

MEMORANDUM FOR NTM-A/CSTC-A

SUBJECT: Commander's Vision for 2011 – Accelerating Progress

"ISAF and GIRoA are entering into a new phase of our joint effort, which allows us to help set the conditions for irreversible transition to full Afghan security responsibility and leadership...by the end of 2014."
(Lisbon Summit Declaration, 2010)

1. Along with our Afghan and coalition partners, we have made significant progress over the last year to grow the ANSF, increase its quality, and build the foundation for its professionalization. While we should take great pride in our accomplishments to date, our work is far from complete. We must *accelerate our progress* this year, doing all we did last year... but more, better, and faster. We have only three years to complete the generation of a self-reliant and professionally led ANSF, with effective and accountable Afghan Security Ministries that are responsive and answerable to the Afghan people. This year will be pivotal.

2. Accelerating progress this year requires significantly increasing the quality of the ANSF. We have a mature and well established training base, which will allow us to grow the force faster and better to 305K and once achieved, continue towards the 2012 objective. Essential to this effort is assisting our Afghan partners to arrest the high attrition rates and ensure quality occurs concurrently with growth – quality and quantity are complementary *and* must be mutually supportive. Realizing that growth alone will not set the necessary conditions to enable irreversible transition; we will shift our focus this year to achieving results in the following five critical areas:

- **Train Afghan Trainers and Instructors:** Producing quality Afghan trainers and instructors is our **priority effort in 2011**. The development of quality Afghan trainers and instructors, who are capable of leading and training their force and eventually assuming responsibility for the training base, are the essential building block for institutional self-reliance and eventual transition. We will build a quality train-the-trainer system in 2011 as part of a multi-year effort to underpin a self-generating and self-sustaining system. This system will initially produce basic level trainers and instructors and grow them into master trainers/instructors, training staffs, and training center commanders capable of effective management of training programs and the running of training centers. At end-state, Afghans will lead quality training as well as design, deliver and sustain that training in their training centers across the country. In 2011, we will put in place the train-the-trainer/instructor system and expect it to reach full output capacity by the end of 2012.
- **Accelerate Leader Development:** A new generation of ANSF leaders is critical to our mission and will underpin the professional force that will transition into the lead by the end of 2014. To rapidly overcome leader shortfalls in both the ANA and ANP and fill the ranks with a new generation of professional Afghan NCOs and officers, NTM-A/CSTC-A and our Afghan partners must aggressively recruit qualified candidates and seek innovative ways to train and develop them. To accomplish this in the ANA, we will add two new OCS courses this spring to expand officer training capacity, and we will reallocate training resources from basic warrior training to Team Leading Courses in order to increase the throughput of NCOs. Additionally, in partnership with the UAE and France, we will train 1K more NCOs and are working to establish a similar model in Turkey. In the police, we will expand NCO and officer training course

capacity as well as open six new training centers which will offer additional NCO training. Concurrently, we are working to establish an OCS course in Turkey which will graduate at least 500 new officers this year. In parallel with producing new leaders, we continue working with the MoD and MoI to establish an institutional education system which iteratively and professionally develops leaders at the junior, mid-, and senior levels. This leader development system is a key component of the foundation for an ANSF capable of self-generating a professional officer and NCO corps.

- **Build Literacy and Vocational Skills:** Our literacy program underpins the professionalization and institutional development of the ANSF. In 2010 we built the foundational literacy program and specialty branch schools, and this year we will exploit them to produce an ever increasing professional ANSF capable of supporting and sustaining itself. The program has tripled its capacity over the last year to 46K personnel in training at any one time and has the objective of reaching a steady state of 100k in training by the fall of 2011. To accomplish this, NTM-A/CSTC-A has incorporated literacy instruction in all of our institutional courses, in the ANA Corps operational areas, in 300 police districts, and is working to include it as part of the ALP curriculum. NTM-A/CSTC-A's goal is to educate every member of the ANSF to at least the 3rd grade level to support the ongoing professionalization of the force and the development of essential vocations. Vocational training is a primary focus this year and will allow the ANSF to produce soldiers and police trained in specialty skills required to execute necessary support functions and operate the systems which will sustain their force. NTM-A/CSTC-A built and is currently running 11 MoD specialty branch schools, with the final school coming online in May 2011. Through a cross ministerial agreement, these schools will train both Army and Police personnel in critical "vocational" skills such as logistics, communications, engineering, legal, intelligence, and finance. Together, the literacy and vocational skills training will provide the ANSF with a higher quality and more professional, self reliant force. This skill training will be transformational to the ANSF with direct impact on the Afghan society writ large.
- **Inculcate an Ethos of Stewardship:** In 2010 and 2011 we will invest approximately \$20B towards developing, equipping and sustaining the ANSF, a sum equal to that spent during the previous seven years. To protect this investment, we must instill an ethos of stewardship, teaching the importance of responsibility, accountability and maintenance at all levels of training and education. We must reinforce these values by immediately implementing stewardship policies in the security ministries and validating accountability within existing systems. Our literacy programs play a critical role in stewardship, and we will continue to expand and improve the curricula and expectations for both the institutional and operational units. Soldiers and police must be able to read and count if they are to function as a component of a modern security force and in particular to account for the equipment and property with which they have been entrusted. We must begin to develop a culture of Afghan stewardship now so that upon transition, our Afghan partners are prepared to account for and maintain the investment NTM-A/CSTC-A has made in the ANSF.

- **Develop Enduring Institutions, Systems, and Enablers:** NTM-A/CSTC-A will continue to develop the capability within both Security Ministries to execute the strategic level functions and systems necessary to transition to the lead for directing, operating, building, and sustaining the fielded force. To accomplish this, we will work with the Security Ministries to further enhance their ability to conduct strategic planning, budgeting and resourcing and improve the operation of the national level systems necessary to sustain the ANSF forces. NTM-A/CSTC-A must ensure by the end of 2011 that the logistics, personnel, intelligence, medical, strategic communications, and infrastructure construction/maintenance systems are fielded and able to operate with coalition assistance. In order to connect the fielded force with the national level systems, NTM-A/CSTC-A will begin to generate and field the necessary enabler units and personnel to execute the sustainment functions at the operational level and below. Such enablers will round out the ANA Corps structures and ANP units and significantly improve the ability of the ANSF to sustain itself from the national down to the tactical level.

3. **Inform and Educate.** Strategic communication is inherent in all that we do. Leaders across NTM-A/CSTC-A must continuously seek opportunities to inform and educate both the Afghan people and the international community about the tremendous progress that has been made in the growth and development of the ANSF. Additionally, we should empower our subordinates to share the story of our progress and enable our Afghan partners to do the same. Whenever possible we should do this using Afghan voices. The Afghans in particular must be aware of the improved capabilities and resources of their ANSF as provided to them by our international coalition. We must work to improve the connection between the people and their national security forces to create both a sense of ownership and an appreciation of their collective progress.

4. **Risks.** There are real risks to our progress -- the failure to fill our trainer shortfalls, the failure to arrest unsustainable attrition in the ANSF, and the failure to provide personnel to conduct oversight and stewardship of our cumulative \$40B investment. Individually or collectively, each one of these could derail our progress -- we must work urgently with our Afghan and international partners to seek innovative ways to either overcome these risks or mollify their effects.

5. We all should be proud of the significant progress made in 2010 – it is huge, but we must accelerate our progress in 2011. We will establish metrics to measure progress, follow aggressive timelines, conduct continuous assessments, and adjust resources as required to achieve the objectives in each of the five critical areas above. We must execute with a sense of urgency and push our Afghan partners to do the same – together, we will move the ANSF closer to the self-reliant, enduring force that Afghanistan needs and begin setting the conditions for the Afghans to transition to the lead for security by the end of 2014.

“Shohna ba Shohna!”



WILLIAM B. CALDWELL, IV
Lieutenant General, US Army
Commander, NTM-A/CSTC-A