

Shohna ba Shohna

*Tales of
Training
the
Afghan
National
Security
Forces*





Inside

4	The Enduring Perseverance of the ANSF	Lt. Gen. William B. Caldwell IV, Commander, NTM-A
6	Training the Trainer Shohna ba Shohna	By Lt. Col. David Simons
8	To the Future: Elite ANP Unit Taking the Lead	By Jon Conner
10	Equipping the ANSF	By Guy A. Volb
	Afghan Air Force QRF Drills	By Petty Officer 2nd Class Vladimir Potapenko
	Building the Foundation	By Guy A. Volb

Command

Commanding General **Lt. Gen. William B. Caldwell IV**
 Command Sergeant Major **Command Sgt. Maj. Ralph R. Beam**

Editorial Staff

Managing Editor **Lt. Col. Shawn Stroud, Command Communication Director**
 Public Affairs Officer **Lt. Col. David Simons**
 Reviewing Editors **Chief Petty Officer William J. Clark**
Chief Petty Officer John J. Joyce
 Copy, Layout and Design **Petty Officer 2nd Class John R. Fischer**

Photo - Cover: A British trainer guides an Afghan National Army recruit shoulder to shoulder during training at the Combined Fielding Center in Kabul, Afghanistan. (U.S. Department of Defense photo by Doug Magill/Released)

Photo - Top: An Afghan National Police officer with the ANP Central Unit, an elite unit with duties similar to Quick Reaction Forces, stands in formation during a drill at the Central Unit's compound in Kabul, Afghanistan. (U.S. Navy photo by Petty Officer 2nd Class John R. Fischer/Released)

Photo - Back Cover: A member of the Carabinieri, the gendarmerie of Italy, instructs Afghan National Police recruits on riot control methods in Kabul, Afghanistan. (U.S. Department of Defense photo by Doug Magill/Released)

Shohna ba Shohna is a publication of the Department of Defense and NATO Training Mission - Afghanistan. This publication is released by the NTM-A Public Affairs Office, Camp Eggers, Kabul, Afghanistan. In accordance with DoD Instruction 5120.4, this magazine is authorized publication for members of the U.S. military overseas. Contents of Shohna ba Shohna are not necessarily the official view of, or endorsed by the U.S. government or DoD.

The Enduring Perseverance of the Afghan National Security Force



Lt. Gen. William B. Caldwell IV

IN THE PAGES THAT FOLLOW are some of the personal stories of progress and challenges we have encountered. While they show that together with our Afghan partners we have made significant progress and reversed previous negative trends, it will be up to the Afghan National Security Force to ultimately secure their people and stabilize their country. To ensure that they can provide this security, our support is required to create an Afghan National Security Force of sufficient quantity and quality with the goal that it become self-sustaining and enduring.

Since its activation in November of 2009, the ANSF has made significant progress with the support of NTM-A and collaborating stakeholders, expanding their size and improving their quality. This progress is demonstrated in the establishment of an enduring foundation for the generation of soldiers and police, the expansion of their end strength, and their improved professionalization.

In the first year, we assisted our Afghan partners to field an infantry-centric army and security-focused force capable of participating in counterinsurgency operations. Before November 2009 there were insufficient resources, which led to a focus on quantity

alone. Recruitment and assignment of soldiers and police with little to no training, paying them less than a living wage, and the inability to address leader development were the result. After the activation of NTM-A the focus shifted to improving quality and building the foundation for the professionalization of the ANSF, while also maintaining the capacity to increase their end strength.


Today we have built a foundation for the Afghan Ministries of Interior and Defense to recruit, train and assign police and soldiers across their country. All members of the ANSF attend basic training, which includes survivability, professionalism, and literacy training before being assigned. Pay has been increased to provide an income that will help prevent desertion and graft. Finally, a dedicated focus on developing Afghan leaders has led to increased leadership capability and accountability at all levels. These measures enabled the Afghan National Army and Police to attain their 2010 end strength goals three months ahead of schedule and created the capability to instill elements of professionalism within their force.

In this next year we will build on our combined efforts and sustain our momentum toward developing an ANSF that is dedicated

to serving and protecting the Afghan people. We will support our Afghan partners to further expand the size of the Afghan National Security Force, build their systems and institutions, balance the force with enablers like maintenance, logistics, and intelligence, and improve professionalism.

Despite the progress achieved, now is not the time to slow our momentum. We must continue to maintain the sense of urgency that we created over the last year – it will be required to overcome the significant challenges that remain. There will continue to be an officer and non-commissioned officer shortfall in the Afghan National Army, and leaders in the Army and Police include some that are corrupt and inefficient.

As you will see in the following pages, each of these can be overcome with the support of the international community and our Afghan partners. Trainers from across the globe have the skills to develop the capacity of the Afghan security ministries to generate, equip, train and sustain their security force. Leader development, reduction in attrition, and the capacity to develop their own forces require instruction to do so – they require trainers from our NATO and contributing nations. Additional trainers are required to allow for growth

and to improve quality. Conversely, a lack of specialized trainers significantly jeopardizes the mission of developing a self-sufficient ANSF and prevents the transition of institutional capacity. As the Afghan National Security Force continues to grow in size and capabilities, trainers, especially specialized trainers, are required—“no trainers, no transition.” With specialized trainer capabilities, we are optimistic that we will achieve our shared vision for the future—Afghanistan secured by Afghans. 

“We will support our Afghan partners to further expand the size of the Afghan National Security Force, build their systems and institutions, balance the force with enablers like maintenance, logistics, and intelligence, and improve professionalism.”

Below: A Turkish trainer marches Afghan National Army soldiers at a non-commissioned officer training program at Camp Ghazi in Kabul, Afghanistan. (U.S. Department of Defense photo by Doug Magill/Released)



Training the Trainer Shohna ba Shohna

- Lt. Col. David Simons, NTM-A Public Affairs Officer


The Kabul Military Training Center is figuratively the Fort Benning of Afghanistan, serving as the Afghan National Army's training headquarters.

The sprawling 22,000 acres of ranges, barracks and headquarters are set under the beautiful snow-capped Hindu Kush mountain range.

The ANA recruits, soldiers and trainers at KMTC have a close working relationship with NATO Training Mission – Afghanistan. It is NTM-A's role to provide trainers to help train ANA cadre exemplifying the relationship that has blossomed in the motto of "train-the-trainer." The coalition advisors suggest improvements for ANA training and mentor trainers in their techniques.

On an average day, there are nearly 11,000 soldiers training here. Most of the training is basic warrior training provided by Afghan instructors with minimal assistance from coalition advisors. Every six weeks, a basic training kandak, or battalion, graduates 1,400 new ANA soldiers who move on to specialty training. KMTC trainers train 65 percent of the ANA's new officers through a 20-week officer candidate school. Part of this development is a woman's program, training female officers in such fields as logistics and finance. Additionally, KMTC is the host installation for artillery, logistics, signal, legal and religious and cultural affairs branch schools.

Coalition advisors and Afghan trainers are placing emphasis on literacy training, incorporating 64 hours into every basic warrior training class. The training serves as a foundation for developing a professional, modern Afghan military while bringing all basic trainees to a first-grade level of reading and writing.

NTM-A's goal is to train Afghanistan's security forces, both army and police, to stand on their own, by training their own, and sustaining their own. The motto of NTM-A is "Shohna-ba-Shohna" or "Shoulder-to-Shoulder." It is a motto of working together for the betterment of Afghanistan. 



(U.S. Navy photo by
Petty Officer 2nd Class Ernesto Hernandez-Fonte/Released)

To the Future:

Elite ANP Unit Taking the Lead

By Jon Connor, NTM-A Regional Support Public Affairs

Combine the ingredients of father, gardener, carpenter, house cleaner, and dynamic leader, and what do you have? In this case, you have the commander of the elite Afghan National Police unit known as the Central Unit located in the southern area of Kabul.

Brig. Gen. Ahmed Fahim Qayem, commander of the Central Unit is setting an example that few in Afghanistan have seen the likes of. The general truly cares what everything looks like, the perception it conveys, and most importantly, the unit personnel he leads.

For Qayem, this is an opportunity to lead his way, an opportunity to make a big difference in the lives of those Afghan men who volunteer to serve to bring order to their nation amidst a war-ravaged environment.

“Since I was 8 years old, my intent was to be a good soldier and officer,” Qayem said in his office Dec. 30 through an interpreter. “To be honest, professional, and do what I was told.”

This comes from a leader who has served as a soldier, artillery officer, cavalry officer and special forces commando.

He wants his men to be disciplined above and beyond the call of duty, and want them to take pride in themselves. For many of his police personnel who come from the mountains and small villages across

Afghanistan, this is a rare opportunity for someone looking to change his life.

This unit serves as a shining example of an end-state goal of the NATO Training Mission-Afghanistan/ Combined Security Transition Command-Afghanistan. It embodies the concept of turning over and giving the Afghans complete control of their destiny. This unit is an excellent example of what things could be, given proper training and mentoring.

“Since I was 8 years old, my intent was to be a good soldier and officer - to be honest, professional, and do what I was told.”

It represents a successful hand off by coalition forces in its ultimate goal of Afghan self-reliance and a professionally led Afghan National Police that are accountable to its people. It also is a perfect example of the transitional concept of stewardship – taking complete ownership and control of the resources provided to them. This means complete accountability and conducting maintenance on equipment.



Above: Afghan National Police Brig. Gen. Ahmed Fahim Qayem, Commander of the ANP's elite Central Unit, personally addresses the unit following a day of battle drills. (U.S. Navy photo by Petty Officer 2nd Class John R. Fischer/Released)

This is evident the moment one steps into the compound. Immediately one notices how all the unit vehicles are parked dress-right-dress to the immediate left in near perfect order with the wheels all pointed straight ahead.

Inside the unit building everything is spotless. Inside is a medical clinic to handle first-aid situations. Down the hallway to the right is a gym, plastered with posters of Kung Fu competitor champion and movie star, Bruce Lee.

Across from this room is one of the sleeping areas. Pictures are mounted on the sides of the bunk beds identifying who sleeps on top and bottom, slippers neatly positioned at the foot-end of the bunks. The bed covers and sheets are tucked tightly enough to bounce a quarter on.

“Being a human being, civilian or military, where you live should be nice and clean. It will make you do good things,” Qayem said.

To those Afghan men looking for something completely different, Qayem says consider this unit.

From watching the platoons drill, it became quickly apparent how trained and disciplined this unit is. They march – with legs kicking high in the air – in sync with one another.

They're attentive and responsive, and look to

the platoon leaders, and especially Qayem, in a way that shows everyone is trying to do their best. Not just to please, but to be a professional.

As a commander, Qayem said his concerns are having an educated police force, the right equipment, and making sure his men are well-trained. Much like, he said, any western police force.

“If you sweat in training, you will bleed less in the fight,” he said.

The policemen are also advancing their reading and writing capabilities and overall literacy through the efforts of a set of teachers from the Ministry of Interior, Qayem said.


It's apparent that Qayem asks a lot from his unit. But it also is very apparent that he gives a lot too.

“This country has to do good,” he said.

“Friends on the coalition forces support me. I have good support from my higher officers.”

What does the future hold, Qayem can't say. But he does know how to get there.

“Your police are for the service of the people. Come join to help and make this country stand by its own feet,” he said to his

countrymen. 

Equipping the ANSF ▶

Kabul Melli, a local footwear manufacturer, has delivered approximately 200,000 pairs of boots to both the Afghan National Army and Afghan National Police.

“Our first emphasis is always on meeting the needs of our forces,” said Malcolm Ross O’Neill, the U.S. Assistant Secretary of the Army for Acquisition, Logistics and Technology. “The goal is to locate existing Afghan companies in key manufacturing sectors that can provide the skills and goods we need. Ultimately, our objective is to provide the impetus for a self-sustaining Afghan economy that provides better opportunities for

its citizens.”

Kabul Melli represents this type of positive growth in local industry both the Afghan government and NATO Training Mission – Afghanistan is focused on developing.

“The boots were built, tested and improved, through feedback and testing, to the high-quality boots they are today,” said Maj. Kevin Groff, ANSF footwear acquisition program manager for NTM-A’s security assistance office. “They are now comparable in every way, quality-wise, to those produced by U.S. manufacturers.”

By Guy A. Volb, NTM-A Public Affairs



U.S. Air Force photo by Staff Sgt. Sarah Brown/Released



(U.S. Air Force photo by Capt. Robert Leese/Released)

◀ Afghan Air Force QRF Drills

Afghan Air Force security forces personnel conducted mounted and dismounted patrol drills with the help of NATO Air Training Command-Afghanistan in early March.

The drills were the culmination of a four-week training course and the final validation prior to the course’s student’s graduation and transformation from security force personnel to quick reactions force team members.

“Our ultimate goal with this training is to provide critical skills in not only defending themselves and the AAF, but also the nation of Afghanistan,” said Tech Sgt. Sandra Dean, a security forces advisor with NATC-A and the 439th Air Expeditionary Advisory Squadron. “As their final test, SF students were tasked with planning and issuing an operational order,

improvised explosive device recognition and response, mounted patrolling, dismounted patrolling, reaction to an ambush and casualty care and evacuation.

“The skills learned during this type of training are crucial to the students since they will be charged with the defense of their nation and will be forced to use them as they conduct their daily duties, and aid in their ability to conduct patrol missions off base regardless if they have a vehicle available or not,” said Dean.

Faced with challenging tasks the SF troops performed well, demonstrating their progress and capability as a quick reaction force.

By Petty Officer 2nd Class Vladimir Potapenko
NTM-A/NATC-A Public Affairs

Building the Foundation ▶

Proud organizations succeed far more often than they fail, as pride typically motivates members to do their best.

One way to foster this type of pride is through the development of professional standards and high-end facilities. Aesthetics, while not directly related to one’s ability to perform on the job, does support the overall goal of producing, not only professional men and women, but the infrastructure as well.

“By improving the aesthetics and sustainability of the ANSF facilities, we believe that their security forces have a better chance of

maintaining a legitimate institution – one in which the public will acknowledge and trust,” said U.S. Navy Lt. Cmdr. Nick Good.

A simple gesture, maybe, but for a landscape decimated by decades of war, timber smuggling and personal use, changes as simple as planting trees mean something to those who will spend much of their time working at these facilities. Over time, such projects will also help reverse the ills that come with deforestation – flash flooding, landslides and drought.

By Guy A. Volb, NTM-A Public Affairs



U.S. Navy photo by Petty Officer 2nd Class Ernesto Hernandez/Released



Shohna ba Shohna