

**As Prepared Remarks by
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Atlanta Press Club, Atlanta, GA
June 28, 2011**



Thanks to you all for that warm welcome and thanks as well Tom for that kind introduction. I am deeply honored to be asked to share with you today and as a Georgia native it really is great to be back home... back home to this wonderful city and back home to the greatest state in our country!

It is also humbling to be in the presence of so many of Atlanta and Georgia's top leaders - leaders in business, leaders in the press corps, leaders in the community and leaders of our nation. Thanks for being here today and thanks for your dedicated leadership in so many different areas of society.

I appreciate the opportunity to share with you the significant progress that has been made in the growth and professional development of the ANSF - a story that often goes untold.

This turns out to be a timely discussion following the announcement last week of the reduction of US surge forces by the U.S. President that set conditions to enable the transition to Afghan Security lead and served as a catalyst for U.S. troop drawdown in Afghanistan. Our mission within NTM-A has been to enable the Afghans to assume security lead and to ensure that transition lasts.

As you know, any good organization must have a clear vision as to where it wants to go.



Our vision: Transition of national security responsibility to the Afghan government in all 34 provinces by the end of 2014. The key to transition is an enduring and self sustaining Afghan Security Force –Army, Air Force and Police –able to protect the population.

Over the next 15 months, NTM-A will continue to support “surging” the ANSF: recruiting, training, equipping, and infrastructure development of more than 70,000 additional

Afghan security personnel.

Our efforts to sustain the significant progress made since December 2009, since when the Afghan Security Forces grew by more than 100,000, must be sustained. And we will grow the

Afghan forces by an additional 70,000 more in the next year –this being done while we reduce the US surge forces in Afghanistan.

Enormous investments have been by the U.S. and international partners, so our responsibility in NATO Training Mission is to complete this growth - and with it the proper training and equipping of the ANSF - to ensure the return on investment.

But history has shown us there are challenges ahead.



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

We need to ensure that get arrive ready at the transitional phase *and make it last!* Transition must be enduring – lasting long after the final U.S. and international combat forces leave Afghanistan.

In the following slides, I would like to talk to you about those things that we’re doing in NTM-A to enable the Afghans to get to transition and take the lead for security responsibility in their country - and those things we’re doing to make this transition to Afghan lead last.

Getting to Transition: Growth

- The Afghan Surge... The Untold Story
 - Significant growth...producing an army and police force at an “industrial scale”
 - Since November 2009 the ANSF has grown by more than 100,000 soldiers and police, from 192K to 290K today
 - Training at 70 training sites in 21 of 34 provinces across Afghanistan
 - Growth isn’t finished - growing the force to 352 thousand by October 2012
 - 352 thousand soldiers and police will provide the Afghans a force of sufficient size to protect its approximately 30 million people spanning the country’s 400 thousand square miles of difficult terrain
 - Critical to achieving a successful transition to security lead are capable security ministries



Getting to transition: Ministerial Development

- *Creating the mechanisms that ensure civilian control of the Security Forces*

- Significant progress in ministerial development with proper policies being implemented

- Over 500 NTM-A advisors go to ministries daily
 - Military, law enforcement, and civil servants from multiple nations
- Ministry of Defense Advisors Program- 50 career civil servants to help build civilian capacity in the Ministries
 - 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 such as strategic planning, programming, budgeting, and execution
- Finally, our significant investment in equipment and infrastructure enables the Transition to Afghan Security Lead

Getting to transition: Equipment and Infrastructure

- Providing their Security Forces with capable, affordable, and sustainable weapons, vehicles, equipment, and infrastructure
 - Not fighter jets and M1 Tanks
 - Equipment required for Afghans to protect its people
 - Sufficient 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 pass off the combat mission, ANSF can stand on its own



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
- ANSF is the face of GIRoA– professionalism improves the connection between people and government
- Building permanent systems and enduring institutions in the ANSF is another pillar of our strategy to make it last



Making it Last: Institutions and Systems

- Systems and institutions last over generations and provide a solid foundation for the force to ensure continuity.
 - US Institutions like West Point, SGM Academies have helped to shape our armed forces and nation.
 - Afghanistan needs institutions like these to serve as an unshakable foundation of the ANSF
 - Examples of ANSF Institutions:
 - National Military Academy of Afghanistan
 - Afghan National Army Training Center
 - Afghan National Police General Training Command
- ANSF logistics/medical systems are in initial stages of development - not broken, just not yet built
- Investment in human capital key ANSF becoming effective and professional force

Making it Last: Human Capital Investment:

- AFG degraded by decades of war, but potential of Afghan people remains in abundance
- To develop this potential, have begun to build 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 story
- Goal of program: to educate every member of the force to a functional level of literacy.
- Almost 100k completed some level of literacy training.
- Program employs over 2,600 Afghan teachers
- Literacy -transformative effectthe essential enabler
- *No single nation could accomplish this mission alone.*
 - Progress enabled by a *multinational approach*, partnership of nations committed to the training & development of ANSF



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."*
- The U.S. 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 and partner nations have qualities that make them invaluable to the mission
- The legacy of NATO's collective strength continues in NTM-A... essential to creating a security transition that lasts



A few parting thoughts:

- Getting to Transition: Building a capable and professional force
- Making it Last: Ensuring that what we've helped build will endure
- Multinational Commitment: Essential to Building partner capacity... *shohna ba shohna*