



- **Good Morning, thank you for kind introduction**
- **Would like to first thank GEN Sullivan and AUSA for hosting event. Champion for us all...**
- **Appreciate the opportunity to speak to you about:**
 - **Progress of the Afghan National Security Force, or "ANSF"**
 - **The role NTM-A plays in achieving transition to Afghan security lead and making security transition last**
 - **...and the Tremendous impact that the US Army and the American Soldier has had on this critical training mission**

Vision: An Afghan National Security Force that **transitions** to full security lead in Afghanistan by the end of 2014



- **Vision: Transition of national security responsibility to the Afghan government in all 34 provinces by the end of 2014...but with a coalition presence consisting of trainers and advisors.**
- **In Nov 2009, there was no talk of transitioning security lead to the ANSF... focus was on reversing negative growth trends & training enough soldiers and police.**
- **Today significant progress -- new challenges- putting in place systems...such as....national level logistics and medical systems.**
- **To put in context, in 2009, concerned with ensuring First Aid taught in all the training centers...**
- **....today, challenge is putting in place nation-wide med system w/ national military & police hospitals, 4 regional hospitals, and 76 regional clinics.**
- **There has been significant progress over last 20 months but as history has shown us, it is not irreversible.**

Echoes of the Past



Echoes of the past- remind us of our responsibility to achieve an *enduring transition*

- Need to ensure get to transition *and make it last*
- Must be enduring- last long after the last U.S. combat forces leave

In the following slides, would like to talk to you about those things that we're doing in NTM-A to get us to transition...and those things we're doing to make transition last.



- **Next couple of slides discuss those things necessary to get ANSF to transition.**

Getting to Transition: Growth - The Afghan Surge... The Untold Story

- **Significant growth...producing Army and Police at industrial scale.**
 - **Since Nov 09- Grown by >100 K soldiers and police, from 192K to 290K today.**
- **Growth isn't finished: Growing force to 352K by Oct 12**
- **352K will provide large enough force to protect the people... 30 million people, over 40K square miles of difficult terrain.**
- **Achieving this growth requires substantial training capacity....**



Getting to transition: Train and develop the ANSF.

- Training at 70 training sites in 21 of 34 provinces across Afghanistan
- Doubled and tripled training capacity and greatly increased quality
- Standardized disparate programs of instruction
- Afghan instructor training: fully-certified Afghan trainers beginning to take lead at numerous centers.
- Increased quality and quantity of leader training of officers and NCOs
- 12 of 12 Branch/vocational Schools -- now training the skills and building the units that will give ANSF greater independence from CF
- **Successful security transition also requires capable security ministries.**



- **Getting to transition: Ministerial Development**
- ***Creating the mechanisms that ensure civilian control of ANSF***
- **Significant progress in ministerial development...policies being implemented**
- **Over 500 NTM-A advisors go to ministries daily**
 - **Military, law enforcement, and civil servants from multiple nations**
- **MoDA Program- 33 career civil servants to help build civilian capacity in the Ministries.**
 - **27 More by end of month**
 - **Plans underway to increase to 100.**
 - **Civil servants provide unique insight and expertise**
- **Afghan leaders in the ministries are increasingly taking the lead in critical ministerial functions...strategic planning, programming, budgeting, and execution.**
- **Finally, our significant investment in equipment and infrastructure enables Transition to Afghan Security Lead.**



Getting to transition: Equipment and Infrastructure

- Providing ANSF with capable, affordable, and sustainable weapons, vehicles, equipment, and infrastructure.
- Not fighter jets and M1 Tanks
- Equipment
 - Giving ANSF mobility, protection, firepower, C2
- Infrastructure
 - Providing HQs, barracks, depots, police stations, training centers, and other permanent facilities

Getting to transition only part of the challenge...making it last is the more difficult part of the equation



- To achieve an enduring transition must ensure that when U.S. troops leave combat mission, ANSF can stand on its own
 - **Following slides describe our strategy for achieving this lasting change**
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Making it Last: Professionalization

- Quantity is important, but quality is imperative
- Professionalism is a defining characteristic of any effective military or police organization
- Leader development programs:
 - Officers: NMAA, OCS, Branch Schools
 - NCOs: TLC, 1U Course, Branch Schools
- Building ethos of service to nation
- Vocational training at 12 of 12 Branch Schools
- Building integrity and counter-corruption programs
- ANSF is the face of GIRoA– professionalism improves the connection between people and government



Making it Last: Institutions and Systems

- **Building permanent systems and enduring institutions in the ANSF is another pillar of our strategy to make it last**
- **Systems and institutions last over generations and provide a solid foundation for the force to ensure continuity over**
- **US Army Institutions like West Point, SGM Academies have helped to shape the armed forces and the nation itself.**
- **Afghanistan needs institutions like these to serve as an unshakable foundation of the ANSF**
- **ANSF logistics/medical systems are in initial stages of development- not broken, just not yet built**
- **Examples of ANSF Institutions**
 - **NMAA, ANATC, ANPGTC**



Making it Last: Human Capital Investment:

- **AFG degraded by decades of war, but potential of Afghan people remains in abundance**
- **Investment in human capital key ANSF becoming effective and professional force**
- **To develop this potential, building critical vocational skills: log, engineers, medical, communications, maintenance techs**

Making it Last: ANSF Literacy Program:

- **Only about 14% of new recruits are able to read and write.**
- **Literacy might be the single most important issue facing the ANSF today... but also a great success stories**
- **Goal of program: to educate every member of the force to a functional level of literacy.**
- **90K completed some level of literacy training.**
- **Program hires 2,600 Afghan teachers**
- **Literacy -transformative effectthe essential enabler**



Making it Last: Multinational Commitment:

- **Afghan Proverb: “If you want to go fast, you go alone... If you want to go far, you go with others.”**
- **USA is not alone in our effort to build an enduring ANSF**
- **33 nations, 1/6th of world’s countries.**
- **NATO is only alliance that has the leadership, organization, capacity to accomplish this vital mission**
- **The military and police professionals of NATO have qualities that make them invaluable to the mission**
- ***No single nation could accomplish this mission alone.***
 - **Progress enabled by a *multinational approach*, partnership of nations committed to the training & development of ANSF**
- **The legacy of NATO’s collective strength continues in NTM-A... essential to creating a security transition that lasts**
- **The US Army has been the cornerstone of this multinational commitment**



US Army: Backbone of NTM-A – Filling critical shortfalls

- **2,148 Soldiers (45% NTM-A): largest personnel source**
- **4 Army BNs (2-22IN, 3-4IN, 1-17FA, 2-44ADA) have been game changers... showing the Army's versatility**
 - **2-22 IN is an example of Army's versatility and flexibility...**
 - **As 1-17FA and 2-44 ADA rotate out they are being replaced primarily by NG and USAR reserve forces.**
 - **95th Training Division from 108th training command...female drill sergeants.**
- **Other Army RFF Contributions:**
 - **Of 848 new RFF personnel 566 are US Army (67%).**
 - **Army significantly stepping up to help grow, develop, and professionalize the ANSF**
- **NTM-A is only 3% of US forces in AFG. Small footprint... strategic effects. Army contributions:**
 - **Talented leaders to serve in key advisor staff roles**
 - **51 of 78 US Colonels (65%)**
 - **74 of 97 DoD Civilians are from DA (76%)**
- **US Army has also made important equipment donations**



- **US Army: Backbone of NTM-A -- Equipment Contributions**
- **Army has re-directed equipment, vehicles, and weapons to ANSF (UAH's, M249s)**
- **Ford Ranger Production- Call from VCSA**
- **US Army sponsorship of ANSF institutions (NMAA, MI School, etc)**
 - **USMA/NMAA Partnership**
 - **Recent USMA Sandhurst Competition- tremendous developmental experience for both NMAA leaders and cadets**

US Army's Greatest Contributions: The American Soldier

**The U.S. Army's Greatest Contribution
to the mission...**



The American Soldier

US Army's Greatest Contributions: The American Soldier

- **US Army Soldiers in NTM-A are performing a tough and dangerous job with exceptional professionalism**
- **Accomplishing a mission with strategic importance to the national that requires versatility, flexibility, intelligence**
- **Building partner capacity– takes special skills, patience, cultural understanding**
- **Trust building with Afghan Partners**
- **Want to talk about the special qualities and skills that NTM-A's Army Soldiers possess and the jobs they perform**

The American Soldier is a Trainer and Advisor



American Soldier is a Trainer and Advisor

- **Training the ANSF is a tough job**
 - **Build understanding of cultural and adapt based on this understanding –language barrier**
 - **Must be innovative and creative with how they train Afghans**
 - **Low literacy... must find Afghans strengths and emphasize those during training**
 - **Must BUILD TRUST...*Shohna ba Shohna***
 - **Advising requires special interpersonal skills and cultural understanding... Not every leader is suited for advising**
- ***American Soldiers share their technical expertise.***
 - **Most technically competent military professionals in the world.**
 - **These technical skills are essential to building critical specialty skills in the Army and Police**



American Soldier is a Mentor and Role Model:

- **The American Soldier presents a new kind of leadership most young Afghans have never seen:**
 - **Leaders who achieve their position by merit**
 - **Leaders who live by a professional ethos**
 - **Leaders who care about their people**
 - **Leaders who are selfless in everything they do...**
- **American Soldiers lead by personal example and this is having a transformative effect on the ANSF**
 - **Fundamentally changing the way Afghans view leadership, service, and duty...**
 - **Contractors can teach a skill, but cannot model the professional ethos of American Soldiers**
- **The American Soldier is a mentor by nature**
 - **They teach through their behavior, through the extra time they spend with students,**



American Soldier is an Ambassador of the Nation

- **American Soldiers live the *Army values* no matter where they go**
- **They are the face of America overseas**
- **Village diplomacy**
 - **Strategic effects at the tactical level**
 - **In isolated villages of Afghanistan, the only understanding they have of America is through the American Soldier**
 - **Building partner capacity and TRUST**
 - **Soldiers surprise Afghans with their American values-- Compassion, selflessness, protecting those who cannot protect themselves**
 - **American Soldiers are performing this mission with exceptional character**



American Soldier is a Servant Leader

- **American Soldiers are ready for any kind of operation**
- **Versatility of American Soldier shines in NTM-A's mission**
- **Trainer, Advisor, Mentor, Coalition Partner – none of these are easy**
- **Versatility- able to adapt to unusual conditions**
 - **Effectively working with Allies from different cultures, language**
 - **Building partner capacity with Afghans under any circumstance**
 - **Coping with austere environments of Afghanistan**
 - **Requires creativity and ingenuity**

The American Soldier is a Servant Leader



American Soldier is a Servant Leader

- Leads by example
- Lifts up others
- Listens to partners
- Endures hardships with partners
- Leads with humility... teaching *selfless service*
- Builds esprit de corps and cohesion
- Influence of US Army trainers and advisors is having an incredible multiplying effect
 - Each Soldier's personal character inspires 15 Afghan trainers, who in turn inspire hundreds of Afghan soldiers
 - Through personal involvement, motivation, and demanding standards... building morale
 - Exemplifying the Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage



Getting to Transition: Building a capable and professional force

Making it Last: Ensuring that what we've helped build will endure

The US Army and American Soldier:
Tremendous impact building partner capacity...
shohna ba shohna

NTM-A
NATO Training Mission
AFGHANISTAN

Visit our website at:
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Questions / Discussion

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Brought several members of the team with me today....