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## **As Prepared Remarks to the NATO Military Committee, Brussels, Belgium September 27, 2010 Lieutenant General William B. Caldwell, IV Commanding General, NATO Training Mission- Afghanistan**

I am Bill Caldwell, a NATO officer...Commander of the NATO Training Mission you established last November. At that time, you charged me to generate and professionalize the Afghan National Security Force. Today, I am here to report on our progress...and request your assistance.

If we do not continue to resource the training mission in Afghanistan, we will definitely delay transition.

Tactical gains on the battlefield will not be enduring without a self-sustaining Afghan Security Force. To create this force, we must professionalize the police, army, and air forces; create viable logistics and medical systems; and improve the infrastructure and the institutions that train and educate them...above all, we **MUST** have the trainers to develop them. We cannot meet our goals without the resources to achieve them. As our Secretary General said recently, “no trainers, no transition.”

This transition to Afghan lead is critical to Afghanistan and requires Afghan soldiers and police that are capable of independent security operations and have the capacity to generate and sustain their own forces. To do this, we must support the Afghan government in the development of this capacity, while building systems to set the conditions for transitioning the lead ...in other words ...developing the Afghan National Security Force is transition.

As SACEUR said earlier this month while visiting us in Afghanistan, “Training is Job One.” Our most urgent need to accomplish this job is getting the coalition trainers required. We are at a critical stage in the development of the Afghan National Security Force. This past year our focus was on generating quantity...combat formations, battalions that we sent into the fight. But now, we must create a force that can generate, equip, and sustain itself to serve and protect its people; therefore, we must build the critical support formations over the next year, and professionalize this force. Accomplishing this will require additional NATO institutional trainers with special skill sets...skill sets to create and develop Afghan logisticians, maintainers, communicators, intel analysts, and the leaders this security force requires. The majority of this increase occurs in the six month period between this December... and next May. If we do not

resource this critical phase of the mission...and resource it soon...the Afghan National Security Force will not be self-sufficient... in time to begin the process of transition next year. If they are not self-sufficient, then we... cannot transition...

We are realistic about where we stand today, so when I tell you that we have made tremendous progress, I say it fully aware of the challenges that lay ahead. Due to the commitment of our nations since last November, our focused efforts to build and strengthen the Afghan National Security Force have developed a real capacity to create a professional force that can serve its people and preserve its nation. When we stood up this command last year the prospects for significant progress were dim. When I took one of my first trips to view the status of training in Afghanistan it became very clear we were headed in the wrong direction.

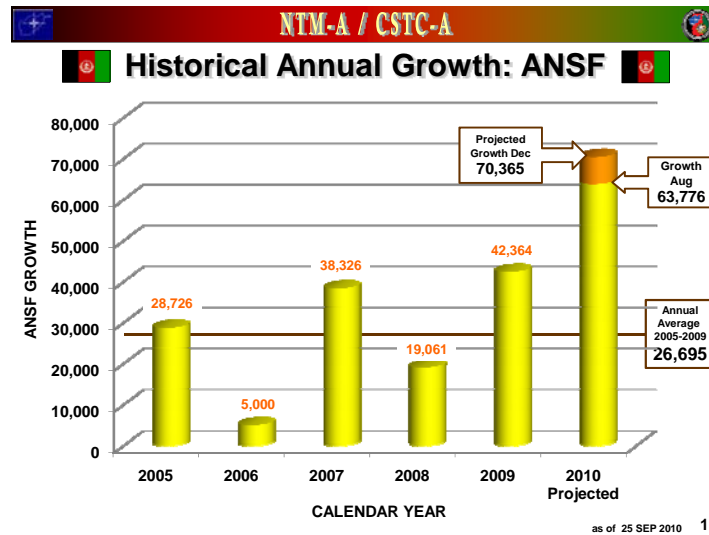
At a Police Training Center out west in Adraskan, I observed the state of police training...and was deeply concerned...This site was run by contractors, they trained police recruits based on their contract, showing little initiative or flexibility for conditions on the ground. As military professionals, we understand the three basic skills of any security force – the ability to shoot, move, and communicate. The police recruits at Adraskan were getting none of these in their training last year. During weapons training, they were not taught the basics of marksmanship or expected to qualify. The contractors did not even have a sight adjustment tool to change the sights for the recruits...they simply showed them how to load the weapon and shoot bullets down range. While a significant portion of a police officer's duty is to patrol in a vehicle, no driver's training was provided – and this for a population that largely has never driven a vehicle...recruits that have to be taught as the first step of drivers training how to open the door. The contract trainers also failed to communicate with recruits outside of basic instruction. There was no professional development or mentorship.

Today... training in Adraskan is drastically improved and I was just there last week to see the changes first hand. What I saw were...Trainers who are now more than simply instructors, they are police professionals... Professionals who have the specialty skills required for the task and the experience to develop and mentor the police recruits... Professionals who are training others to be professional. As you can see, today Adraskan is run by the European Gendarmerie Force. Upon arrival, these police professionals immediately identified the need for more advanced training. They revamped weapons qualification training, teaching them how to shoot accurately, and ensuring that all policemen qualify with their weapon before they graduate. They proactively requested vehicles from the local Provincial Reconstruction Team and developed a driver's course. They spent time outside of official training providing professional development and mentorship. Initiative, flexibility, and professional experience...this is what trainers from coalition nations provide...and it is vital to the accomplishment of our mission.

Adraskan is just one example of the difference coalition trainers have made in training the Afghan National Security Force. To understand the full picture of our progress, we must look back over the last year.

Before November 2009, the focus for Afghan National Security Force development was on quantity...on getting as many soldiers and police into operations as fast as possible and yet... we were even failing at that mission. Building and developing the Afghan National Security

Force as an enduring force was not the focus of their efforts. In fact, this time last year the overall growth of the Afghan National Army had a net loss of 1200... There was no growth... Meanwhile, key inputs that addressed the professionalism and quality of the force, such as leader development, losses from attrition, and literacy of soldiers and police were overlooked. Even in quantity the development of the Afghan National Security Force was inconsistent. As you can see in this chart...



From 2005 to November 2009, the average annual growth was around 15,000 personnel in the Afghan National Army and 12,000 in the Afghan National Police; for a total of 27,000 in the Afghan National Security Force. The growth was well below the requirement to meet both the Afghan National Army and Afghan National Police end-strength goals for this year.

Today, I am pleased to report this trend has been reversed. In the past year the growth in the Army and Police has more than doubled the average of any previous year at almost 64,000 personnel. This growth is larger than any other year in the history of the Afghan National Security Force, leading both the Army and Police to exceed their 2010 growth goals three months ahead of schedule.

While an increase in the quantity of the Afghan National Security Force is a sign of progress, we realized shortly after the activation of NATO Training Mission - Afghanistan that while quantity is important, quality is imperative...As we all know, it is the foundation of professionalism. Our #1 challenge to building a self-sustaining Afghan National Security Force is developing professionalism within its ranks. Professionalism is the key ingredient to an enduring force that can serve and protect its people. The limiting factors to building this professional force are leader development, literacy, and losses through attrition.

The first, and most important element, to professionalize the Afghan National Security Force is leader development...it is the enduring foundation for any security force.

Our efforts to create professional officers and non-commissioned officers in the Army and Police are focused on quality training, developing experience, and providing an appropriate education; all dedicated to creating an ethos of service and loyalty. It is only when Afghan leaders embrace

a culture of service to their nation and their people that the Afghan National Security Force will truly be a professional force. The only way this ethos will be developed and true leaders created is through rigorous mentorship and development by quality trainers. We MUST provide them our best trainers...trainers that can only be found in your nations...and can provide Afghan leaders an example to follow.

To address the key challenge of professionalization we need one thing... YOU. Your nations have the right people, with the right skills, in the right numbers, and the right multi-national experience. Every one of your nations has a capability that will sustain the momentum we have created together this past ten months. We need you to determine how else your nation can contribute...you know what special skills your nations' service members and civilians can bring to this mission. While NATO Training Mission-Afghanistan makes up only 2% of the coalition force strength in Afghanistan, its impact is enormous – our trainers have generated an Afghan National Security Force that today makes up 63% of all security forces. By improving their capability to generate, equip, field and sustain their Force, we have begun to create a force that will be able to take the lead for security in the future. This would not have been possible without the professional trainers from your countries.

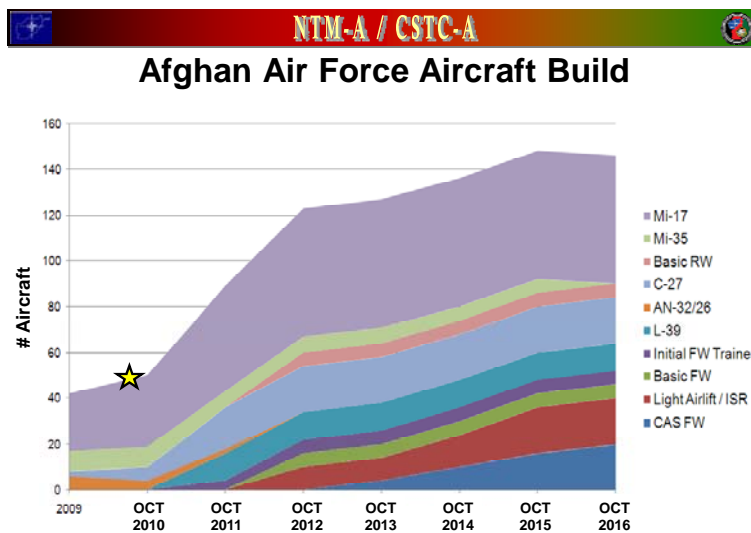
Let me give you a few examples where trainers have made a significant impact...and where we need more help.

The Afghan National Army's Consolidated Fielding Center in Kabul, pictured here, is an extraordinary example of how NATO trainers have made a dramatic difference. The Center's mission, in its simplest form, is to build, train, equip and validate infantry battalions before the battalions are sent into combat operations. It provides consistent quality of training, ensuring that each unit is ready to deploy to its designated area of operation. In the past 10 months it has validated and deployed approximately 35 battalion-sized units. Military members from 10 NATO nations form the core of support for the Center. They provide quality training to units that are about to enter combat operations...it makes a difference in Afghan National Security Force combat readiness... it helps units establish the cohesion and competence necessary for real-world operations.

Though this mission has not changed in ten months, the complexity of the training and the detailed integration of the battalion's command and control and its internal fire power experienced impressive gains. Just this past month, for the first time, an infantry battalion integrated mortars, machine guns, and SPG-9s (see photo) into a culminating live fire exercise. The result of having professional trainers is not just to make a more combat effective infantry battalion but also to shorten the time it takes to make these units more self-reliant. The Consolidated Fielding Center would not exist without the special skills provided by your multinational team of trainers.

Let me shift from an infantry-centric focus to highlight how your nations have provided growing capacity in specialty skills and support systems...as exemplified by the Afghan Air Force. At this time last year, all basic airlift and battlefield mobility was being performed by coalition forces alone... In the last 10 months, a portion of this capability has been created and Afghans are now performing some, but not all of these functions...

Just last month, the AAF directly supported the Afghan people by rescuing over 2,100 citizens threatened by rising floodwaters. Earlier this month they returned from providing disaster relief assistance to Pakistan with no NATO advisor presence – the four Afghan Air Force helicopters flew 211 sorties, transported 963 aid workers, rescued 120 flood victims, and delivered over 100 tons of medical and food aid. This amount of aid essentially fed 200,000 families for a week. This is an extraordinary achievement...and an important strategic message of regional partnership— *The Government of Afghanistan has the willingness and capability to help a neighbor in need... a capability enabled by NATO trainers.* This mission saved lives and made a dramatic difference. It would not have been possible without the extraordinary skill and efforts of your nations’ trainers in the NATO Air Training Command. We need additional specialty trainers to increase the critical role of training and educating additional Afghan Air Force personnel.



However, as you can see in this chart, the Afghan Air Force will have dramatic growth over the next two years that will require more trainers... specialized trainers... trainers from your countries to see this through until completion.

These are but two examples of the progress that we have made together...and examples of why we need more trainers. There will be a steep increase in trainer requirements over the next eight months. With the 600 pledges that came from the Force Generation Conference last week, there are still 900 unfilled trainer requirements. The pledges made last week are important and appreciated, but they are not sufficient for us to accomplish the mission you have asked us to do... We still need trainer capabilities, not just numbers...but also specific capabilities. We need trainers with the skills and experience to grow and professionalize the Afghan National Security Force.

Your support to the NATO Training Mission has increased both the quantity and quality of the Afghan National Security Force, sustaining the significant momentum begun this past year.

However, we MUST fill the remaining requirements to sustain this momentum in the face of significant challenges both in quantity and quality.

The magnitude of the challenge in quantity in the Afghan National Security Force is monumental to say the least. To put this into context, in order to grow the Afghan National Security Force the additional 50,000 needed to meet the 2011 growth goal of 305,000, we will need to recruit, train, and assign 133,000 soldiers and police in the next year, which represents approximately the same number as the total strength of the Afghan Army today.

A persistent lack of trainers will negatively impact the quality of police and soldiers and their ability to generate and sustain their forces. Without more specialty trainers... expansion of Afghan training bases will be hindered... specialty school development will be delayed... creation of support units will be slowed... professionalization efforts will be hampered... and the eventual transfer of security responsibility to Afghans will be delayed.

To address this, we have identified 15 priority capabilities that we believe you can reasonably pledge against and begin filling by this winter and next spring. These requirements represent half of the total current trainer shortfall, but most importantly represent the gendarmes, pilots, doctors, and other key enablers that will get us through a critical and exponential growth period. If these commitments are pledged and fulfilled with boots on the ground, it would cover our critical needs through the summer of 2011...and further... allows us to begin the process of transition. Each of you possesses a capability that exists right now that can fill these requirements...each of you can make an even greater contribution today to greater Afghan stability and our shared security.

Just over 9 years ago, an unstable Afghanistan led to plumes of smoke and ash floating over New York's skyline and out of a building in Washington, DC, killing 2,977 civilians of many nations...over 6 years ago bombs exploded on four trains in Madrid, killing 191 commuters...and over 5 years ago backpacks across London detonated, killing 52 citizens travelling to work and school...

Nine years ago we all determined that it was no longer safe to turn our backs on Afghanistan...this is still true today. The safety and security of not only the Afghan people, but our own people, require an Afghan security force that can serve and protect its people...a security force that can prevent the proliferation of malign organizations like those that attacked us all. This security force is being built today...but needs our help to become self-sufficient and professionalized. Continued delay to develop the support forces and schools the Afghan National Security Force requires to will delay their ability to achieve self-reliance. We cannot sustain our momentum without YOUR support... If everyone at this table made a pledge of 30 trainers with the required skill sets, we would have all that is required for us to accomplish our mission.

I am Bill Caldwell...a NATO officer and I am here to appeal to you to resource our mission with the critical trainers required to accomplish the mission NATO has mandated for us.

Anything less will definitely delay transition and prevent the Afghan National Security Force from becoming a self sustaining and enduring force that can protect its people and preserve its nation. Thank you.

*Small Wars Journal Editors' Note: Lt. Gen. William B. Caldwell, IV is Commander of NATO Training Mission-Afghanistan and Combined Security Transition Command-Afghanistan. You can access LTG Caldwell's NTM-A / CSTC-A speeches, interviews, videos, and blog entries here.*

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