



NATO TRAINING MISSION - AFGHANISTAN
COMBINED SECURITY TRANSITION COMMAND – AFGHANISTAN
KABUL, AFGHANISTAN
APO AE 09356

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MEMORANDUM FOR Staff, Trainers, Instructors of NATO Training Mission – Afghanistan/ Combined Security Transition Command - Afghanistan

SUBJECT: Stewardship: Essential for an Enduring ANSF

1. The words advisor, mentor, and partner are used frequently to describe our missions here in Afghanistan: advisor to the Chief of General Staff, mentor to a nascent boot manufacturer, partner to an ANCOP *kandak*. While we each have a different focus on how we support the mission to develop the Afghan National Security Force, we must all understand that, no matter our role, we must provide stewardship.
2. Stewardship is defined as the careful and responsible management of something entrusted to one's care. In this case we have been entrusted with the international community's money and equipment, and the development of our Afghan counterparts into an effective security force. For many, this concept requires a change in their mindset. Many deployed here to conduct operations, to develop a specific ministerial system or to train an Afghan soldier or policeman. The concept of stewardship would not, at face value, seem consistent with these other missions; however, no word better embodies the full commitment to these missions. All international elements, from the private partnered with a soldier or policeman to a commanding general advising the Minister of Defense or Interior, are responsible for donated resources and supporting transparent and effective accountability by the ANSF.
3. The international community continues to provide vital resources to develop and equip the ANSF. From donation to distribution, and every step in between, we must account for the resources we are given. Our systems must be clear and transparent to ensure accountability of equipment and money and to provide an example for our Afghan partners.
4. Even more important, we must provide attentive and responsive stewardship of our Afghan brethren. In most elements of the ANSF there is still a shortage of leaders, no logistics or maintenance capability, or even the most basic systems we take for granted in our own formations. Whether we have been here for years, or just beginning our mission in Afghanistan, we must recognize these areas of weakness and build up ANSF capability. This includes their preconceived paradigms toward individual and unit accountability, as well as the attendant systems. The greatest change that we can make is to instill in each of our Afghan partners the importance accountability and maintenance contributes to their mission to serve and protect the Afghan people. Through our actions and our words we demonstrate something they can, in turn, emulate.
5. In this stewardship mission, our task is to insure that as we begin the process of transitioning responsibility of the systems developed with our Afghan partners, the will to generate and sustain a professional, accountable Afghan National Security Force endures over time. We have a responsibility to be a good example, showing our partners "what right looks like." We owe our Afghan partners nothing less than our best, so let's see it through, *shohna ba shohna*.

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Commanding