



NATO TRAINING MISSION - AFGHANISTAN

SHOHNA BA SHOHNA



NTM-A
NATO Training Mission
AFGHANISTAN





Logistics: Key to Afghan Success

By Lt. Gen. Daniel P. Bolger
Commander, NTM-A/CSTC-A

“I don’t know what this logistics is that Marshall keeps talking about, but I want some of it.” So spoke Admiral Ernest King, the U.S. Chief of Naval Operations in World War II, referring to a favorite subject of his wartime Army counterpart, General George Marshall. As his Sailors had learned, the irascible King always got what he wanted. The admiral was notoriously hard-bitten and demanding. His daughter once noted that her father was the most even-tempered man in the world: always angry.

Tough and gruff he was, but he also recognized that the United States Navy had a long way to go to fight in both the Atlantic and Pacific theaters in 1942. Maybe the Army had some answers he needed. Marshall’s primary war planner, a new Brigadier General named Dwight D. Eisenhower, had already done much to organize supply and services to allow the powerful American economy to support the war effort. Eisenhower soon found himself overseas in command, executing the plans he had drawn up. Marshall, Eisenhower, and King all agreed—to work, logistics had to be simple, direct, and reliable.

Today, our Afghan counterparts are confronted with a local version of the same challenge. Like King, the Afghan Soldiers, Airmen, and Police aren’t exactly sure what logistics is, but they definitely want some. We have designed a very elegant system for them, reliant on highly educated supply technicians, robust spread-sheet software, consistent Internet connections, and a heavy

dose of centralized control. Like Mary Poppins, it’s practically perfect in every way—except it doesn’t work.

Afghanistan needs better logistics, and they need it now. That’s why NTM-A/CSTC-A, working with our IJC teammates and our Afghan partners, is committed to fixing Afghan logistics now. Not in two years, not by 31 December, 2014—no, we mean getting real results in this fighting season that starts in March of 2012. We have to take the exquisite machinery we have and convert it rapidly to logistics that match the Eisenhower-Marshall-King criteria: simple, direct, and reliable.

This is a very difficult proposition, especially with the clock running and operations already underway. The terrain here is forbidding, the weather brutal, and the enemy vicious. But we have terrific combat logisticians, led by BG Terry Hildner and the 13th Expeditionary Sustainment Command just arrived from Fort Hood, Texas. We also have unbounded will and commitment on the Afghan side to get this right, and to do so immediately.

The Afghans are leaning well forward. They are hungry to take over the lead in more and more districts and provinces. But to do that, they must feed, fuel, arm, fix, man, administer, and medically treat their Soldiers, Airmen, and Patrolmen. It’s not easy to create modern military logistics, but the Afghans are doing it. Like Admiral Ernest King, they know they want some. Thanks to our teamwork, they are going to get it.

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Photo - Front Cover: Afghan Businesswomen listen to lectures on service and supply contract bid submission requirements for the military and coalition forces during the third annual Afghan Woman-Owned Business conference. (Photo by Petty Officer Elizabeth Thompson)

Photo - Top: ANA Commando Color Guard stands fast during a graduation ceremony for Afghan commandos. (Photo by Petty Officer Joseph Seavey)

Photo - Back Cover: Turkish advisors watch as ANA soldiers assemble their M16 rifles blind folded. (Courtesy photo)



KRCC hosts Woman-Owned Business Conference

Story by Petty Officer 1st Class Elizabeth Thompson

Photo by Petty Officer 1st Class Joseph Seavey

NTM-A Public Affairs Office

The Grand Ball Room lobby of the Kabul Serena Hotel flooded with women dressed in business attire and colorful head scarves eagerly networking with military logistic officers and between themselves during the Afghan Woman-Owned Business Conference (AWOB) held in Kabul.

More than 127 registrants attended the third annual AWOB Conference hosted by the Kabul Regional Contracting Center (KRCC) to learn about government solicitation requirements and procedures, vendor vetting procedures, general information on contracting in Afghanistan, and the Afghan First Program.

According to the Chief of KRCC Air Force Maj. Alan Willingham, it is vital for U.S. military and coalition forces in Afghanistan and the Afghan government to educate and reach out to local businesswomen.

“When we have more diversity within the market place it’s going to create a stronger, better market for everyone,” expressed Willingham. “If the Afghans can look at things from different ways, see leadership and business from different viewpoints then hopefully we can also build a better nation through their economy.”

Since October, KRCC has spent \$460M, completing 911 contract actions with 71% of those service and supply bids being with local Afghan businesses.

For Development Manager, at Holy Mary Logistics Service Company, Miskola Khonumgal, this was her first U.S. government business conference and she enjoyed the information, networking and question and answer portions of the event.

“[Holy Mary] sent me to this conference to get used to the [government bid] process,” said Khonumgal. “There are not a lot of businesswomen in Afghanistan and it was nice to network here ... I will get to know not only local U.S. Army officers but local businesswomen.”

The Theater Head for Contracts at International Security Assistance Forces Air Force Lt Col. Jack Jackman gave a lecture on requirements to submit contract bids to NATO. The requirements are different than submitting to U.S. government offices, and he wanted to get this information out to prospective companies.

“We found out that we had some serious problems with bids we are receiving from our Afghan vendors,” Jackman stated during his lecture. “Over 50 percent of the bids that we were receiving were not properly accomplished which made the bids not compliant.”

Although ISAF/NATO does not have specific programs or contracts to give priority to women-owned businesses,



Miskola Khonumgal explains why she participated in the Afghan Woman-Owned Business Conference.

Jackman stressed that his office wants to see more compliant bids submitted by new businesses that either employ or are owned by women.

“We are trying to make a specific effort to give new businesses an opportunity,” said Jackman. “We understand that one of the most difficult things for a new business is to get that first contract. You [businesswomen] need that first contract to prove that you are capable and to build a good reputation.”

Around 75% of NATO/ISAF service and supplier contracts are \$35,000 and below which are ideal bids for the Afghan First Program.

ISAF’s chief logistician U.S. Army Brig. Gen. Edward Dorman went into depth on the Afghan First Program as guest speaker for the conference. This program gives incentives to Afghan companies in Afghanistan that use local Afghan labor to fulfill coalition forces work contracts.

Vice President of Demo Construction Company Fatima Hakim Zada has active contracts with the U.S. military and attends many business conferences to learn the latest in the bid process and to network.

It is a great opportunity for us,” said Zada. “I talked with many people here and got more information about business and how to submit proposals ... It was very nice.”

For more information on Afghan companies submitting contract bids to U.S. military and coalition forces within Afghanistan, please visit <http://www.afghanfirst.org/about>.



ANA Holds 1st Logistics Conference

Story and photo by Petty Officer 1st Class Joseph Seavey
NTM-A Public Affairs Office

The Afghan National Army held its first ever two-day Rehearsal of Concept walkthrough to help Afghan's better understand how to process government logistics requests.

Afghan Army logistics specialists from all over Afghanistan came to Pol-e-Charki base in Eastern Kabul to listen to guest speakers discuss and demonstrate how to properly fill out and submit the Ministry of Defense 14 logistics form – a universal supply form for the ANA to request and receive items provided by the Afghan defense department.

“This workshop is very helpful and important for capacity development of those who work in Logistics, equipment, finance, transportation and protection sections,” said Col. Abdul Hadi, the assistant director of technique and plan operations.

The drill gave coalition forces mentors a chance to sit down with their protégé and discuss the logistics process to discuss problems and find solutions to streamline efficiency.

“My [protégé] is a full bird Colonel in charge of the 2nd [Detachment Forward Support Depot] in Kandahar,” said U.S. Army Capt. Jacob Wilson, senior advisor 2nd FSD Kandahar. “I’m here with him Shohna ba Shohna, shoulder to shoulder, hearing the same things that he’s hearing, so that we can go back and discuss the points that were brought up in the conference and hopefully find a better way forward.”

The conference also gave the Afghans a chance to meet their counterparts from around the country to help put a face to a name and network with other logistics personnel and approving authorities.

“The Colonel is able to see his fellow officers and discuss some ideas. This conference is a good catalyst to bring



Afghan National Army logistics specialist discuss the proper way to fill out the ANA's MoD 14 supply requisition form.

up some of the problem areas,” said Wilson, “and some different solutions to the problems it sort of gives you a couple of more tools in your tool bag.”

According to Wilson, the event also served as a way to get all or most Afghan logistics personnel in the same room to ensure a common standard was met.

“As we stand the logistics system up and introduce new processes, forms and requirements in order to requisition supplies,” said Wilson. “It’s good to get them in the same room and say ‘this is the standard.’”

The conference was intended to help streamline the supply process to get food and supplies to the units in need quickly and efficiently ultimately helping with the combat effort.

“We provide them the coalition assistance that’s in need until they can stand on their own and provide for their own logistics and support,” said Wilson.



ANA, RSC-N Plan for Transition

Story and photo by Air Force Master Sgt. Kristina Newton
Regional Support Command-North/NTM-A Public Affairs

Representatives from the Afghan National Army, 209th Corps, met with their Coalition counterparts to discuss transition operations during a Garrison Support Unit conference at Camp Mike Spann, near Mazar-e-Sharif, Afghanistan.

The conference was organized by Regional Support Command – North to help the Afghan leaders understand their role in the transfer of real property during the coming phases of transition.

“The goal of the conference was to further condition the 209th Corps Garrison Support Units with the message that transition is coming,” said U.S. Army Maj. Rusty Rhoads, RSC-N Engineer mentor officer-in-charge. “And they will be responsible for the facilities in the near future.”

With the deadline for the withdrawal of coalition forces by the end of 2014 looming, the 209th Corps, headquartered at Camp Shaheen, is in line to take charge of more than 1,000 buildings throughout the northern region of Afghanistan.

The conference served as an open forum to discuss the steps that need to be taken to transfer ownership and responsibility of buildings, and to help the Afghans understand how to become self-sufficient in the operations and maintenance of those buildings.

“It’s good that we have come together to discuss some of the issues,” said ANA Brig. Gen. Amanullah Mubin, 209th deputy commander. “That we are here clearly shows that we have already succeeded to some degree in the turn-over.”

Among the issues discussed were how facilities will be transferred and maintained by ANA forces, as well as what constitutes abuse of facilities and how the ANA officers are responsible for making their soldiers accountable for the care of those facilities.

“The senior leaders within the GSUs will be responsible for this entire infrastructure as it pertains to the ANA,” Rhoads said. “This includes managing complicated installations with large power production plants, utility distri-

bution infrastructure and waste water treatment plants.”

For example, when Camp Shaheen is complete and all units are fielded, the population of the camp will be somewhere between 12,000 and 14,000 personnel. This is equivalent to managing a large town in the United States.”

Currently, the goal is to transfer all existing structures over to the ANA within the next six months, while buildings that are scheduled to be constructed will be turned over as they’re completed. All buildings should be completed and transferred by early 2013.

“The schedule for transfer is very robust,” said US Army Col. Robin Fontes, RSC-N commander, speaking to the GSU commanders at the conference. “We realize this is very ambitious but we are here to help you through this and we will build the capacity for you to do this.”

The conference delved into the details of building transfer through hand-receipts, a military form where items to be turned

over are listed in detail and the issuer and the recipient both sign acknowledging the transfer, and ways to maintain and, when necessary, repair those buildings once they become ANA property.

Fontes also went on to explain how important the maintenance of facilities can be to the health and morale of ANA soldiers, and how it may affect the future of the Afghan Army.

“The living condition of soldiers has a big effect on their health and morale,” Fontes said. “And can affect AWOL [absent without leave] rates, it affects how they feel about being a soldier, that alone makes it an important issue for the future.”

The conference lasted several hours, with many individual briefers covering a variety of topics, but the recurrent theme was that the ANA is taking the lead.

“Our relationship with the coalition forces will continue, it will just change,” Mubin said. “Fortunately, having this conference means we are taking responsibility and taking the first steps toward transition in Afghanistan.”



Afghan National Army Brig. Gen. Amanullah Mubin, 209th Corps deputy commander, explains the importance of transition operations to his fellow ANA officers during a Garrison Support Unit conference.



ANA Commandos Join Elite Fighting Force

Story by Petty Officer 1st Class Elizabeth Thompson
 Photo by Petty Officer 1st Class Joseph Seavey
 NTM-A Public Affairs Office

Frozen at attention, 829 Afghan National Army students awaited the arrival of Afghan Armed Forces Deputy Command General Chief of Staff to commence the 15th Commando Qualification Course (CDOQC) graduation at Camp Morehead, Kabul.

The graduation, comprised of 69 officers, 158 non-commissioned officers and 602 enlisted recognized the dedication students made during the grueling 10-week CDOQC training.

Commando Brigade Commanding General Afghan Brig. Gen. Sayed Abdul Karim stressed the importance of military training.

“Training is very important for soldiers, it is a way of life,” Karim explained. “Military soldiers should act how he is trained ... so take all of the experience from this school with you.”

The commando course, which trains soldiers to be part of elite infantry units across Afghanistan, is primarily taught by Afghan Commando Instructors. Ninety-five percent of the course is lead by Afghans.

Afghan Second Lt. Abdul Qaher, who spent 7 years working toward being selected for the commando program, appreciated all of the instruction and mentorship he received from the Afghan instructors.

“They helped us all the time and today I can proudly say, ‘I am ready to serve,’ ” said Qaher.

ANA commando training is similar to U.S. Army Ranger training and provides Afghanistan with an elite infantry assault force that can conduct a variety of specialized missions.

The rigorous training covers basic and advanced rifle marksmanship, small squad and large company tactics, land navigation, communications, basic combat medical skills, mortars, convoy operations and close quarters



Afghan National Army Commando holds his certificate up during a graduation ceremony for more than 800 Afghan commandos at the Special Forces Training Center at Camp Moorehead in Kabul.

combat. Everything builds to a field training exercise that tests the skills of all 829 soldiers.

Deputy Command General Chief of Staff Lt. Gen. Mohammad Akram praised the commandos and the recent missions they were involved in.

“I have seen commandos conduct missions,” stated Akram during the ceremony. “You did a very good job in the Kabul province and the Loya Jirga was a success because of your hard work.”

At the end of the ceremony, the students were instructed to remove their army “boonie” hats and don their red beret for the first time to signify the official transformation from soldier to commando.

“I am here to serve my country and destroy the havens of terrorists,” Qaher expressed. “Now, I am able to be a commando.”



ANA Soldiers Do More With Less

Story and photo by Air Force Staff Sgt. Sarah Martinez
Regional Support Command-East/NTM-A Public Affairs

Sixteen 203rd Corps Afghan National Army Soldiers conducted Military Operations in Urban Terrain training at Regional Military Training Center Gardez.

MOUT training is part of a three-week “Train the Instructor” course and is used to show the soldiers how to effectively enter, clear and search a building of a suspected enemy.

During the training, ANA soldiers - mostly non commissioned officers - simulated kicking down the door of a building, clearing the rooms and searching the area.

“After the soldiers graduate Regional Basic Warrior Training they can go to Team Leader Training, then Train the Instructor,” said Army Staff Sgt. Peter Kelchen, U.S. training advisor from Dyersville, Iowa. “After they complete this training they will be certified instructors.”

Usually, building clearing exercises are done inside but for the 16 soldiers this training was done a little different. The ANA soldiers broke into groups of six and took turns going through the practical exercise, using a simple chalk-drawn outline of the building and rocks.

“We call it the ‘glass house,’ and we use it so that the instructors can see how the soldiers perform,” said Kelchen. “Also, the other soldiers waiting their turn can see what to do and not to do.”

During the three-week course, the soldiers learn how to read maps, communicate with radios and break down their weapons.

“This training is important. The techniques the Soldiers learn here will be used if they get an order to search a

building where there is a suspected bad guy,” said Nadir Shah, 203rd Corps ANA instructor.

The Train the Instructor course is part of an overall strategy to create more Afghan instructors to facilitate transition of the training programs to complete Afghan control.

“Courses like this help create effectiveness in training and better instructors so that the Afghans can run classes by themselves,” said Kelchen.



203rd Corps Afghan National Army soldiers run into a simulated building during Military Operations in Urban Terrain training at Regional Military Training Center at Gardez.

The RMTC advisors at Gardez are not only helping develop effective ANA instructors but they are supporting the goal of having total Afghan-led training courses. The ANA will run the next Up Armored High Mobility Multipurpose Wheeled Vehicle course by themselves and two other courses are scheduled to be turned over in the near future.



Maintenance Advisors Certify 1st AAF Expediter

Story by Capt. Jamie Humphries
 Courtesy Photo
 438th Air Expeditionary Wing Public Affairs

Maintenance advisors recently certified the first Afghan Air Force flight line expediter at Kandahar Air Wing.

A direct maintenance commander delegate on the flight line, an expediter is responsible for efficiently utilizing manning and resources to effectively execute the flight schedule agreed upon by both maintainers and operators.

Advisors indicate the new capability will ensure better on-time takeoffs, flight line management and act as a central focal point to direct unity in all efforts.

“Having an expediter represents a paradigm shift on the part of leadership, insofar as relinquishing control is concerned,” said Carl Snider of the 738th Air Expeditionary Advisory Group. “It would have been unheard of just a few months ago for the commander to vest this much control in his younger officers. This is where the advisers expertise comes in not just negotiating and advising that this is what is best for the AAF, but also as representation of the responsibility our leadership vest in us.”

The process of training a flight line expediter began when maintenance advisors first met with AAF commanders and explained the benefits of the new position and how the person could enhance the flying mission.

AAF commanders agreed and selected 1st Lt. Shukrullah who then spent two weeks in training which entailed prioritizing maintenance and keeping and reporting aircraft status.

“We are trying to build not only capability but capacity within the AAF. We don’t just want them to have the capability to fix and launch aircraft,” explained Snider, deployed from Hurlburt Field Fla. “We want to build the capacity to maintain and launch aircraft on-time. This is



1st Lt. Shukrullah assists in coordinating Afghan Air Force maintenance efforts at the Kandahar Air Field.

a step towards that goal of an independent AAF, although still a ways off its little victories like these that we hope ultimately put us out of a job over here.”

Just last week, with coalition adviser support, AAF members began post-phase functional check flight training in an effort to further professionalize the AAF at KAW explained maintenance professionals.

Having expediter capability as well the introduction of post-phase functional check flight capabilities, will continue to improve maintenance operations and has already improved mission-capable rate by 11 percent during the last month and 35 percent since September, Snider said.

“We continue to improve and make progress in the maintenance field,” said Snider. “Our AAF members are working hard and I’m proud of their effort. We will continue to make strides and hopefully the AAF airmen will continue towards a process of self reliance.”



Afghan-Led Op Results in Detainees, Weapons Cache

Story and photo by Sgt. Andrea Merritt
Regional Command-East

With Afghan National Security Forces scheduled to take the reins on operations this spring, the success of Operation Tolfan proved forces in Paktika are capable of protecting their own.

During the Afghan-led operation with little assistance from U.S. military assets, the ANSF uncovered a weapons cache, captured suspected insurgents and killed two terrorists operating in the area.

“Today, the people of Paktika can feel pride in their military and police force,” said U.S. Army Maj. Robert Gagnon, 3rd Battalion, 66th Armored Regiment, security transition team adviser to the Afghan National Army 6th Kandak.

“Today was a perfect example that ANSF are ready to take the lead this spring in operations,” said Gagnon, a Lincoln, R.I., native. “In this case, they demonstrated ANSF personnel are able to conduct a battalion-level operation with little to no U.S. support.”

After gathering intelligence that insurgents were operating an IED cell in the province, ANA soldiers and Afghan Uniformed Police planned and executed cordon and search operations in two villages.

The only U.S. support requested for the mission was an air weapons team. Soldiers from Scout Platoon, Headquarters and Headquarters Company, 3rd Bn., 66th Armd. Regt., also accompanied ANSF on the mission in an advise and assist role.

Just before daybreak, Afghan forces searched a qalat near Qara Khel village and two men with weapons fled the scene.

The air weapons team spotted the men as they moved through the fields, ducking into empty riverbeds called wadis as they tried to get away.

The air weapons team engaged and killed the two men. The men had AK-47s, ammunition, hand grenades and bomb-making material in their possession.

As U.S. personnel processed the scene, Afghan forces



Soldiers from the Afghan National Army display part of a weapons cache near Qara Khel Village.

continued with their mission recovering a weapons cache containing rocket propelled grenades, ammunition and IED materials.

As ANSF moved through the area, a group engaged them with small-arms fire. The Afghans returned fire and eventually detained the suspects. There were no casualties from the exchange.

“I am very happy,” said Maj. Abdul Ghafar, the 6th Kandak operations officer, who planned the operation. “ANA and AUP did a great job. They were able to surround the enemy and take their weapons.”

As the sun set, Operation Tolfan came to a close, but a new chapter was opened for Afghan forces. The success of the mission was another indication that the ANSF will soon be capable of providing for their nation’s security.

“It was an Afghan solution to an Afghan problem,” said Fort Meyers, Fla., native U.S. Army Capt. Sam Rosenberg, commander of HHC, 3rd Bn., 66th Armd. Regt. “They were able to take intel-driven, time-sensitive information and conduct a battalion-level operation.”

“They were also able to conduct follow-on missions that developed as they were going through the villages,” Meyers said. “They did extremely well.”



Afghans Lead NCO Infantry Battle Course

Story and photo by Master Sgt. Paul Hughes
Regional Support Command-South/NTM-A Public Affairs

Thirty-five Afghan National Army noncommissioned officers stand in formation, anxiously waiting for their turns to practice the “movement to contact” drill.

The NCO Infantry Battle Course at the Regional Military Training Center has a new twist this time around. All of the instructors are Afghan soldiers.

“At this point in the transition we’re basically trying to empower the Afghan instructors to effectively teach their students in the different courses that are run here,” said U.S. Marine Staff Sgt. Clayton Covel, the lead Marine adviser for the Training Advisory Team at the RMTTC.

“We’re basically helping them facilitate running the training on their own.”

Two ANA NCOs are assigned to act as opposition forces. Then a dozen or so soldiers employ the tactics they learned earlier to handle the situation involving hostile fire.

“The lead instructor and his instructors are very competent,” said Covel.

The soldiers move with precision and smoothly neutralize the simulated enemy.

“We are just trying to do as much as we can, trying to improve everything for the students we are training,” said

ANA lead instructor, Master Sgt. Hafizullah Azimay.

The instructors’ grasp of the material and ability to pass on that information to their students impress Covel.

“They don’t need any help teaching the subjects,” said Covel. “Their knowledge base of the infantry tactics is very good.”

Covel said the role of the Marines is limited.

“They’ll come out to the course every day to make sure there aren’t any issues that they can help solve, he added.”

“We have a good interaction with the U.S. Marines,” said Azimay. “When we need something, they provide everything.”

All of the NCOs taking the course are part of the ANA’s 205th Corps headquartered out of Kandahar’s Camp Hero.

The eight-week course begins with two weeks of intense literacy training.

The students then spend the next six weeks learning advanced infantry tactics, techniques and procedures like conducting patrols and performing searches.

“It is good to know that we are helping develop the security forces here so that once we take boots off the ground they’ll be able to carry on,” said Covel.



Two noncommissioned officers with the Afghan National Army’s 205th Corps look down the barrel sights of their M-16 rifle during a react to contact drill of the NCO Infantry Battle Course at the Regional Military Training Center in Kandahar.



ANA Soldiers Learn Basic Tent Construction

Story and photo by Air Force Master Sgt. Kristina Newton
Regional Support Command-North/NTM-A Public Affairs

Soldiers at the Afghan National Army Engineering School learned the basics of tent construction, at Camp Shaheen, near Mazar-e-Sharif, Afghanistan.

When the need arose to house an additional 400 students, coalition forces decided it was the perfect opportunity for the engineering soldiers to get some hands-on experience.

“We decided that it was a better idea to let them build the tents themselves,” said German army 1st Lt. Stefan Boettcher, Operational Mentor and Advisor Team member. “It’s a joint effort between the coalition forces and the Afghan soldiers, and they will get to learn something.”

The overall project is to build a 20-tent expansion camp to include electrical outlets and heating and air-conditioning in each tent. Shower and latrine facilities are also currently under construction for the expansion.

The build began Nov. 1 with grading operations to level the land, and moved into the construction of wooden platforms that provide a stable, dry, and level foundation for the tents to be built on.

Once all the ground work is set and the tents are erected, the soldiers will start on the electrical phase which will involve trenching to lay electrical lines, and installing two

new generators required to power the expansion camp.

Although U.S. Soldiers are taking the lead on the build, the Afghan soldiers helping them are learning a wide array of new skills including framing, decking and tent erection.

“A lot of the guys we are getting are heavy equipment operators,” said U.S. Army Sgt. Robert Kult, a squad leader with the 236th Engineer Company. “So in this process they’re learning the basic principles of [construction].”

About 20 ANA soldiers assigned to the engineer training school have been participating on the build and seem to show great enthusiasm for the information being covered.

“[The ANA soldiers] are really eager to learn,” said U.S. Army Spc. Michael Martinez, 236th Engineer Company carpenter. “They jump right into whatever we are doing.”

The ANA soldiers working on the project are also very impressed with how quickly the camp expansion is progressing, and with

all the new skills they are learning.

“I’m quite happy to be learning how to set a tent and that we can use them soon,” said ANA Spc. Najeeb Rahman. “And I like that I am gaining experience every day.”



Afghan National Army soldiers secure tent supports at Camp Shaheen, near Mazar-e-Sharif, Afghanistan.



Gardez Dentists Welcome 1st, Only Clinical Advisor

Story and photo by Air Force Staff Sgt. Sarah Martinez
Regional Support Command-East/NTM-A Public Affairs

At Paktia Regional Military Hospital at Gardez, three Afghan dental workers are very excited about receiving their first-ever advisor, Air Force Maj. Courtney Schapira.

Schapira is part of the Medical Embedded Training Team located at Forward Operating Base Lightning. The team is made up of a variety of medical advisors for the different areas of the hospital like optometry and nursing, but Schapira is the first to help out the dental clinic.

“When we heard we were getting an advisor, we got very excited,” said Dost Muhammad, head dentist. “We are ready for her to help us and teach us what she knows.”

The dental clinic at the hospital receives about 20 patients a day. The most common things the dentists treat are acute pain, cavities and inflammation of the nerves.

“When I first got here it was overwhelming, I saw so many things that I could make better,” said Schapira. “However, I have to remember to start simply and first lay the foundation that they can build upon after I’m gone.”

Schapira’s top priority for the dental clinic is organizing their supply closet. She wants to know what they have and what they don’t have, so she can put in a request to order the things they need.

“Right now my main concern is bringing them into modern-age dentistry,” said Schapira. “So, I have to help them get the supplies and equipment they need to be able to do that.”

Currently, Schapira and Nasir, the dental assistant, are working together to tackle the supply room. The room is full of boxes, some labeled and some not but no matter the disarray, the two are determined to divide and conquer.

“Nasir is very eager to learn,” said Schapira as she picks up an instrument and asks Nasir what it is. “This is really Nasir’s clinic to run. The dentists just come in and work here. I want him to take ownership and know



Air Force Maj. Courtney Schapira, Medical Embedded Training Team dental advisor, helps Jant, Paktia Regional Military Hospital dentist, with a patient at Gardez.

where and what everything is so that he can maintain it long after I leave.”

After the supply room is organized, Schapira will be able to move on to her next big goal; infection control.

“Once I get through the supply closet, I’ll know what instruments they have so that I can throw away all the broken and dirty ones,” said Schapira as she opens the autoclave, a machine used to sterilize medical instruments.

Schapira has six months to help her fellow Afghans at the dental clinic, but she hopes they will get another advisor when she leaves.

“She is the first advisor, but I hope that when her time is done we get another one,” said Jant, dentist and owner of a private clinic. “We need her to help us, especially with supplies and training.”

The dentists at Paktia Regional Military Hospital have a little more than two years to be able to stand on their own two feet and gain all the knowledge they can from advisors like Schapira.



Afghans Teach Counterinsurgency Training

Story and photo by Master Sgt. Paul Hughes
Regional Support Command-South/NTM-A Public Affairs

Adozen Afghan National Policemen stand in front of the room, wearing signs with strings around the backs of their necks. 5

One says “ANP,” another says “Coalition Forces,” another, “Tribal Leaders.” Each sign – with writing in English, Dari and Pashtu – indicates a different group of individuals.

The sign-wearing exercise is part of counterinsurgency, or COIN training, taught by a mobile training team of experts.

“The MTT uses practical and interactive methods of instruction to engage [Afghan National Security Force] audiences and promote comprehension and retention through hands-on and verbal means,” said Royal Australian Regiment Capt. James Coltheart, lead COIN adviser for Mobile Training Team-South.

“One of our key classes is the Afghan COIN interactive presentation that uses class members as props and actors to physically demonstrate scenarios,” said Coltheart.

The scenarios are designed to show who the insurgents are, reasons that led to the insurgency, how the insurgents develop support from the people, how poor practices by security forces and the government can generate support for insurgents, and what counterinsurgents can and are doing to win the support of populations.

Coalition forces and civilians provide advice and guidance but members of the Afghan National Security Force are instructing the courses.

“The main emphasis is now on transition,” said Coltheart.

When ANA instructor, Col. Abdul Rahim teaches his fellow soldiers, he knows he’s providing instruction for more than just the men in the room.

“I am pleased to know all of the leaders will go out and then train other soldiers on counterinsurgency,” said Rahim.

Coltheart says Rahim and another ANA instructor, Capt. Abdul Mafooz, are fully competent to provide lessons without assistance.

“This training is very much Afghan delivered,” said Coltheart. “All of the training except for a couple of modules,

which are handled by subject matter experts, is taught by ANA soldiers.”

The training is tailored to audience requirements and varies from single class sessions to four-day COIN fundamentals courses.

“Typically, the team spends half or one day running Basic COIN training for soldiers, police and junior leaders that aims to support professionalization of the ANSF by introducing common COIN language, explaining basic COIN concepts and facilitating professional discussion aimed at

better understanding the operating environment and developing a COIN mindset,” said Coltheart.

The team conducts training on all of the Afghan National Army and Police training institutions in Regional Command-South and has trained patrolmen and soldiers in all of the southern provinces of Kandahar, Zabol, Uruzgan and Daikondi.

Anywhere from 10 to 60 students attend

each course, but Coltheart says they prefer classes of 20 to 50 students to enable effective interaction, comprehension and retention.

The training blocks are tailored for audience requirements but the team generally discusses COIN within the context of individual and collective actions of populations, insurgents and counterinsurgents.

“If we seek to understand what is happening in Afghanistan from the perspective of the numerous pervasive insurgencies across the country, then as part of professionalizing security forces and government we have an obligation and a need to discuss why and how this happens in order to promote an understanding of what we, as a force for good in Afghanistan, can do about it,” continued Coltheart.

“COIN training is important at all levels across ANSF in order to promote a mindset that understands the individual and collective obligation of soldiers and police to protect and build relationships with people as the key to mission success,” he said.



An Afghan instructor makes a point as part of an interactive exercise during Counter Insurgency Training, at the Kandahar Regional Training Center.



Turkey

Population:
78,785,548

Government:
Republican
Parliamentary
Democracy

Capital:
Ankara

Language:
Turkish

National Anthem:
Istiklal Marsi

National Holiday:
Republic Day
29 Oct



The contributions of the Republic of Turkey towards the creation of a capable Afghan National Security Force (ANSF) are both a source of pride and solid achievement. As the largest Muslim nation in NATO, Turkey has been a dedicated partner both in both body and spirit, making its presence felt at every echelon – from the conveyance of strong military values embodied 90 years ago by Mustafa Kemal Atatürk, to the hands-on instruction done at the junior ranks.

Nowhere is Turkey's military contribution to the creation of a strong ANSF more tangible than in the Bridmal School (NCO Academy- 1U) at Camp Ghazi, Kabul. Aware that a strong NCO corps is the backbone of a professional military force, the 27 Turkish officers and NCOs at the Bridmal School work each day with Afghan National Army (ANA) cadres. The work at the Bridmal Academy is vital to the future welfare of the ANA in that the graduates of this school will go on to their units to perform the most crucial task of any leader- the direct supervision of soldiers. It is a task that the Turkish instructors and mentors at Camp Ghazi do not take lightly, and one that is embodied by such leaders like Lieutenant Colonel Nizamettin, the Turkish Academy Commandant, and his Afghan counterpart, Sergeant Major Abdul Rahim Hatami, Academy Sergeant Major.

There are 27 Turkish and 47 Afghan instructors at the Academy. The Bridmal Academy normally operates

with 450 students, but the total capacity for the Academy is 900 at one time. Candidates who arrive at the academy come from fielding centers and are pre-screened there for NCO-cadet eligibility. Once enrolled, the candidates are trained in specialties like Explosive Ordnance Disposal, Military Police and Infantry. As a critical enable to the future of the ANA, Turkey's trainers are having a real impact.

It is not just at the Bridmal Academy where Turkey's NTM-A efforts are assisting ANA growth. Turkey also has instructors throughout the entire range of ANA professional military education. Such institutions include: the National Military Academy, Command and Staff College, Operations Command & Staff Course, Junior Officer Course and the Kabul Military High School. In addition, Turkey keeps several instructors at the Kabul Military Training center (KMTC), where they perform officer training, driving and garrison assistance duties. Turkey is actually stepping up its commitment to building ANSF capability with the expected arrival soon of 35 Afghan Border Police instructors at Sheberghan in RC-North.

Being the geographically closest NTM-A member to Afghanistan, Turkey is one of the key regional partners that will have a definite impact on Afghanistan's future. With its over 1,800 troops in ISAF (including 127 committed to NTM-A), Turkey's investment in training and ensuring the future capabilities of the ANSF are a tangible sign of its willingness to take a leading role.

