



**NATO TRAINING MISSION - AFGHANISTAN**

# SHOHNA BA SHOHNA

**READER  
SUBMITTED  
PICTURES  
PG. 10**



**ANA'S  
MAIN FOCUS**  
Training and Equipment

# ANP

Sergeant Major  
Kareem Khan



Afghan Scouts  
partner with  
ANPA cadets  
for an activity day





## WTF: Winning The Future

By Lt. Gen. Daniel P. Bolger  
Commander, NTM-A/CSTC-A

WTF. We have seen that abbreviation before, especially in Afghanistan. The positive thinkers say it means “Win the Future.” The more cynical types add a question mark. And they know what it means, IYKWIMAIKTYD, to lapse into Twitter-speak.

To win the future in Afghanistan, and to do it right without engendering too many of those unpleasant “WTF?” interludes, the Afghans must develop their economy. This is a combination of wide-scale education, extensive physical construction of public utilities such as roads and power grids, and continued improvements in health and nutrition. Help from the international community has been generous, with almost \$70 billion in aid since liberation in late 2001. It sounds like a lot – and it is – but the donations are filling a pretty deep hole. Wracked by almost four decades of war, Afghanistan ranks in the bottom four countries in the world in terms of poverty. There’s nowhere to go but up.

Of course, to win the future here, the Afghans cannot depend on the kindness of strangers. So they have been vigorous on their own behalf. Educational opportunities have expanded dramatically since 2001. Roads have been paved. Clinics have opened. It has not been enough to pull the country very far up the list, but it at least brings Afghanistan “on top of down,” with the trend lines running in the right direction.

Development planners both inside and outside the country tell us that these projects can only proceed behind the shield of security. But the coalition and Afghan military leaders rightly remind us that without improving the lot of the people, we can’t hold our gains against the enemy. In the chicken or the egg

debate of security versus development, the answer is the same as that provided by anyone with a good appetite: We’ll take both, please.

In contemporary Afghanistan, security for development projects depends on the Afghan National Army, Air Force, and Police. Today, three-quarters, soon to be four-fifths, of all those in uniform defending this country are Afghans. They guard the roads, airstrips, helicopter landing zones, construction sites, clinics, and schools. Coalition troops are largely out of the static security role.

The Afghans certainly want continued development, but rightly prefer not to tie down thousands of their soldiers and police at checkpoints, along roads, and at compounds. Seeing that the coalition relied on private security firms for such routine duties, the Afghans have moved to organize their own equivalent. The Afghan Public Protection Force (APPF) activated on Mar. 20, 2012. Its mission is to guard fixed sites, with a special focus on development projects and public works. Over the next year or so, the APPF will expand its capacity to provide escorts for truck convoys. It’s a great step forward for security and development, as well as an important reinforcement of Afghan sovereignty.

Seeing all of this, it’s evident that development and security will continue through Dec. 31, 2014, and well beyond. Afghans are committed to these improvements, as are the international partners. Sure, a few still throw up their hands and grouse about “WTF?” But that’s old news. These days, it’s all about winning the future. The Afghans are moving out to do just that.

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Photo — Front Cover: Soldiers from the 1/167 Infantry (4th Alabama) unit drive through the mountain range from Orgun to FOB Sharana, Nov. 13. Photo by MC3 (SW) Sean Weir

Photo — Top: Cadets from the Afghanistan National Police Academy and the Afghan Scouts get together for a basic scouting activity day at the ANPA, Nov. 9. Photo by MC2 (SW/AW) Kleynia R. McKnight

Photo — Back Cover: A mountain range and village in the Paktika province, Nov. 13. Photo by MC3 (SW) Sean Weir



NTM-A supports ISAF to enable accountable,  
Afghan-led security not later than 31 December 2014.



# Afghan police adopt new human resource tool

Story and photos by TSgt. Dominique Dickens  
NTM-A Public Affairs

Fifty policemen representing the various law enforcement branches within the Afghan National Security Forces traveled throughout the country to the Capital Training Center (CTC) in Kabul to learn the ins and outs of the Afghanistan Human Resources Information System (AHRIMS).

AHRIMS, an efficient, sustainable and complete human resource tool, is the medium that Afghanistan's Ministry of Defense and Ministry of Interior will use to shape the ANSF as they maneuver through personnel management, support and towards self-sustainment.

For 21 days, the students learned how to link the electronic pay system to AHRIMS, provide accountability to identify exactly who needs to receive pay, enable data verifications, register all police through in/out processing,

monitor the issuance of new identification cards and provide end-of-the-month reports for leadership.

One of the main advantages of the system, as Afghanistan and its forces move forward with technology, is a more modern, productive workflow that is automated and paperless.

"Before this system we all had paper files, and we had to search through book after book ... just for one document. It was stressful," said Major Zabiullah, a policeman who serves in the Kapisa Province and like many Afghans uses one name. "Files would get lost all the time. Every process will be a lot easier now that we have [AHRIMS]."

The lack of a legitimate filing system weakened the police force. Personnel records were lost. Eleven years of documents that kept account of education levels, work experience, awards, punishments, etc., were mismanaged or missing altogether.

AHRIMS gives the ANP as well as all

Afghan forces better control over personnel management, which will ultimately help bolster security.

Jeff Ingram, a NATO Training Mission - Afghanistan adviser who heads the human resource development department for the ANP, has seen AHRIMS grow since its inception. He feels confident that the training is on track as coalition and Afghan forces prepare for transition in 2014.

"We are working towards bringing AHRIMS on-line fully as the leadership's indispensable human resource management tool with a testing cycle planned January through June 2013," said Ingram.

AHRIMS is scheduled to be completely Afghan owned and managed by October 2013.

"To be successful," Ingram continued, "training is an absolute must and is the key to fully implement change of managing all human resource functions within the Afghan National Police, and we're doing that today ... right now."



An instructor conducts a review with students on the Afghanistan Human Resources Information Management System (AHRIMS) at the Capital Training Center in Kabul Dec. 2012.



Afghan policemen throughout Afghanistan traveled to the Capital Training Center (CTC) in Kabul to learn how the Afghanistan Human Resources Information Management System works (AHRIMS) Dec. 2012.

# National Logistics Center-Wardak transitions to ANP control

Story and photo by Capt. Monika Comeaux  
NTM-A Public Affairs/ DCOM-SPO PAO

The National Logistics Center-Wardak passed to Afghan National Police control during a ceremony Nov. 18, 2012, at one of the facility's new maintenance bays.

The signing of transition documents and a ribbon cutting symbolized the transfer, with more than one hundred coalition and Afghan guests present.

"This is where engineering and logistics intersect, to make a significant step for the Afghan National Security Forces, specifically the Afghan National Police logistics system," said NATO Training Mission-Afghanistan Engineer Director Andy Backus.

"It has been a very good project," added Backus. "A lot of the logistics facilities in the

Kabul region are compressed. When you get out here and see NLC Wardak, you see that it is a significant site. They have warehouses spread out, they have place for a container yard, loading ramp – that type of expansive facility was not available here in Kabul," he said. From a logistics standpoint, access to the facilities is much easier at the Wardak location than it would be at locations in Kabul, Backus explained.

"During the past 10 years during the recent history of the ANP, this is the first very large modern national facility that we are taking over," said Deputy Minister of Support ANP Lt. Gen. Whadat. "NTM-A and the coalition partners have contributed a huge budget to this facility. This facility will enable us to support the ANP all over Afghanistan, and they will greatly benefit from this facility over here," he said.

The facility is designed to be the center for the ANP logistics and will house the Ministry of Interior Support Center (MSC), the Police Materiel Management Center (MMC-P) and the Interim Logistics Facility (ILF), currently located in Kabul, said Whadat.

The MSC provides command and control to all operational organizations and elements of the Department of Logistics. MSC provides interface to the logistics infrastructure at the national, regional and provincial level. The MSC also provides planning and support requirements for all vehicles and equipment assigned to the Afghan Ministry of Interior.

MMC-P provides logistical support in the areas of supply operations, weapons, property book management, fuel, transportation and maintenance support and management, in order to provide responsive and efficient support to the ANP and meet operational needs of the MoI.

The Interim Logistics Facility is the ANP's National Supply Depot. It holds various classes of supply for forward distribution to regional ANP units. It receives its tasks from the MSC and MMC-P. The facility also requests, receives, stores and issues Supply Class I (subsistence and bottled water), Class II (clothing, individual equipment, tools, admin and housekeeping supplies), Class III (P) (Packaged petroleum, oils and lubricants), and Class VI (personal demand items) for the ANP.

"It is very important that we upkeep these buildings in their current condition and conduct the proper maintenance on them ... I would like to urge everyone to be proactive in keeping this facility operational," said Whadat, addressing all who will work at NLC-Wardak.



An Afghan National Police color guard stands in formation awaiting the arrival of Afghan dignitaries to the National Logistics Center-Wardak ribbon-cutting ceremony Nov. 18, 2012.



# Afghan Scouts partner with ANPA

Story and photos by Petty Officer 2nd Class (SW/AW) Kleyntia R. McKnight  
NTM-A Public Affairs

Cadets from the Afghan National Police Academy (ANPA) united with the Afghanistan Scouts Association Nov. 9 to participate in a day of activities and learn about the basics of Scouting.

The Afghan scout program is a small but growing community that provides development of character, self-esteem and a sense of community for Afghan youth. Yet unlike the usual scout programs in other countries, where it is common to have the girls and boys separated, one of the main focuses when re-establishing this curriculum was to integrate boys and girls because internationally it is imperative to elevate human rights of women while being sensitive to the culture norm.

The program, which actually has a 71-year history, was phased

out in the 1970s due to the soviet occupation. It was revived in 2002 by local Afghan, international and youth outreach groups present in the country at the time.

“The importance of resurfacing the Afghan Scouting program is internationally to implement three basic things: leadership development, self-confidence tuning and finally, create and refine a state of patriotism and a sense of citizenship in this critical time of change,” said U.S. Navy Cmdr. James T. Polickoski, the training and founding director for the Scouts for Afghan

Scouts. Scouts for Afghan Scouts is a volunteer organization among the coalition forces based out of Camp Eggers in Kabul, Afghanistan.

Throughout the day, Polickoski along with the ANPA cadets

“The main concept was to reiterate volunteerism, to highlight citizenship and that it means something. That we all have to give back to the community ...”

organized and coordinated a series of activities: rock climbing, soccer, wheel-barrel races, American football, setting up tents, and basic driving lessons.

For many of the scouts the day was a chance to meet and connect with the cadets, the future leaders within their own community whose faces look like theirs and who could also identify with the hardships many youth face while living in Afghanistan.

“The main concept was to reiterate volunteerism, to highlight citizenship and that it means something. That we all have to give back to the community, and that is the concept we are all trying to convey to today’s youth.



Cadets from the Afghanistan National Police Academy played organized games with kids from the Afghan Scouts during a basic scouting activity day at the ANPA, Nov. 9.

# PA cadets in activity day



And what a better chance than Scouting,” said Polickoski.

Polickoski also mentioned that the overall idea is to teach the scouts while they are young because they are the future leaders of the country.

The academy cadets and the scouts are planning more activity days for the future as these opportunities give both parties a chance to be themselves and provide an alternative to the normality that exists in a war-torn country.

“It was great day. At the end of the day, you can tell that they enjoyed it a whole lot. Each cadet was assigned as a role model to a scout,” said Polickoski.

Adul Saboor, age 11, from Kabul, Afghanistan, and a scout leader as well, said within the past three years learning about the scouts, earning the badges and being able to accomplish all sorts of activities has given him a bigger outlook of discipline and structure.

“My favorite activity is learning land navigation, tracking my way in case I get lost, the first aid badge and but mostly about learning about being a scout,” said Abdul.

As 2014 approaches, questions arise about the future of Afghanistan, and among those questions the future of the scout program duels within the leadership position of the scouts.

“We are at a pivotal point due to the future plans of the coalition forces leaving, and

along with that, the financial contributions are a key point for the continuance of the Afghan Scouting Program,” said Polickoski, although he mentioned that in the near future, a sponsorship dinner is scheduled to bring in companies to support the program.

“What we want to leave with the scouts program is the sense of volunteerism and ownership,” said Polickoski.

For more information about the Afghanistan Scouting Program, visit [www.afghanscouts.org](http://www.afghanscouts.org).



Girls from the Afghan scouts arrive at a basic scouting activity day at the Afghanistan National Police Academy Nov. 9.



Afghan Scouts learn to tie climbing knots during a basic scouting activity at the Afghanistan National Police Academy (ANPA) in Kabul, Afghanistan, Nov. 9.



# Personality Profile: Kareem Khan

## Q & A with the Sergeant Major of the Afghan National Police

Story and photos by Petty Officer 3rd Class (SW) Sean Weir  
NTM-A Public Affairs

*On Nov. 13, 2012, I had the chance to sit down with Kareem Khan, sergeant major of the Afghan National Police, during his visit to local police stations in the Paktika Province. Khan sat down for a one-on-one question and answer session to discuss the past, present and future of the Afghan National Police (ANP).*



Kareem Khan, sergeant major of the Afghanistan National Police, sits down for a meeting with the local police chief during a trip to the police station in Orgun, Afghanistan, Nov. 13.

**Q:** Sergeant Major, when did you join the ANP?

**A:** 11 years ago.

**Q:** Why did you join the ANP?

**A:** It's a holy, noble job. Also, you can serve your country, your people and your family.

**Q:** What kind of responsibilities come with being the Sergeant Major of the ANP?

**A:** I have a lot of responsibilities in all sections of the police. One of my major responsibilities is training and education. I am involved in planning, arranging and running the courses. Overall I would say my top responsibility is to raise the standards of the police force here in Afghanistan.

**Q:** How important is it for Afghanistan to have a strong police force?

**A:** Oh, it is very, very important. The country needs a force that is able to protect its people.

**Q:** What has changed from when you joined the ANP to how it is now?

**A:** We have made a lot of progress. When I first joined, we didn't have one uniform. Everyone wore something different; we had no equipment or gear. We also had no educational courses or standardized training, which is so important. The professionalism that exists within the ANP was not there when I joined. We have made major achievements in training and education. We still have a long way to go, but when you start from zero, you need a lot of time and opportunities.



**Q:** With the Coalition drawdown what challenges will that present and how can you overcome them?

**A:** As you are aware, a lot of training centers have transitioned successfully and things are still running smoothly well after the transition. The performance of these centers has continued to get better. It's all categorized, and we are still working and preparing for a complete transition. We are working hard, and we will be ready for it.

**Q:** In 11 years since you joined the ANP, what is the one thing that makes you most proud?

**A:** Every morning when I get up and wear my uniform, I feel very proud that I am serving the people of Afghanistan.

**Q:** What is your vision for the future of the ANP?

**A:** First off, my hope is one day Afghanistan will be safe. We won't have this Al Qaeda or Taliban problem – everything will be safe. Second off, for the police I have a vision that the police will only have a pen and a notebook. When a child goes to school his mother can say, son if you have any problems go to the police. They can solve your problem.

**Q:** What is one thing you would like people to know about the ANP?

**A:** One of the major changes that has occurred is trust. People were afraid of the police; they never trusted us. But now we are trusted. The people here are proud of the police, and they stand by and support the police. This is a sign of progress that I see and I hope the trust continues to grow.



Kareem Khan, sergeant major of the Afghanistan National Police, talks to the local police force during a trip to the station in Orgun, Afghanistan, Nov. 13.



Kareem Khan, sergeant major of the Afghanistan National Police, salutes the police force during a visit to a local police station in Orgun, Afghanistan, Nov. 13.

# ANA'S main focus training, equipment

Story and photo by Colonel Mohammad Asif Tanib, ANA  
Afghan Master Journalist,

**B**esmillah Mohammadi, the defense minister of the Great Islamic Republic of Afghanistan, held separate meetings in his office with the defense ministers of both Canada and Germany.

Mohammadi talked to Peter MacKay, the Canadian minister of national defense, and Thomas De Maiziere, the German minister of defense, in individual meetings about the friendliness of their countries.

During these meetings the Afghan defense minister talked to MacKay and De Maiziere about the delegation and development of the Afghan National Army Forces, the present condition of Afghanistan, the continuity of the destruction of the terrorist groups in Afghanistan, and the responsibility the Afghan National Security Forces are taking in regards of the quality of the transition prior to 2014. Mohammadi touched on several types of subjects, such as the training the Afghan National Security Forces will have to continue to provide and to carry on until 2014, as well as their efforts to support their responsibilities on those matters.

The Afghan defense minister strongly spoke about the problems that might rise after 2014, and how important it is to keep the country secure after the mission is complete.

“For the past 10 years the Afghan National Security Forces have helped and supported the re-building of our country by providing equipment, education and training, and for that I am grateful and I really appreciate



**Peter McKay, the Canadian minister of national defense, signs a document after meeting with Gen. Besmillah Mohammadi, defense minister of the Great Islamic Republic of Afghanistan (right) as he and Maj. Gen. Mohammad Zaher Azimi, head of the ministry of defense public affairs, look on.**

all of your support and sacrifices,” said Mohammadi.

He also added how necessary it was for the countries of Canada and Germany to continue their already provided support.

As the meetings went forward, both countries congratulated Mohammadi for being selected as Afghan National Minister of Defense.

Both MacKay and De Maiziere balanced the conversations by adding how important it is for not only their countries but also the rest of the world to know that the international coalition forces will continue to help stabilize the security, peace, and strength of Afghanistan and its

close neighboring countries.

The two visiting ministers also added how their support will continue after 2014 and promised to continue their support in maintaining the peace and the security of Afghanistan.

Both Canada and Germany have been and will continue to be two of the many great contributors of the great development of the civilian population and the Afghan forces in the many different regions of Afghanistan.

*(Editor's Note: This article originally appeared in the Nov. 20, 2012, issue of "Defense," the Afghan Ministry of Defense weekly newspaper.)*



# Reader Submitted Photos

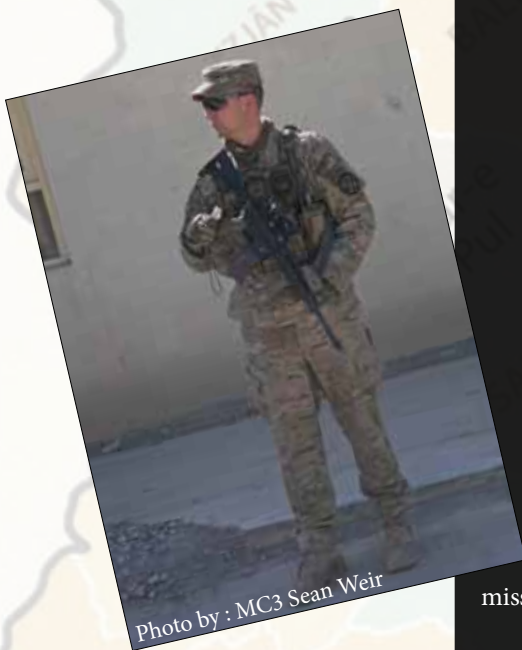


Photo by : MC3 Sean Weir



Photo by : MC2 Klevnia McKnight

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Subject Line must say,  
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Photo by : LT David P. Varney



Photo by : COL Joerg Lohmann



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**Happy New Year 2013!**  
**from**  
**NTM-A Public Affairs Office**



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