis

As the initial step in its SFA mission preparation, 1-25 SBCT conducted a thorough mission analysis. Conducting mission analysis for SFA has unique considerations. It includes analyzing the environment, population, enemy, and the Foreign Security Force (FSF) to be advised. As the Brigade Combat Team (BCT) looks deep into its own formation for SFA capabilities and resources it must answer the following questions:

- Which of the BCT’s leaders and Soldiers are best suited to be organized into advising teams? This requires individuals with personalities and skills compatible with SFA.
- What standard resources will come with augmentation packages (equipment / capabilities)?
- What types of FSF units will the advisory teams support?

There is no right way a BCT task organizes itself for the SFA mission, but there are several principles, founded on the Army’s recent experience in Iraq and Afghanistan, which influence task organization. BCTs should organize into two distinct elements, streamlined through one chain of command: the partnering force and the advising force. BCTs should carefully consider each leader and Soldier assigned to the advising force. Rank is not the only indicator of competence to conduct advisory missions. Some Soldiers are better suited, based on experience and maturity, to handle the unique challenges of advising FSF. Regardless of how a Brigade task organizes their SFA teams, it should be consistent with the BCT Commander’s COIN and SFA guidance.

As a Modular Brigade, Commanders will receive additional senior NCOs and Officers to support the SFA mission. These Officers and NCOs, sourced from throughout the Army, should form the core group of SFA leaders who are augmented with Soldiers from across the Brigade and battalions. The augmenters will provide the SFA teams with the necessary MOS specialty skills to be successful in the Brigade’s SFA mission. BCTs should build these teams as early as possible in the Army Force Generation (ARFORGEN) cycle for cohesion, trust, and esprit-de-corps.



The key advantage of having a BCT execute the SFA mission is that advisor teams fall under the command and control of a BCT commander. This ensures unity of effort at the lowest possible level.

Regardless of how a Brigade task organizes their SFA teams, it should be consistent with the BCT Commander's COIN and SFA guidance.

When the senior SFA leaders join the BCT, best practice requires them to PCS to the BCT's home station as early in the BCT's regeneration cycle as possible. This provides maximum stability for families and provides adequate time for integration, SFA mission analysis, and training. The BCT commander then has the flexibility and time to build a cohesive, trained, and trusted team of advisors.

Once the task organization is established for the SFA mission, BCTs develop training plans that address the unique skill sets required for the SFA mission. Soldiers and leaders who serve as advisors require significantly different skill sets than Soldiers who partner with FSF units, or conduct combat operations. Prior to individual training, commanders must identify two different training paths for their Soldiers. The first will be for Soldiers selected to serve as advisors, and the second for Soldiers who will partner with FSF.

SFA teams must be formed and trained similarly to Special Forces A-teams. Team training should focus on language, culture, and translator training, foreign weapons and equipment training. Additionally, using the 'train-the-trainer' model, teams should receive training on the specific military tasks that they will likely train the FSF on. Finally, they must conduct cross-training among all members of the advisory team to compensate for reduced combat power. Examples of skills requiring cross-training include communication, close air support skills, and medical training.

1-25 SBCT SFA Planning

During the mission analysis phase of their planning, 1-25 SBCT considered the optimal way to organize the SFA teams for deployment to Afghanistan and then task organized them prior to its Mission Rehearsal Exercise (MRE). This ensured maximum training value for both the teams and their supporting battalions. In positioning the 1-25 SBCT for success, the Brigade developed a plan approximately 6 months prior to the SFA team members' arrival and then executed the plan. In addition to the aforementioned analysis, the plan took into account the following factors:

The key advantage of having a BCT execute the SFA mission is that advisor teams fall under the command and control of a BCT commander. This ensures unity of effort at the lowest possible level.

The majority of team members would arrive with fewer than 4 weeks remaining before the BCT's MRE. Five of the assigned LTC/05s were selected from the Battalion Command Select List (CSL) to be SFA Team Leaders. Per the CSA's guidance, these 5 officers would need to be assigned SFA teams.

The Brigade would need to ensure an equitable distribution of ranks, MOSs, and Afghanistan experience across the teams.

Consistent with theater force protection guidelines, teams would require a security element in order to operate independently and securely in theater during the deployment; they would need to train

together during the MRE.

Teams would need to be equipped for both mobility and survivability on the battlefield. Teams would need to complete all USFORSCOM Southwest Asia (SWA) Training Guidance pre-deployment tasks prior to deployment.

Teams would need to complete all SFA training to include the following:

- Block A (Advisor Academy)
- Block B (Mission Rehearsal Exercise at NTC)
- Block D (Culmination Exercise)

The Brigade would need to create a sixth team, or Fusion Cell, to provide C2 of the SFA teams prior to the MRE and to manage administrative in-processing and other SFA related issues. In addition, the Fusion Cell would serve as a single point of contact for the Brigade staff and the various on-post support agencies at the BCT's home station, Fort Wainwright, Alaska. Subsequent to the brigade's deployment to Afghanistan, the Fusion Cell would also need to drive the ANSF Development effort for the BCT.

Note: The Fusion Cell ultimately took on the responsibility for the Brigade SFAT's assuming a Unit Identification Code (UIC) which allowed them to obtain TDA equipment. They appointed a primary hand receipt holder and identified a senior NCO to assume the role of Supply Sergeant. This NCO had responsibility for handling many of the purchase requests and equipment acquisition. Equipment per the TDA consisted mostly of individual weapons, protective masks, bayonets, and laptop computers that were purchased. At this point, all equipment requests were for individual equipment and did not address SFA teams' requirements for mobility, survivability, and communications.

In addition to the Brigade staff proponent for the SFA mission, the Brigade would need an Advance Party to pursue much of the coordination at Fort Wainwright and to ensure a smooth RSOI for the team members.

Pre-MRE Planning and Coordination

The Brigade Fire Support and Effects (FSE) Cell was tasked with initial coordination for the SFA teams to include training conducted by the 162^d Infantry Brigade. In concert with the Brigade S3, members of the FSE coordinated Blocks A and D training for the team beginning 6 months out. The Brigade XO then led a series of monthly IPRs beginning approximately 4 months out. Additionally, the FSE Cell reached out to the SFA team members to welcome them to the Brigade and to begin early preparation for the team members' arrival. The Brigade S4 was tasked with ordering individual equipment team members would need for the MRE.

At 3 months out, members of the SFAT Advance Party arrived and took over SFA mission planning from the Brigade staff. This Advance Party was responsible for organizing teams, and integrating them into the Brigade. They began intensive planning and coordination in anticipation of the team's arrival. Additionally, this two-man team assumed responsibility for the following tasks:

- Assisting the BCT Commander develop his SFA guidance
- Organizing the SFAT into teams
- Communicating with inbound team members to begin the RSOI process
- Final coordination of SFA training to be conducted at Fort Wainwright (Blocks A and D)
- Tracking equipment requisitions to include those for weapons, optics, and NVGs

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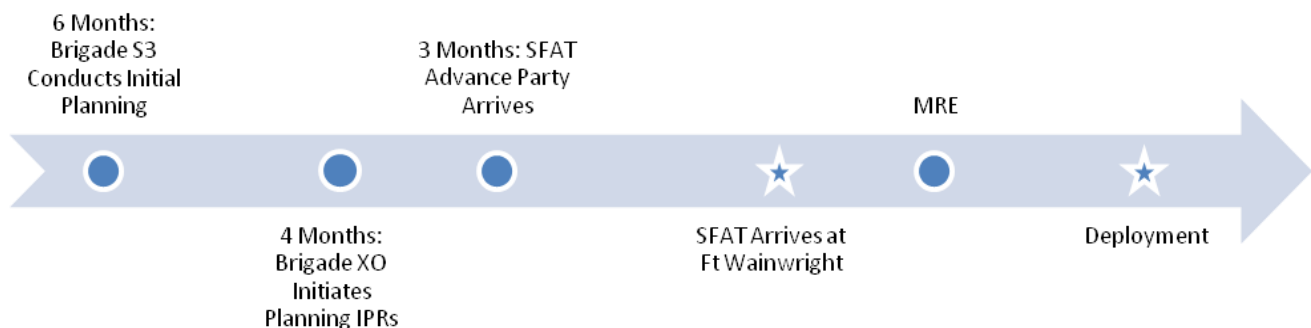
- Implementing a sponsorship program for arriving members
- Coordinating for billeting and other support (e.g., Finance, G8 accounting classification for orders) for the SFAT's TDY members
- Scheduling a series of social functions to facilitate integration of team members into the Brigade

Upon the SFA team members' arrival at Fort Wainwright and with approximately 4 weeks remaining before the MRE, the Advance Party organized the SFAT members into teams, gave them an orientation brief, and decentralized administrative processes and training. SFA Team Leaders immediately assumed responsibility for ensuring their teams in-processed, trained, and equipped for the MRE and deployment. Enabled by the Fusion Cell, SFA Team Leaders immediately began to plan and conduct training with their teams. Their maneuver battalion partners provided them access to ranges, training resources, equipment, and office and classroom space.

MRE

Prior to the MRE and during the Leader Training Program (LTP), the BCT ensured each maneuver battalion planned for an SFA team operating in their battle space. The SFA team would be responsible for supporting Afghan National Security Forces (ANSF) development efforts in the battalion's battle space and mentoring their Afghan partners. Missions would be either division-level or Brigade-level ANSF Command and Control (C2) nodes in each battalion's AO consistent with what the Brigade expected in theater. If the battalion was not tasked with either of those, then the maneuver battalion commander would decide how to best deploy their SFA team against mock ANSF operating in his battle space.

For purposes of the exercise as well as for the OEF deployment, the BCT Commander elected to place the SFA team under the battalion's Operational Control (OPCON). Additionally, the maneuver battalion would be in direct support (DS) of the SFA team. The BCT tasked each maneuver battalion



with providing a platoon (-) to support their OPCON SFA team. In addition to men, the platoon (-) would come complete with vehicles, crew-served weapons, and other organic equipment. It was the BCT Commander's intent that during the MRE the battalions would get used to supporting an SFA team. Additionally, when the battalions deployed to Afghanistan, the command and support relationships would endure.

With the creation of the Fusion Cell (Team 6) the Brigade further supported the SFA mission. Team 6's support to the other SFA teams and the BCT included:

- Tracking and reporting Afghan National Security Force Development (ANSF DEV) efforts
- Commanders Unit Assessment Tool (CUAT) reporting

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- Key Leader Engagement (KLE) reporting
- Resourcing SFA teams to include equipping and contracting support
- Ensuring a cross-talk capability so that SFA teams could share lessons learned and tips from working with their ANSF counterparts

Note: Most of the additional equipment needed for an SFA team was fielded through the maneuver battalion aligned with that team. The teams interacted directly with the battalion staffs in order to fulfill requirements for supply, intelligence, communication, and mobility during the MRE. If a team was unable to obtain needed supplies from their supporting battalion, the team would communicate this requirement to the Fusion Cell (Team 6). The Fusion Cell (Team 6) would in turn coordinate with the BDE staff for the needed support.

Lessons Learned

The 1-25 SBCT's SFAT fielding for the MRE was highly effective, and teams successfully deployed to Afghanistan with their supporting battalions. The Brigade validated the SFA concept for the BCT and battalion commanders during the MRE and according to the NTC Observer-Controllers (OCs) evaluating both the maneuver battalions and the SFAT, 1-25 SBCT 'set a new standard' for the MB-SFA concept.

Essential to the BCT's success in integrating the teams on a short timeline and ensuring a successful MRE were the following:

- **Command emphasis.** The importance of command emphasis to the success of the SFA mission cannot be overstated. The 1-25 SBCT Commander insisted that SFA Team Leaders participate in the weekly Brigade Command and Staff and Training meetings along with their maneuver battalion commander counterparts. Team Leaders occupied seats next to the battalion commanders during these meetings until the BCT deployed. Additionally, the BCT Commander empowered the SFA Team Leaders to determine their left and right limits. For instance, whether they should establish separate Derivative UICs (DUICs) for the purpose of laterally transferring equipment, setting up FRG (Family Readiness Groups) websites, or accessing ASFF funds during the deployment. This approach conveyed the BCT Commander's belief in the SFA mission. It also communicated his confidence in the SFA Team Leaders' abilities and guaranteed a close working relationship between the maneuver battalion commanders and SFA Team Leaders during the MRE and subsequent deployment.

It was the BCT Commander's intent that during the MRE the battalions would get used to supporting an SFA team.



- **Social events.** A series of social events was planned and coordinated involving all SFA team members including a 'meet and greet' conducted shortly after the SFA team members' arrival at Fort Wainwright. In addition, a NCAA National Championship football party was scheduled involving Team Leaders and Team NCOICs, maneuver battalions' leadership teams – battalion commanders and command sergeants major – and key members of the Brigade staff. These events enabled the SFA team members to bond early and assisted the Team Leaders in building their organizations. Equally important, the SFA leadership and their maneuver battalion counterparts were able to bond and de-

velop a close working relationship prior to the MRE.

- **SFA Team OPCON.** As discussed and consistent with the Brigade Commander's intent, the Brigade task organized an SFA team to each of the 5 land-owning battalions and placed the teams under the land owner's OPCON for the MRE. This ensured unity of command and provided the battalion commander a strategic capability in his battle space. The battalion commander gained valuable experience during the MRE leveraging his SFA asset in operations involving his mock Afghan Security Force (ANSF) partners. SFA Team Leaders successfully performed as senior advisors to their counterpart Battalion Commanders on all SFA and ANSF Development matters. The commanders all viewed the SFA teams as value added.

The 1-25 SBCT Commander insisted that SFA Team Leaders participate in the weekly Brigade Command and Staff and Training meetings along with their maneuver battalion commander counter-

- **Resourcing ANSF Development.** During the MRE, each SFA team determined minimal resources (manning and equipping) required to accomplish their mission during the upcoming deployment. Key lessons learned: Which skill sets are essential for advisors working with the ANSF at Corps or Brigade level? What technology and systems are essential in a Combined TOC to support ANSF C2 vice Advisor Situational Awareness, i.e., what do the ANSF need vice what does the SFA team need? How do we enable ANSF with tools that are sustainable? How do we assist them become better at C2 and battle tracking using their methods and not our systems, processes, and technologies?

- **Fusion Cell.** The Fusion Cell (Team 6) ensured C2 and effective resourcing for the teams during the pre-MRE period and minimized friction while integrating teams into the BCT. The Fusion Cell (Team 6) also provided the Brigade with a single point of contact for communications and coordination with the SFA teams until they could be task organized to their respective battalions. Establishing the Fusion Cell (Team 6) proved invaluable in creating a fusion capability for both the MRE and the OEF deployment. Resourcing and reporting processes were established, and the Brigade Staff was able to access and leverage the SFA teams to support operations.

Note: Establishing the Fusion Cell (Team 6) created some problems with dual reporting, e.g., personnel reporting and equipment status. Often, teams reported to their supporting battalion, Brigade Troops Battalion (BTB) HHC, and the Fusion Cell (Team 6). The proper reporting lines should be outlined clearly from the beginning. Command relationships should be outlined early in the SFA mission analysis. Additionally, the Fusion Cell (Team 6) can be staffed with members outside the SFA, i.e., LNOs and specialty areas.

Establishing the Fusion Cell (Team 6) proved invaluable in creating a fusion capability for both the MRE and the OEF deployment.

A fully integrated ANSF Development effort would bring much needed expertise to the Brigade's ANSF Development Line of Effort (LOE). This would afford the Brigade staff and the maneuver battalions better visibility and buy-in with the SFA/ANSF DEV effort. This would also permit more advisors to work with the ANSF.

- **Equipping.** The Brigade SFA team was provided a TDA which authorized equipment for newly assigned SFA personnel. This new hand receipt is temporary in nature for deployment purposes only and will not remain with the BCT. The equipment consisted primarily of M4 and M9 weapons, optics, protective masks, NVGs, and bayonets. We ordered and added 25 laptop computers to this hand receipt. The equipment list addresses only a fraction of the SFA team requirement. We have determined through

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experience that SFA teams need the capability to operate their own operations center and require their own mobility. The additional critical equipment SFA teams need includes vehicles (mobility), communications, and crew-served weapons. It would be helpful to establish a standard equipment set to meet these requirements and to task the necessary logistics agencies to provide the equipment for both the MRE and the deployment.

- **Property accountability.** Although hand receipted equipment is minimal, taking on the additional burden of primary hand receipt holder duties has an impact on mission. This is analogous to the responsibility of a company commander with no supply sergeant, 1SG or XO. This created an added burden for members of the SFAT and prevented maximization of mentorship roles. Different courses of action could address the problems associated with supply, equipping, and property accountability.

COA1: The Army could provide a Captain (CPT) for an SFA team who could serve as a detachment OIC or commander and a 92Y NCOIC who would serve as a supply sergeant, similar to those who serve in a SOF Operational Detachment - Bravo (OD-B) Team. This would greatly enhance the mentorship capability of the team and provide the command authority to manage and account for property.



COA 2: Another option is to add the equipment to the BTB HHC hand receipt, thus allowing the HHC commander and supply personnel to manage the SFAT equipment requirements. SFA personnel would assist both pre-MRE and during the MRE and prior to deployment, but this would promote increased time for advisors to work with their counterparts during both the MRE and deployment.

Conclusion and Way Ahead

Much of 1-25 SBCT's success can be attributed to thorough analysis, planning, and preparation. As discussed it is critical to SFA mission accomplishment that the BCT conduct a thorough mission analysis. This includes analyzing the environment, population, enemy, and the Foreign Security Force (FSF) to be advised. Equally important are a detailed analysis of personnel and equipment requirements and an assessment of the BCT's ability to fulfill those requirements. From a manning perspective, this includes resourcing both the advising and partnering forces supporting the ANSF Development effort in the BCT's battle space. Ultimately, effective task organization results in mission success.

SFA fielding for a BCT can be significantly enhanced through earlier assignment of SFAT members. In particular, facilitating assignment of CSL 05 Team Leaders as early as 90-120 days in advance of the MRE would ensure adequate time for planning and preparing for the MRE. Moreover, SFA Team Leaders could participate in LTP along with their maneuver battalion commander counterparts, have greater understanding of the exercise, and contribute more to a successful MRE. Additionally, they would be better able to organize and support their teams, plan team training, and assist with their team's proper equipping.

Secondly, the MB-SFA concept would benefit from more clearly defined Army doctrine and guid-

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ance. This includes policy with respect to organizing teams, scope of responsibility and authority for SFA Team Leaders, and issuing of authorized equipment.

As the Army expands the SFA concept in Afghanistan and fields more SFA teams, it will be essential to ensure detailed policy is provided to the BCT Commander and Staff to assist them in integrating SFA team members. For example, the Army needs to establish policy regarding how to properly process the TDY SFAT members to the gaining BCT's installation and subsequent deployment. This would ensure Soldiers and families are taken care of throughout the life cycle of their assignment.



Additionally, successful execution of the MB-SFA concept depends heavily on empowering SFA Team Leaders and ensuring their teams are fully supported. Organizing SFA teams using the OD-A and OD-B construct would assist toward this end. Finally, more education and training of Brigade personnel around the SFA mission down to Platoon Leader level is essential to gaining buy-in for the SFA mission.

Considering the number of officers and senior NCOs being assigned to SFA teams now with significant Afghanistan deployment experience, training for the SFA team members needs to be at the “graduate” level. Under the current model, team members travel TDY, arrive on station, attend a basic advisory course for 2 weeks, and then deploy to the MRE with the rest of the Brigade. During the limited time remaining post-MRE, team members conduct mandatory USFORSCOM pre-deployment training.

Team members need to arrive on station with enough time to conduct more advanced training which could include the following:

- 2 weeks of DLI training (Dari or Pashto depending on the area of Afghanistan to which the BCT is deploying)
- 4 weeks of in depth, area-specific cultural training hosted by a local university or a mobile training team and led by a cultural advisor or academic
- 2-4 week internship with federal or state law enforcement agency
- Advisor seminar or roundtable hosted by former advisors from previous conflicts, i.e., Vietnam, Central America

The type and scope of training would be based on the BCT's mission analysis.

“Security Force Assistance in Afghanistan: Organizing and Preparing for Success” 1-25 Stryker Brigade Combat Team (SBCT) ‘Arctic Wolves SFAT’ Experience and Lessons Learned Part 2

By

COL Thomas P. Weikert, LTC David S. Abrahams, MAJ Carson E. Davis, and MAJ Graham M. Fishburn

Introduction

With the Afghan National Army (ANA) demonstrating increased operational proficiency and the role of the Afghan Uniform Police (AUP) shifting to securing the Afghan people, deploying BCTs need to fully leverage their Security Force Assistance Team (SFAT) in training and developing their AUP partners. Contained in the following pages are lessons 1-25 SBCT (Task Force Arctic Wolves) learned while advising AUP in support of its MB-SFA mission in OEF. Like Part 1, this paper’s intent is to assist deploying BCTs with organizing and preparing for their SFA mission. Included are TFAW SFAT’s experiences during the first 6 months of its 12-month deployment. Lessons learned center on improving the AUP’s logistics and training efforts.

Afghan Uniform Police (AUP)

Transfer of security within a district will ultimately be to the AUP, not the ANA, because the ANA will likely be focused on contested areas outside the major population centers¹. Ultimately, the objective is to ensure the AUP, the primary civil law enforcement agency in Afghanistan, are perceived as a trained, capable, and non-predatory force that provides security for the Afghan people. Additionally, the AUP must demonstrate their loyalty to the Afghan Government (GIROA) and not to a powerful individual or individuals external to the police or government.

Consistent with the International Security Assistance Force (ISAF) imperative to grow capability and capacity in the AUP in order to combat the insurgency, secure the population, and promote GIROA legitimacy, Task Force Arctic Wolves (TFAW) committed significant resources to professionalizing the AUP in its Area of Operations (AOR) that included Dand, Daman, and Panjwa’i Districts in Kandahar Province. First, however, the Brigade conducted a thorough mission analysis including an assessment of the current state of AUP training and readiness in all 3 districts. The analysis concluded the following:

- Confidence in the AUP is increasing slowly as they improve through enhanced training, mentoring, and experience gained conducting independent operations. Mentor and partner contact time is essential in developing both capacity and capability².
- Mistrust of the AUP resulting from a history of predatory behavior, endemic corruption, and an inability to provide security to the population persists. Institutional reform remains a stated goal of ISAF.
- The limiting factor preventing the development of the AUP’s long-term capacity is its ability to sustain operations.

Logistics and Sustainment

Transition to independence requires significant improvement in the AUP’s logistics and sustainment capabilities. Equipment shortages in communications, mobility, and heavy weapons remain critical. AUP sustainment challenges include all classes of supply. The Ministry of the Interior (MOI) continues to pursue a centralized sustainment system characterized by labyrinthine complexity and bureaucratic inefficiency.

While logistics insufficiency continues to impede AUP operations and prevent them from operating independently, the AUP are capable of functioning at a basic level and can operate better if higher echelon logistics support is provided through the Provincial and Zone Headquarters. MOI and the Zone Headquarters still oversee and control distribution of supplies from the Regional Logistics Center (RLC). These headquarters are capable of anticipating and pushing supplies through the logistics system upon request. Additionally, the AUP continue to receive some supplies from MOI through the MOI-14 process which are distributed from the RLC. All 10 different classes of supply are requested using the MOI-14 per the MOI Logistics Handbook³.

Ultimately, the objective is to ensure the AUP are perceived as a trained, capable, and non-predatory force that provides security for the people of the district.⁶

The AUP have demonstrated their resourcefulness when it comes to obtaining supplies and equipment. Additionally, experience has shown that when they realize Coalition Forces will not provide them with supplies, the AUP find a way to obtain the required resources. The Provincial Headquarters (PHQ) is not able to fulfill all requests from the districts, but the districts have enough of the essential items on hand to function.

The districts, however, still lack proficiency in large and complex supply transactions such as removing damaged Ford Rangers from their property books and requesting replacement Ford Rangers. This requires a wrecker capability and a functioning turn-in system that enables the AUP to turn in non-mission capable equipment and to receive replacement equipment in return.

Finally, one of the most critical supply issues plaguing the AUP is fuel shortages. The AUP have been heavily reliant on Coalition Forces for fuel and are willing to stand by and receive fuel from Coalition Forces as long as they are willing to supply it.

The MOI Logistics System Today

In the development of its current logistics system, MOI was unable to use any system or process with which the AUP were already familiar because they lacked documentation. Pre-Taliban and Pre-Soviet systems were supply point based as well as centrally planned and executed. Contrast these systems with more modern NATO and U.S. systems characterized by responsiveness, simplicity, flexibility, attainability, sustainability, survivability, economy, and integration, and you have the basis for improvements eagerly sought by MOI and those advising MOI.

MOI's aim was to effect significant changes in training, readiness, planning and operational systems in order to create a modern supply and sustainment system that attains the efficiency and effectiveness a modern police force requires. Additionally, MOI intended to reap the benefits of a demand-based, distribution-focused system. The method they needed included top-down guidance and instruction and bottom-up determination of requirements and demands. What resulted was a 'push' system to be used for only Tashkil authorizations and to fill initial stockage levels. The remainder of the requests was based on the 'pull' system, demand data, and consumption of supplies/materiel and required the organization to submit an MOI Form 14, or MOI-14.

This entire process mimics U.S. Army doctrine and neglects to consider the need for realistic, sustainable Afghan solutions. Those who designed this system assumed that the AUP would be able to

adapt to a western-style logistics system, that is, one heavily reliant on high literacy rates, robust automation (i.e., computers and computer peripherals, the Internet, Wide and Local Area Networks, and office software), and western-style, decentralized leadership. Unfortunately, at the district level, illiteracy rates can exceed 80%, Soviet top-down orthodoxy persists, and automation equipment is largely non-existent. In addition to the system being unsustainable, the MOI logistics forms are complicated even by U.S. standards. They require NSNs, Julian dates, codes, and several different supporting forms designed for automated auditing and accounting. The reality is these forms may never really apply at the district level, much less be executed.

Experience has shown that when they know Coalition Forces will not step in to provide them with the supplies they need, they will find ways to acquire those supplies.

An Alternative Approach

TFAW SFAT performed an analysis and discussed the current system with PHQ and the district AUP leadership. Discussions focused on why MOI-14s were constantly being rejected and why the logistics system appeared to be failing. Advisors viewed the MOI forms as too cumbersome and complicated. They also concluded that the MOI-14 approach was incompatible with the way Afghans conduct business. In the process, advisors discovered an Afghan request form that was being used and referred to as the ‘proposal form.’

The proposal form has evidently been used by the Afghans for many years. It is basically a ledger form with a request on one side and an order or approval provided on the other. It is simple, straightforward and useful for multiple different types of actions, including those to increase personnel authorizations and to request all classes of supply. The form is well understood at all levels and can be created with a blank piece of paper and a straightedge.



TFAW advisors observed the proposal form being used in several instances and discovered that it was working and something the AUP were comfortable with. By contrast, advisors learned that the AUP viewed the MOI-14 as a form the Coalition mentors use and therefore not exclusively Afghan. The proposal form is effective for a pre-determined number of supplies or fixed quantities of a particular commodity (e.g., fuel) that PHQ has already specified. And it centers on a ‘push’ system of sustainment.

Additionally, use of the proposal form obviates the need for an MOI-14, again, designed more for a ‘pull’ system. The AUP allocate food, firewood and other classes of supply based on their district personnel numbers maintained at the PHQ. The proposal form is used to request routine supplies and is approved at the PHQ. Its approval triggers the supply officer for the particular commodity to provide the amount the district is allocated based on number of assigned policemen.

The proposal form terminates at the PHQ because the PHQ typically has the items on hand. The Logistics Mentors Handbook indicates that the PHQ does not warehouse any items and only forwards

these requests to the Regional Logistics Center (RLC) or Zone Headquarters⁴. However, PHQ in Kandahar does store items. TFAW advisors have visited and observed AUP receiving uniforms, and the AUP have a bulk fuel issue point at Police Substation (PSS) 10 in Kandahar City.

“The first time they heard that they weren’t supposed to beat people, and they weren’t supposed to take their money, [but] that they were supposed to enforce laws and that their job was to protect the people, most police were surprised”

-Army Col. Michael J. McMahon⁶

After further analysis, TFAW advisors determined that as long as the PHQ is comfortable with the proposal form, to the extent it allows for control and accountability, then the Coalition should support this Afghan solution. These

same advisors believe that there is far too much emphasis placed on completing forms properly instead of fostering dialogue between the DHQ and PHQ. The District Chief of Police (DCoP) in Panjwai, for instance, was able to negotiate the provision of additional fuel by talking directly to the Provincial Chief of Police (PCoP). Solving logistics problems is about leadership taking active steps through dialogue, not through complicated forms.

The lesson learned from the TFAW SFAT experience is that simple solutions Afghans devise themselves may be preferable to more sophisticated and centrally-directed and executed approaches. More important, future efforts to advance the AUP sustainment system should leverage long-term, Afghan-developed solutions. Similarly, advisors learned that the AUP can benefit from a long-term training program in which they play an active role.

AUP Multi-Echelon Training

Lack of effective policing not only hinders the counterinsurgency effort but actually contributes to the insurgency. An insurgency can be aided by widespread crime and a corrupt and unaccountable police force which is often the face of the government to the general public. Insurgency is waged across the governance landscape just as much as the urban and rural terrain of a country.

Developing a professional AUP force capable of securing its home district is an important goal in the campaign to establish a viable government in Afghanistan. Afghan police patrolling in local communities are a visible sign of GIRoA presence and are often the only representatives of the government for kilometers in any direction.

Afghans will only view their government as legitimate if it promotes the Rule of Law (RoL) and security. District development and construction will stagnate until the police provide security and set the conditions for reconstruction to advance. Building a professional and competent AUP force is critical to the fight against the Taliban. Unlike Coalition Forces, and to a lesser extent, members of the Afghan National Army (ANA), AUP know the communities and the population, i.e., who is an insurgent and who is not.

In order to represent the government in a positive light, the AUP must act professionally and demonstrate competence in both basic police and security tasks. To create a police force that meets these requirements, mentors and partners must foster a training culture among the District AUP leadership. This will help them develop and execute a throughput schedule for attendance at MOI-approved schools; execute individual basic skills training for untrained police awaiting attendance at MOI courses; and, conduct individual and small unit collective training at checkpoints and police

substations (PSSs). This approach represents a multi-echelon training strategy. By executing these training tasks simultaneously, the battle space owner (BSO) can rapidly build professionalism while ensuring police are able to perform their basic security and community policing functions.

Fostering a Training Culture in the AUP

The AUP are generated as a fighting organization in a manner unlike other branches of the Afghan National Security Forces (ANSF). As an example, Afghan National Army (ANA) soldiers are recruited, trained, and then transported to Army units across Afghanistan to perform their duties. Police on the other hand are recruited locally and employed in the District immediately with a promise that they will attend the six-week-long, MOI-approved Basic Patrolman Academy. As a result of many factors, these untrained policemen may spend up to a year serving in their District before they attend the course.

Training must be a core focus in order to shape the AUP into an effective law enforcement organization. There is no quick or easy solution for producing a quality patrolman. Training must be comprehensive and enduring. Expedited courses have frequently led to poor police capabilities and an inability to provide security and to resist powerbrokers outside the chain of command. With limited resources and time, there is a temptation to concentrate training on the upper levels of the police, assuming that experience and best practice will ‘trickle down.’ Neither arbitrary timelines nor external pressures should determine the length and quality of police training. If the aim of training is to create a professional police force able to provide security, then it must be continuous, comprehensive, and most importantly, conditions-based. Patrolmen must embrace training as a key part of everything they do. Indeed, the district leadership must foster a training culture among their patrolmen.

In an insurgency police should be the eyes and ears in uncovering violent networks, spotting bombs, guarding public facilities and reporting suspicious activities. More generally—but just as importantly—police keep everyday public order on the streets. Reducing general criminality and providing security to the public provides the most widely shared and distributed public good. It is much more effective in winning hearts and minds than digging wells or building schools—and indeed encourages and protects such development activities⁵.

Developing a Long-Term Training Strategy for the AUP

When TFAW SFAT conducted its pre-deployment mission analysis focused on team structure and organization, mentors were aligned with key ANSF staff positions. Logistics, Operations, Intelligence, Communications, and Personnel mentors were identified. After being deployed to Afghanistan for five months and following the 2011 fighting season, TFAW shifted from partnered kinetic operations to AUP training involving both partners and mentors. Similar to partnered operations,

If the aim of training is to create a professional police force able to provide security, then it must be continuous, comprehensive, and most importantly, conditions-based.⁵

developing a long-range training strategy included equal input and effort from AUP leadership in Daman, Panjwa'i and Dand Districts. Advisors quickly realized that the AUP in all three districts lacked the knowledge and experience to develop such a plan and execute it on a sustained basis. Consequently, many of the TFAW SFA Teams assigned a senior

NCO (E7/8) to serve as the primary training mentor to their respective district headquarters.

Additionally, to further solve the problem, TFAW SFAT conducted further mission analysis and developed a recommended training model that can be tailored to a district's specific training and security needs. The training model has several criteria, the first being consistent standards between the MOI-approved training and district-level training. The identified individual and collective tasks and subsequent lesson plans were consistent with those used during the MOI Basic Patrolman course (Figure 1). Consistent lesson plans ensure that training at the District and MOI level reinforce one another and minimize the patrolman's confusion.

The second criterion of the training model was its flexibility which allowed for district-specific training plans. Based on each district's security situation, some tasks were more critical than others. Traditional police functions relating to upholding RoL can only be effectively achieved in a relatively secure environment. Until security is achieved, the AUP will continue to serve as a security force versus an investigative police force. When AUP operate in areas that are either in the 'clear' or 'hold' phases of Counterinsurgency (COIN), upholding RoL is frequently ignored by both politicians and military leaders. As the district transitions into the 'build' phase of COIN, a greater emphasis can be placed on RoL and Community Policing tasks.

<u>Collective</u>	<u>Individual</u>
<input type="checkbox"/> Police Station Security	<input type="checkbox"/> Police Ethics
<input type="checkbox"/> Conduct a Cordon	<input type="checkbox"/> Use of Force
<input type="checkbox"/> Check Point Operations	<input type="checkbox"/> Human Rights
<input type="checkbox"/> React to Ambush	<input type="checkbox"/> Weapon Safety and Operations
<input type="checkbox"/> Tactical Movement (Squad)	<input type="checkbox"/> Patrolling
<input type="checkbox"/> CASEVAC	<input type="checkbox"/> React to Contact
<input type="checkbox"/> Crime Scene Management	<input type="checkbox"/> First Aid/First Responder
<input type="checkbox"/> Chain of Custody for Evidence	<input type="checkbox"/> Search an Individual
<input type="checkbox"/> Handling and Processing of Prisoners	<input type="checkbox"/> Escalation of Force
<input type="checkbox"/> Process Evidence	<input type="checkbox"/> Search a vehicle
<input type="checkbox"/> Evidence Collection	<input type="checkbox"/> Search a room
<input type="checkbox"/> Develop Engagement Area	<input type="checkbox"/> IED Awareness
	<input type="checkbox"/> Handle a Detainee
	<input type="checkbox"/> Evidence Collection

Figure 1. Example of MOI Collective and Individual Tasks

unit-sponsored, district-level training. The best way to minimize training impact on the AUP's ability to perform their policing function was to conduct training at the checkpoint level, thus minimizing the need to move AUP to and from training at a centralized location.

To achieve all three criteria for the training model, TFAW developed a 3-tiered approach which included MOI training, partnered checkpoint training, and SFAT training located at the District Police headquarters (Figure 2). The MOI training included the NCO Course, Basic Patrolman Course, Medic Course, Armorer's Course and Wrecker/Recovery Course. In order to maximize attendance it was critical that the PHQ issue a cipher (order) directing the districts to send the specified number of candidates to each of the courses.

The second tier of training was the Training Academy which was conducted at the District head-

The final criterion was to develop a model that allowed training while at the same time minimizing the impact on the AUP's ability to accomplish its security and policing missions. In addition, the training model factored in Afghanistan's fighting and non-fighting seasons. The non-fighting season could also be referred to as the 'training season', with the AUP committing a higher portion of the force to MOI courses and

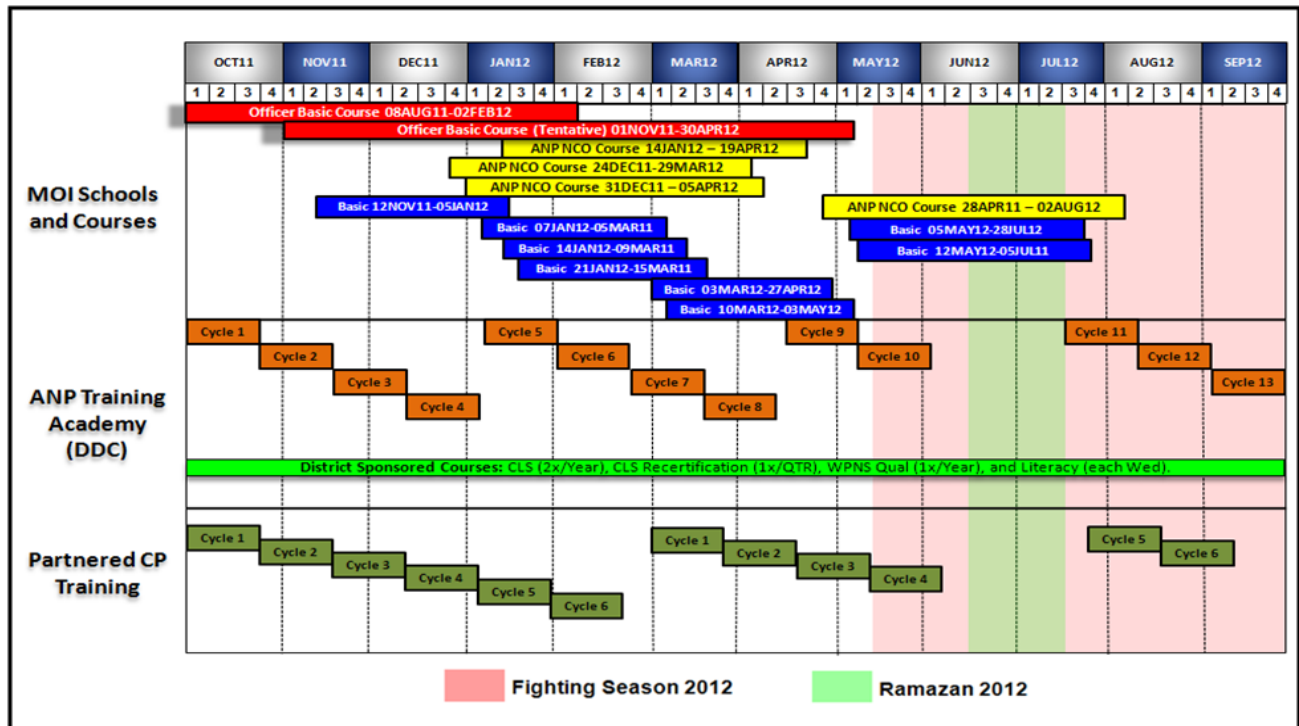


Figure 2. Task Force Arctic Wolf AUP 3-Tiered Training Model

quarters by the SFAT and the lead AUP training NCO. These courses included tasks that could not be resourced at the checkpoint level and required more planning effort. Courses included Combat Life Saver (CLS), weapons training and qualification, field sanitation, literacy training, and Counter-IED (CIED) training.

The final tier of training was the partnered checkpoint training that was conducted at each checkpoint by the partnered Coalition unit, or BSO. Each training cycle was three weeks, with the first two weeks consisting of training and demonstrations by the instructor utilizing the TFAW training guide and the standardized lesson plan. The third week consisted of partnered operations which incorporated tasks that were previously trained. The model allowed for 100% of AUP trained on key tasks annually while committing no more than 20% of the police force to training at any given time.

Building a credible security force, specifically a police force, requires patience, resources and time. Given the current geopolitical environment existing in both Afghanistan and the Coalition nations, time is the essential element. A legitimate security force can only be created by a government institution that is viewed by the people as being equally legitimate. The development of the AUP, with a blind eye to the weakness of the Afghan Government, lack of Rule of Law, and the high level of corruption significantly undermines the effectiveness and development of the required security and policing organizations that will be required throughout Afghanistan.

CASE STUDY – Dand District AUP Training Strategy

Perhaps most illustrative of some of these concepts was TFAW's effort to train the AUP in Dand District, Kandahar Province, southern Afghanistan.

Major Rahmatullah, the Dand Chief of Police, is a professionally trained police officer with 26 years of experience. He attended a three-year police academy during the Soviet-backed Afghan regime. Over the course of his career he has attended such diverse professional courses as a Russian Mortar Leaders Course, Afghan Criminal Investigators Course, Afghan Intelligence Course, and the United States Drug Enforcement Agency Intelligence Course for foreign police. His background alone suggests his understanding of the need for training and professional development.

Upon arriving to Dand District in June 2011, he recognized the need for a well-trained professional policeman to serve as the training officer. After a few months of working through Afghan police channels, he was able to secure the assignment of a trusted and experienced colleague to work as his senior Sergeant as well as his training officer. Senior Sergeant Haji Niamatullah had over 20 years of service in ANSF, including ten years in the Afghan Army during the Soviet occupation. He had served the last three years as a policeman in volatile Zharay District and understood the need to have competent and well-trained police to maintain security. Haji Niamatullah took to the job with relish and constantly looked for additional training opportunities. As an example, with some resourcing and planning assistance from Coalition Forces, Haji Niamatullah ran the first ever PKM machine gunners course for the Dand AUP. The idea from this course was generated after a policeman had a negligent discharge with a PKM at the District Center. Upon investigation, TFAW SFAT 5 discovered that neither the Basic Patrolman Academy nor the NCO Academy train on the basics of using the weapon. Presented with this information, Haji Niamatullah worked diligently with SFAT mentors to rectify the situation by developing and executing a local PKM training course.

To mitigate the risk associated with having high numbers of untrained police conducting the community policing and security functions, SFAT mentors in conjunction with Haji Niamatullah developed a basic police skills course to be taught at the Dand District Police headquarters over a three-day period. The course was taught once every three weeks and included the basic skills and knowledge required to ensure the AUP can operate safely. The course included basic police ethics, search techniques, basic weapons handling, basic first aid, and IED awareness. Upon graduation, the students were provided a certificate with their picture that identifies them as graduates of the Dand District Basic Police Skills course. While this course was no substitute for the six-week MOI-sponsored academy, it is a source of motivation and pride for the patrolmen. The Basic Skills Course filled the gap created by a system of hiring police off the street to work while they wait for attendance at the academy.



Recommendations and Way Ahead

After 6 months working with the AUP, TFAW SFAT concluded the following:

- Afghan-developed solutions, particularly in the logistics and sustainment area, are more likely to be used and therefore more likely to endure beyond the Coalition's presence in Afghanistan.
- Patrolmen can benefit from a long-term, multi-echelon training program that they help develop and execute.

With respect to conducting resupply, TFAW SFAT's recommendation is that district AUP are permitted to use a simple request form, similar to the proposal form, for routine requests involving supply items maintained at the PHQ. These include food, fuel, firewood, ammunition, uniforms, sundry items, etc. The PHQ can track consumption and maintain authority. MOI-14s can still be used, but only for special requests involving items not maintained at the PHQ. Alternatively, the PHQ can fill out the MOI-14 to send to higher levels after receiving the requests from the DHQ on a proposal form. This method is both practical and efficient.

Training of the AUP should include individual and collective training tasks and an approach that complements MOI-sponsored training. It must include the MOI METL tasks. A way is a 3-tiered model that includes MOI training, partnered checkpoint training, and SFAT training. This model guaranteed consistency and repetition in basic patrolman training for TFAW. More important, it complemented the institutional training approach undertaken by MOI and facilitated by NTM-A.

¹Preparing for Transition in Afghanistan.

²TFAW took a twofold approach to training the AUP: 1) SFAT teams focused on developing the District Headquarters in terms of both command and control and staff processes; and 2) partnering at the platoon level which consisted primarily of MOI METL task training at checkpoints.

³MOI policy process for the management of logistics, dated 6 January 2009.

⁴*ibid.*

⁵Transcript of speech by Nick Grono, 'Policing in Conflict States – Lessons from Afghanistan', 29 June 2009.

⁶John Kruzal, 'Afghan Police Culture Evolves Through 'Focused District Development'', *American Forces Press Service*, 19 May 2008.

Weeding out the Taliban, from the grassroots up

By: Spc. George Hull D/52IN

Afghanistan's future hinges on its ability to develop a lasting degree of peace and stability on the individual village level. The entire concept of having a multi-tiered security apparatus consisting of a national Army, national police, and local-level police assumes that the threats that Afghanistan will face in the next 15-20 years will be similarly multifaceted. The enemies facing the country consist of a menagerie of transnational non-state actors, meddling foreign powers, and a grassroots insurgency drawing sustenance from a disenfranchised, fundamentalist, predominantly Pashtun demographic. So many different obstacles to peace require an equal number of solutions of varied capabilities.

ISAF is now able to dedicate time and resources to develop more localized defense forces because of security gains in the past several months. The 1st Battalion, 5th Infantry Regiment, operating in Panjwa'i District of Kandahar Province, is one of the ISAF units in southern Afghanistan that has made the development of such localized forces its primary mission, in the form of the Afghan Local Police (ALP). Though not as impressive as the brigade-sized army units that ANSF has stood up in the last two years in terms of absolute size and firepower, the inherent capacity of the ALP for local-level police functions make them both necessary and decisive elements of Afghan internal defense planning.

All levels of authority are important to the success of Afghanistan's stability, but it is possible that the ALP will be the deciding factor of the type of changes that come to the country. This is particularly true in 1-5's area of operations, where the local Pashtun culture revolves around village life. 1-5 IN has therefore elevated the task of growing ALP capacity in Panjwa'i to its highest level of priority, understanding that the implementation of such local-level police forces will simultaneously give current security gains permanence and at the same time be exponentially more effective in the village-centric culture of southern Afghanistan.



1-5's Delta Company, 52nd Infantry (Antitank) is the unit currently in charge of implementing the Battalion's ALP development program. The company is employing a "train the trainer" method for developing the ALP. D/52 draws inspiration from conventional Army training doctrine when developing their plan of instruction for the ALP by employing an inverted pyramid structure, whereby a relatively small cohort of US mentors, with the help of local Afghan interpreters, train a larger con-

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tingent from the Afghan National Army (ANA). The ANA, in turn, go on to train a larger number of the Afghan National Police (ANP), and the ANP ultimately train prospective candidates for the ALP. Such an arrangement not only ensures that the maximum number of ANSF personnel as possible are trained, but also ensures that the Americans are able to monitor the quality of the training throughout all three stages.

The telephone game phenomenon is the single biggest concern inherent in the pyramid structure, where salient instruction points stand a reasonable chance of getting lost in translation. Sgt. Vincent Thomas, a team leader of D/52IN's 2nd Platoon's First Squad, is certain that D/52 has adequately solved this problem. "If we go out there with our game faces on and take it seriously then so will the ANA," Thomas says. Discipline is contagious—if the Americans show they are serious from the outset of training, their ANA partners with whom they have served under fire for the better part of 10 months, will similarly display such rigor when training their fellow countrymen.

The program is American-heavy only in its most elementary stages. American Soldiers build the actual tents for the trainees to lodge in during the course of their training. From there, D/52 Soldiers train the ANA trainers before ultimately stepping back and taking on the role of supervisor.

The Afghans still have their share of responsibility at the beginning of a training cycle. To start the program, the elders of the villages supply the men to be trained. Being a candidate requires possessing the backing and blessing of the village leaders. Having the locals choose their own law enforcement personnel in this manner is one way to achieve critical buy-in from the local community at an early phase in ALP development. The Afghans clearly see that the US is not simply installing puppets to guard the villages, and this is significant for countering Taliban propaganda. Simultaneously, a strong virtue the ALP program has over the ANP program, so far as locals are concerned, is the respect the ALP program pays to tribal dynamics: an ALP is by default of the same tribe as the people he is defending, thereby minimizing the chances for abuse of power and vendettas.

Moreover, the locals also decide how long the training will continue. The money for training comes from the provincial government based on their budget and is managed by the district government, so locals not only approve of who attends training but also have the ability to set clear limits and standards for how long and extensive training will be. Again, there is a clear second-order effect to this process, as it trains Afghan politicians in crucial governmental tasks such as setting and working off a budget, developing a defense policy for their area of jurisdiction, and communicating with their constituents.

The training that the candidates receive starts with a one-week long Basic Rifle Marksmanship (BRM) course in which they learn to be proficient with their primary weapon, the AK-47. The training is then divided into 12 classes on various subjects over 14 days—essentially, one class a day due to the fact that most Afghans take Friday off in observance of Islamic customs. The subjects include battle drills, medical aid, the proper use of handcuffs and batons, and, most important of all, morals and values. A primary culprit in fueling the ongoing appeal of the Taliban is the abuse of power by would-be Afghan officials and security forces. By implementing a class designed to impart a professional ethic on the ALP, the candidates are introduced early-on to both the benefits of honest police work and the clear consequences, for both their country and their individual lives, of corruption.

Interpreters are an integral part of facilitating training. D/52 must determine what the courses will

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consist of, Afghan leaders must determine how long classes will last, but it is the interpreters who play the central role in actually translating plans into actions. They achieve this effect not only by assisting in the initial phase of training the ANA but also by doing routine fact-checking on whether or not the class is being transmitted properly over its repeated cycles.

The initial feedback of the program is positive. As SFC Ernesto Tamarra, Platoon Sergeant of D/52's 2nd Platoon points out, "The ANA first-tier trainers are professionals. They're on time, very helpful and they pretty much know what they're doing." But time will tell how well this process will trickle down all the way to the ALP. SFC Tamarra pauses when asked if he thinks the local nationals will be able to conduct the training without Americans. "We'll see," he says with some reservation. "It's a lot of information for one day."

SFC Tamarra is hitting at what is likely to be the biggest short-term problem with the ALP—working against the clock. Even after US and Afghan oversight has been applied to the training program, under the inverted pyramid structure, a full week of preparation and training the trainers concludes in a single day of instruction for the ALP. The ALP lag significantly behind their ANP and ANA counterparts in both basic military professional experience as well in more rudimentary essentials that would otherwise facilitate training, such as literacy. These factors all contribute to the risk of the ALP being overwhelmed by the information they're being presented and not adequately digesting the most salient points of their lessons.

The D/52 Soldiers and their ANSF allies have understandably taken precautions to mitigate this risk. For one, the classes will be taught to the ALP by their own countrymen, thus filtering the instruction through an Afghan lens. The confusion and experiential variances resulting from cultural and lin-



guistic differences that typically hinder US forces' training ANA or ANP do not exist when the ALP receive their training. Significantly, the ANA do not simply re-teach what they have learned from US forces. Rather, they deliberately make their training applicable to the circumstances under which the ALP will operate. American forces training the ANA always teach the use of a tourni-

quet for treating a seriously-wounded casualty, as a prepared tourniquet is standard-issue equipment for US Soldiers. The majority of ANSF do not have such luxuries. As a result, the ANA teach their ANP and ALP students how to make improvised tourniquets from items the ALP are more likely to

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have access to on a daily basis. SFC Tamarra sees this as a partnership in the truest sense of the word.

There are certainly friction points and frustrations that have hindered the perfect implementation of this plan. The most recurrent of these problems is the natural concern local citizens have of enlisting in a readily-identifiable agency of the Afghan government in a region where the Taliban still are able to wield influence. A related concern is the possibility of Taliban infiltration of the ALP and the resulting danger posed to both ISAF and ANSF. Villager concerns that some areas will have a stronger ALP force than others lead to related concerns that an unfair balance of power could evolve between contending tribes.

Afghan district leaders and military authorities fully acknowledge these challenges, and more critically, are determined to overcome them. 1-5 IN sets realistic expectations for itself and for its subordinate units: they do not expect that the ALP will be a robust, thriving success by the time they redeploy to their home station of Fort Wainwright, Alaska. What they hope to do is lay the groundwork for the majority of villages in Panjwa'i, to have a security force that knows each town well enough to know when strangers move arrive, can take note of when there is an unusual number of vehicles moving in and out of an area, and has the benefit of having grown up next to the people they are protecting. The inherent virtue of the ALP is in their name—they are a local force of the people, and ultimately will be the sort of grassroots solution required for providing the local security required as a foundation for a healthy cultural and governmental future.



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Partnering Through Shuras

C COMPANY, 3RD BATTALION, 21ST INFANTRY REGIMENT

The government of Panjwa'i District, Kandahar Province, Afghanistan has made steady progress since the arrival of the 1st Battalion, 5th Infantry Regiment (1-5 IN) in April. Every patrol is a new opportunity to mentor and develop the increasingly capable Afghan National Security Forces (ANSF), but military development is not the only area of concentration for US forces. The Soldiers of 1-5 IN are also focused on guiding the integration of local level village leaders, or maliks, and the Panjwa'i District government. The integration is primarily accomplished through issue-focused village meetings, or shuras, which have a traditional place in Afghan culture as a venue through which power brokers convene to making decisions applying to the wider community. Shuras now play an instrumental role in building a stable Islamic Republic of Afghanistan by taking an indigenous institution and structuring it so as to enable Afghans to voice grievances and opinions and work toward resolutions that directly influence the development of their country.

ANSF and their International Security Assistance Force (ISAF) partners must continue to work to defeat the insurgent threat in order to ensure that Afghan children have a bright future and that Afghanistan is able to remain a stable, viable state in the years to come. The most effective method of eliminating the insurgent threat lies less in placing a premium on the capture or killing of insurgents and more in the creation of a stable government structure capable of delivering a better tomorrow. ANSF and ISAF actively work to achieve such a structure by developing the local and district governments to become mutually supporting, hoping to encourage regular Afghans to put faith in their new government and abandon their tolerance of the insurgency. The primary method to develop the relationship between the district government and the local maliks is through regular shuras, an already-established institution with deep ties into Pashtun culture which simultaneously provides a suitable venue for discussing the local economy, the state of education, the quality of health care, or security threats in a particular region. The inherent nature of the shura's aiming to achieve consensus among influential Afghans at the local level establishes its desirability as the place to connect rural Afghans to their government and enhances its ability to be the primary line of effort for working towards Afghan solutions to Afghan problems.

Preparation for a shura is nearly as important as the event itself. Every shura requires extensive coordination between the ANSF commanders and the Afghan civil officials. ANSF leaders and civil authorities must agree on what topics will be discussed as well as the desired outcome. The military leaders must agree on a location that provides security yet is accessible in a country where few can afford automobiles. Afghan customs must be respected; if a shura takes place during a meal time, attendees expect that food will be provided by the malik convening the shura. ISAF, meanwhile, must ensure that they keep a low profile in the shura to avoid the perception of being both meddlers and puppet-masters, and arrive at a shura with an acute understanding of topics not to discuss—bringing up taboos is especially haz-



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ardous in Pashtun honor-centric society. The payoff for putting the necessary forethought into a shura is the physical improvement of a region's quality of life, because each shura will build upon the consensuses achieved in previous shuras and the maliks will gradually work their way toward solutions to basic services in their area. Failure to plan, on the other hand, tends to lead to gridlock and a continuous game of posturing between the various participants that achieves nothing. The second order effect of this impasse will be the maliks seeing the shura as ineffective, bringing nothing for them except frustration, and will furthermore foster a sense among Afghan civilians that they do not have any real ownership in a process which they have neither an effective voice nor the ability to influence positive changes.

The overarching focus of every shura is to achieve a degree of cooperation and mutual dependence between local maliks and the district government. Through mutual support, maliks can develop influence over the day to day activities of their village, while the district government is able to use their control of services, such as developmental projects, to positively influence economic growth and social harmony in those villages. In order to achieve mutual dependence, ANSF must continually reinforce the importance of integrating local maliks into the district government's plans for development. Without this integration, areas that need schools and other services may be overlooked by the District government, which will ultimately cause the population to see little to no benefit in cooperating with the larger apparatus of the Afghan state. After years of Taliban governance, Afghans from the Panjwa'i District are eager for a centralized governmental system that can provide for their security and provide them tangible benefits.

While governmental integration is the macro-level theme underwriting each shura, security remains the primary focus of most meetings. A malik will not put his village in danger regardless of the benefits of cooperation with the government, so if insurgents are operating in his village, ANSF will coordinate to mitigate this threat through situation-specific measures, such as emplacing a checkpoint to provide local security. Checkpoints are extremely effective at eroding the insurgent influence over an area by providing a constant government presence. ANA outposts set the conditions to allow follow-on developmental projects, such as building schools, clinics, or fostering Afghan Local Police programs.

Security discussions at shuras create the conditions to allow maliks to convince insurgents to lay down their arms and enter one of many reintegration programs. Developing a village's economy and standards of living, providing security to the population in a village, achieving macro-level stability—these measures all are ultimately aimed at repairing and rebuilding the social fabric of Afghanistan to enable a future where the country can shed three generations of civil conflict and reenter the ranks of thriving nations.

The Afghans of Panjwa'i see the long-term benefits of an effective district government through the security and services it can provide. While insurgent leaders can intimidate the population, they are ultimately unable to provide both the stability that Afghans deserve and the improvement in quality of life that Afghans desire. The more service projects that are completed, the more Afghans can trust the government to support their needs. With the heroic efforts made by both ISAF and Afghan forces, there is light at the end of the tunnel. It all relies on the day-to-day operations, the countless shuras, and the dedication of the people to continue building towards a unified Afghanistan.

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Where's My Truck

By: CPT Shane Gregory, 25th Brigade Support Battalion

The Afghan Army has learned the hard way why maintenance is critical to the long term mission. As a mentor, I have seen many vehicles pass me at alarming speeds and then slam on their brakes on Camp Hero. After I watched the ANA drive like that the first thing that came to my mind was: "How long will it take us to repair that vehicle because of the abuse they are putting it through?" The fact is that the government spends more money than necessary fixing the ANA vehicles because of the ANA driving habits and their lack of services.

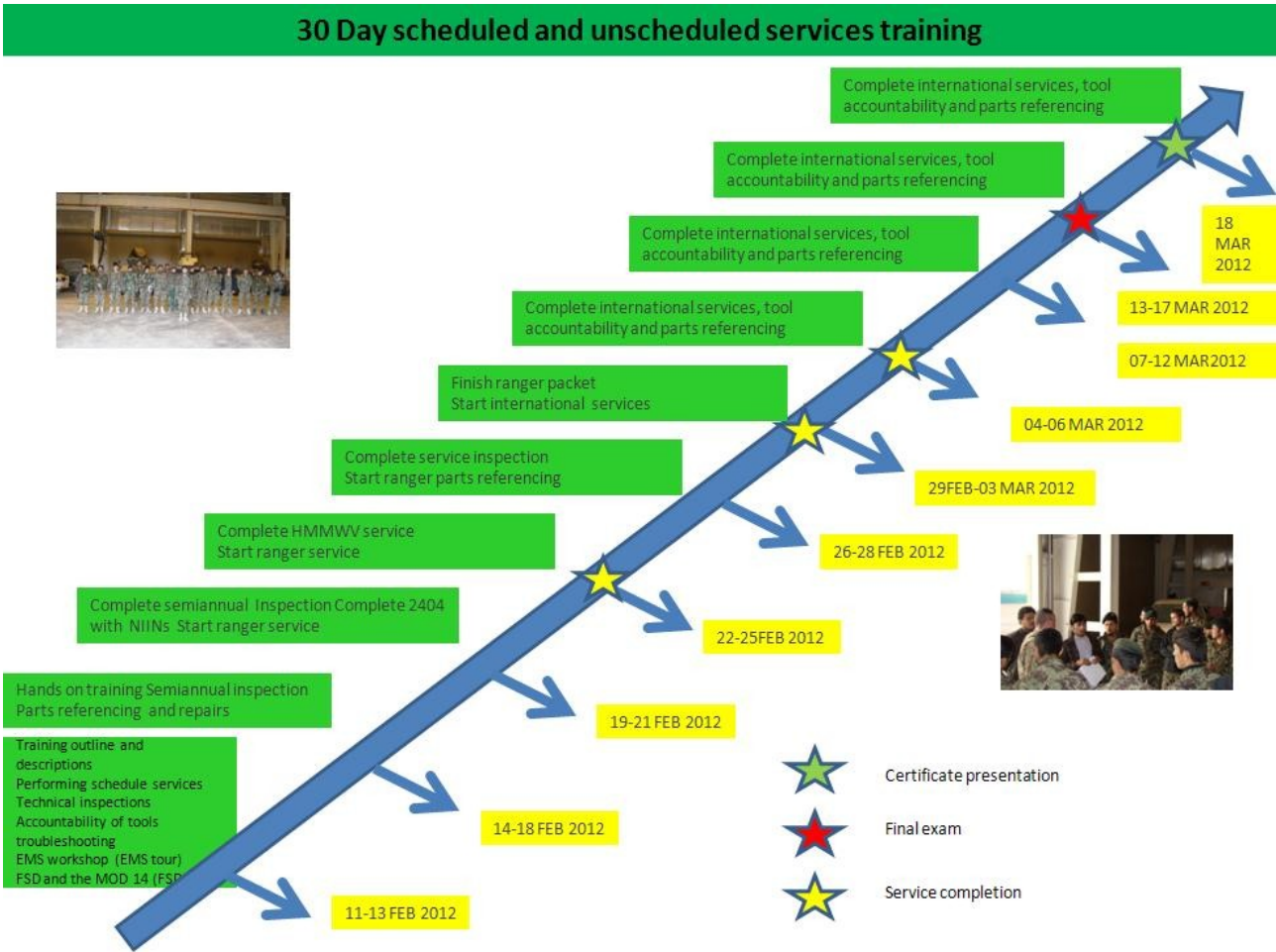
Another issue that needs to be addressed is that the ANA mechanics fall short when it comes to MOS training. After an ANA Soldier attends basic training there is no individual advanced training available. Then, the ANA Soldier get assigned to a unit of their choice receiving hands on training to perform their jobs, but receives no official training. On the other hand, a positive side is that parts are slowly beginning to trickle down into the area of Kandahar, but systematic issues continue to exist. Once we started training the ANA on maintenance operations, we discovered that after 9 years of training the Kandaks still failed to properly PMCS, order parts, perform technical inspections, or even conduct services. Over a period of 8 months we conducted one-on-one training with Soldiers to help them overcome their weaknesses. 25th BSB started with several months of training for PMCS, technical inspections, parts referencing, maintenance management, and over 50 technical classes. Over time the 5th Kandak Soldiers were able to run their shop to standard, but the question still lingers, "Where is my truck?"

Even though maintenance had improved at 5th Kandak, they are still overloaded with job orders from Kandaks that failed to fill their paperwork correctly and to enforce user level maintenance. The 5th Kandak only has a small number of mechanics, but it seems as if they were the only mechanics in the BDE. The 5th Kandak XO was very appreciative of the success the mentors had with his Kandak, but understood that even a bigger issue had to be addressed. The 5th Kandak XO understood that his maintenance team had evolved from a very disorganized team to a highly proficient group of mechanics. The 5th Kandak XO also understood that the number of dead-lined vehicles was increasing everyday due to the lack of scheduled services. The XO then decided to request a Brigade-wide maintenance team to train the 1/205 BDE mechanics. As a result the XO ordered his SGM to request through the mentors a "train the trainers' course" that would train selected personnel from all Kandaks to conduct both servicing and unscheduled servicing.

The 1st BDE maintenance course has given the Afghan Soldiers the understanding of how to lead motor pool operations correctly and independently. The train the trainer team needed to learn about 10 and 20 level issues, how to properly document faults and follow up with a MOD form 14 part requests. This course has proven that scheduled services can save time, money and increase the number of fully mission capable vehicles. The training includes parts referencing, troubleshooting and the use of the MOD Form 63, MOD form 14 and MOD 2404. In addition to that, the mentors are ensuring that the 1st BDE has a maintenance program across all Kandaks to ensure they are led entirely by the ANA. At the end of the course, the ANA will know how to perform semiannual, annual and biannual services. In addition, they will be able to troubleshoot any type of equipment

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and know how to request parts. The ANA will have a basic knowledge of how to use technical manuals used for specific vehicles. Also, they will be tested at the end of the 30 days to evaluate how much they have learned.



Once this course is taught throughout 205th Corps, it will greatly increase the OR rate, develop NCO pride, and ensure Soldiers have the vehicles they need. The end state of the course is to have this MTT train multiple Kandaks within Corps to ensure maintenance is set to a standard and Afghan Army has the capability to sustain vehicles even down to user level.

Kandahar Air Wing, Afghan National Army conduct 2nd Led Air Assault

By: Sgt. Daniel Schroeder, Task Force Wings Public Affairs

KANDAHAR AIRFIELD, Afghanistan – As the sun broke the horizon line in the early morning hours, soldiers from 1st Brigade, 205th Corps, Afghan National Army anxiously awaited as Mi-17 helicopters from the Kandahar Air Wing were heading their way.

When crews from the air wing arrived at the landing zone, soldiers loaded onto the helicopters and headed out to conduct an air assault operation in the Kandahar province, Afghanistan, March 1, in order to disrupt Taliban efforts.

Although this type of operation was new to many Afghan troops, it's becoming a more common occurrence in southern Afghanistan, and improving security for the local population.



“I feel really good about the mission we performed and how we are helping the people,” said a pilot with the Kandahar Air Wing. “Our mentors aided us in becoming more proficient in our operations so we can succeed in helping our people.”

With the success of the second independently led air assault in two weeks by the air wing and Afghan soldiers, the confidence level in planning, training and executing the mission has improved.

According to Brig. Gen. Habibi, commander of the 1-205th Corps, ANA, this air assault was a defining moment in the unit's pursuit of conducting independent operations. By partnering with the Afghan Air Wing, the combat effectiveness of the 1-205th Corps has increased and will help facili-

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tate their ability to conduct independent operations.

Along with the Afghan soldiers and Kandahar Air Wing, air crews from the 25th Combat Aviation Brigade, 25th Infantry Division, and soldiers from the 1st Stryker Brigade Combat Team, 25th Infantry Division, accompanied the Afghan forces as mentors.



“The Afghan forces have shown strides in improvement towards conducting independent operations,” said Chief Warrant Officer 2 Kenley Kirkland, a pilot with 2nd Battalion, 25th Aviation Regiment, 25th Combat Aviation Brigade. “Completing these missions helps build confidence allowing them to be successful in the future.”

Much like the air assault completed a week prior, air wing and Afghan soldiers conducted a rehearsal training session building their confidence and making them more familiar with the Mi-17 helicopters.

According to Maj. Justin Michel, 1-205th Operations Mentor, 1-25th SBCT, the level of coordination and planning between two Afghan organizations is clearly a win-win situation for Regional Command-South, 1-205th, and Kandahar Air Wing. The execution of this air assault mission and future operations clearly demonstrates International Security Assistance Forces’ commitment to the development of 1-205th and KAW’s capabilities.

“The mentors helped us become more proficient with the experience they have,” said a pilot from the air wing. “They are helpful in allowing us to succeed in our missions. The coalition forces will help us to obtain a strong Afghan army to conduct operations to keep the peace and prosperity in our country.”



GLOSSARY

AFG	Afghanistan
ALP	Afghan Local Police
ANA	Afghan National Army
ANCOP	Afghan Civil Order Police
ANDS	Afghan National Defense Service
ANSF	Afghan National Security Forces
AO	Area of Operations
ASF	Afghan Security Forces
AUP	Afghan Uniformed Police
BCT	Brigade Combat Team
BDE	Brigade
CA	Civil Affairs
CERP	Commanders Emergency Response Program
CF	Coalition Forces
CJTF	Combined Joint Task Force
COA	Course of Action
COIN	Counterinsurgency
CSM	Command Sergeant Major
DCoP	District Chief of Police
DGov	District Governor
GIRoA	Government Islamic Republic of Afghanistan
ISAF	International Security Assistance Forces
PDP	Provincial development plan
PRT	Provincial reconstruction team
QRF	Quick response force
RC-S	Regional Command South
RIP/TOA	Relief in place/transfer of authority
SFAT	Security Forces Assistance Team
SBCT	Stryker Brigade Combat Team
TFAW	Task Force Arctic Wolves
TTP	Tactics, techniques and procedures

TF Arctic Wolves

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