

Shohna ba Shohna

Special Edition:
ANSF Programs

from Hand to Shoulder

*Building
Industrial
Capacity
- Afghan
First*





Lt. Gen. William B. Caldwell, IV
 Commanding General,
 NATO Training Mission-Afghanistan
 Combined Security Transition Command - Afghanistan

The July 2011 edition of *Shohna ba Shohna* focuses on the programs behind the development of the Afghan National Security Force. These programs have been largely implemented by a dedicated and hard working team of people led by Colonel John Ferrari.

Let me start by wishing the very best to Colonel John Ferrari in his future endeavors as he transitions his responsibilities as Deputy Commander for Programs to Maj. Gen. Peter Fuller. John has been an invaluable part of the NATO Training Mission and much of the accomplishments of NTM-A are directly as a result of the tireless effort of John and his team. In addition, John has been nominated for promotion to Brigadier General and once confirmed he will assume command of the White Sands Missile Range in New Mexico – Congratulations and well deserved.

I would also like to welcome Maj. Gen. Peter Fuller. Peter is coming to us from the Program Executive Office – Solider at Fort Belvoir, Virginia. While at PEO-Soldier, Maj. Gen. Fuller was charged with developing the best equipment for the U.S. Army, produce it and get it out as quickly as possible to our Soldiers deployed in Iraq and Afghanistan. I could not have asked for a better, more prepared general officer to take over the reins as Deputy Commander for Programs. Please join me in welcoming Maj. Gen. Peter Fuller.

As mentioned before, this edition of *Shohna ba Shohna* provides insight into programs that have facilitated the growth and development of the ANSF. Over the last year NTM-A, through the employment of over 2,600 Afghan teachers has educated and graduated over 90,000 ANSF in basic literacy. There are an additional 80,000 currently in training. By the end of the year over half of the ANSF will be able to read and write – a critical step towards professionalizing the force. Along with literacy training, capacity development and support for Afghan businesses the ANSF is well on its way to take over the lead for security by the end of 2014.

Hope you enjoy this issue and at the same time learn a little about some of our programs that often do not receive the attention that they deserve.

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Photo - Cover: An Afghan worker sews an Afghan National Army coat at a vendor’s workshop in Kabul. All uniform items for the Afghan National Security Force are now Afghan-made. (Photo by G. A. Volb, NTM-A Public Affairs Advisor)

Photo - Top: Children look out of a schoolhouse window into the streets of Kabul. NTM-A’s Deputy Command-Programs assists many local schools by procuring supplies and learning materials. (Photo by G.A. Volb, NTM-A Public Affairs Advisor)

Photo - Back Cover: Afghan workers put the finishing touches on rocket-propelled grenade launchers for use by the Afghan National Security Force. (Photo by Lt. Russell Wolfkiel, NTM-A/DCOM-Programs Public Affairs Officer)

One-on-One:

NTM-A's Deputy Commander for Programs



Col John Ferrari
Outgoing Deputy Commander-Programs

One-on-One provides insight into senior NATO Training Mission-Afghanistan leadership and the role they play in ensuring a successful transition to the Afghan National Security Force by 2014.

Q1: For readers unfamiliar with NATO Training Mission-Afghanistan and Deputy Commander for Programs missions, how would you describe both in three sentences or less?

Ferrari: NTM-A is about enabling the Afghans to secure their own country. The Programs' team provides the ingredients: infrastructure, equipment, logistics, medical, communications, literacy training, and money.

Q2: In your time here, what would say was your biggest challenge with regards to DCOM-Programs execution?

Ferrari: Nothing is easy in a combat zone and the simple things are really hard. Every single day, as we try to build the security forces of Afghanistan, the insurgents are trying to destroy what we do.

Q3: Do you have a success story you'd like to share?

Ferrari: Our Afghan First program has created thousands of manufacturing jobs here in Afghanistan. Boots, uniforms, individual soldier equipment are all now made here in Afghanistan by Afghans. One of our vendors is a women-owned business whose owner had fled during the Taliban years. She is now back and wants to rebuild her country and we are helping to enable her.

Q4: If you weren't serving in the Army and in Afghanistan right now, what would you be doing and where?

Ferrari: I truly cannot imagine having done anything else for the past 18 months. The Afghans are extremely gracious and they truly want to make a better society for their children. Being able to help them stand on their own has been one of the most rewarding and exhausting assignments I have ever had.

Q5: Would the average person be a bit surprised by the amount of money you're responsible for?

Ferrari: The American public is truly a generous society and they have entrusted us during this time of great economic distress with these funds. We have a solemn responsibility to make sure it is spent both effectively and efficiently. We think about that every single day, in everything we do.

Q6: Do you have any goals you'd like to achieve prior to ending your deployment here?

Ferrari: About 18 months ago we started the transition to a new Afghan Police training concept and a new Afghan Army maintenance concept. Both required a tremendous restructuring of the underlying program. We are only 80 percent of the way through that transition, over next few weeks I want to complete it.

Q7: What will you remember most about your time here?

Ferrari: The dedication and bravery of the Soldiers, Sailors, Airmen, Marines, Coast Guard, and civilians from every single coalition country. They work seven days week, are separated from their families, but most of all they operate at great personal risk because being an advisor means moving and working in small groups across the battlefield.

Q8: Can you see yourself returning in 10 or 15 years to see how things progressed?

Ferrari: I told Minister Wardak that I want to take my family here for vacation in the future. This is a beautiful country and I would like to enjoy it under different circumstances.



Q9: You're a graduate of the Wharton School of the University of Pennsylvania -- known for churning out stellar business minds; do folks tend to treat you a little differently once they find out?

Ferrari: I don't bring it up. It is not about where you have been or what you have done in the past. All that matters is how you can contribute to the mission.

Q10: Looking back on your time here, is there something you wish you'd had done a different way? If so, explain:

Ferrari: We don't have the luxury in life to reverse the clock and get a do over. We make decisions with imperfect information and then make sure we can adjust as the picture comes in clearer.

Q11: Who is your favorite author?

Ferrari: No single author. I read a wide range of books and normally spend about 1/2 hour every night before I go to bed reading. One of the more fascinating books is Alistair Horn's "A Savage War and Peace" about the French Counterinsurgency in Algiers. A must read if you want to understand this type of warfare better.

Q12: You're more likely to hit a ball game or the theater in your time off:

Ferrari: I love minor league baseball; it allows me to relax. My kids like to go because it has a merry-go-round.

Q13: What message would you like to send the young Soldiers, Sailors, Airmen and Marines who get the mission done here:

Ferrari: What they do here at NTM-A really matters. Every day, coalition members are fighting and dying across Afghanistan. If we can

produce an extra 1,000 Afghan police a month early, security improves that much faster and lives are saved. It is just that simple. Do it better and faster, lives depend upon it.

Q14: The literacy program is a huge success story within the ANSF, why is it so important toward realizing a professionalized ANSF:

Ferrari: Literacy is the single most important thing we are doing in NTM-A. You cannot build an army or field a police force without literacy. The best part is watching the soldiers and police as they graduate from literacy training at the 1st Grade Level. We are transforming the society.

Q15: Tell readers a little about the local industrial transformation and how, not only capacity has increased, but women have entered the market as well:

Ferrari: Kabul in the 1950s was a vibrant town, women owned businesses and participated in society. Well, 30 years of war shattered that, but the gene for innovation and hard work is woven into Afghan society. We are embracing that and everyone is receptive of us helping women start businesses. We have proven that Afghans can manufacture quality goods.

Q16: What do you see as the future for Afghanistan if we -- the coalition and our Afghan partners -- stay the course:

Ferrari: I'm hoping for a future that when my children come to Afghanistan they can hike from Jalalabad to Herat. 

Village girls gather water from a well north of Kabul during a site visit by NTM-A's DCOM-Programs advisory staff. (Photo by Guy A. Volb, NTM-A Public Affairs Senior Advisor)

To Learn to Read

Literacy Training Enhances The Afghan National Security Force



Afghan National Army soldiers sit attentively at the beginning of a literacy training session. The aim is to graduate Afghan National Security Force members from literacy training between a first and third grade level equivalent. (Photo by Petty Officer 3rd Class Michael James, NTM-A/DCOM-A Public Affairs)

“To a soldier, literacy is a life and death matter. I can count my ammunition - that’s a life and death matter. I can understand the orders of my commander; I can account for my equipment; I can read the writing on a map - that’s a life and death matter.”

- U.K. Maj. Jeremy Burnan, NTM-A Literacy Branch Chief

in their basic training. The aim is to achieve the first (foundation) level of literacy competence, and this is fulfilled in 64 hours of instruction. To progress one student from illiteracy to the first-grade level costs approximately \$30.

“Soldiers and policemen are very proud of their new-found skill,” said Burnan. “We know of policemen who go home after their daily lessons in their station and gather their families and friends around to teach them what they have learned that day. We also know of a soldier who was so intent to become literate that he signed up for lessons three times, twice under pretend names. No amount of rhetoric can replace the dozens of stories we hear like this. And let’s not forget the instructors too - they are also proud of their role and achievements in making a difference to Afghanistan, and go to extraordinary lengths to provide their service on our behalf. We know of teachers going to lessons on donkeys, and student progress records being transported in the same way, by helicopter, and in one case by overnight bus in disguise.

“To a soldier, literacy is a ‘life and death matter,’” said Burnan. “I can count my ammunition - that’s a life and death matter. With literacy I can understand the orders of my commander; I can account for my equipment; I can read the writing on a map - that’s a life and death matter.”

He said there are added benefits for policemen as well.

“Literacy helps in upholding of the Rule of Law,” said Burnan. “Without literacy there are no civil rights, no accountability, no understanding of that Rule of Law. I can identify a person; I can write a report myself. I can describe an incident and write it down. I can read the law - I am the complete policeman and twice the citizen.

“No longer will the training of policemen or soldiers need to be predicated on illiteracy,” emphasized Burnan. “Literacy will enhance the trainability of the Force, it will expand the methods by which techniques and knowledge can be learned. And in the field, it will enhance the ability of leaders to communicate with their men, and the men with their leaders.”

خدای تعالی روز قیامت به
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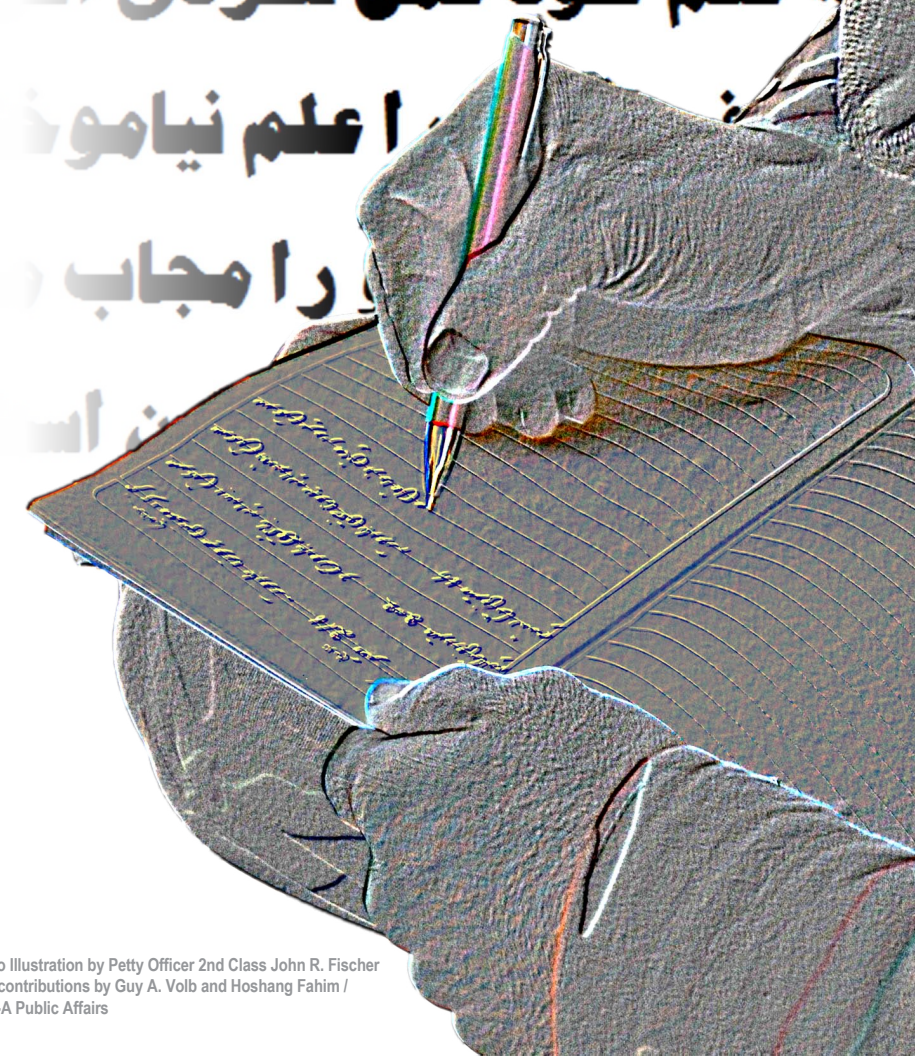


Photo Illustration by Petty Officer 2nd Class John R. Fischer with contributions by Guy A. Volb and Hoshang Fahim / NTM-A Public Affairs

By G. A. Volb
NTM-A Public Affairs Senior Advisor

With more than 99,000 soldiers and police already touched by the Afghan National Security Force Literacy Program, the goal of professionalizing security forces here is gaining momentum.

Currently, some 83,000 members of the Afghan National Security Force are taking literacy lessons in training centers, Kandaks, police headquarters, police stations or checkpoints all over the country.

“The goal of the program is to bring functional literacy – and that includes numeracy – to the Afghan National Police and the Afghan National Army,” said U.K. Maj. Jeremy Burnan, chief of the literacy branch for NTM-A. “All police and army recruits take literacy classes in their basic training. The aim is to achieve the first level of literacy competence, and this is fulfilled in 64 hours of instruction.”

According to the major, class sizes vary considerably.

“We aim not to have a class bigger than 33 students, but there is no minimum size,” said

Burnan, originally from Bath, U.K. “So in one place we will teach 33 and in another we may have only a small handful.”

The trick is to bring classes to the “troops.” And Burnan said they’re doing just that, teaching in more than 700 locations nationwide.

“The biggest group now taking classes in one place is about 5,600,” he noted, which is at Kabul Military Training Center. “But, they do have lessons at different times.”

Burnan leads a team of 13 coalition military, Afghan civilian and U.S. civilians in the management of the program. More than 2,000 teachers currently teach literacy.

In its current form the program has been running since September 2010. Since October 2009 there had been a program running under NTM-A contracted arrangements, but prior to that, there had been a number of small programs delivering literacy internally within the ANP and ANA.

All police and army recruits take literacy classes

Coalition Team Guides ANA Central Workshop

Lt. Russell Wolfkiel,
NTM-A Programs Public Affairs

A small group of coalition service-members is mentoring the soldiers and civilians working at the Central Workshop in Kabul.

The Central Workshop is the national depot level maintenance facility for the Afghan National Army employing 200 military and 1,275 government civilians. It covers repair and fabrication of all the ANA equipment, with the majority of work occurring on vehicles, weapons, and communication equipment.

In a small hut on the camp, the coalition service members serving with the Central Workshop Adviser Team arrive daily to provide support to their Afghan counterparts. Largely a maintenance team, they provide instruction on maintenance practices, supply procedures, leadership and how to coordinate with other shops and external units.

The facility is currently undergoing a \$14.7M coalition-sponsored renovation and it was clear which areas had been redone and which had not. One of the newly renovated areas is the vehicle maintenance and repair facility.

Cmdr. Christopher Williams, the Central Workshop senior adviser, thinks the renovations already done are making things better.

“It has created a much better working environment and it has greatly increased their capacity for doing work,” said Williams. “Right now, just having concrete in the motor pool helps; getting them up out of the mud and gravel makes a difference.”

Previously work crews had to maintain the vehicles in a dirt and gravel yard. Now they have concrete floors and workbenches, and are getting ready to install jib cranes in the work bays along with maintenance pits. This type of modernization of the facilities has had an immediate effect on the quality and capacity to get work done.

The tour visited most of the 43 workshops on the base. While some were newly renovated many were still using the equipment left by the previous government. The aging equipment, most more than 70 years old, in the metal working shops rely heavily on the skill of the craftsman and lack the sophisticated controls found in modern factories.

Afghan civilian contractors recondition a D-30 Howitzer at the Central Workshop in Kabul. The Central Workshop is a government contracted facility responsible for maintaining and producing equipment for the Afghan National Army. (Photo by Petty Officer 3rd Class Michael James, NTM-A/DCOM-A Public Affairs)



In spite of the equipment limitations, the Central Workshop is still capable of meeting the demands of the ANA. The skilled craftsmen employed there produce highly detailed parts for use in modern machines. The amount of training and experience required however is very high.

Training is a never ending project as some of the civilian work force take the skills learned here and use them to gain employment elsewhere. This isn't a problem though as teaching the Afghans trade skills is part of the mission.

“It has created a much better working environment and it has greatly increased their capacity for doing work.”

-U.S. Navy Cmdr. Christopher Williams,
Central Workshop Senior Adviser

The motivation of the Afghan workers is high. “Overall, they're pretty motivated to get to work,” he said. “They complain about all the work that goes to contractors instead of to them.”

One area that was very active during the visit was the weapons rehabilitation section. This area handles everything from small arms to heavy artillery while providing accountability for each weapon. In one warehouse, a group of ANA soldiers was counting AK-47 rifles and reconditioning shoulder fired rocket propelled grenade launchers.

Across the street, Russian made D-30 Howitzers are being refurbished for use by the ANA. The weapons, some left over from the Russian occupation, some donated by partner nations, are fully restored by Afghan workers trained by General Dynamics and UDC of Ukraine contractors before being certified for field use.

In all, the capabilities of the Central Workshop are especially noteworthy given the equipment limitations. The renovations will undoubtedly increase their effectiveness.

“The renovation coupled with the training and mentorship for weapons, communications, and vehicles will increase the capability and throughput of the Central Workshop,” said Williams.



An Afghan contractor civilian sharpens a knife at the Afghan National Army Central Workshop in Kabul. Afghan contractor civilians play an important role in assisting the Afghan National Security Force the responsibility of security from coalition forces to the Government of the Islamic Republic of Afghanistan. (Photo by Petty Officer 3rd Class Michael James, NTM-A/DCOM-A Public Affairs)



◀ Building Local Industry: Stabilizing the Economy

The NTM-A Security Assistance Office, in partnership with local Afghan businesses and the Ministries of Defense and Interior, has provided for both quality and quantity of local security force resources produced nationally.


In building local industrial capacity, SAO and its partners have provided more than one million sets of uniforms, combat boots, field jackets, tents, and other ANSF support items produced at U.S. quality standards. The effort across a wide range of production development has put some 6,000 locals back to work and includes benefits beyond the obvious.

“Such efforts help build a self-sustaining, independent and operationally capable ANA and ANP,”

said U.S. Air Force Maj. Kevin Groff, chief of local acquisitions. “We’re leveraging ANSF requirements to generate local industry.”

Groff said there were several key components to current successes to include “Afghan First” initiatives, encouraging industry to expand beyond the ANSF customer base to help stabilize the economy and employing local citizens.

The latter, he suggests, also helps to eliminate support for the insurgency.

“Our Afghan First program, which focuses on quality control, a broader market base and increased Afghan employment, is extremely important,” said Groff. 

By Guy A. Volb,
NTM-A Public Affairs Senior Advisor

Modern Medicine: Training the Fundamentals ▶

By Lt. Russell Wolfkiel,
NTM-A/DCOM-Programs Public Affairs

NTM-A’s Medical Training Advisory Group continues to mentor Afghan medical professionals following a devastating suicide attack at National Military Hospital. MTAG provides mentors and training to the Afghan National Army Medical Corps as they work toward medical self-sufficiency.

“I think this mission is very important and very valuable to Afghanistan,” said Navy Lt. Jeremy Young, MTAG nurse mentor. “The way they care for their soldiers, who are actively defending the freedom of Afghanistan, makes our mission worth it. For them to have the sense that they are not in this alone has a huge impact. We are ‘shohna ba shohna’, shoulder to shoulder, with them.”

The first challenge that mentors face is going back

to the basic fundamentals of modern medical care.

“Things we’ve identified as being critical [are] cleanliness and sterilization,” said Young. “Through cleanliness, sterilization, nutrition, and safety these things will show immediate return. We have got to have the things we work on provide immediate gratification for them.”

Immediate gains made through basic improvements give the team credibility with the Afghans, and the Afghans working at NMH are enthusiastic to improve the quality of the care they provide.


The team, however, always has their sights set on the ultimate goal of teaching the Afghans to be self sufficient. 



Photo by Capt. Gina Long, NTM-A/MTAG Senior Advisor

◀ Supporting Children’s Education: Securing the Future


Prior to the U.S. arrival a decade ago, the thought of women attending school was mere fantasy. Today there’s hope for the youth of Afghanistan who want to attend school as coalition, local police and Kabul-based businesses team up to improve the conditions at schools.

“Under the Taliban, only boys were able to attend school here,” said the school’s headmaster Hassina Zohaib, who has been teaching for 32 years. “All the students had no supplies and many had to learn outdoors due to lack of facilities. But they are very happy now, with nice classrooms, supplies and even air-conditioning systems.”

The success Zohaib’s school has enjoyed recently is the result of the combined support of local businesses,

police organizations, international donors and NTM-A personnel.

“The businesses understand the future of Afghanistan starts with eliminating the high national illiteracy rate,” said Lt. Col. Michael Smith, NTM-A’s deputy director for Afghan National Police support. “The two contractors involved with these particular projects are no different than businesses back home donating to the local community to provide better opportunities for Afghan’s children.”

“Education is a priority for Afghanistan,” said Brig Gen. Ahmad Rashad Mahboob, commander of the Afghan Ministry of Interior’s Support Command. It’s important that the students know the community is supporting them.” 

By Guy A. Volb,
NTM-A Public Affairs Senior Advisor





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